

2010-2011

Proposed Budget 2010-2011 Fiscal Year

SANTA BARBARA COUNTY OPERATING PLAN



Paths to Performance



Front Cover:

**Strasburg Wall
A Collection Of Nicole Strasburg's Paintings**

Santa Barbara County, California

**Courtesy Of
Sullivan Goss - An American Gallery**

Artist: Nicole Strasburg

COUNTY OF SANTA BARBARA

FISCAL YEAR 2010-2011

OPERATING PLAN – PROPOSED BUDGET

Presented in May 2010 to the

BOARD OF SUPERVISORS

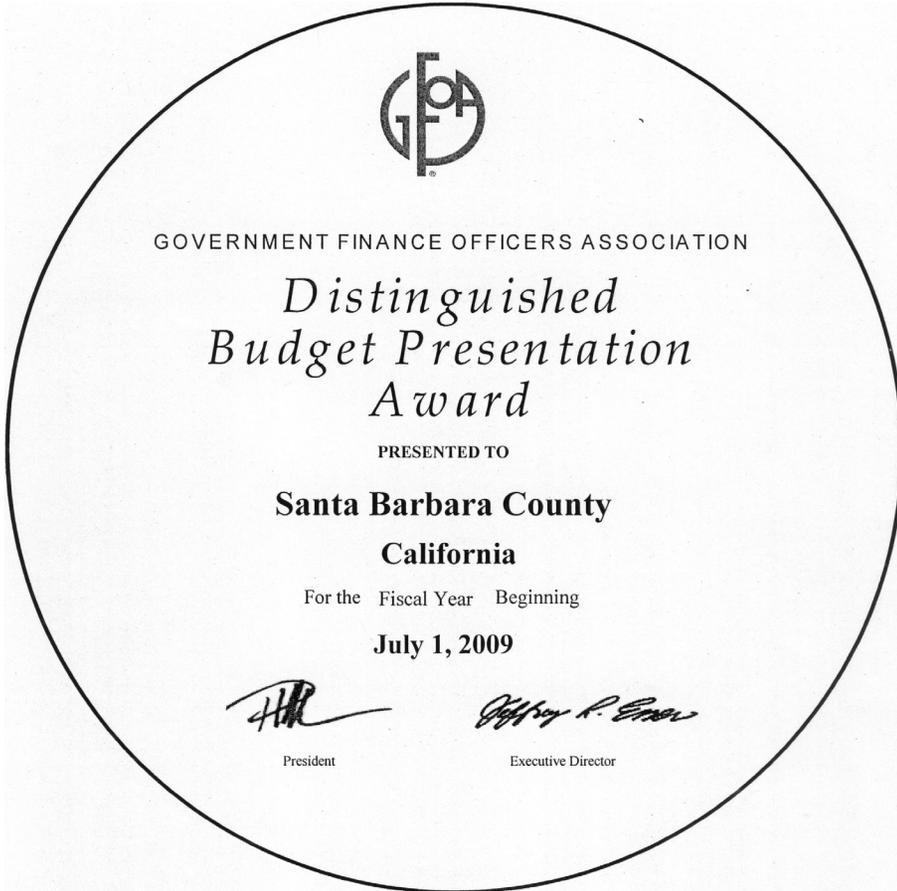
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Janet Wolf, Chair
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First District
Second District
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By

Michael F. Brown
County Executive Officer

Robert W. Geis, CPA
Auditor-Controller



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, 2009. 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, 2007, 2008, and 2009.

FISCAL YEAR 2010-2011 PROPOSED BUDGET

Submitted by:

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And the Assistance of:

CEO/Human Resources Department

Printed by:

Reprographics Division of General Services Department

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DIRECTORY OF ELECTED AND APPOINTED COUNTY OFFICIALS

Salud Carbajal, Supervisor

First District

www.countyofsb.org/salud-carbajal

Janet Wolf, Supervisor, Chair

Second District

www.countyofsb.org/janet-wolf

Doreen Farr, Supervisor

Third District

www.countyofsb.org/doreen-farr

Joni Gray, Supervisor, Vice Chair

Fourth District

www.countyofsb.org/joni-gray

Joseph Centeno, Supervisor

Fifth District

www.countyofsb.org/joseph-centeno

Vacant, Agricultural Commissioner

Agriculture & Cooperative Extension

www.countyofsb.org/agcomm/default.asp

Ann Detrick, Director

Alcohol, Drug & Mental Health Services

www.countyofsb.org/admhs/

Robert W. Geis, CPA (Elected)

Auditor-Controller

www.countyofsb.org/auditor/home.asp

Carrie Topliffe, Director

Child Support Services

www.countyofsb.org/dcsc/index.htm

Michael F. Brown, County Executive Officer

County Executive Officer – Clerk of the Board

www.countyofsb.org/cao/default.htm

Joseph Holland (Elected)

County Clerk – Recorder – Assessor

www.sb-democracy.com:8081/carehome.aspx

Dennis Marshall

County Counsel

www.countyofsb.org/counsel/index.htm

Gary Blair, Executive Officer

Court Special Services

www.sbcourts.org/index.htm

Ann Bramsen, (Acting)

District Attorney

www.countyofsb.org/da/index.asp

Michael Dyer, Chief

Fire Department

www.sbcfire.com

Robert Nisbet, Director

General Services

www.gs-cares.com/index.asp

David Matson, Director

Housing and Community Development

www.countyofsb.org/cao/hcd/default.htm

Susan Paul, Director

CEO/Human Resources

www.countyofsb.org/personnel/default.html

Sally Nagy, Chief Information Officer

Information Technology

www.countyofsb.org/IT/index.asp.html

Daniel Milei, Director

Information Technology

www.countyofsb.org/IT/index.asp.html

Daniel Hernandez, Director

Parks Department

www.sbparks.org

Glenn Russell, Director

Planning and Development/Strategic Planning

www.countyofsb.org/plandev/default.htm

Patricia Stewart, Chief Probation Officer

Probation Department

www.countyofsb.org/probation

Greg Paraskou, Public Defender

Public Defender

www.publicdefendersb.org

Dr. Takashi Michael Wada, MD, MPH, Director

Public Health Services

www.sbcphd.org

Scott McGolpin, Director

Public Works/Flood Control

www.countyofsb.org/pwd

William F. Brown (Elected)

Sheriff

www.sbsheriff.org

Kathy Gallagher, Director

Social Services

www.countyofsb.org/social_services

Bernice James (Elected)

Treasurer-Tax Collector-Public Administrator

www.countyofsb.org/ttcpag/index.asp

SECTION A



County Executive Officer's Message





EXECUTIVE SUMMARY

May 20, 2010

The Honorable Board of Supervisors
 County of Santa Barbara
 105 E. Anapamu Street
 Santa Barbara, California 93101

Dear Chair Wolf and Board Members:

The Fiscal Year 2010-11 Operating Plan, including the Recommended Budget, is submitted for your consideration, possible amendment and adoption. In presenting this Budget, there is a short introductory message followed by a summary known as Section A, which includes more detailed information regarding the proposed budget and the use of one time funds, key revenue and expenditure assumptions and forecasts, highlights of staffing changes, and a summary of the budget process and other planning models.

The County Recommended Budget is an \$831 million fiscal plan and is balanced. While the budget may be considered balanced from a technical viewpoint, this status is temporary and precarious. First, there may be no year-end undesignated fund balance as it is anticipated that \$1.6 million will be used from the Strategic Reserve to balance Fiscal Year 2009-10. This action will be largely due to a \$1 million shortfall in General Fund revenues because sales taxes were lower than budgeted. Second, the Recommended Budget for the upcoming fiscal year is balanced through the heavy reliance on the use of one time funds. Third, the impacts of the State pending budget on the County are unknown at this time.

The current budget preparation cycle began last fall when analysis by this Office indicated an estimated \$41.5 million budget revenue—expenditure gap. This gap is from the significant structural imbalance between revenue decline (\$2.8 million) and the growing cost of providing services, rising salary and health insurance premiums and the surging retirement contribution costs (\$38.7 million).

To address the defined problem, expenditures are reduced and one-time sources of funds are used:

- \$14.8 million in staffing reductions; and,
- \$26.7 million in one-time funds is used.

The Recommended Budget also includes \$2.9 million of one-time funds consisting of dozens of increases and decreases to be used for anticipated needs (for example mandated elections) and departmental revenue degradation (for example in the Probation Department) bringing the total recommended use of one-time to \$29.5 million.

Figure 1: FY 2010-11 Recommended Budget at a Glance

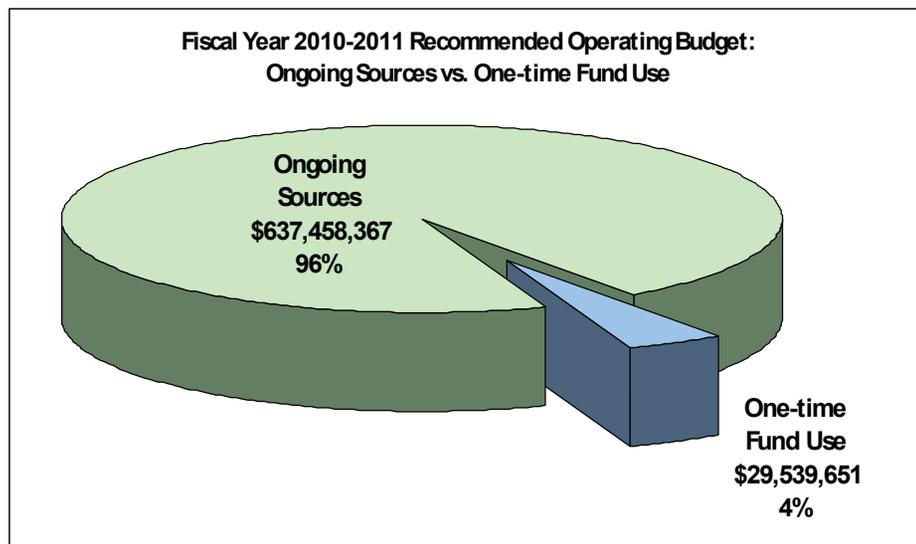
Budget at a Glance				
Dollars In Millions	2008-09	2009-10	2009-10	2010-11
	Actual	Adopted	Estimated	Recommend
Total Revenues	\$725.7	\$761.8	\$757.7	\$745.3
Other Financing Sources	\$101.5	\$95.6	\$103.3	\$119.0
Total Sources	\$827.2	\$857.4	\$861.0	\$864.3
Total Expenditures	\$733.2	\$795.3	\$777.5	\$831.5
Designated for Future Use	\$94.0	\$62.1	\$83.5	\$32.8
Total Uses	\$827.2	\$857.4	\$861.0	\$864.3
Staffing FTEs	4,172.2	4,045.6	4,099.5	3,875.1

The use of one-time funds countywide totals \$29.5 million, or 4% of the total Recommended Operating Budget as illustrated in Figure 2. This figure sums to \$667 million, which only includes the local share, or discretionary portion, of the Department of Social Services' (DSS) budget. If the remaining \$120 million of the DSS operating budget derived from federal and state revenues is included within the ongoing sources, the total operating budget is \$787 million. (This does not include \$44 million of capital expenditures.)

The one-time funding sources come from the following designations: General Fund Strategic Reserve (24%); Departmental Designations (23%); Special Revenue Fund Balance (21%); General Fund Capital Designation (11%); Other Sources (7%); TSAC Reserve (4%); General Fund Salaries & Retirement Offset Designation (4%); Internal Service Fund balance (3%); and CREF, the Coastal Resource Enhancement Fund (2%).

Reliance on one-time sources in tandem with both a projected flat economy and a multi-year County structural financial deficit will make balancing the Fiscal Year 2011-12 budget extremely challenging unless additional programmatic reductions at budget adoption and/or during Fiscal Year 2010-11 take place.

Figure 2: One-Time Fund Use within the Recommended Operating Budget



The Recommended Budget also includes \$4.8 million in contributions to the following designations: per the adopted Budget Principle:

- \$3 million for Deferred Maintenance and Repairs;
- \$800,000 for Contingencies;
- \$500,000 for Roads; and,
- \$500,000 for Capital Projects.

This Recommended Budget adheres to the direction provided by the Board of Supervisors during budget workshops held in February and March 2010. To a large degree, these workshops were scheduled by the Board so it could consider budget policy well before budget adoption in June and provide direction to the CEO in time to include such policy in the Recommended Budget.

Every effort was made to the extent possible to be responsive to the Board's preferences and prioritization of services. Many potential reductions in services have been temporarily prevented or stabilized (temporary service stabilization) thanks to the efforts of Department Directors to reduce expenditures; the concurrent reallocation of General Fund so generated to the Board's priorities; and the use of one-time funds (Strategic Reserve and other designations). Examples include:

- \$7 million to Sheriff to offset proposed reductions, including restoring the Gang Team program;

- \$4.8 million to Probation to offset reductions, including preventing the Los Prietos Boys' Camp closure;
- \$3.5 million to the District Attorney to restore staffing levels, largely in criminal prosecution;
- \$1.6 million to the Public Defender for attorney staffing;
- \$1.2 million to Public Health, Human Services Commission;
- \$1.1 million to Fire to maintain staffing levels at stations;
- \$1.0 million to Social Services for Child Welfare Services and Adult Protective Services;
- \$1.0 million to Parks for operations;
- \$500,000 to County Counsel for staffing;
- \$345,000 to Clerk-Recorder-Assessor for staff needed to assess taxable property;
- \$225,500 to the conference and visitors bureaus; and,
- \$210,000 to restore the funding reduction to libraries, for a total contribution of \$2.9 million.

Temporary service stabilization is the term used to describe increased funding to departments in Fiscal Year 2010-11 to prevent negative service level impacts. Maintaining this funding in Fiscal Year 2011-12 to mitigate service level impacts is not possible based on current economic forecasts and the use of one-time sources in Fiscal Year 2010-11. Additional details pertaining to expected service level impacts and the preservation of services are included as a separate workbook entitled the "*Fiscal Year 2010-11 Recommended Budget Expected Service Level Impacts.*" This workbook compares where the County was during the budget workshops in terms of possible staffing and programmatic reductions with the Recommended Budget and corresponding service level.

Even with one-time fund use, it was not possible to prevent cuts to programs. There is not enough revenue to meet expenditures, despite the best efforts of departments to reduce staffing and other expenditures while enhancing efficiencies and reorganizing functions. Highlights of significant operational changes proposed in Fiscal Year 2010-11 include:

- \$5.8 million in reduced charges to departments from internal service funds, despite the increasing cost of doing business, to enable departments to continue to provide direct services to residents;
- \$1.2 million in savings within the Sheriff's Department, which will cause the closure of the Santa Maria Jail;
- \$733,000 savings from eliminating the Counseling and Education Centers program within Probation; and,
- \$787,000 savings by eliminating the General Fund Contribution to the IT Department.

It is clear that sacrifices by the County's unions have been necessary to help reduce the anticipated expenditures for Fiscal Year 2010-11. In an effort to alleviate some pressure on the budget, which projected a reduction of 392 FTEs in Fiscal Year 2010-11, the CEO/Human Resources Department began meeting with the County's labor organizations in 2009 to explore wage and benefit concessions. This was challenging because all of the unions are in binding contracts with the County and there is no obligation to make any concessions. Nonetheless, the employee associations voluntarily worked with the County to find ways of minimizing layoffs. Three labor organizations currently have agreed to defer and/or eliminate previously negotiated wages and benefits at an estimated savings of \$9.4 million over the remaining current year and Fiscal Year 2010-11. (The anticipated savings are not included within the Recommended Budget and will be used to prevent layoffs within the respective bargaining units.) Management continues to meet with unions that have not agreed to reductions in an attempt to achieve additional savings to protect jobs and preserve service levels to the community.

I cannot over-emphasize my gratitude toward the County employees for their understanding of the budget situation and willingness to participate in finding solutions to address the upcoming fiscal year's budget shortfall. Even with these scheduled concessions, the overall County workforce is proposed to be reduced to 3,875 FTEs in the upcoming fiscal year as illustrated in Figure 1. One deliberate contribution to the reduction in staffing over the Adopted Fiscal Year 2009-10 is the two-year Retirement Incentive Program offered by the Board in September 2009 that resulted in approximately 119 employees retiring from the organization. The Retirement Incentive Program provided a two-year service credit for vested employees age 60 or older who elected to participate. Savings of approximately \$4.7 million may be achieved by maintaining these vacancies throughout Fiscal Year 2010-2011. Departments are also keeping other positions vacant, sharing and cross-training staff to help offset increased costs.

There is no doubt that concerns about the economy, jobs, financial and housing markets, world affairs, and other issues have impacted all of us, including County staff. It is also clearly evident that the County's workforce continues to be responsive to its citizen-customers and continues to deliver the highest quality of service possible during these troubling times.

During the last fiscal year, under the leadership of the Board of Supervisors, several outstanding key programs and projects were successfully undertaken by County, including, among others:

- Containing the Jesusita and La Brea wildfires and creating custom, individualized recovery efforts for residents who lost homes while also aggressively conducting flood prevention and aerial hydro-mulching measures funded, in part, by \$3 million from Natural Resources Conservation Service;

- Responding to the H1N1 Flu Pandemic with strategic emergency public information and numerous free flu vaccine clinics throughout the County;
- Producing live, off-site remote broadcasts of special events by CSBT Channel 20 to enhance the County's ability to provide public information during emergencies;
- Breaking ground for the Emergency Operations Center, (EOC), with \$2 million in funding from local philanthropic organizations Orfalea Foundations, Wood-Claeysens Foundation, James S. Bower Foundation and the Santa Barbara Foundation;
- Funding of the replacement of the aging roof at the Lompoc Veterans Memorial Building from the Wood-Claeysens Foundation and continuing renovations with federal and private funding, including from the Lompoc Veterans Memorial Building Foundation;
- Acquiring Recovery Zone Economic Development Bonds to finance \$17.01 million for previously approved capital projects, including the EOC; remodel and expansion of the Betteravia Government Center in Santa Maria, which will also serve as an alternative EOC, and safety upgrades and modernization of the Public Defender's Office;
- Strengthening the Santa Maria River Levee as a result of a County partnership with the U.S. Army Corps of Engineers and the City of Santa Maria, including \$40 million of American Recovery and Reinvestment Act (ARRA) funds;
- Working to complete design plans in November 2010 for the Lower Mission Creek Flood Control Project, funded, in part, with ARRA funds, in partnership with the City of Santa Barbara, and Union Pacific Railroad;
- Completing \$6 million in ARRA-funded road projects, including the Old Town Orcutt Streetscape; Santa Ynez Shoulder Widening and Bike Path; Summerland Circulation Improvements and Union Valley Parkway at Bradley Intersection;
- Completing the Tepusquet Road Bridge spanning the Sisquoc River to ensure much faster fire, ambulance and sheriff response to North County residents;
- Building a solar powered "green" parking lot, adding bicycle spaces and launching a car sharing program in Isla Vista;
- Launching the Goleta Beach 2.0 conceptual planning process to address beach erosion and enhanced recreational options;
- Coordinating with the federal government, all local cities and community-based organizations for the 2010 U.S. Census;
- Completing the Santa Ynez Valley Community Plan and initiating the Gaviota Coast Planning Advisory Committee; and,
- Creating the Summer Youth Jobs and Youth Corps programs in partnership with the Workforce Investment Board.

Another significant new program began to take shape on April 13, 2010 when the Board of Supervisors established the Elective Municipal Programs to Optimize Water, Energy Efficiency and Renewables in Santa Barbara County, now known as the

“emPowerSBC” Program. The new program allows property owners to finance “green” improvements to their homes or businesses such as solar panels, insulated doors and windows, low-flow toilets, or energy efficient water heaters and air conditioners, and then pay back the money through voluntary assessments on their property tax bills during 5-, 10-, 15-, or 20-year terms. The emPowerSBC Program represents an investment in economic development for the region with innovative public-private partnerships. The forecasted economic impact is approximately \$160 million in work for contractors and energy professionals, and the creation of as many as 900 new jobs over the next 10 years, restoring about 45% of the construction jobs lost during the current recession.

All eight incorporated cities within the County enthusiastically embraced emPowerSBC, supporting a strong collaborative approach with input from a wide variety of stake-holders including community members, trade associations, and utilities. Direct grants and subsidized long-term financing made available through ARRA, such as the allocation of \$4.2 million in Qualified Energy Conservation Bonds, will be used to ensure the sustainability of emPowerSBC, and offer the lowest possible costs to the public.

All of these initiatives illustrate the County workforce’s commitment to accountability, customer-focus and efficiency for delivering programs and services that protect our residents and improve the quality of life in Santa Barbara County. Several of these projects, programs and services demonstrate multiple levels of partnership, be it multi-departmental teamwork, private sector involvement or intergovernmental cooperation with federal, state and city governments. ARRA has been instrumental for funding core services and projects and serving as a catalyst for innovative, one-time financing. The County’s ability to sustain this progress will be tested in the upcoming year as ARRA funding ends. Under the continued leadership of the Board, the exploration of other creative programming and funding mechanisms, the promotion of public-private partnerships and regional cooperation and collaboration by all levels of the County workforce are necessary in developing solutions to help mitigate next year’s severe budget challenges.

The Fiscal Year 2010-11 Recommended Budget is delivered to the Board on time and with craftsmanship by the County Executive Office and its Budget Staff under the direction of Jason Stilwell, Ph.D., with professional input by all Departments, and with special assistance from the staffs of the Auditor-Controller, Human Resources, and General Services’ Reprographics Shop. Direction by the Board during the establishment of the budget principles, consideration of the annual Financial Impact Report (FIR), and budget workshops provided guidance on the prioritization of programs.

I appreciate the Board’s diligence as it considers the County’s economic situation and potential fiscal repercussions to the citizens, workforce, programs, and infrastructure. It has been my privilege to serve successive Boards of Supervisors and the County’s articulate and engaged citizens for the past 14 years.

Respectfully Submitted,



Michael F. Brown,
County Executive Officer



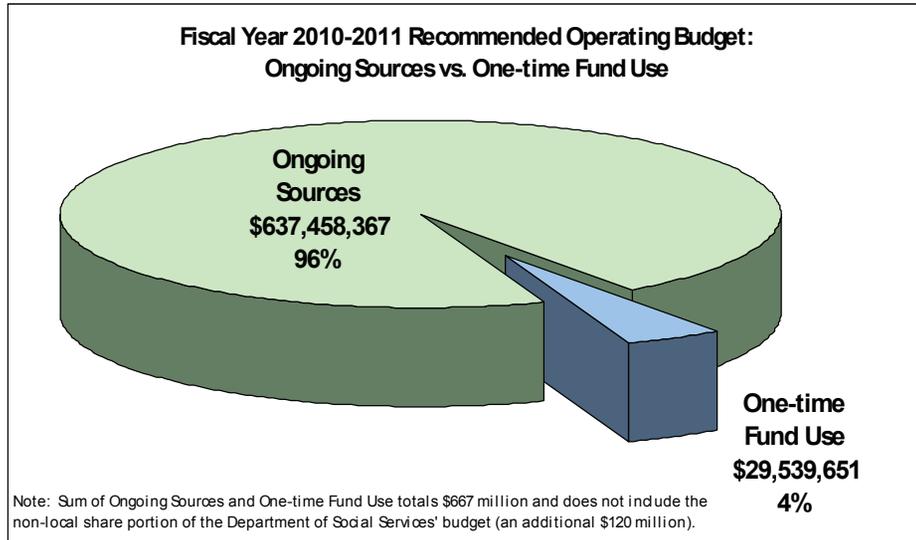
Glorious Afternoon 24" x 36" pastel courtesy Anthony Davis
www.anthonysgallery.net/gallery.php

FY 2010-11 BUDGET BALANCED BY ONE-TIME FUND USE:

The Recommended Budget is balanced largely due to One-Time Fund Use (“OTFU”) to pay for the costs of providing recurring programs and associated personnel. Funding is being drawn down from the accumulated balances of various designations. Some workforce concessions are categorized as OTFU because they are postponements of raises that will come back in future years.

Sixteen of 24 departments are using one-time sources to balance their proposed Fiscal Year 2010-11 budgets, which are reflected within the departmental budget narratives (“D Pages”) and summarized later in this document. Consequently, the County’s overall operating budget is derived from 4% of one-time sources as illustrated in Figure 1.

Figure 1: One-Time Fund Use within the Recommended Operating Budget



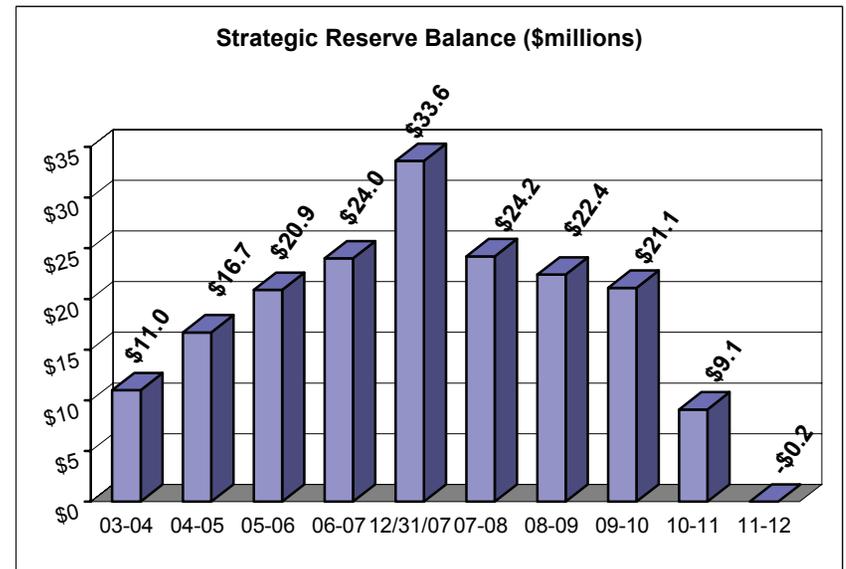
Of the one-time sources, the majority is use of General Fund Strategic Reserve (24%), followed by the use of Departmental Designations (23%), Special Revenue Fund Balance (21%), General Fund Capital Designation (11%), Other Sources (7%), TSAC Reserve (4%), General Fund Salaries & Retirement Offset Designation (4%), Internal Service Fund balance (3%), and CREF, the Coastal Resource Enhancement Fund (2%).

Strategic Reserve fund balance is projected to be \$9.1 million in Fiscal Year 2010-11 if the Recommended Budget is adopted as presented as shown in Figure 2. This balance is based upon a net decrease of \$11.9 million from the Fiscal Year 2009-10 fund

balance. Proposed uses totaling \$13.3 million are offset by an anticipated \$1.4 million reimbursement as follows:

- (\$6.2) million to ADMHS cost settlement liability;
- (\$3.5) million for other funding recommendations; including capital for the emPowerSBC municipal energy financing program;
- (\$1.3) million to District Attorney for ongoing programs;
- (\$1.2) million to Probation for ongoing programs;
- (\$1.1) million to the Sheriff for ongoing programs; and,
- \$1.4 million offset from Clerk-Recorder-Assessor for the anticipated reimbursement from the State for the May 2009 statewide special election.

Figure 2: County’s Strategic Reserve Balance



If the State requires payment of the potential \$12.6 million liability associated with the MISC Eligibility Disallowance (described in detail later in this document), the Strategic Reserve would be exhausted in Fiscal Year 2010-11 to cover the General Fund portion of the liability.

The Strategic Reserve policy was created in FY 1997-98 and the goal of having \$25 million in the Strategic Reserve fund balance was reached in Fiscal Year 2006-07. However, no additional funding was made to the Strategic Reserve thereafter. Subsequently, the Board approved transfers of \$10.3 million for ongoing operations, primarily within the ADMHS and Sheriff Departments in Fiscal Year 2007-08. The

Board did not use strategic reserve fund balance during budget deliberations in Fiscal Year 2008-09, although \$2.4 million was used from the TSAC Endowment Fund and \$500,000 from the Litigation Designation to restore various programs, including \$3.5 million to ADMHS for services. Both the Strategic Reserve (\$706,000) and the fund balances of other designations (TSAC Reserves, Road, Capital and ARRA Match) were drawn down to fund \$4.3 million of restorations made to the Recommended Budget during Fiscal Year 2009-10.

In addition to the Strategic Reserve, other General Fund designations totaling \$5.1 million are being used to maintain operations in Fiscal Year 2010-11 as follows:

- \$3.4 million from the Capital Designation to Public Health (\$1.2 million); Social Services (\$1.0 million), Parks (\$1.0 million) and HCD (\$226,000);
- \$1.2 million to Public Defender from the Salaries and Retirement Offset Designation; and,
- \$500,000 to County Counsel from the Litigation Designation.

Together, the uses of one-time sources of Strategic Reserve (\$13.3 million) and General Fund designations (\$5.1 million) for recurring programs total \$18.4 million.

The Recommended Budget also includes \$4.8 million in contributions to the following designations, per the adopted Budget Principle on CEO recommendations to reserves and designations:

- \$3,000,000 for deferred maintenance and repair;
- \$800,000 for Contingencies;
- \$500,000 for Roads; and,
- \$500,000 for Capital Projects.

Figure 3 depicts the projected fund balances of the various General Fund Designations for both Fiscal Years 2009-10 and 2010-11, which includes the following Recommended Changes:

- \$2.9 million decrease in capital designation due to \$3.4 million in operating uses offset by \$500,000 increase to reserve;
- \$500,000 increase in road designation;
- \$1.0 million decrease in litigation due to maintaining Counsel staffing and setting aside appropriation for outside legal assistance for possible litigation;
- \$1.2 million decrease in salaries and benefits reductions due to maintaining Public Defender staffing;
- No net change in deferred maintenance and repair as the \$3 million recommended will be transferred to General Services and Parks to address backlog of maintenance needs;
- No net change as the \$6.2 million for ADMHS liability will be transferred to ADMHS when the liability is due;

- \$800,000 increase in Contingencies; and,
- \$11.9 million net decrease in Strategic Reserve.

Additional details regarding the types of General Fund designations and the changes are available on the last page of the General County Programs' budget or "D Pages."

Figure 3: General Fund Designations and Projected Balances

General Fund Designations					
Designation	6-30-2009 Ending Balance	2009-2010 Estimated Changes	6-30-2010 Estimated Balance	2010-2011 Recommended Changes	6-30-2011 Projected Balance
Capital	\$6,438,975	(\$2,063,000)	\$4,375,975	(\$2,887,300)	\$1,488,675
Roads	\$0	\$0	\$0	\$500,000	\$500,000
Litigation	\$3,795,291	(\$100,000)	\$3,695,291	(\$1,000,000)	\$2,695,291
ARRA Matching	\$0	\$580,383	\$580,383	\$0	\$580,383
Salary & Benefits Reductions	\$1,343,240	(\$1,229,240)	\$114,000	\$0	\$114,000
Salaries & Ret. Offset	\$2,232,926	(\$876,000)	\$1,356,926	(\$1,225,675)	\$131,251
Deferred Maint. & Repair	\$292,472	(\$292,472)	\$0	\$0	\$0
Audit Exceptions	\$3,003,951	(\$877,035)	\$2,126,916	\$0	\$2,126,916
Contingencies	\$0	\$0	\$0	\$800,000	\$800,000
Strategic Reserve	\$22,395,981	(\$1,332,628)	\$21,063,353	(\$11,934,142)	\$9,129,211
TOTAL	\$39,502,836	(\$6,189,992)	\$33,312,844	(\$15,747,117)	\$17,565,727

Per Board direction, this budget prioritizes services that protect the physical safety of residents and property. Second, services that are statutorily mandated by federal and State laws are preserved, especially services rendered to the most vulnerable during this period of economic uncertainty. Third, departments minimized the impact to services provided to residents by improving efficiencies, exploring revenue and financing options and increasing funding reductions to internal programs and functions. Examples of innovation and cost savings either undertaken last year and expected to continue this year or developed for the upcoming fiscal year include:

- Funding for operational costs of the first year of the emPowerSBC program through \$772,000 in Energy Efficiency and Conservation Block grant and financing for contractual assessments with property owners through \$4.2 million of Qualified Energy Conservation Bonds and possible \$20 million future allocation led by Housing and Community Development;
- Management of patient cases by Public Health within the Medical Indigent Adults program to reduce inpatient stays and readmission and assist patients in applying for Medi-Cal to achieve savings (\$890,000 in Fiscal Year 2009-10);

- Successful application for a retroactive increase in Medi-Cal reimbursement rates to Public Health as a Federally Qualified Health Center resulting in \$1,450,000 in enhanced revenues in Fiscal Year 2009-10 for Medi-Cal eligible patients, and the ability to treat more uninsured patients without additional local resources;
- Implementation of two on-site health clinics estimated to save the County \$400,000 in health insurance claims and reduce the County's future health insurance renewal rate increases;
- Consolidation of divisions and functions to reduce office costs, share IT services, and cross-train staff;
- Regional partnerships with neighbors like Ventura County for a pilot project to reduce out of home foster care placements and for a statewide call center for child support services; and,
- Change in the County's workers' compensation program to enable an outside entity to cover the cost of claim administration and the County to participate in a self-funded pool for savings of \$1.3 million Countywide (\$912,000 for the General Fund) without staff layoffs led by General Services.

Departments are proposing to use technology, and continue efforts underway within Fiscal Year 2009-10, to streamline operations, improve efficiencies and enhance customer services, in accordance with County values of Accountability, Customer-Focus and Efficiency. Such efforts include:

- New property tax system to allow Treasurer-Tax Collector to more accurately and more quickly locate, identify ownership, describe and track over 130,000 properties in the County;
- New paperless financial system application to process claims, integrate human resources application to payroll data and assist in property tax system upgrade by Auditor-Controller;
- Increase electronic filings of business property tax statements, use of bar-coding and scanning to manage documents by the Clerk-Recorder-Assessor (CRA);
- Use of Collections Dial Out program by Courts to deliver messages regarding outstanding fines to defendants;
- Develop web-based system to obtain permits and pay fees in Public Health and obtain marriage licenses on-line by CRA;
- Use of GPS to monitor juvenile offenders by Probation;
- Use of handheld GPS units by Agricultural Commissioner biologists to identify crop locations, use of laptops by Public Health and Planning and Development to gather data in the field;
- Increase electronic communication by District Attorney including interface with Santa Barbara Police Department;
- Implement web-enabled emergency management system (WebEOC) by IT Department for OES to manage incidents;

- Place automatic vehicle locators/mobile data computers on fire apparatus to increase response times by Fire Department; and
- Develop automated fingerprinting identification system in the field and system to notify crime victims of perpetrators release from custody by Sheriff's Department.

Enhanced efficiencies and improved departmental processes will reduce expenditures, but not sufficiently to operate the County in a manner similar to prior years. This imbalance, or gap, between sources (revenues) and uses (expenditures) is a key challenge to sustaining service levels and requires decisions to be made regarding how to spend limited discretionary funds.

Such a situation results in an ongoing problem of a structural deficit worsened by recent economic conditions. A structural budget deficit exists when spending, or expenditures, outpace revenues, even in a good economy. Options to address such a deficit include reducing spending and/or increasing the revenue base or tax rates. The ability to reduce some of these expenditures, such as retirement benefits, in the short run is restricted. On the revenue side, there is limited opportunity to raise income through increasing property tax, sales tax and transient occupancy taxes, the major sources of revenue.

To preserve the current service levels, another public policy alternative is to strategically grow the local economy to provide property, sales and hotel taxes and fee revenue. Public-private partnerships including mineral extraction taxes and oil royalties have been discussed in recent years. Financial partnerships with the County's gaming tribe (that evolved in some other counties) did not take place here. (It should be noted that the Chumash tribe has partnered actively and generously with the non-profit and economic development sectors.)

This growing gap between revenues and expenditures has been forecasted for five years and updated during Strategic Scan presentations, the Quarterly Budget and Financial Status reports, three successive annual Fiscal Issues Reports (2007, 2008, 2009), and the annual consideration and adoption of Budget Principles. Most recently, in preparation of the upcoming budget, workshops were held to consider the economic constraints of developing the budget, namely increased pension costs, as well as to identify potential service level impacts associated with funding reductions.

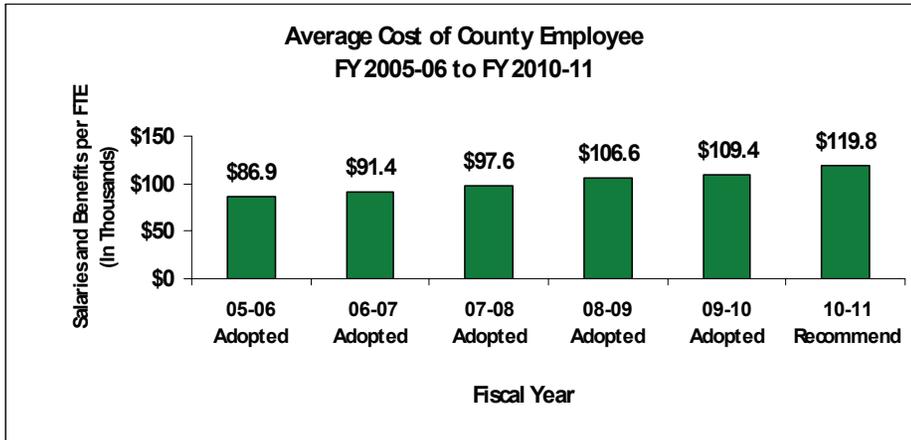
Key Challenges to Balancing the Fiscal Year 2010-11 Budget

For the past two budget cycles, flat or declining revenue has been the main driver of the General Fund budget gap. Beginning in Fiscal Year 2010-11, this will change, as expenditure growth becomes responsible for most of the projected budget gap. Revenue is expected to remain relatively flat, with no significant growth until Fiscal Year 2013-14. However, expenditure demands are projected to increase at a much faster rate than revenues for at least the next four budget cycles.

The largest category of expenditures is salaries and benefits, which continue to grow despite staffing reductions. Overall staffing is down 170.5 FTE in Fiscal Year 2010-11 from Fiscal Year 2009-10. Since Fiscal Year 2008, staffing has decreased from a peak of 4,381 to 3,895, down 476, the lowest level since 1995.

The average cost per employee (FTE) is projected to increase from \$109,000 to \$120,000 due to negotiated salary increases, automatic step increases, merit increases and increasing cost of benefits, as depicted in Figure 4.

Figure 4: Average Cost per County Employee



Retirement

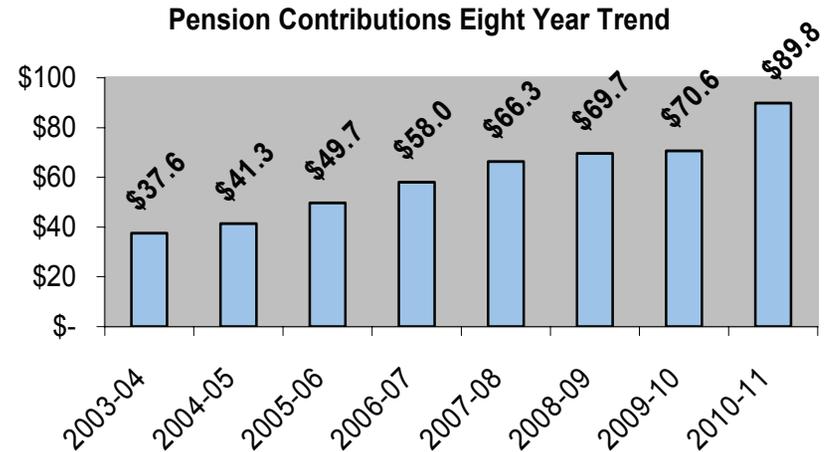
Retirement is the primary driver of the cost per FTE and represents the single largest contributor to the expenditure growth, accounting for 81% of the growth in salaries and benefits and representing 13% of the total operating expenditures in FY 2010-11.

The State Retirement Act of 1937 governs the manner in which pensions are funded in the member counties, which include Santa Barbara County. Per the provisions of the Act, the Santa Barbara County Employees' Retirement System (SBCERS) has a Board of Retirement (BoR) that is responsible for managing the County's pension plans. The County of Santa Barbara is the major plan sponsor within that system. Pension plans are funded from three sources: (1) Employee contributions, which are a percentage of employee pay; (2) employer contributions, which are a percentage of total payroll and (3) the returns on the investments made by the Retirement System. The latter source is particularly important as the cost of retirement is increasing due to investment losses sustained by SBCERS during the decline of the investment market in 2008-09.

Retirement costs for the safety plans are accelerating faster than the general plans. The losses associated with the economic downturn more severely impacted the safety departments because these plans have higher benefit formulas, resulting in greater liabilities and higher costs. In Fiscal Year 2010-11, safety retirement costs for safety departments will increase by 35% compared to 18% for non-safety departments. Because of the cost difference between the plan types, departments with larger proportions of employees in safety retirement plans are experiencing more significant increases in overall retirement costs. Public safety departments faced severe cuts to absorb retirement costs and meet General Fund contribution targets. Funding augmentation was encouraged by the Board of Supervisors during budget workshops to at least temporarily forestall some public safety reductions, but not all.

Figure 5 illustrates the County's contribution to employee pensions. This cost has been increasing over the past eight years. In Fiscal Year 2010-11, this amount is \$89.8 million, an increase of \$19.2 million, or 27%, over the prior year.

Figure 5: Pension Contribution



SBCERS adopted a new retirement plan funding policy moved from a 15-year layered amortization to a 17-year open/rolling amortization policy to moderate retirement costs in future years. If the County had stayed with the prior formula, retirement costs in Fiscal Year 2010-11 would have increased by \$30.2 million rather than \$19.2 million.

Retiree health benefits are another component of the cost of retirement. In September 2008 the Board of Supervisors adopted a legally-compliant 401(h) for the Retiree Medical Program, which was subsequently also adopted by SBCERS. The County is now directly funding the 401(h) plan at approximately 3% of payroll. This was made financially possible with the Retirement Board's transfer of assets from various reserve

and contingency accounts into the core pension account, which reduced the County's employer contribution rate in Fiscal Year 2008-09. The Fiscal Year 2009-10 Estimated Actual cost of retiree health benefits countywide is \$8.6 million, of which \$5.0 million is attributed to General Fund departments. The cost within the Recommended Budget rises to \$8.8 million, including \$5.1 million for General Fund departments.

Both the cost of healthcare for retirees and the existing workforce will be impacted due to recently enacted federal healthcare reform, which is anticipated to impact the County's cost of providing healthcare starting in January 2011. A project team lead by CEO/Human Resources is working to analyze this issue and its repercussions.

ADMHS Annual Audit/ Self-Disclosure/MISC/Indigent Care

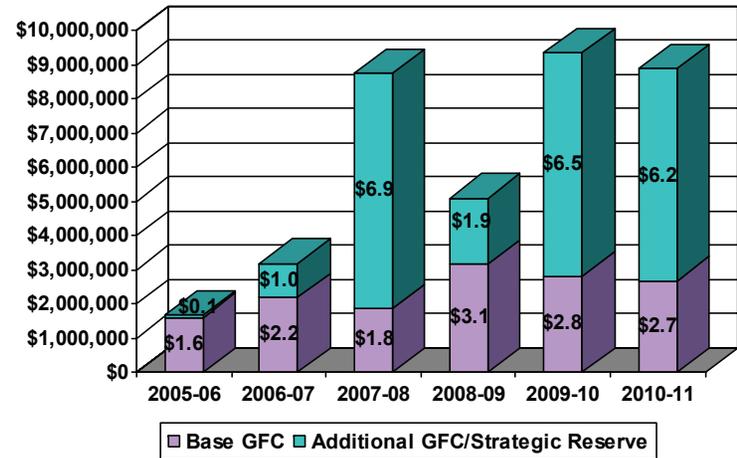
Five potential financial risks related to the Alcohol, Drug and Mental Health Services department ("ADMHS") billing of Medi-Cal cast an ominous and continuous threat to the County's fiscal stability. These financial risks include:

- 1) Medi-cal billing errors, Medicare billing errors and contractor payment errors covering fiscal years 2002-2007 (2007 Self-Disclosure);
- 2) Annual Medi-Cal Settlement Audits;
- 3) Multi-agency Integrated System of Care Program; (MISC/CEC) Eligibility Disallowance;
- 4) Patient Registration, Eligibility and Billing; and,
- 5) Uninsured clients.

1. 2007 Self-Disclosure

In addition to the base General Fund Contribution, the County has provided funds to ADMHS to cover future one-time settlements and annual cost settlements with the State as illustrated in Figure 6. ADMHS receives funds from the federal and State governments as well as the County. Claims for the services provided are submitted to the State for reimbursement. During Fiscal Year 2007-08, the County became aware of claiming and cost reporting practices that appeared incorrect. These practices were immediately discontinued and disclosed to the State Department of Mental Health. The outstanding estimated liability, as of April 2010, is \$9.1 million.

Figure 6: General Fund Contribution to ADMHS FY 2004-2010



2. Annual Medi-Cal Settlement Audits

The dollars ADMHS collects from the State for mental health services provided to Medi-Cal beneficiaries are subject to a complex and lengthy cost settlement process with the State that typically takes place two years after the close of a fiscal year. However, the settlement is not complete until the State Department of Mental Health "audit settlement" is completed, approximately five years after the close of any given fiscal year. This lengthy settlement process means that the Department is at risk for payback or has to wait for its approved payment (if the settlement is in the County's favor) for up to five years after services have been provided. ADMHS estimates that liability for prior year cost report settlements is \$3.6 million.

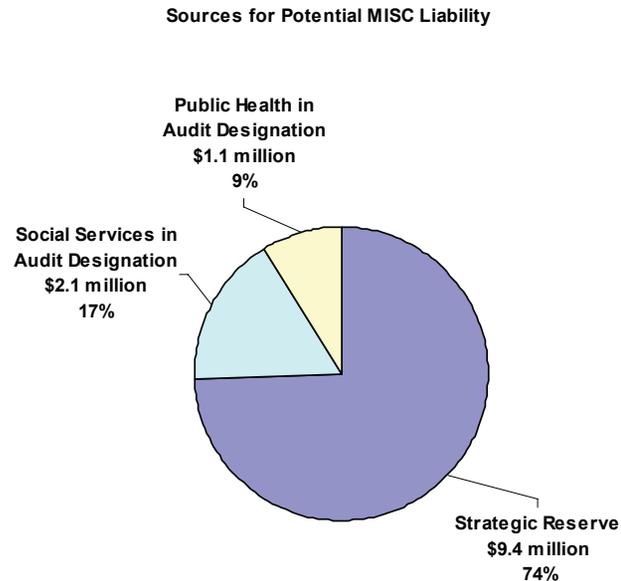
This \$12.7 million total liability (\$9.1 million of self-disclosure liability and \$3.6 million audit settlement) has been included within the Fiscal Year 2010-11 Recommended Budget and is set aside in the Audit Exceptions designation located within General County Programs. The source of funding is the Strategic Reserve, which includes \$6.5 million already set aside in Fiscal Year 2009-10 and an additional \$6.2 million for Fiscal Year 2010-11. It is estimated that about half of the liability will be paid to the State in the current fiscal year and the rest paid in Fiscal Year 2010-11. However, the actual timing of the release of funds could vary, since payment is due to the State within 60 days after receiving an invoice, and the County has not received any invoices at the time of this writing.

3. MISC Eligibility Disallowance

As part of the cost settlement process, the State provided the Fiscal Year 2002-03 Short Doyle Medi-Cal Audit Report to ADMHS in February 2008. The audit contained a

significant finding regarding Medi-Cal billing for child/adolescent mental health services provided through the Multi-agency Integrated System of Care Program (MISC/CEC) by ADMHS' interagency partners: Department of Social Services, Probation and Public Health. The finding represents a potential financial liability initially estimated at \$14.4 million for Fiscal Years 2002-03 through 2007-08. In Fiscal Year 2008-09, the State withheld \$2.2 million for the Fiscal Year 2002-03 disallowance of the partner agency portion of the MISC program, causing a \$0.4 million additional gap for ADMHS. As a result of the withholding, the potential multi-year financial liability is now estimated at \$12.6 million. If necessary, funding is anticipated to come from Strategic Reserve (\$9.4 million), Social Services (\$2.1 million) and Public Health (\$1.1 million) as illustrated in Figure 7.

Figure 7: Anticipated Sources for Potential MISC Liability



In light of the audit findings, the County discontinued this program shortly after the State report was produced. In its response to the Fiscal Year 2002-03 Audit Report, the County submitted a proposed settlement to eliminate the potential liability for the multi-year period of Fiscal Years 2002-03 through 2007-08. In addition, the County is appealing the Fiscal Year 2002-03 withholding of \$2.2 million. The appeal of the MISC finding is scheduled to be heard in July or August 2010. An adverse determination would mean that the Board would have to consider earmarking more

discretionary General Fund for this liability. This in turn could exhaust any General Fund reserves that might remain after budget adoption.

4. Patient Registration, Eligibility and Billing

One primary cause of the self-disclosure issues and audit settlement described in #1 was inadequate process control and lack of routine procedures in patient registration, billing, eligibility determination and rate application. Essentially in order to bill Medi-Cal, Medicare, EPSDT and other payment sources, the procedure (nature of service) must comport with the diagnosis, the level of provider (i.e. psychiatrist, clinical psychologist, marriage and family therapist) and appropriate and accurate billing codes and requirements. In turn, the fees must comport with these other variables and claims submitted for reimbursement must reflect accurate patient information, including meeting program eligibility requirements, diagnosis and services provided. Claims must be based upon accurate and timely charting of services and corresponding provider billings. ADMHS has provided assurances that it has strengthened its eligibility and patient registration and billing systems sufficiently to gain control over this ongoing financial drain.

5. Uninsured Clients

The provision of services to indigent clients is another potential issue that could impact the financial stability of the General Fund. In the first six months of Fiscal Year 2009-10, ADMHS provided unreimbursed services to approximately 1,500 uninsured and indigent persons at a cost of \$3.5 million. If this trend continues, unreimbursed costs are expected to reach \$6.9 million by the end of the current fiscal year. The unreimbursed costs for treating indigent clients are expected to be absorbed through Realignment revenue, existing General Fund Contribution, and managed care funding from the State. The number of persons served who are indigent is increasing and these unreimbursed costs combined with declining revenues are forcing service reductions to these clients. As noted under #4 above, ADMHS has indicated that it has control over registration, eligibility determination and billing systems to mitigate this risk.

The new MHSA Innovation program will be implemented in Fiscal Year 2010-11 and the Department's priority is the population of high risk indigent clients with severe mental illness who require assistance to get benefit entitlements. This plan requires approval by the State Department of Mental Health and has not yet been implemented at the time of this publication.

Impacts of Pending State Budget

Unlike cities, counties are considered political subdivisions of the State, meaning that the State Legislature can delegate to counties any function that belongs to the State. Counties also have less authority than cities in terms of revenue generating authority. The potential impact of the State adopting its annual budget is significant to counties.

The Governor submitted his proposed Budget on January 8, 2010, declaring a fiscal emergency and projecting a State General Fund deficit of \$19.9 billion. Approximately \$8 billion, or 35%, of the Governor's budget relies on increased federal funding. If the federal government fails to provide the requested relief, the Governor proposed a "triggering" of revenue increases and program reductions of approximately \$6.9 billion, including elimination of significant health and human service programs provided by counties.

At the close of the 8th Extraordinary Session, the Legislature sent the Governor approximately \$4.4 billion in reductions. On March 23, 2010, the Governor signed almost \$2.2 billion in cuts. With the session now closed, action is concluded on the budget until the release of the Governor's May Revision on May 14, 2010.

Cash issues will also be an issue for the State to address. April 2010 cash receipts dropped below the Governor's Fiscal Year 2010-11 budget estimates by \$3.6 billion, or 26.4%. Through March, State revenues were tracking more than \$2.3 billion ahead of projections. State Controller John Chiang reported that four months of positive receipts were erased in the last 10 days of April. More critically, year-to-date revenues are now behind estimates by approximately \$1.3 billion. Personal income taxes accounted for most of the drop in April, coming in \$3.1 billion below projections for the month and \$2.2 billion short for the year-to-date.

HIGHLIGHTS OF THE FY 2010-11 RECOMMENDED EXPENDITURE BUDGET:

- Total operating expenditures are \$831 million, an increase of 7% over the FY 2009-10 Estimated and 5% over the FY 2009-10 Adopted.
- Salaries and benefits are the largest expenditures at \$464 million, and make up 56%, of the total countywide expenditures.
- Staffing (FTE) is 170.5 FTE, or 4.2%, less than Fiscal Year 2009-10 Adopted.
- Services and supplies are the second largest expenditure at \$300 million and make up 36% of the total countywide expenditures.
- Majority of countywide expenditures are for health and public assistance (38%), public safety (24%), and community resources and public facilities (19%).
- General Fund Contributions (GFC) total \$192.4 million, a decrease of \$4.9 million (-2.5%) under the Fiscal Year 2009-10 Adopted.
- The largest GFC is to public safety (47%), law/justice (14%), support services (13%), and health and public assistance (10%).

Fiscal Year 2010-11 Staffing Changes

Highlights of proposed staffing changes (Recommended Fiscal Year 2010-11 compared to Fiscal Year 2009-10 Adopted) by department are listed in Section C, page C-28. For some departments, staffing reductions are less than originally anticipated due to one-time fund use to prevent staffing reductions. Many departments also

sustained significant staffing reductions in prior years, as illustrated in the ten year staffing chart on page C-28. Countywide staffing levels are reduced as 119 FTE participated in the Retirement Incentive Program in Fiscal Year 2009-10, and the majority of these retirements are left vacant in Fiscal Year 2010-11. Departments are also un-funding other vacant positions.

Should agreement be reached with the various bargaining units, many of the projected staffing decreases will be prevented, at least for three quarters of Fiscal Year 2010-11. (This may vary depending on the enacted concessions negotiated by each bargaining unit.) Most of the labor concessions that are pending or have been approved merely defer wage and other benefit increases. While these solutions will largely stave off layoffs for now, the Fiscal Year 2011-12 budget will be even more difficult to balance unless expenditures are significantly curtailed or revenues enhanced.

- Sheriff: Staffing decreases by 27.5 FTE, or 4.1%, as a result of reductions across the department, including the reduction of 12 FTE related to closure of the Santa Maria Jail.
- Fire Department: Staffing decreases by 6.5 FTE, or 2.3%, due to reduced efforts in the Reserve Program (-3.5 Extra Help), 2 vacant Hazmat Specialist positions in the Site Mitigation Unit and 1 vacant Administrative Office Professional.
- Probation: Staffing decreases by 3.5 FTE, or 1%, mainly by eliminating the Juvenile Services Division Counseling and Education Program as resources are shifted and staff reassigned to other programs.
- Public Defender: Staffing increases by 1.1 FTE, or 1.7%, due to the hiring of new attorneys to mitigate the Public Defender from declaring unavailability in some courts.
- District Attorney: Staffing increases by 1 FTE, or .8%; to help maintain service levels.
- Public Works: Staffing decreases by 15.3 FTE, or 5%, as a result of un-funding vacant positions (6.0 in Transportation, 7.6 in Resource Recovery & Waste Management and 1.7 in Water Resources). Reductions are based upon available revenue and projected workload demands. No service level impacts are anticipated.
- Housing and Community Development: Staffing increases by 6.0 FTE, or 50%, as a result of integrating existing Redevelopment Agency staff into the department and implementing the emPowerSBC program. In addition to managing the department, the HCD Director serves as the emPowerSBC Program Administrator. This position would need to be added to another department, or an existing department director

would need to assume an increase scope of duties, if emPowerSBC was moved from HCD.

- Agriculture Commissioner: Staffing decreases by 3.9 FTE, or 12.5%, with no service level impact.
- Planning and Development: Staffing increases by 0.5 FTE, or 0.5%, as a net result of funding 4.5 FTE in Building & Safety due to increased building and grading permit activity, offset by reductions of FTE funded with prior year one-time sources.
- Parks: Staffing decreases by 2.8 FTE, or 3.4%, due to vacancies that impact park maintenance service levels.
- General County Programs: Staffing decreases by 17.0 FTE, or 54.8%, as a result of 1 FTE being eliminated, 4 Redevelopment Agency FTE moving to Housing and Community Development, and 12 FTE moving to the County Executive Office, per Board direction. There will be no support provided to departments for performance measure projects.
- County Executive Office: Staffing increases by 11.0 FTE, or 55.0%, as a result of 12 FTE transferring from General County Programs, per Board direction, and one less Administrative Professional FTE to support the Office as this FTE was transferred to Social Services.
- County Counsel: Staffing decreases by 1.6 FTE, or 4.1%, impacting the ability to provide timely legal advice and assistance to other General Fund departments.
- General Services: Staffing decreases by 14.6 FTE, or 12.7%, impacting the ability to maintain County facilities and buildings, and delaying response times.
- Clerk-Recorder-Assessor: Staffing decreases by 6.0 FTE, or 5.4%, that may result in longer waits for service and delays in processing records and documents.
- Information Technology: Staffing decreases by 5.4 FTE, or 11.7%, impacting the ability to manage IT projects and respond to technology service requests.
- Treasurer – Tax Collector: Staffing decreases by 3.9 FTE, or 8.0%, as a result of the retirement incentive program and leaving positions vacant.
- Human Resources: Staffing decreases by 2.9 FTE, or 10.7%, impacting recruitment and support services.

- Auditor-Controller: Staffing decreases by 2 FTE, or 3.9%, primarily impacting internal controls related to contract review services and specialized advanced accounting services.
- Social Services: Staffing decreases by 40.5 FTE, or 6.5%, to bring expenditures in line with revenues, including reductions in eligibility staffing for the Foster Care, General Relief, CalWORKs, and Medi-Cal programs.
- Alcohol, Drug and Mental Health Services: Staffing decreases by 29.9 FTE, or 10%, as federal and state revenues decline.
- Child Support Services: Staffing decreases by 7.2 FTE, or 8%, resulting in increased work for the remaining staff while meeting rigorous federal and state goals for the collection of child support payments.
- Public Health Department: Staffing increases 2.0 FTE, or 0.4%, due to additional extra help staffing to provide health services to meet increasing demands by the medically indigent.

Department and One-Time Fund Use (OTFU)

The department budgets or “D Pages” contain a pie chart depicting one-time fund use for Fiscal Year 2010-11. While this chart pertains to the sources, or revenue side, of the ledger, it is included here because these one-time funds are being used to pay for expenditures related to ongoing operations, primarily the cost associated with maintaining staffing levels.

As a percentage of total sources, the departments with the largest OTFU include Social Services (30%), County Counsel (17%), the Public Defender (12%), and the Clerk-Recorder-Assessor (11%).

The 30% of one-time uses within Social Services only represents the local share of the budget, rather than the entire departmental operating budget. This distinction is made because the department’s total operating budget includes large portions of expenditures that are paid for by Federal and State sources, which often can only be leveraged when the local share is committed. Therefore, if the department does not have the local share available, which is at the discretion of the Board of Supervisors, and constrained by the amount of actual discretionary General Fund available, Federal and State revenue would be forfeited and not included within the overall budget.

The Department of Social Services (local share) also has the largest OTFU by dollar amount, \$6.3 million. By dollar amount, Fire is second (\$4.6 million), followed by Public Health (\$4.4 million).

The budgets of all the public safety and law and justice departments, except Courts, include the use of at least \$1 million in one-time funds. Other departments are also using one-time funds for ongoing operations as illustrated below. A handful of departments are either not using one-time funds for operations or, in the case of the Agricultural Commissioner, the amount is minimal (\$57,000).

- Public Defender: One-time source totaling \$1,226,000 or 12% of the department's sources from the salaries and benefits offset designation. This source will fund staffing to handle felony and misdemeanor cases.
- Fire: One-time sources totaling \$4,625,000 or 8% of the department's sources from: (1) department capital designation and (2) Fire District designation. These sources will fund critical emergency services.
- District Attorney: One-time source totaling \$1,294,000 or 7% of the department's sources from Strategic Reserve. This source will fund core investigative and prosecution services.
- Probation: One-time sources totaling \$1,297,000 or 3% of the department's sources from: (1) Strategic Reserve and (2) department designation. These sources will fund 26 camp beds, camps staff and shift staff for the Santa Barbara Booking Station.
- Sheriff: One-time source totaling \$1,065,000 or 1% of the department's sources from Strategic Reserve. This source will fund operations. The Recommended Budget also assumes the use of \$2.5 million in salary concessions and proposes to use \$6.1 million in prior fund balance to issue a COP for the Main Jail/Sheriff Headquarters expansion project.
- Parks: One-time source totaling \$1,000,000 or 6% of the department's sources from capital designation. This source will fund on-going operations for all parks, facilities, and park programming.
- Planning and Development: One-time sources totaling \$957,000 or 6% of the department's sources from: (1) the interest on a mitigation fund, (2) balance on an unallocated designation, and (3) anticipated grants from the Coastal Resource Enhancement Fund. These sources will fund building codes and zoning enforcement programs and the Gaviota Coast Plan, Summerland Community Plan Update and Santa Claus Lane Streetscape, Beach Access and Beach Parking project within the Long Range Planning work program. Many of these planning projects span multiple years so once initiated, the projects either are suspended the following year or sources, such as CREF, will need to be allocated by the Board to continue such work effort in the future.

- Housing and Community Development: One-time source totaling \$225,500 or 1% of the department's sources from the capital designation. This source will fund advertising contracts to the economic development agencies and conference and visitors bureaus.
- County Counsel: One-time source totaling \$500,000 or 17% of the department's sources from the litigation designation. This source will fund staff, primarily comprised of attorneys, to maintain service level.
- County Executive Office: One-time source totaling \$341,000 or 8% of the department's sources from a department designation. This source will fund staff to continue fiscal support services and projects.
- Clerk-Recorder-Assessor: One-time sources totaling \$1,033,000 or 11% of the department's sources from: (1) department designation and (2) elections designation. These sources will fund minimum staffing levels necessary to provide mandated elections services and assess all taxable property to produce the assessment rolls.
- Auditor-Controller: One-time source totaling \$393,000 or 8% of the department's sources from a department designation. This source will fund staff to maintain current service levels.
- Treasurer-Tax Collector: One-time source totaling \$489,000 or 8% of the department's sources from a department designation. This source will fund ongoing operations including non-mandated programs such as Veterans' Services and the Representative Payee program. Fund balance has been used to close the budget gap for three of the past four years and will be depleted after Fiscal Year 2011-12.
- Information Technology: One-time sources totaling \$833,000 or 6% of the department's sources from: (1) Communications ISF Fund Balance and (2) Information Technology ISF Fund Balance. These sources will fund technologies such as the network, email, GIS and web services required to sustain countywide operations.
- Social Services: One-time sources totaling \$6,348,000 or 30% of the local share of the department's sources from: (1) special revenue fund balance, (2) one-time restoration for the Fiscal Year 2010-11 budget, (3) one-time restoration for child welfare services and adult protective services and (4) Tobacco Settlement. These sources will fund the local share of Federal and State mandated services and benefits. Other operational aspects such as increased caseload and federal and state

contributions for providing mandated services will also impact the departments as noted within its "D-Pages." For example, the federal government increased funding for many programs as part of the American Recovery and Reinvestment Act and these funds expire on September 30, 2010.

- **Public Health:** One time sources totaling \$4,362,000 or 5% of the department's sources from: (1) General Fund Capital Reserve, (2) Tobacco Settlement and (3) special revenue fund balance. These sources will fund the Human Service allocations and staff; fee waivers for Temporary Food Facilities for non-profits; a Dog Noise Officer and administrative support staff; a Physical/Occupational Therapist to provide services to disabled children and primary and specialty care at the clinics. The special revenue fund is projected to be depleted in Fiscal Year 2013-14 unless additional structural changes, service reductions, and other actions are taken, which will have significant implications to the indigent healthcare mandates and the health care safety net system.

FISCAL YEAR 2010-11 THEMES:

One-Time Fund Use

The OTFU totals nearly \$26 million for these departments. Another \$3.5 million in Strategic Reserve is proposed to balance the General Fund, for a total of \$29.5 million in one-time sources in the Recommended Budget. While using one-time sources for one-time uses such as capital projects is routine, this year the one-time sources are being used for ongoing operations, primarily for staffing. Many of these sources were set aside for other purposes, such as capital projects, and deferred maintenance, which means that certain current or future projects will be not rehabilitated or built this year or in future years. Other sources like strategic reserve, litigation reserve and contingency were created to ensure 30 days of working capital for the County in case of an emergency or to buffer any unexpected occurrence. If such an event should occur, there is less money for this intended purpose because a portion of these funds is now being used by departments for recurring operations. Moreover, there is less money in these funds for Fiscal Year 2011-12 and thereafter. It is clear that with \$9.1 million remaining in Strategic Reserve that the challenges for the Fiscal Year 2011-12 Budget are daunting as postponed salary and benefit increases return and retirement costs continue to escalate.

Public Safety Prioritization

The combination of increased expenditures, primarily driven by retirement costs, and minimal projected growth in major revenues makes it impossible to continue to fund similar staffing and service levels as in prior years. However, the Board of Supervisors provided direction during the budget workshops to preserve public safety programs and associated staffing. As indicated earlier in the CEO Message, temporary service

stabilizations were made to various departments and programs. The majority of the funding offset proposed staffing reductions in the public safety and law and justice departments, including the Sheriff's Department.

STRATEGIC PLANNING:

The emphasis on preserving public safety is in accordance with Board direction during budget workshops held in February and March 2010. It also reiterates the goal of "health and safety" adopted by the Board of Supervisors on April 21, 1998 and revised on November 21, 2006.

If funded, the emPowerSBC program would be the leading initiative supporting the "economic vitality" goal. (See Figure 9 of the County's Strategic Planning Process and Goals.)

Section B includes statistics and comparisons with benchmark counties that illustrate the County's performance toward achieving many of these goals. County departments describe the linkage between their 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 within Section D ("D Pages") of this document. Within the "D Pages", the Department Summary clearly states these goals under the heading "Departmental Priorities and Their Alignment with County Goals." The goals include:

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

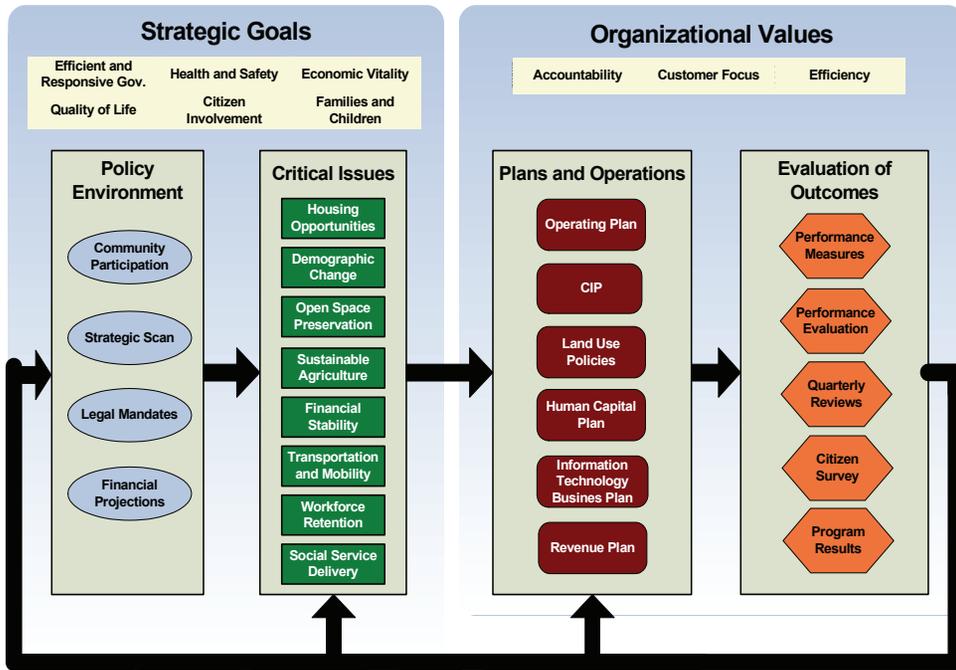
Goal 6: FAMILIES AND CHILDREN: A community that fosters the safety and well-being of families and children.

Figure 8 illustrates the County's strategic planning process, including the policy environment of community participation, strategic scan, legal mandates and financial projections. It is this latter component, financial projections, which dictated the parameters of developing the Fiscal Year 2010-11 Recommended Budget. The financial reality of the cost of programs, services and the workforce must be balanced with the anticipated revenues for both this year and over the five year forecast. Legal

mandates are also part of the budget deliberation since the County, as a political subdivision of the State, is required to provide certain services to residents. Consequently, budget decisions attempt to prioritize and preserve mandated services and the amount of funding available for discretionary program is limited.

Figure 8: County's Strategic Planning Process

Santa Barbara County Strategic Planning Process



The critical issues identified within the 2005 Strategic Scan are still considered important topics for the County to address and are impacted by the budget. Of the issues identified in Figure 8, financial stability, social service delivery and workforce retention are the most salient within the context of the Fiscal Year 2010-11 Recommended Budget. Community participation is achieved as the Board of Supervisors considers the budget principles, potential service level impacts (budget workshops) and the Recommended Budget during open public meetings.

Outcomes are evaluated through performance measures, performance evaluations, citizen survey and financial and operational reviews between the County Executive

Office and departments, with financial highlights presented quarterly to the Board of Supervisors.

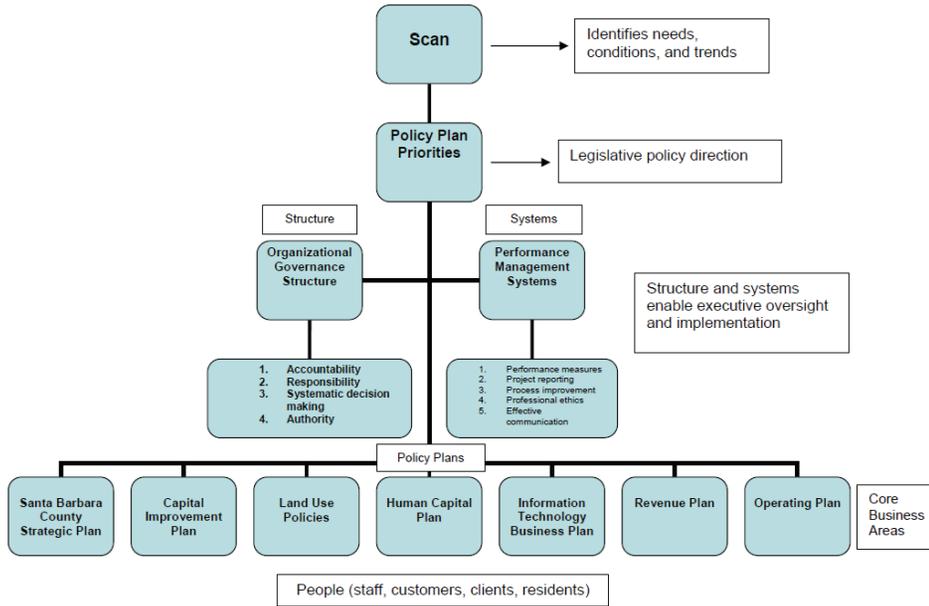
Departmental narratives (“D Pages”) also illustrate the use of performance measures, a component of the performance management system found within the County’s Policy Model.

Contained within the County’s Strategic Planning Process are six broad policy plans, which are also included within Figure 10, the County’s Policy Model. The revenue plan and land use policies, to some extent, drive the revenue, or “sources,” side of the County’s budget while the capital improvement plan (see Section E), human capital plan, IT business plan and land use policies, again to some extent, drive the expenditure or “uses” side of the budget, or the Operating Plan. These various plans also influence the County’s ability to achieve the strategic goals and address the critical issues.

The Policy Model includes the scan, the County priorities including legislative policy direction, the structure and systems and policy plans. Regarding legislative direction, the Board of Supervisors adopts a legislative platform each year that articulates strategies for program and capital project funding, legislative reform and intergovernmental collaboration. It also includes legislative priorities: Efficient Service Delivery, Fiscal Stability, Interagency Collaboration, Local Control, Protection of Safety Net services, and Community Sustainability and Economic Stability, of which the latter two were added in 2010.

Figure 9: County's Policy Model

Santa Barbara County Policy Model



HIGHLIGHTS OF THE FY 2010-11 RECOMMENDED REVENUE BUDGET:

- Total revenues are \$745 million, a decrease of 1.6% under the FY 2009-10 Estimated and 2.2% below the FY 2009-10 Adopted.
- Largest categories of revenue are federal and state revenue (36%), taxes (28%) and charges for services (28%).
- The largest type of General Fund revenue is property taxes (88%), projected to decrease by 1.7% under the Fiscal Year 2009-10 Adopted.

Key Challenges to Balancing the Budget: Revenue

The major categories of discretionary revenues available for use by the County to fund services and operations include:

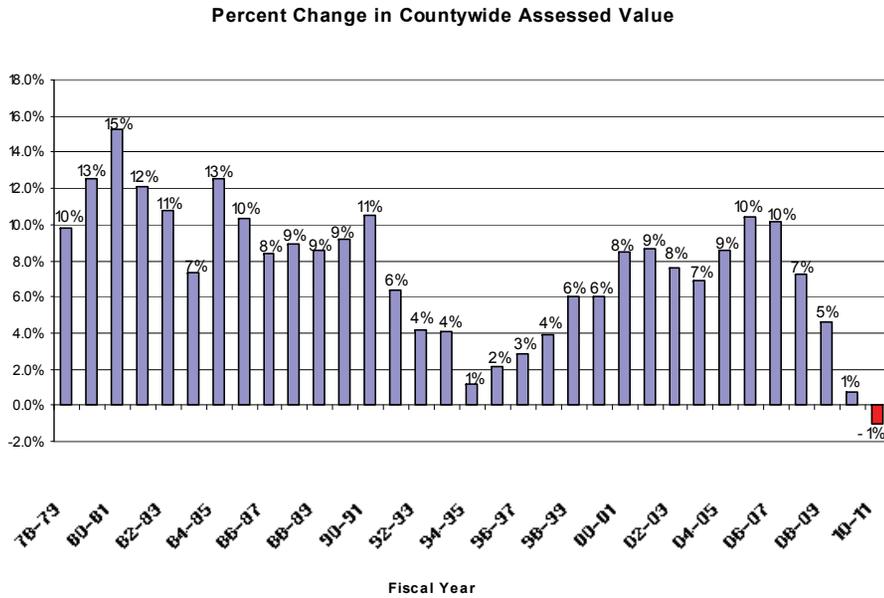
- Property tax;
- Property taxes in lieu of motor vehicle taxes;
- Bradley Burns 1% sales tax;
- Transient occupancy tax; and,
- Interest income.

Most discretionary revenues are expected to remain flat or rise slightly. Based on historical trends, it is expected that sales tax will be the first revenue to increase, followed by documentary transfer taxes, supplemental property taxes, transient occupancy tax and, finally, secured property taxes. In the near term, the County is projected to incur negative growth in property tax in Fiscal Year 2010-11, with possible growth beginning in Fiscal Year 2011-12.

The Fiscal Year 2010-11 Recommended Budget assumes a decrease of 1% in General Fund secured property tax revenue over the prior fiscal year. This is the first time the County will experience negative growth since the enactment of Proposition 13, which allows up to a 2% inflation factor to be applied to the value of property annually.

A number of factors contribute to the projected negative growth; including the decline in home values, the increase in foreclosures, and a negative inflation factor (see Section B for median home price).

Figure 10: Percent Change in Assessed Value

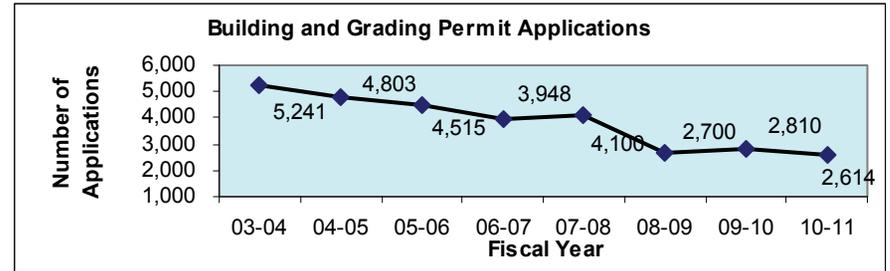


Property taxes, which include secured, unsecured, supplemental and document transfer taxes, constitute 88% of all General Fund discretionary funds available to the County in Fiscal Year 2010-11, making it the County’s largest source of revenue. The leading indicators of property tax growth are property transfer tax and supplemental property tax. After record highs three years ago, these indicators have sharply trended downward followed by the declining growth rate of secured property taxes.

The County also has several significant dependent special districts like County Fire and the redevelopment agency that rely on property taxes to fund services in unique geographic areas. It is expected that special districts and the redevelopment agency will see a decline in property taxes of approximately 2%, which is slightly greater than the projected decline in the General Fund. The disparity is due to varying foreclosure rates and home values within different geographic areas.

While foreclosure rates pertain to existing housing stock, another indicator of local economic activity is the volume of permits received by the County’s Planning and Development Department. Mirroring national trends, the County’s permit applications have dropped significantly in Fiscal Year 2008-09 and have remained relatively flat since then as illustrated in Figure 11. Additional information pertaining to housing and the local economy is included in Section B.

Figure 11: County Building and Grading Permit Applications



Permit volume may potentially increase if the Board of Supervisors adopts the emPowerSBC program as property owners that voluntarily participate in this program may need to acquire certain building permits before making some energy efficiency improvements like new doors and windows, low-flow toilets, water heaters, air conditioners, and solar panels to structures. Moreover, as property owners hire contractors and purchase energy efficient materials, there is a likelihood of stimulating business development, spending, and associated sales tax revenue for the County and incorporated cities. Over time, this program has the ability to increase the assessed values of properties, helping to increase property tax revenue, without fundamentally changing the footprint of the built environment.

The County’s second largest discretionary and semi-discretionary revenues are allocations of sales tax revenue as follows:

- Social Services, Mental Health and Public Health Realignment (discretionary within health and human services programs);
- Proposition 172 (discretionary within public safety); and,
- Bradley Burns (1% sales tax totally discretionary).

These sales tax sources dropped by 20% over the last two years, losing over \$13 million in annual ongoing revenue for the County. It is projected that all sales tax revenues will experience growth between 1.5 and 3.5% in Fiscal Year 2010-11, with the exception of Realignment, which is expected to remain flat. The State annually establishes the realignment tax distribution allocation to counties and the impact to the County is not yet known.

Interestingly, the State also has the ability to impact other potential revenue sources, including the highway user tax act, also known as HUTA or gas tax. Counties currently receive about three cents of the eighteen cent tax on gas, which totals about \$500 million annually to all 58 counties within the State. As part of the midyear

budget package, the Governor signed two key pieces of legislation that included deferral of Fiscal Year 2010-11 state payments of HUTA and an alternative transportation tax swap proposal, which eliminates the sales tax on gas and increases the gas excise tax by 17.3 cents. This change holds local streets and roads funding harmless, but does remove the constitutional protections afforded to about half of the current local road funding for counties.

From time to time, the State Legislature has proposed to redirect an existing tax on cigarettes and other tobacco products that funds the Santa Barbara County Children and Families Commission, First 5. However, a 2/3 voter approval is required to use the funds for other purposes. First 5 provides education, health services, child care and other supportive services to children age 0-5 and their families. Using a formula based upon the County's birth rates, First 5's tax revenues in Fiscal Year 2009-10 were estimated at \$4.4 million based upon a birthrate of 1.11%. Over the next several years, the birthrate is projected at 1.13%, but revenues are estimated to decrease to \$3.8 million by Fiscal Year 2013-14. A decline in smoking, while a positive outcome, will result in fewer funds available for ongoing programs.

Settlement funds that resulted from litigation against the tobacco industry pay for some ongoing County programs and services. A portion of these funds have also been put into an endowment fund administered by the County Public Health Department with advisory oversight from the Tobacco Settlement Advisory Committee (TSAC). As illustrated with the use of departmental designation section as well as within the Public Health's "D Pages," TSAC reserve funds are being used as a temporary stop-gap to fund ongoing programs. The ability to consider TSAC as a revenue source and an option for funding various health programs in the near future is constrained.

After a decline of approximately 18% over the last two years, it is expected that transient occupancy tax (TOT) revenue will begin to increase in Fiscal Year 2010-11 as the economy recovers. The Fiscal Year 2010-11 Recommended Budget includes \$6 million in anticipated TOT revenue to the General Fund. However, despite any increase in tourism, two other factors may impact this revenue.

First, the Fiscal Year 2010-11 Recommended Budget assumes that the transient occupancy tax rate remains at 10%. On June 8, 2010, the electorate will consider continuing the TOT at 10%. If the voters do not approve this ballot measure, TOT will revert to 8% and the County will lose \$1.2 million annually. Second, the availability of lodging options located within the unincorporated area may potentially impact the amount of TOT to the County. It is also worth noting that long-term challenges also exist related to TOT. In Fiscal Year 2012-13, the mitigation period for the City of Goleta incorporation sunsets and the County's revenue loss is estimated to be \$2.4 million a year; \$1.1 million from sales tax and \$1.3 million from TOT respectively.

These economic assumptions were used to project revenues for Fiscal Year 2010-11. Detailed revenue and expenditure growth assumptions are included within the Five Year Forecast.

ECONOMIC CONDITIONS:

An understanding of the economy is important as the economic conditions influence the demand for certain public assistance services provided by the County as well as impact the County's ability to fund, or supply, other services and programs, now and in the long-term.

Increased caseload for social services and the corresponding need for public assistance services during the continued economic downturn are also illustrated in the macro-level view of the County's overall expenditures. Public assistance payments represent the third largest category of expenditures ("uses") after salaries and benefits and services and supplies and total \$58 million.

Public assistance payments are expected to increase by 10.4% over the Fiscal Year 2009-10 Adopted due to the increased caseload of recipients and the enhanced payments for public assistance services such as food stamps under the American Recovery and Reinvestment Act (ARRA). Food stamps currently serves over 28,791 people within the County each month and ARRA provides a temporary 13.6% increase in the monthly benefit for recipients, or roughly \$80 per month for a family of four. Non-Assistance Food Stamps (NAFS) are the first line of defense in the safety net and the program for which most applicants are eligible first. The unemployed and underemployed typically access this program first, as evidenced by the growth in both food stamp caseload and the County's unemployment rates. Food stamp caseload continues to grow monthly. March 2010 NAFS Caseload is up by 1,796 cases from March 2009, a 31% increase, and overall NAFS caseload is up 35% for the first nine months of FY 2009-10. This represents the highest NAFS caseload found in historical records since August 1995.

Unemployment benefits are another assistance program that has been heavily used at the national, state and local level. Usually unemployment benefits in California last 26 weeks, but the potential benefit period is now 99 weeks due to State and federal extensions. The use of this benefit is likely to continue for some as the most recent data from the California Employment Development Department indicates that the State's employment rate, not seasonally adjusted, in March was 13% compared to 11% in the prior year. While nonfarm payroll jobs increased by 4,200 during the month, which continued the trend of the State adding jobs in each of the first three months of 2010, nonfarm payroll jobs decreased by 2.3% in a year-over-year comparison. In addition, the number of people unemployed in California increased in March 2010: 31,000 over the prior month and 362,000 compared to the prior year, for a total of 2,308,000 people. Mining and lodging, manufacturing; educational and health services;

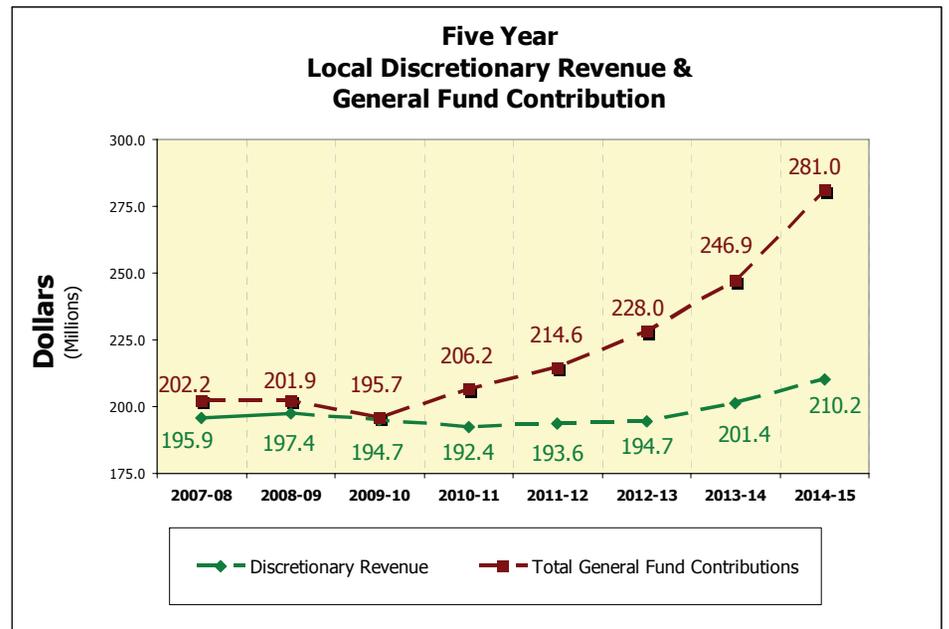
leisure and hospitality and other services added jobs over the prior month while construction, information, financial activities, professional and business services and government reported job declines.

The County's unemployment rate in March 2010 was 10.1% compared to 13.0% statewide and 10.2% nationally. This represents an increase from the 8.5% estimate one year ago. As referenced within the 2010 Santa Barbara County Economic Outlook produced by the UCSB Economic Forecast Project, the primary areas of job losses were within the construction, financial and retail trade sectors. The construction industry lost jobs at a rate of 156 per month during 2008 and 2009, then slowing to losses in the teens during the middle of 2009. Long-term projections assume a flat year in 2010, modest growth in 2011, and a return to more normal historical growth in 2012, although such growth will not match the employment peak in 2006. Financial sector losses were at a high in 2006 with the industry losing 25% from the peak in the market. Losses have slowed and growth is projected to resume, especially in the banking and insurance sectors. Growth in retail employment is expected to be very slow, returning to its 20,000 employee level after the end of 2013. (Additional narrative on the economy is included within Section B)

Five Year General Fund Financial Forecast

Introduction and Summary

The five year forecast of discretionary General Fund revenues and their uses 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 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. The forecast revenue-expenditure gap is driven by:

- The use of one-time sources to maintain levels of service for FY 2010-11 which, with flat revenue projections, exacerbate the structural imbalance in future years;
- A General Fund base budget that is higher than is sustainable by annual revenues;
- A structural imbalance within the Fire Department as the growth of its primary revenue, a dedicated portion of the property tax, fails to match the growth of its expenditure demands;
- The Department of Social Services is utilizing a variety of one-time sources to maintain levels of service for FY 2010-11 to meet the costs related to growing caseloads and capped and lower revenues;
- Construction and operation of a new County jail;
- Increased use of local discretionary revenue to meet the Public Health Department's Maintenance of Effort (MOE) requirements;
- No increases in staffing and annual average wage increases of 3.0%;
- An average 5.0% increase in the actuarial cost of funding existing retirement obligations;
- Flat revenues slowly rebounding as the economy improves with adjustments relating to the existing Goleta Revenue Neutrality Agreement in FY 2012-13, the City of Santa Barbara's Redevelopment Agency in FY 2014-15, and additional revenue relating to the opening of the Miramar Hotel in FY 2014-15.

This gap is ongoing and demonstrates future costs exceed the available ongoing discretionary revenue by \$21 million in FY 2011-12 and by nearly \$70 million in FY 2014-15. Closing the gap will require services to shrink, employees to be compensated less, and/or new revenue sources to be created, from economic development, natural growth of the economy (if any), fee increases, and/or voter approved tax increases.

Forecast Revenue Detail

The revenue forecast projects FY 2010-11 will mark the low point for local discretionary revenues. It is the first year since Proposition 13 was enacted in 1978 that the County’s property tax growth rate is projected to be negative. Other property related revenues also show declines for the upcoming fiscal year. Property transfer taxes and transient occupancy taxes have modest increases projected for FY 2010-11.

The nation fell into a recession in the second half of 2008, following the real estate market crash and precipitated by the turmoil in the financial markets. California’s economy showed an even more troubled trend.

Given historical revenue patterns and available forecasts for local and state economic data, a decrease of -1.19% in discretionary revenues is estimated in FY 2010-11, compared to FY 2009-10 estimated actual. FY 2011-12 is forecast to begin recovery with a modest increase of 0.59% in discretionary revenues. It is estimated that the economic recovery will continue, but as a result of the adjustment from the Goleta Revenue Neutrality Agreement, the net increase is again 0.59% in FY 2012-13, increasing by 3.45% in FY 2013-14 and 4.37% in FY 2014-15.

FIVE YEAR FY 2011-12 THROUGH FY 2014-15 DISCRETIONARY REVENUE PROJECTIONS

Revenue Source (Dollars in Millions)	FY07-08 Actual	FY08-09 Actual	FY09-10 Budget	FY09-10 Estimated	FY10-11 Recomnd	FY11-12 Projected	FY12-13 Projected	FY 13-14 Projected	FY 14-15 Projected
Secured Property Tax	\$106.701	\$110.765	\$111.836	\$111.253	\$110.200	\$111.302	\$113.528	\$117.502	\$121.849
Unsecured & Unitary Property Tax	7.030	7.584	6.946	7.377	6.940	7.079	7.256	7.437	7.735
Supplemental Property Tax	5.437	3.342	2.800	1.994	1.900	1.900	1.948	2.006	2.066
Property Transfer Taxes	3.194	2.155	1.700	2.000	2.200	2.222	2.278	2.346	2.416
Retail Sales Tax	11.500	9.545	8.501	8.860	9.200	9.315	8.216	8.422	8.738
Transient Occupancy Tax	7.174	6.431	5.727	5.738	6.000	6.090	4.826	4.899	6.809
Property Tax In Lieu of MVL Fees	39.791	41.615	42.065	41.986	41.656	42.073	42.914	44.416	46.059
Franchise Fees	3.029	3.078	3.001	2.956	2.960	3.019	3.080	3.141	3.204
Interest Earnings	2.642	1.062	2.682	2.557	1.900	1.000	1.000	1.500	1.500
Other Revenue	9.443	11.844	10.112	10.012	9.458	9.553	9.648	9.745	9.842
TOTAL	195.941	197.421	195.370	194.733	192.414	193.552	194.693	201.413	210.218
Dollar Change Per Year	\$7.641	\$1.480	-\$2.051	-\$2.688	-\$2.319	\$1.138	\$1.141	\$6.719	\$8.805
GROWTH RATES:									
Secured Property Tax	7.03	3.81	0.97	0.44	-0.95	1.00	2.00	3.50	3.70
Unsecured & Unitary Property Tax	0.39	7.88	-8.41	-2.73	-5.92	2.00	2.50	2.50	4.00
Supplemental Property Tax	-11.72	-38.53	-16.22	-40.34	-4.71	0.00	2.50	3.00	3.00
Property Transfer Taxes	-27.64	-32.53	-21.11	-7.19	10.00	1.00	2.50	3.00	3.00
Retail Sales Tax	-0.02	-17.00	-10.94	-7.18	3.84	1.25	1.25	2.50	3.75
Transient Occupancy Tax	8.85	-10.36	-10.95	-10.78	4.57	1.50	1.50	1.50	2.25
Property Tax In Lieu of MVL Fees	7.28	4.58	1.08	0.89	-0.79	1.00	2.00	3.50	3.70
Franchise Fees	-3.99	1.62	-2.50	-3.96	0.14	2.00	2.00	2.00	2.00
Other Revenue	-1.41	25.43	-14.63	-15.47	-5.53	1.00	1.00	1.00	1.00
TOTAL % Change from Prior Yr	4.06	0.76	-1.04	-1.36	-1.19	0.59	0.59	3.45	4.37

REVENUE PROJECTION ASSUMPTIONS

Secured Property Taxes

Over the past five years, annual increases in the assessed value of property have ranged from three to eleven percent. Based on experience to date, the estimated FY 2009-10 increase is 0.44% compared to the previous year’s actual revenue. The proposed budget is based on a 0.95% decline from the FY 2009-10 estimate or 1.46% decline from the FY 2009-10 Budget, reflecting a sharp increase in foreclosures and downward valuations based on the market price. Proposition 13 allows an annual maximum increase of 2% on properties that have not declined below their assessed value. As a result of a number of properties in the County declining below their assessed valuation, a slow recovery in this revenue source is anticipated in FY 2011-12. The growth rate shows a weak return to 1% in FY 2011-12, followed by a 2% rise in FY 2012-13, a 3.5% increase in FY 2013-14 and 3.7% growth in FY 2014-15.

Unsecured and Unitary Property Taxes

Unsecured tax revenues have remained stable in recent years. The most significant 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 communication cables (including fiber optic) running through the County – have shown decline in the past four years. These revenues together are projected to begin a modest rebound for FY 2011-12 and growth in subsequent years of 2.5% up to 4% in FY 2014-15.

Supplemental Property Taxes and Property Transfer Taxes

Both revenues are directly dependent on property sales prices and the number of transactions. Supplemental property taxes are based on existing assessed value compared to the sales price and any new construction. Property transfer taxes 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 Supplemental property taxes are forecasted to fall by 4.71% from the prior year's estimate due to sales events lower than current assessed values. Supplemental property taxes are expected to continue to remain flat through FY 2011-12 and begin recovery in the following years.

The Property Transfer Taxes are budgeted at 10% growth in FY 2010-11 based on the expectation of an increasing number of sales and stabilizing sale prices. The number of sales is expected to increase slightly and prices are expected to further stabilize in FY 2011-12 and the following three fiscal years.

Retail Sales Tax

The sales tax is forecast to begin rebounding in late 2010 and early 2011. Therefore for FY 2010-11 the forecast shows an annualized rebound 3.84% from the FY 2009-10 estimated actual or a 8.22% increase from the FY 2009-10 budget. Subsequent fiscal years show modest growth of sales tax as the economy continues to recover. The projected FY 2012-13 growth rate of 1.25% is more than offset by a loss of revenue from the shift in the City of Goleta revenue neutrality agreement; sales tax growth projections will be on a smaller tax base and therefore there will be a decrease in sales tax revenues. That shift results in a net ongoing annual revenue loss beginning in FY 2012-13 of \$1.21 million.

Transient Occupancy Tax

This source of revenue is highly dependent on tourism and the availability of lodging in the unincorporated County. The revenue is projected to increase by 4.57% in FY 2009-10 compared to the FY 2009-10 estimated actual and to show moderate growth in years thereafter. The projected FY 2012-13 growth rate of 1.5% is more than offset by a loss of revenue from the shift in the City of Goleta revenue neutrality agreement; transient occupancy tax growth projections will be on a smaller tax base and therefore there will be a decrease in transient occupancy tax revenues. That shift results in a net ongoing annual revenue loss beginning in FY 2012-13 of \$1.4 million.

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 the 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 FY 2009-10 estimate shows a decline of 3.96% from the FY 2008-09 actual. The decline is due to a decrease in cable revenues, higher unemployment rates and foreclosures driving sales down, and low inflation in prices for gas and electricity. Franchise fees revenues are expected to remain flat in FY 2010-11 and to grow at approximately the rate of growth of the Consumer Price Index in the subsequent years.

Interest Income

Interest income earnings are volatile and are based on the amount of cash in the treasury and the interest rate earned. Interest earnings are forecast to decline as General Fund balances and reserves and designations decrease. This projection also assumes a stable State budget. Interest earnings on Tax Revenue Anticipation Notes are included in the forecast for FY 2010-11.

Other Revenues

This category has four main components: 1) State payments, other than payments in lieu of vehicle fees, 2) cost allocation revenue (internal charges) for structure and equipment use, 3) Federal payments in lieu of property taxes, and 4) property tax delinquency penalties. State payments averaged \$1.6 million a year until Williamson Act subventions were reduced. The forecast assumes these revenues, annually approximating \$600 thousand, will not return. Federal payments have been growing

slightly and are about \$1 million annually. 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. Property tax delinquency penalties are anticipated to drop slightly in FY 2010-11 and remain flat in the forecast period. Together, these and the remaining revenues that comprise the category of Other Revenue generate approximately \$9.5 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 anticipated to be required. 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 2010-11 the base budget for General Fund departments (the General Fund target) totals \$148.9 million. Second, the budget earmarks \$4.3 million for certain future uses including deferred maintenance, Board contingency and a designation for future capital projects. Third, the remaining \$27 million available in local discretionary revenue is recommended to be appropriated for maintenance of effort requirements or, in the case of the Road Fund, payments to a non-General Fund department for specific services – in this case 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 FY 2010-11 Budget, are to the left of the vertical double line while forecast projections are to the right of the vertical double line. 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 2009-10 THROUGH 2014-15

<i>Salary & Benefit Costs (Dollars in Millions)</i>	<i>FY07-08 Actual</i>	<i>FY08-09 Actual</i>	<i>FY09-10 Budget</i>	<i>FY10-11 Recomnd</i>	<i>FY11-12 Projected</i>	<i>FY12-13 Projected</i>	<i>FY13-14 Projected</i>	<i>FY 14-15 Projected</i>
Departmental Targets - GFC base budget	150.8	159.7	150.6	148.9	153.9	177.4	188.1	201.6
Contribution to Designations	14.7	7.9	6.3	4.3	4.3	4.3	4.3	4.3
MOE & Base GFC to non-GF depts	30.6	29.1	27.9	27.0	27.5	33.4	36.3	41.7
Appropriation of Prior Year Revenue	6.1	5.3	11.0	12.2	0.0	0.0	0.0	0.0
Non-Salary increases				10.2	14.4	7.1	8.3	25.6
MOE increases					5.3	2.2	4.7	3.5
Salary and benefit increases				3.6	9.1	3.6	5.2	4.3
Annual Total	202.222	201.919	195.723	206.206	214.582	228.013	246.863	280.961
Other Future Year Impacts								
BASE GROWTH RATES:								
Target % change	5.3%	5.9%	-5.7%	-1.1%	19.2%	22.2%	13.6%	23.0%
TOTAL % Change from Prior Yr	5.1%	-0.1%	-3.1%	5.4%	4.1%	6.3%	8.3%	13.8%
GFC Calculation								
Non-Salary Cost								
Cost to maintain service funded by one-time					7.70			
Fire Department level of service	2.63	1.91	1.68	2.73	6.21	7.12	8.27	7.20
Completed COP payments					-1.90			
Jail COP					2.40			
New jail operations								18.36
ADMHS non-mandated services & repayments	7.55	6.55	7.80	7.50				
Maintenance of Effort								
MOE: Social Services Mandate Match	11.27	8.50	9.66	9.20	5.30	2.20	1.90	2.00
MOE: Courts Mandate Match	7.75	8.63	7.61	7.61				
MOE: ADMHS Mandate Match	1.85	1.85	1.51	1.37				
MOE: Public Health Mandate Match	8.33	8.31	7.29	6.95			2.80	1.50
MOE: Roads Match	1.41	1.79	1.79	1.89				
Salary & Benefit Increases								
Salaries	3.28	8.41	-7.17	-1.05	6.98	2.27	2.34	2.41
Health	0.70	0.31	0.38	0.31	0.57	0.36	0.39	0.59
Retirement	1.46	1.54	-1.68	4.32	1.35	0.83	2.38	1.20
OPEB		3.87	0.32	-0.01	0.22	0.10	0.10	0.11
Total Annual GFC Increase	9.90	-0.30	-6.20	10.48	8.38	13.43	18.85	34.10
Total Cumulative \$ Change from FY 06-07 Actual	9.90	9.60	3.40	13.89	22.26	35.69	54.54	88.64

Non-salary cost increases include the cost to maintain services funded by one-time local discretionary reserves, maintaining the Fire department's level of service, certificate of participation payments, costs of a new County jail, and funding for ADMHS not related to current year maintenance of effort requirements.

- The cost to maintain services funded by one-time local discretionary reserves demonstrates the ongoing cost of maintaining the service levels in the FY 2010-11 Recommended Budget. The \$8.7 million in FY 2011-12 represents the amount of one-time local discretionary designations appropriated in the FY 2010-11 budget to the departments of Public Health, Social Services, Housing and Community

Development, County Counsel, Parks, the Public Defender, District Attorney, Probation, and Sheriff.

- The Fire Department level of service is based on the Fire Department's five-year financial plan. It shows that in FY 2010-11 the Department has expenditures that exceed its revenue and starting in FY 2011-12 those expenditures exceed its reserve and designation balances. Beginning in FY 2011-12 the Department will require an additional \$6.21 million General Fund dollars to maintain levels of service growing by another \$7.12 million in FY 2012-13, \$8.27 million in FY 2013-14, and \$7.2 million in FY 2014-15. This projection shows that the Fire Department will require an annual appropriation of local discretionary revenue in FY 2014-15 of \$28.8 million compared to \$2.73 million in the FY 2010-11 Recommended Budget - an increase of more than ten times.
- Certain General Fund certificates of participation payments are complete in FY 2011-12. This results in a savings to the General Fund of \$1.9 million annually if there is no new issuance.
- The costs of the new County jail begin with capital costs in FY 2011-12 (\$2.4 million) and operational costs beginning in FY 2014-15 (\$18.36 million growing 5.5% annually thereafter).
- ADMHS non-mandated services and repayments includes contributions to the department of Alcohol, Drug and Mental Health Services for amounts above those required as the local match for current year ADMHS services. FY 2007-08 includes both a mid-year contribution from the Strategic Reserve for \$6.9 million and an additional \$650 thousand to fund half a year of the Santa Maria Crisis and Recovery Emergency Services (CARES) facility. The FY 2008-09 amount of \$6.55 million includes \$1.3 million for full-year operation of the North County CARES facility, \$850 thousand related to audit settlements, and \$4.4 million granted to the Department at the budget hearings. FY 2009-10 and FY 2010-11 includes an appropriation of the \$12.7 million liability (spread over the two years) to ADMHS for prior period adjustments and the ongoing cost of North County CARES (\$1.3 million annually).

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 \$20.6 million annually by FY 2014-15, an increase of \$11.4 million from the required match included in the FY 2010-11 Recommended Budget. This projection results from a combination of caseload growth, constrained intergovernmental revenues ("cost of doing business" capped State allocation), lower departmental revenues as a result of the economy (realignment), and the depletion of the department's reserves and designations.

- The Courts Mandate Match is the payment from the County to the State's Trial Court Trust Fund of \$10m required by California Government Code 77201.1 (b)(1) and 77201.1(b)(2). Certain court generated revenues reduce the amount needed to be appropriated from local discretionary reserves to \$7.6 million. This appropriation has been stable in recent years. When court generated revenues are below estimates the County is obligated to appropriate additional local discretionary revenue as occurred in FY 2008-09.
- The General Fund contribution to the Alcohol, Drug, and Mental Health Services Department has declined due to budget constraints and the Department's adjustment of business practices. This is the base contribution to the department and does not include the additional non-mandated services (North County CARES), nor any audit settlement amounts. FY 2010-11 reflects a reduction in General Fund Contribution per the Board of Supervisors' adopted budget principles.
- Public Health utilizes the General Fund Contribution as the required local match to certain Federal and State revenues and to maintain services for the uninsured as part of the County's Federally Qualified Health Center certification and Welfare and Institutions Code requirements. The Department has been successful in developing alternative funding for its programs and mandates, however, given the volatility of the economy, wage and benefit increases, threats of pandemics, and changing Federal and State laws, it is anticipated the Department will require increased General Fund Contribution beginning in FY 2013-14.
- The local match to the Road Fund to secure intergovernmental revenue for transportation improvements is anticipated to remain unchanged in the forecast period. A future Board of Supervisors may determine additional General Fund Contribution is required to maintain an adequate and safe transportation network. State budget impacts may require additional use of local discretionary revenues for road maintenance or for local match requirements, but are not anticipated in this forecast.

The salary and benefit increases include anticipated personnel related expenditures. They are determined based on negotiated Memoranda of Understanding (MOUs), health insurance; retirement benefit cost projections, and mandated costs such as Social Security contributions. Additionally, the County is currently funding certain OPEB benefits related to providing medical coverage to retirees. The assumptions behind these increases include: 1) no net increase in FTE (reductions will be required), 2) no enhancements of health or retirement benefits, and 3) all costs associated with salaries are relatively flat projected at 3% or lower.

- Salary cost estimates for FY 2011-12 and the future years of the forecast incorporate terms of negotiated MOUs and plan for potential growth impacts in future years. Executive and Management salaries have been subject to a wage freeze since January 2008. The MOU for the SEIU 721 expires in FY 2010-11 and the other MOUs expire in subsequent fiscal years.

- 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 26% in FY 2007-08. CEO/HR has been proactively managing health insurance and is developing strategies to mitigate future rate spikes. The forecast projects health insurance costs will increase on an annual average rate of 7.25% as the County continues to implement cost avoidance and reduction strategies.
- The employer's share of retirement costs are set by the independent Board of Retirement and paid by the County. The annual increases have been between twelve and twenty percent since FY 2005-06. The investment losses during FY 2008-09 has a staggering impact on what the FY 2010-11 retirement rate paid by the County will be. Smoothing formulas enable the rates to increase more modestly in future years (5.0% average annual increases). It should be noted that while some ameliorative measures have been discussed, the Retirement Board has the sole authority to set rates. Moreover, these measures add to the total cost of the system's debt and ultimately must be paid. The Board of Retirement's annual actuarial valuation 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) was a new cost to the County beginning in FY 2008-09 as the County currently assumes the costs of retiree medical coverage. This change was made because the Retirement System was funding retiree medical benefits using system funding intended to pay for the basic pension benefits. At this time the entire cost of OPEB is \$8.6 million in FY 2009-10, with local discretionary revenues paying for \$4.19 million of that amount. The cost of OPEB is expected to increase 5% in FY 2011-12 and beyond this amount may be impacted by future changes to the benefit.

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SECTION B



County Statistical Profile





COUNTY STATISTICAL PROFILE

California Counties Ranked by Population including Benchmark Counties

As of July 1, 2009, the estimated population of Santa Barbara County (County) was 432,981, an increase of 0.8% compared to the previous 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. Six are Coastal or Bay Area counties.

Total Population					Total Population				
Rank	County	7/1/2008	7/1/2009	Change	Rank	County	7/1/2008	7/1/2009	Change
1	LOS ANGELES	10,341,410	10,409,035	0.7	30	IMPERIAL	177,826	181,772	2.2
2	SAN DIEGO	3,169,490	3,208,466	1.2	31	EL DORADO	180,316	181,513	0.7
3	ORANGE	3,124,206	3,155,393	1.0	32	KINGS	154,486	154,681	0.1
4	RIVERSIDE	2,097,437	2,127,612	1.4	33	MADERA	151,648	152,924	0.8
5	SAN BERNARDINO	2,054,423	2,064,375	0.5	34	NAPA	137,359	138,451	0.8
6	SANTA CLARA	1,847,161	1,872,049	1.4	35	HUMBOLDT	132,795	133,269	0.4
7	ALAMEDA	1,550,552	1,568,903	1.2	36	NEVADA	98,959	98,721	-0.2
8	SACRAMENTO	1,427,094	1,439,985	0.9	37	SUTTER	96,095	97,263	1.2
9	CONTRA COSTA	1,056,246	1,068,759	1.2	38	MENDOCINO	90,001	90,039	0.0
10	FRESNO	936,106	948,928	1.4	39	YUBA	72,553	73,025	0.7
11	SAN FRANCISCO	843,402	851,485	1.0	40	LAKE	64,193	64,155	-0.1
12	VENTURA	832,293	841,001	1.1	41	TEHAMA	62,593	62,941	0.6
13	KERN	822,874	834,041	1.4	42	SAN BENITO	57,864	58,240	0.7
14	SAN MATEO	742,154	750,436	1.1	43	TUOLUMNE	56,528	55,753	-1.4
15	SAN JOAQUIN	686,161	692,202	0.9	44	SISKIYOU	45,992	45,983	0.0
16	STANISLAUS	523,966	527,004	0.6	45	CALAVERAS	46,086	45,959	-0.3
17	SONOMA	485,478	490,231	1.0	46	AMADOR	37,937	37,964	0.1
18	TULARE	437,886	445,251	1.7	47	LASSEN	35,769	35,482	-0.8
19	MONTEREY	429,198	433,887	1.1	48	DEL NORTE	29,428	29,500	0.2
20	SANTA BARBARA	429,670	432,981	0.8	49	GLENN	29,214	29,273	0.2
21	SOLANO	425,785	426,431	0.2	50	COLUSA	21,913	22,092	0.8
22	PLACER	338,506	344,565	1.8	51	PLUMAS	20,759	20,492	-1.3
23	SAN LUIS OBISPO	270,289	271,821	0.6	52	MARIPOSA	18,354	18,252	-0.6
24	SANTA CRUZ	267,951	270,882	1.1	53	INYO	18,117	18,125	0.0
25	MARIN	257,968	259,772	0.7	54	TRINITY	13,869	13,924	0.4
26	MERCED	254,944	257,373	1.0	55	MONO	13,617	13,558	-0.4
27	BUTTE	220,411	221,331	0.4	56	MODOC	9,682	9,699	0.2
28	YOLO	199,930	202,220	1.2	57	SIERRA	3,343	3,312	-0.9
29	SHASTA	183,001	183,928	0.5	58	ALPINE	1,208	1,180	-2.3
CALIFORNIA							38,134,496	38,487,889	0.9

Source: California Department of Finance, Demographic Research Unit, Table E-2

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 covers 2,737 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. Cachuma Lake 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 significant change in the past decade.

Lompoc Valley: Located in the western portion of the County, this area includes Vandenberg Air Force Base, which is a major contributor to the economy. Lompoc Valley offers small community living, a link to agriculture, and the economic engine of the nation's primary polar-orbit launch facility.

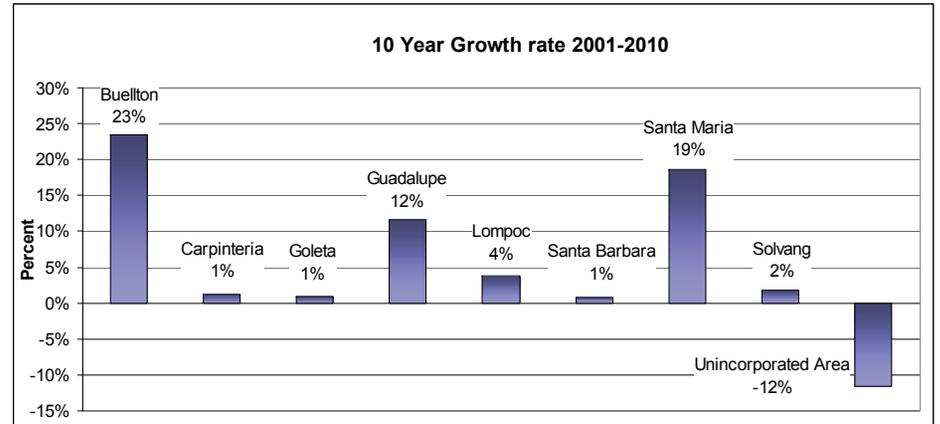
Together these areas contribute to the unique profile of the County, blending the characteristics of each area into one world-class county.

Population

Cities and Unincorporated Area

As of July 1, 2009, the estimated County population was 432,981. This includes an estimated 144,000 residents living within the unincorporated communities of Burton Mesa, Casmalia, Cuyama, Eastern Goleta Valley, Gaviota, Isla Vista, Los Alamos, Los Olivos, Montecito, Orcutt, Santa Ynez, Summerland, and Vandenberg Village. The overall population of the County of Santa Barbara has grown by 8% from the 2000 population level to 2009.

In addition, there are eight incorporated cities within the County. These cities' recent population estimates as of January 1, 2010 are: Buellton (4,833), Carpinteria (14,528), Goleta (31,099), Guadalupe (6,570), Lompoc (43,079), Santa Barbara (90,893), Santa Maria (93,225) and Solvang (5,487). While Santa Barbara and Santa Maria have the largest populations, the areas with the highest growth rate over the past ten years have been Santa Maria and Buellton. The incorporation of the City of Goleta resulted in a decrease in the 10-year growth rate for the overall unincorporated area of the County.

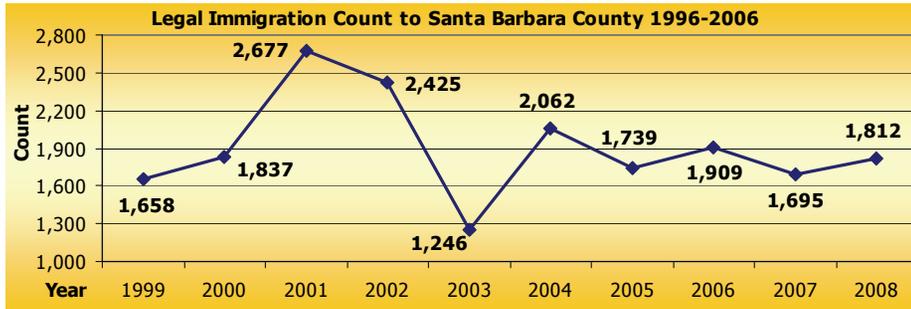


Source: California Department of Finance, Demographic Research Unit, Table E-4

County Statistical Profile (Cont'd)

Immigration

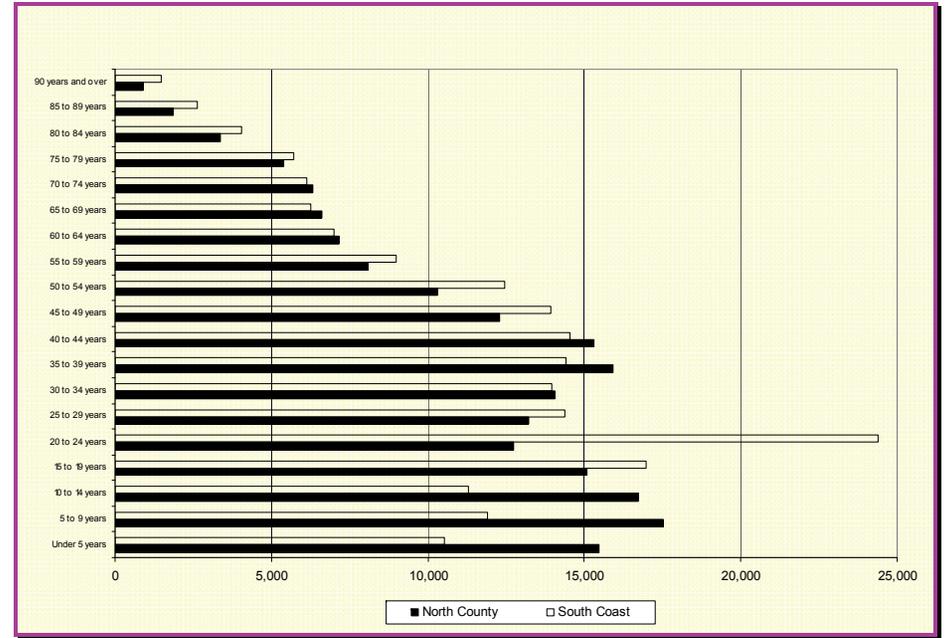
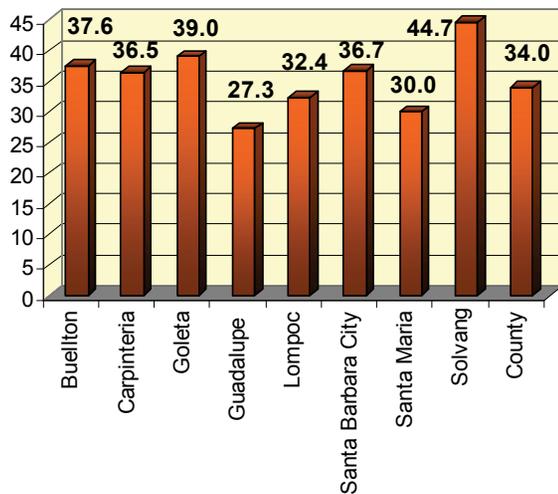
The following table details the estimated count of immigrants that applied for and were granted legal permanent residence within the County, through 2008. The 2008 count is higher than 2007 and is comparable to the count from 2000.



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

Demographics

The following chart shows the age distribution of the population in the County of Santa Barbara by region. The median age is lowest in Guadalupe at 27.3 years of age and the highest in the City of Solvang at 44.7 years of age.

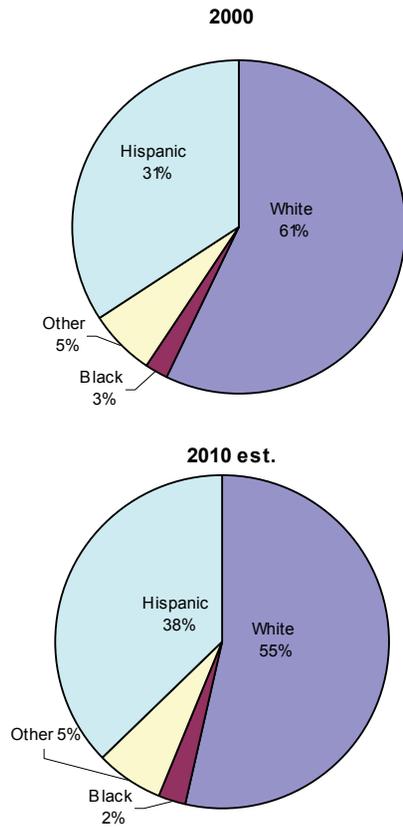


Source:
SBCAG – Profile of Older Adults in
Santa Barbara County 2005

Fifty one percent of County residents over the age of 60 live 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.

Changes in Santa Barbara County’s ethnicity are illustrated below. While the changes are relatively gradual from year-to-year, over a ten-year period ending in 2010, 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: California Department of Finance 2010

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	2013
Second	Janet Wolf	2011
Third	Doreen Farr	2013
Fourth	Joni Gray	2013
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 26 departments that are responsible for all County services (see Organization chart on Introduction 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 directors are appointed by the Board of Supervisors.)

The County Executive Officer works with departments, constituents, and the community 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 Officer 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 directors, elected or appointed, are ultimately responsible for their respective department’s daily operations and are legally responsible for controlling spending and managing budgets.

County Statistical Profile (Cont'd)

County Services

Cities are primarily charged with providing municipal services such as public safety, parks and recreation, planning, and public works to their residents. The County provides these services to residents who live in the unincorporated area, which is territory outside of incorporated city boundaries. However, in some cases, the cities contract with the County to provide these municipal services to city residents. As the local arm of State government, the County is required by the State to provide a wide variety of health, safety, and welfare services to every person in the County, including those living in the cities. These are discussed in further detail below.

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. In addition, the County provides the following services to all residents, whether they live in incorporated cities or the unincorporated areas of the County (the department providing the service is listed parenthetically; for more information see the respective 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)
- 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 municipal services to only those residents residing in the unincorporated County areas (the department providing the service is listed parenthetically; for more information see the respective departments listed in Section D):

- Sheriff patrol (Sheriff)
- Fire protection (Fire)
- Roads (Public Works)

- Trash and recycling collection (Public Works)
- Street lights (Public Works)
- Affordable housing (Housing and Community Development)
- Building permit processing (Planning and Development)
- Planning and zoning (Planning and Development)

Services to Incorporated Cities

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

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

In addition to serving the unincorporated areas, the County Fire Department provides services to the incorporated cities of Buellton, Solvang, and Goleta. This service is provided through a fire assessment district; accordingly, service contracts with the three cities currently receiving fire protection service are not required.

Benchmark Counties Comparison

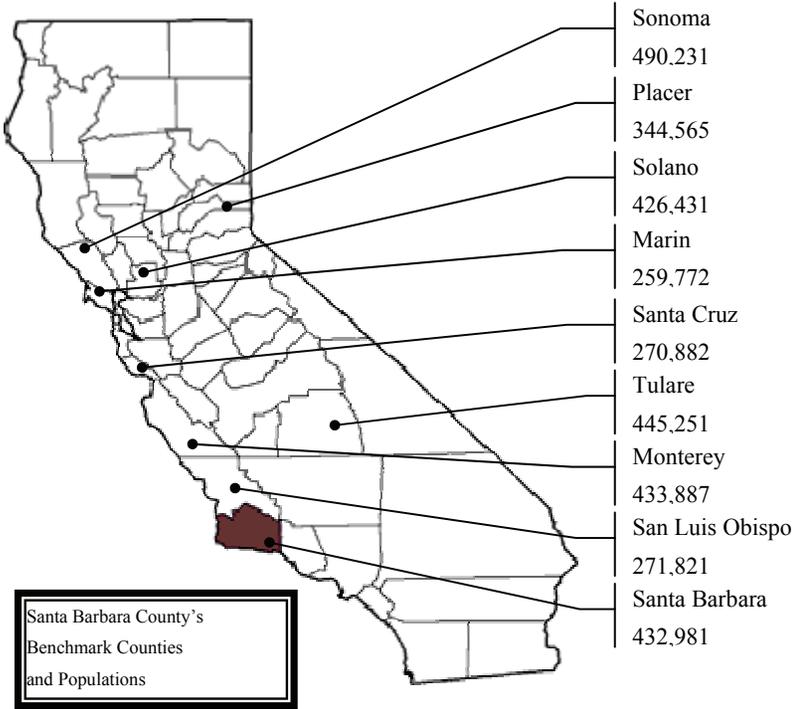
Benchmark Counties Profile

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.

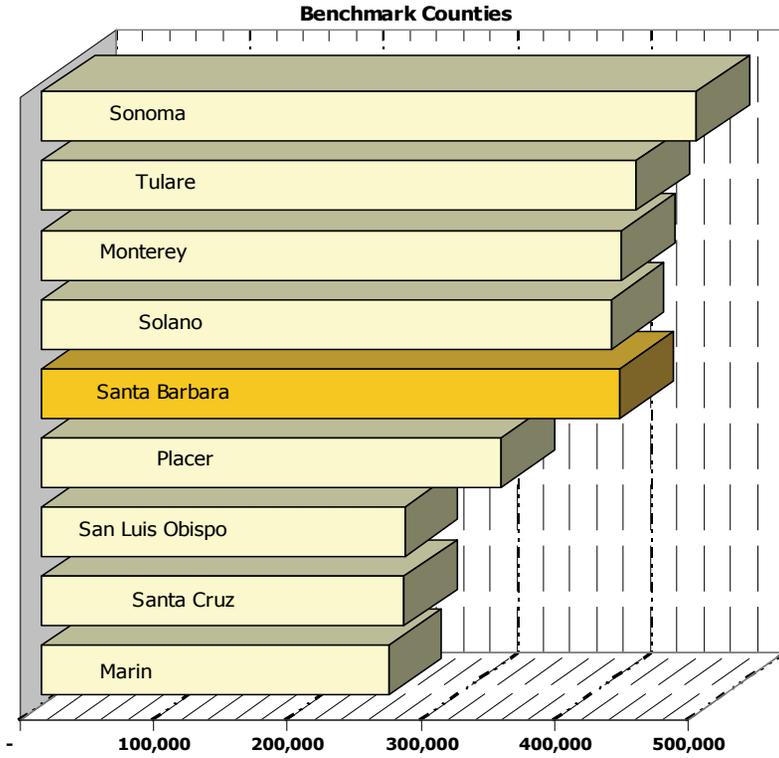
A group of eight other counties is displayed in many of the following tables. These eight counties are considered the County’s Benchmark Counties. The Benchmark Counties are considered to have common characteristics with the County including, but not limited to or held to the following:

County Statistical Profile (Cont'd)

The following charts present total population and total land area of each Benchmark County, as well as the population density per capita.

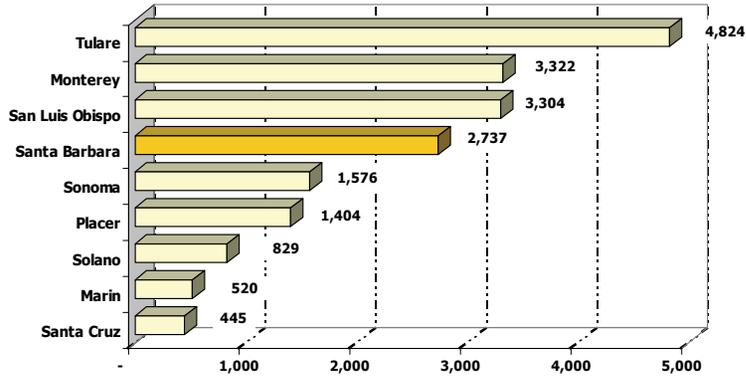


County Population at July 1, 2009

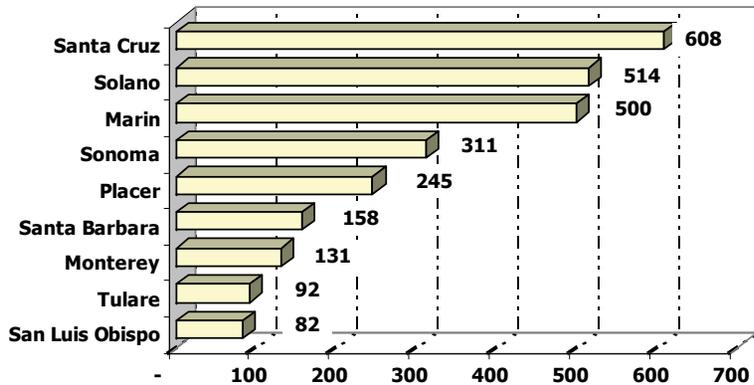


County Statistical Profile (Cont'd)

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



**County Population Density
per Square Mile, at July 1, 2009
Benchmark Counties**



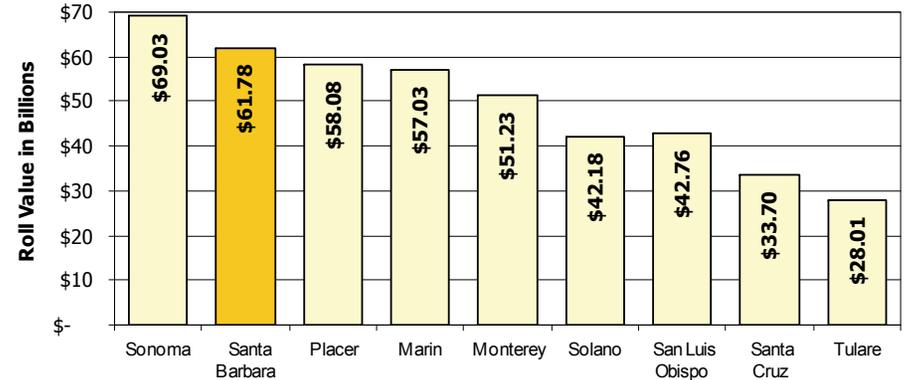
Property Taxes

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%

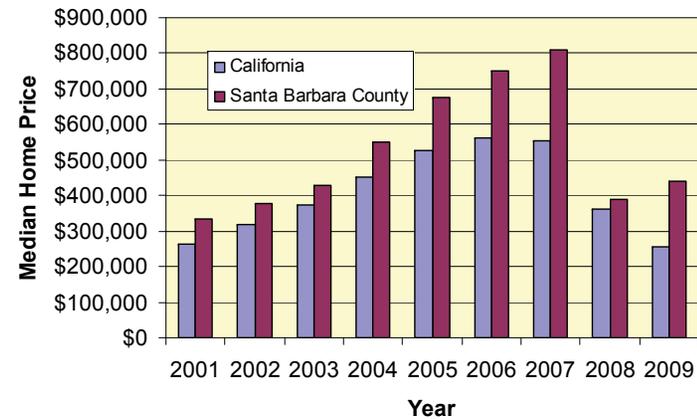
The total value of the County's property tax roll (including Home Owner's Exemption) in 2009-10 was \$61.78 billion, the second highest value after Sonoma, when compared to benchmark counties.

**Total Property Tax Roll Value FY 2009-10
Benchmark Counties, In Billions**



The median home price in Santa Barbara County steadily increased leading up to 2007, but dropped significantly in 2008. Prices have stabilized countywide, and even experienced a slight uptick in 2009 to \$440,544, compared to a statewide median of \$223,000, which has continued to decline.

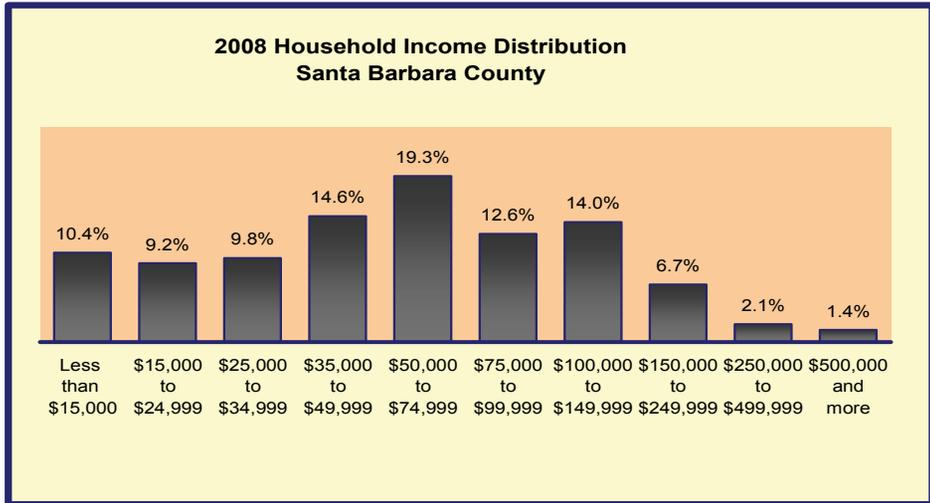
**Median Home Price Santa Barbara County and California
Comparison**



Source: UCSB EFP 2010, DQNew.com

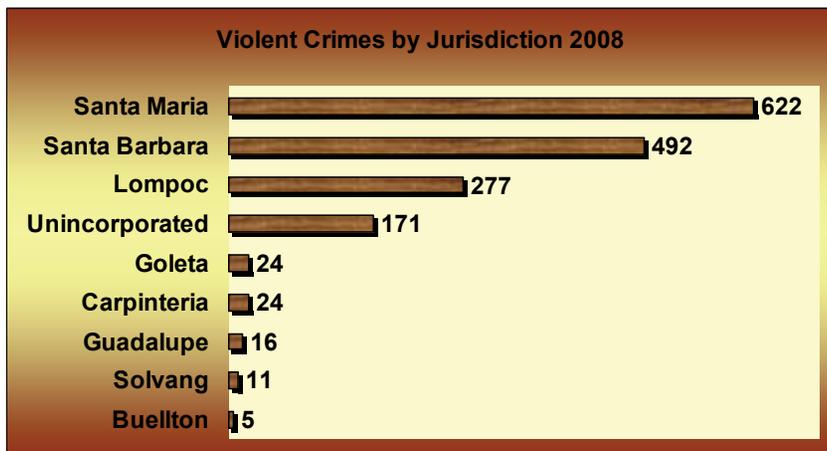
County Statistical Profile (Cont'd)

Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 56% of households earning below \$50,000 per year, and 24% of households earning \$100,000 per year or more.



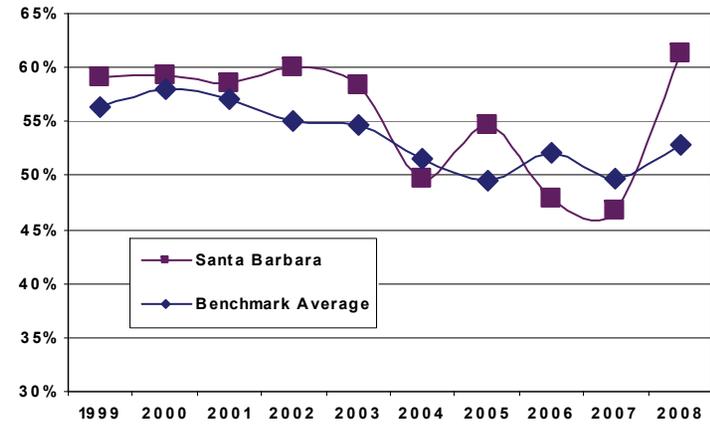
Safety

The following chart shows the number of violent crimes California Crime Index (CCI) for the incorporated cities and unincorporated areas of Santa Barbara County as of 2008, the latest data available.



Source: California Department of Justice 2009

Violent Crime Clearance Rate 1999-2008



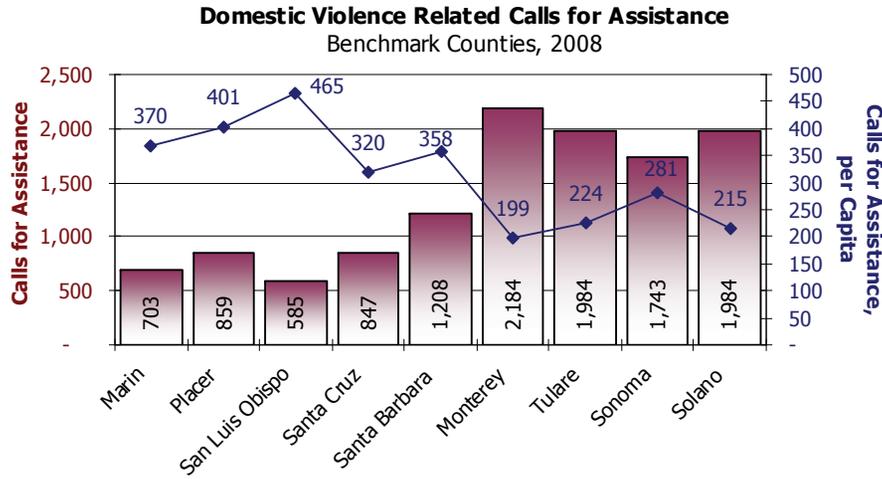
Source: California Attorney General 2009

Santa Barbara's crime rate may be linked to the overall quality of life and economic strength of the County however, 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 decreased from 34.2 years to 33.2 years.

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, and is defined as 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 (2008), Santa Barbara County had 1,208 domestic violence related calls for assistance, one of five counties with the lowest number of calls.



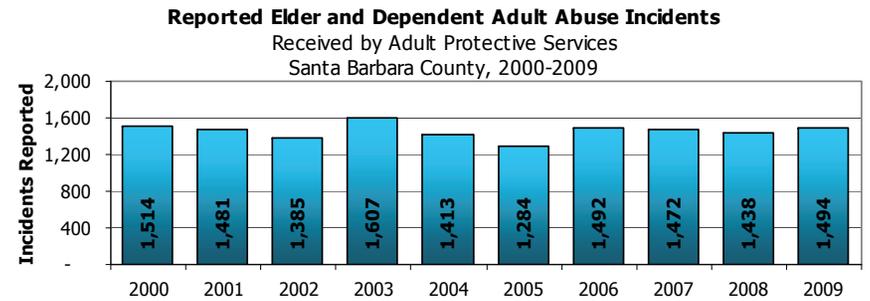
Source: California Office of the Attorney General 2009

Elder Abuse

Currently, California has the largest older adult population in the country. According to the 2000 US Census, there were 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.

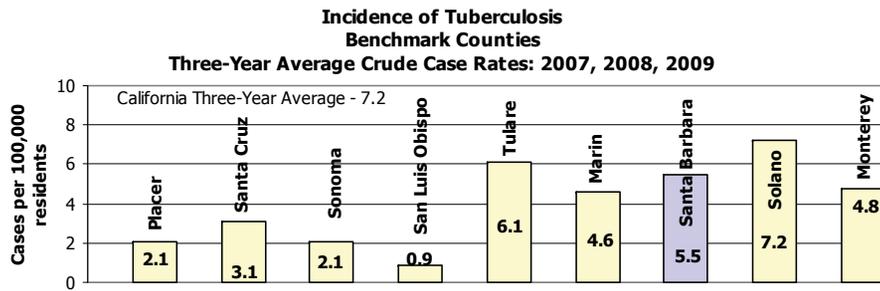
Adults older than the age of 60 make up an estimated 13% of County residents, 57% are women and 43% are men. Since 1980, the total number of adults over the age of 75 living in poverty has increased 17.4%, and 6.2% of adults over 60 are currently living at the 125% poverty level.

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 more 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.



Healthcare

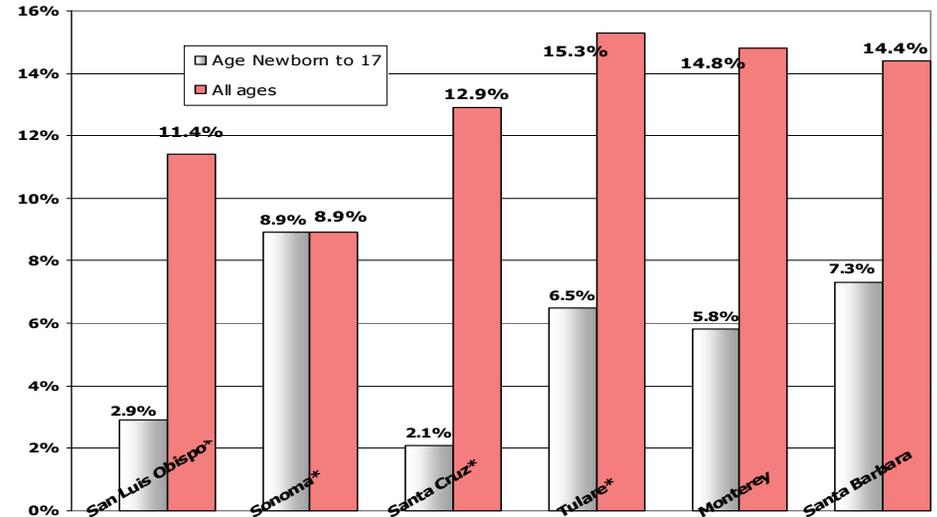
Controlling communicable disease is a core function of the Public Health Department. One indicator of a healthy community is the incidence of tuberculosis, an infectious disease caused by germs that spread from person to person through the air. The County experienced 23 tuberculosis (TB) cases in 2009, down from 34 in 2008, and down from a high of 37 TB cases in 2003. This underscores the need for ongoing vigilance, case investigation, and contact tracing for communicable diseases to limit impacts of communicable disease in our communities.



Source: California Department of Health Services 2010

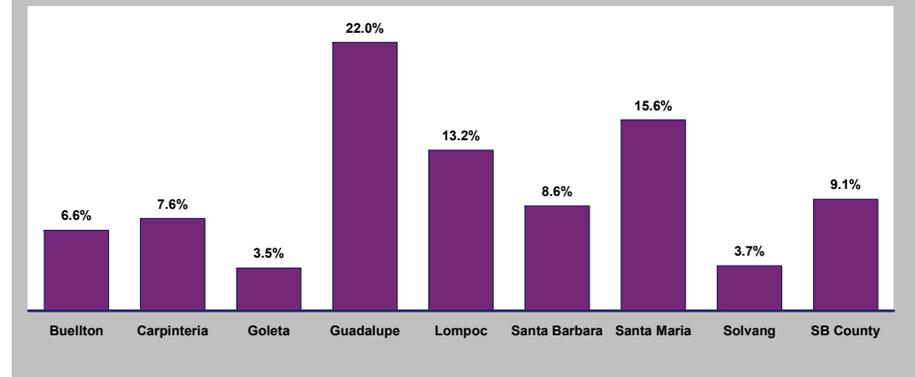
Santa Barbara County has numerous high quality health care providers in the private and public sectors. Yet not all residents have access to needed health services, and lack of medical insurance continues to be a major problem. According to the bi-annual California Health Interview Survey conducted by the 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 (14.4% of all residents), does not have health insurance, compared to the State average of 13.5%. About 7.3% of all County children ages Newborn to 17 have no health insurance. This correlates with the number of families living below the poverty level, which was 9.3% in 2008.

Percent of Uninsured Residents during 2007
Santa Barbara and Selected Benchmark Counties



*Statistically unstable data for ages 0-17 data. Source: California Health Interview Survey, UCLA, 2007

Families Below Poverty Level 2008



Source: UCSB-EFP 2009

Leading Causes of Death in Santa Barbara County			
Rank	Cause for 2008	Frequency	Percent of County Deaths
1	Heart Disease	735	25.2%
2	Cancer	702	24.1%
3	Stroke	202	6.9%
4	COPD**/Emphysema	149	5.1%
5	Alzheimer's Disease	146	5.0%
6	Accidents	140	4.8%
7	Mental & Behavioral Disorder	105	3.6%
8	Disease of Digestive System	86	2.9%
9	Diabetes	58	2.0%
10	Influenza & Pneumonia	55	1.9%
Subtotal of Top Ten Ranks		2,378	81.5%
Other Causes		539	18.5%
Total Deaths to County Residents		2,917	100.0%

**Chronic Obstructive Pulmonary Disease

Source: Santa Barbara County Public Health Department 2010

Local Economy

As a region, Santa Barbara County has experienced a less severe economic downturn than the majority of the United States and California. Data provided by the UCSB Economic Outlook shows that Real Gross County Product, defined as the total value of goods and services produced in the County, decreased by 0.9% in 2008 from a peak of \$20 billion in 2007. This is much less than the average annual decrease of close to 3% for the entire State, since 2007. Nonetheless, the current recession has impacted some local communities more than others. For example, according to the California Employment Development Department, unemployment in the Santa Maria area was above 15% through 2009, but only 7% in the Santa Barbara area during the same time period.

In addition to employment impacts, discussed in further detail below, the recession has hurt consumers' purchasing power in the region. This has a direct impact on local government revenue via reduced sales tax receipts. In fact, the County Auditor-Controller reports that total taxable sales (which includes food and beverage taxable sales, home furnishings and appliances, auto supply and fuel, wholesale, and retail sales) were 9.9% lower in 2009 than 2008, decreasing from \$6.09 billion to \$5.49 billion. Distribution of taxable sales shows that Santa Barbara City accounted for 32% of the County's overall taxable sales. The City of Santa Maria followed closely behind with 28%, and the City of Goleta with 14%.

The outlook for Santa Barbara's economy is cautiously optimistic for 2010, as indicated by the UCSB Economic Forecast Project's Business Sentiment Survey. In the Fourth Quarter of 2009, approximately 20% of Santa Barbara County businesses surveyed anticipated they would be "better off" in the next six months. At the same time, this survey indicated that firms are refraining from hiring new workers, and may maintain this posture for the next twelve months. Accordingly, unemployment rates are anticipated to remain between 9% and 10% in 2010. Nonetheless, for those workers that maintain employment, salaries in both the Northern and Southern portions of the County have shown consistent growth over the past several years, as illustrated in the tables on the next page.

Employment and Unemployment

Overall, a total of 12,000 jobs have been lost in the region, since employment peaked in 2007. 3,300 of these jobs have been lost over the past year (2008 to 2009), with most sectors participating in the decline. Losses were most severe in the construction industry, which lost 1,000 jobs. The only industry to register any significant gain was Agriculture, which added 800 jobs. The two largest industries in the County, retail trade and government, experienced slight job losses. Further discussion of the health of several of the County's major job sectors is provided in the charts on subsequent pages.

Employment in the state and local government sector was 37,600 workers in 2009, a slight decrease compared to 2008. This sector includes individuals employed in local, state and federal agencies, the military, education and special districts such as water and sanitation. The average salary for government employees was approximated \$54,000 on the South Coast and \$46,000 in the North County, adding an element of stability to the regional economy. A number of the County's largest employers are in this sector (2007 employment numbers), 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), and the Santa Maria Bonita School District (1,600).

Employment in Leisure and Hospitality services, including hotel/motel operations and food service, accounts for approximately 16,000 jobs countywide in 2009. This sector has been impacted by the recession over the past two years, shedding approximately 380 jobs over the past two years. Nonetheless, Santa Barbara County's overall tourism industry is poised for long term

County Statistical Profile (Cont'd)

success, helped in part by the attraction of the County's wine region as a destination and its location near larger population centers of Southern California.

Agriculture is another top employer in the region, with 14,100 workers employed in 2009. Agriculture is the County's major producing industry, with a gross production value in 2009 of \$1.2 billion, a 9% increase over 2008. This is the fourth consecutive year that the overall production has broken the \$1 billion mark. Wine grapes were the third highest grossing commodity (\$137.4 million) in the County, following strawberries (\$344.6 million) and broccoli (\$149.9 million). Over fifty commodities produced within the County grossed over \$1 million in 2009 according to the County Agricultural Commissioner's Annual Crop Report. There are over 1,400 farms covering approximately 756,000 acres in the County. Ninety two organic farms were registered in the County in 2008. Agricultural workers' average salaries continue to be among the lowest of the County's employment sectors, with workers on the South Coast earning approximately \$27,000 annually and workers in the North County earning \$22,000.

Construction is another important job sector, employing 8,000 workers in 2009, with an average salary of \$48,000 on the South Coast and \$46,000 in the North County. This sector lost approximately 1,000 jobs between 2008 and 2009, in line with the continuing recession in the housing market. The reduction in jobs can be attributed to the continuation of a number of factors including, a lower degree of home remodeling and renovation activity by current owners, slowing commercial/industrial construction in the County, and a reduction in the number of new subdivisions and housing developments. In fact, just 262 permits were issued by the County for new homes in 2009, compared to 683 permits issued in 2007.

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 and between 2001 and 2002 both increased. The County's unemployment rate dipped in 2005 and 2006 but started to increase in 2007. The current rate has continued that trend, increasing to 10%. 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 of jobs. The average salary and job growth data highlighted and charts on the subsequent pages can be used as another indicator of the state of the local economy.

Average Salary and Growth by Sector Northern Santa Barbara County 2009			
Sector	Average Salary in 2009 (\$)	2003 to 2009 (\$ Change)	Percent Change
Agriculture	21,791	2,494	12.9
Mining	65,587	14,459	28.3
Construction	45,618	7,325	19.1
Manufacturing	40,519	6,109	17.8
Wholesale Trade	45,001	5,452	13.8
Retail Trade	25,801	1,400	5.7
Transportation & Warehouse	38,062	7,347	23.9
Utilities	45,548	9,471	26.3
Information	46,856	11,224	31.5
Financial Activities	40,042	1,764	4.6
Professional, Science, Tech.	44,470	7,323	19.7
Admin. & Support Services	24,819	2,988	13.7
Management of Companies and Entertainment	84,355	34,096	67.8
Education & Healthcare	37,705	8,056	27.2
Leisure & Hospitality	16,486	2,317	16.3
Other	21,377	865	4.2
Government	46,027	9,980	27.7
All Industry Average	32,518	4,809	17.4

Source: UCSB-EFP 2010

County Statistical Profile (Cont'd)

Average Salary and Growth by Sector Southern Santa Barbara County 2009			
Sector	Average Salary in 2009 (\$)	2003 to 2009 (\$) Change	Percent Change
Agriculture	27,363	2,268	9.0
Mining	117,333	40,677	53.1
Construction	48,127	7,503	18.5
Manufacturing	69,606	9,486	15.8
Wholesale Trade	54,399	6,316	13.1
Retail Trade	30,666	2,454	8.7
Transportation & Warehouse	38,203	8,401	28.2
Utilities	78,680	23,377	42.3
Information	66,498	9,703	17.1
Financial Activities	68,219	7,386	12.1
Professional, Science, Tech.	75,255	12,932	20.8
Admin. & Support Services	41,720	13,324	46.9
Management of Companies and Entertainment	113,923	60,976	115.2
Education & Healthcare	48,735	10,095	26.1
Leisure & Hospitality	20,071	649	3.3
Other	26,981	2,790	11.5
Government	53,544	9,361	21.2
All Industry Average	47,552	6,580	16.1

Source: UCSB-EFP 2010

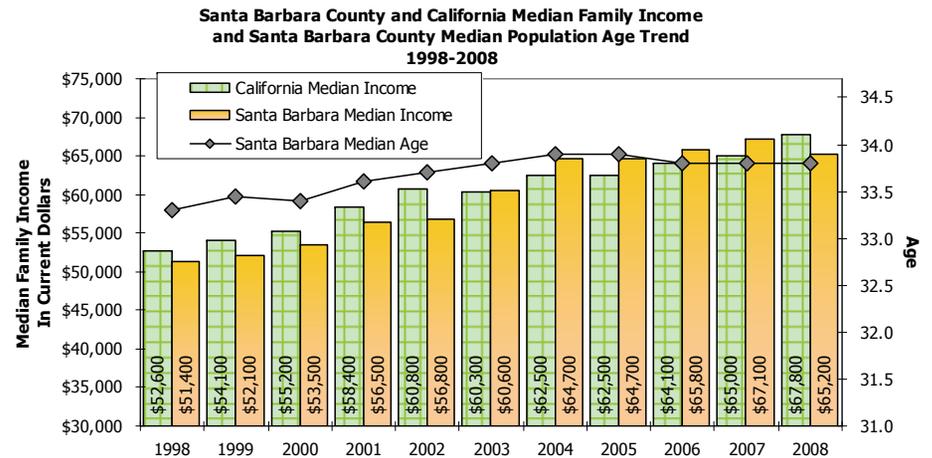
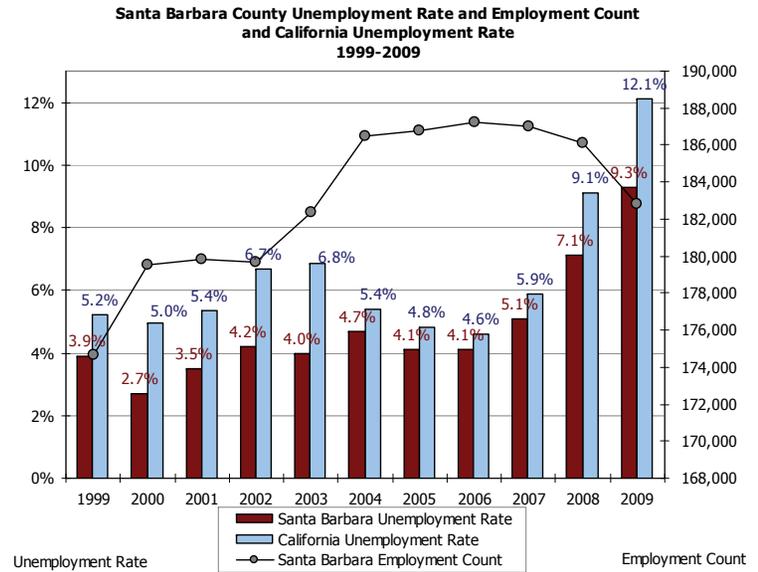
Sector	Jobs in 2008	Jobs in 2009	Jobs Created or Lost	Percent Change
Agriculture	13,300	14,100	800	6.0
Mining	1,100	1,000	-100	--9.1
Construction	9,000	8,000	-1,000	-11.1
Durable Manufacturing	9,700	9,600	-100	-1.0
Non-Durable Manufacturing	3,100	3,200	100	3.2
Trans., Warehousing & Utilities	3,200	3,200	0	0.0
Information	3,700	3,600	-100	-2.7
Wholesale Trade	4,600	4,200	-400	-8.7
Retail Trade	20,500	20,200	-300	-1.5
Financial Activities	7,700	7,400	-300	-3.9
Other Services	6,000	5,800	-200	-3.3
Government	37,800	37,600	-200	-0.5
Remaining Sectors	66,400	64,900	-1,500	-2.3
Total, All Industries	186,100	182,800	-3,300	-1.8

Source: California Employment Development Department April 2010

County Statistical Profile (Cont'd)

Major Employers in Santa Barbara County		
Company Name	Location	Industry
Bacara Resorts	Goleta	Resorts
Bargain Network Inc.	Goleta	Membership Organizations
Betteravia Farms	Santa Maria	Farm
C & D Zodiac Inc.	Santa Maria	Aerospace Manufacturing
Chumash Casino Resort	Santa Ynez	Casino
CITRIX Online LLC	Goleta	Marketing Programs and Services
Cottage Health system	Santa Barbara	Non-Profit Organizations (Health-care)
D B Specialty Farms	Santa Maria	Farm
DEN-MAT Holdings Inc.	Santa Maria	Exporters (Wholesale)
Devereux Foundation	Goleta	Education
Four Seasons-Santa Barbara	Santa Barbara	Hotels-Motels
Lompoc Hospital	Lompoc	Hospital
Manzanita Berry Farms	Santa Maria	Wholesale Fruits and Vegetables
Marian Medical Center	Santa Maria	Hospital
Mission Linen Supply Inc.	Santa Barbara	Linen Supply Service
Montecito FM Inc.	Santa Barbara	Radio Stations and Broadcasting Co.
Santa Barbara City College	Santa Barbara	Education
Santa Barbara Cottage Hospital	Santa Barbara	Hospital
Santa Barbara County	Santa Barbara	Government, County
Santa Ynez Tribal Gaming Committee	Santa Ynez	Gaming and Game Supplies
Teixeira Farms Inc.	Santa Maria	Farm
University of California, Santa Barbara	Santa Barbara	Education

Source: California Employment Development Department April 2010



Source: UCSB Economic Forecast Project 2009

Tourism

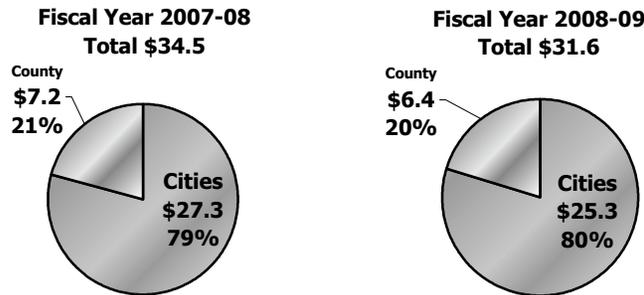
Given its well-known wine region, beaches, access to recreational opportunities including the Los Padres National Forest, and unique cultural opportunities, Santa Barbara County is a well-known tourist destination. Accordingly, tourism is an important part of the local economy, helping to support the lodging industry, eating and drinking establishments, and retail sales.

The County contains an estimated 201 hotels, motels, bed and breakfast inns, and other vacation rentals that generate Transient Occupancy Taxes (TOT). TOT is levied by local governments to support ongoing public services, and analysis of this revenue source helps to illustrate tourism activity across the region. Overall Santa Barbara County hotel/motel sales decreased by 8.3% from 2008-2009. For the unincorporated County, hotel sales generated TOT revenue of \$6.4 million in 2009, a decline of 11.1% from the prior year. For the incorporated cities, hotel sales generated TOT revenues of \$25.3 million, a 7.6% decline compared to the prior year. These negative trends marked the first annual decreases in TOT revenue, following six consecutive years of revenue growth.

According to the California Travel and Tourism Commission, which provides analysis regarding the overall economic impact of tourism on the region, an estimated 11 million tourists visited the County in 2007, (the latest data available) and spent an estimated \$1.4 billion. This was a 1.4% decline from the prior year. Spending was up over the previous year for accommodations, but down for travel related retail, food and entertainment expenses.

Transient Occupancy Tax Revenue

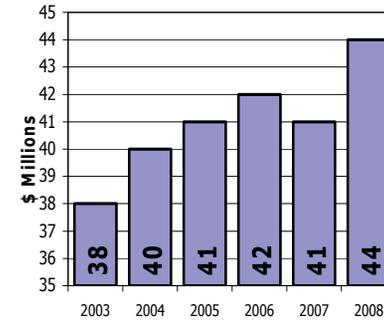
For Unincorporated County Area and all Cities in Millions



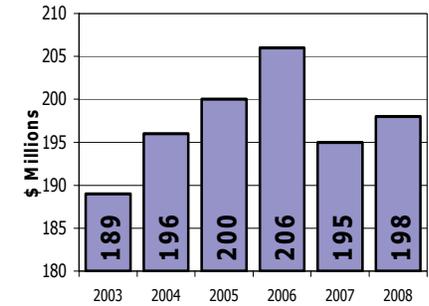
* The County and City of Goleta have a revenue sharing agreement as a result of the incorporation of the City of Goleta, stipulating that that County receive 40% of the total TOT revenue generated in the City of Goleta. The revenue sharing agreement expires at the end of Fiscal Year 2011-12, and thus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

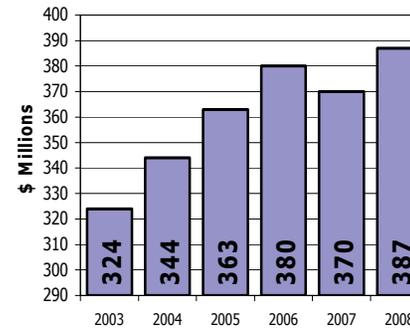
Travel Spending
Food Stores



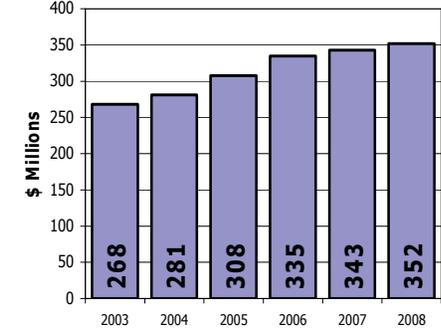
Travel Spending
Recreation and Entertainment



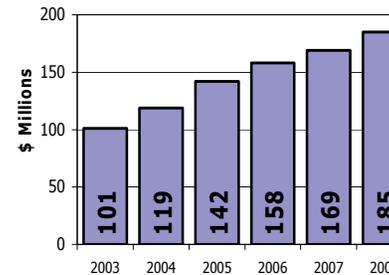
Travel Spending
Food and Beverage Services



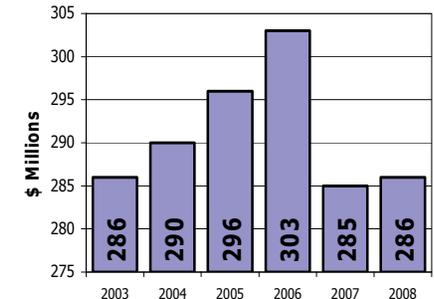
Travel Spending
Accommodations



Travel Spending
Ground Transportation and Motor
Fuel



Travel Spending
Shopping



Source: California Travel and Tourism Commission 2009.

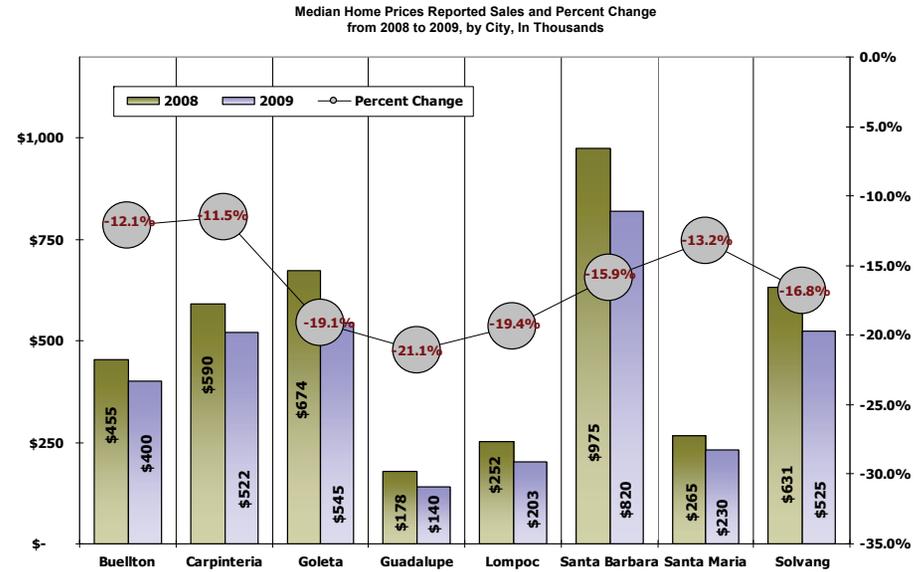
Residential and Commercial Real Estate

The real estate sector of the County's economy continues to feel the impact of the drop in housing and housing-related economic activities. The median home price in the County dropped from a peak of \$650,000 in 2007 to \$250,500 in the first quarter of 2009. However, the market has staged a moderate return, as median single family home prices rebounded to \$440,500 by the fourth quarter of 2009, according to the UCSB Economic Outlook. In the North County, median prices ranged from \$135,000 in the Guadalupe area to \$680,000 in the Santa Ynez Valley. On the South Coast, median home prices were \$608,000 in Goleta and \$797,000 in Santa Barbara in 2009. In comparison, the median home price in California was \$256,000 in 2009, which was a 7% increase compared to 2008.

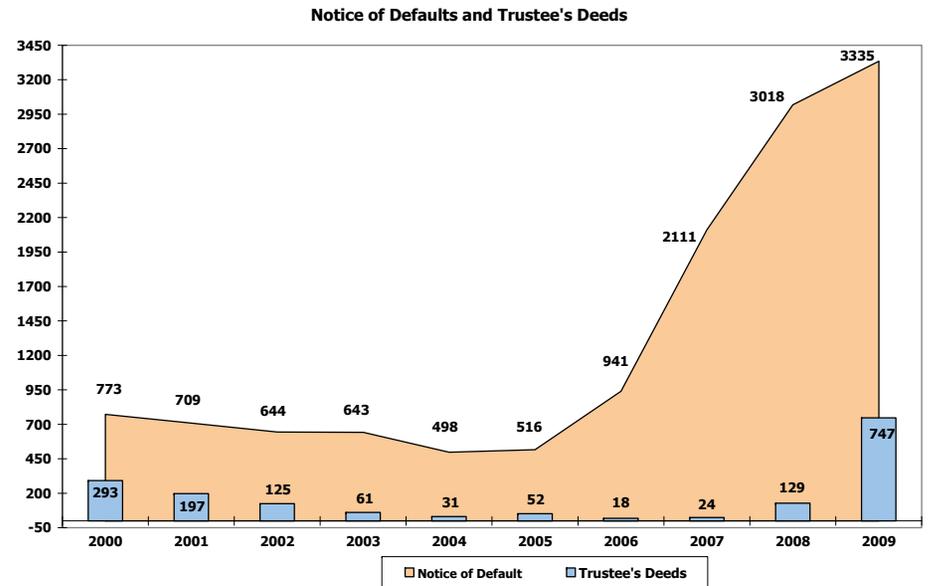
While a continued disparity exists in housing prices between North County and the South Coast, housing across the region has reached affordability levels not seen in several years. In 2006, less than 10% of the population could afford to purchase a home at the countywide median price, given prevailing incomes. However, in 2009, 47% of households could afford to purchase a median priced home, according to the UCSB Economic Outlook. Whether these affordability levels will remain in the future is difficult to predict; therefore, a continued focus on appropriate affordable housing solutions to support local employment sectors will position the County to recover successfully from the current recession.

The rate of home foreclosures and notices of default is still problematic for the region, as illustrated by the graph below. In 2009, there were almost six times as many foreclosures than in 2008. In fact, foreclosures accounted for nearly one-third of all existing home sales in Santa Barbara County (UCSB Economic Outlook 2010).

In addition to the residential real estate sector, commercial real estate has continued to experience impacts from the downturn in the economy. In the North County, vacancy rates for retail and office space remained around 12% in 2009, compared to 2% in 2006. On the South Coast, retail vacancy rates remained low, at 2.1%; however, this represented a 20% increase compared to 2008. Office space vacancy rates were 8.4% in 2009. In total, there were 32 sales transactions for commercial space on the South Coast – a 45% decrease from the previous year (UCSB Economic Outlook 2010).



Source: DQNews 2010



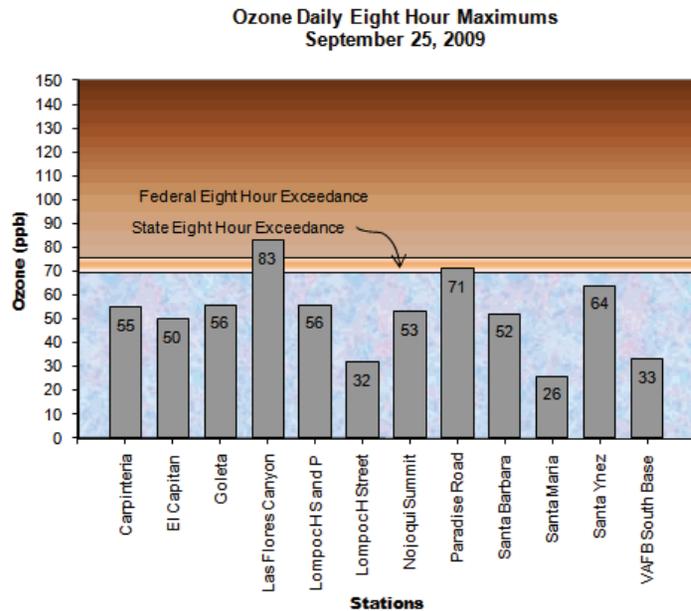
Source: Santa Barbara County Clerk-Recorder Assessor – 2010

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 September 25, 2009.



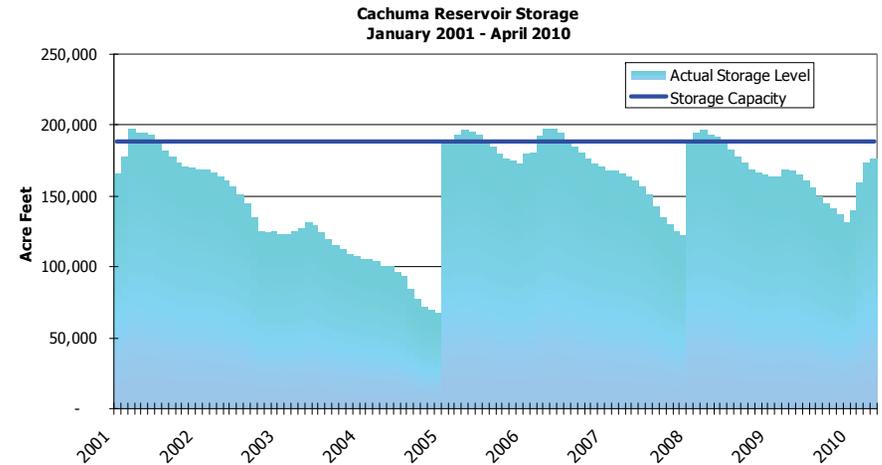
Source: Santa Barbara County Air Pollution Control District 2009

Water Supply

Cachuma Lake provides recreational opportunities as well as water supply to many County residents. The following graph 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, resulting in spills that continued until May 2005. The Lake spilled again in April 2006 due to an unusually wet Winter/Spring season. As of April 2010, the Lake had 176,316 thousand acre feet of water in storage, about 94% of the lake's capacity. The lake has extra capacity or "surcharge" due to changes that raised the lake's operational level that were completed in 2005 by the U.S. 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 acre feet and 9,200 acre feet respectively. However, until certain Cachuma Park facilities are modified, only a surcharge of 2.47 feet will be possible. Upon completion of facility modifications anticipated, surcharges of 3 feet could occur.

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. This includes allocations to three cities: 16,200 acre feet to the City of Santa Maria, 7,000 acre feet to the City of Goleta, and 3,000 acre feet to the City of Santa Barbara per year.



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

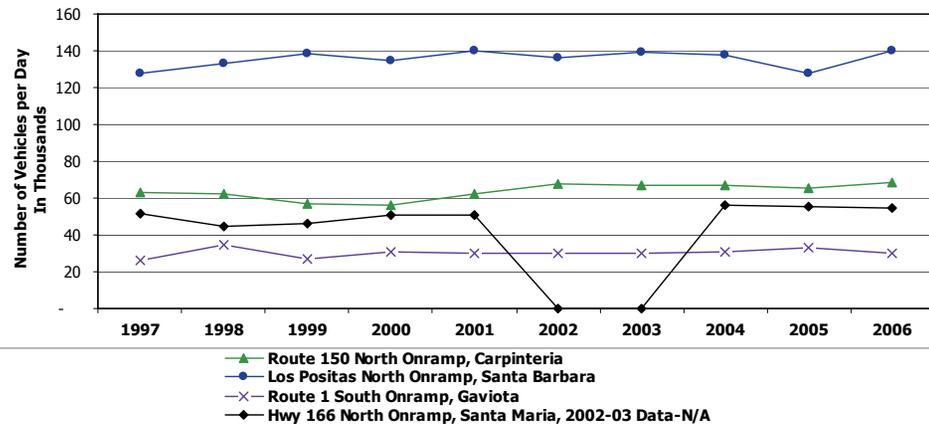
Commuting and Traffic

According to the Santa Barbara County Association of Governments, 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.

Traffic volume has continued to grow along many County highway segments, indicating areas where congestion may be problematic. Planned road construction activities along the 101 Freeway between the Cities of Santa Barbara and Ventura over the next decade are likely to cause even greater congestion and travel delays during peak commute hours. Accordingly, employers, including the County of Santa Barbara, are exploring methods to reduce travel by employees during these peak commute times.

The congestion on the 101 Freeway is largely a result of commute patterns between Southern Santa Barbara County from North Santa Barbara County or Western Ventura County, where home prices tend to be more affordable than those in South Santa Barbara County.

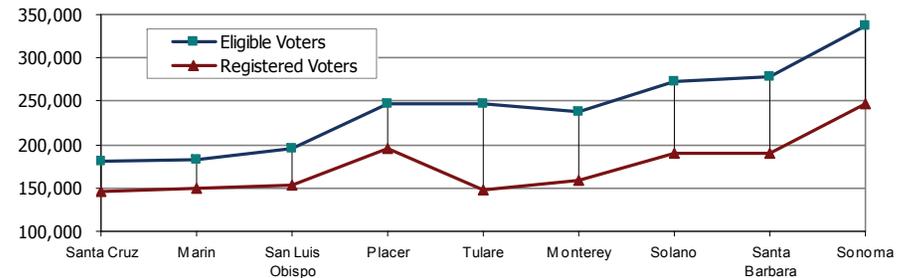
Vehicle Count on Highway 101 Through Santa Barbara County 1997-2006



Source: SBCAG 2007

Electorate

Number of Eligible and Registered Voters Benchmark Counties, as of April 9, 2010



Source: California Secretary of State 2010

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 first introduced online payment processing applications. The Treasurer-Tax Collector's Department has online property tax payments via credit card or E-Check. For FY 2008-09 the Department processed 14,267 online tax payments totaling \$46 million. The totals for FY 2009-10 are 16,351 online payments totaling \$53 million, an increase of 15% in the number of installments and collected online over the previous fiscal year.

The Department's website has other benefits too. Over 31,000 reminders of the April 10, 2010 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. In FY 2009-10 over 327,000 public searches were conducted.

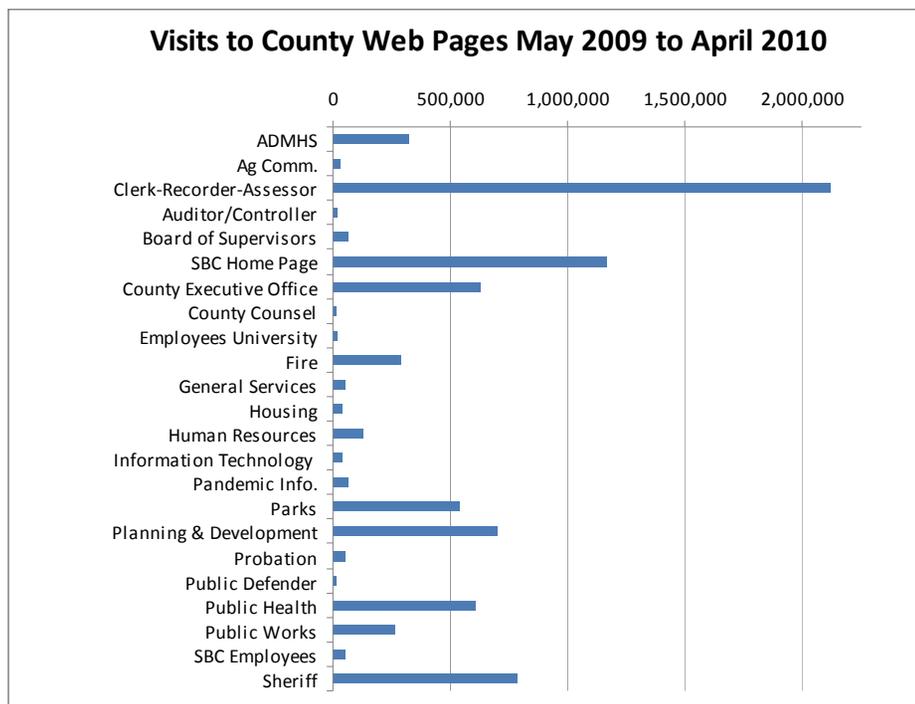
A number of additional departments continue to provide web-based applications that allow authenticated users to update and access data and reports via a browser. Examples include: Business Property Statement E-Filing, Agricultural Pesticide Usage, Facilities Maintenance Work Orders, IT Help Desk, Employee Self-Service and Online Job Applications. Many departments provide Internet-based reporting tools that allow customized queries for the public. Examples include: Geographic Information System (GIS) data and maps, Land Use Permit Status Lookup, Construction related "eBidboard," and the Board of Supervisors' 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 is now ten years old, and a new format was intro-

County Statistical Profile (Cont'd)

duced in March of 2009. The new features incorporated into the site are designed to improve the user experience and make access to information and locating information faster and easier. The main portal pages comply with the American Disability Act and are English/Spanish bi-lingual. The search engine currently indexes over 30,000 pages across all County department websites that assist users in locating documents and information. From May 1, 2009 through April 2010 there were over 8 million visits to County web pages.

The following chart shows the visits to various County Departmental web pages.

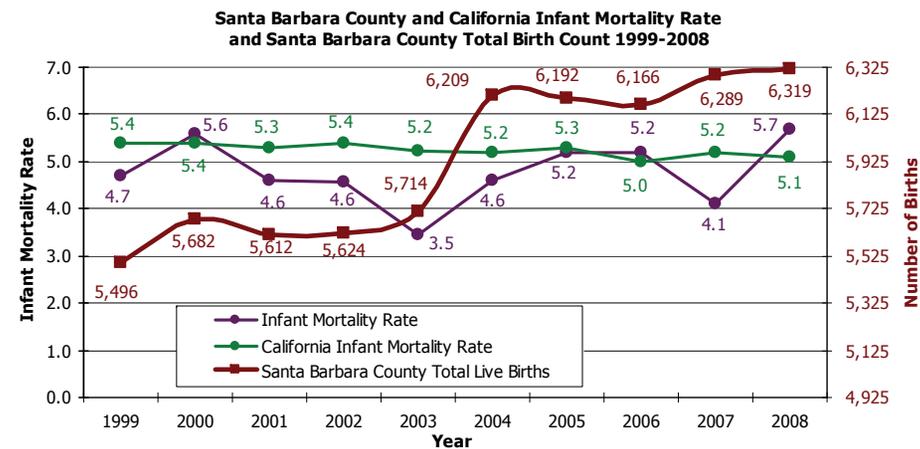


Source: Santa Barbara County Information Technology Department, 2010

Health and Education

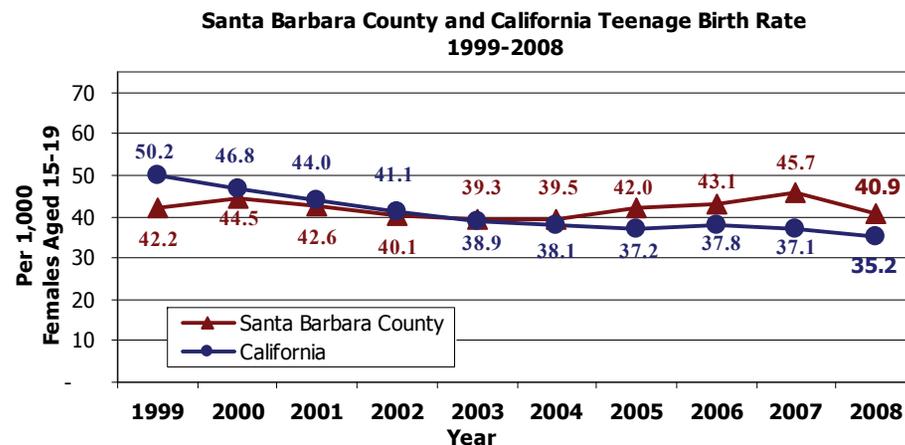
The Children's Scorecard compiles information about the status of Santa Barbara County's children and youth, in terms of their physical, emotional, educational and social well-being. The production of the Scorecard is a collaborative venture of the KIDS Network of Santa Barbara County, First 5 of Santa 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 has experienced several cycles of increases and decreases, reaching low points in 2003 and 2007, but sharply increasing again in 2008.



Source: California Department of Public Health 2010.

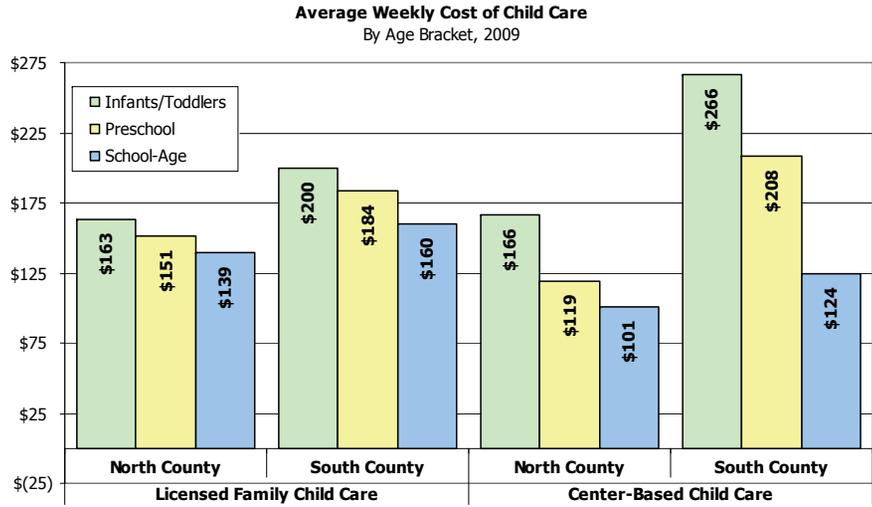
The County experienced a decline in the number and rate of births to teen mothers aged 15-19 from 2000 to 2003, but started diverting from this downward statewide trend in 2004, reaching a high point in 2007.



Source: California Department of Public Health October 2010

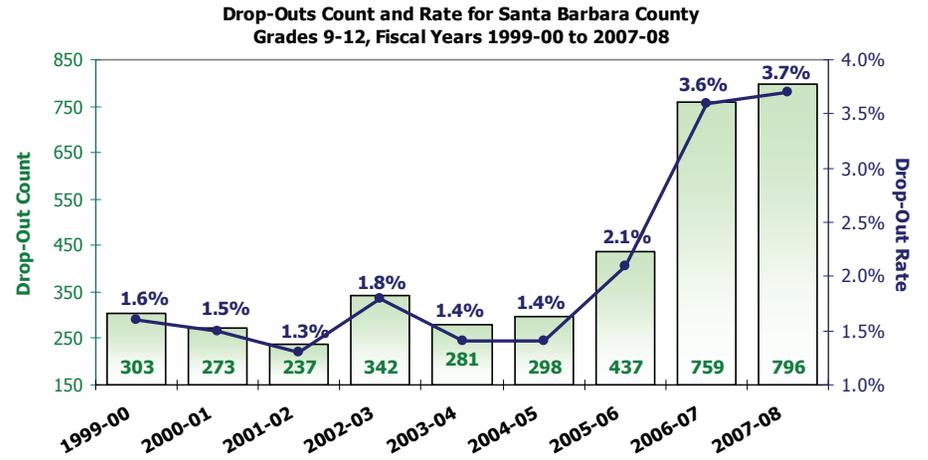
County Statistical Profile (Cont'd)

The need for quality, affordable, and accessible childcare continues to outgrow the actual capacity of available childcare providers in the region. Moreover, childcare costs remain high, particularly in the South County.



Source: Santa Barbara County Office of Early Care and Education 2009

The County has 23 K-12 School Districts and two Community College Districts. There were 5,214 high school seniors enrolled in FY 2008-09 with a graduation rate of 83.6% according to the California Department of Education. The County's high school drop-out rate jumped from 2.1% in FY 2005-06 to 3.6% in FY 2006-07 and remained high in 2007-2008. This followed two years of 1.4% dropout rates in FY 2004-05 and FY 2003-04.



Source: California Department of Education 2010

County Statistical Profile (Cont'd)

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. Families participating in CalWORKs cannot receive assistance from General Relief, but may receive assistance from Food Stamps, and are simultaneously enrolled in the Medi-Cal program. In fiscal year 2009-10, the County's Department of Social Services will help an estimated 5,058 Santa Barbara County families make ends meet each month with CalWORKs, and will place approximately 1,050 individuals in jobs by fiscal year end. Of these cases, 63% in North County, 18% in Mid County, and 19% are 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 2009-10, the County will help an estimated 11,906 families with nutrition assistance each month. Of these, 57% in North County, 20% in Mid County, and 23% are in South 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 2009-10, General Relief assisted an average of 436 families each month countywide. Of these, 41% in North County, 28% in Mid County, and 32% are in South 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 fiscal year 2009-10, the County will help an estimated 28,411 families with Medi-Cal coverage per month. Of these, 53% in North County, 18% in Mid County, and 29% are in South County.

Estimated Distribution of Santa Barbara County Families Receiving Public Assistance
Count and Percent of Total by Region, in FY 2009-10

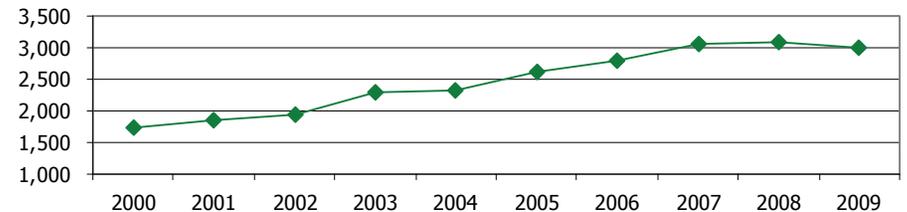
Region	CalWORKs		General Relief		Food Stamps		Medi-Cal	
North County	3192	63%	177	41%	7021	57%	15,248	53%
Mid-County	915	18%	120	28%	2251	20%	4,931	18%
South County	951	19%	140	32%	2634	23%	8,232	29%
Totals	5,058	100%	436	100%	11,906	100%	28,411	100%

Source: Santa Barbara County Department of Social Services 2010.

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 a monthly average of 1,730 in 1999 to 3,000 persons in 2009.

Average Number of People Served by County
In-Home Supportive Services Per Month, 2000-2009



County Statistical Profile (Cont'd)

Countywide Performance Measures:

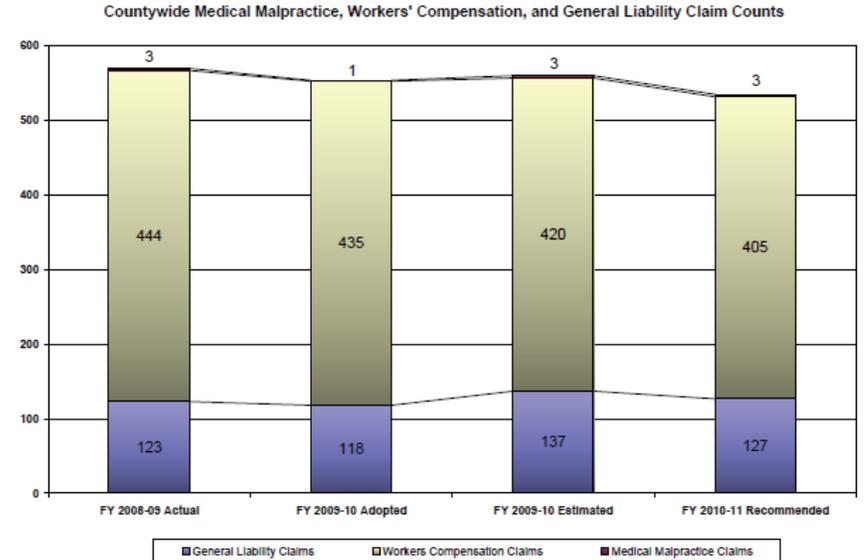
Workers' Compensation Claim Cost per \$100 Payroll: The table below compares worker compensation claim costs against payroll (salaries including overtime) per \$100 by functional area. The FY 2008-09 costs of workers compensation claims per \$100 payroll is \$1.87, down \$1.24 from FY 2008-09 estimated. Among International City/County Management Association (ICMA) Center for Performance Measurement (CPM) jurisdictions, the County is \$0.20 above the median.

Functional Area	Worker Compensation Claim Cost Per \$100 Payroll			
	FY 08-09 Actual	FY 09-10 Adopted	FY 09-10 Estimated	FY 10-11 Rec.
Policy and Executive	\$0.33	\$0.27	\$0.29	\$0.23
Law & Justice	\$0.93	\$1.01	\$0.59	\$0.58
Public Safety	\$3.34	\$3.72	\$4.26	\$3.45
Health & Public Assistance	\$1.34	\$1.55	\$1.73	\$1.68
Alcohol, Drug & Mental Health				
Community Resources	\$0.95	\$1.40	\$1.38	\$1.26
Support Services	\$0.42	\$0.53	\$0.43	\$0.41
General County Programs	\$0.00	\$0.00	\$0.00	\$0.00
Countywide	\$1.87	\$2.12	\$2.33	\$2.02

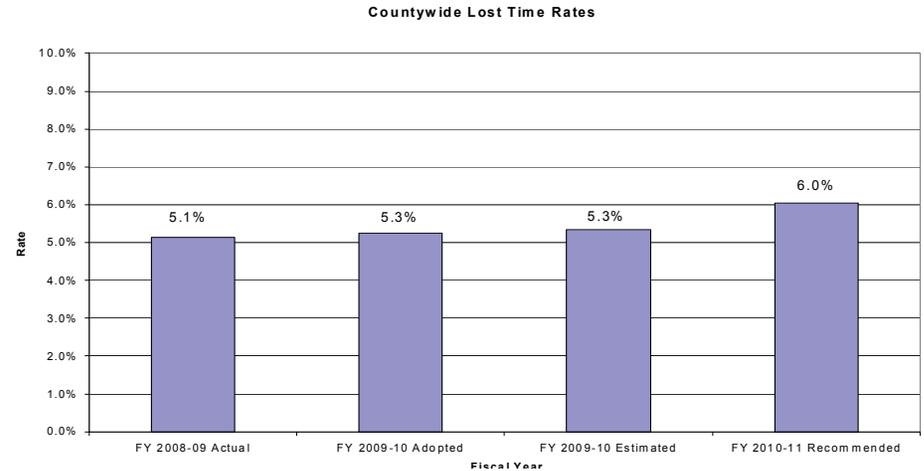
Workers' Compensation Claims per 100 FTE: The table below rates worker compensation claims against Full Time Equivalent positions (FTE) per 100 by functional area. The average FY 2008-09 ratio of workers compensation claims to 100 FTE is 10.62, down 0.88 from FY 2008-09 estimated. Among ICMA CPM jurisdictions, the County is 0.18 below the median.

Functional Area	Worker Compensation Claims Per 100 FTE			
	FY 08-09 Actual	FY 09-10 Adopted	FY 09-10 Estimated	FY 10-11 Rec.
Policy and Executive	0.00	0.00	3.00	3.00
Law & Justice	1.44	2.15	2.08	2.13
Public Safety	21.72	18.20	18.64	18.66
Health & Public Assistance	6.42	8.57	5.91	6.25
Community Resources	6.07	10.55	12.00	12.02
Support Services	4.10	2.01	3.02	2.75
General County Programs	0.00	0.00	1.00	0.00
Countywide	10.62	10.70	10.25	10.45

Countywide Claim Counts: The chart below trends three performance measures used by all departments: 1) number of general liability claims; 2) number of workers' compensation claims; and the Health and Public Assistance agencies also track the number of medical malpractice claims. In FY 2008-09, workers' compensation claims total 444 and comprise 78% of total claims, general liability totals 123 or 22% of total claims, and medical malpractice total 3 and comprise 0.5% of total claims.



Countywide Lost Time Rate: The chart below 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 decreased 0.4% in FY 2008-09 with an actual of 5.1% from an FY 2008-09 estimated 5.5%. The lost time rate has maintained an average of 5.6% over the last seven years.



SECTION C



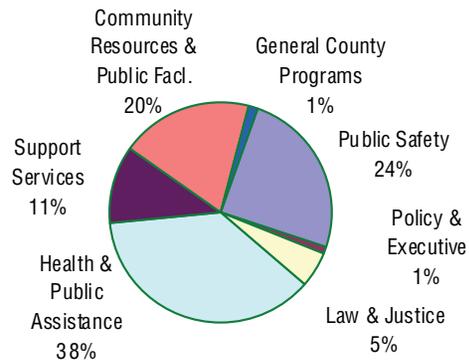
Summary Information



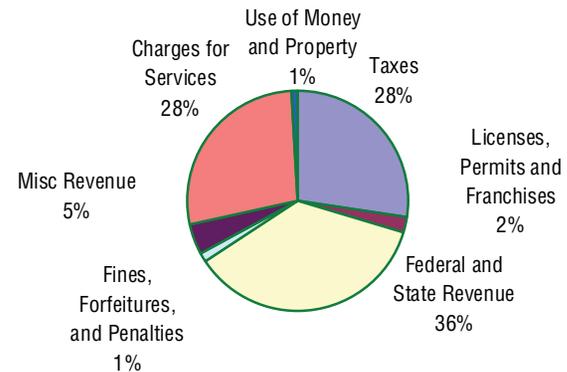


SUMMARY SCHEDULES

EXPENDITURES



REVENUES



Use of Funds Summary

Countywide Functions

	Recommended FY 10-11	Percent of Total	Operating Budget	Percent of Operating	Capital Budget	Percent of Capital
Policy & Executive	\$ 10,281,463	1.2%	\$ 10,271,463	1.3%	\$ 10,000	0.0%
Law & Justice	43,281,406	5.0%	43,281,406	5.3%	--	0.0%
Public Safety	202,389,919	23.4%	197,559,319	24.1%	4,830,600	10.9%
Health & Public Assistance	308,101,691	35.6%	307,483,491	37.5%	618,200	1.4%
Community Resources & Public Fac.	162,861,918	18.8%	148,711,959	18.1%	14,149,959	32.0%
Support Services	95,088,272	11.0%	70,418,496	8.6%	24,669,776	55.7%
General County Programs	9,452,271	1.1%	9,452,271	1.2%	--	0.0%
Expenditure Total	831,456,940	96.2%	787,178,405	96.0%	44,278,535	100.0%

Other Financing Uses

Designated for Future Uses	32,797,245	3.8%	32,797,245	4.0%	--	0.0%
Total Use of Funds	\$ 864,254,185	100.0%	\$ 819,975,650	100.0%	\$ 44,278,535	100.0%

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 intrafund expenditure transfer transactions) are eliminated in the summaries to avoid double counting. This is a distinctive 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 within the operating budget.

Source of Funds Summary

Revenues

	Recommended FY 10-11	Percent of Total
Taxes	\$ 228,613,450	27.6%
Licenses, Permits and Franchises	16,280,770	2.0%
Fines, Forfeitures, and Penalties	11,448,684	1.4%
Use of Money and Property	7,177,281	0.9%
Federal and State Revenue	297,396,211	35.9%
Charges for Services	228,394,549	27.6%
Miscellaneous Revenue	38,043,862	4.6%
Revenue Sub-Total	827,354,807	100%
Less: Intra-County Revenues	(82,027,093)	
Revenue Total	745,327,714	

Other Financing Sources

Sale of Fixed Assets	5,000
Long Term Debt Principal Repayment	10,000,001
Release of Reserves & Designations	87,581,526
Use of Prior Fund Balance	21,339,944
Source of Funds Total	\$ 864,254,185

EXPENDITURE SUMMARY

By Department

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Expenditure Summary				
<i>County Departments</i>				
<i>Policy & Executive</i>				
Board of Supervisors	\$ 2,357,922	\$ 2,737,944	\$ 2,573,128	\$ 2,780,065
County Executive Office	2,206,663	2,183,910	1,917,739	4,530,951
County Counsel	3,764,701	3,798,883	3,322,941	2,970,447
<i>Sub-Total</i>	<u>8,329,286</u>	<u>8,720,737</u>	<u>7,813,808</u>	<u>10,281,463</u>
<i>Law & Justice</i>				
Court Special Services	15,543,973	15,020,259	15,075,135	14,736,684
District Attorney	17,125,369	16,885,889	17,663,660	18,434,564
Public Defender	9,682,181	10,080,852	10,606,039	10,110,158
<i>Sub-Total</i>	<u>42,351,523</u>	<u>41,987,000</u>	<u>43,344,834</u>	<u>43,281,406</u>
<i>Public Safety</i>				
Fire	51,880,408	50,264,038	48,568,979	54,381,552
Probation	42,394,349	39,025,426	39,308,815	41,866,020
Sheriff	101,479,860	99,630,699	101,517,088	106,142,347
<i>Sub-Total</i>	<u>195,754,617</u>	<u>188,920,163</u>	<u>189,394,882</u>	<u>202,389,919</u>
<i>Health & Public Assistance</i>				
Alcohol, Drug & Mental Health Svcs	60,699,703	72,256,541	68,047,312	70,883,678
Child Support Services	9,119,150	9,437,655	9,436,553	9,469,668
Public Health	81,395,031	84,681,181	85,665,218	85,997,958
Social Services	124,911,097	140,831,298	139,802,779	141,750,387
<i>Sub-Total</i>	<u>276,124,981</u>	<u>307,206,675</u>	<u>302,951,862</u>	<u>308,101,691</u>
<i>Community Resources & Public Facilities</i>				
Agriculture & Cooperative Extension	3,688,456	3,738,433	3,468,176	3,690,284
Housing & Community Development	4,522,771	7,744,324	8,301,807	23,385,409
SBCO Redevelopment Agency	--	--	--	8,686,882
Parks	11,461,613	12,335,384	15,195,605	15,104,550
Planning & Development	19,244,877	17,883,609	16,168,537	16,603,510
Public Works	88,839,198	112,476,946	98,343,969	95,391,283
<i>Sub-Total</i>	<u>127,756,915</u>	<u>154,178,696</u>	<u>141,478,094</u>	<u>162,861,918</u>
<i>Support Services</i>				
Auditor-Controller	4,643,340	5,122,270	4,707,075	5,211,023
Clerk-Recorder-Assessor	15,176,501	16,443,389	15,007,986	17,992,054
General Services	15,770,023	24,956,979	27,575,249	47,023,287
Human Resources	4,272,551	4,486,467	5,163,686	4,212,508
Information Technology	2,335,884	4,528,457	3,117,324	2,937,816
Debt Service	9,549,231	10,870,672	12,243,076	10,117,131
Treasurer-Tax Collector-Public Adm.	5,486,909	6,094,039	6,031,560	7,594,453
<i>Sub-Total</i>	<u>57,234,439</u>	<u>72,502,273</u>	<u>73,845,956</u>	<u>95,088,272</u>
General County Programs	25,646,762	21,776,055	18,668,579	9,452,271
Expenditure Total	<u>\$ 733,198,523</u>	<u>\$ 795,291,599</u>	<u>\$ 777,498,015</u>	<u>\$ 831,456,940</u>

EXPENDITURE SUMMARY

By Character

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 280,480,749	\$ 295,195,476	\$ 287,600,936	\$ 297,074,677
Overtime	15,491,214	12,218,122	12,351,584	11,659,230
Extra Help	6,638,059	3,759,426	7,269,704	5,239,951
Retirement (Non-Safety Depts)	45,608,373	49,399,158	54,172,897	58,116,330
Retirement (Safety Depts)	31,523,509	30,000,139	33,141,819	40,619,679
Health Benefits	18,574,758	21,883,056	19,907,375	23,758,627
Workers' Compensation Insurance	14,622,021	10,978,961	10,960,670	9,626,870
Unemployment Insurance	178,136	593,381	594,090	1,657,893
Social Security Contribution	15,561,036	16,156,443	16,032,006	16,357,438
<i>Salaries and Benefits Total</i>	<u>428,677,856</u>	<u>440,184,162</u>	<u>442,031,081</u>	<u>464,110,695</u>
Services & Supplies	283,317,244	297,625,512	281,839,631	299,922,465
Public Assistance Payments	49,895,964	55,222,232	53,664,392	58,143,343
Contributions	20,728,760	23,164,880	23,480,136	21,952,345
Principal & Interest	11,673,694	12,914,705	15,122,103	12,012,132
Depreciation Expense	7,954,887	7,636,688	7,781,604	7,737,518
Insurance Claims	2,865,170	3,195,700	3,551,000	4,097,000
Damages & Losses	715,280	1,105,001	1,430,000	1,230,000
<i>Operating Sub-Total</i>	<u>805,828,855</u>	<u>841,048,880</u>	<u>828,899,947</u>	<u>869,205,498</u>
Less: Intra-County Revenues	<u>(103,775,097)</u>	<u>(80,164,328)</u>	<u>(81,152,214)</u>	<u>(82,027,093)</u>
<i>Operating Total</i>	<u>702,053,758</u>	<u>760,884,552</u>	<u>747,747,733</u>	<u>787,178,405</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	31,144,765	34,407,047	29,750,282	44,278,535
Expenditure Total	<u>\$ 733,198,523</u>	<u>\$ 795,291,599</u>	<u>\$ 777,498,015</u>	<u>\$ 831,456,940</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.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Revenue Summary				
<i>Revenues</i>				
Taxes	\$ 233,177,033	\$ 231,606,123	\$ 230,009,981	\$ 228,613,450
Licenses, Permits and Franchises	16,353,602	14,910,783	15,864,842	16,280,770
Fines, Forfeitures, and Penalties	13,218,582	13,143,084	12,126,530	11,448,684
Use of Money and Property	12,550,622	10,927,513	8,317,775	7,177,281
Federal and State Revenue	288,692,765	310,538,221	309,532,939	297,396,211
Charges for Services	215,617,042	223,057,885	219,168,949	228,394,549
Miscellaneous Revenue	49,873,240	37,780,651	43,789,512	38,043,862
Revenue Sub-Total	829,482,887	841,964,260	838,810,527	827,354,807
Less: Intra-County Revenues	(103,775,097)	(80,164,328)	(81,152,214)	(82,027,093)
Revenue Total	\$ 725,707,790	\$ 761,799,932	\$ 757,658,313	\$ 745,327,714

Character of Revenue

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Revenues</i>				
Taxes				
Property Taxes General Fund	\$ 121,977,035	\$ 121,591,000	\$ 120,632,626	\$ 119,047,000
Property Taxes Special Revenue Funds	42,923,956	44,176,071	43,890,899	43,789,559
Property Tax In-Lieu of VLF	41,615,241	42,065,000	41,985,730	41,656,000
Retail Sales Tax	7,303,846	6,817,000	6,816,603	7,100,000
Roads Measure D-A Sales Tax	6,860,496	6,591,271	5,500,000	5,500,000
Transient Occupancy Tax	6,430,993	5,727,000	5,737,892	6,000,000
Property Transfer Tax	2,155,238	1,700,000	2,000,000	2,200,000
Property Tax In-Lieu of Local Sales Tax	2,242,198	1,684,000	2,043,000	2,100,000
Roads Sales Tax	974,629	467,000	509,000	347,000
Misc. Other Taxes	693,401	787,781	894,231	873,891
<i>Sub-Total</i>	233,177,033	231,606,123	230,009,981	228,613,450
Licenses, Permits and Franchises				
Building Permits	6,102,210	5,677,943	6,229,765	6,712,909
Development and Zoning Permits	4,696,731	3,647,572	4,152,000	3,859,470
Franchises and Misc. Permits	4,467,181	4,533,872	4,455,747	4,486,065
Oil and Gas Permits	1,087,480	1,051,396	1,027,330	1,222,326
<i>Sub-Total</i>	16,353,602	14,910,783	15,864,842	16,280,770
Fines, Forfeitures, and Penalties				
Various Fines and Penalties	7,345,710	7,243,084	6,226,530	5,948,684
Property Tax Penalties	5,872,873	5,900,000	5,900,000	5,500,000
<i>Sub-Total</i>	13,218,582	13,143,084	12,126,530	11,448,684

REVENUE SUMMARY
Revenue By Type and Character

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Revenue (continued)				
Use of Money and Property				
Interest	10,194,934	8,335,560	5,815,200	4,812,081
Rents	2,355,688	2,591,953	2,502,575	2,365,200
<i>Sub-Total</i>	12,550,622	10,927,513	8,317,775	7,177,281
Federal and State Revenue				
Social Services Programs	109,717,126	122,162,935	117,579,207	118,930,523
Misc. Federal and State	48,243,935	64,287,238	68,882,404	64,500,002
State Realignment Allocation	35,074,045	31,428,203	29,738,525	27,858,537
Prop. 172 Proceeds	25,846,451	24,873,225	24,288,887	24,999,801
Health Care	20,900,423	20,716,198	21,085,480	21,130,260
Child Support Program	9,112,403	9,418,875	8,410,309	9,221,254
State Highway Users Tax	6,497,984	6,283,520	6,599,000	6,599,000
Mental Health	18,712,526	26,834,821	20,713,350	19,522,661
Proposition 10	4,459,840	4,268,826	4,383,265	4,439,469
Disaster Assistance	10,128,032	264,380	7,852,512	194,704
<i>Sub-Total</i>	288,692,765	310,538,221	309,532,939	297,396,211
Charges for Services				
Other Charges for Services	78,618,363	78,672,452	76,640,253	80,303,295
Public and Mental Health Services	66,796,053	68,387,982	66,522,938	69,737,491
Contractual Services	27,029,944	27,777,260	27,497,619	27,900,636
Sanitation Services	21,022,213	22,757,867	21,985,403	22,631,924
Cost Allocation	10,687,213	12,079,028	12,079,028	10,524,640
Park Services	4,424,198	5,012,087	4,683,497	5,097,652
Intrafund Transfers	5,452,795	6,273,197	6,986,710	10,117,533
Road Project Reimbursement	1,586,263	2,098,012	2,773,502	2,081,377
<i>Sub-Total</i>	215,617,042	223,057,885	219,168,949	228,394,549
Miscellaneous Revenue				
Other	44,713,692	33,063,053	39,031,076	33,196,085
Tobacco Settlement	4,851,052	4,417,598	4,491,636	4,547,777
Absent Parent Collections	308,496	300,000	266,800	300,000
<i>Sub-Total</i>	49,873,240	37,780,651	43,789,512	38,043,862
Revenue Sub-Total	829,482,887	841,964,260	838,810,527	827,354,807
Less: Intra-County Revenues	(103,775,097)	(80,164,328)	(81,152,214)	(82,027,093)
Revenue Total	\$ 725,707,790	\$ 761,799,932	\$ 757,658,313	\$ 745,327,714

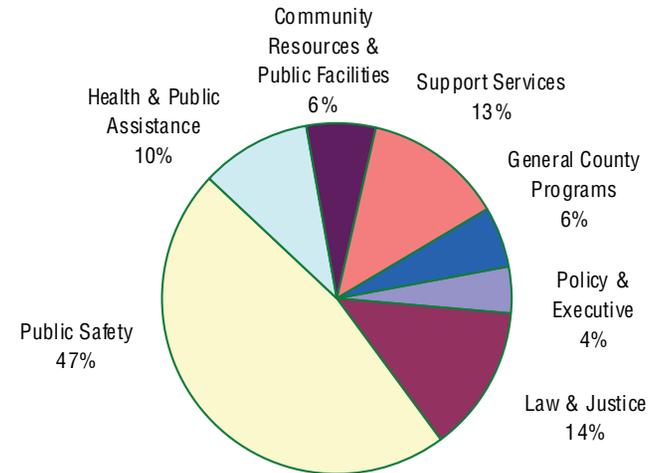
Revenues are displayed by summary of revenues and character of revenues. A third display by fund and detailed line item accounts can be found in the State Controller schedules.

GENERAL FUND CONTRIBUTION

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
General Fund Contribution Summary				
<i>County Departments</i>				
<i>Policy & Executive</i>				
Board of Supervisors	\$ 2,357,923	\$ 2,740,525	\$ 2,575,844	\$ 2,783,107
County Executive Office	2,531,189	2,402,266	2,206,161	3,615,172
County Counsel	1,821,703	2,608,384	2,519,426	1,495,194
<i>Sub-Total</i>	<u>6,710,815</u>	<u>7,751,175</u>	<u>7,301,431</u>	<u>7,893,473</u>
<i>Law & Justice</i>				
District Attorney	11,683,062	10,960,120	11,233,444	12,329,511
Public Defender	6,249,869	7,297,626	7,363,663	6,463,501
Court Special Services	7,606,100	7,606,100	7,606,100	7,606,100
<i>Sub-Total</i>	<u>25,539,031</u>	<u>25,863,846</u>	<u>26,203,207</u>	<u>26,399,112</u>
<i>Public Safety</i>				
Fire	1,557,180	1,599,782	1,599,782	2,728,619
Probation	22,356,403	21,464,612	22,858,050	23,871,239
Sheriff	58,550,263	62,072,382	61,961,957	63,801,228
<i>Sub-Total</i>	<u>82,463,846</u>	<u>85,136,776</u>	<u>86,419,789</u>	<u>90,401,086</u>
<i>Health & Public Assistance</i>				
Alcohol, Drug & Mental Health Svcs	3,147,900	2,810,265	2,810,265	2,672,395
Public Health	11,180,561	10,120,591	10,187,714	7,949,290
Social Services	8,500,000	9,655,499	9,655,488	9,198,707
<i>Sub-Total</i>	<u>22,828,461</u>	<u>22,586,355</u>	<u>22,653,467</u>	<u>19,820,392</u>
<i>Community Resources & Public Facilities</i>				
Agriculture & Cooperative Extension	1,605,632	1,677,228	1,412,746	1,624,859
Housing & Community Development	754,234	693,018	693,018	667,154
Parks	3,699,236	3,671,326	4,083,797	2,470,299
Planning & Development	5,560,083	6,041,638	5,662,362	4,695,732
Public Works	2,380,007	2,349,921	2,349,921	2,854,957
<i>Sub-Total</i>	<u>13,999,192</u>	<u>14,433,131</u>	<u>14,201,844</u>	<u>12,313,001</u>
<i>Support Services</i>				
Auditor-Controller	3,759,953	3,874,551	3,531,227	3,754,972
Clerk-Recorder-Assessor	8,345,035	9,075,032	9,075,033	9,056,542
General Services	7,089,337	6,439,189	6,439,189	6,124,942
Human Resources	1,874,059	1,927,985	1,793,787	1,840,939
Information Technology	828,490	786,877	747,489	--
Treasurer-Tax Collector-Public Adm.	2,781,489	2,705,643	2,705,643	2,614,455
Debt Service	--	1,681,571	1,681,571	1,690,000
<i>Sub-Total</i>	<u>24,678,363</u>	<u>26,490,848</u>	<u>25,973,939</u>	<u>25,081,850</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
General Fund Contribution Summary				
<i>General County Programs</i>				
Transfer to Other Governments	4,130,549	3,907,401	4,132,015	3,601,302
Operating Transfers	5,466,172	12,413,599	8,885,848	7,719,126
Redevelopment Agency	6,314	(4,916)	23	--
Organization Development	533,498	529,615	452,124	100,000
Developing Strategies	1,351,083	1,311,736	621,673	--
Children & Families First	31,000	27,300	27,311	--
Strategic Reserve	1,164,744	2,103,134	2,103,134	--
Contingencies & Designations	12,500,881	(5,144,953)	(2,011,962)	(915,342)
<i>Sub-Total</i>	<u>25,184,241</u>	<u>15,142,916</u>	<u>14,210,166</u>	<u>10,505,086</u>
Total General Fund Contributions	<u>\$ 201,403,949</u>	<u>\$ 197,405,047</u>	<u>\$ 196,963,843</u>	<u>\$ 192,414,000</u>

Contribution By County Function

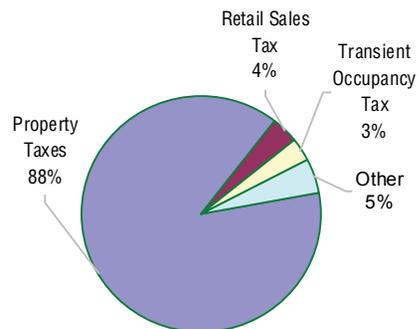


FUNDS AVAILABLE

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Funds Available				
<i>Local Taxes</i>				
Property Taxes	\$ 171,707,347	\$ 171,240,000	\$ 170,561,356	\$ 168,303,000
Retail Sales Tax	7,303,846	6,817,000	6,816,603	7,100,000
Transient Occupancy Tax	6,430,993	5,727,000	5,737,892	6,000,000
Property Transfer Tax	2,155,238	1,700,000	2,000,000	2,200,000
<i>Sub-Total</i>	<u>187,597,424</u>	<u>185,484,000</u>	<u>185,115,851</u>	<u>183,603,000</u>
<i>Other Discretionary Revenues</i>				
Franchises	3,078,230	3,001,000	2,955,682	2,960,000
Interest	1,610,007	2,681,571	2,363,036	1,900,000
Homeowners Property Tax Relief	930,082	925,000	855,542	843,000
Open Space Lands Apportionment	597,831	--	--	--
Federal Taxes	2,270,892	1,625,000	1,647,275	1,625,000
Cost Allocation Services	1,540,161	1,301,325	1,301,325	1,213,777
Miscellaneous	344,046	284,000	300,055	269,223
<i>Sub-Total</i>	<u>10,371,249</u>	<u>9,817,896</u>	<u>9,422,915</u>	<u>8,811,000</u>
Total Discretionary Revenue	<u>197,968,673</u>	<u>195,301,896</u>	<u>194,538,766</u>	<u>192,414,000</u>
<i>Other Financing Sources</i>				
Use of Prior Fund Balance	3,435,276	2,103,151	2,425,077	--
Total Available Sources	<u>\$ 201,403,949</u>	<u>\$ 197,405,047</u>	<u>\$ 196,963,843</u>	<u>\$ 192,414,000</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, 2010	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
Available Financing				
General	\$ --	\$ 34,651,903	\$ 331,096,642	\$ 365,748,545
Special Revenue	1,225	31,190,879	404,384,492	435,576,595
Debt Service	--	3,052,287	223,000	3,275,287
Capital Projects	--	18,686,459	12,970,166	31,656,625
Total Governmental Funds	<u>1,225</u>	<u>87,581,528</u>	<u>748,674,299</u>	<u>836,257,052</u>
Enterprise	--	3,850,676	40,851,645	44,702,321
Internal Service	14,834,838	2,653,204	47,833,863	65,321,905
Total I.S. & Enterprise Funds	<u>14,834,838</u>	<u>6,503,880</u>	<u>88,685,508</u>	<u>110,024,226</u>
<i>Sub-Total</i>	<u>14,836,063</u>	<u>94,085,408</u>	<u>837,359,807</u>	<u>946,281,278</u>
Intra County Revenues			(82,027,093)	(82,027,093)
Total	<u>\$ 14,836,063</u>	<u>\$ 94,085,408</u>	<u>\$ 755,332,714</u>	<u>\$ 864,254,185</u>
		Provision for Reserves and/or Designations	Estimated Financing Uses	Total Financing Requirements
Financing Requirements				
General	\$ 14,147,593	\$ 343,780,078	\$ 357,927,671	
Special Revenue	17,832,323	412,073,951	429,906,274	
Debt Service	481,497	8,427,131	8,908,628	
Capital Projects	219,000	34,549,926	34,768,926	
Total Governmental Funds	<u>32,680,413</u>	<u>798,831,085</u>	<u>831,511,498</u>	
Enterprise	--	49,695,321	49,695,321	
Internal Service	116,833	64,957,625	65,074,458	
Total I.S. & Enterprise Funds	<u>116,833</u>	<u>114,652,946</u>	<u>114,769,779</u>	
<i>Sub-Total</i>	<u>32,797,246</u>	<u>913,484,031</u>	<u>946,281,277</u>	
Intra County Revenues		(82,027,093)	(82,027,093)	
Total	<u>\$ 32,797,246</u>	<u>\$ 831,456,938</u>	<u>\$ 864,254,184</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, 2010	Revenues & Other Financing Sources	Expenditures & Other Financing Uses	Estimated Fund Balances as of July 1, 2011
Governmental Funds				
<u>Major Funds</u>				
General Fund	\$ 77,065,938	\$ 395,729,387	\$ 416,233,697	\$ 56,561,628
Flood Control Districts	60,000,719	17,425,784	16,150,857	61,275,646
Public Health	24,092,220	81,803,496	86,719,130	19,176,586
Capital Projects	18,768,753	20,460,985	34,575,444	4,654,294
Roads Fund	8,522,876	40,370,074	41,316,840	7,576,110
Alcohol Drug & Mental Health Services	4,967,654	80,443,740	77,615,658	7,795,736
Social Services	4,954,025	138,569,590	141,804,278	1,719,337
RDA - Debt Service	(14,997,290)	186,603	742,287	(15,552,974)
<u>Other Governmental Funds</u>				
Muni Finance - Debt Service	7,169,179	6,412,025	8,427,131	5,154,073
First 5 Children and Families Commission	5,429,471	5,002,110	4,950,378	5,481,203
RDA - Special Revenue	17,240,030	4,105,000	8,850,485	12,494,545
Water Agencies	5,992,573	10,728,458	11,311,818	5,409,213
Fire Protection District	7,558,156	28,592,232	34,315,489	1,834,899
County Service Areas	2,158,284	29,505,784	29,785,403	1,878,665
Public and Educational Access	1,591,772	10,000	138,050	1,463,722
Affordable Housing	3,900,703	6,557,060	6,628,011	3,829,752
Seawalls	29,305	400	27,918	1,787
Inmate Welfare	855,943	941,000	1,396,343	400,600
Criminal Justice Construction	290,064	1,080,069	1,367,881	2,252
Lighting Districts	345,051	408,077	406,898	346,230
Courthouse Construction	206,481	1,080,000	582,089	704,392
Coastal Resources Enhancement	1,517,614	638,000	1,470,856	684,758
Special Aviation	279,590	17,250	3,000	293,840
Fishermen Assistance	424,640	11,950	35,100	401,490
Community Facilities Districts	277,654	400,308	397,389	280,573
Court Operations	163,343	14,860,684	14,848,684	175,343
IHSS Public Authority	23,229	6,752,173	6,752,173	23,229
Child Support Services	304,491	9,481,889	9,481,889	304,491
Fish and Game	32,170	4,850	17,531	19,489
Petroleum	145,211	361,500	490,111	16,600
Sub-Total	<u>239,309,848</u>	<u>901,940,478</u>	<u>956,842,817</u>	<u>184,407,509</u>
Proprietary Funds				
<u>Major Funds</u>				
Resource Recovery Enterprise	38,868,527	22,355,591	23,137,457	38,086,661
Laguna Sanitation Enterprise	27,117,026	7,166,862	6,195,377	28,088,511
<u>Other Proprietary Funds</u>				
Vehicle Operations ISF	29,356,228	9,517,100	10,584,483	28,288,845
Communications ISF	9,696,936	3,570,833	3,914,676	9,353,093
Data Processing ISF	4,044,821	6,209,880	6,693,999	3,560,703
Utilities ISF	5,307	6,739,679	6,739,679	5,307
Reprographics & Digital Services	354,654	965,500	1,245,451	74,703
Risk Management	9,774,915	20,848,871	33,510,704	(2,886,918)
Municipal Energy Finance Prog	797,500	6,329,192	16,532,785	(9,406,093)
Sub-Total	<u>120,015,914</u>	<u>83,703,508</u>	<u>108,554,611</u>	<u>95,164,810</u>
Total All Funds	<u>\$ 359,325,762</u>	<u>\$ 985,643,986</u>	<u>\$ 1,065,397,428</u>	<u>\$ 279,572,320</u>

Significant Fund Balance Changes

6/30/2010 to 6/30/2011

General Fund (-\$20.5 million / -27%): Fund balance will decrease \$20.5 million or 27% due to the release of previously designated funds to maintain service levels countywide.

Public Health (-\$4.9 million / -20%): Fund balance will decrease \$4.9 million or 20% which consists of the use of \$4.9 million of designated funds to sustain ongoing clinical operations and support and enhance existing family and community health programs.

Capital Projects (-\$14.1 million / -75%): Fund balance will decrease \$14.1 million or 75% due to the release of designated funds and debt proceeds for capital projects construction.

Alcohol, Drug, & Mental Health Services (+\$2.8 million / +57%): Fund balance will increase \$2.8 million or 57% to reverse an overstatement of liability.

Social Services (-\$3.2 million / -65%): Fund balance will decrease by \$3.2 million or 65% due to the use of prior fund balance to supplement the FY 2010-11 General Fund Contribution matching for Federal and State funds.

Muni Finance – Debt Service (-\$2 million / -28%): Fund balance will decrease \$2 million or 28% as result of providing debt service payments for capital projects.

RDA – Special Revenue (-\$4.7 million / -28%): Redevelopment Agency – Special Revenue fund balance is projected to decrease \$4.7 million or 28%, as the result of two primary causes. First, the RDA fund balance will decrease as a result of a second annual state mandated AB 26 4X Supplemental Revenue Augmentation Funds (SERAF) payment of \$316,000. Second, RDA fund balance will decrease due to increased capital project spending of \$3.6 million for FY 2010-11 including: beach access upgrades; improvements along El Embarcadero such as new sidewalks, storm water drain improvements, and a solar lighting demonstration project; and, El Colegio Road Phase II.

Fire Protection District (-\$5.7 million / -76%): Fund balance will decrease \$5.7 million or 76% to maintain critical emergency services (-\$4.6 million) and for capital projects such as the design and acquisition of the Los Alamos Operations Complex (-\$850,000).

Risk Management (-\$12.7 million / -130%): 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 Funds within the CEO/Human Resources Department. The \$12.7 million reduction or -130% is primarily attributable to the change to the Primary Workers' Compensation Program effective 7-1-2010 in that projected costs for all claims for injuries prior to that date (\$11.2 million) will be paid with existing reserves. The remaining \$1.5 million is primarily due to reduced charges to departments from the General Liability Fund to enable departments to continue to provide direct services to residents.

Municipal Energy Finance Program (-\$10.2 million / -1279%): Fund balance will decrease \$10.2 million or 1279% in order to provide financing to property owners for "green" improvements and energy efficiencies, which will be paid back through bond issuances and voluntary assessments on their property tax bills.

MAJOR FUND BUDGET SUMMARY

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
General				
<i>Sources of Funds</i>				
Taxes	181,996,666	179,869,000	179,541,851	178,413,000
Licenses, Permits and Franchises	13,224,807	11,554,588	12,526,442	12,884,093
Fines, Forfeitures, and Penalties	6,825,798	6,747,344	6,676,336	6,013,454
Use of Money and Property	2,714,958	3,788,962	3,426,706	2,963,617
Federal and State Revenue	51,587,135	48,271,560	49,144,822	48,626,146
Charges for Services	79,329,832	81,434,619	79,197,731	79,432,471
Miscellaneous Revenue	2,619,872	2,128,712	3,029,378	2,763,861
Other Financing Sources	61,796,662	59,748,329	65,018,199	64,632,746
Use of Prior Fund Balances	25,827,544	24,522,280	29,905,289	34,651,903
Total Sources of Funds	425,923,273	418,065,394	428,466,753	430,381,290
<i>Uses of Funds</i>				
Current:				
Policy & Executive	13,972,711	14,029,548	13,341,864	15,710,371
Law & Justice	28,353,814	27,916,443	29,235,400	29,512,423
Public Safety	191,675,915	187,789,237	187,459,889	197,228,118
Health & Public Assistance	5,609,348	5,385,737	5,662,058	5,055,609
Community Resources & Public Facilities	36,942,972	36,232,221	35,049,005	36,223,799
Support Services	50,988,415	50,479,395	50,459,644	50,262,204
General County Programs	6,766,777	6,797,527	7,146,354	4,457,195
Debt Service:				
Principal	--	--	13,233	13,928
Interest	--	1,592,875	1,600,615	1,607,046
Capital Outlay	1,652,828	1,910,953	1,328,072	3,709,384
Other Financing Uses	67,684,185	72,555,665	74,788,296	72,453,620
Designated for Future Uses	20,068,700	13,375,793	22,382,322	14,147,593
Total Uses of Funds	423,715,666	418,065,394	428,466,753	430,381,290
RDA Debt Service				
<i>Sources of Funds</i>				
Use of Money and Property	90,473	23,000	35,183	23,000
Miscellaneous Revenue	6,650	--	--	--
Other Financing Sources	--	--	--	163,603
Use of Prior Fund Balances	617,402	738,684	745,932	742,287
Total Sources of Funds	714,525	761,684	781,114	928,890
<i>Uses of Funds</i>				
Other Financing Uses	687,385	738,684	738,684	742,287
Designated for Future Uses	2,280,850	23,000	42,430	186,603
Total Uses of Funds	2,968,235	761,684	781,114	928,890

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Road				
<i>Sources of Funds</i>				
Taxes	7,439,485	7,058,271	6,009,000	5,847,000
Licenses, Permits and Franchises	276,321	346,500	324,000	324,000
Use of Money and Property	228,104	102,000	106,521	106,000
Federal and State Revenue	21,366,034	31,208,157	24,826,897	24,945,083
Charges for Services	8,309,634	6,644,285	6,679,014	7,025,450
Miscellaneous Revenue	101,623	92,000	191,013	65,000
Other Financing Sources	2,836,942	1,600,477	1,810,617	2,057,541
Use of Prior Fund Balances	5,778,630	3,052,629	1,215,652	1,350,902
Total Sources of Funds	46,336,772	50,104,319	41,162,714	41,720,976
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	34,830,615	47,119,584	38,864,312	39,742,680
Debt Service:				
Principal	23,910	--	--	--
Interest	2,340	--	--	--
Capital Outlay	252,768	2,205,000	1,070,644	1,326,400
Other Financing Uses	1,269,649	400,299	530,398	247,760
Designated for Future Uses	12,499,487	379,436	697,360	404,136
Total Uses of Funds	48,878,769	50,104,319	41,162,714	41,720,976
Public Health				
<i>Sources of Funds</i>				
Licenses, Permits and Franchises	128,102	162,155	135,525	145,525
Fines, Forfeitures, and Penalties	1,828,470	1,730,171	1,093,696	1,002,071
Use of Money and Property	774,244	625,993	372,307	330,855
Federal and State Revenue	28,272,772	26,821,882	28,408,820	26,762,971
Charges for Services	34,643,663	35,922,661	37,066,605	38,868,094
Miscellaneous Revenue	5,463,751	5,060,765	5,106,356	4,940,008
Other Financing Sources	12,110,440	11,088,467	10,203,916	9,753,972
Use of Prior Fund Balances	10,001,203	10,421,119	8,665,586	10,623,875
Total Sources of Funds	93,222,645	91,833,213	91,052,811	92,427,371
<i>Uses of Funds</i>				
Current:				
Health & Public Assistance	76,867,101	80,001,383	80,651,418	81,419,932
Capital Outlay	75,508	158,700	158,337	325,200
Other Financing Uses	6,847,305	4,880,044	4,135,063	4,973,998
Designated for Future Uses	9,106,526	6,793,086	6,107,993	5,708,241
Total Uses of Funds	92,896,441	91,833,213	91,052,811	92,427,371

MAJOR FUNDS BUDGET SUMMARY

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Social Services				
<i>Sources of Funds</i>				
Use of Money and Property	392,169	309,937	316,059	324,088
Federal and State Revenue	117,535,322	128,210,188	128,358,225	126,492,234
Miscellaneous Revenue	668,459	723,374	1,427,275	792,894
Other Financing Sources	8,827,077	9,662,166	9,817,971	10,960,374
Use of Prior Fund Balances	3,196,732	3,460,997	5,196,417	4,506,451
Total Sources of Funds	130,619,759	142,366,662	145,115,947	143,076,041
<i>Uses of Funds</i>				
Current:				
Health & Public Assistance	118,394,324	132,954,469	133,029,006	134,841,214
Capital Outlay	76,658	638,306	261,658	157,000
Other Financing Uses	7,882,527	7,293,249	8,851,583	6,806,064
Designated for Future Uses	3,614,119	1,480,638	2,973,700	1,271,763
Total Uses of Funds	129,967,628	142,366,662	145,115,947	143,076,041
Alcohol, Drug & Mental Health				
<i>Sources of Funds</i>				
Fines, Forfeitures, and Penalties	3,748	3,500	3,500	3,500
Use of Money and Property	(247,848)	(305,666)	66,579	61,000
Federal and State Revenue	32,553,585	40,213,630	32,820,473	30,941,836
Charges for Services	37,758,101	38,297,839	36,909,799	39,739,201
Miscellaneous Revenue	401,896	295,541	768,387	212,500
Other Financing Sources	11,433,395	16,622,361	10,394,047	9,485,703
Use of Prior Fund Balances	1,615,814	5,309,443	6,808,509	3,733,880
Total Sources of Funds	83,518,692	100,436,648	87,771,294	84,177,620
<i>Uses of Funds</i>				
Current:				
Health & Public Assistance	70,854,280	74,744,367	72,715,332	76,580,875
Capital Outlay	-	57,000	35,000	36,000
Other Financing Uses	4,432,574	4,048,800	1,396,048	998,783
Designated for Future Uses	19,464,109	21,586,481	19,844,992	6,561,962
Total Uses of Funds	94,750,963	100,436,648	93,991,372	84,177,620

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Flood Control Districts				
<i>Sources of Funds</i>				
Taxes	8,274,627	8,200,020	8,272,220	8,285,470
Use of Money and Property	1,648,772	578,750	645,095	296,315
Federal and State Revenue	10,017,089	5,506,840	10,458,636	5,704,284
Charges for Services	3,117,409	3,119,565	3,036,585	3,041,165
Miscellaneous Revenue	27,245	32,825	76,950	80,050
Other Financing Sources	19,788	24,750	124,409	18,500
Use of Prior Fund Balances	4,285,312	4,571,687	6,457,825	988,273
Total Sources of Funds	27,390,243	22,034,437	29,071,720	18,414,057
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	14,416,169	10,513,326	15,253,052	10,982,166
Capital Outlay	4,278,958	4,560,580	2,073,490	5,159,175
Other Financing Uses	7,334	10,076	10,074	9,516
Designated for Future Uses	5,613,170	6,950,455	11,735,104	2,263,200
Total Uses of Funds	24,315,632	22,034,437	29,071,720	18,414,057
Capital Projects				
<i>Sources of Funds</i>				
Use of Money and Property	505,776	245,000	167,579	68,400
Federal and State Revenue	1,319,642	1,401,000	5,204,207	4,802,766
Charges for Services	970,257	2,440,000	3,114,000	6,226,000
Miscellaneous Revenue	359,055	1,225,000	939,540	1,856,000
Other Financing Sources	7,205,979	4,127,500	13,647,846	7,507,819
Use of Prior Fund Balances	8,062,693	7,361,379	9,994,452	14,333,459
Total Sources of Funds	18,423,402	16,799,879	33,067,623	34,794,444
<i>Uses of Funds</i>				
Current:				
Public Safety	103,844	40,000	629,000	4,140,000
Community Resources & Public Facilities	519,321	550,000	1,273,678	2,220,050
Support Services	517,087	2,440,000	2,350,000	2,081,000
Capital Outlay	7,964,785	11,464,170	12,455,304	21,738,876
Other Financing Uses	3,851,541	810,000	5,973,318	4,395,518
Designated for Future Uses	4,058,578	1,495,709	10,386,323	219,000
Total Uses of Funds	17,015,155	16,799,879	33,067,623	34,794,444

MAJOR FUNDS BUDGET SUMMARY

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Solid Waste Enterprise				
<i>Sources of Funds</i>				
Licenses, Permits and Franchises	2,710,804	2,832,540	2,875,875	2,917,152
Use of Money and Property	1,328,592	1,256,000	711,000	706,000
Federal and State Revenue	1,474,201	280,900	312,559	154,600
Charges for Services	14,689,620	16,108,120	15,197,131	15,465,495
Miscellaneous Revenue	3,774,243	2,417,450	3,503,215	3,112,344
Other Financing Sources	(5,459)	--	(153,381)	--
Use of Prior Fund Balances	1,499,978	8,788,115	6,484,526	3,282,567
Total Sources of Funds	25,471,980	31,683,125	28,930,925	25,638,158
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	22,981,146	25,520,141	23,545,241	22,852,000
Debt Service:				
Principal	885,546	1,112,623	1,912,623	394,251
Interest	394,203	375,801	389,501	278,457
Capital Outlay	8,320,987	4,667,000	3,076,000	2,106,450
Other Financing Uses	4,820	7,560	7,560	7,000
Designated for Future Uses	286,788	--	--	--
Total Uses of Funds	32,873,490	31,683,125	28,930,925	25,638,158
Laguna Sanitation Enterprise				
<i>Sources of Funds</i>				
Use of Money and Property	243,974	215,464	135,464	79,522
Federal and State Revenue	158	525,000	--	--
Charges for Services	6,463,666	6,738,285	6,689,917	7,086,340
Miscellaneous Revenue	1,180,629	1,000	5,175	1,000
Other Financing Sources	950	--	--	--
Use of Prior Fund Balances	165,045	3,361,141	2,792,072	364,516
Total Sources of Funds	8,054,423	10,840,890	9,622,628	7,531,378
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	5,483,979	6,322,895	6,619,309	6,037,349
Debt Service:				
Principal	586,601	428,673	428,673	439,001
Interest	181,962	168,322	168,322	158,028
Capital Outlay	1,980,688	3,921,000	2,406,324	897,000
Designated for Future Uses	52,914	--	--	--
Total Uses of Funds	8,286,145	10,840,890	9,622,628	7,531,378

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Other Funds				
<i>Sources of Funds</i>				
Taxes	35,466,256	36,478,832	36,186,910	36,067,980
Licenses, Permits and Franchises	13,568	15,000	3,000	10,000
Fines, Forfeitures, and Penalties	4,560,567	4,662,069	4,352,998	4,429,659
Use of Money and Property	4,871,406	4,088,073	2,335,282	2,218,484
Federal and State Revenue	24,566,826	28,099,064	29,998,300	28,966,291
Charges for Services	30,334,860	32,352,511	31,278,168	31,510,333
Miscellaneous Revenue	35,269,817	25,803,984	28,742,223	24,220,205
Other Financing Sources	54,466,645	51,575,638	53,255,792	63,708,921
Use of Prior Fund Balances	36,855,838	23,892,182	21,187,958	34,343,356
Total Sources of Funds	226,405,783	206,967,353	207,340,630	225,475,229
<i>Uses of Funds</i>				
Current:				
Law & Justice	15,591,287	15,076,259	15,131,135	14,792,684
Public Safety	1,315,288	1,550,408	1,434,745	1,579,557
Health & Public Assistance	16,856,652	16,676,178	15,948,668	16,221,841
Community Resources & Public Facilities	15,996,409	20,205,163	19,812,648	35,393,054
Support Services	49,668,807	51,321,712	49,708,204	62,424,387
General County Programs	16,069,330	15,058,182	10,360,558	13,794,907
Debt Service:				
Principal	6,269,653	6,232,746	7,563,350	5,678,602
Interest	3,329,477	3,003,665	3,045,786	3,442,819
Capital Outlay	5,921,151	4,234,338	4,982,775	2,463,000
Other Financing Uses	65,911,416	63,565,311	62,107,877	67,649,633
Designated for Future Uses	28,494,973	10,043,391	14,210,099	2,034,747
Total Uses of Funds	225,424,444	206,967,353	204,305,844	225,475,229
All Funds Summary				
Total Sources by Fund	1,086,081,496	1,091,893,604	1,102,384,160	1,104,565,455
less Other Financing Sources	(158,692,419)	(154,449,688)	(164,119,416)	(168,289,179)
less Intra-County Revenues	(103,775,097)	(80,164,328)	(81,152,214)	(82,027,093)
less Use of Prior Fund Balances	(97,906,190)	(95,479,656)	(99,454,217)	(108,921,469)
Total Revenue	725,707,790	761,799,932	757,658,313	745,327,714
Total Uses by Fund	1,101,092,567	1,091,893,604	1,105,569,451	1,104,565,455
less Operating Transfers	(158,578,736)	(154,309,688)	(158,538,901)	(158,284,178)
less Intra-County Revenues	(103,775,097)	(80,164,328)	(81,152,214)	(82,027,093)
less Designated for Future Uses	(105,540,214)	(62,127,989)	(88,380,324)	(32,797,245)
Total Expenditures	733,198,520	795,291,599	777,498,013	831,456,939

TAXES

Principal Property Taxpayers

The following table shows Santa Barbara County's ten highest property taxpayers in FY 2009-10. These taxpayers were levied \$18.1 million of taxes in FY 2009-10 on a combined Assessed Value of \$1.637 billion or approximately 3% of the Total Assessed Value in the County. This indicates that the County has a diversified tax base. The combined assessed value for the 2009-10 top ten taxpayers decreased 7% over the prior year's top ten taxpayers.

**Santa Barbara County
Fiscal Year 2009-10 Principal Property Tax Payers**

Principal Property Tax Payers	Business	Assessed Value	Tax Obligation
Exxon Corporation	Petroleum & Gas	345,356,398	3,544,743
United Launch Alliance, LLC	Aerospace	182,018,854	2,140,178
Southern California Gas Company	Utility	169,247,703	1,933,134
Fairway BB Property, LLC	Residential Estate	149,740,727	1,534,058
Verizon California, Inc.	Utility	149,535,509	1,751,345
Southern California Edison Co.	Utility	142,526,501	1,664,154
Raytheon Company	Light Manufacturing	130,034,121	1,411,910
1260 BB Property, LLC (Biltmore)	Hotel	130,000,000	1,637,404
Pacific Offshore Pipeline Co	Petroleum & Gas	120,447,200	1,234,584
HT-Santa Barbara Inc (Bacara)	Hotel	118,000,000	1,290,077

Source: County of Santa Barbara, Auditor-Controller

TAXES

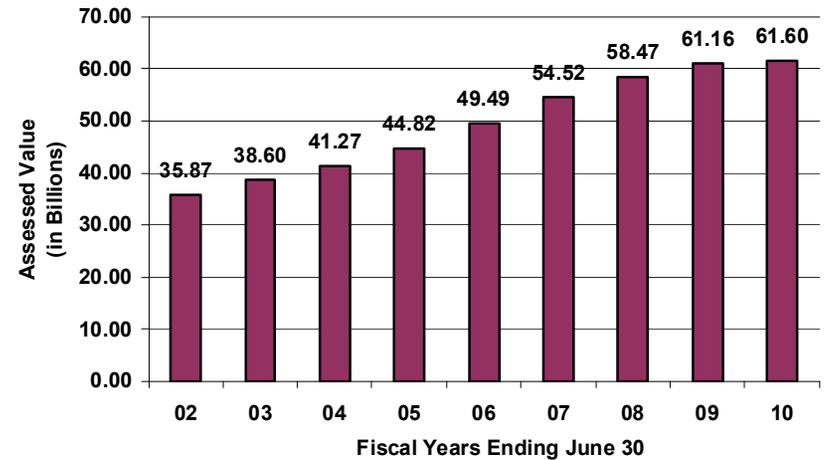
Gross Assessed Value of Property

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 \$61.6 billion as of January 1, 2010 is then taxed for the fiscal year July 1, 2010 to June 30, 2011.

Santa Barbara County gross assessed value increased steadily through 2009, then flattened in 2010. Due to ongoing weakness in the real estate market, the local tax roll for FY 2009-10 increased less than 1%, compared to growth rates in the range of 5-10% over the past decade. The growth rate is expected to remain flat or decrease slightly for FY 2010-11.

Santa Barbara County Gross Assessed Value of Property



TAXES
Taxing Agencies Receiving 1% Property Taxes

	2008-09 Allocation	2008-09 % of Total	2009-10 Allocation	2009-10 % of Total
County General Fund	161,104,014	26.6846%	162,267,636	26.6325%
Dependent Special Districts				
County Fire Protect Dist	26,817,679	4.4420%	27,958,837	4.5888%
County Flood	8,122,005	1.3453%	8,159,186	1.3391%
County Water	2,122,708	0.3516%	2,138,671	0.3510%
County Service Area	907,564	0.1503%	903,544	0.1483%
County Lighting	409,778	0.0679%	402,335	0.0660%
Total Dependent Special Districts	38,379,734	6.3571%	39,562,573	6.4933%
Independent Special Districts				
Fire Protection	18,885,005	3.1280%	19,543,724	3.2077%
Sanitary	2,773,214	0.4593%	2,824,046	0.4635%
Transportation	2,287,838	0.3789%	2,260,927	0.3711%
Cemetery	1,667,700	0.2762%	1,642,204	0.2695%
Hospital	806,450	0.1336%	782,029	0.1284%
Water & Resource Conservation	767,257	0.1271%	742,154	0.1218%
Mosquito & Vector Control	322,210	0.0534%	329,876	0.0541%
Lighting	322,852	0.0535%	307,464	0.0505%
Recreation & Park	195,359	0.0324%	198,922	0.0326%
Total Independent Special Districts	28,027,885	4.6424%	28,631,346	4.6992%
School Districts (K-12 & Comm. College)	275,553,234	45.6414%	280,966,274	46.1142%
Incorporated Cities				
City of Santa Barbara	27,364,448	4.5325%	26,065,375	4.2780%
City of Santa Maria	19,008,698	3.1485%	17,166,790	2.8175%
City of Lompoc	7,627,200	1.2633%	7,026,660	1.1533%
City of Goleta	5,627,302	0.9321%	5,299,719	0.8698%
City of Carpinteria	2,984,643	0.4944%	3,147,237	0.5165%
City of Buellton	1,788,721	0.2963%	1,625,522	0.2668%
City of Solvang	1,952,440	0.3234%	1,209,336	0.1985%
City of Guadalupe	752,866	0.1247%	627,780	0.1030%
Total Incorporated Cities	67,106,320	11.1152%	62,168,418	10.2035%
Redevelopment Agencies				
Santa Barbara City	19,138,157	3.1700%	19,908,780	3.2676%
SB County - Isla Vista Project	5,728,294	0.9488%	6,031,258	0.9899%
Goleta City	2,975,563	0.4929%	3,577,579	0.5872%
Lompoc City	2,946,208	0.4880%	2,738,344	0.4494%
Guadalupe City	968,254	0.1604%	1,506,053	0.2472%
Santa Maria City	1,058,101	0.1753%	1,130,892	0.1856%
Buellton City	749,141	0.1241%	795,012	0.1305%
Total Redevelopment Agencies	33,563,718	5.5593%	35,687,918	5.8574%
Countywide Totals	\$ 603,734,905	100.0000%	\$ 609,284,165	100.0000%

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 outdoor recreation and leisure experiences. Park revenues include camping, boating, and park use fees.

School Districts provide free education to students from kindergarten through high school and affordable post high school studies. The 22 K-12 districts and the two community colleges located in the County receive approximately 46% 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.

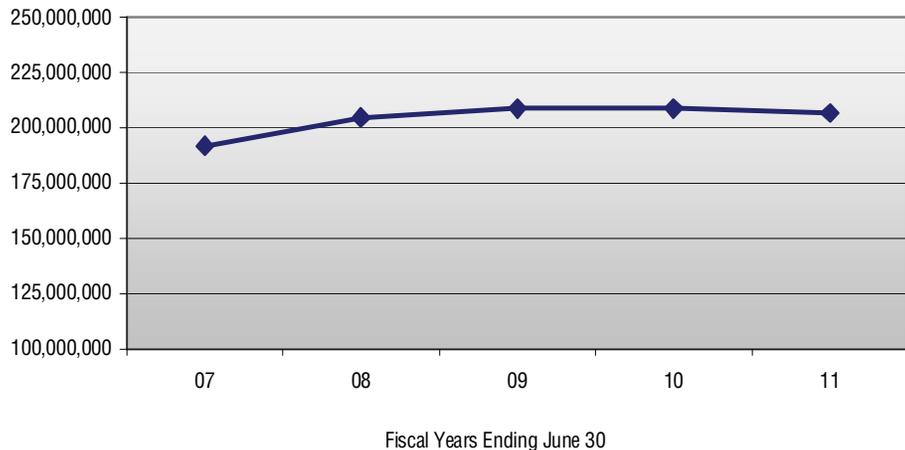
State assessed taxes are generated from property required to be assessed by the State Board of Equalization. These properties are subject to local taxation and may include property owned or used by regulated railroad, communications companies, and companies transmitting or selling gas or electricity.

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 2006-07	Actual 2007-08	Actual 2008-09	Estimated Actual 2009-10	Recommend 2010-11
General Fund	152,572,910	162,619,034	165,834,474	164,661,356	162,803,000
Fire	25,328,374	26,521,432	27,287,899	28,107,950	28,050,450
Flood	7,631,675	8,065,855	8,275,309	8,272,220	8,285,470
Redevelopment Agency	2,955,391	3,989,057	3,836,418	3,919,750	3,860,000
Water Agency	1,992,066	2,104,138	2,163,662	2,257,523	2,262,795
County Service Areas	901,499	938,692	944,911	930,497	929,438
Lighting	395,505	432,176	415,758	402,959	401,406
Total	191,777,420	204,670,384	208,758,431	208,552,255	206,592,559

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, improvements/additions to property, and temporary declines in market value.

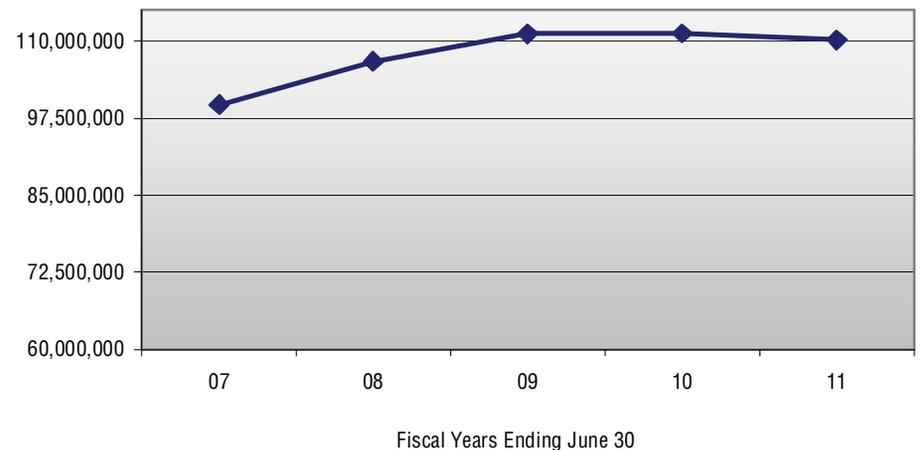
The local real estate market is the driver for the growth in this revenue source. Impacts of the combination of declining sales and prices as a result of adjustable mortgage rate resets, foreclosures (particularly in the North County), and credit tightening resulted in no growth for the current year. These factors are expected to continue to produce negative growth for fiscal year (FY) 2010-11 followed by tepid growth for the next several years.

Secured property taxes are the County's largest discretionary revenue source. For FY 2010-11, the estimated revenue from Secured Property taxes is \$110.2 million to the General Fund which is anticipated to be 0.9% less than the FY 2009-10 estimated actual.

General Fund Secured Property Taxes

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	96,752,000	99,694,726	9,758,733	10.9%
2007-08	105,500,000	106,700,723	7,005,997	7.0%
2008-09	110,400,000	111,205,756	4,505,033	4.2%
2009-10 (Estimated)	111,836,000	111,253,070	47,314	0.0%
2010-11 (Recommended)	110,200,000		(1,053,070)	-0.9%

Five Year Trend



TAXES

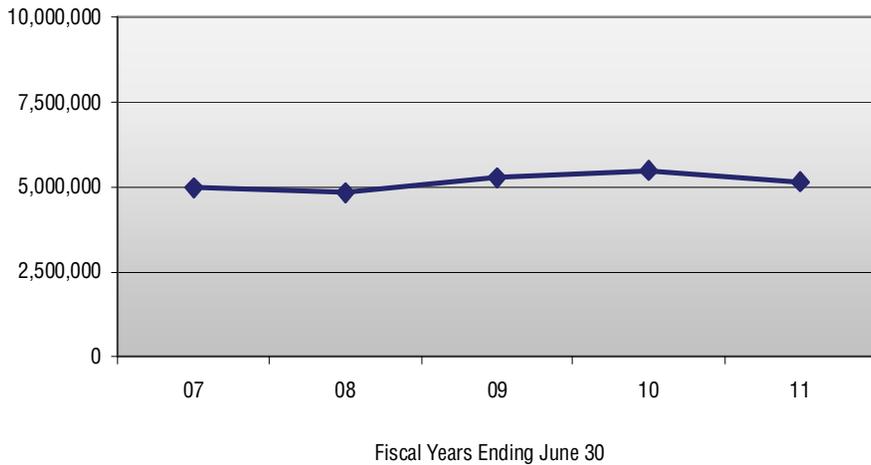
General Fund Unsecured Property Taxes

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%. Unsecured Property taxes are expected to decline 6% for FY 2010-11.

General Fund Unsecured Property Taxes

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	4,785,000	4,982,027	211,188	4.4%
2007-08	4,985,000	4,837,067	(144,960)	-2.9%
2008-09	4,820,000	5,269,163	432,096	8.9%
2009-10 (Estimated)	4,810,000	5,483,634	214,471	4.1%
2010-11 (Recommended)	5,147,000		(336,634)	-6.1%

Five Year Trend



TAXES

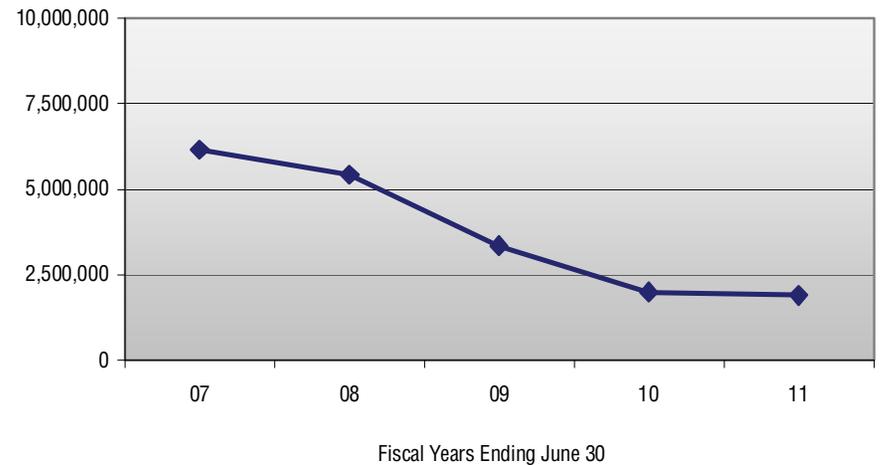
General Fund Supplemental Property Taxes

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. Supplemental taxes began to decline in FY 2006-07 off all-time highs and the decline is expected to continue through FY 2010-11 due to reductions in the volume of transactions and the decrease in housing prices reflecting the weak residential real estate market. However, four years of decreases suggest that the County is nearing the bottom of the declining market.

General Fund Supplemental Property Taxes

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	5,000,000	6,159,383	(3,474,687)	-36.1%
2007-08	4,900,000	5,437,735	(721,647)	-11.7%
2008-09	4,520,000	3,342,356	(2,095,380)	-38.5%
2009-10 (Estimated)	2,800,000	1,993,796	(1,348,560)	-40.3%
2010-11 (Recommended)	1,900,000		(93,796)	-4.7%

Five Year Trend



TAXES

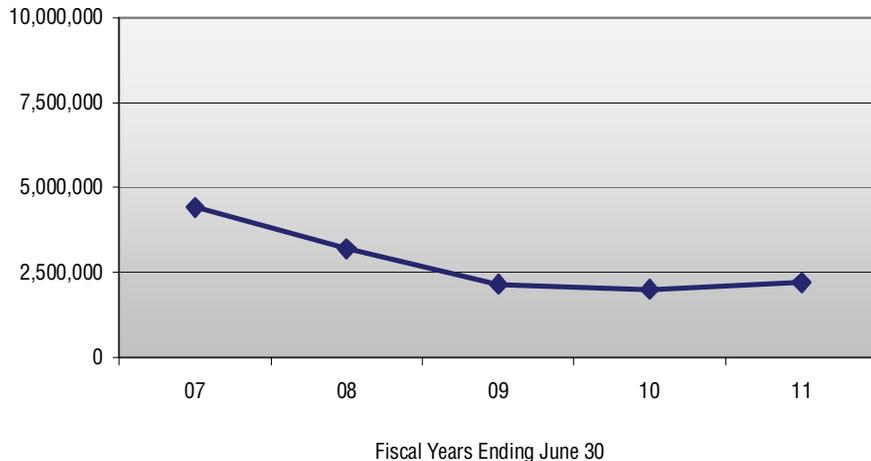
Property Transfer Tax

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. Property Transfer Taxes peaked in FY 2004-05 and after a dramatic rate of decline seem to have leveled off. These taxes are expected to grow in FY 2010-11, but much of the current volume of property transfers are related to foreclosure activity diminishing somewhat, the value of this revenue as a leading indicator of other property taxes.

Property Transfer Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	3,500,000	4,414,156	(1,266,656)	-28.4%
2007-08	3,100,000	3,194,481	(1,219,675)	-27.6%
2008-09	2,700,000	2,155,238	(1,039,243)	-32.5%
2009-10 (Estimated)	1,700,000	2,000,000	(155,238)	-7.2%
2010-11(Recommended)	2,200,000		200,000	10.0%

Five Year Trend



TAXES

Property Tax In-Lieu of VLF

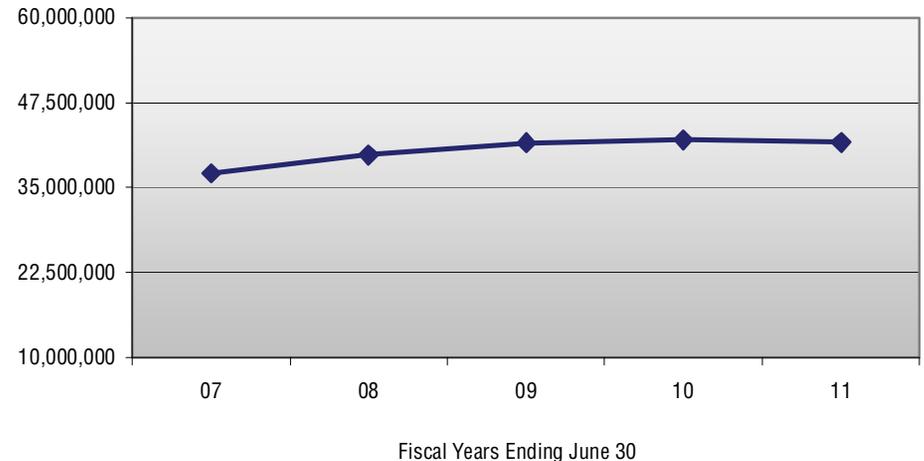
State legislation passed in 2004 resulted in the State swapping discretionary revenues with cities and counties. Motor Vehicle License Fee (VLF) revenue formerly received by cities and counties (see chart on page C-22) is now retained by the State and, in turn, is replaced by the same amount of local 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. Reflective of the weak local real estate market, negative growth of (0.8%) is anticipated for FY 2010-11.

Property Tax In-Lieu of VLF

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	36,400,000	37,090,064	1,026,611	2.8%
2007-08	39,300,000	39,790,638	2,700,574	7.3%
2008-09	41,279,000	41,615,241	1,824,603	4.6%
2009-10 (Estimated)	42,065,000	41,985,730	370,489	0.9%
2010-11(Recommended)	41,656,000		(329,730)	-0.8%

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.

The FY 2010-11 Recommended Budget assumes that the transient occupancy tax rate remains at 10%. On June 8, 2010, the electorate will consider continuing the TOT at 10%. If the voters do not approve this ballot measure (K2010), TOT will revert to 8% and the County will lose \$1.2 million annually, and potentially more if the economy rebounds. If this measure does not pass the budget will need to be modified accordingly.

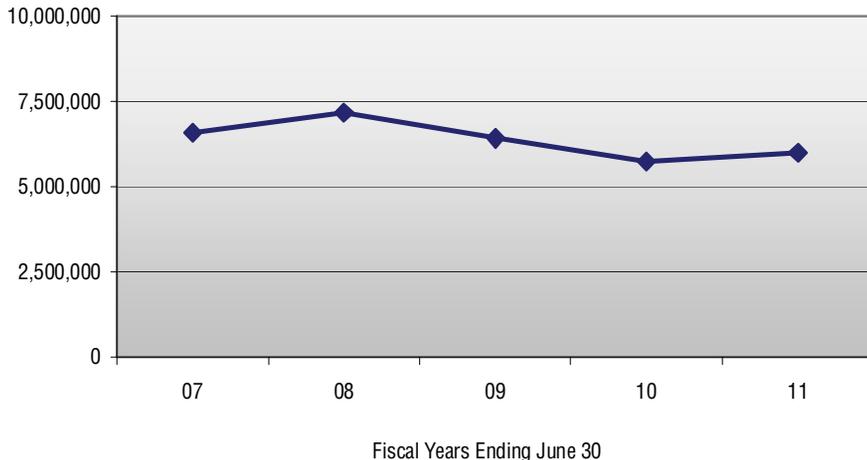
When the City of Goleta incorporated, the revenue neutrality agreement between the City and the County stipulated that TOT revenues collected from six hotels once located within the boundaries of the County would be split 60% City and 40% County through FY 2011-12. Beginning in FY 2012-13 the County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

Reflecting the negative economic conditions causing lower tourism, these revenues began decreasing in FY 2008-09. After two years of double digit declines, TOT is anticipated to moderately increase 4.6% in FY 2010-11.

Transient Occupancy Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	5,800,000	6,591,306	960,338	17.1%
2007-08	5,900,000	7,174,201	582,895	8.8%
2008-09	6,426,000	6,430,993	(743,208)	-10.4%
2009-10 (Estimated)	5,727,000	5,737,892	(693,101)	-10.8%
2010-11 (Recommended)	6,000,000		262,108	4.6%

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 that is used to support the general operations of the County. Taxable sales have been impacted severely by the national, state and local economies but are anticipated to moderately improve in FY 2010-11. This revenue is expected to generate approximately \$7.1 million for FY 2010-11, an increase of 4.2% percent from the prior year.

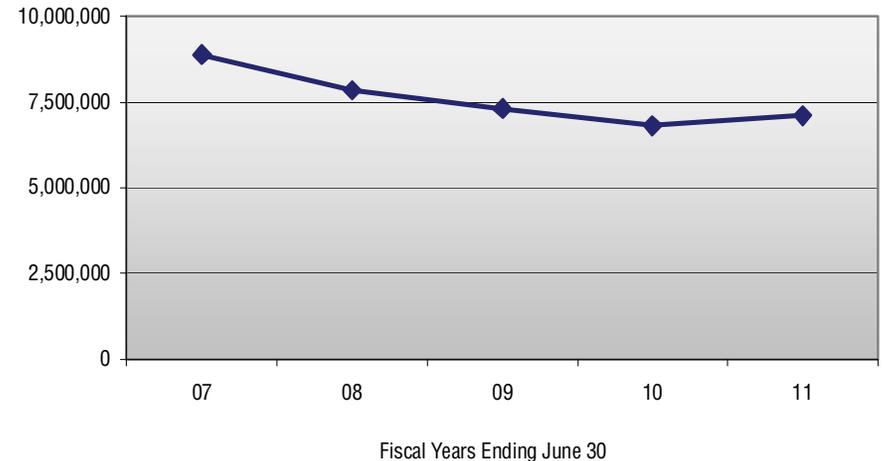
A spike in FY 2006-07 was caused by a single non-recurring sales event that generated approximately \$1 million of sales taxes which was not anticipated. Without this transaction, FY 2007-08 would have seen growth of about 4.8%.

In FY 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, 1/4 of the local 1% sales taxes is kept by the State to pay for the Economic Recovery Bonds in exchange for the return of an equal amount of property taxes previously shifted to the schools; this continues until the Economic Recovery Bonds are paid off or matured.

Retail Sales Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	7,360,000	8,887,314	1,067,098	13.6%
2007-08	8,000,000	7,846,873	(1,040,441)	-11.7%
2008-09	8,300,000	7,303,846	(543,027)	-6.9%
2009-10 (Estimated)	6,817,000	6,816,603	(487,243)	-6.7%
2010-11 (Recommended)	7,100,000		283,397	4.2%

Five Year Trend



TAXES

Road Sales Tax – Measure D/A

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. This transportation sales tax remained in effect for 20 years through March 2010. This tax was distributed between the cities and the County, based upon population. Within the County, Measure D revenues were distributed by Supervisorial districts based on population (50%) and maintained lane miles (50%).

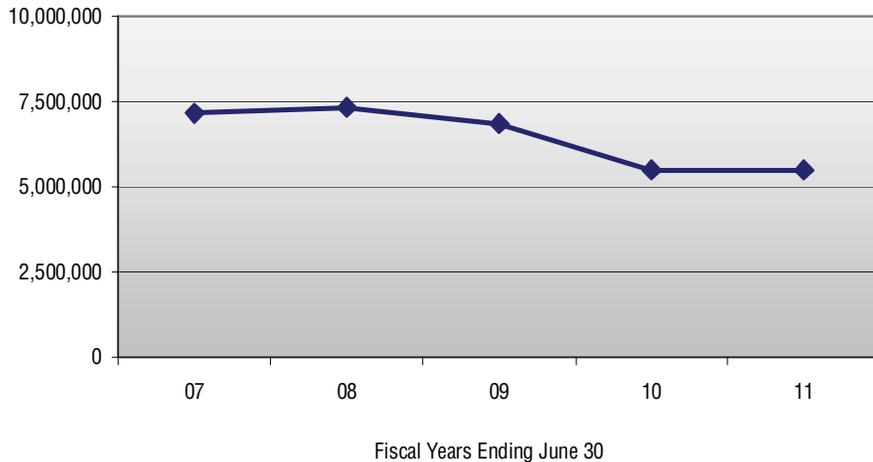
On November 4, 2008, the voters of the County of Santa Barbara approved Measure A with 79% of the votes to extend the 1/2 percent tax. Measure A took effect April 1, 2010 and will remain in effect for 30 years, with the revenues being allocated for transportation improvements. The allocation of the 1/2 percent differ between Measure D and Measure A. On average the County will receive approximately 20% less revenue for local streets and roads with Measure A than it received under the Measure D distribution.

Road Sales Taxes - Measure A for the County is expected to continue to decline due to slowing retail sales related to the economy and will generate approximately \$5.5 million for FY 2010-11, a decrease of \$1.4 million or 20% from FY 2008-09 Actual Revenues.

Roads Measure D-A Sales Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	6,742,112	7,155,066	582,776	8.6%
2007-08	7,420,354	7,333,550	178,484	2.5%
2008-09	7,750,000	6,860,496	(473,053)	-6.5%
2009-10 (Estimated)	6,591,271	5,500,000	(1,360,496)	-19.8%
2010-11(Recommended)	5,500,000		--	0.0%

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.

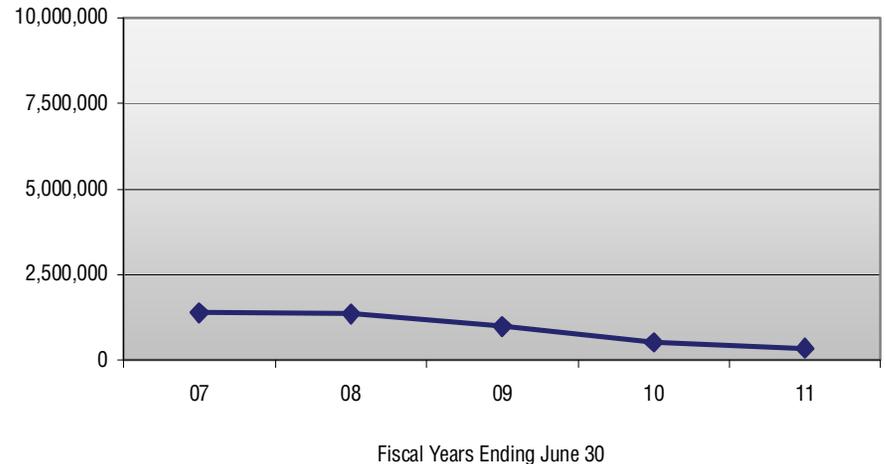
The local transportation authority, Santa Barbara County Association of Governments (SBCAG) apportions available funds by population to areas within the County. After claims for transit funding are met, the balance of the County’s share may be used for street and road repairs.

Road sales tax revenue decreased \$466,000 or 48% in FY 2009-10 due to a direct allocation of transit funds to the City of Santa Maria for the BREEZE bus service. The further decline of \$162,000 or 32% in FY 2010-11 for the County’s share is based on the slowing economy and resulting retail sales post allocations to cities and entities that provide transit services.

Roads Sales Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	1,394,991	1,379,016	35,483	2.6%
2007-08	1,407,634	1,343,205	(35,811)	-2.6%
2008-09	1,158,600	974,629	(368,577)	-27.4%
2009-10 (Estimated)	467,000	509,000	(465,629)	-47.8%
2010-11(Recommended)	347,000		(162,000)	-31.8%

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 2006-07 high of \$7.5 million is expected to continue to decline through FY 2009-10 due to the slowdown of building permit fees as a result of the continued decline in construction activity. Revenues are expected to improve in FY 2010-11 due to increased Site Mitigation Unit oil field remediation oversight from the elimination of staffing vacancies, increased focus on direct billable activities and improved collections processes.

Building Permits

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	7,416,398	7,499,588	838,238	12.6%
2007-08	7,955,674	6,526,665	(972,923)	-13.0%
2008-09	8,439,211	6,102,210	(424,455)	-6.5%
2009-10 (Estimated)	5,677,943	6,229,765	127,555	2.1%
2010-11(Recommended)	6,712,909		483,144	7.8%

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. In FY 2010-11, revenue is expected to remain close to FY 2009-10 levels, reflecting continued low levels of new home construction.

Development and Zoning Permits

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	5,330,878	4,497,243	(265,730)	-5.6%
2007-08	5,397,944	4,660,200	162,957	3.6%
2008-09	5,436,216	5,055,168	394,968	8.5%
2009-10 (Estimated)	3,647,572	4,152,000	(903,168)	-21.8%
2010-11(Recommended)	3,859,470		(292,530)	-7.0%

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 2010-11 revenue from these sources is estimated to remain relatively flat due to low inflation rates and stable activity in the number of sales, licenses and permits issued.

Franchises and Misc. Permits

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	3,717,238	3,864,213	166,387	4.5%
2007-08	3,816,051	4,567,142	702,929	18.2%
2008-09	4,092,943	4,467,181	(99,961)	-2.2%
2009-10 (Estimated)	4,533,872	4,455,747	(11,434)	-0.3%
2010-11(Recommended)	4,486,065		30,318	0.7%

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. It is anticipated that energy permit revenue will increase by 19% in FY 2010-11 due to increased permit activity related to specific projects expected to move forward.

Oil and Gas Permits

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	1,494,961	1,192,395	90,086	8.2%
2007-08	1,431,791	1,189,634	(2,761)	-0.2%
2008-09	1,394,867	1,087,480	(102,154)	-8.6%
2009-10 (Estimated)	1,051,396	1,027,330	(60,150)	-5.5%
2010-11(Recommended)	1,222,326		194,996	19.0%

FINES, FORFEITURES AND PENALTIES

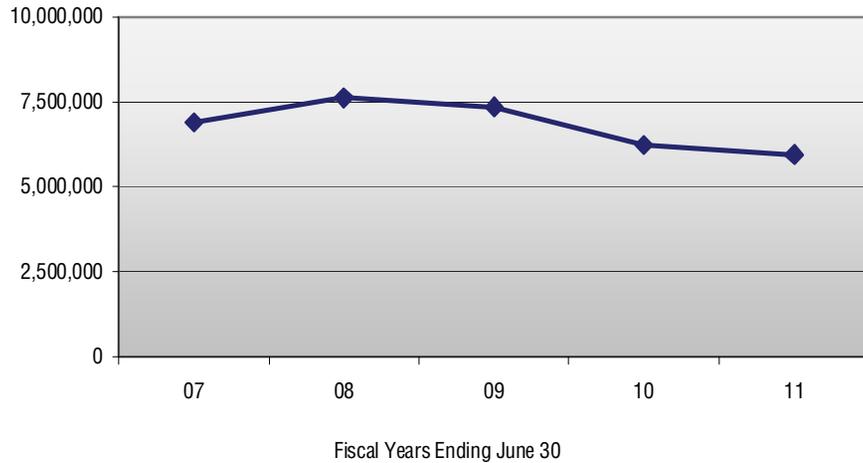
Various Fines and Penalties

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 FY 2010-11 amount reflects a decrease of \$278,000 or 4%, mainly due to continuing decreases in various vehicle code violations as a result of reductions in personnel assigned to traffic and code enforcement duties and offenders' electing to pay penalties over a longer period of time instead of all at once or having fines reduced due to financial hardship.

Various Fines and Penalties

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	7,233,089	6,892,857	(866,142)	-11.2%
2007-08	7,549,428	7,625,667	732,810	10.6%
2008-09	7,377,640	7,345,710	(279,957)	-3.7%
2009-10 (Estimated)	7,243,084	6,226,530	(1,119,180)	-15.2%
2010-11(Recommended)	5,948,684		(277,846)	-4.5%

Five Year Trend



FINES, FORFEITURES AND PENALTIES

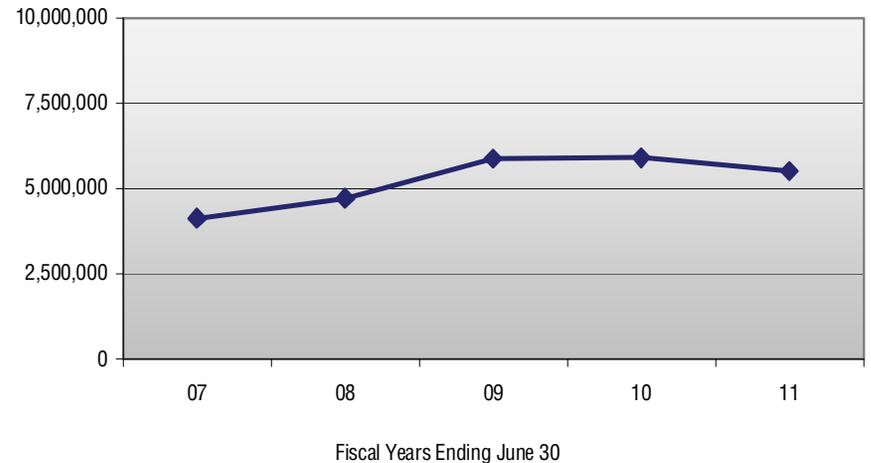
Property Tax Penalties

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 follow when collections take place. These revenues have increased in recent years and are believed to have reached their peak. Property Tax Penalties are anticipated to remain strong in FY 2010-11 as property owners continue to struggle in the slow economic environment.

Property Tax Penalties

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	3,381,000	4,125,817	(134,885)	-3.2%
2007-08	3,780,000	4,706,422	580,605	14.1%
2008-09	3,719,000	5,872,873	1,166,451	24.8%
2009-10 (Estimated)	5,900,000	5,900,000	27,127	0.5%
2010-11(Recommended)	5,500,000		(400,000)	-6.8%

Five Year Trend



USE OF MONEY AND PROPERTY

Interest

This revenue is comprised of interest earned on cash deposits and investments (usually treasury notes, CDs 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. Conversely, 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 thus 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.

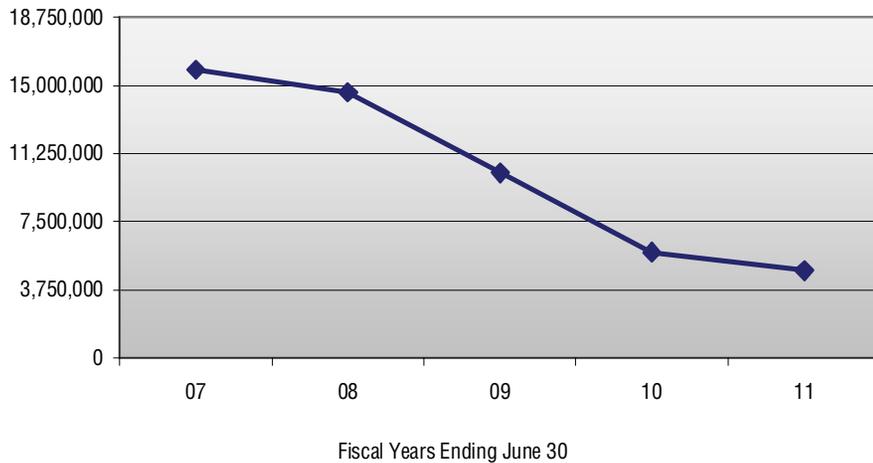
Interest earnings for FY 2010-11 are anticipated to decrease due to both lower cash balances from the completion of capital projects and use of cash reserves to fund ongoing operations. In addition, low interest rates are currently at record lows. It is anticipated that there will be fewer gains (both realized and unrealized) recognized in FY 2010-11.

Interest

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	9,741,250	15,850,128	5,122,585	47.8%
2007-08	10,567,662	14,634,036	(1,216,092)	-7.7%
2008-09	10,256,836	10,194,934	(4,439,102)	-30.3%
2009-10 (Estimated)	8,335,560	5,815,200	(4,379,734)	-43.0%
2010-11 (Recommended)	4,812,081		(1,003,119)	-17.2%

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Five Year Trend



FEDERAL AND STATE REVENUE

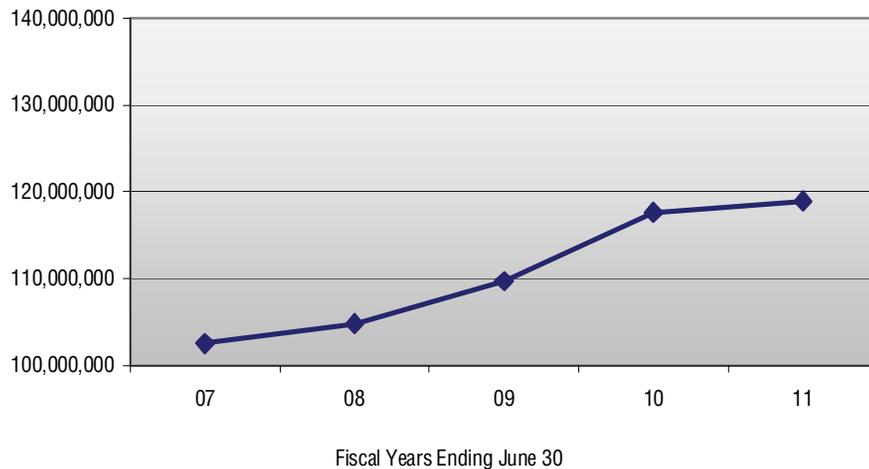
Social Services Programs

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 Cal-Works, Medi-Cal, Food Stamps, General Relief, Child Welfare Services, In-Home Supportive Services, Foster care, 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 services programs increase by \$1.4 million in FY 2010-11 over the FY 2009-10 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 (\$0.9 million), CalWorks assistance program (\$1.7 million), and the adoption assistance program (\$0.5 million), which is partially offset by a reduction in revenues claimed for administration of the Medi-Cal eligibility program (-\$1.5 million).

Social Services Programs

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	104,117,119	102,508,522	1,040,433	1.0%
2007-08	111,547,807	104,810,787	2,302,265	2.2%
2008-09	112,035,861	109,717,126	4,906,339	4.7%
2009-10 (Estimated)	122,162,935	117,579,207	7,862,081	7.2%
2010-11 (Recommended)	118,930,523		1,351,316	1.1%

Five Year Trend



FEDERAL AND STATE REVENUE

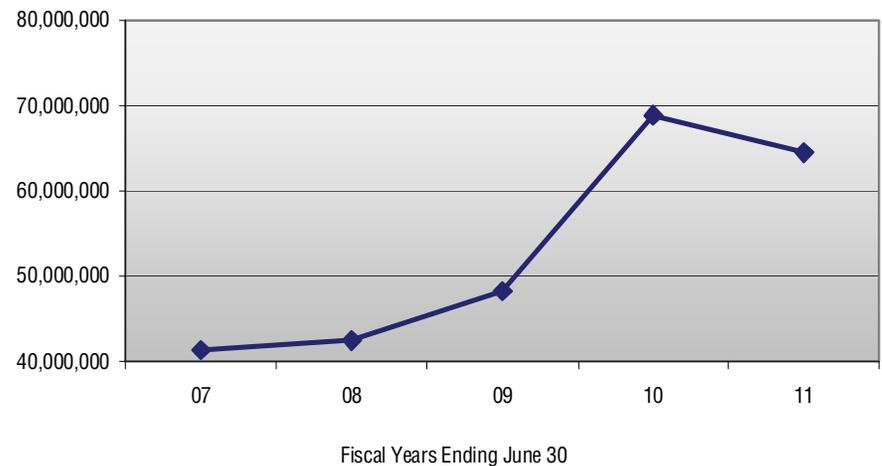
Misc. Federal and State

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 and the American Recovery and Reinvestment Act of 2009 (ARRA) funds. The FY 2009-10 increase of \$20.6 million, or 43%, is primarily due to: ARRA grants for health and human services due to a temporary increase in the Federal Medical Assistance Percentage (FMAP); transportation projects; housing and public safety services (\$15.6 million); federal and state grants for various bridge projects and road rehabilitation and paving projects (\$2 million); as well as federal HOME Community Development Block grants (CDBG) funds distributed via the Housing and Community Development Department (\$3 million). This revenue will decrease the following year as projects are completed.

Misc. Federal and State

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	41,222,589	41,291,257	7,819,837	23.4%
2007-08	45,415,127	42,474,134	1,182,877	2.9%
2008-09	50,224,329	48,243,935	5,769,801	13.6%
2009-10 (Estimated)	64,287,238	68,882,404	20,638,469	42.8%
2010-11 (Recommended)	64,500,002		(4,382,402)	-6.4%

Five Year Trend



FEDERAL AND STATE REVENUE

State Realignment Allocation

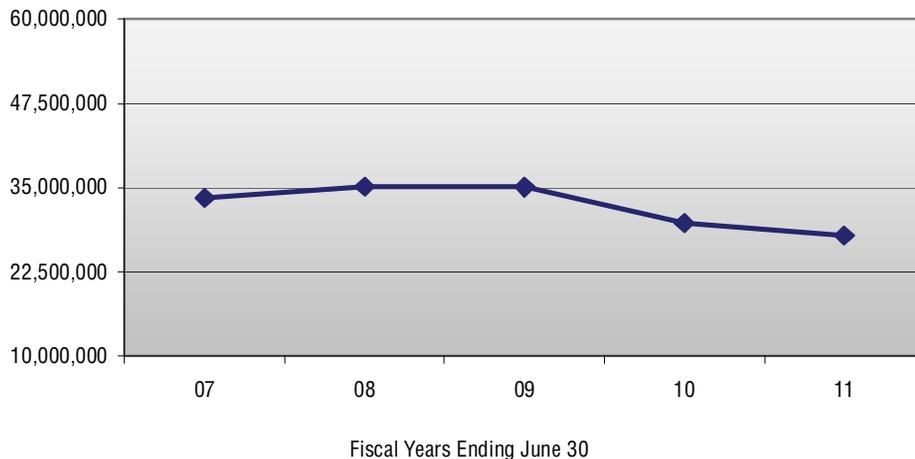
During FY 1991-92, the State experienced a budget deficit and revenue increases were used to balance the budget. Among the most significant was the shift of responsibility from the State to counties for health, mental health and various social services programs, accompanied by a source of revenue to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

The changes are known as Realignment and the new revenues allocated to counties to fund these programs were a ½ 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. Activity in this category is driven by the State economy (sales tax revenue), vehicle license fees growth, 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. The allocation for FY 2010-11 is anticipated to continue to decrease by \$1.9 million or 6.3% due to the sustained reduction in retail sales statewide due to the current uncertain economic conditions.

State Realignment Allocation

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	32,502,788	33,470,878	(65,469)	-0.2%
2007-08	35,919,428	35,134,077	1,663,199	5.0%
2008-09	36,726,662	35,074,045	(60,032)	-0.2%
2009-10 (Estimated)	31,428,203	29,738,525	(5,335,520)	-15.2%
2010-11 (Recommended)	27,858,537		(1,879,988)	-6.3%

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.

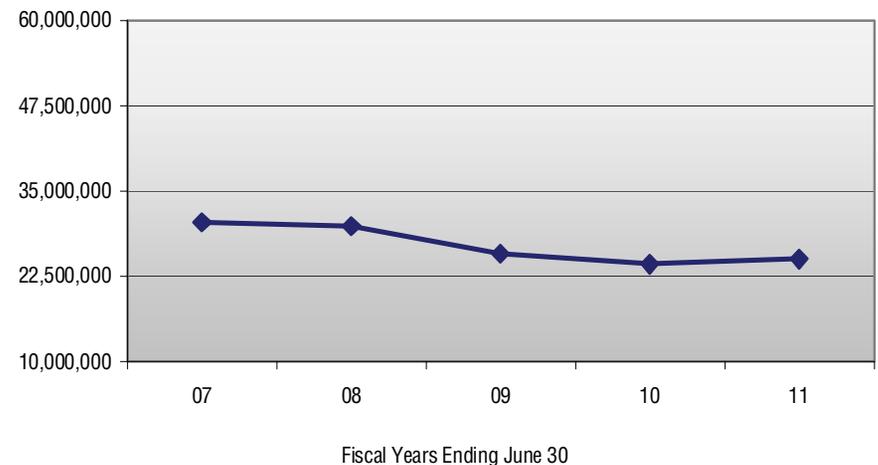
One-half percent of statewide taxable sales are first deposited into the State's Local Public Safety Pool. This revenue is then allocated to county governments throughout the State based on a factor. Each year, the factor is determined based upon prior year actual sales in the County divided by the total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

Proposition 172 sales tax receipts declined by 13.4% in FY 2008-09 and an estimated 6% in FY 2009-10 due to adverse economic conditions and reductions in consumer spending. The decline in taxable sales occurred in nearly all sectors. Taxable sales are anticipated to show a modest increase of 2.9% in FY 2010-11.

Prop. 172 Proceeds

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	33,084,355	30,407,052	(660,272)	-2.1%
2007-08	32,676,175	29,844,240	(562,812)	-1.9%
2008-09	30,463,776	25,846,451	(3,997,789)	-13.4%
2009-10 (Estimated)	24,873,225	24,288,887	(1,557,564)	-6.0%
2010-11 (Recommended)	24,999,801		710,914	2.9%

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 FY 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 FY 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.

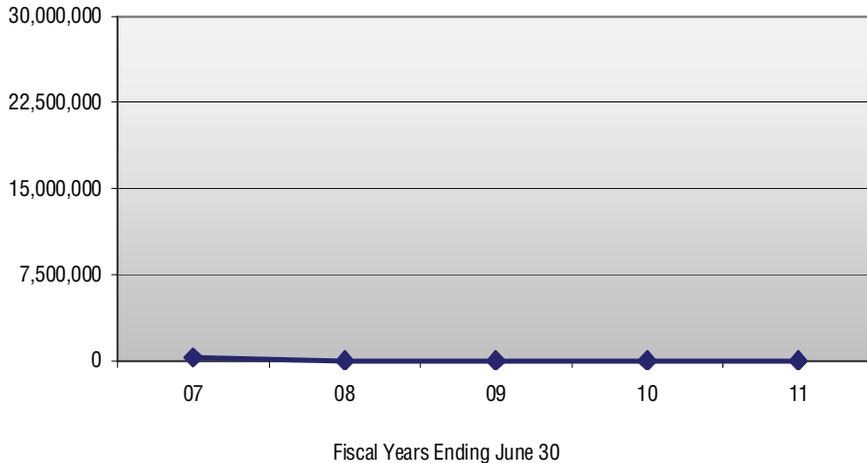
Revenue was recognized in FY 2005-06 as the State, one year earlier than anticipated, repaid the \$8.4 million MVLF loan to the County.

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
2006-07	--	270,536	(8,145,416)	-96.8%
2007-08	--	--	(270,536)	-100.0%
2008-09	--	--	--	--
2009-10 (Estimated)	--	--	--	--
2010-11 (Recommended)	--	--	--	--

Five Year Trend



FEDERAL AND STATE REVENUE

Health Care

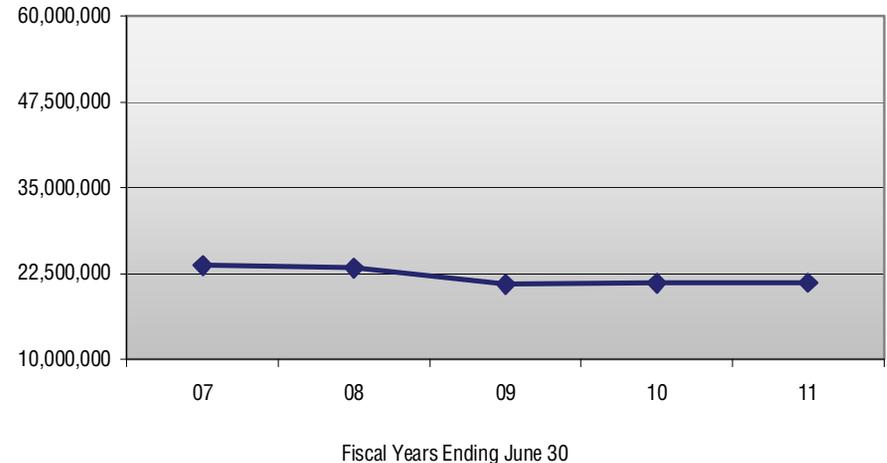
This includes Federal (29%), State (61%), and other governmental agencies (10%) revenues received for the administration and delivery of public health, medical services and special services programs. These revenues are for mandated reinvestment into the county Federally Qualified Health Centers (FQHCs) 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 2010-11 revenues are expected to increase slightly by \$45,000 or 0.2% due to stabilized program revenues from the various state and federal programs continuing the trend from the previous fiscal years.

Health Care

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	21,478,904	23,643,288	2,349,665	11.0%
2007-08	23,939,118	23,299,342	(343,946)	-1.5%
2008-09	20,092,631	20,900,423	(2,398,919)	-10.3%
2009-10 (Estimated)	20,716,198	21,085,480	185,057	0.9%
2010-11 (Recommended)	21,130,260		44,780	0.2%

Five Year Trend



FEDERAL AND STATE REVENUE

Child Support Program

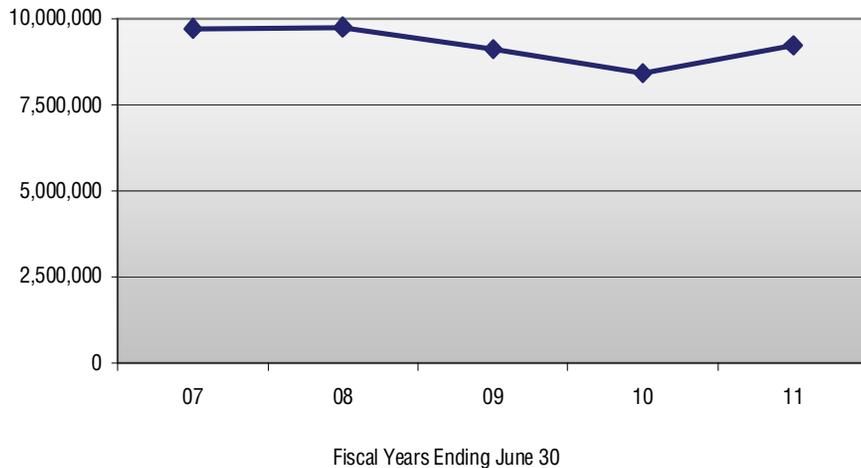
Federal (66%) and State (34%) revenues received by the Department of Child Support Services fund collections and case management services. These services include locating and establishing paternity, obtaining and enforcing court orders for child support, and collecting and distributing child support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

Fiscal Year 2010-11 revenues are expected to increase by \$811,000, or 10%, due to federal and state funding increases intended to offset a decrease in American Recovery and Reinvestment Act of 2009 (ARRA) funding.

Child Support Program

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	9,554,707	9,720,942	448,319	4.8%
2007-08	9,847,650	9,755,507	34,565	0.4%
2008-09	9,627,986	9,112,403	(643,104)	-6.6%
2009-10 (Estimated)	9,418,875	8,410,309	(702,094)	-7.7%
2010-11 (Recommended)	9,221,254		810,945	9.6%

Five Year Trend



FEDERAL AND STATE REVENUE

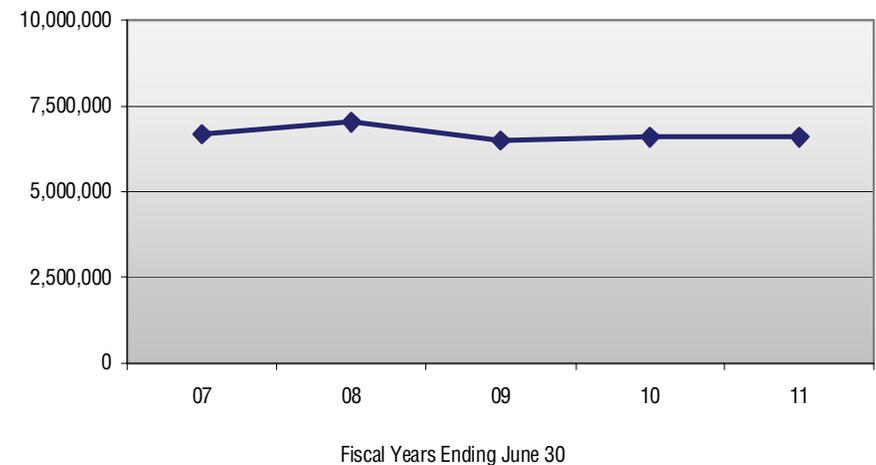
State Highway Users Tax

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 continue to remain flat in FY 2010-11 after a significant decrease experienced in FY 2008-09 of \$531,000 or 8%.

State Highway Users Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	7,524,705	6,673,368	(457,952)	-6.4%
2007-08	7,384,745	7,028,676	355,308	5.3%
2008-09	6,881,000	6,497,984	(530,691)	-7.6%
2009-10 (Estimated)	6,283,520	6,599,000	101,016	1.6%
2010-11 (Recommended)	6,599,000		--	0.0%

Five Year Trend



FEDERAL AND STATE REVENUE

Mental Health

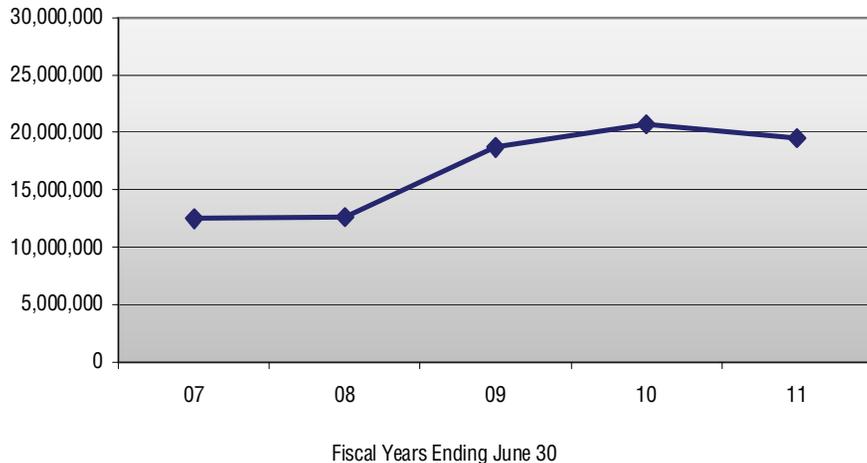
State and Federal revenues for the Alcohol, Drug, and Mental Health Services Department fund core mental health and alcohol and drug prevention programs to adults and children. Primary revenues for the department consist of: Medi-Cal; Medicare; state realignment and motor vehicle license fees; state managed care allocation; and state Mental Health Service Act (MHSA) (Proposition 63) funding, which places a 1% tax on personal income over \$1 million. In past years, the department received federal and state block grant funds for the Substance Abuse and Crime Prevention Act (SACPA) (Proposition 36), which provided funding for substance abuse treatment services to drug offenders; however, this funding source was eliminated in FY 2009-10.

In FY 2010-11, revenues are expected to decrease by \$1.2 million, or 6%, primarily due to the following: declining MHSA state revenues due to a reduction in personal income taxes that fund MHSA; loss of an Early Childhood Mental Health Services grant; an increase in un-reimbursable services provided to indigent clients in Adult Care programs; decreases in State realignment and motor vehicle license fees; and a loss of SACPA grant funding. These decreases were partially offset by an increase in ARRA funds.

Mental Health

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	6,540,900	12,469,318	5,072,497	68.6%
2007-08	10,572,755	12,625,532	156,214	1.3%
2008-09	12,668,180	18,712,526	6,086,994	48.2%
2009-10 (Estimated)	26,834,821	20,713,350	2,000,824	10.7%
2010-11 (Recommended)	19,522,661		(1,190,689)	-5.7%

Five Year Trend



FEDERAL AND STATE REVENUE

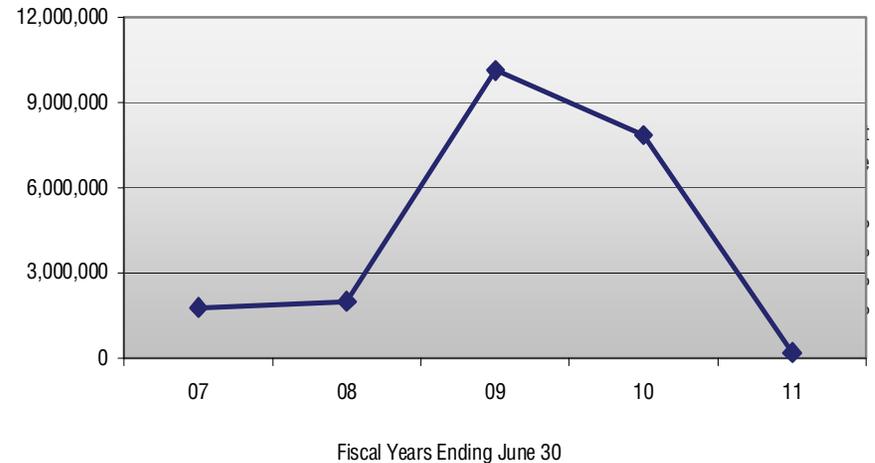
Disaster Assistance

Disaster Assistance revenues are monies received for emergency disaster relief and restoration work from the Federal and State emergency management assistance programs (FEMA and CalEMA). Currently, two active disaster projects are open as a result of the 2005 winter storms and the 2009 Jesusita Fire; there are four inactive disaster projects waiting for an official Federal and State close out. The decrease of \$7.7 million or 98% is related to the substantial completion of disaster projects in FY 2009-2010.

Disaster Assistance

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	2,452,750	1,777,257	(4,021,685)	-69.4%
2007-08	1,355,500	2,009,347	232,090	13.1%
2008-09	1,256,496	10,128,032	8,118,685	404.0%
2009-10 (Estimated)	264,380	7,852,512	(2,275,520)	-22.5%
2010-11 (Recommended)	194,704		(7,657,808)	-97.5%

Five Year Trend



CHARGES FOR SERVICES

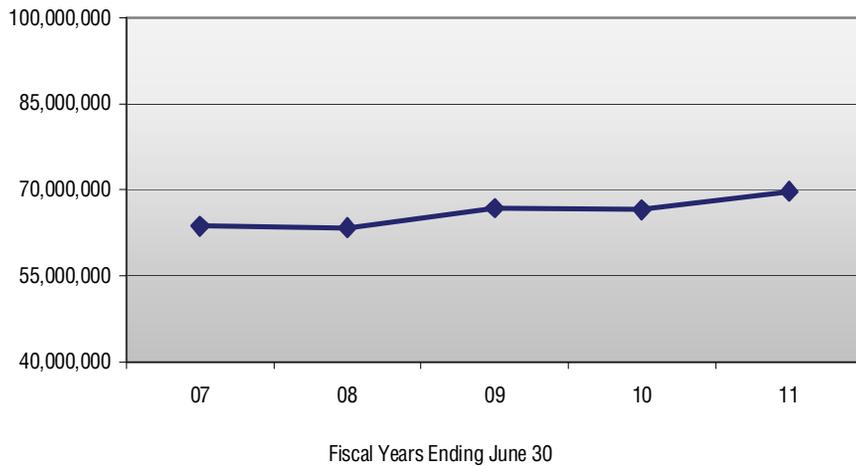
Public and Mental Health Services

These revenues primarily 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 FY 2010-11 increase of \$3.2 million, or 5%, is primarily driven by cost-of-living increases in reimbursements, a rate increase, and an increase in the number of Medi-Cal qualified patients served due to the expansion of services provided through County clinics by the Public Health Department in prior fiscal years.

Public and Mental Health Services

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	68,186,186	63,690,585	6,323,359	11.0%
2007-08	69,807,375	63,312,934	(377,651)	-0.6%
2008-09	62,281,160	66,796,053	3,483,120	5.5%
2009-10 (Estimated)	68,387,982	66,522,938	(273,116)	-0.4%
2010-11(Recommended)	69,737,491		3,214,553	4.8%

Five Year Trend



CHARGES FOR SERVICES

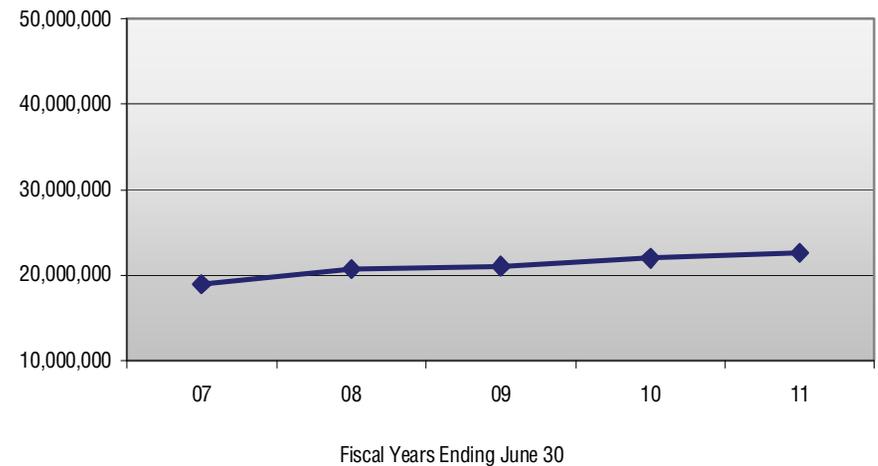
Sanitation Services

This includes charges for processing solid waste, solid waste enforcement fees and charges for processing effluent by the Laguna County Sanitation District. The increase of \$647,000 or 3% is due to increases in effluent processing charges for FY 2010-11 related to sanitation services.

Sanitation Services

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	21,647,501	18,950,568	(1,483,624)	-7.3%
2007-08	21,563,629	20,688,105	1,737,537	9.2%
2008-09	22,162,986	21,022,213	334,108	1.6%
2009-10 (Estimated)	22,757,867	21,985,403	963,190	4.6%
2010-11(Recommended)	22,631,924		646,521	2.9%

Five Year Trend



CHARGES FOR SERVICES

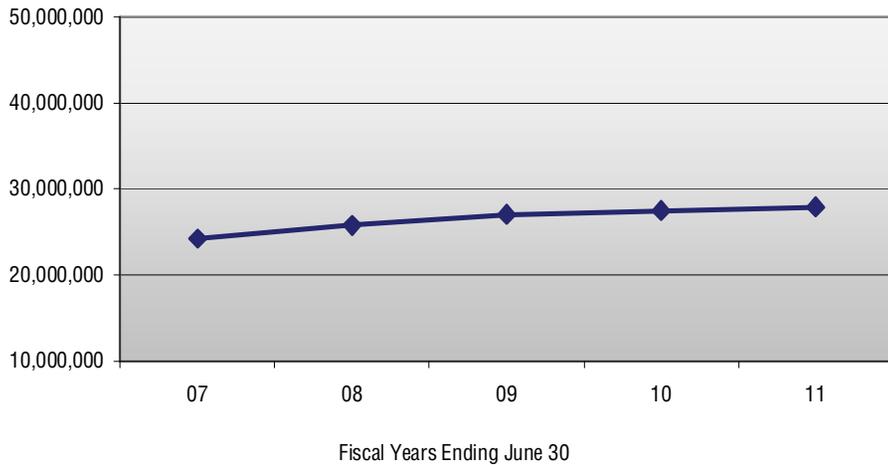
Contracted Services

\$27.9 million in revenues will be collected for Contracted Services in FY 2010-11 and consists primarily of providing services to the State of California for fire protection services - \$6.7 million; non-governmental agencies for fire protection services - \$1.5 million; Superior Court for Sheriff bailiff services - \$5.4 million; City of Goleta for Sheriff services - \$6.7 million; City of Carpinteria for Sheriff services - \$3.1 million; City of Buellton for Sheriff services - \$1.5 million; City of Solvang for Sheriff services - \$1.3 million; maintenance of State parolees - \$0.5 million; and city contracts for animal control services and health fees - \$1.1 million.

Contractual Services

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	22,538,537	24,210,505	1,890,994	8.5%
2007-08	24,508,500	25,764,658	1,554,153	6.4%
2008-09	27,134,134	27,029,944	1,265,286	4.9%
2009-10 (Estimated)	27,777,260	27,497,619	467,675	1.7%
2010-11(Recommended)	27,900,636		403,017	1.5%

Five Year Trend



CHARGES FOR SERVICES

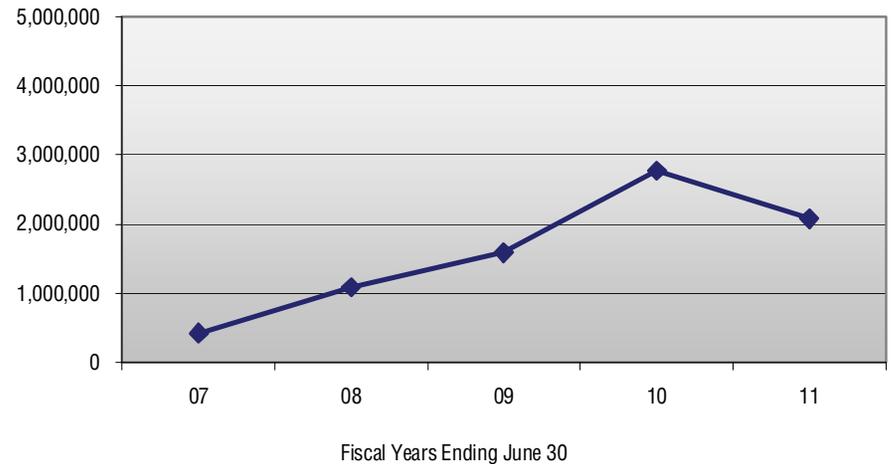
Road Project Reimbursement

This includes revenues received for qualified cooperative transportation projects from the Santa Barbara County Association of Governments (SBCAG), Road Mitigation Impact Trust Funds and report reimbursement of road fund labor costs charged to internal road division funds. This revenue fluctuates each year based on economic conditions and the number of projects planned through SBCAG and the County as determined by available revenues for transportation projects. Revenues are projected to decrease \$692,000 or 25% in FY 2010-11.

Road Project Reimbursement

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	826,000	424,676	(1,029,225)	-70.8%
2007-08	240,000	1,086,112	661,436	155.8%
2008-09	344,000	1,586,263	500,151	46.0%
2009-10 (Estimated)	2,098,012	2,773,502	1,187,239	74.8%
2010-11(Recommended)	2,081,377		(692,125)	-25.0%

Five Year Trend



CHARGES FOR SERVICES

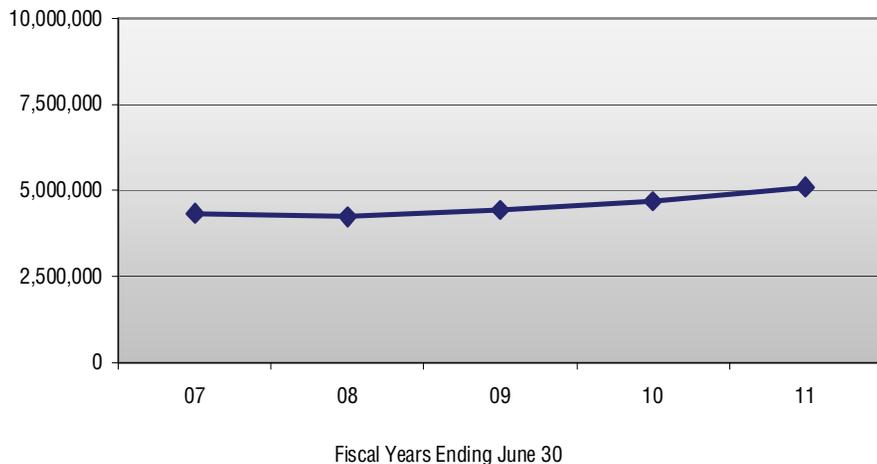
Park Services

This revenue consists of camping, boating, park group area and wedding reservation fees; concession fees at Cachuma Lake and Jalama Beach; the restaurants at Arroyo Burro Beach and Goleta Beach; and Arts Commission grant revenue. The FY 2009-10 estimated Parks Charges for Services revenue will increase 6%, or \$259,000, from the prior year actual due to a new wedding reservation program created mid-year and from new camping and other user fees at Cachuma Lake and Jalama Beach approved in January, 2010. In FY 2010-11, revenues are expected to increase by 9%, or \$414,000 from FY 2009-10 estimated due to new concessions at Goleta Beach, Cachuma Lake, and Arroyo Burro Beach, and the wedding reservation program and fee increases implemented mid-year FY 2009-10.

Park Services

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2006-07	4,216,580	4,332,256	444,872	11.4%
2007-08	4,279,425	4,236,392	(95,864)	-2.2%
2008-09	4,916,449	4,424,198	187,806	4.4%
2009-10 (Estimated)	5,012,087	4,683,497	259,299	5.9%
2010-11(Recommended)	5,097,652		414,156	8.8%

Five Year Trend



MISCELLANEOUS

Tobacco Settlement and Proposition 10

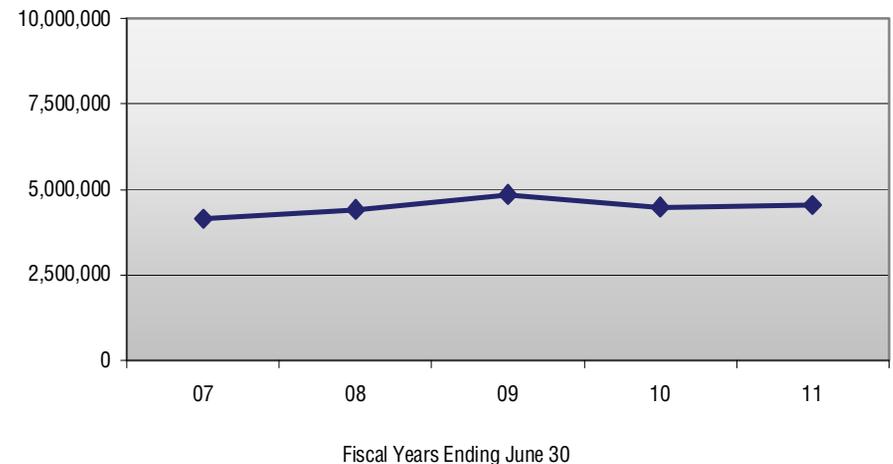
From provisions of a November 1998 Master Settlement Agreement (MSA) between forty-six states, including California, and the major tobacco companies to recover the costs of treating smoking-related illness and unfair business practices claims, Santa Barbara County will receive approximately \$4.5 million 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 2010-11, it is estimated that approximately \$4.5 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
2006-07	4,445,141	4,146,818	183,615	4.6%
2007-08	3,949,450	4,414,689	267,871	6.5%
2008-09	4,428,588	4,851,052	436,364	9.9%
2009-10 (Estimated)	4,417,598	4,491,636	(359,416)	-7.4%
2010-11(Recommended)	4,547,777		56,141	1.2%

Five Year Trend



TEN YEAR COUNTY BUDGETED FTEs STAFFING COMPARISON

Fiscal Year 2001-02 through Fiscal Year 2010-11 Budgeted FTEs

	<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>Adopted</u>	<u>09-10</u> <u>Adopted</u>	<u>10-11</u> <u>Recommend</u>
Policy & Executive										
Board of Supervisors	21.15	21.08	21.15	21.50	22.50	22.80	23.00	22.50	22.75	21.12
County Executive Office	25.50	24.23	24.00	23.00	25.00	23.00	23.64	22.84	20.00	31.00 (12)
County Counsel	46.08	45.66	44.45	45.01	45.70	45.44	45.45	42.24	37.67	36.11
Sub-Total	92.73	90.97	89.60	89.51	93.20	91.24	92.09	87.58	80.42	88.23
Law & Justice										
Court Special Services	27.50	28.20	0.00 (3)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
District Attorney	141.00	135.32	135.59	133.53	135.74	138.43	138.02	130.91	118.75	119.72
Public Defender	68.70	68.70	69.70	68.77	69.70	71.66	71.44	68.11	66.58	67.70
Sub-Total	237.20	232.22	205.29	202.30	205.44	210.09	209.46	199.02	185.33	187.42
Public Safety										
Fire	244.82	249.60	250.70	250.53	263.50	270.50	285.27	285.27	285.27	278.77
Probation	418.18	397.63 (1)	368.41 (4)	372.15	382.10	382.67	383.60	379.27	344.72	341.17
Sheriff	661.36	659.64	669.09	667.51	692.36	692.37	699.36	675.99	671.93	644.47
Sub-Total	1,324.36	1,306.87	1,288.20	1,290.19	1,337.96	1,345.54	1,368.23	1,340.53	1,301.92	1,264.41
Health & Public Assistance										
Alcohol, Drug, & Mental Health	270.17	302.23	282.79	304.84	289.90	304.78	332.58	291.47	298.51	268.59
Child Support Services	118.54	123.61	117.34	116.85	111.98	106.07	102.35	90.58	89.23	82.05
Public Health Department	567.80	559.11	554.15	564.20	554.62	534.92	534.91	513.61	501.20	503.25
Social Services	640.24	610.12 (2)	574.51 (5)	601.72 (7)	622.48	648.47	648.50	642.42	627.77	587.06
Sub-Total	1,596.75	1,595.07	1,528.79	1,587.61	1,578.98	1,594.24	1,618.34	1,538.08	1,516.71	1,440.95
Community Resources & Public Facilities										
Agricultural Commissioner	36.50	36.77	34.81	35.15	34.64	35.35	32.85	33.25	31.00	27.13
Housing & Community Dev	0.00	0.00	11.00 (6)	12.00	12.00	11.54	13.00	12.25	12.10	18.00 (12)
Parks	94.75	93.43	91.83	91.63	81.78	84.95	85.40	82.17	83.20	80.44
Planning & Development	183.33	164.65	154.28	153.54	135.92 (8)	135.28	149.24 (10)	118.27	97.22	97.74
Public Works	367.47	363.58	356.59	352.24	340.08	335.98	332.23	314.01	308.28	293.00
Sub-Total	682.05	658.43	648.51	644.56	604.42	603.10	612.72	559.95	531.80	516.31
Support Services										
Auditor-Controller	58.70	55.85	54.18	54.00	53.73	56.85	57.85	54.26	51.25	49.25
Clerk-Recorder-Assessor	111.88	110.92	110.92	112.63	117.55	118.34	118.39	112.62	110.38	104.38
General Services	180.89	176.47	170.04	157.99	154.45	158.16	157.46	122.73 (11)	114.73	100.13
Human Resources	27.89	29.11	27.84	29.42	29.05	31.92	30.90	29.93	27.44	24.50
Treasurer-Tax Collector	55.69	49.61	49.63	50.74	50.74	51.48	50.49	49.50	48.76	44.86
Information Technology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	46.00 (11)	46.00	40.62
Sub-Total	435.05	421.96	412.61	404.78	405.52	416.75	415.09	415.04	398.56	363.74
General County Programs										
General County Programs	15.75	29.75	19.56 (6)	15.01	29.87 (8)	44.77 (9)	35.00 (10)	31.01 (11)	31.00	14.00 (12)
Sub-Total	15.75	29.75	19.56	15.01	29.87	44.77	35.00	31.01	31.00	14.00
Total	4,383.89	4,335.27	4,192.56	4,233.96	4,255.39	4,305.73	4,350.93	4,171.21	4,045.74	3,875.06

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 work-load 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) Probation Department reduced 20.6 FTEs due to grant reductions or terminations and Tri-Counties Boot Camp downsizing.
- (2) 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.
- (3) Remaining Court employees funded directly by the State.
- (4) Probation Department reduced 29.2 FTEs due to grant reductions or termination and the completion of the Tri-Counties Boot Camp downsizing.
- (5) Social Services reduced FTEs to cover cost of living adjustment for FTEs in CalWorks, Food Stamp and Medi-Cal Programs.
- (6) Housing & Community Development becomes a separate department from General County Programs.
- (7) 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.
- (8) Increases General County Program 15 FTEs due to the shift of Comprehensive and Long Range Planning from the Planning and Development Department.
- (9) 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.
- (10) 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.
- (11) 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.
- (12) Increases in the County Executive Office are the result of consolidating programs of the Office of Emergency Services (7.0 FTE) and the Communications Office (4.0 FTE) from the Developing Programs Division and one accounting position (1.0 FTE) from the Organization Development Division of General County Programs, less one Admin Professional position (1.0 FTE) being shifted to Social Services. Increases in Housing and Community Development are the result of consolidating Redevelopment Agency programs (4.0 FTE) from General County Programs. The decrease in General County Programs is the result of these reorganizations less 1.0 FTE resulting in service level reductions.

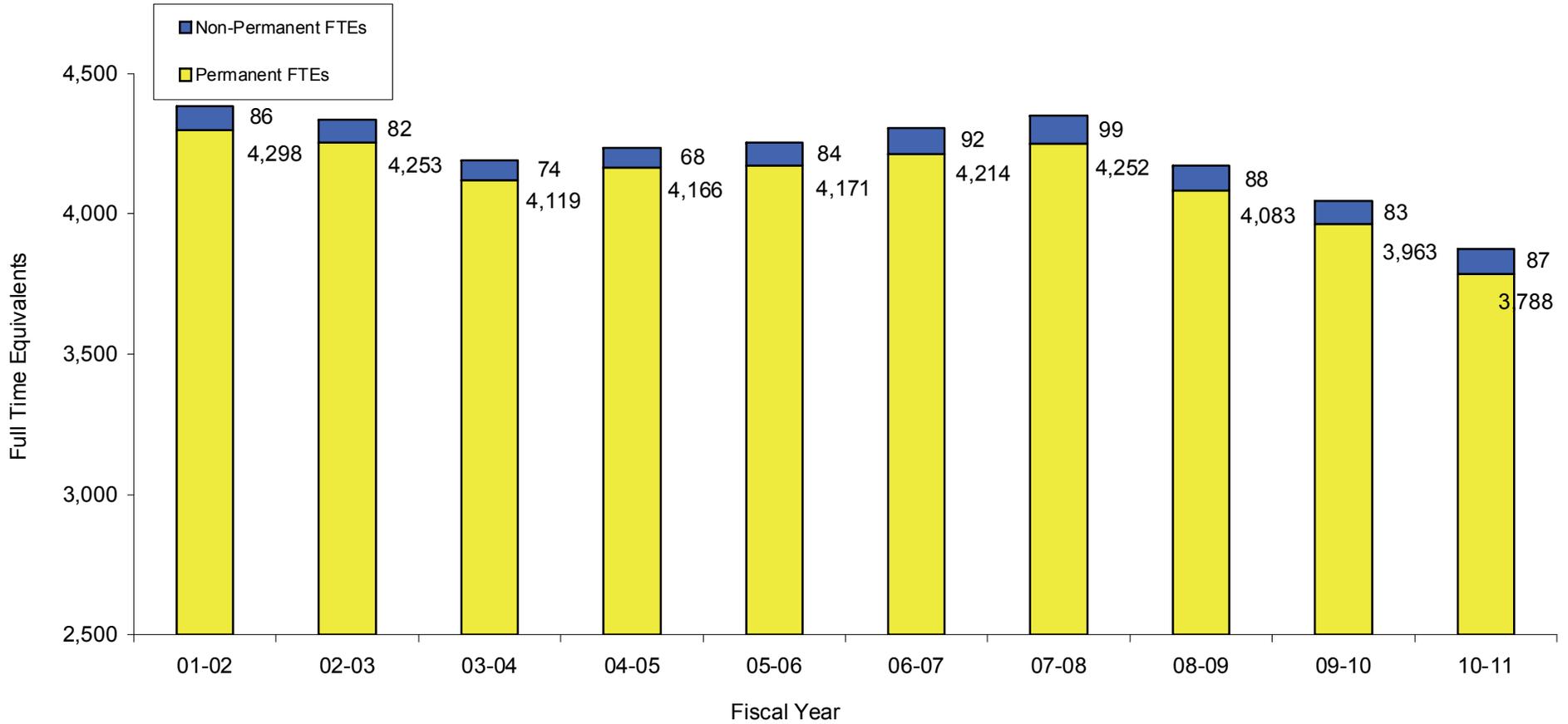
Note: Permanent FTEs includes only regular employees and contractors working 50% or more time. Non-permanent FTEs includes extra-help and contractors working less than 50% time. FTEs are counted at the percent of time worked in a normal pay period times the percent of the fiscal year worked. Totals may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

FULL-TIME EQUIVALENTS

Permanent and Nonpermanent

Fiscal Year 2010-11	Permanent	Nonpermanent	Total
Policy & Executive			
Board of Supervisors	21.12	0.00	21.12
County Executive Office	31.00	0.00	31.00
County Counsel	34.72	1.39	36.11
Sub-Total	86.84	1.39	88.23
Law & Justice			
Court Special Operations	0.00	0.00	0.00
District Attorney	118.74	0.98	119.72
Public Defender	67.70	0.00	67.70
Sub-Total	186.44	0.98	187.42
Public Safety			
Fire	254.00	24.77	278.77
Probation	328.35	12.82	341.17
Sheriff	644.47	0.00	644.47
Sub-Total	1,226.82	37.59	1,264.41
Health & Public Assistance			
Alcohol, Drug, & Mental Health	261.04	7.55	268.59
Child Support Services	82.05	0.00	82.05
Public Health Department	491.40	11.85	503.25
Social Services	586.31	0.86	587.17
Sub-Total	1,420.80	20.26	1,441.06
Community Resources & Public Facilities			
Agricultural Commissioner	26.75	0.38	27.13
Housing & Community Development	18.00	0.00	18.00
Parks	62.95	17.49	80.44
Planning & Development	97.30	0.44	97.74
Public Works	287.00	6.00	293.00
Sub-Total	492.00	24.31	516.31
Support Services			
Auditor-Controller	49.25	0.00	49.25
Clerk-Recorder-Assessor	104.38	0.00	104.38
General Services	97.63	2.50	100.13
Human Resources	24.50	0.00	24.50
Treasurer-Tax Collector	44.86	0.00	44.86
Information Technology	40.62	0.00	40.62
Sub-Total	361.24	2.50	363.74
General County Programs			
General County Programs	14.00	0.00	14.00
Sub-Total	14.00	0.00	14.00
Total	3,788.14	87.03	3,875.17

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

Source: County Adopted Budget

SECTION D



Operating Plan Budget Detail





INTRODUCTION TO D-PAGES

The Operating Plan contains a profile of every department known as the “D-pages” or departmental pages. The format of each D-page contains basic information as 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 2010-11. 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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Management	\$ 1,280,921	\$ 1,575,245	\$ 1,394,976	\$ 1,257,488
Budget & Research	1,597,833	1,515,207	1,504,457	1,641,975
Clerk of the Board	602,703	716,716	698,260	791,137
Legislative Program	282,198	277,063	290,006	295,397
Communications Office	--	--	--	678,395
Emergency Operations	--	--	--	1,041,151
Operating Sub-Total	3,763,655	4,084,231	3,887,699	5,705,543
Less: Intra-County Revenues	(1,556,992)	(1,900,321)	(1,969,960)	(1,184,592)
Operating Total	2,206,663	2,183,910	1,917,739	4,520,951
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	10,000
Expenditure Total	2,206,663	2,183,910	1,917,739	4,530,951
<i>Other Financing Uses</i>				
Operating Transfers	3,852	4,063	4,063	5,554
Designated for Future Uses	--	331,293	331,293	--
Department Total	\$ 2,210,515	\$ 2,519,266	\$ 2,253,095	\$ 4,536,505

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.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 1,995,248	\$ 2,081,446	\$ 1,991,443	\$ 3,038,571
Overtime	13,626	--	--	2,000
Extra Help	18,012	25,000	45,303	51,000
Benefits	836,373	832,510	876,170	1,371,010
Salaries & Benefits Sub-Total	2,863,259	2,938,956	2,912,916	4,462,581
Services & Supplies	900,396	1,145,275	974,783	1,242,962
Operating Sub-Total	3,763,655	4,084,231	3,887,699	5,705,543
Less: Intra-County Revenues	(1,556,992)	(1,900,321)	(1,969,960)	(1,184,592)
Operating Total	2,206,663	2,183,910	1,917,739	4,520,951
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	10,000
Expenditure Total	\$ 2,206,663	\$ 2,183,910	\$ 1,917,739	\$ 4,530,951

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.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 23,142	\$ --	(727)	\$ 262,522
Other Charges for Services	1,210,641	2,015,321	2,015,321	1,435,310
Miscellaneous Revenue	2,535	2,000	2,300	3,800
Revenue Sub-Total	1,236,318	2,017,321	2,016,894	1,701,632
Less: Intra-County Revenues	(1,556,992)	(1,900,321)	(1,969,960)	(1,184,592)
Revenue Total	(320,674)	117,000	46,934	517,040
<i>General Fund Contribution</i>	2,531,189	2,402,266	2,206,161	3,615,172
<i>Other Financing Sources</i>				
Operating Transfers	--	--	--	63,000
Use of Prior Fund Balances	--	--	--	341,293
Department Total	\$ 2,210,515	\$ 2,519,266	\$ 2,253,095	\$ 4,536,505

Introduction to D-Pages (Cont'd)

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 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Executive Management	6.9	4.3	7.0	4.8	7.0	4.7	6.0	3.7
Budget & Research	11.0	9.5	10.0	8.7	10.0	9.0	11.0	9.7
Clerk of the Board	6.0	5.9	6.0	6.0	6.0	6.0	6.0	6.0
Legislative Program	--	0.6	--	0.6	--	0.6	--	0.6
Communications Office	--	--	--	--	--	--	4.0	4.0
Emergency Operations	--	--	--	--	--	--	7.0	7.0
Total Permanent	23.9	20.3	23.0	20.0	23.0	20.3	34.0	31.0
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	0.0	--	--
Total Positions	23.9	20.3	23.0	20.0	23.0	20.3	34.0	31.0

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 2010-11. 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 format of relative performance measures in the departmental chapters show the result in the first row of data; the second row contains the actual data divided by the third row which is the base value. This example demonstrates two countywide measures that track 1) the department's number of General Liability claims vs. prior year actual, and 2) the department's number of workers' compensation claims vs. prior year actual. Please see schedule below.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	100%	100%	100%	100%
	0	0	1	0
	0	0	0	0
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	100%	100%	100%	100%
	0	0	0	0
	0	0	0	0

Policy & Executive





POLICY & EXECUTIVE

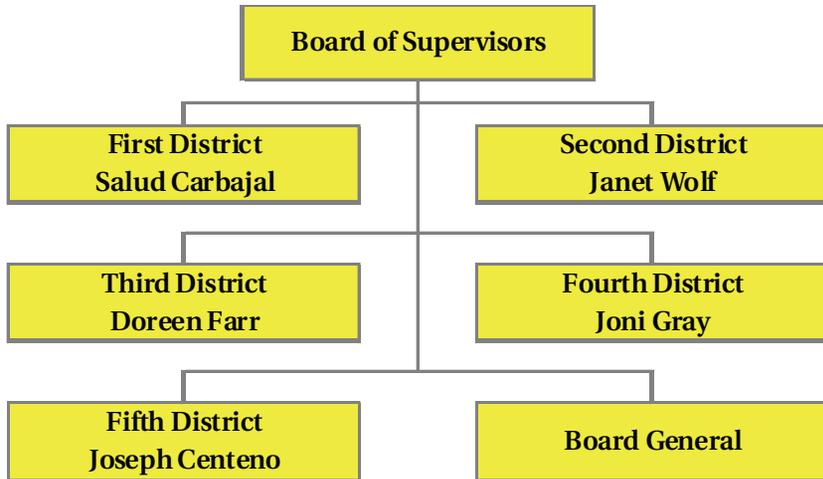
Use of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Operating Expenditures				
Board of Supervisors	\$ 2,357,922	\$ 2,737,944	\$ 2,573,128	\$ 2,780,065
County Executive Office	2,206,663	2,183,910	1,917,739	4,520,951
County Counsel	3,764,701	3,798,883	3,322,941	2,970,447
Total	8,329,286	8,720,737	7,813,808	10,271,463
Capital Equipment & Improvements				
Board of Supervisors	--	--	--	--
County Executive Office	--	--	--	10,000
County Counsel	--	--	--	--
Total	--	--	--	10,000
Designated for Future Uses				
Board of Supervisors	--	--	--	--
County Executive Office	--	331,293	331,293	--
County Counsel	--	--	--	--
Total	--	331,293	331,293	--
Operating Transfers Out				
Board of Supervisors	2,658	2,581	2,581	3,042
County Executive Office	3,852	4,063	4,063	5,554
County Counsel	5,944	5,945	5,945	5,946
Total	12,454	12,589	12,589	14,542
Total Use of Funds	\$ 8,341,740	\$ 9,064,619	\$ 8,157,690	\$ 10,296,005

Source of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Departmental Revenues				
Board of Supervisors	\$ 2,657	\$ --	(135)	\$ --
County Executive Office	(320,674)	117,000	46,934	517,040
County Counsel	551,341	510,600	523,616	481,199
Total	233,324	627,600	570,415	998,239
General Fund Contribution				
Board of Supervisors	2,357,923	2,740,525	2,575,844	2,783,107
County Executive Office	2,531,189	2,402,266	2,206,161	3,615,172
County Counsel	1,821,703	2,608,384	2,519,426	1,495,194
Total	6,710,815	7,751,175	7,301,431	7,893,473
Use of Designations/Prior Fund Balances				
Board of Supervisors	--	--	--	--
County Executive Office	--	--	--	341,293
County Counsel	1,397,601	685,844	285,844	1,000,000
Total	1,397,601	685,844	285,844	1,341,293
Operating Transfers In				
Board of Supervisors	--	--	--	--
County Executive Office	--	--	--	63,000
County Counsel	--	--	--	--
Total	--	--	--	63,000
Total Source of Funds	\$ 8,341,740	\$ 9,064,619	\$ 8,157,690	\$ 10,296,005

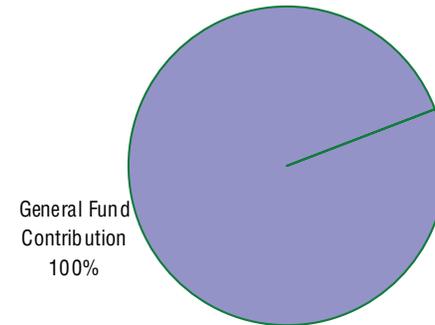
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BOARD OF SUPERVISORS

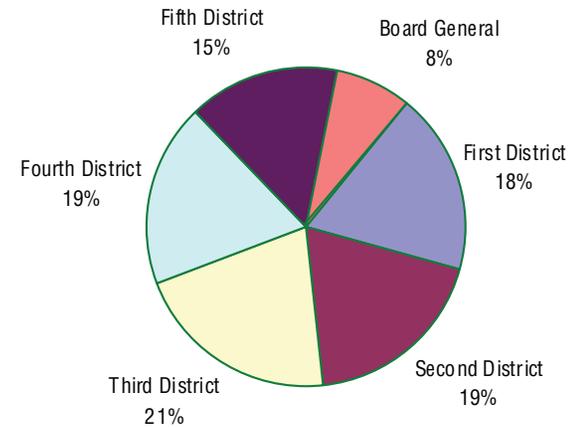
Budget & Positions (FTEs)	
Operating \$	2,780,065
Capital	-
Positions	21.1 FTEs



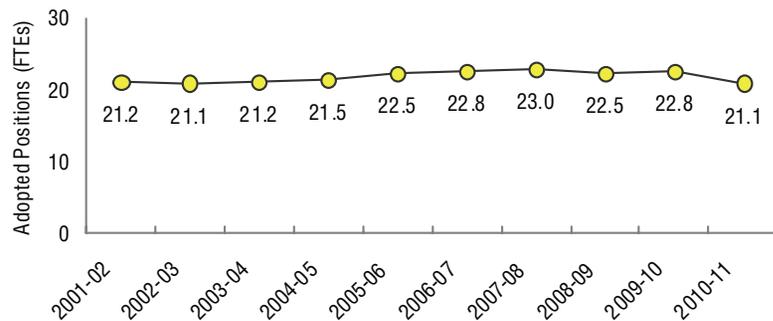
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



BOARD OF SUPERVISORS
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
First District	\$ 469,199	\$ 502,711	\$ 515,859	\$ 506,605
Second District	478,140	517,155	466,816	520,494
Third District	444,405	543,705	542,709	579,398
Fourth District	506,825	545,526	568,886	528,650
Fifth District	358,072	504,917	355,345	427,035
Board General	101,281	123,930	123,513	217,883
Expenditure Total	2,357,922	2,737,944	2,573,128	2,780,065
<i>Other Financing Uses</i>				
Operating Transfers	2,658	2,581	2,581	3,042
Department Total	\$ 2,360,580	\$ 2,740,525	\$ 2,575,709	\$ 2,783,107

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 1,563,781	\$ 1,767,661	\$ 1,546,214	\$ 1,684,032
Overtime	2,670	--	--	--
Extra Help	10,743	--	1,131	--
Benefits	594,734	721,329	808,391	779,095
Salaries & Benefits Sub-Total	2,171,928	2,488,990	2,355,736	2,463,127
Services & Supplies	185,994	248,954	217,392	316,938
Expenditure Total	\$ 2,357,922	\$ 2,737,944	\$ 2,573,128	\$ 2,780,065

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 2,657	\$ --	(135)	\$ --
Revenue Total	2,657	--	(135)	--
<i>General Fund Contribution</i>				
Department Total	2,357,923	2,740,525	2,575,844	2,783,107
Department Total	\$ 2,360,580	\$ 2,740,525	\$ 2,575,709	\$ 2,783,107

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<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	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Third District	4.0	3.7	4.5	4.5	4.5	4.5	4.5	4.4
Fourth District	4.8	4.5	4.5	4.5	4.5	4.3	4.5	4.0
Fifth District	4.8	3.3	4.8	4.3	4.8	2.7	3.8	3.3
Board General	1.0	1.5	1.0	1.5	1.0	1.5	1.0	1.5
Total Permanent	22.5	20.9	22.8	22.8	22.8	21.0	21.8	21.1
<i>Non-Permanent</i>								
Extra Help	--	0.2	--	--	--	--	--	--
Total Positions	22.5	21.1	22.8	22.8	22.8	21.0	21.8	21.1

Position Summary

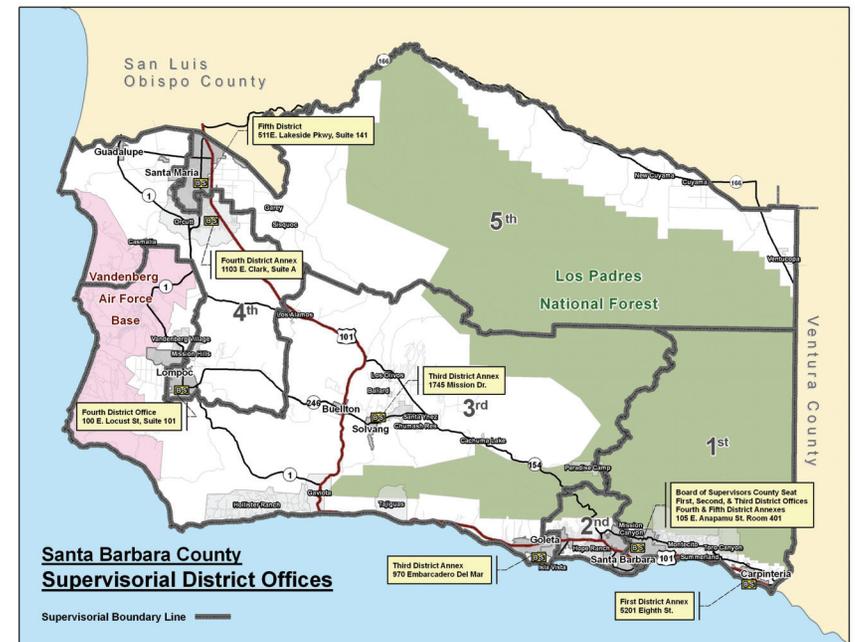
Permanent

First District	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Second District	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Third District	4.0	3.7	4.5	4.5	4.5	4.5	4.5	4.4
Fourth District	4.8	4.5	4.5	4.5	4.5	4.3	4.5	4.0
Fifth District	4.8	3.3	4.8	4.3	4.8	2.7	3.8	3.3
Board General	1.0	1.5	1.0	1.5	1.0	1.5	1.0	1.5
Total Permanent	22.5	20.9	22.8	22.8	22.8	21.0	21.8	21.1

Non-Permanent

Extra Help	--	0.2	--	--	--	--	--	--
Total Positions	22.5	21.1	22.8	22.8	22.8	21.0	21.8	21.1

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



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 432,981 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 \$800 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 21.1 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 2/3s of the City of Goleta, as well as the unincorporated areas of the western Goleta Valley, the community of Isla Vista, the University of California at Santa Barbara, the Gaviota Coast, Vandenberg Air Force Base, the Santa Ynez, Lompoc and Los Alamos Valleys, and the communities of Santa Ynez, Ballard, Los Olivos, Los Alamos and Vandenberg Village.

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

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

BOARD OF SUPERVISORS

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$165,000, to \$2,573,000, from the Fiscal Year 2009-10 Adopted Budget of \$2,738,000. This 6.0% decrease is the result of:

- -\$133,000 – Salary savings in the 5th District Office due to staff vacancies for the majority of the year;
- -\$45,000 – Salary savings in the 2nd District Office due to a vacant Executive Staff Assistant position for 40% of the year;
- +\$44,000 – One-time payments to the Santa Barbara County Employees' Retirement System due to the retirement incentive program which offered two years of additional service credit to vested employees over 60 years of age who were otherwise eligible for retirement. Two staffers accepted the payment;
- -\$31,000 – Decreased spending on Services and Supplies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase by \$207,000, to \$2,780,000, from the Fiscal Year 2009-10 Estimated Actual of \$2,573,000. This 8.0% increase is the result of:

- +\$147,000 – Increased salary and benefit costs for all offices due to staff being hired to fill vacancies and increases to the costs of health insurance and retirement;
- +\$100,000 – Consolidating Board Support expenses from General County Programs to the Board of Supervisors budget for memberships, utilities, travel, training, phone lines, alarm services, Orcutt and Carpinteria rent, and miscellaneous maintenance (not a new cost);
- -\$40,000 – Leaving a part-time position vacant for the entire year as a condition of the retirement incentive program offered in FY 2009-10.

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.
- 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 the cities of Santa Barbara and Carpinteria to achieve mutual goals.

Current Year (FY 09-10) Accomplishments:

- **Customer Service:** Continued the implementation of an extensive restructuring of the County's culture to make customer service a major focus of County government. Continued 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. Successfully advocated to maintain funding for Planning and Development Process Improvement Team (PIT).
- **Children's Health Initiative:** Maintained the current level of funding for the multi-year effort to provide health insurance to all uninsured children in Santa Barbara County.
- **Addressing Regional Transportation Issues:** Worked with all stakeholders regionally to address our transportation challenges by continuing to work to implement Measure A and fund the 101 In Motion recommendations of "a lane and a train." Construction continued on the first phase of Highway 101 widening. Advocated at the federal level for funding for the next phases of the widening and partnered with Caltrans and other local agencies on planning and public outreach for the next phases of the widening project. Made significant progress in establishing commuter friendly rail service between Santa Barbara and Ventura Counties through the receipt of an American Recovery and Reinvestment Act (ARRA) grant for replacement of the Ortega Rail Siding and the initiation of a conversation with Caltrans and Amtrak regarding the retiming of Amtrak Surfliner service to accommodate commuter needs. Continued 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 (TDM) program.
- **Transportation Projects:** Worked with Santa Barbara County Association of Governments (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: Received and utilized ARRA funding to continue the phased construction of the project which has improved pedestrian and traffic safety and beautified the Summerland community.
 - Greenwell Slide Repair Project: Completed the detailed design and environmental review for the project and constructed the repairs to Greenwell Avenue.
 - Road Maintenance: Continued implementation of a corrective and preventive road maintenance program on First District roads.
 - Partnered with Caltrans to successfully complete State Route 192 drainage and safety improvements in Mission Canyon.
- **Public Safety:** Worked with the Sheriff's Department to focus front line law enforcement services to address community concerns. Continued to develop community partnerships and increased disaster preparedness planning countywide, including the continuation of Community Emergency Response Team (C.E.R.T.) training. Partnered with other agencies, non-

BOARD OF SUPERVISORS

Department Summary (cont'd)

profit organizations and the private sector to address the need for enhanced information and communication during disasters. Served with representative of other jurisdictions and community stakeholders on the South Coast Gang Task Force.

- **Youth Jobs Initiative:** Successfully partnered with the Workforce Investment Board to establish a summer jobs program for at-risk youth that introduced the youth to potential careers in public employment. Also, together with the Work Force Investment Board and the Community Action Commission, assisted in securing \$1.1 million in Federal Stimulus monies to implement a countywide youth job corps program to serve at-risk and out-of-school youth.
- **Tea and Jesusita Fire Rebuilding Efforts:** Focused on ensuring a customer-friendly and streamlined permitting process for Tea and Jesusita Fire survivors during the rebuilding process.
- **Mission Canyon Community Plan Update:** Environmental review continued on the draft Mission Canyon Community Plan. To inform on the environmental review process, two special consultant studies on hydraulic evaluation/water distribution and a technical Traffic and Fire Hazards were completed. Worked with the Mission Canyon Planning Advisory Committee (MCPAC) to develop a Residential Parking Strategy which addresses constrained traffic flow and improvements to emergency access and public safety.
- **Summerland Community Plan Update:** Worked with the Summerland Planning Advisory Committee (SunPAC) to finalize the draft of the updated Residential Design Guidelines and the Traffic and Circulation Chapter of the Summerland Community Plan.
- **Montecito Growth Management Ordinance:** Secured funding to evaluate infrastructure and public service constraints and update build out information for the Montecito Plan area. This information will be used to look at the future continuance of the Montecito Growth Management Ordinance to ensure that future development is paced at a rate that does not unduly impact public infrastructure and limited resources such as water supply, wastewater capacity, and public safety.
- **Promote Regional Planning and Collaboration:** Partnered with elected officials from cities within the County to focus on regional planning and enhance communication and collaboration on a range of projects of mutual interest including conversion technology, commuter rail, and implementation of an Energy Efficiency Financing District (AB 811). Worked with the City of Santa Barbara to implement a Montecito Planning Commission advisory review protocol for projects on Coast Village Road.
- **Solid Waste:** In service on the Multi-Jurisdictional Solid Waste Task Force, Conversion Technology Study Group, and Board Solid Waste Collection Subcommittee, worked to develop a comprehensive solid waste strategy for Santa Barbara County. This included the release of a Request for Proposal (RFP) to solicit proposals from vendors for a conversion technology facility for the South Coast and the evaluation of options for procuring solid waste collection services in zones 2, 4 and 5 of the County including a recommendation to the full Board for a preferred procurement path.
- **Flood Control Improvements:** Secured ARRA funding to complete the design for the Lower

Mission Creek Flood Control Project. Completed construction of storm drain improvements on Cheltenham Road in coordination with the Caltrans improvements on State Route 192 in Mission Canyon. Worked with stakeholders to prepare for the potential impacts of winter storms in the Jesusita Fire burn area and prevent downstream flooding.

- **Water Quality/Watershed Planning:** Convened the South Coast Watershed Task Force to review the watershed project data collected from various stakeholders and identify potential opportunities to enhance delivery of services, increase efficiency, and improve water quality. Developed a Geographical Information System (GIS) mapping application to complement the original database. Continued to serve as co-chair of the Southern California Wetlands Recovery Project.
- **Child Care:** The Downtown Child Care Partnership utilized the data from the Child Care Study to develop a draft implementation plan for the most effective strategies to resolve workforce child care issues.
- **Safe Routes to School:** Continued partnership between County government, Montecito Union School District, Cold Springs School District, the Montecito Association, Summerland School, area residents, and parents to work to ensure safe access for children walking to school in the First District. Began the design, environmental review, and continued public outreach for the construction of a rural decomposed granite trail which conforms to the Montecito Community Plan along San Ysidro Road leading to Montecito Union School. Secured a Safe Routes to School grant for pedestrian safety improvements around Cold Spring School.
- **Promoting Sustainability:** Successfully advocated for a comprehensive approach to addressing climate change and greenhouse gas emissions (GHG) in our County by focusing on the County's role as producer of GHG emissions, a regulator of GHG emitting activities, and as an incentivizer for community enhancement programs. Advanced solar land use ordinance and permit streamlining initiative to encourage the incorporation of solar energy systems into private residences and commercial buildings. Formed the AB 811 energy efficiency financing district known as the Central Coast Energy Independence Program (CCEIP) which will serve the County and all eight incorporated cities in the region, and will provide low interest assessments to residential and commercial property owners who wish to retrofit their homes and businesses with energy saving structural improvements and photovoltaic solar systems.
- **Gaviota Coast:** Supported efforts to initiate a comprehensive planning process to plan for the future of the Gaviota Coast.
- **Pesticide/Herbicide Use:** Continued leadership of the 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, Flood Control facilities, and the South Coast as a whole. Working Group accomplishments included the launch of a website to share information on IPM programs with the broader community and model best practices, the establishment of regular multi-jurisdictional grounds crew IPM meetings, and enhanced public outreach regarding IPM.
- **Santa Claus Lane Beach Access and Business District Improvements:** Worked to secure funding to begin design of a railroad crossing and other improvements to facilitate safe and

BOARD OF SUPERVISORS

Department Summary (cont'd)

convenient beach access in the Santa Claus Lane area. Initiated outreach to Coastal Conservancy and State Legislature to assist with the permitting and construction of improvements. Continued to work with area residents and Caltrans to explore partnerships that would allow for the use of their staging area for a beach access parking lot. Partnered with business owners to design and fund parking, circulation, and streetscape improvements.

- **Senior Issues:** Continued service on the Adult, Aging, and Long-Term Care Network and the Symposium working groups which continued to meet regularly and explored options for collaboration and future partnerships, raising awareness, and identifying ongoing needs and funding sources. Have participated in the process to plan a second Senior Symposium.
- **Blue Ribbon Budget Task Force:** Continued to work to implement select recommendations of the Blue Ribbon Budget Task Force.
- **Enhancement of County Services Provided in Carpinteria Community:** Improved constituent services and accessibility through enhanced hours at the First District office located in the Main School Family Resource Center which included the establishment of a core group of Carpinteria community volunteers to assist in constituent services. Have advocated for increased County services in Carpinteria as part of the Main Resource Center. Continued supporting the effort to fund Fun in the Sun summer program for at-risk youth in the Carpinteria Valley.
- **Homeless Services:** Continued First District representation and involvement at Casa Esperanza. Supported reauthorization and expansion of overnight RV parking program at County parking lots. Supported funding for emergency warming centers for the homeless during extreme cold/wet weather events. Submitted annual McKinney-Vento Homeless Supportive Housing Program grant application to HUD to insure continued funding for supportive services provided to the Casa Esperanza homeless shelter. Worked to continue implementation of the Ten-Year Plan in conjunction with other local, state, and federal agencies.
- **Meth Prevention Network (MPN):** Continued working to fund and implement the recommendations of the MPN.
- **First 5, Children and Families Commission:** In service on the Commission, worked on the creation of a new Strategic Plan and associated Fiscal Plan. This process established the direction of First 5 for 2010-2015. The plan focuses staff and investments on integrated, results-based, school readiness services targeting communities of greatest need. In addition to targeted communities, First 5 will continue to invest in countywide services for early child health, newborn home visitations, family strengthening and early care and education.
- **Housing:** Continued to advocate for local control of land use decisions. Worked with the City of Carpinteria to advance the Peoples' Self Help Housing Dahlia Court Apartment expansion proposal through providing CDBG and HOME funds. Brought update of Tenant's Right Ordinance to the Board of Supervisors for consideration. Continued participation in the Cities/County Affordable Housing Task Force.
- **Pet Overpopulation:** Received the report of the Spay/Neuter Task Force and successfully adopted a mandatory spay/neuter ordinance that will reduce the number of dogs and cats in our local animal shelters.

- **Smoke-Free Beaches and Parks:** Supported the initiation of the process to develop an ordinance to enhance the public health of our community through the establishment of smoke-free beaches and parks.
- **Agriculture:** Advocated for the restoration of Williamson Act funding at the State level and supported use of County resources to maintain Williamson Act funding in order to continue agricultural viability throughout the County.
- **National Association of Counties (NACo) and Legislative Advocacy:** Continued to represent Santa Barbara County in Washington, D.C. at NACo and participated in the NACo Environment, Energy, and Land Use Committee. Was selected as Chair of the NACo Air Quality Subcommittee, Co-Chair of the NACo Western Region Membership Committee, as a member of the NACo Green Government Initiative Advisory Board, and was successful in advocating for the adoption of a NACo policy resolution regarding Marine Vessel Emissions. Continued service on the Legislative Program Committee including work on the adoption of the County's 2010 Legislative platform. Continued to work with the County's federal lobbyist to advocate for County legislative priorities in Washington.

Proposed Key Projects: *(Note: The projects and priorities listed below are not in any priority order and may be impacted by the global financial downturn, the state budget crisis, related legislative actions, and local revenue shortfalls.)*

- **Customer Service:** Continue implementing an extensive restructuring of the County's culture to make customer service a major focus of County government including 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.
- **Children's Dental Health:** Continue to lead a stakeholder effort to increase access to dental care for children in Santa Barbara County.
- **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 with all stakeholders regionally to address our transportation challenges by continuing to work to implement Measure A and fund the 101 In Motion recommendations of "a lane and a train." Continue construction on the first phase of Highway 101 widening and begin construction of phase two. Work to secure additional state and federal funding for the final phases of the widening and partner on design and public outreach for the project. Continue to work to re-time Amtrak service to better serve commuters between Ventura and Santa Barbara Counties while working to make siding improvements to the rail corridor and advocate for a dedicated commuter rail service in the long term. Continue to support Transportation Demand Management (TDM) efforts.

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Department Summary (cont'd)

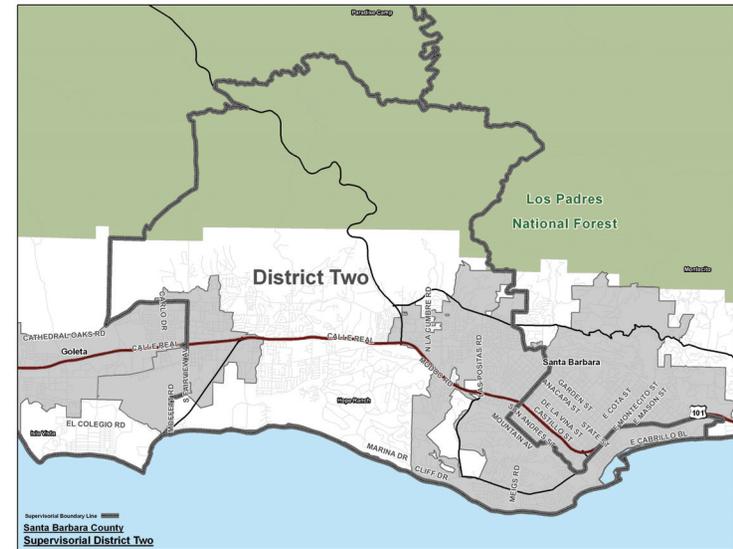
- **Safe Routes to School:** Continue partnership between County government, Montecito Union School District, Cold Springs School District, the Montecito Association, Summerland School, area residents, and parents to work to ensure safe access for children walking to school in the Montecito community. Complete the design, environmental review, and public outreach phases and begin construction of a decomposed granite trail along San Ysidro Road leading to Montecito Union School. Complete the design and environmental review and begin construction of shoulder and drainage enhancements to improve the walking path at the corner of Cold Springs Road and Highway 192, on Eucalyptus Hill Road just south of Sycamore Canyon Road, and along Paso Robles Drive.
- **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: Finalize Detail Design for Phase 2B in preparation for receiving Surface Treatment Improvement Program funds in Fiscal Year 2010-11, while continuing to seek funding opportunities to continue the project limits.
 - Road Maintenance: Continue implementation of corrective and preventive road maintenance program on First District roads.
- **Public Safety:** Continue working with the Sheriff Department to focus front line law enforcement services to address 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. Continue to work with multiple jurisdictions and community stakeholders to address youth violence issues in our communities.
- **Fire Fuels Management:** Partner with the Fire Department and community groups to enhance vegetation management policies and efforts and secure additional funding for brush clearance activities.
- **Tea and Jesusita Fire Rebuilding Efforts:** Continue to provide support and permit streamlining to Tea and Jesusita Fire victims as they work to rebuild their homes and recover from other impacts of the fire.
- **Youth Jobs Initiative:** Collaborate with the Work Force Investment Board and Community Action Commission to identify and place at-risk and out-of-school youth in the County Youth Job Corps program. Partner with the Work Force Investment Board to continue the County summer youth intern program for local at-risk, low income youth.
- **Promoting Sustainability:** Successfully advocate for a comprehensive approach to addressing global climate change and smart energy policy. Continue support to the enactment of the County's Climate Action Strategy. Provide increased focus on the County's role as an incentivizer through the development of new community enhancement programs to reduce energy consumption while inducing public-private economic development partnerships and workforce development activities. Use cutting-edge community enhancement tools, similar to the County's Central Coast Energy Independence Program under AB 811 to promote regional sustainability and strategic economic growth opportunities.
- **Solid Waste:** As a leader in the Multi-Jurisdictional Solid Waste Task Force and the Conversion Technology Study Group, continue to pursue environmentally sustainable waste management practices for the entire County. This year will involve the selection of a long-term solid waste plan that may include a conversion technology facility at the Tajiguas Landfill. Continue our partnerships with all cities within the County to reduce carbon emissions from our community through our recycling efforts and improved solid waste and waste water management practices. Work to review and approve a Request for Proposal (RFP) for solid waste collection services, review of negotiated services and rates, and ultimate approval of negotiated contracts.
- **Mission Canyon Community Plan Update:** Consider final adoption of the Community Plan Update and Residential Parking Strategy and begin implementation of the recommendations contained therein.
- **Summerland Community Plan Update:** Complete environmental review and begin consideration of the adoption of the Community Plan update.
- **Montecito Growth Management Ordinance:** Receive the results of the studies analyzing the current traffic, fire, and water constraints in the Montecito planning area and, if findings can be made, advocate for renewal of the ordinance.
- **Promote Regional Planning and Collaboration:** Partner with elected officials from cities within the County to focus on regional planning and enhance communication and collaboration on a range of projects of mutual interest.
- **Flood Control Improvements:** Continue construction and work to secure additional funding for the Lower Mission Creek Flood Control Project. Continue to seek modification of flood control facilities for the improvement of facility operation and to enhance fish passage including the Lillingston Debris Basin and Mission Creek.
- **Water Quality/Watershed Planning:** Through the South Coast Watershed Task Force, continue to enhance opportunities to share watershed information 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 promote 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.
- **Santa Claus Lane Beach Access and Business District Improvements:** Continue working with stakeholders, including the Public Utilities Commission, to design a railroad crossing and related improvements to facilitate safe and convenient beach access in the Santa Claus Lane area and continue to work to secure funding to construct the project. Continue to work with Caltrans and area residents to explore partnerships that would allow for the use of their staging area for a beach access parking lot. Continue to partner with business owners to design and fund parking, circulation, and streetscape improvements.
- **Pesticide/Herbicide Use:** Continue leadership of the 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

BOARD OF SUPERVISORS
Department Summary (cont'd)

whole. Continue to update website and expand public outreach to share information on IPM programs with the broader community and to model best practices.

- **Senior Issues:** Work with community stakeholders to host a second senior symposium to assess results from the first symposium and provide a new focus on enhanced senior advocacy and explore options for collaboration and future partnerships, identifying ongoing needs and funding sources. Continue service on the Adult, Aging and Long-Term Care Network.
- **Child Care:** Begin implementation of the plan to provide enhanced child care services for the Downtown Santa Barbara workforce.
- **First 5, Children and Families Commission:** In service on the Commission, continue to implement the First Five Strategic Plan through focusing on the comprehensive needs of children 0-5 years of age and their families in targeted communities.
- **Enhancement of County Services Provided in Carpinteria Community:** Continue to provide enhanced constituent services through the First District office located at the Main Family Resource Center. Collaborate with County agencies and Family Resource Center staff to identify gaps in services in Carpinteria and work to address these gaps through enhanced services at the Main Family Resource Center. Continue to advocate for Fun in the Sun summer program for at-risk youth in the Carpinteria Valley.
- **Homeless Services:** Continue First District representation and involvement at Casa Esperanza. Support efforts to implement the 10-Year Plan to End Chronic Homelessness and its supportive housing emphasis. Work to identify and implement protocols to protect homeless populations during emergency events. Continue to support emergency shelters and transitional housing operations by providing funding in the aggregate amount of \$450,000 through County General Fund, McKinney-Vento, Emergency Shelter Grant, Homeless Prevention and Rapid Re-housing (HPRP), and CDBG funding to Casa Esperanza, Transition House, and Willbridge.
- **Tobacco Retail Sales Licensing:** Continue effort to update County Tobacco Retail Sales Licensing to enhance enforcement on sales to minors and restrict tobacco sales in the vicinity of schools.
- **Housing:** Continue to advocate for local control of land use decisions. Continue our partnership with the City of Carpinteria to achieve regional affordable housing goals, including the Dahlia Court Expansion, the Carpinteria Camper Park, and the Chapel Court Apartment Rehabilitation. Continue to participate in the Cities/County Affordable Housing Task Force. Continue to promote fair housing by providing funding to Legal Aid Foundation and Rental Housing Mediation Task force utilizing County General Fund, CDBG and HPRP.
- **Agriculture:** Continue to explore opportunities to maintain agricultural viability throughout the County.
- **Gaviota Coast:** Continue to support initiatives to secure the preservation of open space and agriculture on the Gaviota Coast.
- **Blue Ribbon Budget Task Force:** Continue to work to implement select recommendations of the Blue Ribbon Budget Task Force.

- **National Association of Counties (NACo) and Legislative Advocacy:** Continue to represent Santa Barbara County's interests in federal policy issues through service as the Board NACo representative, Chair of the NACo Air Quality Subcommittee, Co-Chair of NACo Western Region Membership Committee, member of the NACo Environment, Energy, and Land Use Committee, and member of the NACo Green Government Advisory Board. Continue service on the Legislative Program Committee to enhance our County's legislative platform and priorities. Continue to 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 by:

- responding to constituent concerns;
- cultivating a healthy and sustainable County of Santa Barbara;
- protecting the diversity and vitality of our neighborhoods;
- supporting public safety and disaster planning;
- encouraging environmental awareness and enhancing our agricultural resources;
- fostering regional cooperation and collaboration;
- enhancing educational, recreational and creative opportunities for youth; and
- addressing the needs of the most vulnerable members of the community.

BOARD OF SUPERVISORS
Department Summary (cont'd)

Constituent Services:

- Respond to constituent concerns quickly and efficiently.
- Continue, and advance, relationships and partnerships with neighborhood and community associations.
- Continue to hold meetings with neighborhood, senior citizen, environmental, agricultural, educational and social justice groups on issues of importance in the Second District and throughout the County.
- Encourage community participation in public meetings.
- Maintain regularly scheduled public office hours in popular locations throughout the Second District.
- Appoint new members to Boards and Commissions with an emphasis on expertise and diversity.
- Publish E-Newsletter to communicate with Second District constituents on issues of concern inviting participation and response.
- Update website to provide important Second District information to constituents.

Current Year (FY 09-10) Accomplishments:

- Conducted February 2010 “budget workshops,” as an adjunct to the regular budget process, to allow the Board, County staff and members of the public to receive and provide valuable input to the budget process in advance of the June budget hearings.
- Advocated for increased transparency and accountability regarding public employee salaries, bonuses, organizational changes and other public records information pertinent to public policy decisions.
- Initiated new protocols designed to interject greater efficiency and purpose in Board meetings while providing ample time needed to hear the public, staff and Board deliberations.
- Changed ordinance to return power to the Board of Supervisors.
- Worked in conjunction with the Third District to restore Board participation in Department Head employment decisions starting with the hiring of a new Director of Planning and Development.
- Fought to protect the budgets of departments that supply basic social safety net services like Alcohol, Drug and Mental Health Services, Public Health, Child Support Services and Social Services.
- Maintained relationships and awareness of issues with the neighboring cities of Santa Barbara, Goleta and unincorporated communities.
- Co-sponsored resolution opposing new offshore oil leasing and sent that message to the Department of Interior hearing on Outer Continental Shelf Oil and Gas Leasing Programs.

- Worked on behalf of the North Fairview Avenue Community to prevent annexation to the City of Goleta as a member of the Local Agency Formation Commission (LAFCO).
- Strengthened financial stability and visibility of countywide library system through leadership on Library Advisory Committee.
- Strongly advocated for the present and future needs of the Goleta Valley Branch Public Library.
- Completed efforts to secure a permanent Emergency Operations Center (EOC) for the citizens of Santa Barbara County.
- Worked closely with EOC, Fire and other departments during the Jesusita fire to remain abreast of danger conditions and secure the Governor’s assistance for a State of Emergency declaration.
- Attended daily CAL Fire Incident Command briefings and conducted site visits during the Jesusita fire.
- Provided resources and staff assistance in setting up the Jesusita Fire Call Center.
- Remained engaged with the Red Cross and visited the San Marcos Emergency Shelter regularly during the Jesusita fire to ensure County resident needs were being met.
- Pursued improvements and expansion of public notification and education efforts on issues of disaster preparedness and public health and safety issues.
- Presented a program at the National Association of Counties Wildfire seminar regarding the true costs of wildfires.
- Spearheaded interviews for the new County Fire Chief.
- Co-sponsored Fire Safety Expo with the Fire Department in the Second District.
- Continue to be engaged in the negotiation process as an ongoing member of the UCSB Long Range Development Plan Subcommittee.
- Shepherded a successful leadership transition upon the sudden resignation of the District Attorney.
- Conducted site visits throughout the County, including Tajiguas Landfill, Goleta Slough, Gaviota Coast, Vandenberg Air Force Base and many others.
- Continued to promote County “Adopt-A-Median” partnerships with businesses in the Second District.
- Continued to support Hollister Avenue Median enhancement.
- Worked collaboratively with Public Works, Santa Barbara County Association of Governments (SBCAG) and American Recovery and Reinvestment Act (ARRA) monies to:
 - Repair sidewalks and streets and replace trees on several streets throughout the Second District.
 - Continue to implement a preventative road maintenance program for Second District roads.

BOARD OF SUPERVISORS

Department Summary (cont'd)

- Worked with Hollister Elementary, La Colina Jr. High, San Marcos High School and County Public Works to improve pedestrian routes to school in the Cathedral Oaks and San Antonio Road areas.
- Shepherded the Central Coast Energy Independence Project, a program designed to help homeowners finance energy efficient upgrades and create green jobs, as part of the County's Debt Advisory Committee.
- Visited Isla Vista on Halloween night to observe issues of safety, interagency coordination and crowd control.
- Supported urgency ordinance to ban alcohol on Isla Vista's beaches in order to protect the public and the environment.
- Established smoke-free beaches and parks ordinance in conjunction with the Public Health Department.
- Continued to monitor the progress of the County "Green Team" as it transitioned to the "Conservation and Sustainability Team" with its mission to develop a plan to make County buildings and operations more energy efficient, cost efficient and reduce the carbon footprint.
- Supported green energy projects and the development of the Climate Action Strategy Team with the goal to reduce greenhouse gas emissions.
- Continued to collaborate with the 1st District and community members to implement a multi-agency Integrated Pest Management (IPM) Focus Group with the goal to reduce pesticide use and related concerns. Collaborated on the development of the "Santa Barbara County Green Landscape Consortium" website to bring IPM information to County constituents.
- Participated in Foothill Open Space Planting Days to restore native vegetation and planted trees with Goleta Valley Beautiful.
- Provided funding to Channel Keepers to ensure winter water quality testing.
- Advocated for continued and increased Project Clean Water funding, and a strengthened the Stormwater Ordinance.
- Hosted Arroyo Burro Beach Community Open House to highlight new amenities: remodeled restaurant, updated Watershed Resource Center and dog bathing concession.
- Contributed funding to the Chumash Maritime Association for the restoration of native plants and a bioswale within Arroyo Burro Beach County Park.
- Contributed funding for the construction of a community garden at St. Vincent Gardens and Villa Caridad Affordable Housing Project.
- Held community forums with seniors at Mara Villa, St. Vincent's, and Pilgrim Terrace independent and assisted living facilities.
- Continued to host ongoing "Second District Student Art Gallery" in office.
- Conducted frequent visits to elementary, junior and senior high schools in the Second District to speak to classes, youth groups and at special functions.

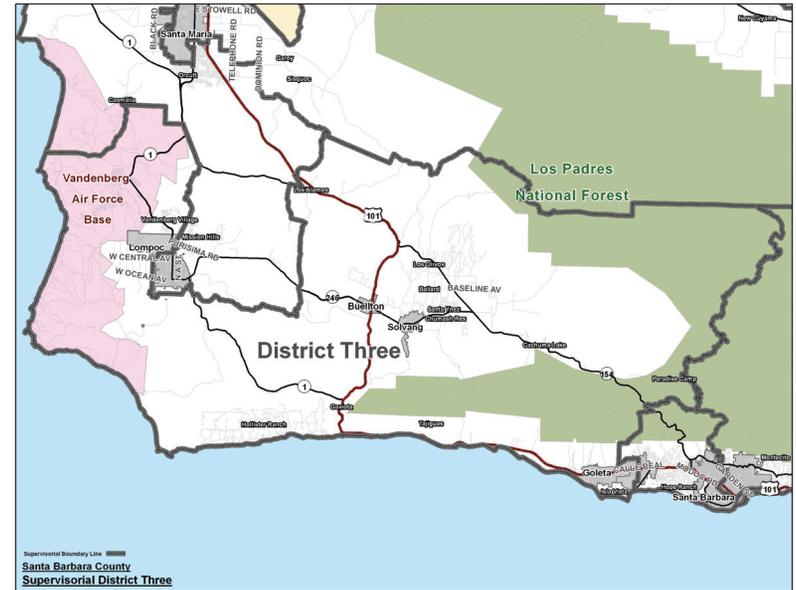
- Continue to visit and supported housing for emancipated foster youth at La Morada Youth Transitional Center.
- Founding member of County Commission on Foster Care convened by Judge Herman and Social Services Director Kathy Gallagher.
- Observed proceedings in Judge Jim Herman's Juvenile Court to better understand the challenges of the youth, families and social workers.
- Visited Children's Mental Health to meet with staff and learn about specialized programs.
- Employed summer youth trainee from La Cuesta High School and continued a mentoring relationship.
- Collaborated on coloring book about local County government designed for 3rd Grade students.
- Selected by Girl's Inc. of Carpinteria as a "Women of Inspiration" for work on behalf of girls and women.
- Donated funding to the Coalition Against Gun Violence Youth Empowerment Safety Fair.
- Participate in Probation Officer and Social Worker ride-alongs.
- Participated in discussion on health issues as part of the NACo Health Steering Committee Policy sessions.

Proposed Key Projects:

- Continue to monitor the progress of the Goleta Valley Planning Advisory Committee (GVPAC) as the draft Goleta Valley Community plan is developed and slated for completion sometime in FY 10-11.
- Monitor the construction and development of the Emergency Operations Center.
- 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.
- 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.
- Continue to seek public-private partnerships through the "Adopt-a-Median" program to improve the appearance of Hollister Avenue medians.
- Continue to monitor the progress of the San Marcos Foothills Park Management Plan.
- Support public-private partnership programs like the Central Coast Energy Independence Program, designed to bring green jobs while providing home and business owners with finance tools to retrofit their homes and businesses.
- Work closely with the Parks Department and the Goleta Beach ad hoc "GB2" committee to present a proposal to the Board, and ultimately to the Coastal Commission, to address erosion

BOARD OF SUPERVISORS
Department Summary (cont'd)

- South Coast Subregional Planning Committee (SBCAG); and
- UCSB Long Range Development Plan Subcommittee.



THIRD DISTRICT

Constituent Services:

- Be accessible and responsive to constituent phone calls, letters and e-mails with a prompt, efficient and effective system.
- The Third District office receives hundreds of e-mail and phone requests for information or assistance per week. The staff's goal is to respond to all phone and e-mail messages within 24 hours.
- Encourage collaborative relationships with the communities of Santa Ynez, Ballard, Los Olivos, Vandenberg Village, Los Alamos and Isla Vista.
- Appoint Third District commissioners to the various commissions and boards that advise the Board of Supervisors. Continue making County government accessible to constituents.
- Encourage community dialogue and consensus building among stakeholders in the Third District.
- Encourage diversity and increase opportunities for interested residents to represent the Third

issues while also enhancing recreational opportunities at Goleta Beach.

- Continue to promote prevention strategies to encourage women's heart health.
- Continue to support outreach and efficiency efforts within Animal Services, including low-cost spay/neuter efforts and adoption outreach to decrease numbers of animals in shelters.
- Support subsidized children's medical and dental health insurance and outreach efforts to engage oral health providers in Santa Barbara County.
- Continue to hold community forums with seniors at independent and assisted living facilities.
- 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.
- Spearhead census efforts to ensure every member of the Second District is provided services and proper elected representation.
- Continue displaying school student art in the Second District Student Art Gallery.

Boards and Commissions: Represented the constituents of the Second District and Santa Barbara County on a variety of county boards and commissions, including:

- Air Pollution Control District (APCD);
- Beach Erosion Authority for Clean Oceans and Nourishment (BEACON);
- CenCal Health;
- Cities-County Joint Affordable Housing Task Group;
- Coastal Express Policy Committee (SBCAG);
- Community Action Commission of Santa Barbara County (Alternate);
- CSAC Coastal Counties Steering Committee;
- Debt Advisory Committee;
- First 5 Children and Families First Commission (Alternate);
- Integrated Pest Management Focus Group;
- Juvenile Justice Coordinating Council;
- Legislative Program Committee;
- Local Agency Formation Commission (LAFCO)
- National Association of Counties Health & Human Services Committee (Co-Chair);
- Office of Emergency Services Disaster Council;
- Santa Barbara County Association of Governments (SBCAG);
- Santa Barbara County Commission on Foster Care;
- South Coast Gang Task Force Leadership Council (Executive Member);

BOARD OF SUPERVISORS

Department Summary (cont'd)

District on County Boards and Commissions.

- Continue to operate and staff offices in the Santa Ynez Valley, Isla Vista and Santa Barbara.
- Continue outreach and communication with the communities of the Santa Ynez Valley, Los Alamos, Vandenberg Village, Gaviota Coast, Goleta and Isla Vista.
- Foster relationships and partnerships with neighborhood and community associations.
- Maintain a regular presence and receive feedback from community meetings in Los Alamos, Santa Ynez Valley, Isla Vista and Lompoc Valley, and hold community meetings and other informational gatherings to hear constituent concerns.
- Encourage a collaborative relationship with the municipalities of Goleta, Buellton, and Solvang.
- Encourage efficiency, transparency and accountability in County government.
- 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 (SBCAG), Local Agency Formation Commission (LAFCO), Santa Barbara County Air Pollution Control District Board (APCD), Adult and Aging Network and others.

Current Year (FY 09-10) Accomplishments:

- Proposed over \$30 million in budget cuts, department realignments, and efficiencies to address the current budget shortfall during “budget workshops” in February and March 2010 to allow the public and staff to provide information in advance of the budget hearings in June.
- Managed constituent contact protocol to track concerns of, and responses to, constituents.
- Facilitated dispute resolution for Third District residents.
- Held meetings with business, neighborhood, environmental, agricultural, educational, social justice, and public health and welfare groups on issues of importance in the Third District and throughout the County.
- After years of community interest, the Gaviota General Plan Advisory Committee (GavPAC) was selected by the Third District office after an extensive interview process. Eleven committee members who represent a broad spectrum of interests began meeting bi-weekly in November 2009. The Gaviota Coast Plan will provide an updated policy framework that is reflective and responsive to current community norms and values as well as trends and conditions by protecting Gaviota’s unique characteristics and rural integrity.
- The Third District, in collaboration with County Long Range Planning staff, is working with the Los Alamos community, the County Planning Commission and the Board of Supervisors on adoption hearings and implementation of the Los Alamos Community Plan slated for the fall of 2010.
- Following a series of six Planning Commission hearings - two of which were held in the Santa Ynez Valley at the request of the Third District - the Santa Ynez Community Plan was

adopted by the Board with the goal of preserving the rural and agricultural character of the Valley.

- Worked closely with County Fire and the Emergency Operations Center during the Jesusita and La Brea fires to keep Third District constituents abreast of the most up-to-date information.
- The Third District office was instrumental in working with staff to develop a cooperative framework supportive of a cost-effective and efficiently coordinated regional Census outreach program. The County Census Plan was developed and provided to all Complete Count Committees (CCC) for use in their local jurisdictions as a tool that complements ongoing national Census campaign outreach activities.
- Served as Chair of the Adult and Aging Network and led meetings regularly to share information and explore options for collaboration and development of new partnerships in the care of, and advocacy for, the adult aging population. Toured and visited with seniors at independent and assisted living facilities in the Third District.
- With the American Association of Retired Persons (AARP), the Gildea Foundation and numerous other local collaborators the Third District office will be co-hosting the 2010 “Symposium on Aging.” Participants will include the American Association of Retired Persons, representatives from public agencies, local non-profits, foundations, elected officials and community residents.
- Served as Co-chair of the South Coast Homeless Advisory Committee and Board Member of the Ten-Year Plan to End Homelessness.
- Worked to implement the Ten-Year Plan to End Homelessness in conjunction with other local, state, and federal agencies.
- Authored policy to create collaborative, countywide Warming Shelters for the homeless during extreme weather conditions and provided the needed funding to keep the shelters open during periods of inclement weather.
- Worked with colleagues on the Board to include issues of violence against the homeless in the purview of the Homeless Death Review Team so that data could be collected to quantify and track violent acts perpetrated against homeless individuals.
- Supported reauthorization and expansion of the overnight RV parking program at the County Administration Building and other County owned parking lots.
- In collaboration with County Public Works, secured approximately \$1.3 million of economic stimulus funds in the Santa Ynez Valley for new safety shoulder improvements on Refugio Road between Samantha Drive and Roblar Avenue, and on Roblar Avenue between Refugio Road and Grand Avenue.
- Supported the Santa Ynez Transportation Improvement Plan (SYVTIP) to implement transportation elements of the Santa Ynez Community Plan. When adopted, the fees collected for transportation improvements will fund transportation related capital improvement projects. The County will use a detailed traffic and circulation study completed for the Community

BOARD OF SUPERVISORS

Department Summary (cont'd)

Plan EIR, to determine what effect future land use development will have on the existing circulation system in the plan area over the next 20 years and identify fees needed for new development to fund required traffic improvements. The current schedule anticipates the adoption of the SYVTIP in 2011.

- Hosted Los Olivos Town Hall meeting with staff presentations on local topics of concern.
- Supported California Space Authority's efforts to build the California Space Center near Vandenberg Air Force base.
- Water Quality/Watershed Planning: Established Third District participation in the Santa Barbara County Wetlands Task Force to develop communication among various stakeholders and identify potential opportunities to improve water quality and the health of local watersheds.
- Worked with the Public Works Department to address fence, street trees and sidewalk repairs in Vandenberg Village.
- Partnered with the Workforce Investment Board to furnish an internship position as part of the 2010 Youth Jobs Initiative summer jobs program for at-risk youth which introduces the youth to potential careers in public employment.
- As a member of the Library Advisory Committee, strengthened financial stability and visibility of the Countywide Library system. Provided leadership to constituents interested in improvements to Third District libraries.
- Spearheaded the effort to have the Solvang Library added to the County Capital Improvement Plan to further assist the Friends of the Solvang Library in their plan to expand the building for the future needs of the Valley.
- Continued implementation of corrective and preventive road maintenance program on Third District roads.
- El Embarcadero/Loop Storm Drain Improvements: Complete the final design phase and begin construction on the storm drain improvements on the loop, the undergrounding of utilities, and a portion of the roadway improvements on El Embarcadero.
- Jalama Road Bridge Seismic Retrofits: Completed the construction of the seismic retrofit of two bridges on Jalama Road. Continue with the environmental review, final design, and construction of the third seismic retrofit of a bridge on Jalama Road.
- Supported the Climate Action Strategy Team in the effort to reduce greenhouse gases.
- Continued with the final design and right-of-way phases for the replacement of the Jonata Park Road Bridge.
- Completed the resurfacing of 4 miles of Miguelito Canyon Road.
- Spearheaded Board effort to launch an Isla Vista Car Share program that offers an affordable alternative to individual automobile ownership on a short-term lease basis in order to create a truly viable alternative transportation network in Isla Vista.
- Worked with the Santa Barbara Metropolitan Transit District to add additional transit stops, improve those stops with shelters and benches, and re-route lines that serve the Isla Vista

community. The result has been a 362% increase in ridership on line 27.

- Continue to collaborate with UCSB and the Isla Vista Community Preparedness Roundtable to develop and coordinate an emergency response effort to meet the challenges of natural and human-made disasters. The goal is to develop an emergency preparedness plan and to educate and train the Isla Vista and UCSB community in this effort.
- In coordination with the County Redevelopment Agency spearheaded Pardall Road Enhancements to widen sidewalks to create an outdoor dining Café Zone, planted over seventy trees, installed over forty street lights plus trash and recycling bins to improve Isla Vista's main street and lay the foundation for downtown economic revitalization.
- Oversaw the completion of El Colegio Phase I in the summer of 2009 and will monitor Phase II, scheduled for construction in June 2010, a community gateway project that improves access and mobility for pedestrians, bicyclists, transit riders, and motorists traveling to and from Isla Vista and UCSB.
- A comprehensive approach to constructing missing links in the Isla Vista sidewalk network is underway and will complement the 1,000 linear feet of sidewalk completed on Sabado Tarde and Trigo over the past couple of years with additional projects planned for the next four years.
- The El Embarcadero Gateway to the Sea project is in the design phase and set for construction starting summer 2010. The project improves beach access and pedestrian safety by constructing a sidewalk, includes utility undergrounding and landscaping and presents an opportunity for a solar street light demonstration project providing the County with an opportunity to test new technology that may lead to long-term utility cost savings.
- In coordination with the Redevelopment Agency, added over 300 bicycle parking spaces in downtown Isla Vista. Convenient and secure bicycle parking reinforces the bicycle culture, helps to reduce automobile dependency and serves to organize the downtown visually to better support the business district.
- Opened Isla Vista Solar Car Park which provides forty-five parking spaces in a convenient location serving the community and downtown business district and showcases a 17 kHz solar energy collection system, LED lighting, rainwater catchment, drought tolerant landscaping, and future electric vehicle charging stations. The electricity generated by the photo-voltaic system powers the downtown decorative lighting and parking lot lighting.
- Represented the constituents of the Third District on a variety of county boards and commissions such as:
 - Chair, Santa Barbara County Air Pollution Control District (APCD)
 - Chair, Adult and Aging Network
 - Member, Santa Barbara County Association of Governments (SBCAG)
 - Member, Santa Barbara County Redevelopment Agency
 - Member, Santa Barbara County Flood Control and Water Conservation District

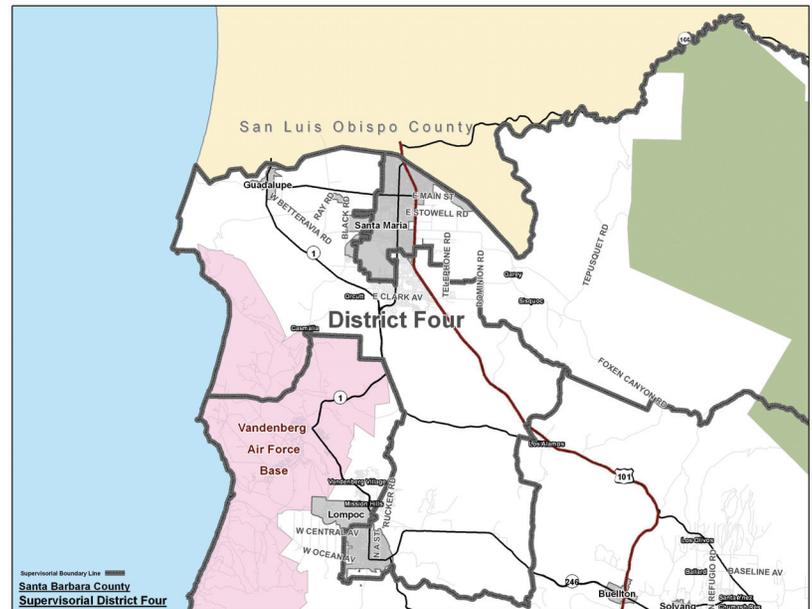
BOARD OF SUPERVISORS
Department Summary (cont'd)

- Member, Santa Barbara County Water Agency
- Member, In-home Supportive Services (IHSS) Public Agency
- Co-Chair, South Coast Homeless Advisory Committee
- Member, Indian Gaming Local Community Benefit Committee
- Alternate, Santa Barbara Local Agency Formation Commission (LAFCO)
- Alternate, Santa Barbara County Mental Health Commission
- Member, Santa Barbara County Library Advisory Committee
- Member, Multi-Jurisdictional Solid Waste Task Force
- Ex-Officio Member, Bringing Our Community Home

Proposed Key Projects/Initiatives (*Note: The projects and priorities listed below may be impacted by the global financial downturn, the state budget crisis, related legislative actions, and local revenue shortfalls.*)

- Promote fiscal responsibility and, to the extent possible, keep proposed budget cuts as far from front line services as possible.
- Monitor and facilitate the community plan to oversee the planning process for the Gaviota Rural Region Plan.
- Continue assessing and restructuring, when necessary, Santa Barbara County government to promote an efficient, constituent-oriented, and cost effective departmental process while promoting transparency and accountability.
- Support and maintain agricultural viability in the Third District and throughout the County and continue to advocate for State and County funding for the Williamson Act.
- Work with the Sheriff's Department to focus front line law enforcement services on community concerns.
- 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 to enhance our region's recycling efforts.
- Work to incorporate sustainability and green building principles in our Community Plans and General Plan.
- Work to implement the Ten-Year Plan to End Chronic Homelessness. Continue to engage stakeholders and County agencies to improve and enhance County services provided to the homeless.
- Oversee the Isla Vista business district construction along Pardall Road being implemented for sidewalk, street, tree, lighting, and roadway improvements through the Redevelopment Agency.

- Staff will continue to participate in public outreach with numerous community directed committees, programs and UCSB organizations.
- Working with County Departments, including Public Works and Planning & Development, help to facilitate meetings with constituents on a wide array of issues.
- Continue to work with SBCAG to advance the planning and implementation of transportation projects that address road and highway safety, public transit, congestion and infrastructure needs, and pedestrian and bicycle safety.
- The Third District will work to seek a fair and equitable relationship between the County of Santa Barbara and the Chumash tribal government.
- Continue to protect the rural nature of the lands surrounding the Lompoc Valley, the Santa Ynez Valley, Los Alamos Valley and Goleta Valley while enhancing the public health, safety, and transportation infrastructure upon which these communities depend.
- Continue communication and outreach through community forums and participation with neighborhood associations and business partners.
- Continue to work towards solutions for the preservation of Goleta Beach and the Gaviota Coast.
- Oversee the implementation of goals and policies of the Isla Vista Master Plan. Coastal Commission certification is anticipated in fall 2012.



BOARD OF SUPERVISORS
Department Summary (cont'd)

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 (SBCAG)
- Air Pollution Control Board of Santa Barbara County
- Santa Barbara County Employees' Retirement System Board of Directors
- California State Association of Counties (CSAC) – Executive Board
- California Dept of Corrections and Rehabilitation Facilities Program Advisory Committee

Key Projects and Priorities:

- **Financial Stability of the County:** The County faces a period of decreasing property tax income. Supervisor Gray will work to keep the County spending within the annual adopted budget and oppose efforts to authorize or spend money that is not within the pre-established Budget Plan. She will work to set policies that welcome entrepreneurs, encourages the growth of local businesses and supports the local economy
- **Sustainable Agriculture:** Agriculture continues to be the County's major producing industry. Supervisor Gray will work to set policies to assist the agricultural community to grow and

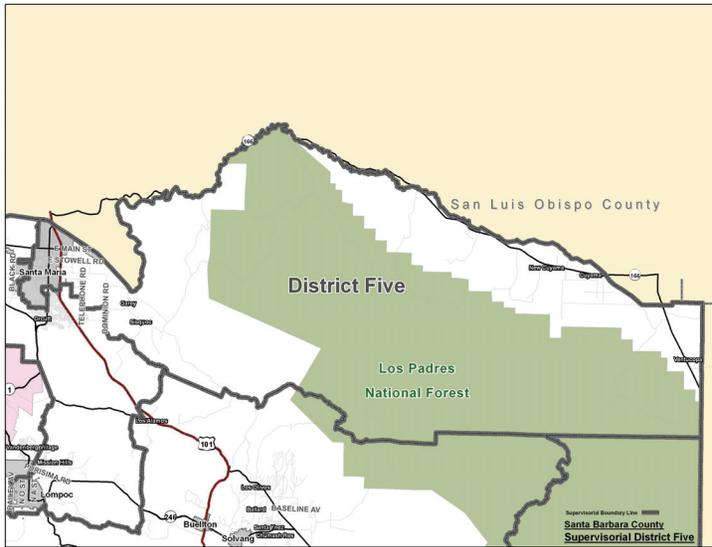
prosper in order to create more employment opportunities.

- **Highly Efficient Transportation System:** Supervisor Gray will strive for funding and planning which will continue to help enhance and maintain the road infrastructure and city bus services. She will work to set policies for a housing and transportation balance.
- **Housing for All Segments of the Population:** Supervisor Gray and her staff will work with planners, neighborhoods and developers to bring forth the best mix of housing variety for our county.
- **Service Delivery:** Supervisor Gray and her staff will continue to provide high quality personal service to constituents by keeping her two offices open on a daily basis, answering and returning calls. The Fourth District will work with the County Executive Officer's office to assure the public is well served by all County departments.
- **Environmental/Open Space Preservation:** Supervisor Gray will continue to work toward opening up more public access to assure families can enjoy the unique environment of this County in areas such as Point Sal Road, Surf and Ocean Beaches and Guadalupe Dunes.
- **Health Care and Social Service Delivery:** Supervisor Gray will 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 her District. She will work to set policies to ensure Alcohol, Drug and Mental Health Services are delivered to those in need.
- **Accommodate Demographic Changes:** Supervisor Gray will continue to work at the State level through the California State Association of Counties (CSAC) 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. She will work with local investors and business owners so they can create new and expanded employment opportunities for local citizens. Additionally, she will work with local school Superintendents and Allan Hancock College to support efforts for appropriate training of the work force.
- **Public Safety:** Supervisor Gray will continue to support adequate public safety funding to carry out mandates by coordinating with the County Sheriff, Fire, Courts, District Attorney and Probation departments. She will continue to advocate on behalf of drug prevention and focusing on methods to turn the tide of drug abuse. She will continue to invite Sheriff's Deputies to join her at public meetings to educate citizens about crime prevention.

Local Goals:

- Orcutt Old Town businesses supported in efforts to expand and grow
- Surf Beach public access increased from ½ mile to 5 miles
- Continued renovations of the Lompoc Veteran's Memorial Building
- Support the infrastructure expansion plans for the City of Guadalupe

BOARD OF SUPERVISORS
Department Summary (cont'd)



FIFTH DISTRICT

The Fifth District encompasses the beautiful rural areas of Garey, Sisquoc, Tepusquet, New Cuyama, Cuyama and Ventucopa as well as the City of Santa Maria, which has become the largest city in Santa Barbara County.

The County's population growth since the 2001 redistricting has propelled the Fifth District into becoming the largest populated district of all five supervisorial districts in present time.

Throughout his tenure on the Board of Supervisors, which began in 2003, Supervisor Centeno has consistently advocated for the pressing needs of his district, primarily in the rural areas, while also ensuring that constituency services throughout the district and County receive the utmost attention.

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 humanly possible. Having dedicated 56 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.

Community Development and Physical Infrastructure Improvements:

Working with a broad interagency collaborative of governmental entities, Supervisor Centeno has effectively addressed vital community development projects including a much needed aquatics center for the Cuyama Valley that opened in the summer of 2009. In addition, the decades old problem of a temporary crossing over the Sisquoc River was resolved with the construction of a new permanent bridge which was completed and opened in February, 2010.

Accomplishments and Ongoing Key Projects:

Supervisor Centeno has established key relationships with Board colleagues and County departmental staff to ensure cooperation and consensus in developing a broader understanding of the issues that directly impact the Fifth District and North County and, by doing so, to effectively address those issues through a collaborative responsiveness. He has successfully brought many critical issues to the forefront including, but not limited to, the following areas of community interest:

Community Development:

- **Cuyama Valley Aquatics Center:** Secured funding for a \$1.8 million aquatics center for the Cuyama Valley which was completed in the summer of 2009. In 2003 the community of New Cuyama learned that the community's only swimming pool had been condemned by the State for structural failures arising from the devastating earthquake in December 2003. Following a series of Town Hall meetings in the Cuyama Valley, the residents voiced their request for a new swimming pool. By working with key County staff, Supervisor Centeno was able to secure the funding and the various approvals including environmental and design reviews. Construction of the new swimming pool began with the groundbreaking ceremony in December 2008. The County's General Services Department served as the lead agency on the swimming pool project and the County's Parks Department has resumed operational responsibilities. More than 300 school-aged children and youth from the Cuyama Valley were among the notable constituency groups that were pivotal in making the dream of a community swimming pool a reality.
- **Cuyama Recreation Center:** Engaged with County Housing & Community Development staff on a \$400,000 Community Development Block Grant (CDBG) application for the rehabilitation of the Cuyama Recreation Center.
- **Blochman School Community Park Project:** Working with the Blochman School Parent Teacher Association (PTA) and the Sisquoc community, proposed a community park project at Blochman School including upgraded playground equipment and other amenities, and met regularly with their staff.
- **Community Parks:** In collaboration with Fourth District Supervisor Joni Gray, secured funding and completed two community parks for Orcutt and Casmalia, primarily with a sharing of local Quimby development funding and in conjunction with County Parks.

BOARD OF SUPERVISORS

Department Summary (cont'd)

Physical Infrastructure:

- **Tepusquet Bridge:** Secured funding for, and completed design of, the \$8.5 million Tepusquet Bridge. This addresses a decades old problem of a temporary crossing over the Sisquoc River which washes out every year when the heavy rains fall. After an arduous environmental review process, the bridge project was given final approvals and construction began in March 2009. The County's Public Works Department, acting as the lead local agency during the construction of the Tepusquet Bridge, has assumed maintenance responsibilities since the bridge was completed in February 2010. Among key groups that helped to make this a successful project was the County Fire Department, which estimates that the permanent bridge will reduce its response time in this valley by seven to twelve minutes, often in critical situations when every minute makes a difference in public safety.
- **Santa Maria River Levee:** Working in concert with the Army Corps of Engineers, the County's Public Works Department, Congresswoman Lois Capps and Santa Maria Mayor Larry Lavagnino, Supervisor Centeno was actively engaged in securing \$42 million to upgrade and improve the Santa Maria River Levee.
- **Tepusquet Road:** Working with the County Public Works Department, Tepusquet Road has been resurfaced primarily through the use of Measure D funding. Supervisor Centeno helped change the funding formula to reflect the rural road miles in the Fifth District and, by increasing the amount going to the Fifth District, many road improvements were made possible, including Tepusquet Road.
- **Highway 101 Widening:** Working in conjunction with the Santa Barbara County Association of Governments (SBCAG), City of Santa Maria officials, Caltrans staff and area State Legislators, the \$35 million widening of Highway 101 from four lanes to six lanes between the Santa Maria Way and the North Broadway interchanges was completed, with a Ribbon Cutting Ceremony on January 30, 2009.

Safety Improvements:

- **Garey Intersection:** Secured funding for the \$350,000 realignment of the Foxen and Mesa Roads intersection in Garey which includes a re-design of a dangerous intersection and will vastly improve the road safety for local motorists as well as the thousands of tourists flocking to the Santa Maria Valley Wine Country every weekend.
- **Highway 166 Rehabilitation:** Working in close collaboration with Caltrans and area State Legislators, a \$20 million rehabilitation of Highway 166 was completed in late 2008 and included critically important safety improvements such as left turn lanes at both school sites in the Cuyama Valley and in the New Cuyama Township.
- **Highway 166 Task Force:** Actively engaged in a Highway 166 Task Force led by the California Highway Patrol, area State Legislators and local public safety agencies. Recent studies showed a dramatic improvement in the reduction of fatalities and traffic collisions on that road.

- **Cuyama Airport:** Involved County staff in overseeing the cleanup of the "auto crusher pile" at the Cuyama Airport.
- **Richardson Park:** Facilitated timely and responsive maintenance improvements to Richardson Park in Cuyama.
- **Cuyama Walking Bridge:** Two dilapidated bridges used regularly by residents to cross over a creek bed were marked for destruction and shut off to the public due to safety hazards. Supervisor Centeno secured funding and completed two new and safe walking bridges that are used daily by residents, as well as being incorporated into a health program with Marian Medical Center to improve the well-being of Cuyama residents.
- **Santa Maria Valley Collaborative Leadership Project:** Concerned with the recent epidemic of increased violence associated with gang and drug activity in our valley, Supervisor Centeno formed a new 'project'; a diverse group of community leaders, law enforcement, parents, teachers, current gang members and, more importantly, a few young people struggling to stay in school to avoid the lures of the rising criminal lifestyle, together in one room for three days to figure out a way to solve this tough community problem. The "CLP" gathered for their first conference in early February 2010. This dynamic and progressive approach was enthusiastically received by members of the press and the community who were eager to join or volunteer their services. Though in its infancy, the Collaborative Leadership Project gathered many issues from the recent three day conference to begin tackling and resolving areas that will impact or drastically reduce this community travesty. Supervisor Centeno is dedicated to improving the quality of life for all residents in the county by reducing violence and, most importantly, by saving the youth from a life of gangs and drugs and, hopefully, turning them into productive members of our society. This will be an ongoing effort that will necessitate the entire community's efforts for years to come to solve and maintain a safe environment.
- **Cottonwood Canyon:** This rural road was left in a deplorable state following the massive amounts of heavy firefighting equipment traffic during the Summer 2009 La Brea wildfire. The road was not designed to accommodate high volume traffic of heavy equipment but was essential. Supervisor Centeno is working to secure \$700,000 to repair this important road that will serve the community and, more importantly, serve emergency services in the future.

Human and Social Services:

- **Children's Health Initiative:** Spearheading a collaborative effort with First District Supervisor Salud Carbajal, developed the Children's Health Initiative which provides 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). When children obtained health insurance, access to medical services within the last year increased from 59% to 95% in 10 months. Dental Services increased from 22% to 93% in the same time frame.
- **Westgate Childcare Center:** Funded \$7,500 for needed upgrades at the Westgate Childcare

BOARD OF SUPERVISORS

Department Summary (cont'd)

Center upon the Community Action Commission taking control of this critically important facility.

- **Committees:** 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, Law Library Board of Trustees, Indian Gaming Committee, Mental Health Commission, City of Santa Maria's Chamber Transportation Committee and participating in the Santa Maria Valley Fighting Back program.
- **Affordable Housing:** 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 Advisory Committee that meets regularly with broad community representation, as well as with active involvement from appropriate County staff.
- **Medical and Health Care Issues:** 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.
- **Cuyama Valley DVD:** In collaboration with First Five, worked on the production and distribution of an informational DVD on Cuyama Valley to draw and increase attention and awareness of the human and social services needs in an isolated rural area of the County.
- **Pet Over-Population:** Participated on a citizens' committee created by the Board of Supervisors to develop a strategy to address the issue of pet over-population in our community.

Effective, Responsive Governmental Assistance:

- **Organizational Improvements:** 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.
- **Mandatory Furlough Program:** Full cooperation and participation in the Mandatory Furlough Program that included a reduction of pay for 20 consecutive pay periods with the equivalent number of hours of time off; as well as keeping the Fifth District Office staffed at all times during the December 22, 2008 - January 4, 2009 furlough closure.
- **California Tiger Salamander (CTS):** 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.

- **Annexation Process:** 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.
- **North County Board of Architectural Review (NBAR):** 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 and money from having to drive to Santa Barbara, as was previously the situation.
- **Review Process:** 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 of the Process Improvement Committee. This has resulted in making the process easier to navigate, more time-efficient and cost-effective, while maintaining the quality of development in the County.
- **Agricultural Issues:** Conducting regular weekly meeting to discuss agricultural issues.
- **Appointments:** As the Fifth District Supervisor, made appointments to 25 various Boards, Commissions and Committees.
- **Zoning:** 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.
- **Capital Projects:** Supported and helped pass approval for the Betteravia Government Center Board Hearing Room and Emergency Operations Center to accommodate the increased needs of the growing population of the North County.

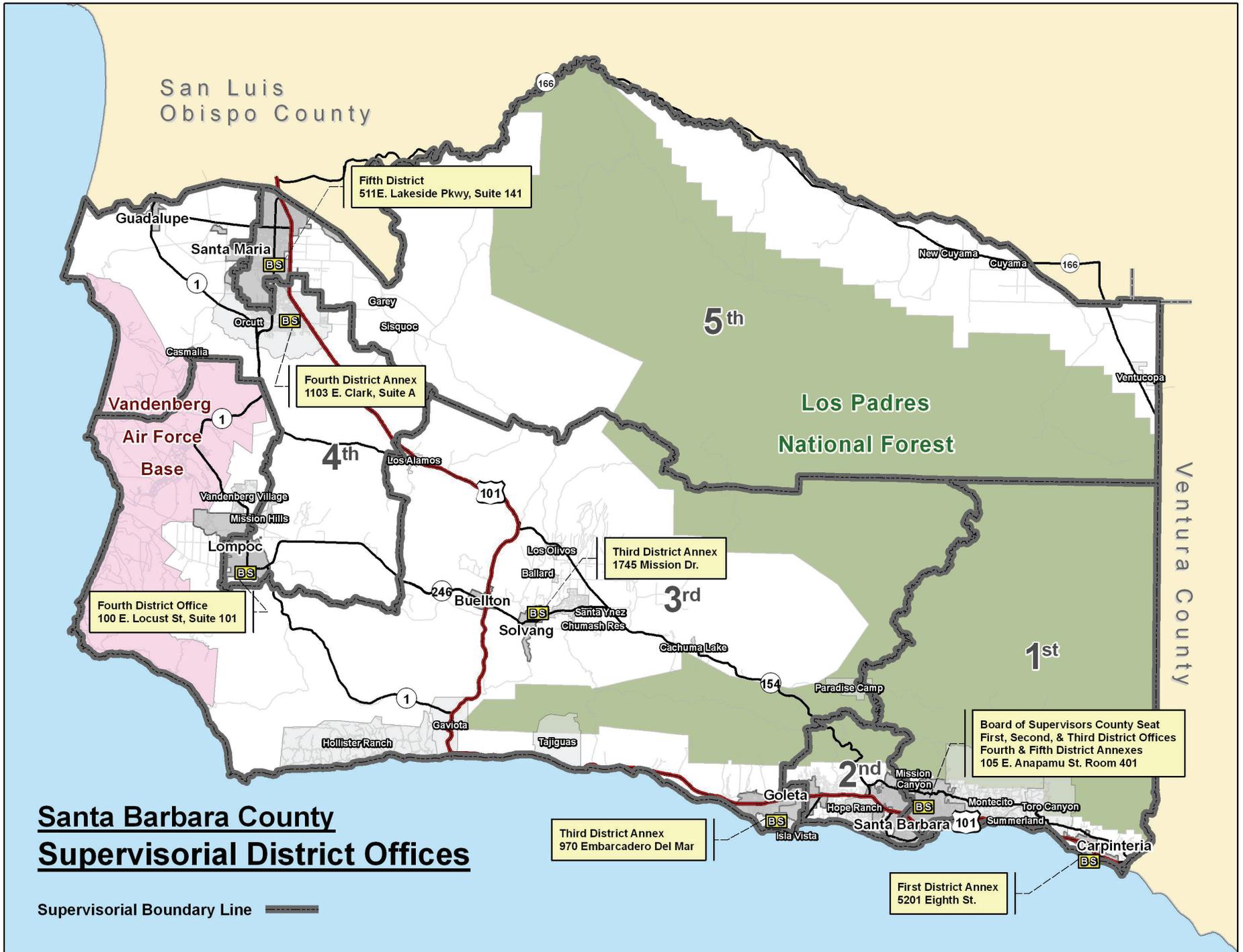
Countywide Collaboration with Other Supervisorial Districts and Local Governments:

- **Memberships/Sponsorships:** 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 Control District (APCD) and the Santa Barbara County Local Agency Formation Commission (LAFCO), among other like agencies. Sponsored numerous resolutions and award certificates to organizations and persons that represented the Fifth District.
- **Board Projects:** Collaborated with the other four districts on the following projects: Naples Project / Diamond Rock Mining Project / Orcutt Academy in Casmalia / Benefit Service Center for Department of Social Services / Santa Maria Levee / Santa Maria Public Library.
- **Public Access to Staff:** 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 Fourth and the Fifth supervisorial districts, have the highest access to all staff to ensure their concerns are responded to in the most efficient manner possible.

BOARD OF SUPERVISORS
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>
Position Detail				
First District				
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
Second District				
Supervisor	1.0	1.0	1.0	1.0
Executive Staff Assistant	1.0	2.0	2.0	1.0
BOS Administrative Assistant	<u>2.0</u>	<u>1.0</u>	<u>1.0</u>	<u>2.0</u>
Sub-Division Total	4.0	4.0	4.0	4.0
Third District				
Supervisor	1.0	1.0	1.0	1.0
Executive Staff Assistant	2.0	1.0	1.0	1.0
BOS Administrative Assistant	<u>1.0</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>
Sub-Division Total	4.0	4.5	4.5	4.5
Fourth District				
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	0.5	0.5	0.5
Admin Office Professional	<u>1.8</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Sub-Division Total	4.8	4.5	4.5	4.5
Fifth District				
Supervisor	1.0	1.0	1.0	1.0
Executive Staff Assistant	2.0	1.0	1.0	1.0
BOS Administrative Assistant	--	2.0	2.0	1.0
Admin Office Professional	<u>1.8</u>	<u>0.8</u>	<u>0.8</u>	<u>0.8</u>
Sub-Division Total	4.8	4.8	4.8	3.8
Board General				
Admin Office Professional	<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>22.5</u>	<u>22.8</u>	<u>22.8</u>	<u>21.8</u>

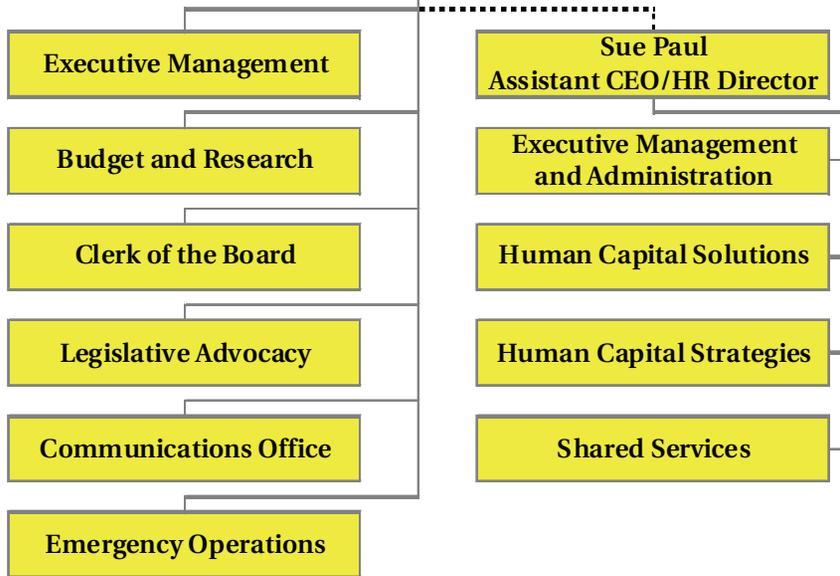
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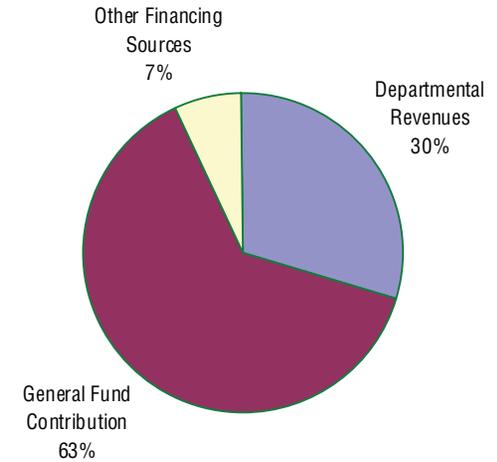
COUNTY EXECUTIVE OFFICE

Budget & Positions (FTEs)	
Operating \$	4,520,951
Capital	10,000
Positions	31.0 FTEs

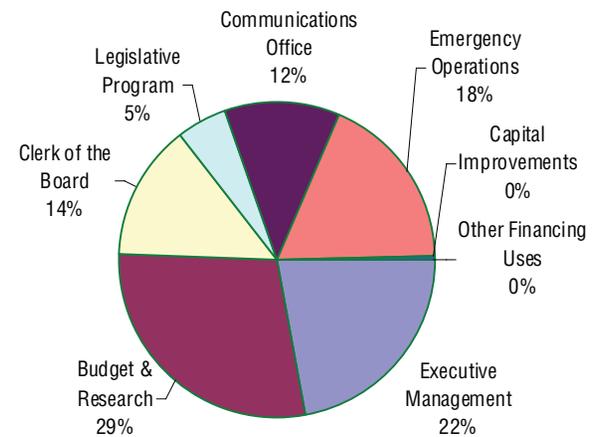
Michael F. Brown
County Executive Officer



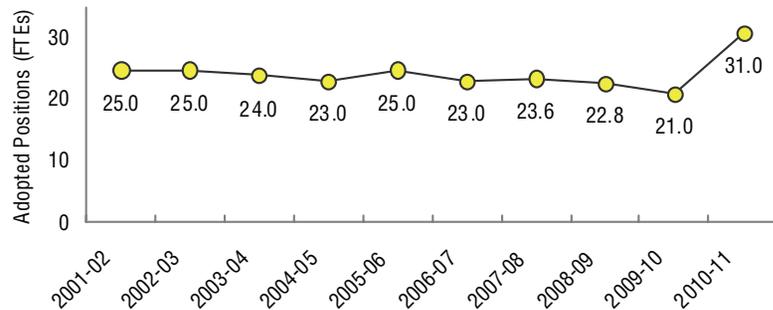
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



COUNTY EXECUTIVE OFFICE

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Management	\$ 1,280,921	\$ 1,575,245	\$ 1,394,976	\$ 1,257,488
Budget & Research	1,597,833	1,515,207	1,504,457	1,641,975
Clerk of the Board	602,703	716,716	698,260	791,137
Legislative Program	282,198	277,063	290,006	295,397
Communications Office	--	--	--	678,395
Emergency Operations	--	--	--	1,041,151
Operating Sub-Total	3,763,655	4,084,231	3,887,699	5,705,543
Less: Intra-County Revenues	(1,556,992)	(1,900,321)	(1,969,960)	(1,184,592)
Operating Total	2,206,663	2,183,910	1,917,739	4,520,951
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	10,000
Expenditure Total	2,206,663	2,183,910	1,917,739	4,530,951
<i>Other Financing Uses</i>				
Operating Transfers	3,852	4,063	4,063	5,554
Designated for Future Uses	--	331,293	331,293	--
Department Total	\$ 2,210,515	\$ 2,519,266	\$ 2,253,095	\$ 4,536,505

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 1,995,248	\$ 2,081,446	\$ 1,991,443	\$ 3,038,571
Overtime	13,626	--	--	2,000
Extra Help	18,012	25,000	45,303	51,000
Benefits	836,373	832,510	876,170	1,371,010
Salaries & Benefits Sub-Total	2,863,259	2,938,956	2,912,916	4,462,581
Services & Supplies	900,396	1,145,275	974,783	1,242,962
Operating Sub-Total	3,763,655	4,084,231	3,887,699	5,705,543
Less: Intra-County Revenues	(1,556,992)	(1,900,321)	(1,969,960)	(1,184,592)
Operating Total	2,206,663	2,183,910	1,917,739	4,520,951
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	10,000
Expenditure Total	\$ 2,206,663	\$ 2,183,910	\$ 1,917,739	\$ 4,530,951

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 23,142	\$ --	(727)	\$ 262,522
Other Charges for Services	1,210,641	2,015,321	2,015,321	1,435,310
Miscellaneous Revenue	2,535	2,000	2,300	3,800
Revenue Sub-Total	1,236,318	2,017,321	2,016,894	1,701,632
Less: Intra-County Revenues	(1,556,992)	(1,900,321)	(1,969,960)	(1,184,592)
Revenue Total	(320,674)	117,000	46,934	517,040
<i>General Fund Contribution</i>	2,531,189	2,402,266	2,206,161	3,615,172
<i>Other Financing Sources</i>				
Operating Transfers	--	--	--	63,000
Use of Prior Fund Balances	--	--	--	341,293
Department Total	\$ 2,210,515	\$ 2,519,266	\$ 2,253,095	\$ 4,536,505

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Executive Management	6.9	4.3	7.0	4.8	7.0	4.7	6.0	3.7
Budget & Research	11.0	9.5	10.0	8.7	10.0	9.0	11.0	9.7
Clerk of the Board	6.0	5.9	6.0	6.0	6.0	6.0	6.0	6.0
Legislative Program	--	0.6	--	0.6	--	0.6	--	0.6
Communications Office	--	--	--	--	--	--	4.0	4.0
Emergency Operations	--	--	--	--	--	--	7.0	7.0
Total Permanent	23.9	20.3	23.0	20.0	23.0	20.3	34.0	31.0
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	0.0	--	--
Total Positions	23.9	20.3	23.0	20.0	23.0	20.3	34.0	31.0

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 six program cost centers: Executive Management, Budget and Research, Clerk of the Board, Legislative Advocacy, Communications and Public Information Office (CPIO) and Emergency Operations (Office of Emergency Services), with a staff of thirty-one.

The County Executive Office function within the County of Santa Barbara is grounded in the council-manager form of government which combines policy leadership of elected officials with execution by an apolitical professional executive.

As reported in the 2009-2010 budget document, in order to strengthen the County's organizational accountability and effectiveness, and enhance overall coordination of a complex 25 department structure, in 2005 the Board of Supervisors adopted an Ordinance establishing the County Executive Officer (CEO). The CEO structure is designed to promote accountability and execution by departments in conformance with Board policy. In February 2009, the Board modified the Ordinance eliminating the CEO's ability to hire and terminate department directors. The Ordinance was further modified to encourage direct communication between individual board members and the administrative organization. The efficacy of the Ordinance was to have been evaluated on its first anniversary.

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. CEO/HR was restructured approximately five years ago to be a part of the CEO instead of being a stand alone department. Although operationally integrated, the budget is shown separately in the Support Services section of the D-pages, 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. The 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, budget and financial mopros, the Leadership Project, and improved performance management systems, among others.

In July 2010 the Communications Office including the County of Santa Barbara Television (CSBTV) broadcasting services is transferred from General County Programs to the CEO, per the Board's request. While the administration of the Communications Office is currently under the direction of the County Executive Office it has been budgeted in General County Programs. CSBTV will continue to report to the Communications Director. It is not a new cost.

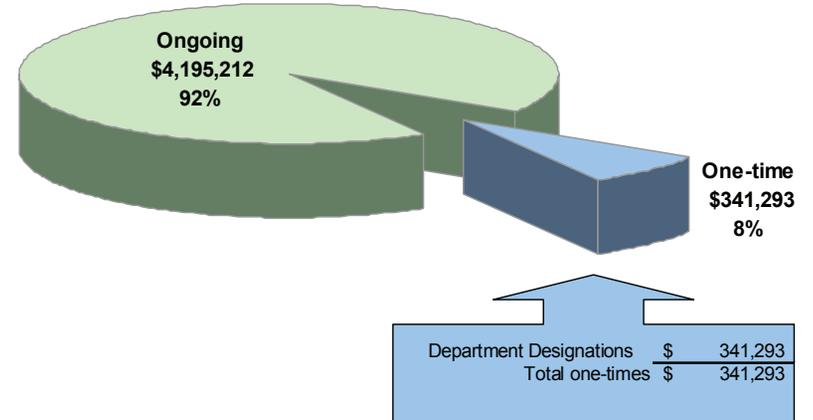
Similarly, in July 2010, the Office of Emergency Services (OES) is reassigned from General County Programs to the CEO. The administration of this office has been under the direction of

COUNTY EXECUTIVE OFFICE

Department Summary (cont'd)

the County Executive Office since July 2007 but the budget for this program will now be displayed in the CEO budget rather than in General County Programs. This moves the OES operational budget, the Homeland Security Grant Program and the Emergency Operations Center (EOC) budget to the CEO. It is not a new cost or increased staffing.

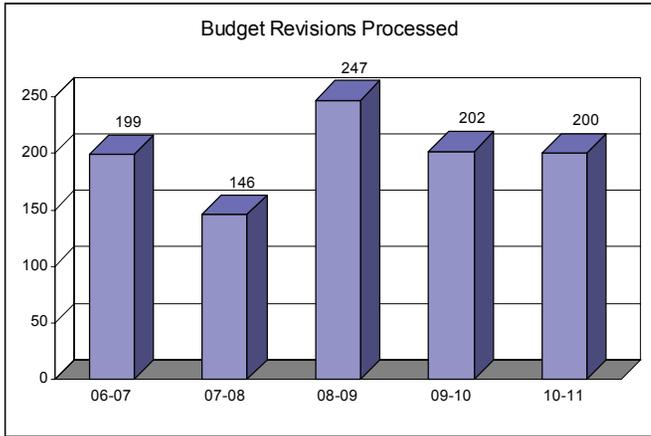
FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



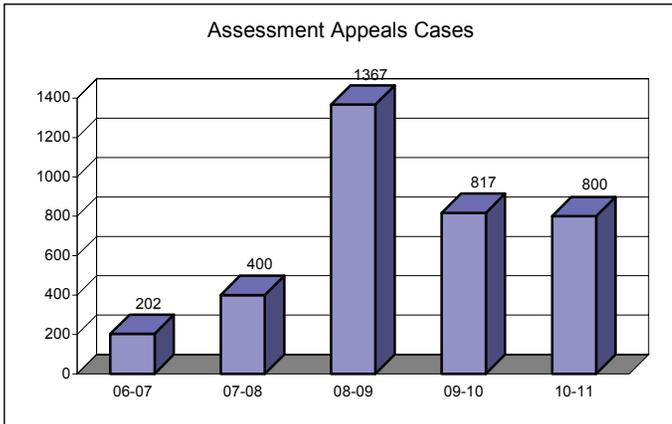
Eight percent of the FY 2010-11 Recommended Budget is comprised of a one-time source of funding. This source will fund salaries in Executive Management, Budget & Research and Clerk of the Board. There will be no funding source in future years, thus a new funding source will need to be identified, expenditures decreased or service levels reduced.

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

Activity Indicators



Number of department initiated budget revision requests reviewed and recommended within 3 working days of receipt.



Number of assessment cases filed by November 30 of the current year scheduled to be heard within 2 years of filing. An increase in filings represents a significant workload issue as any appeals not processed within two years become granted.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$196,000, to \$3,888,000, from the Fiscal Year 2009-10 Adopted Budget of \$4,084,000. This 4.8% decrease is the result of:

- -\$170,000 – Decreases to services and supplies due to not having available staff to work on management studies and/or special projects requested by the CEO or Board;
- -\$26,000 – Decreases to salaries and benefits achieved through holding positions vacant.

Revenues

The Fiscal Year 2009-10 Estimated Actual operating revenues decreased \$400 to \$2,016,900, from the Fiscal Year 2009-10 Adopted Budget of \$2,017,300. This decrease is insignificant.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase \$1,818,000, to \$5,706,000, from the Fiscal Year 2009-10 Estimated Actual of \$3,888,000. This 46.8% increase is the result of:

- +\$1,041,000 – Moving of the Office of Emergency Services from General County Programs to the County Executive Office (7 staff and services and supplies);
- +\$678,000 – Moving of the Communications Office from General County Programs to the County Executive Office (4 staff and services and supplies);
- -\$331,000 – Not designating funds for future use;
- +\$200,000 – Consolidating miscellaneous operating expenses into the County Executive Office from General County Programs, including utilities, data processing, and maintenance charges (not new costs);
- +\$185,000 – Increased salary and benefits costs to the Budget & Research and Clerk of the Board programs for retirement, health insurance, and merit increases;
- -\$147,000 – Decreased Liability Insurance premium costs due to reduced claims exposure;
- +\$134,000 – Moving one accounting position from General County Programs to the County Executive Office and related operating supplies;
- +\$76,000 – Budgeting recruitment costs for the new County Executive Officer;

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

- -\$76,000 – Decreases to regular salaries and benefits in the Executive Program by leaving three positions vacant and unfunded, including two Assistant CEOs, offset by increases to retirement and health insurance costs. 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.

Revenues

The Fiscal Year 2010-11 Recommended Budget operating revenues will decrease \$315,000, to \$1,702,000, from the Fiscal Year 2009-10 Estimated Actual of \$2,017,000. This 15.6% decrease is the result of:

- -\$749,000 – Decreases to cost allocation (overhead costs charged to direct cost departments);
- +\$263,000 – Increases to Federal and State revenues resulting from the Office of Emergency Services grants being moved from General County Programs to the County Executive Office;
- +\$169,000 – Increases to other revenues due to the Office of Emergency Services and the Communications Office programs being moved from General County Programs to the County Executive Office.

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 Critical Issues, the issues of "Financial Stability of the County" and "Service Delivery" will continue to be the CEO's priorities for FY 2010-11.

Focus Area: Effective Leadership as measured by:

Current Year (FY 09-10) Accomplishments:

- Adoption of comprehensive State and Federal legislative platform and enhanced legislative principles which guide the County's legislative program. Legislative principles include:
 - Efficient service delivery, fiscal stability, interagency collaboration, local control, protection of safety net services and community sustainability and economic stability. The latter two principles were added in 2009 to reflect the County's ongoing commitment to addressing critical issues in these areas.
- Adoption of a resolution at the NACo national conference to address marine vessel emissions, thus allowing it to be considered for inclusion in the NACo platform.
- Preparation of federal appropriation request to seek direct funding for priority projects identified within the legislative platform. (\$7.9 million received.)
- Development of the legislative outreach program to communicate and advocate for the County's position on the proposed State reduction in HUTA and other road maintenance monies. Effort was recognized by CSAC with an Award of Excellence at its annual conference.
- Facilitated a successful intergovernmental/interagency collaboration exhibited in shared funding and construction of the El Colegio Road project, Phase 1.
- Secured legislation to: 1) allow the Lower Mission Creek project to be eligible for State flood subvention funding (SB 619 sponsored by Senator Strickland) and 2) to enhance breast cancer screening services by allowing digital mammography screening to be covered when film or analogy mammograms are not available (AB 359 sponsored by Assemblymember Nava). Worked with Senator Strickland on legislation (SB 326) intended to incorporate housing foreclosure rates into the regional housing needs assessment. Also pursued legislation (AB 50 sponsored by Assemblymember Nava) to reimburse the County for property tax revenues lost as a result of fires.
- Facilitated the successful completion of the Responsible Pet Owner and Spay and Neuter Program via a community-wide task force effort.
- Presented the FY 2009-10 State Budget Impacts and Solution Strategies Report to the Board of Supervisors in August 2009 in order to inform the Board about the impacts of the adopted State budget and present options for mitigating those impacts.

Proposed Strategic Actions:

- Influence State and Federal legislation and elected representatives to advance the County's Adopted 2010 legislative platform and enhance quality of life by maximizing receipt of local revenues supporting the delivery of critical services, programs and facilities.
- Provide the Board with regular updates regarding the State budget and potential impacts to the County.

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

- Strengthen the County's ability to provide disaster management by completing the construction of a dedicated Operational Area Emergency Operations Center (EOC).
- Provide updates to ordinances that provide authorities and critical plans that address hazards and procedures to respond.
- Continue to train the Operational Area workforce to respond in accordance with updated plans and procedures with particular emphasis on emergency public information training in accordance with the new Joint Information Center (JIC) plan and its staffing.
- Continue to strengthen communication resources amongst Operational Area jurisdictions with the addition of a computerized emergency management system that facilitates the flow of information.
- Enhance response and recovery efforts through volunteer and business partnerships.

Proposed Key Projects:

- Secure enhanced federal funding for priority capital projects including Goleta Beach, Lake Cachuma, Santa Barbara County Historic Courthouse, Lower Mission Creek and the Santa Maria levee.
- Secure sponsors and guide County-sponsored bills to passage by the legislature with approval by the Governor.
- Develop and manage a countywide budget that reflects lower levels of service resulting from decreasing revenues and increasing personnel costs.
- Complete the construction of an Operational Area EOC and ensure its operational readiness in a continuing effort of testing.
- Implement and train Operational Area staff to use WebEOC.
- Update the Local Hazard Mitigation Plan to identify hazards within the Operational Area and to assist in identifying strategic actions to reduce threats to the communities we serve.
- Bring up to date critical plans and documents to ensure response readiness such as: Nuclear Power Plan (NPP) emergency plan; finalize the Operational Area Emergency Management Plan (formally referred to as the "Emergency Operations Plan") and, in cooperation with federal and state authorities, the Offshore Petroleum Response Plan.
- Establish a vision for future communication systems in the Operational Area by completing a comprehensive Interoperable Communications Plan for the Operational Area.
- Continue to work with community-based organizations and support planning for the use of volunteers during emergencies and recovery efforts.
- Continue working with the local news media and the Office of Emergency Services, including the "Radio Stations of Choice" broadcasters, for emergency preparedness and emergency public information needs.

- Engage local media for speaking opportunities and coverage on the public's role in emergency preparedness.
- Continue media training as needed for County executives and key staff in all departments.
- Continue producing the agriculture information videos and increase other County-based original programming opportunities for broadcast on county television, CSBTV Channel 20.
- Develop additional Public Service Announcement (PSA) opportunities for County departments with mainstream media outlets similar to recent Census efforts.
- Continue developing and training a cadre of County staff to serve as PIO deputies, assistants and Spanish speakers for emergencies.
- Continue developing information on County programs, services and events as needed.
- Continue improving website content as new information becomes available for programs such as GoGreenSBC and the municipal energy financing program, emPowerSBC.
- Strengthen ties between departments to leverage public information, advertising and outreach opportunities to maximize the County's presence and to increase public awareness and utilization of County programs and services.
- Continue expanding CSBTV's capabilities to provide emergency news and information on countywide disasters, fires and emergencies with additional equipment and training.
- Look for additional revenue-generating opportunities by partnering with departments that need to create Public Service Announcements and other original programming.
- Further expand affiliations and networking with City government television stations and public access stations to maximize the distribution of coordinated emergency public information and other public service announcements (such as flu and census information campaigns).
- Develop additional public information opportunities and outreach through social media outlets.

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

Current Year (FY 09-10) Accomplishments:

- Re-established strong inter-jurisdictional efforts to coordinate library services countywide.
- In partnership with the departments of Housing and Community Development, the Auditor-Controller, the Treasurer-Tax Collector, County Counsel, Public Works and all eight incorporated cities in the County, the CEO's Office helped facilitate the Board's adoption of the emPowerSBC program. This program will provide up-front financing to help property owners make their homes and businesses more energy efficient. Property owners will pay the County back via their property tax bills over 5, 10, 15, or 20 year terms. Staff estimates that up to \$160 million in economic stimulus will flow throughout the region as a result of emPowerSBC.

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

- Facilitated the construction of Phase 1 of the El Colegio Roadway project and completed the funding agreement for Phase 2. Phase 2 is scheduled to begin June 2010.

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.
- Work cooperatively with the University of California at Santa Barbara (UCSB) to best resolve Long Range Development plan proposals.

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 09-10) Accomplishments:

- Presented the annual Fiscal Issues Report to the Board of Supervisors in October 2009, which included a discussion of the major existing and potential fiscal pressures on the County's budget over the next several years.
- Held a two-part Budget Development Workshop for the Board of Supervisors – the first part, "Defining the Problem," presented the major expenditure and revenue issues projected for FY 2010-11; the second part, "Potential Service Level Impacts," presented the possible impact of certain budget reductions on department services to customers.
- Produced the Cost Center Performance Plan (CCPP), a visual representation of the County's program structure, budget and staffing levels, and performance measures.
- Refined/developed the CCPP as a policy/budget tool for the Board of Supervisors and as a visual tool for the public to understand the organizational and cost structure of the County.
- Improved/revamped the County's performance management tracking through the development of RPM.net to further define, monitor and improve the County's delivery of services.
- Developed a balanced 2010-11 recommended budget and presented it to the Board of Supervisors in advance of the budget hearings.
- Received the Distinguished Budget Presentation Award from the Government Finance Officer's Association.
- Awarded the Certificate of Excellence for exceeding the standards established by the Interna-

tional City/County Management Association's Center for Performance Measurement in the application of performance data to local government management.

- Assessed the overall impact to the County of the State and Federal budget proposal and communicated direct service-related impacts to the legislative allocation to stabilize funding for Santa Barbara County.

Proposed Strategic Actions:

- Provide the Board of Supervisors with regular updates on the County's revenues and expenditures relative to the budget.
- Present a 2010 Fiscal Issues Report to the Board to highlight significant issues to be considered in the development of the FY 2011-12 budget and beyond.
- Develop budget principles that embody the Board's policy direction for preparing a balanced, recommended FY 2011-12 budget.
- Present a recommended, balanced budget to the Board in advance of its June 2011 budget hearing.
- Prepare a summary Budget Facts and Figures booklet for use by Supervisors in community outreach efforts.
- Continue the 5-year forecast review to identify to the Board potential future year deficits.

Proposed Key Projects:

- To increase the budgeting, policy and organizational skill sets, the Budget and Research Division team members will participate in specialized web-based trainings offered by national organizations such as the Government Finance Officers Association (GFOA), International City/County Management Association (ICMA) and other available sources.
- 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, accountability and better management of the County's myriad revenue sources.

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 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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Executive Management

As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	100%	100%	100%	100%
	0	0	1	0
	0	0	0	0

As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	100%	100%	100%	100%
	0	0	0	0
	0	0	0	0

As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 2.6% or less.	3.5%	2.6%	2.3%	2.6%
	1,488.3	1,130.0	919.0	1,035.0
	42,144.0	43,680.0	39,800.0	39,800.0

Recurring Performance Measures

Executive Management

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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.	47%	100%	39%	100%
	8	18	7	18
	17	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.	100%	100%	92%	100%
	12	12	11	12
	12	12	12	12

To promote an accessible, open, and citizen-friendly government, prepare and deliver presentations at civic group meetings throughout the County.	100%	100%	130%	100%
	10	10	13	10
	10	10	10	10

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.	100%	100%	100%	100%
	3	3	3	3
	3	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.	105%	100%	80%	100%
	80	76	61	76
	76	76	76	76

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%	80%	100%
	13	15	12	15
	13	15	15	15

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 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, negotiates and recommends annexations with cities and special districts, and conducts a myriad of special studies and projects as appropriate to meet Board and/or departmental requirements.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Budget & Research

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.	135% 2,023,000 1,500,000	100% 3,000,000 3,000,000	67% 2,000,000 3,000,000	100% 3,000,000 3,000,000
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.	92% 227 247	100% 200 200	91% 184 202	100% 200 200
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.	0% (1,827,286) 1,000,000	0% (4,430,769) 1,000,000	0% (1,332,628) 1,000,000	0% (11,934,142) 1,000,000

Note: On this measure, we have not been able to fund an annual contribution. Instead the data shows funds are being withdrawn.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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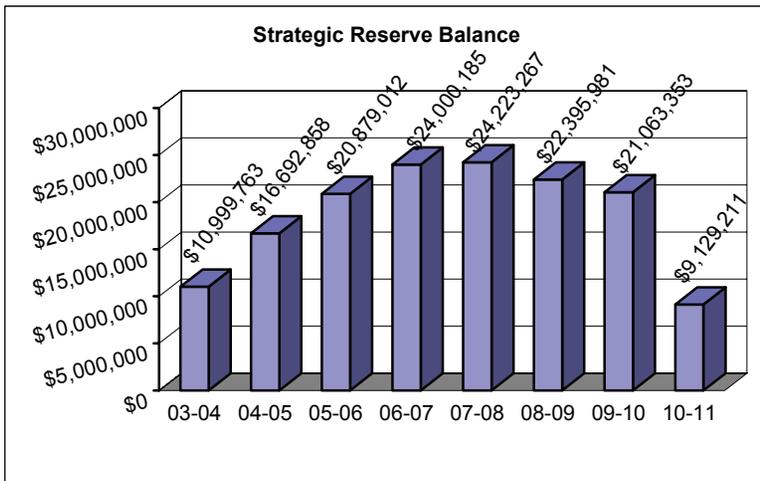
Recurring Performance Measures

Budget & Research

To promote an efficient and responsive government, 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 promote an efficient and responsive government, 25 of 25 departments submit complete budget requests by their agreed upon due date.	100% 25 25	100% 25 25	100% 25 25	100% 25 25
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 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 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

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Budget & Research				
To address the financial stability of the County, identify and review significant revenue and expenditure variances with 26 departments through 92 projection (MoPro) meetings within 30 days of the end of each quarter in accordance with the Operating Plan.	115%	100%	100%	100%
	106	104	104	104
	92	104	104	104
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.	3.2%	3.0%	0.3%	3.0%
	12,698,120	12,054,032	1,322,851	12,403,152
	400,450,960	401,801,064	403,123,915	413,438,398
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.	0.0%	3.0%	1.2%	3.0%
	262,250	11,759,930	4,629,092	11,788,496
	396,899,628	391,997,681	395,284,092	392,949,870



This chart shows the balance of the Strategic Reserve from FY 03-04 to FY 10-11.

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 video management system allows the department to prepare and publish BOS agendas and minutes and to 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 the 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. 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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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.	100%	100%	100%	100%
	44	42	40	43
	44	42	40	43
To promote an efficient and responsive government, complete indexing and distribution of all claims filed against County within 2 working days of receipt.	100%	100%	100%	100%
	173	200	200	215
	173	200	200	215
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%
	1,367	1,400	817	800
	1,367	1,400	817	800

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 or damaging to the County and its citizens. 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 directions received.

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

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Legislative Program				
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. 2 of 4 bills were signed into law on 10/1/09.	100% 4 4	100% 4 4	100% 1 0	100% 1 1
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. Full funding is not expected for all projects.	101% 7,889,500 7,800,000	30% 7,520,700 25,069,000	38% 5,000,000 13,200,000	34% 6,200,000 18,500,000

Communications and Public Information Office (CPIO):

The Communications and Public Information Office is responsible for helping the County Board of Supervisors, the CEO and other County departments provide accurate and timely public information on the wide range of programs, services and County issues. The Communications Director responds to daily calls from the news media for information and provides opportunities for the County to successfully get its messages to the public by directing the creation and distribution of County public information through official press releases; original programs on the County's government cable TV access station, Channel 20; advertising; Public Service Announcements (PSAs) and on the County's website. During countywide emergencies involving activation of the County Emergency Operations Center (EOC), the Communications Director assumes the duties and responsibilities of the Chief Public Information Officer and acts as a primary media spokesperson for the County.

The County of Santa Barbara Government Television Station (CSBTv), Channel 20, is a countywide cable television station. CPIO provides a coordinated public information platform in concert with press releases and website information. CSBTv produces numerous original programs, maintains the rigorous coverage schedule of public hearings and special events, and is prepared to broadcast emergency news as quickly as possible.

"CSBTv – CH 20: Your Channel for County News and Information" has become its slogan and its mission. Keep watching Channel 20 for another year of locally produced programs about the County that you cannot find on any other TV station.

The recommended 2010-11 budget for the CPIO is approximately \$689,000, which includes the targeted budget reductions required of County operations per directive of the Board of Supervisors. The proposed budget will be offset by \$60,000 from funding provided by the Department of Social Services and \$23,000 in revenue for CSBTv. A key goal of the CPIO during the upcoming fiscal year is to pursue additional funding offsets from other departments, projects or agencies to minimize budget costs.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Communications Office				
Produce and/or assist with quarterly meetings with news media representatives, emergency communicators and others to help improve the County's press relationships and effectiveness to distribute information during emergencies.	N/A	N/A	N/A	100% 4 4

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Communications Office				
Provide quarterly training and emergency exercise opportunities for County and local radio stations in conjunction with the Office of Emergency Services to maintain operational readiness of emergency public information capabilities.	N/A	N/A	N/A	100% 4 4
Produce and/or aid other departments in the production of, on average, one to three press releases per week about County programs, services, special events or other activities.	N/A	N/A	N/A	100% 150 150
Oversee production and distribution of quarterly employee newsletter.	N/A	N/A	N/A	100% 4 4
Broadcast approximately 360 live and tape-delayed public hearings of the County Board of Supervisors' meetings, County Planning Commission meetings and meetings of other public agencies on Channel 20.	N/A	N/A	N/A	100% 360 360
Provide 100% availability of the remote, two-way video testimony system in conjunction with all televised meetings produced by Channel 20.	N/A	N/A	N/A	Yes
Produce monthly news and information videos about County programs, services, special events or other County-related activities for broadcast on Channel 20.	N/A	N/A	N/A	100% 12 12
Provide quarterly training and/or emergency exercise opportunities for Channel 20 staff to remain prepared for emergency broadcast support at the county's Emergency Operations Center.	N/A	N/A	N/A	100% 4 4

Office of Emergency Services:

In accordance with the California Emergency Services Act, the Office of Emergency Services (OES) serves as the lead emergency 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 preparing for and administering disaster response and coordinating homeland security grant programs. 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 operational area, the OES works with the affected jurisdiction in recovery efforts by serving as the conduit with state and federal disaster agencies.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Emergency Operations				
Conduct 1 Emergency Operations Center exercise that addresses a contemporary emergency management scenario.	N/A	N/A	N/A	Yes
Conduct 1 tabletop disaster exercise for the Diablo Canyon Nuclear Preparedness Plan that addresses a congregate care and shelter management scenario.	N/A	N/A	N/A	Yes
Conduct NIMS/SEMS training for county staff assigned to Emergency Operations Center functions.	N/A	N/A	N/A	100% 45 45
Coordinate 2 combined SEMS/NIMS trainings for 8 operational area cities.	--	--	--	100% 2 2
Conduct site visits with operational area cities to ensure that city emergency plans are in coordination with the County's Emergency Plan.	N/A	N/A	N/A	100% 8 8
Promote disaster preparedness within the community through attendance at public events and forums.	N/A	N/A	N/A	100% 10 10

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Emergency Operations				
Conduct Basic Standardized EMS training segments for EU "Business of Local Government" new employee orientation courses.	N/A	N/A	N/A	100% 5
Conduct emergency response plan exercises for conditioned oil and gas energy facilities.	N/A	N/A	N/A	Yes
Conduct monthly tests of the Emergency Alert System (EAS) to ensure readiness.	N/A	N/A	N/A	100% 12
Conduct monthly set-ups of the Emergency Operations Center (EOC) to ensure readiness.	N/A	N/A	N/A	100% 12

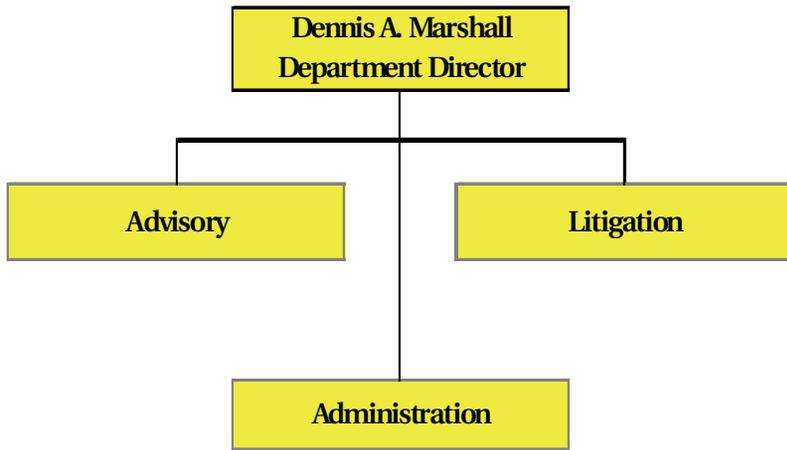
Note: Adopted FY 09-10 and Est. Actual FY 09-10 Recurring Performance Measures information for the Communications Office and Emergency Operations are displayed in General County Programs, beginning on page D-515.

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Executive Management				
County Executive Officer	1.0	1.0	1.0	1.0
Assistant CEO	2.9	3.0	3.0	3.0
Admin Professional	3.0	3.0	3.0	2.0
Sub-Division Total	6.9	7.0	7.0	6.0
Budget & Research				
Assistant CEO	1.0	1.0	1.0	1.0
Assistant to the CEO	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Fiscal & Policy Analyst	7.0	6.0	6.0	6.0
Admin Office Pro	1.0	1.0	1.0	1.0
Accountant	--	--	--	1.0
Sub-Division Total	11.0	10.0	10.0	11.0
Clerk of the Board				
Chf Dep Clk of Bd of Supv	1.0	1.0	1.0	1.0
Admin Office Pro	5.0	5.0	5.0	5.0
Sub-Division Total	6.0	6.0	6.0	6.0
Communications Office				
Communications Director	--	--	--	1.0
CSBTV Manager	--	--	--	1.0
Electronics Systems Tech	--	--	--	1.0
Cable TV Staff Assistant	--	--	--	1.0
Sub-Division Total	--	--	--	4.0
Emergency Operations				
Emergency Operations Chief	--	--	--	1.0
Emergency Manager	--	--	--	5.0
Admin Office Pro	--	--	--	1.0
Sub-Division Total	--	--	--	7.0
Division Total	23.9	23.0	23.0	34.0

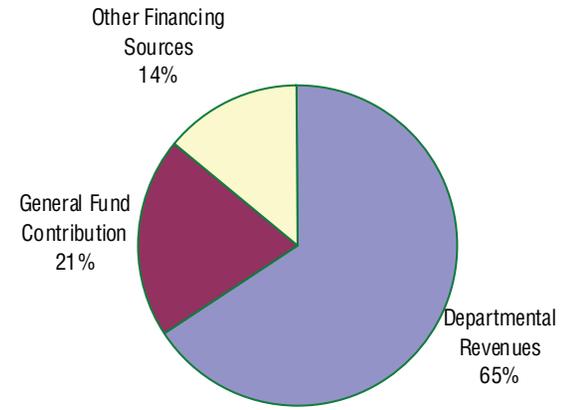
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COUNTY COUNSEL

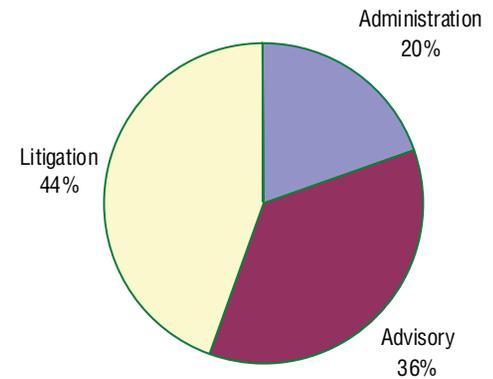
Budget & Positions (FTEs)	
Operating \$	2,969,647
Capital	-
Positions	36.1 FTEs



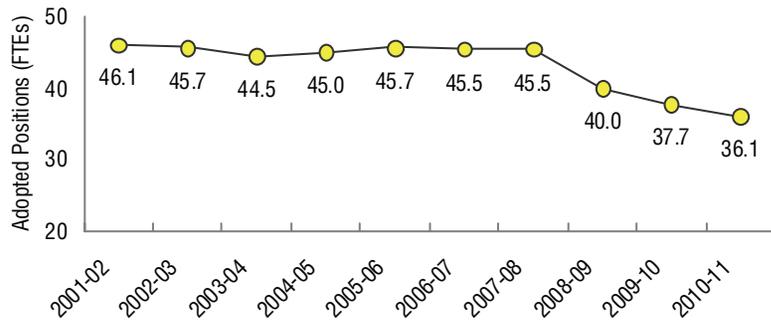
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



COUNTY COUNSEL
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 2,014,442	\$ 1,434,884	\$ 1,046,601	\$ 1,418,837
Advisory	2,702,107	2,478,235	2,511,155	2,584,256
Litigation	3,134,586	3,294,254	3,323,281	3,221,670
Operating Sub-Total	7,851,135	7,207,373	6,881,037	7,224,763
Less: Intra-County Revenues	(4,086,434)	(3,408,490)	(3,558,096)	(4,254,316)
Expenditure Total	3,764,701	3,798,883	3,322,941	2,970,447
<i>Other Financing Uses</i>				
Operating Transfers	5,944	5,945	5,945	5,946
Department Total	\$ 3,770,645	\$ 3,804,828	\$ 3,328,886	\$ 2,976,393

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	\$ 4,384,497	\$ 4,355,464	\$ 4,349,820	\$ 4,337,886
Overtime	1,504	--	4,000	--
Extra Help	131,662	32,616	32,450	34,439
Benefits	2,093,798	1,848,499	1,933,569	1,852,179
Salaries & Benefits Sub-Total	6,611,461	6,236,579	6,319,839	6,224,504
Services & Supplies	1,239,674	970,794	561,198	1,000,259
Operating Sub-Total	7,851,135	7,207,373	6,881,037	7,224,763
Less: Intra-County Revenues	(4,086,434)	(3,408,490)	(3,558,096)	(4,254,316)
Expenditure Total	\$ 3,764,701	\$ 3,798,883	\$ 3,322,941	\$ 2,970,447

Source of Funds Summary

<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 278	\$ --	(272)	\$ --
Other Charges for Services	4,637,431	3,918,590	4,081,484	4,735,015
Miscellaneous Revenue	66	500	500	500
Revenue Sub-Total	4,637,775	3,919,090	4,081,712	4,735,515
Less: Intra-County Revenues	(4,086,434)	(3,408,490)	(3,558,096)	(4,254,316)
Revenue Total	551,341	510,600	523,616	481,199
<i>General Fund Contribution</i>	1,821,703	2,608,384	2,519,426	1,495,194
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,397,601	685,844	285,844	1,000,000
Department Total	\$ 3,770,645	\$ 3,804,828	\$ 3,328,886	\$ 2,976,393

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Administration	2.8	5.4	4.8	3.2	4.8	4.1	4.8	2.7
Advisory	21.1	13.5	19.1	14.3	19.1	14.0	19.1	13.4
Litigation	21.6	20.7	21.6	20.2	21.6	19.0	21.6	18.6
Total Permanent	45.5	39.6	45.5	37.7	45.5	37.2	45.5	34.7
<i>Non-Permanent</i>								
Contract	--	0.4	--	--	--	0.3	--	0.4
Extra Help	--	1.8	--	--	--	0.9	--	1.0
Total Positions	45.5	41.8	45.5	37.7	45.5	38.4	45.5	36.1

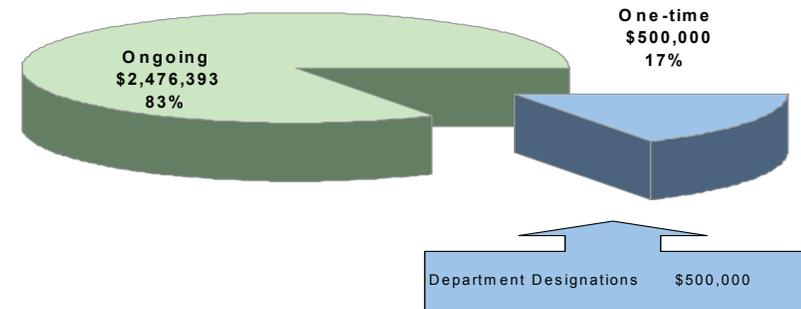
Note: FTE and position totals may not sum correctly due to rounding.

Budget Organization

The County Counsel's Office programs are divided into Advisory Services, Litigation Services 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 36.1 employees. All staff is housed within the Administration building in Santa Barbara with one attorney stationed at the Sheriff's Department. The cost of services and supplies for all three sub-divisions are budgeted within the Administration division.

As a result in the use of one-time sources, the department will face a funding shortfall of \$500,000 in Fiscal Year 2011-2012, not including increasing costs and changes in departmental revenue, which must be addressed to maintain these services.

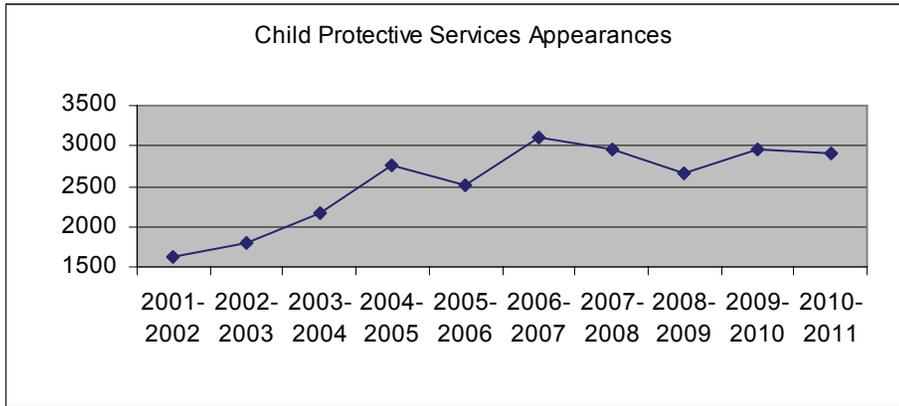
FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



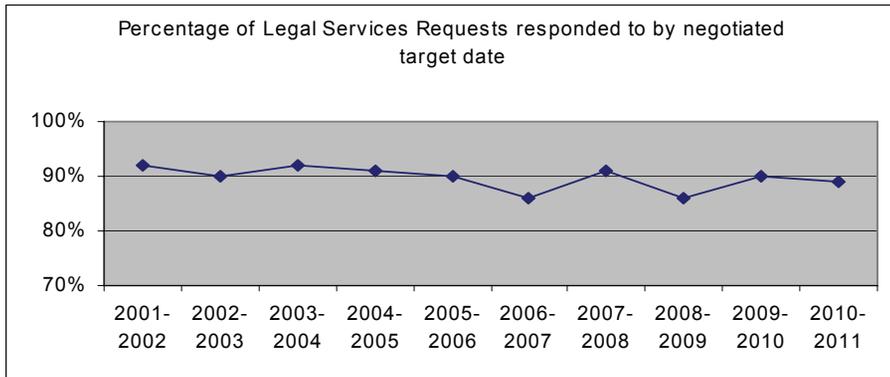
MISSION STATEMENT

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.

Activity Indicators



Factors contributing towards increased court appearances include; more trials set by parent's attorneys; continuances because of case backlog; more complex cases and cases involving private attorneys; a greater number of detentions, sometimes with five or six children in one family.



The number of legal services requests is contingent on incoming written requests to County Counsel from other County departments. Finishing the request by the negotiated target date depends on the difficulty of the request, staffing availability and current workload.

COUNTY COUNSEL

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

FY 2009-2010 Adopted to FY 2009-2010 Estimated Actual (Expenditures)

Estimated Actual operating expenditures decreased by \$326,336 to \$6,880,490 from the Adopted Budget of \$7,206,826. This overall decrease is the result of:

- -\$400,000 decrease for lower than anticipated outside counsel expenses
- +\$85,000 increase in retirement costs
- -\$9,400 decrease in miscellaneous expenses

FY 2009-2010 Adopted to FY 2009-2010 Estimated Actual (Revenues)

Estimated Actual operating revenues increased by \$162,894 to \$4,081,712 from the Adopted Budget of \$3,919,090. This overall increase is the result of:

- +\$167,856 increase in revenues associated with Mental Health legal services
- -\$37,944 decrease in revenues associated with Risk legal services for litigation and Workers Compensation
- +\$32,200 increase in revenues associated with Air Pollution Control District

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

FY 2009-2010 Estimated Actual to FY 2010-2011 Recommended (Expenditures)

The Recommended Budget's operating expenditures will increase by \$343,473 to \$7,223,963 from the Estimated Actual Budget of \$6,880,490. The overall increase is the result of:

- +\$400,000 increase in Services and Supplies to maintain the annual \$500,000 appropriation of litigation designation for potential use of outside counsel
- -\$182,871 decrease in Workers Compensation rates
- +\$68,348 increase in Retirement costs
- +\$29,504 increase in Health Insurance contributions
- +\$28,421 increase in Data Processing Services which has been offset by a reduction in staff of a .75 FTE IT Specialist in Fiscal Year 2009-2010

FY 2009-2010 Estimated Actual to FY 2010-2011 Recommended (Revenues)

The Recommended Budget's operating revenue will increase by \$653,803 to \$4,735,515 from the Estimated Actual Budget of \$4,081,712. This overall increase is the result of:

- +\$447,309 increase in cost allocation
- +\$179,944 increase in legal fees associated with an increase of \$220,000 in legal fees from Social Services and miscellaneous decreases in legal services for the Local Agency Formation Commission (LAFCO) and the Redevelopment Agency
- +\$47,460 increase in legal services associated with Risk Management (Liability and Workers Compensation)
- -\$17,700 decrease in legal services associated with Air Pollution Control District
- -\$3,000 decrease in Property Tax Administration fees

COUNTY COUNSEL

Department Summary (cont'd)

Departmental Priorities and Their Alignment With County Goals

The emphasis of County Counsel's Fiscal Year 2010-11 budget is continued delivery of quality legal services. Non General Fund departments are directly charged for County Counsel services and thus revenue holds steady. However, basic preventative services to General Fund departments will be reduced including: Attendance and advice at public meetings; communicating and collaborating with clients to solve legal problems; providing written legal opinions; reviewing and drafting legal documents; facilitating dispute resolution and providing training to staff and County departments. Decreased access to legal services will likely result in operational delays for General Fund department projects, an increase in litigation exposure with a corresponding probability for "bad outcomes," and a greater reliance on outside counsel as the department necessarily shifts attorneys from specialty to generalist assignments.

Departments providing revenue to County Counsel will continue to receive the same level of services provided in Fiscal Year 2009-2010. This means that cumulative reductions will disproportionately fall on General Fund departments. As a result, County Counsel services for these departments will shift from preventative to a reactive service delivery model. Unfortunately, legal service level reductions for General Fund departments come at a time when those departments are also experiencing reductions. Experience suggests that reduced resources in client departments typically increase the demand for legal services.

The service level reductions for Fiscal Year 2010-2011 include the elimination of 1.0 FTE support staff and 1.6 FTE attorney positions. These reductions, in combination with staff reductions from June 30, 2008 to Fiscal Year 2010-2011 reduce 4.75 FTE support staff and 5.625 FTE attorneys. This constitutes a 20% reduction in attorney services and a 46% reduction in secretarial staff. County Counsel staff will be reduced an average of 23% from Fiscal Year ending June 30, 2008 through Fiscal Year 2010-2011. Increased revenue projections also shifts General Fund staff from supporting General Fund departments to revenue generating Alcohol, Drug and Mental Health Services and Social Services.

Service reductions to General Fund departments include but are not limited to: limiting routine transactional legal support to General Fund departments, to generally exclude contract resolution drafting and participation in project teams; further limiting non-litigation support to the Sheriff's Department, in part by relocating the Deputy County Counsel presently stationed at Sheriff's Department Headquarters; limiting pre-hearing review of cases and projects by Planning & Development Department; limiting pre-hearing facilitation/resolution of third-party land use appeals to the Board of Supervisors; limiting routine transactional support of Housing and Community Development Department's affordable housing programs to only provide support at Board of Supervisor hearings; limiting non-mandated attorney support of non-revenue Boards, advisory committees, Civil Service Commission and commissions other than the County Planning Commission and the Montecito Planning Commission.

Fiscal year 2009-2010 reductions were managed by transitional use of 1.0 FTE extra help, increased efficiency in staff utilization and service delays. The cumulative staff reductions in the proposed 2010-2011 budget will require more serious and sustained reductions in preventative legal services.

The County Counsel's Office strategic actions align primarily with **Goal 1: Efficient and Responsive Government: An Efficient Professional Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community.** A substantial part of the department's work is required by law and is a business necessity.

The following focus areas have been identified for Fiscal Year 2010-11:

Focus area: Governance and Multi-Jurisdictional Relationships

Current Year (FY 09-10) Accomplishments:

- Supported County's \$16 million participation in the third-party Proposition 1A Securitization Program, following State's withholding of property tax revenues.
- Successfully defended three related lawsuits that challenged the \$1 billion Measure A Transportation Sales Tax.
- Supported County's efforts to avoid or mitigate significant environmental effects from University of California's Vision 2025 Long Range Development Plan.
- Litigated appeal to restore County Assessor's ability to assess over 300 mobile homes at fair market value in "Rancho Goleta" case; awaiting Court's ruling.
- Responded to allegations by United States Fish & Wildlife Service of County's two alleged violations of Endangered Species Act at County's Foster Road facility in Santa Maria.

Proposed Key Projects:

- Defend appeals against \$1.48 million of administrative fines that County imposed on Greka Oil & Gas, Inc. in May 2009 through November 2009 for violations of the County Petroleum Code.
- Defend County's tax assessment in ongoing complex litigation involving new Revenue & Taxation Code § 1160-1162, concerning fractionally owned aircraft; potential impact on County is \$1.2 million in back taxes and estimated \$350,000 a year going forward.
- Provide legal support for consideration by Board of Supervisors of multimillion dollar Solid Waste Franchise Agreements.
- Provide legal support for Conversion Technology Solid Waste initiative.

COUNTY COUNSEL

Department Summary (cont'd)

Focus Area: Land Use Law

Current Year (FY 09-10) Accomplishments:

- Researched and drafted a defensible moratorium against the establishment or operation of medical marijuana dispensaries.
- Supported Board of Supervisor briefings and appeal hearings concerning permitting of telecommunication facilities, following the Federal Communication Commission's "shot clock" Declaratory Ruling of November 18, 2009.
- Completed legal support of Santa Ynez Valley Community Plan.
- Defended County's approval of the Diamond Rock sand and gravel project and the Lompoc Wind Energy project in CEQA litigation; awaiting trial court rulings.
- Supported County's processing of the application by Santa Barbara Botanic Garden for a revision of its Major Conditional Use Permit.
- Enforced and collected \$372,000 of administrative fines that the County imposed against El Capitan Ranch for violations of the County Building Code.

Proposed Key Projects:

- Provide legal support for proposed amendments to County Land Use Codes concerning establishment and operation of medical marijuana dispensaries.
- Defend County's approval of the Santa Barbara Ranch project against CEQA litigation challenges.
- Provide legal support for three General Plan Amendments (Safety Element, Conservation Element and Land Use Element) and Community Plan updates for Mission Canyon, Los Alamos and Goleta.

Focus Area: Health and Human Services Law

Current Year (FY 09-10) Accomplishments:

- Litigated more than 650 Child Welfare Service cases and 30 appeals as of April 1, 2010 with one quarter of the fiscal year remaining.
- Prepared for litigation in Summer 2010 to resolve County's dispute with the State of California over Alcohol Drug and Mental Health Department's billings.

Proposed Key Projects:

- Litigate an expected case load of approximately 700 Child Welfare Service cases and related appeals.

- Continue settlement discussions and prepare for trial in litigation brought by Casa Pacifica Centers for Children and Families against County, where Casa Pacifica demands additional payments of more than \$800,000 from the County for children's mental health services.

Focus Area: Workers' Compensation:

Current Year (FY 09-10) Accomplishments:

- Represented the County in approximately 130 litigated cases with reserves of nearly \$10 million; successfully bringing approximately 20% of them to conclusion, including 9 major settlements approved by the Board of Supervisors, resulting in aggregate savings of more than \$1,224,000 in potential liability.
- Provided "one-stop" legal service for multi-faceted employment problems, and strategically coordinated handling of Workers' Compensation claims with related legal actions (Civil Service appeals, disability retirement claims, Department of Fair Employment and Housing (DFEH)/Equal Employment Opportunity Commission (EEOC) charges, tort lawsuits).
- Saved the County hundreds of thousands of dollars by working with the Retirement Board to avoid overlap between Workers' Compensation and disability retirement benefits.
- Provided leadership and support for interdepartmental project teams, along with education, training, on compliance with Workers' Compensation requirements, avoidance of claims, and containment of liability.

Proposed Strategic Actions:

- Continue providing high quality representation in litigated Workers' Compensation cases; negotiating favorable settlements in cases where chances of a more favorable outcome at trial are remote; aggressively litigating all others.
- Continue to offer customer-focused solutions for complex employment problems and coordinate handling of Workers' Compensation and related legal actions.
- Continue to provide leadership and support for interdepartmental project teams, and workers' Compensation education, training, and advice to Risk Management and County departments.

Proposed Key Projects:

- Committee for Advising on Reasonable Accommodation in Employment (CARE) project team: multi-departmental team that manages the County's legally-mandated interactive process for reasonably accommodating disabled employees.

COUNTY COUNSEL

Department Summary (cont'd)

- Claim Review Project: County Counsel and Risk Management meet regularly with County departments to review workers' compensation claims and update action plans.
- Leave of Absence (LOA) Project: County Counsel, Risk Management, and Human Resources meet regularly with County departments to review leaves of absence, identifying and assisting with those where the County must engage in an interactive process for reasonable accommodation and those where the County may lawfully separate employees who remain unable or unwilling to return to work.
- Disability Retirement Process Improvement Project: County Counsel and General Services meet periodically with the Retirement Administrator and staff to maximize coordination on disability matters, and improve disability retirement processes.
- Risk Management Evaluation Team (RMET): County Counsel advises team responsible for setting accurate claim reserves and improving reserve processes.

Focus area: Equal Employment Opportunity issues:

Current Year (FY 09-10) Accomplishments:

- Investigated and reported on 5 new complaints filed with the County Equal Employment Opportunity (EEO) office; provided formal responses to the Department of Fair Employment and Housing (DFEH) and Equal Employment Opportunity Commission (EEOC) on 10 new complaints investigated by those enforcement agencies, avoiding adverse results in all of those matters.
- Provided leadership and support for interdepartmental project teams listed below, along with education, training, and advice to County departments on compliance with EEO requirements and avoidance of claims.

Proposed Strategic Actions:

- Continue to work closely with the County EEO manager to investigate and report on complaints filed with that office, and to respond on behalf of the County to EEO complaints filed with outside agencies.
- Continue to provide leadership and support to interdepartmental project teams, and provide EEO education, training, and advice to County departments.

Proposed Key Project:

- CARE Project Team and Leave of Absence Project (described under Workers' Compensation).

Focus Area: Risk Management – Litigation:

Current Year (FY 09-10) Accomplishments:

- Successfully resolved 14 cases through dismissal, trial and/or settlement for less than the amount reserved by Risk Management.
- Provided assistance in additional office litigation including Cachuma Resource Conservation District and SBCAG SLAPP appeal. Provided Counsel to the CSAC Claims Review Committee. Took over responsibility for the Workers' Compensation subrogation cases. Provided medical malpractice and claim reviews for Public Health.
- Implemented with Risk Management bi-monthly litigation claim review of all case reserves.

Proposed Strategic Actions:

- Partner with Risk Management in both "early eye" claims handling services (including early resolution of claims and lawsuits) and assist in advising frequently sued departments concerning litigation demands on resources and typical procedural milestones.
- Continue "writ avoidance" approach to jail medical and other condition of confinement issues.
- Increase use of databases for improved case fact management.
- Continue to improve claims through appeal workflow processes.

Proposed Key Projects:

- Continue participation in risk evaluation management team and quarterly accrual meetings.
- Successfully defend 32 pending cases.
- Provide liability reduction and litigation survival training for County departments and employees.

COUNTY COUNSEL
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
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.	74%	100%	39%	100%
	25	31	12	31
	34	31	31	31
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	0	0	0	0
As an efficient and responsive government, the Department will reduce or maintain the rate 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 Counsel will maintain a productive workforce through a Departmental lost time rate of 4% or less.	3.81%	3.50%	3.89%	3.89%
	3,138.50	2,465.00	3,023.60	3,023.60
	82,416.00	70,414.50	77,772.00	77,772.00
Provide advice on an estimated 430 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.	611	550	430	430
Respond by negotiated target date to 85% of an estimated 620 written legal requests per year that require legal drafting or legal analysis, in order to achieve an Efficient and Responsive Government.	86%	86%	90%	90%
	766	602	560	560
	894	700	620	620

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
Use facilitation to reduce disputed issues for action by the Board of Supervisors in 60% of an estimated 6 third-party appeals per year of Planning Commission and Zoning Administrator decisions, in order to adhere to Land Use Policies.	100%	100%	100%	100%
	12	5	6	6
	12	5	6	6
For litigation cases that settle, resolve those cases on average at 90% or less of the amount reserved by the Risk Administrator as being at risk, in order to achieve an Efficient and Responsive Government.	100%	90%	88%	88%
	29	18	7	7
	29	20	8	8
Represent the County in an estimated 2,900 Child Protective Services appearances per year in order to achieve an Efficient and Responsive Government.	2,656	2,800	2,950	2,900
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.	79%	90%	88%	88%
	23	18	7	7
	29	20	8	8
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.	100%	100%	90%	90%
	11	12	9	9
	11	12	10	10

COUNTY COUNSEL
Department Summary (cont'd)

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Administration				
County Counsel	--	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Legal Office Pro	--	2.0	2.0	2.0
Computer Systems Spec I	0.8	0.8	0.8	0.8
Legal Secretary	<u>1.0</u>	<u>--</u>	<u>--</u>	<u>--</u>
Sub-Division Total	<u>2.8</u>	<u>4.8</u>	<u>4.8</u>	<u>4.8</u>
Advisory				
County Counsel	1.0	--	--	--
Chief Asst County Counsel	1.0	1.0	1.0	1.0
Chief Deputy County Counsel	2.0	--	--	1.0
Deputy County Counsel	14.1	14.1	14.1	13.1
Legal Office Pro	--	4.0	4.0	4.0
Legal Secretary	<u>3.0</u>	<u>--</u>	<u>--</u>	<u>--</u>
Sub-Division Total	<u>21.1</u>	<u>19.1</u>	<u>19.1</u>	<u>19.1</u>
Litigation				
Chief Asst County Counsel	--	1.0	1.0	1.0
Chief Deputy County Counsel	2.0	1.0	1.0	2.0
Deputy County Counsel	10.0	12.0	12.0	11.0
Program Manager	--	1.0	1.0	1.0
Legal Office Pro	--	2.0	2.0	2.0
Litigation Technology Spec	1.0	--	--	--
Paralegal	4.6	4.6	4.6	4.6
Legal Secretary	<u>4.0</u>	<u>--</u>	<u>--</u>	<u>--</u>
Sub-Division Total	<u>21.6</u>	<u>21.6</u>	<u>21.6</u>	<u>21.6</u>
Division Total	<u>45.5</u>	<u>45.5</u>	<u>45.5</u>	<u>45.5</u>

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Law & Justice





LAW & JUSTICE

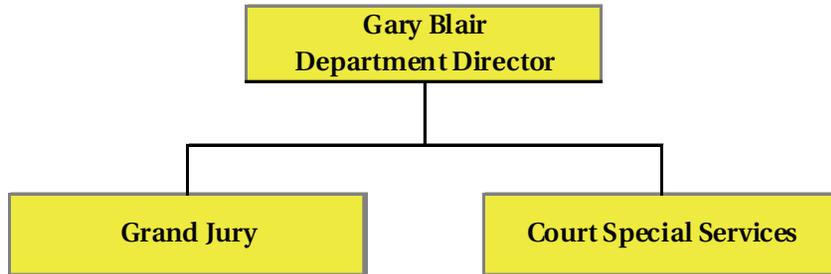
Use of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Operating Expenditures				
Court Special Services	\$ 15,543,973	\$ 15,020,259	\$ 15,075,135	\$ 14,736,684
District Attorney	17,040,808	16,885,889	17,663,660	18,434,564
Public Defender	9,682,181	10,080,852	10,606,039	10,110,158
Total	42,266,962	41,987,000	43,344,834	43,281,406
Capital Equipment & Improvements				
Court Special Services	--	--	--	--
District Attorney	84,561	--	--	--
Public Defender	--	--	--	--
Total	84,561	--	--	--
Designated for Future Uses				
Court Special Services	116,712	92,870	100,000	100,000
District Attorney	--	--	3,041	--
Public Defender	--	--	--	--
Total	116,712	92,870	103,041	100,000
Operating Transfers Out				
Court Special Services	--	--	--	--
District Attorney	29,489	29,492	29,492	29,491
Public Defender	6,874	6,873	6,874	6,876
Total	36,363	36,365	36,366	36,367
Total Use of Funds	\$ 42,504,598	\$ 42,116,235	\$ 43,484,241	\$ 43,417,773

Source of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Departmental Revenues				
Court Special Services	\$ 6,946,539	\$ 7,403,954	\$ 7,080,073	\$ 7,142,584
District Attorney	4,596,140	5,144,261	5,007,605	4,769,516
Public Defender	2,502,066	2,401,524	2,360,675	2,427,858
Total	14,044,745	14,949,739	14,448,353	14,339,958
General Fund Contribution				
Court Special Services	7,606,100	7,606,100	7,606,100	7,606,100
District Attorney	11,683,062	10,960,120	11,233,444	12,329,511
Public Defender	6,249,869	7,297,626	7,363,663	6,463,501
Total	25,539,031	25,863,846	26,203,207	26,399,112
Use of Designations/Prior Fund Balances				
Court Special Services	85,091	103,075	88,892	88,000
District Attorney	780,831	739,000	1,361,563	1,293,528
Public Defender	510,120	388,575	888,575	1,225,675
Total	1,376,042	1,230,650	2,339,030	2,607,203
Operating Transfers In				
Court Special Services	1,022,955	--	400,070	--
District Attorney	94,825	72,000	93,581	71,500
Public Defender	427,000	--	--	--
Total	1,544,780	72,000	493,651	71,500
Total Source of Funds	\$ 42,504,598	\$ 42,116,235	\$ 43,484,241	\$ 43,417,773

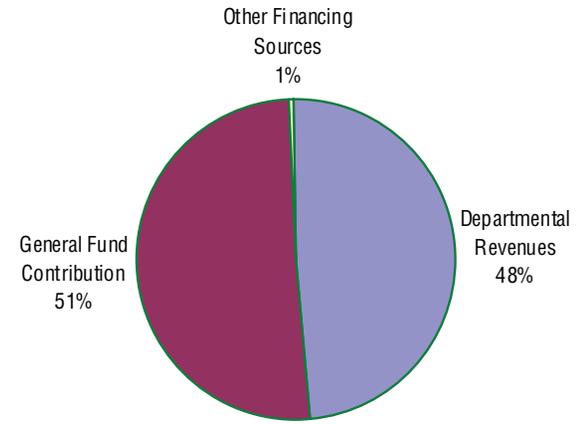
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COURT SPECIAL SERVICES

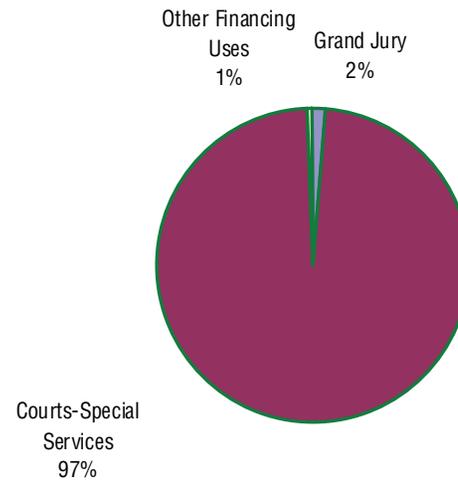
Budget & Positions (FTEs)	
Operating	\$ 14,736,684
Capital	-
Positions	- FTEs



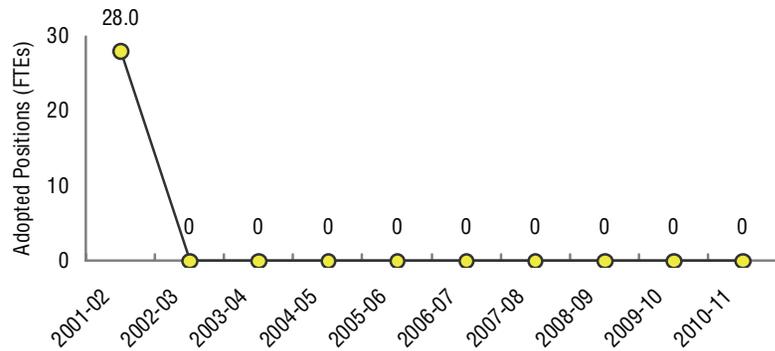
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



COURT SPECIAL SERVICES

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Grand Jury	\$ 220,952	\$ 226,608	\$ 212,158	\$ 226,608
Courts-Special Services	15,370,334	14,849,651	14,918,977	14,566,076
Operating Sub-Total	15,591,286	15,076,259	15,131,135	14,792,684
Less: Intra-County Revenues	(47,313)	(56,000)	(56,000)	(56,000)
Expenditure Total	15,543,973	15,020,259	15,075,135	14,736,684
<i>Other Financing Uses</i>				
Designated for Future Uses	116,712	92,870	100,000	100,000
Department Total	\$ 15,660,685	\$ 15,113,129	\$ 15,175,135	\$ 14,836,684
Character of Expenditures				
<i>Operating Expenditures</i>				
Services & Supplies	\$ 5,163,008	\$ 4,454,345	\$ 4,579,289	\$ 4,269,020
Contributions	10,428,278	10,621,914	10,551,846	10,523,664
Operating Sub-Total	15,591,286	15,076,259	15,131,135	14,792,684
Less: Intra-County Revenues	(47,313)	(56,000)	(56,000)	(56,000)
Expenditure Total	\$ 15,543,973	\$ 15,020,259	\$ 15,075,135	\$ 14,736,684
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 27,466	\$ 28,500	\$ 15,000	\$ 15,000
Other Charges for Services	3,617,218	3,998,035	3,864,575	3,864,425
Miscellaneous Revenue	3,349,168	3,433,419	3,256,498	3,319,159
Revenue Sub-Total	6,993,852	7,459,954	7,136,073	7,198,584
Less: Intra-County Revenues	(47,313)	(56,000)	(56,000)	(56,000)
Revenue Total	6,946,539	7,403,954	7,080,073	7,142,584
<i>General Fund Contribution</i>	7,606,100	7,606,100	7,606,100	7,606,100
<i>Other Financing Sources</i>				
Operating Transfers	1,022,955	--	400,070	--
Use of Prior Fund Balances	85,091	103,075	88,892	88,000
Department Total	\$ 15,660,685	\$ 15,113,129	\$ 15,175,135	\$ 14,836,684

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 (AB 233), the primary responsibility for funding court operations shifted to the State. As part of AB 233, 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 to the Court-Special Services programs, which continue to be the funding responsibility of 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), 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 programs and various grants were removed from the Court-Special Services operating budget to the Court operating budget. The transfer resulted from Senate Bill 2140 defining "trial court employee" as any employee subject to the Court's right to control the manner and means of his/her work and is paid from the Court's budget regardless of the funding source. The County funded programs transferred 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 Budget.

In Fiscal Year 2005-06, Assembly Bills 139 and 145 changed the way certain fines and civil fee revenues are budgeted and recorded within the Court Special Services operating budgets. In 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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Fiscal Year 2009-10 Estimated Actual revenues decreased \$324,000 to \$7,080,000 from Fiscal Year 2009-10 Adopted Budget of \$7,404,000. This 4% decrease is the result of several factors:

- -\$133,000 - a decrease in charges for services due to decreased proof of correction fees, traffic school fees, mediation fees and increased installment payment and time to pay fees;
- -\$122,000 - a decrease in fines, forfeitures and penalties due to the elimination by County Counsel of bail bond forfeiture prosecution due to county budget reductions, defendants appearing in court and requesting fine reductions, increased use of installment payment and time to pay plans by defendants for payment of fines and increased night court assessments;
- -\$55,000 - a decrease in miscellaneous revenue due to decreased Victim Restitution Rebates and County funded court collections staff mandated furloughs;
- -\$14,000 - an decrease in interest income due to lower bank interest rates.

Fiscal Year 2009-10 Estimated Actual General Fund Contribution is the same as Fiscal Year 2009-10 Adopted Budget of \$7,606,100.

Fiscal Year 2009-10 Estimated Actual operating expenditures increased \$55,000 to \$15,075,000 from Fiscal Year 2009-10 Adopted Budget of \$15,020,000. This less than 1% increase is the result of several factors:

- +\$167,000 - increased conflict defense attorneys expense due to the Court needing to appoint outside attorneys when the number of murder cases assigned to conflict defense contractors exceeded the contracted number due to the high volume of murder cases and multiple defendants in murder and gang related trials;

- -\$70,000 - a decrease in the County contribution to the State as part of the County's payment of 50% of AB 233 revenues that are above the legislated annual Maintenance of Effort level of \$3,278,000;
- -\$49,000 - a decrease in District Attorney witness expense due to transfer of expenditures to District Attorney budget;
- +\$21,000 - an increase in County funded Court Operations due to increased costs of CADRe management;
- -\$14,000 - a decrease in the budget for Criminal Grand Jury.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Fiscal Year 2010-11 recommended revenues will increase \$63,000 to \$7,143,000 from Fiscal Year 2009-10 Estimated Actual of \$7,080,000. This 1% increase is due to:

- +\$50,000 - an increase in Miscellaneous Revenue from increased State reimbursement of the Enhanced Collections Program due to less furlough days taken by staff;
- +\$13,000 - an anticipated increase in fines, forfeitures and penalties revenue due to increased convictions of vehicle code citations because of the implementation of the Trial By Declaration Program per VC 40903.

Fiscal Year 2010-11 Recommended Budget operating expenditures are estimated to decrease \$338,000 to \$14,737,000 from Fiscal Year 2009-10 Estimated Actual of \$15,075,000. This 2.2% decrease is the result of several factors:

- -\$237,000 - a decrease in conflict defense court attorney fees due to less court appointed attorneys for multiple defendant trials;
- -\$45,000 - Elimination of the "Understanding the Juvenile Justice System" Program;
- -\$42,000 - a decrease in Cost Allocation due to the Court's move from County provided services;
- -\$28,000 - a decrease in the County contribution to the State as part of the County's payment of 50% of AB 233 revenues that are above the legislated annual Maintenance of Effort level of \$3,278,000;
- +\$14,000 - an increase in the number of criminal grand juries.

Fiscal Year 2010-11 General Fund Contribution will remain the same as Fiscal Year 2009-10 Estimated Actual 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 2010-11 Court Special Services operating budget is to maintain program service levels in the face of:

- Declining charges for service revenues due to the economic downturn. More defendants are appearing in Court to request fine reductions and/or opting to use installment payment plans to pay for their fines,
- Reduced State reimbursements, including victim restitution rebates and SB 90 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 to Effectively Respond to the Needs of the Community;

Current Year (FY 2009-10) Accomplishments:

- The Court has continued to refine its process for collecting delinquent fines.
 - When a fine becomes delinquent the Collections Department sends notices by mail, uses an Out-Dial System in an effort to establish telephone contact, uses Department of Motor Vehicles (DMV) for the correction of bad addresses and sets up installment payment plans to assist the defendant in complying with court ordered debt. If the defendant still does not comply with the payment of 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 FY 2008-09 the Collections Department collected \$5,272,000 in delinquent fines.
 - When a fine has been delinquent for ninety days 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 delinquent fine is placed with the Franchise Tax Board Court Ordered Debt Program (FTBCOD). In FY 2008-09 FTBCOD collected \$307,000 in delinquent fines.
 - All hard-to-collect fines such as cases with defendants residing 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 2006-07 the Court established a Memorandum of Understanding with Alliance One Collection Agency for hard to collect delinquent fines. This MOU was renewed in FY 2009-10. In FY 08-09 Alliance One collected \$362,000 in delinquent fines.
 - The Court has developed a cost recovery process where the County implemented PC 1463.007 "Deduction by Counties and Courts of Costs of Operating Program to Collect Delinquent Fees, Fines, Forfeitures, Penalties and Assessments." This code section al-

lows the County 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. In addition the County collects an indirect cost rate of 22% on all collection program salaries and benefits. The program reimbursement revenue was \$984,787 in FY 2008-09 and estimated revenue of \$950,000 in FY 2009-10.

- The Collections Out-Dial Program which uses existing telephone lines that are in place for the Traffic and Criminal Interactive Voice Response (IVR) systems was completed in February 2010. This Out-Dial Program features the ability to dial a defendant's telephone number and deliver a message about an outstanding fine to an answering machine or live party. It will also allow the person on the telephone to transfer into the credit card payment module of the Integrated Voice Response System. The Out-Dial Program makes these telephone calls between 3 PM and 5 PM Monday through Friday. The Out-Dial creates a campaign of phone numbers and case information from flagged records, calls the associated telephone numbers and marks the record as successful or unsuccessful, keeps Out-Dial call records, redials and retries tracking for unsuccessful Out-Dial telephone calls and produces Out-Dial campaign reports. On a typical afternoon the Out-Dial called 151 defendants of which 30% of the calls were successful.
- Negotiate a Conflict Defense contract with North County Conflict Defense contractors to keep contract pricing the same or less due to budget cutbacks.

Proposed Strategic Action:

- 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, & 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) 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, defined the terms of the transfer of title and/or responsibility from the counties to the State for court facilities. In addition, SB 1732 outlined the funding for future construction and/or repair of court facilities. Subsequently, SB 10, effective January 1, 2007 clarified seismic related issues that had impeded building transfers from the County to the State. In 2007 and 2008, the Board of Supervisors approved the transfer of title and responsibility for the Jury Assembly Building, the Santa Barbara Juvenile Court and the Figueroa Division Courthouse to the Administrative Office of the Courts. In December 2008, the Board of Supervisors approved Court Facility Transfer Agreements and Joint Occupancy Agreements between Santa Barbara County and Administrative Office of the Courts for the various Court facilities located in the North County.

The Fiscal Year 2009-2014 CIP includes the Santa Maria Court Clerk's Office building (proposed budget \$7,200,000) in the proposed Court Special Services operating budget within the County's Capital outlay fund.

**Fiscal Year 2010-11 Recommended Budget for County Funded Court Programs
Transferred from Court Special Services to Superior Court by Program**

Program Name	Character of Expenditure		Program Total
	Salaries & Benefits	Services & Supplies	
Consortium for Appropriate Dispute Resolution	118,973	2,615	121,588
Pre-Trial Own Recognizance Unit	996,280	28,100	1,024,380
Collections	539,890	400,336	940,226
Total Contractual Services	1,655,143	431,051	2,086,194

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Civil	\$ 185,678	\$ 198,608	\$ 198,608	\$ 198,608
Criminal	35,274	28,000	13,550	28,000
Division Total	<u>\$ 220,952</u>	<u>\$ 226,608</u>	<u>\$ 212,158</u>	<u>\$ 226,608</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Services & Supplies	220,952	226,608	212,158	226,608
Expenditure Total	<u>\$ 220,952</u>	<u>\$ 226,608</u>	<u>\$ 212,158</u>	<u>\$ 226,608</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	220,952	226,608	212,158	226,608
Division Total	<u>\$ 220,952</u>	<u>\$ 226,608</u>	<u>\$ 212,158</u>	<u>\$ 226,608</u>

COURT SPECIAL SERVICES

Grand Jury (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$14,000 to \$212,000 from FY 2009-10 Adopted Budget of \$226,000. This less than 6% decrease is due to less criminal grand juries.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Fiscal Year 2010-11 Recommended Budget operating expenditures of \$227,000 will increase \$15,000 over Fiscal Year 2009-10 Estimated Actual of \$212,000.

FY 2008-09 Grand Jury Reports

Los Prietos Boys Camp and Academy

Detention Facilities

Got a planning problem? Appoint a Committee

Santa Barbara County Emergency Communications

Santa Barbara County Retirement System

Santa Barbara County Emergency Operations

Fire Station Construction History

Alcohol, Drug and Mental Health Services

A Child's Death in Foster Care

SBCAG - A Road Not Taken

Trapped in the Granada Garage Elevator

Halloween Isla Vista

COURT SPECIAL SERVICES

Courts-Special Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Conflict Defense	\$ 2,575,742	\$ 1,814,392	\$ 1,979,442	\$ 1,744,685
Witness Services	95,365	50,000	500	--
Juvenile Justice Commission	45,108	50,460	50,460	5,460
Appropriate Dispute Resolution	70,000	70,000	88,000	88,000
Trial Ct. Contrib. To State	10,428,278	10,621,914	10,551,846	10,523,664
County Funded Court Operations	2,141,089	2,227,885	2,233,343	2,190,881
Locally Funded Court Operations	--	--	2,000	--
Small Claims Advisor	14,752	15,000	13,386	13,386
Operating Sub-Total	15,370,334	14,849,651	14,918,977	14,566,076
Less: Intra-County Revenues	(47,313)	(56,000)	(56,000)	(56,000)
Expenditure Total	15,323,021	14,793,651	14,862,977	14,510,076
<i>Other Financing Uses</i>				
Designated for Future Uses	337,664	318,586	311,266	326,608
Division Total	\$ 15,660,685	\$ 15,112,237	\$ 15,174,243	\$ 14,836,684

Character of Expenditures

<i>Operating Expenditures</i>				
Services & Supplies	4,942,056	4,227,737	4,367,131	4,042,412
Contributions	10,428,278	10,621,914	10,551,846	10,523,664
Operating Sub-Total	15,370,334	14,849,651	14,918,977	14,566,076
Less: Intra-County Revenues	(47,313)	(56,000)	(56,000)	(56,000)
Expenditure Total	\$ 15,323,021	\$ 14,793,651	\$ 14,862,977	\$ 14,510,076

Source of Funds Summary

<i>Departmental Revenues</i>				
Interest	\$ 27,466	\$ 28,500	\$ 15,000	\$ 15,000
Other Charges for Services	3,617,218	3,998,035	3,864,575	3,864,425
Miscellaneous Revenue	3,349,168	3,433,419	3,256,498	3,319,159
Revenue Sub-Total	6,993,852	7,459,954	7,136,073	7,198,584
Less: Intra-County Revenues	(47,313)	(56,000)	(56,000)	(56,000)
Revenue Total	6,946,539	7,403,954	7,080,073	7,142,584
<i>General Fund Contribution</i>	7,606,100	7,606,100	7,606,100	7,606,100
<i>Other Financing Sources</i>				
Operating Transfers	1,022,955	--	400,070	--
Use of Prior Fund Balances	85,091	102,183	88,000	88,000
Division Total	\$ 15,660,685	\$ 15,112,237	\$ 15,174,243	\$ 14,836,684

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Fiscal Year 2009-10 Estimated Actual operating expenditures increased \$69,000 to \$14,863,000 from Fiscal Year 2009-10 Adopted Budget of \$14,794,000. This less than 1% increase is the result:

- +\$167,000 – increased conflict defense attorneys expense due to the Court needing to appoint outside attorneys when the number of murder cases assigned to conflict defense contractors exceeded the contracted number due to the high volume of murder cases and multiple defendants in murder and gang related trials;
- -\$70,000 - a decrease in the County contribution to the State as part of the County’s payment of 50% of AB 233 revenues that are above the legislated annual Maintenance of Effort level of \$3,278,000.
- -\$49,000 - a decrease in District Attorney (DA) witness expense mainly due to transfer of expenditures to the DA budget.
- +\$21,000 - an increase in County funded Court Operations due to increased costs in the management of the CADRe program.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Fiscal Year 2010-11, Recommended Budget operating expenditures will decrease \$352,000 to \$14,510,000 from the Fiscal Year 2009-10 Estimated Actual of \$14,863,000. This 2% decrease is the result of several factors:

- -\$237,000 - a decrease in conflict defense court attorney fees due to less court appointed private (or outside) attorneys for multiple defendant trials and no contract increases;
- -\$45,000 - elimination of the "Understanding the Juvenile Justice System" Program;
- -\$42,000 – decrease in Cost Allocation due to the Court’s move from County provided services;
- -\$28,000 – a decrease in the County contribution to the State as part of the County’s payment of 50% of AB 233 revenues that are above the legislated annual Maintenance of Effort level of \$3,278,000.

COURT SPECIAL SERVICES

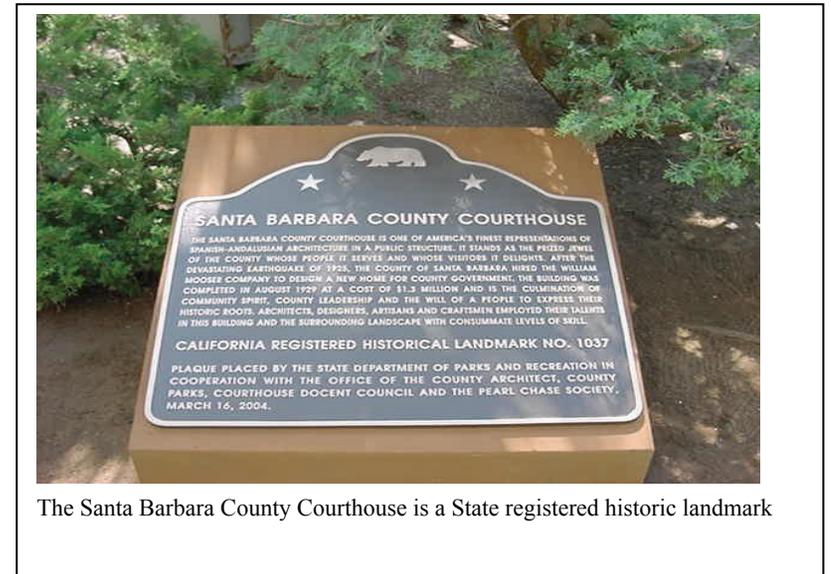
Courts-Special Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Civil				
Recruit and select a 30 member Civil Grand Jury Venire by June of each year.	32	30	27	30
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.	0	2	0	2
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.	1,295	1,100	1,020	1,100
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.	1,099	1,100	1,056	1,100
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.	2	2	1	2

COURT SPECIAL SERVICES
Courts-Special Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Appropriate Dispute Resolution				
Dispose of at least 50% 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.	78%	67%	42%	50%
	443	200	154	200
	568	300	366	400
County Funded Court Operations				
Submit approximately 8,400 of eligible delinquent fine cases to Franchise Tax Board for intercept of any tax refund or lottery winnings.	8,373	6,000	9,739	8,400
Collect at least \$5,700,000 in credit card payments processed by the Court's Interactive Voice/Web Response System.	4,493,000	4,500,000	5,661,000	5,700,000
Submit 100% of requested written reports, within 48 hours of initial request, for detainee background information by a County agency.	100%	100%	100%	100%
	2,375	2,300	3,168	3,200
	2,375	2,300	3,168	3,200
Enforce judicial orders by collecting at least \$29,000,000 in fines, fees, forfeitures and penalties for the County, State and Cities.	26,214,000	30,000,000	28,757,000	29,000,000
Receive at least 22,500 credit card payments through the Interactive Voice/Web Response System.	19,786	20,000	22,356	22,500
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%	100%	100%
	2,413	2,000	2,268	2,300
	2,413	2,000	2,268	2,300
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%	1%	2%
	7	15	12	15
	925	950	852	950

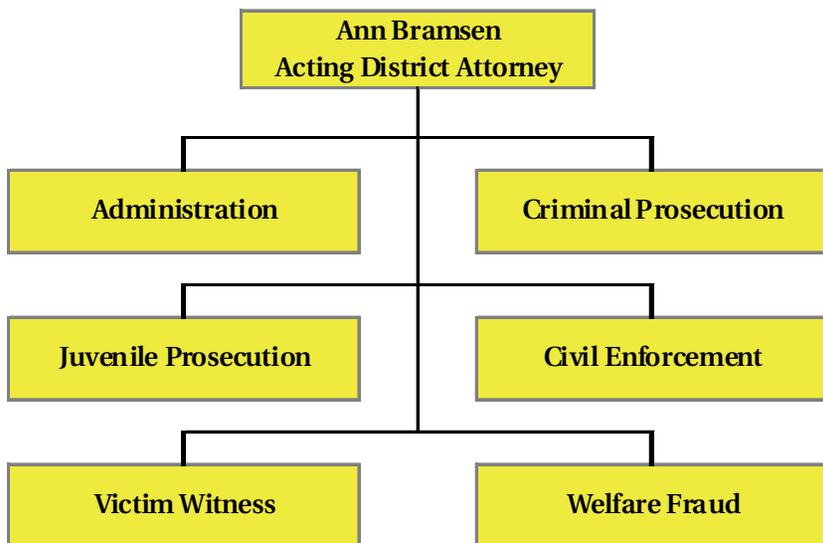
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Review, within 48 hours, 100% of total bookings in which pretrial detainees were arrested in the field without a warrant to ensure that they are in custody with probable cause, or effect their release.	100%	100%	100%	100%
	2,889	2,600	3,120	3,100
	2,889	2,600	3,120	3,100
With 24 hours of arrest and booking, determine eligibility for 100% of all pretrial detainees for Own Recognizance/Bail Reduction (OR/BR) consideration.	100%	100%	100%	100%
	18,516	23,000	18,432	18,500
	18,516	23,000	18,432	18,500



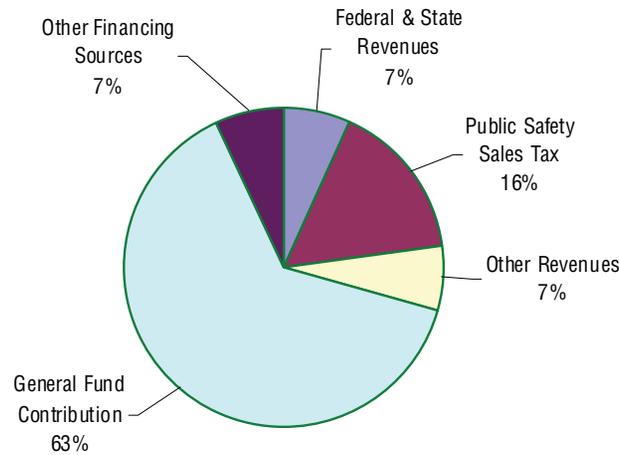
The Santa Barbara County Courthouse is a State registered historic landmark

DISTRICT ATTORNEY

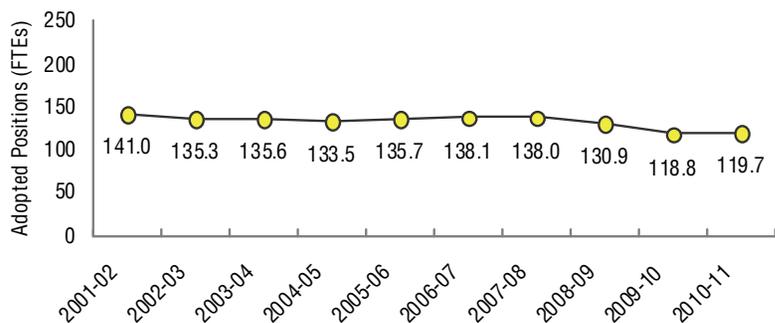
Budget & Positions (FTEs)	
Operating \$	18,434,564
Capital	-
Positions	119.7 FTEs



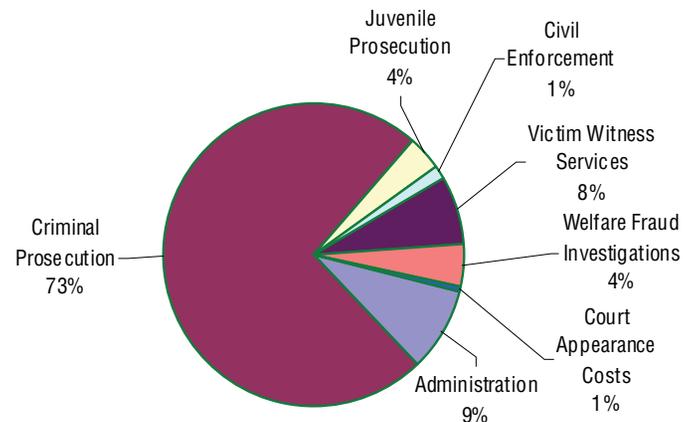
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



DISTRICT ATTORNEY
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,505,997	\$ 1,612,308	\$ 1,496,780	\$ 1,711,098
Criminal Prosecution	13,902,133	13,136,667	13,866,445	14,311,205
Juvenile Prosecution	815,506	670,700	732,039	705,039
Civil Enforcement	377,567	218,011	231,628	243,593
Victim Witness Services	1,173,979	1,349,941	1,367,812	1,487,464
Welfare Fraud Investigations	885,583	847,964	859,657	843,866
Court Appearance Costs	--	--	75,000	100,000
Operating Sub-Total	18,660,765	17,835,591	18,629,361	19,402,265
Less: Intra-County Revenues	(1,619,957)	(949,702)	(965,701)	(967,701)
Operating Total	17,040,808	16,885,889	17,663,660	18,434,564
<i>Non-Operating Expenditures</i>				
Capital Assets	84,561	--	--	--
Expenditure Total	17,125,369	16,885,889	17,663,660	18,434,564
<i>Other Financing Uses</i>				
Operating Transfers	29,489	29,492	29,492	29,491
Designated for Future Uses	--	--	3,041	--
Department Total	\$ 17,154,858	\$ 16,915,381	\$ 17,696,193	\$ 18,464,055

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 12,209,975	\$ 11,681,106	\$ 11,179,449	\$ 12,347,302
Overtime	2,204	--	4,111	--
Extra Help	78,624	380	40,077	--
Benefits	4,611,914	4,627,027	5,795,434	5,616,107
Salaries & Benefits Sub-Total	16,902,717	16,308,513	17,019,071	17,963,409
Services & Supplies	1,758,048	1,527,078	1,610,290	1,438,856
Operating Sub-Total	18,660,765	17,835,591	18,629,361	19,402,265
Less: Intra-County Revenues	(1,619,957)	(949,702)	(965,701)	(967,701)
Operating Total	17,040,808	16,885,889	17,663,660	18,434,564
<i>Non-Operating Expenditures</i>				
Capital Assets	84,561	--	--	--
Expenditure Total	\$ 17,125,369	\$ 16,885,889	\$ 17,663,660	\$ 18,434,564

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 3,253,832	\$ 3,079,675	\$ 3,007,405	\$ 3,095,372
Federal & State Revenues	1,300,283	1,532,411	1,559,876	1,371,850
Other Charges for Services	1,287,071	1,074,877	1,081,525	1,099,701
Miscellaneous Revenue	374,911	407,000	324,500	170,294
Revenue Sub-Total	6,216,097	6,093,963	5,973,306	5,737,217
Less: Intra-County Revenues	(1,619,957)	(949,702)	(965,701)	(967,701)
Revenue Total	4,596,140	5,144,261	5,007,605	4,769,516
<i>General Fund Contribution</i>				
	11,683,062	10,960,120	11,233,444	12,329,511
<i>Other Financing Sources</i>				
Operating Transfers	94,825	72,000	93,581	71,500
Use of Prior Fund Balances	780,831	739,000	1,361,563	1,293,528
Department Total	\$ 17,154,858	\$ 16,915,381	\$ 17,696,193	\$ 18,464,055

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
<i>Permanent</i>				
Administration	10.0	8.9	10.0	9.9
Criminal Prosecution	92.5	94.7	93.8	82.5
Juvenile Prosecution	11.0	6.3	4.0	3.9
Civil Enforcement	3.0	2.0	1.0	1.0
Victim Witness Services	15.6	13.1	16.6	13.8
Welfare Fraud Investigations	9.0	7.7	9.0	6.7
Total Permanent	141.1	132.7	134.4	117.8
<i>Non-Permanent</i>				
Contract	--	1.0	--	1.0
Extra Help	--	1.0	--	0.5
Total Positions	141.1	134.7	134.4	118.8

Estimated Actual 09-10 includes 11.0 FTEs retired mid-year and positions remain vacant. Recommended 10-11 restores funding at lower cost.

MISSION STATEMENT

The mission of the District Attorney's Office is to review, investigate, deter and prosecute criminal and civil violations in order to protect the rights and ensure the safety of the citizens of California within the County of Santa Barbara.

Budget Organization

The mandatory duty of the Office of the District Attorney is to diligently and vigilantly pursue those who are believed to have violated the criminal codes of the state (*People v. Hartman* (1985) 170 Cal.App.3d 572 and California Government Code § 26500). The authority for establishing the position of the District Attorney comes from the *California Constitution, Article 11, Section 1(b)*. The District Attorney also has a duty to protect the rights of victims of crime "Victims of crime are entitled to have the criminal justice system view criminal acts as serious threats to the safety and welfare of the People of California" (*Cal. Const., Art. I § 28(a)(2)*).

The District Attorney's Office is primarily responsible for prosecution of adult and juvenile offenders for felony and misdemeanor crimes or civil violations countywide. The Recommended Budget for FY 2010-11 includes a team of 120 deputy district attorneys, criminal investigators, victim advocates and legal support staff housed in three branch offices organized to review, file and prepare cases for prosecution, enforce terms and conditions of criminal probationers, assist victims throughout the criminal process including efforts to recover restitution and participate in proactive efforts to deter crime.

Highlights of Key Trends:

- The filing of criminal cases in Santa Barbara County has increased over the last ten years by approximately 15% overall. However, the rise in serious and violent felonies during this same period has been dramatic. From 2000-2009, the District Attorney's Office experienced a 588% increase in murder and attempted murder cases, and from 2005-2009 there was a 213% increase in gang cases countywide. These cases are complex. They consume an excessive amount of time and are an overall drain on limited District Attorney resources.
- From 2002-2009, the District Attorney's Office experienced a reduction in attorney staffing causing attorneys to manage extremely high caseloads resulting in a rate of 477 cases filed per prosecutor in 2009. This rate represents a 26% increase in caseload per prosecutor, from 377 in 2008; and is dramatically higher than the statewide average of 260 cases per prosecutor (*California District Attorney's Association County 2009 Salary Survey*).
- From 2005-2009, the District Attorney's Office saw a 35% increase in DUI (driving under the influence) cases and a 28% increase in Sex Crimes. Both categories of cases pose a significant threat to public safety and, therefore, require careful dedication of dwindling resources to these areas.
- Cases requiring high-tech analysis continue to grow in volume and complexity. The seizure of cell phones, computers and other devices containing digital data continue to increase along with the use of internet social networking sites such as MySpace, Facebook and others. High-tech analysis is now necessary for many types of cases other than white collar crimes such as gang, narcotic, domestic violence, sexual assault and homicide.
- The District Attorney's Office is moving toward a paperless system of electronic communication. Each attorney has a laptop that allows preparation of court documents, access to the

DISTRICT ATTORNEY

Department Summary (cont'd)

District Attorney database, on-line legal research and viewing of police reports and other digital media. The department recently established an electronic interface with the Santa Barbara Police Department allowing electronic transfer of all reports and case information for filing. The plan is to continue implementation of other technological projects that further increase efficiency.

"Cliff" Chart of Ongoing vs. Overtime Sources

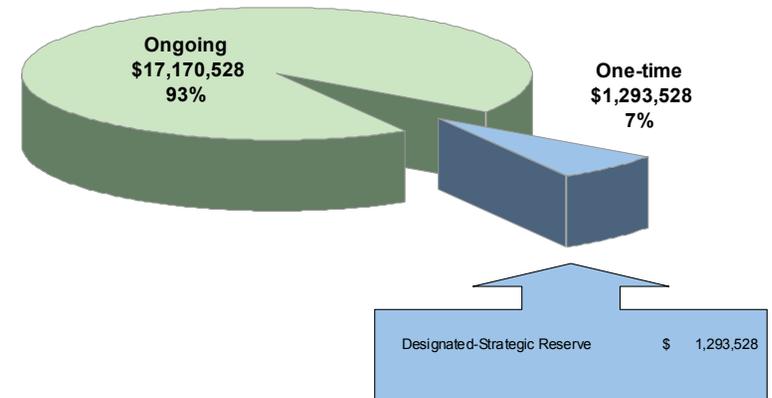
Seven percent of the FY 2010-11 Recommended Budget is comprised of one-time sources of funding. These sources will fund core investigative and prosecution services including five (5) Deputy District Attorneys, two (2) Investigators, and victim witness advocacy services. As a result of the prior use of one-time sources, the department will face a shortfall of \$1,293,528 in FY 2011-12, which must be addressed to maintain the increasing cost of these services.

The FY 2010-11 \$18.4 million Recommended Budget includes \$1.3 million of one-time resources, \$12.3 million in General Fund Contribution and \$4.8 million in net revenues. The District Attorney's budget has been structurally imbalanced for several years. Previously, the department was appropriated the following one-time sources of Reserves and Designations:

FY 2009-10	\$1,361,600
FY 2008-09	\$ 780,831
FY 2007-08	\$ 388,324

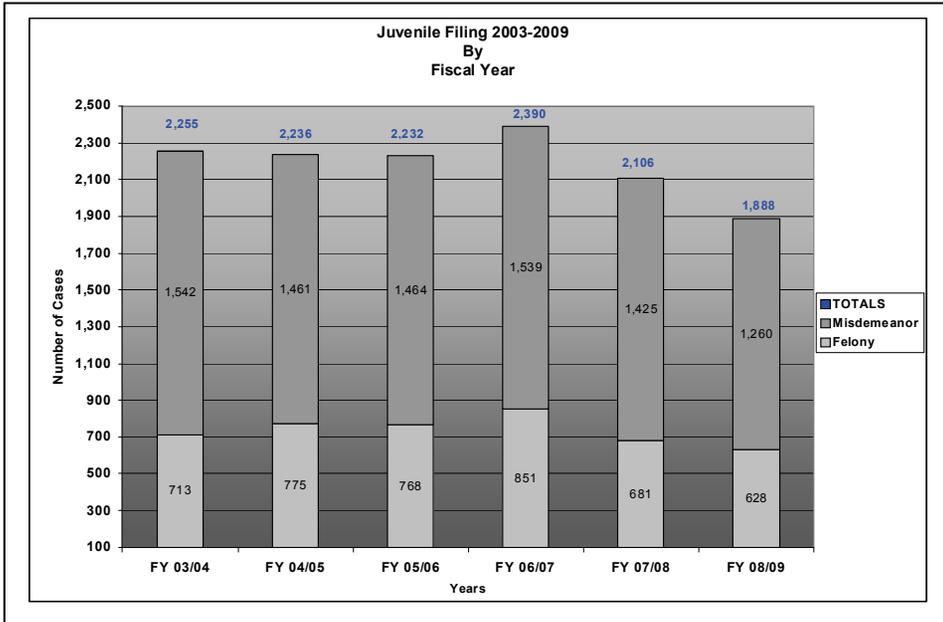
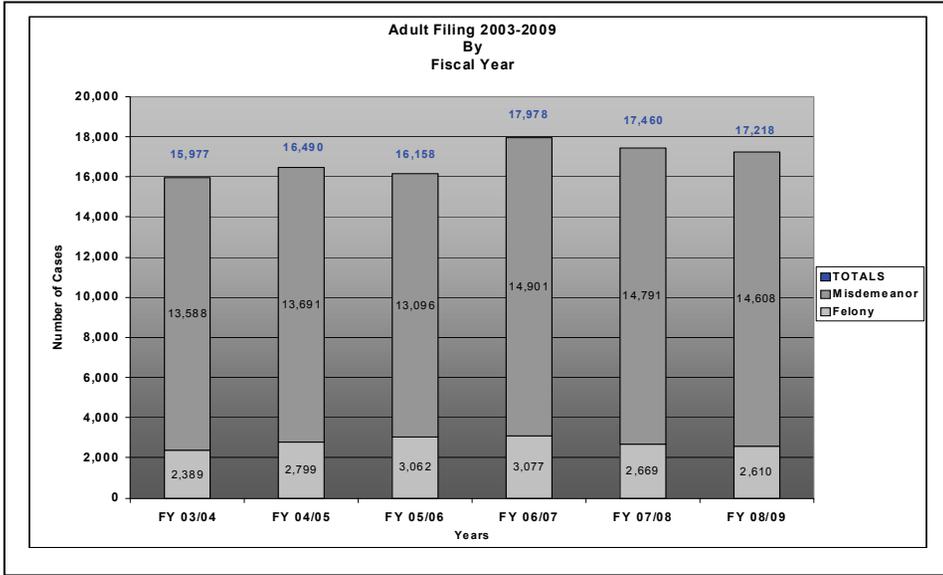
The nature of one-time allocations in a given year exacerbates the budget shortfall in the subsequent year by opening up an even larger budget gap due to increasing costs combined with decreasing appropriations.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



DISTRICT ATTORNEY
Department Summary (cont'd)

Activity Indicators:



Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

While budget reductions in the prior two fiscal years resulted in adverse impacts to the District Attorney's service level and average caseload, the Recommended Budget for FY 2010-11 is not anticipated to result in significant additional reductions to service levels. Currently, the District Attorney's Office is down eleven attorneys with forty-one remaining. In FY 2008-09 the District Attorney suffered a loss of three deputy district attorney positions due to budget reductions. In FY 2009-10 the District Attorney suffered a loss of four deputy district attorneys during budget hearings, which did not require layoffs because of the retirements precipitated by an agreement with the Deputy District Attorney's Association. In FY 2009-10, the District Attorney had eight additional attorneys retire, including five deputy district attorneys and three management level attorneys. These significant staffing reductions forced both the deputy district attorneys and the management staff attorneys to carry historically high caseloads.

The District Attorney's Office experienced change in leadership more than once during the FY 2009-10 budget cycle and will experience another change in leadership after the primary election in June 2010. Despite these organizational changes, coupled with the loss of eleven attorneys over a two year period (eight of which occurred in the FY 2009-10) the office has continued to maintain a high quality and quantity of workload. The District Attorney's Office has little control over the workload because it responds to the crime rate and does not dictate the number of arrests made by law enforcement or the number of violations filed by Probation.

The District Attorney has an ethical obligation to prosecute criminal violations and the defendants have a constitutional right to a speedy trial. Cases cannot simply be backlogged or delayed. While the current average caseload of 477 cases filed per attorney is unsustainable on a permanent basis, the District Attorney has continued to meet the Constitutional Mandate of diligently and vigilantly pursuing those who have committed crimes in Santa Barbara County.

In addition, at a time when gang violence is on the rise and homicides are at an historic high during FY 2008-09 and FY 2009-10, the District Attorney experienced a greater percentage reduction of attorneys than the Public Defender. The historic ratio between the District Attorney and the Public Defender had previously been maintained at roughly three prosecutors per two public defenders, consistent with the statewide average of reporting counties. The District Attorney has a number of unique responsibilities in addition to prosecuting cases in the courtroom. For example, the District Attorney must review, screen and file all felony, misdemeanor and civil consumer and environmental cases, review search warrants and answer questions for law enforcement. The Public Defender represents defendants on less than two thirds of the overall cases filed by the District Attorney's Office. The remaining one third of criminal defendants either hire a private attorney, have an alternative conflict defense lawyer appointed or represent themselves in pro persona.

DISTRICT ATTORNEY

Department Summary (cont'd)

The following reductions are included in the Recommended Budget for FY 2010-11:

1. The District Attorney will eliminate an investigator assigned to the welfare fraud investigation unit due to a reduction in funding from the Department of Social Services.
2. In September, 2008 an interface project began to electronically transfer all reports from the Santa Barbara Police Department which created significant efficiencies. The position that coordinates these efforts is being eliminated and the project will not be expanded to other law enforcement agencies in FY 2010-11, as planned.
3. Budget reductions require elimination of the Trial Support Specialist who converts audio and video, prepares PowerPoint presentations and assists the deputy district attorneys in courtroom preparation and support.
4. A reduction in victim advocates means that the remaining victim advocate staff will serve an estimated 420 fewer victims of crime.

The Estimated Actual operating expenditures increased by \$794,000 to \$18,630,000 from the Adopted Budget of \$17,836,000. This 4.5% increase is the result of:

- +\$711,000 – Net increase to salaries and benefits. This includes over \$1 million charged to the Department for direct costs associated with the Retirement Incentive Program, which was only partially offset by salary savings while the positions remained vacant;
- +\$75,000 – Increase in Witness Expenses were not included in the Adopted Budget, but were an adjustment and are included in the Adjusted and Recommended Budgets.

The Estimated Actual revenues decreased by \$121,000 to \$5,973,000 from the Adopted Budget of \$6,094,000. This 2% decrease is largely attributed to the economic downturn at the federal, state and local levels, including:

- -\$83,000 – Reduction in Consumer and Environmental fines and penalties due to fewer case referrals;
- -\$72,000 – Continued deterioration of the Public Safety Sales Tax revenue; and
- +\$35,000 – Unbudgeted reimbursements for mandated SB 90 costs.

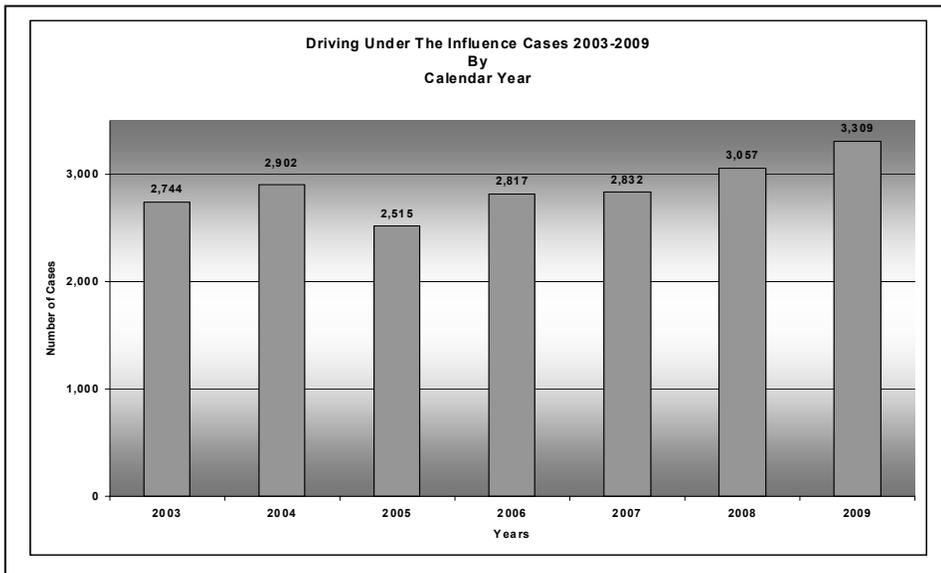
Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget operating expenditures will increase by \$773,000 to \$19,402,000 from the prior year's Estimated Actual of \$18,630,000. This 4% increase is the result of:

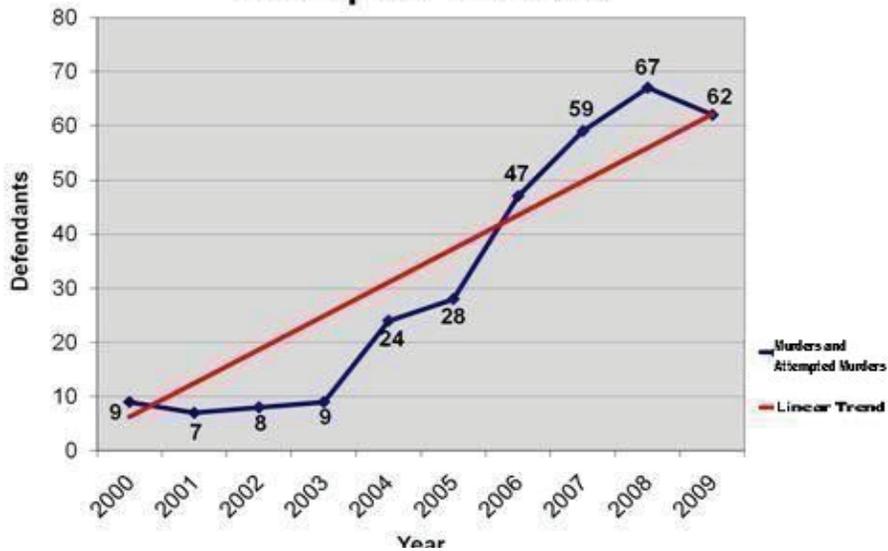
- +\$944,000 – Increase in salaries and benefits, including an additional \$594,000 in Retirement contributions, \$156,000 in increased health insurance contributions and \$153,000 in additional costs for approved salary and merit increases. Other adjustments to salaries and employee benefits include a decrease in workers' compensation which is offset by an increase in unemployment insurance premiums.
- -\$247,000 – Net difference of \$286,000 decrease in liability insurance, partially offset by \$38,000 increase in charges from other departments of services provided; and
- +\$77,000 – Net increase in services and supplies including \$25,000 for variable witness expense, \$36,000 for information technology hardware purchases including a data storage project, and \$24,000 in office expenses for necessary ergonomic improvements. Other operating accounts are budgeted at reduced levels to minimize expenses wherever possible.

The Recommended Budget operating revenues will be reduced by \$236,000, to \$5,737,000 from the prior year's Estimated Actual of \$5,973,000. This 4% decrease is the result of:

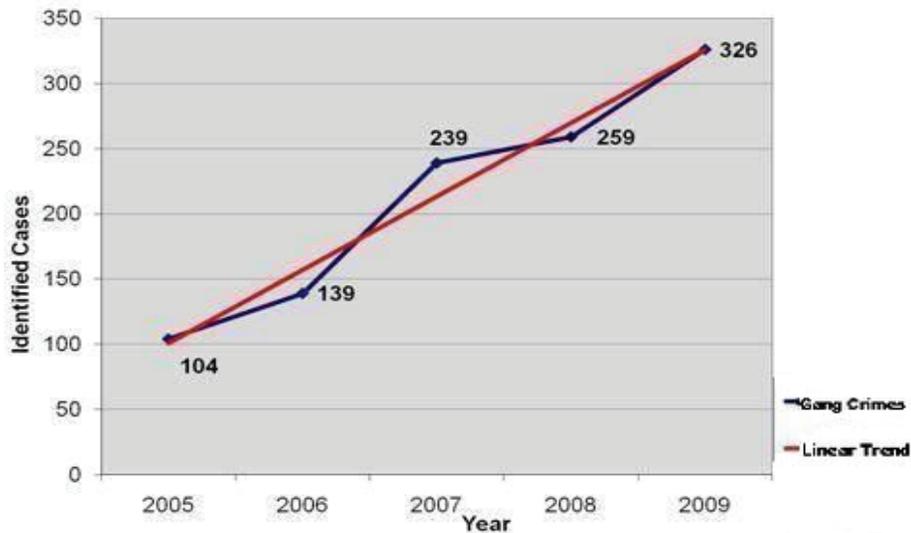
- -\$158,000 – Projected decrease in Environmental and Consumer Fraud penalties due to fewer referrals for investigation and prosecution;
- -\$155,000 – Reduction in American Recovery and Reinvestment Act (ARRA) funding due to the expiration of grant funds largely for vertical prosecution of Violence Against Women cases in North County after the end of the first quarter;
- +\$88,000 – Increase in Public Safety Sales Tax, representing a 3% increase over the FY 2009-10 Estimated Actual;
- -\$35,000 – Reduction of receipts from SB 90 state mandate programs; and
- +\$20,000 – Increase in revenue generated from Recording Fees for Real Estate Fraud due to the recent \$1 increase in the fee from \$2 to \$3.



588% Increase in Murder and Attempted Murders



213% Increase in Gang Crimes



Departmental Priorities

In Fiscal Year 2010-11 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.

Focus Area: Administrative Services Executive and management staff provides policy development and support to the prosecution and investigative units described above in furtherance of the District Attorney's Office mission to protect public safety. The Administrative division also provides a myriad of support services including: Information Technology, Human Resources, Financial Reporting, Budgeting and Community Relations among other things.

Current Year (FY 09-10) Accomplishments:

- Transfer of Electronic Discovery - Enhanced a previously cumbersome process of distributing hard copy Discovery to the Public Defender. This was accomplished by digitizing the Discovery and electronically transferring it via File Transfer Protocol (FTP) directly to the Public Defender. This new manner of transferring Electronic Discovery created efficiencies for both departments by streamlining the process and allowing the saved time and effort to be dedicated to other duties.
- Data Sharing Interface with Santa Barbara Police Department – This new data sharing interface allows for the receipt of Incident Crime Reports (ICR) and associated data directly from the Santa Barbara Police Department. Since July 2009 the interface has allowed the electronic transfer of approximately 1,600 incident reports and follow-ups. The interface eliminates the need for most initial data entry and creates multiple efficiencies in both departments.
- Cop Link Regional Data Sharing Project - Cop Link is an investigative resource that allows law enforcement agencies to share data across county and state lines. Server installation and final preparation for live data from 8 agencies participating in the Cop Link project occurred at the end of 2009. In future, access will also be granted to other information nodes in other California counties as well as other states giving the office widely expanded investigative tools.
- Server/Storage Stabilization - An EMC/Microsoft Server 2008 storage solution was implemented in 2009 replacing a 7-year-old server/storage infrastructure. This solution enables the department's data storage to grow over the next seven years and incorporates a multi-site model thus removing any single point of failure. This project was in response to the growth of data associated with the department's goal of operating in a paperless environment.
- Witness Travel Expenses – In FY 2009-10, the County Executive Office transferred appropriations and responsibility for witness travel expenses from Court Special Services to the District Attorney. The District Attorney implemented cost management procedures to minimize expenses for both witness travel and expert witness costs.

DISTRICT ATTORNEY

Department Summary (cont'd)

Proposed Strategic Actions:

- Develop and implement training modules for attorneys on technical resources including; the District Attorney case management system (DAMION), PowerPoint, Jury Instruction software, and Adobe programs.
- Reevaluate current business processes and consider further integration of technology to increase production and efficiency.
- Ensure continued reliable and accurate collection and reporting of key departmental activity indicators and performance measures.

Proposed Key Projects:

- Develop automation training for key staff to provide education and mentoring to others on core office functions, including the courtroom process, technical tools and assorted legal office skills.
- DAMION will be assessed to consider an upgrade to a WEB interface. Also being considered is implementing fault tolerance should the primary server/site fail. These potential enhancements offer a more widely accessible DAMION to outside agencies via the WEB interface and provide a higher level of availability in the case of an outage, removing the single point of failure that exists today.
- Modify statistical reports from case management system to reflect necessary workload indicators and current grant requirements.

Focus Area: Criminal Prosecution is divided into the following areas:

- Vertical Prosecution Units: The vertical prosecution units are limited to the most serious felonies including gang violence, domestic violence, sexual assault, elder abuse, major narcotic offenses, homicide and other violent crimes. In these cases a specially trained prosecutor handles the cases from beginning all the way through sentencing with the assistance of a victim witness advocate and an investigator.

- General Felony/Misdemeanor Prosecutions: These prosecutions involve a wide variety of general felony and misdemeanor cases including auto burglary, commercial burglary, assault, driving under the influence, grand theft and possession of illegal narcotics to name a few. Deputy District Attorneys work together on every phase of the criminal prosecution, including the preparation and argument of motions, probation violations, jury trials and sentencing hearings.

- Real Estate Fraud and Workers Compensation Fraud Units: A dedicated attorney and investigator are assigned to handle these cases from the beginning of the investigation all the way through prosecution.

- Consumer/Environmental Fraud Unit: This unit prosecutes complex cases involving environmental crimes and companies or individuals who engage in fraudulent or unlawful business practices. Until recently, two prosecutors were assigned to this unit, but due to

budget reductions, it has been reduced to a single prosecutor countywide.

- Arraignment Court: Attorneys who staff the arraignment court are responsible for ensuring proper bail amounts are set on in-custody defendants and for resolving over 50% of the cases at this initial stage of the proceedings.

- Filing Review: One Attorney in each branch office is assigned to review cases submitted by law enforcement to ensure appropriate and consistent filing decisions countywide.

Current Year (FY 09-10) Accomplishments:

- Because of the dramatic increase in gang activity, gang prosecutors worked closely with law enforcement to expand the number of gang experts. Through training, prosecutors have qualified more than five additional detectives who can now testify in Santa Barbara Superior Court as gang experts.
- The Gang Unit handles a caseload that continues to increase in both numbers and complexity. As such, the District Attorney's Office has added a prosecutor to handle the juvenile gang crimes in the North County and to assist the other two North County Gang prosecutors on adult crimes. The North and South County Gang units have worked collaboratively with the Police and Sheriff's Departments to hold gang members accountable by obtaining lengthy prison commitments.
- The Real Estate Fraud Unit worked to uncover two significant fraud cases where the victims lost millions of dollars. The perpetrators were prosecuted and held accountable for their actions and all available assets were forfeited to provide restitution for the victims.
- The District Attorney's Office has tried a number of significant cases including serious gang cases, sexual assault cases and murder cases during FY 2009-10. Several highlights of verdicts on murder cases include:
 - *Jesse James Hollywood* was convicted by a jury of the murder of 15-year-old Nick Markowitz nine and a half years after he committed the crime. He was convicted and sentenced to life without the possibility of parole.
 - *Jeremy Daniel Wallin* was convicted by a jury of the gang murder of 21-year-old Jeremy Grinder. He is scheduled to be sentenced in June 2010 and is facing a sentence of life without the possibility of parole.
 - *Gilbert Garcia* was convicted of the murder of 30-year-old George Robertson. He is scheduled to be sentenced in April, 2010 and is facing a sentence of 25 years to life.
 - *Steven Cisneros* was convicted by a jury of the murder of 45-year-old Lawrence Kaiser. He was sentenced to 56 years to life.
 - *Luis Sosa* was convicted by a jury of the murder of 60-year-old Frank Tacadena. He was sentenced to 50 years to life.
 - *Joe Gastelum and Kristopher Blehm* were convicted by a jury of the murder of 27-year-old Kenneth Sosa. *Gastelum* received a sentence of 56 years to life while *Blehm* received a sentence of 25 years to life.

DISTRICT ATTORNEY
Department Summary (cont'd)

Proposed Strategic Actions:

The District Attorney's Office will target critical issues impacting "Health, Safety and Human Services" in the following areas:

- Aggressively prosecute gang crimes countywide.
 - If the Recommended Budget is adopted, fully funded, the District Attorney will add at least one additional attorney to the gang violence unit in the North County and will reassign an attorney to handle the juvenile gang cases and some adult gang cases in the South County.
 - Continue to participate in the quarterly countywide gang task force meetings to improve communication with partner agencies which will improve their ability to successfully prosecute gang cases.
 - Provide training to probation and parole staff on the recognition of gang crimes to assist in prosecutions.
- Prosecute illegal drug activities.
 - Sustain specialized vertical units to prosecute illegal drug manufacturers, sellers and repeat serious offenders.
 - Work with law enforcement to help control illegal marijuana dispensaries and prosecute major traffickers who engage in illegal sales and distribution of marijuana.
 - If fully funded, become more involved in the operation of the treatment courts and participate in the core committee meetings.
- Sustain the Drug Endangered Children (DEC) Program to assist children exposed to drugs.
 - Assign the DEC cases to specialized vertical prosecution units countywide.
 - Continue to work with law enforcement to develop qualified experts regarding the effects on children who are exposed to illegal drugs.
 - Provide training to law enforcement and probation on recognizing, documenting and prosecuting DEC cases.
- Protect victims of sexual assault, domestic violence and elder abuse.
 - Continue to vertically prosecute felony sexual assaults, domestic violence and elder abuse cases with specialized units.
 - Participate in the Sexual Assault Response Team (SART), Domestic Violence Response Team (DVRT) and the Elder Death Review Team (EDRT).
 - Collaborate with other agencies in the County such as law enforcement, Child Welfare Services, Adult Protective Services and Probation to improve communication and information sharing which will in turn increase the ability to hold offenders accountable for their actions.

Proposed Key Projects:

- Collaborate with partner agencies on prevention and intervention strategies directed at curbing gang violence in our communities. Continue to actively participate in the Countywide gang task force meetings to encourage information sharing and team work which will increase the ability to effectively prosecute gang cases.
- Send deputy district attorneys to the local schools to provide information on the criminal justice system and the role of the District Attorney's Office for general educational purposes with a specific goal of providing a positive influence on "at risk" children.
- Provide quarterly departmental training for all the deputy district attorneys and investigators to compensate for the elimination of the training budget.

Focus Area: Bureau of Investigations The Bureau of Investigations consists of both sworn peace officers and non-sworn personnel responsible for providing investigative and technical support services to prosecutions. Investigators conduct complex criminal investigations in addition to interviewing and subpoenaing witnesses and provide trial support through preparation of exhibits and evidence analysis. The rising gang violence has led to a number of cases where investigators assist witnesses with the State Witness Relocation and Protection Program to ensure that witnesses who are willing to testify against violent gang members have an opportunity to protect their safety by moving out of the area. Investigative support is critical to protecting public safety by ensuring successful prosecutions.

Current Year (FY 09-10) Accomplishments:

- Managed a significantly increased workload created by multiple homicide trials that occurred in rapid succession and/or simultaneously since January 2010. Those trials involved significant witness management issues in addition to the normal trial preparation work.
- District Attorney Investigators played a critical role in handling witnesses enrolled in the California Witness Relocation and Assistance Program (CWRAP). Because of these efforts, key witnesses in gang violence prosecutions were able to make it to court, testify truthfully and move forward with significantly reduced fears of retaliation.
- Successful investigation of complex theft offenses:
 - Two large real estate fraud cases include one involving the service of search warrants in multiple locations in Orange County. The other involved at least \$15,000,000 in fraud and required extensive investigation with search warrants, computer forensics and financial forensics. The defendant pleaded guilty to 59 felony counts.
 - Bureau of Investigation staff assisted in the successful prosecution of Denise D' Sant Angelo who stole charitable contributions intended to assist a group of Santa Barbara nuns. D' Sant Angelo was convicted of grand theft in a highly publicized trial.

DISTRICT ATTORNEY

Department Summary (cont'd)

- Assistance to local agencies in field operations.
 - During this past year, North County investigators responded to the Santa Barbara County Sheriff's Department and the Santa Barbara Police Department with additional law enforcement services during two major wildfires and one major event at a high school.

Proposed Strategic Actions:

Because of the continued significance of crime committed by gang members, a high priority for the Bureau of Investigation will be to continue to provide significant support to the prosecution of gang-related crimes, in particular homicides and assaults with deadly weapons committed by gang members.

It is also clear that there exists an increasing number of fraud schemes that target people whose homes are in foreclosure. A second goal will be to increase the investigation of foreclosure and loan modification scams.

Proposed Key Projects:

- Assist local law enforcement agencies with all requests for assistance in gang association search warrant operations and all gang-related witness relocation matters.
- Investigate a real estate fraud case that results in the filing of a criminal complaint for mortgage consultant fraud.

Focus Area: Welfare Fraud Investigations and Prosecution Welfare Fraud investigations and prosecution is a contract program with the Department of Social Services (DSS) that conducts the initial investigation of fraudulent receipts of aid and secures cost recovery or criminal penalties where appropriate. Enforcement remedies include agreement to reimburse notes, small claims actions, disqualification consent agreement and criminal prosecutions. A reduction in funding has forced a reduction in staffing levels from 6 to 4 Welfare Fraud Investigators over the past several years.

Current Year (FY 09-10) Accomplishment:

- Successfully obtained a reduction, withdrawal or denial of aid in 30% of 800 cases investigated at welfare application.

Proposed Strategic Action:

- Protect the funds available to needy families in our community through enforcement actions against those who commit fraud against the County's public assistance programs.

Proposed Key Project:

- Maintain current performance measures notwithstanding a 20% reduction in staffing.

Focus Area: Juvenile Prosecution The District Attorney's Office currently has two full-time attorneys assigned to the juvenile prosecution unit and a part-time attorney assigned to the gang violence juvenile cases in North County. These prosecutors handle juvenile cases from start to finish by reviewing cases referred by law enforcement agencies and Probation staff, filing petitions and appearing multiple times in Juvenile Court through the juvenile justice process. Dispositions in these cases include everything from diversion programs, treatment programs and alternative education programs to incarcerating violent juveniles.

Current Year (FY 09-10) Accomplishments:

- Deputy District Attorneys devoted their time to training and education for the juvenile institution officers on how to recognize, investigate and document gang members and gang crimes. This has improved the District Attorney's ability to hold gang members accountable for crimes committed in the juvenile institutions.
- A tracking spreadsheet and one page instruction sheet on how to register as a gang member was developed and is now provided to every juvenile who is ordered to register as a gang member, in an effort to ensure juvenile gang members actually follow through with court-ordered registration.

Proposed Strategic Action:

- Hold juvenile offenders accountable for their actions.
 - Offer diversion programs to the appropriate offenders so they have an opportunity to rehabilitate themselves through programs.
 - Participate in juvenile drug court which provides treatment and rehabilitation to non-violent offenders with substance abuse issues.
 - Aggressively prosecute juvenile gang members and, when appropriate, argue for longer incarcerations to protect public safety.

Proposed Key Project:

- Provide information and education to the local middle schools and high schools on the role of the District Attorney and the juvenile justice system.

Focus Area: Victim Witness Assistance Program Victims of Crime have important rights stemming from the California Constitution Art. I section 28 and Marcy’s Law. The Victim Witness advocate provides support to victims of crime through the court process, referrals for services needed to recover from crimes and assists victims of violent crimes in filing of claims for state reimbursement of losses. This program receives funding from California Emergency Management Agency and federal Victim of Crime Act (VOCA). The State Victims’ Compensation Board provides funding for a claim specialist to verify and recommend reimbursement levels for claims submitted by victims, which expedites recovery to victims and local service providers. The program also employs the coordinator for the countywide Sexual Assault Response Team (SART) which provides an important service to sexual assault victims and law enforcement. In 2009 the Victim Witness Assistance Program served 3,400 victims of crime countywide.

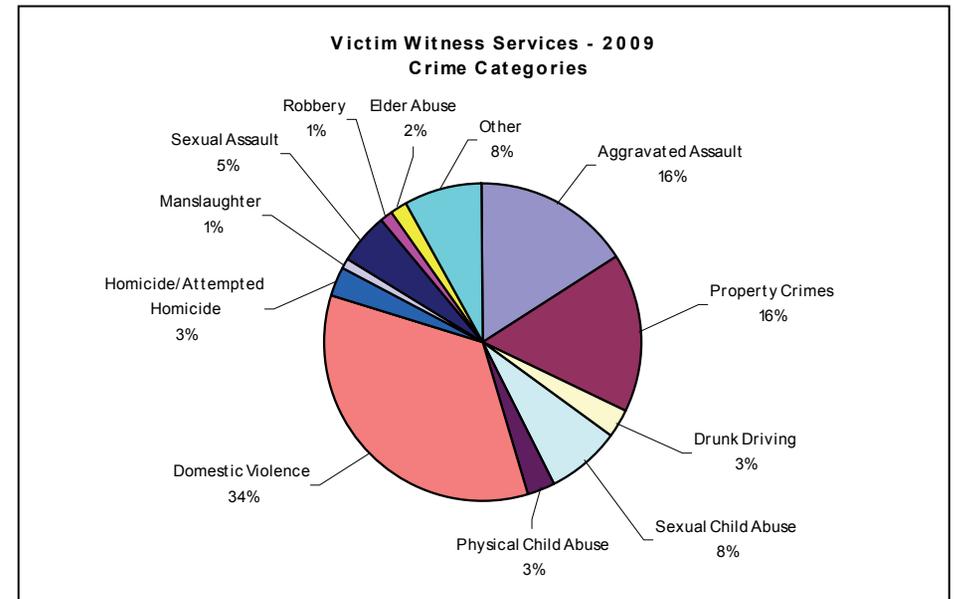
Current Year (FY 09-10) Accomplishments:

- Sought and obtained over \$300,000 in Recovery Act funds to sustain the Violence Against Women Vertical Prosecution unit in the North County and Victim Witness Recovery Act Grant Advocate in South County dedicated to crimes against women. The .5 FTE would otherwise be exposed to lay off.
- Coordinated the Media/Press Conference to commemorate National Crime Victims' Rights Week on April 23. The 2010 event featured local dignitaries who also recognized the courage of victims of crime and the commitment of exceptional law enforcement and victim service providers.
- Organized the 10th Annual District Attorney's State Street Mile which attracted 850 participants and raised \$10,000 for the Crime Victim Emergency Fund.
- Santa Barbara County SART program was recognized in the *California SART Report: Taking Sexual Assault Teams to the Next Level* after a statewide study and survey were completed by a team from UC Davis California Clinical Forensic Medical Training Center. Highlights include the institutionalized DA/Victim Witness based SART Coordinator and the partnership with the Public Health Department. Also stated in the 2009 report; “Santa Barbara County's SART has instituted an innovative practice involving the development and maintenance of political support. SART is kept in the forefront, and its value and changing needs are made apparent.”

Strategic Actions:

- The Victim Witness Assistance Program will continue to provide timely criminal justice information, support and compensation assistance to Victims of Violent Crime throughout the Criminal Justice Process ensuring that victims receive timely treatment, resources and appropriate referrals for service in addition to restitution.

- Coordinate the 11th Annual State Street Mile to raise awareness of Victim Witness Assistance Services and sustain Crime Victim Emergency Funds for FY 2010-11.
- Sustain SART forensic interviewing services and funding through continued private and city human services funding application processes.



DISTRICT ATTORNEY
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
Dispose of 60% of newly filed misdemeanor cases at the arraignment stage to maximize court and criminal justice agency resources.	64%	60%	61%	60%
	9,205	8,400	8,900	8,700
	14,281	14,000	14,500	14,500
Obtain felony convictions in 80% of cases not resolved by the preliminary hearing stage making effective use of judicial proceeding to successfully prosecute cases.	77%	82%	80%	80%
	243	246	240	240
	317	300	300	300
Resolve 65% of felony cases before preliminary hearing. Early dispositions reduce jail population, minimize civilian & law enforcement court appearances and allow agencies to prioritize resources on unresolved cases.	71%	60%	65%	65%
	1,794	1,500	1,625	1,625
	2,524	2,500	2,500	2,500
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
Process 100% of an estimated 1200 vendor claims within 10 days of receipt to establish and maintain effective working relationships with vendors.	100%	100%	100%	100%
	1,200	1,300	1,200	1,200
	1,200	1,300	1,200	1,200
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%	100%	100%
	132	134	134	120
	132	134	134	120
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	100%	100%	100%	100%
	3	2	3	3
	3	2	3	3

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	100%	100%	100%	100%
	2	3	2	2
	2	3	2	2
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 4.8% or less.	3.7%	4.8%	6.4%	4.8%
	10,182	11,462	15,374	10,469
	273,768	238,784	239,680	218,108
Criminal Prosecution				
Complete 95% of criminal investigative assignments by the due date to ensure cases are well prepared in advance of court hearing dates.	100%	95%	97%	95%
	12,830	12,160	11,200	10,925
	12,830	12,800	11,500	11,500
Minimize the number of continuances as measured by total court appearances. This will create efficiencies in the court system by saving time and effort for all departments involved including the Sheriff and Probation.	--	96,100	91,500	91,000
Obtain restitution orders in 90% of the cases with a named defendant when a Victims of Crime claim has been filed.	95%	90%	92%	90%
	829	765	780	765
	876	850	850	850
Juvenile Prosecution				
Enhance public safety by making a minimum of 300 community presentations and participate in community collaborative intervention meetings that educate public awareness of District Attorney programs and services.	329	300	250	300

DISTRICT ATTORNEY
Department Summary (cont'd)

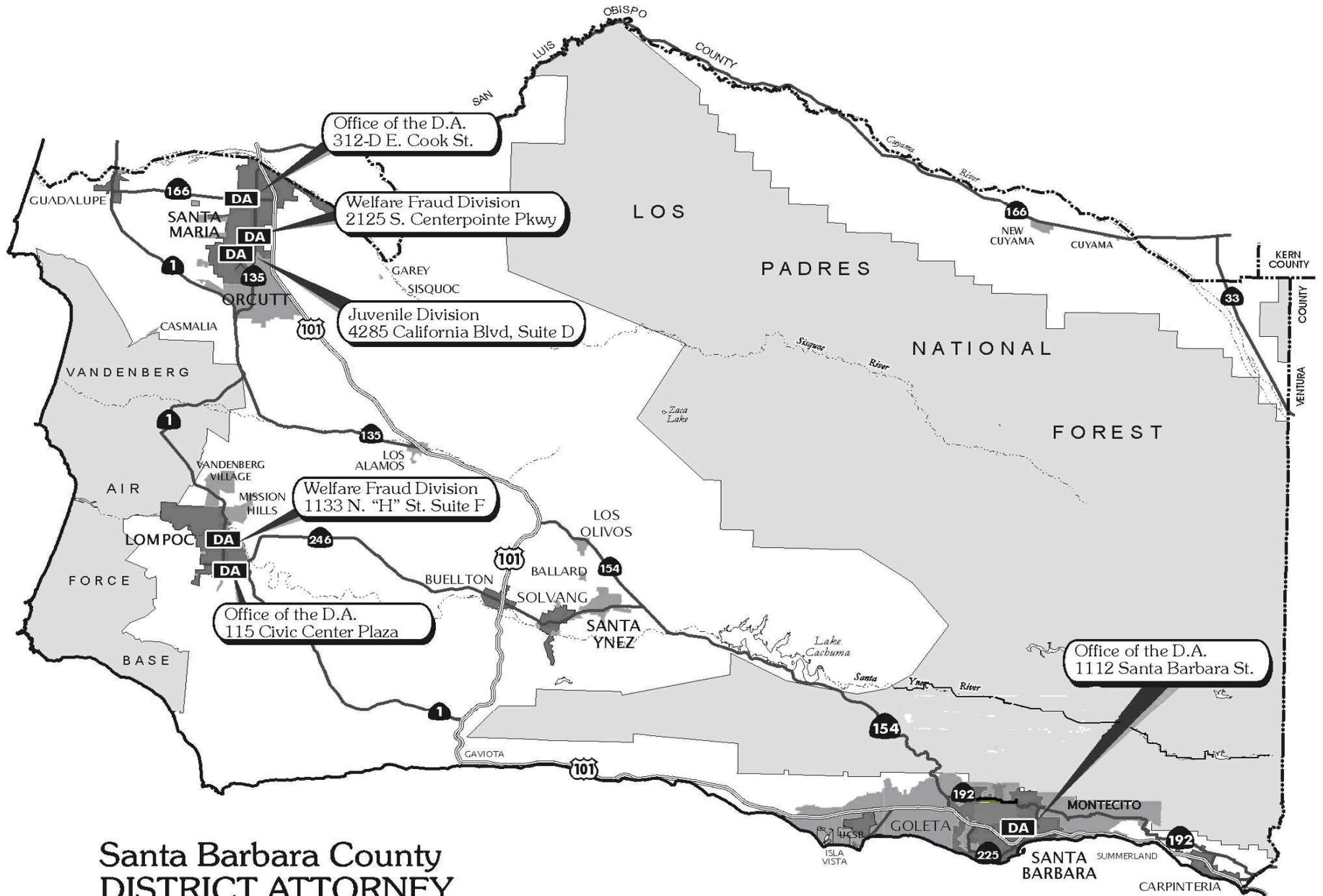
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Civil Enforcement				
Complete 90% of investigations/referrals to the Consumer & Environmental Units within 90 days as these areas involve important community interest and public protection issues. Timely handling is essential to accumulate evidence and protect the public.	100%	90%	100%	90%
Victim Witness Services				
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.	3,409	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%	100%	98%
	897	833	810	833
	897	850	810	850
Welfare Fraud Investigations				
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.	35%	30%	30%	30%
	356	300	220	240
	1,004	1,000	730	800
Complete 95% of welfare fraud investigations within 12 months of ongoing referral. Timely handling ensures better cases, fresher information and earlier recovery of funds.	92%	95%	93%	95%
	436	447	465	447
	472	470	500	470



DISTRICT ATTORNEY
Department Summary (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration				
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
Business Manager	1.0	1.0	1.0	1.0
IT Manager	1.0	1.0	1.0	1.0
EDP Sys & Prog Anlst Sr	1.0	1.0	1.0	1.0
Administrative Office Professional	1.0	1.0	1.0	1.0
Computer Systems Specialist	1.0	1.0	1.0	1.0
Administrative Professional	--	1.0	1.0	1.0
Executive Secretary	1.0	--	--	--
Sub-Division Total	10.0	10.0	10.0	10.0
Criminal Prosecution				
Chief Trial Deputy	2.0	2.0	2.0	2.0
Deputy District Attorney	41.0	40.0	40.0	40.0
Chief DA Investigator	1.0	1.0	1.0	1.0
DA Investigator Supervisor	4.0	2.0	2.0	3.0
DA Investigator	12.0	13.0	13.0	14.0
Administrative Office Professional	4.5	5.0	5.0	4.0
Administrative Office Professional, Expert	1.0	1.0	1.0	--
Legal Office Professional	--	24.8	24.8	28.0
Legal Office Professional, Expert	2.0	4.0	4.0	3.0
Paralegal	1.0	1.0	1.0	1.0
Legal Secretary	19.0	--	--	--
Investigative Assistant	5.0	--	--	--
Sub-Division Total	92.5	93.8	93.8	96.0

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Juvenile Prosecution				
Deputy District Attorney	2.0	2.0	2.0	3.0
Legal Office Professional	--	2.0	2.0	2.0
Truancy Program Social Worker	3.0	--	--	--
Truancy Program Supervisor	3.0	--	--	--
Legal Secretary	3.0	--	--	--
Sub-Division Total	11.0	4.0	4.0	5.0
Civil Enforcement				
Deputy District Attorney	2.0	1.0	1.0	1.0
Legal Secretary	1.0	--	--	--
Sub-Division Total	3.0	1.0	1.0	1.0
Victim Witness Services				
Program Manager	1.0	1.0	1.0	1.0
Administrative Office Professional	3.5	2.5	2.5	3.5
Legal Office Professional	--	2.0	2.0	2.0
Victim/Witness Program Supervisor	1.0	2.0	2.0	1.0
Legal Secretary	2.0	--	--	--
Victim/Witness Program Assistant	8.1	9.1	9.1	8.1
Sub-Division Total	15.6	16.6	16.6	15.6
Welfare Fraud Investigations				
Deputy District Attorney	1.0	1.0	1.0	--
DA Investigator Supervisor	--	1.0	1.0	--
DA Investigator	7.0	6.0	6.0	5.0
Legal Office Professional	--	1.0	1.0	1.0
Investigative Assistant	1.0	--	--	--
Sub-Division Total	9.0	9.0	9.0	6.0
Division Total	141.1	134.4	134.4	133.6

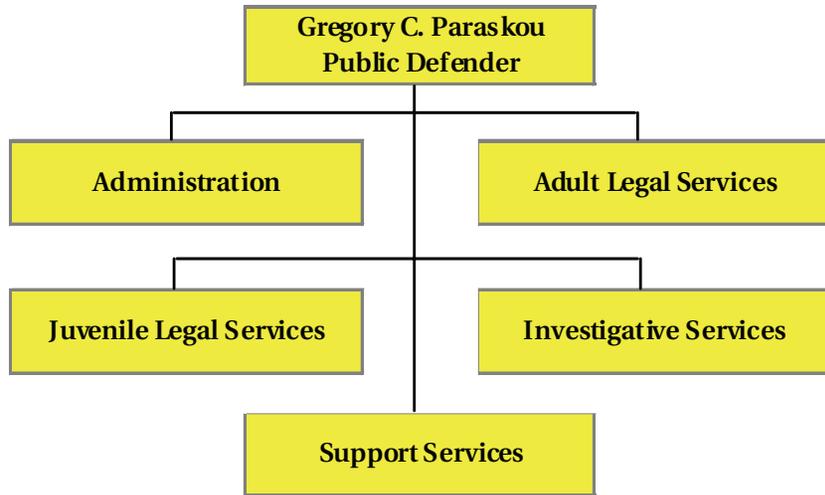


**Santa Barbara County
DISTRICT ATTORNEY**

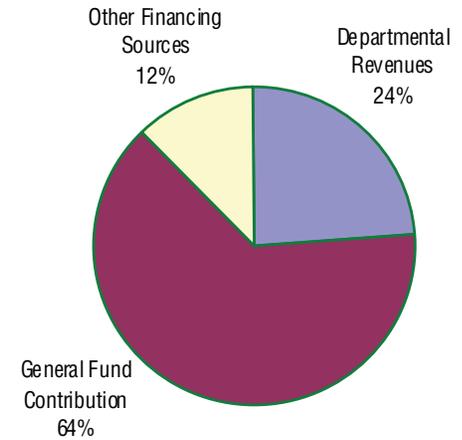
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PUBLIC DEFENDER

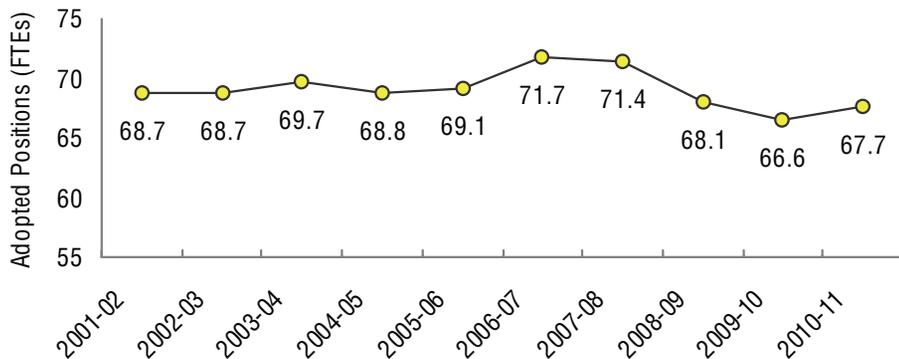
Budget & Positions (FTEs)	
Operating \$	10,110,158
Capital	-
Positions	67.7 FTEs



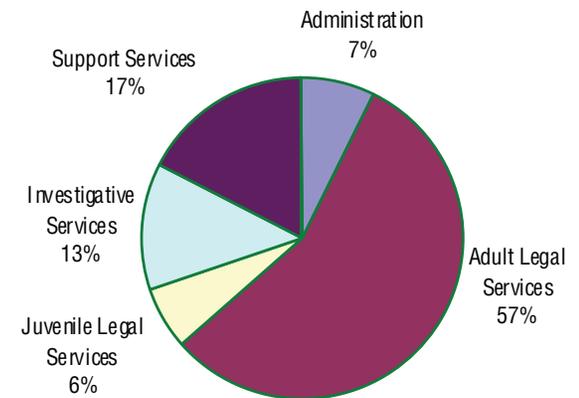
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



PUBLIC DEFENDER
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 639,044	\$ 711,200	\$ 934,767	\$ 753,587
Adult Legal Services	6,178,018	6,041,240	5,720,696	5,659,922
Juvenile Legal Services	425,871	590,758	747,251	608,046
Investigative Services	1,110,156	1,278,512	1,197,460	1,325,458
Support Services	1,339,959	1,459,142	2,005,865	1,763,145
Operating Sub-Total	9,693,048	10,080,852	10,606,039	10,110,158
Less: Intra-County Revenues	(10,867)	--	--	--
Expenditure Total	9,682,181	10,080,852	10,606,039	10,110,158
<i>Other Financing Uses</i>				
Operating Transfers	6,874	6,873	6,874	6,876
Department Total	\$ 9,689,055	\$ 10,087,725	\$ 10,612,913	\$ 10,117,034

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 6,236,208	\$ 6,835,480	\$ 6,167,504	\$ 6,366,105
Overtime	1,367	--	--	--
Extra Help	164,013	--	189,418	77,744
Benefits	2,431,888	2,416,302	3,446,327	2,821,176
Salaries & Benefits Sub-Total	8,833,476	9,251,782	9,803,249	9,265,025
Services & Supplies	859,572	829,070	802,790	845,133
Operating Sub-Total	9,693,048	10,080,852	10,606,039	10,110,158
Less: Intra-County Revenues	(10,867)	--	--	--
Expenditure Total	\$ 9,682,181	\$ 10,080,852	\$ 10,606,039	\$ 10,110,158

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 2,358,549	\$ 2,241,434	\$ 2,213,306	\$ 2,252,858
Other Charges for Services	154,384	160,090	147,369	175,000
Revenue Sub-Total	2,512,933	2,401,524	2,360,675	2,427,858
Less: Intra-County Revenues	(10,867)	--	--	--
Revenue Total	2,502,066	2,401,524	2,360,675	2,427,858
General Fund Contribution	6,249,869	7,297,626	7,363,663	6,463,501
<i>Other Financing Sources</i>				
Operating Transfers	427,000	--	--	--
Use of Prior Fund Balances	510,120	388,575	888,575	1,225,675
Department Total	\$ 9,689,055	\$ 10,087,725	\$ 10,612,913	\$ 10,117,034

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration	8.0	6.6	8.0	6.9	8.0	7.0	8.0	6.9
Adult Legal Services	31.0	29.2	30.8	28.9	30.8	27.6	31.0	28.1
Juvenile Legal Services	3.0	2.0	3.0	2.9	3.0	2.6	3.0	2.9
Investigative Services	12.0	11.6	12.0	11.7	12.0	11.1	12.0	11.7
Support Services	18.8	16.9	18.8	16.1	18.8	18.1	18.8	18.1
Total Permanent	72.8	66.2	72.5	66.6	72.5	66.4	72.8	67.7
<i>Non-Permanent</i>								
Extra Help	--	2.8	--	--	--	3.4	--	--
Total Positions	72.8	69.0	72.5	66.6	72.5	69.7	72.8	67.7

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

MISSION STATEMENT

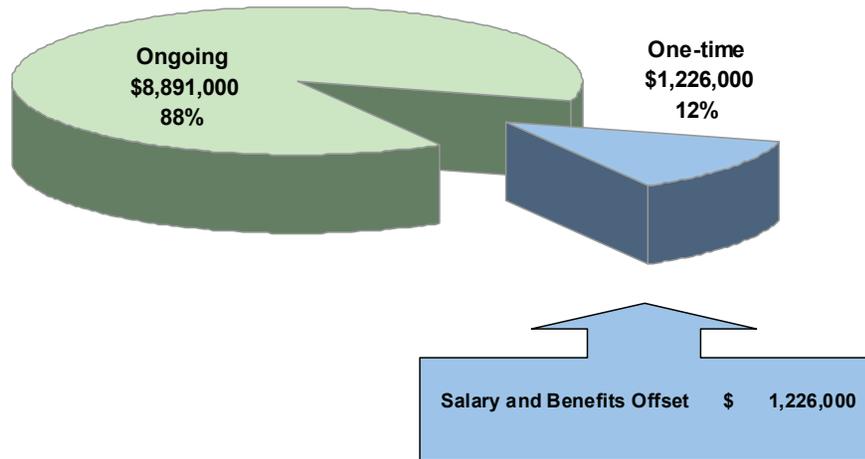
To provide zealous and professional legal representation of the highest quality to all clients and to create an environment that motivates and enables all employees to achieve this mission.

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 34 Deputy Public Defenders. As a result of the retirement incentive program, six senior attorneys retired as of January, 2010. Those positions have not been filled with new full time attorney employees, although four of the positions are currently filled by beginning level extra help attorneys. Two of the positions remain vacant as an additional cost saving measure. In addition, the Law Office has a Chief Public Defender and two Assistant Public Defenders and a support staff of thirty five including a business manager, information systems administrator (currently vacant due to retirement), investigators, social service practitioners, legal secretaries, accounting assistant, investigator assistants, and data entry operators.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



PUBLIC DEFENDER

Department Summary (cont'd)

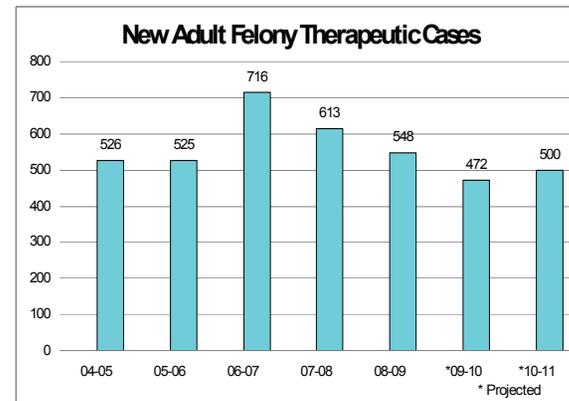
Twelve percent of the FY 2010-11 Recommended Budget is comprised of one-time sources of funding. A reduction of \$1,226,000 would result in a reduction in staff of approximately seven attorneys and five support staff. The Public Defender's budget is 92% salaries and benefits, consequently there is minimal ability to absorb the budget reductions without loss of staff.

The loss of attorneys would result in a decreased ability to handle felony and misdemeanor cases, including Sexually Violent Predator, Mentally Disordered Offender and extension hearing, withdrawal from Lantermann-Petris-Short Act Mental Health Conservatorships, Conservator/Probate cases, and contempt cases. Those individual clients in each of the categories of cases are entitled to have counsel appointed to represent them at County expense. Prior experience in FY 2008-09 demonstrated that the cost of utilizing outside counsel to handle those cases that the Public Defender's Office could not accept was 21% more than the cost of maintaining attorney staffing at a level which avoids the necessity of the Public Defender's Office declaring unavailable on cases.

The loss of the support staff would have additional service level impacts, for example: failure to have cases ready for trial or disposition in a timely fashion, inability to get people out of the jail and into treatment programs, increasing the jail overcrowding problems, outsourcing the mitigation investigation in capital costs at a higher cost to the county, and a potential increase in the length and severity of sentences imposed by the courts.

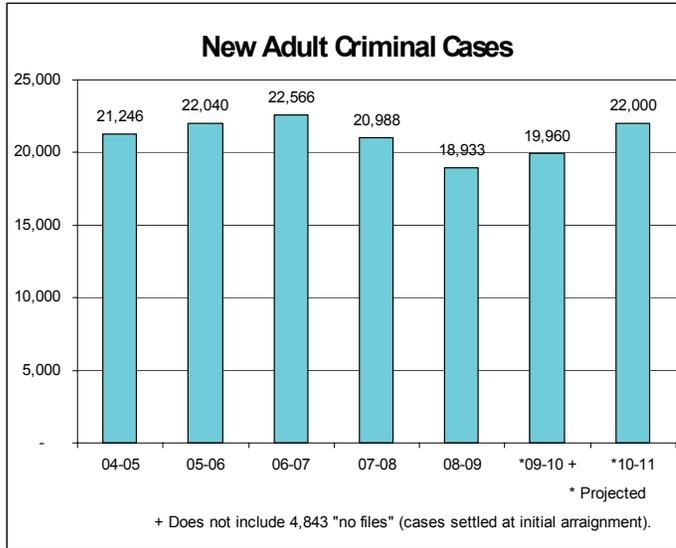
As a result of the use of one-time sources, the department will face a revenue shortfall of \$1,226,000 to begin in FY 2011-12 and would also likely be faced with rising costs which must be addressed to maintain these services.

Activity Indicators

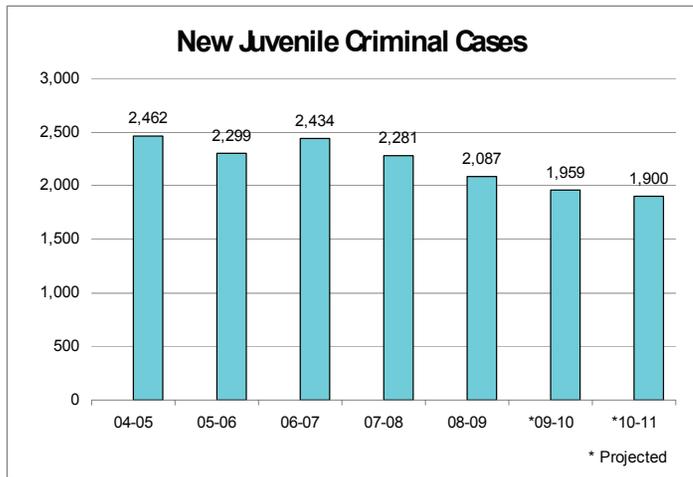


Adult therapeutic court cases include Clean & Sober, Domestic Violence Review, Proposition 36 and Substance Abuse Treatment Court. These cases place Public Defender clients in treatment programs, thus relieving jail overcrowding.

PUBLIC DEFENDER
Department Summary (cont'd)



Adult criminal cases continue their upward trend of the past few years.



The juvenile caseload continues the general downward trend of the past few years.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures increased by \$525,000 to \$10,606,000, from the Adopted Budget of \$10,081,000. This 5.2% increase is the result of:

- +\$362,000 – Salary and benefits expense higher than anticipated due to the retirement incentive program;
- +\$189,000 – Additional extra help costs to fill in behind early retirements and to meet caseload demands;
- -\$26,000 – Decrease in miscellaneous expenses due to aggressive cost cutting measures.

Estimated Actual operating revenues decreased by \$41,000, to \$2,361,000, from the Adopted Budget of \$2,402,000. This 1.7% decrease is the result of:

- -\$28,000 – Lower than anticipated Public Safety Sales Tax revenue;
- -\$13,000 – Lower than anticipated miscellaneous other revenues.

Additionally, the Department released \$389,000 from the salary and retirement offset designation to fund ongoing operations for Fiscal Year 2009-10.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$496,000 to \$10,110,000 from the prior year's Estimated Actual of \$10,606,000. This 4.7% decrease is the result of:

- -\$427,000 – Decreased salaries and benefits due to the retirement incentive program in FY 2009-10;
- -\$112,000 – Reduced extra help attorney staff;
- +\$43,000 – Increased various expenses.

The Recommended Budget's operating revenues will increase by \$67,000, to \$2,428,000, from the prior year's Estimated Actual of \$2,361,000. This 2.8% increase is the result of:

- +\$40,000 – Higher Public Safety Sales Tax revenue;
- +\$27,000 – Increased miscellaneous Other Revenues.

Capital Asset Expenditures: Public Defender Capital Asset expenditures for FY 2010-11 are \$0 as the Department's Santa Barbara office remodel project is budgeted in the General Services Department for \$5,500,000 pending issuance of the Certificates of Participation. The Board of Supervisors considered financing options in late FY 2009-10, and construction is scheduled to start in July, 2010.

PUBLIC DEFENDER
Department Summary (cont'd)

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: 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 critical issues, the issue of “Health Care & Social Services Delivery” will continue to take priority for FY 2010-11 in the form of continued development of therapeutic 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 clients.

Focus Area: Therapeutic Courts

Current Year (FY 09-10) Accomplishments:

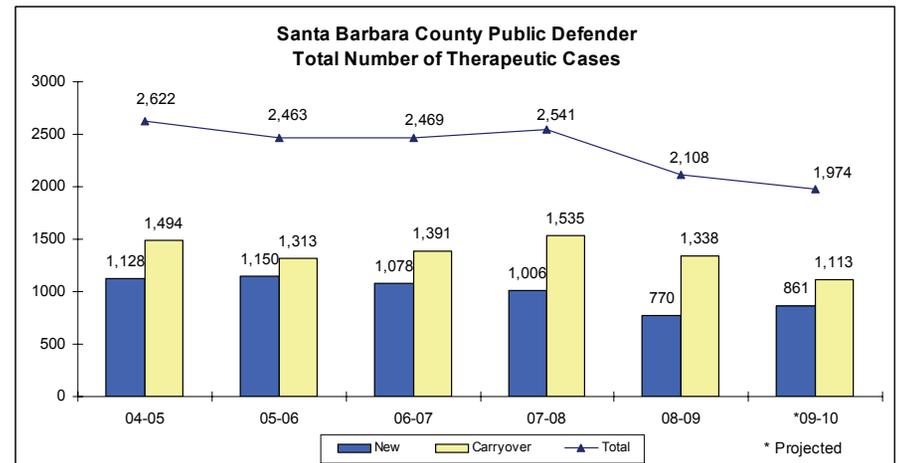
- Continued to collaborate with the Courts, Mental Health, Probation, Sheriff, District Attorney, and community organizations to improve the functioning of the Therapeutic Courts (Substance Abuse Treatment Court, Proposition 36, Juvenile Drug Court, Domestic Violence Review Court, Dual Diagnosis and Mental Health Treatment Court, and the DUI Review Court).
- Assisted 861 clients to enter the alcohol and drug treatment programs instead of incarceration, an increase of 11.8% over FY 2008-09, saving the County money and helping to reduce the jail overcrowding problem.
- Continued to represent 1,113 clients in these ongoing Therapeutic Court review appearances. These court programs have proven to be successful at rehabilitation, reducing recidivism, enhancing public safety, and helping individuals to become productive members of the community.

Proposed Strategic Action:

- Improve and increase the Department’s ability to more quickly transition in-custody clients out of the jail and into treatment programs.

Proposed Key Projects:

- Studies have demonstrated the efficacy of the Treatment Programs. A UCLA Study of Proposition 36 outcomes found that for every dollar spent there was a savings of \$2.50 – \$4.00. A UCSB Report of the 2007-2008 data shows that 66% of both Proposition 36 and Substance Abuse Treatment Court program participants successfully completed the Program. It calculated the jail cost savings to be \$838,831 (7,049 jail days at \$119/day). The five-year total amounts to a savings to County taxpayers of \$5,192,920 in jail costs.
- With this data in mind, under more favorable economic conditions, the Public Defender’s Office would seek additional funds of approximately \$42,500 for a new Social Services Case Aide to enhance the Department’s ability to more expeditiously identify those in-custody clients who can benefit from the treatment programs, find a placement for them, and get them out of the jail as soon as possible. Due to the current unfavorable economic conditions, the Public Defender’s Office will defer this request until conditions improve.



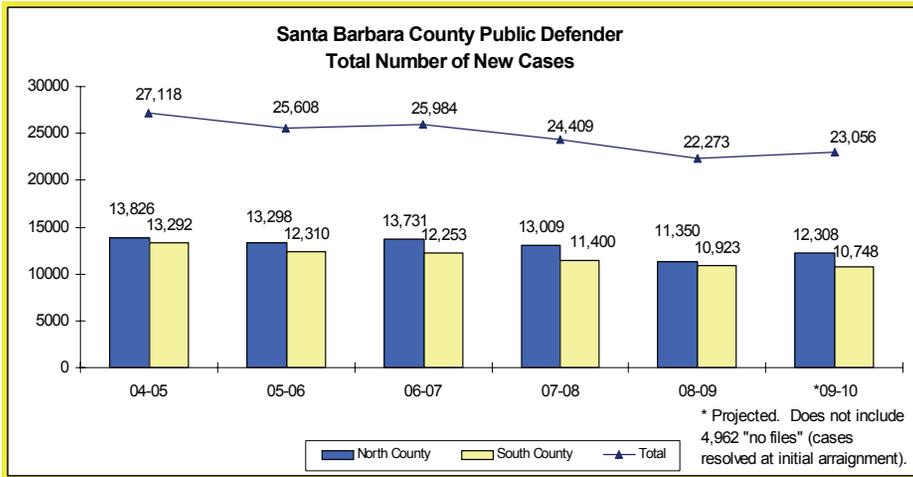
Reduction in total cases is likely due to the shortening of the treatment programs as a result of cuts in state funding.

PUBLIC DEFENDER
Department Summary (cont'd)

Focus Area: Litigation

Current Year (FY 09-10) Accomplishments:

- Successfully completed a collaborative process with the courts to establish an automatic mechanism for the assessment of Public Defender attorney fees.
- Continued to work with Department and County staff to maintain the assessment and collection levels.
- Continued to enhance Department effectiveness through in-house training for attorneys as a California State Bar approved provider of Mandatory Continuing Legal Education.
- A success rate of 36% in jury trials (clients found not guilty, guilty of a lesser offense, dismissal after a hung jury or mistrial) in 2009.
- Completed the design, in cooperation with General Services staff, for the remodel of the Santa Barbara office space in the historic Courthouse Annex to provide a safe and secure facility for employees, increase client and public access (including disabled access), and improve efficiency and workflow. Currently engaged in search for suitable temporary location during the remodel, scheduled to begin in July 2010. The necessity for the move was exacerbated by the January 2010 fire in the Courthouse. Although the fire was quickly contained, the top floor of the Public Defender's Office was rendered uninhabitable. Twelve attorneys and support staff have been relocated within the Department, with many attorneys doubling up, and in one case tripling up, in offices. Despite these challenges, the Public Defender's Office continues to deliver the quality legal representation that it is renowned for.



Proposed Strategic Actions:

- Bring in outside speakers on various legal, ethical, and trial practice topics to provide low-cost training to the attorney staff and provide training for all support staff at minimal cost to the County.
- Continue to collaborate with the courts to complete the process improvements leading to an increase in the assessment and collection of Public Defender attorney fees.
- Continue to collaborate with the District Attorney's Office to increase the use of electronic information transfer of reports and other discovery material.
- Redesign the Public Defender website to make it more user-friendly, informative and professional, as well as implement an intranet for departmental usage.

Proposed Key Projects:

- Successfully transition to a temporary location in the south county during the historic Courthouse Annex remodel, scheduled to begin construction in July 2010.
- Continue to collaborate with the courts to complete the process improvements leading to an increase in the assessment and collection of Public Defender attorney fees.



The Santa Barbara Courthouse, home to the Public Defender's Office, is scheduled for a comprehensive renovation in FY 2010-11.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Administration				
Public Defender	1.0	1.0	1.0	1.0
Assistant Public Defender	2.0	2.0	2.0	2.0
Business Leader	1.0	1.0	1.0	1.0
Accounting Assistant	1.0	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
Departmental Analyst	1.0	1.0	1.0	1.0
Sub-Division Total	8.0	8.0	8.0	8.0
Adult Legal Services				
Deputy Public Defender	30.0	29.8	29.8	30.0
Paralegal	1.0	1.0	1.0	1.0
Sub-Division Total	31.0	30.8	30.8	31.0
Juvenile Legal Services				
Deputy Public Defender	3.0	3.0	3.0	3.0
Sub-Division Total	3.0	3.0	3.0	3.0
Investigative Services				
Chief Investigator	1.0	1.0	1.0	1.0
Legal Office Professional	--	3.0	3.0	3.0
Investigator	6.0	6.0	6.0	6.0
Social Services Practitioner	2.0	2.0	2.0	2.0
Investigative Assistant	3.0	--	--	--
Sub-Division Total	12.0	12.0	12.0	12.0
Support Services				
Legal Office Professional	--	18.8	18.8	18.8
Legal Secretary	13.0	--	--	--
Legal Interpreter	1.8	--	--	--
Data Entry Operator	2.0	--	--	--
Office Assistant	2.0	--	--	--
Sub-Division Total	18.8	18.8	18.8	18.8
Division Total	72.8	72.5	72.5	72.8

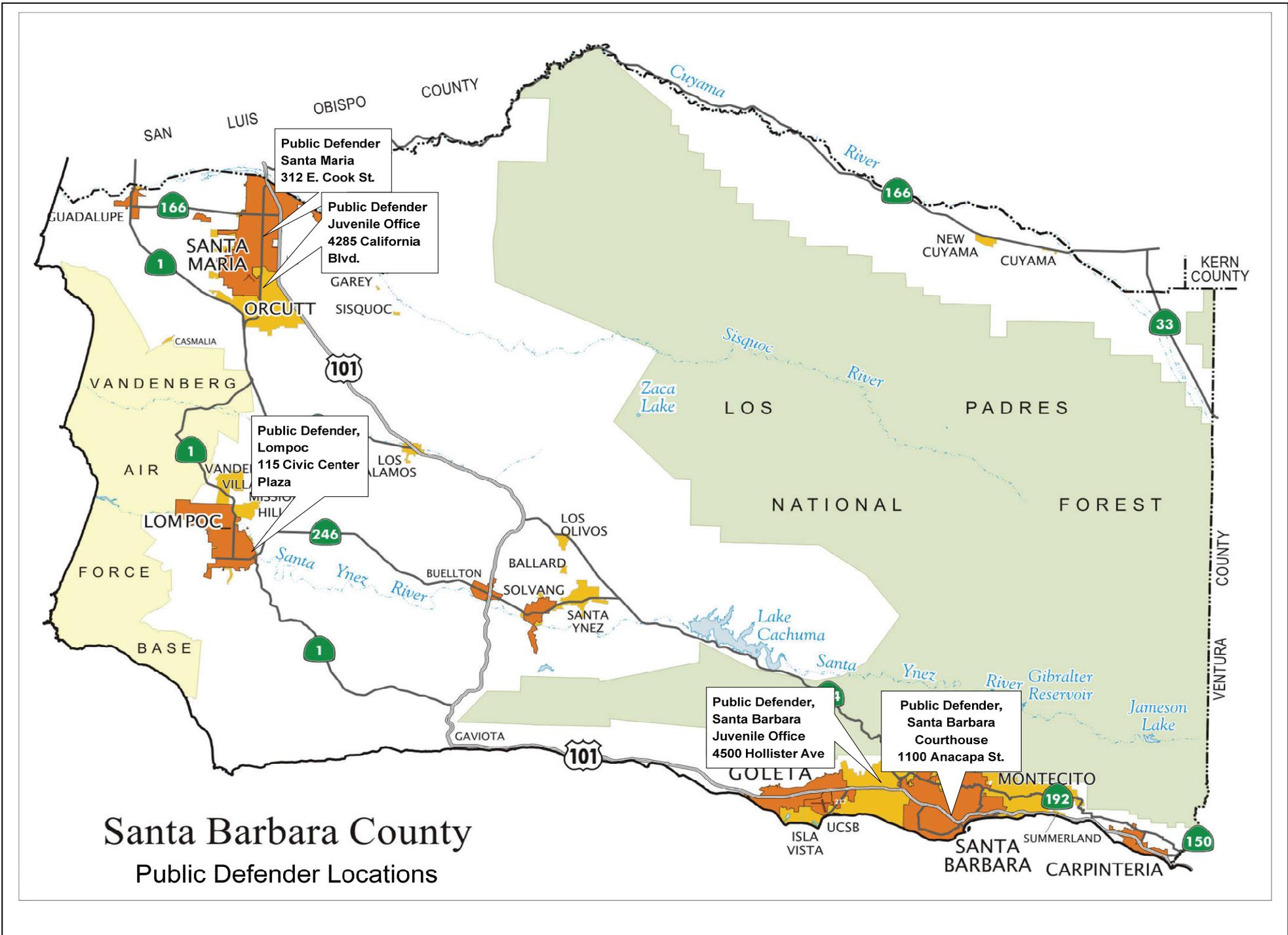
PUBLIC DEFENDER
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
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.	42% 31 74	100% 63 63	43% 29 68	100% 72 72
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	200% 2 1	100% 2 2	0% 0 0	100% 0 0
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	100% 1 1	100% 1 1	200% 2 1	100% 2 2
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 5.9% or less.	7.4% 10,439 140,368	7.4% 9,238 124,833	6.2% 9,057 146,546	5.9% 8,732 148,000
Adult Legal Services				
Collaborate with Criminal Justice and County government partners on 6 projects annually to accomplish systemic improvements.	100% 6 6	100% 6 6	100% 6 6	100% 6 6
Public Defender will meet annually with 14 Superior Court adult and juvenile criminal law judges to assess quality, representation, and service to the Court.	100% 14 14	100% 14 14	100% 14 14	100% 14 14

PUBLIC DEFENDER
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Investigative Services				
100% of twelve investigators/social workers will attend at least two specialized criminal law/investigation programs annually.	100% 12 12	100% 12 12	100% 12 12	100% 12 12
Investigative staff will personally contact 100% of an estimated 225 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% 292 292	100% 284 284	100% 214 214	100% 225 225
Support Services				
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% 18 18	100% 18 18	100% 18 18	100% 18 18
Complete appropriate file documentation within 10 working days for 100% of an estimated 23,000 cases closed.	93% 20,714 22,273	94% 20,210 21,500	94% 21,232 22,588	100% 23,000 23,000

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Public Safety





PUBLIC SAFETY

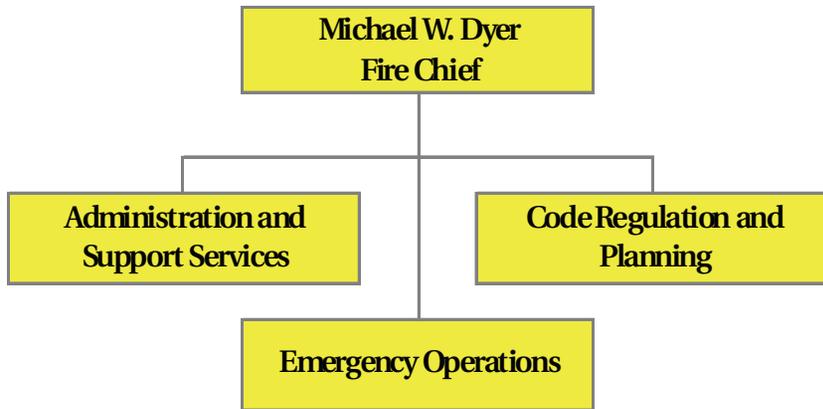
Use of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Operating Expenditures				
Fire	\$ 51,358,610	\$ 49,922,517	\$ 48,263,431	\$ 53,852,952
Probation	42,387,991	39,020,426	39,308,815	41,866,020
Sheriff	97,669,011	99,120,699	100,084,603	101,840,347
Total	191,415,612	188,063,642	187,656,849	197,559,319
Capital Equipment & Improvements				
Fire	521,798	341,521	305,548	528,600
Probation	6,358	5,000	--	--
Sheriff	3,810,849	510,000	1,432,485	4,302,000
Total	4,339,005	856,521	1,738,033	4,830,600
Designated for Future Uses				
Fire	2,759,022	4,386,096	5,598,672	369,697
Probation	589,857	390,929	554,268	258,902
Sheriff	1,413,637	878,508	1,421,744	616,000
Total	4,762,516	5,655,533	7,574,684	1,244,599
Operating Transfers Out				
Fire	1,686,561	1,906,594	1,031,446	1,769,843
Probation	27,607	27,610	27,610	27,612
Sheriff	3,496,780	1,458,018	1,554,701	5,443,451
Total	5,210,948	3,392,222	2,613,757	7,240,906
Total Use of Funds	\$205,728,081	\$197,967,918	\$199,583,323	\$210,875,424

Source of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Departmental Revenues				
Fire	\$ 47,438,402	\$ 48,808,636	\$ 49,051,105	\$ 47,351,001
Probation	16,410,205	17,471,953	16,350,500	16,720,417
Sheriff	40,312,644	37,858,299	39,077,966	37,681,856
Total	104,161,251	104,138,888	104,479,571	101,753,274
General Fund Contribution				
Fire	1,557,180	1,599,782	1,599,782	2,728,619
Probation	22,356,403	21,464,612	22,858,050	23,871,239
Sheriff	58,550,263	62,072,382	61,961,957	63,801,228
Total	82,463,846	85,136,776	86,419,789	90,401,086
Use of Designations/Prior Fund Balances				
Fire	7,279,967	5,971,310	4,203,119	6,385,472
Probation	3,671,531	33,100	248,900	1,296,578
Sheriff	5,080,795	1,381,144	2,365,783	6,076,314
Total	16,032,293	7,385,554	6,817,802	13,758,364
Operating Transfers In				
Fire	42,492	52,000	328,141	56,000
Probation	573,674	474,300	433,243	264,300
Sheriff	2,439,825	655,400	1,087,827	4,642,400
Total	3,055,991	1,181,700	1,849,211	4,962,700
Other Miscellaneous Financing Sources				
Fire	7,950	125,000	16,950	--
Sheriff	6,750	--	--	--
Total	14,700	125,000	16,950	--
Total Source of Funds	\$205,728,081	\$197,967,918	\$199,583,323	\$210,875,424

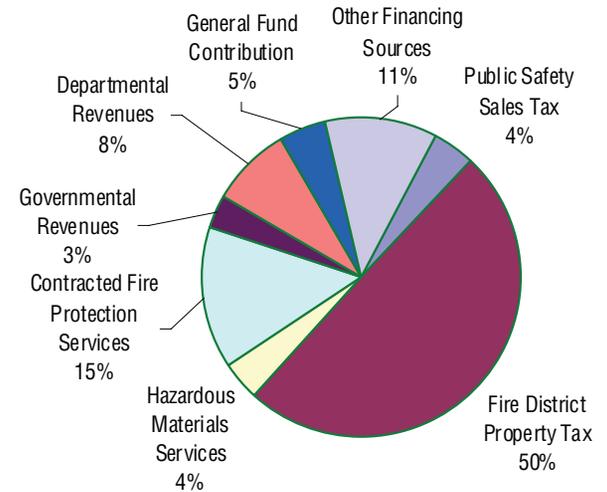
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FIRE

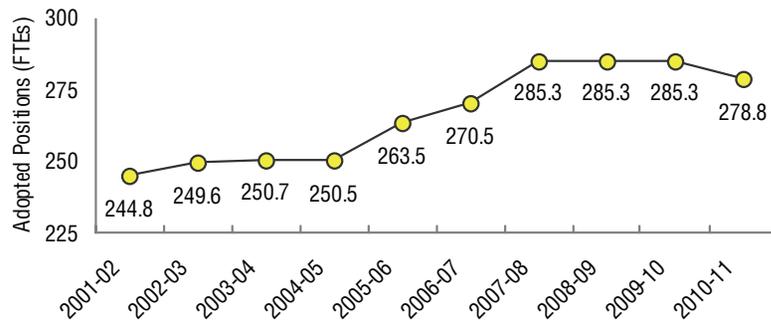
Budget & Positions (FTEs)	
Operating \$	53,852,952
Capital	528,600
Positions	278.8 FTEs



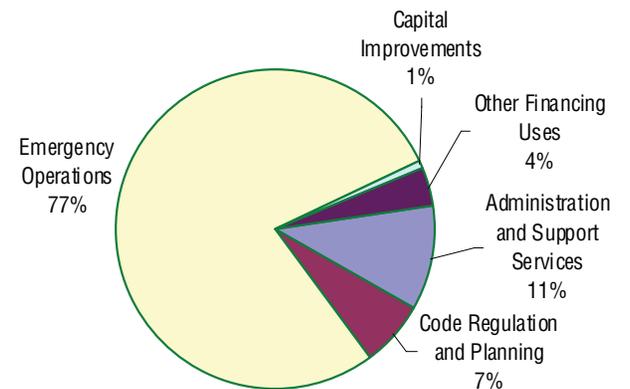
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



FIRE
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support Services	\$ 4,896,210	\$ 5,286,005	\$ 5,240,906	\$ 5,967,538
Code Regulation and Planning	3,419,631	3,779,824	3,488,181	3,775,534
Emergency Operations	43,067,930	40,879,208	39,556,864	44,132,400
Operating Sub-Total	51,383,771	49,945,037	48,285,951	53,875,472
Less: Intra-County Revenues	(25,161)	(22,520)	(22,520)	(22,520)
Operating Total	51,358,610	49,922,517	48,263,431	53,852,952
<i>Non-Operating Expenditures</i>				
Capital Assets	521,798	341,521	305,548	528,600
Expenditure Total	51,880,408	50,264,038	48,568,979	54,381,552
<i>Other Financing Uses</i>				
Operating Transfers	1,686,561	1,906,594	1,031,446	1,769,843
Designated for Future Uses	2,759,022	4,386,096	5,598,672	369,697
Department Total	\$ 56,325,991	\$ 56,556,728	\$ 55,199,097	\$ 56,521,092

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 23,154,505	\$ 23,943,614	\$ 23,479,196	\$ 24,799,653
Overtime	7,976,936	7,073,300	5,934,900	6,993,500
Extra Help	918,281	924,673	854,297	876,149
Benefits	11,099,376	10,706,818	10,905,443	14,046,992
Salaries & Benefits Sub-Total	43,149,098	42,648,405	41,173,836	46,716,294
Services & Supplies	8,234,673	7,296,632	7,091,142	7,138,204
Principal & Interest	--	--	20,973	20,974
Operating Sub-Total	51,383,771	49,945,037	48,285,951	53,875,472
Less: Intra-County Revenues	(25,161)	(22,520)	(22,520)	(22,520)
Operating Total	51,358,610	49,922,517	48,263,431	53,852,952
<i>Non-Operating Expenditures</i>				
Capital Assets	521,798	341,521	305,548	528,600
Expenditure Total	\$ 51,880,408	\$ 50,264,038	\$ 48,568,979	\$ 54,381,552

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Fire District Property Taxes	\$ 27,287,899	\$ 28,677,400	\$ 28,107,950	\$ 28,050,450
Public Safety Sales Tax	2,134,107	2,425,287	2,368,373	2,437,648
Interest	323,272	156,194	115,366	98,582
Governmental Revenues	2,390,049	1,671,266	3,638,986	1,777,758
Contracted Fire Protection Services	8,238,727	8,378,189	8,190,457	8,264,099
Emergency Medical Services	221,562	375,000	440,000	375,000
Hazardous Materials Services	1,273,331	2,030,500	1,440,073	2,125,902
Other Charges for Services	5,493,668	5,071,720	4,613,020	4,157,520
Miscellaneous Revenue	100,948	45,600	159,400	86,562
Revenue Sub-Total	47,463,563	48,831,156	49,073,625	47,373,521
Less: Intra-County Revenues	(25,161)	(22,520)	(22,520)	(22,520)
Revenue Total	47,438,402	48,808,636	49,051,105	47,351,001
General Fund Contribution	1,557,180	1,599,782	1,599,782	2,728,619

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Other Financing Sources</i>				
Operating Transfers	42,492	52,000	328,141	56,000
Sale of Property	7,950	125,000	16,950	--
Use of Prior Fund Balances	7,279,967	5,971,310	4,203,119	6,385,472
Department Total	\$ 56,325,991	\$ 56,556,728	\$ 55,199,097	\$ 56,521,092

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
<i>Permanent</i>				
Administration and Support Services	31.0	30.1	32.0	31.6
Code Regulation and Planning	29.0	22.3	28.0	28.0
Emergency Operations	199.0	187.0	199.0	197.5
Total Permanent	259.0	239.4	259.0	257.0
<i>Non-Permanent</i>				
Extra Help	--	31.4	--	28.3
Total Positions	259.0	270.8	259.0	285.3

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

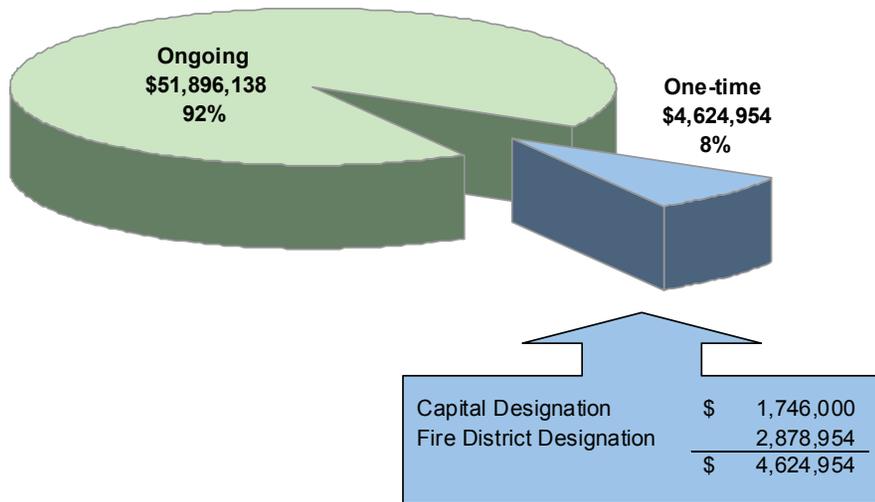
MISSION STATEMENT

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 278.8 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 from 16 fire stations and 3 offices located throughout the County. In addition, the Fire Department’s Hazardous Materials Unit (HMU) serves the entire County.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



8% of the FY 2010-11 Recommended Budget is comprised of one-time sources of funding. The Fire Department is using “one-time” funding options and an increased General Fund Contribution of \$1.1 million to maintain critical emergency services. Additional General Fund Contribution and/or one-time funding options will be needed in FY 2011-12 to maintain these same services. In order to lessen the “cliff” created by the use of one-time funding, the following action steps will be considered based on key financial information throughout the 2010-11 fiscal year.

Action Steps

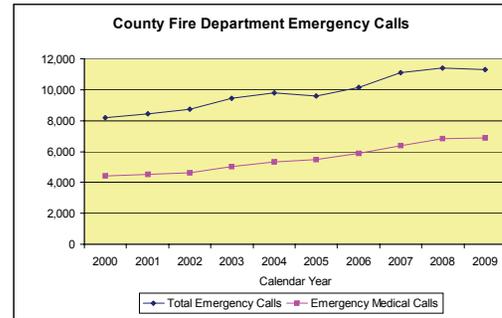
- Hiring freeze of vacant non-critical positions.
- Delay fire season Fuels Crew activation leaving 1 crew available for project and emergency responses.

FIRE

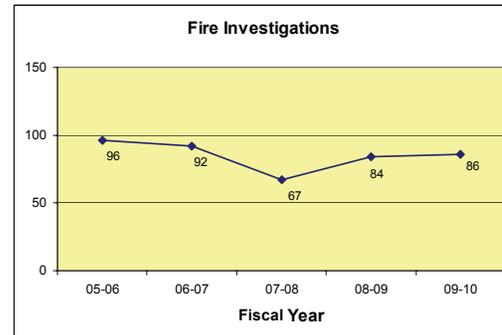
Department Summary (cont'd)

- Delay hiring heavy equipment operator.
- Limit service and supply spending.
- Freeze all non-critical travel.
- Increase utilization of California Fire Fighter Joint Apprenticeship Committee training monies for critical training.
- Utilize 40 hour staffing to backfill 56 hour (shift) positions as needed.

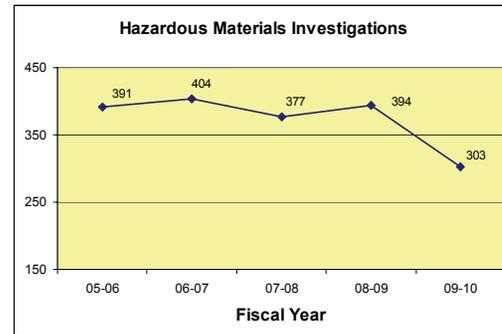
Activity Indicators



Call volume has increased 45% over the past ten years to 11,278 calls per calendar year. Medical calls now account for 61% 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 were higher for several years due to ongoing oil field spills and releases.

FIRE
Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Operating

The Estimated Actual operating expenditures decreased by \$1,659,000, to \$48,286,000, from the Adopted Budget of \$49,945,000. This 3% decrease is the result of:

- -\$1,138,000 – Overtime savings due to a lesser number of wildland fire incidents than originally anticipated;
- -\$282,000 – Salaries and benefits savings for Site Mitigation Unit (SMU) oil field remediation oversight due to staffing vacancies;
- -\$225,000 – Deferral of services and supplies purchases;
- -\$70,000 – Extra help savings as a result of reduced efforts in the Reserve Program;
- +\$42,000 – Property tax administration fee cost increases and higher apportionment factors due to the annexation of City of Solvang fire services and the Orcutt Fire Protection District.

Capital

The Estimated Actual capital expenditures decreased by \$36,000, to \$306,000, from the Adopted Budget of \$342,000. This 10% decrease is the result of:

- -\$21,000 – Re-classification of the Orcutt fire engine loan payment to the Other Financing Uses category;
- -\$15,000 – Deferral of the development of an ambulance transport billing system interface with the fire incident reporting system.

Other Financing Uses

The Estimated Actual Operating Transfers decreased by \$875,000 to \$1,031,000 from the Adopted Budget of \$1,907,000. This 46% decrease is the result of:

- -\$1,075,000 – Delay in Los Alamos Complex capital project (land purchase and design) results in lower operating transfer to General Services Capital Outlay Fund;
- +\$358,000 – Vehicles purchased in FY 2008-09 but not received until FY 2009-10;
- -\$142,000 – Distribution of Certificate of Participation (COP) funds for the Station 51 (Lompoc-Mission Hills) Rebuild project;
- -\$10,000 – Fire Command and Control Radio System Upgrade project.

The Estimated Actual Designation for Future Uses increased by \$1,213,000 to \$5,599,000 from the Adopted Budget of \$4,386,000. This 28% increase is the result of:

- +\$1,654,000 – Designation for operations from expenditure savings and unanticipated revenues;
- -\$432,000 – Elimination of the contribution to the Fire District capital designation in FY 2009-10.

Revenues

The Estimated Actual operating revenues increased by \$242,000, to \$49,074,000, from the Adopted Budget of \$48,831,000. This 0.5% increase is the result of:

- +\$1,821,000 – Jesusita Fire reimbursement of disaster costs from Federal and State funds;
- -\$655,000 – Fire incident reimbursements from other jurisdictions;
- -\$600,000 – Site Mitigation Unit oil field remediation oversight staffing vacancies, reduction in billable hours and unrealized collections;
- -\$570,000 – Lower Fire District property taxes due to lower assessed property values;
- +\$300,000 – Consolidated funds as a result of the annexation of the Orcutt Fire Protection District;
- +\$250,000 – Development mitigation fees collected over several years to offset increased wear and tear on equipment recorded as revenue in FY 2009-10;
- -\$150,000 – Lower growth in the State contract for fire protection services than anticipated;
- +\$140,000 – Grant revenue for Fire Command and Control Radio System Upgrade project;
- -\$120,000 – Unspent FY 2008-09 Indian gaming funding allocation reduces the FY 2009-10 allocation;
- -\$57,000 – Lower Proposition 172 public safety sales tax revenues as a result of the economic downturn;
- -\$50,000 – State reimbursements for clean-up of underground storage tanks at County facilities;
- -\$41,000 – Lower interest income due to interest rates being lower than anticipated.

CAPITAL ASSETS RECONCILED TO CAPITAL IMPROVEMENT PROGRAM (CIP)	FY 09-10
Fire Department funded capital improvements per CIP	\$213,000
Exhaust systems for 2 fire stations (non-major equipment, not reported in CIP)	60,000
Other miscellaneous non-major equipment, not reported in CIP	32,548
Total Capital Assets - Fire Department Operating Plan	\$305,548

CAPITAL ASSETS RECONCILED TO CAPITAL IMPROVEMENT PROGRAM (CIP)	FY 10-11
Fire Department funded capital improvements per CIP	\$1,430,000
Operations Complex Project in CIP but reflected as Op Tsfers in Operating plan	(850,000)
Fire Training Facility Design in CIP but reflected as Op Tsfers in Operating plan	(230,000)
Exhaust systems for 2 fire stations (non-major equipment, not reported in CIP)	120,600
Urban Search and Rescue Equipment (non-major equipment, not reported in CIP)	58,000
Total Capital Assets - Fire Department Operating Plan	\$528,600

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating

The Recommended Budget's operating expenditures will increase by \$5,590,000, to \$53,875,000, from the prior year's Estimated Actual of \$48,286,000. This 12% increase is the result of:

- +\$2,700,000 – Retirement contributions;
- +\$1,300,000 – Approved cost of living and merit increases;
- +\$1,059,000 – Incident overtime returning to historical levels and overtime rate increases related to salary increases;
- -\$500,000 – One-time Motor Pool rate reduction due to the elimination of the inflationary component of the replacement cost estimates;
- +\$218,000 – Workers compensation premiums;
- +\$182,000 – Health insurance contributions;
- +\$150,000 – Replacement of personal protective clothing for fire station emergency response and Fuels Crew operations, including the replacement of ¼ of the structure protection turnout complement;
- +\$120,000 – Replacement helicopter tailboom;
- +\$85,000 – Unemployment insurance contributions;
- -\$84,000 – Liability insurance;
- +\$70,000 – Fire station facility maintenance and furniture replacements;
- +\$55,000 – Increased focus on training across all sections of the department to ensure safe, efficient and effective operations;
- +\$50,000 – Completion of Fire Headquarters reconfiguration project;
- +\$36,000 – Computer and server replacements and software licenses;
- +\$35,000 – Jaws of life equipment replacement for station emergency responses & miscellaneous equipment for Urban Search and Rescue and Water Rescue programs;
- +\$31,000 – Radio/communications equipment maintenance and depreciation charges from County Information Technology Department;
- +\$26,000 – Painting and striping of safety trailer, Federal excess property equipment and Fuels Crew carrier plus printing of hand-out materials for "Ready, Set, Go" public education program;
- +\$22,000 – Data processing service charges from County Information Technology Department;
- +\$13,000 – Projected property tax administration fee cost increases;
- +\$10,000 – Medicines and medical supplies for advanced life support (paramedic) services due to two new drugs mandated by County EMSA, the addition of ALS/paramedic services at Station 21 in Orcutt, helicopter ALS/paramedic services and increased medication costs.

FIRE

Department Summary (cont'd)

Capital

The Recommended Budget's capital expenditures will increase by \$223,000, to \$529,000, from the prior year's Estimated Actual of \$306,000. This 73% increase is the result of:

- +\$105,000 – Water tender replacement;
- +\$60,000 – Exhaust extraction systems for two fire stations;
- +\$58,000 – Urban Search and Rescue extrication equipment and air bag lift set.

Other Financing Uses

The Recommended Budget's Operating Transfers will increase by \$738,000 to \$1,770,000, from the prior year's Estimated Actual of \$1,031,000. This 72% increase is the result of:

- +\$850,000 – Design/Acquisition costs associated with the Operations Complex project in Los Alamos;
- -\$420,000 – Vehicle purchases completed in FY 2009-10;
- +\$230,000 – Training facility project design;
- +\$200,000 – Station 51 (Lompoc-Mission Hills) rebuild project completion and close-out;
- -\$140,000 – Purchase of equipment for the Fire Command and Control Radio System Upgrade project completed in FY 2009-10;
- +\$15,000 – Station 23 (Sisquoc) modular facility replacement project close-out.

The Recommended Budget's Designation for Future Uses will decrease by \$5,229,000 to \$370,000, from the prior year's Estimated Actual of \$5,599,000. This 93% decrease is the result of:

- -\$3,501,000 – FY 2009-10 increased designation as the result of FY 2008-09 year-end positive financial status;
- -\$1,654,000 – Estimated decrease in funds available to designate to Fire District Capital Designation;
- -\$58,000 – Estimated capital outlay funds allocated from State fire protection services contract;
- -\$13,000 – Lower interest earnings in the Capital designation due to lower fund balance.

Revenues

The Recommended Budget's operating revenues will decrease by \$1,700,000, to \$47,374,000, from the prior year's Estimated Actual of \$49,074,000. This 3% decrease is the result of:

- -\$1,821,000 – Jesusita Fire disaster revenues received in FY 2009-10;
- +\$470,000 – Increased Site Mitigation Unit oil field remediation oversight due to elimination of staffing vacancies, increased focus on direct billable activities and improved collections processes;

FIRE

Department Summary (cont'd)

- -\$350,000 – Decreased development mitigation fee revenues due to recording of revenues in FY 2009-10 for funds collected over several years;
- +\$187,000 – State mandated fees as a result of the Above-ground Petroleum Storage Act;
- -\$140,000 – One-time grant for radio equipment received in FY 2009-10;
- -\$120,000 – Reduction in fire incident revenues due to reduced reimbursement rates from Federal and State agencies;
- +\$69,000 – Higher Proposition 172 public safety sales tax revenue projected as the economy begins to rebound;
- -\$58,000 – Lower property tax revenues because of lower assessed values;
- +\$55,000 – Reimbursement for critical training activities from the California Joint Fire Fighter Apprenticeship Committee.

Departmental Priorities and Their Alignment With County Goals

The emphasis of the Fiscal Year 2010-11 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 highly 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 09-10) Accomplishments:

- Completed the second phase of the Fire Command and Control Radio System Project, a multi-year communications infrastructure upgrade process which will improve Santa Barbara County radio communications and command and control of major emergencies.
- Implemented permanent paramedic staffing at Fire Station 21 in Orcutt.
- Studied the feasibility of the City of Lompoc consolidation of fire services.
- Initiated development of a new Fire Department Strategic Plan.
- Instituted a pilot program for use of Automatic Vehicle Locators/Mobile Data Computers (AVL/MDC's) in Fire Department apparatus.

Proposed Strategic Actions:

- Strengthen the short term and long term financial viability of the department.
- Continuously monitor and improve employee training, education and adherence to safety procedures.
- Enhance communications and information systems.
- Pursue countywide cost-effectiveness through 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 regarding contributions to the County Fire Protection District to enhance the fire protection services provided to the university.
- Finalize installation of the radio repeaters and other equipment for the Fire Command and Control Radio System Project.
- Complete City of Lompoc request for proposal for fire protection and life safety services.
- Initiate the process to obtain accreditation from the Commission on Fire Accreditation International.
- Adopt the 2010 California Fire Code to update the existing 2007 code.
- Complete the Fire Department Strategic Plan update.
- Complete Request for Proposal for Automatic Vehicle Locator/Mobile Data Computers.

Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit.

Current Year (FY 09-10) Accomplishments:

- Supported the statewide fire mission during high fire season and provided operational staffing, management and investigation response to one major wildland fire in Santa Barbara County and two major wildland fires in adjacent counties. Also provided operational preparation and staffing for post fire flood and debris flows.
- Implemented self-contained breathing apparatus (SCBA) replacement units for all emergency responders in the Department in compliance with National Fire Protection Association standards.
- Purchased, built up and placed into service 2 tactical water tenders.
- Completed Tepusquet and Zaca Lake road brushing projects resulting in increased access by fire apparatus and easier egress by residents and visitors.
- Improved advanced life support cardiac services by implementing 12-lead defibrillators on medical transport units.

FIRE
Department Summary (cont'd)

Proposed Strategic Actions:

- Improve the capabilities of the Operations Division (emergency responders) to safely meet community needs. This includes continued mandatory and skills refresher training, the refinement of response maps utilizing GIS tools to ensure optimum effectiveness during emergency responses, replacement of old and obsolete equipment, analysis of increased 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 analysis of a central Emergency Operations Battalion subsequent to a study of current Battalion Chief workload and span of control issues and consideration of safety benefits and funding strategies.
- Reduce the impact of injuries and property loss caused by fires and other disasters through effective information, education, community relations and vegetation management. This will be accomplished through the Defensible Space Program, "Ready Set Go" program and fire safety preparedness workshops conducted throughout the county.
- 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:

- Complete the design and acquisition phases of the Los Alamos Operations Complex Project.
- Complete the replacement of the Station 23 (Sisquoc) modular facility.
- Update Air Operations qualifications, training, policies and protocols.
- Complete Colson Canyon fuel treatment project which will result in improved ingress/egress and improved defensible space.
- Implement a station/personnel readiness program with the intention of improving the safety and health of department members and identifying necessary improvements for department facilities and infrastructure to improve efficiency in response and service delivery.
- Redesign the annual training program to focus on contemporary core industry standards.

Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen-friendly.

Current Year (FY 09-10) Accomplishments:

- Established a Major Incident Reporting format and completed reports as needed to the Board of Supervisors, CEO and news media.
- Distributed weekly Public Safety Announcements via internet media outlets.
- Published post-fire rebuilding guidelines on the department web site.

- Conducted five community wildland fire preparedness workshops that focused on: "Ready Set Go," Defensible Space Program, Evacuation, Animal rescue and evacuation. These workshops were held in Santa Barbara, Goleta, Lompoc, Sisquoc and Solvang.

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:

- 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.
- Upgrade the department web site to be more user-friendly and informational, including prescribed burn notification and updates.

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.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
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.	68% 153 224	95% 252 265	70% 180 256	86% 220 256
Arrive at 90% of 2400 code 3 calls for advanced life support services within 5 minutes.	61% 1,156 1,910	90% 2,160 2,400	90% 2,160 2,400	90% 2,160 2,400
Control/contain 90% of 250 structure and wildland fires with first alarm assignment.	85% 123 144	90% 225 250	90% 225 250	90% 225 250
Arrive on scene at 90% of 10,200 requests for emergency service within 5 minutes.	66% 7,469 11,316	90% 10,800 12,000	90% 9,180 10,200	90% 9,180 10,200

FIRE
Administration and Support Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 2,605,398	\$ 2,819,949	\$ 2,807,684	\$ 3,194,973
Public Education	71,381	80,944	66,604	84,131
Training	572,736	636,272	630,337	717,023
Logistics	589,147	488,384	488,134	553,164
Finance	580,167	745,956	743,097	855,633
Information Technology	432,895	459,428	454,978	516,233
Federal Excess Property	44,486	55,072	50,072	46,381
Operating Total	4,896,210	5,286,005	5,240,906	5,967,538
<i>Non-Operating Expenditures</i>				
Capital Assets	--	15,000	--	--
Expenditure Total	4,896,210	5,301,005	5,240,906	5,967,538
<i>Other Financing Uses</i>				
Operating Transfers	35,520	8,270	8,270	8,271
Division Total	\$ 4,931,730	\$ 5,309,275	\$ 5,249,176	\$ 5,975,809
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	2,638,619	2,829,345	2,788,169	3,108,252
Overtime	24,916	10,000	6,600	11,500
Extra Help	119,298	90,929	90,929	85,820
Benefits	1,188,657	1,259,686	1,300,862	1,655,145
Salaries & Benefits Sub-Total	3,971,490	4,189,960	4,186,560	4,860,717
Services & Supplies	924,720	1,096,045	1,054,346	1,106,821
Operating Total	4,896,210	5,286,005	5,240,906	5,967,538
<i>Non-Operating Expenditures</i>				
Capital Assets	--	15,000	--	--
Expenditure Total	\$ 4,896,210	\$ 5,301,005	\$ 5,240,906	\$ 5,967,538

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11				
Source of Funds Summary								
<i>Departmental Revenues</i>								
Fire District Property Taxes	\$ 4,857,321	\$ 5,283,643	\$ 5,161,191	\$ 5,904,247				
Hazardous Materials Services	6,849	11,000	13,000	11,000				
Miscellaneous Revenue	6,915	10,600	5,232	60,562				
Revenue Total	4,871,085	5,305,243	5,179,423	5,975,809				
<i>General Fund Contribution</i>								
Division Total	60,645	4,032	69,753	--				
	\$ 4,931,730	\$ 5,309,275	\$ 5,249,176	\$ 5,975,809				
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11				
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Administration	13.0	13.0	14.0	13.7	14.0	13.6	16.0	14.8
Public Education	--	0.1	--	0.2	--	0.2	--	0.2
Training	4.0	3.1	4.0	4.0	4.0	4.0	4.0	4.0
Logistics	4.0	4.6	4.0	4.0	4.0	4.0	4.0	4.0
Finance	7.0	6.3	7.0	6.8	7.0	6.8	7.0	6.9
Information Technology	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Federal Excess Property	--	0.0	--	--	--	0.0	--	--
Total Permanent	31.0	30.1	32.0	31.6	32.0	31.6	34.0	32.9
<i>Non-Permanent</i>								
Extra Help	--	2.4	--	2.1	--	2.1	--	1.6
Total Positions	31.0	32.5	32.0	33.7	32.0	33.6	34.0	34.5

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 the prevention and extinguishment of fires, and the provision of emergency medical services, environmental protection, and fire code enforcement. Provide leadership in functional consolidations for all neighboring fire departments.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$45,000, to \$5,241,000, from the Adopted Budget of \$5,286,000. This 0.85% decrease is the result of:

- -\$42,000 – Deferral of services and supplies purchases;
- -\$3,000 – Overtime savings.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will increase by \$727,000, to \$5,968,000, from the prior year’s Estimated Actual of \$5,241,000. This 14% increase is the result of:

- +\$314,000 – Cost of living, merit and unemployment insurance rate increases;
- +\$210,000 – Retirement contributions;
- -\$82,000 – Liability insurance;
- +\$60,000 – Transfer of administrative staff duties from the Hazardous Materials Unit (HMU) in Code Regulation and Planning Division;
- +\$50,000 – Health insurance contributions;
- +\$50,000 – Completion of headquarters reconfiguration project;
- +\$40,000 – Workers compensation premiums;
- +\$35,000 – Data Processing charges from County Information Technology Department and computer hardware and software purchases;
- +\$15,000 – HMU increased share of office rental space costs;
- +\$15,000 – Public Education painting of safety trailer, printing of "Ready, Set, Go" pamphlets and purchase of hand-out materials;
- +\$13,000 – Training and travel for Administration and Training staff;
- +\$5,000 – Recruit academy training fees and supplies (The FY 2009-10 academy was deferred).

FIRE

Administration and Support Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
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.	19% 53 280	50% 140 280	100% 280 280	100% 280 280
Complete 100% of 16 background investigations for new firefighters within 60 days of interviews. Note: No new firefighters hired FY 09-10.	100% 12 12	0 0	0 0	100% 16 16
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	50% 1 2	100% 2 2	100% 1 1	100% 1 1
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	151% 127 84	100% 84 84	75% 95 127	89% 85 95
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 4.9% or less.	5.2% 38,376 734,343	5.0% 38,750 775,000	4.9% 35,111 716,549	4.9% 35,816 730,933
Maintain the number of lost hours due to injuries at 14,000 hours or less for all safety members.	17,114	14,000	18,400	14,000
Public Education				
Provide "Home Fire Safety" training for 80% of an estimated 1800 third grade students in both public and private schools in the Santa Barbara County Fire Department's jurisdiction using the fire safety trailer.	100% 1,800 1,800	80% 1,200 1,500	80% 1,440 1,800	80% 1,440 1,800

FIRE

Administration and Support Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Provide fire safety education/information to an estimated 24,000 people attending community fairs, displays, open houses and community events.	42,000	34,000	24,000	24,000
Provide "Mobile Home Earthquake Safety" disaster training for mobile home park residents in at least 16 of 26 mobile home parks within Santa Barbara County Fire Department jurisdiction.	62% 16 26	58% 15 26	62% 16 26	62% 16 26
Training				
Attend and audit 25% of the Core Competency Program training sessions scheduled by supervisors to assess proficiency levels in a given monthly training attended by Battalion Chiefs, Captains, Engineer Inspectors and Firefighters.	--	--	--	25%
Conduct periodic random audits for accuracy and completeness of Electronic Prehospital Care Reports (ePCRs) on 100% of 53 paramedics during the year.	--	--	--	100% 53 53
Develop and review 25% of the Individual Development Plans for the ranks of Firefighter through Fire Chief on an annual basis.	--	--	--	25%
Review and maintain the status of all apprentices on a monthly basis and ensure that 95% are on track to achieve journeyman status within the terms of the apprenticeship agreement for the given occupation.	--	--	--	95%

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Paramedics to attend 100% of 12 base station meetings that includes 2 skills lab, required by EMSA to maintain County paramedic accreditation within a 2 year period.	--	--	--	100% 12 12
Ensure continuous quality improvement (CQI) by providing skills maintenance for 100% of 53 Santa Barbara County Fire Department accredited Emergency Medical Technicians-Paramedics (EMT-P).	--	--	--	100% 53 53
Logistics				
Finalize transactions on 100% of 1,000 requests for services and supplies (F-19) received by the cut-off date, by the end of the current fiscal year.	92% 948 1,028	100% 1,100 1,100	95% 1,235 1,300	100% 1,000 1,000
Complete 90% of 1,000 total written requests for services and supplies submitted on F-19's within 30 days of receipt.	--	--	--	90% 900 1,000
Take action by placing orders, researching or gathering additional information on 90% of 1,000 total written requests for services and supplies submitted on F-19's within 3 days of receipt.	--	--	--	90% 900 1,000
Provide on-scene Logistics support for 100% of 10 emergencies within county within 3 hours of request.	100% 22 22	100% 14 14	100% 11 11	100% 10 10
Finance				
Prepare and send 80% of 65 incident reimbursement billings to the appropriate forest agency within one month of receipt of completed form 42's.	0% 0 24	80% 48 60	0% 0 35	80% 52 65

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Information Technology				
Respond to 90% of 1500 help desk requests per year, received Monday through Friday from 8:00 a.m. to 5:00 p.m., within two hours.	96%	90%	96%	90%
	467	900	1,200	1,350
	488	1,000	1,250	1,500
Minimize the amount of unscheduled down-time of mission-critical servers to less than 2% of 8760 hours per year.	0%	2%	0%	2%
	0	175	0	175
	8760	8,760	8,760	8,760
Federal Excess Property				
Conduct 100% of 180 Federal Excess Property Program (FEPP) resource acquisition inspections.	100%	100%	100%	100%
	87	180	180	180
	87	180	180	180

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Administration

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
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
Admin Office Professional	3.0	4.0	4.0	6.0
Financial Office Professional	1.0	1.0	1.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	13.0	14.0	14.0	16.0

Training

Fire Captain	2.0	2.0	2.0	2.0
Safety & Standards Coordinator	1.0	1.0	1.0	1.0
Admin Office Professional	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0

FIRE Administration and Support Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Logistics

Fire Captain	1.0	1.0	1.0	1.0
Admin Office Professional	1.0	1.0	1.0	2.0
Storekeeper	1.0	1.0	1.0	1.0
Utility Driver	1.0	1.0	1.0	--
Sub-Division Total	4.0	4.0	4.0	4.0

Finance

Fiscal Manager	1.0	1.0	1.0	1.0
Financial Office Professional	4.0	4.0	4.0	4.0
Accountant	2.0	2.0	2.0	2.0
Sub-Division Total	7.0	7.0	7.0	7.0

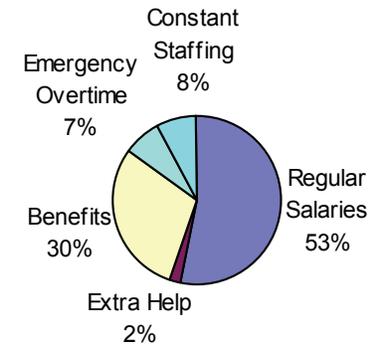
Information Technology

IT Manager	1.0	1.0	1.0	1.0
Systems & Programming Analyst	1.0	1.0	1.0	1.0
Computer Systems Specialist	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0

Division Total

	31.0	32.0	32.0	34.0
--	------	------	------	------

TOTAL DEPARTMENT PERSONNEL COST BREAKDOWN



FIRE
Code Regulation and Planning

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Hazmat Business Plans	\$ 147,087	\$ 161,853	\$ 166,093	\$ 151,215
Hazmat Generator	186,541	216,761	216,761	248,989
Underground Storage Tanks	272,214	280,154	280,154	148,167
California Accidental Release	26,327	65,368	65,368	37,276
Site Mitigation Unit	420,148	615,896	334,103	467,202
Leaking Underground Fuel Tanks	595,158	587,986	587,986	590,395
Inspection Services	826,606	703,633	702,333	815,915
Planning and Engineering Services	595,602	650,448	649,148	733,816
Energy Planning Services	11,312	15,387	15,387	24,765
Vegetation Management	316,464	400,545	389,055	446,753
Above-Ground Petroleum Storage Act	22,172	81,793	81,793	111,041
Operating Sub-Total	3,419,631	3,779,824	3,488,181	3,775,534
Less: Intra-County Revenues	(3,073)	(520)	(520)	(520)
Expenditure Total	3,416,558	3,779,304	3,487,661	3,775,014
<i>Other Financing Uses</i>				
Operating Transfers	1,722	11,722	29,076	19,722
Division Total	\$ 3,418,280	\$ 3,791,026	\$ 3,516,737	\$ 3,794,736

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	2,053,836	2,366,784	2,171,979	2,212,395
Overtime	98,840	46,300	46,300	46,000
Extra Help	15,232	24,205	24,205	25,386
Benefits	958,380	1,046,903	959,915	1,188,823
Salaries & Benefits Sub-Total	3,126,288	3,484,192	3,202,399	3,472,604
Services & Supplies	293,343	295,632	285,782	302,930
Operating Sub-Total	3,419,631	3,779,824	3,488,181	3,775,534
Less: Intra-County Revenues	(3,073)	(520)	(520)	(520)
Expenditure Total	\$ 3,416,558	\$ 3,779,304	\$ 3,487,661	\$ 3,775,014

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Fire District Property Taxes	\$ 806,508	\$ 531,293	\$ 758,195	\$ 582,276
Governmental Revenues	736,868	707,966	713,206	741,558
Contracted Fire Protection Services	18,839	50,000	10,000	20,000
Hazardous Materials Services	1,266,482	2,019,500	1,427,073	2,114,902
Other Charges for Services	334,977	349,720	300,520	312,520
Miscellaneous Revenue	21,650	29,000	26,760	24,000
Revenue Sub-Total	3,185,324	3,687,479	3,235,754	3,795,256
Less: Intra-County Revenues	(3,073)	(520)	(520)	(520)
Revenue Total	3,182,251	3,686,959	3,235,234	3,794,736
<i>General Fund Contribution</i>	236,029	13,563	190,999	--
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	90,504	90,504	--
Division Total	\$ 3,418,280	\$ 3,791,026	\$ 3,516,737	\$ 3,794,736

Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Hazmat Business Plans	2.0	1.4	2.0	1.6	2.0	1.6	2.0	1.3	
Hazmat Generator	6.0	1.9	2.0	2.1	2.0	2.0	2.0	2.1	
Underground Storage Tanks	--	2.6	3.0	2.8	3.0	2.8	1.0	1.3	
California Accidental Release	--	0.2	--	0.5	--	0.5	--	0.3	
Site Mitigation Unit	7.0	3.5	6.0	6.2	6.0	3.2	6.0	3.8	
Leaking Underground Fuel Tanks	4.0	4.0	4.0	4.1	4.0	4.0	4.0	4.2	
Inspection Services	4.0	4.1	4.0	3.9	4.0	3.9	4.0	3.9	
Planning and Engineering Services	4.0	2.9	4.0	4.1	4.0	4.0	4.0	4.1	
Energy Planning Services	--	0.1	--	0.1	--	0.1	--	0.2	
Vegetation Management	2.0	1.5	2.0	2.0	2.0	2.0	2.0	2.0	
Above-Ground Petroleum Storage Act	--	0.2	1.0	0.8	1.0	0.8	1.0	1.0	
Total Permanent	29.0	22.3	28.0	28.0	28.0	24.8	26.0	24.0	
<i>Non-Permanent</i>									
Extra Help	--	0.5	--	0.7	--	0.6	--	0.7	
Total Positions	29.0	22.8	28.0	28.6	28.0	25.4	26.0	24.6	

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$292,000, to \$3,488,000, from the Adopted Budget of \$3,780,000. This 8% decrease is the result of:

- -\$282,000 – Site Mitigation Unit oil field remediation oversight staffing vacancies;
- -\$11,000 – Vegetation Management fuels reduction and defensible space clearance work.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will increase by \$288,000, to \$3,776,000, from the prior year’s Estimated Actual of \$3,488,000. This 8% increase is the result of:

- +\$170,000 – Retirement contributions;
- +\$130,000 – Cost of living, merit and unemployment insurance rate increases;
- -\$60,000 – Transfer of Hazardous Materials Unit administrative staff duties to the Administration Division;
- +\$20,000 – Health insurance contributions;
- +\$19,000 – Specialized fire investigations training;
- -\$13,000 – Leaking Underground Fuel Tank program decreased share of office space rental costs;
- +\$11,000 – Computer replacements;
- +\$9,000 – Workers compensation premiums.

FIRE

Code Regulation and Planning (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Hazmat Business Plans				
Complete 100% of 160 triennial inspections of facilities in the Business Plan Program under County Fire jurisdiction.	75% 127 170	100% 176 176	100% 179 179	100% 160 160
Hazmat Generator				
Complete 100% of 358 triennial inspections of facilities in the Hazardous Waste Generator Program.	71% 249 351	100% 348 348	134% 404 301	100% 358 358
Underground Storage Tanks				
Assure annual inspections are completed for 100% of 174 facilities in the Underground Storage Tank (UST) Program.	132% 205 155	100% 154 154	99% 173 174	100% 174 174
California Accidental Release				
Complete 100% of 19 triennial inspections of facilities in the California Accidental Release Prevention (CalARP) program.	11% 2 18	100% 13 13	100% 19 19	100% 19 19
Site Mitigation Unit				
Close 100% of 50 projects within the Site Mitigation Unit, within 90 days of a valid closure request.	81% 17 21	100% 36 36	96% 50 52	100% 50 50
Audit 100% of 500 open SMU sites maintained within the County Fire Department files/records annually. Maintain a single on-line record of the audit findings and the status of each site and the expectations, conditions and requirements for closure.	-- --	-- --	-- --	100% 500 500

FIRE

Code Regulation and Planning (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Close, annually, at least 10% of 500 SMU sites maintained within the County Fire Department files/records.	--	--	--	10%
				50
				500
Leaking Underground Fuel Tanks				
Close 100% of 20 projects within the Leaking Underground Fuel Tank program, within 90 days of a valid closure request.	69%	100%	57%	100%
	9	36	13	20
	13	36	23	20
Inspection Services				
Reduce the potential for wildland fire spread by enforcing the compliance of 100% of 3,300 property owners notified through the fire hazard reduction program.	100%	100%	100%	100%
	3,300	3,300	3,300	3,300
	3,300	3,300	3,300	3,300
Provide training to 100% of 69 Captains and Battalion Chiefs (BC's) to allow Captains and BC's to perform investigations for cause determination, reducing the number of incidents which require investigator responses.	17%	100%	100%	100%
	12	69	69	69
	69	69	69	69
Complete 100% of 38 inspections at residentially based licensed care facilities as requested by the State Community Care Licensing Division, within 10 days of a valid request.	85%	100%	86%	100%
	47	65	37	38
	55	65	43	38
Process 100% of 100 fire investigations to conclusion (cost recovery/DA referral or accidental/undetermined).	90%	100%	102%	100%
	76	100	88	100
	84	100	86	100
Respond to 100% of 10 requests from engine company officers for assistance with California Fire Code issues within 15 days of request.	86%	100%	100%	100%
	6	75	6	10
	7	75	6	10

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
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.	29%	100%	100%	100%
	10	55	55	55
	34	55	55	55
Planning and Engineering Services				
Complete and transmit 100% of 120 replies to Fire Protection Certificate applications within 20 working days.	97%	100%	99%	100%
	233	200	191	120
	241	200	192	120
Complete first review and transmit approval, approval subject to correction, or plan rejection for 100% of 120 fire protection system plans within ten working days of submittal.	87%	100%	91%	100%
	247	175	189	120
	285	175	207	120
Energy Planning Services				
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).	73%	100%	100%	100%
	8	11	11	11
	11	11	11	11
Vegetation Management				
Attend 75% of the 12 monthly Santa Barbara County Fire Safe Council meetings.	91%	83%	82%	75%
	10	10	9	9
	11	12	11	12
Reduce the potential for wildland fire spread by conducting Vegetation Management projects, per state guidelines, on 500 acres of wildland area.	15	2,000	585	500

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
Hazmat Business Plans				
Admin Office Professional	2.0	1.0	1.0	--
Hazardous Materials Specialist	--	1.0	1.0	2.0
Sub-Division Total	2.0	2.0	2.0	2.0
Hazmat Generator				
Hazardous Materials Specialist	6.0	2.0	2.0	2.0
Sub-Division Total	6.0	2.0	2.0	2.0
Underground Storage Tanks				
Admin Office Professional	--	1.0	1.0	--
Hazardous Materials Specialist	--	2.0	2.0	1.0
Sub-Division Total	--	3.0	3.0	1.0
Site Mitigation Unit				
Hazardous Materials Supervisor	1.0	1.0	1.0	1.0
Admin Office Professional	2.0	--	--	1.0
Hazardous Materials Specialist	4.0	5.0	5.0	4.0
Sub-Division Total	7.0	6.0	6.0	6.0
Leaking Underground Fuel Tanks				
Geologist Registered	1.0	1.0	1.0	1.0
Admin Office Professional	--	1.0	1.0	--
Hazardous Materials Specialist	3.0	2.0	2.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0
Inspection Services				
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
Planning and Engineering Services				
Fire Captain	2.0	2.0	2.0	2.0
Fire Engineer/Inspector	2.0	2.0	2.0	2.0
Sub-Division Total	4.0	4.0	4.0	4.0

FIRE
Code Regulation and Planning (cont'd)

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
Vegetation Management				
Fire Captain	2.0	2.0	2.0	2.0
Sub-Division Total	2.0	2.0	2.0	2.0
Above-Ground Petroleum Storage Act				
Hazardous Materials Specialist	--	1.0	1.0	1.0
Sub-Division Total	--	1.0	1.0	1.0
Division Total	29.0	28.0	28.0	26.0

FIRE
Emergency Operations

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Public Information	\$ 282,476	\$ 202,935	\$ 202,170	\$ 213,892
Operations and Response	37,098,283	35,391,901	34,247,451	38,318,314
Reserves	14,506	108,666	20,810	12,612
Dispatch	1,442,637	1,485,282	1,448,789	1,522,235
Construction	898,530	948,367	951,957	1,057,066
Aviation	1,488,893	1,148,157	1,098,157	1,318,900
Fuels Crew	1,842,605	1,593,900	1,587,530	1,689,381
Operating Sub-Total	43,067,930	40,879,208	39,556,864	44,132,400
Less: Intra-County Revenues	(22,088)	(22,000)	(22,000)	(22,000)
Operating Total	43,045,842	40,857,208	39,534,864	44,110,400
<i>Non-Operating Expenditures</i>				
Capital Assets	521,798	326,521	305,548	528,600
Expenditure Total	43,567,640	41,183,729	39,840,412	44,639,000
<i>Other Financing Uses</i>				
Operating Transfers	1,649,319	1,886,602	994,100	1,741,850
Designated for Future Uses	2,759,022	4,386,096	5,598,672	369,697
Division Total	\$ 47,975,981	\$ 47,456,427	\$ 46,433,184	\$ 46,750,547

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	18,462,050	18,747,485	18,519,048	19,479,006
Overtime	7,853,180	7,017,000	5,882,000	6,936,000
Extra Help	783,751	809,539	739,163	764,943
Benefits	8,952,339	8,400,229	8,644,666	11,203,024
Salaries & Benefits Sub-Total	36,051,320	34,974,253	33,784,877	38,382,973
Services & Supplies	7,016,610	5,904,955	5,751,014	5,728,453
Principal & Interest	--	--	20,973	20,974
Operating Sub-Total	43,067,930	40,879,208	39,556,864	44,132,400
Less: Intra-County Revenues	(22,088)	(22,000)	(22,000)	(22,000)
Operating Total	43,045,842	40,857,208	39,534,864	44,110,400
<i>Non-Operating Expenditures</i>				
Capital Assets	521,798	326,521	305,548	528,600
Expenditure Total	\$ 43,567,640	\$ 41,183,729	\$ 39,840,412	\$ 44,639,000

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Fire District Property Taxes	\$ 21,624,070	\$ 22,862,464	\$ 22,188,564	\$ 21,563,927
Public Safety Sales Tax	2,134,107	2,425,287	2,368,373	2,437,648
Interest	323,272	156,194	115,366	98,582
Governmental Revenues	1,653,181	963,300	2,925,780	1,036,200
Contracted Fire Protection Services	8,219,888	8,328,189	8,180,457	8,244,099
Emergency Medical Services	221,562	375,000	440,000	375,000
Other Charges for Services	5,158,691	4,722,000	4,312,500	3,845,000
Miscellaneous Revenue	72,383	6,000	127,408	2,000
Revenue Sub-Total	39,407,154	39,838,434	40,658,448	37,602,456
Less: Intra-County Revenues	(22,088)	(22,000)	(22,000)	(22,000)
Revenue Total	39,385,066	39,816,434	40,636,448	37,580,456
General Fund Contribution	1,260,506	1,582,187	1,339,030	2,728,619
<i>Other Financing Sources</i>				
Operating Transfers	42,492	52,000	328,141	56,000
Sale of Property	7,950	125,000	16,950	--
Use of Prior Fund Balances	7,279,967	5,880,806	4,112,615	6,385,472
Division Total	\$ 47,975,981	\$ 47,456,427	\$ 46,433,184	\$ 46,750,547

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Public Information	1.0	1.6	1.0	0.8	1.0	0.8	1.0	0.8	
Operations and Response	184.0	171.7	184.0	183.3	184.0	183.3	184.0	183.0	
Dispatch	2.0	2.2	2.0	2.0	2.0	2.0	2.0	2.0	
Construction	5.0	4.3	5.0	5.0	5.0	5.0	5.0	5.0	
Aviation	4.0	4.7	4.0	4.0	4.0	4.0	4.0	4.0	
Fuels Crew	3.0	2.6	3.0	2.4	3.0	2.4	3.0	2.4	
Total Permanent	199.0	187.0	199.0	197.5	199.0	197.4	199.0	197.2	
<i>Non-Permanent</i>									
Extra Help	--	28.5	--	25.5	--	23.4	--	22.5	
Total Positions	199.0	215.5	199.0	223.0	199.0	220.8	199.0	219.7	

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$1,322,000, to \$39,557,000, from the Adopted Budget of \$40,879,000. This 3% decrease is the result of:

- -\$1,135,000 – Overtime savings due to a lesser number of wildland fire incidents than originally anticipated;
- -\$175,000 – Deferral of services and supplies purchases;
- -\$70,000 – Extra help savings as a result of reduced efforts in the Reserve Program;
- +\$42,000 - Property tax administration fee cost increases and higher apportionment factors due to the annexation of the City of Solvang fire services and the Orcutt Fire Protection District.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will increase by \$4,576,000, to \$44,132,000, from the prior year’s Estimated Actual of \$39,557,000. This 12% increase is the result of:

- +\$2,300,000 – Retirement contributions;
- +\$1,054,000 – Incident overtime returning to historical levels and overtime rate increases related to salary increases;
- +\$900,000 – Cost of living and merit increases;
- -\$500,000 – One-time Motor Pool rate reduction due to the elimination of the inflationary component of the replacement cost estimates;
- +\$168,000 – Workers compensation premiums;
- +\$150,000 – Replacement of personal protective clothing for fire station emergency response and Fuels Crew operations, including the replacement of ¼ of the structure protection turnout complement;
- +\$120,000 – Replacement helicopter tailboom;
- +\$105,000 – Health insurance contributions;
- +\$70,000 – Fire station facility maintenance and furniture replacements;
- +\$67,000 – Unemployment insurance;
- +\$35,000 – Jaws of life equipment replacement for station emergency responses & miscellaneous equipment for Urban Search and Rescue and Water Rescue programs;

FIRE

Emergency Operations (cont'd)

- +\$33,000 – Radio/communications equipment maintenance and depreciation charges from County Information Technology Department;
- +\$30,000 – Increased focus on training across all emergency operations programs;
- +\$21,000 – Painting of Federal excess property equipment and Fuels Crew carrier;
- +\$13,000 – Projected property tax administration fee cost increases;
- +\$10,000 – Medicines and medical supplies for advanced life support (ALS/paramedic) services due to two new drugs mandated by County EMSA, the addition of ALS/paramedic services at Station 21 in Orcutt, helicopter ALS/paramedic services and increased medication costs.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Public Information				
Prepare 36 major incident reports to inform Board of Supervisors.	--	--	--	36
Prepare news release with photos for 50% of 144 code 20 calls.	--	--	--	50%
	--	--	--	72
	--	--	--	144
Complete information news line recording for 100% of 144 newsworthy incidents (code 20 calls) within 15 minutes of notification.	100%	90%	100%	100%
	248	270	144	144
	248	300	144	144
Script 52 public service announcements related to fire and life safety issues for radio, T.V., local newspapers and government access cable T.V.	145	250	52	52
Operations and Response				
Ensure 100% of 34 Hazardous Materials Response Team members will attend 20 hours of mandated proficiency training annually.	100%	100%	100%	100%
	34	34	34	34
	34	34	34	34
Respond to 10,200 emergency calls for service.	11,316	12,000	10,200	10,200

FIRE
Emergency Operations (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Conduct 100% of 8 multi-company water rescue drills annually.	450% 36 8	100% 6 6	100% 8 8	100% 8 8
Battalion Chiefs, when dispatched, to arrive at 90% of 350 incidents within ten minutes for command/control of operational resources.	66% 358 544	90% 450 500	90% 315 350	90% 315 350
Battalion Chiefs to conduct 100% of 96 scheduled proficiency standard evaluations for 48 engine company crews.	237% 213 90	100% 90 90	100% 96 96	100% 96 96
Log and distribute to the County Health Officer 100% of 300 Proposition 65 hazardous materials complaint investigation reports within 72 hours of receipt of notification from a reporting party.	87% 341 394	100% 300 300	97% 292 303	100% 300 300
Arrive on scene at 90% of 240 first alarm incidents with a second engine within 10 minutes of dispatch.	72% 413 570	90% 270 300	90% 216 240	90% 216 240
Conduct 100% of 3,300 weed abatement inspections.	100% 3,300 3,300	100% 3,300 3,300	100% 3,300 3,300	100% 3,300 3,300
Dispatch				
Produce the Morning Report and status resources in the Computer-Aided Dispatch system and Resource Ordering and Status System (ROSS) by 0900 daily for 95% of 365 days per year.	-- --	-- --	-- --	95% 347 365
Claim, fill or UTF (unable to fill) 95% of 60 resource requests from outside agencies within 30 minutes.	-- --	-- --	-- --	95% 57 60

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Review 100% of 122 response areas in the Computer-Aided Dispatch system once a year each spring for accuracy and to ensure they are up to date.	-- --	-- --	-- --	100% 122 122
Review 100% of 251 response plans in the Computer-Aided Dispatch system once a year each winter for accuracy and to ensure they are up to date.	-- --	-- --	-- --	100% 251 251
Construction				
Perform maintenance on 100 miles of fire access roads and fuel breaks in order to ensure access to and containment of wildland fires.	55	100	100	100
Dozers to participate in 3 vegetation management burns.	0	3	3	3
Respond bulldozers to 100% of 60 vegetation fires within three minutes of dispatch.	100% 28 28	100% 75 75	100% 60 60	100% 60 60
Aviation				
Conduct three-hour aviation safety classes for 243 safety personnel who may work in or near a helicopter.	0	2	243	243
Keep helicopter in service 100% of 3,650 hours per year, based on a 7 day per week operating schedule.	100% 2,920 2,920	100% 2,920 2,920	100% 3,650 3,650	100% 3,650 3,650
When in service, arrive at 80% of 80 calls for helicopter service within 25 minutes from time of dispatch.	85% 60 71	80% 64 80	80% 64 80	80% 64 80
Hold 90% of 60 vegetation fires to initial attack assignment when a helicopter is utilized.	62% 8 13	90% 27 30	90% 54 60	90% 54 60

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

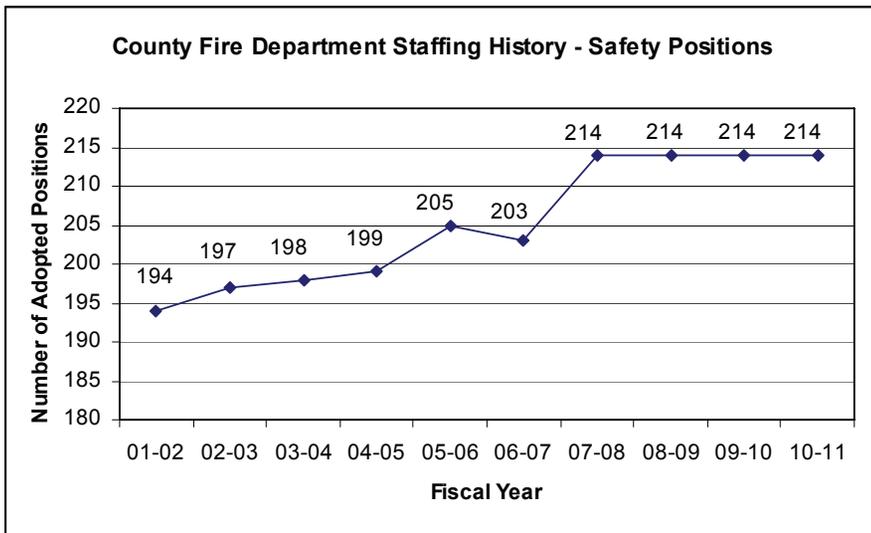
Fuels Crew

On an annual basis, dedicate 20% of allotted 48,194 Crew man hours to personnel training for emergency response.

	--	--	--	20%
	--	--	--	9,639
	--	--	--	48,194

On an annual basis, dedicate 35% of the allotted 48,194 Crew man hours to vegetation management projects to include fire access road clearing, county wide hazard reduction and flood control projects.

	--	--	--	35%
	--	--	--	16,868
	--	--	--	48,194



After significant staffing decreases in the early to mid-90s, the Fire Department has steadily improved safety position staffing. 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, immediate dispatch command and control, restoration of a fire/fuels crew, ladder truck staffing at UCSB). The staffing increase in FY 2007-08 reflects the consolidation of County fire services with the City of Solvang. Without the nine safety positions added through the Solvang consolidation, the number of safety positions within the Fire Department is still less than it was 20 years ago.

FIRE
Emergency Operations (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
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Position Detail

Public Information

Fire Captain	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0

Operations and Response

Fire Division Chief	1.0	1.0	1.0	1.0
Fire Battalion Chief	6.0	6.0	6.0	6.0
Fire Captain	55.0	55.0	55.0	55.0
Fire Engineer/Inspector	57.0	57.0	57.0	57.0
Firefighter	65.0	65.0	65.0	65.0
Sub-Division Total	184.0	184.0	184.0	184.0

Dispatch

Fire Captain	2.0	2.0	2.0	2.0
Sub-Division Total	2.0	2.0	2.0	2.0

Construction

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

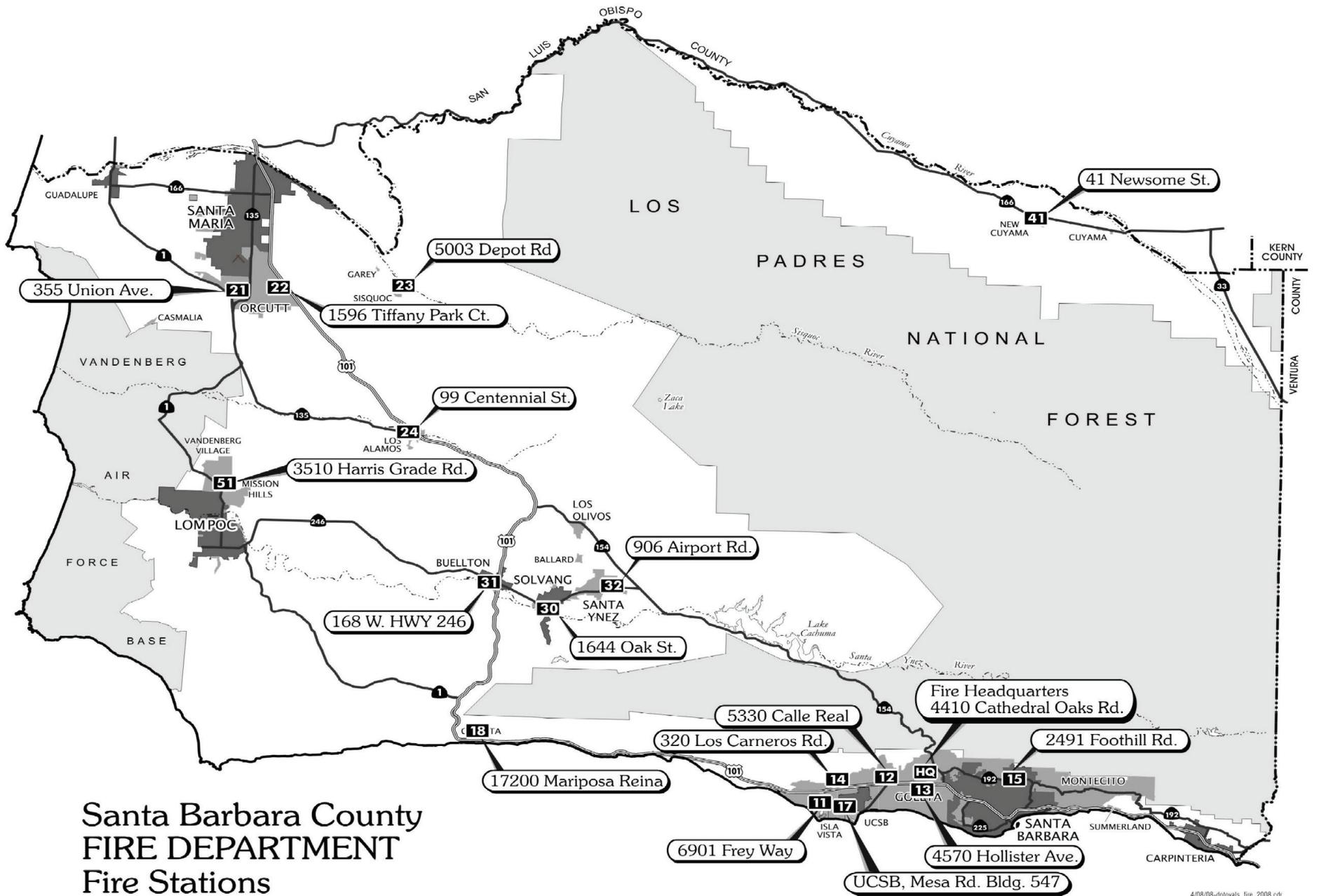
Aviation

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

Fuels Crew

Fire Captain	2.0	2.0	2.0	2.0
Safety & Standards Coordinator	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0

Division Total	199.0	199.0	199.0	199.0
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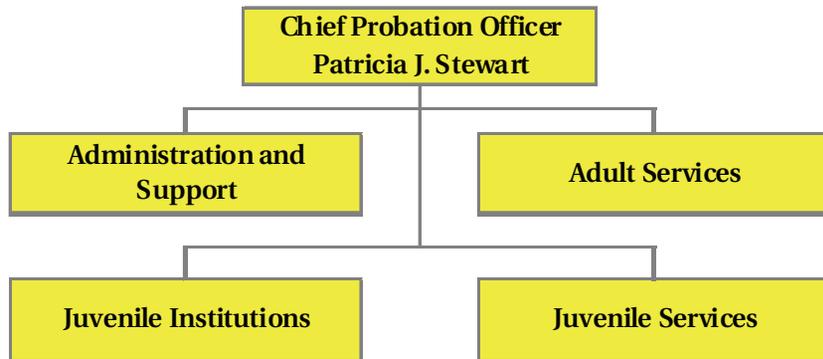


**Santa Barbara County
FIRE DEPARTMENT
Fire Stations**

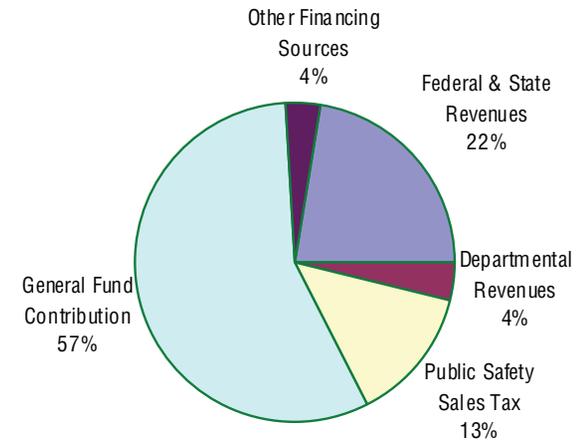
4/08/08-dptovals_fire_2008.cdr

PROBATION

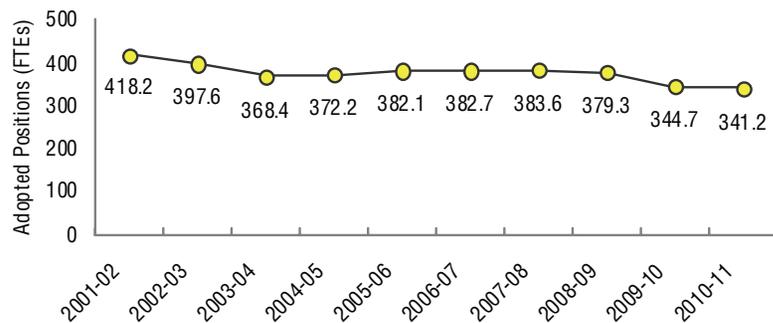
Budget & Positions (FTEs)	
Operating	\$ 41,866,020
Capital	-
Positions	341.2 FTEs



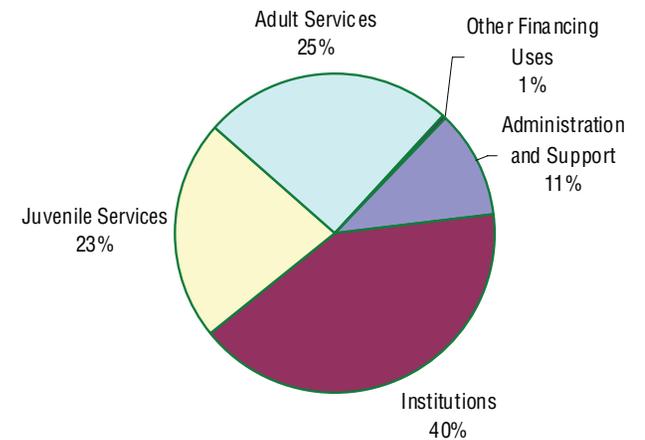
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



PROBATION
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 4,355,188	\$ 4,280,301	\$ 4,232,913	\$ 4,634,863
Institutions	16,621,320	15,995,372	16,131,895	17,090,243
Juvenile Services	11,614,977	9,612,831	9,209,093	9,485,725
Adult Services	9,887,545	9,131,922	9,734,914	10,655,189
Operating Sub-Total	42,479,030	39,020,426	39,308,815	41,866,020
Less: Intra-County Revenues	(91,039)	--	--	--
Operating Total	42,387,991	39,020,426	39,308,815	41,866,020
<i>Non-Operating Expenditures</i>				
Capital Assets	6,358	5,000	--	--
Expenditure Total	42,394,349	39,025,426	39,308,815	41,866,020
<i>Other Financing Uses</i>				
Operating Transfers	27,607	27,610	27,610	27,612
Designated for Future Uses	589,857	390,929	554,268	258,902
Department Total	<u>\$ 43,011,813</u>	<u>\$ 39,443,965</u>	<u>\$ 39,890,693</u>	<u>\$ 42,152,534</u>

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 21,662,775	\$ 21,106,911	\$ 20,846,307	\$ 22,027,718
Overtime	701,514	291,000	526,830	187,019
Extra Help	766,284	523,060	812,758	484,769
Benefits	10,443,267	9,424,457	9,790,362	11,892,378
Salaries & Benefits Sub-Total	33,573,840	31,345,428	31,976,257	34,591,884
Services & Supplies	8,905,190	7,674,998	7,332,558	7,274,136
Operating Sub-Total	42,479,030	39,020,426	39,308,815	41,866,020
Less: Intra-County Revenues	(91,039)	--	--	--
Operating Total	42,387,991	39,020,426	39,308,815	41,866,020
<i>Non-Operating Expenditures</i>				
Capital Assets	6,358	5,000	--	--
Expenditure Total	<u>\$ 42,394,349</u>	<u>\$ 39,025,426</u>	<u>\$ 39,308,815</u>	<u>\$ 41,866,020</u>

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 2,838	\$ 1,344	\$ 48	\$ 50
Public Safety Sales Tax	5,902,892	5,586,661	5,455,560	5,615,136
Federal & State Revenues	8,913,501	9,840,073	9,343,584	9,483,872
Other Charges for Services	1,366,528	1,709,000	1,314,504	1,436,460
Miscellaneous Revenue	315,485	334,875	236,804	184,899
Revenue Sub-Total	16,501,244	17,471,953	16,350,500	16,720,417
Less: Intra-County Revenues	(91,039)	--	--	--
Revenue Total	16,410,205	17,471,953	16,350,500	16,720,417
<i>General Fund Contribution</i>				
	22,356,403	21,464,612	22,858,050	23,871,239
<i>Other Financing Sources</i>				
Operating Transfers	573,674	474,300	433,243	264,300
Use of Prior Fund Balances	3,671,531	33,100	248,900	1,296,578
Department Total	<u>\$ 43,011,813</u>	<u>\$ 39,443,965</u>	<u>\$ 39,890,693</u>	<u>\$ 42,152,534</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration and Support	34.0	29.8	34.0	28.9	34.0	29.7	35.0	29.3
Institutions	134.0	123.2	132.0	122.1	132.0	120.4	132.0	122.7
Juvenile Services	110.0	99.8	110.0	89.8	110.0	87.5	104.0	79.8
Adult Services	112.3	104.6	114.3	90.2	114.3	98.7	119.3	96.5
Total Permanent	390.3	357.4	390.3	331.0	390.3	336.3	390.3	328.4
<i>Non-Permanent</i>								
Extra Help	--	21.1	--	13.8	--	22.9	--	12.8
Total Positions	<u>390.3</u>	<u>378.5</u>	<u>390.3</u>	<u>344.7</u>	<u>390.3</u>	<u>359.2</u>	<u>390.3</u>	<u>341.2</u>

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

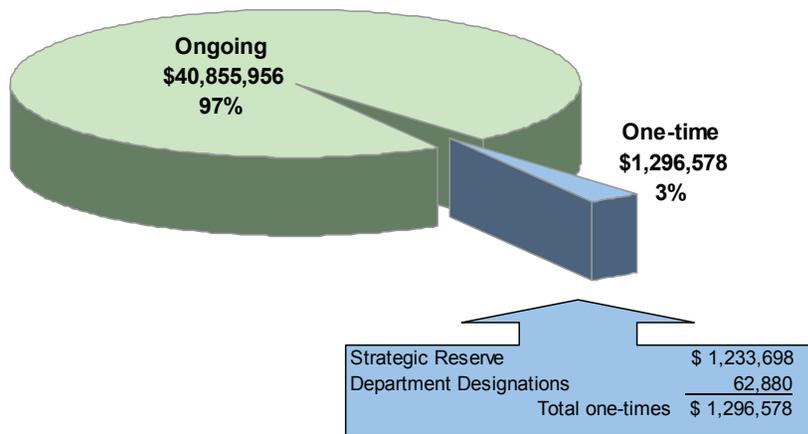
MISSION STATEMENT

The mission of the Santa Barbara County Probation Department is to protect and serve the community by providing information and recommendations to the court; providing safe, secure and effective juvenile detention and treatment programs; enforcing court orders, requiring offender responsibility, accountability, and supporting rehabilitation; and providing victim services that include 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 and Support Division. The Department has a total of 341.2 FTEs located at 13 program sites and a variety of community locations throughout the county.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



3% of the FY 2010-11 Recommended Budget is comprised of one-time source of funding. These sources will fund 26 Camp beds, Camp staff, and shift staff for the Santa Barbara Booking Station. As a result of the use of one-time source, the Department will face revenue shortfalls to begin in FY 2011-12.

PROBATION

Department Summary (cont'd)

Fiscal Year 2010-11 constraints require the Department to implement certain service level reductions. The reductions will affect the 3 service divisions; Juvenile Institutions, Juvenile Services, and Adult Services. The reduction of 3.5 FTE is the net result of numerous changes within the Department's operations related to both FY 2009-10 and FY 2010-11.

The Juvenile Services Division will bear the majority of the reductions sustained in FY 2010-11. The Counseling and Education Centers, a collaborative between Probation, the County Education Office, and the Department of Alcohol, Drug and Mental Health Services (ADMHS), was downsized and will be eliminated resulting in the unfunding of 6 FTE. The County Education Office will provide services at collaborative community school sites with an enhanced presence by Probation and ADMHS staff. Two juvenile units were consolidated resulting in the unfunding of 1 Supervising Probation Officer (SPO). The number of direct report personnel for the remaining SPO increased from 7 to 15. The Juvenile Placement unit was reduced by 1 FTE. This staff work is mandated and was therefore reallocated to existing support staff. The Youthful Offender Block Grant restored funding in FY 2009-10 for 1 FTE that was previously unfunded due to a reduction in Juvenile Justice Crime Prevention Act funding from the State.

The Adult Division unfunded 4 FTE in FY 2009-10 and 1.5 FTE in FY 2010-11 due to the reduction and eventual elimination of Substance Abuse Crime Prevention Act funding from the State. In FY 2009-10 0.5 FTE was unfunded due to the loss of an Office of Traffic Safety grant. One Deputy Probation Officer (DPO) was unfunded due to FY 2010-11 constraints. The Board of Supervisors provided funding in both FY 2009-10 and FY 2010-11 to restore two DPO staff to supervise gang-focused caseloads of high risk offenders. The Department was awarded two American Recovery and Reinvestment Act grants in FY 2009-10 which resulted in the refunding of 7 FTE to provide enhanced supervision to high risk offenders through the use of Global Position System technology, enhanced supervision for juvenile and adult offenders with gang terms and conditions, and to provide evidence based programs to high risk adult offenders aimed at reducing the number of offenders who are unsuccessful on probation and are committed to State prison. In addition, successful FY 2009-10 application for two years of funding restored a previously unfunded DPO to supervise probationers in the Substance Abuse Treatment Court.

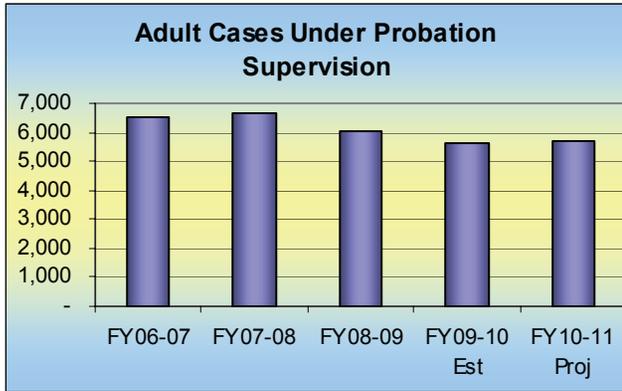
The Juvenile Institutions Division will decrease 1.5 FTE in Extra Help staff usage during FY 2010-11 due to the utilization of the Alternative Detention Program and demand staffing.

In addition to the changes noted above, an increase of 2 FTE is the result of the Department reducing estimated salary savings used in the budget process. This was necessary as Probation has been unable to achieve historic salary savings due to lower staff turnover and a decrease in the length of time that positions are vacant due to employees who were previously displaced or laid off returning to funded positions.

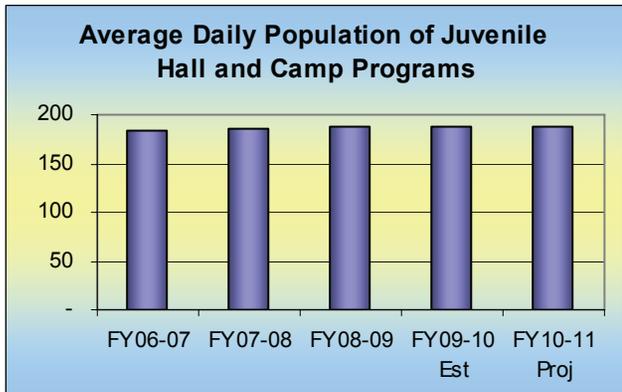
PROBATION

Department Summary (cont'd)

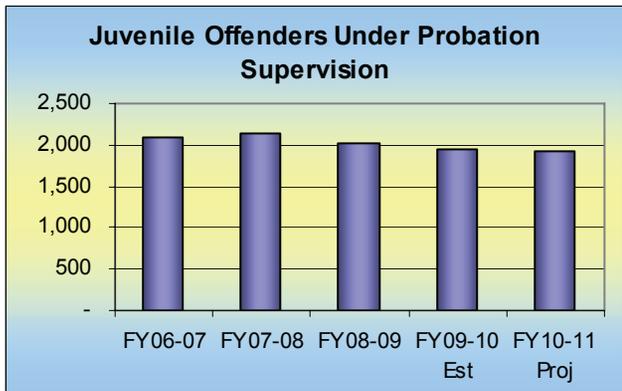
Activity Indicators



Adult cases under supervision are projected to decrease by 13% between FY 2007-08 and FY 2010-11. Adult supervision officers have decreased by 24% during that same period.



Average Daily Population has remained constant over the past 3 years. While bookings are down, the average length of stay has increased.



Juvenile offenders under supervision are projected to decrease 10% between FY 2007-08 and FY 2010-11. Juvenile Supervision Officers have decreased by 14% during that same period.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures increased by \$289,000, to \$39,309,000, from the Adopted Budget of \$39,020,000. This 0.7% increase is the result of:

- +\$366,000 - Increase in employee benefits costs primarily related to retirement costs;
- +\$265,000 - Increase in salary cost due to the inability to achieve salary savings resulting from low employee turnover and the number and cost of Probation employees participating in the County's Retirement Incentive Program;
- -\$148,000 - Decrease in the cost of contracts to outside agencies;
- -\$108,000 - Decrease in the cost of utilities;
- -\$83,000 - Decrease in drug testing supplies and peace officer equipment costs;
- -\$3,000 - Decrease in several miscellaneous accounts.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating revenues decreased by \$1,121,000, to \$16,351,000, from the Adopted Budget of \$17,472,000. This 6.4 % decrease is the result of:

- -\$736,000 - Decrease in Federal Title IV-E due to new claiming regulations and lower eligibility rate;
- -\$705,000 - Decrease in Juvenile Probation and Camps Funding (JPCF) due to the State revenue being changed from an allocation to a Vehicle License Fee (VLF) funding stream;
- +\$509,000 - Increase due to the award of two American Recovery and Reinvestment Act (ARRA) grants; (Targeted Gang Intervention Grant and Global Positioning System Grant)
- +\$354,000 - Increase due to the award of a Federal Drug Court Grant and the Justice Assistance Grant (JAG) award being greater than budgeted;
- -\$225,000 - Decrease due to Federal Government certification the Department of Child Support Services can no longer collect on behalf of the Probation Department;
- -\$133,000 - Decrease in Realignment, a sales tax based revenue;
- -\$131,000 - Decrease in Proposition 172 Public Safety sales tax revenue;
- -\$130,000 - Decrease in fee reimbursement for investigation services in the Adult Division;
- +\$105,000 - Increase in unanticipated SB90 State Mandate reimbursement for FY 2007-08 domestic violence program services;
- -\$29,000 - Decrease in several miscellaneous accounts.

PROBATION

Department Summary (cont'd)

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$2,557,000, to \$41,866,000, from the prior year's Estimated Actual of \$39,309,000. This 6.5% increase is the result of:

- +\$1,890,000 - Increase in retirement costs;
- +\$1,181,000 - Increase in salaries due to negotiated labor contracts;
- +\$419,000 - Increase in health insurance costs;
- -\$340,000 - Decrease in the overtime cost due to the use of alternatives to detention and demand staffing;
- -\$328,000 - Decrease in extra help costs due to the use of alternatives to detention and demand staffing;
- -\$276,000 - Decrease in workers' compensation insurance costs;
- +\$11,000 - Increase in several miscellaneous accounts.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating revenues will increase by \$370,000, to \$16,720,000, from the prior year's Estimated Actual of \$16,351,000. This 2.3% increase is the result of:

- +\$355,000 - Increase in ARRA revenue annualized amounts for multiyear grants awarded in FY 2009-10;
- -\$220,000 - Decrease in projected Realignment sales tax based revenue;
- +\$160,000 - Increase in projected Proposition 172 Public Safety sales tax revenue;
- +\$125,000 - Increase in collections for minors housed in Probation facilities due to the completion of the Juvenile Institution Parental Reimbursement Project;
- -\$47,000 - Decrease in Federal and State meal reimbursement revenue due to the closure of the Counseling and Education Center programs;
- -\$3,000 - Decrease in several miscellaneous accounts.

FTEs will be reduced by 3.5 for the Probation Department.

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 six Santa Barbara County Strategic Plan's Critical Issues, the issue of 'Health, Safety, & Human Services' will be a Probation Department priority for FY 2010-11.

The following six primary focus areas have been identified for FY 2010-11:

Focus Area 1: Provide Evidence-Based and Effective Programs and Services for Juvenile Offenders and their Families

Current Year (FY 09-10) Accomplishments:

- In partnership with UCSB, the Santa Barbara Asset and Risk Assessment (SBARA) instrument was revalidated.
- In collaboration of the UCSB Department of Education, developed the SBARA screener version to more effectively manage referral volume.
- Established regional mental health caseloads for probationers in collaboration with ADMHS following the dissolution of the Children's System of Care program.
- Formally evaluated the Intake business process to identify opportunities for improvement.
- Initiated a GPS pilot program for youthful offenders in the community.
- Implemented Title IV-E Quality Assurance protocols, which include updated training for all Juvenile Division staff; quarterly review of IV-E cases, and regular communication and coordination with DSS including its completion of an annual audit of Probation cases.

Proposed Strategic Actions:

- Increase utilization of IMPACT to increase staff's effectiveness in overall case management.
- Strengthen the Federal Title IV-E Quality Assurance program to ensure maximum compliance.

PROBATION

Department Summary (cont'd)

- Complete Motivational Interviewing Training by August 2010.
- Re-evaluate the performance of the updated SBARA screening instrument and evaluate the screening proxy by November 2010.
- Evaluate Youthful Offender Block Grant expenditures and efforts to ensure effective targeting of the maximum number of youthful offenders.

Proposed Key Projects:

- Juvenile Services Business Process Improvement Project

In the coordination with Information Technology Unit, the Juvenile Division will examine all operational work and case flow processes in Lompoc, Santa Maria, and Santa Barbara and implement changes in workflow to improve consistency, effectiveness, and cost efficiencies of services and activities in the Juvenile Division.

Intake Process (Completion Date, April 2010)

1. Record and document recommended operational changes.
2. Develop short and long-term implementation strategies.

Supervision Process (Completion Date, August 2010)

1. Record and document recommended operational changes.
2. Develop short and long-term implementation strategies.

Investigation (Completion Date, November 2010)

1. Record and document recommended operational changes.
2. Develop short and long-term implementation strategies.

- Juvenile Global Position System (GPS) Pilot Project

The GPS workgroup will implement and review the feasibility and cost effectiveness of a GPS program in the Juvenile Division. The workgroup will:

- Develop criteria, outcomes, and protocols for the GPS Pilot.
- Provide an overview of the GPS Pilot to the Executives for approval.
- Conduct GPS training.
- Implement GPS Pilot Project.
- Conduct monthly project review meetings with participating Deputy Probation Officers to determine if program outcomes are being met.
- Report on pilot outcomes and make recommendations for the implementation of Juvenile GPS program.
- The target date for completion is September 2010.

Effectiveness Measure:

- Ensure that approximately 80% of youth with exiting probation supervision complete their terms and conditions of Probation.

Focus Area 2: Provide Evidence-Based and Effective Programs and Services for Adult Offenders

Current Year (FY 09-10) Accomplishments:

- Completed Adult Division reorganization.
- Implemented a Global Positioning System (GPS) enhanced electronic supervision program for high risk probationers.
- Implemented the grant-funded Targeted Gang Intervention Program (hybrid caseloads).
- Completed Motivational Interviewing Training for Adult Officers.
- Implemented the Northpointe COMPAS, an evidence based risk and needs assessment tool.
- Opened the Santa Maria Probation Report and Resource Center (PRRC) and commenced preliminary operations of the Santa Barbara PRRC.
- Developed an electronic system to facilitate routine transfer of pertinent case information from the District Attorney file to the Probation IMPACT system, expediting court report filing.
- Revised and adopted an updated Santa Barbara County domestic violence review court operations manual.
- Automated the collection of adult performance measures.
- Implemented the Drug Court Enhancement Grant.
- Reorganized Collaborative Court services in response to reduced revenue and resources.

Proposed Strategic Actions:

- In coordination with IT Staff, Northpointe, and stakeholders, continue the implementation of COMPAS, an evidence based offender risk/needs assessment instrument, in order to attain the highest degree of effectiveness and efficiency.
 - Implement utilization of risk scales to determine supervision level and further assessment of the high risk offenders for criminogenic needs in order to guide case management.
 - Analyze data obtained over the initial implementation of COMPAS to identify any relevant population trends, needs and how to best deploy resources.
- Revise existing workload and activity reports and data collection by adult staff to be more automated, staff-friendly and relevant by July 1, 2010.

Proposed Key Projects:

- Adult Risk Assessment and Case Management System Implementation Project

This project continues beyond the initial implementation stage, which was accomplished with the training of adult officers in the use of the COMPAS assessment and reintroduction of Motivational Interviewing via concurrent training in December 2009.

- COMPAS implementation will continue with the risk assessment of all new felony offenders and offenders currently supervised at the high risk level by April 16, 2010.
- Upon completion of the risk assessments, a “needs assessment” will be conducted on all offenders to be supervised at the high risk level and will be utilized for case planning/management purposes.
- Introduction of the case planning component of the COMPAS tool will be piloted with the offenders assigned to Enhanced Electronic Supervision and the Targeted Gang Intervention caseloads, as well as qualifying Substance Abuse Treatment Court (SATC) clients and those offenders referred to the Probation Report and Resource Centers (PRRC).
- The pilot program is scheduled to be completed by September 2010 and outcomes assessed.
- Upon completion of the pilot, a program will be implemented to evaluate all adult officers regarding their effective utilization of Motivational Interviewing as a component of their annual Employee Performance Review.

- Adult Services Business Process Improvement Project

In coordination with IT, this project will:

- Analyze Adult Division workflow and current processes.
- Establish the appropriate staff classification at which the work is done.
- Improve the effectiveness and cost efficiencies of services and activities of the Adult Services and Administrative Divisions.
- The target date for completion is August 2011.

- Adult Probation Report and Resource Center (PRRC)

This project introduces a day report and resource program for adult offenders in the Santa Maria and Santa Barbara areas. It will provide an avenue for alternative sanctions and a reduction of jail bed days for certain violations of probation, while providing offenders with evidence-based therapeutic intervention programming and life skills training, to promote and support success within the community.

- The Santa Maria site opened February 2010 as a pilot program, and features redirected Probation staffing at no additional cost to the County General Fund.
- The Evidence Based Probation Supervision Program (EBPSP) grant application in the

PROBATION

Department Summary (cont'd)

amount of \$532,000 for Santa Barbara PRRC operations was submitted in December 2009 and subsequently funded with ARRA funds.

- The Santa Barbara PRRC opened for preliminary operations in May 2010 and is funded by a grant from the California Emergency Management Agency (Cal-EMA).

Effectiveness Measure:

- Ensure that 95% of adult offenders successfully completing Probation are not rebooked into the Santa Barbara County Jail within one year of completing Probation.

Focus Area 3: Operating Quality Juvenile Detention and Treatment Facilities and Programs

Current Year (FY 09-10) Accomplishments:

- Thirty-six wards received their High School Diploma while at Los Prietos Boys Camp/Academy (LPBC/LPBA).
- Implemented online college courses at the Los Prietos Boys Camp/Academy.
- Provided \$6,948 in scholarships to Los Prietos Boys Camp/Academy graduates.
- Implemented the A+ online credit recovery program at the Santa Maria Juvenile Hall (SMJH).
- The Santa Maria Juvenile Hall, Los Prietos Boys Camp and Los Prietos Boys Academy programs were inspected and reaccredited by the Institute for Medical Quality (IMQ) Corrections and Detentions Health Care.
- Successfully implemented demand staffing at the Santa Maria Juvenile Hall, Los Prietos Boys Camp and Los Prietos Boys Academy resulting in the transfer of fifteen detainees and two staff from Juvenile Hall to the Camp programs reducing the overall bed days used in a maximum security detention facility. Ten Camp beds were permanently added via this demand staffing strategy.
- Safely provided 69,111 offender bed days of service at the Santa Maria Juvenile Hall, Los Prietos Boys Camp and Los Prietos Boys Academy programs.

Proposed Strategic Actions:

- Complete Motivational Interviewing training by December 2010.
- Utilize consistent demand staffing strategies.
- Evaluate educational opportunities, medical, and alcohol, drug and mental health treatment/intervention services at the SMJH and Camp programs, as well as home detention, alternative detention, and community transition services by using client and parent surveys to determine efficacy and customer satisfaction.

PROBATION

Department Summary (cont'd)

- Conduct bi-annual surveys in February and August.
- Ongoing review of institutional post positions, a minimum of six times per year, in order to redistribute division personnel to meet program needs and reduce the use of over-time and extra help.
- Implement a 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 the County Education Office and available local educational resources. (Pilot target date of September 2010.)
- Facilitate debriefing meetings and/or written debriefing reports to ensure incidents within the facilities or division are reviewed to determine the effectiveness of current procedures, the need for corrective action, and determine if procedural updates are required and then are expeditiously communicated to affected staff and incorporated into facility operations manuals.
- Schedule and facilitate annual informational forums in each geographic region for parents, which include a comprehensive overview of the juvenile justice system, orientation to programs, insight on relevant current events, and issues facing youth.

Proposed Key Projects:

- Alternative Detention Review Project
 - Evaluate the effectiveness of programs that are or can be used as alternatives to detention.
 - Develop strategies to increase the use and capacity of the Alternative Detention Program (ADP) countywide.
 - Participate in the research and provide feedback regarding the use of Global Position Satellite (GPS) systems as an alternative to maximum security detention and as a condition of probation.
 - Analyze detention practices for both probation violations and new law violations and provide recommendations for appropriate modifications that would decrease maximum security bed days used.
 - The targeted date for completion is September 2010.
- Juvenile Justice Parenting Program
 - Review the feasibility of implementing a new parenting program for youth housed at the Los Prietos Boys Camp/Academy and Santa Maria Juvenile Hall.
 - Review the population at Los Prietos and Santa Maria Juvenile Hall to identify appropriate youth to participate:
 1. Los Prietos wards
 2. Proposition 21 detainees
 3. Youth Offender Block Grant detainees
 4. Youth participating in the Alternative Detention Program

- Obtain court orders for release of information and videos to Georgetown University for research purposes.
- Develop guidelines to establish eligibility for participation in the program.
- Identify suitable venue within each facility and purchase necessary supplies for visitation between youth and their child(ren).
- Select and train interested and suitable staff to facilitate the educational component of the program and supervise weekly visitation between youth and their child(ren).
- Participate in the research study by sending video-taped sessions between youth and child(ren) to Georgetown University.
- The targeted date of completion is November 2010.

Effectiveness Measure:

- Ensure that at least 85% of minors committed to the Boys Camp and Academy successfully graduate from the programs.

Focus Area 4: Providing Quality Information and Technology Systems Support for Departmental Operation

Current Year (FY 09-10) Accomplishments:

- In conjunction with the Adult Division, implemented an evidence based risk assessment tool and integrated it with the existing IMPACT case management system.
- Automated the Department's Injury and Illness Prevention Plan (IIPP) training and report.
- Developed and integrated the Static-99 (State Authorized Risk Assessment Tool for Sex Offenders) database with IMPACT.
- Automated daily information exchange and reports with the Treasurer Tax Collector system which allows the creation of collection reports.

Proposed Strategic Actions:

- Create business process diagrams for collections, Juvenile, and Institutions business processes.
- Increase interactivity of Probation's internet website to maximize self service, to raise public awareness, and to improve attitudes about Santa Barbara County Probation Department.
- In coordination with Adult Services, implement the utilization of the Static-99, a mandated and State Authorized Risk Assessment Tool for Sex Offenders (SARATSO).
- Develop a robust wireless IT solution allowing Probation field officers to access client information and Department resources remotely.

Proposed Key Projects:

- Impact Quality Control Project
 - Identify key data elements to be collected for all cases by operational division.
 - Correlate the data elements with RPM.NET and Management Information Reports.
 - Design a system of regular quality checks.
 - The target date for completion is June 2011.
- Management Information Reports Project
 - Review, improve and update adult caseload and management reports based on American Probation and Parole Association standards and input from the Adult Field Services Division.
 - The target date for completion is June 2011.
- Internet Update Project
 - Create a resource rich interactive website that furthers the mission and work of the Probation Department.
 - The target date for completion is June 2011.
- Business Process Improvement Project
 - Identify opportunities to improve the efficiency of the Probation business.
 - Establish an oversight infrastructure to enforce and supervise business processes.
 - Create staff training material.
 - The target date for completion is December 2011.

Effectiveness Measure:

- Ensure that 95% of IT workstation requests are completed by the requested date.

Focus Area 5: Providing Quality Support Services and Financing for Probation Services

Current Year (FY 09-10) Accomplishments:

- Implemented payment by credit cards.
- Implemented mandatory reporting to encourage collections from offenders who have not paid in over 90 days.
- Completed all quarterly Section 1512 reporting required for three American Recovery and

PROBATION
Department Summary (cont'd)

Reinvestment Act grants.

- Collected approximately \$1,650,000 in restitution from juvenile and adult offenders.

Proposed Strategic Actions:

- Continue to review all past due probation expired collection accounts that are 90 days old for referral to Franchise Tax Board (FTB) Court Ordered Debt program, or write off.
- Complete the Juvenile Institution Parental Reimbursement Project by December, 2010.
- Implement Welfare & Institutions Code §730.7(a) regarding parental/guardian responsibility for the restitution owed by juvenile offenders.

Proposed Key Projects:

- Collections Improvement Project
 - Implement the recommendations of the Restitution Improvement Project.
 - Create a replacement/implementation plan for the Cashiering System.
 - Create a data integration plan between IMPACT and TTC collection systems.
 - Provide timely collection activity reports to managers, supervisors, officers, and probationers.
 - Support the implementation of legislation allowing the imposition of 15% administrative fee to defendant victim restitution to recover FTB collection costs.
 - The target date for completion is December 2011.
- Juvenile Institution Parental Reimbursement Project
 - Develop plan to transition existing cases from the Department of Child Support Services to Probation.
 - Develop policies and procedures for billing criteria.
 - In conjunction with the Treasurer's Office, develop process for creating accounts.
 - Implement the collection of reimbursements for juvenile institution services from parents of minors in Juvenile Hall and Camps that were previously collected by the Department of Child Support Services.
 - Review policies and procedures, court and offender impacts, and collection activity to determine successful implementation.
 - The target date for completion is December 2010.

Effectiveness Measure:

- Collect approximately \$725,000 in restitution from adult and juvenile offenders.

PROBATION
Department Summary (cont'd)

Focus Area 6: Ensuring Quality Staffing for Probation Services

Current Year (FY 09-10) Accomplishments:

- In collaboration with IT staff, designed and implemented a database to track background investigations.
- In collaboration with IT staff, designed and implemented a database to track firearms and range qualifications.
- Delivered approximately 10,000 hours of STC training to sworn personnel.
- Coordinated Hepatitis B vaccines for all interested employees.
- Redesigned the volunteer/intern program, reviewed and updated policy and procedures, and implemented a database for tracking to maximize utilization of this valuable resource.
- Coordinated departmental emergency response efforts for mutual aid assistance during recent wildfires.

Proposed Strategic Actions:

- Conduct a comprehensive assessment of staff training programs, and develop a plan for updating staff training to ensure relevance and quality by December 2010.
- Develop and deliver a Survival Skills for Supervisors training course by March 2011.

Proposed Key Projects:

- **Citizen Complaint Database Project**
 - In collaboration with IT staff, develop and implement a database to track Citizens' Complaints, Internal Affairs investigations and related outcomes.
 - The target date for completion is July 2010.
- **Leadership training Program Project**
 - Develop and implement a Leadership Training Program for Supervisors and Managers.
 - The target date for completion is December 2010.

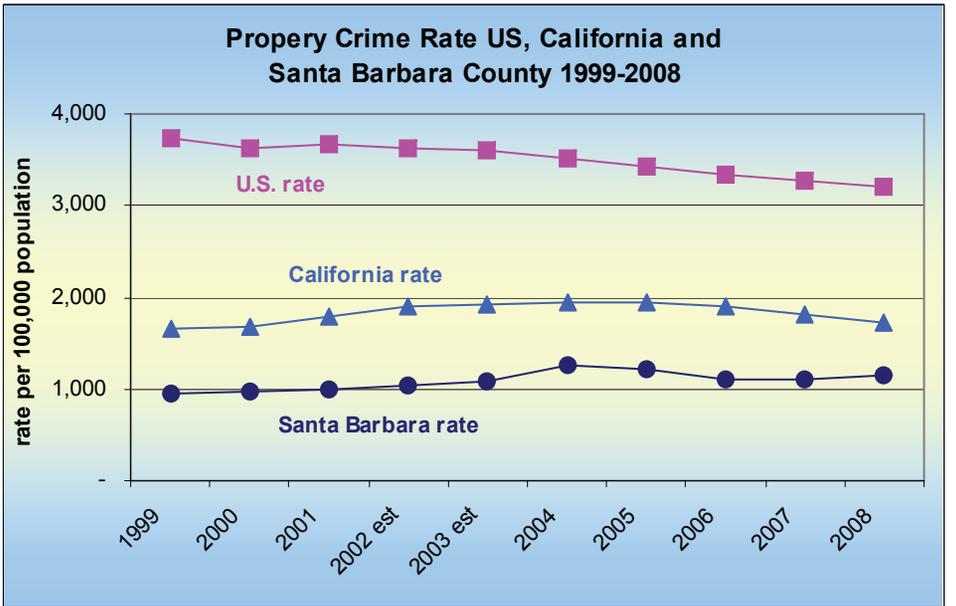
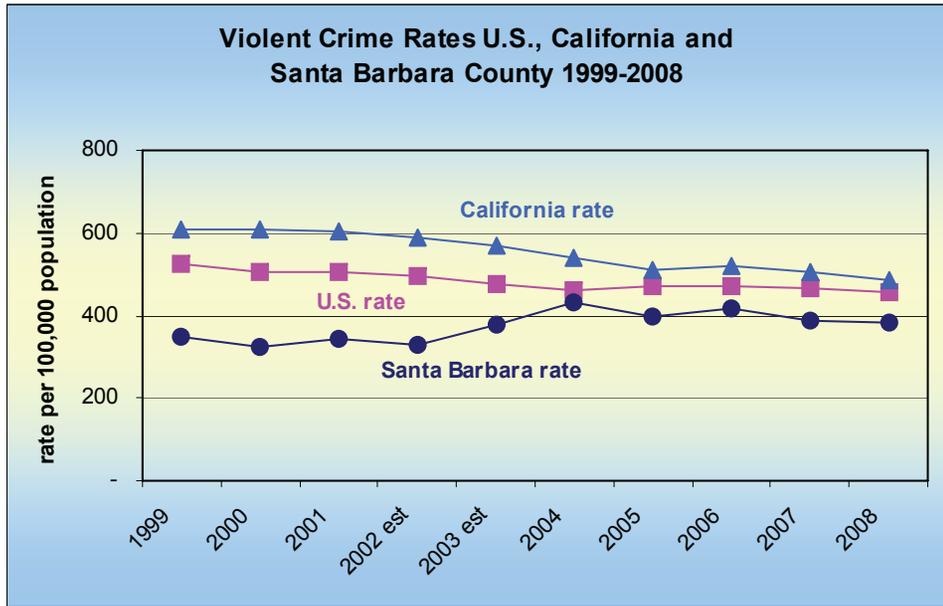
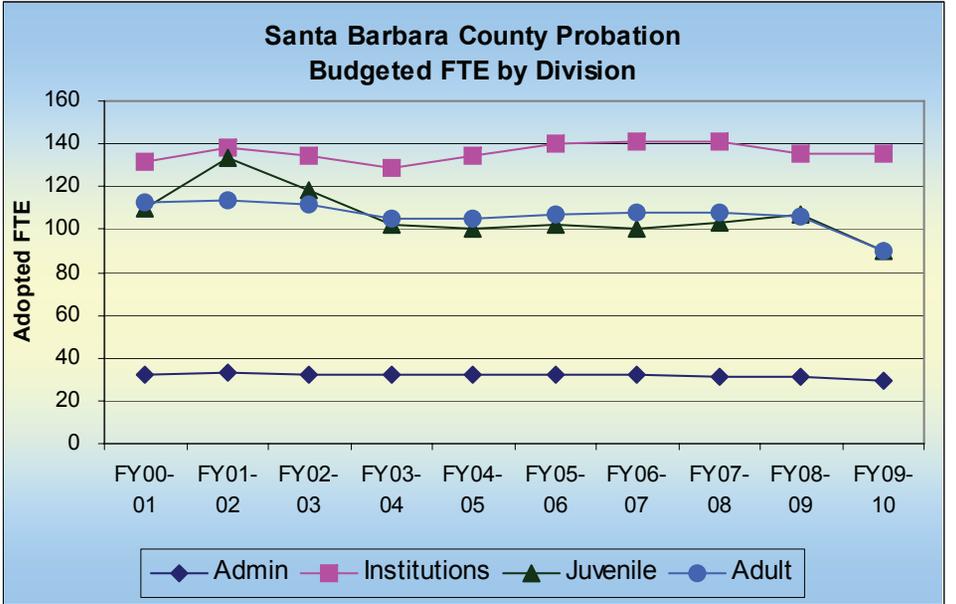
Effectiveness Measure:

- Provide approximately 12,500 hours of mandated Core and annual STC training to probation peace officers. (This measure has been reduced due to budget driven staff reductions).

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
Collect approximately \$725,000 in restitution from adult and juvenile offenders *FY 09-10 Increase due to a single case with \$1 million collection.	701,180	750,000	1,650,000*	725,000
Ensure that at least 85% of minors committed to the Boys Camp successfully graduate from the program	84% 88 105	85% 85 100	91% 100 110	85% 85 100
Ensure that at least 85% of minors committed to the Boys Academy successfully graduate from the program	87% 59 68	85% 62 73	85% 66 78	85% 66 78
Ensure that at least 65% of juvenile offenders do not have a new sustained petition for a felony or misdemeanor offense while they are on probation	66.4% 606 912	64.9% 487 750	64.3% 450 700	65.0% 455 700
Ensure that approximately 80% of youth exiting probation supervision complete their terms and conditions of Probation	74% 670 909	80% 640 800	73% 475 650	80% 520 650
Commit no more than 6 youth to California Division of Juvenile Justice (CDJJ)	3	6	6	6
Ensure that 95% of Adult Offenders successfully completing Probation are not rebooked into the Santa Barbara County Jail within one year of completing Probation	97% 1,927 1,981	95% 1,900 2,000	95% 1,924 2,025	95% 1,924 2,025

PROBATION
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
Provide effective community supervision to adult probationers so that 85% of non-warranted adult offenders will have their probation case closed having completed their probation term or are receiving an early or no fault discharge	82% 2,485 3,039	85% 2,550 3,000	84% 2,540 3,015	85% 2,550 3,000
Provide effective community supervision to adult probationers so that 60% of offenders will exit probation having completed their full term of probation or are receiving an early discharge, meeting the national benchmark of approximately of 60%.	59% 2,439 4,112	60% 2,100 3,500	60% 2,235 3,720	60% 2,100 3,500
Provide services so that approximately 65% of Proposition 36 offenders successfully complete their program, exceeding the statewide average completion rate of approximately 35%	68% 246 363	65% 244 375	60% 240 400	65% 228 350



PROBATION
Administration and Support

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 412,825	\$ 378,252	\$ 375,002	\$ 508,890
Fiscal Support	1,383,600	1,342,387	1,468,931	1,640,694
Training	231,125	241,637	258,956	243,150
Personnel	593,759	507,104	526,896	472,821
Firearms/Safety Equipment	15,730	101,804	21,952	129,331
Information Systems	1,718,149	1,709,117	1,581,176	1,639,977
Operating Total	4,355,188	4,280,301	4,232,913	4,634,863
<i>Non-Operating Expenditures</i>				
Capital Assets	5,971	5,000	--	--
Expenditure Total	4,361,159	4,285,301	4,232,913	4,634,863
<i>Other Financing Uses</i>				
Operating Transfers	7,068	7,070	7,070	13,806
Division Total	\$ 4,368,227	\$ 4,292,371	\$ 4,239,983	\$ 4,648,669

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	2,231,055	2,239,373	2,200,318	2,439,796
Overtime	7,699	--	3,101	--
Extra Help	41,218	42,774	26,875	42,569
Benefits	826,934	850,867	946,672	1,096,942
Salaries & Benefits Sub-Total	3,106,906	3,133,014	3,176,966	3,579,307
Services & Supplies	1,248,282	1,147,287	1,055,947	1,055,556
Operating Total	4,355,188	4,280,301	4,232,913	4,634,863
<i>Non-Operating Expenditures</i>				
Capital Assets	5,971	5,000	--	--
Expenditure Total	\$ 4,361,159	\$ 4,285,301	\$ 4,232,913	\$ 4,634,863

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 951,899	\$ 146,645	\$ 148,734	\$ 125,190
Other Charges for Services	83	--	--	--
Miscellaneous Revenue	39,390	30,000	30,000	30,000
Revenue Total	991,372	176,645	178,734	155,190
<i>General Fund Contribution</i>				
Division Total	3,376,855	4,115,726	4,061,249	4,493,479
	\$ 4,368,227	\$ 4,292,371	\$ 4,239,983	\$ 4,648,669

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Administration and Support	3.0	2.0	2.0	1.9	2.0	2.0	3.0	2.9
Fiscal Support	16.0	13.9	15.0	12.5	15.0	14.5	17.0	13.8
Training	2.0	2.2	2.0	1.9	2.0	2.2	2.0	1.9
Personnel	5.0	5.6	6.0	4.8	6.0	4.9	5.0	3.9
Firearms/Safety Equipment	1.0	0.0	1.0	1.0	1.0	0.0	1.0	1.0
Information Systems	7.0	6.1	8.0	6.8	8.0	6.0	7.0	5.8
Total Permanent	34.0	29.8	34.0	28.9	34.0	29.7	35.0	29.3
<i>Non-Permanent</i>								
Extra Help	--	0.5	--	--	--	0.3	--	0.5
Total Positions	34.0	30.3	34.0	28.9	34.0	30.0	35.0	29.8

SERVICE DESCRIPTION

The Administration and Support 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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$47,000, to \$4,233,000, from the Adopted Budget of \$4,280,000. This 1.1% decrease is the result of:

- +\$110,000 - increase in retirement costs primarily due to the County's retirement incentive program;
- -\$66,000 - decrease in salaries and benefits costs due to vacancies;
- -\$57,000 - decrease in Information Technology Department services;
- -\$17,000 - decrease in travel costs;
- -\$12,000 - decrease in motor pool usage costs.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$402,000, to \$4,635,000, from the prior year's Estimated Actual of \$4,233,000. This 9.5% increase is the result of:

- +\$166,000 - increase in salary cost due to negotiated labor contracts;
- +\$128,000 - increase in benefit costs primarily related to retirement;
- +\$122,000 - increase in salary and benefits due to transfer of Adult Division SPO to special projects position funded with redirected resources.

FTEs will increase 1.0 due to a transfer of staff from another division.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration and Support				
As an efficient and responsive government, the County will maintain a quality workforce through completing of at least 90% of departmental Employee Performance Reviews (EPRs) by the anniversary due date	77%	90%	80%	90%
	291	315	260	270
	379	350	325	300

PROBATION

Administration and Support (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed against the Probation Department from the previous year's actual claims filed	100%	100%	100%	100%
	3	2	3	3
	3	2	3	3
As an efficient and responsive government, the Department will reduce or maintain the rate of departmental Workers' Compensation claims filed from the previous year's actual claims filed	118%	100%	94%	100%
	33	33	31	31
	28	33	33	31
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 6.0% or less	5.0%	5.0%	6.0%	6.0%
	37,547	36,250	43,260	42,000
	754,013	725,000	721,000	700,000
Fiscal Support				
Ensure that 100% of grant/entitlement audit/compliance cost reports are completed by their due date	100%	100%	100%	100%
	12	12	26	26
	12	12	26	26
Training				
Provide approximately 12,500 hours of mandated CORE and annual training to probation peace officers	12,471	12,500	10,000	12,500
Ensure that 85% of background investigations are completed within 8 weeks	67%	84%	81%	85%
	37	43	39	41
	55	51	48	48
Firearms/Safety Equipment				
Maintain quarterly firearms qualifications of 100% for armed Probation Officer line staff	100%	100%	100%	100%
	16	21	21	21
	16	21	21	21
Information Systems				
Ensure that 95% of IT work station requests are completed by requested date	94%	95%	96%	95%
	1,278	1,140	1,132	1,115
	1,354	1,200	1,174	1,174

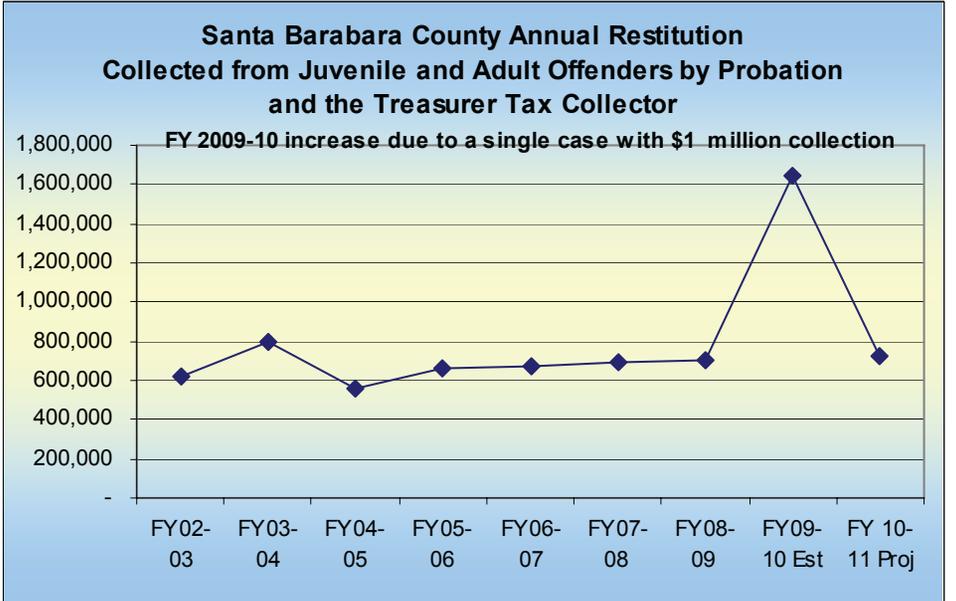
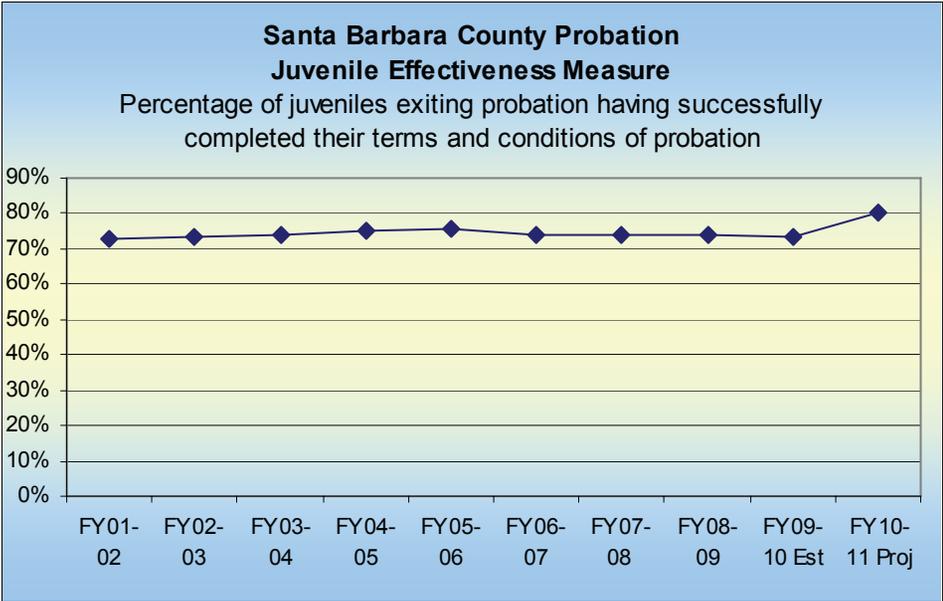
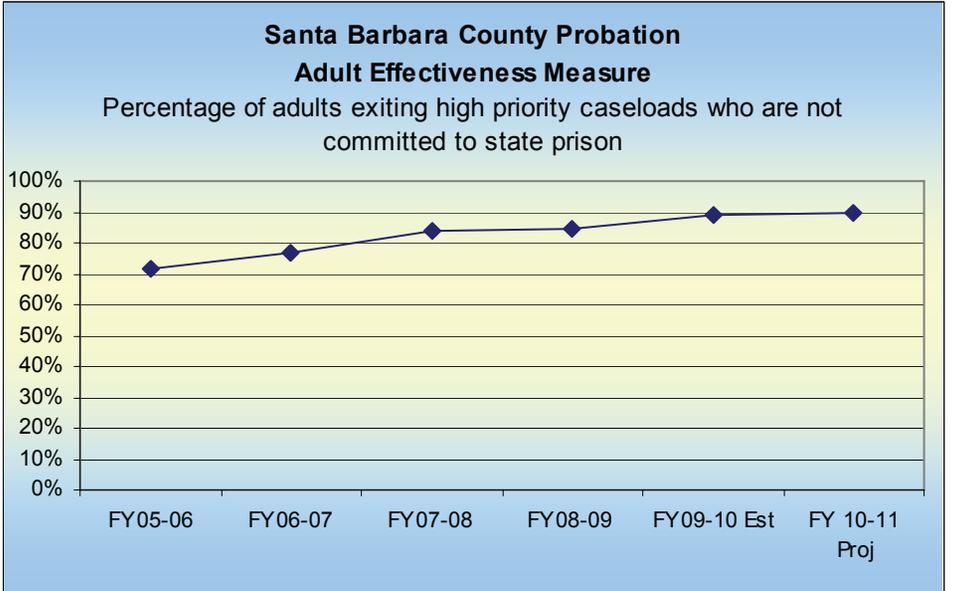
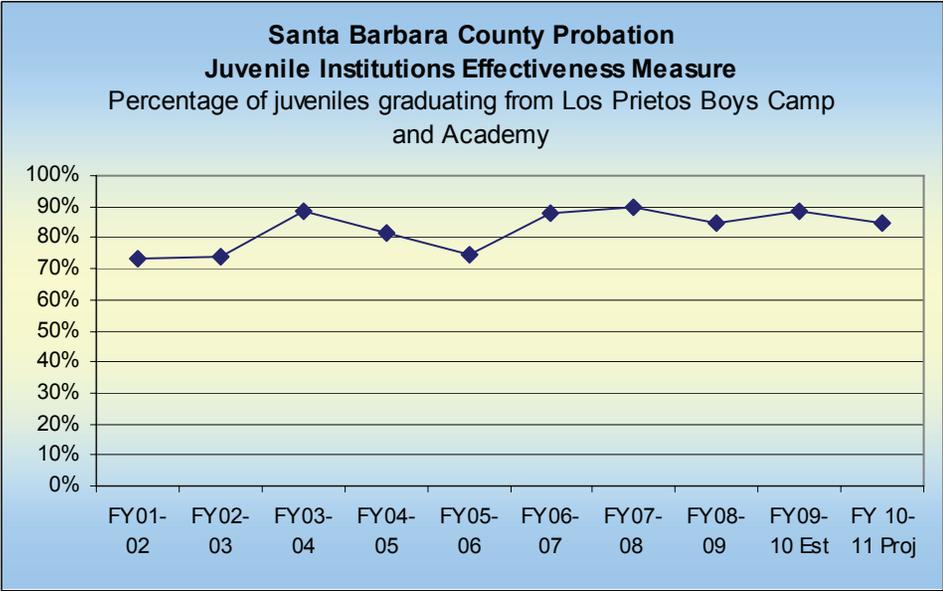
PROBATION
Administration and Support (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Administration and Support				
Chief Probation Officer	1.0	1.0	1.0	1.0
Supervising Probation Officer	--	--	--	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	--	--	--
Sub-Division Total	3.0	2.0	2.0	3.0
Fiscal Support				
Admin Deputy Director	1.0	1.0	1.0	1.0
PM Grants & Funding	1.0	1.0	1.0	1.0
PM Probation Collections	1.0	1.0	1.0	1.0
Fiscal Manager	1.0	1.0	1.0	1.0
Cost Analyst	1.0	1.0	1.0	1.0
Admin Office Professional	--	8.0	8.0	10.0
Accountant	2.0	2.0	2.0	2.0
Departmental Assistant	1.0	--	--	--
Administrative Support Supervisor	2.0	--	--	--
Administrative Services Clerk	2.0	--	--	--
Admin Secretary	4.0	--	--	--
Sub-Division Total	16.0	15.0	15.0	17.0
Training				
Admin Office Professional	--	1.0	1.0	1.0
Supervising Probation Officer	1.0	1.0	1.0	1.0
Office Assistant	1.0	--	--	--
Sub-Division Total	2.0	2.0	2.0	2.0
Personnel				
Probation Manager	1.0	1.0	1.0	1.0
Admin Office Professional	--	3.0	3.0	2.0
Deputy Probation Officer	2.0	2.0	2.0	2.0
Departmental Assistant	1.0	--	--	--
Office Assistant	1.0	--	--	--
Sub-Division Total	5.0	6.0	6.0	5.0
Firearms/Safety Equipment				
Deputy Probation Officer	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Information Systems				
Senior IT Manager	1.0	1.0	1.0	1.0
Probation Manager	1.0	1.0	1.0	1.0
Systems & Programming Analyst	3.0	3.0	3.0	3.0
Supervising Probation Officer	--	1.0	1.0	--
Data Processing Specialist	2.0	2.0	2.0	2.0
Sub-Division Total	7.0	8.0	8.0	7.0
Division Total	34.0	34.0	34.0	35.0

FTE 29.8

PROBATION
Administration and Support (cont'd)



**PROBATION
Institutions**

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 1,352,150	\$ 993,169	\$ 1,007,327	\$ 912,674
SB Booking Station	917,681	832,918	839,761	856,573
SM Juvenile Hall	9,277,569	9,028,263	9,002,674	9,589,513
Los Prietos Boys Camp	3,045,470	3,013,853	3,351,614	3,659,503
Los Prietos Boys Academy	1,916,809	2,007,169	1,836,141	1,974,771
Non-Secure Detention	111,641	120,000	94,378	97,209
Expenditure Total	<u>16,621,320</u>	<u>15,995,372</u>	<u>16,131,895</u>	<u>17,090,243</u>
<i>Other Financing Uses</i>				
Operating Transfers	15,298	15,298	15,298	8,564
Designated for Future Uses	--	281,862	145,030	37,985
Division Total	<u>\$ 16,636,618</u>	<u>\$ 16,292,532</u>	<u>\$ 16,292,223</u>	<u>\$ 17,136,792</u>

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	7,565,589	7,563,500	7,430,412	7,997,200
Overtime	600,314	224,000	490,919	181,019
Extra Help	582,326	480,286	722,481	442,200
Benefits	3,711,985	3,445,467	3,519,400	4,424,814
Salaries & Benefits Sub-Total	<u>12,460,214</u>	<u>11,713,253</u>	<u>12,163,212</u>	<u>13,045,233</u>
Services & Supplies	4,161,106	4,282,119	3,968,683	4,045,010
Expenditure Total	<u>\$ 16,621,320</u>	<u>\$ 15,995,372</u>	<u>\$ 16,131,895</u>	<u>\$ 17,090,243</u>

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 1,771,417	\$ 1,698,272	\$ 1,636,668	\$ 1,684,541
Federal & State Revenues	3,938,906	4,922,130	3,613,985	3,639,105
Other Charges for Services	4,532	--	--	--
Miscellaneous Revenue	11,057	6,300	51,000	--
Revenue Total	<u>5,725,912</u>	<u>6,626,702</u>	<u>5,301,653</u>	<u>5,323,646</u>
<i>General Fund Contribution</i>	10,878,691	9,635,080	10,829,607	10,529,879
<i>Other Financing Sources</i>				
Operating Transfers	--	--	113,943	--
Use of Prior Fund Balances	32,015	30,750	47,020	1,283,267
Division Total	<u>\$ 16,636,618</u>	<u>\$ 16,292,532</u>	<u>\$ 16,292,223</u>	<u>\$ 17,136,792</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration and Support	1.0	0.6	1.0	1.0	1.0	0.6	1.0	1.0
SB Booking Station	12.5	7.4	11.5	7.2	11.5	6.9	12.0	7.3
SM Juvenile Hall	79.0	76.4	78.0	74.8	78.0	73.9	75.5	73.2
Los Prietos Boys Camp	26.0	23.2	26.0	23.6	26.0	25.3	28.0	26.2
Los Prietos Boys Academy	15.5	15.5	15.5	15.4	15.5	13.8	15.5	15.0
Total Permanent	<u>134.0</u>	<u>123.2</u>	<u>132.0</u>	<u>122.1</u>	<u>132.0</u>	<u>120.4</u>	<u>132.0</u>	<u>122.7</u>
<i>Non-Permanent</i>								
Extra Help	--	17.7	--	13.8	--	21.1	--	12.4
Total Positions	<u>134.0</u>	<u>140.9</u>	<u>132.0</u>	<u>135.8</u>	<u>132.0</u>	<u>141.6</u>	<u>132.0</u>	<u>135.1</u>

* SBBS includes SB-ADP staff.

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures increased by \$137,000, to \$16,132,000, from the Adopted Budget of \$15,995,000. This 0.9% increase is the result of:

- +\$450,000 - increase in salary and benefit costs due to the inability of the Department to achieve budgeted salary savings because of State mandated post fill and retirement incentive program costs to the Department;
- -\$242,000 - decrease for contracted services to the institutional facilities;
- -\$37,000 - decrease in cost of electricity usage in the facilities;
- -\$22,000 - decrease in household supply costs;
- -\$12,000 - decrease in several miscellaneous accounts.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$958,000, to \$17,090,000, from the prior year's Estimated Actual of \$16,132,000. This 5.9% increase is the result of:

- +\$1,010,000 - increase in salary and benefit costs related to negotiated labor contracts and retirement increases;
- -\$137,000 - decrease in workers' compensation insurance cost;
- +\$133,000 - increase in cost for providing medical and mental health services in the institutions;
- -\$50,000 - decrease in costs for a construction technology instructor at the camp which will now be funded by the County Education Office.

FTEs will be decreased by 0.75 (1.5 JIO extra help reduced offset by 0.75 increase from salary savings formula).

PROBATION

Institutions (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration and Support				
Process and serve approximately 2,400 admissions of youth committed to the Santa Barbara Booking Station, Santa Maria Juvenile Hall and Los Prietos Boys Camp and Boys Academy	2,408	2,300	2,475	2,400
Serve an average daily population of 187 youth committed to the Santa Maria Juvenile Hall and the Los Prietos Boys Camp and Boys Academy	187	186	187	187
Ensure that 86% of youth successfully completing the Aggression Replacement Training (ART) have no new arrests for violent offenses within 6 months of program completion	89% 58 65	85% 62 73	89% 64 72	86% 65 76
SB Booking Station				
Ensure that the readmission rate for youth to the Juvenile Hall is not more than 2.0 admissions per year	113.50% 2.27 2.00	100.00% 2.00 2.00	107.50% 2.15 2.00	100.00% 2.00 2.00
Provide 1,500 productive work hours for the County and community by youth assigned to the Alternative Detention Program	81% 1,213 1,500	100% 1,500 1,500	117% 1,750 1,500	100% 1,500 1,500
Ensure that approximately 90% of youth on Home Detention remain compliant each month	97% 109 112	97% 109 112	98% 100 102	90% 90 100
Provide approximately 8,000 Home Detention days to youth in lieu of Juvenile Hall	96% 9,635 9,996	100% 9,000 9,000	89% 8,000 9,000	100% 8,000 8,000
SM Juvenile Hall				
Ensure that the readmission rate for youth to the Juvenile Hall is not more than 2.0 admissions per year	99.50% 1.99 2.00	100.00% 2.00 2.00	100.00% 2.00 2.00	100.00% 2.00 2.00
Do not exceed staffed bed days of 40,150 on an annual basis in the SM Juvenile Hall	96% 42,213 43,848	100% 40,150 40,150	97% 39,056 40,150	100% 40,150 40,150

PROBATION
Institutions (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Provide approximately 42,000 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 \$1,007,000 in revenue	124% 42,024 33,996	100% 42,000 42,000	90% 38,000 42,000	100% 42,000 42,000
Provide 1,500 productive work hours for the County and community by youth assigned to the Alternative Detention Program	129% 1,935 1,500	100% 1,500 1,500	103% 1,550 1,500	100% 1,500 1,500
Ensure that approximately 90% of youth on Home Detention remain compliant each month	94% 148 158	90% 153 170	94% 181 192	90% 180 200
Provide approximately 18,000 Home Detention days to youth in lieu of Juvenile Hall	76% 13,659 18,000	100% 14,000 14,000	106% 19,124 18,000	100% 18,000 18,000
Ensure that 80% of youth spending more than 7 days in Juvenile Hall participate in Cognitive Behavioral Training	75% 830 1,102	80% 885 1,110	88% 870 984	80% 780 975
Los Prietos Boys Camp				
Ensure that 85% of youth completing the Los Prietos Boys Camp Aftercare Program have no new arrests within six months of completion	77% 24 31	85% 28 33	75% 24 32	85% 28 33
Provide approximately 20,000 productive work hours at the Los Prietos Boys Camp for the US Forest Service, the County, and in the community	111% 17,247 15,588	100% 17,000 17,000	135% 23,000 17,000	100% 20,000 20,000
Utilize 100% of staffed beds on an annual basis in the Los Prietos Boys Camp	96% 15,709 16,428	100% 18,250 18,250	98% 17,855 18,250	100% 18,250 18,250

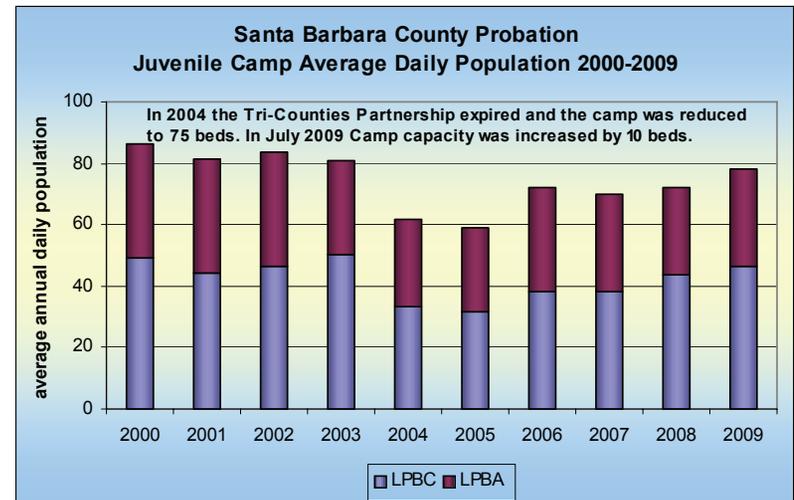
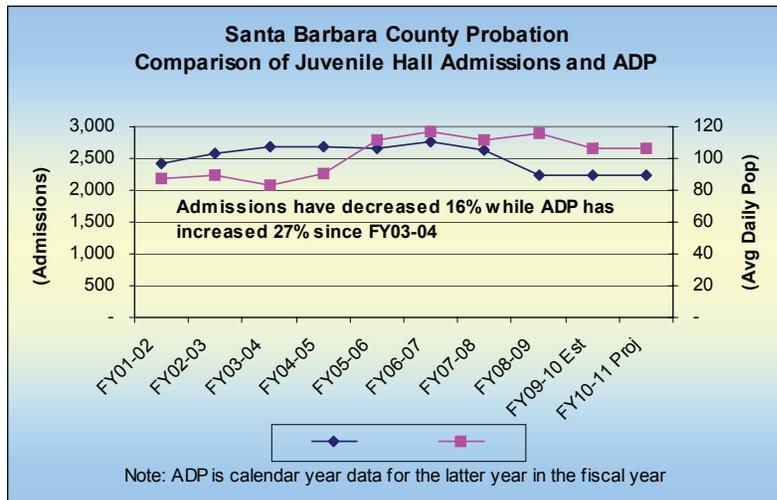
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Provide approximately 25,000 hours of Juvenile Program and Camp Funds (JPCF) preventative and support services to youth in Los Prietos Boys Camp and their families which generates approximately \$810,000 in revenue	78% 17,953 22,992	100% 20,000 20,000	145% 29,000 20,000	100% 25,000 25,000
Los Prietos Boys Academy				
Ensure that 85% of youth completing the Los Prietos Boys Academy Aftercare Program have no new arrests within six months of completion	71% 20 28	85% 17 20	50% 10 20	85% 17 20
Provide approximately 16,000 productive work hours at the Los Prietos Boys Academy for the US Forest Service, the County, and in the community	85% 13,175 15,504	100% 15,000 15,000	113% 17,000 15,000	100% 16,000 16,000
Utilize 100% of staffed beds on an annual basis in the Los Prietos Boys Academy	95% 10,369 10,950	100% 12,775 12,775	96% 12,250 12,775	100% 12,775 12,775
Provide approximately 18,000 hours of Juvenile Program and Camp Funds (JPCF) preventative and support services to youth in Los Prietos Boys Academy and their families which generates approximately \$534,000 in revenue	93% 14,908 15,996	100% 18,000 18,000	109% 19,600 18,000	100% 18,000 18,000
Non-Secure Detention				
Ensure that 85% youth placed in non-secure detention return to a safe home versus awol	91% 32 35	86% 30 35	86% 36 42	85% 35 41

PROBATION
Institutions (cont'd)

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
Administration and Support				
Dep Chief Probation Officer	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
SB Booking Station				
Probation Manager	1.0	1.0	1.0	1.0
Supervising Probation Officer	1.0	1.0	1.0	1.0
Deputy Probation Officer	2.0	1.0	1.0	1.0
Juvenile Institutions Officer	8.0	8.0	8.0	8.0
Food Services Worker	0.5	0.5	0.5	1.0
Sub-Division Total	12.5	11.5	11.5	12.0
SM Juvenile Hall				
Probation Manager	1.0	1.0	1.0	1.0
Admin Office Professional	--	5.0	5.0	5.0
Supervising Probation Officer	2.0	2.0	2.0	2.0
Deputy Probation Officer	6.0	5.0	5.0	5.0
Juvenile Institutions Officer	61.0	61.0	61.0	59.0
Office Assistant	2.0	--	--	--
Intake & Release Specialist	3.0	--	--	--
Utility Worker	1.0	1.0	1.0	1.0
Food Services Worker	3.0	3.0	3.0	2.5
Sub-Division Total	79.0	78.0	78.0	75.5

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
Los Prietos Boys Camp				
Probation Manager	1.0	1.0	1.0	1.0
Admin Office Professional	--	1.0	1.0	1.0
Supervising Probation Officer	1.0	1.0	1.0	1.0
Deputy Probation Officer	2.0	2.0	2.0	2.0
Food Services Manager	1.0	1.0	1.0	1.0
Juvenile Institutions Officer	17.0	17.0	17.0	19.0
Cook	3.0	3.0	3.0	3.0
Intake & Release Specialist	1.0	--	--	--
Sub-Division Total	26.0	26.0	26.0	28.0
Los Prietos Boys Academy				
Admin Office Professional	--	0.5	0.5	0.5
Supervising Probation Officer	1.0	1.0	1.0	1.0
Deputy Probation Officer	2.0	2.0	2.0	2.0
Juvenile Institutions Officer	12.0	12.0	12.0	12.0
Intake & Release Specialist	0.5	--	--	--
Sub-Division Total	15.5	15.5	15.5	15.5
Division Total	134.0	132.0	132.0	132.0

FTE 135.1



PROBATION
Juvenile Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 919,122	\$ 811,901	\$ 567,765	\$ 792,290
Intake, Investigation, Supervision	4,645,474	4,564,705	6,324,195	6,962,092
Special Programs	5,799,972	3,952,625	2,061,222	1,448,256
Extra Parental Placement	194,968	213,029	225,345	217,354
DJJ Commitments	55,441	70,571	30,566	65,733
Operating Sub-Total	11,614,977	9,612,831	9,209,093	9,485,725
Less: Intra-County Revenues	(491)	--	--	--
Expenditure Total	11,614,486	9,612,831	9,209,093	9,485,725
<i>Other Financing Uses</i>				
Operating Transfers	5,241	5,242	5,242	5,242
Designated for Future Uses	583,390	109,067	409,238	220,917
Division Total	\$ 12,203,117	\$ 9,727,140	\$ 9,623,573	\$ 9,711,884

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	5,879,574	5,596,998	5,327,923	5,307,263
Overtime	36,074	--	6,524	--
Extra Help	75,286	--	52,249	--
Benefits	2,873,809	2,566,454	2,473,154	2,931,256
Salaries & Benefits Sub-Total	8,864,743	8,163,452	7,859,850	8,238,519
Services & Supplies	2,750,234	1,449,379	1,349,243	1,247,206
Operating Sub-Total	11,614,977	9,612,831	9,209,093	9,485,725
Less: Intra-County Revenues	(491)	--	--	--
Expenditure Total	\$ 11,614,486	\$ 9,612,831	\$ 9,209,093	\$ 9,485,725

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 2,838	\$ 1,344	\$ 48	\$ 50
Federal & State Revenues	3,672,990	4,359,962	4,301,571	4,192,559
Other Charges for Services	249,581	300,000	205,937	330,850
Miscellaneous Revenue	85,560	86,400	28,811	28,824
Revenue Sub-Total	4,010,969	4,747,706	4,536,367	4,552,283
Less: Intra-County Revenues	(491)	--	--	--
Revenue Total	4,010,478	4,747,706	4,536,367	4,552,283
<i>General Fund Contribution</i>				
	4,995,146	4,977,084	4,880,326	5,056,290
<i>Other Financing Sources</i>				
Operating Transfers	71,874	--	5,000	90,000
Use of Prior Fund Balances	3,125,619	2,350	201,880	13,311
Division Total	\$ 12,203,117	\$ 9,727,140	\$ 9,623,573	\$ 9,711,884

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration and Support	4.0	1.7	4.0	2.4	4.0	0.5	4.0	2.7
Intake, Investigation, Supervision	56.0	52.9	56.0	49.2	56.0	57.4	81.0	66.0
Special Programs	50.0	45.2	50.0	38.1	50.0	29.6	19.0	11.2
Total Permanent	110.0	99.8	110.0	89.8	110.0	87.5	104.0	79.8
<i>Non-Permanent</i>								
Extra Help	--	1.8	--	--	--	1.2	--	--
Total Positions	110.0	101.6	110.0	89.8	110.0	88.8	104.0	79.8

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$404,000, to \$9,209,000, from the Adopted Budget of \$9,613,000. This 4.2% decrease is the result of:

- -\$304,000 - decrease in salaries and benefits due to mid-year reductions including reducing the Counseling and Education Center (CEC) program by one classroom, keeping a Supervising Probation Officer position vacant, and maintaining a vacant assistant department head position for the first four months of the fiscal year;
- -\$86,000 - decrease in contracted services cost for YOBG minors.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$277,000, to \$9,486,000, from the prior year's Estimated Actual of \$9,209,000. This 3.0% increase is the result of:

- +\$430,000 - increase in salary and benefits cost related to negotiated labor contracts and higher costs for existing retirement benefits;
- -\$69,000 - decrease in food cost due to elimination of the CEC program;
- -\$60,000 - decrease in workers' compensation insurance cost;
- -\$33,000 - decrease in liability insurance cost.

FTEs will be reduced by 10.0 (7.0 regular positions reduced, 3.0 positions transferred to the Adult Division).

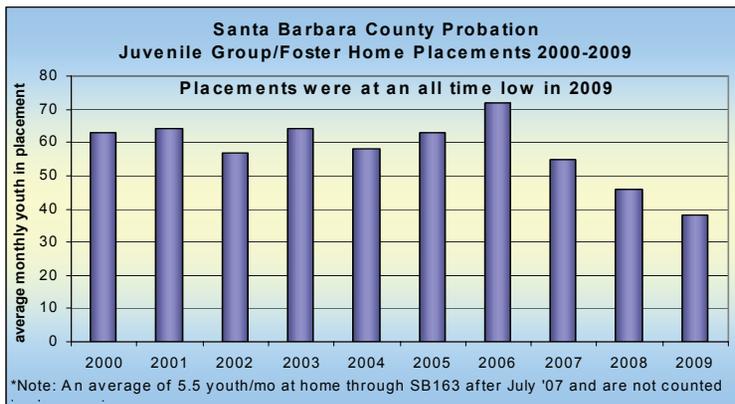
PROBATION

Juvenile Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Intake, Investigation, Supervision				
Maintain the monthly average number of youth in group-foster home placement at or below 4.0% of the monthly average of youth under supervision	4.0% 45 1,142	4.0% 48 1,075	3.0% 32 1,050	4.0% 36 1,025
Ensure that approximately 80,000 Community Service work hours are completed	81,780	80,000	79,000	80,000
Maintain the average daily cost per placement of youth in Group/Foster Home placement at less than \$225.00. * Reflects RCL rate increase.	100% 170 170	100% 170 170	103% 175 170	100% 225 225
Ensure that approximately 80% of youthful offenders, ordered/directed to do so, complete Community Service Work requirements	85% 498 588	80% 360 450	80% 320 400	80% 312 390
Submit Petition Requests to the District Attorney on approximately 1,425 juvenile custody referrals	1,598	1,600	1,436	1,425
Complete and submit to the Juvenile Court approximately 2,700 mandated reports on juvenile offenders	1,338	1,300	2,715	2,700
Respond and provide services to approximately 5,500 referrals of youthful offenders for new law violations	5,880	5,700	5,500	5,500
Supervise approximately 1,925 youthful offenders annually	2,025	1,975	1,950	1,925

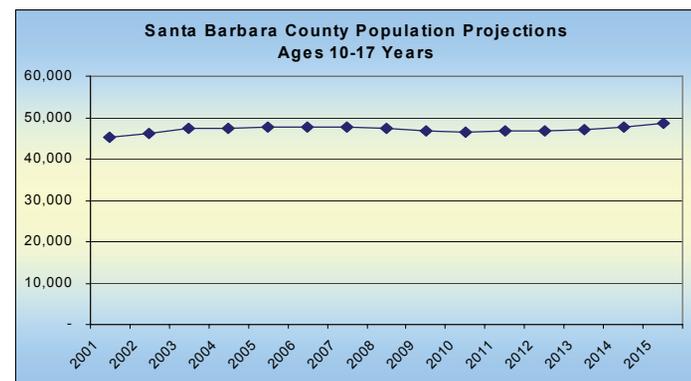
PROBATION
Juvenile Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Ensure that approximately 75% of youth exiting probation supervision complete restitution payment requirements	79%	70%	73%	75%
	317	210	175	180
	400	300	240	240
Complete approximately 900 Santa Barbara Asset and Risk Assessments(SBARA)	1,216	1,200	1,225	900*
* Reduction due to new screening instrument				
Ensure that 65% of youth enrolled in the Juvenile Drug Court (JDC) graduate from the program	55%	60%	67%	65%
	32	36	28	30
	58	60	42	46
Complete approximately 1,200 Screening Assessments annually	--	0	0	1,200
Special Programs				
Ensure that 85% of youth successfully completing the Early Intervention Program have no new arrests within 6 months of program completion	88%	85%	94%	85%
	49	51	44	51
	56	60	47	60
Extra Parental Placement				
Ensure that at least 96% of youth successfully exiting group-foster home placement do not return to placement within 6 months	97%	96%	96%	96%
	28	26	24	24
	29	27	25	25

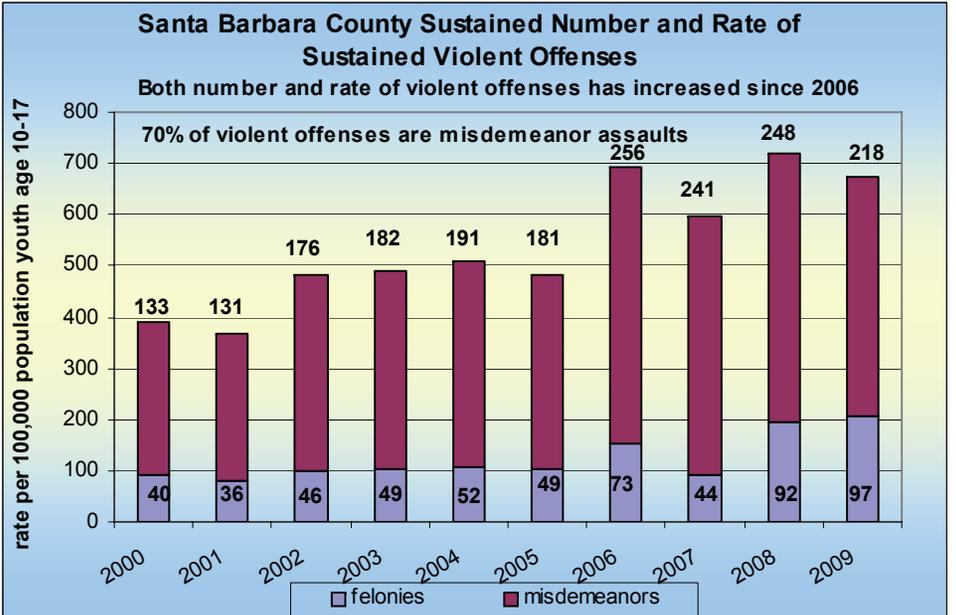
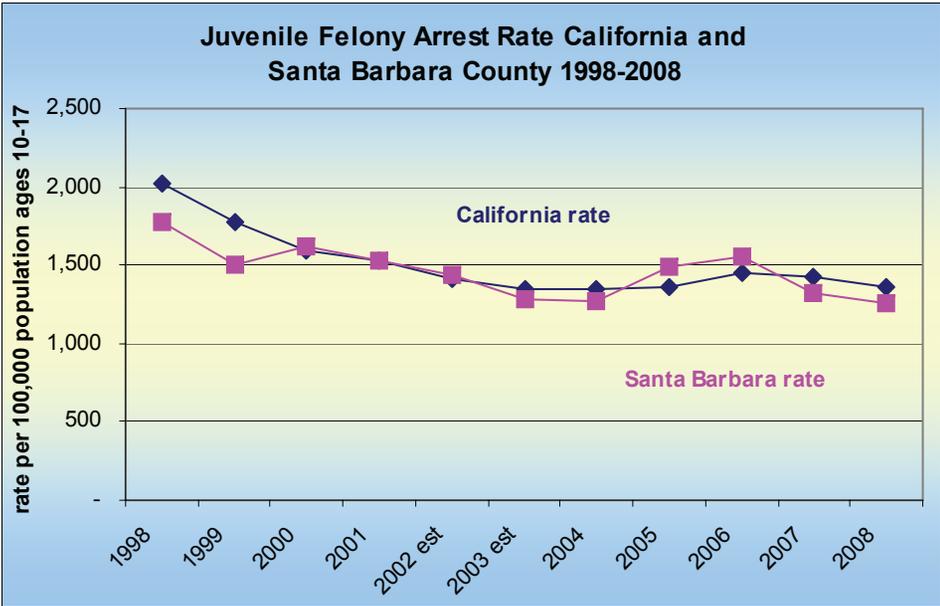
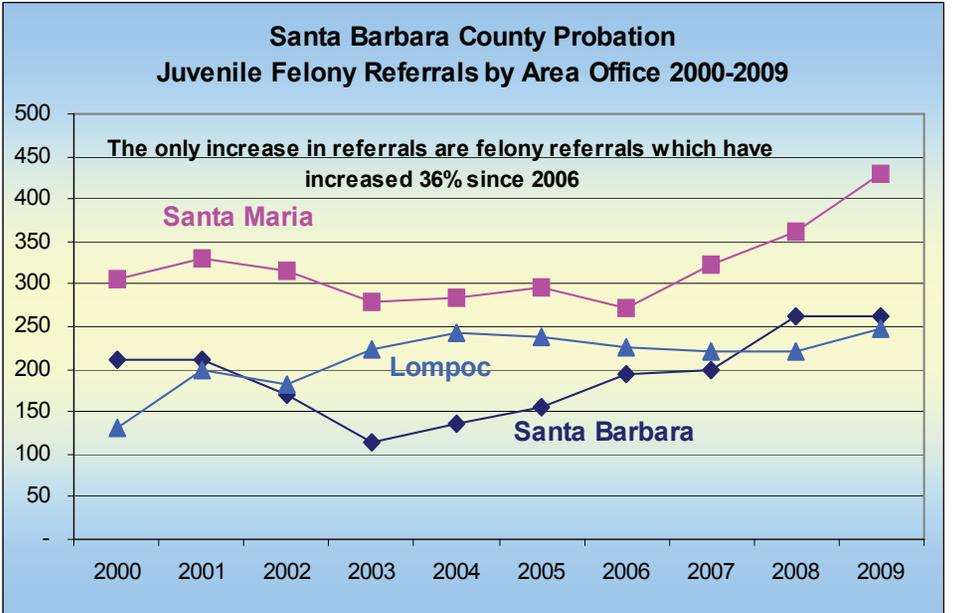
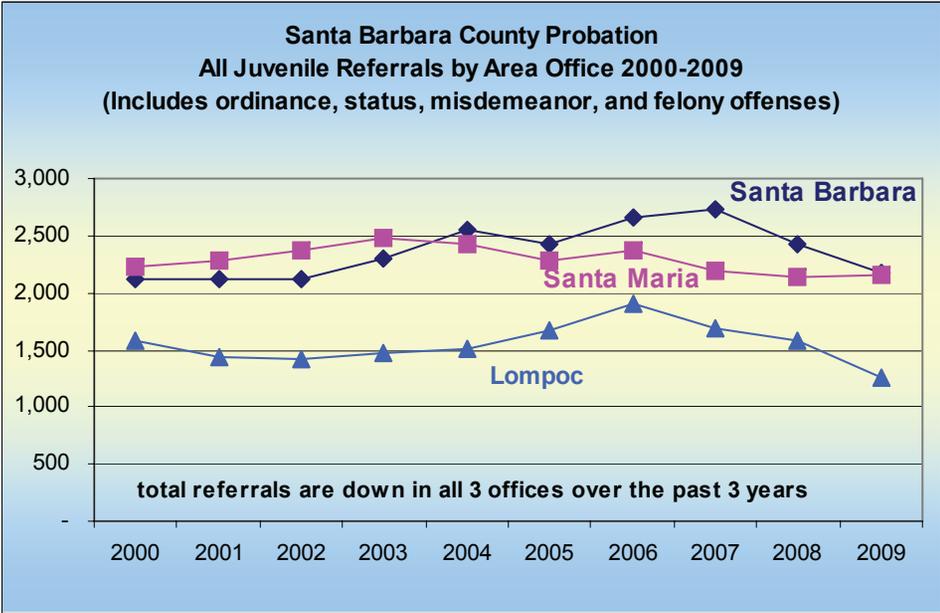


	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration and Support				
Dep Chief Probation Officer	1.0	1.0	1.0	1.0
Probation Manager	3.0	3.0	3.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0
Intake, Investigation, Supervision				
Admin Office Professional	--	18.0	18.0	19.0
Supervising Probation Officer	3.0	3.0	3.0	5.0
Deputy Probation Officer	30.0	27.0	27.0	45.0
Departmental Assistant	1.0	--	--	--
Office Assistant	15.0	--	--	--
Probation Assistant	6.0	8.0	8.0	12.0
Word Processor	1.0	--	--	--
Sub-Division Total	56.0	56.0	56.0	81.0
Special Programs				
Admin Office Professional	--	6.0	6.0	2.0
Supervising Probation Officer	4.0	3.0	3.0	1.0
Deputy Probation Officer	30.0	31.0	31.0	11.0
Juvenile Institutions Officer	4.0	4.0	4.0	4.0
Office Assistant	5.0	--	--	--
Probation Assistant	7.0	6.0	6.0	1.0
Sub-Division Total	50.0	50.0	50.0	19.0
Division Total	110.0	110.0	110.0	104.0

FTE 79.8



PROBATION
 Juvenile Services (cont'd)



PROBATION
Adult Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 3,200,817	\$ 917,067	\$ 3,025,724	\$ 3,488,682
Minimum Supervision	2,420,988	3,152,824	1,839,024	1,483,590
Intensive Supervision	2,377,212	2,872,240	2,643,836	2,992,892
Special Programs	295,319	288,954	545,807	910,313
Court Investigations	1,591,122	1,900,837	1,680,523	1,779,712
Civil Investigations	2,087	--	--	--
Operating Sub-Total	9,887,545	9,131,922	9,734,914	10,655,189
Less: Intra-County Revenues	(90,548)	--	--	--
Expenditure Total	9,796,997	9,131,922	9,734,914	10,655,189
<i>Other Financing Uses</i>				
Designated for Future Uses	6,467	--	--	--
Division Total	\$ 9,803,464	\$ 9,131,922	\$ 9,734,914	\$ 10,655,189

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	5,986,557	5,707,040	5,887,654	6,283,459
Overtime	57,427	67,000	26,286	6,000
Extra Help	67,454	--	11,153	--
Benefits	3,030,539	2,561,669	2,851,136	3,439,366
Salaries & Benefits Sub-Total	9,141,977	8,335,709	8,776,229	9,728,825
Services & Supplies	745,568	796,213	958,685	926,364
Operating Sub-Total	9,887,545	9,131,922	9,734,914	10,655,189
Less: Intra-County Revenues	(90,548)	--	--	--
Expenditure Total	\$ 9,796,997	\$ 9,131,922	\$ 9,734,914	\$ 10,655,189

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 4,131,475	\$ 3,888,389	\$ 3,818,892	\$ 3,930,595
Federal & State Revenues	349,706	411,336	1,279,294	1,527,018
Other Charges for Services	1,112,332	1,409,000	1,108,567	1,105,610
Miscellaneous Revenue	179,478	212,175	126,993	126,075
Revenue Sub-Total	5,772,991	5,920,900	6,333,746	6,689,298
Less: Intra-County Revenues	(90,548)	--	--	--
Revenue Total	5,682,443	5,920,900	6,333,746	6,689,298
<i>General Fund Contribution</i>				
	3,105,324	2,736,722	3,086,868	3,791,591
<i>Other Financing Sources</i>				
Operating Transfers	501,800	474,300	314,300	174,300
Use of Prior Fund Balances	513,897	--	--	--
Division Total	\$ 9,803,464	\$ 9,131,922	\$ 9,734,914	\$ 10,655,189

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration and Support	3.0	32.9	3.0	2.9	3.0	31.4	38.8	33.5
Minimum Supervision	47.5	28.4	45.5	35.7	45.5	21.2	25.5	14.6
Intensive Supervision	33.8	24.6	36.8	29.4	36.8	26.5	31.0	26.7
Special Programs	1.0	1.0	2.0	1.0	2.0	1.0	6.0	5.3
Court Investigations	26.0	17.6	27.0	21.2	27.0	18.5	18.0	16.5
Civil Investigations	1.0	--	--	--	--	--	--	--
Total Permanent	112.3	104.6	114.3	90.2	114.3	98.7	119.3	96.5
<i>Non-Permanent</i>								
Extra Help	--	1.2	--	--	--	0.3	--	--
Total Positions	112.3	105.8	114.3	90.2	114.3	98.9	119.3	96.5

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 victims, and holding offenders accountable for court ordered treatment, training, and law abiding behavior while on probation.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures increased by \$603,000, to \$9,735,000, from the Adopted Budget of \$9,132,000. This 6.6% increase is the result of:

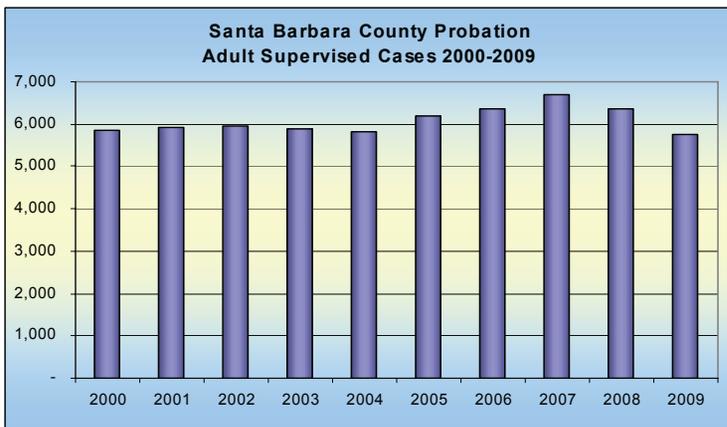
- +\$441,000 - increase in salaries and benefits due mainly to the addition of new grant funded staff;
- +\$236,000 - increase in contract services for the SBRNET and GPS programs, offset with additional grant funds;
- -\$54,000 - decrease in special departmental expense due to lower cost of drug testing supplies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$920,000 to \$10,655,000, from the prior year's Estimated Actual of \$9,735,000. This 9.5% increase is the result of:

- +\$1,023,000 - increase in salary and benefits cost related to negotiated labor contracts, retirement increases and new grant funded staff;
- -\$79,000 - decrease in workers' compensation insurance cost.

FTEs will increase by 6.3 (10 grant positions added, 6.7 regular positions reduced, 3.0 positions transferred from Juvenile Division).



PROBATION

Adult Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration and Support				
Complete and submit to the Superior Court approximately 6,500 mandated court reports on adult offenders	7,059	6,500	6,350	6,500
Supervise an average of approximately 5,700 adult cases each month assigned for probation supervision by the Superior Court	6,034	5,750	5,650	5,700
Complete approximately 1,700 COMPAS Adult Risk Assessments	1,792	1,700	2,500	1,700
Ensure collection of DNA samples on approximately 90% of qualifying adult offenders at either probation entry or termination	90% 2,401 2,665	80% 2,080 2,600	93% 2,588 2,778	90% 2,430 2,700
Assess for eligibility 95% of offenders for Proposition 69 DNA collection requirements	93% 7,345 7,887	95% 7,125 7,500	95% 6,935 7,300	95% 6,793 7,150
Minimum Supervision				
Monitor compliance of 1210.1 PC (Proposition 36) cases resulting in the filing of approximately 625 violation reports	688	675	636	625
Intensive Supervision				
Ensure that 80% of adults successfully complete the Batterers' Intervention Program	79% 179 227	80% 180 225	68% 132 194	80% 157 196
Ensure that 80% of High Risk Offenders on High Priority Caseloads are contacted an average of two times per month	54% 22,065 40,648	80% 28,000 35,000	45% 15,000 33,500	80% 24,000 30,000
Ensure that 90% of High Risk Offenders on High Priority Caseloads are not committed to State Prison	85% 674 795	90% 630 700	89% 570 642	90% 576 640

PROBATION
Adult Services (cont'd)

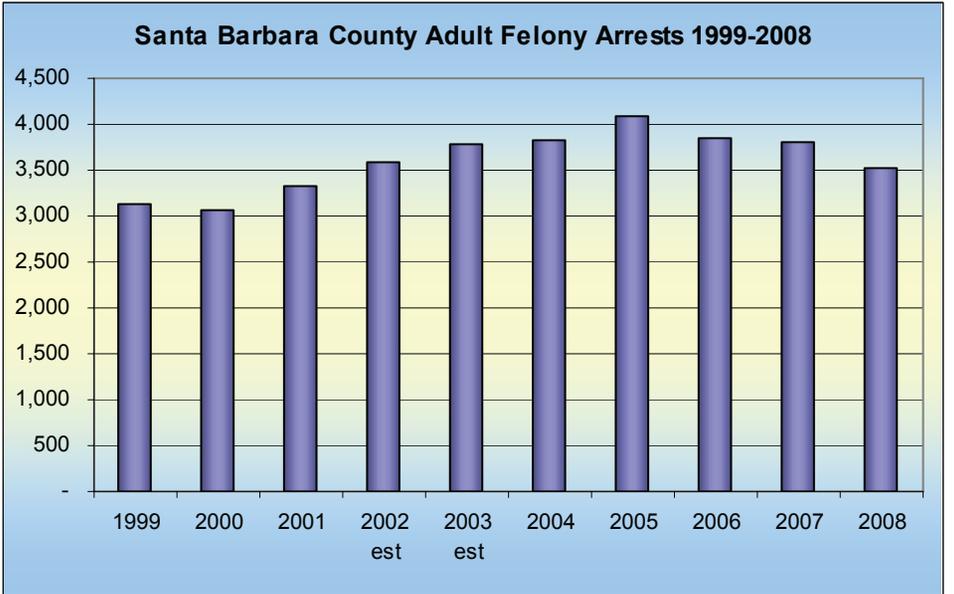
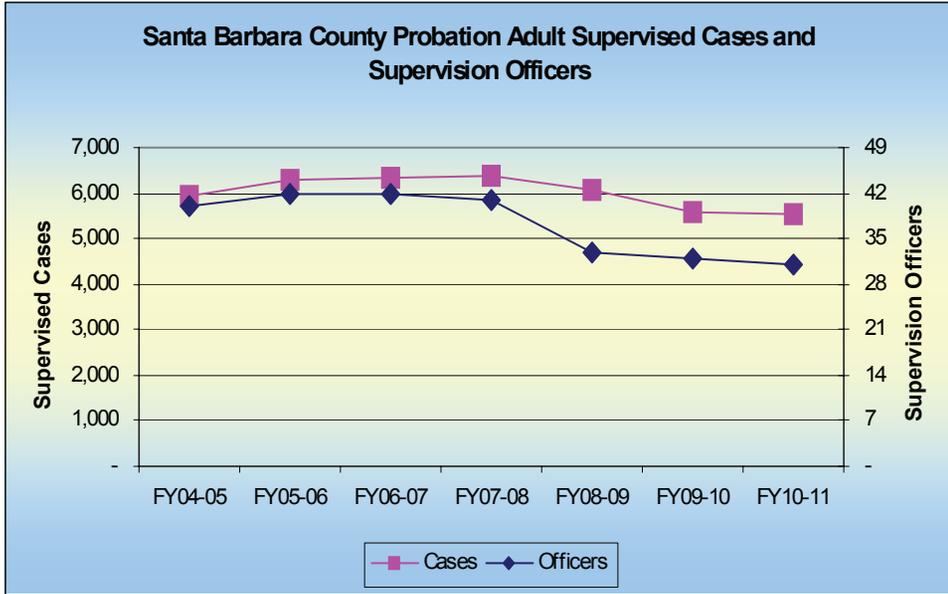
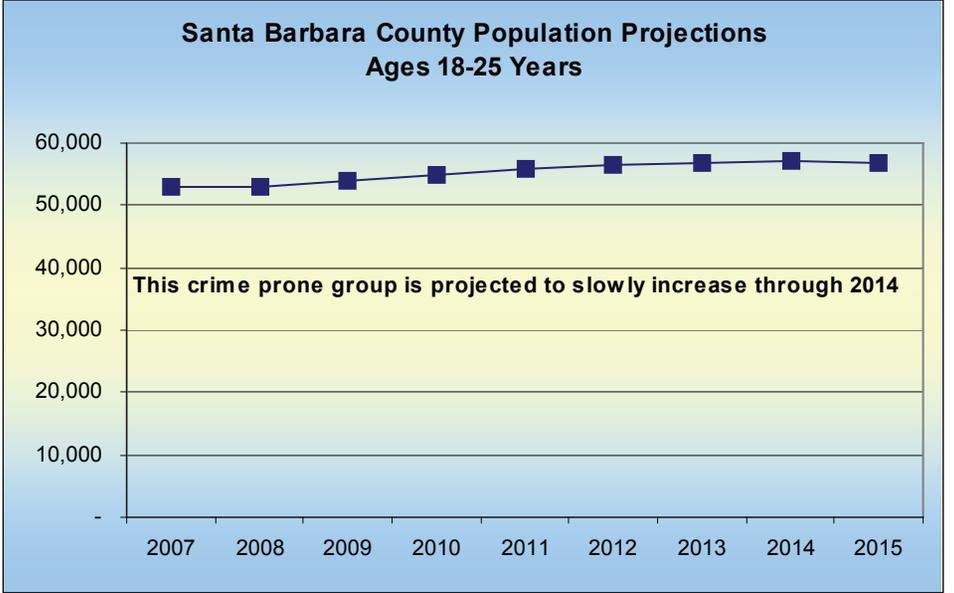
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Conduct searches on adult offenders, of which approximately 10% yield contraband of weapons or drugs	6% 89 1,511	10% 110 1,100	10% 108 1,052	10% 100 1,000
Ens ure that approximately 90% of adults referred for domestic violence have the Spousal Assault Risk Assessment (SARA) completed within 45 days of court sentence	97% 235 243	90% 207 230	96% 180 188	90% 180 200
Ens ure that 100% of registerable sex offenders in Santa Barbara County on supervised probation are in compliance with registration guidelines per 290 PC on a monthly basis	96% 79 82	100% 80 80	99% 74 75	100% 75 75
Monitor compliance with Court orders, resulting in the filing of approximately 2,550 violation reports	2,574	2,500	2,500	2,550
Ens ure that 95% of High Risk Offenders are supervised at the recommended level.	72% 1,410 1,969	80% 1,440 1,800	69% 1,225 1,765	95% 1,235 1,300
Ens ure that approximately 90% of Substance Abuse Treatment Court (SATC) offenders test clean and sober each month	97% 92 95	90% 99 110	95% 122 129	90% 117 130
Ens ure that approximately 80% of domestic violence victims living with high risk offenders are contacted each month until the defendant successfully completes the Batters' Intervention Program	50% 25 51	80% 40 50	60% 31 52	80% 40 50
Ens ure that 100% of babies are born drug free to women offenders in Substance Abuse Treatment Court (SATC) Program	100% 1 1	100% 1 1	100% 1 1	100% 1 1
Court Investigations				
File 2,100 Adult investigation sentencing reports	1,700	1,900	2,050	2,100

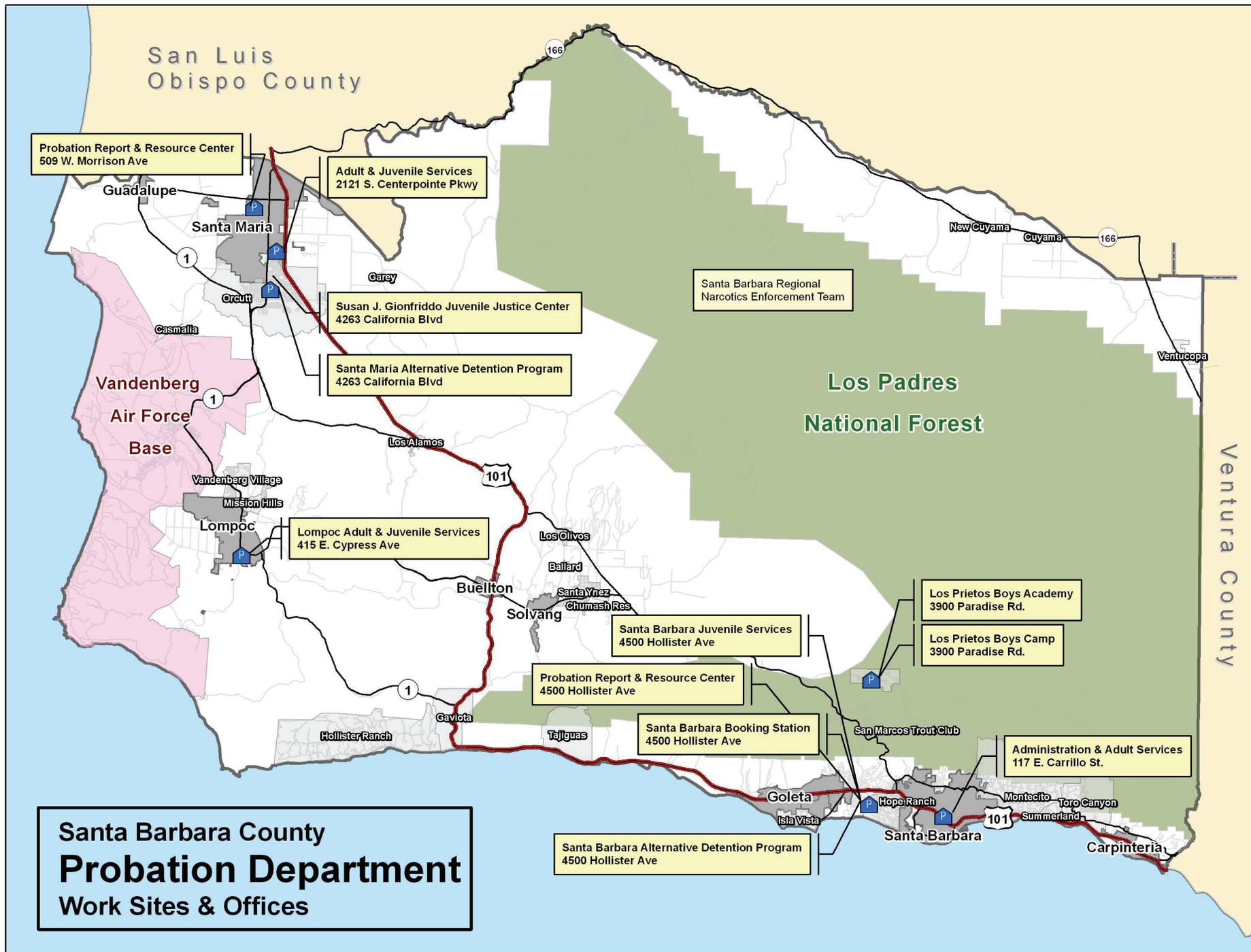
	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration and Support				
Dep Chief Probation Officer	1.0	1.0	1.0	1.0
Probation Manager	2.0	2.0	2.0	2.0
Admin Office Professional	--	--	--	29.8
Supervising Probation Officer	--	--	--	6.0
Sub-Division Total	3.0	3.0	3.0	38.8
Minimum Supervision				
Admin Office Professional	--	15.0	15.0	2.0
Supervising Probation Officer	2.0	2.0	2.0	--
Deputy Probation Officer	17.0	18.0	18.0	12.0
Office Assistant	13.0	--	--	--
Probation Assistant	11.5	10.5	10.5	11.5
Word Processor	4.0	--	--	--
Sub-Division Total	47.5	45.5	45.5	25.5
Intensive Supervision				
Admin Office Professional	--	8.8	8.8	--
Supervising Probation Officer	3.0	3.0	3.0	--
Deputy Probation Officer	22.0	25.0	25.0	30.0
Office Assistant	7.8	--	--	--
Probation Assistant	1.0	--	--	1.0
Sub-Division Total	33.8	36.8	36.8	31.0
Special Programs*				
Admin Office Professional	--	--	--	1.0
Deputy Probation Officer	1.0	2.0	2.0	5.0
Sub-Division Total	1.0	2.0	2.0	6.0
*Grant funded unit additions				
Court Investigations				
Admin Office Professional	--	7.0	7.0	--
Supervising Probation Officer	2.0	2.0	2.0	1.0
Deputy Probation Officer	17.0	17.0	17.0	17.0
Office Assistant	5.0	--	--	--
Probation Assistant	--	1.0	1.0	--
Word Processor	2.0	--	--	--
Sub-Division Total	26.0	27.0	27.0	18.0

PROBATION
Adult Services (cont'd)

Position Detail	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Civil Investigations				
Deputy Probation Officer	1.0	--	--	--
Sub-Division Total	1.0	--	--	--
Division Total	112.3	114.3	114.3	119.3

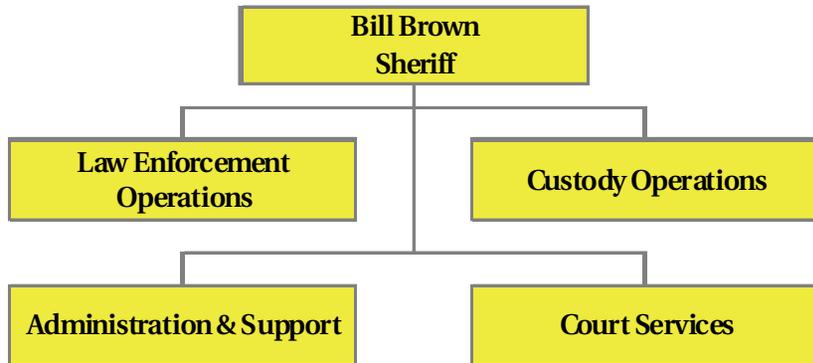
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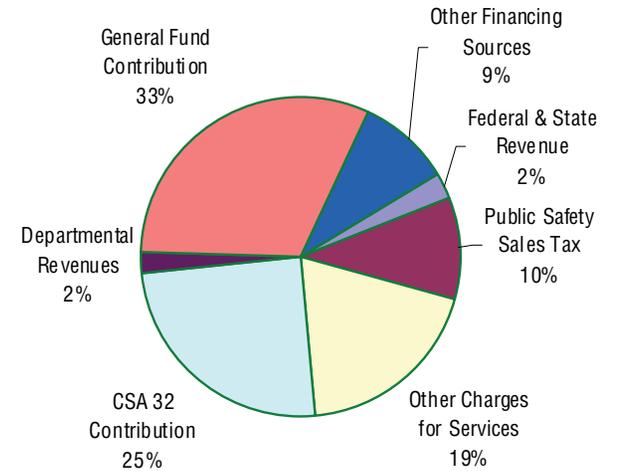


SHERIFF

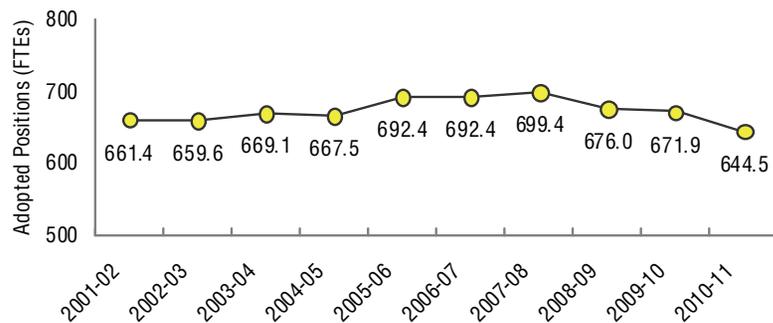
Budget & Positions (FTEs)	
Operating \$	101,840,347
Capital	4,302,000
Positions	644.5 FTEs



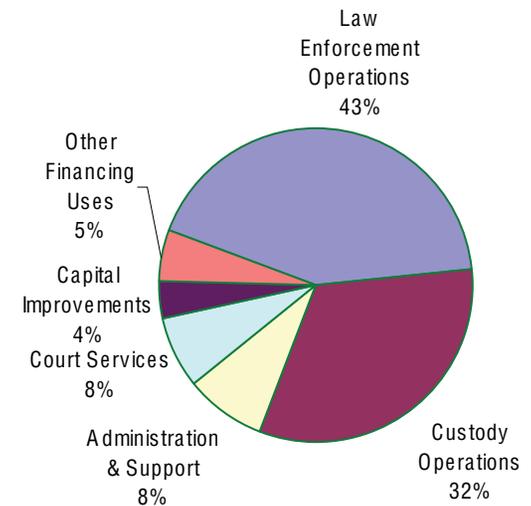
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



SHERIFF
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Law Enforcement Operations	\$ 47,122,031	\$ 47,049,710	\$ 48,508,814	\$ 48,862,325
Custody Operations	35,402,434	35,926,053	36,284,721	36,307,654
Administration & Support	8,568,879	8,889,418	8,352,053	9,228,939
Court Services	8,034,677	8,509,001	8,175,254	8,688,239
Operating Sub-Total	99,128,021	100,374,182	101,320,842	103,087,157
Less: Intra-County Revenues	(1,459,010)	(1,253,483)	(1,236,239)	(1,246,810)
Operating Total	97,669,011	99,120,699	100,084,603	101,840,347
<i>Non-Operating Expenditures</i>				
Capital Assets	3,810,849	510,000	1,432,485	4,302,000
Expenditure Total	101,479,860	99,630,699	101,517,088	106,142,347
<i>Other Financing Uses</i>				
Operating Transfers	3,496,780	1,458,018	1,554,701	5,443,451
Designated for Future Uses	1,413,637	878,508	1,421,744	616,000
Department Total	<u>\$106,390,277</u>	<u>\$101,967,225</u>	<u>\$104,493,533</u>	<u>\$112,201,798</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 48,775,439	\$ 52,043,118	\$ 50,683,151	\$ 50,924,902
Overtime	4,953,675	3,299,323	4,273,738	3,424,493
Extra Help	1,068,551	610,500	855,700	718,500
Benefits	26,644,933	26,724,579	27,591,304	31,543,977
Salaries & Benefits Sub-Total	81,442,598	82,677,520	83,403,893	86,611,872
Services & Supplies	17,685,423	17,696,662	17,916,949	16,475,285
Operating Sub-Total	99,128,021	100,374,182	101,320,842	103,087,157
Less: Intra-County Revenues	(1,459,010)	(1,253,483)	(1,236,239)	(1,246,810)
Operating Total	97,669,011	99,120,699	100,084,603	101,840,347
<i>Non-Operating Expenditures</i>				
Capital Assets	3,810,849	510,000	1,432,485	4,302,000
Expenditure Total	<u>\$101,479,860</u>	<u>\$ 99,630,699</u>	<u>\$101,517,088</u>	<u>\$106,142,347</u>

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 234,819	\$ 87,000	\$ 78,000	\$ 46,000
Public Safety Sales Tax	12,159,831	11,512,609	11,242,445	11,571,288
Fees, Fines & Forfeitures	403,852	274,344	335,200	275,200
Federal & State Revenues	4,888,327	2,943,245	4,278,510	2,795,967
Other Charges for Services	21,460,828	21,692,755	21,463,661	21,774,663
Miscellaneous Revenue	2,623,997	2,601,829	2,916,389	2,465,548
Revenue Sub-Total	41,771,654	39,111,782	40,314,205	38,928,666
Less: Intra-County Revenues	(1,459,010)	(1,253,483)	(1,236,239)	(1,246,810)
Revenue Total	40,312,644	37,858,299	39,077,966	37,681,856
<i>General Fund Contribution</i>				
	31,850,210	35,792,959	35,682,534	36,118,466
<i>Other Financing Sources</i>				
CSA 32 Contribution	26,700,053	26,279,423	26,279,423	27,682,762
Operating Transfers	2,439,825	655,400	1,087,827	4,642,400
Sale of Property	6,750	--	--	--
Use of Prior Fund Balances	5,080,795	1,381,144	2,365,783	6,076,314
Department Total	<u>\$106,390,277</u>	<u>\$101,967,225</u>	<u>\$104,493,533</u>	<u>\$112,201,798</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Law Enforcement Operations	330.8	305.9	332.8	312.8	332.8	302.7	335.8	307.2
Custody Operations	251.8	235.4	250.8	243.8	250.8	228.1	254.8	227.9
Administration & Support	68.0	52.6	62.0	52.5	62.0	53.2	57.0	49.5
Court Services	55.0	62.0	62.0	62.9	62.0	60.5	60.0	59.9
Total Permanent	705.5	655.9	707.5	671.9	707.5	644.5	707.5	644.5
<i>Non-Permanent</i>								
Extra Help	--	18.0	--	--	--	18.4	--	--
Total Positions	<u>705.5</u>	<u>673.9</u>	<u>707.5</u>	<u>671.9</u>	<u>707.5</u>	<u>662.9</u>	<u>707.5</u>	<u>644.5</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.

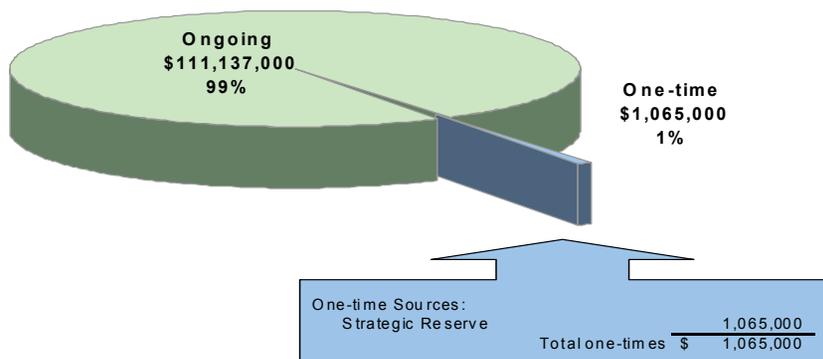
Budget Organization

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 707 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.

The total Sheriff's Department revenue sources for FY 2010-2011 equal \$112,202,000. Included in that total is \$6,077,000 of Prior Fund Balances, of which \$1,065,000 is "one-time" funds from the General Fund Strategic Reserve. This one-time funding will need to be offset by other revenue sources or expenditure savings in FY 2011-2012. The remainder of the Prior Fund Balances relate to the release of 2005 COPS funds for the construction of the Main Jail/Sheriff Headquarters expansion project.

It is important to note that the Sheriff's Department budget is balanced with the anticipation of significant concessions from bargaining units, including \$2.5 million from the Deputy Sheriff's Association (DSA). As of this writing, no agreement has been reached with the DSA. Failure to reach agreement with the DSA will result in the elimination of positions. In this instance and without the application of even more reserves or reductions to other departments than have already been provided to this budget (\$1.1 million in reserves and \$4.8 million in reductions to other departments), further reductions in front line services will occur. Thus, without concessions or the additional application of diminishing resources, substantial layoffs of front line sworn personnel in both Custody and Law Enforcement are likely to occur.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



SHERIFF

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Operating

The Estimated Actual operating expenditures increased by \$947,000, to \$101,321,000, from the Adopted Budget of \$100,374,000. This 0.94% increase is the result of:

- -\$1,360,000 – Lower than anticipated salaries due to sustained vacancies;
- +\$974,000 – Higher than expected overtime expense due to minimum staffing requirements;
- +\$867,000 – Higher than expected benefits costs due to unanticipated increases in the cost of retirement benefits;
- +\$619,000 – Higher than expected services and supplies expense due to payments made to agencies that provided mutual aid law enforcement resources during the Jesusita Fire, funded by a reimbursement of costs from state and federal agencies;
- +\$245,000 – Higher than expected extra help expense due to staffing needs in the courts and the Consolidated Dispatch Center.

Estimated Actual operating revenues increased by \$1,202,000, to \$40,314,000, from the Adopted Budget of \$39,112,000. This 3.1% increase is the result of:

- +\$1,219,000 – Reimbursement of Jesusita Fire event costs from the state and federal agencies;
- -\$270,000 – Lower than anticipated Proposition 172 (Public Safety Sales Tax) revenue.
- +\$249,000 – Unanticipated increase in SCAAP (State Criminal Alien Assistance Program) revenue;
- +\$159,000 – Increase in funding from partner agencies for narcotics task force.

Capital

Estimated Actual capital improvement expenditures increased by \$922,000, to \$1,432,000, from the Adopted Budget of \$510,000. This increase is due primarily to the variables inherent in capital project planning and implementation and include:

- +\$500,000 – Main Jail Remodel/Headquarters Expansion Project – project was delayed with design issues which are now solved;
- +\$258,000 – Helicopter (Copter 3) Rebuild – project was delayed during FY 2008-09;
- +\$100,000 – Isla Vista Foot Patrol Project – final billings not captured in FY 2008-09;
- +\$100,000 – Camino del Remedio Road Repair – part of the 2005 storm damage and is now complete.

SHERIFF

Department Summary (cont'd)

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating

The Recommended Budget operating expenditures will increase by \$1,766,000, to \$103,087,000 from the prior year's Estimated Actual of \$101,321,000. This 1.7% increase is primarily related to:

- +\$4,194,000 – Higher salaries and benefits net of overtime and extra help. This 5.4% increase reflects a large increase in the cost of existing retirement benefits partially offset by fewer funded positions. A total of 27.50 FTE personnel are unfunded for FY 2010-2011 including 6.0 FTE Deputy Sheriff positions, 9.0 FTE Custody Deputy positions and 3.50 FTE sworn management positions. In addition, 9.0 civilian positions will be left unfunded.
- -\$849,000 – Lower levels of overtime are expected compared to FY 2009-10 Estimated Actual due to a greater percentage of positions filled by trained deputy sheriffs and custody deputies. While some budget is set aside for law enforcement and custody operations, the budgeted amount does not anticipate overtime use for unpredicted large scale emergency occurrences such as the Jesusita fire;
- -\$743,000 – Lower liability insurance costs compared to FY 2008-09;
- -\$619,000 – Lower Services and Supplies expense due to one-time purchases in FY 2008-09;
- -\$137,000 – Lower levels of extra help expense is expected compared to FY 2009-10 Estimated Actual due to a greater percentage of positions filled by trained deputy sheriffs and custody deputies.

The Recommended Budget operating revenues will decrease by \$1,385,000, to \$38,929,000, from the prior year's Estimated Actual of \$40,314,000. This 3.4% decrease is the result of:

- -\$1,219,000 – One time reimbursement of costs incurred for Jesusita Fire incident;
- +\$329,000 – Proposition 172 Public Safety Sales Tax revenue compared to FY 2009-10 Estimated Actual;
- +\$268,000 – Increased level of revenue from city law enforcement contracts reflecting a 2.5% increase due to higher service costs offset partially by lower administrative overhead;
- -\$159,000 – Lower miscellaneous revenue due to one-time receipts in FY 2009-10;
- -\$143,000 – Lower levels of SCAAP (State Criminal Alien Assistance Program) based on potential state and federal budget constraints;
- -\$124,000 – Lower levels of donated funds as the sources are unpredictable.

Capital

The Recommended Budget capital improvements will increase \$2,870,000, to \$4,302,000, from the Estimated Actual of \$1,432,000. This 88% increase is the result of:

- +\$3,600,000 – Continued work on the Main Jail/Headquarters Remodel project;
- -\$258,000 – Completion of the Copter 3 project;
- -\$100,000 – Completion of the Camino del Remedio project;
- -\$100,000 – Completion of the Isla Vista Foot Patrol project;
- -\$90,000 – Continued, but reduced, work on the New County Jail project.

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 budget for the New County Jail continues at a bare minimum level and the implementation of AB 900 lies dormant due to State budget issues. That said, the Department is beginning to see movement on this project and expects to revitalize the process in the coming fiscal year.

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.

SHERIFF

Department Summary (cont'd)

Focus Area: Provide for Community Safety

Current Year (FY 09-10) Accomplishments:

- Partnered with neighbor jurisdictions to provide law enforcement and custody services in numerous special events such as Fiesta, Elks Rodeo, Lompoc Flower Festival, and city festivals.
- Increased the number of successfully graduated students from the Drug Abuse Resistance Education Program (DARE) in selected local schools.
- Provided for Rural Crime Enforcement through the Rural Crime Enforcement Grant.
- Provided Methamphetamine Enforcement through the California Methamphetamine Enforcement Team (CAL-MET) Grant.
- Provided emergency law enforcement, search & rescue, emergency management, and aviation services, including helicopter reconnaissance, in response to the Jesusita Fire.
- Effectively managed the annual Halloween festivities in Isla Vista.
- Implemented Operation Medicine Cabinet which provides for a safe and secure deposit of unwanted and/or expired medications, thereby reducing potentially harmful substances from being introduced into the environment.
- Partnered with various County departments to enact an ordinance banning alcohol from specific beaches to reduce the likelihood of disturbances to the public and to the environment.
- Received delivery and put into service, Copter 4, a dual engine UH-1N helicopter with medium lifting capability and ability to fly over bodies of water for rescue operations. This helicopter was acquired through the military surplus program at no cost to the County.
- Completed the Coroner storage unit at the Santa Maria Station to expand the storage capabilities for the Coroner's Bureau.

Proposed Strategic Actions:

- Continue to collaborate with the County Fire Department to provide efficient air support service to the residents and visitors of Santa Barbara County.
- Partner with public agencies and community based organizations to identify strategic actions to prevent gang violence in our communities.

Proposed Key Projects:

- Continue to phase in courthouse security screening stations at courthouses throughout the County through a joint partnership with the Superior Court.
- Complete the renovation of and put into service, Copter 3, a UH-1H helicopter with expanded mission and flight capabilities, funded through private donations.
- Receive and install replacement Live Scan equipment for the jail and various sheriff stations to properly identify individuals and provide for licensing requirements for the public.
- Develop and deploy a mini Automated Fingerprint Identification System (AFIS) so that deputies in the field can identify motor vehicle drivers through the collection of fingerprints stored in a local system. This system can also be deployed in the County Jail to help eliminate erroneous releases. Funding is available through the collection of DMV fees identified for this project.
- Implement VINE (Victim Identification Notification Everyday) project to allow victims of crimes to be notified when perpetrators are released from custody.

Focus Area: Maintain Safety of Inmates and Staff by Reducing Jail Overcrowding

Current Year (FY 09-10) Accomplishments:

- Continued to work with California Department of Corrections and Rehabilitation (CDCR) to obtain \$56.3 million in grant funding through AB 900 towards the cost of a New County Jail.
- Partnered with the Santa Barbara Re-Entry Project to reduce recidivism in County jails and state prisons.
- Signed an agreement with CDCR to operate a Day Reporting Center in the North and South County to provide services to released State parolees in order to prevent recidivism and jail overcrowding.
- Built a storage room and relocated existing inmate classrooms in preparation for the conversion of the Jail All Purpose room to an inmate housing unit which will add approximately 50 beds to the capacity of the Main Jail.
- Amended the contract with Prison Health Services (PHS) to include mental health services to inmates in the County Jail.

SHERIFF
Department Summary (cont'd)

Proposed Strategic Actions:

- Continue to work with the State of California and the County to identify various funding sources to build and operate the New County jail.
- Continue to review existing facility and housing plans for optimum space utilization.
- Expand inmate education and vocational programs to reduce recidivism.

Proposed Key Projects:

- Implement the Day Reporting Centers in partnership with CDCR.
- Convert the Jail All Purpose room and other renovations to increase the amount of available beds for inmates.

Focus Area: Improve Information, Data Services and Facility Infrastructure

Current Year (FY 2009-10) Accomplishments:

- Completed design development for the Jail Remodel and Headquarters Expansion project.
- Upgraded and improved server software. Sheriff domain upgraded to 2008 R2.
- Completed Records Management System (RMS) upgrade.
- Completed Regional Justice Information System (RJIS) Santa Barbara County multi-agency records law data warehouse.

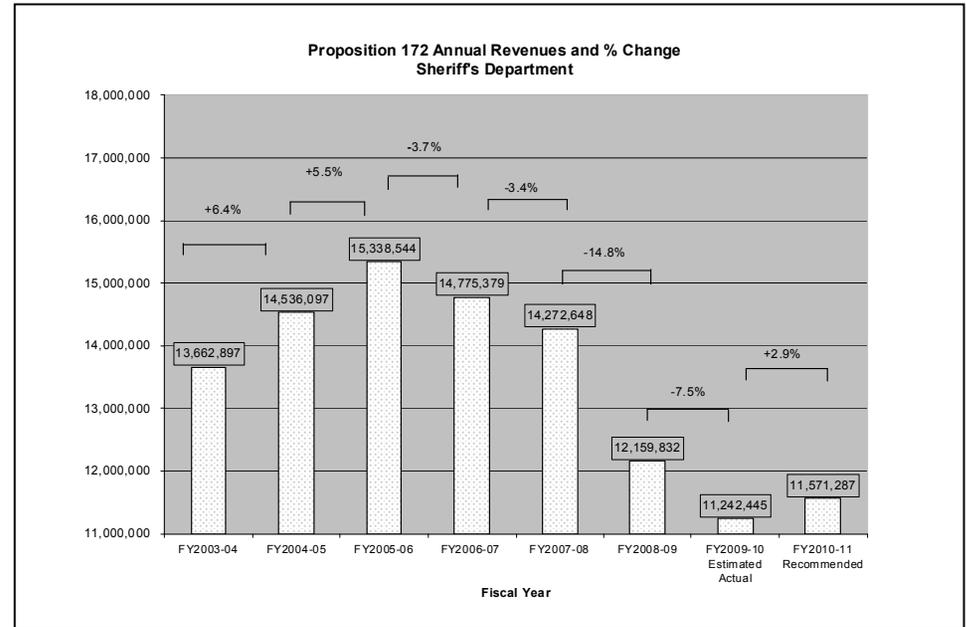
Proposed Strategic Actions:

- Continue to explore systems that share information, communication, and infrastructure with allied law enforcement agencies.
- Maintain and improve existing infrastructure of Sheriff's Headquarters and Jail Campus.

Proposed Key Projects:

- In partnership with General Services, to complete the Jail AP Room Conversion and begin the Headquarters Expansion project.
- Work in conjunction with General Services to improve jail kitchen upgrades.

- Implement the North County computer Bladecenter and SAN (Storage Area Network) presence.
- Upgrade workstation computers to new Microsoft operating system (Windows 7) along with Microsoft Office, 3rd party software, and specialized Sheriff software.
- Research Computer Aided Dispatch (CAD) hardware infrastructure upgrade/replacement
- Evaluate feasibility of expanding Santa Barbara County RJIS (Regional Justice Information system) connectivity to other state-wide RJIS systems.



Public Safety Sales tax revenue nosedived in FY 2008-09, declining nearly 15% compared to the prior year. Revenue in FY 2009-10 was just as dismal with an additional decline of over 7%. The forecast for FY 2010-11 does indicate, however, a modest 2.9% recovery

SHERIFF
Department Summary (cont'd)

Due to fiscal year 2009-2010 constraints, the department implemented certain reductions. On top of the 29.5 full time equivalents (FTE) positions left vacant in FY 2009-10, the Sheriff's Department reduced an additional 27.50 FTE from the budget for FY 2010-11.

An additional 8.50 law enforcement positions are to be left vacant in FY 2010-11. Two Deputy Lieutenant positions and one Deputy Commander position will be zero-funded. One Deputy Commander position funded at 50% in FY 2009-10 will be fully funded in FY 2010-11, netting a 2.50 FTE reduction in Deputy sworn management. Two Deputy Sergeant positions will be zero-funded due to retirements. Two Deputy Sheriff trainee positions will be zero-funded as the DARE program will revert to a collateral assignment in the Patrol Division. Two other vacant Deputy Sheriff positions will be zero-funded. The total effect on Deputy sworn positions is 8.50 FTE for FY 2010-11.

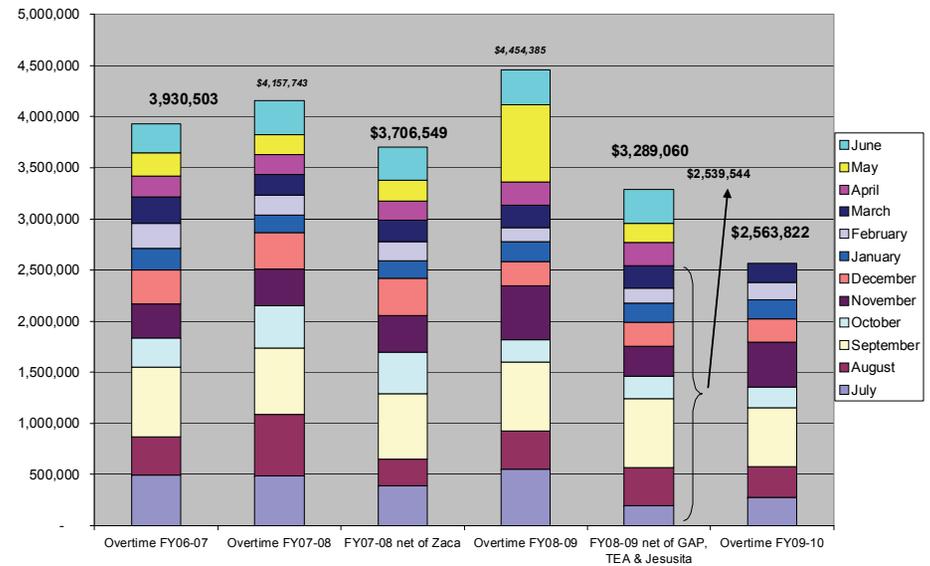
The closure of the Santa Maria Branch Jail will result in the zero-funding of 13.0 positions, 10 of which are Custody sworn positions. One Custody Lieutenant, one Custody Sergeant and nine Custody Deputy positions will be left vacant.

Nine civilian positions will be left vacant, including two Crime Prevention Specialists which will result in lay-offs of existing staff. Other positions include two Utility Workers and an Administrative Office Professional from the Santa Maria Branch Jail, a Finance Office Professional, and a utility worker, an Administrative Office Professional and a Legal Office Professional from Administration.

Of the twelve positions that were impacted by the Retirement Incentive Program, eight will continue to be unfilled and unfunded in FY 2010-11.

The net effect on the Sheriff's Office over the last three fiscal years will be a total of 57.0 FTE left vacant and unfunded, 8.1 percent of all the allocated positions in the department.

Overtime Costs
cumulative by month



Sheriff Overtime usage has fallen over the last several fiscal years, net of significant events such as fires, etc. This is attributable to higher levels of staffing and proactive management

SHERIFF
Law Enforcement Operations

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Countywide Law Enforcement	\$ 29,374,534	\$ 30,227,863	\$ 30,871,170	\$ 31,182,340
Criminal Investigations	7,565,074	7,754,986	7,095,953	8,170,225
Special Operations	5,925,706	4,820,817	6,069,671	5,160,257
Law Enforcement Administration	379,104	371,743	305,739	346,802
Public Safety Dispatch	3,877,613	3,874,301	4,166,281	4,002,701
Operating Sub-Total	47,122,031	47,049,710	48,508,814	48,862,325
Less: Intra-County Revenues	(1,175,992)	(1,237,024)	(1,187,940)	(1,198,310)
Operating Total	45,946,039	45,812,686	47,320,874	47,664,015
<i>Non-Operating Expenditures</i>				
Capital Assets	551,417	--	333,874	--
Expenditure Total	46,497,456	45,812,686	47,654,748	47,664,015
<i>Other Financing Uses</i>				
Operating Transfers	(69,192)	(37,000)	(423,548)	--
Designated for Future Uses	611,148	300,000	713,585	300,000
Division Total	\$ 47,039,412	\$ 46,075,686	\$ 47,944,785	\$ 47,964,015

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	25,132,478	25,990,274	25,861,639	25,972,145
Overtime	3,069,038	2,172,998	2,209,800	2,075,742
Extra Help	166,562	15,500	90,700	10,500
Benefits	13,177,874	13,332,712	14,147,200	16,022,902
Salaries & Benefits Sub-Total	41,545,952	41,511,484	42,309,339	44,081,289
Services & Supplies	5,576,079	5,538,226	6,199,475	4,781,036
Operating Sub-Total	47,122,031	47,049,710	48,508,814	48,862,325
Less: Intra-County Revenues	(1,175,992)	(1,237,024)	(1,187,940)	(1,198,310)
Operating Total	45,946,039	45,812,686	47,320,874	47,664,015
<i>Non-Operating Expenditures</i>				
Capital Assets	551,417	--	333,874	--
Expenditure Total	\$ 46,497,456	\$ 45,812,686	\$ 47,654,748	\$ 47,664,015

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 3,403,717	\$ 3,206,204	\$ 3,130,965	\$ 3,222,546
Fees, Fines & Forfeitures	230,950	214,344	175,200	175,200
Federal & State Revenues	2,960,120	2,021,485	3,092,753	1,696,000
Other Charges for Services	13,462,453	14,063,552	14,049,968	14,221,261
Miscellaneous Revenue	1,456,098	1,352,629	1,731,238	1,434,074
Revenue Sub-Total	21,513,338	20,858,214	22,180,124	20,749,081
Less: Intra-County Revenues	(1,175,992)	(1,237,024)	(1,187,940)	(1,198,310)
Revenue Total	20,337,346	19,621,190	20,992,184	19,550,771
<i>General Fund Contribution</i>				
	(881,746)	(222,377)	(69,730)	430,482
<i>Other Financing Sources</i>				
CSA 32 Contribution	26,700,053	26,279,423	26,279,423	27,682,762
Sale of Property	1,450	--	--	--
Use of Prior Fund Balances	882,309	397,450	742,908	300,000
Division Total	\$ 47,039,412	\$ 46,075,686	\$ 47,944,785	\$ 47,964,015

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Countywide Law Enforcement	206.8	190.6	208.8	201.3	208.8	188.2	213.8	195.2
Criminal Investigations	52.0	49.2	53.0	51.0	53.0	48.3	52.0	51.0
Special Operations	38.0	33.8	36.0	26.0	36.0	32.3	35.0	27.0
Law Enforcement Administration	1.0	2.0	2.0	2.0	2.0	1.5	2.0	1.5
Public Safety Dispatch	33.0	30.3	33.0	32.5	33.0	32.4	33.0	32.5
Total Permanent	330.8	305.9	332.8	312.8	332.8	302.7	335.8	307.2
<i>Non-Permanent</i>								
Extra Help	--	2.9	--	--	--	2.6	--	--
Total Positions	330.8	308.8	332.8	312.8	332.8	305.3	335.8	307.2

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

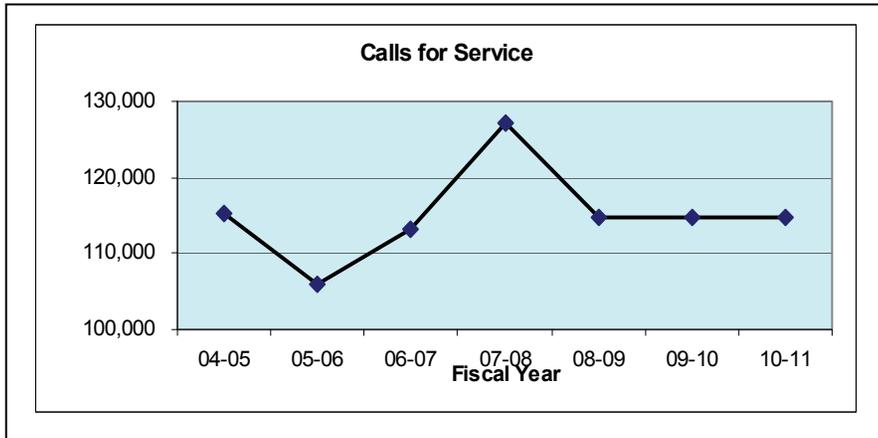
The Estimated Actual operating expenditures increased by \$1,459,000, to \$48,509,000, from the Adopted Budget of \$47,050,000. This 3.1% increase is the result of:

- +\$814,000 – Higher than expected benefits costs due to unanticipated increases in the cost of retirement benefits;
- +\$619,000 – Higher than expected Services and Supplies expense due to payments made to agencies that provided mutual aid law enforcement resources during the Jesusita Fire, funded by a reimbursement of costs from state and federal agencies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will increase by \$354,000, to \$48,863,000, from the prior year’s Estimated Actual of \$48,509,000. This 0.7% increase is the result of:

- +\$1,986,000 – Higher salaries and benefits net of overtime and extra help. This 5.0% increase reflects a large increase in the cost of retirement benefits partially offset by fewer funded positions;
- -\$778,000 – Lower Services and Supplies expense due to one-time purchases in FY2008-09;
- -\$358,000 – Lower liability insurance premiums;
- -\$134,000 – Lower overtime expense due to reduced usage as a result of full staffing.



SHERIFF

Law Enforcement Operations (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Countywide Law Enforcement				
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).	90%	95%	95%	95%
	27	285	285	285
	30	300	300	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).	100%	95%	95%	95%
	200	95	95	95
	200	100	100	100
Each of the Five High Schools in the Sheriff's Department jurisdiction will have an updated current emergency response plan.	5	5	5	5
Number of calls for service handled by Sheriff's Patrol staff including both dispatched and Deputy initiated activity.	114,634	114,634	112,000	113,000
Criminal Investigations				
Maintain or exceed a UCR "clearance by arrest" rate of 81% for crimes classified as Aggravated Assault. The FBI national average is 56%.	79%	60%	60%	60%
	152	108	108	108
	193	180	180	180
Maintain or exceed a UCR "clearance by arrest" rate of 25% for crimes classified as Burglary. The FBI national average is 13%.	16%	20%	20%	20%
	135	166	166	166
	867	831	831	831
Maintain or exceed a UCR "clearance by arrest" rate of 76% for crimes classified as Rape. The FBI national average is 42%.	47%	45%	45%	45%
	14	14	14	14
	30	31	31	31

SHERIFF
Law Enforcement Operations (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Maintain or exceed a UCR "clearance by arrest" rate of 90% for crimes classified as Homicide. The FBI national average is 63%.	0%	100%	100%	100%
	0	1	1	1
	1	1	1	1
Maintain or exceed a UCR "clearance by arrest" rate of 50% for crimes classified as Robbery. The FBI national average is 26%.	32%	30%	30%	30%
	17	17	17	17
	53	57	57	57
Maintain or exceed a UCR "clearance by arrest" rate of 21% for crimes classified as Theft. The FBI national average is 18%.	12%	21%	21%	21%
	233	420	420	420
	1,871	2,000	2,000	2,000
Complete 90% of approximately 200 randomly sampled priority 1 fingerprint and evidence processing requests per year within 10 business days from the date the request is received by Forensics Bureau personnel.	95%	90%	90%	90%
	382	180	180	180
	402	200	200	200
Submit 90% or more of Latent Fingerprint Tracings to CALVD within 3 business days.	88%	90%	90%	90%
	322	270	270	270
	366	300	300	300
Dispose of 75% or more of total adjudicated property/evidence cases stored in the evidence rooms per year.	105%	75%	75%	75%
	4,210	3,000	3,000	3,000
	4,010	4,000	4,000	4,000
Special Operations				
Maintain or exceed a filing rate of 89% for cases submitted by the Special Operations Division to the District Attorney's office.	94%	89%	89%	89%
	48	178	178	178
	51	200	200	200

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Law Enforcement Administration				
Conduct presentations to local community, business or civic organizations. Performance measure discontinued in FY 2010-11 due to budget reductions.	234	4	374	0
Host or participate 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%	100%	100%	100%
	2	2	2	2
	2	2	2	2
School Resource Deputies will conduct a minimum of four educational presentations each per month during school year to students, staff, parents, or community groups.	119%	115%	115%	100%
	171	165	165	144
	144	144	144	144
Public Safety Dispatch				
The total number of 911 calls received by the Sheriff's Department Public Safety Dispatch Center.	41,780	40,000	40,000	40,000
Answer 90% of calls coming in to Public Safety Communication Dispatch within 11 seconds.	15%	90%	90%	90%
	6,077	36,000	36,000	36,000
	40,475	40,000	40,000	40,000

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Countywide Law Enforcement				
Commander	2.0	2.0	2.0	2.0
Lieutenant	8.0	9.0	9.0	9.0
Sergeant	20.0	22.0	22.0	23.0
Admin Office Pro	--	29.8	29.8	28.8
Deputy	131.0	131.0	131.0	136.0
Deputy Trainee	15.0	14.0	14.0	14.0
Records Supervisor	6.0	--	--	--
Administrative Secretary	3.0	--	--	--
Parking Enforcement Officer	1.0	1.0	1.0	1.0
Office Assistant	7.0	--	--	--
Records Specialist	13.8	--	--	--
Sub-Division Total	206.8	208.8	208.8	213.8
Criminal Investigations				
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	5.0
Admin Office Pro	--	11.0	11.0	13.0
Deputy	24.0	25.0	25.0	25.0
Identification Technician	5.0	5.0	5.0	5.0
Crime Data Technician	2.0	--	--	--
Administrative Secretary	1.0	--	--	--
Evidence Officer	2.0	2.0	2.0	--
Office Assistant	8.0	--	--	--
Sub-Division Total	52.0	53.0	53.0	52.0
Special Operations				
Commander	1.0	1.0	1.0	1.0
Lieutenant	2.0	2.0	2.0	2.0
Sergeant	6.0	5.0	5.0	5.0
Admin Office Pro	--	3.0	3.0	3.0
Deputy	24.0	21.0	21.0	20.0
Aircraft Mechanic	2.0	2.0	2.0	2.0
Deputy Trainee	--	2.0	2.0	2.0
Administrative Secretary	1.0	--	--	--
Office Assistant	2.0	--	--	--
Sub-Division Total	38.0	36.0	36.0	35.0

SHERIFF

Law Enforcement Operations (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Law Enforcement Administration				
Chief Deputy Sheriff	1.0	1.0	1.0	1.0
Admin Office Pro	--	1.0	1.0	1.0
Sub-Division Total	1.0	2.0	2.0	2.0
Public Safety Dispatch				
Commander	1.0	1.0	1.0	1.0
Communication Disp Manager	1.0	1.0	1.0	1.0
Communications Dispatch Superv.	5.0	6.0	6.0	6.0
Communications Dispatcher	26.0	25.0	25.0	25.0
Sub-Division Total	33.0	33.0	33.0	33.0
Division Total	330.8	332.8	332.8	335.8



Recent acquisition to the Sheriff Aviation Bureau, a UH-1N Huey, twin engine helicopter

SHERIFF
Custody Operations

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Custody Administration	\$ 2,095,257	\$ 1,980,884	\$ 1,678,783	\$ 1,949,493
Custody Operations	28,902,294	29,307,418	29,821,132	29,767,016
Alternative Inmate Programs	4,404,883	4,637,751	4,784,806	4,591,145
Operating Sub-Total	35,402,434	35,926,053	36,284,721	36,307,654
Less: Intra-County Revenues	(281,026)	(5,459)	(45,499)	(45,500)
Operating Total	35,121,408	35,920,594	36,239,222	36,262,154
<i>Non-Operating Expenditures</i>				
Capital Assets	70,327	15,000	31,150	15,000
Expenditure Total	35,191,735	35,935,594	36,270,372	36,277,154
<i>Other Financing Uses</i>				
Operating Transfers	416,473	384,390	384,384	431,742
Designated for Future Uses	67,209	247,440	248,664	--
Division Total	\$ 35,675,417	\$ 36,567,424	\$ 36,903,420	\$ 36,708,896

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	15,074,656	16,542,241	15,996,481	15,743,081
Overtime	1,510,135	902,325	1,802,438	949,085
Extra Help	424,592	213,000	374,000	333,000
Benefits	8,819,683	8,609,169	8,824,606	9,940,665
Salaries & Benefits Sub-Total	25,829,066	26,266,735	26,997,525	26,965,831
Services & Supplies	9,573,368	9,659,318	9,287,196	9,341,823
Operating Sub-Total	35,402,434	35,926,053	36,284,721	36,307,654
Less: Intra-County Revenues	(281,026)	(5,459)	(45,499)	(45,500)
Operating Total	35,121,408	35,920,594	36,239,222	36,262,154
<i>Non-Operating Expenditures</i>				
Capital Assets	70,327	15,000	31,150	15,000
Expenditure Total	\$ 35,191,735	\$ 35,935,594	\$ 36,270,372	\$ 36,277,154

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 28,977	\$ 12,000	\$ 5,000	\$ 6,000
Public Safety Sales Tax	7,879,979	7,483,196	7,307,589	7,521,337
Federal & State Revenues	1,069,301	686,760	898,698	864,967
Other Charges for Services	2,126,689	1,888,567	1,676,839	1,802,348
Miscellaneous Revenue	983,860	1,147,000	1,000,400	975,440
Revenue Sub-Total	12,088,806	11,217,523	10,888,526	11,170,092
Less: Intra-County Revenues	(281,026)	(5,459)	(45,499)	(45,500)
Revenue Total	11,807,780	11,212,064	10,843,027	11,124,592
<i>General Fund Contribution</i>				
	22,121,006	24,483,326	25,188,359	24,712,561
<i>Other Financing Sources</i>				
Operating Transfers	400,400	370,400	370,400	416,400
Sale of Property	1,900	--	--	--
Use of Prior Fund Balances	1,344,331	501,634	501,634	455,343
Division Total	\$ 35,675,417	\$ 36,567,424	\$ 36,903,420	\$ 36,708,896

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Custody Administration	14.0	10.9	13.0	12.0	13.0	10.4	14.0	11.0
Custody Operations	201.0	190.0	203.0	197.1	203.0	184.3	208.0	184.2
Alternative Inmate Programs	36.8	34.6	34.8	34.8	34.8	33.4	32.8	32.8
Total Permanent	251.8	235.4	250.8	243.8	250.8	228.1	254.8	227.9
<i>Non-Permanent</i>								
Extra Help	--	8.5	--	--	--	9.2	--	--
Total Positions	251.8	244.0	250.8	243.8	250.8	237.3	254.8	227.9

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures increased by \$359,000, to \$36,285,000, from the Adopted Budget of \$35,926,000. This 1.0% increase is the result of:

- +\$900,000 – Higher than expected overtime expense due to staffing vacancies created by training needs, illness and vacations;
- -\$330,000 – Lower than expected salaries and benefits due to vacancies;
- -\$110,000 – Lower than expected Medical, Dental & Lab costs due to lower usage of the Psychiatric Health Facility (PHF) facility at ADMHS.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will increase by \$23,000, to \$36,308,000, from the Fiscal Year 2009-10 Estimated Actual of \$36,285,000. This 0.1% increase is the result of:

- +\$863,000 – Higher salaries and benefits net of overtime and extra help. This 3.5% increase reflects a large increase in the cost of retirement benefits offset by fewer funded positions. Included in the unfunded positions are 13.0 FTE due to the closure of the Santa Maria Branch Jail;
- -\$853,000 – Lower overtime expense due to full staffing in the jail facility.

SHERIFF

Custody Operations (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Custody Operations				
Maintain the average cost per jail meal at or below \$1.50 per meal.	\$1.14	\$1.00	\$1.00	\$1.00
Maintain standards for medical care provided by Prison Health Services at jail facilities to no more than 0 administrative penalties per year.	0	0	0	0
Maintain standards for medical care provided by Prison Health Services at jail facilities to no more than 0 care-related penalties per year.	0	0	0	0
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.	11	12	12	12
Total number of inmates transported by the Sheriff's Department transportation unit.	56,335	51,500	51,500	51,500
The number of new bookings, county wide, into the Sheriff's Department Jail or Lompoc City Jail.	17,926	18,000	18,000	18,000
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.	36% 131 365	80% 288 360	80% 288 360	80% 288 360
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.	30% 109 365	80% 288 360	80% 288 360	80% 288 360

SHERIFF
Custody Operations (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
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.	39% 4,954 12,844	40% 6,400 16,000	40% 6,400 16,000	40% 6,400 16,000



Main Jail Laundry facility – four of the five industrial washers

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Custody Administration				
Chief Deputy Sheriff	1.0	1.0	1.0	1.0
Commander	2.0	1.0	1.0	1.0
Corrections Commander	1.0	2.0	2.0	2.0
Corrections Lieutenant	4.0	4.0	4.0	4.0
Financial Office Pro	--	2.0	2.0	3.0
Accountant	2.0	2.0	2.0	2.0
Corrections Officer	1.0	--	--	--
Executive Secretary	--	1.0	1.0	1.0
Executive Secretary	1.0	--	--	--
Accounting Technician	1.0	--	--	--
Accounting Assistant	1.0	--	--	--
Sub-Division Total	14.0	13.0	13.0	14.0
Custody Operations				
Corrections Lieutenant	4.0	4.0	4.0	4.0
Admin Office Pro	--	31.0	31.0	31.0
Deputy	1.0	1.0	1.0	1.0
Corrections Sergeant	14.0	13.0	13.0	13.0
Corrections Officer	106.0	--	--	--
Custody Deputy S/Duty	--	22.0	22.0	22.0
Custody Deputy	17.0	103.0	103.0	108.0
Building Maint Supv	--	1.0	1.0	1.0
Food Services Manager	1.0	1.0	1.0	1.0
Records Supervisor	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
Intake and Release Specialist	24.0	--	--	--
Store keeper	1.0	1.0	1.0	1.0
Utility Worker	14.0	14.0	14.0	14.0
Office Assistant	2.0	--	--	--
Sub-Division Total	201.0	203.0	203.0	208.0

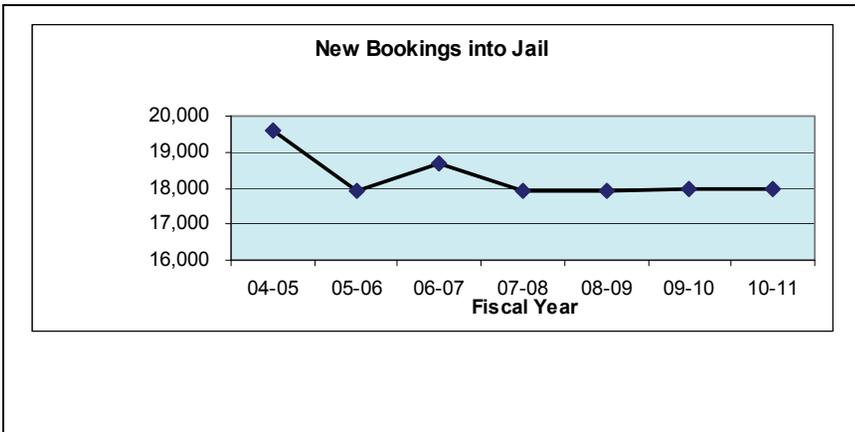
SHERIFF

Custody Operations (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommenc FY 10-11
Pos.	Pos.	Pos.	Pos.	Pos.
Position Detail				
Alternative Inmate Programs				
Admin Office Pro	--	3.8	3.8	3.8
Financial Office Pro	--	1.0	1.0	--
Corrections Sergeant	2.0	2.0	2.0	2.0
Corrections Officer	24.0	--	--	--
Custody Deputy S/Duty	--	4.0	4.0	4.0
Drug Counselor	4.0	4.0	4.0	3.0
Custody Deputy	--	19.0	19.0	17.0
Departmental Assistant	2.0	--	--	--
Printshop Custody Supervisor	1.0	1.0	1.0	1.0
Alcohol/Drug Counselor I	--	--	--	2.0
Accounting Technician	1.0	--	--	--
Store keeper	1.0	--	--	--
Office Assistant	1.8	--	--	--
Sub-Division Total	<u>36.8</u>	<u>34.8</u>	<u>34.8</u>	<u>32.8</u>
Division Total	<u>251.8</u>	<u>250.8</u>	<u>250.8</u>	<u>254.8</u>



Operation of the Livescan technology in the Main Jail. This system is scheduled for replacement in late FY 2009-10 or early FY 2010-11.



SHERIFF
Administration & Support

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Support	\$ 1,527,480	\$ 1,459,150	\$ 1,456,266	\$ 1,746,419
Systems and Technology	2,265,814	2,439,690	2,365,857	2,524,594
Administrative Services	4,775,585	4,990,578	4,529,930	4,957,926
Operating Sub-Total	8,568,879	8,889,418	8,352,053	9,228,939
Less: Intra-County Revenues	(1,992)	(11,000)	(2,800)	(3,000)
Operating Total	8,566,887	8,878,418	8,349,253	9,225,939
<i>Non-Operating Expenditures</i>				
Capital Assets	76,554	55,000	55,000	16,000
Expenditure Total	8,643,441	8,933,418	8,404,253	9,241,939
<i>Other Financing Uses</i>				
Operating Transfers	914,363	910,628	891,802	911,709
Designated for Future Uses	13,304	60,000	160,000	100,000
Division Total	\$ 9,571,108	\$ 9,904,046	\$ 9,456,055	\$ 10,253,648

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	4,143,712	4,474,710	4,185,754	4,349,251
Overtime	101,970	80,500	43,000	256,166
Extra Help	116,676	112,000	121,000	105,000
Benefits	2,166,169	2,148,140	2,035,799	2,484,872
Salaries & Benefits Sub-Total	6,528,527	6,815,350	6,385,553	7,195,289
Services & Supplies	2,040,352	2,074,068	1,966,500	2,033,650
Operating Sub-Total	8,568,879	8,889,418	8,352,053	9,228,939
Less: Intra-County Revenues	(1,992)	(11,000)	(2,800)	(3,000)
Operating Total	8,566,887	8,878,418	8,349,253	9,225,939
<i>Non-Operating Expenditures</i>				
Capital Assets	76,554	55,000	55,000	16,000
Expenditure Total	\$ 8,643,441	\$ 8,933,418	\$ 8,404,253	\$ 9,241,939

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 8,272	\$ --	\$ 2,000	\$ --
Public Safety Sales Tax	876,135	823,209	803,891	827,405
Fees, Fines & Forfeitures	172,902	60,000	160,000	100,000
Federal & State Revenues	97,794	60,000	60,000	60,000
Other Charges for Services	97,358	141,582	137,800	152,000
Miscellaneous Revenue	40,240	6,700	32,996	4,996
Revenue Sub-Total	1,292,701	1,091,491	1,196,687	1,144,401
Less: Intra-County Revenues	(1,992)	(11,000)	(2,800)	(3,000)
Revenue Total	1,290,709	1,080,491	1,193,887	1,141,401
<i>General Fund Contribution</i>				
	8,139,755	8,717,563	8,127,360	7,937,276
<i>Other Financing Sources</i>				
Operating Transfers	85,000	85,000	85,000	85,000
Sale of Property	2,400	--	--	--
Use of Prior Fund Balances	53,244	20,992	49,808	1,089,971
Division Total	\$ 9,571,108	\$ 9,904,046	\$ 9,456,055	\$ 10,253,648

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Executive Support	10.0	7.4	8.0	7.0	8.0	7.0	8.0	7.0
Systems and Technology	12.0	10.0	12.0	11.0	12.0	11.0	12.0	11.0
Administrative Services	46.0	35.2	42.0	34.5	42.0	35.3	37.0	31.5
Total Permanent	68.0	52.6	62.0	52.5	62.0	53.3	57.0	49.5
<i>Non-Permanent</i>								
Extra Help	--	1.7	--	--	--	1.8	--	--
Total Positions	68.0	54.3	62.0	52.5	62.0	55.1	57.0	49.5

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$537,000, to \$8,352,000, from the Adopted Budget of \$8,889,000. This 6.0% decrease is the result of:

- -\$401,000 – Lower salaries and benefits paid due to position vacancies from retirement or separation and the delay in replacing the positions.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$877,000, to \$9,229,000, from the prior year's Estimated Actual of \$8,352,000. This 10.5% increase is the result of:

- +\$613,000 – Higher salaries and benefits net of overtime and extra help. This 9.8% increase reflects a large increase in the cost of retirement benefits offset by fewer funded positions;
- +\$213,000 – Higher levels of overtime due to the re-assignment of some tasks performed by positions vacated and zero-funded.



Santa Barbara Sheriff Office presence in the City of Goleta

SHERIFF

Administration & Support (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Systems and Technology				
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).	60%	92%	92%	92%
	6	92	92	92
	10	100	100	100
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% per year.	0%	2%	2%	2%
	0	175	175	175
	8,760	8,760	8,760	8,760
Maintain the amount of unscheduled downtime of servers at or below 2% a year.	2%	2%	2%	2%
	170	175	175	175
	8,760	8,760	8,760	8,760
Administrative Services				
Schedule 100% of all personnel required to attend mandated STC training courses within the specified time limits.	96%	100%	100%	100%
	177	570	570	570
	185	570	570	570
Schedule 100% of newly promoted Sergeants and Lieutenants for mandated Peace Officer Standards and Training (POST) courses within the required time limits.	100%	100%	100%	100%
	12	4	4	4
	12	4	4	4
As an efficient and responsive government, the Sheriff's Department will maintain a productive workforce through a lost time rate of 5% or less when measuring lost hours to total budgeted hours.	5.0%	4.5%	4.5%	4.5%
	66,772.0	60,095.0	60,095.0	60,095.0
	1,335,440.0	1,335,440.0	1,335,440.0	1,335,440.0

SHERIFF
Administration & Support (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Maintain Public Safety Critical Personnel vacancy level at or below 10% of current authorized positions.	6% 21 343	10% 34 343	10% 34 343	10% 34 343
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.	86% 721 843	90% 573 637	90% 573 637	90% 573 637
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	93% 39 42	103% 40 39	103% 40 39	100% 40 40
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	97% 131 135	92% 120 131	92% 120 131	100% 120 120

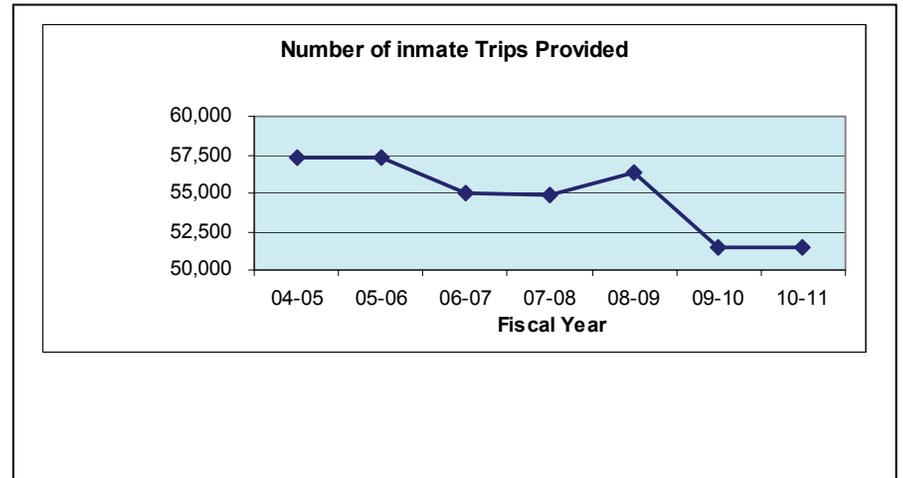
	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Executive Support				
Sheriff-Coroner	1.0	1.0	1.0	1.0
Undersheriff	1.0	1.0	1.0	1.0
Lieutenant	1.0	1.0	1.0	1.0
Sergeant	2.0	1.0	1.0	1.0
Deputy	2.0	2.0	2.0	2.0
Public Information Specialist	1.0	--	--	--
Corrections Officer	1.0	--	--	--
Custody Deputy S/Duty	--	1.0	1.0	1.0
Executive Secretary	--	1.0	1.0	1.0
Executive Secretary	1.0	--	--	--
Sub-Division Total	10.0	8.0	8.0	8.0
Systems and Technology				
IT Manager	1.0	1.0	1.0	1.0
EDP Office Auto Spec	3.0	3.0	3.0	4.0
EDP Programmer	1.0	1.0	1.0	--
Systems & Programming Analyst	1.0	1.0	1.0	1.0
Computer Systems Specialist Supv	1.0	1.0	1.0	1.0
Admin Office Pro	--	1.0	1.0	1.0
Computer Systems Specialist	4.0	4.0	4.0	4.0
Office Assistant	1.0	--	--	--
Sub-Division Total	12.0	12.0	12.0	12.0

SHERIFF
Administration & Support (cont'd)

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
Administrative Services				
Chief Deputy Sheriff	1.0	1.0	1.0	1.0
Chief Financial Officer	1.0	1.0	1.0	1.0
Commander	1.0	1.0	1.0	1.0
Program Manager	--	--	--	1.0
Lieutenant	3.0	2.0	2.0	2.0
Sergeant	5.0	5.0	5.0	5.0
Supervising Accountant	1.0	1.0	1.0	1.0
Admin Office Pro	--	6.0	6.0	6.0
Financial Office Pro	--	2.0	2.0	2.0
Polygraph Examiner	2.0	2.0	2.0	2.0
Deputy	9.0	7.0	7.0	5.0
Corrections Sergeant	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Architectural Technician	1.0	--	--	--
Public Information Specialist	--	1.0	1.0	--
Corrections Officer	4.0	--	--	--
Custody Deputy S/Duty	--	3.0	3.0	1.0
Public Information Assistant	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	--	--	--
Accounting Technician	1.0	--	--	--
Human Resources Technician	3.0	--	--	--
Accounting Assistant	1.0	--	--	--
Store keeper	1.0	1.0	1.0	1.0
Utility Worker	2.0	3.0	3.0	2.0
Office Assistant	3.0	--	--	--
Custodian	2.0	2.0	2.0	2.0
Sub-Division Total	46.0	42.0	42.0	37.0
Division Total	68.0	62.0	62.0	57.0



School Resource Deputies provide a valuable resource to area high schools and staff



SHERIFF
Court Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Court Security Services	\$ 5,713,958	\$ 6,225,085	\$ 5,810,698	\$ 6,362,647
Court Support Services	2,320,719	2,283,916	2,364,556	2,325,592
Expenditure Total	8,034,677	8,509,001	8,175,254	8,688,239
<i>Other Financing Uses</i>				
Operating Transfers	--	--	12,100	--
Division Total	<u>\$ 8,034,677</u>	<u>\$ 8,509,001</u>	<u>\$ 8,187,354</u>	<u>\$ 8,688,239</u>

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	4,424,593	5,035,893	4,639,277	4,860,425
Overtime	272,532	143,500	218,500	143,500
Extra Help	360,721	270,000	270,000	270,000
Benefits	2,481,207	2,634,558	2,583,699	3,095,538
Salaries & Benefits Sub-Total	7,539,053	8,083,951	7,711,476	8,369,463
Services & Supplies	495,624	425,050	463,778	318,776
Expenditure Total	<u>\$ 8,034,677</u>	<u>\$ 8,509,001</u>	<u>\$ 8,175,254</u>	<u>\$ 8,688,239</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 5,448,030	\$ 5,599,054	\$ 5,599,054	\$ 5,599,054
Miscellaneous Revenue	114,452	95,500	151,755	51,038
Revenue Total	5,562,482	5,694,554	5,750,809	5,650,092
<i>General Fund Contribution</i>				
	2,471,195	2,814,447	2,436,545	3,038,147
<i>Other Financing Sources</i>				
Sale of Property	1,000	--	--	--
Division Total	<u>\$ 8,034,677</u>	<u>\$ 8,509,001</u>	<u>\$ 8,187,354</u>	<u>\$ 8,688,239</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Court Security Services	38.0	42.6	44.0	44.3	44.0	40.7	42.0	42.3
Court Support Services	17.0	19.4	18.0	18.6	18.0	19.8	18.0	17.6
Total Permanent	55.0	62.0	62.0	62.9	62.0	60.5	60.0	59.9
<i>Non-Permanent</i>								
Extra Help	--	4.9	--	--	--	4.7	--	--
Total Positions	<u>55.0</u>	<u>66.8</u>	<u>62.0</u>	<u>62.9</u>	<u>62.0</u>	<u>65.2</u>	<u>60.0</u>	<u>59.9</u>

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.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$334,000, to \$8,175,000, from the Adopted Budget of \$8,509,000. This 3.9% decrease is the result of:

- -\$447,000 – Lower salaries and benefits paid due to the increased use of Extra Help personnel to staff court positions;
- +\$75,000 – Higher than expected overtime expense due to the occasional extended court session;
- +\$63,000 – Unanticipated costs related to the replacement of technology in the Civil Bureau.

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 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will increase by \$513,000, to \$8,688,000, from the Fiscal Year 2009-2010 Estimated Actual of \$8,175,000. This 6.0% increase is the result of:

- +\$733,000 – Higher salaries and benefits net of overtime and extra help. This 10.1% increase reflects a large increase in the cost of retirement benefits and scheduled pay increases for clerical staff participating in the Administrative Office Professional program;
- -\$78,000 – Lower Liability insurance rates;
- -\$63,000 – Lower services & supplies costs due to one-time expenditures made in FY2009-10.

Additional costs for Court Services not currently included within the reimbursement guidelines create a General Fund obligation of \$944,000 within the Sheriff’s Department operating budget.

SHERIFF

Court Services (cont'd)

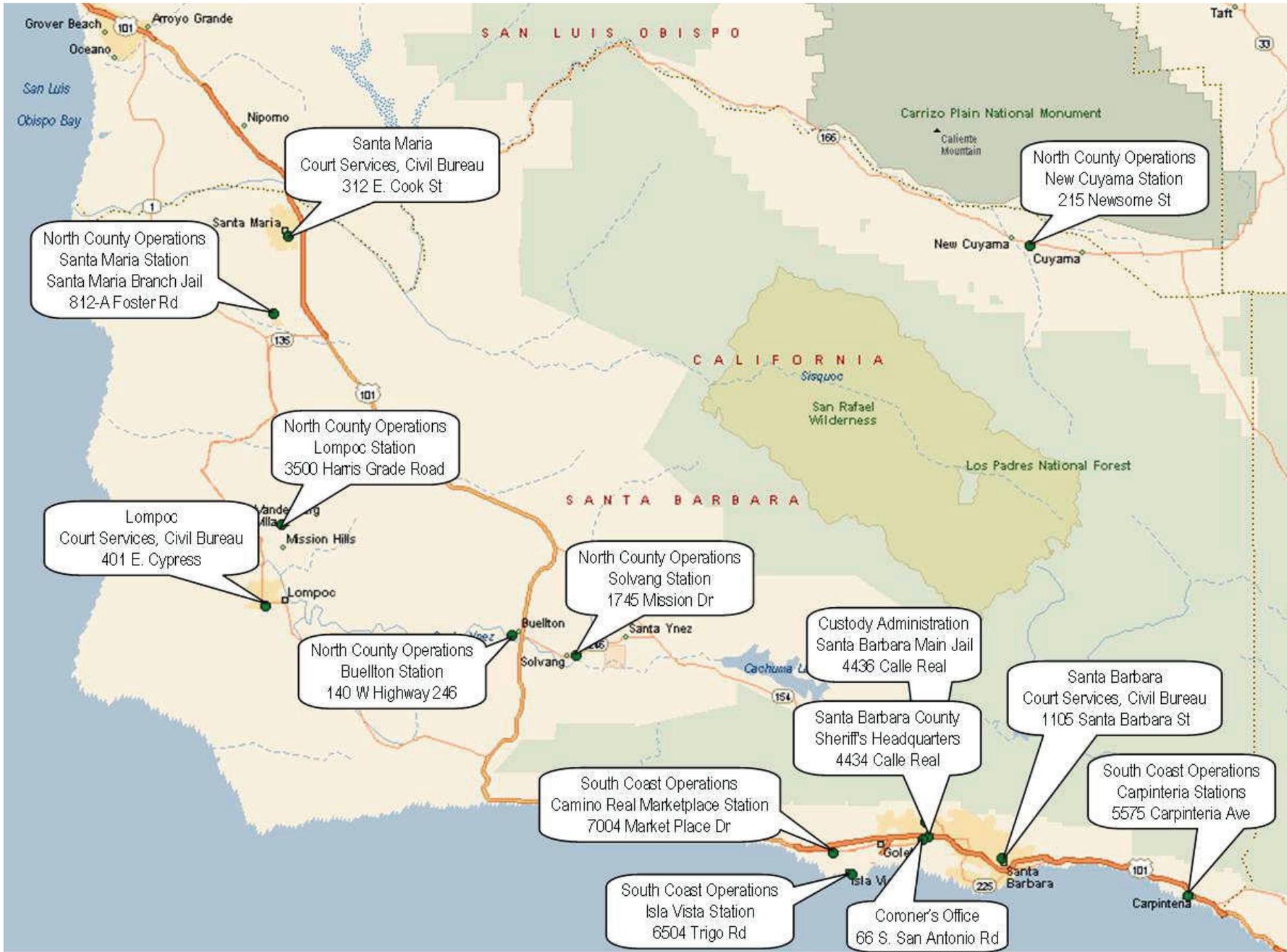
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Court Security Services				
Lieutenant	1.0	1.0	1.0	1.0
Sergeant	2.0	2.0	2.0	2.0
Deputy	26.0	31.0	31.0	30.0
Corrections Officer	9.0	--	--	--
Custody Deputy S/Duty	--	1.0	1.0	1.0
Custody Deputy	--	9.0	9.0	8.0
Sub-Division Total	38.0	44.0	44.0	42.0

Court Support Services				
Lieutenant	1.0	1.0	1.0	1.0
Sergeant	1.0	1.0	1.0	1.0
Admin Office Pro	--	3.0	3.0	4.0
Legal Office Pro	--	5.0	5.0	5.0
Deputy	3.0	4.0	4.0	3.0
Corrections Officer	4.0	--	--	--
Custody Deputy	--	4.0	4.0	4.0
Office Assistant Principal	1.0	--	--	--
Judicial Assistant	7.0	--	--	--
Sub-Division Total	17.0	18.0	18.0	18.0
Division Total	55.0	62.0	62.0	60.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Court Support Services				
Successfully complete service of 97% of civil process papers per year.	98%	97%	97%	97%
	9,043	7,250	7,250	7,250
	9,265	7,500	7,500	7,500



Health & Public Assistance





HEALTH & PUBLIC ASSISTANCE

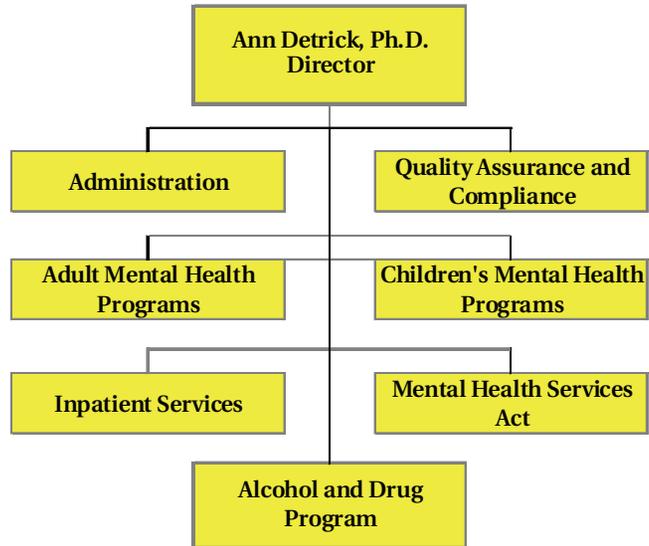
Use of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Operating Expenditures				
Alcohol, Drug & Mental Health Svcs	\$ 60,699,703	\$ 72,199,541	\$ 68,012,312	\$ 70,847,678
Child Support Services	9,119,150	9,437,655	9,436,553	9,469,668
Public Health	81,319,523	84,522,481	85,489,381	85,572,758
Social Services	124,834,436	140,192,992	139,541,121	141,593,387
Total	275,972,812	306,352,669	302,479,367	307,483,491
Capital Equipment & Improvements				
Alcohol, Drug & Mental Health Svcs	--	57,000	35,000	36,000
Public Health	75,508	158,700	175,837	425,200
Social Services	76,661	638,306	261,658	157,000
Total	152,169	854,006	472,495	618,200
Designated for Future Uses				
Alcohol, Drug & Mental Health Svcs	8,130,897	21,586,481	13,624,914	6,561,962
Child Support Services	406,160	135,321	141,193	--
Public Health	9,401,839	6,821,086	6,151,004	5,743,241
Social Services	3,649,951	1,485,623	2,978,686	1,271,763
Total	21,588,847	30,028,511	22,895,797	13,576,966
Operating Transfers Out				
Alcohol, Drug & Mental Health Svcs	4,534,863	4,048,800	1,396,048	998,783
Child Support Services	12,220	12,220	12,220	12,221
Public Health	6,899,215	4,884,616	4,293,032	4,993,580
Social Services	7,882,526	7,293,249	8,851,583	6,806,064
Total	19,328,824	16,238,885	14,552,883	12,810,648
Total Use of Funds	\$317,042,652	\$353,474,071	\$340,400,542	\$334,489,305

Source of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Departmental Revenues				
Alcohol, Drug & Mental Health Svcs	\$ 60,316,933	\$ 75,960,018	\$ 65,865,718	\$ 65,224,840
Child Support Services	9,142,329	9,449,875	9,442,178	9,481,889
Public Health	72,523,985	71,870,206	73,794,271	73,634,683
Social Services	117,468,419	129,242,117	130,244,385	127,752,042
Total	259,451,666	286,522,216	279,346,552	276,093,454
General Fund Contribution				
Alcohol, Drug & Mental Health Svcs	3,147,900	2,810,265	2,810,265	2,672,395
Public Health	11,180,561	10,120,591	10,187,714	7,949,290
Social Services	8,500,000	9,655,499	9,655,488	9,198,707
Total	22,828,461	22,586,355	22,653,467	19,820,392
Use of Designations/Prior Fund Balances				
Alcohol, Drug & Mental Health Svcs	1,615,135	5,309,443	6,808,509	3,733,880
Child Support Services	395,201	135,321	144,173	--
Public Health	10,071,057	10,497,119	8,939,022	11,900,686
Social Services	2,565,551	3,465,672	5,201,403	4,506,451
Total	14,646,944	19,407,555	21,093,107	20,141,017
Operating Transfers In				
Alcohol, Drug & Mental Health Svcs	8,284,595	13,812,096	7,582,932	6,813,308
Child Support Services	--	--	3,615	--
Public Health	3,920,482	3,898,967	3,188,247	3,250,120
Social Services	7,909,604	7,246,882	6,531,772	8,371,014
Total	20,114,681	24,957,945	17,306,566	18,434,442
Other Miscellaneous Financing Sources				
Alcohol, Drug & Mental Health Svcs	900	--	850	--
Public Health	--	--	--	--
Social Services	--	--	--	--
Total	900	--	850	--
Total Source of Funds	\$317,042,652	\$353,474,071	\$340,400,542	\$334,489,305

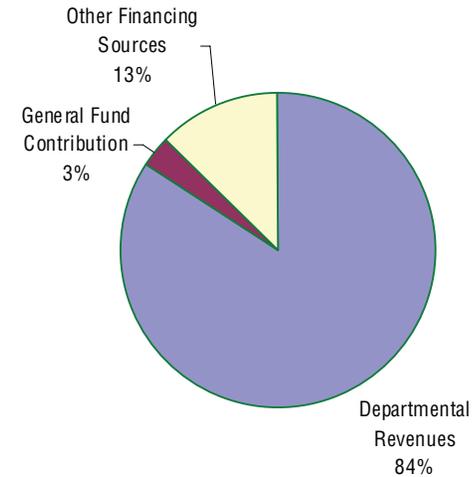
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ALCOHOL, DRUG & MENTAL HEALTH SERVICES

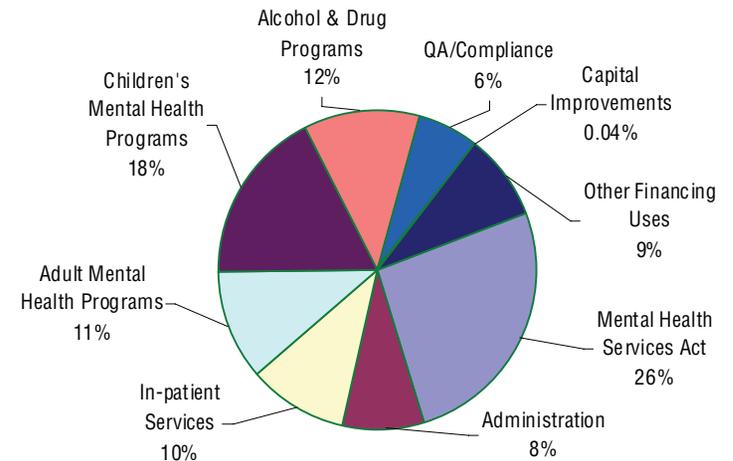
Budget & Positions (FTEs)	
Operating	\$ 70,847,678
Capital	36,000
Positions	268.6 FTEs



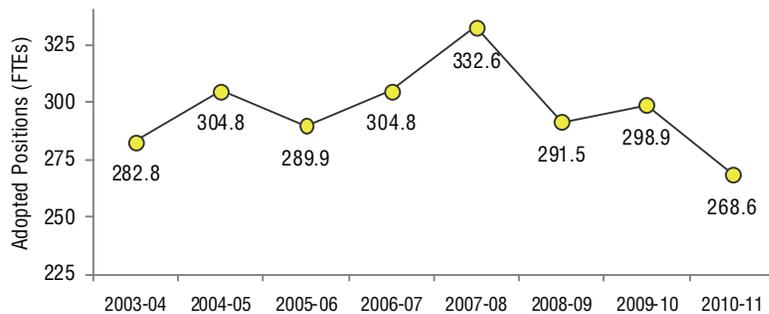
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



ALCOHOL, DRUG & MENTAL HEALTH SVCS
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	6,617,041	6,366,603	6,527,191	6,762,396
QA/Compliance	1,829,290	1,987,772	4,760,340	5,060,120
Adult Mental Health Programs	15,234,720	13,498,032	10,074,688	9,176,870
Children's Mental Health Programs	17,742,957	18,508,346	16,237,941	15,100,568
In-patient Services	8,670,116	7,951,265	8,961,587	8,639,818
Mental Health Services Act	\$ 8,924,415	\$ 15,583,028	\$ 15,308,401	\$ 21,856,093
Alcohol & Drug Programs	11,835,742	10,849,321	10,845,184	9,985,010
Operating Sub-Total	70,854,281	74,744,367	72,715,332	76,580,875
Less: Intra-County Revenues	(10,154,578)	(2,544,826)	(4,703,020)	(5,733,197)
Operating Total	60,699,703	72,199,541	68,012,312	70,847,678
<i>Non-Operating Expenditures</i>				
Capital Assets	--	57,000	35,000	36,000
Expenditure Total	60,699,703	72,256,541	68,047,312	70,883,678
<i>Other Financing Uses</i>				
Operating Transfers	4,534,863	4,048,800	1,396,048	998,783
Designated for Future Uses	8,130,897	21,586,481	13,624,914	6,561,962
Department Total	\$ 73,365,463	\$ 97,891,822	\$ 83,068,274	\$ 78,444,423

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 21,419,123	\$ 24,060,011	\$ 22,965,251	\$ 23,005,724
Overtime	509,685	419,712	341,872	217,131
Extra Help	571,040	201,057	481,866	179,243
Benefits	8,217,874	9,310,278	8,771,752	10,098,915
Salaries & Benefits Sub-Total	30,717,722	33,991,058	32,560,741	33,501,013
Services & Supplies	39,495,335	40,753,309	40,025,591	43,079,862
Public Assistance Payments	641,224	--	129,000	--
Operating Sub-Total	70,854,281	74,744,367	72,715,332	76,580,875
Less: Intra-County Revenues	(10,154,578)	(2,544,826)	(4,703,020)	(5,733,197)
Operating Total	60,699,703	72,199,541	68,012,312	70,847,678
<i>Non-Operating Expenditures</i>				
Capital Assets	--	57,000	35,000	36,000
Expenditure Total	\$ 60,699,703	\$ 72,256,541	\$ 68,047,312	\$ 70,883,678

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	(277,147)	(305,666)	(8,094)	\$ 10,000
Federal & State Revenues	32,553,585	40,213,630	32,820,472	30,941,836
Other Charges for Services	37,758,103	38,297,839	36,909,799	39,739,201
Miscellaneous Revenue	436,970	299,041	846,561	267,000
Revenue Sub-Total	70,471,511	78,504,844	70,568,738	70,958,037
Less: Intra-County Revenues	(10,154,578)	(2,544,826)	(4,703,020)	(5,733,197)
Revenue Total	60,316,933	75,960,018	65,865,718	65,224,840
<i>General Fund Contribution</i>	3,147,900	2,810,265	2,810,265	2,672,395
<i>Other Financing Sources</i>				
Operating Transfers	8,284,595	13,812,096	7,582,932	6,813,308
Sale of Property	900	--	850	--
Use of Prior Fund Balances	1,615,135	5,309,443	6,808,509	3,733,880
Department Total	\$ 73,365,463	\$ 97,891,822	\$ 83,068,274	\$ 78,444,423

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
Department Total				

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
Position Summary				
<i>Permanent</i>				
Administration	40.0	35.8	38.0	35.6
QA/Compliance	12.4	13.0	13.4	12.4
Adult Mental Health Programs	85.9	74.5	75.2	67.2
Children's Mental Health Programs	61.5	54.4	57.9	56.4
In-patient Services	37.8	33.3	37.0	32.5
Mental Health Services Act	44.3	41.7	66.5	62.4
Alcohol & Drug Programs	25.0	23.9	24.0	23.4
Total Permanent	306.8	276.6	311.9	289.9
<i>Non-Permanent</i>				
Contract	--	6.3	--	4.8
Extra Help	--	9.0	--	3.8
Total Positions	306.8	291.9	311.9	298.5

Note: Presentation of the individual program amounts for FY 2008-09 and FY 2009-10 have been adjusted to provide a consistent level of detail with the FY 2010-11 budget; however, the totals for FY 2008-09 and FY 2009-10 have not been changed.

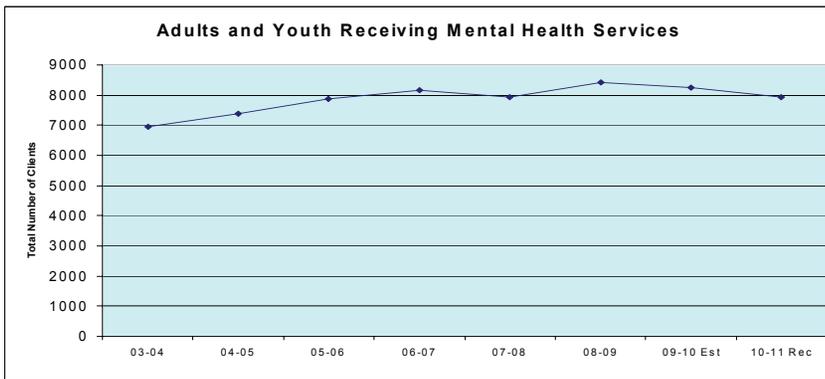
Note: FTE and position totals may not sum correctly due to rounding.

MISSION STATEMENT

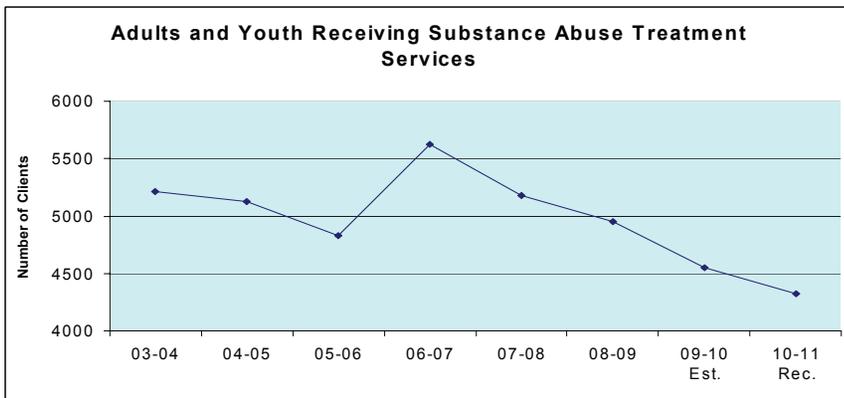
The mission of Alcohol, Drug & Mental Health Services is to promote the prevention of and recovery from addiction and mental illness among individuals, families and communities, by providing effective leadership and delivering state-of-the-art, culturally competent services.

Budget Organization

Alcohol, Drug & Mental Health Services (ADMHS) is organized into seven divisions with a staff of 268.6. The divisions are: Administration, Quality Assurance and Compliance, Adult Mental Health Programs, Children's Mental Health Programs, Inpatient Services, Mental Health Services Act Programs (MHSA) and Alcohol and Drug Programs (ADP).



The number of mental health clients served grew by 17% from FY 2003-04 to FY 2006-07. Budget reductions have required a decrease in clients served.



The number of clients served is expected to decrease slightly from FY 2009-10 to FY 2010-11, as the Department experiences a decrease in State funded services.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted Budget to FY 2009-10 Estimated Actual)

The estimated actual expenditures decreased from \$74,744,000 in the Adopted Budget to \$72,715,000 in FY 2009-10, a decrease of \$2,029,000 or 2.5%.

The most significant operating expenditure changes across the seven divisions occur in the Adult Mental Health Division (-\$3.4 million) due to a redirection of eligible clients to the MHSA programs and transfer of the Adult residential placement programs to the new Quality Assurance Division. The next largest decrease occurs in the Children's Division (-\$2.3 million) due to a transfer of eligible adolescent clients to the MHSA Transition Age Youth program, transfer of Children's residential programs to the Quality Assurance program, management of vacant positions and other actions to maintain acceptable caseloads. The Quality Assurance-Compliance Division, established in FY 2009-10, increased by \$2.7 million primarily as a result of the above actions.

Significant expenditure changes from the adopted budget are:

- -\$1,128,000 – Decrease due primarily to a delay in expenditures related to the implementation of MHSA programs;
- -\$1,430,000 – Decrease in salaries (\$573,000) and benefits (\$1,061,000) due to management of vacant positions;
- +\$786,000 – Increase in contracted services due to demand for acute care at Vista del Mar used when the Psychiatric Health Facility is at full capacity.

Estimated Actual revenues decreased from \$78,505,000 in the FY 2009-10 Adopted Budget to \$70,569,000, a decrease of \$7,936,000.

Overall, revenues declined by \$8.0 million. These lower revenues include decreases in State and Federal funding (-\$7.4 million) due to a decrease in MHSA funding resulting from spreading funding and implementation of programs over several years; a decrease in Medi-Cal Children's services; an increase in unreimbursable services in Adult Care; decreases in State Realignment and Motor Vehicle License Fees, and a loss of Substance Abuse Crime Prevention Act (-\$1.5 million) grant funding partially offset by an increase in ARRA funds.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Department Summary (cont'd)

The primary changes in revenue from the FY 2009-10 adopted budget are as follows:

- -\$5,604,000 – Decrease in MHSA programs due to the phased implementation of the Capital Technology Plan over several years (-\$2.8 million); decrease in Prevention and Early Intervention programs (-\$1.6 million) and a decrease Workforce Education and Training programs (-\$1.2 million) which will be claimed in future years as the programs are developed;
- -\$3,515,000 – While the overall number of children served has remained relatively constant, billable Children's services has decreased resulting from reductions to the frequency and length of treatment due to a change in the service delivery model;
- +\$1,812,000 – Increase reflects additional administrative support as MHSA programs continue to increase, combined with an accounting change;
- -\$1,511,000 – Decrease due to the elimination of proposition 36 Substance Abuses and Crime Prevention Act funding;
- +\$560,000 – Unanticipated State revenue for reimbursement of FY 2006-07 SB90 claim;
- +\$298,000 – This positive variance in interest income is due to an improved cash position in the core mental health fund and lower than budgeted interest rates paid on borrowed funds.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended Budget)

FY 2010-11 Recommended Expenditures will increase to \$76,581,000, an increase of \$3,866,000 or 5.3% from the FY 2009-10 Estimated Actual expenditures of \$72,715,000

The increase is primarily attributable to MHSA programs (+\$2.4 million) which will be further developed and implemented in FY 2010-11 and to salaries and benefits (+\$940,000), which increased despite a reduction of 24.7 full time equivalent positions.

Significant expenditure changes from the estimated actual are described below by character of expenditure:

- +\$1,389,000 – Increase in CBO Contracted Services, primarily in MHSA (+\$2.4 million) partially offset by a decrease in ADP contracted services (-\$757,000);
- +\$940,000 – Increase in benefits (+\$1,849,000) primarily due to increased retirement costs, and a decrease in salaries (-\$858,000) due to a planned reduction from an estimated 293.3 full time equivalent (FTE) positions in FY 2009-10 to 268.6 FTE in FY 2010-11.

FY 2010-11 Recommended Revenues will increase to \$70,958,000, an increase of \$389,000 or less than 1% from the Estimated Actual revenues of \$70,569,000.

This small revenue increase is the net result of a projected increase in Medi-Cal and Medicare revenue (+\$2.5 million) and a decrease in MHSA funding (-\$1.2 million) due primarily to the reduction in personal income taxes that fund MHSA, reduction in revenue received in FY 2009-10 but not anticipated in FY 2010-2011, including State SB 90 revenue (-\$560,000), an audit settlement (-\$600,000) and a revenue decrease (-\$ 495,000) due to loss of grant funding.

The details of significant changes in revenue from the adopted budget are as follows:

- +\$2,516,000 – Net increase in Medi-Cal/Medicare related revenues based on improvement in managing inpatient services and reduced indigent services in the clinics;
- -\$1,200,000 – Net reduction in State Funding of MHSA programs as follows:
 - -\$1,355,000 – Decrease due to a reduction in the Community Services and Supports allocation from the State, as a result of lower personal income taxes and declining MHSA revenues
 - -\$1,509,000 – Decrease due to phased implementation and use of Capital IT funding received in FY 2009-10
 - +\$975,000 – Increase funding for new Innovation program now being developed for submission to the State in FY 2010-11, subject to Plan approval
 - +689,000 – Increase in funding for Prevention and Early Intervention Programs
- -\$560,000 – Unanticipated State Revenue (SB-90) received in FY 2009-10 is not budgeted for FY 2010-11. The State owes the County a substantial amount; however, the State appropriation of these funds is uncertain;
- -\$553,000 – Unanticipated State Audit settlement in FY 2009-10 is not budgeted in FY 2010-11;
- -\$495,000 – Decrease in Other Charges for Services resulting from the loss of an Early Childhood Mental Health Services grant.

Significant Staffing Changes (FY 2009-10 Adopted Budget to FY 2010-11 Recommended Budget):

Staffing in the FY 2010-11 Recommended Budget will decrease by 29.9 full time equivalent positions (FTE) to 268.6 FTE from 298.6 FTE in the FY 2009-2010 Adopted Budget. The major decrease is due to the reduction of 22.8 FTE in the Children's Division, although 6 of these FTE positions will serve in MHSA funded children and youth programs. The Adult Mental Health Division will decrease by 14.5 FTE, and most of these staff will serve in MHSA funded Adult programs. The Alcohol and Drug Program Division will decrease by 6.4 FTE due to the loss of SACPA funding. Other adopted to recommended changes include a reduction of 5.9 FTE in the Administration Division and 2.1 FTE in the Inpatient Division. The decreases described above are offset by an in-

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Department Summary (cont'd)

crease of 21.8 FTE in programs funded through the Mental Health Services Act and an increase of 1.1 FTE in the Quality Assurance Division. The new MHSA funded positions are located in the Technology, Prevention and Early Intervention/Transition Age Youth and Innovation programs. These staffing changes are a reflection of the categorical funding evolution within the Department, whereby MHSA funding is increasing, grant funding and State funding for Alcohol and Drug programs has declined and funding for core mental health services continues to decline. MHSA programs include services to the adult and children mental health population, and the Department continues to work towards the integration of funding streams into a cohesive system of care.

Liabilities from Prior Periods reflected in FY 2009-10 and FY 2010-11

Self-Reported Liabilities and Cost Settlements with the State

The programs and services provided by the Department are funded through a combination of local, State and Federal funds. During FY 2007-08, the County became aware of claiming and cost reporting practices that appeared incorrect. These practices were immediately discontinued and disclosed to the State Department of Mental Health (DMH). The Department has developed policies and procedures to ensure appropriate documentation, billing and reimbursement processes are carried out now. As of April 2010, the outstanding liability from the self reported issues is \$9.1 million.

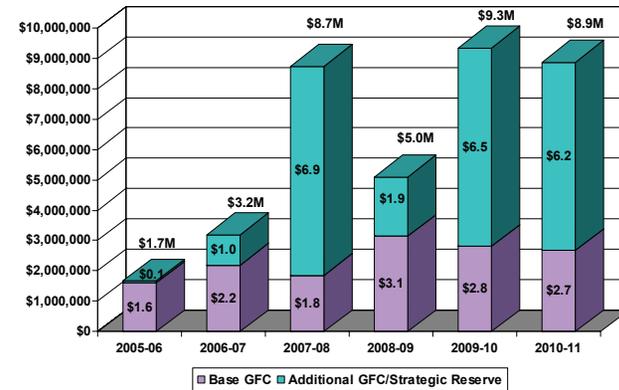
The dollars ADMHS collects from the State for mental health services provided to Medi-Cal beneficiaries are subject to a complex and lengthy cost settlement process. ADMHS is required to submit an annual Cost Report which reports all costs associated with providing services for a given fiscal year (actual cost). The actual cost is one component that the State reviews when performing its "cost settlement" process. In this process, the State settles to the lower of: actual cost; published charges which are the fees charged to the general public (as adopted by the Board of Supervisors); or the State Maximum Allowable (SMA) rate, which is set by the State.

The cost settlement process results in a preliminary settlement, which typically takes place two years after the close of a fiscal year. However, the settlement is not complete until the DMH "audit settlement" is completed, approximately five years after the close of any given fiscal year. This lengthy settlement process means that the Department is at risk for payback or has to wait for its approved payment for up to five years after services have been provided. The Department estimates that liability for prior year cost report settlements is \$3.6 million.

This liability will be met through funds set aside in a General Fund audit designation. Release of funds from the audit designation will be phased to correspond with payment of these liabilities. At this time, it is estimated that \$6.5 million will be paid to the State in

FY 2009-10 and the remaining \$6.2 million will be paid in FY 2010-11, for a net total of \$12.7 million. However, the actual release of funds could vary, since payment is due to the State within 60 days after receiving an invoice, and the County has not received any invoices at the time of this publication.

General Fund Contribution to ADMHS 2005-2010



Audit Appeal

As described above, DMH audits have taken place approximately five years after the close of any given fiscal year. The FY 2002-03 Short Doyle Medi-Cal Audit Report was provided to the Department by DMH in February, 2008. The audit contained a significant finding regarding Medi-Cal billing for child/adolescent mental health services provided through the Multi-agency Integrated System of Care Program (MISC/CEC) by ADMHS' interagency partners: Department of Social Services, Probation and Public Health. The finding represents a potential financial liability initially estimated at \$14.4 million for FY 2002-03 through FY 2007-08. In FY 2008-09, the State withheld \$2.2 million for the FY 2002-03 disallowance of the partner agency portion of the MISC program, causing a \$0.4 million additional gap for ADMHS. As a result of the withholding, the potential multi-year financial liability is currently estimated at \$12.6 million.

In light of the audit findings, the County discontinued this program shortly after the State report was produced. In its response to the FY 2002-03 Audit Report, the County submitted a proposed settlement to eliminate the potential liability for the multi-year period of FY 2002-03 through FY 2007-08. In addition, the County is appealing the FY 2002-03 withholding of \$2.2 million. At the time of this publication, the appeal of the MISC finding is scheduled to be heard on May 17, 2010 and has not yet been decided. An adverse determination would mean that the Board would have to consider earmarking more discretionary General Fund for this liability. This in turn would exhaust any General Fund reserves which might remain after budget adoption.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

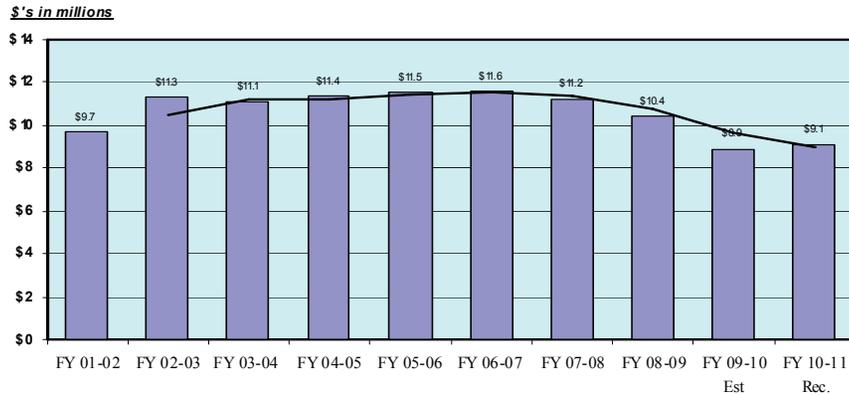
Department Summary (cont'd)

Departmental Priorities and Their Alignment With County Goals

The Department provides treatment, rehabilitation and support services to approximately 4,549 clients with addiction problems and 8,261 clients with a mental illness and faces significant challenges in FY 2010-11. These are described below:

Declining Core Mental Health Funds: The ongoing challenge is managing declining realignment revenues with increase demand for services, particularly indigent (uninsured) clients. This requires cost containment, fiscal and programmatic efficiencies, and most importantly, integration with services funded through the Mental Health Services Act (MHSA).

History of Realignment Revenue 2001-2010



Providing Services to Persons Who Are Indigent and Managing Unreimbursed Costs: In the first six months of FY 2009-10, approximately 1,500 uninsured and indigent persons were treated at a cost of \$3,451,671 to the core mental health fund. If this trend continues, unreimbursed costs are expected to reach \$6,903,000 in FY 2009-10. The number of persons served who are indigent is increasing and these unreimbursed costs combined with declining revenues are forcing service reductions to these clients. The new MHSA Innovation program will be implemented in FY 2010-11 and the Department's priority is to serve as many persons who are indigent as possible through this program, as allowed in the plan approved by the State.

Restricted use of MHSA funds: MHSA funding, provided through a 1% tax on incomes over \$1 million from approximately 0.1% of California taxpayers, has somewhat mitigated the decline in funding in core mental health funds. However, this funding comes with certain restrictions and is subject to local and State approval. MHSA funding, is anticipated to decline in FY

2010-11 due to the reduction in personal income tax revenues and the overall condition of the State economy.

Providing Services with a reduced Alcohol and Drug Program Budget: The Department's Alcohol and Drug Program Division (ADP) has responsibility for ensuring the delivery of publicly funded alcohol and drug prevention programs. However, the State's Substance Abuse Crime Prevention Act (SACPA) funding stream of \$1.5 million has been eliminated, and the loss of this major source of ADP funding will result in reduced services.

Potential Impact of the Governor's FY 2010-11 Proposed Budget: ADMHS' recommended budget does not include potential impacts contained in the Governor's proposed budget. These include replacing Core Mental Health Funding with Mental Health Services Act (MHSA) funding, which is subject to voter approval, eliminating funding for the Healthy Families Program and removing funding for the Substance Abuse Offender Treatment Program. The Governor's proposed budget does not include funding for programs offered through the Substance Abuse Crime Prevention Act.

The key projects and strategic actions address the County's Critical Issues of Health Care and Social Service Delivery and Financial Stability of the County and 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 09-10) Accomplishments:

- Strengthened service delivery and fiscal oversight by conducting Quarterly "Scorecard" reviews of programmatic and fiscal performance;
- Implemented reporting templates for contractors to provide key information, and developed new contract templates for contractors providing Children's services and ADP services;
- Strengthened fiscal accountability by developing policies and procedures for State and provider cost settlements;
- Provided Medi-Cal documentation training for nearly 700 County and contractor staff;
- Successfully completed revision of both the Utilization Plan and the Quality Assurance Plan, and received approval for both plans from the State Department of Mental Health;

- Completed revision of the Compliance Plan to meet State guidelines which is scheduled to be reviewed by the State Department of Mental Health;
- Updated the “Code of Conduct” to meet regulatory requirements.

Proposed Strategic Actions:

- Continue to strengthen internal controls and demonstrate ongoing progress in achieving fiscal and quality management goals;
- Improve the effectiveness of overall operations through better integration of programmatic, fiscal, contractual and quality management activities;
- Ensure ongoing efforts to improve tracking of the outcome of services;
- Develop standard client scheduling and billing procedures.

Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit.

Current Year (FY 09-10) Accomplishments:

- Enhanced the MHSA-funded Supported Housing Programs in both Santa Barbara and Santa Maria, by adding psychiatric services. Additionally, the capacity of Santa Maria Supported Housing increased from serving 50 persons to 130 persons;
- Increased housing for persons with mental illness in Lompoc by providing MHSA Housing Funds for the new “Homebase on G Street” Apartments. These apartments include eight studio apartments for persons with mental illness who were recently homeless or at risk of homelessness;
- Successfully completed the Prevention and Early Intervention (PEI) MHSA Plan, received approval of the Plan from the State Oversight and Accountability Commission and Department of Mental Health and commenced implementation of the Plan;
- Continued implementation of the MHSA Workforce Training & Education (WET) Plan components, including hiring of ADMHS Consumer Empowerment Manager and creation of a consumer intern training curriculum;
- Completed and submitted the MHSA Capital and Technology Plan to the State Department of Mental Health for approval;
- Moved forward to complete the planning process for the MHSA Innovation program
- Improved service delivery through revised Contract Scopes of Work for Children’s and

ALCOHOL, DRUG & MENTAL HEALTH SVCS
Department Summary (cont'd)

Alcohol and Drug Program services;

- Completed the Justice Alliance Grant (JAG) to secure \$546,000 in bridge funding from the American Recovery and Reinvestment Act to help mitigate the impact of the elimination of SACPA treatment resources for persons with alcohol and drug issues;
- Joined and began collaborating with the Isla Vista Community Network to implement the County ADMHS Strategic Prevention Plan to address and reduce the incidence of underage and binge drinking in Isla Vista;
- Revised the Juvenile Drug Court manual to ensure greater accuracy and standardization of treatment programming throughout the County.

Proposed Strategic Actions:

- Receive State Approval for MHSA Innovation programs and funds and implement use of MHSA Innovation resources to improve access to mental health services;
- Emphasize staff development in the areas of cultural competence, consumer recovery and best practice approaches to individuals with co-occurring mental health and alcohol/drug conditions.

Proposed Key Projects:

- Closely monitor MHSA funding streams which are projected to decline in FY 2010-11;
- Regularly report to the Board of Supervisors, County administration and the Mental Health Commission on the cost and funding sources of services to persons who are indigent;
- Develop a quality management “dashboard” to provide a regular, systematic method for Department tracking and monitoring of key service use and outcome indicators;
- Establish a FY 2010-11 work plan to continue Departmental efforts to assure consistent service delivery practices and protocols for mental health and alcohol and drug services (across all Department and CBO services), including revision of client intake processes and procedures that started in FY 2009-10.

ALCOHOL, DRUG & MENTAL HEALTH SVCS
Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
ADMHS Administration	\$ 3,055,847	\$ 2,628,683	\$ 2,687,366	\$ 3,185,570
Patient Rights	132,152	158,363	170,927	182,840
Mental Health Commission	87,113	2,900	98,150	1,296
Human Resources	307,311	353,659	311,680	281,034
Management Information Systems	1,323,183	1,445,513	1,313,748	1,403,700
Fiscal/Accounting/Contracts	1,638,094	1,776,679	1,861,857	1,707,947
Prog Eval & Perform Outcomes	73,341	806	83,463	9
Operating Sub-Total	6,617,041	6,366,603	6,527,191	6,762,396
Less: Intra-County Revenues	24	--	(1,812,373)	(2,289,936)
Operating Total	6,617,065	6,366,603	4,714,818	4,472,460
<i>Non-Operating Expenditures</i>				
Capital Assets	--	50,000	12,000	30,000
Expenditure Total	6,617,065	6,416,603	4,726,818	4,502,460
<i>Other Financing Uses</i>				
Operating Transfers	132,360	39,683	39,683	39,685
Designated for Future Uses	17,034,356	7,676,110	4,379,328	6,222,489
Division Total	\$ 23,783,781	\$ 14,132,396	\$ 9,145,829	\$ 10,764,634

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	2,880,562	2,966,149	3,011,764	2,560,723
Overtime	15,409	14,817	10,836	5,000
Extra Help	39,727	--	33,364	--
Benefits	1,125,213	1,165,704	1,204,844	1,186,258
Salaries & Benefits Sub-Total	4,060,911	4,146,670	4,260,808	3,751,981
Services & Supplies	2,063,322	2,219,933	2,177,383	3,010,415
Public Assistance Payments	492,808	--	89,000	--
Operating Sub-Total	6,617,041	6,366,603	6,527,191	6,762,396
Less: Intra-County Revenues	24	--	(1,812,373)	(2,289,936)
Operating Total	6,617,065	6,366,603	4,714,818	4,472,460
<i>Non-Operating Expenditures</i>				
Capital Assets	--	50,000	12,000	30,000
Expenditure Total	\$ 6,617,065	\$ 6,416,603	\$ 4,726,818	\$ 4,502,460

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	(299,459)	(500,000)	(110,094)	(110,000)
Federal & State Revenues	9,539,272	--	24,960	234,208
Other Charges for Services	12,987,100	3,020,967	3,891,084	4,408,334
Miscellaneous Revenue	146,667	77,806	601,461	1,400
Revenue Sub-Total	22,373,580	2,598,773	4,407,411	4,533,942
Less: Intra-County Revenues	24	--	(1,812,373)	(2,289,936)
Revenue Total	22,373,604	2,598,773	2,595,038	2,244,006
<i>General Fund Contribution</i>	437,081	342,944	--	2,018,500
<i>Other Financing Sources</i>				
Operating Transfers	455,150	10,464,601	6,549,941	6,220,078
Sale of Property	--	--	850	--
Use of Prior Fund Balances	517,946	726,078	--	282,050
Division Total	\$ 23,783,781	\$ 14,132,396	\$ 9,145,829	\$ 10,764,634

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
ADMHS Administration	10.0	7.4	9.0	8.1	9.0	6.7	7.3	5.9
Patient Rights	1.0	0.9	1.5	1.4	1.5	1.5	1.5	1.4
Mental Health Commission	--	1.0	--	--	--	1.0	--	--
Human Resources	3.0	2.9	3.0	2.9	3.0	3.0	3.0	2.4
Management Information Systems	10.0	9.1	10.0	9.5	10.0	8.9	8.0	7.6
Fiscal/Accounting/Contracts	15.0	13.7	14.5	13.8	14.5	14.4	14.0	12.4
Prog Eval & Perform Outcomes	1.0	1.0	--	--	--	1.0	--	--
Total Permanent	40.0	35.8	38.0	35.6	38.0	36.6	33.8	29.7
<i>Non-Permanent</i>								
Contract	--	0.3	--	--	--	--	--	--
Extra Help	--	0.5	--	--	--	0.9	--	--
Total Positions	40.0	36.6	38.0	35.6	38.0	37.5	33.8	29.7

Other Financing Sources Operating Transfers – These are planned transfers from the County’s Audit Reserve previously described in the “Self Reported Liabilities and Cost Settlements with the State” section.

SERVICE DESCRIPTION

Administrative services provides support to all divisions to ensure that alcohol, drug and mental health prevention, rehabilitation and treatment services are offered in an efficient, cost effective and safe manner.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

FY 2009-10 Estimated Actual expenditures increased from \$6,367,000 in the Adopted Budget to \$6,527,000 in FY 2009-10, an increase of \$162,000 or 2.5% as follows:

- -\$138,000 – Increase in support from County Counsel due to the ongoing appeal of State Department of Mental Health audit findings for FY 2002-03 and other matters.

Estimated Actual revenues increased from \$2,599,000 in the FY 2009-10 Adopted Budget to \$4,407,000, an increase of \$1,808,000. This is a result of the following:

- + \$1,812,000 – Increase in administrative charges due to allocation of administrative costs to the Alcohol and Drug Division and the MHSA Division;
- - \$921,000 – Decrease in Medi-Cal administrative charges due to the combination of a reallocation of charges to the MHSA Division (\$546,000) and lower than budgeted Medi-Cal claims (\$375,000) resulting in lower charges;
- + \$600,000 – Increase due to favorable audit settlement from FY 2003-04 State audit;
- + \$390,000 – Increase due to lower interest rates than budgeted.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended Budget)

FY 2010-11 Recommended expenditures will increase to \$6,762,000, an increase of \$235,000 or 3.6% from the Estimated Actual expenditures of \$6,527,000 as follows:

- -\$741,000 – Increase in County cost allocation related to significant support from County Counsel and the Auditor Controller's office during FY 2007-08;
- +\$509,000 – Decrease in salaries and benefits due to vacant funded positions;
- -\$116,000 – Increase due to software maintenance costs not previously assessed;
- +\$89,000 – Decrease in anticipated audit settlements payments in FY 2009-10.

FY 2010-11 Recommended revenues will increase to \$4,534,000, an increase of \$127,000 or 2.9% from the Estimated Actual revenues of \$4,407,000 as follows:

- -\$600,000 – Decrease due to a one-time refund from the FY 2003-04 Audit Settlement paid in FY 2009-10;

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Administration (cont'd)

- +\$478,000 – Increase in Administrative Charges to the MHSA Division based on increased program budgets;
- +\$216,000 – Increase in allocation of Realignment funds to the Division.

Improving Department Business Operations

The importance of financial oversight cannot be overstated in a department such as ADMHS which is accountable to State and Federal agencies. In FY 2009-10, the Department undertook several projects to strengthen its business practices and fiscal controls. A key project, the development of written policies and procedures for State and provider cost settlements, resulted in improvement in the Provider settlement process. The Department took steps to contain costs of hospital care by conducting daily inpatient utilization review meetings to manage lengths of stay at acute facilities. Other actions to strengthen business operations included:

- Quarterly reviews of internal and provider rates charged to the State, making adjustments as required, in order to reduce future settlement costs with the State;
- Clearly defined duties of managers and staff to enable focused improvements in the areas of Cost Reporting, Audits and Compliance, Contract Monitoring and Medi-Cal/Medicare claiming activities;
- Reconciliation of State and Federal payments over the past five years;
- Maintained a reserve for MHSA programs as required by the State at \$3.4 million in FY 2009-10;
- Developed a process for standard allocation of administrative costs between ADMHS funds.

In FY 2009-10, the Department created a separate Quality Assurance Division to reflect a focus on service delivery and documentation by strengthening Quality Assurance (QA) activities. A certified compliance officer now oversees the QA Division. In FY 2009-10 the division conducted an internal review of 4,500 clinician notes to verify documentation of medical necessity for services provided. The division revised the Utilization Plan and the Quality Assurance Plan to comply with State guidelines, and received approval of both plans from the State Department of Mental Health.

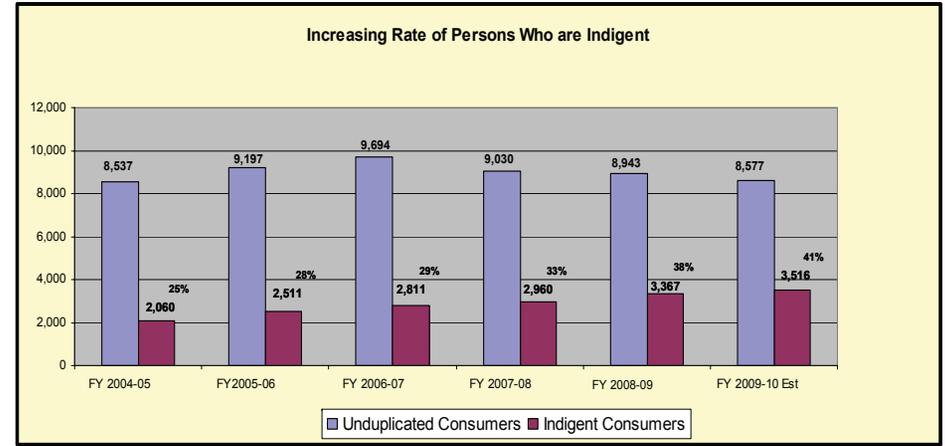
The Department undertook the following new initiatives in FY 2009-10 which will be further developed in FY 2010-11:

- Scheduling project utilizing new software in HIPAA compliant format (Federal laws to ensure patient privacy) to schedule future appointments with clients. In FY 2010-11, scheduling templates will be developed for enhanced standardization and reporting.
- Front Office Client Intake Project to review and revise all policies and procedures and establish a continuous quality improvement activity with the goal to improve all intake and billing practices.

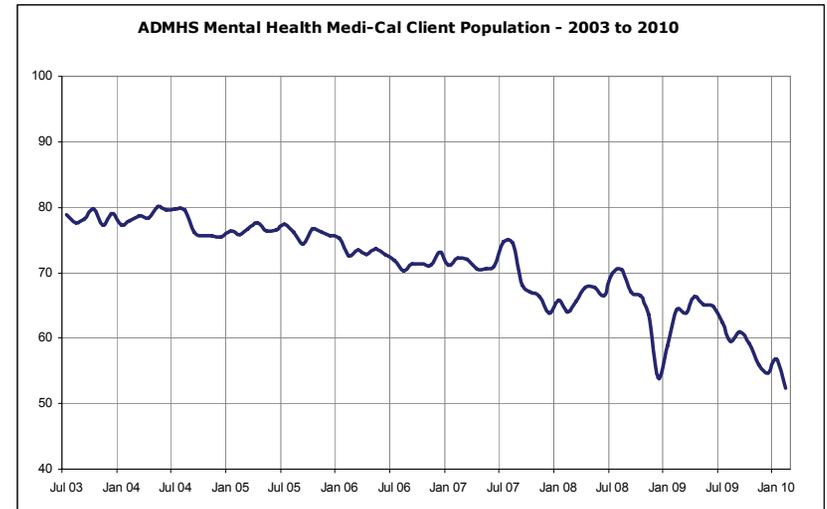
ALCOHOL, DRUG & MENTAL HEALTH SVCS

Administration (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Human Resources				
Human Resources Manager	1.0	1.0	1.0	1.0
Admin Office Pro	--	2.0	2.0	2.0
Departmental Assistant	1.0	--	--	--
Human Resources Technician	1.0	--	--	--
Sub-Division Total	3.0	3.0	3.0	3.0
Management Information Systems				
IT Manager	1.0	1.0	1.0	1.0
EDP Systems & Prog Analyst	3.0	3.0	3.0	3.0
Computer Systems Specialist Supervisor	1.0	1.0	1.0	--
Admin Office Pro	--	1.0	1.0	1.0
Computer Systems Specialist	4.0	4.0	4.0	3.0
Data Entry Operator	1.0	--	--	--
Sub-Division Total	10.0	10.0	10.0	8.0
Fiscal/Accounting/Contracts				
Chief Financial Officer	1.0	1.0	1.0	1.0
Program Manager	--	1.0	1.0	1.0
Fiscal Manager	1.0	1.0	1.0	1.0
Accountant Supervising	1.0	1.0	1.0	1.0
Cost Analyst	2.0	3.0	3.0	2.0
Department Business Specialist	--	1.0	1.0	1.0
Financial Office Pro	--	2.0	2.0	4.0
Accountant	3.0	3.5	3.5	2.0
Contracts Coordinator	1.0	--	--	--
Department Analyst Program	1.0	--	--	--
Accounting Technician, Senior	2.0	--	--	--
Accounting Technician	1.0	--	--	--
Accounting Assistant Sr	1.0	--	--	--
Deputy Director	1.0	1.0	1.0	1.0
Sub-Division Total	15.0	14.5	14.5	14.0
Prog Eval & Perform Outcomes				
Department Analyst Program	1.0	--	--	--
Sub-Division Total	1.0	--	--	--
Division Total	40.0	38.0	38.0	33.8



The above data represent a 15% increase in the numbers of indigent consumers compared to the total.



The above chart displays the actual and projected trends of Departmental revenue. Over the last six years, the percentage of clients with Medi-Cal benefits has declined by approximately 30%. The reduction has made it increasingly difficult to serve the growing uninsured populations while sustaining core mental health services.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

QA-Compliance

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
QA/Compliance/Placement	\$ 1,829,290	\$ 1,987,772	\$ 4,760,340	\$ 5,060,120
Operating Sub-Total	1,829,290	1,987,772	4,760,340	5,060,120
Less: Intra-County Revenues	--	(758,307)	--	--
Expenditure Total	1,829,290	1,229,465	4,760,340	5,060,120
<i>Other Financing Uses</i>				
Designated for Future Uses	31,280	--	--	--
Division Total	\$ 1,860,570	\$ 1,229,465	\$ 4,760,340	\$ 5,060,120

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	875,186	971,185	976,748	1,242,071
Overtime	24,991	24,488	25,442	4,131
Extra Help	52,813	--	26,323	13,149
Benefits	341,339	360,661	365,219	528,558
Salaries & Benefits Sub-Total	1,294,329	1,356,334	1,393,732	1,787,909
Services & Supplies	533,873	631,438	3,366,608	3,272,211
Public Assistance Payments	1,088	--	--	--
Operating Sub-Total	1,829,290	1,987,772	4,760,340	5,060,120
Less: Intra-County Revenues	--	(758,307)	--	--
Expenditure Total	\$ 1,829,290	\$ 1,229,465	\$ 4,760,340	\$ 5,060,120

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 55,899	\$ --	\$ 2,664,128	\$ 2,653,038
Other Charges for Services	294,924	1,445,574	2,091,202	2,404,482
Miscellaneous Revenue	717	481	5,010	2,600
Revenue Sub-Total	351,540	1,446,055	4,760,340	5,060,120
Less: Intra-County Revenues	--	(758,307)	--	--
Revenue Total	351,540	687,748	4,760,340	5,060,120
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,509,030	541,717	--	--
Division Total	\$ 1,860,570	\$ 1,229,465	\$ 4,760,340	\$ 5,060,120

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
QA/Compliance/Placement	12.4	13.0	13.4	12.4	13.4	12.2	14.0	13.5
Total Permanent	12.4	13.0	13.4	12.4	13.4	12.2	14.0	13.5
<i>Non-Permanent</i>								
Contract	--	0.4	--	0.5	--	0.5	--	0.5
Extra Help	--	0.7	--	--	--	0.3	--	0.2
Total Positions	12.4	14.1	13.4	12.8	13.4	12.9	14.0	14.1

QA-COMPLIANCE

The Quality Assurance/Compliance Division supports the Local Mental Health Plan, is mandated by the Performance Contract with the State Department of Mental Health and focuses on the following areas: service delivery capacity, utilization review, regulatory compliance oversight, beneficiary access, clinical quality issues, continuity of care and provider appeals.

Significant Changes (FY 2009-10 Adopted Budget to FY 2009-10 Estimated Actual)

FY 2009-10 Adopted Budget expenditures increased from \$1,988,800 to \$4,760,000 in the FY 2009-10 Estimated Actual Expenditures, an increase of \$2,773,000 or 139.48 %. This is due to:

- +\$2,763,273 – This increase reflects a transfer of provider service contracts for adult and adolescent placement from the Adult and Children’s Divisions;
- +\$37,398 – Increase in salaries and benefits resulting from retirement and salary costs.

FY 2009-10 Adopted Budget revenues increased from \$1,446,000 to \$4,760,000 in the FY 2009-10 Estimated Actual revenues, an increase of \$3,314,000, due to the following:

- +\$2,664,128 – Increase due to reallocation of Realignment revenue to cover costs of residential placement services not fully funded by Medi-Cal or EPSDT;
- +\$781,877 – Increase due to transfer of Medi-Cal revenue associated with residential placement services from the Adult and Children’s Divisions;
- +\$717,000 – Increase in Medi-Cal revenues for services provided through the Quality Assurance Program. These revenues were classified elsewhere in the Adopted Budget.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended Budget)

FY 2010-11 Recommended Budget expenditures will increase to \$5,060,000, an increase of \$300,000 or 6.3% from FY 2009-10 Estimated Actual expenditures of \$4,760,000 as follows:

- +\$394,177 – Increase in salaries and benefits;
- -\$83,283 – Decrease in services provided through contractors.

The FY 2010-11 Recommended Budget revenue will increase to \$5,060,000, an increase of \$299,780 or 6.3% from Estimated Actual revenues of \$4,760,000.

- +\$198,000 – Increase in Medi-Cal revenues for services provided through the Quality Assurance Program;
- +\$148,837 – Increase in funds received through the American Recovery and Reinvestment Act for services related to residential placement programs.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

QA-Compliance (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
QA/Compliance/Placement				
To ensure timely and appropriate intervention to the public, provide face-to-face same day assessment to 100% of an estimated 200 clients who contact the Access Team with urgent mental health treatment needs.	90%	100%	92%	100%
	87	200	170	200
	97	200	184	200
To ensure employee competence in the area of service documentation, provide MediCal compliance training to an estimated 550 ADMHS and partner agency staff annually.	--	100%	173%	100%
	--	550	952	550
	--	550	550	550
To preserve hospital resources for all community members in need, process 100% of an estimated 70 MediCal Treatment Authorization Requests (TARS) per year within 14 calendar days of receipt.	100%	100%	95%	100%
	88	70	84	70
	88	70	88	70

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
QA/Compliance/Placement				
Psychiatrist	0.4	0.4	0.4	--
Division Chief	--	--	--	1.0
Program Manager	--	1.0	1.0	1.0
Psychiatric Nurse Sr.	--	2.0	2.0	2.0
Department Business Specialist	--	1.0	1.0	1.0
Quality Assurance Coordinator	1.0	1.0	1.0	1.0
Admin Office Pro	--	5.0	5.0	4.0
Psychiatric Nurse	2.0	--	--	--
Medical Records Administrator	1.0	1.0	1.0	1.0
Practitioner	3.0	2.0	2.0	3.0
Medical Records Technician	4.0	--	--	--
Office Assistant	1.0	--	--	--
Sub-Division Total	12.4	13.4	13.4	14.0
Division Total	12.4	13.4	13.4	14.0

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Adult Mental Health Programs

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Adult Program Administration	\$ 181,021	\$ 213,688	\$ 185,276	\$ 99,744
Santa Barbara Adult Services	5,443	--	--	--
Clinical Services	6,481,788	6,311,797	6,113,044	6,014,006
Intake & Crisis Intervention	2,798,440	3,116,366	2,865,313	2,277,846
Crisis Residential	1,850	--	--	--
Residential Services	5,239,127	3,587,181	606,011	473,496
Network Providers	122,175	143,000	114,109	129,000
Special Projects	404,876	126,000	190,935	182,778
Operating Sub-Total	15,234,720	13,498,032	10,074,688	9,176,870
Less: Intra-County Revenues	75,657	--	--	--
Operating Total	15,310,377	13,498,032	10,074,688	9,176,870
<i>Non-Operating Expenditures</i>				
Capital Assets	--	7,000	5,000	--
Expenditure Total	15,310,377	13,505,032	10,079,688	9,176,870
<i>Other Financing Uses</i>				
Operating Transfers	244,551	204,869	204,869	204,869
Designated for Future Uses	279,857	3,787,387	--	--
Division Total	\$ 15,834,785	\$ 17,497,288	\$ 10,284,557	\$ 9,381,739
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	5,582,728	5,613,781	5,358,190	4,832,218
Overtime	87,068	90,873	87,109	14,000
Extra Help	76,862	--	17,925	--
Benefits	2,106,324	2,144,876	2,037,305	2,067,180
Salaries & Benefits Sub-Total	7,852,982	7,849,530	7,500,529	6,913,398
Services & Supplies	7,381,738	5,648,502	2,534,159	2,263,472
Public Assistance Payments	--	--	40,000	--
Operating Sub-Total	15,234,720	13,498,032	10,074,688	9,176,870
Less: Intra-County Revenues	75,657	--	--	--
Operating Total	15,310,377	13,498,032	10,074,688	9,176,870
<i>Non-Operating Expenditures</i>				
Capital Assets	--	7,000	5,000	--
Expenditure Total	\$ 15,310,377	\$ 13,505,032	\$ 10,079,688	\$ 9,176,870

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 860,814	\$ 6,845,852	\$ 1,522,571	\$ 3,190,379
Other Charges for Services	3,153,666	6,902,852	4,835,010	5,668,360
Miscellaneous Revenue	72,000	72,000	148,283	123,000
Revenue Sub-Total	4,086,480	13,820,704	6,505,864	8,981,739
Less: Intra-County Revenues	75,657	--	--	--
Revenue Total	4,162,137	13,820,704	6,505,864	8,981,739
<i>General Fund Contribution</i>				
	1,996,248	1,819,334	2,162,278	--
<i>Other Financing Sources</i>				
Operating Transfers	4,544,815	825,000	400,000	400,000
Sale of Property	900	--	--	--
Use of Prior Fund Balances	5,130,685	1,032,250	1,216,415	--
Division Total	\$ 15,834,785	\$ 17,497,288	\$ 10,284,557	\$ 9,381,739

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Adult Program Administration	2.0	1.1	2.0	1.0	2.0	0.5	2.0	0.5	
Santa Barbara Adult Services	--	0.0	--	--	--	--	--	--	
Clinical Services	56.5	55.6	48.8	43.3	48.8	48.0	42.0	39.4	
Intake & Crisis Intervention	24.4	17.6	24.4	22.9	24.4	20.4	16.8	12.8	
Crisis Residential	--	0.0	--	--	--	--	--	--	
Residential Services	3.0	--	--	--	--	0.0	--	--	
Total Permanent	85.9	74.5	75.2	67.2	75.2	68.9	60.8	52.7	
<i>Non-Permanent</i>									
Contract	--	1.2	--	--	--	0.8	--	0.7	
Extra Help	--	1.3	--	--	--	1.1	--	--	
Total Positions	85.9	77.0	75.2	67.2	75.2	70.7	60.8	53.4	

SERVICE DESCRIPTION

Adult Mental Health Services provides intensive mental health recovery model treatment and case management services in the clients' natural environments whenever possible, thereby enhancing the clients' quality of life.

Significant Changes (FY 2009-10 Adopted Budget to FY 2009-10 Estimated Actual)

Estimated Actual expenditures for FY 2009-10 decreased by \$3,423,000 or 25.4% to \$10,075,000 from the FY 2009-10 Adopted Budget of \$13,498,000 as follows:

- -\$2,883,000 – Decrease due to transfer of residential placement provider services that the new Quality Assurance/Compliance Division oversees;
- -\$349,000 – Decrease in salaries and benefits due to vacant funded positions.

Estimated Actual Revenues for FY 2009-10 decreased by \$7,315,000 or 47% to \$6,506,000 from the FY 2009-10 Adopted Budget of \$13,821,000 as follows:

- -\$5,405,000 – Decrease in Realignment funds allocated to the Adult Division;
- -\$2,142,000 – Decrease in Medi-Cal/Medicare revenues due to the transfer of residential placement contracts to new QA Division and decreased staffing levels.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended Budget)

FY 2010-11 Recommended expenditures will decrease to \$9,176,000, a decrease of \$898,000 or 8.9% from FY 2009-10 Estimated Actual expenditures of \$10,075,000 as follows:

- -\$587,000 – Decrease in salaries and benefits resulting from reduced services to clients without insurance who do not have a severe mental illness;
- -\$145,000 – Decrease in allocated administration charges assessed by the Administration Division (due to the staff reductions and related expenditures);
- -\$115,000 – Decrease due to a reduction in provider services;
- -\$71,000 – Decrease in the cost of pharmaceuticals realized from lower cost medications including generic medications.

The FY 2010-11 Recommended revenue will increase to \$8,982,000, an increase of \$2,476,000 or 38.1% from Estimated Actual revenues of \$6,506,000 as follows:

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Adult Mental Health Programs (cont'd)

- +\$1,733,000 – Increase in the use of Realignment funds to balance the division. Note in FY 2009-10, one-time use of reserves were available, but were depleted in FY 2009-10;
- +\$816,000 – Increase in Medi-Cal related revenue based on the clients served at the clinics and CARES shifting to predominantly insured.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Adult Program Administration

To improve the quality of life for members of the community with serious mental illness (including MHSA clients), the department will provide mental health services to accommodate 5300 unduplicated adult clients annually.

	5,616	5,300	5,720	5,300
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Santa Barbara Adult Services

In order to maintain stability and adequate support within the community and decrease recidivism of hospitalizations, 100% of all clients discharged from the hospital with appointments will be seen within 7 days at Calle Real Clinic.

		100%	75%	100%
	--	48	36	48
	--	48	48	48

Clinical Services

In order to maintain stability and adequate support within the community and decrease recidivism of hospitalizations, 100% of all clients discharged from the hospital with appointments will be seen within 7 days at the Lompoc Adult Clinic.

		100%	100%	100%
	--	24	24	24
	--	24	24	24

ALCOHOL, DRUG & MENTAL HEALTH SVCS

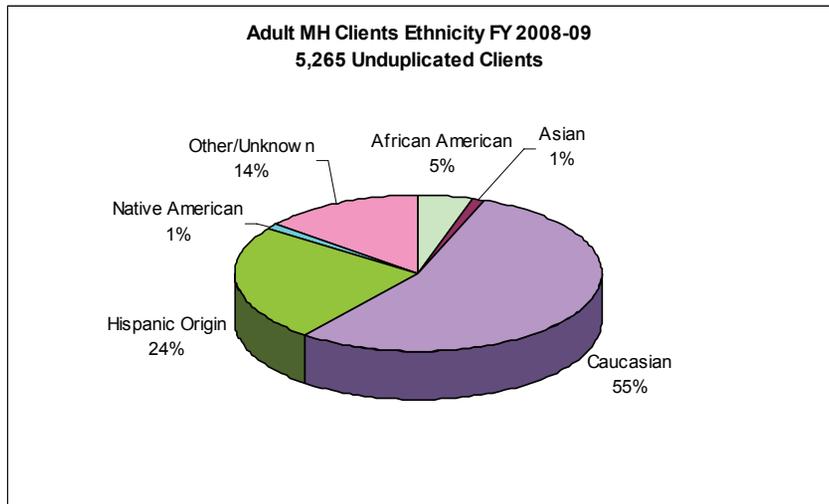
Adult Mental Health Programs (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Intake & Crisis Intervention				
In order to maintain stability and adequate support within the community and decrease recidivism of hospitalizations, 100% of all clients discharged from the hospital with appointments will be seen within 7 days at the Santa Maria Clinic.	--	100%	100%	100%
	--	20	20	20
	--	20	20	20
Crisis Residential				
Avoid hospitalization and stabilize community members in crisis such that 90% of the 600 residents arriving at North County CARES in crisis are not hospitalized within 24 hours of a crisis contact.	89%	90%	90%	90%
	749	540	864	540
	846	600	964	600
Avoid hospitalization and stabilize community members in crisis such that 90% of the 700 residents arriving at South County CARES in crisis are not hospitalized within 24 hours of a crisis contact.	87%	90%	88%	90%
	776	630	828	630
	888	700	946	700
Residential Services				
To redirect the high cost of institutional care to community-based crisis resources, decrease the average number of IMD (Institute for Mental Disease) the bed-days utilized by adult clients by 5% from 430 to 408 per month.	97%	95%	115%	95%
	5,005	408	494	408
	5,160	430	430	430
To redirect the high cost of institutional care to community-based crisis resources, decrease the average number of State hospital bed-days utilized by adult clients by 3% from 124 to 120 per month.	68%	97%	97%	97%
	1,460	120	120	120
	2,160	124	124	124

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Adult Program Administration				
Division Chief	--	1.0	1.0	1.0
Division Manager	1.0	--	--	--
Deputy Director	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0
Clinical Services				
Team Supervisor	3.0	2.0	2.0	2.0
Psychiatrist	5.5	6.3	6.3	5.5
Program Manager	2.0	3.0	3.0	1.0
Clinical Psychologist	2.0	1.0	1.0	--
Admin Office Pro	--	6.0	6.0	4.0
Psychiatric Nurse Practitioner	3.0	2.0	2.0	2.0
Practitioner	16.5	10.5	10.5	11.5
Rehab Specialist	1.0	2.0	2.0	2.0
Psych. Technician	7.0	10.0	10.0	9.0
Case Worker	5.0	6.0	6.0	5.0
Patient Representative	4.0	--	--	--
Office Assistant	5.5	--	--	--
Recovery Assistant	2.0	--	--	--
Sub-Division Total	56.5	48.8	48.8	42.0
Intake & Crisis Intervention				
Team Supervisor	1.0	1.0	1.0	1.0
Psychiatrist	1.9	1.9	1.9	1.8
Program Manager	1.0	1.0	1.0	1.0
Health Care Practitioner	2.0	--	--	--
Clinical Psychologist	1.0	--	--	--
Admin Office Pro	--	4.0	4.0	4.0
Psychiatric Nurse Practitioner	1.0	2.0	2.0	2.0
Practitioner	6.0	8.0	8.0	4.0
Psych. Technician	3.0	3.0	3.0	3.0
Case Worker	2.5	2.5	2.5	--
Patient Representative	2.0	--	--	--
Office Assistant	2.0	--	--	--
Recovery Assistant	1.0	1.0	1.0	--
Sub-Division Total	24.4	24.4	24.4	16.8

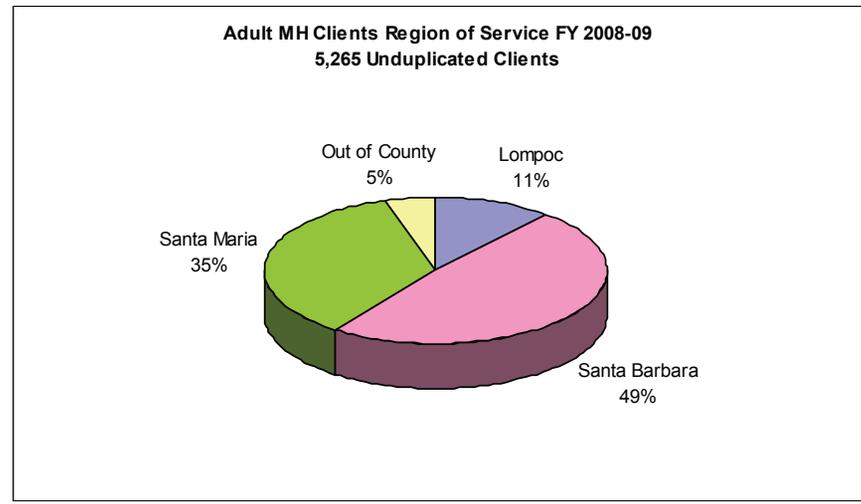
ALCOHOL, DRUG & MENTAL HEALTH SVCS
Adult Mental Health Programs (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Residential Services				
Psychiatrist	1.0	--	--	--
Psychiatric Nurse	1.0	--	--	--
Psych. Technician	1.0	--	--	--
Sub-Division Total	3.0	--	--	--
Division Total	85.9	75.2	75.2	60.8



Department caseloads are reflecting 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.

Note: FY 2009-10 data not available at time of publication.



Over half of the Department's clients receive services in the North and Central parts of the County. The Department continues to address capacity needs in these areas to deliver high quality services.

Note: FY 2009-10 data not available at time of publication.

ALCOHOL, DRUG & MENTAL HEALTH SVCS
Children's Mental Health Programs

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Children's Program Administration	\$ 881,594	\$ 750,474	\$ 502,561	\$ 123,067
Clinic Services	4,756,368	5,387,015	4,729,598	3,917,178
Services to Other Departments	1,518,378	1,894,057	1,600,274	1,236,951
O/P Treatment (CBO Provided)	10,558,565	10,438,700	9,398,695	9,812,372
Network Providers	28,052	38,100	6,813	11,000
Operating Sub-Total	17,742,957	18,508,346	16,237,941	15,100,568
Less: Intra-County Revenues	(4,082,307)	(413,029)	(1,177,239)	(1,248,074)
Expenditure Total	13,660,650	18,095,317	15,060,702	13,852,494
<i>Other Financing Uses</i>				
Operating Transfers	624,117	382,453	377,196	381,699
Designated for Future Uses	201,983	646,424	--	--
Division Total	\$ 14,486,750	\$ 19,124,194	\$ 15,437,898	\$ 14,234,193

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	4,117,616	4,775,991	4,131,620	3,142,347
Overtime	(13,010)	2,224	--	--
Extra Help	77,491	179,979	71,957	30,564
Benefits	1,592,821	1,867,308	1,608,527	1,417,509
Salaries & Benefits Sub-Total	5,774,918	6,825,502	5,812,104	4,590,420
Services & Supplies	11,827,016	11,682,844	10,425,837	10,510,148
Public Assistance Payments	141,023	--	--	--
Operating Sub-Total	17,742,957	18,508,346	16,237,941	15,100,568
Less: Intra-County Revenues	(4,082,307)	(413,029)	(1,177,239)	(1,248,074)
Expenditure Total	\$ 13,660,650	\$ 18,095,317	\$ 15,060,702	\$ 13,852,494

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 3,176,174	\$ 2,240,803	\$ 1,372,044	\$ 1,275,000
Other Charges for Services	13,506,644	16,544,365	14,116,522	13,644,982
Revenue Sub-Total	16,682,818	18,785,168	15,488,566	14,919,982
Less: Intra-County Revenues	(4,082,307)	(413,029)	(1,177,239)	(1,248,074)
Revenue Total	12,600,511	18,372,139	14,311,327	13,671,908
General Fund Contribution	604,056	550,522	550,522	562,284
<i>Other Financing Sources</i>				
Operating Transfers	--	--	232,491	--
Use of Prior Fund Balances	1,282,183	201,533	343,558	1
Division Total	\$ 14,486,750	\$ 19,124,194	\$ 15,437,898	\$ 14,234,193

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Children's Program Administration	--	0.6	--	1.0	--	0.5	--	0.5
Clinic Services	46.0	41.4	43.5	41.8	43.5	41.0	30.3	25.2
Services to Other Departments	15.5	12.5	14.4	13.7	14.4	14.0	9.6	8.0
Total Permanent	61.5	54.4	57.9	56.4	57.9	55.5	39.9	33.6
<i>Non-Permanent</i>								
Contract	--	1.8	--	1.8	--	1.8	--	1.1
Extra Help	--	1.4	--	3.3	--	1.3	--	0.6
Total Positions	61.5	57.6	57.9	61.6	57.9	58.6	39.9	35.2

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 2009-10 Adopted Budget to FY 2009-10 Estimated Actual)

FY 2009-10 Adopted Budget expenditures decreased from \$18,508,000 to \$16,238,000 in the FY 2009-10 Estimated Actual Expenditures, a decrease of \$2,270,000 or 12.3%. This is due to:

- -\$1,128,000 – Decrease due to a transfer of contracts for adolescent placement services to the new Quality Assurance and Compliance Division;
- -\$1,013,000 – Decrease in salaries and benefits due to vacant positions and a decrease in the use of extra help.

FY 2009-10 Adopted Budget revenues decreased from \$18,785,000 to \$15,489,000 in the FY 2009-10 Estimated Actual revenues, a decrease of \$3,297,000 or 17.6%, primarily due to the following:

- -\$3,192,000 – Decrease in Medi-Cal related revenues resulting from a reduction in the number and length of visits and the number of staff providing services;
- -\$422,000 – Decrease in AB 3632 reimbursement for services provided to Special Education Students.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended Budget)

FY 2010-11 Recommended expenditures will decrease to \$15,101,000, a decrease of \$1,137,000 or 7.0% from FY 2009-10 Estimated Actual expenditures of \$16,238,000 as follows:

- -\$1,222,000 – Decrease in salaries and benefits resulting from redirection of staff to the new MHSA Transition Aged Youth program, and management of vacant positions.

The FY 2010-11 Recommended revenues will decrease to \$14,920,000 a decrease of \$569,000 or 3.7% from Estimated Actual revenues of \$15,489,000.

- -\$495,000 – Decrease resulting from the loss of an Early Childhood Mental Health Services grant.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Children's Mental Health Programs (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Children's Program Administration				
To improve the quality of life for members of the community with serious mental illness (including MHSA clients), the department will provide mental health services to accommodate 2,627 unduplicated child clients annually.	2,807	2,850	2,857	2,627
Santa Barbara Children's Services				
Increase the social, emotional and life skill functioning of children receiving services at the Santa Barbara Children's Clinic as shown by a reduction in psychiatric hospitalization rate by 60%, from an average of 5 to 3 monthly.	--	60% 3	20% 1	60% 3
	--	5	5	5
Clinic Services				
Increase the social, emotional and life skill functioning of children receiving services at the Lompoc Children's Clinic as shown by a reduction in psychiatric hospitalization rate by 50%, from an average of 2 to 1 monthly.	--	50% 1	50% 1	50% 1
	--	2	2	2
Santa Maria Children's Services				
Increase the social, emotional and life skill functioning of children receiving services at the Santa Maria Children's Clinic as shown by a reduction in psychiatric hospitalization rate by 50%, from an average of 4 to 2 monthly.	--	50% 2	50% 2	50% 2
	--	4	4	4
Services to Other Departments				
To ensure timely and effective service delivery to 92% of an estimated 24 children, referred for medication evaluation from juvenile justice system, will see a psychiatrist within 10 business days of referral.	83% 24	92% 22	94% 34	92% 22
	29	24	36	24

ALCOHOL, DRUG & MENTAL HEALTH SVCS
Children's Mental Health Programs (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

O/P Treatment (CBO Provided)

Provide high quality mental health services to stabilize children in their family homes and hold new out-of-home placements at a level 13 or 14 residential care facility to less than 5 per year.	2	100% 5	40% 5	100% 5
--	---	-----------	----------	-----------

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Clinic Services

Team Supervisor	2.0	3.0	3.0	3.0
Psychiatrist	3.0	3.0	3.0	3.3
Program Manager	1.0	--	--	1.0
Clinical Psychologist	3.0	3.0	3.0	2.0
Admin Office Pro	--	11.5	11.5	6.0
Psychiatric Nurse	2.0	2.0	2.0	2.0
Practitioner	17.0	16.0	16.0	7.0
Psych. Technician	1.0	1.0	1.0	1.0
Case Worker	4.0	4.0	4.0	5.0
Patient Representative	3.0	--	--	--
Office Assistant	10.0	--	--	--
Sub-Division Total	46.0	43.5	43.5	30.3

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

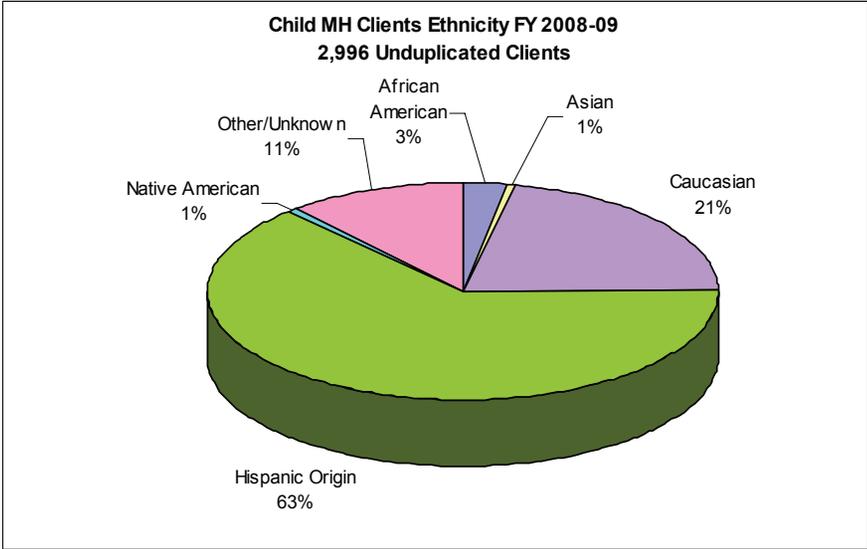
Position Detail

Services to Other Departments

Team Supervisor	--	--	--	1.0
Psychiatrist	--	0.4	0.4	--
Program Manager	1.0	1.0	1.0	--
Clinical Psychologist	2.0	2.0	2.0	2.0
Admin Office Pro	--	1.0	1.0	0.6
Psychiatric Nurse	--	1.0	1.0	1.0
Practitioner	9.5	9.0	9.0	5.0
Psych. Technician	1.0	--	--	--
Case Worker	1.0	--	--	--
Office Assistant	1.0	--	--	--
Sub-Division Total	15.5	14.4	14.4	9.6

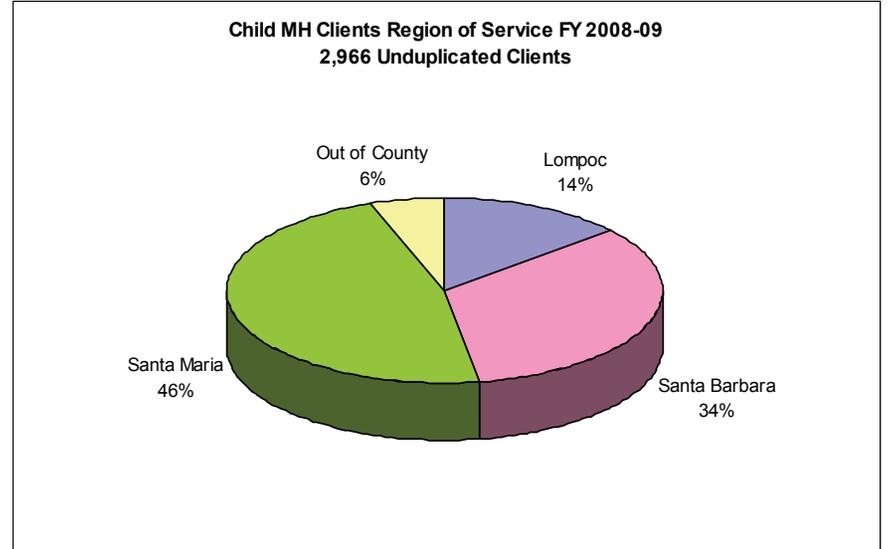
Division Total	61.5	57.9	57.9	39.9
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ALCOHOL, DRUG & MENTAL HEALTH SVCS
Children's Mental Health Programs (cont'd)



ADMHS is committed to addressing the Department's cultural competence by hiring bilingual, multicultural staff.

Note: FY 2009-10 data not available at time of publication.



ADMHS continues to partner with regional prevention, intervention, and treatment service providers to ensure that needed resources are equitably distributed across the County.

Note: FY 2009-10 data not available at time of publication.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Inpatient Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Program Admin (Medical Director)	\$ 279,850	\$ 309,924	\$ 323,519	\$ 323,603
InPatient Services	2,974,991	2,418,400	3,252,116	3,150,315
Psychiatric Hospital Facility (PHF)	4,944,446	5,222,941	5,342,281	5,165,900
Adult-Acute Care - Jail Services	470,829	--	43,671	--
Operating Sub-Total	8,670,116	7,951,265	8,961,587	8,639,818
Less: Intra-County Revenues	(2,529,617)	(357,720)	(250,000)	(357,720)
Expenditure Total	6,140,499	7,593,545	8,711,587	8,282,098
<i>Other Financing Uses</i>				
Designated for Future Uses	133,855	--	1,500	--
Division Total	\$ 6,274,354	\$ 7,593,545	\$ 8,713,087	\$ 8,282,098

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	3,128,843	3,097,482	3,179,874	3,120,201
Overtime	334,929	285,310	176,373	190,000
Extra Help	222,797	16,078	270,244	129,030
Benefits	1,185,719	1,139,172	1,227,788	1,300,012
Salaries & Benefits Sub-Total	4,872,288	4,538,042	4,854,279	4,739,243
Services & Supplies	3,791,523	3,413,223	4,107,308	3,900,575
Public Assistance Payments	6,305	--	--	--
Operating Sub-Total	8,670,116	7,951,265	8,961,587	8,639,818
Less: Intra-County Revenues	(2,529,617)	(357,720)	(250,000)	(357,720)
Expenditure Total	\$ 6,140,499	\$ 7,593,545	\$ 8,711,587	\$ 8,282,098

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 865,323	\$ 2,848,929	\$ 6,116,127	\$ 4,234,473
Other Charges for Services	756,864	2,926,434	2,845,460	4,405,345
Revenue Sub-Total	1,622,187	5,775,363	8,961,587	8,639,818
Less: Intra-County Revenues	(2,529,617)	(357,720)	(250,000)	(357,720)
Revenue Total	(907,430)	5,417,643	8,711,587	8,282,098
<i>Other Financing Sources</i>				
Operating Transfers	250,000	--	1,500	--
Use of Prior Fund Balances	6,931,784	2,175,902	--	--
Division Total	\$ 6,274,354	\$ 7,593,545	\$ 8,713,087	\$ 8,282,098

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Program Admin (Medical Director)	2.0	0.8	1.0	1.0	1.0	0.8	1.0	1.0
InPatient Services	--	--	--	--	--	0.1	--	--
Psychiatric Hospital Facility (PHF)	32.0	29.7	36.0	31.5	36.0	31.9	31.5	29.5
Adult-Acute Care - Jail Services	--	2.8	--	--	--	0.4	--	--
Adult Acute Care - Jail Services	3.8	--	--	--	--	--	--	--
Total Permanent	37.8	33.3	37.0	32.5	37.0	33.2	32.5	30.4
<i>Non-Permanent</i>								
Contract	--	0.9	--	0.5	--	0.6	--	0.9
Extra Help	--	3.9	--	0.5	--	3.9	--	2.4
Total Positions	37.8	38.0	37.0	33.5	37.0	37.6	32.5	33.6

SERVICE DESCRIPTION

Inpatient 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 2009-10 Adopted Budget to FY 2009-10 Estimated Actual)

Estimated Actual expenditures for FY 2009-10 increased by \$1,010,000 or 12.7% to \$8,962,000 from the Adopted Budget of \$7,951,000 as follows:

- +\$786,000 – Increase due to an increase in acute inpatient care at Vista del Mar, used when the Psychiatric Health Facility is at full capacity;
- +\$316,000 – Increase in salaries and benefits primarily in extra help costs, due to the staffing requirements of the PHF and retirement costs.

Estimated Actual revenues for FY 2009-10 increased by \$3,187,000 or 55.2% to \$8,962,000 from the Adopted Budget of \$5,775,000 as follows:

- +\$3,265,000 – Increase due to a reallocation of Realignment (Sales Tax), Vehicle License Fee and State Managed Care funds to provide for services to indigent or non-insured persons and to provide matching funds for Medi-Cal services.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended Budget)

FY 2010-11 Recommended expenditures will decrease to \$8,640,000, a decrease of \$322,000 or 3.6% from the Estimated Actual expenditures of \$8,962,000 as follows:

- -\$152,000 – Decrease resulting from managing bed days provided at Vista del Mar;
- -\$131,000 – Decrease in use of pharmaceuticals;
- -\$115,000 – Decrease in use of extra help.

FY 2010-11 Recommended revenues will decrease to \$8,640,000, a decrease of \$322,000 or 3.6% from the Estimated Actual revenues of \$8,962,000 as follows:

- -\$1,882,000 – Decrease in allocation of Realignment, Vehicle License Fee and State Managed Care funds due to increased Medi-Cal/Medicare revenues;
- +\$1,560,000 – Increase in anticipated reimbursement for services provided to insured clients served in the PHF from Medi-Cal and Medicare due to management of client placement in the PHF and Vista del Mar.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Inpatient Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Program Admin (Medical Director)				
Improve the effectiveness of outpatient Mental Health treatment with the result of decreasing the psychiatric hospitalization re-admission rate within 30 days of discharge from 21% to 18%. (Includes PHF and Aurora Vista Del Mar)	--	18%	13%	18%
	--	51	37	51
	--	281	281	281
Medical Records				
In order to reduce costs, increase efficiency and HIPAA security, all closed clinical health records will be digitally imaged from paper-based to electronic health record within 90 days of case closing. Note: Est 09-10 reflects high volume in quarter 2.	--	100%	100%	100%
	--	1,350	4,800	1,350
	--	1,350	4,800	1,350
Adult-Acute Care - Jail Services				
Reduce the average length of stay of clients in crisis using County Psychiatric Health Facility acute hospital bed days per month by 15%, from 13 to 11 days.	100%	85%	69%	85%
	13	11	9	11
	13	13	13	13
To reduce the high cost of out of county acute hospitalizations and return clients to their community, decrease the average number of adult Aurora Vista del Mar Hospital bed-days by 25% from an average of 369 to 295 per month	100%	75%	92%	75%
	369	276	339	276
	369	369	369	369
To reduce the cost of hospitalizations and return clients to their community, reduce hospitalization rates for North County by 27%, from 19 to 15 clients/month, by providing a 10-day crisis stabilization program at North County CARES Residential.	23%	79%	84%	79%
	52	15	16	15
	228	19	19	19

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Inpatient Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

To ensure availability of in-county beds, the County Psychiatric Health Facility will maintain the average monthly bed-days occupied by non-acute patients awaiting placement at or below 40. Note: FY 2008-09 shows total bed-days.

To reduce the high cost of out of county acute hospitalizations and return clients to their community, decrease the out of county psychiatric bed days (non-Aurora Vista Del Mar) by 5% from 150 to 142 per month. Note: FY 2008-09 shows total bed days.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Position Detail

Program Admin (Medical Director)

Medical Director	1.0	1.0	1.0	1.0
Division Manager	1.0	--	--	--
Sub-Division Total	2.0	1.0	1.0	1.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Position Detail

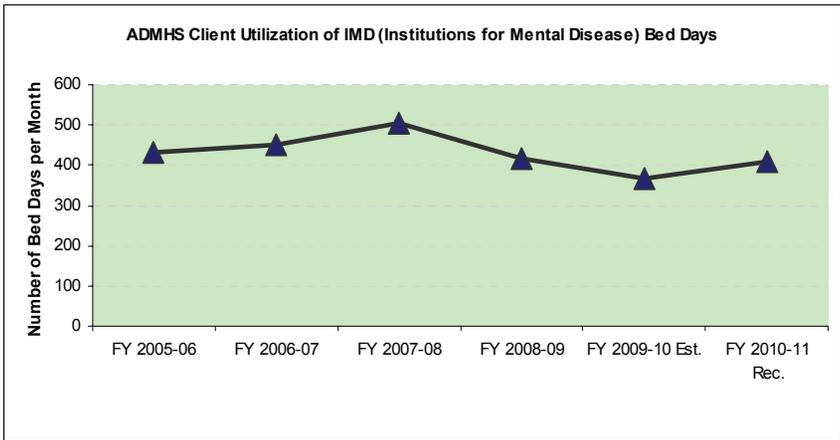
Psychiatric Hospital Facility (PHF)

Psychiatrist	1.5	1.5	1.5	1.5
Staff Physician	0.5	0.5	0.5	0.5
Division Manager	1.0	--	--	--
Program Manager	--	2.0	2.0	1.0
Psychiatric Nurse Supervising	1.0	--	--	1.0
Psychiatric Nurse Sr.	2.0	2.0	2.0	1.0
Admin Office Pro	--	3.0	3.0	3.0
Psychiatric Nurse	7.5	8.5	8.5	8.0
Practitioner	2.0	4.0	4.0	3.0
Psych. Technician	11.0	12.5	12.5	11.0
Recreational Therapist	1.5	1.5	1.5	1.5
Administrative Secretary	1.0	--	--	--
Patient Representative	1.0	--	--	--
Office Assistant	1.0	--	--	--
Recovery Assistant	1.0	0.5	0.5	--
Sub-Division Total	32.0	36.0	36.0	31.5

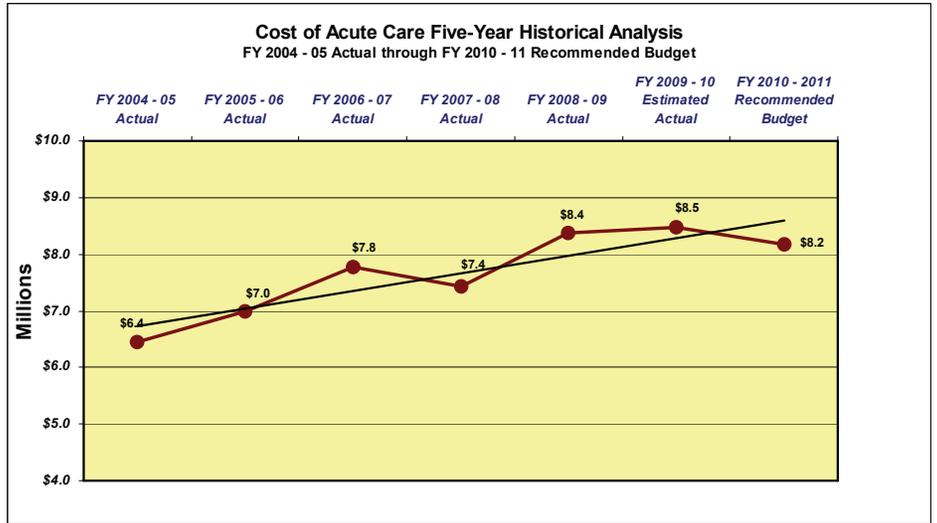
Adult Acute Care - Jail Services

Team Supervisor	1.0	--	--	--
Psychiatrist	0.8	--	--	--
Psychiatric Nurse	1.0	--	--	--
Psych. Technician	1.0	--	--	--
Sub-Division Total	3.8	--	--	--
Division Total	37.8	37.0	37.0	32.5

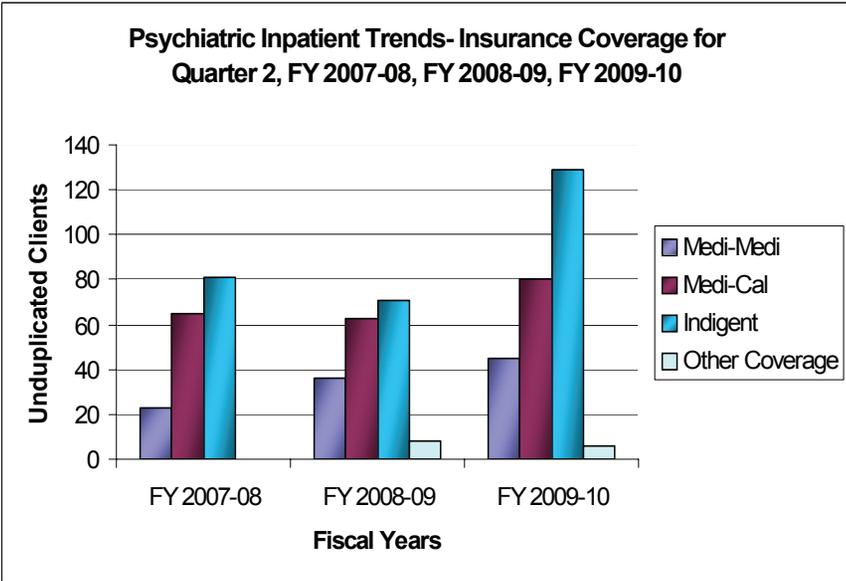
**ALCOHOL, DRUG & MENTAL HEALTH SVCS
Inpatient Services (cont'd)**



The number of IMD hospital bed days has declined since FY 2007-08 due to increased utilization review; however, there is a slight increase due to inpatient acute bed days.



Costly inpatient care continues to rise. Costs have increased by \$1.8 million over 5 years. Projected decline in FY 2010-11 reflects efforts to control costs.



The above data represent the insurance coverage for clients receiving inpatient psychiatric treatment for the same reporting period across three years. ADMHS has seen an increase in indigent clients being hospitalized over the past three years.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Mental Health Services Act

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Mental Health Services Act	\$ 15,642	\$ --	\$ --	\$ --
Program Administration & Support	883,037	851,253	2,377,883	3,183,859
Adult Programs	5,928,185	9,728,269	10,894,490	14,507,241
Children/Transitional Age Programs	1,746,830	4,045,818	1,629,101	3,748,112
Co-Occuring Programs	350,721	957,688	406,927	416,881
Operating Sub-Total	8,924,415	15,583,028	15,308,401	21,856,093
Less: Intra-County Revenues	(220,372)	(70,000)	(375,071)	(716,059)
Operating Total	8,704,043	15,513,028	14,933,330	21,140,034
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	18,000	6,000
Expenditure Total	8,704,043	15,513,028	14,951,330	21,146,034
<i>Other Financing Uses</i>				
Operating Transfers	871,519	882,495	--	--
Designated for Future Uses	4,925,379	11,473,190	8,688,446	221,274
Division Total	\$ 14,500,941	\$ 27,868,713	\$ 23,639,776	\$ 21,367,308

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	3,365,991	5,042,779	5,055,078	6,888,652
Overtime	58,763	--	40,112	2,000
Extra Help	101,350	5,000	62,053	6,500
Benefits	1,242,193	1,970,118	1,752,413	3,027,327
Salaries & Benefits Sub-Total	4,768,297	7,017,897	6,909,656	9,924,479
Services & Supplies	4,156,118	8,565,131	8,398,745	11,931,614
Operating Sub-Total	8,924,415	15,583,028	15,308,401	21,856,093
Less: Intra-County Revenues	(220,372)	(70,000)	(375,071)	(716,059)
Operating Total	8,704,043	15,513,028	14,933,330	21,140,034
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	18,000	6,000
Expenditure Total	\$ 8,704,043	\$ 15,513,028	\$ 14,951,330	\$ 21,146,034

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 19,330	\$ 150,000	\$ 120,000	\$ 120,000
Federal & State Revenues	10,803,843	20,687,061	14,983,540	13,406,551
Other Charges for Services	2,960,398	4,214,053	5,159,251	5,501,290
Miscellaneous Revenue	27,108	--	473	--
Revenue Sub-Total	13,810,679	25,051,114	20,263,264	19,027,841
Less: Intra-County Revenues	(220,372)	(70,000)	(375,071)	(716,059)
Revenue Total	13,590,307	24,981,114	19,888,193	18,311,782
<i>Other Financing Sources</i>				
Operating Transfers	909,734	882,495	--	--
Use of Prior Fund Balances	900	2,005,104	3,751,583	3,055,526
Division Total	\$ 14,500,941	\$ 27,868,713	\$ 23,639,776	\$ 21,367,308

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
Operating Transfers				
Use of Prior Fund Balances				
Division Total				

Position Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
<i>Permanent</i>				
Mental Health Services Act	--	0.1	--	--
Program Administration & Support	7.0	4.6	5.0	4.7
Adult Programs	28.3	28.5	49.5	46.3
Children/Transitional Age Programs	6.0	6.0	6.0	5.8
Co-Occuring Programs	3.0	2.6	6.0	5.6
Total Permanent	44.3	41.7	66.5	62.4
<i>Non-Permanent</i>				
Contract	--	1.7	--	2.1
Extra Help	--	1.2	--	--
Total Positions	44.3	44.6	66.5	64.5

SERVICE DESCRIPTION

The MHSA Programs are funded by Proposition 63 and are 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.

The Mental Health Services Act (MSHA) funds Community Services and Supports (CSS), Workforce Education and Training (WET), Prevention and Early Intervention (PEI) and Capital Facilities and Technology programs, which are organized as follows:

Adult Programs

- CARES Mobile Crisis teams in South and North County providing 24/7 field response to 1,000 individuals in crisis annually.
- Lompoc Assertive Community Treatment (ACT) (formerly known as Vida Nueva) providing 24/7 wraparound services to 100 persons (adults and youth transitioning into adulthood).
- Santa Barbara ACT (formerly known as OARRS), providing 24/7 wraparound services to 100 persons.
- Santa Maria ACT, provides services and housing support to 100 persons.
- Partners In Hope, staffed by Peer Recovery Specialists and Family Partners/Advocates, provides support activities to 100 persons.
- Supported Housing, initiated in FY 2008-09, assisting 260 clients to preserve independent housing.
- Housing Initiative supports 10 residential units at the Garden Street complex in Santa Barbara and an additional 8 housing units in Lompoc. The final project, located in Santa Maria, is currently posted for 30 day community review with anticipated completion in FY 2010-11.
- Workforce Education and Training (WET) expansion plan and funding proposal has been submitted to the State in FY 2009-10.
- Prevention and Early Intervention program, expected to serve 3,000 unduplicated clients, which includes an estimated 300 families. State approval was received in FY 2009-10 and will be rolled out in FY 2010-11.
- Innovation, the final MHSA component, is now being developed and will be submitted to the State for approval in FY 2010-11.

Children and Transition-Age Youth Programs

- SPIRIT provides individualized wraparound services on a 24/7 basis for 75 children and youth who are at risk of out-of-home placement or homelessness.
- New Heights is designed to serve 90 transition aged youth (45 youth in Santa Barbara and 45 youth in Santa Maria between the ages of 16 and 25).

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Mental Health Services Act (cont'd)

- Early Intervention and Prevention program, expected to serve 3000 unduplicated individuals, was approved by the State in FY 2009-10. Approved Prevention and Early Intervention Programs will start up at the beginning of FY 2010-11.

Co-Occurring Conditions Programs

- Bridge to Care has been redesigned and currently provides services to co-occurring clients needing medication and evaluations in Lompoc. Clients in Santa Maria and Santa Barbara are receiving services through other resources.
- Justice Alliance provides screening and referral services for adults with mental illness appearing in the local Superior Courts for civil and criminal hearings who may also have co-occurring substance abuse conditions.

Capital Facilities/Technology Plan

This plan, submitted to the State for approval in FY 2009-10, includes the following components:

- Client Access to Computer Resources with training in Santa Barbara County, Santa Barbara, Santa Maria, and Lompoc as well as video conferencing capabilities to increase access to meetings.
- Electronic Health Records (EHR) to expand and build on the current Integrated Information System. This project will create system-wide access to clinical, administrative and financial information in digital format. The Psychiatric Health Facility, which is currently a paper-based operation, will be converted to digital format.
- Consumer Security and Confidentiality Project expands the security efforts currently in place. The project will also facilitate secure system-wide access to clinical and administrative information, ensure the security of data, and reduce the risk of potential identity theft. Four Benefit Specialists are proposed to provide client benefit and insurance-related support and to validate demographic information.

Significant Changes (FY 2009-10 Adopted Budget to FY 2009-10 Estimated Actual)

Estimated Actual expenditures for FY 2009-10 decreased by \$275,000, or 1.8% to \$15,308,000 from the Adopted Budget of \$15,583,000 as follows:

- -\$108,000 – Net decrease due to salary savings in the Workforce Education and Training program from unfilled vacancies.

ALCOHOL, DRUG & MENTAL HEALTH SVCS
Mental Health Services Act (cont'd)

Estimated Actual revenues for FY 2009-10 decreased by \$4,788,000, or 19.1% to \$20,263,000 from the Adopted Budget of \$25,051,000 as a result of the following:

- -\$2,815,000 – Decrease in funding for the Capital Technology Plan, submitted for State approval in FY 2009-10, with partial funding expected in FY 2009-10 and remaining funding expected in FY 2010-11;
- -\$1,575,000 – Decrease in Prevention and Early Intervention Programs, due to a variance in the State approved budget for these programs FY 2009-10;
- -\$1,214,000 – Decrease in Workforce Education and Training programs which will be claimed in future years as the programs are developed;
- +\$734,000 – Increase due to funding received from the American Recovery and Reinvestment Act of 2009 for Medi-Cal services;
- +\$545,000 – Increase due to MHSA share of FFP funding for administrative costs of Medi-Cal administration which was not budgeted in this division;
- -\$338,000 – Decrease in Medi-Cal revenue for MHSA programs based on claims experience in FY 2009-10;
- -\$301,420 – Decrease in EPSDT funding due to the elimination of the Connections program.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended Budget)

FY 2010-11 Recommended expenditures will increase to \$21,856,000, an increase of \$6.5 million or 42.8% from the Estimated Actual expenditures of \$15,308,000 as follows:

- +\$2,600,000 – Increase in Community Services and Supports (CSS) programs as the Plan is implemented;
- +\$1,914,000 – Increase in Prevention and Early Intervention programs in their first full-year of operations;
- +\$975,000 – Increase due to new funding for Innovation program now being developed for submission to the State in FY 2010-11, subject to State approval of the Plan;
- +\$779,000 – Increase in funding for Capital Facilities/Technology expenditures expected to be received in FY 2010-11, subject to State approval of the Plan;
- +\$200,000 – Increase in Workforce Education and Training operational costs as the Plan is implemented.

FY 2010-11 Recommended revenue will decrease to \$19,028,000, a decrease of \$1.2 million or 6.1% from the FY 2009-10 Estimated Actual revenues of \$20,263,000

- -\$1,509,000 – Decrease because of planned use of Capital IT funding received in FY 2009-10;
- -\$1,355,000 – Decrease due to a reduction in the Community Services and Supports allocation from the State due to declining MHSA revenues;
- +\$975,000 – Increase in funding for new Innovation program now being developed for submission to the State in FY 2010-11, subject to State approval;
- +689,000 – Increase in funding for Prevention and Early Intervention Programs.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Program Administration & Support				
In order to assist law enforcement to respond to persons with mental illness or addiction who may be in crisis, provide 960 hours (32 hours/person) of Crisis Intervention Training (CIT) to 30 law enforcement personnel.	--	960	1,152	960
To support consumer recovery and independence, of the 15 consumers and family members trained, place 6 trainees in internship positions for a minimum of a 6-month stipend-funded program annually.	--	15	15	15
To support consumer recovery and independence, the department will provide 1,200 hours (80 hours per person) of employment training to 15 consumer and family members in preparation for placement into an internship annually.	--	1,200	1,200	1,200

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Mental Health Services Act (cont'd)

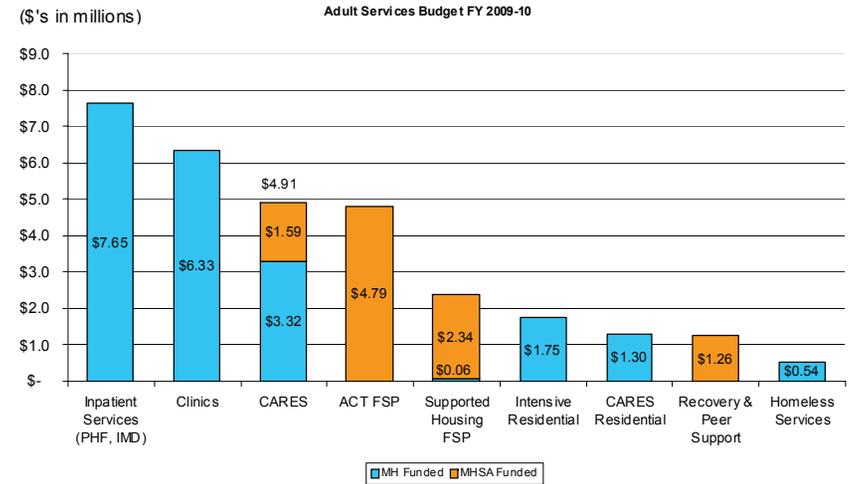
	<u>Actual FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Est. Actual FY 09-10</u>	<u>Recommended FY 10-11</u>
Recurring Performance Measures				
In order to provide adequate services that match the acuity level of the severely mentally ill population, the department will increase MHSA ACT Program utilization by 5%, from 255 clients served to 300 on an annual basis.	--	255	263	255
Adult Programs				
Increase the social, emotional and life skill functioning of adults (26-59 years) as demonstrated by maintaining the psychiatric hospitalization rates of 200 adult clients in MHSA ACT Programs at or below 9%.	--	9%	9%	9%
	--	18	17	18
	--	200	200	200
Increase the social, emotional and life skill functioning of older adults (60 years) as demonstrated by maintaining the psychiatric hospitalization rates of 45 older adult clients in MHSA ACT Programs at or below 7%.	--	7%	4%	7%
	--	3	2	3
	--	45	45	45
To ensure safety and timely assessments of community members, the North County Mobile Crisis Team will provide face to face evaluation in the field to 90% of all calls within one hour. (Data collection began December 2009)	--	90%	82%	90%
	--	972	518	972
	--	1,080	634	1,080
To ensure safety and timely assessments of community members, the South County Mobile Crisis Team will provide face to face evaluation in the field to 90% of all calls within one hour. (Data collection began Dec. 2009)	--	90%	100%	90%
	--	1,004	651	1,004
	--	1,116	651	1,116

	<u>Actual FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Est. Actual FY 09-10</u>	<u>Recommended FY 10-11</u>
Recurring Performance Measures				
Children/Transitional Age Programs				
Increase the resiliency and social-emotional development of transitional age youth (16-25 years), as shown by maintaining the psychiatric hospitalizations rates of these clients in MHSA ACT Programs at or below 10%.	--	10%	0%	10%
	--	2	0	2
	--	19	19	19
Prevent out-of-home placements by increasing the resiliency and social-emotional development of children (0-16 years) which will maintain the out-of-home placement rate of clients in the MHSA SPIRIT at 5 or less.	--	100%	60%	100%
	--	5	3	5
	--	5	5	5
	<u>Actual FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Est. Actual FY 09-10</u>	<u>Recommended FY 10-11</u>
	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>
Position Detail				
Program Administration & Support				
Division Chief	--	2.0	2.0	1.0
Division Manager	2.0	--	--	--
Program Manager	1.0	--	--	--
Cost Analyst	1.0	1.0	1.0	1.0
Department Business Specialist	--	2.0	2.0	2.0
Department Analyst Program	2.0	--	--	--
Office Assistant	1.0	--	--	--
Sub-Division Total	<u>7.0</u>	<u>5.0</u>	<u>5.0</u>	<u>4.0</u>

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Mental Health Services Act (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Adult Programs				
Team Supervisor	--	1.0	1.0	2.0
Psychiatrist	1.8	3.5	3.5	4.5
Program Manager	3.0	3.0	3.0	1.0
EDP Systems & Prog Analyst	--	--	--	2.0
Computer Systems Specialist Supervisor	--	--	--	1.0
Psychiatric Nurse Sr.	1.0	1.0	1.0	1.0
Department Business Specialist	--	--	--	1.0
Admin Office Pro	--	6.0	6.0	5.0
Financial Office Pro	--	1.0	1.0	--
Psychiatric Nurse	6.0	7.0	7.0	7.5
Computer Systems Specialist	--	--	--	1.0
Practitioner	5.5	7.0	7.0	12.0
Rehab Specialist	--	2.0	2.0	2.0
Alcohol & Drug Service Specialist	--	2.0	2.0	5.0
Psych. Technician	2.0	4.0	4.0	4.0
Case Worker	2.0	5.0	5.0	8.5
Office Assistant	2.0	--	--	--
Recovery Assistant	5.0	7.0	7.0	10.0
Sub-Division Total	28.3	49.5	49.5	67.5
Children/Transitional Age Programs				
Psychiatrist	--	--	--	0.4
Clinical Psychologist	1.0	1.0	1.0	--
Practitioner	2.0	2.0	2.0	5.0
Alcohol & Drug Service Specialist	--	--	--	2.0
Case Worker	--	--	--	2.0
Recovery Assistant	3.0	3.0	3.0	3.0
Sub-Division Total	6.0	6.0	6.0	12.4
Co-Occurring Programs				
Clinical Psychologist	1.0	1.0	1.0	1.0
Practitioner	2.0	2.0	2.0	2.0
Alcohol & Drug Service Specialist	--	3.0	3.0	--
Sub-Division Total	3.0	6.0	6.0	3.0
Division Total	44.3	66.5	66.5	86.9



As core Mental Health funding decreases, MHSA funding has allowed the Department to fund some of the vital, ongoing programs within the mental health division. Note: \$.06 million in the Supported Housing FSP bar represents the share of mental health funding (\$60,000).

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Alcohol & Drug Programs

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
ADP - Program Administration	\$ 1,142,082	\$ 1,011,708	\$ 1,115,313	\$ 1,264,672
ADP - Treatment Services	9,632,202	8,978,820	8,980,576	8,007,780
ADP - Prevention Services	825,951	837,826	699,538	674,020
ADP - Drinking Driver Services	29,950	20,967	49,757	38,538
ADP - Other Services	205,557	--	--	--
Operating Sub-Total	11,835,742	10,849,321	10,845,184	9,985,010
Less: Intra-County Revenues	(3,397,963)	(945,770)	(1,088,337)	(1,121,408)
Expenditure Total	8,437,779	9,903,551	9,756,847	8,863,602
<i>Other Financing Uses</i>				
Operating Transfers	2,662,316	2,539,300	774,300	372,530
Designated for Future Uses	431,639	555,885	560,642	120,200
Division Total	\$ 11,531,734	\$ 12,998,736	\$ 11,091,789	\$ 9,356,332

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	1,468,197	1,592,644	1,251,977	1,219,512
Overtime	1,535	2,000	2,000	2,000
Benefits	624,265	662,439	575,656	572,071
Salaries & Benefits Sub-Total	2,093,997	2,257,083	1,829,633	1,793,583
Services & Supplies	9,741,745	8,592,238	9,015,551	8,191,427
Operating Sub-Total	11,835,742	10,849,321	10,845,184	9,985,010
Less: Intra-County Revenues	(3,397,963)	(945,770)	(1,088,337)	(1,121,408)
Expenditure Total	\$ 8,437,779	\$ 9,903,551	\$ 9,756,847	\$ 8,863,602

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 2,982	\$ 44,334	(18,000)	\$ --
Federal & State Revenues	7,252,260	7,590,985	6,137,102	5,948,187
Other Charges for Services	4,098,507	3,243,594	3,971,270	3,706,408
Miscellaneous Revenue	190,478	148,754	91,336	140,000
Revenue Sub-Total	11,544,227	11,027,667	10,181,708	9,794,595
Less: Intra-County Revenues	(3,397,963)	(945,770)	(1,088,337)	(1,121,408)
Revenue Total	8,146,264	10,081,897	9,093,371	8,673,187
General Fund Contribution	110,515	97,465	97,465	91,611
<i>Other Financing Sources</i>				
Operating Transfers	2,124,896	1,640,000	399,000	193,230
Use of Prior Fund Balances	1,150,059	1,179,374	1,501,953	398,304
Division Total	\$ 11,531,734	\$ 12,998,736	\$ 11,091,789	\$ 9,356,332

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
ADP - Program Administration	6.0	7.8	8.0	8.0	8.0	7.6	7.0	7.9
ADP - Treatment Services	17.0	13.1	13.0	12.9	13.0	9.0	9.0	6.9
ADP - Prevention Services	2.0	2.7	3.0	2.3	3.0	2.3	3.0	1.9
ADP - Drinking Driver Services	--	0.3	--	0.2	--	0.3	--	0.2
Total Positions	25.0	23.9	24.0	23.4	24.0	19.1	19.0	17.0

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 2009-10 Adopted Budget to FY 2009-10 Estimated Actual)

FY 2009-10 Adopted Budget decreased from \$10,849,000 to Estimated Actual expenditures of \$10,845,000 in FY 2009-10, a \$4,000 decrease or less than 1%.

FY 2009-10 Adopted Budget revenues of \$11,028,000 decreased by \$846,000 or 7.7% to \$10,182,000 in the 2009-10 Estimated Actual revenue primarily as a result of:

- -\$1,454,000 – Decrease in Federal and State revenues due to the elimination of funding for Proposition 36, the Substance Abuse and Crime Prevention Act of 2000 (SACPA);
- + \$280,000 – Increase due to new Justice Assistance Grant funded by the American Recovery and Reinvestment Act for the Proposition 36 Offender Treatment Program;
- + \$151,000 – Increase in CalWORKs funding from the Department of Social Services.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended Budget)

FY 2009-10 Estimated Actual expenditures decreased from \$10,845,000 to \$9,985,000 in the FY 2010-11 Recommended Budget, a decrease of \$860,000, or 7.9%. The decrease is primarily due to:

- - \$824,000 – Decrease in treatment services due to loss of SACPA funding;
- - \$36,000 – Decrease in salaries (-\$554,000) and increase in benefits (+\$518,000)

FY 2009-10 Estimated Actual revenues of \$10,182,000 decreased \$387,000 to \$9,795,000 in the 2010-11 Recommended Budget, a decrease of 3.8%. The decrease is primarily a result of:

- -\$388,000 – Decrease in Department of Social Services funding of ADP clients eligible through the CalWORKs program;
- -\$224,000 – Decrease due to the State’s elimination of funding for Proposition 36 Offender Treatment Program;
- +\$118,000 – Increase in SAMHSA grant revenues due to additional available rollover funds.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

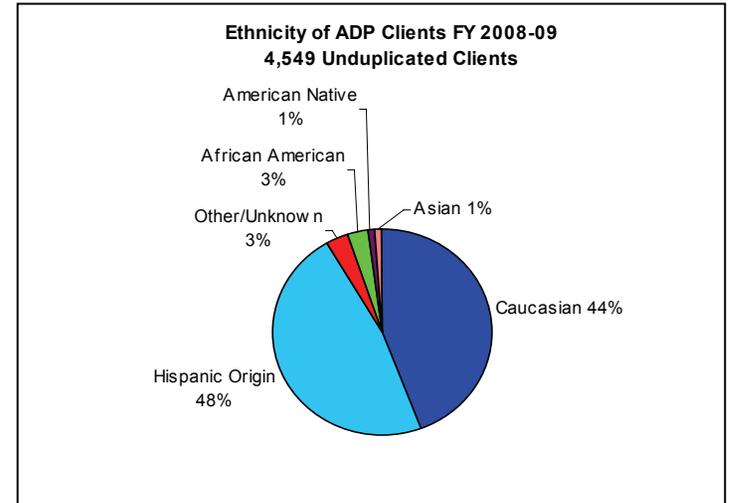
Alcohol & Drug Programs (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
ADP - Program Administration				
To ensure County residents are receiving high quality services at local programs, conduct an average of 50 quality assurance agency reviews each year.	100% 48 48	100% 50 50	80% 40 50	100% 50 50
Enhance County Agency, CBO, and public knowledge regarding individual and community engagement prevention and treatment approaches by providing 5,000 person hours of training.	1,455	5,000	5,000	5,000
To improve the quality of life for members of the community who abuse alcohol and drugs, the department will provide alcohol and other drug treatment services to accommodate 4,326 unduplicated clients (adult & youth) annually.	4,594	5,000	4,426	4,326
ADP - Treatment Services				
To ensure community safety and prevent future incarceration, the department will ensure that 91% of 47 graduates from Adult Drug Court will have no new jail time when compared to the previous year.	90% 35 39	91% 43 47	89% 42 47	91% 43 47
In order to help clients resolve trauma issues while in treatment, ensure that 100% of Drug Court clients that meet clinical criteria on the Trauma Symptoms Inventory will be enrolled in Seeking Safety trauma-focused services	-- --	100% 47 47	100% 42 42	100% 47 47

ALCOHOL, DRUG & MENTAL HEALTH SVCS

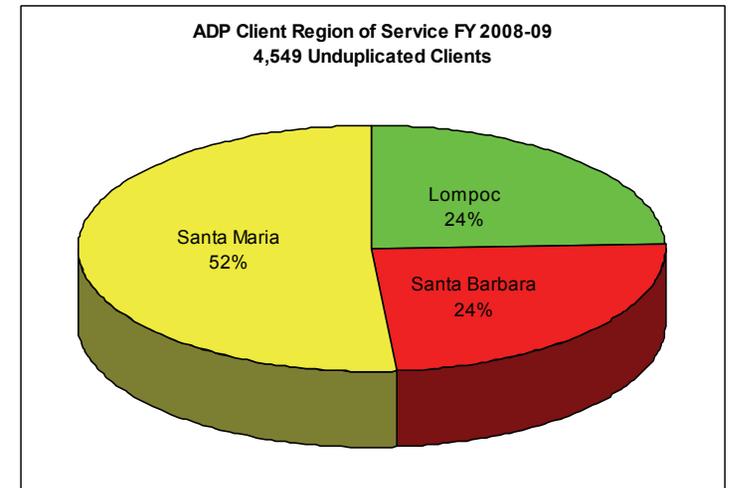
Alcohol & Drug Programs (cont'd)

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
ADP - Treatment Services				
Team Supervisor	2.0	2.0	2.0	2.0
Division Manager	1.0	--	--	--
Cost Analyst	--	--	--	1.0
Admin Office Pro	--	1.0	1.0	--
Accountant	--	1.0	1.0	--
Computer Systems Specialist	--	1.0	1.0	1.0
Practitioner	5.0	4.0	4.0	2.0
Rehab Specialist	1.0	1.0	1.0	--
Alcohol & Drug Service Specialist	7.0	3.0	3.0	2.0
Office Assistant	1.0	--	--	--
Rehab Specialist	--	--	--	1.0
Sub-Division Total	17.0	13.0	13.0	9.0
ADP - Prevention Services				
Team Supervisor	1.0	1.0	1.0	1.0
Alcohol & Drug Service Specialist	1.0	2.0	2.0	2.0
Sub-Division Total	2.0	3.0	3.0	3.0
Division Total	25.0	24.0	24.0	19.0



The Department strives to provide culturally and linguistically appropriate services to meet the needs of the diverse ethnic groups in Santa Barbara County.

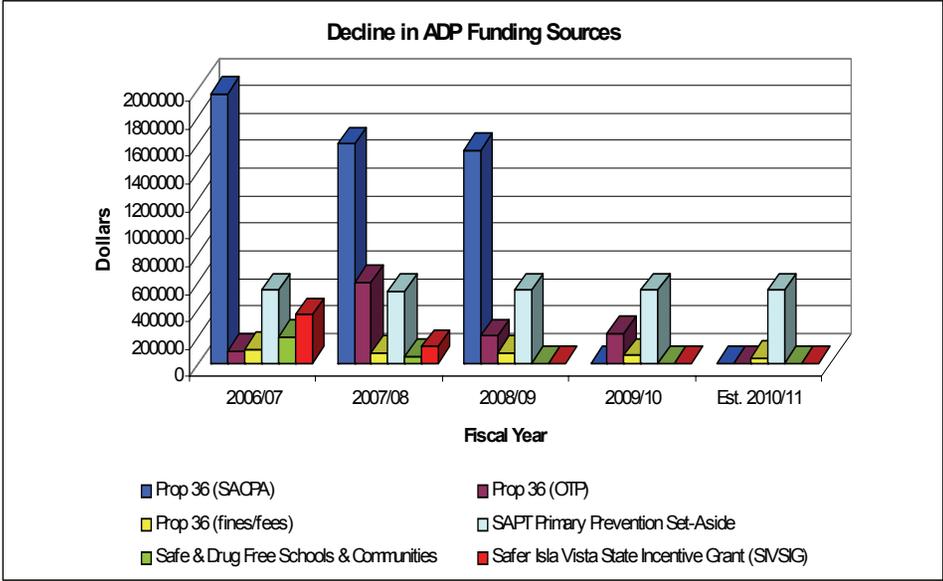
Note: FY 2009-10 data not available at time of publication.



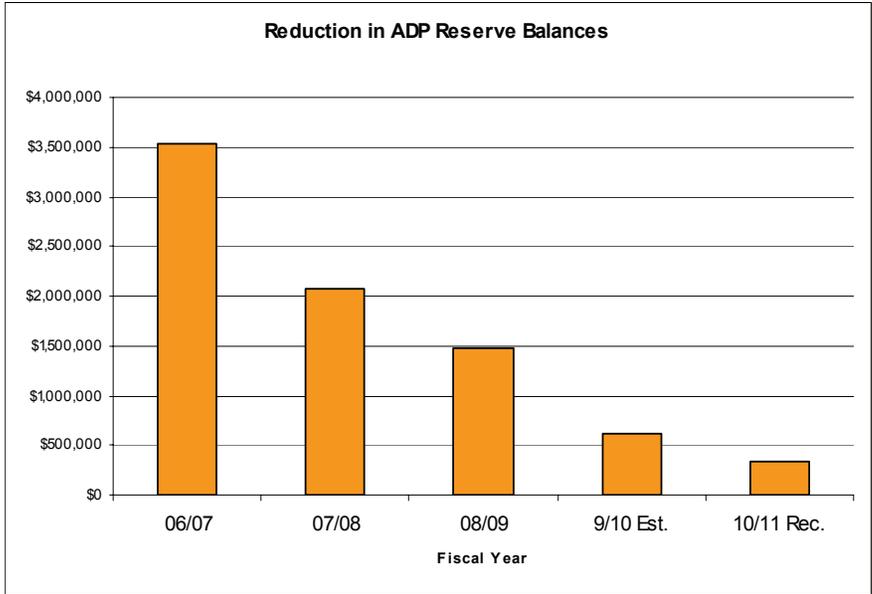
The need for services in North and Central County is increasing. Over half of clients receive services in North and Central County. As such, the Department continues to increase its capacity to provide high quality services to clients.

Note: FY 2009-10 data not available at time of publication.

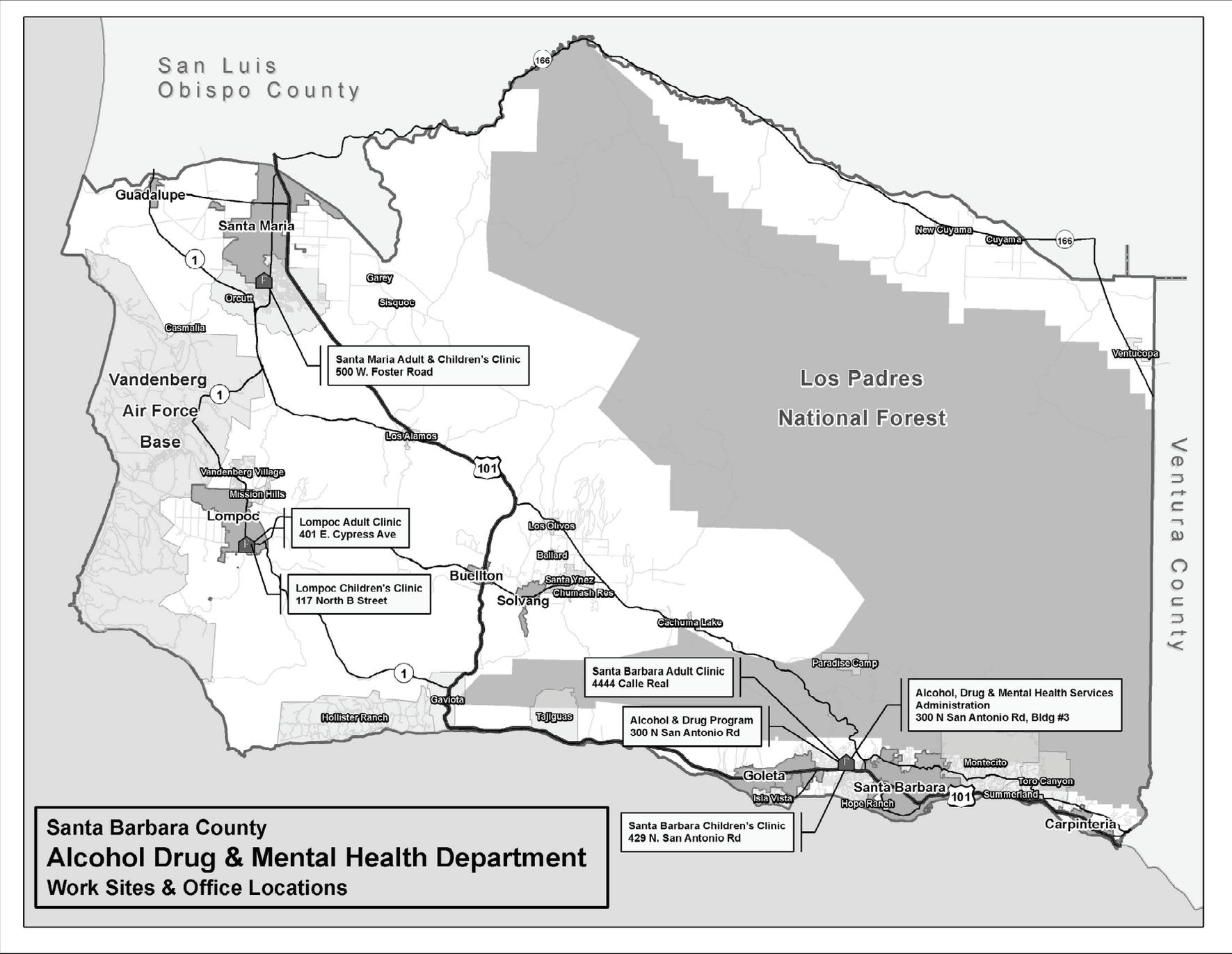
ALCOHOL, DRUG & MENTAL HEALTH SVCS
Alcohol & Drug Programs (cont'd)



The Alcohol and Drug program is experiencing a significant decrease in funding sources over the past four years and projected to be on the same trend into the next fiscal year.

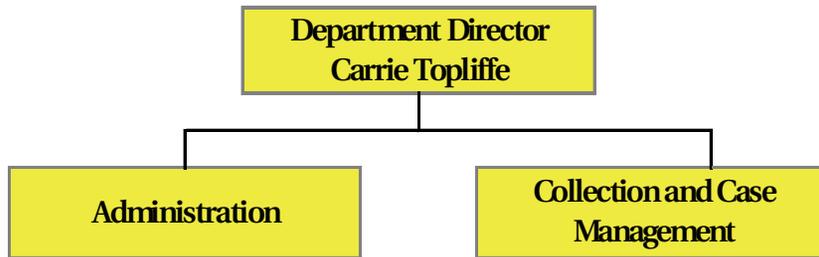


ADP reserve balances have steadily decreased by \$3.1 million in order to backfill the decrease in State funding resources.

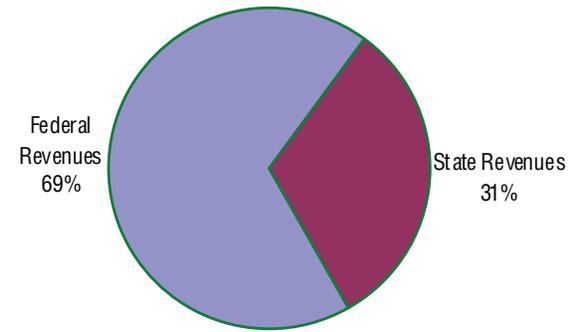


CHILD SUPPORT SERVICES

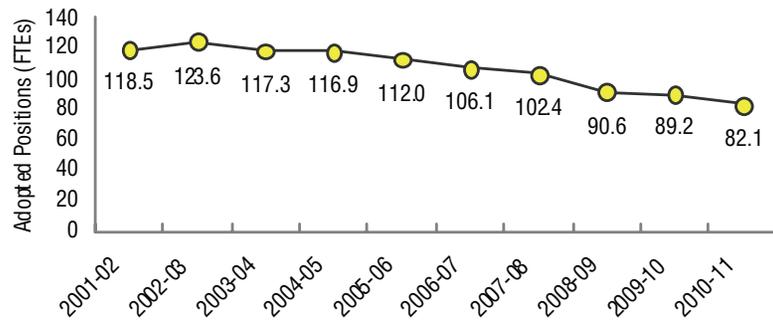
Budget & Positions (FTEs)	
Operating \$	9,469,668
Capital	-
Positions	82.1 FTEs



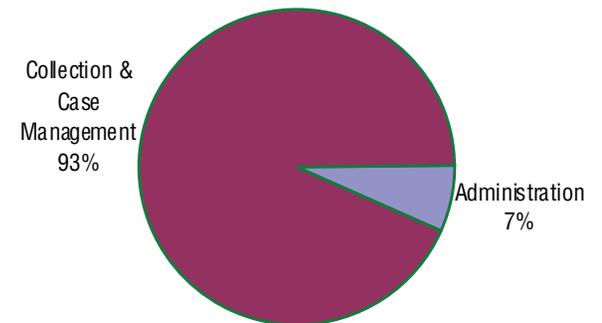
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



CHILD SUPPORT SERVICES

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 665,669	\$ 681,134	\$ 718,760	\$ 629,331
Collection & Case Management	8,453,481	8,756,521	8,717,793	8,840,337
Expenditure Total	9,119,150	9,437,655	9,436,553	9,469,668
<i>Other Financing Uses</i>				
Operating Transfers	12,220	12,220	12,220	12,221
Designated for Future Uses	406,160	135,321	141,193	-
Department Total	<u>\$ 9,537,530</u>	<u>\$ 9,585,196</u>	<u>\$ 9,589,966</u>	<u>\$ 9,481,889</u>

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 5,246,022	\$ 5,449,661	\$ 5,402,821	\$ 5,362,801
Overtime	36	70,000	67,600	-
Extra Help	15,972	18,500	31,485	-
Benefits	2,135,213	2,367,537	2,419,307	2,630,682
Salaries & Benefits Sub-Total	7,397,243	7,905,698	7,921,213	7,993,483
Services & Supplies	1,721,907	1,531,957	1,515,340	1,476,185
Expenditure Total	<u>\$ 9,119,150</u>	<u>\$ 9,437,655</u>	<u>\$ 9,436,553</u>	<u>\$ 9,469,668</u>

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 23,913	\$ 30,000	\$ 13,500	\$ 14,000
Federal Revenues	6,020,799	6,211,485	6,743,464	6,503,756
State Revenues	3,091,764	3,207,390	2,681,744	2,963,133
Miscellaneous Revenue	5,853	1,000	3,470	1,000
Revenue Total	9,142,329	9,449,875	9,442,178	9,481,889
<i>Other Financing Sources</i>				
Operating Transfers	-	-	3,615	-
Use of Prior Fund Balances	395,201	135,321	144,173	-
Department Total	<u>\$ 9,537,530</u>	<u>\$ 9,585,196</u>	<u>\$ 9,589,966</u>	<u>\$ 9,481,889</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration	5.0	4.9	4.8	4.8	4.8	5.3	4.0	4.0
Collection & Case Management	99.8	87.8	90.3	84.5	90.3	83.2	89.3	78.1
Total Permanent	104.8	92.6	95.0	89.2	95.0	88.4	93.3	82.1
<i>Non-Permanent</i>								
Extra Help	-	0.1	-	--	-	0.2	--	--
Total Positions	<u>104.8</u>	<u>92.7</u>	<u>95.0</u>	<u>89.2</u>	<u>95.0</u>	<u>88.6</u>	<u>93.3</u>	<u>82.1</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 82.1 full time equivalent (FTE) staff, with offices in 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.

Department Overview

The State of California Department of Child Support Services successfully concluded an eight year automation project at the end of 2008 as all 58 counties became linked in a single computer network serving over 1.5 million families. It is linked to 21 separate state and federal systems, vastly improving information flow in interacting with today's complex, highly mobile families. Now that this major system conversion is completed, the State has turned its focus towards process improvements and innovative strategies that will improve performance at State and local levels, which may result in enhanced performance-based federal funding in the future. Upcoming statewide developments include the creation of an employer portal for wage garnishments which will significantly streamline establishment of wage assignments, and streamlining the process for legal actions by creating a variety of mechanisms for parents to develop child support agreements without the use of court time.

As a result of the State's focus on performance and the evolving maturity of the Child Support Enforcement (CSE) System, data is becoming more readily available, enabling Santa Barbara Child Support Department to place strong emphasis on improved performance. The Department is better able to develop and monitor reports that will gauge its success in meeting performance goals on a monthly basis, readily see the results of actions taken to improve performance, and make real-time adjustments as needed. Employees are attuned to the need to meet department-wide performance goals, are being educated on the effects their actions have on improving performance, and are encouraged to continually seek process improvement opportunities. This is becoming increasingly important as fewer resources will be available in the upcoming years.

Service Level Impacts:

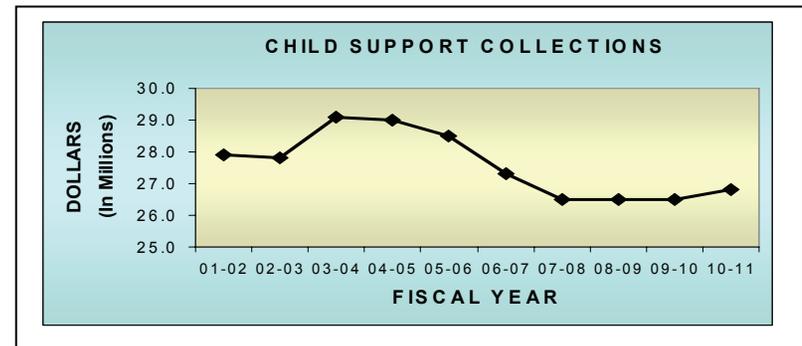
Although FY 2010-11 revenues remain stable, salary and benefit costs have increased dramatically, resulting in a budget gap of about \$642,000. The Department is reviewing all cost savings options, and has budgeted 7 fewer Full Time Equivalents (FTEs) in FY 2010-11. The result of 8% fewer staff will be increased work for the remaining staff at the same time the Department is pressured to increase performance. Emphasis is being placed on process improvement, functional teams, accountability, supervising for quality, and regular feedback on employee and

CHILD SUPPORT SERVICES

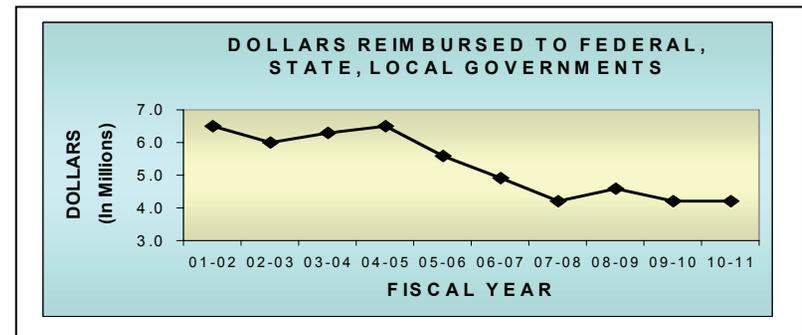
Department Summary (cont'd)

departmental performance in an attempt to successfully improve on federal performance measures while at the same time operating with reduced staffing levels.

Activity Indicators



Of the overall collections, 64% is for ongoing support; 36% is for arrears. Collections are expected to increase as strategic departmental initiatives focused on performance are imbedded into the organization.



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 2009-10 Adopted to FY 2009-10 Estimated Actual)

FY 2009-10 Adopted to FY 2009-10 Estimated Actual (Expenditures):

Estimated Actual operating expenditures decreased \$1,000, to \$9,437,000 from the Adopted Budget of \$9,438,000. This reduction is the result of:

- -\$20,000 decrease in Other Charges, primarily decreased motor pool and telephone service charges;
- +\$11,000 increase in Salaries and Benefits due to increased retirement costs offset with lower health insurance costs from amount budgeted;
- +\$9,000 increase in Services and Supplies, due primarily to one-time purchase of desk-top scanner equipment.

FY 2009-10 Adopted to FY 2009-10 Estimated Actual (Revenues):

Estimated Actual Departmental revenues decreased \$8,000 to \$9,442,000 from the Adopted Budget of \$9,450,000. This decrease is the result of:

- +\$532,000 increase in Federal Revenues, due to ARRA funding, which changed the ratio of the Department's Federal and State Budget allocation;
- -\$526,000 decrease in State Revenues, due to ARRA funding, which decreased the State's share of the Department's budget allocation;
- -\$16,000 decrease in interest due to lower interest rates than calculated.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

FY 2009-10 Estimated to FY 2010-11 Recommended (Expenditures):

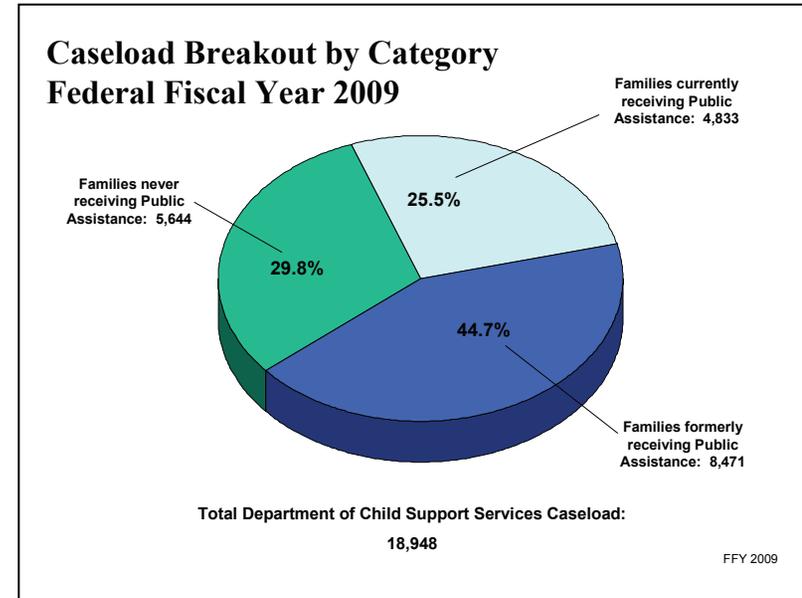
The Recommended Budget's operating expenses will increase by \$33,000 to \$9,470,000 from the prior year's Estimated Actual of \$9,437,000. This .3% increase is the result of:

- +\$77,000 increase in salaries and benefits, due to \$173,000 increase in retirement costs and \$116,000 increase in health contribution costs, offset by \$111,000 reduction in salaries resulting from fewer FTEs, and \$94,000 reduction in overtime and extra help.
- -\$44,000 decrease in services and supplies, which consists of \$109,000 increase in cost allocation, offset by reductions in office supplies and one-time desktop scanner purchases and equipment maintenance of \$56,000; reduced information technology costs of \$39,000, \$20,000 reduced telephone service charges, \$16,000 reduced travel and association fees, and \$22,000 miscellaneous reductions.

FY 2009-10 Estimated to FY 2010-11 Recommended (Revenues):

The Recommended Budget's Departmental revenues will increase by \$40,000 to \$9,482,000, from the prior year's Estimated Actual of \$9,442,000. This .4% increase is the result of:

- +\$281,000 increase in State Revenues, due to ratio of Federal ARRA funding as part of Department's overall budget allocation. ARRA funding ends on September 30, 2010.
- -\$240,000 decrease in Federal Revenues, due to reduced ARRA funding, which ends on September 30, 2010.



CHILD SUPPORT SERVICES

Department Summary (cont'd)

Departmental Priorities and Their Alignment With County Goals

Goal 3: Economic Vitality: A Community that is Economically Vital and Sustainable

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. As part of this process, funds are distributed to Federal, State, and local governments for reimbursement of public assistance moneys expended. Providing these services is 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.

As an organizational philosophy, 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.

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 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 60.6% on current support due, and obtain a payment for arrears in 66.6% of the estimated 11,400 cases that have an arrearage.

Current Year (FY 2009-10) Accomplishments:

- Collected and distributed a total \$26,028,067 in Federal Fiscal Year 2009 for child support. Of this amount \$21,313,141 (81.9%) went directly to families; \$11,672,415 (54.8% 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 \$4,223,265 (16.2% of dollars distributed) to the Federal and State Government; \$281,937 to the Santa Barbara County Department of Social Services in Federal Fiscal Year 2009 to reimburse expenditures for public assistance grants; and collected and forwarded \$209,724 to the Santa Barbara County Probation Department to reimburse expenditures for placement of minors in local juvenile facilities.
- Established robust early intervention program that facilitated early communication with clients resulting in 4.7% increase in number of support orders established in a timely manner with both parents more fully engaged in the process. Number of support orders established increased from 77.1% to 81.8% in 9 months.
- Transitioned all non-federal foster care cases to the County Probation Department and successfully worked with the Department to establish wage assignments to recoup costs incurred when a child is in custody.
- Strengthened relationships with colleagues from around the State and other counties; actively participated in statewide discussions regarding Child Support Enforcement (CSE) system defects, and made recommendations for improvement; provided leadership in statewide forums by developing Performance Improvement curriculum track for 800 people for annual state conference, and volunteering Santa Barbara staff to lead various other workshops.

Proposed Strategic Actions:

- Develop post-order early intervention process that continues collaborative involvement with both parents with clearly defined expectations for child support, and shifts focus of organization back to family centered services. Expected outcome is to establish consistent pattern of payment by establishing positive line of communication, thus increasing current collection percentages, and avoiding accumulation of arrears balances.
- Strengthen enforcement remedies through the use of judgment debtor exams, bank levies, petitions for collections from probate and trust estates, and one-on-one collection calls from delinquency report.
- Ensure that all employees readily know how the results of their performance influence the Department's Federal Performance Measures by reviewing data monthly.
- Continue to utilize advancing technologies to create efficiencies; continue to be a leader in the State in report generation and in developing macros to automate a myriad of tasks currently being done manually, and willingly sharing reports and technical tips with other counties.

CHILD SUPPORT SERVICES
Department Summary (cont'd)

Focus Area: Strengthen Organizational Infrastructure

Current Year (FY 2009-10) Accomplishments:

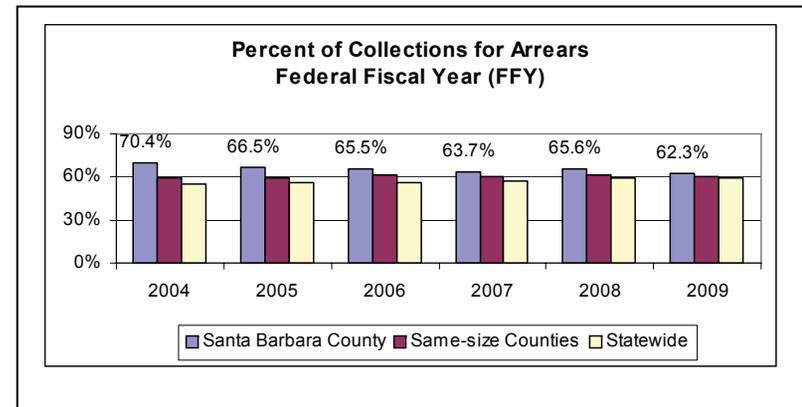
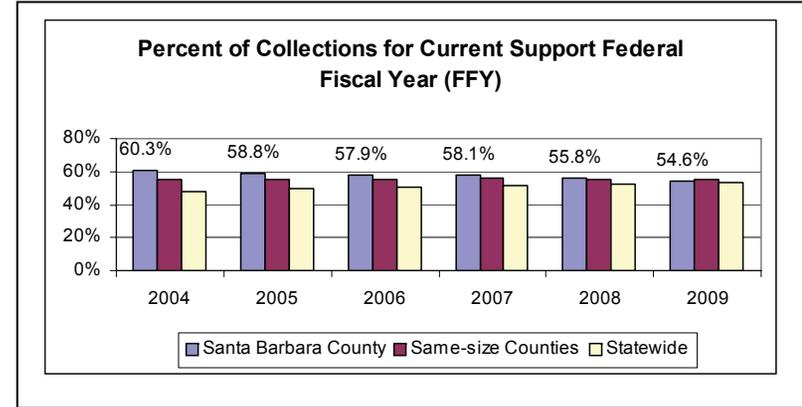
- Entered into Memorandum of Understanding with Ventura Department of Child Support Services to partner with them on the Enterprise Customer Service Solutions (ECSS), a state-wide call center that routes calls to specialized teams as the first point of contact. This decision was made after experimenting with different models and analyzing data showing that larger, stand-alone call centers are more efficient. Result has been significant improvement in wait-times; while enabling five caseworkers in Santa Barbara to focus on core casework activities.
- Embarked on major project to reduce files by purging cases that have reached retention requirements. To date, the department has purged 13,000 cases; 5,000 cases were purged this past year. New case openings are being scanned into statewide Child Support Enforcement system, thus eliminating paper files on new and re-opened cases.
- Recognized the newly formed Case Creation Team as County Employees of the Month, and replicated their team construct for the Enforcement function of Child Support, due to its success in increasing number of case openings and modeling ideal team behavior.

Proposed Strategic Actions:

- Develop functional teams with Senior Child Support Officers acting as team leaders to provide day-to-day oversight and direction, and allocation of daily workload and tasks, thus placing greater accountability on the staff and enabling supervisors to devote more time to process improvement and supervising for quality.
- Expand “Supervising for Quality” initiative throughout the organization, such that all employees are held accountable for their level of productivity and errors are caught early in the process, with “just in time” training available so that errors are not repeated.
- 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.
- Improve methods for customer service surveys to provide multiple means of achieving feedback, such as walk-in’s, on-line, and phone surveys; customize surveys to be relevant to type of service rendered by the department.

Proposed Key Project:

- Have all employees complete the Process Improvement Training course through the County Employees’ University within a three-year period.



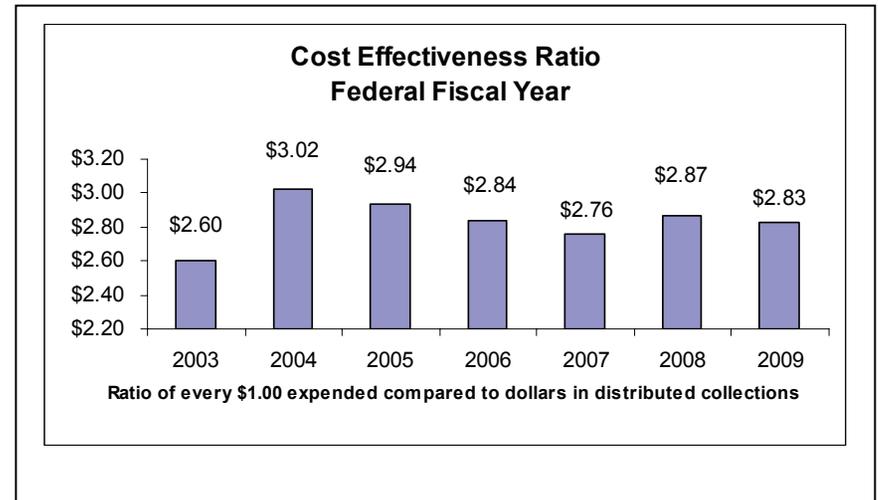
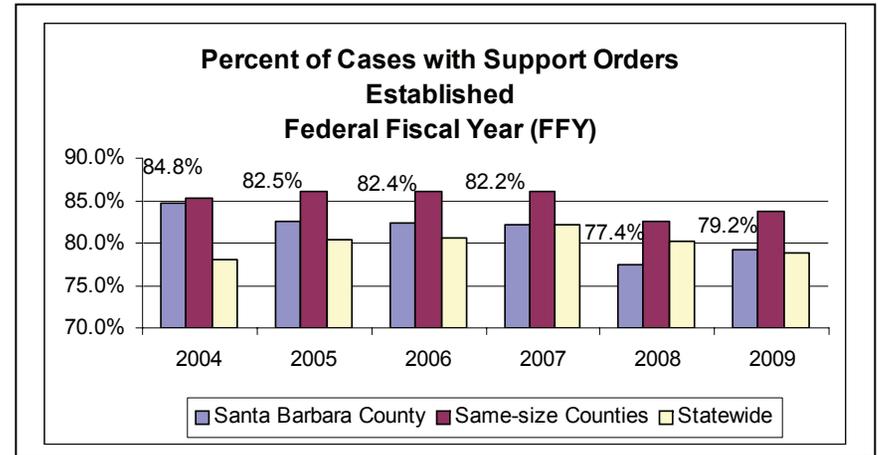
CHILD SUPPORT SERVICES
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
As an efficient and responsive government, ensure that every \$1.00 expended for Santa Barbara County Child Support results in at least \$2.87 in distributed collections.	287	2.98	2.83	2.87
In order to promote financial stability of the County, update 100% of the quarterly financial projections to ensure that actual departmental expenditures, at the end of the fiscal year, are within State appropriations.	4	4	4	4
In order to promote a well educated and trained workforce delivering high-quality services, conduct customer satisfaction surveys in branch offices, by phone and web-based surveys at least quarterly for a total of 90 annually.	27	90	90	90
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	94% 79 84	100% 95 95	96% 87 91	100% 86 86
As an efficient and responsive government, the Child Support Services Department will maintain the number of General Liability claims filed from the previous year's actual claims filed.	0 0	0 0	0 0	0 0
As an efficient and responsive government, the Child Support Services Department will reduce or maintain the number of Workers' Compensation claims filed from the previous year's actual claims filed.	100% 3 3	100% 4 4	100% 2 2	100% 2 2

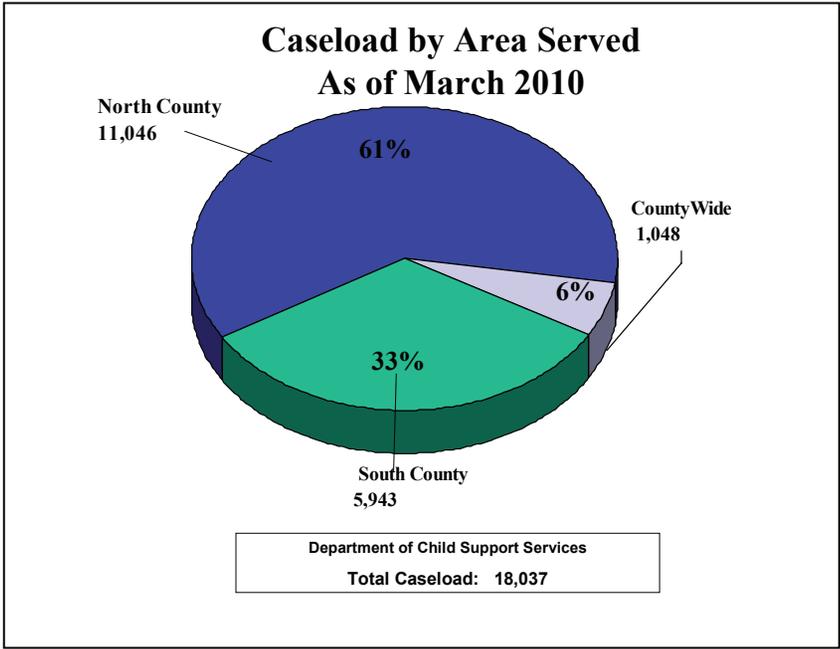
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
As an efficient and responsive government, the Child Support Services Department will maintain a productive workforce through a Lost Time Rate of 5% or less when measuring lost hours to total budgeted hours.	4.5% 8,762 193,804	4.7% 9,287 197,600	5.7% 10,866 189,470	5.0% 9,077 181,555
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	4
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 knows how to access available services.	13	8	8	8
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 ensure efficient and responsive government and to promote safety and well-being of families and children, obtain a payment for arrears in 66.6% of the estimated 11,400 cases that have an arrearage.	62.3% 7,105 11,404	66.2% 7,546 11,400	62.3% 7,105 11,404	66.6% 7,592 11,400
As an efficient and responsive government, ensure that at least 90% of responses received from annual department surveys rate information technology support services as excellent.	N/A	90%	90%	90%

CHILD SUPPORT SERVICES
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
In order to ensure efficient and responsive government, enforce Court Orders such that State Disbursement Unit (SDU) can receive and distribute, on behalf of Santa Barbara County, a total of \$26,800,000; includes both on-going and arrearage collections.	\$26,553,437	\$26,500,000	\$26,500,000	\$26,800,000
In order to ensure efficient and responsive government, obtain a 60.6% collection rate of total current support due, thus providing a reliable source of income and helping families achieve a greater level of self-sufficiency.	56.3%	58.0%	59.0%	60.6%
In order to ensure efficient and responsive government, ensure paternity establishment for 109.3% of 15,000 children in the total caseload. Note: Compares prior year open to current year resolved.	85.7% 18,800 21,936	97.0% 12,000 12,370	105.0% 15,750 15,000	109.3% 16,395 15,000
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 82.2% of the 18,000 open cases in our caseload.	77.0% 14,964 19,422	80.0% 15,200 19,000	80.0% 14,800 18,500	82.2% 14,796 18,000
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 \$4,200,000 annually for reimbursement of public assistance expended.	\$4,595,262	\$4,800,000	\$4,200,000	\$4,200,000
In order to promote financial stability of the County, enforce Court Orders such that State Distribution Unit (SDU) can receive and distribute \$220,000 to Santa Barbara Department of Social Services for the reimbursement of public assistance expenditures.	\$303,487	\$285,000	\$220,000	\$220,000



CHILD SUPPORT SERVICES
Department Summary (cont'd)



	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
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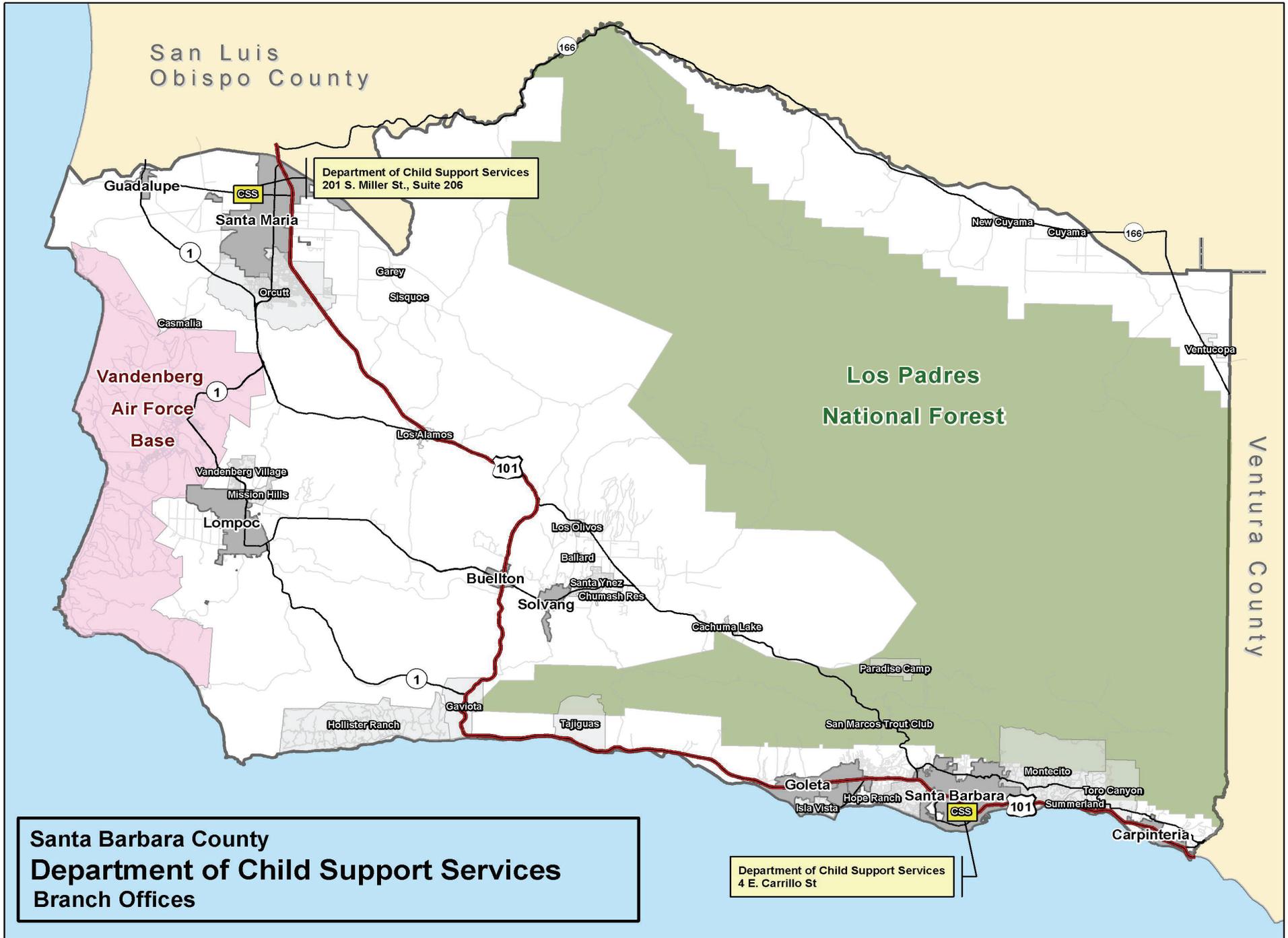
Position Detail

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	1.0	1.0	1.0	1.0
Executive Secretary	1.0	0.8	0.8	--
Admin Office Pro	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	4.8	4.8	4.0

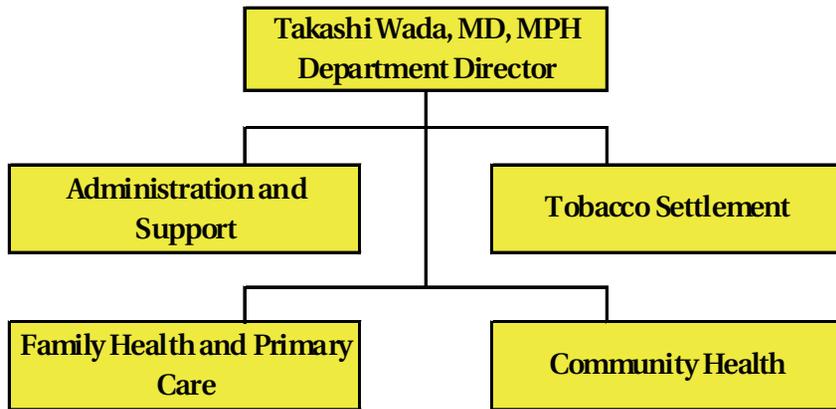
Collection & Case Management

Child Support Attorney, Supervising	1.0	1.0	1.0	1.0
Child Support Attorney IV	1.0	--	--	--
Child Support Attorney I-III	2.0	2.0	2.0	2.0
Child Support Manager	4.0	3.0	3.0	3.0
Child Support Officer, Supervising	6.0	6.0	6.0	5.0
Child Support Officer Sr.	6.5	8.5	8.5	9.5
Child Support Investigative Specialist	3.0	2.0	2.0	2.0
Child Support Officer I/II	47.3	43.8	43.8	43.8
Admin Office Pro	12.0	9.0	9.0	10.0
Financial Office Pro	8.0	7.0	7.0	6.0
Legal Office Pro	7.0	6.0	6.0	5.0
Computer Systems Spec II	2.0	2.0	2.0	2.0
Sub-Division Total	99.8	90.3	90.3	89.3
Division Total	104.8	95.0	95.0	93.3

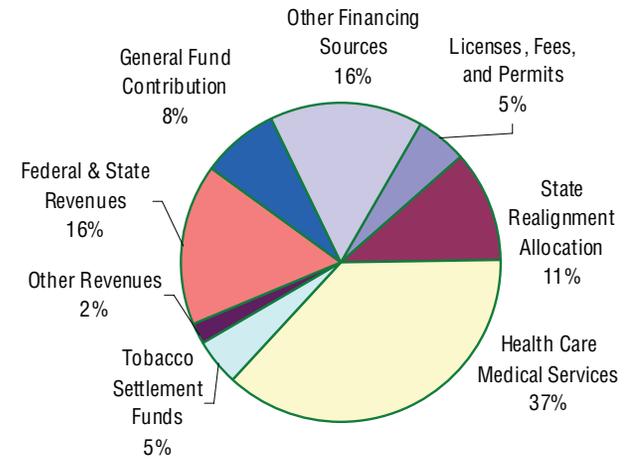


PUBLIC HEALTH

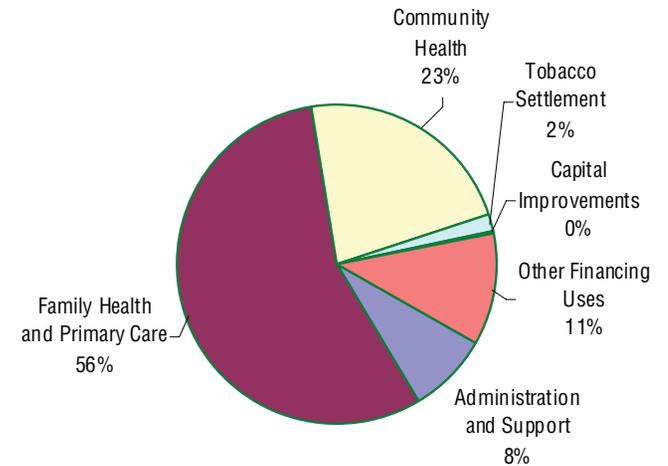
Budget & Positions (FTEs)	
Operating \$	85,572,758
Capital	425,200
Positions	503.3 FTEs



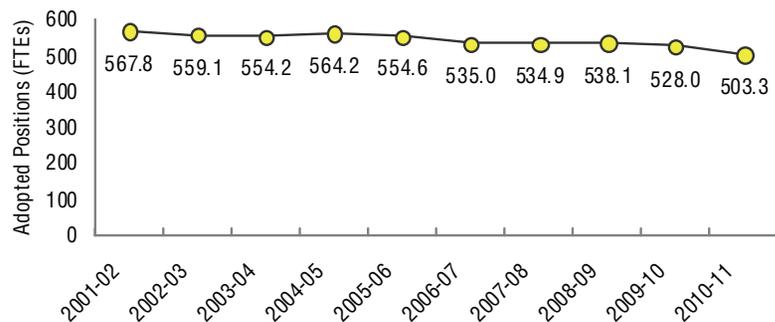
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



PUBLIC HEALTH
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 7,122,610	\$ 7,590,965	\$ 7,480,411	\$ 8,013,463
Family Health and Primary Care	52,233,342	54,779,167	54,108,859	54,726,077
Community Health	22,743,555	22,621,988	23,455,991	22,151,779
Tobacco Settlement	376,943	395,000	1,268,215	1,584,222
Operating Sub-Total	82,476,450	85,387,120	86,313,476	86,475,541
Less: Intra-County Revenues	(1,156,927)	(864,639)	(824,095)	(902,783)
Operating Total	81,319,523	84,522,481	85,489,381	85,572,758
<i>Non-Operating Expenditures</i>				
Capital Assets	75,508	158,700	175,837	425,200
Expenditure Total	81,395,031	84,681,181	85,665,218	85,997,958
<i>Other Financing Uses</i>				
Operating Transfers	6,899,215	4,884,616	4,293,032	4,993,580
20% Endowment Designation	323,279	139,157	58,668	51,548
TSAC Allocation Designation	4,900,759	4,542,435	4,553,923	4,602,084
Designated for Future Uses	4,177,801	2,139,494	1,538,413	1,089,609
Department Total	\$ 97,696,085	\$ 96,386,883	\$ 96,109,254	\$ 96,734,779

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 34,101,685	\$ 35,863,765	\$ 35,812,993	\$ 38,274,752
Overtime	296,730	219,986	515,326	269,596
Extra Help	909,712	180,404	1,205,693	437,078
Benefits	14,087,512	14,848,081	15,850,908	17,828,711
Salaries & Benefits Sub-Total	49,395,639	51,112,236	53,384,920	56,810,137
Services & Supplies	31,299,173	32,622,220	31,235,443	28,651,304
Public Assistance Payments	135,307	--	--	--
Contributions	1,646,331	1,652,664	1,693,113	1,014,100
Operating Sub-Total	82,476,450	85,387,120	86,313,476	86,475,541
Less: Intra-County Revenues	(1,156,927)	(864,639)	(824,095)	(902,783)
Operating Total	81,319,523	84,522,481	85,489,381	85,572,758
<i>Non-Operating Expenditures</i>				
Capital Assets	75,508	158,700	175,837	425,200
Expenditure Total	\$ 81,395,031	\$ 84,681,181	\$ 85,665,218	\$ 85,997,958

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Licenses, Fees, and Permits	\$ 4,837,359	\$ 5,079,202	\$ 5,139,001	\$ 5,227,160
State Realignment Allocation	13,002,722	11,950,263	11,476,887	10,933,755
Health Care Medical Services	31,870,395	33,032,344	34,074,285	35,879,054
Federal & State Revenues	15,513,943	14,874,159	16,943,108	15,830,792
Other Charges for Services	327,848	342,509	345,801	354,791
Tobacco Settlement Funds	4,851,052	4,417,598	4,491,636	4,547,777
Tobacco Settlement Interest	317,303	263,993	120,955	105,855
Miscellaneous Revenue	2,960,290	2,774,777	2,026,693	1,658,282
Revenue Sub-Total	73,680,912	72,734,845	74,618,366	74,537,466
Less: Intra-County Revenues	(1,156,927)	(864,639)	(824,095)	(902,783)
Revenue Total	72,523,985	71,870,206	73,794,271	73,634,683
General Fund Contribution	11,180,561	10,120,591	10,187,714	7,949,290
<i>Other Financing Sources</i>				
Operating Transfers	3,920,482	3,898,967	3,188,247	3,250,120
Use of Prior Fund Balances	10,071,057	10,497,119	8,939,022	11,900,686
Department Total	\$ 97,696,085	\$ 96,386,883	\$ 96,109,254	\$ 96,734,779

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration and Support	64.0	65.3	64.3	61.1	64.3	60.5	63.5	59.7
Family Health and Primary Care	308.2	290.8	301.5	280.3	301.5	290.5	305.8	285.3
Community Health	171.9	162.9	171.5	154.1	171.5	152.4	167.8	146.4
Total Permanent	544.1	518.9	537.3	495.5	537.3	503.3	537.0	491.4
<i>Non-Permanent</i>								
Contract	--	2.9	--	3.1	--	2.5	--	3.8
Extra Help	--	16.3	--	2.6	--	22.2	--	8.0
Total Positions	544.1	538.1	537.3	501.2	537.3	528.0	537.0	503.3

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.

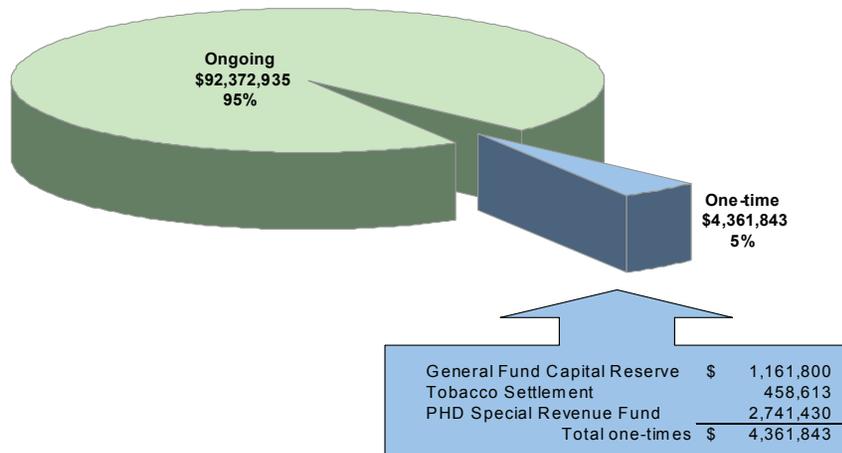
Budget Organization

The Public Health Department has two service divisions, "Community Health" and "Family Health and Primary Care," and two administrative divisions, "Administration and Support" and "Tobacco Settlement." The Department has a total of 537 staff positions in 9 permanent locations and a variety of community service locations throughout the county.

Five percent of the FY 2010-11 Recommended Budget is comprised of one-time sources of funding. The General Fund Capital Reserve will fund the Human Service allocations and staff (\$1,161,800); the Tobacco Settlement dollars will fund fee waivers for Temporary Food Facilities for non-profits in Environmental Health Services (\$100,000), the Dog Noise Officer and administrative support in Animal Services (\$238,613), and a Physical/Occupational Therapist to provide services to disabled children in the California Children's Services program (\$120,000); and the use of the PHD special revenue fund designation will fund clinic operations to sustain primary and specialty care service levels (\$2,741,430). As a result of the use of one-time sources, the department will face a revenue shortfall of \$4,361,843 to begin FY 2011-12, which must be addressed to maintain these services.

Even with staffing and service level reductions made in previous years, the special revenue fund is projected to be depleted by Fiscal Year 2013-14, if additional structural changes, service reductions, and other actions are not taken to restore financial stability. The depletion of the PHD special revenue fund has significant implications to the County, its indigent healthcare mandates, and to the maintenance of the area's health care safety net.

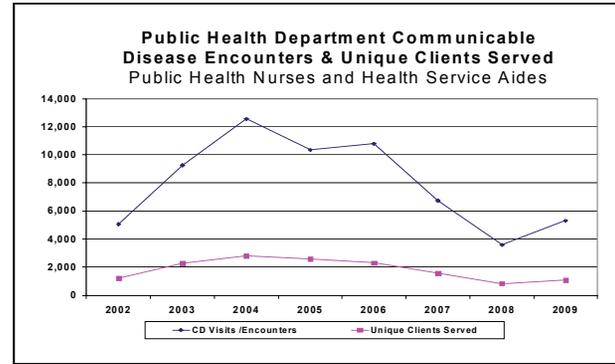
FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



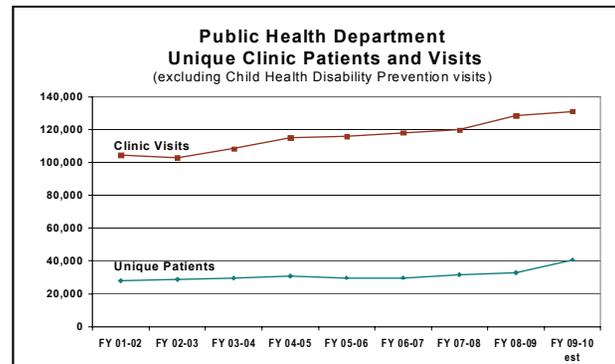
PUBLIC HEALTH

Department Summary (cont'd)

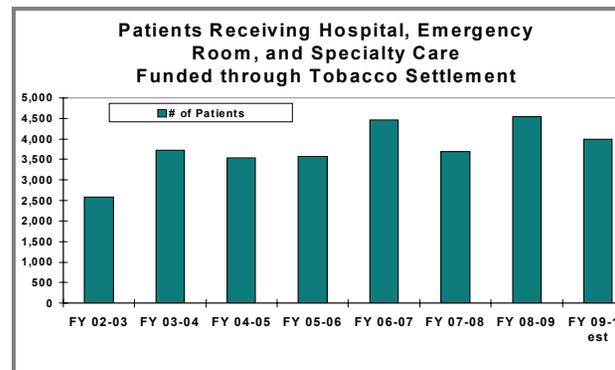
Activity Indicators



PHD staff prevents the spread of diseases by screening people exposed to communicable diseases.



More than 128,000 clinic visits were provided in FY 2008-09 – a 23% increase since FY 2001-02. Unique patients served increased 18% over the same period.



Tobacco Settlement funding provides access to hospital and specialty care for more than 4,000 patients who do not qualify for coverage through Medi-Cal or other programs

PUBLIC HEALTH

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Estimated Actual operating expenditures increased by \$926,000, to \$86,313,000, from the Adopted Budget of \$85,387,000. This 1.1% increase is the result of:

- +\$1,273,000 - Extra help costs due to 1) H1N1 vaccination surge activities, and 2) increased clinic patient volume;
- +\$1,081,000 - Early retirement incentive costs;
- -\$890,000 - Inpatient and specialty referral costs for the Medically Indigent Adults (MIA) program, due to improved efforts at securing Medi-Cal eligibility status for and case-management of clients;
- +\$742,000 - Professional services, supplies, and equipment costs associated with the H1N1 vaccination surge;
- -\$571,000 - Receipts from new legislation (Assembly Bill [AB] 1900 Nava and Senate Bill [SB]1236 Padilla) that continued funds available for disbursement to area physicians, surgeons, and hospitals after the sunset of the Maddy Emergency Medical Services bill;
- -\$338,000 - HIV/AIDS grant programs that were reduced by the State;
- -\$275,000 - Cost and volume decreases in pharmaceuticals;
- +\$195,000 - Professional services, supplies, and equipment associated with the American Recovery and Reinvestment Act (ARRA) grants received for Capital Improvement Projects (CIP) and Increased Demand for Services (IDS) to the homeless;
- -\$185,000 - State elimination of the Emergency Medical Services Augmentation (EMSA) grant;
- -\$179,000 - Physician and nursing registry costs, due to successful recruitment and retention of new staff;
- +\$150,000 - Moving costs associated with the relocation of the Children's Medical Services (CMS) programs from leased space to County-owned space;
- -\$122,000 - Utilization review and orthopedics referral costs, due to billing improvements;
- -\$109,000 - Salaries and benefits due to vacancies and recruiting difficulties;
- +\$70,000 - Recruitment for Department Director;
- +\$43,000 - Ergonomic and safety improvements at Calle Real Campus and Animal Shelters;
- +\$40,000 - Warming Shelter passthrough dollars to Community Based Organizations (CBOs).

Revenues

The Estimated Actual operating revenues increased by \$1,884,000, to \$74,618,000, from the Adopted Budget of \$72,735,000. This 2.6% increase is the result of:

- +\$1,500,000 - New Public Health Emergency Response (PHER) funds for the H1N1 vaccination surge;
- + \$1,450,000 - Medi-Cal and other patient service revenues as a result of a successful key project for a Federally Qualified Health Center (FQHC) retroactive rate increase process and expansions in service volume;
- -\$634,000 - Revenue from legislation (AB1900 Nava and SB1236 Padilla) that continued funds available to area physicians, surgeons, and hospitals after the sunset of the Maddy bill;
- +\$500,000 - American Recovery and Reinvestment Act (ARRA) funds for Capital Improvement Projects (CIP) and Increased Demand for Services (IDS) to the homeless;
- -\$473,000 - Vehicle License Fee and Sales Tax Realignment shortfalls, due to the weakened economy;
- -\$383,000 - HIV/AIDS grant programs that were reduced by the State;
- +\$300,000 - Augmented funding for the Women, Infant, and Childrens (WIC) program;
- -\$259,000 - Pharmaceutical revenues due to volume decreases and a change in State reimbursement;
- +\$250,000 - Augmented funding for the AIDS Drug Assistance Program (ADAP);
- -\$250,000 - Interest income due to lower interest rates;
- -\$192,000 - State elimination of the Emergency Medical Services Augmentation (EMSA) grant;
- +\$107,000 - One-time Environmental Health Recreational program funding due to a change in State law;
- -\$100,000 - Maternal Child Adolescent Health (MCAH) and leveraged funding due to State reductions;
- +\$97,000 - California Children's Services Medical Therapy Unit revenues;
- -\$25,000 - Animal Services city contract revenue.

Capital

The Estimated Actual expenditures increased by \$17,000, to \$176,000, from the Adopted Budget of \$159,000. This 10.7% increase is the result of:

- -\$150,000 – Deferred purchase of new Pharmacy software;
- +\$115,000 – Upgrades to the HVAC system in the Santa Maria Clinic, funded by ARRA CIP grant funding;

- +\$35,000 – Equipment purchases funded by ARRA CIP grant funding;
- +\$17,000 – Animal Services disaster incident command trailer.

Significant Changes (FY 2009-10 Estimated Actuals to FY 2010-11 Recommended)

Expenditures

The Recommended Budget's operating expenditures will increase by \$163,000 to \$86,476,000, from the prior year's Estimated Actual of \$86,313,000. This .2 % increase is the result of:

- +\$5,260,000 - Cost-of-living (COLA) and merit adjustments, retirement, and other benefit rate increases for licensed clinical professionals and other staff;
- -\$1,081,000 - Early retirement incentive costs;
- -\$928,000 - Extra help staffing and overtime;
- +\$800,000 - Inpatient and specialty referral costs for the Medically Indigent Adults (MIA) program, due to projected patient volume increases;
- -\$736,000 - County-wide cost allocation charges;
- -\$595,000 - Professional services, supplies, and equipment costs associated with the H1N1 vaccination surge;
- -\$583,000 - Rent and moving costs associated with the relocation of the Children's Medical Services (CMS) programs from leased space to County-owned space;
- -\$348,000 - Transfer of Homeless Shelter passthrough funding to the Housing and Community Development (HCD) Department;
- -\$292,000 - Registry nursing and temporary physicians;
- -\$255,000 - Human Services allocations to Community Based Organizations;
- -\$179,000 - Deferred computer replacement and professional services purchases;
- -\$155,000 - Transfer of Domestic Violence program and Area Agency on Aging (AAA) passthrough funding to the Department of Social Services;
- -\$150,000 - Temporary employee costs in the California Children's Services program;
- -\$146,000 - Liability Insurance premiums;
- +\$142,000 - Unemployment costs;
- -\$112,000 - Professional services, supplies, and equipment associated with the American Recovery and Reinvestment Act (ARRA) grants received for Capital Improvement Projects (CIP) and Increased Demand for Services (IDS) to the homeless;
- -\$110,000 - Web-enabling and e-government projects in Animal Services and Environmental Health Services;

PUBLIC HEALTH

Department Summary (cont'd)

- -\$100,000 - Emergency Medical Services (Maddy/Padilla/Nava) Fund revenues for physicians, surgeons; and hospitals for uncompensated emergency medical services and trauma care;
- -\$70,000 - Recruitment for Department Director;
- -\$70,000 - Electronic Medical Record (EMR) project planning consulting fees;
- -\$55,000- Ergonomic and safety improvements at Calle Real Campus and Animal Shelters;
- -\$40,000 - Warming Shelter passthrough dollars to Community Based Organizations (CBOs);
- -\$33,000 - Miscellaneous cost reductions in response to funding reductions.

Revenues

The Recommended Budget's operating revenues will decrease by \$81,000, to \$74,537,000 from the Estimated Actual of \$74,618,000. This 0.1% decrease is the result of:

- +\$1,600,000 - Medi-Cal and other patient service revenues;
- -\$1,117,000 - Public Health Emergency Response (PHER) funds for the H1N1 vaccination surge;
- -\$543,000 - Vehicle License Fee and Sales Tax Realignment shortfalls, due to the weakened economy;
- +\$350,000 - Women Infant and Children's (WIC) program grant augmentations;
- -\$195,000 - California Children's Services program State allocations;
- -\$170,000 - American Recovery and Reinvestment Act (ARRA) funds for Capital Improvement Projects (CIP) and Increased Demand for Services (IDS);
- +\$100,000 - Augmented funding for the AIDS Drug Assistance Program (ADAP);
- -\$92,000 - Maddy/Padilla/Nava Fund revenues for physicians, surgeons, and hospitals;
- +\$87,000 - Animal Services license revenues due to the Responsible Pet Owner (Petsafe) program;
- -\$72,000 - Environmental Health Recreational program funding due to a change in State law;
- +\$70,000 - Animal Services city contract revenues;
- -\$61,000 - Marriage license fees for the prevention of domestic violence programs transferred to the Department of Social Services;
- -\$38,000 - Interest income due to lower interest rates.

Capital

The Recommended Budget's operating expenditures will increase by \$249,000, to \$425,000, from the prior year's Estimated Actual of \$176,000. This 141.5% increase is the result of:

- +\$150,000 - Pharmacy software replacement;

PUBLIC HEALTH

Department Summary (cont'd)

- +\$48,000 - HVAC upgrades in the Carpinteria Clinic;
- +\$27,000 - Two replacement file servers;
- -\$15,000 - Centrifuge in the Public Health Laboratory;
- -\$9,000 - Computer network firewall upgrades.

Fiscal Year 2010-2011 funding constraints require the department to implement certain service level reductions.

The department has incorporated service level impacts of \$514,813 and -2.75 FTEs to meet its general fund target and to address other funding reductions due to State budget actions and realignment shortfalls in sales taxes and vehicle license fees. Some of these impacts result from increasing efficiencies of existing staffing and streamlining business processes by utilizing technology. Further reductions will reduce grant allocations in the Human Services program, which will reduce county general funding to Community Based Organizations for social services needs.

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;

Goal 2: Health and Safety: A Safe & 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.

Among the five Strategic Plan Critical Issue Areas, "Health, Safety, & Human Services" continues to be the Public Health Department priority for Fiscal Year 2010-11.

The following focus areas have been identified for Fiscal Year 2010-11:

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:

- Continue implementation of an Electronic Health Record (EHR).
- Improve cost efficiencies in the Medically Indigent Adult (MIA) program by case management to reduce hospital-related costs.

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:

- Implement a web-based system for renewing Environmental Health permits and paying fees via credit card online.
- Implement the CAL-Ready program, a statewide communicable disease tracking system.

Focus Area 3: Financial Stability

Proposed Strategic Action:

- Reduce Public Health Department structural deficit by controlling costs and optimizing reserves.

Proposed Key Projects:

- Optimize financial incentives available to physicians and service providers by implementing an Electronic Health Record (EHR).
- Prepare analysis for efficacy of Public Health Department Primary Care service fees and system of sliding scale discounts.

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.

PUBLIC HEALTH

Department Summary (cont'd)

Proposed Key Projects:

- Implement Project PetSafe to increase animal licensing and reduce the animal shelter population.

Current Year (FY 09-10) Accomplishments:

- Responded to H1N1 pandemic and coordinated vaccine efforts resulting in vaccination of over 125,000 County residents.
- Began implementation of an Electronic Health Record (EHR) by evaluating and selecting a vendor.
- Successfully reevaluated the provision of physician services in South County which will provide for better patient care.
- Responsible Pet Owner Ordinance was passed by the Board of Supervisors resulting in the initiation of the PetSafe Program to reduce the number of stray animals in shelters.
- Established a cache of medical disaster supplies for northern Santa Barbara County.
- Implemented web-based Environmental Health Field Inspection System to allow data entry and report generation for field inspection activities.
- Implemented mobile access to the Animal Services data and computer application from laptops in the field, which will increase efficiency and productivity.
- Successfully completed application to become designated as a Community Health Center including establishment of a Board of Directors.
- Partnered with CenCal to increase funding for hospitals through an Inter-Governmental Transfer process, which should assist them in covering more of their costs.
- Significantly reorganized office space to fully optimize use of County-owned buildings and minimize dependency on leased properties.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Department-wide Effectiveness Measures

Fund needed hospital, emergency room, and specialty care for 4,000 uninsured patients each year.	4,541	5,600	4,000	4,000
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.	85%	95%	91%	100%
	441	511	490	525
	520	538	538	525

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Department-wide Effectiveness Measures

Maintain the percent of claims denied by Medi-Cal and Family Pact to less than or equal to 6%.	7%	6%	6%	6%
	11,491	9,000	9,000	9,000
	170,054	150,000	150,000	150,000
Ensure that the kept appointment rate for the primary care clinic is 85% of all appointments booked.	--	80%	75%	85%
	--	55,280	64,000	72,250
	--	69,100	85,000	85,000
Increase the number of unique homeless clients served by the Healthcare for the Homeless Program.	4,781	4,350	5,400	5,700
Find homes for 100% of an estimated 4,000 adoptable dogs and cats per year.	99%	100%	99%	100%
	3,993	4,000	3,960	4,000
	4,041	4,000	4,000	4,000



PUBLIC HEALTH
Administration and Support

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,737,444	\$ 1,789,163	\$ 1,929,522	\$ 1,797,502
Information Tech	2,123,116	2,271,371	2,167,491	2,328,641
Human Resources	386,364	458,363	412,175	513,213
Fiscal Services	2,237,400	2,570,377	2,370,759	2,800,250
Facilities	638,286	501,691	600,464	573,857
Operating Sub-Total	7,122,610	7,590,965	7,480,411	8,013,463
Less: Intra-County Revenues	(614,922)	(448,713)	(435,472)	(449,968)
Operating Total	6,507,688	7,142,252	7,044,939	7,563,495
<i>Non-Operating Expenditures</i>				
Capital Assets	19,324	8,700	8,700	27,000
Expenditure Total	6,527,012	7,150,952	7,053,639	7,590,495
<i>Other Financing Uses</i>				
Operating Transfers	63,544	9,817	9,084	9,097
Designated for Future Uses	391,149	215	--	--
Division Total	\$ 6,981,705	\$ 7,160,984	\$ 7,062,723	\$ 7,599,592

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	4,191,216	4,463,215	4,047,340	4,632,509
Overtime	22,679	5,400	23,850	8,700
Extra Help	9,378	--	30,500	--
Benefits	1,693,499	1,834,809	1,893,983	2,138,223
Salaries & Benefits Sub-Total	5,916,772	6,303,424	5,995,673	6,779,432
Services & Supplies	1,205,838	1,287,541	1,484,738	1,234,031
Operating Sub-Total	7,122,610	7,590,965	7,480,411	8,013,463
Less: Intra-County Revenues	(614,922)	(448,713)	(435,472)	(449,968)
Operating Total	6,507,688	7,142,252	7,044,939	7,563,495
<i>Non-Operating Expenditures</i>				
Capital Assets	19,324	8,700	8,700	27,000
Expenditure Total	\$ 6,527,012	\$ 7,150,952	\$ 7,053,639	\$ 7,590,495

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
State Realignment Allocation	\$ 2,611,061	\$ 3,354,254	\$ 3,478,993	\$ 3,790,228
Health Care Medical Services	872,662	934,579	748,260	941,704
Federal & State Revenues	206,696	79,000	97,070	97,000
Other Charges for Services	28,218	37,957	37,957	41,381
Miscellaneous Revenue	860,925	852,464	699,271	488,458
Revenue Sub-Total	4,579,562	5,258,254	5,061,551	5,358,771
Less: Intra-County Revenues	(614,922)	(448,713)	(435,472)	(449,968)
Revenue Total	3,964,640	4,809,541	4,626,079	4,908,803
<i>General Fund Contribution</i>	2,009,277	2,036,645	2,436,644	2,690,788
<i>Other Financing Sources</i>				
Operating Transfers	48,879	--	--	--
Use of Prior Fund Balances	958,909	314,798	--	1
Division Total	\$ 6,981,705	\$ 7,160,984	\$ 7,062,723	\$ 7,599,592

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Administration	8.5	9.1	7.8	8.4	7.8	8.0	7.5	8.0	
Information Tech	16.5	15.4	16.5	15.8	16.5	15.1	16.0	15.4	
Human Resources	4.0	3.8	4.0	4.0	4.0	3.8	4.0	4.0	
Fiscal Services	30.0	28.0	31.0	28.0	31.0	27.5	31.0	27.3	
Facilities	5.0	9.0	5.0	5.0	5.0	6.2	5.0	5.0	
Total Permanent	64.0	65.3	64.3	61.1	64.3	60.5	63.5	59.7	
<i>Non-Permanent</i>									
Extra Help	--	0.3	--	--	--	1.2	--	--	
Total Positions	64.0	65.5	64.3	61.1	64.3	61.6	63.5	59.7	

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$111,000, to \$7,480,000, from the Adopted Budget of \$7,591,000. This 1.5% decrease is the result of:

- -\$582,000 - Salaries and benefits due to staff vacancies, and retirements;
- +\$224,000 - Early retirement incentive costs;
- +\$70,000 - Recruitment for Department Director;
- +\$64,000 - Janitorial contracts;
- +\$53,000 - Ergonomic and safety improvements at Calle Real Campus and Animal Shelters;
- +\$49,000 - Extra help and overtime, due to vacancies and H1N1 vaccination surge;
- +\$13,000 - Utilities.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$533,000, to \$8,013,000, from the prior year's Estimated Actual of \$7,480,000. This 7.1% increase is the result of:

- +\$1,050,000 - Cost-of-living (COLA) and merit adjustments, retirement, and other benefit rate increases;
- -\$224,000 - Early retirement incentive costs;
- -\$70,000 - Recruitment for Department Director;
- -\$60,000 - County wide cost allocation charges;
- -\$46,000 - Extra help staffing and overtime;
- -\$38,000 - Ergonomic and safety improvements at Calle Real Campus and Animal Shelters;
- -\$26,000 - Janitorial contracts;
- -\$24,000 - ARRA funded Information Technology purchases;
- -\$20,000 - Miscellaneous services and supplies reductions.

PUBLIC HEALTH

Administration and Support (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
Respond to 99% of customer requests to the Contracts Unit within 1 working day.	--	--	--	99%
	--	--	--	380
				384
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	80%	75%	100%	100%
	4	3	4	4
	5	4	4	4
As an efficient and responsive government, the Department will reduce or maintain the rate of Medical Malpractice Liability claims filed from the previous year's actual claims filed.	100%	33%	33%	100%
	3	1	1	1
	3	3	3	1
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	57%	100%	100%	100%
	42	54	42	42
	74	54	42	42
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 5.9% or less.	6.3%	5.9%	6.1%	5.9%
	68,626.0	72,331.0	74,782.0	72,331.0
	1,086,511.0	1,225,942.0	1,225,942.0	1,225,942.0
Information Tech				
Resolve at least 85% of computer technical support calls immediately.	91%	86%	92%	85%
	5,932	6,000	6,230	5,950
	6,553	7,000	6,804	7,000
Provide data reports by the requested deadline at least 90% of the time.	92%	90%	93%	90%
	151	135	136	135
	164	150	146	150
90% of the time, staff will be contacted within 4 hours of calling the Help Desk if their call is referred.	--	90%	90%	90%
	--	585	585	540
	--	650	650	600

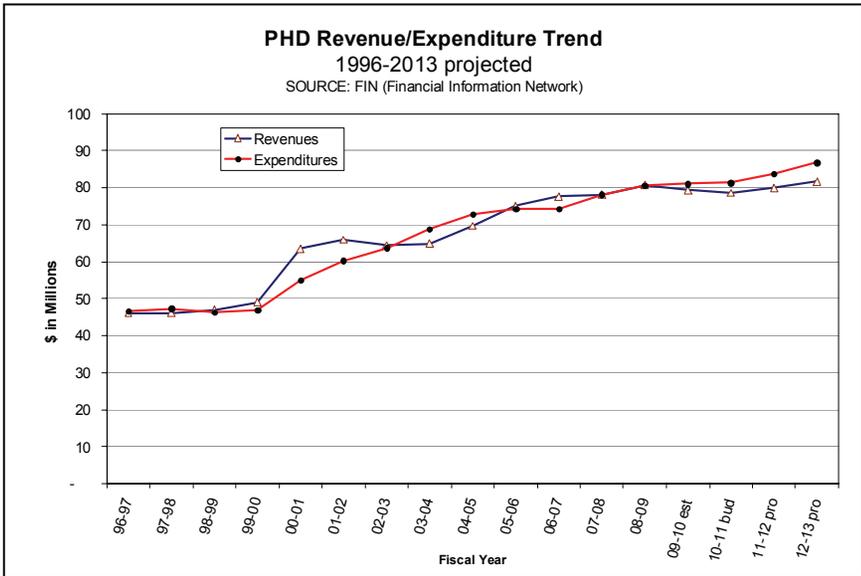
PUBLIC HEALTH
Administration and Support (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Human Resources				
Ensure that 100% of HR requisitions are submitted within 2 business days upon receipt of approved new hire requests.	--	--	-	100%
	--	--	-	65
				65
Fiscal Services				
At least 95% of medical chart reviews will document accurate medical records coding and service documentation.	81%	95%	96%	95%
	219	190	250	190
	270	200	260	200
Facilities				
Ensure that 85% of requests assigned to Public Health Department Facilities will be completed within the timeline goals.	85%	80%	81%	85%
	172	160	150	186
	202	200	185	220

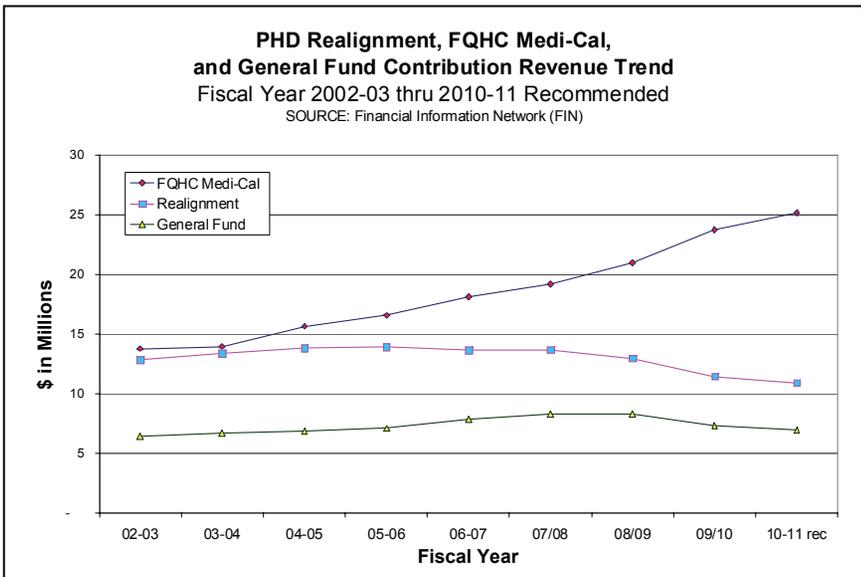
	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration				
Public Health Dir/Health Officer	1.0	1.0	1.0	1.0
Asst Deputy Director	0.8	--	--	--
Deputy Director	1.0	1.0	1.0	1.0
Chief Financial Officer	1.0	1.0	1.0	1.0
Team Leader	1.0	1.0	1.0	1.0
Dept Business Specialist	1.0	1.0	1.0	--
Admin Office Pro	2.8	2.8	2.8	3.5
Sub-Division Total	8.5	7.8	7.8	7.5

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Information Tech				
IT Manager	1.0	1.0	1.0	1.0
EDP Sys & Prog Anlst	2.0	2.0	2.0	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	1.0
Systems & Programming Analyst	3.0	3.0	3.0	3.0
Admin Office Pro	3.5	3.5	3.5	3.0
Computer Systems Specialist	5.0	5.0	5.0	5.0
Sub-Division Total	16.5	16.5	16.5	16.0
Human Resources				
HR Manager	--	1.0	1.0	1.0
Program Manager	1.0	--	--	--
Dept Business Specialist	1.0	1.0	1.0	1.0
Admin Office Pro	--	2.0	2.0	2.0
Human Resources Tech	2.0	--	--	--
Sub-Division Total	4.0	4.0	4.0	4.0
Fiscal Services				
Cost Analyst	3.0	3.0	3.0	3.0
Dept Business Specialist	--	2.0	2.0	2.0
Admin Office Pro	2.0	2.0	2.0	2.0
Financial Office Pro	19.0	20.0	20.0	20.0
Accountant	4.0	4.0	4.0	4.0
Medical Coding Specialist Senior	1.0	--	--	--
Medical Coding Specialist	1.0	--	--	--
Sub-Division Total	30.0	31.0	31.0	31.0
Facilities				
Admin Office Pro	1.0	1.0	1.0	1.0
Building Maintenance Worker	1.0	1.0	1.0	1.0
Store keeper	1.0	1.0	1.0	1.0
Utility Clerk	2.0	2.0	2.0	2.0
Sub-Division Total	5.0	5.0	5.0	5.0
Division Total	64.0	64.3	64.3	63.5

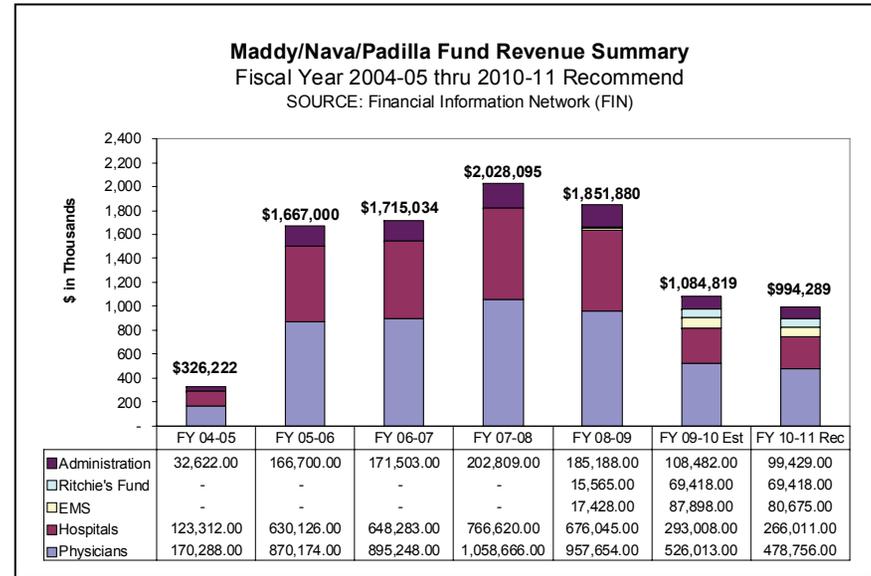
PUBLIC HEALTH
Administration and Support (cont'd)



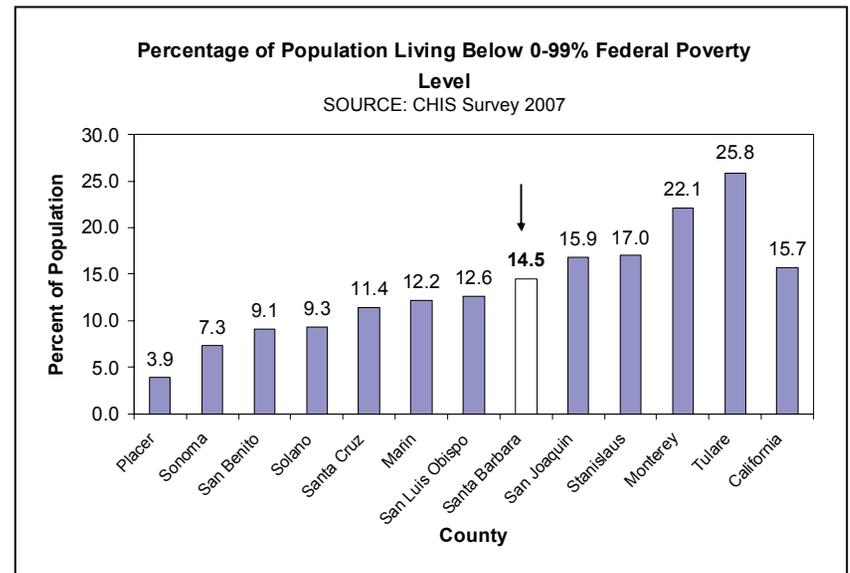
Increasing health care costs and declining revenues are projected to lead to a structural deficit, although one-time revenues will be used to sustain services in FY 2010-11.



The PHD has successfully increased Medi-Cal revenues to make up for falling State Realignment revenue and decreased General Fund Contribution to cover increasing healthcare costs.



Revenues from the Maddy Emergency Medical Services Fund have increased to a projected \$2M since inception, but after the January 1, 2009 sunset, subsequent legislation (Nava AB1900 and Padilla SB1236) to renew is projected to yield less than \$1M annually.



Demand for services continues to grow. 14.5% of Santa Barbara County residents lives in poverty (less than \$22,100 for a family of four).

PUBLIC HEALTH

Family Health and Primary Care

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
FH/PC Administration	\$ 4,159,216	\$ 4,821,332	\$ 4,870,563	\$ 4,228,652
Childrens Medical Services	5,458,586	5,211,286	5,650,350	5,346,364
MIA/Indigent Care	9,763,540	10,634,728	8,108,653	8,558,280
CHIP	207,116	207,302	1,997	914
Healthcare for the Homeless	1,574,284	1,586,331	1,929,982	1,912,758
Clinical Labs	1,900,238	1,977,636	2,078,284	2,127,490
Radiology	512,517	306,158	323,188	324,316
Pharmacy	5,076,087	5,348,606	4,968,695	4,994,996
Inmate Health	17,307	71,070	22,990	36,293
Medical Records	1,338,735	1,485,594	1,429,332	1,594,020
Lompoc Clinics	5,866,234	5,915,315	6,345,157	6,676,848
Santa Maria Clinics	3,671,755	3,943,440	3,942,905	4,166,118
Carpinteria/Franklin Clinics	3,934,760	4,241,339	4,568,948	4,640,595
Calle Real Clinics	5,583,576	5,826,887	6,313,542	6,435,137
Santa Maria Women's Health Center	3,169,391	3,202,143	3,554,273	3,683,296
Operating Sub-Total	52,233,342	54,779,167	54,108,859	54,726,077
Less: Intra-County Revenues	(160,982)	(125,051)	(113,487)	(112,247)
Operating Total	52,072,360	54,654,116	53,995,372	54,613,830
<i>Non-Operating Expenditures</i>				
Capital Assets	13,798	--	149,637	124,700
Expenditure Total	52,086,158	54,654,116	54,145,009	54,738,530
<i>Other Financing Uses</i>				
Operating Transfers	29,602	28,810	30,956	32,218
Designated for Future Uses	2,956,421	2,062,138	1,426,323	994,290
Division Total	\$ 55,072,181	\$ 56,745,064	\$ 55,602,288	\$ 55,765,038

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	19,529,518	20,735,358	21,464,433	22,914,352
Overtime	135,053	124,850	198,366	160,424
Extra Hel p	703,305	123,067	646,079	132,774
Benefits	7,976,127	8,593,842	9,328,320	10,629,370
Salaries & Benefits Sub-Total	28,344,003	29,577,117	31,637,198	33,836,920
Services & Supplies	23,889,339	25,202,050	22,471,661	20,889,157
Operating Sub-Total	52,233,342	54,779,167	54,108,859	54,726,077
Less: Intra-County Revenues	(160,982)	(125,051)	(113,487)	(112,247)
Operating Total	52,072,360	54,654,116	53,995,372	54,613,830
<i>Non-Operating Expenditures</i>				
Capital Assets	13,798	--	149,637	124,700
Expenditure Total	\$ 52,086,158	\$ 54,654,116	\$ 54,145,009	\$ 54,738,530
Source of Funds Summary				
<i>Departmental Revenues</i>				
State Realignment Allocation	\$ 10,391,661	\$ 8,596,009	\$ 7,997,894	\$ 7,143,527
Health Care Medical Services	29,984,744	31,245,262	32,253,364	33,749,823
Federal & State Revenues	6,256,914	6,450,949	7,238,079	6,988,795
Other Charges for Services	17	--	250	--
Miscellaneous Revenue	1,816,905	1,573,519	1,038,010	958,213
Revenue Sub-Total	48,450,241	47,865,739	48,527,597	48,840,358
Less: Intra-County Revenues	(160,982)	(125,051)	(113,487)	(112,247)
Revenue Total	48,289,259	47,740,688	48,414,110	48,728,111
<i>General Fund Contribution</i>	1,678,801	1,343,052	1,825,171	1,169,922
<i>Other Financing Sources</i>				
Operating Transfers	2,718,276	3,068,133	2,199,404	2,002,249
Use of Prior Fund Balances	2,385,845	4,593,191	3,163,603	3,864,756
Division Total	\$ 55,072,181	\$ 56,745,064	\$ 55,602,288	\$ 55,765,038

SERVICE DESCRIPTION

Provide prevention and early intervention health care at six Federally Qualified Health Centers and four satellites. 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 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
FH/PC Administration	6.0	4.6	5.0	4.3	5.0	4.6	5.0	5.1
Childrens Medical Services	53.4	46.8	49.6	39.8	49.6	43.9	48.9	40.8
MIA/Indigent Care	15.0	14.0	16.0	15.7	16.0	14.5	16.0	15.2
Healthcare for the Homeless	8.5	6.7	8.5	7.2	8.5	6.8	6.5	6.8
Clinical Labs	14.0	13.6	14.5	13.7	14.5	14.0	14.5	14.0
Radiology	4.0	4.9	3.0	3.0	3.0	3.9	3.0	3.2
Pharmacy	13.0	12.3	12.0	12.0	12.0	12.1	12.0	12.0
Inmate Health	1.0	0.1	--	0.5	--	0.2	--	0.3
Medical Records	18.0	18.3	18.5	17.8	18.5	17.8	18.5	17.9
Lompoc Clinics	47.6	47.0	48.1	45.0	48.1	47.6	49.2	46.1
Santa Maria Clinics	34.8	30.6	34.8	31.6	34.8	31.9	33.8	30.4
Carpinteria/Franklin Clinics	37.7	34.2	34.7	35.4	34.7	36.2	35.7	36.3
Calle Real Clinics	35.3	35.7	36.6	33.6	36.6	35.9	37.5	34.1
Santa Maria Women's Health Center	20.0	22.0	20.3	20.7	20.3	21.2	25.3	23.2
Total Permanent	308.2	290.8	301.5	280.3	301.5	290.4	305.8	285.3
<i>Non-Permanent</i>								
Contract	--	2.0	--	2.1	--	2.0	--	2.3
Extra Help	--	11.2	--	2.5	--	11.7	--	2.1
Total Positions	308.2	304.0	301.5	284.8	301.5	304.1	305.8	289.8

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$670,000, to \$54,109,000, from the Adopted Budget of \$54,779,000. This 1.2% decrease is the result of:

- \$908,000 - Tobacco Settlement hospital allocations transferred to the Tobacco Settlement Fund for use in an Inter-Governmental Transfer (IGT), that will provide for federal matching opportunities;
- + \$904,000 - Salaries and benefits costs due to the reclassification of three physicians from contractor to employee status;
- \$890,000 - Inpatient and specialty referral costs for the Medically Indigent Adults (MIA) program, due to improved efforts at securing Medi-Cal eligibility status for clients;
- + \$597,000 - Extra help and overtime costs due to 1) H1N1 vaccination surge activities, and 2) Increased clinic patient volume;

PUBLIC HEALTH

Family Health and Primary Care (cont'd)

- \$571,000 - Emergency Medical Services (Maddy/Padilla/Nava) Fund revenues for physicians, surgeons, and hospitals;
- + \$533,000 - Early retirement incentive costs;
- \$275,000 - Cost and volume decreases in pharmaceutical costs;
- + \$195,000 - Professional services, supplies, and equipment associated with the American Recovery and Reinvestment Act (ARRA) grants received for Capital Improvement Projects (CIP) and Increased Demand for Services (IDS) to the homeless;
- \$185,000 - State elimination of the Emergency Medical Services Augmentation (EMSA) grant;
- \$179,000 - Physician and nursing registry costs;
- + \$150,000 - Moving costs associated with the relocation of the Children's Medical Services (CMS) programs from leased space to County-owned space;
- + \$146,000 - Laboratory and other supplies costs associated with the H1N1 vaccination surge;
- \$122,000 - Utilization review and orthopedics referral costs;
- \$65,000 - Utilities costs.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$617,000, to \$54,726,000, from the prior year's Estimated Actual of \$54,109,000. This 1.1% increase is the result of:

- + \$3,169,000 - Cost-of-living (COLA) and merit adjustments, retirement and other benefit rate increases for licensed clinical professionals and other staff;
- + \$800,000 - Medically Indigent Adult (MIA) program for hospitals and specialty and referral physician services;
- \$583,000 - Rent and moving costs associated with the relocation of the Children's Medical Services (CMS) programs from leased space to County-owned space;
- \$551,000 - Extra help, overtime, and temporary employee costs;
- \$533,000 - Early retirement incentive costs;
- \$458,000 - County-wide cost allocation charges;
- \$316,000 - Tobacco Settlement allocations to local Emergency Department physicians and the dental fluoride varnish program reclassified to the Tobacco Settlement Fund for distribution;
- \$292,000 - Registry nursing and temporary physicians;
- \$159,000 - Deferred information technology, instrument, and furniture and fixture purchases;
- \$150,000 - Temporary employee costs in the California Children's Services program;

PUBLIC HEALTH

Family Health and Primary Care (cont'd)

- -\$146,000 - Liability insurance;
- -\$100,000 - Emergency Medical Services (Maddy/Padilla/Nava) Fund revenues for physicians, surgeons; and hospitals;
- -\$88,000 - Professional services, supplies, and equipment associated with the American Recovery and Reinvestment Act (ARRA) grants received for Capital Improvement Projects (CIP) and Increased Demand for Services (IDS) to the homeless;
- +\$77,000 - Unemployment insurance;
- -\$70,000 – Electronic Medical Record (EMR) project planning consulting fees;
- +\$17,000 - Utilities.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
FH/PC Administration				
Provide medical care to 32,000 indigent patients each year.	32,944	41,666	32,000	32,000
Ensure that 99.1% of infants born at >37 weeks gestation weigh equal or greater than 2,500 grams (5.5 lbs.)	120% 1,701 1,421	99% 1,285 1,296	99% 1,368 1,380	99% 1,424 1,436
Childrens Medical Services				
At least 95% of people completing the California Children's Services (CCS) Family Survey will rate the overall experience of getting their child CCS services as good or very good.	93% 456 491	95% 475 500	93% 465 500	95% 475 500
Provide occupational or physical therapy evaluations to at least 80% of California Children's Services (CCS) eligible children within 30 days.	82% 58 71	80% 64 80	80% 64 80	80% 64 80
Site visits for triennial recertification of CHDP Program providers will be completed for 100% of approximately 10 provider sites in Santa Barbara County, per State requirements.	94% 15 16	100% 9 9	100% 9 9	100% 10 10

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
MIA/Indigent Care				
UR Case Management will screen all MIA referrals for potential eligibility for non-MIA, non-PHD funding sources and assist in successfully obtaining coverage for at least 40 patients per fiscal year.	--	--	-	40
All of an estimated 20 significant report trends and events with a severity level of F (temporary harm with hospitalization or increased length of stay in hospital) or above will be analyzed and referred to the appropriate group for corrective action.	--	--	-	100% 20 20
Healthcare for the Homeless				
Increase the percentage of homeless pregnant women who receive care in the first trimester to 65%.	33% 17 51	45% 29 65	58% 35 60	65% 39 60
Clinical Labs				
At least 99% of proficiency tests in the clinical laboratory will be accurate.	99% 1,138 1,146	99% 1,135 1,146	99% 1,266 1,275	99% 1,266 1,275
Ensure that 100% of Critical Values as defined in the Laboratory Policy Manual are reported to the requesting provider or designee within one hour of receipt in the Clinical Lab.	98% 649 660	100% 690 690	99% 691 700	100% 700 700
Ensure that 97% of urgent test requests are completed and reported within one hour of receipt in the Clinical Laboratory.	96% 500 521	95% 428 450	97% 513 528	97% 513 528
Radiology				
Achieve quality digital x-rays on the first take 100% of the time (national benchmark = 96%).	98% 17,682 17,989	100% 17,000 17,000	98% 17,800 18,100	100% 18,200 18,200

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Pharmacy				
Maintain pharmacy wait time at 20 minutes or less for at least 85% of 4,080 new prescriptions randomly selected each quarter for audit.	95% 2,418 2,551	85% 4,080 4,800	85% 4,080 4,800	85% 4,080 4,800
Medical Records				
Ensure that 95% of dictated medical reports will be transcribed and electronically delivered within 24 hours.	88% 10,131 11,520	95% 11,400 12,000	96% 10,800 11,300	95% 11,100 11,650
Lompoc Clinics				
Patients will have a primary care appointment available to them within 3 days at the Lompoc Clinic.	1	3	3	3
60% of age appropriate women (40-69) will have a screening mammogram within a two year period, exceeding the national standard of 50% at the Lompoc Clinic.	-- --	60% 1,102 1,836	60% 1,102 1,836	60% 1,210 2,016
77% of age appropriate women (21-64) will be screened for cervical cancer exceeding the national standard by 70% at the Lompoc Clinic.	-- --	78% 2,993 3,824	78% 2,993 3,824	77% 3,240 4,206
Santa Maria Clinics				
Patients will have a primary care appointment available to them within 3 days at the Santa Maria Clinic.	5	3	3	3
Carpinteria/Franklin Clinics				
Patients will have a primary care appointment available to them within 3 days at the Carpinteria Clinic.	1	3	3	3
Patients will have a primary care appointment available to them within 3 days at the Franklin Clinic.	1	3	3	3

PUBLIC HEALTH
Family Health and Primary Care (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
60% of age appropriate women (40-69) will have a screening mammogram within a two year period, exceeding the national standard of 50% at the Carpinteria Clinic.	-- --	60% 372 620	60% 372 620	60% 409 682
60% of age appropriate women (40-69) will have a screening mammogram within a two year period, exceeding the national standard of 50% at the Franklin Clinic.	-- --	60% 409 682	60% 409 682	60% 450 750
77% of age appropriate women (21-64) will be screened for cervical cancer exceeding the national standard by 70% at the Franklin Clinic.	-- --	77% 1,283 1,666	77% 1,283 1,666	77% 1,450 1,883
77% of age appropriate women (21-64) will be screened for cervical cancer exceeding the national standard by 70% at the Carpinteria Clinic.	-- --	77% 976 1,267	77% 976 1,267	77% 1,073 1,394
Calle Real Clinics				
Patients will have a primary care appointment available to them within 3 days at the Calle Real Clinic. (Excluding IM Resident Clinics)	1	3	3	3
Provide an OB registration appointment within 5 days at the Calle Real Clinic.	--	5	5	5
60% of age appropriate women (40-69) will have a screening mammogram within a two year period, exceeding the national standard of 50% at the Calle Real Clinic.	-- --	60% 1,282 2,136	60% 1,282 2,136	60% 1,410 2,349
77% of age appropriate women (21-64) will be screened for cervical cancer exceeding the national standard by 70% at the Calle Real Clinic.	-- --	77% 2,944 3,824	77% 2,944 3,824	77% 2,944 3,824

PUBLIC HEALTH
Family Health and Primary Care (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Santa Maria Women's Health Center				
Provide an OB registration appointment within 5 days at the Santa Maria Women's Health Center.	5	5	5	5
60% of age appropriate women (40-69) will have a screening mammogram within a two year period, exceeding the national standard of 50% at the Santa Maria Women's Health Center.	--	60%	60%	60%
	--	1,564	1,564	1,720
	--	2,606	2,606	2,866
77% of age appropriate women (21-64) will be screened for cervical cancer exceeding the national standard by 70% at the Santa Maria Women's Health Center.	--	77%	77%	77%
	--	1,075	1,075	1,182
	--	1,397	1,397	1,536

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
FH/PC Administration				
Medical Director	1.0	1.0	1.0	1.0
Asst Deputy Director	1.0	1.0	1.0	1.0
Deputy Director	1.0	1.0	1.0	1.0
Performance Improve Coordinator	1.0	--	--	--
Admin Office Pro	2.0	2.0	2.0	2.0
Sub-Division Total	6.0	5.0	5.0	5.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Childrens Medical Services				
Staff Physician Supervising	1.0	--	--	--
Staff Physician II	--	0.8	0.8	0.8
Program Manager	1.0	1.0	1.0	1.0
Therapy Coordinator	1.0	1.0	1.0	1.0
Public Health Nurse Supervisor	1.0	1.0	1.0	1.0
Supervising Therapist	4.0	4.0	4.0	4.0
Physical/Occupational Therapist	13.1	13.1	13.1	13.3
Admin Office Pro	9.0	10.0	10.0	9.0
Financial Office Pro	1.0	--	--	--
Public Health Nurse	8.0	8.0	8.0	8.0
Medical Social Svcs Practitioner	0.8	0.8	0.8	0.8
Health Educator	1.0	0.5	0.5	0.5
CCS/Occ/Phys Ther Asst	1.0	1.0	1.0	1.0
Caseworker CCS Supervisor	1.0	--	--	--
Caseworker CCS	7.0	6.0	6.0	6.0
Therapy Attendant	3.5	2.5	2.5	2.5
Sub-Division Total	53.4	49.6	49.6	48.9
MIA/Indigent Care				
Program Administrator	1.0	1.0	1.0	1.0
Utilization Review Manager	1.0	1.0	1.0	1.0
Staff Nurse Senior	--	2.0	2.0	1.0
Admin Office Pro	1.0	1.0	1.0	1.0
Financial Office Pro	2.0	2.0	2.0	2.0
Staff Nurse	1.0	--	--	--
Senior Services Supervisor	--	--	--	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	5.0	5.0	5.0	5.0
Sub-Division Total	15.0	16.0	16.0	16.0
Healthcare for the Homeless				
Program Administrator	1.0	1.0	1.0	1.0
Health Care Practitioner	2.0	2.0	2.0	2.0
Public Health Nurse	2.5	2.5	2.5	2.5
Medical Assistant	1.0	1.0	1.0	--
Health Services Aide	2.0	2.0	2.0	1.0
Sub-Division Total	8.5	8.5	8.5	6.5

PUBLIC HEALTH
Family Health and Primary Care (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Clinical Labs				
Health Services Lab Supervisor	1.0	1.0	1.0	1.0
Financial Office Pro	1.0	1.0	1.0	1.0
Clinical Lab Technician	5.5	5.5	5.5	5.5
Laboratory Assistant	6.5	7.0	7.0	7.0
Sub-Division Total	14.0	14.5	14.5	14.5
Radiology				
Radiological Technician Supv	1.0	1.0	1.0	1.0
Radiological Technician	3.0	2.0	2.0	2.0
Sub-Division Total	4.0	3.0	3.0	3.0
Pharmacy				
Pharmacist Supervisor	1.0	1.0	1.0	1.0
Pharmacist in Charge	3.0	3.0	3.0	3.0
Pharmacist	1.0	--	--	--
Pharmacy Technician	8.0	8.0	8.0	8.0
Sub-Division Total	13.0	12.0	12.0	12.0
Inmate Health				
Admin Office Pro	1.0	--	--	--
Sub-Division Total	1.0	--	--	--
Medical Records				
Admin Office Pro	17.0	17.5	17.5	17.5
Medical Records Admin	1.0	1.0	1.0	1.0
Sub-Division Total	18.0	18.5	18.5	18.5

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Lompoc Clinics				
Staff Physician Supervising	1.0	--	--	--
Staff Physician I	1.0	1.0	1.0	--
Staff Physician II	4.0	4.5	4.5	5.6
Regional Clinic Manager	1.0	1.0	1.0	1.0
Health Care Practitioner	2.0	2.0	2.0	2.0
Staff Nurse Supervisor	2.0	2.0	2.0	2.0
Admin Office Pro	12.0	12.0	12.0	11.0
Financial Office Pro	5.0	5.0	5.0	7.0
Staff Nurse	5.6	6.6	6.6	6.6
Medical Assistant	13.0	13.0	13.0	13.0
Health Services Aide	1.0	1.0	1.0	1.0
Sub-Division Total	47.6	48.1	48.1	49.2
Santa Maria Clinics				
Staff Physician Supervising	--	1.0	1.0	1.0
Staff Physician II	4.0	3.0	3.0	3.0
Regional Clinic Manager	1.0	1.0	1.0	1.0
Health Care Practitioner	1.0	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
Admin Office Pro	9.0	9.0	9.0	9.0
Financial Office Pro	4.0	4.0	4.0	4.0
Staff Nurse	5.5	4.5	4.5	3.5
Medical Assistant	9.3	9.3	9.3	9.3
Sub-Division Total	34.8	34.8	34.8	33.8
Carpinteria/Franklin Clinics				
Staff Physician Supervising	1.0	--	--	--
Staff Physician I	1.0	1.0	1.0	--
Staff Physician II	1.5	2.5	2.5	3.5
Regional Clinic Manager	1.0	1.0	1.0	1.0
Health Care Practitioner	2.2	1.2	1.2	1.2
Staff Nurse Supervisor	2.0	2.0	2.0	2.0
Admin Office Pro	8.0	8.0	8.0	8.0
Financial Office Pro	8.0	6.0	6.0	6.0
Staff Nurse	3.0	3.0	3.0	3.0
Licensed Vocational Nurse	1.0	1.0	1.0	1.0
Medical Assistant	9.0	9.0	9.0	10.0
Sub-Division Total	37.7	34.7	34.7	35.7

PUBLIC HEALTH

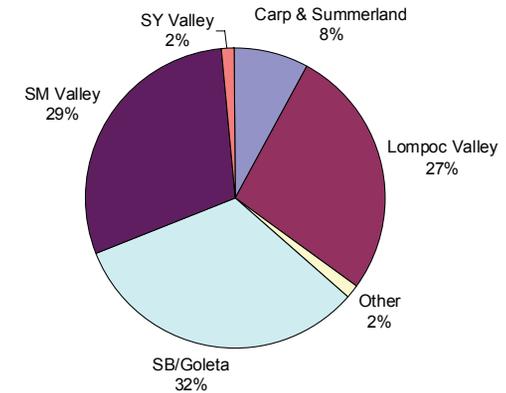
Family Health and Primary Care (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Pos.	Pos.	Pos.	Pos.	
Position Detail				
Calle Real Clinics				
Staff Physician Supervising	0.8	1.8	1.8	1.9
Staff Physician II	1.5	1.5	1.5	2.3
Regional Clinic Manager	1.0	1.0	1.0	1.0
Health Care Practitioner	--	1.0	1.0	2.0
Staff Nurse Supervisor	2.0	2.0	2.0	2.0
Admin Office Pro	6.0	5.0	5.0	4.0
Financial Office Pro	6.0	7.0	7.0	7.0
Staff Nurse	6.5	6.8	6.8	4.8
Licensed Vocational Nurse	1.0	1.0	1.0	1.0
Health Education Associate	0.5	0.5	0.5	0.5
Medical Assistant	9.0	9.0	9.0	10.0
Health Services Aide	1.0	--	--	1.0
Sub-Division Total	35.3	36.6	36.6	37.5
Santa Maria Women's Health Center				
Staff Physician II	--	--	--	3.0
Health Care Practitioner	1.0	1.8	1.8	1.8
Performance Improve Coordinator	1.0	--	--	--
Staff Nurse Supervisor	1.0	1.0	1.0	2.0
Admin Office Pro	1.5	1.0	1.0	1.0
Financial Office Pro	3.0	3.0	3.0	3.0
Staff Nurse	2.5	2.5	2.5	3.5
Health Education Associate	1.0	1.0	1.0	1.0
Medical Assistant	9.0	10.0	10.0	10.0
Sub-Division Total	20.0	20.3	20.3	25.3
Division Total	308.2	301.5	301.5	305.8

Where Do Our Patients Live?

FY 2008-09

SOURCE: Pathways Client Database

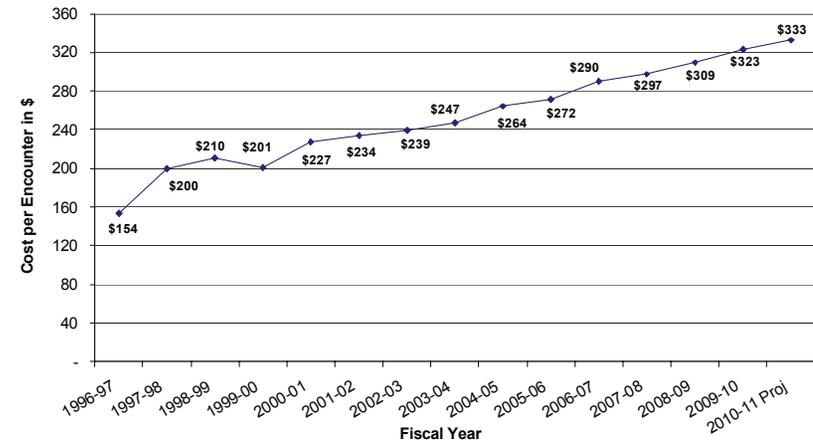


58% of patients served by the Public Health Department live in the North County.

Public Health Department Clinic Cost per Patient Encounter

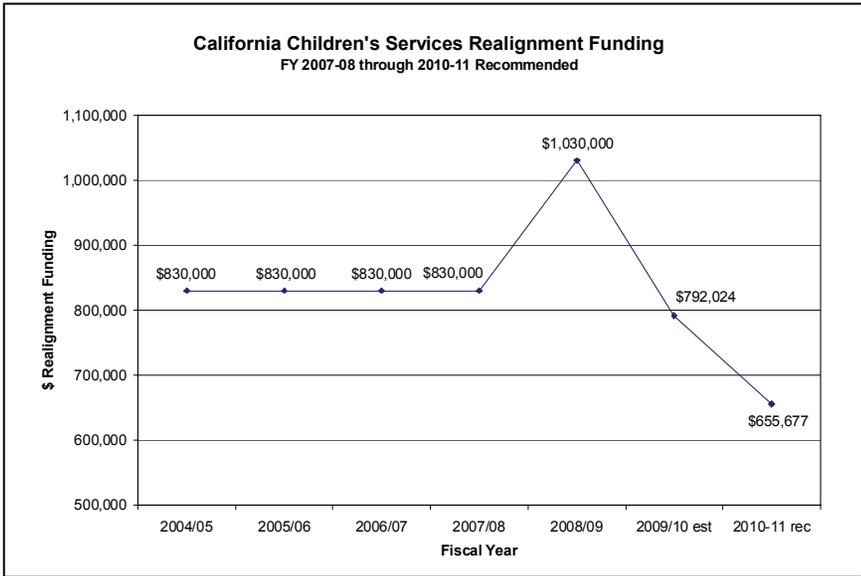
FY 1996-97 - 2010-11 projected

Source: Financial Information Network (FIN)

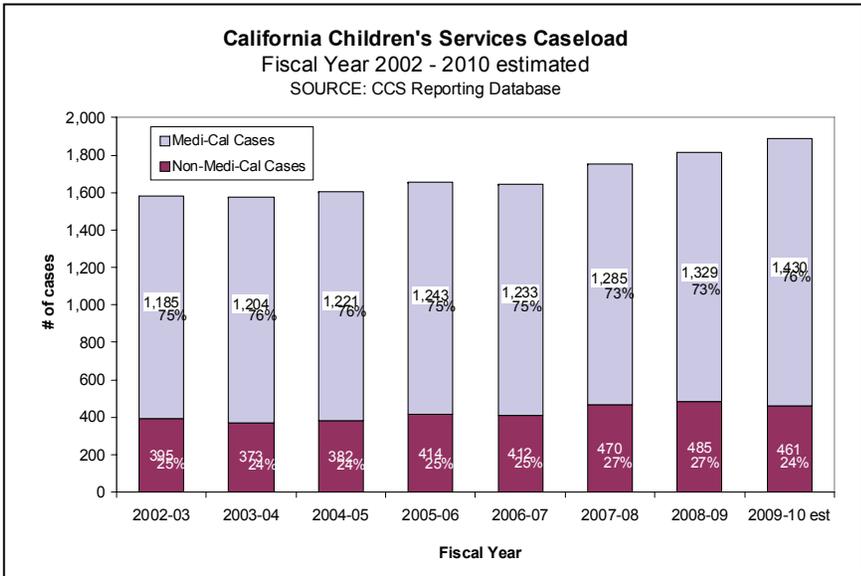


Due to the rising costs of providing healthcare services, PHD clinic costs per patient encounter have doubled over a 14-year period.

PUBLIC HEALTH
Family Health and Primary Care (cont'd)



Realignment (Sales Tax) revenue is projected to decline by 36% from Fiscal Year 2008-09. One-time Tobacco Settlement funding has been identified as a source to preserve service levels in the California Children's Services program for FY 2010-11.



Total caseload in the California Children's Services (CCS) program has grown by approximately 20% over a 7 year period. The County must share 50% in the treatment costs of the non-Medi-Cal eligible children, of which half can be funded by CCS Realignment revenues.

Top 10 Causes of Death 2008 Santa Barbara County			
Rank	Cause for 2008	Frequency	Percent of County Deaths
1	Heart Disease	735	25.2%
2	Cancer	702	24.1%
3	Stroke	202	6.9%
4	COPD**/Emphysema	149	5.1%
5	Alzheimer's Disease	146	5.0%
6	Accidents	140	4.8%
7	Mental & Behavioral Disorder	105	3.6%
8	Disease of Digestive System	86	2.9%
9	Diabetes	58	2.0%
10	Influenza & Pneumonia	55	1.9%
Subtotal of Top Ten Ranks		2,378	81.5%
Other Causes		539	18.5%
Total Deaths to County Residents		2,917	100.0%

**Chronic Obstructive Pulmonary Disease

PUBLIC HEALTH
Community Health

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
CH Administration	\$ 1,545,773	\$ 1,592,814	\$ 1,547,132	\$ 1,364,139
Health Promotion	451,091	415,902	402,432	423,732
Nutrition Services	2,964,159	2,870,729	3,293,550	3,484,787
Disease Control and Prevention	2,761,724	2,798,244	2,587,242	2,778,094
Chronic Disease and Aging	209,344	--	--	--
Epidemiology Unit	374,255	461,395	316,960	375,744
HIV/AIDS	1,464,873	1,510,034	1,187,104	1,074,262
Animal Services	3,391,232	3,454,148	3,617,648	3,870,240
EMS	1,418,755	1,537,040	2,631,912	1,495,399
Human Services	2,224,423	1,941,190	2,030,510	1,214,979
Environmental Health Services	3,421,058	3,662,821	3,581,668	3,693,476
Tobacco Control	624,242	611,706	638,394	626,248
Family Programs	1,892,626	1,765,965	1,621,439	1,750,679
Operating Sub-Total	22,743,555	22,621,988	23,455,991	22,151,779
Less: Intra-County Revenues	(381,023)	(290,875)	(275,136)	(340,568)
Operating Total	22,362,532	22,331,113	23,180,855	21,811,211
<i>Non-Operating Expenditures</i>				
Capital Assets	42,386	--	17,500	123,500
Expenditure Total	22,404,918	22,331,113	23,198,355	21,934,711
<i>Other Financing Uses</i>				
Operating Transfers	249,874	190,617	505,834	307,502
Designated for Future Uses	1,810,353	77,356	112,091	95,320
Division Total	\$ 24,465,145	\$ 22,599,086	\$ 23,816,280	\$ 22,337,533

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	10,380,951	10,665,192	10,301,220	10,727,891
Overtime	138,998	89,736	293,110	100,472
Extra Help	197,029	57,337	529,114	304,304
Benefits	4,417,886	4,419,430	4,628,605	5,061,118
Salaries & Benefits Sub-Total	15,134,864	15,231,695	15,752,049	16,193,785
Services & Supplies	5,827,053	5,737,629	6,010,829	4,943,894
Public Assistance Payments	135,307	--	--	--
Contributions	1,646,331	1,652,664	1,693,113	1,014,100
Operating Sub-Total	22,743,555	22,621,988	23,455,991	22,151,779
Less: Intra-County Revenues	(381,023)	(290,875)	(275,136)	(340,568)
Operating Total	22,362,532	22,331,113	23,180,855	21,811,211
<i>Non-Operating Expenditures</i>				
Capital Assets	42,386	--	17,500	123,500
Expenditure Total	\$ 22,404,918	\$ 22,331,113	\$ 23,198,355	\$ 21,934,711

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Licenses, Fees, and Permits	\$ 4,837,359	\$ 5,079,202	\$ 5,139,001	\$ 5,227,160
Health Care Medical Services	1,012,989	852,503	1,072,661	1,187,527
Federal & State Revenues	9,050,333	8,344,210	9,607,959	8,744,997
Other Charges for Services	299,613	304,552	307,594	313,410
Miscellaneous Revenue	282,460	348,794	289,412	211,611
Revenue Sub-Total	15,482,754	14,929,261	16,416,627	15,684,705
Less: Intra-County Revenues	(381,023)	(290,875)	(275,136)	(340,568)
Revenue Total	15,101,731	14,638,386	16,141,491	15,344,137
<i>General Fund Contribution</i>	7,492,483	6,740,894	5,925,899	4,088,580
<i>Other Financing Sources</i>				
Operating Transfers	1,113,976	830,834	988,843	1,247,871
Use of Prior Fund Balances	756,955	388,972	760,047	1,656,945
Division Total	\$ 24,465,145	\$ 22,599,086	\$ 23,816,280	\$ 22,337,533

PUBLIC HEALTH
Community Health (cont'd)

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
CH Administration	4.0	4.2	4.0	2.9	4.0	3.1	4.0	2.9
Health Promotion	4.9	3.6	3.5	2.8	3.5	2.8	5.0	2.7
Nutrition Services	33.8	32.5	36.5	31.2	36.5	34.2	37.5	34.1
Disease Control and Prevention	26.0	24.5	24.5	23.5	24.5	22.0	23.0	22.2
Chronic Disease and Aging	--	2.1	--	--	--	--	--	--
Epidemiology Unit	4.5	4.5	5.5	4.5	5.5	3.8	4.0	3.2
HIV/AIDS	5.0	4.9	5.0	5.0	5.0	3.7	4.0	2.2
Animal Services	29.0	28.4	29.0	28.8	29.0	29.0	30.0	28.9
EMS	5.0	6.8	6.0	7.1	6.0	7.8	5.0	5.6
Human Services	2.0	2.3	1.5	1.6	1.5	1.6	2.0	1.4
Environmental Health Services	31.0	29.5	30.0	28.7	30.0	27.8	30.0	26.8
Tobacco Control	3.8	3.8	4.5	3.8	4.5	3.9	3.8	3.8
Family Programs	23.0	16.0	21.5	14.5	21.5	12.8	19.5	12.7
Total Permanent	171.9	162.9	171.5	154.2	171.5	152.4	167.8	146.4
<i>Non-Permanent</i>								
Contract	--	0.9	--	1.0	--	0.6	--	1.5
Extra Help	--	4.8	--	0.1	--	9.4	--	5.9
Total Positions	171.9	168.6	171.5	155.3	171.5	162.3	167.8	153.8

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures increased by \$834,000, to \$23,456,000, from the Adopted Budget of \$22,622,000. This 3.7% increase is the result of:

- +\$627,000 - Extra help and overtime costs due to 1) H1N1 vaccination surge activities, and 2) Increased client volume;
- +\$596,000 - Professional services, supplies, and equipment costs associated with the H1N1 vaccination surge;
- -\$431,000 - Salaries and benefits due to vacancies and recruiting difficulties, particularly with licensed professional staff;
- -\$338,000 - HIV/AIDS grant programs that were reduced by the State;
- +\$324,000 - Early retirement incentive costs;
- +\$40,000 - Warming Shelter passthrough dollars to Community Based Organizations (CBOs);
- +\$16,000 - Miscellaneous services and supplies in the Animal Services program, due to an increased number of animals taken in at the shelters.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$1,304,000, to \$22,152,000 from the prior year's Estimated Actual of \$23,456,000. This 5.6% decrease is the result of:

- +\$1,041,000 - Salaries and benefits due to cost-of-living (COLA), merit adjustments, and retirement and other benefit rate increases for licensed professional and other staff;
- -\$595,000 - Professional services, supplies, and equipment costs associated with the H1N1 vaccination surge;
- -\$348,000 - Transfer of Homeless Shelter passthrough funding to the Housing and Community Development (HCD) Department;
- -\$331,000 - Extra help, overtime, and temporary employee costs;
- -\$324,000 - Early retirement incentive costs;
- -\$255,000 - Human Services allocations to Community Based Organizations;
- -\$218,000 - County-wide cost allocation charges;
- -\$155,000 - Transfer of Domestic Violence program and Area Agency on Aging (AAA) passthrough funding to the Department of Social Services;
- -\$110,000 - Web-enabling and e-government projects in Animal Services and Environmental Health Services that will add efficiency to program operations;
- +\$65,000 - Unemployment insurance;
- -\$40,000 - Warming Shelter passthrough dollars to Community Based Organizations (CBOs);
- -\$34,000 - Computer and other miscellaneous services and supplies reductions.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

CH Administration

Ensure that 85% of all Public Health Nurses will have annual clinical skills testing to confirm readiness for pandemic influenza.	--	100%	0%	88%
	--	25	0	23
	--	25	25	26

Health Promotion

To promote healthy lifestyles, produce and broadcast 20 Healthy for Life TV shows: 10 in English and 10 in Spanish.	--	--	--	20
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PUBLIC HEALTH
Community Health (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Screen 5,500 low-income women over 50 years old in the Tri-Counties for breast cancer.	8,672	6,800	6,000	5,500
Six hundred Tri-Counties women, from medically underserved priority populations will receive health education on breast and cervical cancer and referral.	785	600	709	600
Nutrition Services				
Ensure at least 90% of Women, Infants, Children (WIC) program participants are satisfied or better with the services they received.	96% 480 500	90% 450 500	90% 450 500	90% 540 600
WIC program allocated caseload will be maintained at greater than or equal to 97% on a monthly basis.	102% 17,574 17,273	97% 17,460 18,000	98% 18,365 18,816	97% 18,867 19,450
At least 28% of the 3,950 infants in the WIC program each month will be exclusively breastfed.	25% 953 3,782	25% 988 3,950	34% 1,131 3,370	28% 1,064 3,800
Provide nutrition education to 500 students, teachers and parents in La Cumbre Junior High School community which meets the low-income requirement.	--	--	-	500
Disease Control and Prevention				
Maintain a turnaround time of 72 hours or less for 80% of an estimated 14,000 DNA Probe specimens for chlamydia and gonorrhea.	95% 13,449 14,085	81% 11,300 14,000	93% 13,500 14,500	80% 11,200 14,000
Ensure that 80% of infected TB contacts receive a CXR to rule out active TB disease within 14 days of TST or QFT confirmation date.	53% 23 43	90% 45 50	75% 75 100	80% 60 75
Complete DNA lab tests for tuberculosis within 72 hours at least 90% of the time.	100% 91 91	90% 90 100	86% 66 77	90% 90 100

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Provide hepatitis vaccine to 200 new clients via the Adult Hepatitis Vaccine Program (AHP).	--	--	-	200
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.	94% 15 16	100% 20 20	100% 25 25	100% 25 25
Maintain a turn around time of 1 working day to the original requestor for 100% of an estimated 45 Priority 1 rabies tests per year.	100% 48 48	100% 30 30	100% 50 50	100% 45 45
Epidemiology Unit				
Respond to 100% of all food borne illness complaints within 1 working day using the Initial Assessment form.	-- --	-- --	- -	100% 25 25
Verify medical and physician data and issue MMID for 100% of qualified patients within 30 days of application.	-- --	-- --	- -	100% 150 150
HIV/AIDS				
Ensure at least 35 HIV positive individuals at risk of homelessness retain their housing.	--	--	-	35
Provide annual cervical cancer screening to at least 76% of HIV positive women.	-- --	-- --	- -	76% 28 37
Animal Services				
Increase dog license sales by 5% annually.	22,419 --	22,434 --	22,434 -	5% 1,122 23,556
Vaccinate at least 2,000 owned dogs and cats for rabies at low cost clinics.	1,772	1,575	1,680	2,000

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Following implementation of Mobile Chameleon, increase the average number of field activities (for example, responding to requests for assistance and picking up stray or injured animals) for each Animal Services Officer by 5%.	--	13,965	13,965	14,663
EMS				
Ensure that the EMS System meets or exceeds 92% of the 121 California EMS Authority Standards and Guidelines.	98% 119 121	96% 108 112	89% 108 121	92% 111 121
Ensure that 100% of trauma center registry data submitted to the State is compliant with CEMSIS.	-- --	-- --	-- --	100% 1,500 1,500
Ensure EMS 911 calls are answered within 10 seconds, 90% of the time and track monthly for compliance.	-- --	-- --	-- --	90% 38,219 42,466
Ensure PHD, coordinating with other healthcare partners, is ready to respond to disasters by ensuring 100% of after action reports and corrective action plans for 3 annual exercises or real events are completed in 60 days.	-- --	100% 3 3	100% 3 3	100% 3 3
Ensure that the response times of the County Advanced Life Support (ALS) providers are compliant in each of the seven EMS zones of the County. This includes the ambulance contractor, AMR, and the ALS fire departments.	96% 12,761 13,253	90% 24,538 27,265	90% 24,686 27,429	90% 24,950 27,750
With the goal of 90% compliance, conduct monthly PHD disaster communications drills utilizing satellite phones, radios and ReddiNet with hospitals, PHD clinics and EMS providers to ensure redundant communications in the event of a disaster.	-- --	-- --	-- --	92% 11 12

PUBLIC HEALTH
Community Health (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Ensure 100% of PHD executive staff receive training for activation of the DOC/EOC for wild land fires and other disasters.	-- --	100% 20 20	100% 20 20	100% 20 20
Maintain GIS mapping and disaster database information collection for vulnerable population facilities in the county at 95%.	-- --	95% 247 260	95% 247 260	95% 247 260
Human Services				
The Human Services Unit will process quarterly invoices from nonprofit agencies within 2 business days of receipt of invoice.	-- --	95% 274 288	97% 272 280	95% 224 236
Environmental Health Services				
Complete initial plan checks for pool and food facility plans within 21 days.	89% 447 501	100% 250 250	83% 414 500	100% 250 250
Respond to 100% of all food borne illness complaints within 1 working day.	96% 73 76	100% 100 100	100% 68 68	100% 100 100
Annually inspect at least 95% of retail food facilities each year.	100% 2,051 2,051	95% 2,075 2,185	95% 2,075 2,185	95% 2,199 2,315
Tobacco Control				
As a result of the passage of the Tobacco-Free Parks and Beaches ordinance, reduce cigarette butt litter by 25% at 6 targeted parks and beaches annually.	-- --	25% 1,286 5,143	15% 771 5,143	25% 1,286 5,143
Increase provider referrals by 100% from 25 to 50.	-- --	-- --	-- --	100% 25 25
Family Programs				
Ensure that 75% of family cases referred with a high risk factor receive a PHN (face to face) assessment within 10 working days of initial referral.	-- --	75% 750 1,000	75% 975 1,300	75% 975 1,300

PUBLIC HEALTH
Community Health (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
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.	90%	85%	85%	85%
	958	765	935	935
	1,062	900	1,100	1,100
Ensure examiners are available to provide medical-legal sexual assault exams a minimum of 95% of days each year.				95%
	--	--	--	347
	--	--	--	365

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

CH Administration

Asst Deputy Director	1.0	1.0	1.0	1.0
Deputy Director	1.0	1.0	1.0	1.0
Nursing Director	1.0	--	--	--
Admin Office Pro	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	3.0	3.0	3.0

Health Promotion

Program Manager	1.0	1.0	1.0	1.0
Program Administrator	1.0	1.0	1.0	1.0
Public Health Nurse	1.0	1.0	1.0	1.0
Health Educator	1.4	--	--	1.5
Health Education Associate	0.5	0.5	0.5	0.5
Sub-Division Total	4.9	3.5	3.5	5.0

Nutrition Services

Program Manager	1.0	1.0	1.0	1.0
Admin Office Pro	1.5	2.0	2.0	2.0
Nutrition Services Supervisor	1.0	1.0	1.0	1.0
Nutrition Site Supervisor	4.0	4.0	4.0	4.0
PH Program Coordinator	1.0	0.9	0.9	0.9
Health Educator	2.0	2.5	2.5	2.8
Lactation Consultant	1.5	1.6	1.6	1.6
Nutritionist	5.3	6.5	6.5	6.8
Health Education Assistant	16.5	17.0	17.0	17.5
Sub-Division Total	33.8	36.5	36.5	37.5

Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Pos.	Pos.	Pos.	Pos.

Position Detail

Disease Control and Prevention

Staff Physician II	--	1.0	1.0	--
Dep Health Officer/Medical Dir	1.0	--	--	--
Program Manager	1.0	1.0	1.0	1.0
Program Administrator	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
Admin Office Pro	5.5	4.5	4.5	5.0
Public Health Nurse	5.0	5.0	5.0	4.0
Microbiologist	4.0	4.0	4.0	4.0
Health Education Associate	1.0	1.0	1.0	--
Medical Assistant	--	1.0	1.0	1.0
Laboratory Assistant, Sr	0.5	1.0	1.0	--
Health Services Aide	3.0	2.0	2.0	3.0
Laboratory Assistant	1.0	--	--	1.0
Sub-Division Total	26.0	24.5	24.5	23.0

Epidemiology Unit

Epidemiologist	1.0	1.0	1.0	0.5
Admin Office Pro	2.5	3.5	3.5	2.5
Epidemiologist/Biostatistician	1.0	1.0	1.0	1.0
Sub-Division Total	4.5	5.5	5.5	4.0

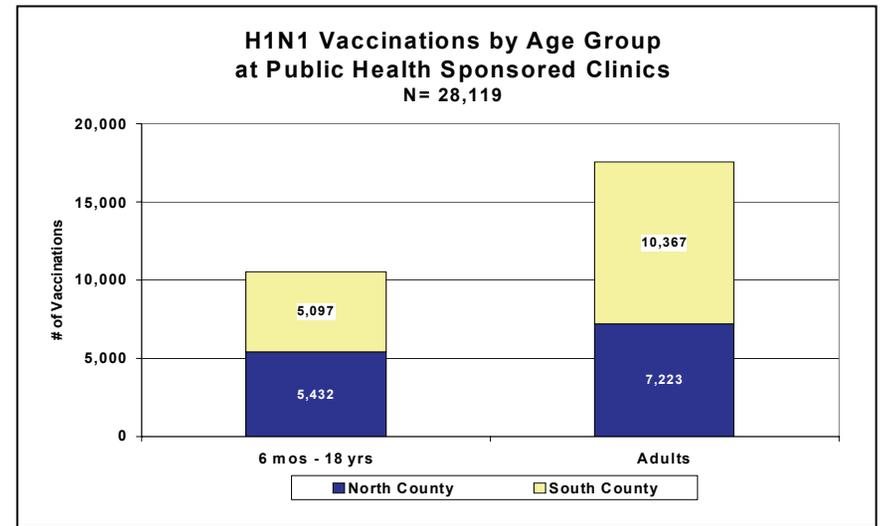
HIV/AIDS

Program Administrator	1.0	1.0	1.0	--
Dept Business Specialist	--	--	--	1.0
Admin Office Pro	1.0	1.0	1.0	1.0
Health Educator	1.0	1.0	1.0	--
Health Education Associate	1.0	1.0	1.0	1.0
Health Services Aide	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	5.0	5.0	4.0

PUBLIC HEALTH
Community Health (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Animal Services				
Animal Health & Reg Dir	1.0	1.0	1.0	1.0
Dept Business Specialist	1.0	1.0	1.0	1.0
Admin Office Pro	5.0	5.0	5.0	5.0
Financial Office Pro	2.0	2.0	2.0	2.0
Community Outreach Coordinator AH	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
Animal Control Officer	10.0	9.0	9.0	9.0
Animal Shelter Attendant	5.0	6.0	6.0	7.0
Sub-Division Total	29.0	29.0	29.0	30.0
EMS				
Program Manager	1.0	1.0	1.0	1.0
Program Administrator	1.0	1.0	1.0	1.0
Performance Improve Coordinator	2.0	2.0	2.0	2.0
Admin Office Pro	1.0	1.0	1.0	1.0
Senior Services Supervisor	--	1.0	1.0	--
Sub-Division Total	5.0	6.0	6.0	5.0
Human Services				
Program Administrator	1.0	1.0	1.0	1.0
Dept Business Specialist	1.0	0.5	0.5	--
Admin Office Pro	--	--	--	1.0
Sub-Division Total	2.0	1.5	1.5	2.0
Environmental Health Services				
Program Manager	1.0	1.0	1.0	1.0
Environmental Health Supervisor	3.0	3.0	3.0	3.0
Systems & Programming Analyst	1.0	1.0	1.0	1.0
Dept Business Specialist	1.0	1.0	1.0	1.0
Admin Office Pro	5.0	4.0	4.0	4.0
Financial Office Pro	1.0	1.0	1.0	1.0
Environmental Health Specialist	17.0	17.0	17.0	17.0
Accountant	1.0	1.0	1.0	1.0
Environmental Health Technician	1.0	1.0	1.0	1.0
Sub-Division Total	31.0	30.0	30.0	30.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Tobacco Control				
Program Administrator	1.0	1.0	1.0	1.0
Admin Office Pro	0.8	0.8	0.8	0.8
Health Educator	1.0	1.8	1.8	1.0
Health Education Associate	1.0	1.0	1.0	1.0
Sub-Division Total	3.8	4.5	4.5	3.8
Family Programs				
Program Manager	1.0	1.0	1.0	1.0
Program Administrator	0.5	0.5	0.5	0.5
Public Health Nurse Supervisor	3.0	3.0	3.0	3.0
Admin Office Pro	1.0	1.0	1.0	1.0
Public Health Nurse	10.0	7.5	7.5	7.5
Medical Social Svcs Practitioner	--	0.5	0.5	0.5
Public Health Caseworker	--	--	--	1.0
Health Services Aide	7.5	8.0	8.0	5.0
Sub-Division Total	23.0	21.5	21.5	19.5
Division Total	171.9	171.5	171.5	167.8



Together with community providers, more than 126,000 dosages of vaccine against pandemic H1N1 flu were distributed. Of the 28,119 people vaccinated at free community clinics sponsored by PHD, 10,529 (37%) were age 18 or younger and 17,590 (63%) were over age 18.

**PUBLIC HEALTH
Tobacco Settlement**

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 76,941	\$ 95,000	\$ 95,000	\$ 95,000
Prevention	200,001	200,000	1,108,215	1,424,222
Treatment	100,001	100,000	65,000	65,000
Expenditure Total	376,943	395,000	1,268,215	1,584,222
<i>Other Financing Uses</i>				
Operating Transfers	6,506,195	4,655,372	3,747,158	4,644,763
20% Endowment Designation	323,279	139,157	58,668	51,548
TSAC Allocation Designation	4,900,759	4,542,435	4,553,923	4,602,084
Division Total	\$ 12,107,176	\$ 9,731,964	\$ 9,627,964	\$ 10,882,617

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Services & Supplies	376,943	395,000	1,268,215	1,584,222
Expenditure Total	\$ 376,943	\$ 395,000	\$ 1,268,215	\$ 1,584,222

Source of Funds Summary

<i>Departmental Revenues</i>				
Tobacco Settlement Funds	\$ 4,851,052	\$ 4,417,598	\$ 4,491,636	\$ 4,547,777
Tobacco Settlement Interest	317,303	263,993	120,955	105,855
Revenue Total	5,168,355	4,681,591	4,612,591	4,653,632
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	6,938,821	5,050,373	5,015,373	6,228,985
Division Total	\$ 12,107,176	\$ 9,731,964	\$ 9,627,964	\$ 10,882,617

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Total Positions	--	--	--	--	--	--	--	--

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures increased by \$873,000 to \$1,268,000, from the Adopted Budget of \$395,000. This 221.1% increase is the result of:

- +\$908,000 - Tobacco Settlement hospital allocations transferred to the Tobacco Settlement Fund for use in an Inter-Governmental Transfer (IGT), that will provide for federal matching opportunities;
- -\$50,000 – Reclassification of a payment for treatment services from a direct payment to an operating transfer;
- +\$15,000 – New allocation from the Tobacco Settlement Endowment for ocean water testing.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

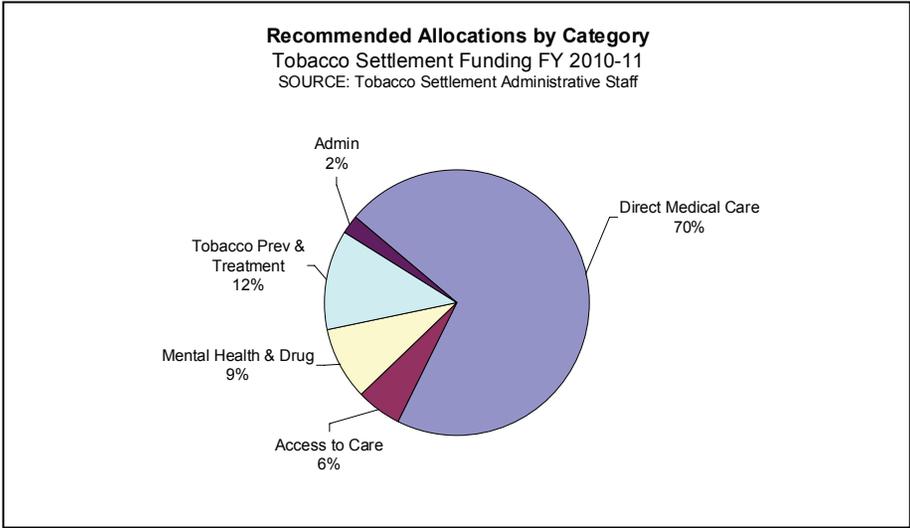
The Recommended Budget's operating expenditures increased by \$316,000, to \$1,584,000, from the Estimated Actual of \$1,268,000. This 24.9% increase is the result of:

- +\$316,000 - Tobacco Settlement allocations to Emergency Department physicians and the dental fluoride varnish program reclassified to the Tobacco Settlement Fund for distribution.

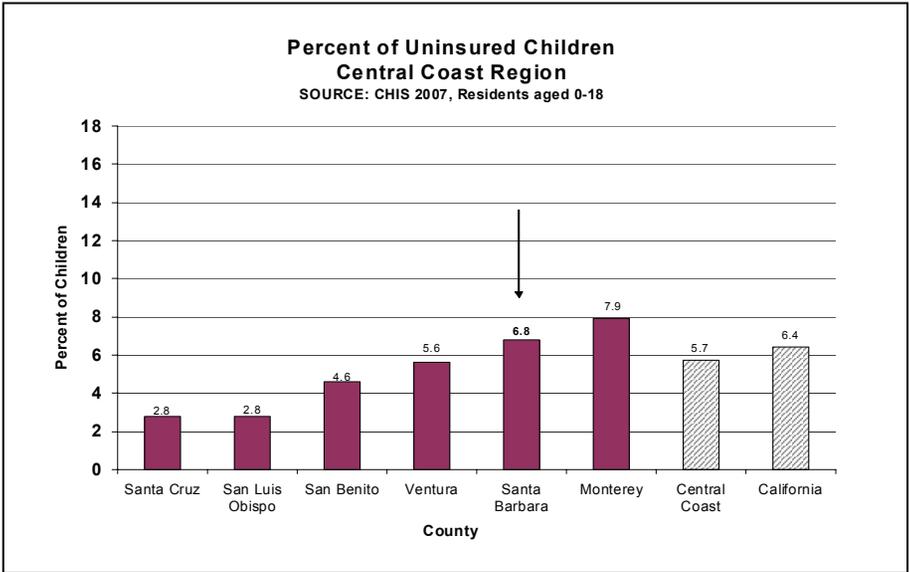
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Prevention				
Provide funding for dental care for 90 uninsured children through tobacco settlement funding each year.	52	160	90	90
Provide funding for health benefits for 200 children through tobacco settlement funding.	697	150	229	200

SERVICE DESCRIPTION

The Tobacco Settlement Division administers the tobacco settlement revenues and the programs funded.



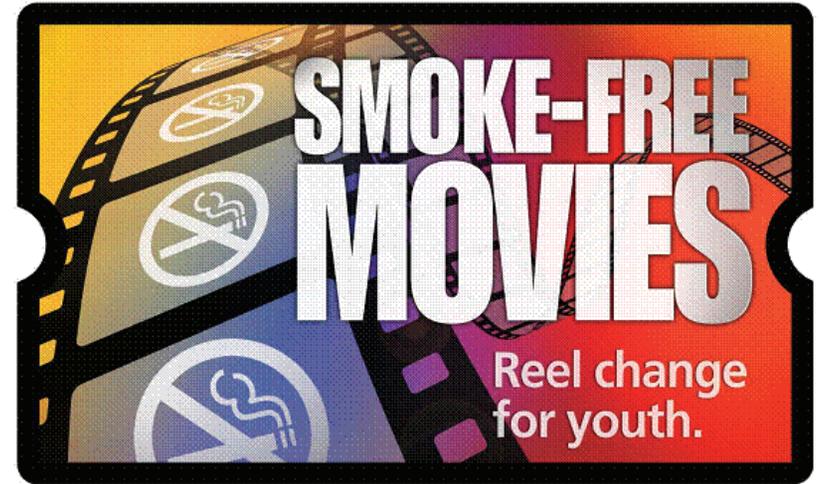
More than two-thirds of tobacco settlement funding in FY 10-11 is recommended to fund the County Safety Net and the physicians and hospitals that serve as the virtual County Hospital.



Santa Barbara County has the second highest percentage of uninsured children among all Central Coast Counties.

PUBLIC HEALTH

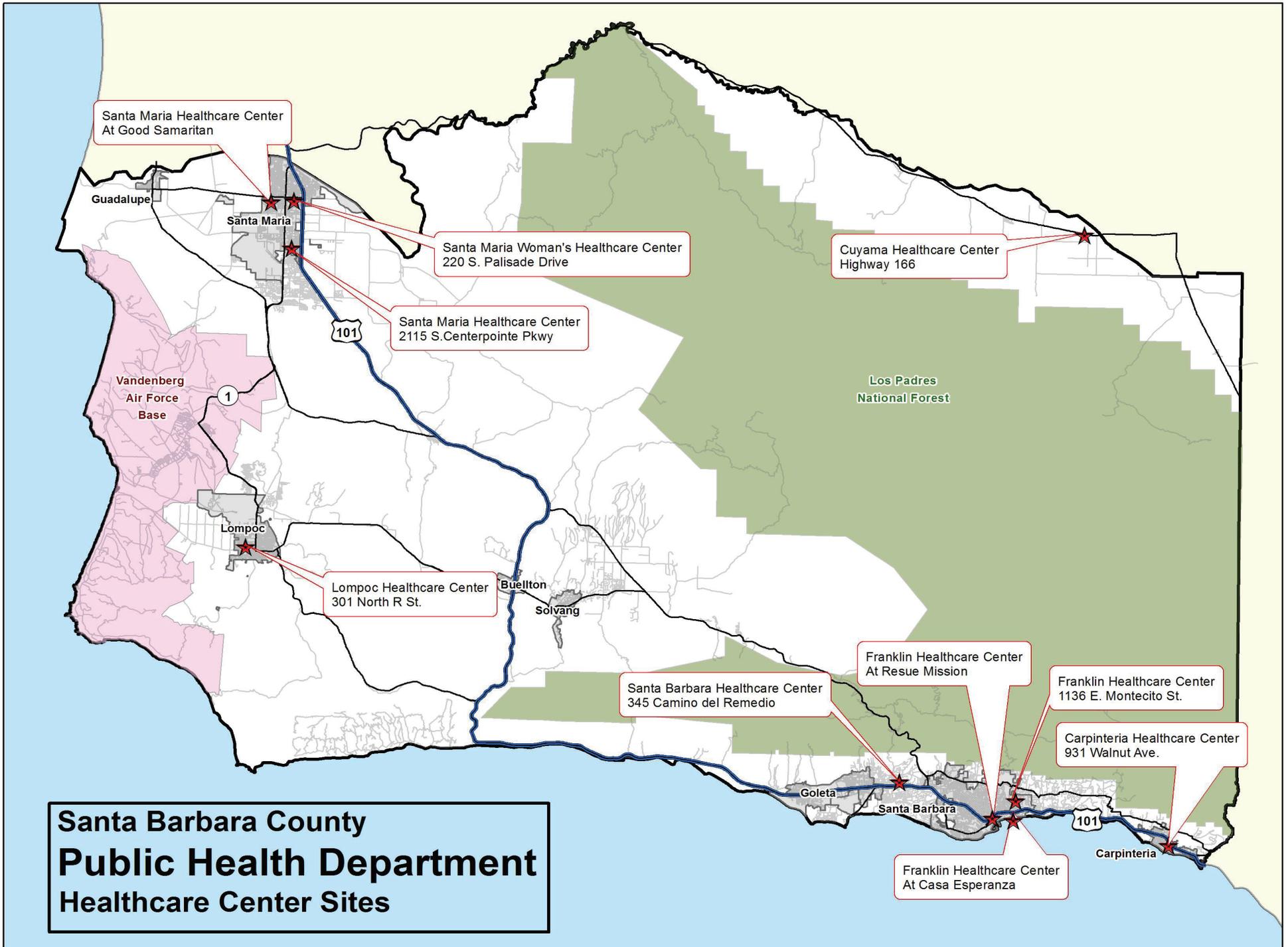
Tobacco Settlement (cont'd)



Anti-Tobacco messages at local theatres try to dissuade teens from starting smoking. Teens are influenced by the smoking they see in movies.

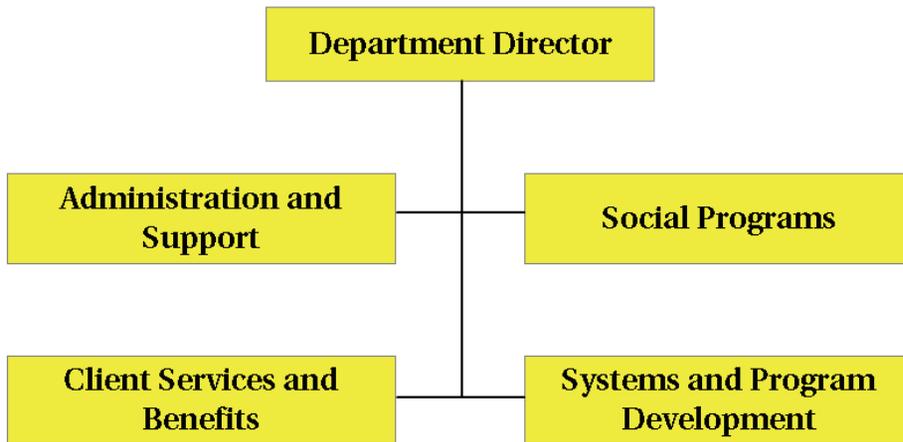


Tobacco Control efforts work to limit smoking in public places and recreational areas.

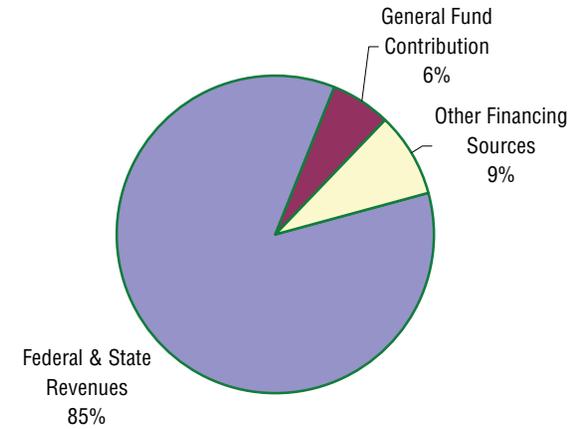


SOCIAL SERVICES

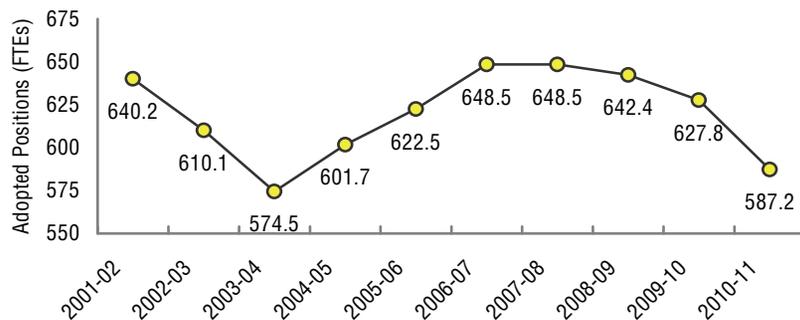
Budget & Positions (FTEs)	
Operating \$	141,593,387
Capital	157,000
Positions	587.2 FTEs



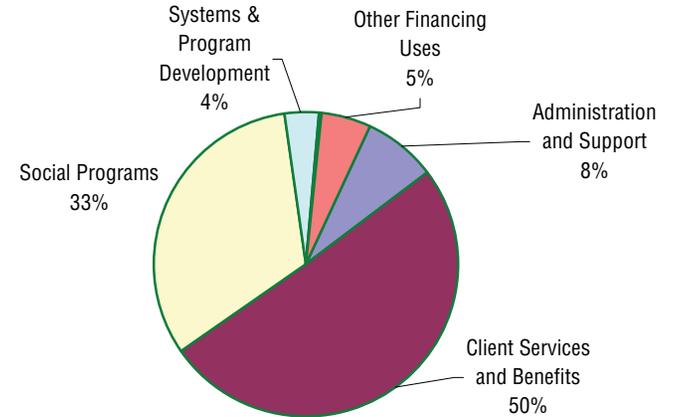
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



SOCIAL SERVICES
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 11,703,860	\$ 12,060,405	\$ 12,310,628	\$ 11,811,579
Client Services and Benefits	66,816,739	73,425,307	76,825,288	75,385,604
Social Programs	41,815,778	49,095,148	44,786,466	48,806,012
Systems & Program Development	5,795,446	5,612,132	5,618,739	5,590,192
Operating Sub-Total	126,131,823	140,192,992	139,541,121	141,593,387
Less: Intra-County Revenues	(1,297,387)	--	--	--
Operating Total	124,834,436	140,192,992	139,541,121	141,593,387
<i>Non-Operating Expenditures</i>				
Capital Assets	76,661	638,306	261,658	157,000
Expenditure Total	124,911,097	140,831,298	139,802,779	141,750,387
<i>Other Financing Uses</i>				
Operating Transfers	7,882,526	7,293,249	8,851,583	6,806,064
Designated for Future Uses	3,649,951	1,485,623	2,978,686	1,271,763
Department Total	<u>\$136,443,574</u>	<u>\$149,610,170</u>	<u>\$151,633,048</u>	<u>\$149,828,214</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 32,948,147	\$ 35,109,461	\$ 36,143,990	\$ 35,385,556
Overtime	226,367	366,614	232,285	144,108
Extra Help	172,878	--	1,159,224	990,823
Benefits	14,970,505	15,488,370	15,722,054	17,377,623
Salaries & Benefits Sub-Total	48,317,897	50,964,445	53,257,553	53,898,110
Services & Supplies	28,694,908	33,981,314	32,723,176	29,494,434
Public Assistance Payments	49,119,018	55,222,232	53,535,392	58,143,343
Contributions	--	--	--	32,500
Damages & Losses	--	25,001	25,000	25,000
Operating Sub-Total	126,131,823	140,192,992	139,541,121	141,593,387
Less: Intra-County Revenues	(1,297,387)	--	--	--
Operating Total	124,834,436	140,192,992	139,541,121	141,593,387
<i>Non-Operating Expenditures</i>				
Capital Assets	76,661	638,306	261,658	157,000
Expenditure Total	<u>\$124,911,097</u>	<u>\$140,831,298</u>	<u>\$139,802,779</u>	<u>\$141,750,387</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 94,625	\$ 52,505	\$ 55,166	\$ 52,504
Federal & State Revenues	117,535,322	128,208,806	128,358,225	126,492,234
Miscellaneous Revenue	1,135,859	980,806	1,830,994	1,207,304
Revenue Sub-Total	118,765,806	129,242,117	130,244,385	127,752,042
Less: Intra-County Revenues	(1,297,387)	--	--	--
Revenue Total	117,468,419	129,242,117	130,244,385	127,752,042
<i>General Fund Contribution</i>				
	8,500,000	9,655,499	9,655,488	9,198,707
<i>Other Financing Sources</i>				
Operating Transfers	7,909,604	7,246,882	6,531,772	8,371,014
Use of Prior Fund Balances	2,565,551	3,465,672	5,201,403	4,506,451
Department Total	<u>\$136,443,574</u>	<u>\$149,610,170</u>	<u>\$151,633,048</u>	<u>\$149,828,214</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration and Support	126.0	120.0	126.0	115.0	126.8	114.5	126.0	102.6
Client Services and Benefits	332.3	330.7	331.3	331.6	358.8	337.8	351.3	311.0
Social Programs	155.5	147.8	156.5	147.0	156.0	143.7	155.5	143.9
Systems & Program Development	68.5	32.8	68.5	33.3	39.0	31.8	49.5	28.7
Total Permanent	682.3	631.2	682.3	626.8	680.5	627.8	682.3	586.2
<i>Non-Permanent</i>								
Contract	--	1.0	--	1.0	--	--	--	0.9
Extra Help	--	2.6	--	--	--	--	--	--
Total Positions	<u>682.3</u>	<u>634.8</u>	<u>682.3</u>	<u>627.8</u>	<u>680.5</u>	<u>627.8</u>	<u>682.3</u>	<u>587.1</u>

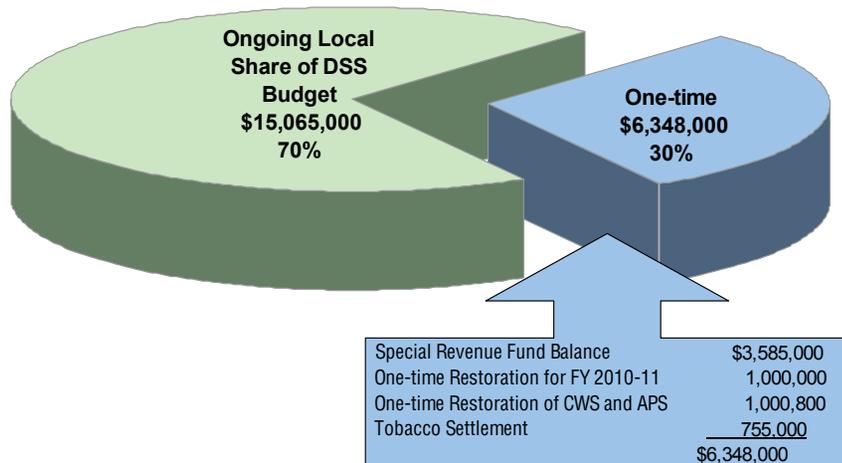
MISSION STATEMENT

The mission of the Department of Social Services is to provide protective services, employment services, and financial assistance that support the residents of Santa Barbara County to become productive and self-sufficient contributors to the community.

Budget Organization

The divisions of the Department are Administration and Support, Client Services and Benefits, Social Programs, and Systems and Program Development with 587.2 personnel Full Time Equivalents (FTEs), staffing seven locations throughout the County. The Department provides Countywide services to residents of both the incorporated and unincorporated areas.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



Department of Social Services programs are governed by Federal and State mandates and are funded by a combination of Federal, State and Local funds. The Federal/State/Local sharing ratios vary from program to program. Of the total FY 2010-11 Local Share, 30% is comprised of one-time sources of funding. These sources will fund the Local Share of Federal and State mandated services and benefits. As a result of the use of one-time sources, the County will face a Local Share budget gap of \$6,348,000 in FY 2011-12 which must be addressed to comply with Federal and State requirements and to maintain services and benefits for the community. Of the \$6,348,000, \$1,000,000 will be used to provide Child Welfare and Adult Protective Services to the community. The loss of \$6,348,000 would result in millions lost in State and Federal revenue that is accessed when Local Share is utilized. The budget gap of \$6,348,000 will increase as a result of the loss of Federal stimulus funding provided by the American Recovery Reinvestment Act (ARRA) that will need to be funded by the County when ARRA funding expires. Moreover, if the cost of providing services increases in FY 2011-12 and/or if caseloads increase, the amount of additional funding needed could increase significantly.

SOCIAL SERVICES

Department Summary (cont'd)

Santa Barbara County Department of Social Services

VISION

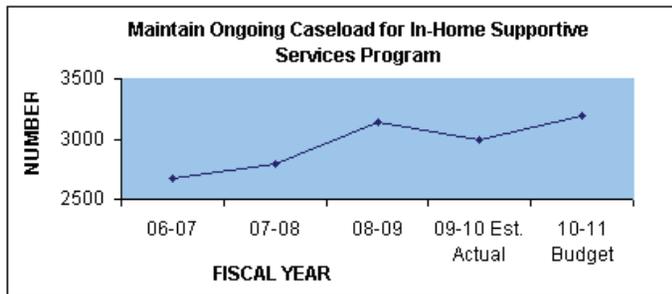


Individuals and families are emotionally, socially, and financially self-sufficient and contribute to a healthy community.

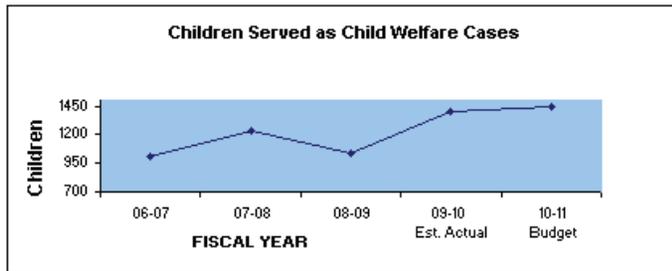
SOCIAL SERVICES

Department Summary (cont'd)

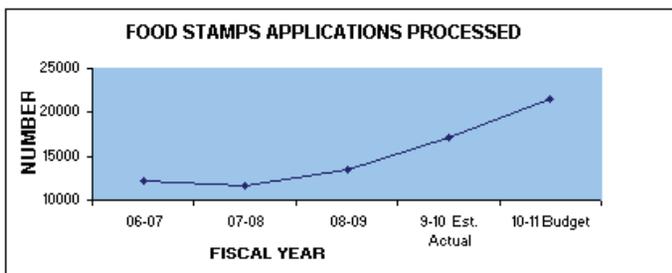
Activity Indicators



Prevent premature and costly institutionalization of low income elderly and disabled residents who are in need of personal care services, certain paramedical services, and/or domestic and related services by maintaining ongoing services.



Child Welfare cases represent individual children served under social worker supervision during the fiscal year. Social workers provided case management and supportive services in order to insure child safety and secure permanent homes.



Non-Assistance Food Stamps applications processed for residents with little or no income and food insecurity

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Operating Expenditures

Estimated Actual operating expenditures decreased by \$652,000 to \$139,541,000 from the Adopted Budget of \$140,193,000. This 0.5% decrease is the result of:

- -\$2,364,000 - Net decrease in mandated entitlement payments due to a decrease in foster care and transitional housing costs (\$3,789,000) offset by an increase in cash assistance payments (\$1,506,000) due primarily to increased caseloads. See Significant Changes section of the Client Services and Benefits Division and the Social Programs Division for further details.
- +\$1,034,000 - Increase in salaries for DSS employees incurred to address increased workload associated with funded caseload growth in major mandated programs administered by the Department.
- +\$887,000 - Increase the Workforce Investment Act (WIA) program due to increased funding from the Federal government.
- -\$815,000 - Decreased costs in the In-Home Supportive Services (IHSS) program due to a proposed wage reduction for the independent provider mode of service delivery and lower than anticipated hours provided by all modes of service
- -\$671,000 - Net reduction in American Recovery and Reinvestment Act (ARRA) funded expenditures as follows:
 - -\$2,060,000 - Decrease in non-labor expenditures for the ARRA funded WIA program as well as a redistribution of expenditures between fiscal years FY 2009-10 Adopted and FY 2009-10 Estimated. FY 2009-10 Adopted included expenditures for the entire amount of the multi-year program. Projected appropriations have now been redistributed based on when expenditures are expected to be incurred.
 - +\$1,080,000 - New expenditures not included in FY 2009-10 Adopted for participant subsidized extra help wages (\$950,000) and related workers compensation insurance premiums (\$130,000) under a new Temporary Assistance to Needy Families (TANF) subsidized employment program.
 - +\$209,000 - New expenditures not included in FY 2009-10 Adopted for participant subsidized extra help wages in the ARRA WIA Summer Youth program.
 - +\$100,000 - New expenditures not included in FY 2009-10 Adopted for the new ARRA TANF Short Term Nonrecurring Benefits program intended to meet temporary needs of needy families.
- +\$476,000 - Increase in Federal and State funded non-capital expenditures needed to comply with a new Federal mandate requiring enhanced security over protected client data.
- +\$450,000 - Increase in Foster Care Wrap-Around Program expenditures for providing comprehensive services to help foster care children remain in or return to their homes, or to reduce the need for higher level more expensive foster care placements.
- +\$199,000 - Increase in State funded CalWORKs Mental Health and Substance Abuse services expenditures.

SOCIAL SERVICES

Department Summary (cont'd)

- +\$99,000 - Increase in non-capital information technology (IT) expenditures. Cost reduction strategies for FY 2010-11 result in a \$696,000 reduction in IT expenditures in FY 2010-11 Recommended budget.

Capital Expenditures

Estimated Actual capital expenditures decreased by \$376,000 to \$262,000 from the Adopted Budget of \$638,000. This 59% decrease is the result of a decrease in expenditures for information technology capital assets.

Revenue

Estimated Actual revenue increased by \$1,002,000 to \$130,244,000 from the Adopted Budget of \$129,242,000. This 0.78% increase is the result of:

- -\$1,800,000 - Revenue decrease resulting from redistributing both labor and non-labor expenditures between FY 2009-10 and FY 2010-11. FY 2009-10 Adopted included estimated revenue for the entire amount of the multi-year program. Estimated revenues have now been redistributed between FY 2009-10 Estimated Actual and FY 2010-11 based on when expenditures are expected to be incurred.
- -\$1,787,000 - Net decrease in the revenue claimed for the Federal and State share of mandated assistance entitlements.
- +\$1,421,000 - Increase in Federal and State funding due to increased expenditures associated with increased caseloads in three major programs.
- +\$1,347,000 - Federal and State revenue received to reimburse the cost of benefits paid to eligible recipients and related administrative costs incurred (including any applicable participant wages and workers compensation insurance, DSS labor, non-labor, and allocated overhead) for two Federal stimulus programs: (1) ARRA TANF subsidized employment program (\$1,247,000); and (2) ARRA TANF short term nonrecurring benefits program (\$100,000).
- +\$1,074,000 - Increase in Federal revenue received to fund additional expenditures under the 100% Federally funded WIA program.
- +\$899,000 - One-time increase in miscellaneous revenue due to receiving in FY 2009-10 a refund from the State for previously paid County share due in the IHSS program. This refund was based on FY 2008-09 ARRA funding received by the State.
- -\$758,000 - Reduction in State Realignment Revenue due to the declining State sales tax collections.
- +\$484,000 - Increase Federal and State funding for increased expenditures for non-capitalized MEDS Security program expenditures and related equipment depreciation expense incurred in order to comply with the Federal mandate that the counties improve security over protected client data.
- +\$143,000 - Increase in miscellaneous revenue for the IHSS Independent Provider (IPs) share of health benefits collected by the Public Authority but not included in FY 2009-10 Adopted.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The Recommended Budget's operating expenditures will increase by \$2,052,000 to \$141,593,000 from the 2009-10 Estimated Actual of \$139,541,000. This 1.5% decrease is the result of:

- +\$4,608,000 - Increase in mandated entitlement payments and supportive services to eligible applicants. See Significant Changes section of the Client Services and Benefits Division and the Social Programs Division for further details.
- -\$1,122,000 - Reduction in FY 2010-11 non-labor Workforce Investment Act (WIA) expenditures funded by the American Recovery and Reinvestment Act (ARRA). Pursuant to Department of Labor (DOL) directives, the goal is to spend the ARRA WIA funds by September 30, 2010. Accordingly, a proportionately higher share of ARRA WIA non-labor expenditures has been budgeted in FY 2010-09 Estimated Actual than in FY 2010-11 Recommended.
- -\$842,000 - Reduction in County cost allocation expenditures including an adjustment of prior year cost allocation costs (-\$409,000 roll forward) for County Counsel and structural/building charges.
- +\$809,000 - Increase in salaries and benefits expense for DSS program and administrative employees administering various Federal and State mandated programs despite a 40.52 FTE reduction in FY 2010-11 Recommended compared to FY 2009-10 Estimated Actual as a result of:
 - +\$1,574,000 - Retirement contribution increase resulting from the losses incurred in the retirement fund and the Board of Retirement's actuarial assumptions;
 - -\$888,000 - Decrease in regular salaries resulting from a reduction of 40.52 FTEs and a projected use of overtime;
 - +\$239,000 - Increase in health insurance costs;
 - -\$226,000 - Decrease in workers compensation insurance based on a change in loss experience and claims history;
 - +\$110,000 - Unemployment insurance premiums.
- -\$696,000 - Decrease in information technology hardware and software as a result of cost reduction efforts.
- -\$685,000 - Reduction in costs in the ARRA TANF Subsidized Employment program due to a sunset date of September 30, 2010. Extra Help appropriations for participant wages will decline \$606,000 and related workers compensation insurance premiums will decline \$79,000.
- +\$437,000 - Increase in Extra Help due to an anticipated increase in program participants in ARRA WIA programs.

SOCIAL SERVICES

Department Summary (cont'd)

- -\$430,000 - Decrease in non-capital, non-labor expenditures due to the completion of a one time project that was mandated by the Federal government to implement systems that would improve the security of protected client data.
- -\$356,000 - Decrease in non-labor service contract expenditures for the 100% federal funded WIA program resulting from service delivery contracts not yet budgeted pending a redesign of the service delivery plan. Budget revisions will be submitted once the service delivery plan redesign has been completed.
- +\$221,000 - Increase in contractual expenditures required to support CalWIN. CalWIN is the information technology system that processes eligibility and benefits for the Department's income maintenance programs.
- +\$220,000 - Increase in legal fees directly paid to County Counsel.
- -\$212,000 - Decrease in rental expense as a result of cost reduction efforts. The reduction in rental expense results from consolidating offices in Lompoc and vacating leased space.
- -\$203,000 - One time FY 2009-10 Federally funded National Emergency Grant administered through the WIA program for replanting and restoring park trails to areas impacted by the 2009 wildfires will not be available during FY 2010-11.
- +\$200,000 - Continuation of a new ARRA TANF program until September 30, 2010 intended to meet temporary needs of needy families.
- -\$200,000 - Decrease in IHSS contracted services.
- +\$157,000 - Increase in expenditures for the Foster Care Wrap Around program which provides services for foster care clients to help them either return/stay in their homes, or reduce the need for higher cost foster care placements.
- +\$153,000 - Increase resulting from the transfer of funding for the Area Agency on Aging (\$33,000) and Domestic Violence (\$120,000) to DSS from the Public Health Department.
- -\$128,000 - Decrease in office moving expenses. One time costs were incurred in FY 2009-10 to move staff from current leased buildings to existing County owned buildings.
- -\$112,000 - Reduction in general liability insurance premiums.
- +\$109,000 - Increase in the 100% Federal funded Workforce Investment Board (WIB) planning and evaluation expenditures.
- +\$80,000 - Increase in County share of IHSS Individual Provider (IP) wages because the ARRA Federal Medical Assistance Percentage increase is effective for only six months of FY 2010-11 instead of for the full year as in FY 2009-10.
- +\$66,000 - Increase in Federal and State funded mental health/substance abuse services for the Child Welfare Services/CalWORKs Linkages program.

Capital Expenditures

The Recommended Budget's capital expenditures will decrease by \$105,000 to \$157,000 from the 2009-10 Estimated Actual of \$262,000. This 40% decrease is the result of:

- -\$192,000 - A reduction in capital expenditures in FY 2010-11 compared to FY 2009-10 for the MEDS Security project that addresses a Federal mandate that Counties improve security over protected client data.
- +\$87,000 - Increase in capital expenditures for computer hardware replacements.

Revenue

The Recommended Budget's revenue will decrease by \$2,492,000 to \$127,752,000 from the 2009-10 Estimated Actual of \$130,244,000. This 1.91% decrease is the result of:

- +\$3,715,000 - Increase in the revenue received for the Federal and State share of mandated assistance entitlements based on current trends.
- -\$1,947,000 - Reduction in Federal funding claimed for expenditures incurred for various ARRA funded programs. Unless extended by Congress, ARRA funding will not be available for a full year in FY 2010-11, but was available for a full year in FY 2009-10. Also ARRA stimulus funding earned in FY 2008-09 was not received until FY 2009-10. Such prior year payments will not recur in FY 2010-11.
- -\$1,901,000 - Reduction in State and Federal revenue received for the Federal and State share of labor and non-labor expenditures incurred in administering various income maintenance and social services programs. Significant changes in these expenditures are described in the Operating Expenditures section above and as follows:
 - -\$1,598,000 - Reduction in State and Federal revenue claimed for the costs incurred to administer the three major client benefits programs (Medi-Cal, CalWORKs and Food Stamps) consistent with reductions described above in program and administrative staffing as well as cost savings measures reducing non-labor expenditures.
 - -\$667,000 - Reduction in Federal revenue claimed for Workforce Investment Act (WIA) program expenditures consistent with decreases in costs described above; including reductions in both staffing and non-labor costs, partially offset by increased retirement, health benefit, and unemployment insurance costs.
 - +\$372,000 - Increase in Federal and State funding for the Federal and State share of costs incurred to administer the Child Welfare Services program. This is consistent with increased labor costs resulting from restoring staffing to FY 2009-10 Adopted levels so as to provide intervention services targeted at reducing foster care placements.

- -\$1,259,000 - Reduction in State Realignment revenue is due to the depletion of the realignment trust fund balance.
- -\$899,000 - Reduction in miscellaneous revenue related to a refund received from State of California in FY 2009-10, but not again in FY 2010-11. The refund was a result of the State not apportioning Federal ARRA funds to the County for FY 2008-09 until FY 2009-10.
- -\$445,000 - Reduction in State and Federal revenue for reimbursement of expenditures and asset depreciation relating to a program that involves a Federal mandate that counties improve security over protected client data.
- +\$233,000 - Increase in miscellaneous revenue for programs transferred from Public Health Department.

Departmental Priorities and Their Alignment With County Goals

The Department delivers programs that specifically address the goals of the 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.

Current Year (FY 09-10) Accomplishments:

- Continued success in containing growth in the Foster Care program through innovative diversion programs.
- Finalized 103 legal adoptions of children formerly in the dependency system, allowing them to enjoy the safety, permanency and well being of a legal family.
- In order to become more efficient, replaced the obsolete Adult Services data system with a web-based Aging and Adult Client Tracking System (AACTS).
- In order to become more efficient, continued to image all Department files, including all Medi-Cal, Food Stamp, CalWORKs, and Adult Protective Services client records.
- Safeguarded the privacy and security of Medi-Cal Personally Identifiable Information (PII) by implementing a mandated security and quality assurance infrastructure.
- In response to severe budget challenges, continue reducing lease costs through office consolidations, vacating staff from leased space in Lompoc and the Casa Nueva building to an existing County-owned facility.
- In collaboration with the First Five Commission, successfully expanded the "Front Porch Program," an initiative developed to provide necessary community services to children, averting future need for re-referral and intervention by Child Welfare Services.

SOCIAL SERVICES

Department Summary (cont'd)

- With the cooperation and support of multiple County departments, successfully developed and launched an ARRA-funded subsidized employment program, ensuring that ARRA funds are helping families and employers in a very direct way in the county. The goal for participants is to increase available income to their families and work toward securing unsubsidized employment.
- Transportation is a tremendous barrier to self-sufficiency. As such, the Department is leveraging ARRA funds to implement a transportation assistance program to help meet those needs of our low-income families.
- Successfully migrated to the County email system.
- Implemented a restructure of clerical functions in both the Social Services and Client Services and Benefits Branches to provide services in a more efficient manner.

Proposed Strategic Actions:

- Continue focus in mitigating issues affecting children at risk of Foster Care program placements through enhanced psychotherapeutic and diversion programs in order to curtail Foster Care program placements and placement costs.
- Reduce the number of children placed in the high Rate Classification Level (RCL) group homes through further development of local, less structured, more community-based placements.
- To quickly identify the vulnerable populations during times of local emergencies such as the tragic fires, continue internal efforts establishing protocol.
- In recognition of the impending budget challenges, explore, analyze, and assess current business processes in the Client Services and Benefits Branch; identifying best practices to achieve efficiencies while enhancing client services. Regulatory changes, such as the waiver of face-to-face interviews, will be assessed for efficiencies.
- Continue the strategy of reducing paper files by electronically scanning and storing documents department-wide.
- In the In-Home Supportive Services program, proactively respond to major allocation modifications as determined by the State legislature. Closely analyze all budget developments and all program changes to assure both regulatory compliance and maximization of available funding for optimum service delivery.
- Participate in a consortium with Ventura County to pilot a project to enhance services dedicated to fostering family maintenance. The pilot, known as the Safe Care project, deploys trained professionals into the home environment, with the focus on addressing noted in-home deficiencies including child safety and well being. The program's intent is to avert, if possible, out of home or foster case placements.

SOCIAL SERVICES

Department Summary (cont'd)

Proposed Key Projects:

- Explore new service delivery models in all department programs, recognizing projected declining revenues. Implement all discovered best practices.
- Continue to maximize the technology, infrastructure and processes necessary to electronically scan and store documents department-wide.
- Improve the efficiency of the Department's adult programs by implementing the Case Management, Information and Payroll System (CMIPS-II).
- In conjunction with the Office of Emergency Services, Public Health and the Sheriff's Department, develop and execute program-specific directives that assist in proactively preparing the vulnerable population prior to the onset of a local emergency. This will be achieved through outreach and education with local agencies that work with the target population.

Goal 2. Health and safety: A Safe and Healthy Community in Which to Live, Work and Visit.

Current Year (FY 09-10) Accomplishments:

- Completed the County Self-Assessment (CSA) geared toward identifying specific county needs in the Child Welfare Services (CWS) population. The CSA workgroup was a collaboration of multiple entities both public and private, having interest and expertise in serving those in the dependency system.
- Completed the mandated Systems Improvement Plan (SIP), a key component in the Child Welfare Redesign. The aforementioned CSA identified deficiencies that served as the foundation for the County's improvement plan.

Proposed Strategic Actions:

- Implement the aforementioned Systems Improvement Plan, a collaborative effort to build on successes and address discovered service deficiencies in the Child Welfare Services system.
- Work in collaboration with the Santa Barbara County Child Abuse Prevention Council to align programs and services along a well defined, county-wide child abuse and neglect prevention strategy, which responds to selected priority needs identified in the County Self-Assessment and Three-Year Plan for Child Abuse and Neglect Prevention and is fully coordinated with intervention and treatment services.

Proposed Key Project:

- In collaboration with ADMHS and the Probation Department, develop and/or secure appropriate mental health services for children in need.

Goal 5. Citizen involvement: A County Government that is Accessible, Open, and Citizen-Friendly.

Current Year (FY 09-10) Accomplishments:

- Strengthened the Linkages program, which provides coordinated cases services between CWS and CalWORKs programs, by improving communication between staff.
- In coordination with the Presiding Judge of the Juvenile Court, convened and established a county Blue Ribbon Commission on Children in Foster Care as recommended by the Judicial Council of California to promote best practices and system improvements in the Juvenile Court and CWS systems.
- To facilitate intra-agency communication, implemented a computer based forum (blog) encouraging staff's direct communication with Agency executives.
- To address the escalating problem of gang violence, became an active member in the South County Gang Prevention and North County Youth Violence Prevention initiatives.

Proposed Strategic Actions:

- In collaboration with various public and private entities, analyze contributing factors to the proliferation of North County and South County gang activity. Work to develop and integrate intervention programs to mitigate the destructive gang influences.
- In collaboration with community partners, sponsor a second Child Abuse Prevention Summit.
- Work collaboratively with community leaders to sponsor a second Aging Symposium.

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

Current Year (09-10) Accomplishments:

- In a partnership with court and other designated agencies, developed and implemented a North County pilot for a Dependency Drug Court.
- Working with Santa Barbara Housing and Urban Development, was successful in securing Federal funding that allowed for expansion of housing opportunities for the homeless and those at risk of homelessness.
- Continued refinement of SB163, the Child Welfare Services Wraparound Program serving to maintain foster children in a home setting.
- Convened a Child Abuse Prevention Summit to focus community attention on the rising numbers of child abuse reports, and develop strategies for creating a powerful child abuse prevention message and improving the system for communicating the message. Engage schools, community based organizations, law enforcement, and judges in making a commitment to include child abuse prevention messages in their routine professional duties.

SOCIAL SERVICES

Department Summary (cont'd)

Proposed Strategic Actions:

- Recognizing impending budget challenges, restructure the Transitional Housing Placement Program (THP+) services, allowing for more clients to be served within the same or reduced state allocation. This program assists those emancipating from the foster care system to avoid homelessness.
- In collaboration with the Juvenile Court Judge, support the development of a Girls Court.
- In coordination with the Blue Ribbon Commission on Foster Care, conduct an examination and analysis of Transitional Foster Youth programs and issues, involving all providers and former foster youth.

Proposed Key Projects:

- In collaboration with the Workforce Investment Board and the Board of Supervisors, implement a Summer Work Initiative for Teens program utilizing WIA-Youth funds and Economic Stimulus funds to provide work experience in the public and private sectors, and cash stipends to youth ages 14-24.
- Administer the Youth Corp program—Santa Barbara County in collaboration with the Workforce Investment Board, the Board of Supervisors, and the Mayors of the cities of Santa Barbara, Santa Maria, Lompoc, Goleta and Guadalupe. The Youth Corps will serve youth up to age 24 in a year-round program, providing public support services to city and county projects.
- Coordinate access by foster youth to a range of targeted benefits and services such as Summer Youth and Youth Corps jobs, Medi-Cal and Food Stamp benefits, transitional housing, and educational opportunities.

Food Stamp Program (FSP) Enrollment and Benefits Increased Significantly in California Between September 2008 and September 2009						
County	FSP Enrollment Sept. 2008	FSP Enrollment Sept. 2009	Percent Change in FSP Enrollment, Sept. 2008 to September 2009	Cash Value of FS Benefits, Sept. 2008	Cash Value of FS Benefits, Sept. 2009	Percent Change in Cash Value Benefits, Sept. 2008 to Sept. 2009
Santa Barbara	20,049	24,865	24.00%	\$2,129,443	\$3,505,302	64.60%
California	2,357,162	2,945,385	25.00%	\$267,248,829	\$434,191,969	62.50%

Note: The federal government increased maximum food stamp benefits by 8.5 percent on October 1, 2008 to reflect the rise in food prices that occurred during late 2007 and 2008. In addition, the American Recovery and Reinvestment Act of 2009 (ARRA) temporarily increased maximum food stamp benefits by 13.6 percent effective April 1, 2009. September 2009 is the most recent month for which data are available. Source: Department of Social Services.

The growth in the Food Stamp Program is an example of the significant increase in caseloads.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Department-wide Effectiveness Measure

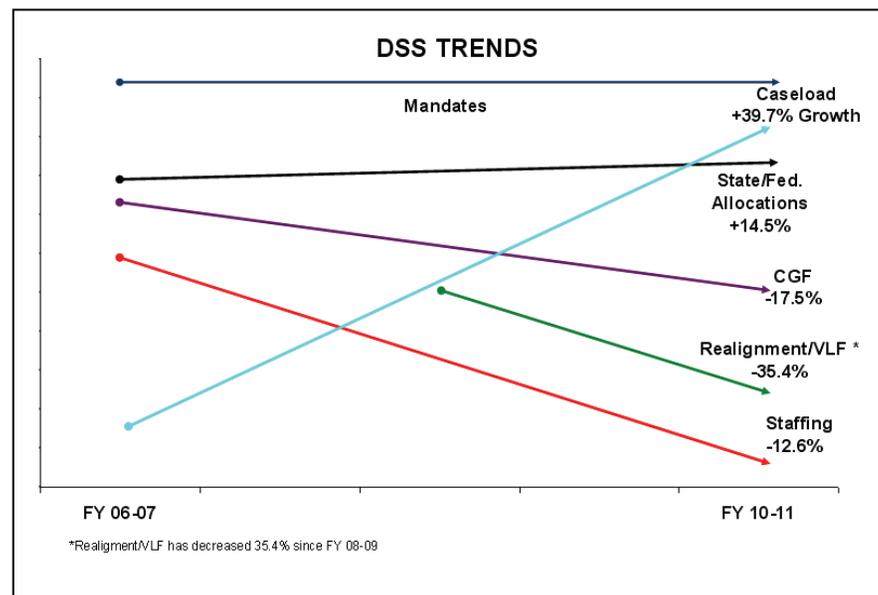
Santa Barbara County Adoption Agency will finalize 58 adoptions providing those children with a family for life.

106	58	103	58
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Department-wide Activity Indicator

Number of people seeking assistance from Department of Social Services district offices during the fiscal year. (new KPI eff. FY 2010-11)

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Since FY 2006-07 the Department has experienced nearly 40% growth in caseloads.

SOCIAL SERVICES
Administration and Support

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administrative Office	\$ 1,963,332	\$ 1,536,240	\$ 2,063,162	\$ 1,924,567
Personnel	481,499	462,978	416,220	457,392
Fiscal and Contract Admin	3,248,716	3,537,087	3,261,931	3,155,482
Collections & Fair Hearings	1,325,931	1,547,532	1,453,584	1,387,447
Reception	3,267,746	3,369,483	3,559,304	3,465,217
Facility Manage & Mail Distrib	1,416,636	1,607,085	1,556,427	1,421,474
Operating Total	11,703,860	12,060,405	12,310,628	11,811,579
<i>Non-Operating Expenditures</i>				
Capital Assets	14,453	121,082	5,521	21,559
Expenditure Total	11,718,313	12,181,487	12,316,149	11,833,138
<i>Other Financing Uses</i>				
Operating Transfers	9,681	10,109	9,760	9,530
Designated for Future Uses	2,219,879	645,427	645,421	--
Division Total	\$ 13,947,873	\$ 12,837,023	\$ 12,971,330	\$ 11,842,668
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	6,517,075	6,789,997	6,987,490	6,698,471
Overtime	5,152	21,736	26,771	8,061
Extra Help	65,488	--	--	--
Benefits	2,991,118	2,981,191	3,061,627	3,230,973
Salaries & Benefits Sub-Total	9,578,833	9,792,924	10,075,888	9,937,505
Services & Supplies	2,125,027	2,262,715	2,230,140	1,869,467
Damages & Losses	--	4,766	4,600	4,607
Operating Total	11,703,860	12,060,405	12,310,628	11,811,579
<i>Non-Operating Expenditures</i>				
Capital Assets	14,453	121,082	5,521	21,559
Expenditure Total	\$ 11,718,313	\$ 12,181,487	\$ 12,316,149	\$ 11,833,138

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 98,115	\$ 40,367	\$ 42,054	\$ 40,278
Federal & State Revenues	(5,924,043)	10,985,855	11,214,356	11,001,224
Miscellaneous Revenue	38,744	795,280	240,350	229,861
Revenue Total	(5,787,184)	11,821,502	11,496,760	11,271,363
<i>General Fund Contribution</i>				
	254,844	176,903	668,385	442,896
<i>Other Financing Sources</i>				
Operating Transfers	--	--	2,419	--
Use of Prior Fund Balances	19,480,213	838,618	803,766	128,409
Division Total	\$ 13,947,873	\$ 12,837,023	\$ 12,971,330	\$ 11,842,668

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11			
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Administrative Office	14.0	13.6	14.0	10.5	15.8	13.6	16.0	12.2
Personnel	4.0	4.0	4.0	3.8	4.0	3.3	4.0	3.4
Fiscal and Contract Admin	32.0	28.6	32.0	29.5	30.0	27.1	30.0	24.1
Collections & Fair Hearings	17.0	16.7	17.0	16.2	16.0	15.4	16.0	13.8
Reception	40.0	41.3	40.0	38.0	41.0	38.3	40.0	34.4
Facility Manage & Mail Distrib	19.0	15.9	19.0	17.1	20.0	16.8	20.0	14.7
Total Permanent	126.0	120.0	126.0	115.0	126.8	114.5	126.0	102.5
<i>Non-Permanent</i>								
Extra Help	--	0.9	--	--	--	--	--	--
Total Positions	126.0	120.9	126.0	115.0	126.8	114.5	126.0	102.5

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures increased by \$251,000 to \$12,311,000 from the Adopted Budget of \$12,060,000 as a result of:

- +\$527,000 - Increase in Administrative office salaries and benefits and associated non-labor expenditures.
- -\$275,000 - Decrease in Fiscal and Contract Administration salaries and benefits as the result of the department's conservative approach in filling vacancies.
- -\$192,000 - Labor cost decrease consistent with an FTE decrease in Collection & Fair Hearings, Facility Management & Mail Distribution and Personnel subdivisions.
- +\$191,000 - Increase in Reception salaries and benefits consistent with shifting staff to address increasing applications for benefits resulting in increased workload.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$499,000 to \$11,812,000 from the 2009-10 Estimated Actual of \$12,311,000. The 4% decrease is the result of:

- -\$139,000 - Decrease in Administrative Office salaries and benefits of \$97,000 as a result of staffing reductions. Accordingly, non-labor allocated costs are reduced by \$42,000.
- -\$135,000 - Decrease in Facility Management & Mail Distribution salaries and benefits of \$53,000 and \$82,000 reduction in allocated non-labor costs.
- -\$106,000 - Decrease in Fiscal & Contract Administration salaries and benefits of \$31,000 and allocated non-labor costs of \$75,000.
- -\$94,000 - Decrease in Reception salaries and wages and the corresponding non-labor allocable costs.

SOCIAL SERVICES

Administration and Support (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administrative Office				
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.	43%	75%	40%	60%
	287	488	266	399
	665	650	665	665
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	100%	100%	100%	100%
	4	4	4	3
	4	4	4	3
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	60%	100%	100%	100%
	36	50	35	30
	60	50	35	30
As an efficient and responsive government, the Department of Social Services will maintain a productive workforce through a Lost Time Rate of 6.2% or less when measuring lost hours to total budgeted hours.	6.51%	6.91%	6.70%	6.20%
	86,516	104,000	98,097	93,372
	1,329,679	1,506,000	1,464,144	1,506,000
Fiscal and Contract Admin				
Ensure that at least 90% of responses received from customer survey rate	100%	100%	90%	90%
	62	52	56	56
purchasing/contract services as satisfactory or above.	62	52	62	62
Collections & Fair Hearings				
Obtain at least a 90% negotiated settlement rate from the 300 annual client requests for State Appeals	91%	90%	90%	92%
	244	270	270	276
	268	300	300	300

SOCIAL SERVICES

Administration and Support (cont'd)

Prevent premature and costly institutionalization by placing less than 1% of the average monthly recipients in long-term care facilities.	0.26%	1.00%	1.00%	1.00%
	8	32	30	32
	3,134	3,200	3,000	3,200

Facility Manage & Mail Distribution

At least 92% of an estimated 75 annual ergonomic assessment requests will be performed within 14 days of the request.	92%	92%	92%	92%
	83	69	69	69
	90	75	75	75

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Administrative Office

Deputy Director	4.0	4.0	4.0	3.0
Director	1.0	1.0	1.0	1.0
Division Chief	2.0	2.0	2.0	2.0
Executive Analyst	--	--	--	1.0
Staff Analyst	--	--	--	1.0
Dept Bus Spec II	1.0	1.0	1.0	1.0
Admin Office Pro	5.0	5.0	6.8	6.0
Executive Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	14.0	14.0	15.8	16.0

Personnel

Division Chief	1.0	1.0	1.0	1.0
Admin Office Pro	3.0	3.0	3.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Fiscal and Contract Admin

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	1.0	1.0	1.0
Cost Analyst II	4.0	4.0	4.0	4.0
Dept Bus Spec I	2.0	2.0	2.0	1.0
Financial Office Pro	11.0	11.0	10.0	10.0
Accountant III	8.0	8.0	8.0	8.0
Dept Bus Spec II	1.0	1.0	--	1.0
Accountant I/II	3.0	3.0	3.0	3.0
Sub-Division Total	32.0	32.0	30.0	30.0

Collections & Fair Hearings

Admin Office Pro	2.0	2.0	2.0	2.0
Financial Office Pro	2.0	2.0	2.0	2.0
Eligibility Supervisor	3.0	3.0	2.0	2.0
Eligibility Worker III	10.0	10.0	10.0	10.0
Sub-Division Total	17.0	17.0	16.0	16.0

Reception

Admin Office Pro	39.0	39.0	40.0	39.0
Financial Office Pro	1.0	1.0	1.0	1.0
Sub-Division Total	40.0	40.0	41.0	40.0

Facility Manage & Mail Distrib

Division Chief	1.0	1.0	1.0	1.0
Admin Office Pro	5.0	5.0	6.0	6.0
Storekeeper/Utility Worker	13.0	13.0	13.0	13.0
Sub-Division Total	19.0	19.0	20.0	20.0
Division Total	126.0	126.0	126.8	126.0

SOCIAL SERVICES
Client Services and Benefits

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Cal-Works	\$ 13,217,425	\$ 12,613,775	\$ 12,777,488	\$ 12,833,434
Child Care	3,540,560	4,153,815	3,673,484	3,554,356
Medi-Cal Eligibility	13,421,189	14,205,571	15,417,731	14,192,449
Food Stamps	3,377,632	3,950,358	4,511,218	4,442,276
General Relief	697,123	1,057,922	872,005	840,639
Other Assistance Programs	35,669	24,464	34,101	26,293
General Relief Assistance	698,201	585,725	821,831	870,209
Other Cash Assistance	1,798	1,188	8,919	8,919
Workforce Investment Act	2,426,539	7,189,284	7,795,147	5,541,385
Cal-WORKS - Assistance	17,162,666	17,236,321	17,719,580	18,811,534
Cal-WORKS - (0-Parent) Assistance	12,237,937	12,406,884	13,193,784	14,264,110
Operating Sub-Total	66,816,739	73,425,307	76,825,288	75,385,604
Less: Intra-County Revenues	(1,135,521)	--	--	--
Operating Total	65,681,218	73,425,307	76,825,288	75,385,604
<i>Non-Operating Expenditures</i>				
Capital Assets	44,842	351,235	248,346	105,025
Expenditure Total	65,726,060	73,776,542	77,073,634	75,490,629
<i>Other Financing Uses</i>				
Operating Transfers	278,689	29,149	151,848	88,742
Designated for Future Uses	24,769,573	63,606	33	--
Division Total	\$ 90,774,322	\$ 73,869,297	\$ 77,225,515	\$ 75,579,371
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	15,588,845	16,804,659	17,853,976	16,947,990
Overtime	117,838	122,066	12,412	28,443
Extra Help	72,504	--	1,159,224	990,823
Benefits	7,205,174	7,621,560	7,846,597	8,534,469
Salaries & Benefits Sub-Total	22,984,361	24,548,285	26,872,209	26,501,725
Services & Supplies	10,758,978	15,121,612	14,094,516	11,246,013
Public Assistance Payments	33,073,400	33,741,669	35,844,653	37,623,971
Damages & Losses	--	13,741	13,910	13,895
Operating Sub-Total	66,816,739	73,425,307	76,825,288	75,385,604
Less: Intra-County Revenues	(1,135,521)	--	--	--
Operating Total	65,681,218	73,425,307	76,825,288	75,385,604
<i>Non-Operating Expenditures</i>				
Capital Assets	44,842	351,235	248,346	105,025
Expenditure Total	\$ 65,726,060	\$ 73,776,542	\$ 77,073,634	\$ 75,490,629

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	(5)	\$ 47	\$ --	\$ --
Federal & State Revenues	88,198,966	70,019,976	73,468,380	71,797,205
Miscellaneous Revenue	834,558	878	372,893	421,584
Revenue Sub-Total	89,033,519	70,020,901	73,841,273	72,218,789
Less: Intra-County Revenues	(1,135,521)	--	--	--
Revenue Total	87,897,998	70,020,901	73,841,273	72,218,789
<i>General Fund Contribution</i>				
	2,470,703	2,930,159	3,381,061	3,005,724
<i>Other Financing Sources</i>				
Operating Transfers	--	--	--	354,858
Use of Prior Fund Balances	405,621	918,237	3,181	--
Division Total	\$ 90,774,322	\$ 73,869,297	\$ 77,225,515	\$ 75,579,371
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos. FTE	Pos. FTE	Pos. FTE	Pos. FTE

Position Summary

<i>Permanent</i>									
Cal-Works	115.3	109.8	114.3	98.8	109.8	99.0	115.3	94.1	
Child Care	5.0	6.0	5.0	11.7	8.0	9.6	5.0	8.0	
Medi-Cal Eligibility	159.0	155.8	159.0	155.4	172.0	152.3	167.0	140.6	
Food Stamps	31.0	35.6	31.0	40.9	41.0	47.3	40.0	43.0	
General Relief	4.0	7.8	4.0	9.3	5.0	8.3	3.0	7.4	
Other Assistance Programs	--	0.5	--	0.3	--	0.4	--	0.3	
General Relief Assistance	--	0.1	--	--	--	--	--	--	
Workforce Investment Act	18.0	15.1	18.0	15.2	23.0	20.9	21.0	17.7	
Total Permanent	332.3	330.7	331.3	331.6	358.8	337.8	351.3	311.0	
<i>Non-Permanent</i>									
Contract	--	--	--	--	--	--	--	--	
Extra Help	--	1.3	--	--	--	--	--	--	
Total Positions	332.3	331.9	331.3	331.6	358.8	337.8	351.3	311.0	

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).

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual expenditures increased \$3,400,000 to \$76,825,000 from the Adopted Budget of \$73,425,000 as a result of:

- +\$1,212,000 - Increase in Medi-Cal Administration costs due to the following:
 - +\$621,000 - Increase in salaries and benefits. The FY 2009-10 allocation received from the State of California in Fall 2009 provided funding for increased caseload growth.
 - +\$476,000 - Increase in non-capital, non-labor expenditures funded by Federal and State allocations for a program which addresses a Federal mandate that counties improve security over protected client data.
 - +\$154,000 - Allocated costs discussed at the department level.
- +\$787,000 - Increase in CalWORKs - (0-Parent) Assistance payments due to caseload growth.
- +\$606,000 - Increase in the Workforce Investment Act (WIA) program resulting from:
 - -\$2,060,000 - Decrease in non-labor expenditures for the ARRA-funded WIA program as well as a redistribution of expenditures between FY 2009-10 Estimated and FY 2010-11 Recommended. The FY 2009-10 Adopted included expenditures for the entire amount of the multi-year program. Projected appropriations have now been redistributed between FY 2009-10 Estimated Actual and FY 2010-11 based on when expenditures are expected to be incurred.
 - +\$1,080,000 - Increase in expenditures for participant subsidized extra help wages (\$950,000) and related workers compensation insurance premiums (\$130,000) under a new Temporary Assistance to Needy Families (TANF) Subsidized Employment program funded by ARRA.
 - +\$887,000 - WIA contract and supportive professional services.
 - +\$247,000 - DSS labor to support the ARRA TANF Subsidized Employment program.
 - +\$209,000 - Increase in participant subsidized extra help wages in the ARRA WIA Summer Youth program.
 - +\$193,000 - Increase in salary and benefits for the WIA program.
- +\$561,000 - Increase in Food Stamps administration costs resulting from the following:
 - +\$462,000 - Labor cost increases consistent with an increase in available funding and current needs.
 - +\$99,000 - Allocated costs discussed at the department level.

- +\$483,000 - Increase in CalWORKs Assistance payments increase due to caseload growth.
- -\$480,000 - Decrease in child care costs due to the following:
 - -\$226,000 - Decrease in child care payments resulting from the implementation of a State approved temporary exemption in the CalWORKs/Welfare-to-Work program included in the State's FY 09-10 budget.
 - -\$196,000 - Decrease in salaries and benefits due to reduced FTEs.
 - -\$58,000 - Decrease in allocated costs consistent with the decrease in FTEs.
- +\$236,000 - Increase in General Relief program assistance payments due to caseload growth.
- -\$186,000 - Decrease in General Relief administration resulting from the following:
 - -\$151,000 - Decrease in labor costs.
 - -\$27,000 - Decrease in allocated costs as discussed at the department level.
- +\$164,000 - Increase in State-funded CalWORKs Mental Health and Substance Abuse services expenditures.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$1,439,000 to \$75,386,000 from the 2009-10 Estimated Actual of \$76,825,000. The 2 % decrease is the result of:

- -\$2,254,000 - Decrease in Workforce Investment Act (WIA) due to the following:
 - -\$1,122,000 - Reduction in FY 2010-11 non-labor WIA expenditures funded by the American Recovery and Reinvestment Act (ARRA). Pursuant to U.S. Department of Labor (DOL) directives, the goal is to spend the ARRA WIA funds by September 30, 2010. Accordingly, a proportionately higher share of ARRA WIA non-labor expenditures has been budgeted in FY 2010-09 Estimated Actual than in FY 2010-11 Recommended.
 - -\$356,000 - Decrease in non-labor service contract expenditures for the WIA program resulting from service delivery contracts not yet budgeted pending a redesign of the service delivery plan. Budget revisions will be submitted after service delivery plan redesign has been completed.
 - -\$248,000 - Labor cost reduction resulting from budgeting in FY 2010-11 only three months of subsidized employment compensation and workers compensation funded with Federal ARRA funds for the TANF Subsidized Employment program. Unless extended, the funding for these benefits terminates at the end of Federal fiscal year 2010 (September 30, 2010). Extra Help used to pay participant wages will decline \$606,000 and related workers compensation insurance premiums will decline \$79,000.
 - -\$203,000 - Decrease in one time FY 2009-10 Federally funded National Emergency Grant administered through the WIA program for replanting and restoring park trails to areas impacted by the 2009 wildfires will not be available during FY 2010-11.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)-cont.

- -\$1,225,000 - Decrease in Medi-Cal Eligibility because of the following:
 - -\$621,000 - Reduction in labor costs related to caseload growth not re-budgeted in FY 2010-11 Recommended. In Fall 2009, the Medi-Cal State funding allocation that DSS received for FY 2009-10 included an increase for caseload growth. Accordingly, \$621,000 of the caseload growth funding was included in FY 2009-10 Estimated Actual. There can be no assurance that DSS will continue to receive this caseload growth funding, therefore it was not budgeted in FY 2010-11.
 - -\$523,000 - Decrease in allocated non-labor costs discussed at the department level.
 - -\$346,000 - Decrease in non-capital, non-labor expenditures funded by Federal and State allocations for a program which addresses a Federal mandate that counties improve security over protected client data. The larger part of the funding was made available in FY 2009-10 and \$821,000 of non-capital, non-labor expenditures were included in FY 2009-10 Estimated Actual, while \$475,000 was budgeted in FY 2010-11 Recommended.
 - +\$343,000 - Increase in other employment benefit costs discussed at the department level (retirement, health insurance, and unemployment insurance)
 - -\$78,000 - Other miscellaneous decreases in compensation costs related to reduction in FTEs.
- +\$1,092,000 - Increase in Cal-WORKs Assistance payments due to an increase in the number of cases.
- +\$1,070,000 - Increase in Cal-WORKs - (0-Parent) Assistance payments due to an increase in the number of cases.
- -\$119,000 - Decrease in Child Care program expenditures consisting of \$94,000 in labor costs and \$25,000 in allocated non-labor costs.
- -\$3,000 - Other miscellaneous decreases.

SOCIAL SERVICES
Client Services and Benefits (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Cal-Works				
Engage 70% of CalWORKs Welfare to Work participants in employment activities.	55% 872 1,592	70% 1,400 2,000	70% 1,400 2,000	70% 1,400 2,000
Process 100% of CalWORKs applications within 45 days of the application date.	99% 6,309 6,391	98% 6,706 6,843	98% 6,391 6,521	100% 6,651 6,651
Medi-Cal Eligibility				
Provide quality customer service at the Benefit Service Center by processing 75% of Medi-Cal and Food Stamps periodic reports within 30 days of the report month date. [New KPI eff FY 2010-11]	-- --	-- --	75% 14,850 19,800	75% 15,890 21,186
Finalize 90% of Medi-Cal applications within 45 days of the application date.	82% 11,871 14,548	90% 18,283 20,315	90% 19,896 22,106	90% 21,687 24,096
Food Stamps				
Finalize 98% of Food Stamp applications within 30 days of the application date. [New KPI eff FY2010/2011]	-- --	-- --	-- --	100% 20,451 20,451
General Relief				
Maximize repayment of General Relief grant costs by ensuring that at least 15% of aid payments are recouped from Federally funded SSI.	22% 155,204 717,499	20% 117,145 585,724	20% 164,366 821,831	20% 174,042 870,209

Note: The measures above are statutorily defined. The Department will be challenged to meet the measures due to the impact of the recession, lack of Cost of Doing Business increases from the State and not being able to fill vacant positions due to budgetary constraints.

SOCIAL SERVICES

Client Services and Benefits (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Workforce Investment Act				
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 3 resource presentations per quarter to WRC staff (between SM and SB) to raise awareness of available resources and support services.	150%	100%	100%	100%
	12	12	12	12
	8	12	12	12
Promote utilization of Workforce Resource Center (WRC) services by local employers by providing public education materials at 4 employer workshops or speaking engagements per quarter.	133%	100%	100%	100%
	16	16	16	16
	12	16	16	16
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Cal-Works				
Division Chief	1.0	1.0	3.0	1.0
Dept Bus Spec I	4.0	4.0	3.0	4.0
Admin Office Pro	11.0	11.0	11.0	12.0
Social Services Worker	2.0	1.0	1.0	1.0
Career Emp Specialist Supervisor	11.0	11.0	9.0	10.0
Eligibility Supervisor	1.0	1.0	3.0	2.0
Career Employment Spec Sr	27.8	27.8	23.8	26.3
Eligibility Worker III	15.0	15.0	17.0	16.0
Career Employment Specialist	4.5	4.5	6.0	6.0
Eligibility Worker I/II	38.0	38.0	33.0	37.0
Sub-Division Total	115.3	114.3	109.8	115.3
Child Care				
Eligibility Worker III	1.0	1.0	1.0	--
Eligibility Worker I/II	4.0	4.0	6.0	5.0
Career Employment Specialist	--	--	1.0	--
Sub-Division Total	5.0	5.0	8.0	5.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Medi-Cal Eligibility				
Division Chief	4.0	4.0	3.0	4.0
Dept Bus Spec I	4.0	4.0	5.0	4.0
Admin Office Pro	23.0	23.0	23.0	23.0
Dept Bus Spec II	2.0	2.0	3.0	3.0
Eligibility Supervisor	13.0	13.0	16.0	14.0
Eligibility Worker III	18.0	18.0	21.0	20.0
Eligibility Worker I/II	95.0	95.0	101.0	99.0
Sub-Division Total	159.0	159.0	172.0	167.0
Food Stamps				
Division Chief	1.0	1.0	--	--
Dept Bus Spec I	2.0	2.0	2.0	2.0
Admin Office Pro	2.0	2.0	3.0	2.0
Eligibility Supervisor	3.0	3.0	4.0	4.0
Eligibility Worker III	5.0	5.0	6.0	8.0
Eligibility Worker I/II	18.0	18.0	26.0	24.0
Sub-Division Total	31.0	31.0	41.0	40.0
General Relief				
Admin Office Pro	1.0	1.0	1.0	1.0
Eligibility Supervisor	--	--	1.0	--
Eligibility Worker I/II	3.0	3.0	3.0	2.0
Sub-Division Total	4.0	4.0	5.0	3.0
Workforce Investment Act				
Division Chief	1.0	1.0	1.0	1.0
Executive Director - WIB	1.0	1.0	1.0	1.0
Dept Bus Spec	1.0	1.0	2.0	2.0
Admin Office Pro	6.0	6.0	6.0	7.0
Career Emp Specialist Supervisor	2.0	2.0	2.0	2.0
Career Employment Spec Sr	4.0	4.0	7.0	4.0
Career Employment Specialist	3.0	3.0	3.0	3.0
Eligibility Worker I/II	--	--	1.0	1.0
Sub-Division Total	18.0	18.0	23.0	21.0
Division Total	332.3	331.3	358.8	351.3

SOCIAL SERVICES

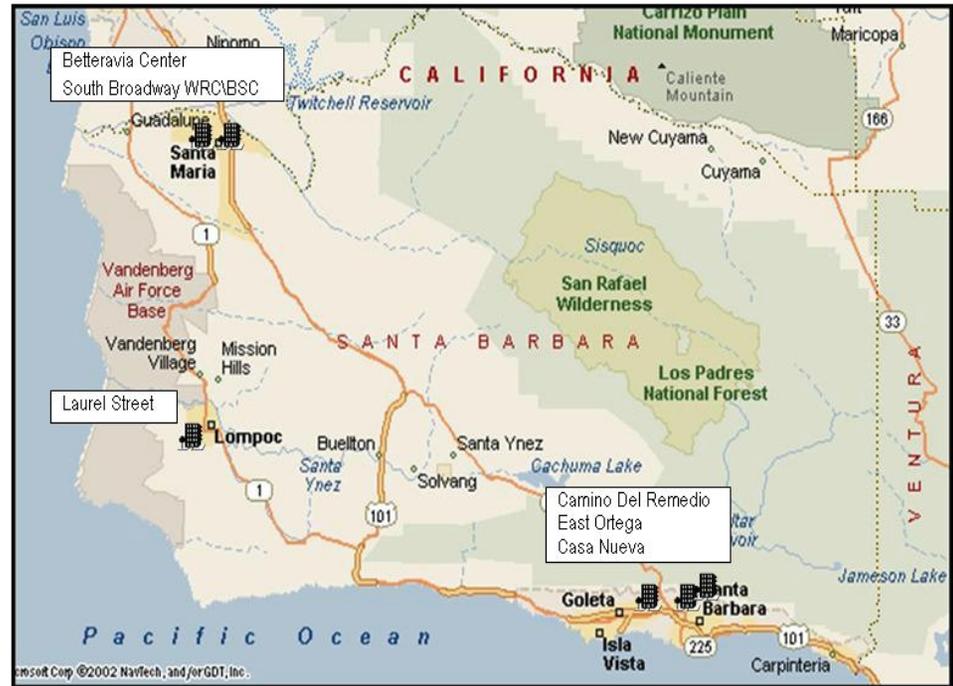
Client Services and Benefits (cont'd)

Social Services Locations

Social Services Direct Payments (In Thousands)				
Expenditure Summary (in thousands)	Actual FY 08-09	Estimated FY 09-10	Recommended FY 10-11	% Inc/Dec
Assistance Payments				
General Relief Assistance	\$ 692	\$ 822	\$ 870	
Refugee Assistance	\$ 2	\$ 9	\$ 9	
Adoption Assistance	\$ 3,429	\$ 3,974	\$ 4,530	
Emotionally Disturbed Children Assistance	\$ 406	\$ 390	\$ 410	
Foster Care Probation Assistance	\$ 2,424	\$ 2,170	\$ 2,508	
Foster Care DSS Assistance	\$ 9,368	\$ 10,988	\$ 12,694	
CalWorks Assistance	\$ 29,093	\$ 30,913	\$ 33,075	
SB 163	\$ 55	\$ 70	\$ 77	
Total Assistance Payments	\$ 45,469	\$ 49,334	\$ 54,174	10%
Percent of Operating Expenditures	36%	35%	39%	
Other Direct Client Services & Benefits				
Cal-Works/Cal-Learn Supportive Services	\$ 401	\$ 424	\$ 424	
Cal-Works Direct Support Contracts	\$ 1,008	\$ 1,043	\$ 1,043	
Cal-Works Direct Mental Health & Substance Abuse services	\$ 864	\$ 848	\$ 848	
Cal-Works/Cal-Learn Child Care Direct Payments	\$ 2,850	\$ 2,784	\$ 2,784	
Cal-Learn Supportive Services	\$ 2	\$ 9	\$ 9	
Workforce Initiative Act Supportive Services & Direct Service Contracts	\$ 787	\$ 2,337	\$ 1,582	
STOP, SB163, Kinship, THP-Plus	\$ 818	\$ 1,073	\$ 1,224	
Child Welfare Services Direct Support	\$ 1,231	\$ 1,513	\$ 1,591	
SCIAP Direct Support	\$ 34	\$ 27	\$ 27	
Family Preservation Direct Support	\$ 264	\$ 277	\$ 277	
Adult Protective Service Direct Support	\$ 33	\$ 33	\$ 33	
In Home Supportive Services - Addus Contract	\$ 1,692	\$ 1,900	\$ 1,700	
In Home Supportive Services Individual Providers Costs	\$ 5,054	\$ 5,567	\$ 5,647	
Adoptions	\$ 4	\$ 17	\$ 17	
Independent Living Program Direct Service Contracts	\$ 200	\$ 210	\$ 193	
Foster Parent Training & Recruitment	\$ 34	\$ 42	\$ 42	
FSET	\$ 5	\$ 6	\$ 6	
ARRA	\$ 30	\$ 1,546	\$ 775	
IHSS Public Authority	\$ 2,529	\$ 760	\$ 908	
ARRA PWEX - Sub Emp	\$ -	\$ 130	\$ 51	
CAPIT	\$ -	\$ 114	\$ 111	
Emancipated Youth	\$ 18	\$ -	\$ 17	
Total Other Direct Client Services & Benefits	\$ 17,856	\$ 20,659	\$ 19,306	
Subtotal	\$ 63,325	\$ 69,993	\$ 73,480	
Client Benefits funded directly by Federal and State appropriations				
IHSS Individual Providers Costs (Federal, State Share)	25,239	28,825	25,669	
Food Stamps Benefits	32,603	41,862	53,584	
Medi-Cal Benefits	325,055	346,650	324,008	
Total Client Benefits funded directly by Federal and State appropriations	\$ 382,896	\$ 417,336	\$ 403,260	
Total Social Services Direct Payments	\$ 446,221	\$ 487,329	\$ 476,740	

For \$68.1 million in administrative costs, the County will provide \$73.5 million in direct benefits to the community and leverage an additional \$403.3 million in State and Federal direct benefits to the community.

NOTE: Information on this sheet was allocated based on various assumptions. The department does not specifically track expenditures in this format.



SOCIAL SERVICES

Social Programs

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Child Welfare Programs	\$ 9,571,053	\$ 10,657,414	\$ 10,868,389	\$ 11,740,735
MISC-Child Welfare Program	666,084	327,701	--	--
Adult Services	1,664,267	1,694,149	1,672,867	1,725,697
In Home Supportive Services	3,578,607	3,913,931	4,330,714	4,077,998
Foster Care	783,058	932,696	918,142	911,796
Family Preservation	271,799	285,994	284,061	285,031
Probation Foster Care Serv.	2,424,160	3,100,198	2,169,600	2,508,000
Other Social Programs	1,083,932	2,077,347	1,488,902	1,488,706
Foster Care Assistance	10,155,790	13,795,853	11,973,902	13,864,663
Adoption Assistance	3,429,314	4,203,944	3,973,710	4,529,700
IHSS Public Authority	7,777,045	7,575,492	6,494,142	6,859,359
KIDS Network	308,221	414,310	408,229	409,519
Adult & Aging Network	102,448	116,119	203,808	404,808
Operating Sub-Total	41,815,778	49,095,148	44,786,466	48,806,012
Less: Intra-County Revenues	(161,866)	--	--	--
Operating Total	41,653,912	49,095,148	44,786,466	48,806,012
<i>Non-Operating Expenditures</i>				
Capital Assets	14,067	140,700	6,539	25,530
Expenditure Total	41,667,979	49,235,848	44,793,005	48,831,542
<i>Other Financing Uses</i>				
Operating Transfers	7,591,947	7,251,892	8,687,763	6,705,632
Designated for Future Uses	1,491,198	840,163	2,333,232	1,271,763
Division Total	\$ 50,751,124	\$ 57,327,903	\$ 55,814,000	\$ 56,808,937

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	8,328,836	8,835,271	8,687,262	9,258,372
Overtime	92,282	174,847	83,502	89,830
Extra Help	24,188	--	--	--
Benefits	3,631,476	3,784,478	3,737,676	4,486,695
Salaries & Benefits Sub-Total	12,076,782	12,794,596	12,508,440	13,834,897
Services & Supplies	13,693,378	14,814,484	14,581,840	14,413,789
Public Assistance Payments	16,045,618	21,480,563	17,690,739	20,519,372
Contributions	--	--	--	32,500
Damages & Losses	--	5,505	5,447	5,454
Operating Sub-Total	41,815,778	49,095,148	44,786,466	48,806,012
Less: Intra-County Revenues	(161,866)	--	--	--
Operating Total	41,653,912	49,095,148	44,786,466	48,806,012
<i>Non-Operating Expenditures</i>				
Capital Assets	14,067	140,700	6,539	25,530
Expenditure Total	\$ 41,667,979	\$ 49,235,848	\$ 44,793,005	\$ 48,831,542
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	(3,485)	\$ 916	\$ --	\$ --
Federal & State Revenues	36,491,995	42,013,375	38,416,031	38,586,404
Miscellaneous Revenue	262,557	(25,375)	1,154,701	485,720
Revenue Sub-Total	36,751,067	41,988,916	39,570,732	39,072,124
Less: Intra-County Revenues	(161,866)	--	--	--
Revenue Total	36,589,201	41,988,916	39,570,732	39,072,124
<i>General Fund Contribution</i>	5,654,600	6,346,285	5,368,457	5,624,620
<i>Other Financing Sources</i>				
Operating Transfers	7,909,604	7,246,882	6,529,353	7,890,680
Use of Prior Fund Balances	597,719	1,745,820	4,345,458	4,221,513
Division Total	\$ 50,751,124	\$ 57,327,903	\$ 55,814,000	\$ 56,808,937

SERVICE DESCRIPTION

Provides assistance to individuals and families which allow 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 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Child Welfare Programs	86.0	85.0	87.0	82.8	93.0	82.5	93.0	86.6
MISC-Child Welfare Program	6.0	3.7	6.0	3.8	--	--	--	--
Adult Services	15.5	16.7	15.5	14.6	13.5	15.0	13.5	14.6
In Home Supportive Services	21.0	19.6	21.0	17.4	22.0	19.1	22.0	17.9
Foster Care	10.0	6.8	10.0	7.9	9.0	7.9	9.0	7.3
Family Preservation	--	0.1	--	--	--	--	--	--
Other Social Programs	6.5	5.4	6.5	7.1	6.0	8.0	5.5	7.5
IHSS Public Authority	8.0	8.6	8.0	11.0	10.0	8.2	10.0	8.0
KIDS Network	2.5	1.9	2.5	2.4	2.5	3.0	2.5	2.0
Total Permanent	155.5	147.8	156.5	147.0	156.0	143.7	155.5	143.9
<i>Non-Permanent</i>								
Contract	--	1.0	--	1.0	--	--	--	0.9
Extra Help	--	0.4	--	--	--	--	--	--
Total Positions	155.5	149.2	156.5	148.0	156.0	143.7	155.5	144.8

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$4,309,000 to \$44,786,000, from the Adopted Budget of \$49,095,000 as a result of:

- -\$1,822,000 - Foster Care Assistance decrease in cash assistance payments due to the following:
 - -\$1,345,000 - Decrease in Foster Care-Federal Assistance payments based on a decrease in the number of cases.
 - -\$1,110,000 - Decrease in Emergency Assistance payments based on a decrease in the number of cases.
 - +\$438,000 - Increase in the expenditures for the Foster Care wrap around program which provides comprehensive services to help foster care children remain in or return to their home, or to reduce the need for higher level more expensive foster care placements.
 - +\$300,000 - Increase in Foster Care Assistance Non Federal payments based on increased cost-per-case and a slight increase in the number of cases. The non-federal cases have higher cost-per case due to the higher rates in group homes.
 - -\$105,000 - Decreases in Emotionally Disturbed and Foster Care-County Only cases, offset by a small increase in Kinship Guardian Assistance Payment program (KinGAP) cases.

SOCIAL SERVICES

Social Programs (cont'd)

- -\$1,081,000 - Decrease in In-Home Supportive Services (IHSS) Public Authority due to the following:
 - -\$715,000 - Reduction in proposed In-Home Supportive wages and a reduction of hours provided.
 - -\$322,000 - Labor cost decrease consistent with a decrease of FTEs.
 - -\$44,000 - Decrease in allocated costs discussed at the department level.
- -\$931,000 - Decrease in Probation Foster Care cash assistance payments consistent with the projected decrease in juvenile population in Santa Barbara County.
- -\$588,000 - Decrease in Other Social Programs due to the following:
 - -\$457,000 - Reduction in the State-funded Transitional Housing Placement Program.
 - -\$202,000 - Reduction in the State-funded Transitional Housing Program Plus (THP-Plus) supportive services expenditures consistent with the revised allocation that was received from the State in Fall 2009.
 - +\$52,000 - Labor cost increase consistent with an increase in FTEs based on available funding and current needs.
 - +\$29,000 - Increase in other employment benefit costs discussed at the department level (retirement, health insurance, and unemployment insurance).
 - -\$10,000 - Other miscellaneous decreases.
- +\$417,000 Increase in In-Home Supportive Services Administration cost due to the following:
 - +\$200,000 - Increase in a State funded contract to implement a new mandated Case Management Information Payrolling System (CMIPS II). This system is required for In-Home Supportive Services data processing.
 - +\$164,000 - Labor cost increase consistent with the 1.68 FTE increase.
 - -\$100,000 - Decrease in In-Home Supportive Services contract cost.
 - +\$81,000 - Increase in other employment benefit costs discussed at the department level (retirement, health insurance, and unemployment insurance).
 - +\$72,000 - Increase in allocated costs discussed at the department level.
- -\$328,000 - Decrease in service delivery for Multi-Agency Integrated System of Care program (MISC) which has been discontinued.
- +\$211,000 - Increase in Child Welfare Services Programs resulting from the following:
 - +\$235,000 - Increase in contracts as a result of the Children's Trust fund and small programs transferred to DSS from Public Health Department.
 - -\$175,000 - Reduction in supportive services.
 - +\$151,000 - Increase in allocated costs discussed at the department level.

SOCIAL SERVICES

Social Programs (cont'd)

- -\$230,000 - Net decrease in Adoption Assistance payments consisting of a \$339,000 decrease in Adoption Non-Federal assistance based on a decrease in the number of cases, offset by an increase of \$109,000 in Adoption Federal cases based on an increase in the number of cases.
- +\$43,000 - other miscellaneous increases.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$4,020,000 to \$48,806,000 from the 2009-10 Estimated Actual of \$44,786,000. The 9 % increase is the result of:

- +\$1,891,000 - Foster Care Assistance increase in cash assistance payments due to the following:
 - +\$832,000 - Increase in Foster Care-Federal cases based on the projected caseload growth and increase in cost per case. The projected increase in cases and cost per case is impacted by family size, and placing children in higher levels of care due to the increasing demand and available foster care homes for placement.
 - +\$690,000 - Increase in Foster Care Assistance – Non Federal caseloads growth and cost-per-case.
 - +\$201,000 - Increase in Emergency Assistance cases based on the current trend.
 - +\$164,000 - Increase in the Foster Care wrap around program expenditures. This program provides comprehensive services to help foster care children remain in or return to their homes, or to reduce the need for higher level more expensive foster care placements.
- +\$872,000 - increase in Child Welfare Program expenditures as a result of the following:
 - +\$929,000 - Increase in Salaries and Benefits resulting from restoring staffing to FY 2009-10 Adopted levels so as to provide intervention services targeted at reducing foster care placements.
 - -\$233,000 - Allocated non-labor costs discussed at the department level.
 - +\$190,000 - Increase in supportive services due to the programs transferred to DSS from Public Health Department.
 - -\$14,000 - other miscellaneous decreases.
- +\$556,000 - Increase in Adoption Assistance payments due to the projected caseload growth as younger children enter the program and remain eligible for longer period of time. The program focuses on reducing the number of children that enter foster care homes, family preservation, and placing more children in adoptive homes.
- +\$365,000 - Increase in In-Home Supportive Services(IHSS) Public Authority due to the following:
 - +\$264,000 - Increase in labor cost consistent with the increase in retirement, health insurance, and unemployment insurance discussed at the department level.

- +\$80,000 - Increase in County share of IHSS Individual Provider wages because Federal stimulus ARRA Federal Medical Assistance Percentage increase is effective only for six months of FY 2010-11 instead of the full year as in FY 2009-10.
- +\$33,000 - Transfer of funding for the Area Agency on Aging to DSS from the Public Health Department.
- -\$12,000 - Decrease in allocated non-labor costs as discussed at the department level.
- +\$338,000 - Increase in Probation Foster Care cash assistance payments due to a projected increase in cost per case.
- -\$253,000 - Decrease in In-Home Supportive Services Administration cost is due to the following:
 - -\$200,000 - Decrease in In-Home Supportive Services contract cost.
 - -\$67,000 - Decrease in labor costs.
 - +\$41,000 - Increase in other employment benefit costs discussed at the department level (retirement, health insurance, and unemployment insurance).
 - -\$27,000 - Decrease in allocated non-labor costs as a result of FTE reduction.
- +\$200,000 - Increase in Federal/State funded ARRA TANF Short Term Nonrecurring benefits program intended to meet temporary needs of needy families until September 30, 2010.
- +\$51,000 - Other miscellaneous increases within the division.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Child Welfare Programs

Ninety-five percent of CWS immediate response (high potential safety risk referrals) will be responded to in-person by a CWS investigative social worker within 24 hours to insure that children are protected from maltreatment and families are served promptly.	98%	95%	95%	95%
	950	950	950	950
	970	1,000	1,000	1,000

Adult Services

Conduct a Risk Assessment on 90% of the Adult Protective Services referrals within 21 days of the initial face-to-face visit [new KPI eff. 2010-11].	--	--	--	90%
	--	--	--	1,199
	--	--	--	1,332

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
In Home Supportive Services				
To ensure In-Home Supportive Services recipients have access to needed services, complete 90% of re-assessments within one year of the last face-to-face assessment [KPI effec. FY 2010-11].	--	--	--	90% 2,606 2,896
Prevent premature and costly institutionalization by placing less than 1% of the average monthly recipients in long-term care facilities.	0.26% 8 3,134	1.00% 32 3,200	1.00% 30 3,000	1.00% 32 3,200
Foster Care				
Process 90% of applications within 45 days to ensure timely determination of Federal/Non Federal Eligibility and payment to out-of-home care providers [New KPI eff. FY 2010-11].	--	--	--	90% 405 450
25% of the youth participating in the Independent Living Program will be enrolled and/or participating in the Summer Youth Employment Program to obtain work experience in preparation for self-sufficiency upon exiting foster care. [New KPI eff. FY 2010-11]	--	--	--	25% 35 139
Of all children in foster care who become freed for adoption during the selected 12-month time period, at least 53.7% will have a finalized adoption within 12 months of becoming legally freed. [New KPI eff. FY 2010-11]	--	--	--	53.7% 42 78

SOCIAL SERVICES
Social Programs (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Of all children for whom a monthly in-person social worker visit is required, 90% will be visited timely by a social worker. [new KPI eff. FY 2010-11]	--	--	--	90% 690 767
Of all children in foster care during the selected 12-month period, 99.68% will not have a substantiated allegation of abuse or neglect by a foster parent or substitute care provider. [New KPI eff. FY 2010-11]	--	--	--	99.68% 853 856
Of all children who exited foster care to reunification within the 12-month time period, no more than 9.9% will re-enter foster care within 12 months from the date of discharge. [New KPI eff. FY 2010-11]	--	--	--	9.9% 13 137
IHSS Public Authority				
95% of consumers surveyed will indicate an overall satisfaction with registry services of 4 on a 5 point scale.	94% 244 260	96% 149 156	95% 171 180	95% 171 180
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.	100% 151 151	98% 153 156	98% 176 180	98% 176 180
KIDS Network				
Host 10 meetings of Child Abuse Prevention Council per year to inform and educate the public about child abuse and neglect prevention.	100% 10 10	100% 10 10	100% 10 10	100% 10 10
Provide 15 types of services to residents of the Cuyama Valley.	100% 15 15	100% 15 15	100% 15 15	100% 15 15

SOCIAL SERVICES

Social Programs (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Child Welfare Programs				
Division Chief	4.0	4.0	4.0	4.0
Staff Analyst	1.0	1.0	--	--
Dept Bus Spec I	4.0	4.0	4.0	4.0
Admin Office Pro	14.0	14.0	14.0	15.0
Financial Office Pro	2.0	2.0	2.0	2.0
Social Services Supervisor II	8.0	8.0	9.5	10.0
Social Services Practitioner	12.0	12.0	16.0	15.5
Social Services Worker	32.0	33.0	34.5	33.5
Social Services Case Aide	9.0	9.0	9.0	9.0
Sub-Division Total	86.0	87.0	93.0	93.0
MISC-Child Welfare Program				
Social Services Supervisor II	1.0	1.0	--	--
Social Services Practitioner	2.0	2.0	--	--
Social Services Worker	3.0	3.0	--	--
Sub-Division Total	6.0	6.0	--	--
Adult Services				
Admin Office Pro	2.5	2.5	1.5	0.5
Social Services Supervisor II	--	--	--	1.0
Social Services Practitioner	3.0	3.0	2.0	2.0
Social Services Worker	8.0	8.0	9.0	9.0
Social Services Case Aide	2.0	2.0	1.0	1.0
Sub-Division Total	15.5	15.5	13.5	13.5
In Home Supportive Services				
Division Chief	1.0	1.0	1.0	1.0
Fiscal Analyst	1.0	1.0	--	--
Dept Bus Spec I	1.0	1.0	1.0	1.0
Admin Office Pro	3.0	3.0	2.0	3.0
Public Health Nurse	1.0	1.0	1.0	1.0
Social Services Supervisor II	1.0	1.0	1.0	--
Social Services Practitioner	--	--	2.0	2.0
Social Services Supervisor I	2.0	2.0	2.0	2.0
Social Services Worker	11.0	11.0	12.0	12.0
Sub-Division Total	21.0	21.0	22.0	22.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Foster Care				
Admin Office Pro	2.0	2.0	1.0	1.0
Eligibility Supervisor	1.0	1.0	1.0	1.0
Eligibility Worker III	7.0	7.0	7.0	7.0
Sub-Division Total	10.0	10.0	9.0	9.0
Other Social Programs				
Admin Office Pro	2.0	2.0	2.0	1.0
Social Services Supervisor II	1.0	1.0	1.0	--
Social Services Practitioner	0.5	0.5	0.5	1.0
Social Services Worker	3.0	3.0	2.5	3.5
Sub-Division Total	6.5	6.5	6.0	5.5
IHSS Public Authority				
Fiscal Analyst	1.0	1.0	1.0	1.0
Admin Office Pro	7.0	7.0	9.0	9.0
Sub-Division Total	8.0	8.0	10.0	10.0
KIDS Network				
Admin Office Pro	1.5	1.5	1.5	1.5
Interagency Network Coordinator	1.0	1.0	1.0	1.0
Sub-Division Total	2.5	2.5	2.5	2.5
Division Total	155.5	156.5	156.0	155.5

SOCIAL SERVICES

Systems & Program Development

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Systems	\$ 2,801,481	\$ 2,839,955	\$ 3,098,335	\$ 2,948,564
Cal-Win	2,118,826	2,247,050	2,007,840	2,144,692
Staff Development	557,535	514,423	512,564	496,936
Benefit Service Center	317,604	10,704	--	--
Operating Total	5,795,446	5,612,132	5,618,739	5,590,192
<i>Non-Operating Expenditures</i>				
Capital Assets	3,299	25,289	1,252	4,886
Expenditure Total	5,798,745	5,637,421	5,619,991	5,595,078
<i>Other Financing Uses</i>				
Operating Transfers	2,209	2,099	2,212	2,160
Designated for Future Uses	124,381	--	--	--
Division Total	\$ 5,925,335	\$ 5,639,520	\$ 5,622,203	\$ 5,597,238

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	2,513,391	2,679,534	2,615,262	2,480,723
Overtime	11,095	47,965	109,600	17,774
Extra Help	10,698	--	--	--
Benefits	1,142,737	1,101,141	1,076,154	1,125,486
Salaries & Benefits Sub-Total	3,677,921	3,828,640	3,801,016	3,623,983
Services & Supplies	2,117,525	1,782,503	1,816,680	1,965,165
Damages & Losses	--	989	1,043	1,044
Operating Total	5,795,446	5,612,132	5,618,739	5,590,192
<i>Non-Operating Expenditures</i>				
Capital Assets	3,299	25,289	1,252	4,886
Expenditure Total	\$ 5,798,745	\$ 5,637,421	\$ 5,619,991	\$ 5,595,078

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ --	\$ 11,175	\$ 13,112	\$ 12,226
Federal & State Revenues	(1,231,596)	5,189,600	5,259,458	5,107,401
Miscellaneous Revenue	--	210,023	63,050	70,139
Revenue Total	(1,231,596)	5,410,798	5,335,620	5,189,766
<i>General Fund Contribution</i>	119,853	202,152	237,585	125,467
<i>Other Financing Sources</i>				
Operating Transfers	--	--	--	125,476
Use of Prior Fund Balances	7,037,078	26,570	48,998	156,529
Division Total	\$ 5,925,335	\$ 5,639,520	\$ 5,622,203	\$ 5,597,238

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Systems	22.0	21.0	22.0	19.8	22.0	22.0	22.0	19.7
Cal-Win	7.0	7.8	7.0	9.4	8.0	5.9	7.0	5.4
Staff Development	39.5	3.7	39.5	4.1	9.0	3.9	20.5	3.6
Benefit Service Center	--	0.3	--	--	--	--	--	--
Total Permanent	68.5	32.8	68.5	33.3	39.0	31.8	49.5	28.7
<i>Non-Permanent</i>								
Extra Help	--	--	--	--	--	--	--	--
Total Positions	68.5	32.8	68.5	33.3	39.0	31.8	49.5	28.7

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. 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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$7,000 to \$5,619,000 from the Adopted Budget of \$5,612,000 as a result of:

- +\$258,000 - Increase in Systems salaries and benefits primarily due to shift of staff from CalWIN to Systems.
- -\$239,000 - Decrease in CalWIN salaries and benefits as a result of shifting staff from CalWIN to Systems and other programs based on the current staffing needs.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$29,000 to \$5,590,000 from the 2009-10 Estimated Actual of \$5,619,000. The 0.5% decrease is the result of:

- -\$150,000 - Systems decrease labor (\$88,000) and allocated non-labor costs (\$62,000).
- +\$137,000 - Increase in CalWIN costs including an increase in contracted services (\$221,000), and a decrease in labor costs (\$84,000) consistent with a 0.5 FTE decrease.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
--	--------------------	---------------------	-------------------------	-------------------------

Recurring Performance Measures

Systems

Provide quality Technical Support as measured by a 100% satisfaction rate based on an annual survey of departmental end users.	94%	100%	100%	100%
	215	275	245	275
	228	275	245	275

Cal-Win

Provide responses to 90% of the 145 annual County Requests for Information (CRFI) requests from the CalWIN project by the requested due date. [New KPI eff. FY 2010-11]				90%
	--	--	--	131
	--	--	--	145

Staff Development

100% of all CWS workers and supervisors will meet CWS training requirements as mandated in Section 14-611 of the Staff Development and Training Manual of Policies and Procedures. [New KPI eff. FY 2010-11]				100%
	--	--	--	64
	--	--	--	64

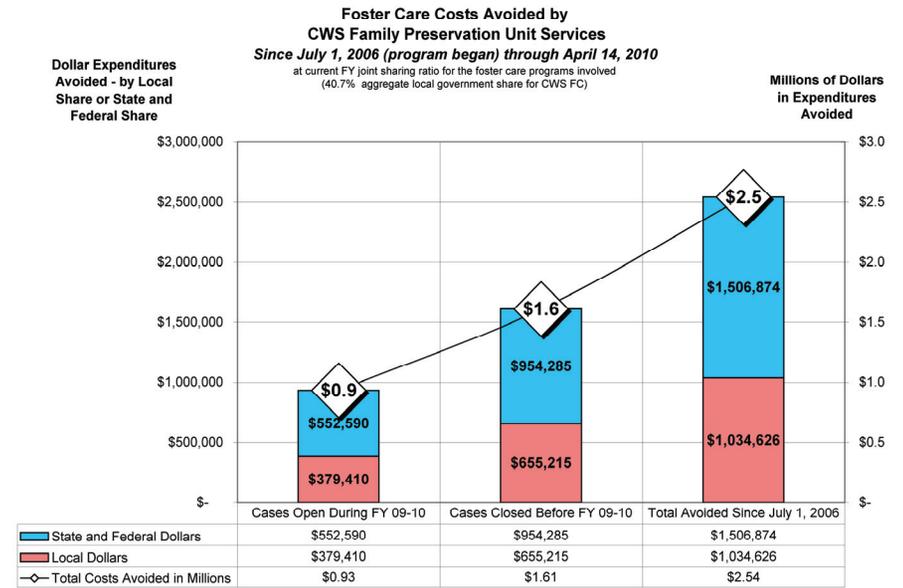
To ensure the effectiveness of program induction training (MediCal, CalWORKs and Food Stamps), a survey of all eligibility trainees will reflect a rating of satisfactory or higher for 80% of trainees.	85%	80%	80%	80%
	11	24	24	24
	13	30	30	30

Through the effectiveness of program induction training, 90% of Eligibility Workers who complete the full induction training program will pass probation.	100%	90%	90%	90%
	14	47	47	47
	14	52	52	52

SOCIAL SERVICES

Systems & Program Development (cont'd)

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
Systems				
IT Manager	1.0	1.0	1.0	1.0
EDP QA Specialist II	1.0	1.0	--	1.0
EDP Systems Analyst Sr	4.0	4.0	3.0	3.0
EDP Systems Analyst I/II	4.0	4.0	5.0	4.0
Dept Bus Spec I	1.0	1.0	2.0	2.0
Admin Office Pro	1.0	1.0	1.0	1.0
Data Processing Specialist	10.0	10.0	10.0	10.0
Sub-Division Total	22.0	22.0	22.0	22.0
Cal-Win				
EDP Systems Analyst Sr	--	--	1.0	1.0
Dept Bus Spec I	5.0	5.0	5.0	4.0
Dept Bus Spec II	2.0	2.0	2.0	2.0
Sub-Division Total	7.0	7.0	8.0	7.0
Staff Development				
Division Chief	1.0	1.0	1.0	1.0
Dept Bus Spec I	1.0	1.0	1.0	1.0
Admin Office Pro	5.0	5.0	5.0	4.0
Dept Bus Spec II	2.0	2.0	--	1.0
Social Services Supervisor II	2.5	2.5	--	2.5
Social Services Worker	2.0	2.0	--	--
Eligibility Supervisor	7.0	7.0	1.0	5.0
Eligibility Worker III	9.0	9.0	1.0	5.0
Eligibility Worker I/II	10.0	10.0	--	1.0
Sub-Division Total	39.5	39.5	9.0	20.5
Division Total	68.5	68.5	39.0	49.5



The Services and Programs we administer help people meet basic needs....



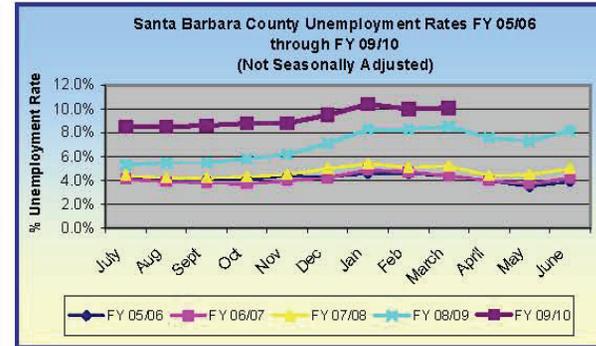


**COUNTY OF SANTA BARBARA
DEPARTMENT OF SOCIAL SERVICES
SUMMARY OF PUBLIC ASSISTANCE TRENDS
Data Through March 2010**

This report is produced monthly to track trends and monitor thresholds in Public Assistance Programs.

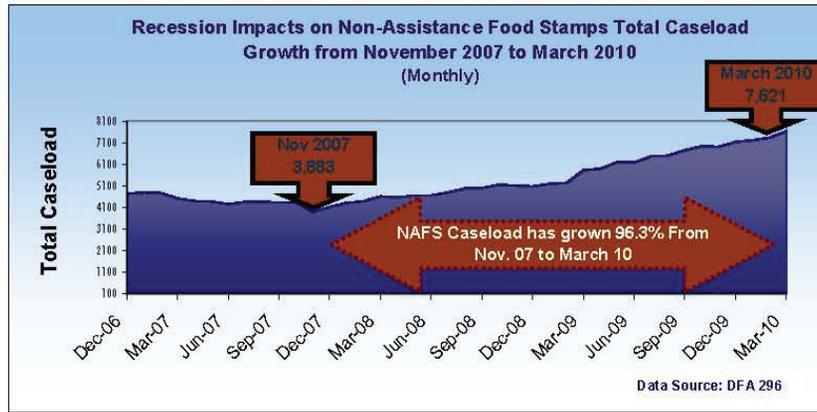
SBC Unemployment Rates	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10
July	4.20%	4.10%	4.40%	5.30%	8.50%
Aug	4.00%	3.90%	4.20%	5.50%	8.50%
Sept	4.10%	3.80%	4.20%	5.50%	8.60%
Oct	4.10%	3.70%	4.30%	5.80%	8.80%
Nov	4.40%	4.00%	4.50%	6.20%	8.80%
Dec	4.30%	4.20%	5.00%	7.10%	9.50%
Jan	4.60%	4.90%	5.40%	8.30%	10.40%
Feb	4.60%	4.70%	5.10%	8.30%	10.00%
March	4.40%	4.40%	5.20%	8.50%	10.10%
April	4.00%	4.00%	4.40%	7.60%	
May	3.50%	3.70%	4.50%	7.30%	
June	3.90%	4.20%	5.00%	8.20%	
FY Average	4.18%	4.13%	4.68%	6.97%	9.24%

The unemployment rate in Santa Barbara County was 10.1% in March 2010 up from 10.0% in February 2010, and well above the year-ago estimate of 8.5%. This is the highest unemployment rate found in historical records in Santa Barbara County dating back to December 1990. This compares with an unadjusted unemployment rate of 12.6% for California and 9.7% for the nation during the same period.



Data Source: EDD California Labor Market Information - Historical Data for Unemployment Rates in Santa Barbara County

Non-Assistance Food Stamps (NAFS) are the first line of defense in the safety net and the program for which most applicants are eligible first. The unemployed and underemployed typically access this program first, as evidenced by the growth in both Food Stamp caseload and Santa Barbara County's unemployment rates illustrated in the unemployment and NAFS charts. Depicted in the adjacent chart is a 96.3% growth in NAFS caseload that has occurred since November 2007. To date, food stamp caseload continues to grow monthly. March 2010 NAFS Caseload is up by 1,796 cases from March 2009, a 31% increase, and overall NAFS caseload is up 35% for the first nine months of FY 09/10. This represents the highest NAFS caseload found in historical records that date back to August 1995.



Data Source: DFA 296



The Workforce Resource Center (WRC) is a one-stop employment connection that assists both job seekers and local employers via the Workforce Investment Act. Since the recession began in FY 07/08 the Santa Maria Workforce Resource Center has experienced a 24% increase in visits. The Santa Barbara WRC has experienced a 92% increase in visits during the same time period.



Community Resources & Public Facilities





COMMUNITY RESOURCES & PUBLIC FACILITIES

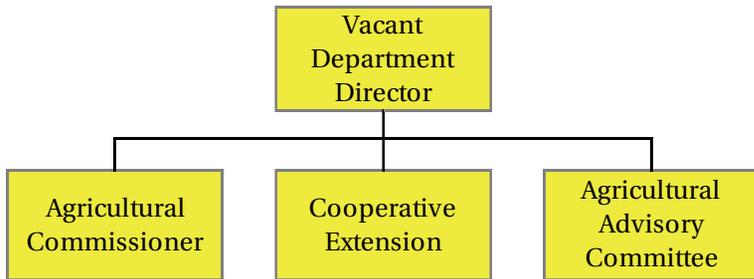
Use of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Operating Expenditures				
Agriculture & Cooperative Extension	\$ 3,666,761	\$ 3,738,433	\$ 3,460,176	\$ 3,690,284
Housing & Community Development	4,522,771	7,744,324	8,301,807	23,385,409
SBCO Redevelopment Agency	--	--	--	8,686,882
Parks	10,066,778	10,444,384	10,399,927	10,472,150
Planning & Development	19,244,877	17,883,609	16,168,537	16,603,510
Public Works	73,659,923	97,123,366	89,717,511	85,873,724
Total	111,161,110	136,934,116	128,047,958	148,711,959
Capital Equipment & Improvements				
Agriculture & Cooperative Extension	21,695	--	8,000	--
Housing & Community Development	--	--	--	--
Parks	1,394,835	1,891,000	4,795,678	4,632,400
Planning & Development	--	--	--	--
Public Works	15,179,275	15,353,580	8,626,458	9,517,559
Total	16,595,805	17,244,580	13,430,136	14,149,959
Designated for Future Uses				
Agriculture & Cooperative Extension	4,000	--	25,000	8,000
Housing & Community Development	947,123	924,267	2,013,082	384,473
SBCO Redevelopment Agency	--	--	--	186,603
Parks	836,652	1,800,042	1,699,105	148,742
Planning & Development	452,787	138,253	957,140	59,000
Public Works	18,157,254	7,831,257	12,994,174	2,757,979
Total	20,397,816	10,693,819	17,688,501	3,544,797
Operating Transfers Out				
Agriculture & Cooperative Extension	2,787	2,787	2,787	2,789
Housing & Community Development	948,697	1,666,853	1,964,677	1,772,397
SBCO Redevelopment Agency	--	--	--	905,890
Parks	318,391	881,778	1,200,948	929,781
Planning & Development	73,357	85,494	130,140	84,770
Public Works	3,438,334	1,875,607	1,855,628	1,512,148
Total	4,781,566	4,512,519	5,154,180	5,207,775
Total Use of Funds	\$152,936,297	\$169,385,034	\$164,320,775	\$171,614,490

Source of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Departmental Revenues				
Agriculture & Cooperative Extension	\$ 2,076,611	\$ 1,813,400	\$ 1,911,886	\$ 2,043,867
Housing & Community Development	3,514,636	6,911,378	8,102,489	8,050,252
SBCO Redevelopment Agency	--	--	--	4,128,000
Parks	6,154,590	7,274,233	9,767,863	9,850,730
Planning & Development	12,548,881	10,326,064	10,927,440	10,501,771
Public Works	86,842,222	98,263,502	92,164,933	89,479,907
Total	111,136,940	124,588,577	122,874,611	124,054,527
General Fund Contribution				
Agriculture & Cooperative Extension	1,605,632	1,677,228	1,412,746	1,624,859
Housing & Community Development	754,234	693,018	693,018	667,154
Parks	3,699,236	3,671,326	4,083,797	2,470,299
Planning & Development	5,560,083	6,041,638	5,662,362	4,695,732
Public Works	2,380,007	2,349,921	2,349,921	2,854,957
Total	13,999,192	14,433,131	14,201,844	12,313,001
Use of Designations/Prior Fund Balances				
Agriculture & Cooperative Extension	13,000	214,000	100,000	--
Housing & Community Development	1,309,052	1,589,739	1,429,376	855,172
SBCO Redevelopment Agency	--	--	--	5,487,772
Parks	1,788,658	2,524,345	2,694,443	1,985,244
Planning & Development	1,546,914	1,714,654	660,452	1,524,777
Public Works	18,941,138	20,655,673	17,538,691	7,041,219
Total	23,598,762	26,698,411	22,422,962	16,894,184
Operating Transfers In				
Agriculture & Cooperative Extension	--	36,592	71,331	32,347
Housing & Community Development	840,669	1,141,309	2,054,683	5,969,701
SBCO Redevelopment Agency	--	--	--	163,603
Parks	971,767	1,547,300	1,549,555	1,876,800
Planning & Development	115,143	25,000	5,563	25,000
Public Works	2,147,533	914,714	1,288,567	285,327
Total	4,075,112	3,664,915	4,969,699	8,352,778
Other Miscellaneous Financing Sources				
Parks	2,405	--	--	--
Public Works	123,886	--	(148,341)	--
Total	126,291	--	(148,341)	10,000,000
Total Source of Funds	\$152,936,297	\$169,385,034	\$164,320,775	\$171,614,490

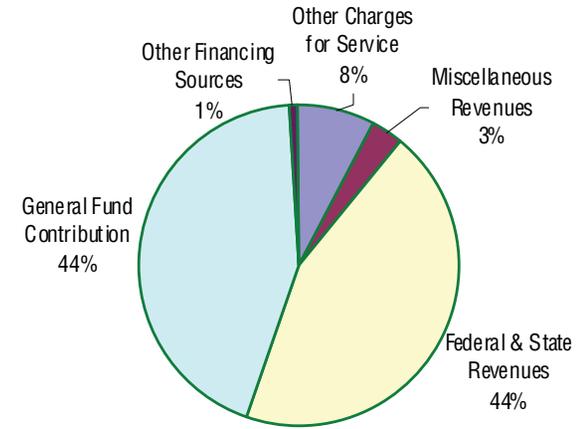
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AGRICULTURE & COOPERATIVE EXTENSION

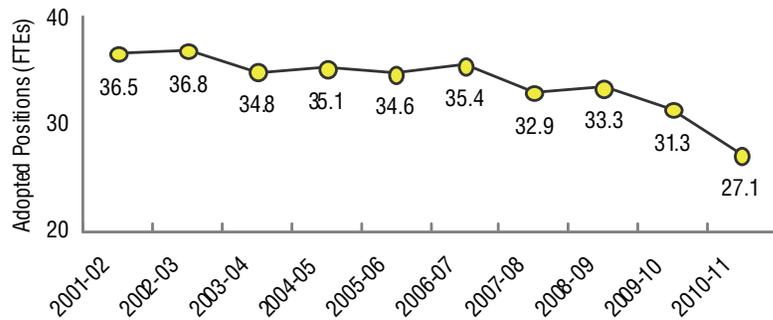
Budget & Positions (FTEs)	
Operating \$	3,690,284
Capital	-
Positions	27.1 FTEs



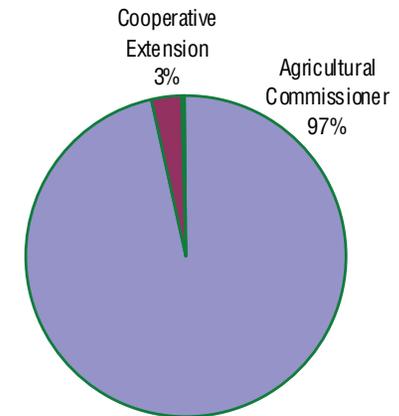
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



AGRICULTURE & COOPERATIVE EXTENSION

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Agricultural Commissioner	\$ 3,538,828	\$ 3,608,442	\$ 3,386,333	\$ 3,578,608
Cooperative Extension	127,933	129,991	73,843	111,676
Operating Total	3,666,761	3,738,433	3,460,176	3,690,284
<i>Non-Operating Expenditures</i>				
Capital Assets	21,695	--	8,000	--
Expenditure Total	3,688,456	3,738,433	3,468,176	3,690,284
<i>Other Financing Uses</i>				
Operating Transfers	2,787	2,787	2,787	2,789
Designated for Future Uses	4,000	--	25,000	8,000
Department Total	<u>\$ 3,695,243</u>	<u>\$ 3,741,220</u>	<u>\$ 3,495,963</u>	<u>\$ 3,701,073</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,052,904	\$ 2,208,106	\$ 1,987,905	\$ 2,067,111
Overtime	2,448	2,487	3,168	5,500
Extra Help	5,095	--	25,000	11,745
Benefits	870,592	895,104	793,323	946,353
Salaries & Benefits Sub-Total	2,931,039	3,105,697	2,809,396	3,030,709
Services & Supplies	735,722	632,736	650,780	659,575
Operating Total	3,666,761	3,738,433	3,460,176	3,690,284
<i>Non-Operating Expenditures</i>				
Capital Assets	21,695	--	8,000	--
Expenditure Total	<u>\$ 3,688,456</u>	<u>\$ 3,738,433</u>	<u>\$ 3,468,176</u>	<u>\$ 3,690,284</u>

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,712,718	\$ 1,502,200	\$ 1,557,501	\$ 1,632,892
Other Charges for Services	238,388	191,000	221,535	291,000
Miscellaneous Revenue	125,505	120,200	132,850	119,975
Revenue Total	2,076,611	1,813,400	1,911,886	2,043,867
<i>General Fund Contribution</i>	1,605,632	1,677,228	1,412,746	1,624,859
<i>Other Financing Sources</i>				
Operating Transfers	--	36,592	71,331	32,347
Use of Prior Fund Balances	13,000	214,000	100,000	--
Department Total	<u>\$ 3,695,243</u>	<u>\$ 3,741,220</u>	<u>\$ 3,495,963</u>	<u>\$ 3,701,073</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Agricultural Commissioner	31.2	29.8	32.5	30.0	32.5	25.8	27.8	25.8
Cooperative Extension	2.5	1.4	2.0	1.0	2.0	0.1	1.0	1.0
Total Permanent	33.7	31.2	34.5	31.0	34.5	25.9	28.8	26.8
<i>Non-Permanent</i>								
Extra Help	--	0.2	--	--	--	0.7	--	0.4
Total Positions	<u>33.7</u>	<u>31.4</u>	<u>34.5</u>	<u>31.0</u>	<u>34.5</u>	<u>26.6</u>	<u>28.8</u>	<u>27.1</u>

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

MISSION STATEMENT

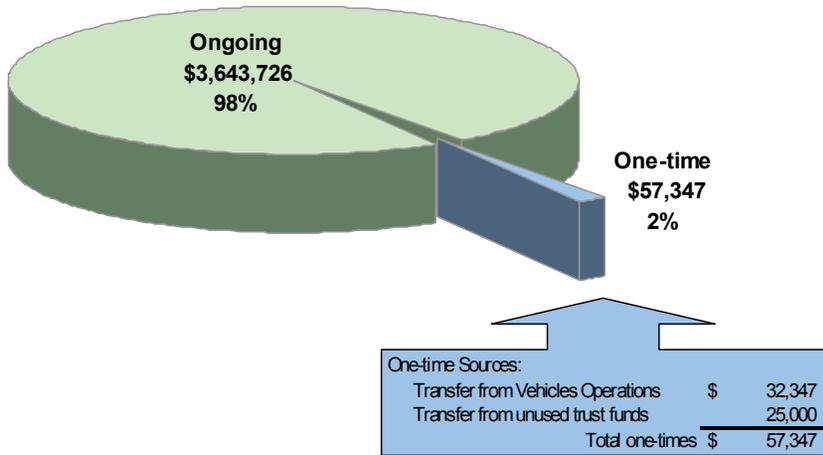
The mission of the Agricultural Commissioner's Office is to improve and protect agriculture, natural resources, and the quality of life in Santa Barbara County.

Budget Organization

The divisions of the Department of Agriculture and Cooperative Extension are the Agricultural Commissioner and Cooperative Extension. The Department has 27.1 FTE staff with operations in Santa Barbara, Santa Maria, Lompoc, Carpinteria and Solvang.

As a result of the use of one-time sources, the department will face a funding shortfall of \$57,347 in FY 2011-2012, not including increasing costs and changes in departmental revenue, which must be addressed to maintain these services.

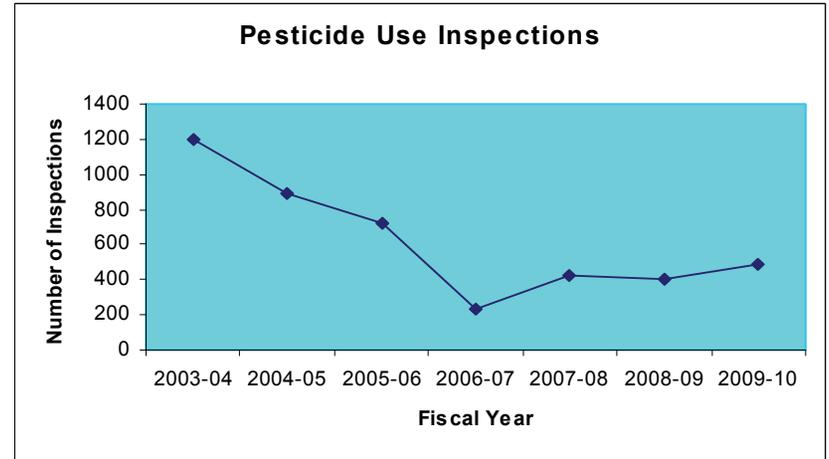
FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



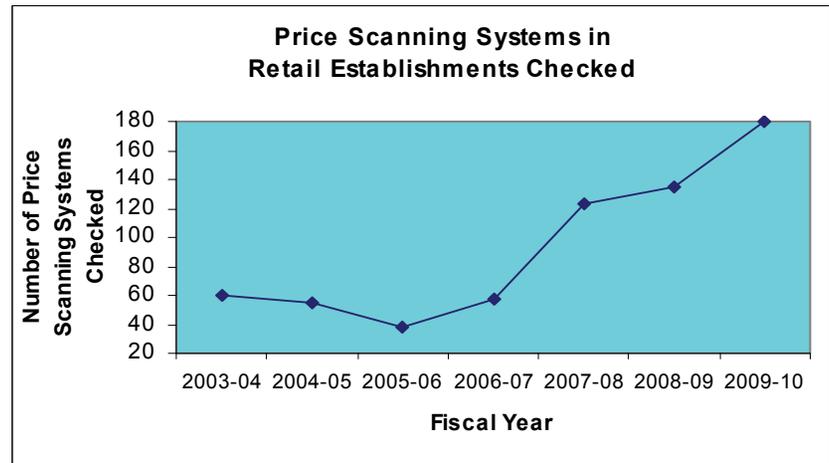
AGRICULTURE & COOPERATIVE EXTENSION

Department Summary (cont'd)

Activity Indicators



The department is slowly increasing the number of pesticide inspections due to newly hired staff having the training, knowledge and skills to conduct these types of inspections.



Weights and Measures inspectors increased the number of price scanning systems checked based on improved efficiency and newly trained staff.

AGRICULTURE & COOPERATIVE EXTENSION

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased \$278,000 to \$3,460,000 from the Adopted Budget of \$3,738,000. This 7.4% decrease is the result of:

- -\$297,000 - Salary savings due to vacant Agricultural Biologists (-\$233,000), vacant Agricultural Commissioner (-\$106,000), vacant Administrative Office Professionals (-\$102,000) and leave of absences (-\$22,000) offset by increased salary costs related to the Retirement Incentive Program (+\$141,000) and increased extra help costs (+\$25,000);
- +\$40,000 - Increases for contractual services for Agricultural Commissioner recruitment (+\$20,000) and various weed management projects (+\$20,000);
- -\$21,000 - Decreases for miscellaneous other charges including utility costs (-\$11,000), motor pool charges (\$8,000), and reprographics (-\$2,000).

Estimated Actual revenues increased \$99,000 to \$1,912,000 from the Adopted Budget of \$1,813,000. This 5.4% increase was the result of:

- +\$55,000 - Increases in Weed Management Area revenue including American Recovery and Reinvestment grant funds (+\$25,000) and other federally funded projects (+\$30,000);
- +\$31,000 - Increase for various inspections including phytosanitary certificate inspections (+\$22,000) and other miscellaneous inspections (+\$9,000);
- +\$13,000 - Increases in miscellaneous revenue account for CREF funded Weed Management Area project.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase \$230,000 to \$3,690,000 from the prior year's Estimated Actual of \$3,460,000. This 6.7% increase is the result of:

- +\$364,000 - Increases for salaries and benefits due to cost-of-living adjustments, merit increases and filling a vacant Administrative Office Professional position (+\$210,000), retirement costs (+\$113,000), health insurance costs (+\$47,000) and unemployment insurance costs (+\$7,000) offset by a decrease in extra help costs (-\$13,000). The department also deleted one and unfunded two vacant Agricultural Biologists to account for the use of one-time funds during FY 09-10 and to offset increased retirement costs.
- -\$142,000 - Decrease in salaries and benefits based on deleting one IT position (-\$142,000). The department will utilize centralized services from the Information Technology Department to provide computer services which will result in an overall net savings to the department of \$99,000.
- -\$46,000 - Decrease in services and supplies for contractual services (-\$46,000) based on recruitment costs for the Agricultural Commissioner (-\$20,000) and Weed Management Area project costs (-\$26,000);

- +\$43,000 – Increase in Data Processing Services based on utilizing the Information Technology Department to provide computer support to the department resulting from the layoff of departmental IT staff.
- +\$11,000 - Increase in motor pool costs (+\$11,000).

The Recommended Budget's operating revenues will increase \$132,000 to \$2,044,000 from the prior year's Estimated Actual of \$1,912,000. This 6.9% increase is the result of:

- +\$75,000 – Increases in State Revenues for Unrefunded Gas Tax (+\$120,000) and Weed Management Area revenue (+\$20,000) offset by decreases in Federal revenue for Glassy-winged Sharp Shooter (-\$20,000) and Weed Management Area funded projects (-\$45,000);
- +\$70,000 – Increase in revenues for phytosanitary certificate inspections based on an increase in the number of certificates and an increase in the fee for this service. These certificates are issued to certify that shipments of agricultural commodities meet the entry requirements of the country or state receiving the shipment.
- -\$13,000 – Decrease in miscellaneous revenue account for CREF funded Weed Management Area project funding.



This picture demonstrates the use of handheld GPS units integrated with GIS to more accurately identify fumigation buffer zones.

AGRICULTURE & COOPERATIVE EXTENSION

Department Summary (cont'd)

Departmental Priorities and Their Alignment With County Goals

The emphasis of the Department's Fiscal Year 2010-2011 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 09-10) Accomplishments:

- Created a system for previewing Certified Producer's Certificates to identify those requiring inspection for renewal and those that did not before the certificated expires. This led to a more predictable workload and an expedited renewal process for producers.
- Instituted the issuance of multi-year permits for permanent crop growers with good compliance history. This process efficiently reduces hours spent issuing permits during December through January allowing resources to shift to onsite visits and inspections.
- Initiated efforts to introduce the use of handheld GPS units to integrate with the departments GIS to improve the accuracy in identifying crop locations and buffer zones.

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 Employees' University for professional and leadership development and training for all staff when appropriate.

Goal 2: Community Health and Safety: A Safe and Healthy Community in Which to Live, Work, and Visit

Current Year (FY 09-10) Accomplishment:

- Initiated the creation of a respiratory sticker which was attached to pesticide permits to creatively remind growers of new respiratory regulations.
- Designated lead biologists for the fumigation/chemigation inspections program and directed the development of inspection documentation, cross-training for permit conditions, in-house training and the creation of guidelines.

Proposed Strategic Actions:

- Complete investigations into pesticide-related illnesses and public complaints, and take corrective action where necessary.
- Conduct pesticide inspections to ensure that applications are done correctly, field workers and applicators are protected, and records are kept as required.
- A primary goal of the Weed Management Area is to control invasive and noxious weeds that pose a threat to the infrastructure of the community.

Goal 3: Economic Vitality: A Community that is Economically Vital and Sustainable

Current Year (FY 09-10) Accomplishments:

- The efforts of the department enabled the agricultural industry to continue normal operations during the ongoing Light Brown Apple Moth quarantine.
- The department continued to avoid movement of Glassy-winged Sharp Shooter (GWSS) into the grape production areas of the County.

Proposed Strategic Actions:

- Continue the Glassy-winged Sharp Shooter regulatory program to avoid movement of this insect into the grape production areas of the County.
- A primary goal of the Weed Management Area is to control invasive and noxious weeds that pose a threat to the economic viability of rangeland and agriculture; and to protect the infrastructure of the community from the risk of fire and flood.

AGRICULTURE & COOPERATIVE EXTENSION

Department Summary (cont'd)

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

Current Year (FY 09-10) Accomplishments:

- The Weed Management Area planted, and is conducting maintenance of, native plantings in support of the removal of arundo, an invasive weed, at Lookout Park. The project is funded by the County of Santa Barbara's Coastal Resource Enhancement Fund (CREF) – 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 \$11,743 by the California Department of Fish and Game's Fisheries Restoration Grant Program for assistance to conduct CEQA analysis for its Santa Ynez River Tamarisk and Arundo Project; \$8,483 by the California Department of Fish and Game's Fisheries Restoration Grant Program for assistance to conduct an outreach program to support its Santa Ynez River Tamarisk and Arundo Project and \$53,516 by the California Department of Fish and Game's Fisheries Restoration Grant Program to conduct an *Arundo donax* removal project on Rincon Creek.
- The Weed Management Area is continuing maintenance on its Carpinteria Creek Arundo Removal Project. The project is working through its funding received from the Wildlife Conservation Board.
- The Weed Management Area treated a small infestation of Russian thistle, *Acroptilon repens*, on the More Mesa Preserve which was partially funded by the More Mesa Preservation Committee and a small infestation of silverleaf nightshade, *Solanum elaeagnifolium*, on the San Marcos Foothills Preserve.

Proposed Strategic Actions:

- Secure grant funding for special projects 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 our leadership in the collaborative Weed Management Area (WMA) to obtain funding for projects that control or eliminate non-native weeds in Santa Barbara County.

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
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.	91%	100%	75%	100%
	31	32	18	25
	34	32	24	25
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	1	0	3	0
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	0	0	1	0
As an efficient and responsive government, the Agricultural Commissioner's Office will maintain a productive workforce through a lost time rate of 5.0% or less when measuring lost hours to total budgeted hours.	4.7%	4.0%	7.0%	5.0%
	3,072	2,600	3,900	2,825
	64,776	65,000	55,900	56,500

AGRICULTURE & COOPERATIVE EXTENSION

Agricultural Commissioner

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 644,597	\$ 665,913	\$ 681,285	\$ 642,537
Pest Prevention	1,382,204	1,467,694	1,348,551	1,503,040
Weights and Measures	345,867	348,845	347,592	390,281
Pesticide Enforcement	1,037,764	1,109,158	999,905	1,025,115
Resource Protection	128,396	16,832	9,000	17,635
Operating Total	3,538,828	3,608,442	3,386,333	3,578,608
<i>Non-Operating Expenditures</i>				
Capital Assets	21,695	--	8,000	--
Expenditure Total	3,560,523	3,608,442	3,394,333	3,578,608
<i>Other Financing Uses</i>				
Operating Transfers	2,787	2,787	2,787	2,789
Designated for Future Uses	--	--	25,000	8,000
Division Total	\$ 3,563,310	\$ 3,611,229	\$ 3,422,120	\$ 3,589,397

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	1,995,273	2,156,128	1,971,450	2,021,749
Overtime	2,448	2,487	3,168	5,500
Extra Help	5,095	--	25,000	11,745
Benefits	846,399	872,168	784,623	923,088
Salaries & Benefits Sub-Total	2,849,215	3,030,783	2,784,241	2,962,082
Services & Supplies	689,613	577,659	602,092	616,526
Operating Total	3,538,828	3,608,442	3,386,333	3,578,608
<i>Non-Operating Expenditures</i>				
Capital Assets	21,695	--	8,000	--
Expenditure Total	\$ 3,560,523	\$ 3,608,442	\$ 3,394,333	\$ 3,578,608

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,712,718	\$ 1,502,200	\$ 1,557,501	\$ 1,632,892
Other Charges for Services	238,388	191,000	221,535	291,000
Miscellaneous Revenue	125,505	120,200	132,850	119,975
Revenue Total	2,076,611	1,813,400	1,911,886	2,043,867
<i>General Fund Contribution</i>				
	1,473,699	1,547,237	1,338,903	1,513,183
<i>Other Financing Sources</i>				
Operating Transfers	--	36,592	71,331	32,347
Use of Prior Fund Balances	13,000	214,000	100,000	--
Division Total	\$ 3,563,310	\$ 3,611,229	\$ 3,422,120	\$ 3,589,397

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration	3.9	4.6	5.5	4.6	5.5	4.6	3.8	4.0
Pest Prevention	9.0	11.0	11.0	11.7	11.0	10.0	11.0	10.3
Weights and Measures	3.0	3.3	3.0	3.1	3.0	3.1	3.0	3.0
Pesticide Enforcement	14.3	9.8	12.0	10.5	12.0	8.0	10.0	8.3
Resource Protection	1.0	1.1	1.0	0.1	1.0	0.1	--	0.1
Total Permanent	31.2	29.8	32.5	30.0	32.5	25.8	27.8	25.8
<i>Non-Permanent</i>								
Extra Help	--	0.2	--	--	--	0.7	--	0.4
Total Positions	31.2	30.0	32.5	30.0	32.5	26.5	27.8	26.1

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased \$222,000 to \$3,386,000 from the Adopted Budget of \$3,608,000. This 6.2% decrease was the result of:

- -\$247,000 - Salary savings due to vacant Agricultural Biologists (-\$233,000), vacant Agricultural Commissioner (\$106,000), vacant Administrative Office Professionals (-\$52,000) and leave of absences (-\$22,000) offset by increase salary costs related to the Retirement Incentive Program (+\$141,000) and increased extra help costs (+\$25,000);
- +\$40,000 - Increases for contractual services for Agricultural Commissioner recruitment (+\$20,000) and various weed management projects (+\$20,000);
- -\$15,000 - Decreases for miscellaneous other charges including motor pool charges (-8,000), utility costs (-\$5,000) and reprographics (-\$2,000).

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase \$193,000 to \$3,579,000 from the prior year's Estimated Actual of \$3,386,000. This 5.7% increase is the result of:

- +\$320,000 - Increases for salaries and benefits due to cost-of-living adjustments and merit increases (+\$182,000), retirement costs (+\$103,000), health insurance costs (+\$41,000) and unemployment insurance costs (+\$7,000) offset by a decrease in extra help costs (-\$13,000).
- -\$142,000 - Decrease in salaries and benefits based on deleting one IT position.
- -\$46,000 - Decrease in services and supplies for contractual services (-\$46,000) based on recruitment costs for the Agricultural Commissioner (-\$20,000) and Weed Management Area project costs (-\$26,000);
- +\$43,000 - Increase in Data Processing Services based on utilizing the Information Technology Department to provide computer support to the department resulting from the layoff of departmental IT staff.
- +\$18,000 - Increases in motor pool charges (+\$16,000), and Agricultural Supplies (+\$2,000).

AGRICULTURE & COOPERATIVE EXTENSION

Agricultural Commissioner (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Pest Prevention				
Ensure that shipments of exported plant material are not rejected or delayed due to errors by the Agricultural Commissioner's Office.	5	0	5	0
Conduct inspections of incoming plant material to verify compliance with applicable regulations and protect California agriculture and the environment.	29,860	30,500	27,500	30,000
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.	97% 104 107	100% 120 120	100% 120 120	100% 120 120
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.	6,648	5900	7,200	7,000
Weights and Measures				
Test 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.	105% 4,826 4600	100% 4500 4500	100% 4,520 4,500	100% 4,500 4,500
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.	71% 135 190	100% 200 200	90% 180 200	100% 200 200
Test privately owned gas and electric meters to verify that residents of mobile home parks are correctly charged for gas and electricity.	123% 1,317 1,070	100% 1064 1064	103% 1,100 1,064	100% 1,070 1,070

AGRICULTURE & COOPERATIVE EXTENSION

Agricultural Commissioner (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Pesticide Enforcement				
Complete investigations into pesticide related illnesses and public complaints to protect workers, neighbors and the environment	28	20	30	30
Protect public safety by inspecting pesticide applications as required by the State Department of Pesticide Regulation.	68% 405 600	80% 480 600	81% 483 600	90% 540 600
Issue permits for all commercial agricultural pesticide use in Santa Barbara County. •	1,198	1,046	1,000	1,000



The Light Brown Apple Moth is a dangerous pest that threatens the environment and the food supply. It has been found in Montecito and Carpinteria.

The European Grapevine Moth is a serious agricultural threat that has been found in California. Although it will feed on numerous host plants, it is especially destructive to grapes.



	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration				
EDP Systems & Programming Analyst	--	1.0	1.0	--
Ag Comm/Sealer Wgts-Meas	1.0	1.0	1.0	1.0
Asst Director	1.0	1.0	1.0	1.0
Admin Office Pro	1.9	2.5	2.5	1.8
Sub-Division Total	3.9	5.5	5.5	3.8
Pest Prevention				
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	5.0	6.0	6.0	6.0
Admin Office Pro	--	1.0	1.0	1.0
Sub-Division Total	9.0	11.0	11.0	11.0
Weights and Measures				
Weights and Measures Inspector	3.0	3.0	3.0	3.0
Sub-Division Total	3.0	3.0	3.0	3.0
Pesticide Enforcement				
Deputy Agricultural Commissioner	1.0	2.0	2.0	1.0
EDP Systems & Programming Analyst	1.0	--	--	--
Agricultural Biologist	8.0	8.0	8.0	7.0
Agricultural Biologist Supervisor	2.0	1.0	1.0	1.0
Admin Office Pro	2.3	1.0	1.0	1.0
Sub-Division Total	14.3	12.0	12.0	10.0
Resource Protection				
Agricultural Program Specialist	1.0	1.0	1.0	--
Sub-Division Total	1.0	1.0	1.0	--
Division Total	31.2	32.5	32.5	27.8

AGRICULTURE & COOPERATIVE EXTENSION

Cooperative Extension

Use of Funds Summary

Operating Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Cooperative Extension	\$ 127,933	\$ 129,991	\$ 73,843	\$ 111,676
Division Total	<u>\$ 127,933</u>	<u>\$ 129,991</u>	<u>\$ 73,843</u>	<u>\$ 111,676</u>

Character of Expenditures

Operating Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Regular Salaries	57,631	51,978	16,455	45,362
Benefits	24,193	22,936	8,700	23,265
Salaries & Benefits Sub-Total	81,824	74,914	25,155	68,627
Services & Supplies	46,109	55,077	48,688	43,049
Expenditure Total	<u>\$ 127,933</u>	<u>\$ 129,991</u>	<u>\$ 73,843</u>	<u>\$ 111,676</u>

Source of Funds Summary

Departmental Revenues

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Revenue Total	\$ --	\$ --	\$ --	\$ --

General Fund Contribution

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Division Total	<u>\$ 127,933</u>	<u>\$ 129,991</u>	<u>\$ 73,843</u>	<u>\$ 111,676</u>

Position Summary

Permanent

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Cooperative Extension	25	1.4	20	1.0	20	0.1	1.0	1.0
Total Positions	<u>25</u>	<u>1.4</u>	<u>20</u>	<u>1.0</u>	<u>20</u>	<u>0.1</u>	<u>1.0</u>	<u>1.0</u>

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.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased \$56,000 to \$74,000 from the prior year's Adopted Budget of \$130,000. This 43.1% decrease was the result of:

- -\$50,000 - Salary savings due to a vacant Administrative Office Professional ; and
- -\$6,000 – Decreases in various utility costs.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase \$38,000 to \$112,000 from the prior year's Estimated Actual of \$74,000. This increase is the result of:

- +\$44,000 – Increases in salaries and benefits due to filling the Administrative Office Professional (+\$53,000), increases in retirement costs (+\$10,000) and health insurance costs (+\$6,000) offset by a decrease in salaries and benefits of other administrative staff (-\$25,000); and
- -\$6,000 - Decreases in motor pool costs from turning in two unused vehicles.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Cooperative Extension

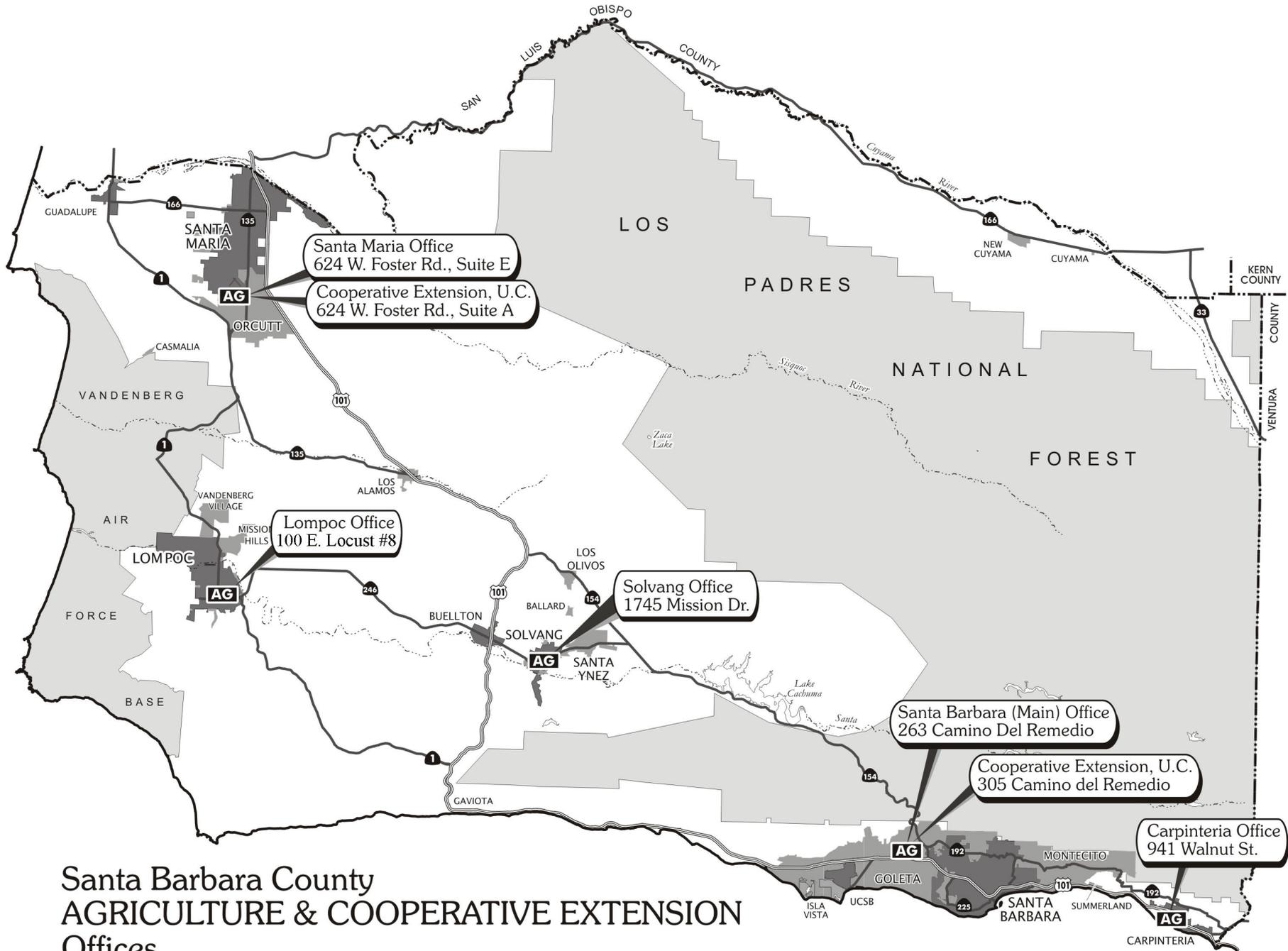
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Maintain the total number of youth participants in the 4-H Youth Development Program.	1,480	1,900	1,201	1,400
Provide nutrition education to low-income families in Santa Barbara County.	45% 2,011	100% 3,500	114% 4,000	100% 3,700
	4,500	3,500	3,500	3,700

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Detail

Cooperative Extension

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Admin Office Pro	25	20	20	1.0
Sub-Division Total	25	20	20	1.0
Division Total	<u>25</u>	<u>20</u>	<u>20</u>	<u>1.0</u>

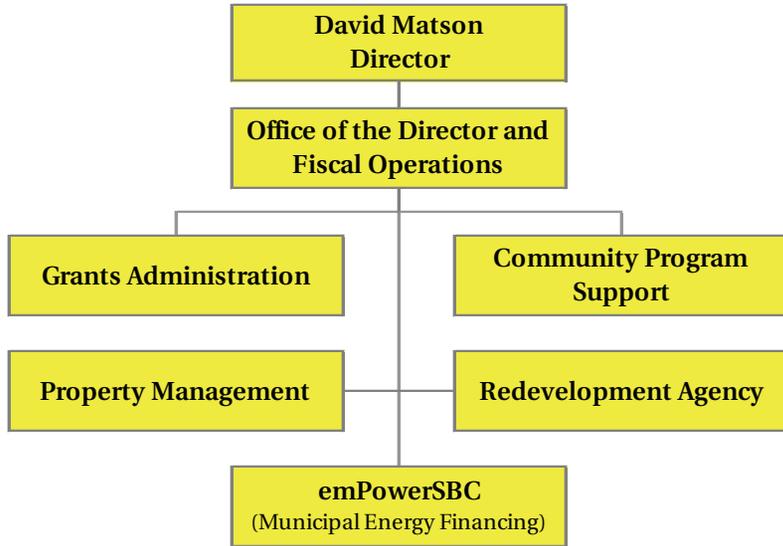


**Santa Barbara County
AGRICULTURE & COOPERATIVE EXTENSION
Offices**

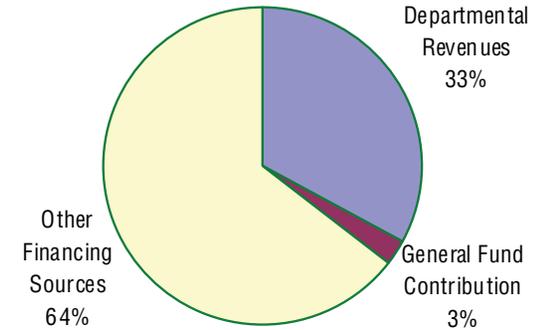
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HOUSING & COMMUNITY DEVELOPMENT

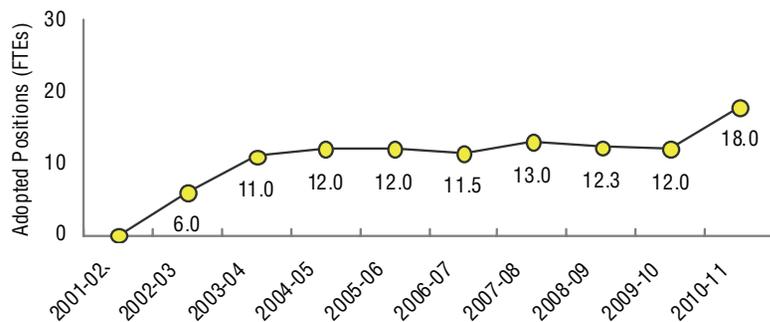
Budget & Positions (FTEs)	
Operating \$	23,385,409
Capital	-
Positions	18.0 FTEs



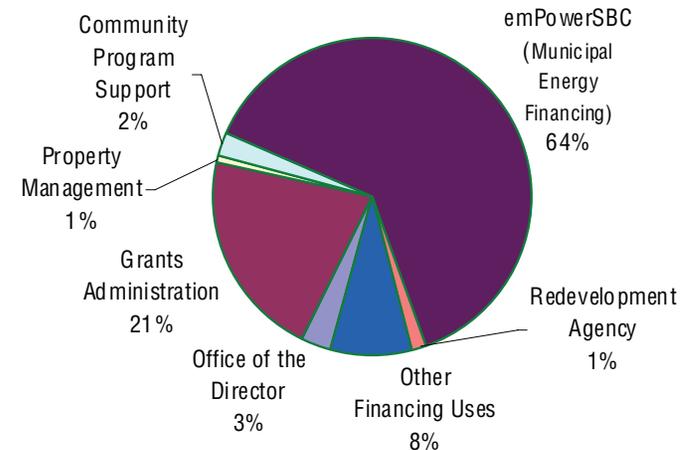
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



HOUSING & COMMUNITY DEVELOPMENT

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Office of the Director	\$ 507,583	\$ 583,942	\$ 630,911	\$ 783,358
Grants Administration	3,282,315	5,916,221	6,865,809	5,503,847
Property Management	402,613	943,661	339,087	277,797
Community Program Support	337,900	300,500	300,500	520,913
Municipal Energy Financing	--	--	202,500	16,532,785
Redevelopment Agency	--	--	--	373,715
Operating Sub-Total	4,530,411	7,744,324	8,338,807	23,992,415
Less: Intra-County Revenues	(7,640)	--	(37,000)	(607,006)
Expenditure Total	4,522,771	7,744,324	8,301,807	23,385,409
<i>Other Financing Uses</i>				
Operating Transfers	948,697	1,666,853	1,964,677	1,772,397
Designated for Future Uses	947,123	924,267	2,013,082	384,473
Department Total	\$ 6,418,591	\$ 10,335,444	\$ 12,279,566	\$ 25,542,279

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 758,456	\$ 905,142	\$ 880,959	\$ 1,523,815
Overtime	7	--	8,040	2,000
Extra Help	41,448	35,000	43,791	35,000
Benefits	282,364	361,011	334,551	689,530
Salaries & Benefits Sub-Total	1,082,275	1,301,153	1,267,341	2,250,345
Services & Supplies	3,448,136	6,443,171	7,071,466	20,802,657
Contributions	--	--	--	295,413
Principal & Interest	--	--	--	644,000
Operating Sub-Total	4,530,411	7,744,324	8,338,807	23,992,415
Less: Intra-County Revenues	(7,640)	--	(37,000)	(607,006)
Expenditure Total	\$ 4,522,771	\$ 7,744,324	\$ 8,301,807	\$ 23,385,409

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 141,822	\$ 121,500	\$ 70,890	\$ 408,040
Federal & State Revenues	2,788,427	6,353,878	7,584,851	6,765,212
Other Charges for Services	56,581	104,000	89,000	695,006
Miscellaneous Revenue	535,446	332,000	394,748	789,000
Revenue Sub-Total	3,522,276	6,911,378	8,139,489	8,657,258
Less: Intra-County Revenues	(7,640)	--	(37,000)	(607,006)
Revenue Total	3,514,636	6,911,378	8,102,489	8,050,252
General Fund Contribution	754,234	693,018	693,018	667,154
<i>Other Financing Sources</i>				
Operating Transfers	840,669	1,141,309	2,054,683	5,969,701
Proceeds of Long-term Debt	--	--	--	10,000,000
Use of Prior Fund Balances	1,309,052	1,589,739	1,429,376	855,172
Department Total	\$ 6,418,591	\$ 10,335,444	\$ 12,279,566	\$ 25,542,279

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Office of the Director	3.0	2.7	3.0	3.8	3.0	3.5	5.0	5.0
Grants Administration	6.0	4.8	5.0	4.5	5.0	4.2	5.0	4.0
Property Management	3.8	2.5	4.8	3.8	4.8	2.6	2.8	2.0
Municipal Energy Financing	--	--	--	--	--	--	5.0	4.0
Redevelopment Agency	--	--	--	--	--	--	4.0	3.0
Total Permanent	12.8	10.0	12.8	12.1	12.8	10.3	21.8	18.0
<i>Non-Permanent</i>								
Extra Help	--	0.7	--	--	--	0.6	--	--
Total Positions	12.8	10.7	12.8	12.1	12.8	10.9	21.8	18.0

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

The Administration of the Redevelopment Agency will transfer to Housing and Community Development in Fiscal Year 2010-11. Information for Fiscal Year 2009-10 is reflected in General County Programs.

MISSION STATEMENT

Housing and Community Development (HCD) creates opportunities that empower residents and organizations to improve the local economy, environment, and quality of life through innovative programming by facilitating partnerships and leveraging local, state and federal resources.

Budget Organization

Housing and Community Development (HCD) has five service cost centers: Grants Administration, Property Management, emPowerSBC (Municipal Energy Financing), the Redevelopment Agency, and Community Program Support. HCD also maintains one business unit cost center, comprised of the Office of the Director and Fiscal Operations. The department has a total of 18 staff located in Santa Barbara in the FY 2010-11 Recommended Budget.

The Office of the Director and Fiscal Operations provides unified executive and fiscal oversight of the Housing and Community Development Department, including service as the lead agency of two regional partnerships with six local cities, the CDBG Urban County Partnership and the Santa Barbara County HOME Consortium. This includes oversight of approximately \$15.2 million of annual, ongoing federal entitlement funding derived from the Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG), HOME Investment Partnerships Act (HOME), Emergency Shelter Grant (ESG), and the McKinney-Vento Supportive Housing Program. In addition, this unit identifies community needs, priorities and potential funding sources, performs economic analysis to forecast county program outcomes, analyzes and interprets pertinent legislation, conceptualizes incentive-based economic development programs, and makes presentations to the Board of Supervisors and numerous organizations throughout the community.

The Grants Administration Division is responsible for securing, allocating and managing ongoing federal funding from the four sources noted above. For Fiscal Year 2010-11 this includes an estimated direct expenditure of \$5.5 million for budgeted projects and an indirect expenditure of \$1.1 million for homeless services on behalf of McKinney-Vento program partners. HUD funds are used to support community programming ranging from public services to special needs and homeless services, as well as the development and revitalization of community infrastructure and housing for persons of all income levels.

HCD's 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 policy framework. This cost center prepares Affordable Housing Agreements with developers, selects qualified homebuyers and 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 that have been put in place over the last thirty years.

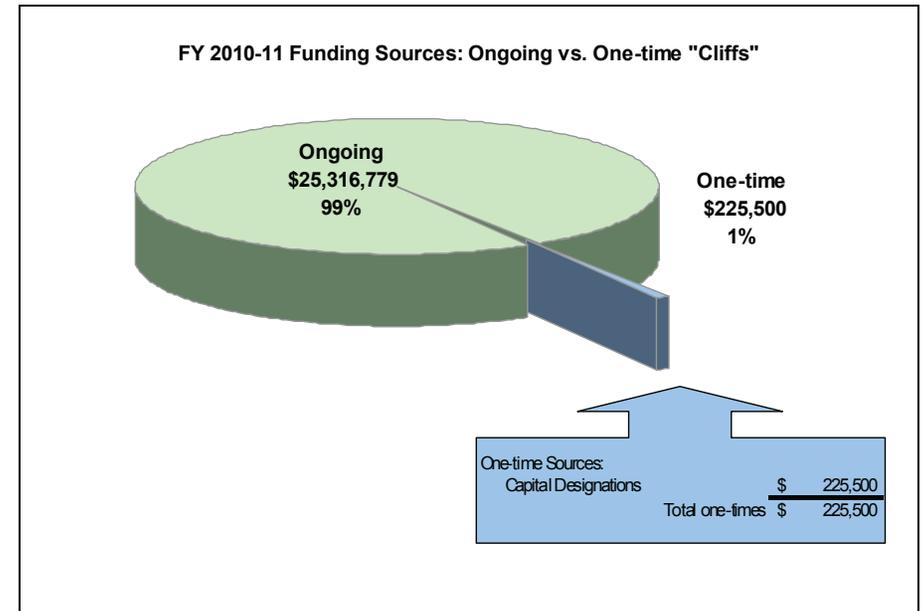
Community Program Support provides General Fund dollars for local conference and visitor bureaus to fund external advertising, tourism promotion and business attraction. Additionally, General Fund dollars are provided to support local homeless shelter administration and fund vital shelter bed nights throughout the community in partnership with neighboring cities.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

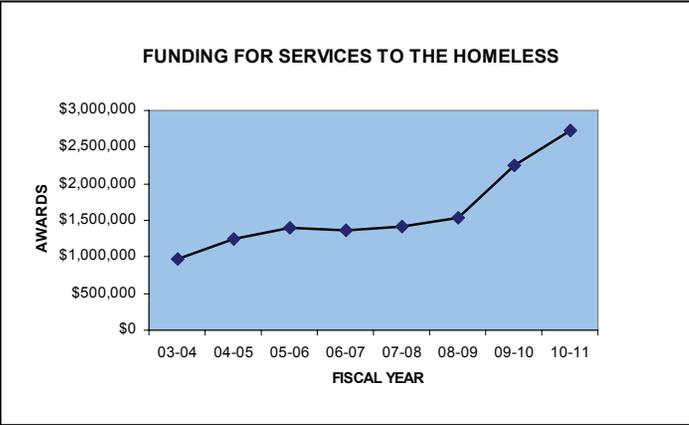
The Municipal Energy Financing cost center implements and operates emPowerSBC, a cutting edge \$160 million economic development and jobs creation program, which offers voluntary financing to help residential and commercial property owners cover the upfront costs of energy efficiency, water efficiency and/or renewable property improvements.

The Redevelopment Agency manages redevelopment activities within the 423 acre Isla Vista Redevelopment Project Area. The objectives of the Redevelopment Agency are to eliminate blight, encourage housing rehabilitation, develop public infrastructure improvements, address parking issues, acquire environmentally sensitive property, and increase public open space.

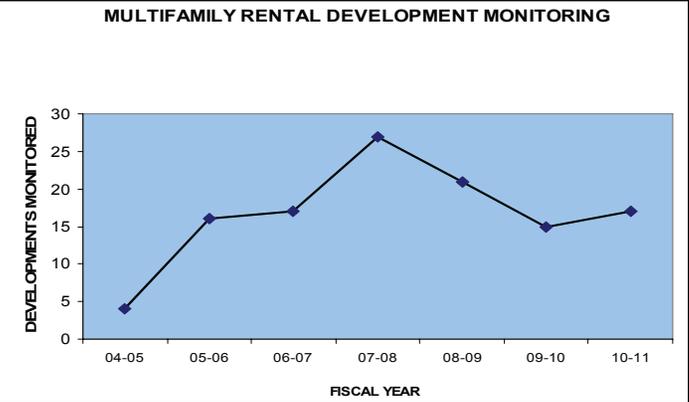


The "use of Prior Fund Balances" line item on the Department Summary Schedule (\$855,172) is comprised of the "One-time" amount shown above (\$225,500) for advertising contracts to local conference and visitors bureaus and planned expenditures (\$629,672) for community development and affordable housing projects.

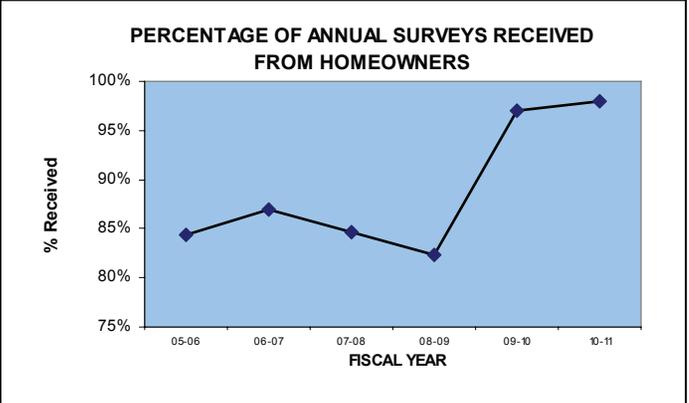
HOUSING & COMMUNITY DEVELOPMENT
 Department Summary (cont'd)



Facilitate \$2.7 million of funding from General Fund and various federal sources to local agencies throughout the County for homeless services and homelessness prevention programs.



Monitor fifteen multifamily affordable developments as required by HUD grant agreements.



Annual surveys returned within 6 weeks from homeowners who purchased deed restricted affordable units through the County's Inclusionary Housing Program.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures:

The Estimated Actual operating expenditures increased by \$595,000 to \$8,339,000 from the Adopted Budget of \$7,744,000. This 8% increase is the result of:

- -\$500,000 – Opportunities to repurchase deed restricted affordable housing units did not materialize with the frequency expected;
- +\$277,000 – Completion of the Dahlia Court Expansion (Phase I) project not budgeted in the current year because the project took longer to complete;
- +\$203,000 – Start-up costs associated with emPowerSBC not anticipated;
- +\$183,000 – Increased project expenditures due to unanticipated American Recovery and Reinvestment Act (ARRA) Community Development Block Grant Recovery (CDBG-R) funding for Foster Youth Home Rehabilitation Project;
- +\$183,000 – Increased project expenditures due to unanticipated ARRA CDBG-R funding for Women's Shelter Rehabilitation Project;
- +\$150,000 – Increased project expenditures due to unanticipated ARRA Emergency Shelter Grant (ESG)-Homeless Prevention and Rapid Re-housing (HPRP) funding for projects with Good Samaritan and Casa Esperanza homeless shelters, Transition House, Catholic Charities, and Legal Aid;
- +\$122,000 – Increased project expenditures due to unanticipated ARRA CDBG-R funding for Lompoc Infrastructure Project;
- -\$34,000 – Salary and benefits savings due to a medical leave of absence.

The Estimated Actual operating transfer uses increased by \$298,000 to \$1,965,000 from the Adopted Budget of \$1,667,000. This 18% increase is the result of changes that are primarily driven by projects which vary from year to year and include:

- +\$183,000 – Increased transfers to General Services due to unanticipated ARRA CDBG-R funding for Foster Youth Home Rehabilitation Project;
- +\$183,000 – Increased transfers to General Services due to unanticipated ARRA CDBG-R funding for Women's Shelter Rehabilitation Project;
- -\$126,000 – Lompoc CDBG administration costs budgeted as a transfer instead of an expenditure;
- -\$34,000 – Salary and benefit savings due to a medical leave of absence;
- +\$67,000 – Unanticipated CDBG-R Administration Costs.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Revenues:

The Estimated Actual operating revenues increased by \$1,228,000 to \$8,139,000 from the Adopted Budget of \$6,911,000. This 18% increase is a result of:

- +\$277,000 – CDBG revenue realized in current year for the Dahlia Court Expansion (Phase I) project;
- +\$183,000 – Increased grant revenues due to unanticipated ARRA CDBG-R funding for Foster Youth Home Rehabilitation Project;
- +\$183,000 – Increased grant revenues due to unanticipated ARRA CDBG-R funding for Women's Shelter Rehabilitation Project;
- +\$150,000 – Increased grant revenues due to unanticipated ARRA CDBG-R funding for projects with Good Samaritan and Casa Esperanza homeless shelters, Transition House, Catholic Charities, and Legal Aid;
- +\$122,000 – Increased grant revenues due to unanticipated ARRA CDBG-R funding for Lompoc Infrastructure Project;
- +\$70,000 – Increased grant revenues due to unanticipated ARRA CDBG-R funding for administrative revenues;
- +\$51,000 – Increased revenue due to early loan payoffs from the Homebuyer Assistance Program participants.

The Estimated Actual operating transfer sources increased by \$914,000 to \$2,055,000 from the Adopted Budget of \$1,141,000. This 80% increase is the result of changes that are primarily driven by projects which vary from year to year and include:

- +\$1,000,000 – General Fund support to launch emPowerSBC (Municipal Energy Program) and access matching Energy Efficiency and Conservation Block Grant (EECBG) which is refundable on a reimbursement basis;
- -\$126,000 – Lompoc CDBG administration costs budgeted as a transfer instead of an expenditure;
- -\$34,000 – Salary and benefit savings due to a medical leave of absence.

Use and Source of Fund Balance: The Housing and Community Development Department manages four special revenue funds. Changes are primarily driven by projects which vary from year to year.

The Estimated Actual FTEs decreased by 1.1 to 10.9 from the Adopted Budget of 12.0. This 1.1 decrease is the result of vacancies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures:

The Recommended Budget operating expenditures will increase by \$15,654,000 to \$23,992,000 from the Estimated Actual of \$8,339,000. This 188% increase is the result of:

- +\$15,000,000 – Residential and Commercial emPowerSBC (Municipal Energy Program) projects financed through a self-sustaining revolving loan fund;
- -\$663,000 – Completion of HOME funding and assorted project expenses for Dahlia Court Apartments Expansion (Phase I) project in current year;
- +\$644,000 – Interest Expense due to emPowerSBC (Municipal Energy Program) revolving loan fund;
- -\$630,000 – Completion of HOME funding and assorted project expenses for Sumida Gardens Apartments in current year;
- +\$508,000 – One-time additional ARRA-ESG-HPRP grant projects such as Good Samaritan and Casa Esperanza homeless shelters, Transition House, Catholic Charities, Legal Aid;
- +\$434,000 – Salary and benefit costs for new positions funded through emPowerSBC (Municipal Energy Program);
- +\$374,000 – Salary and benefit costs associated with moving Redevelopment Agency (RDA) program staff to HCD from General County Programs;
- +\$295,000 – General Fund contributions moved from Public Health to HCD to maximize service-delivery efficiencies for local homeless shelters;
- -\$183,000 – One-time ARRA CDBG-R funding for Foster Youth Home Rehabilitation Project;
- -\$183,000 – One-time ARRA CDBG-R funding for Women's Shelter Rehabilitation Project.

The Recommended Budget operating transfer uses will decrease by \$193,000 to \$1,772,000 from the Estimated Actual of \$1,965,000. This 10% decrease is the result of:

- -\$395,000 – Decreased transfers to General Services for the Joseph Centeno Cuyama Pool completed in the current year;
- +\$354,000 – Increased transfers to General Services for CDBG funded project for Cuyama Recreation Center Project;
- +\$310,000 – Increased transfers to General Services for CDBG funded Lompoc Veterans' Building Rehabilitation Project;
- -\$183,000 – Decreased transfers to General Services of one-time ARRA CDBG-R for Foster Youth Home Rehabilitation Project;
- -\$183,000 – Decreased transfers to General Services of one-time ARRA CDBG-R for Women's Shelter Rehabilitation Project;
- -\$70,000 – One-time use of HOME program income administration funding;
- -\$27,000 – One-time CDBG-R grant administration funding.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Revenues:

The Recommended Budget operating revenues will increase by \$518,000 to \$8,657,000 from the Estimated Actual of \$8,139,000. This 6% increase is the result of:

- -\$663,000 – HOME funding proceeds received for Dahlia Court Expansion (Phase I) project in current year;
- -\$630,000 – HOME funding proceeds received for Sumida Gardens Apartments in current year;
- +\$545,000 – emPowerSBC (Municipal Energy Program) Energy Efficiency Conservation Block Grant (EECBG);
- +\$508,000 – ARRA-ESG-HPRP grant proceeds for projects such as Good Samaritan and Casa Esperanza homeless shelters, Transition House, Catholic Charities and Legal Aid;
- +\$374,000 – RDA funding support for salary and benefit costs associated with RDA staff;
- +\$348,000 – Interest on projects financed through emPowerSBC (Municipal Energy Program);
- +\$240,000 – Fees and cost recovery for emPowerSBC (Municipal Energy Program) application processing;
- -\$183,000 – ARRA CDBG-R funding for Foster Youth Home Rehabilitation Project;
- -\$183,000 – ARRA CDBG-R funding for Women's Shelter Rehabilitation Project.

The Recommended Budget operating transfer sources will increase by \$3,915,000 to \$5,970,000 from the Estimated Actual of \$2,055,000. This 191% increase is the result of changes that are primarily driven by projects which vary from year to year and include:

- +\$4,000,000 – One-time General Fund investment to establish a revolving loan fund for emPowerSBC (Municipal Energy Program);
- -\$41,000 – CDBG-R program administration revenues received in current year only.

Use and Source of Fund Balance: The Housing and Community Development Department manages four special revenue funds. Changes are primarily driven by projects that vary from year to year.

The Recommended Budget FTEs will increase by 7.1 to 18.0 from the Estimated Actual of 10.9. This 7.1 increase is due to filling vacancies for the emPowerSBC Municipal Energy Program (4 FTE) and integrating RDA staff (3 FTE) into the department's business unit.

Local Conference & Visitors Bureaus by Fiscal Year			
Organization	Adopted FY 2008-09 Amount	Adopted FY 2009-10 Amount	Recommended FY 2010-11 Amount
Buellton Chamber of Commerce	\$ 3,687	\$ 3,190	\$ 3,190
Carpinteria Valley Chamber of Commerce	9,561	8,280	8,280
Cuyama Valley Recreation District	1,112	960	960
Goleta Valley Chamber of Commerce	30,871	26,720	26,720
Lompoc Valley Chamber of Commerce	28,980	25,090	25,090
Los Alamos Valley Visitors Bureau	3,485	3,020	3,020
Los Olivos Business Organization	1,600	1,390	1,390
Santa Barbara Conference & Visitors Bureau	200,914 ^a	166,680 ^b	91,680
Santa Maria Valley Chamber of Commerce	55,168	47,760	47,760
Santa Ynez Valley Visitors Association	9,762	8,450	8,450
Solvang Chamber of Commerce	5,180	4,480	4,480
Solvang Conference & Visitors Bureau	5,180	4,480	4,480
TOTAL	\$ 355,500	\$ 300,500	\$ 225,500
a Includes one-time \$95,000 allocation from Strategic Reserve b Includes one-time \$75,000 allocation from Strategic Reserve c Fiscal Year 2010-11 Source of Funding is one-time capital designation			

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

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.**



The recently completed Joseph Centeno Cuyama Pool

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area One: Homeless Services

Annually HCD provides approximately \$2.7 million of annual homeless services to support emergency shelters and transitional housing operations across the region via the allocation of funding from the County General Fund, McKinney-Vento and Emergency Shelter Grants, Community Development Block Grants, HOME program, as well as the ARRA-based Homeless Prevention and Rapid Re-Housing Program (HPRP).

Current Year (Fiscal Year 2009-10) Accomplishments:

- Awarded \$84,430 in Federal Emergency Shelter Grant (ESG) funds to provide operational support and related services to five (5) emergency shelter and transitional housing providers throughout the County. Provided contracting, reporting, monitoring and programmatic, and financial oversight of these grant funds.
- Ongoing participation in the 10-Year Plan to End Homelessness, the South Coast Homeless Advisory Committee, the Lompoc City/County Homeless Advisory Committee, and the Santa Maria City/County Homeless Coalition.
- Completed submittal of \$1.4 million McKinney-Vento (Continuum of Care) grant application providing funding for ten (10) homeless services providers, which includes \$600,000 in Shelter Plus Care vouchers for homeless persons.
- On behalf of the County and eight (8) cities, continued implementation of countywide Homeless Management Information System (HMIS), a HUD-required information database that tracks services and programs funded under the McKinney-Vento (Continuum of Care) that includes providing technical assistance to eight (8) homeless services providers.
- Provided \$808,288 in federal American Recovery and Reinvestment Act (ARRA) funding under the Homeless Prevention and Rapid Re-housing Program (HPRP) to three local collaboratives: 1) Good Samaritan Shelters and Catholic Charities; 2) Transition House and Casa Esperanza; and 3) Legal Aid Foundation along with the City of Santa Barbara Rental Housing Mediation Task Force. These collaboratives provide direct financial assistance to persons and households who are either homeless and/or at-risk of becoming homeless.
- Provided \$64,272 in Community Development Block Grant (CDBG) Public Services funding to 5 homeless providers throughout the County utilizing federal CDBG Public Services funds.

Proposed Strategic Actions:

- Prepare and submit McKinney-Vento (Continuum of Care) application to HUD in the amount of \$1.4 million.
- Provide \$295,413 of County General Fund to support operations of three emergency shelters in Santa Maria, Lompoc and Santa Barbara.
- Continue to support and attend homeless community forums to assess emerging needs, gaps in services, and identify solutions and potential additional funding sources.
- Continue to provide financial and technical support for congressionally mandated and locally preferred supportive housing models.

Proposed Key Projects:

- Continue implementation of ARRA funded projects with the three local HPRP collaboratives.
- Continue community leadership in using the federal HMIS system to collect data and report performance-based outcomes for homeless programs and services across the region.



Casa Esperanza Homeless Center serves as a support system, providing recovery services that address the mental, emotional and physical disabilities that many homeless people must confront.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area Two: Community Services and Development

HCD provides a range of vital community services to income-challenged households and communities, including supporting the development and revitalization of community facilities, public infrastructure, as well as financial support to over 40 local agencies that provide vital public and human services to community members.

Current Year (Fiscal Year 2009-10) Accomplishments:

- Developed and submitted the 2010-2015 Five-Year Consolidated Plan, a mandated strategic planning document, in the form of a federal grant application to HUD, which describes the goals, priorities, and objectives of the Santa Barbara County HOME Consortium and CDBG Urban County Partnership for three federal entitlement grant programs overseen by HUD.
- Facilitated over 20 stakeholder workshops that resulted in publication of a consensus-based Board report detailing options regarding Chapter 44, a local County ordinance related to the rights and responsibilities of tenants and landlords.
- Provided \$395,000 in CDBG capital funding for completion of the Joseph Centeno Cuyama Pool.
- Continued implementation of the Casmalia Water System Improvements project, which provided \$410,000 in CDBG funding to restore sustainable water service to the residents of the rural community of Casmalia and simultaneously conserve vital water resources previously lost as a result of a failing system.

Proposed Strategic Actions:

- Conduct public outreach to solicit feedback regarding the annual allocation of federal CDBG, HOME, and ESG program funds, coordinate funding application process, collaborate with participating jurisdictions, and hold public hearings to determine projects recommended for funding under the HOME Consortium and CDBG Urban County Partnership.
- Complete and submit an Annual Action Plan representing the County's annual formal entitlement grant application to HUD that recommends projects for funding and implementation consistent with the Consolidated Plan and community identified priorities.
- Complete and submit a required Consolidated Annual Performance and Evaluation Report (CAPER) to HUD, articulating County programmatic and financial performance under federal entitlement funding.
- Continue to promote fair housing and the transparent flow of information regarding rights and duties to tenants and landlords (i.e., Chapter 44) by providing funding to organizations such as Legal Aid Foundation and Rental Housing Mediation Task Force.

Proposed Key Projects:

- Complete extensive Water Systems Improvements related to the Casmalia Community Services District funded through County CDBG.
- Complete the community recreation hall in New Cuyama, funded with County CDBG funds in the amount of \$353,766.
- Implement the rehabilitation of the Lompoc Veterans Memorial Building utilizing County CDBG funds in the amount of \$309,545.
- Implement the Bridgehouse Greenhouses project, providing job training and economic development opportunities to homeless persons in the Lompoc area utilizing CDBG Economic Development funding in the amount of \$44,000.
- Rehabilitate the Chapel Court Apartments, including 28 units of affordable apartments utilizing \$50,000 in CDBG funding and potential future funding.
- Implement and complete two (2) remaining projects using federal ARRA Community Development Block Grant Recovery Act (CDBG-R) funding in the aggregate amount of \$542,013, including rehabilitation of an emergency shelter for victims of domestic violence and rehabilitation of a home for foster children.



Wading pool at the Joseph Centeno Cuyama Pool funded with Community Development Block Grant.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area Three: emPowerSBC (Municipal Energy Finance Program)

As of April 2010, HCD is implementing and operating emPowerSBC, a \$160 million economic development and jobs-creation program offering voluntary financing to help residential and commercial property owners cover the upfront costs of energy efficiency, water conservation, and renewable energy property improvements. As an enterprise operation, the program is one of the largest economic and community development efforts in County history. Designed to be self-funding, all residential and commercial property owners in the unincorporated area and the eight cities within the County are eligible to apply for participation in this leading-edge program.

Current Year (Fiscal Year 2009-10) Accomplishments:

- Led County interdepartmental efforts on behalf of the CEO to evaluate the financial and economic feasibility of emPowerSBC, a Property Assessed Clean Energy (PACE) program in Santa Barbara County, culminating with Board approval of the program on April 13, 2010.
- Coordinated regional outreach and cultivated public-private partnership with key stakeholders including construction trades, chambers of commerce, realtors, non-profit organizations, three utility companies, the Workforce Investment Board, and institutes of higher education across the region.
- Created an enterprise fund, established the accounting structure and program budget, and initiated program start-up and operations.
- Developed all documents required for program formation in coordination with bond counsel and a financial consultant.
- Developed a financing plan in coordination with a financial consultant.
- Developed a public web interface and customer portal.
- Designed a pre-launch outreach strategy in coordination with the County's Communications Director.
- Coordinated and initiated establishment of a streamlined permit process with building officials from all participating cities.
- Recruited and interviewed program staff.
- Awarded \$773,000 from California Energy Commission's Energy Efficiency and Conservation Block Grant (EECBG) to pay for program administration through Fiscal Year 2011-12.
- Secured \$4.2 million in Qualified Energy Conservation Bonds to support cost-effective financing for emPowerSBC program participants.

Proposed Strategic Actions:

- Coordinate all necessary actions for program implementation including successful completion of a statutory judicial validation process.
- Finalize and implement a strategy to finance \$15 million in energy and water improvements, using a self-sustaining revolving loan fund.
- Design and perfect an energy savings verification system.
- Continually monitor, refine and improve program processes.

Proposed Key Projects:

- Provide contractor workshops on emPowerSBC and support workforce development and training efforts.
- Continue to expand and magnify outreach and marketing efforts to meet program participation rates and fiscal performance goals.
- Launch program operations online and in two storefronts and facilitate broad community awareness.
- Hire full program staff.
- Approve and finance at least 400 contractual assessments in Fiscal Year 2010-11.



HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area Four: County of Santa Barbara Redevelopment Agency

Managed by the Director of HCD on behalf of the CEO, in coordination with the Auditor-Controller, the RDA catalyzes and finances property to eliminate blight and encourage reinvestment in the Isla Vista project area. The RDA is funded with existing tax-increment revenue and reserves, with no impact on the County General Fund. The Agency is responsible for the expenditure of four funds; the General Redevelopment Fund, the Low and Moderate Income Housing Fund (L/M Fund), Debt Services Fund and the Capital Fund. The Redevelopment Fund is used for physical improvements in Isla Vista, while the L/M Fund is used to help develop new, and rehabilitate existing, affordable housing in Isla Vista.

Current Year (FY 2009-10) Accomplishments

- Continued technical work with the Coastal Commission to ensure Isla Vista Master Plan (IVMP) approval, which will form the basis of RDA activities for the next twenty years.
- Completed downtown parking lot project, a “green” demonstration project with inclusion of a solar trellis system.
- Completed underground parking facility feasibility analysis.
- Completed planning permits for the Loop at Trigo Road, a private mixed-use project to provide 5,000 square feet of new commercial, a 23 room hotel, and 25 residential units in a LEED certified building.
- Obtained planning permits for Icon at UCSB, a private mixed-use project with 6,000 square feet of commercial space and 17 residential units.
- Obtained planning permits for Camino Del Sur a 56-unit apartment building.
- Completed two façade improvements in partnership with local businesses.
- Completed regulatory process and development agreements for six affordable residential units in Paradise Ivy, a private project inclusive of 24 units and 6,000 square feet of new commercial space.
- Facilitated Board adoption and launched the Outdoor Dining Program in downtown Isla Vista.
- Facilitated Board adoption and launched the Isla Vista Car Share Program, an innovative public-private partnership to help make efficient use of available parking.
- Obtained Phase II planning permits for El Colegio Road improvements.
- Installed 75 bicycle parking spaces in downtown Isla Vista.
- Partnered with the UCSB Environmental Affairs Board to install ash urns for cigarette waste.
- Coordinated new MTD Transit route and improved transit stops with shelters, benches and updated route information resulting in a 362% increase in ridership.

Proposed Strategic Actions:

- Continue to work with Planning & Development to ensure adoption of the IVMP by the Coastal Commission.
- Continue to partner with the County departments of Public Works and General Services on infrastructure improvements.
- Implement infrastructure improvements to remove barriers to revitalization of the Isla Vista project area.
- Facilitate public-private partnerships to engender private investment.

Proposed Key Projects

- Complete and obtain Isla Vista Master Plan certification with the Coastal Commission.
- Complete the design and begin construction for El Embarcadero Road improvements including wider sidewalks, street trees, underground utilities and improved bicycle/pedestrian facilities.
- Coordinate and construct solar street lighting demonstration project.
- Begin construction of downtown Isla Vista storm water improvements.
- Complete Phase II El Colegio Road Improvements.
- Continue to foster downtown business revitalization by completing three additional Façade Program projects.
- Complete additional sidewalk infill construction project.
- Design beach access area improvements for future construction in fiscal year 2010-11, 2011-12 and 2012-13.
- Identify and map street light network throughout Isla Vista to determine phasing and costs of future improvements



El Embarcadero Enhancements project will put in underground utilities, complete storm drain, install street trees, and create attractive and safe connection between coastal access points and downtown Isla Vista.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area Five: Housing Finance

HCD also facilitates the development, revitalization and preservation of affordable housing across the County in cooperation with its six (6) partnership cities. Annually, the housing finance cost center leverages approximately \$16 million of state, federal and private sources to support regional housing goals while ensuring compliance with grant regulations and County program policies.

Current Year (Fiscal Year 2009-10) Accomplishments:

- Implemented a comprehensive public Notice of Funding Availability (NOFA) process, provided underwriting analysis, reviewed committee staffing, and evaluated consistency with federal statutory and regulatory overlays under the HOME program.
- Awarded \$1,523,496 in Federal HOME funds to affordable housing projects.
- Monitored 100% of 66 households under the Homebuyers Assistance Program (HAP) to ensure federal program compliance.
- Monitored HOME-funded affordable housing projects, which included verification of tenant income eligibility, on-site Housing Quality Standards unit inspections, and programmatic/financial regulatory compliance under current/ongoing program requirements.
- Played a leadership role on the City-County Affordable Housing Task Group by facilitating improved dialog on regional housing issues.
- Completed permanent financing of \$630,000 in HOME funds to support development of the 200-unit Sumida Gardens apartment project, providing 34 affordable housing units.
- Completed permanent financing of \$200,000 in HOME funding for development of the 39-unit Homebase on G apartment complex in the City of Lompoc.
- Facilitated the recording of a Request for Notice on all liens against existing affordable for-sale units to ensure HCD is properly noticed when units come up for sale and thus able to preserve affordable units.
- Streamlined the annual survey process as part of efforts to effectively and efficiently execute the monitoring and enforcement component of the Inclusionary Housing Program. This resulted in securing a 99% return rate of annual surveys.
- Increased efficiency in administering the rental certification process including Residential Lease Application and Renter's Information Packets, which will streamline resolution of vacancy and tenancy issues countywide.
- Instituted a standardized refinancing process that resulted in over 30 homeowners of affordable units obtaining financing that improved their financial situation.

Proposed Strategic Actions:

- Continue to coordinate and staff Affordable Housing Loan Committee, a Brown Act committee approved by the Board of Supervisors.
- Conduct the necessary environmental reviews under the National Environmental Policy Act (NEPA) for housing projects funded under the HOME program.
- Continue to monitor housing projects to ensure programmatic and regulatory compliance.
- Continue to streamline the Property Management Division's certification process by continually updating the application and implementing structured protocols and procedures in response to changing market and lending trends regarding affordable housing.
- Continue to monitor 432 homeownership units for ongoing compliance with the program covenants and restrictions through the use of annual surveys, random site visits, prompt investigation of complaints of non-compliance, and legal enforcement of covenant to cure violations.
- Continue to play a leading role on the City-County Affordable Housing Task Group to plan and implement ways to address needs that will increase the supply of affordable housing.

Proposed Key Projects:

- In partnership with the City of Goleta, provide \$200,000 for permanent financing of Braddock House, a four-unit affordable housing development for persons with physical disabilities, under the sponsorship of the Santa Barbara County Housing Authority.
- In partnership with the City of Santa Maria, provide \$1 million to support a new construction project known as Rancho Hermosa, which will provide 47 affordable units in Santa Maria.
- In partnership with the City of Santa Maria, provide \$2.3 million for new construction of Casa de Familia providing 16 affordable units and supportive services to formerly homeless families.
- Provide to Peoples' Self-Help Housing Corporation \$430,000 in federal HOME and CDBG funds for new construction of Dahlia Court Expansion (Phase II), 34 new units of affordable housing.
- Provide to the County of Santa Barbara Housing Authority \$2 million for new construction of Creekside Village providing 39 affordable units in Los Alamos.
- Develop a comprehensive database of the County's affordable rental housing units and their varying restrictions and recertification periods.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)



Creekside Village will provide 39 new units of affordable rental housing for extremely low, very low, and low-income households in Los Alamos.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Office of the Director				
Number of IMPLAN analyses performed to assist County decisions.	-	-	6	15
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%	91%	100%
	-	11	10	18
	-	11	11	18
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	-	0	0	0
	-	0	0	0
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	-	0	0	0
	-	-	--	--
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 5.0% or less.	-	5.9%	4.5%	5.0%
	-	1,473	768	1,248
	-	24,960	16,880	24,960
As an efficient and professionally managed department, prepare and submit 100% of budget revision requests within established deadline.	-	100%	100%	100%
	-	13	6	6
	-	13	6	6
As an efficient and professionally managed department, prepare and submit 100% of approved vendor invoices on time.	-	100%	100%	100%
	-	446	325	760
	-	446	325	760

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Grants Administration				
Number of ADA improvements funded as a result of CDBG funds.	-	-	1	7
Number of Lower/ Moderate income residents served as a result of CDBG funds (beneficiaries of services including: shelters, public services, rehabbed buildings)	-	-	2,500	2,500
Annually monitor 100% of multifamily affordable developments as required by HUD grant agreements.	-	100% 15	73% 11	100% 17
Provide \$1.1 million in grant funding for 11 local agencies to provide permanent housing services for 890 homeless clients from the total of \$1.4 million secured for housing needs.	-	1,100,000	1,100,000	1,100,000
Timely execution of 100% of National Environmental Policy Act (NEPA) reviews prior to contracting for expenditure of federal entitlement funding.	-	-	100% 35	100% 30
Submit 100% of federal reports to HUD on time.	-	-	100% 18	100% 16
Number of developments funded with HOME funds.	-	-	4	3
Number of People served by Supportive Services Grants through McKinney- Vento.	-	-	1,500	1,800

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Property Management				
Percentage of annual monitoring surveys received within 3 weeks of deadline.	-	82% 355	80% 342	80% 342
Percentage of violation inquiries or complaints verified against appropriate covenant and responded to within 5 business days.	-	432 100% 25	427 100% 15	428 100% 10
Conduct random site visits for at least 10% of Inclusionary Housing Program units.	-	25 10% 43	15 20% 85	10 10% 44
Complete 100% of certifications within 14 days of receiving the completed application.	-	432 100% 18	432 100% 30	432 100% 25
Percentage of buyer's information verified against final loan application within 24 hours.	-	18 100% 10	30 100% 50	25 100% 25
At least 40% of affordable housing re-sales resulted from participation in the County's interest list.	-	10 -	50 52% 11	25 40% 6
Number of participating homeowners whose financial situation improves through a successful refinance into a better loan.	-	-	21 30	15 20
Complete 100% of certifications within 14 days of receiving completed certification application for rental units.	-	-	20 95% 21	12 100% 12
Community Program Support				
Number of homeless bednights funded by General Fund.	-	-	--	47,364
Number of tourism promotion and business attraction print advertisements funded by General Fund.	-	-	--	1,793,914

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Municipal Energy Financing				
Metric tons of Carbon Dioxide avoided as a result of projects financed.	-	-	0	431,352,679
Number of applications submitted for financing.	-	-	0	700
Number of applicants approved for financing.	-	-	0	400
British Thermal Units (BTUs) avoided as a result of projects financed.	-	-	0	431,350,261
Dollars of economic impact generated by County program, according to (IMPLAN) analysis.	-	-	0	18,000,000
Number of jobs created by program (IMPLAN)	-	-	--	82
Number of outreach/educational activities with community partners.	-	-	20	20
Redevelopment Agency				
Number of new bicycle parking spaces provided	-	-	75	20
Number of business facade improvement projects completed.	-	-	2	3
Number of linear feet of sidewalk improvements completed.	-	-	5,100	1,710
Number of bus shelters/transit stops installed.	-	-	6	3
Number of new parking spots in I.V. (both public and private)	-	-	45	0

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Office of the Director				
Director	1.0	1.0	1.0	1.0
Chief Financial Officer	1.0	--	--	1.0
Cost Analyst	1.0	1.0	1.0	1.0
Admin Office Pro	--	--	--	1.0
Housing Program Specialist Planner	--	--	1.0	1.0
Sub-Division Total	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>5.0</u>
Grants Administration				
Division Manager	1.0	1.0	1.0	1.0
Admin Office Pro	--	1.0	1.0	--
Housing Program Specialist Planner	4.0	3.0	2.0	3.0
Office Asst Senior	1.0	--	--	--
Sub-Division Total	<u>6.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
Property Management				
Chief Financial Officer	--	1.0	1.0	--
Division Manager	1.0	--	--	--
Housing Program Specialist Planner	1.0	3.0	3.0	2.0
Executive Secretary	0.8	0.8	0.8	0.8
Sub-Division Total	<u>1.0</u>	<u>--</u>	<u>--</u>	<u>--</u>
Sub-Division Total	<u>3.8</u>	<u>4.8</u>	<u>4.8</u>	<u>2.8</u>
Municipal Energy Financing				
Program Manager	--	--	--	1.0
Administrative Leader	--	--	--	1.0
Department Business Specialist	--	--	--	3.0
Sub-Division Total	<u>--</u>	<u>--</u>	<u>--</u>	<u>5.0</u>
Redevelopment Agency				
Program Manager	--	--	--	1.0
Redevelopment Project Manager	--	--	--	1.0
Redevelopment Specialist	--	--	--	2.0
Sub-Division Total	<u>--</u>	<u>--</u>	<u>--</u>	<u>4.0</u>
Division Total	<u>12.8</u>	<u>12.8</u>	<u>12.8</u>	<u>21.8</u>

SBCO REDEVELOPMENT AGENCY

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
SBCO Redevelopment Agency	\$ --	\$ --	\$ --	\$ 8,686,882
Expenditure Total	--	--	--	8,686,882
<i>Other Financing Uses</i>				
Operating Transfers	--	--	--	905,890
Designated for Future Uses	--	--	--	186,603
Department Total	\$ --	\$ --	\$ --	\$ 9,779,375
Character of Expenditures				
<i>Operating Expenditures</i>				
Services & Supplies	\$ --	\$ --	\$ --	\$ 8,370,647
Contributions	--	--	--	316,235
Expenditure Total	\$ --	\$ --	\$ --	\$ 8,686,882
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ --	\$ --	\$ --	\$ 74,000
Miscellaneous Revenue	--	--	--	4,054,000
Revenue Total	--	--	--	4,128,000
<i>Other Financing Sources</i>				
Operating Transfers	--	--	--	163,603
Use of Prior Fund Balances	--	--	--	5,487,772
Department Total	\$ --	\$ --	\$ --	\$ 9,779,375

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

MISSION STATEMENT

The mission of the Santa Barbara County Redevelopment Agency is to manage 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 two 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 community center and increase public open space

Budget Organization

Santa Barbara County Redevelopment Agency became a separate department in Fiscal Year 2010-11. The department's day-to-day operations are overseen by the Housing and Community Development department, in coordination with the County Executive Office and the Auditor-Controller.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase \$4,566,000 to \$8,687,000 from the Fiscal Year 2009-10 Estimated Actual of \$4,121,000. This 110.8% increase is the result of:

- +\$1,700,000 – Increase for El Embarcadero street improvement project;
- +\$1,500,000 – Increase for El Colegio II Widening Project;
- +\$800,000 – Increases for Downtown Stormwater Drainage project;
- +\$300,000 – Increase for Beach Access Upgrades;
- +\$70,000 – Increase for Outdoor Dining project.

The Fiscal Year 2010-11 Recommended Budget non-operating expenditures will decrease \$900,000 to \$0 from the Fiscal Year 2009-10 Estimated Actual of \$900,000. This 100.0% decrease is the result of:

- -\$900,000 – Decrease due to one-time funding in FY09-10 of Solar Parking Lot project.

The Fiscal Year 2010-11 Recommended Budget other financing uses will decrease \$2,935,000 to \$1,092,000 from the Fiscal Year 2009-10 Estimated Actual of \$4,027,000. This 72.9% decrease is the result of:

- -\$2,489,000 – Decreased use of designation to fund projects;
- -\$437,000 – Decreased interest payments on COPs, due to early defeasance of 1991 COPs.

SBCO REDEVELOPMENT AGENCY
Department Summary (cont'd)

Revenues

The Fiscal Year 2010-11 Recommended Budget operating revenues will decrease \$509,000 to \$4,128,000 from the Fiscal Year 2009-10 Estimated Actual of \$4,637,000. This 11.0% decrease is the result of:

- -\$357,000 – Decreased charges for services due staffing transfers to Housing and Community Development Department;
- -\$111,000 – Decrease in interest income, due to reduction in project funds available.

The Fiscal Year 2010-11 Recommended Budget other financing sources will increase \$1,240,000 to \$5,651,000 from the Fiscal Year 2009-10 Estimated Actual of \$4,411,000. This 28.1% increase is the result of:

- -\$1,240,000 – Increased use of designation to pay for Isla Vista project costs.

For information regarding Current Year (Fiscal Year 2009-10) Accomplishments, Proposed Strategic Actions and Proposed Key Projects see Focus Area Four: Santa Barbara County Redevelopment Agency under the Housing and Community Development department.



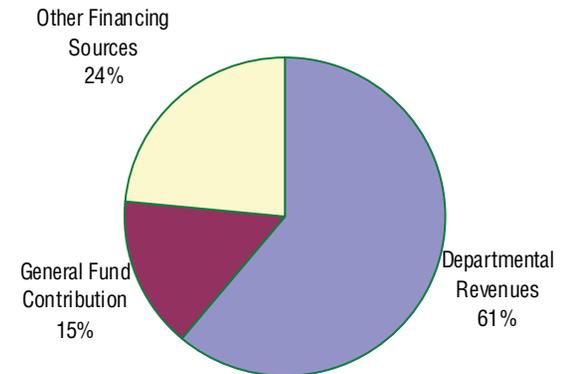
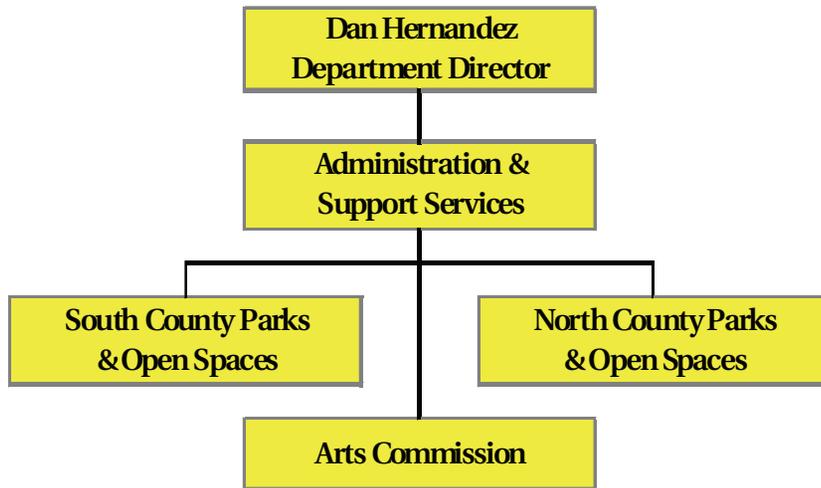
The Loop – Private project including 25 units and 5000 sq feet of commercial space in a new mixed use, LEED certified building.

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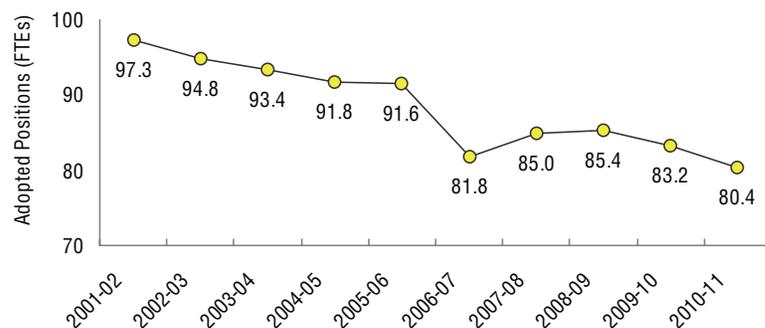
PARKS

Budget & Positions (FTEs)	
Operating \$	10,472,150
Capital	4,632,400
Positions	80.4 FTEs

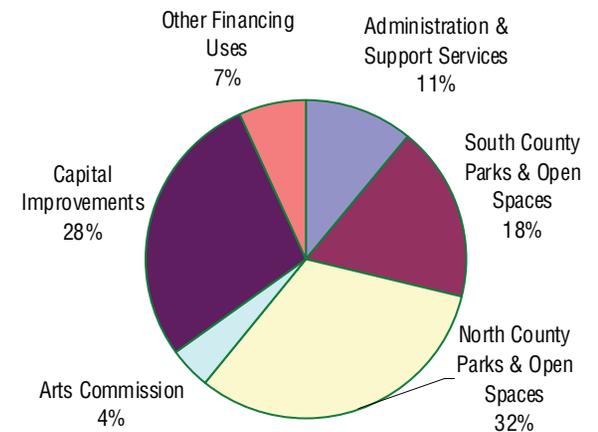
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



PARKS
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration & Support Services	\$ 1,666,008	\$ 1,796,740	\$ 1,777,836	\$ 1,802,710
South County Parks & Open Spaces	3,183,606	3,017,405	3,147,304	2,922,440
North County Parks & Open Spaces	4,657,562	5,124,340	4,972,178	5,208,212
Arts Commission	772,389	681,764	678,474	668,844
Operating Sub-Total	10,279,565	10,620,249	10,575,792	10,602,206
Less: Intra-County Revenues	(212,787)	(175,865)	(175,865)	(130,056)
Operating Total	10,066,778	10,444,384	10,399,927	10,472,150
<i>Non-Operating Expenditures</i>				
Capital Assets	1,394,835	1,891,000	4,795,678	4,632,400
Expenditure Total	11,461,613	12,335,384	15,195,605	15,104,550
<i>Other Financing Uses</i>				
Operating Transfers	318,391	881,778	1,200,948	929,781
Designated for Future Uses	836,652	1,800,042	1,699,105	148,742
Department Total	\$ 12,616,656	\$ 15,017,204	\$ 18,095,658	\$ 16,183,073

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 4,138,801	\$ 4,341,705	\$ 4,074,156	\$ 4,376,359
Overtime	30,277	43,000	20,550	-
Extra Help	554,761	503,991	509,734	547,800
Benefits	1,848,610	1,998,504	2,165,601	2,198,204
Salaries & Benefits Sub-Total	6,572,449	6,887,200	6,770,041	7,122,363
Services & Supplies	3,707,116	3,733,049	3,805,751	3,479,843
Operating Sub-Total	10,279,565	10,620,249	10,575,792	10,602,206
Less: Intra-County Revenues	(212,787)	(175,865)	(175,865)	(130,056)
Operating Total	10,066,778	10,444,384	10,399,927	10,472,150
<i>Non-Operating Expenditures</i>				
Capital Assets	1,394,835	1,891,000	4,795,678	4,632,400
Expenditure Total	\$ 11,461,613	\$ 12,335,384	\$ 15,195,605	\$ 15,104,550

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 23,760	\$ 19,800	\$ 20,771	\$ 23,291
Federal & State Revenues	790,378	1,465,059	3,853,820	3,841,642
Other Charges for Services	5,007,237	5,299,452	5,141,862	5,305,318
Miscellaneous Revenue	546,002	665,787	927,275	810,535
Revenue Sub-Total	6,367,377	7,450,098	9,943,728	9,980,786
Less: Intra-County Revenues	(212,787)	(175,865)	(175,865)	(130,056)
Revenue Total	6,154,590	7,274,233	9,767,863	9,850,730
<i>General Fund Contribution</i>				
	3,699,236	3,671,326	4,083,797	2,470,299
<i>Other Financing Sources</i>				
Operating Transfers	971,767	1,547,300	1,549,555	1,876,800
Sale of Property	2,405	--	--	--
Use of Prior Fund Balances	1,788,658	2,524,345	2,694,443	1,985,244
Department Total	\$ 12,616,656	\$ 15,017,204	\$ 18,095,658	\$ 16,183,073

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Administration & Support Services	11.0	10.3	10.5	10.1	10.5	10.3	11.5	11.0
South County Parks & Open Spaces	26.0	24.4	24.0	21.6	24.0	22.2	26.0	18.7
North County Parks & Open Spaces	32.0	29.0	34.0	32.2	34.0	31.4	31.0	30.5
Arts Commission	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.7
Total Permanent	71.8	66.5	71.3	66.6	71.3	66.8	71.3	63.0
<i>Non-Permanent</i>								
Extra Help	--	18.5	--	16.6	--	22.1	--	17.5
Total Positions	71.8	85.0	71.3	83.2	71.3	88.9	71.3	80.4

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

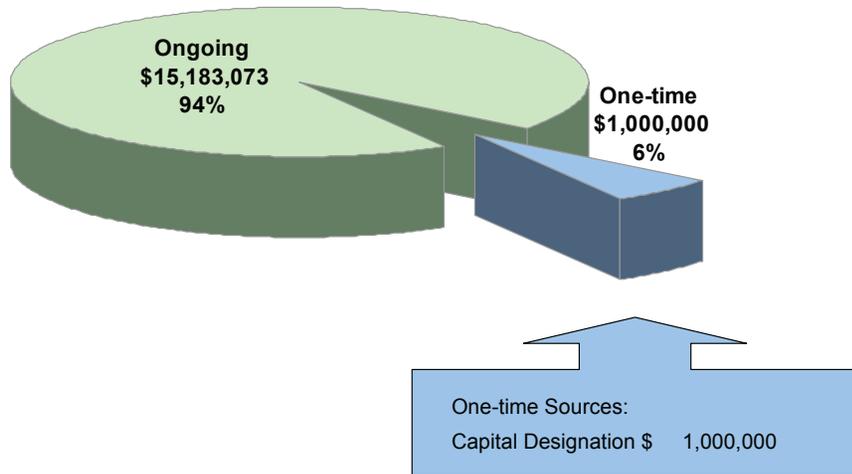
MISSION STATEMENT

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 and Support Services, South County Parks and Open Spaces, North County Parks and Open Spaces, and the Arts Commission. The Department has a total of 80.4 FTE staff located at three primary office locations, as well as several park locations throughout the County, 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 two camping parks, Cachuma Lake and Jalama Beach, provide highly desirable, affordable outdoor recreational opportunities to over one million annual visitors and are a significant source of revenue for the Department (over \$3 million annually). 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.

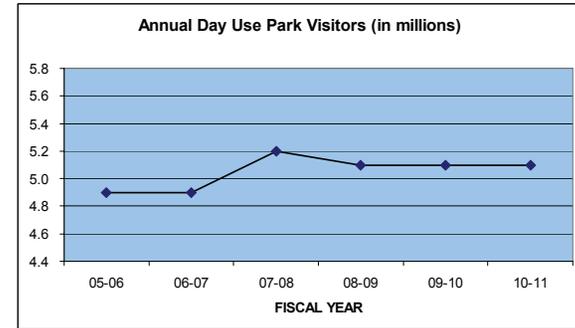
FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



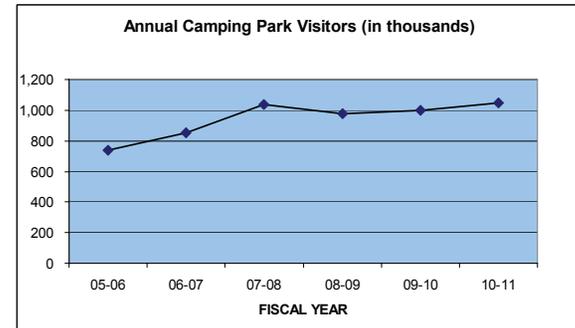
Six percent of the FY 2010-11 Recommended Budget is comprised of a one-time source of funding. This source will fund salaries in all Parks divisions. There will be no funding source in future years, thus a new funding source will need to be identified, expenditures decreased or service levels reduced including the closure of parks and facilities.

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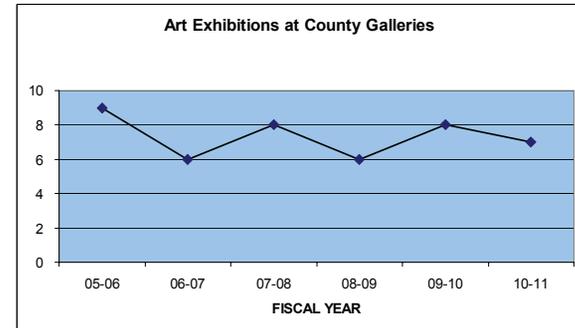
Department Summary (cont'd)



The annual number of visitors to 20 day use park locations is projected to remain consistent with FY 2008-09 actual visitor counts.



The annual number of visitors to two camping park locations (Cachuma Lake and Jalama Beach) is on an upward trend over the last two years due to the parks' continuing popularity.



There is an average of six combined art exhibitions that are organized and presented at the Channing Peake Gallery in Santa Barbara and the Betteravia Gallery in Santa Maria each year.

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Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$44,000, to \$10,576,000, from the FY 2009-10 Adopted Budget of \$10,620,000. This 0.4% decrease was the result of:

- - \$267,549 – Decreased costs due to salary savings achieved from holding several vacancies during FY 2009-10;
- +\$170,098 – Increased one-time expenditures from four retirements in the retirement incentive program.
- +\$67,333 – Increase services and supplies from the addition of Rancho Guadalupe Dunes kiosk, Joseph Centeno Aquatics Complex, and emergency storm maintenance.
- -\$13,882 – Decreased overtime expenditures in order to meet budget.

The FY 2009-10 Estimated Actual capital expenditures increased by \$2,905,000 to \$4,796,000, from the FY 2009-10 Adopted Budget of \$1,891,000. This 154% increase was the result of the addition of the following capital projects:

- +\$2,585,508 – Cachuma Water Treatment Plant, sewer lift stations, and restroom Americans with Disabilities Act (ADA) improvements;
- +\$219,170 – Increased cost for completion of the Summerland Greenwell Preserve community building seismic upgrade project;
- +\$90,000 – Increased cost for work related to the Goleta Beach sand replenishment project;
- +\$10,000 - Front Country Trails shared staffing MOU with the National Forest Service.

The FY 2009-10 Estimated Actual operating transfer uses increased by \$319,000, to \$1,201,000 from the FY 2009-10 Adopted Budget of \$882,000. This 36% increase was the result of:

- +\$219,170 – Increased operating transfer to Public Works/Roads Capital Maintenance Fund from the Parks Capital Outlay Fund for completion of the Summerland Greenwell Preserve community building seismic upgrade project;
- +\$100,000 – Increased operating transfer from the Parks Capital Outlay Fund to the Public Works/Roads Capital Maintenance Fund as reimbursement from Federal Emergency Management Agency (FEMA) to the Goleta Beach sand replenishment project.

The FY 2009-10 Estimated Actual designated for future uses decreased by \$101,000, to \$1,699,000, from the FY 2009-10 Adopted Budget of \$1,800,000. This 6% decrease was the result of:

- -\$100,937 – Decreased use of designations in the Parks Capital Outlay Fund due to completion of more capital projects than anticipated in the FY 2009-10 Adopted budget.

Revenues

The FY 2009-10 Estimated Actual operating revenues increased by \$2,494,000, to \$9,943,728, from the FY 2009-10 Adopted Budget of \$7,450,098. This 34% increase was the result of:

- +\$2,494,000– Increased State and Federal grant funding (primarily U.S. Bureau of Reclamation) received for Parks capital improvement projects (Cachuma Water and Wastewater Treatment Plant improvements, Cachuma Sewer Lift Station improvements, and Cachuma Restroom ADA improvements).

The FY 2009-10 Estimated Actual use of prior fund balances increased by \$170,098, to \$2,694,443, from the FY 2009-10 Adopted Budget of \$2,524,345. This 7% increase was the result of:

- +\$170,098 – Increased from one-time payout related to the Retirement Incentive Program.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The FY 2010-11 Recommended operating expenditures will increase by \$26,000, to \$10,602,000 from the FY 2009-10 Estimated Actual of \$10,576,000. This 0.3% increase is the result of:

- +\$352,322 – Salaries and benefits costs increase overall by 5% including an 8% increase in regular salaries due to Cost of Living Adjustments (COLAs) and step increases, an 8% increase in extra help due to the addition of the Joseph Centeno Cuyama Aquatics Complex and the management of Guadalupe Dunes kiosk, a 24% increase in health insurance, offset by a 27% decrease in Workers' Compensation premiums;
- -\$325,908 – Services and supplies decrease overall by 9% including a 75% reduction in special department expenses, an 8% reduction special projects related to the Arts Commission, an 8% reduction in professional and special services contracts, and a 39% reduction in household expenses relating to park supplies including bio-bags, toilet paper, soap, and other related expenses.

The FY 2010-11 Recommended capital expenditures will decrease by \$163,278 to \$4,632,400 from the FY 2009-10 Estimated Actual of \$4,795,678. This 3% decrease is the result of:

- -\$163,278 – Completion of Countywide park furnishing upgrades and the Jalama Beach water supply tank painting projects.

Over the last 13 years, the Parks Department capital maintenance improvement program has benefited from an annual allocation from the General Fund to keep pace with the upkeep and replacement of aging and deteriorating facilities throughout the Parks' system. Much of this funding has been utilized for replacing play equipment, repaving parking lots, roads, and driveways, restroom renovations and ADA upgrades; energy efficiency; and various other infrastructure maintenance and repairs. The backlog of deferred maintenance projects is approximately \$15 million and has been growing in recent years. Delays in addressing deferred maintenance facility repairs results in increased costs due to further deterioration of facilities and increased costs of repairs over time. This budget recommends approximately \$750,000 to the Parks capital maintenance improvement program.

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Department Summary (cont'd)

The FY 2010-11 Recommended operating transfer uses will decrease by \$271,000, to \$930,000, from the FY 2009-10 Estimated Actual of \$1,201,000. This 23% decrease is the result of:

- -\$219,170 – Decrease one-time operating transfer to Public Works/Roads Capital Maintenance Fund from the Parks Capital Outlay Fund for completion of the Summerland Greenwell Preserve community building seismic upgrade project;
- -\$100,000 – Decrease one-time operating transfer from the Parks Capital Outlay Fund to the Public Works/Roads Capital Maintenance Fund as reimbursement from FEMA for the Goleta Beach sand replenishment project;
- +\$48,003 - Increase to the deferred maintenance program for ranger residential rehabilitations.

The FY 2010-11 Recommended designated for future uses will decrease by \$1,550,000, to \$149,000, from the FY 2009-10 Estimated Actual of \$1,699,000. This 91% decrease is the result of:

- -\$998,813 – Decrease use of designations in the Parks Capital Outlay Fund due to less project funding carried over to FY 2010-11;
- -\$551,550 – Decrease use of designations for Arts Commission projects funded by the City of Santa Barbara and designated in the Arts Trust Fund.

Revenues

The FY 2010-11 Recommended operating revenues will increase by \$83,000 to \$9,851,000, from the FY 2009-10 Estimated Actual of \$9,768,000. This 1% increase is the result of:

- +\$122,000 – Increase revenue from camping and day use fee adjustments adopted by the Board of Supervisors on January 5, 2010;
- -\$119,133 – Decrease fee for service levels to align with previous years' average actuals;
- +\$80,000 – Increase revenue from the new wedding reservation program implemented in January, 2010.

The FY 2010-11 Recommended operating transfer sources will increase by \$327,000, to \$1,876,800, from the FY 2009-10 Estimated Actual of \$1,550,000. This 21% increase is the result of:

- +\$255,000 – Increase operating transfers from CSA 11 Public Work/Roads Capital Maintenance for the South County Beach Access project;
- +\$48,003 – Increase operating transfers from the General Fund to the Parks Capital Outlay Fund for deferred maintenance capital improvement projects;
- +\$25,000 - Increase payment from the Water Agency for the Lake Cachuma Quagga Mussel Inspection Program;

The FY 2010-11 Recommended use of prior fund balances will decrease by \$709,000, to \$1,985,000, from the FY 2009-10 Estimated Actual of \$2,694,000. This 26% decrease is the result of:

- +\$1,000,000 - Increase use of capital maintenance designation for one-time funding of Park operations;
- -\$998,813 – Decrease use of designations in the Parks Capital Outlay Fund due to less project funding carried over to FY 2010-11;
- -\$551,550 – Decrease use of designations for Arts Commission projects funded by the City of Santa Barbara and designated in the Arts Trust Fund;
- +\$158,836 - Increase use of designations for additional costs of maintaining Providence Landing not covered by current tax revenue.

Total Full-Time Equivalent (FTE) employees in the FY 2010-11 Recommended Budget will decrease by 2.8, to 80.4, from the FY 2009-10 Adopted Budget of 83.2. This decrease results from the 1.0 FTE mechanic welder, 0.7 FTE park maintenance workers in North County and 2.0 FTE park maintenance workers in South County, offset by the increase of 0.9 FTE extra help lifeguards for the Joseph Centeno Cuyama Aquatics Complex, and shifting 0.9 FTE reservation specialists from the South County division to Administration.



New grant funded lift station at Lake Cachuma completed March, 2010

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Department Summary (cont'd)



The new grant funded tour boat at Lake Cachuma

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 Effectively Respond to the Needs of the Community;**
- 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 2010-11. The emphasis of the FY 2010-11 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 parks system.

The following four focus areas have been identified for FY 2010-11:

Focus Area One: Provide Outdoor Recreational Opportunities

Current Year (FY 09-10) Accomplishments:

- **Goleta Beach 2.0 Concept Plan:** County staff crafted a concept plan for Goleta Beach that responds to concerns from the California Coastal Commission. Due to erosion, the proposed plan would relocate approximately 170 parking spaces from the far western area of the park. Over 48,000 square feet of new beach area open for recreation would replace the asphalt. Utilities in the prime erosion zone would also be relocated, and new accesses to the park developed. Along with moving structures, the concept plan proposes significantly expanding recreational and programming in the park. New kayak and bicycle concessions, interpretive tours, expanded activities at the Goleta Pier Angler Center, docking facilities for excursion vessels at Goleta Pier, and expanded partnerships with private, non-profit, and educational groups would all contribute to enhanced activities and attractions at this, the most heavily used County park.
- **Manning Park Play Area Improvements:** County Parks purchased new play equipment for installation at Manning Park Annex in Montecito. The new play equipment meets current regulations and is more kinetic and fun for kids than that replaced.
- **Completed replacement of Sewer Lift Station No. 3 at Cachuma Lake (\$1,100,000).** Relocation of the existing lift station was necessary, as a result of a biological opinion by the National Marine Fisheries Service. The replacement was required to support the surcharge of Lake Cachuma to retain and subsequently release additional water for the protection of habitat for the endangered steelhead trout. This project was funded through a grant from the Bureau of Reclamation. Construction of the lift station began in May, 2009.
- **Received Board approval of revised camping and day-use fees to better align with surrounding jurisdictions and help offset the cost to the General Fund for maintenance and operations.**

Proposed Strategic Actions:

- Implement action items and initiatives as part of the Parks Department's Strategic Plan including: (1) Improving staff morale; (2) Enhancing communication within the Department; (3) Implementing an automated, advance reservation system for the group areas in the camping parks and the group picnic areas in the day use parks; and (4) Continuing to develop the County Park Foundation in order to pursue additional revenue opportunities.
- 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 (\$2,420,000):** This project will facilitate safe

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Department Summary (cont'd)

pedestrian access to the public beach at Santa Claus Lane across the railroad tracks, install public restrooms, and construct an off-street beach parking area and other ancillary facilities. Currently, \$116,000 is available for this project from a Coastal Resource Enhancement Fund (CREF) grant and a General Fund allocation, and \$50,000 was allocated to this project from Coastal Impact Assistance Program (CIAP) for engineering studies and permitting. Proposition 84 State Coastal Protection grant funding, along with other grants, will be sought for the remaining \$2.3 million needed for completion of this project.

- Point Sal Coastal Access Improvements (\$2,453,000): The Point Sal Reserve is located in the northwestern position of Santa Barbara County, along the coastline. 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. Additionally, \$200,000 was allocated to this project from CIAP for access improvements. Proposition 84 State competitive grant funding and CREF funds will be sought for the remaining \$2 million required for completion of this project.
- Walter Capps Memorial Park (\$830,000): The lack of open space in Isla Vista is a longstanding 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 \$435,000 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. Additionally, \$120,082 was allocated to this project from CIAP towards construction. Private and nonprofit donations, additional CREF funding, and Quimby and development fee funds, are anticipated to comprise the remaining \$275,000 required to complete this project.
- Ocean Beach Park Boardwalk (\$115,500): This project consists of a 210-linear foot boardwalk to be 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 viewing opportunities of the Santa Ynez River estuary and surrounding wetlands. Permitting was completed in FY 2008-09 and construction is expected to be completed in FY 2010-11. Funding for this project was provided by CREF grants as well as funds from the Natural Resource Damage Assessment and Restoration (NRDAR) program, through the U.S. Fish & Wildlife Service.
- Lake Cachuma Water Treatment Plant Relocation (\$2,700,000): Design funding has been secured for this project through a Federal Bureau of Reclamation grant (up to \$920,000). Additional funding will be pursued for FY 2010-11 from various State and Federal sources (including State Proposition 50 grant funds, ARRA funding, and additional Federal Bureau of Reclamation funding) for the additional \$1.8 million required to begin construction of the new facility.

- Arroyo Burro Beach Coastal Overlook (\$200,000): After several years of planning, design, and construction, the Coastal Overlook art installation at Arroyo Burro Beach is now at a rough-finish stage. When completed, this set of rock-lined stairs and viewing platforms will provide panoramic views of the Pacific Ocean and the Channel Islands and a spectacular vantage point to observe dolphins, migrating whales, and other marine life. The Coastal Overlook will also provide a unique setting for works of art that will embody the coastal environment and encourage visual and tactile interaction with it. Approximately \$90,000 has been expended on this project so far, primarily for construction of the existing platforms, stairs, and stonework, which was funded through CREF grants and donations from Santa Barbara Beautiful and the Arts Commission. The County Park Foundation will be soliciting private donations in the coming year to complete the structure and fabricate and install signature art elements for this project. County Parks will supervise completion of the masonry construction and work with the County Park Foundation to raise funds for art elements.

Focus Area Two: Preserve and Enhance the Natural Environment

Current Year (FY 09-10) Accomplishments:

- San Marcos Foothills Preserve: In early 2007, the County accepted 200 acres of undeveloped land in the San Marcos Foothills, which was donated by the Trust for Public Land. During the past year, an expanded stakeholders group was formed to draft a long-range 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 planning a “light footprint” outdoor environmental education center. This year an east-west trail from the Preserve's two entry points was installed, a cooperative project between County Park staff and the Santa Barbara Trails Council. A \$2,000 donation from a neighbor will be used to construct an information kiosk for the Preserve's Via Gaitero entry.
- Lookout Park *Arundo Donax* Removal: County Parks partnered with the Agricultural Commissioner's Office to implement a program to remove invasive *Arundo Donax* from the bluffs at Lookout Park and replant the affected areas with a palette of native plants.
- Environmental Practices: Partnering with General Services to implement cost saving measures, a 10% reduction in water usage was identified mid-year FY 2009-10. The performance measure showed water usage spiked dramatically for certain locations helping to pinpoint where the problem was using performance data. The result saved money through eco-friendly practices at the County Courthouse and the repair of water leaks at Orcutt Community Park.

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

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Department Summary (cont'd)

are experiencing the greatest population growth. County Parks is looking specifically at additional acquisitions at the Point Sal Reserve area and for opportunities for land acquisition and park and trail development along the Gaviota Coast.

- Promote environmentally sensitive pest management through the Integrated Pest Management (IPM) program to preserve public resources 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.

Proposed Key Projects:

Parks Capital Projects/Planning

- Goleta Beach County Park Long Term Plan (\$10,000,000): In July, 2009, the California Coastal Commission rejected the County's proposal for a permeable pile addition to Goleta Pier and other beach initiatives. In response, the County set up the Goleta Beach 2.0 concept planning process, which has identified a softer approach that involves removing some features (parking, utility lines) from a prime erosion area, and the enhancement of recreational and cultural programming in the park. Should the Board of Supervisors elect to approve this concept plan, the County would move forward with engineering, environmental review, and a new application to the California Coastal Commission.

Focus Area Three: Collaborate and Partner with Public and Private Entities

Current Year (FY 09-10) Accomplishments:

- Partnerships: In 2009, the County Park Foundation implemented a partnership with Coffee Cat, which crafted a "County Parks Blend" of coffee and donated 25% of the proceeds to the Foundation. County Parks also initiated a cost sharing partnership with San Roque Pet Hospital to fund the distribution of bio-bag dog waste bags at Arroyo Burro Beach and is working on a similar partnership at Lookout Park. Also at Arroyo Burro Beach, Parks partnered with the Chumash Maritime Association to restore heritage landscape located adjacent to the South Coast Watershed Resource Center. The department also partnered with two environmental groups to secure \$60,000 in new funding for habitat restoration at San Marcos Foothills Preserve. Working with the Santa Barbara Trails Council, County Park staff also installed a new east-west trail at the Preserve.
- Canine Partnerships: In the current fiscal year, County Parks has cultivated partnerships with canine advocacy organizations, most notably with DogPAC Santa Barbara. The Department is working with DogPAC to design and install new off-leash canine play areas at Tucker's Grove Park, part of an effort to draw more dogs and their owners from neighborhood open spaces to regional parks, where parking and amenities are available. The County is also working to enlist other sponsors for bio-bag dog waste bags, which County Parks can no longer afford to purchase unassisted. Wripples PetSpas self-service dog washing stations have been very successful at Waller Park and Arroyo Burro Beach; a rinse-only station was

recently installed at Arroyo Burro Beach, and Wripples is looking at the feasibility of installations at Lookout Park, Orcutt Community Park, and Tucker's Grove Park.

- Continued to work with the Federal Bureau of Reclamation to complete the vetting process for the draft Resource Management Plan (RMP) for the Cachuma Recreation Area, which is a required element in the Bureau of Reclamation's ability to enter into a new long-term lease agreement with the County for the operation of the Cachuma Lake Recreation Area. In the interim, the master lease agreement with the Bureau was extended for another two-year period (through January, 2011) to provide adequate time for renegotiation of the long-term lease.
- Continue to work with the various State and Federal agencies, including the California Coastal Commission, the Beach Erosion Authority for Clean Oceans and Nourishment (BEACON), the U.S. Fish and Wildlife Service, the Federal Emergency Management Agency (FEMA), and the U.S. Army Corps of Engineers, to move forward with the sand stabilization at Goleta Beach County Park.
- The Arts Commission organized a Countywide Arts Symposium on Friday, April 16, 2010 to focus on progress and programs of the SB Arts Collaborative since the unveiling of its business plan at last year's Symposium. In addition to the announcement of the Arts Collaborative first-ever Individual Artists grants for Literary, the symposium included Performance, Visual Arts, and Film and New Media. The afternoon focused on mentoring programs for future artists, leaders and arts administrators. There were more than 100 in attendance at the event, including arts advocates, educators, artists, students, arts administrators, and foundation representatives, as well as officials from city and county governments.
- The Arts Commission organized and promoted its fourth annual "Poetry Out Loud" high school student poetry recitation competition held on February 1, 2010 in the County Board of Supervisors' Hearing Room in Santa Barbara. This program was the result of a partnership with the California Arts Council, the National Endowment for the Arts, and the National Poetry Foundation. Santa Barbara County's student winner competed in the statewide competition at the State Capitol in Sacramento on March 15, 2010.
- The Arts Commission developed and administered the Storefront Gallery Project, a pilot program to include temporary displays of art by regional artists in empty storefronts along State Street. The project was possible through a partnership between the Arts Commission, the Downtown Organization, and the City Redevelopment Agency which provided funding for the program to promote the Cultural Arts District and offset the blight of significant empty storefronts along State Street.
- The Arts Commission completed the "One Percent for Art" installation at the Santa Maria Agricultural Commissioner's Office to include a series of botanical prints by Pamela Zwehl-Burke and a collection of photographs by regional artists.
- The Arts Commission expanded programming and increased public receptions in the galleries in Santa Barbara and Santa Maria through volunteer efforts of Fifth District Commissioner's Allen Hancock faculty and students. This collaboration has resulted in more exhibition oppor-

tunities and much greater community interest and attendance at openings. In partnership with the Santa Barbara Downtown Organization, the Channing Peake Gallery has included free entertainment, presentations, and performances as part of *1st Thursday* cultural nights in addition to a series of free lunchtime talks that have included artists, historians and curators.

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.
- Using the successful “Friends of Waller Park” organization as a model, County Parks plans to work with the County Park Foundation to organize other “Friends of” groups at major parks and open spaces. This action will serve to enhance volunteer activities as well as fundraising for specific park-related projects.
- County Parks and the County Park Foundation plan to encourage event partnerships with community and cultural groups at locations throughout the County. The Foundation proposes to partner with UCSB’s Arts & Lectures program to expand outdoor movie screenings at the Courthouse Grounds in 2010. Partnerships with the cities of Lompoc and Santa Maria are planned for additional movie screenings in North County. County Parks will collaborate with Opera Santa Barbara for an outdoor opera performance at the Courthouse Sunken Gardens in August, 2010.
- Improved Concession Lease. County Parks plans to explore various options related to expanding or renegotiating existing concession agreements.
- Through the Arts Commission, continue to work collaboratively with County departments, government agencies, educational institutions, nonprofit organizations, and civic groups to provide and facilitate public 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. Staff participated in the County’s new "Department Spotlight" series produced by County Television and the Arts Commission expanded its YouTube account, uploaded new video including coverage of the free public Limerick Slam and Ralph auf der Heide opening reception video, and increased links to Vimeo.com.
- The Arts Commission will continue to provide technical, design and curatorial support to projects such as the County Park Foundation Calendar project and the Courthouse free film series.
- The Arts Commission will continue to organize, promote, and facilitate a series of “Brown Bag Arts Lunches” in Santa Barbara and Santa Maria to address emerging arts issues, encourage collaboration among nonprofit arts groups countywide, and provide networking opportunities to share information and resources.
- The Arts Commission will continue to send weekly eblasts of listings of countywide art activities, programs and funding opportunities in the area to its list-serve group.

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Department Summary (cont'd)

Proposed Key Projects – Arts Commission:

- Arts Commission staff will continue to provide technical and promotional support for the Public Art components included in the Overlook at Arroyo Burro Beach including support for Phase III of the project.
- Working in collaboration with General Services, the Arts Commission staff will develop a Request for Proposals (RFP) for "One Percent for Art" public art component(s) to be incorporated in the Burton Mesa Safety Station in Lompoc and the Joseph Centeno Cuyama Aquatics Complex.
- Reinstallation of the Guadalupe Mural by Judy Baca to its original location in Guadalupe City Hall in collaboration with the Guadalupe Cultural Arts & Education Center in Spring of 2010. The murals were restored at SPARC (Social and Public Art Resource Center) in Los Angeles under the guidance of Judy Baca.

Focus Area Four: Promote Programs and Projects that Enhance the Quality of Life of County Residents

Current Year (FY 09-10) Accomplishments:

- Courthouse Grounds Weddings Reservations Program: County Parks implemented a fee and reservation system at the Historic County Courthouse Grounds in August, 2009. This program now provides assurance to wedding parties of a reserved space at one of six designated areas, at the Sunken Gardens, ranging in price from \$100 to \$500. In addition to a new service to the public, this is a new source of revenue for the County.
- “Free Outdoor Movies . . . with a Santa Barbara County Connection” at the Courthouse Sunken Gardens: County Parks and the County Park Foundation spearheaded a successful series of outdoor film screenings during the Summer of 2009, attracting thousands of residents and visitors to this landmark outdoor venue. Co-sponsored with the Courthouse Legacy Foundation, Arts Commission, and Santa Barbara Film Commission, all films featured County locations or key film affiliates with a county connection. County Parks partnered with the City of Lompoc to screen a movie in Ryon Park, as well as with the Friends of Waller Park for a movie screening in Santa Maria.
- Front Country Trails: Significant progress was made in FY 2009-10, most notably the hiring of a half-time Front Country Trails coordinator. Agency staff and stakeholder volunteers are continuing an objective trail survey project, using the Universal Trail Assessment Process. This project is an excellent example of cooperation between government agencies (County Parks, City of Santa Barbara, and U.S. Forest Service) and trails stakeholders.
- Storefront Gallery Project: Developed and promoted a series of three temporary art exhibits in empty storefronts in Downtown Santa Barbara through a partnership with the Downtown Organization and funding support from the City Redevelopment Agency. Exhibitions were linked to *1st Thursday* and focused on Poetry for April (National Poetry Month) and May; Historic Photographs for June, July and August; and food related art to link to the Conference

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& Visitors Bureau and Downtown Organization’s *Epicure SB*, a month-long focus on culinary arts and culture in October of 2009.

- Through a Board proclamation and a public recognition event in December, the Arts Commission presented the 2009 "Leadership in the Arts" Award jointly to arts education proponents Bill Cirone, County Superintendent of Schools, and Tina Fanucchi, past Executive Director of the Public Education Fund and its Keep the Beat program.
- Developed a Memorandum of Understanding (MOU) for long-term loan of the Arts Commission’s Channing Peake *Fiesta Mural* to the City of Santa Barbara for installation at the City’s new airport terminal. Staff also provided technical support and guidance in the development of a RFP for public art elements included in the airport expansion.
- Coordinated and organized free California Arts Day event “The Three Tenors” at the Presidio Chapel with David Starkey, City of Santa Barbara Poet Laureate, in partnership with the Trust for Historic Preservation.
- In this past year, the Arts Commission received numerous gifts of art to its collection totaling \$34,450. They included a mural “Force Gone Wild” valued at \$17,500, “California Golden Hills” (\$6,500), “Mt. Pinos Pine” (\$5,600), all by the late Santa Barbara County artist Ray Strong; “Courthouse Concert” (\$2,500) by Ralph auf de Heide; a large scale “Untitled” mixed media work (\$2,000) from the Community Environmental Council and “Global Warming Postcard #3, Butterfly Lane” by the late Tom Huston.
- Restoration and installation of three “Solstice Celebration” murals by regional artists, Richard McLaughlin and Benjamin Bottoms, on the back of the Granada Garage in Santa Barbara, was completed in January, 2008. Arts Commission staff organized a ribbon-cutting with the City of Santa Barbara’s Redevelopment Agency staff to unveil the murals and the temporary art installation of public art in Jardin de las Granadas, as part of *1st Thursday* in February, 2008.
- The Arts Commission coordinated and organized the nomination process for the City of Santa Barbara’s Poet Laureate. The City Poet Laureate was announced in April, 2008 as part of “National Poetry Month” and serves a two-year term.
- Using funds received from the City of Santa Barbara, the Arts Commission re-granted (\$353,476) to city-based cultural arts programs through three grant categories: Community Arts Grants, Organizational Development Grants, and Community Events and Festivals. The Commission, in partnership with the City Arts Advisory Committee, hosted a grant award program public recognition event in October of 2009 to focus greater attention on the grant program and the work of past year’s grantees.

Proposed Strategic Actions:

- Develop programs and projects that address and promote the cultural development of individual, families and children and explore ways to increase participation in the arts. Increase programming available to communities through increased programming of the Container Project, a mobile arts lab.

- The Arts Commission continues to add to its inventory of all County arts holdings using a database to catalogue works using multiple evaluation criteria. Additionally Arts Commission staff is working with Parks staff to identify and evaluate current public art in County Parks in order to update records.
- Update Art Commission website to include more information and increased links to other arts resources and organizations. Provide more information on arts opportunities and information on the work of the Arts Commission as a regional arts organization linked to the California Arts Council.

Proposed Key Projects – Arts Commission:

- The Arts Commission will continue to provide technical and curatorial support for projects such as the County Park Foundation’s 2011 Parks Calendar project and the 2010 outdoor film series at the Courthouse Sunken Gardens.
- Arts Commission staff is working with Parks Department staff to identify and evaluate current public art in County parks.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
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.	86% 68 79	100% 80 80	100% 80 80	100% 71 71
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year’s actual claims filed.	83% 5 6	100% 6 6	250% 15 6	100% 13 13
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers’ Compensation claims filed from the previous year’s actual claims filed.	57% 8 14	100% 8 8	163% 13 8	100% 13 13
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 4.9% or less.	5.0% 7,025 139,664	5.9% 8,555 145,000	5.1% 137,605 145,000	4.9% 124,619 131,040

PARKS

Department Summary (cont'd)

Art Installations at the Agricultural Building in Santa Maria under the auspices of the “One Percent for Public Art” Fund:



Courtesy: Judy Baca, Guadalupe Mural



The logo above is for *Go Green! Santa Barbara County*, a green landscape consortium. Parks partners with local cities, schools, and interested parties to promote sustainable natural strategies that allow the healthy growth of plants, while preventing pests and threats to humans, other animals, businesses, and the environment. Online at GoGreenSBC.org



Courtesy: Debbie Fuller, Figueroa Mountain Oak, color photograph



Courtesy: Cathy Gregg, Broccoli Rainbow, color photograph

PARKS
Administration & Support Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,042,808	\$ 1,130,010	\$ 1,112,559	\$ 1,022,846
Finance	163,946	152,804	151,804	178,585
Capital Projects/Planning	368,498	412,938	412,523	436,379
Reservations	79,052	93,688	90,188	164,350
Marketing Program	11,704	7,300	10,762	550
Operating Sub-Total	1,666,008	1,796,740	1,777,836	1,802,710
Less: Intra-County Revenues	(162,002)	(175,865)	(175,865)	(130,056)
Expenditure Total	1,504,006	1,620,875	1,601,971	1,672,654
<i>Other Financing Uses</i>				
Operating Transfers	3,199	3,200	6,000	3,020
Division Total	\$ 1,507,205	\$ 1,624,075	\$ 1,607,971	\$ 1,675,674

Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	789,739	829,807	836,927	932,597
Overtime	815	6,000	200	--
Extra Help	7,037	3,000	1,000	500
Benefits	535,669	562,408	559,000	577,105
Salaries & Benefits Sub-Total	1,333,260	1,401,215	1,397,127	1,510,202
Services & Supplies	332,748	395,525	380,709	292,508
Operating Sub-Total	1,666,008	1,796,740	1,777,836	1,802,710
Less: Intra-County Revenues	(162,002)	(175,865)	(175,865)	(130,056)
Expenditure Total	\$ 1,504,006	\$ 1,620,875	\$ 1,601,971	\$ 1,672,654

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 168,016	\$ 147,559	\$ 88,664	\$ 88,642
Other Charges for Services	386,508	453,865	435,659	439,551
Miscellaneous Revenue	12,103	18,600	11,462	12,665
Revenue Sub-Total	566,627	620,024	535,785	540,858
Less: Intra-County Revenues	(162,002)	(175,865)	(175,865)	(130,056)
Revenue Total	404,625	444,159	359,920	410,802
<i>General Fund Contribution</i>	1,099,462	1,179,916	1,248,051	264,872
<i>Other Financing Sources</i>	3,118	--	--	1,000,000
Use of Prior Fund Balances	\$ 1,507,205	\$ 1,624,075	\$ 1,607,971	\$ 1,675,674
Division Total				

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Administration	5.0	4.2	5.0	4.3	5.0	4.2	5.0	4.3
Finance	1.0	1.9	1.0	1.7	1.0	1.8	1.0	1.8
Capital Projects/Planning	3.0	3.0	3.0	2.9	3.0	3.0	3.0	3.0
Reservations	2.0	1.2	1.5	1.2	1.5	1.3	2.5	2.0
Marketing Program	--	0.0	--	--	--	0.1	--	--
Total Permanent	11.0	10.3	10.5	10.1	10.5	10.3	11.5	11.0
<i>Non-Permanent</i>								
Extra Help	--	0.2	--	--	--	--	--	--
Total Positions	11.0	10.5	10.5	10.1	10.5	10.3	11.5	11.0

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$19,000, to \$1,778,000, from the FY 2009-10 Adopted Budget of \$1,797,000. This 1% decrease was the result of:

- -\$14,816 – Decreased service and supplies;
- -\$4,088 – Salary savings from the mid-year vacancy of Business Manager.

Revenues

The FY 2009-10 Estimated Actual operating revenues decreased by \$84,000, to \$536,000, from the FY 2009-10 Adopted Budget of \$620,000. This 14% decrease was the result of:

- -\$58,895 – Decreased oil royalty subvention revenue from the State Lands Commission;
- -\$18,206 – Decreased other charges for services including reservations, administrative fees, and other park service fees;
- -\$7,138 – Decreased donations and other miscellaneous revenues.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The FY 2010-11 Recommended operating expenditures will increase by \$25,000, to \$1,803,000, from the FY 2009-10 Estimated Actual of \$1,778,000. This 1% increase is the result of:

- +\$113,075 – Increased salaries and benefits costs resulting from retirement cost increases, negotiated cost-of-living adjustments, and merit increases;
- -\$68,575 – Decreased liability insurance costs;
- -\$19,500 – Decreased supplies costs.

Revenues

The FY 2010-11 Recommended operating revenues will increase by \$5,000, to \$541,000, from the FY 2009-10 Estimated Actual of \$536,000. This minor increase is the result of:

- +\$5,000 – Increased day use park group area reservation fee revenue.

Performance Measures

The reservation program saw a decrease in average turn-around time for reservations from 45 minutes to 40 minutes due to new software for on-line reservations as well as the update and expansion of the Parks website to include all areas with hours, cost, and site specific information. The marketing program has been scaled back due to reduced funding; however low-cost methods will be maximized to maintain at least 15 new sponsored projects or on-going programming.

PARKS

Administration & Support Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
Maintain a well-trained, professional, and responsive organization by providing at least one training opportunity for 100% of 11 employees consistent with the training goals identified for their classifications.	46%	100%	100%	100%
	6	11	11	11
	13	11	11	11
Finance				
Reduce staff time spent on researching vendor payment status inquiries by processing no less than 98% of approximately 1,700 accounts payable documents within 15 business days of receipt.	97%	98%	95%	98%
	1,650	1,666	1,620	1,666
	1,700	1,700	1,700	1,700
Capital Projects/Planning				
Continue to maximize Parks' capital improvement and planning program by securing and expending \$750,000 in capital project funding during FY 2010-11.	13%	100%	67%	100%
	\$ 66,699	\$ 750,000	\$ 500,000	\$ 750,000
	\$ 500,000	\$ 750,000	\$ 750,000	\$ 750,000
Reservations				
Improve processing efficiencies and customer service by reducing the total time to process a park group area reservation (which includes booking, fee collection/deposit, coordination with park rangers, and administration) to 40 minutes.	45	45	40	40
Annual number of visitors to 20 day use parks and two camping parks.	6,119,604	6,150,000	6,000,000	6,200,000
Marketing Program				
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 15 new special projects or ongoing Parks' program and services.	200%	100%	100%	100%
	20	20	20	15
	10	20	20	15

PARKS

Administration & Support Services (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>
Position Detail				
Administration				
Director	1.0	1.0	1.0	1.0
Chief Financial Officer	--	--	--	1.0
Business Manager	1.0	1.0	1.0	--
Administrative Office Professional	2.0	2.0	2.0	2.0
Administrative Professional	--	1.0	1.0	1.0
Admin Secretary	1.0	--	--	--
Sub-Division Total	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>
Finance				
Financial Office Professional	1.0	1.0	1.0	1.0
Sub-Division Total	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Capital Projects/Planning				
Project Manager	1.0	1.0	1.0	1.0
Planner	1.0	1.0	1.0	1.0
Civ Engineering Assoc	1.0	1.0	1.0	1.0
Sub-Division Total	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
Reservations				
Administrative Office Professional	1.5	1.5	1.5	2.5
Financial Office Professional	0.5	--	--	--
Sub-Division Total	<u>2.0</u>	<u>1.5</u>	<u>1.5</u>	<u>2.5</u>
Division Total	<u>11.0</u>	<u>10.5</u>	<u>10.5</u>	<u>11.5</u>

Park Visitation Data for July 1, 2008 - June 30, 2009

	<u>Vehicle Count</u>	<u>Total Visitors</u>
<u>Camping Parks</u>		
Cachuma Lake	204,446	715,561
Jalama Beach	<u>75,598</u>	<u>264,593</u>
Total Camping Parks	280,044	980,154
<u>North County Day-Use Parks</u>		
Nojoqui Park	32,597	81,493
Los Alamos Park	24,906	62,265
Miguelito Park	16,902	42,255
Ocean Park	36,466	91,165
Waller Park	<u>259,149</u>	<u>647,873</u>
Subtotal	370,020	925,050
<u>South County Day-Use Parks</u>		
Arroyo Burro Beach	450,228	1,125,570
Goleta Beach	597,796	1,494,490
Lookout Park	127,723	319,308
Manning Park	87,095	217,738
Rincon Beach	165,689	414,223
Rocky Nook Park	91,333	228,333
Toro Canyon Park	27,916	69,790
Tucker's Grove Park	<u>137,980</u>	<u>344,950</u>
Subtotal	1,685,760	4,214,400
Total Day-Use Parks	<u>2,055,780</u>	<u>5,139,450</u>
Grand Total	<u>2,335,824</u>	<u>6,119,604</u>



New Pet Wash/Grooming Spa at Waller Park



Free Outdoor Movies at Courthouse Sunken Gardens, July 2009
(Photo courtesy of Robbie Guevara)

PARKS
Administration & Support Services (cont'd)

North County Parks and Developed Open Spaces (7,484 total acres)

Day-Use Parks

- Los Alamos Park (52)
- Miguelito Park (4)
- Nojoqui Falls Park (83)
- Ocean Beach Park (36)
- Orcutt Community Park (26)
- 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) | Oceanview Park (4) | Toro Canyon Park (88) |
| Goleta Beach (29) | Rincon Beach (11) | Tucker's Grove Park (118) |
| Lookout Park (4) | Rocky Nook Park (20) | |
| Manning Park (12) | Sea Lookout Park (1) | |

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Use of Funds Summary

Operating Expenditures

Day Use Parks & Devel. Open Spaces	\$ 2,558,473	\$ 2,516,023	\$ 2,622,616	\$ 2,441,799
Trails & Undeveloped Open Spaces	292,520	200,068	211,143	162,214
Building Grounds	332,613	301,314	313,545	318,427
Expenditure Total	<u>3,183,606</u>	<u>3,017,405</u>	<u>3,147,304</u>	<u>2,922,440</u>

Other Financing Uses

Operating Transfers	1,500	1,500	1,500	3,020
Division Total	<u>\$ 3,185,106</u>	<u>\$ 3,018,905</u>	<u>\$ 3,148,804</u>	<u>\$ 2,925,460</u>

Character of Expenditures

Operating Expenditures

Regular Salaries	1,363,210	1,337,003	1,131,694	1,209,656
Overtime	10,668	7,200	6,650	-
Extra Help	111,014	99,213	85,900	74,503
Benefits	526,702	537,524	702,616	562,500
Salaries & Benefits Sub-Total	<u>2,011,594</u>	<u>1,980,940</u>	<u>1,926,860</u>	<u>1,846,659</u>
Services & Supplies	1,172,012	1,036,465	1,220,444	1,075,781
Expenditure Total	<u>\$ 3,183,606</u>	<u>\$ 3,017,405</u>	<u>\$ 3,147,304</u>	<u>\$ 2,922,440</u>



	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Source of Funds Summary

Departmental Revenues

Federal & State Revenues	\$ 9,104	\$ --	\$ 7,217	\$ 7,000
Other Charges for Services	540,121	664,000	687,553	742,350
Miscellaneous Revenue	36,080	36,100	36,066	36,100
Revenue Total	<u>585,305</u>	<u>700,100</u>	<u>730,836</u>	<u>785,450</u>

General Fund Contribution

	1,999,801	1,718,805	1,817,968	1,540,010
<i>Other Financing Sources</i>				
Operating Transfers	600,000	600,000	600,000	600,000
Division Total	<u>\$ 3,185,106</u>	<u>\$ 3,018,905</u>	<u>\$ 3,148,804</u>	<u>\$ 2,925,460</u>

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

Permanent

Day Use Parks & Devel. Open Spaces	22.0	18.4	20.0	17.5	20.0	16.6	21.0	14.6
Trails & Undeveloped Open Spaces	--	2.5	1.0	1.2	1.0	2.0	1.0	1.2
Building Grounds	4.0	3.5	3.0	2.9	3.0	3.6	4.0	2.9
Total Permanent	<u>26.0</u>	<u>24.4</u>	<u>24.0</u>	<u>21.6</u>	<u>24.0</u>	<u>22.2</u>	<u>26.0</u>	<u>18.7</u>

Non-Permanent

Extra Help	--	3.5	--	3.0	--	4.3	--	2.3
Total Positions	<u>26.0</u>	<u>27.9</u>	<u>24.0</u>	<u>24.6</u>	<u>24.0</u>	<u>26.5</u>	<u>26.0</u>	<u>21.0</u>

SERVICE DESCRIPTION

Provide maintenance, landscaping and visitor services for inland and beach day-use parks, open spaces, grounds surrounding County buildings (including the landmark County Courthouse grounds and Sunken Gardens), beach access ways, and trails to ensure safe recreational and leisure opportunities in attractive park and natural settings.

Significant Changes (FY 2009 -10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The FY 2009-10 Estimated Actual operating expenditures increased by \$130,000, to \$3,147,000, from the FY 2009-10 Adopted Budget of \$3,017,000. This 4% increase was the result of:

- +\$184,000 – Increased utility costs (electricity, refuse, and sewer);
- -\$54,000 – Decreased costs due to salary savings achieved from vacant positions mid-year FY 2009-10 (Park Operations Manager, Maintenance Leader, Park Ranger) offset a one-time increase of \$165,000 to pay the retirement incentive program.

Revenues

The FY 2009-10 Estimated Actual operating revenues increased by \$30,736 to \$730,836, from the FY 2009-10 Adopted Budget of \$700,100. This 4% increase was the result of:

- +\$30,736 – Unanticipated revenue from the wedding reservation program implemented mid-year FY 2009-10.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The FY 2010-11 Recommended operating expenditures will decrease by \$225,000, to \$2,922,000, from the FY 2009-10 Estimated Actual of \$3,147,000. This 7% decrease is the result of:

- -\$140,116 – Decreased from one-time retirement contribution costs due to retirement incentive program payouts mid-year FY 2009-10;
- +\$77,962 – Increased salaries and benefits costs resulting from retirement cost increases, negotiated cost-of-living adjustments, and merit increases;
- -\$76,701 – Decreased utility costs (electricity, refuse, and sewer);
- -\$67,962 – Decreased professional service contracts and household expenses;
- -\$18,047 – Decreased overtime and extra help services.

Revenues

The FY 2010-11 Recommended operating revenues will increase by \$54,614, to \$786,000, from the FY 2009-10 Estimated Actual of \$731,000. This 7% increase is the result of:

- +\$54,614 – Increased revenue from the wedding reservation program implemented mid-year FY 2009-10.

PARKS

South County Parks & Open Spaces (cont'd)

Performance Measures

Due to reduced funding, the number of work orders completed for the South County division will be reduced by half. Tree maintenance is also reduced. The impacts include longer response time, and responding to emergency maintenance rather than focusing on preventative maintenance.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
South County Day Use Parks & Devel. Open Spaces				
Acres of inland and beach day use parks, camping parks, open spaces, grounds, and beach access ways, landscaped and maintained.	863	863	863	863
Total number of work orders completed for South County Parks.	100% 400 400	100% 400 400	44% 174 400	100% 200 200
Number of trees receiving preventative maintenance out of a total inventory of 13,500 trees throughout County parks, open spaces, and building grounds.	150	150	120	120
Maintain a well-trained, professional, and responsive organization by providing at least one training opportunity for 100% of 22 employees consistent with the training goals identified for their classifications.	100% 24 24	100% 24 24	100% 24 24	100% 22 22
Remain responsive to the needs of park users by achieving a response of "yes" to the following question on 100% of 130 annual customer satisfaction surveys returned: "Did the quality of your experience in the park meet your expectations?"	92% 120 130	100% 130 130	89% 115 130	100% 130 130
South County Trails & Undeveloped Open Spaces				
Number of linear miles of trails maintained.	84	84	84	96

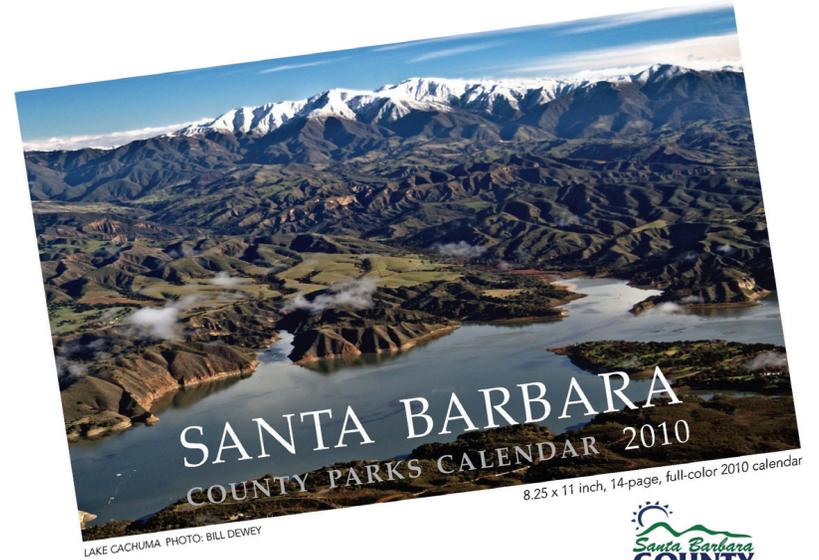
PARKS

South County Parks & Open Spaces (cont'd)

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Day Use Parks & Devel. Open Spaces				
Deputy Director	1.0	1.0	1.0	1.0
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
Park Ranger	13.0	12.0	12.0	12.0
Maintenance Plumber	1.0	1.0	1.0	1.0
Park Maintenance Worker	4.0	3.0	3.0	4.0
Sub-Division Total	<u>22.0</u>	<u>20.0</u>	<u>20.0</u>	<u>21.0</u>
Trails & Undeveloped Open Spaces				
Park Ranger	--	1.0	1.0	1.0
Sub-Division Total	--	1.0	1.0	1.0
Building Grounds				
Park Ranger	4.0	3.0	3.0	3.0
Park Maintenance Worker	--	--	--	1.0
Sub-Division Total	<u>4.0</u>	<u>3.0</u>	<u>3.0</u>	<u>4.0</u>
Division Total	<u>26.0</u>	<u>24.0</u>	<u>24.0</u>	<u>26.0</u>



Outdoor wedding at Courthouse Grounds under new reservations program, August, 2009



Purchase your 2010
County Parks Calendar NOW!

This year's County Parks Calendar includes images and artwork by:



Todd Anderson
Ralph Auf der Heide
Bert Buenik
Marcia Burt
Chris Chapman
Bill Dewey
Damian Gadal

Robby Guevara
Stephanie Krouse
Don Michel
Ines Roberts
Nicole Strasburg
Rose Marie Towle

\$5 each

County Employee Price is \$3.00 per calendar

Calendar sales benefit the County Park Foundation Inc.

Please contact Santa Barbara County Parks at 568-2461 for your calendar, or for further information contact Erik Axelson at axelson@co.santa-barbara.ca.us



SANTA BARBARA COUNTY PARK FOUNDATION, INC.
Sustaining and Enhancing Regional Parks Through Community



With support from the County Arts Commission, regional artists and arts organizations.

County Parks raises the profile of parks with a 2010 calendar featuring artwork by local artists

PARKS

North County Parks & Open Spaces

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Day Use Parks & Devel. Open Spaces	\$ 1,624,865	\$ 2,170,318	\$ 2,046,029	\$ 2,493,640
Camping Parks	2,922,851	2,865,014	2,838,764	2,622,487
Trails & Undeveloped Open Spaces	8,545	7,700	8,677	9,362
Building Grounds	101,301	81,308	78,708	82,723
Operating Sub-Total	4,657,562	5,124,340	4,972,178	5,208,212
Less: Intra-County Revenues	(38,222)	--	--	--
Operating Total	4,619,340	5,124,340	4,972,178	5,208,212
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	22,000	12,000
Expenditure Total	4,619,340	5,124,340	4,994,178	5,220,212
<i>Other Financing Uses</i>				
Operating Transfers	134,911	375,658	372,858	374,320
Designated for Future Uses	111,908	102,828	156,128	148,742
Division Total	\$ 4,866,159	\$ 5,602,826	\$ 5,523,164	\$ 5,743,274

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	1,783,951	1,970,688	1,902,301	2,021,552
Overtime	18,794	29,800	13,700	--
Extra Help	426,423	394,507	415,563	465,595
Benefits	706,135	815,260	819,990	960,481
Salaries & Benefits Sub-Total	2,935,303	3,210,255	3,151,554	3,447,628
Services & Supplies	1,722,259	1,914,085	1,820,624	1,760,584
Operating Sub-Total	4,657,562	5,124,340	4,972,178	5,208,212
Less: Intra-County Revenues	(38,222)	--	--	--
Operating Total	4,619,340	5,124,340	4,972,178	5,208,212
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	22,000	12,000
Expenditure Total	\$ 4,619,340	\$ 5,124,340	\$ 4,994,178	\$ 5,220,212

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 7,447	\$ 5,050	\$ 5,655	\$ 7,403
Federal & State Revenues	231,049	91,500	144,939	145,000
Other Charges for Services	2,989,698	3,561,800	3,206,219	3,538,933
Miscellaneous Revenue	429,526	511,087	553,955	590,770
Revenue Sub-Total	3,657,720	4,169,437	3,910,768	4,282,106
Less: Intra-County Revenues	(38,222)	--	--	--
Revenue Total	3,619,498	4,169,437	3,910,768	4,282,106
<i>General Fund Contribution</i>				
	949,739	723,958	984,844	812,200
<i>Other Financing Sources</i>				
Operating Transfers	194,406	447,300	449,555	473,800
Sale of Property	2,405	--	--	--
Use of Prior Fund Balances	100,111	262,131	177,997	175,168
Division Total	\$ 4,866,159	\$ 5,602,826	\$ 5,523,164	\$ 5,743,274

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Day Use Parks & Devel. Open Spaces	14.0	11.6	15.0	14.2	15.0	13.8	15.0	15.7
Camping Parks	18.0	17.3	19.0	17.8	19.0	17.6	16.0	14.5
Trails & Undeveloped Open Spaces	--	0.0	--	--	--	--	--	--
Building Grounds	--	0.2	--	0.2	--	0.0	--	0.3
Total Permanent	32.0	29.0	34.0	32.2	34.0	31.4	31.0	30.5
<i>Non-Permanent</i>								
Extra Help	--	14.5	--	13.4	--	17.6	--	15.1
Total Positions	32.0	43.5	34.0	45.6	34.0	49.1	31.0	45.6

PARKS

North County Parks & Open Spaces (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$152,000, to \$4,972,000, from the FY 2009-10 Adopted Budget of \$5,124,000. This 3% decrease was the result of:

- -\$79,536 – Decreased utility costs (electricity, refuse, and sewer);
- -\$58,701 – Decreased costs due to salary savings achieved from vacant positions during FY 2009-10 (Park Ranger, Park Maintenance Worker, and Mechanic/Welder);
- -\$14,763 – Decreased costs for supplies.

Revenues

The FY 2009-10 Estimated Actual operating revenues decreased by \$258,000, to \$3,911,000, from the FY 2009-10 Adopted Budget of \$4,169,000. This 6% decrease was the result of:

- -\$355,307 – Decreased revenue from camping and day use fees;
- +\$53,439 – Increased state revenue from the Parks Department management of the Guadalupe Rancho Dunes kiosk starting mid-year FY 2009-10;
- +\$42,868 – Increased miscellaneous revenue from the new wedding reservation program implemented mid-year FY 2009-10.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The FY 2010-11 Recommended operating expenditures will increase by \$236,000, to \$5,208,000, from the FY 2009-10 Estimated Actual of \$4,972,000. This 5% increase is the result of:

- +\$296,074– Increase salaries and benefits costs retirement cost increases, negotiated cost-of living adjustments, and merit increases;
- -\$102,581 – Decrease professional service contracts and household expenses;
- +\$42,507 – Increase utility costs (electricity, refuse, and sewer) from the addition of Joseph Centeno Aquatics Complex and Rancho Guadalupe Dunes kiosk.

Revenues

The FY 2010-11 Recommended operating revenues will increase by \$371,000, to \$4,282,106, from the FY 2009-10 Estimated Actual of \$3,910,768. This 10% increase is the result of:

- +\$332,714 – Increase camping and day use fee adjustments adopted by the Board of Supervisors on January 5, 2010, and projected increases in visitors, please see corresponding revenue performance measure for North County Camping Parks;
- +\$38,286 – Increase revenue from the new wedding reservation program implemented mid-year FY 2009-10.

SERVICE DESCRIPTION

Provide maintenance, landscaping and visitor services for inland and beach day-use parks, camping parks, open spaces, and trails to ensure safe recreational and leisure opportunities in attractive park and natural settings.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
North County Day Use Parks & Devel. Open Spaces				
Acres of inland and beach day use parks, camping parks, open spaces, grounds , and beach access ways, landscaped and maintained.	1,606	1,606	1,606	1,606
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 2010-11.	15	15	15	15
Maintain a well-trained, professional, and responsive organization by providing at least one training opportunity for 100% of 31 employees consistent with the training goals identified for their classifications.	100% 30 30	100% 32 32	100% 32 32	100% 31 31
Number of trees receiving preventative maintenance out of a total inventory of 9,500 trees throughout County parks, open spaces, and building grounds.	52	50	51	50
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?"	25% 20 80	100% 80 80	94% 75 80	100% 80 80
North County Camping Parks				
Increase camping park user fee revenue by 10%, from \$3,455,975 to \$3,810,348.	101% \$ 3,499,300 \$ 3,451,700	100% \$ 3,741,500 \$ 3,741,500	93% \$ 3,455,975 \$ 3,741,500	100% \$ 3,810,348 \$ 3,810,348
Remain responsive to the needs of park users by achieving a response of "yes" to the following question on 90% of 100 annual customer satisfaction surveys returned: "Did the quality of your experience in the park meet your expectations?"	75% 60 80	90% 90 100	90% 90 100	90% 90 100

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
North County Trails & Undeveloped Open Spaces				
Number of linear miles of trails maintained.	44	44	44	44



Sporting fields and recreational trail – Orcutt Community Park



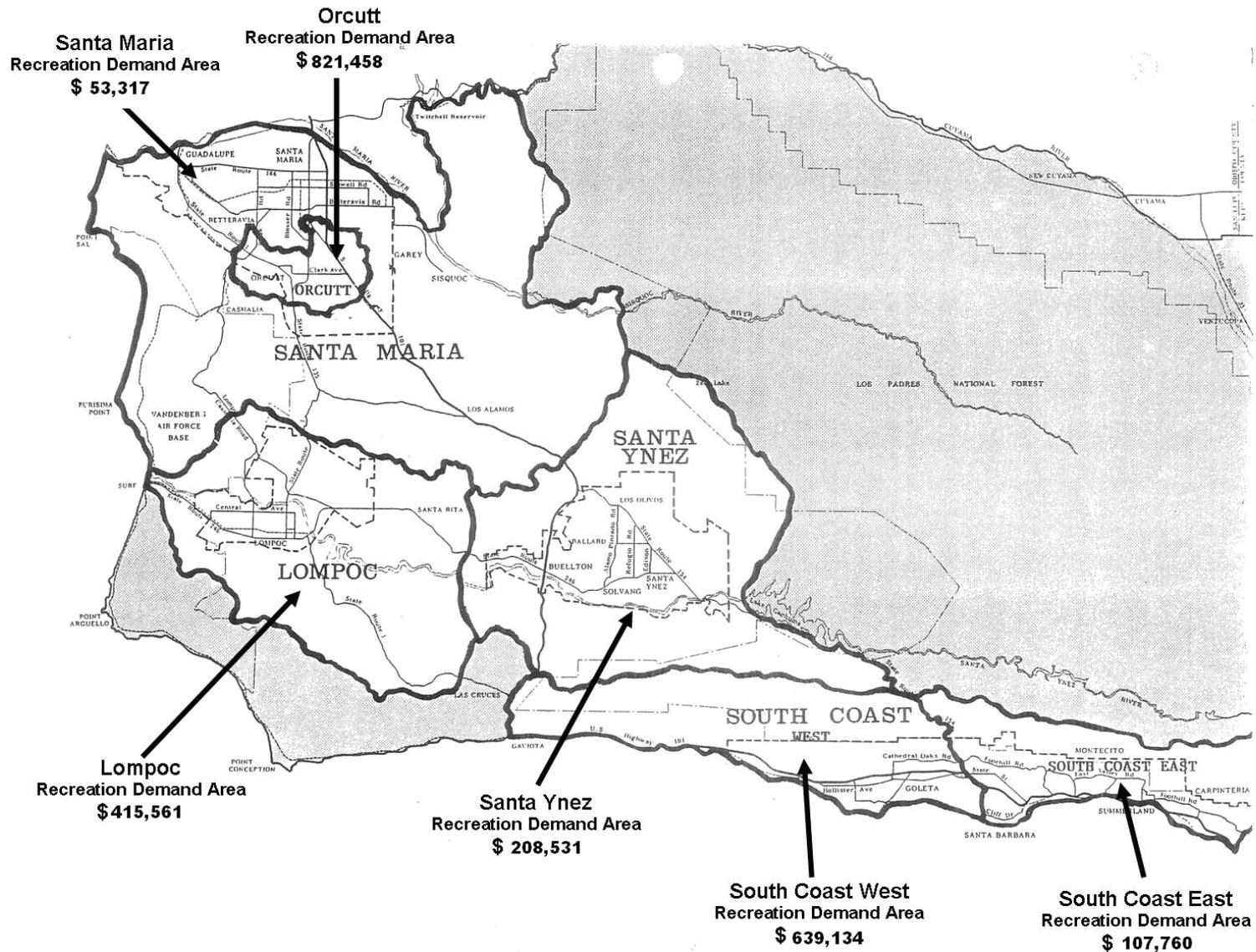
Courtesy: Judy Baca, Guadalupe Mural

PARKS

North County Parks & Open Spaces (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Day Use Parks & Devel. Open Spaces				
Deputy Director	1.0	1.0	1.0	1.0
Operations Manager	1.0	--	--	--
	--	--	--	1.0
Maintenance Leader	--	1.0	1.0	1.0
Mechanic/Welder	1.0	1.0	1.0	--
Park Ranger	8.0	7.0	7.0	7.0
Maintenance Plumber	1.0	1.0	1.0	1.0
Park Maintenance Worker	2.0	4.0	4.0	4.0
Sub-Division Total	14.0	15.0	15.0	15.0
Camping Parks				
Operations Manager	1.0	1.0	1.0	1.0
Administrative Office Professional	1.0	1.0	1.0	--
Maintenance Leader	1.0	--	--	--
Plant Operations Chief	1.0	1.0	1.0	1.0
Park Ranger	9.0	10.0	10.0	10.0
Naturalist	1.0	1.0	1.0	1.0
Plant Operator	1.0	1.0	1.0	1.0
Assistant Naturalist	1.0	1.0	1.0	1.0
Park Maintenance Worker	2.0	3.0	3.0	1.0
Sub-Division Total	18.0	19.0	19.0	16.0
Division Total	32.0	34.0	34.0	31.0

Fund Balances as of June 30th, 2010 within Recreation Demand Areas – Quimby and Parks Development Mitigation Fees



County Parks assesses and collects mitigation fees for new residential development Countywide and for new commercial/industrial development in unincorporated Goleta and Orcutt. These fees are collected within one of the six established regional Recreation Demand Areas and expended within that specific Demand Area. Quimby fees are assessed only on residential subdivision projects and development mitigation fees are assessed on other residential projects (i.e., apartments, mobile homes, etc.) and commercial/industrial projects in Goleta and Orcutt. These funds can only be used for Parks capital projects and have been allocated within the County CIP to fund, partially fund, or be used as matching funds with grants for projects in each of the Recreation Demand Areas.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
General and Administrative	\$ 219,451	\$ 219,707	\$ 216,417	\$ 234,147
Public Art	172,264	136,337	136,337	139,359
Grants Management	380,674	325,720	325,720	295,338
Operating Sub-Total	772,389	681,764	678,474	668,844
Less: Intra-County Revenues	(12,563)	--	--	--
Expenditure Total	759,826	681,764	678,474	668,844
<i>Other Financing Uses</i>				
Operating Transfers	1,420	1,420	1,420	1,421
Designated for Future Uses	720,755	544,787	551,550	--
Division Total	\$ 1,482,001	\$ 1,227,971	\$ 1,231,444	\$ 670,265

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	201,901	204,207	203,234	212,554
Extra Help	10,287	7,271	7,271	7,202
Benefits	80,104	83,312	83,995	98,118
Salaries & Benefits Sub-Total	292,292	294,790	294,500	317,874
Services & Supplies	480,097	386,974	383,974	350,970
Operating Sub-Total	772,389	681,764	678,474	668,844
Less: Intra-County Revenues	(12,563)	--	--	--
Expenditure Total	\$ 759,826	\$ 681,764	\$ 678,474	\$ 668,844

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 13,498	\$ 14,750	\$ 14,750	\$ 15,488
Other Charges for Services	702,110	544,787	562,431	539,484
Miscellaneous Revenue	2,242	--	1,480	--
Revenue Sub-Total	717,850	559,537	578,661	554,972
Less: Intra-County Revenues	(12,563)	--	--	--
Revenue Total	705,287	559,537	578,661	554,972
<i>General Fund Contribution</i>	124,693	123,647	107,934	55,217
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	652,021	544,787	544,849	60,076
Division Total	\$ 1,482,001	\$ 1,227,971	\$ 1,231,444	\$ 670,265

PARKS

Arts Commission

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
General and Administrative	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Public Art	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Permanent	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.7
<i>Non-Permanent</i>								
Extra Help	--	0.2	--	0.1	--	0.2	--	0.1
Total Positions	2.8	3.0	2.8	2.9	2.8	3.0	2.8	2.9

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$3,000, to \$679,000, from the FY 2009-10 Adopted Budget of \$682,000. This 1% decrease was the result of:

- -\$3,000 – Decreased costs for supplies and extra help for public art programs.

Revenues

The FY 2009-10 Estimated Actual operating revenues increased by \$19,000, to \$579,000, from the FY 2009-10 Adopted Budget of \$560,000. This 3% increase was the result of:

- +\$19,000 – Increased funding from donations to public art programs and projects.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The FY 2010-11 Recommended operating expenditures will decrease by \$9,000, to \$669,000, from the FY 2009-10 Estimated Actual of \$678,000. This 1% decrease is the result of:

- -\$9,000 – Decrease public art programs and projects due to decreased funding available from the City of Santa Barbara.

Revenues

The FY 2010-11 Recommended operating revenues will decrease by \$24,000, to \$555,000, from the FY 2009-10 Estimated Actual of \$579,000. This 4% decrease is the result of:

- -\$24,000 – Decrease funding available from the City of Santa Barbara for public art programs and projects.

Performance Measures

Due to reduced funding, the number of requests for information, referrals, and art articles will be reduced by more than half. The Arts Commission will continue fostering sponsored programs and events.

PARKS

Arts Commission (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Public Art				
Partner with local arts organizations and institutions to produce 30 exhibitions or events annually that promote public art in the County.	20	15	29	30
Annual number of requests for information and referrals on providing technical assistance to artists, arts organizations, nonprofits, and the public.	1,600	1,600	600	600
Annual number of articles published in print and other media promoting public art in the County.	100	100	50	50
Number of combined art exhibitions organized and mounted at the Channing Peake Gallery in Santa Barbara and the Betteravia Gallery in Santa Maria.	6	5	8	7

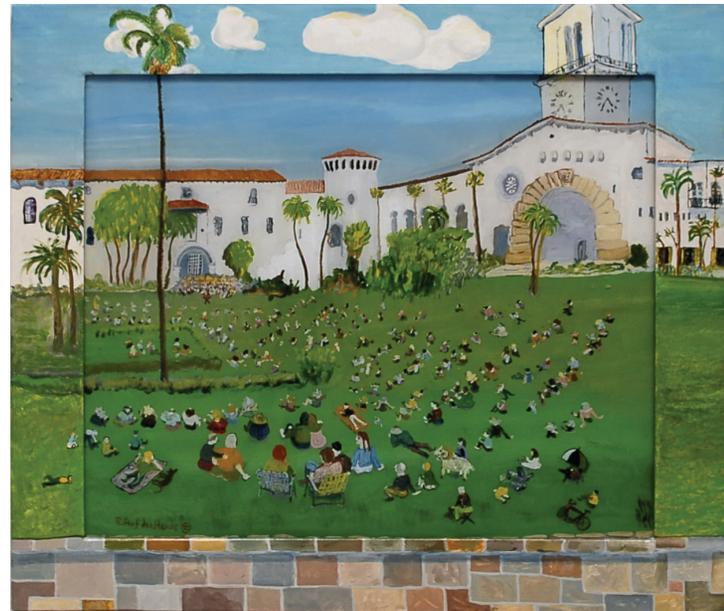


Summer Solstice Murals, by Benjamin Bottoms and Richard McGlaughlin, on display at the Granada Garage in Santa Barbara

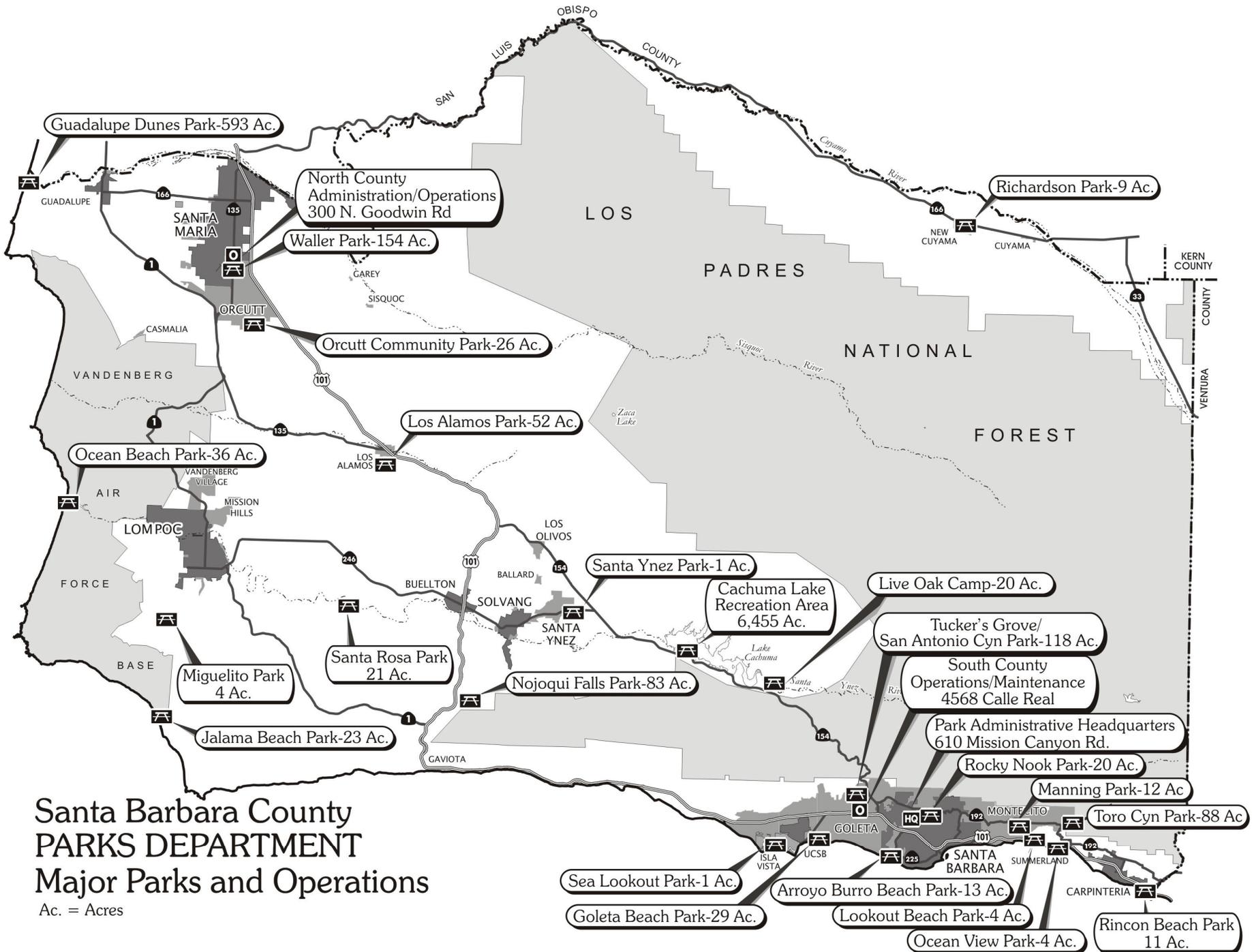
SERVICE DESCRIPTION

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 working in partnership with the Conference and Visitor Bureaus & Film Commission in the County and the Downtown Organization in Santa Barbara. Operate the Channing Peake and Betteravia public art galleries as well as the City Hall Gallery in Santa Barbara. Maintain the archives and art in the County Arts Commission collection. Provide information and referrals for County arts and cultural activities and technical assistance to artists, arts and cultural organizations, and the public.

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
General and Administrative				
Exec Dir-Arts Comm	1.0	1.0	1.0	1.0
Business Specialist	0.8	0.8	0.8	0.8
Sub-Division Total	1.8	1.8	1.8	1.8
Public Art				
Visual Arts Coordinator	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
Division Total	2.8	2.8	2.8	2.8



Courtesy: Ralph Auf der Heide, “Courthouse Concert,” reverse painting on Plexiglas. This was a recent gift to the County Arts Commission, donated by Bonnie Kelm.

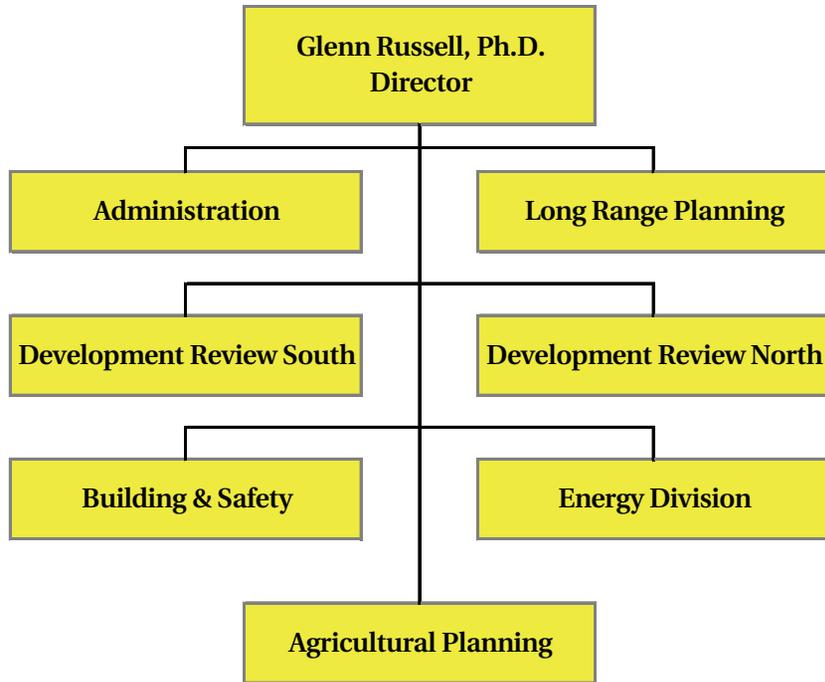


**Santa Barbara County
PARKS DEPARTMENT
Major Parks and Operations**
Ac. = Acres

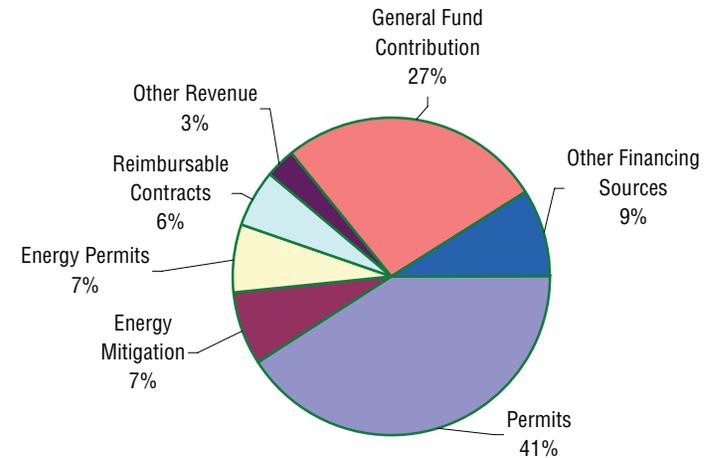
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PLANNING & DEVELOPMENT

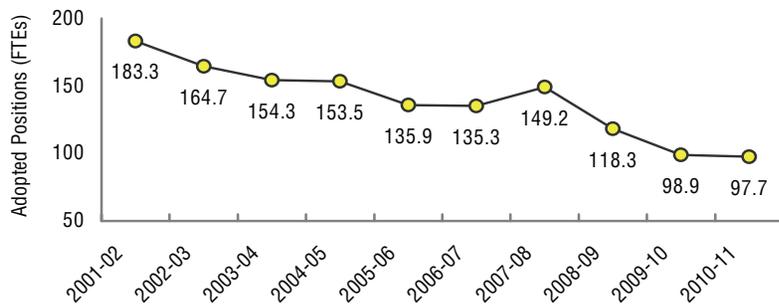
Budget & Positions (FTEs)	
Operating \$	16,603,510
Capital	-
Positions	97.7 FTEs



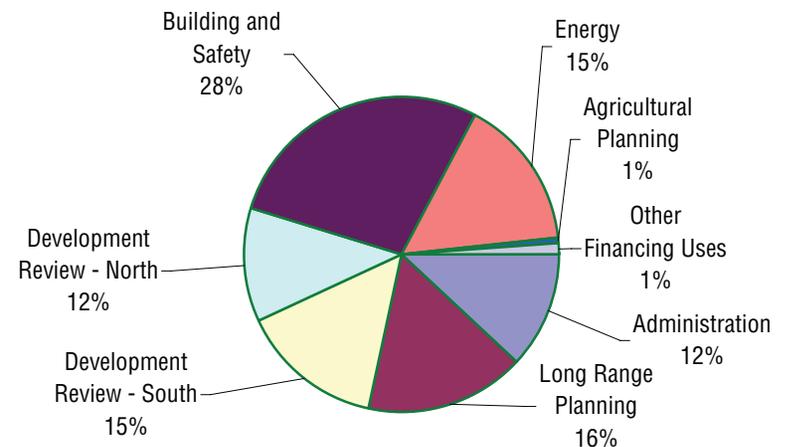
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



PLANNING & DEVELOPMENT

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 2,985,123	\$ 2,244,262	\$ 2,273,112	\$ 2,100,951
Long Range Planning	3,145,633	3,315,012	3,091,916	2,861,640
Development Review - South	3,829,671	3,206,180	2,739,174	2,538,932
Development Review - North	2,076,597	2,159,456	2,095,419	2,035,535
Building and Safety	4,360,110	3,633,930	3,990,837	4,925,659
Energy	2,805,437	3,082,595	1,744,066	2,671,785
Agricultural Planning	162,331	242,174	244,013	128,109
Operating Sub-Total	19,364,902	17,883,609	16,178,537	17,262,611
Less: Intra-County Revenues	(120,025)	--	(10,000)	(659,101)
Expenditure Total	19,244,877	17,883,609	16,168,537	16,603,510
<i>Other Financing Uses</i>				
Operating Transfers	73,357	85,494	130,140	84,770
Designated for Future Uses	452,787	138,253	957,140	59,000
Department Total	\$ 19,771,021	\$ 18,107,356	\$ 17,255,817	\$ 16,747,280

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 9,134,198	\$ 8,433,829	\$ 8,235,166	\$ 8,675,291
Overtime	76,863	31,150	39,400	32,650
Extra Help	124,213	--	99,889	45,602
Benefits	3,319,488	3,171,002	3,468,153	3,837,048
Salaries & Benefits Sub-Total	12,654,762	11,635,981	11,842,608	12,590,591
Services & Supplies	5,230,891	4,639,625	3,526,945	3,203,364
Contributions	1,479,249	1,608,003	808,984	1,468,656
Operating Sub-Total	19,364,902	17,883,609	16,178,537	17,262,611
Less: Intra-County Revenues	(120,025)	--	(10,000)	(659,101)
Expenditure Total	\$ 19,244,877	\$ 17,883,609	\$ 16,168,537	\$ 16,603,510

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
--	--------------------	---------------------	-------------------------	-------------------------

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 113,514	\$ 67,498	\$ 44,175	\$ 39,250
Federal & State Revenues	30,572	--	--	--
Development Review Permits	4,342,601	3,293,826	3,434,000	3,526,161
Onshore Oil & Gas Inspection	333,999	320,678	325,000	335,000
Building & Safety Permits	3,335,583	2,190,363	3,301,200	3,274,184
Reimbursable Contracts	2,232,664	2,292,000	1,290,685	1,027,000
Energy Permits	1,073,912	1,036,396	1,024,330	1,212,326
Energy Mitigation	630,675	630,750	630,750	1,267,851
Violation Fees & Fines	239,884	194,951	601,500	206,809
Administrative Charges	102,433	156,102	88,300	120,300
Miscellaneous Revenue	233,069	143,500	197,500	151,991
Revenue Sub-Total	12,668,906	10,326,064	10,937,440	11,160,872
Less: Intra-County Revenues	(120,025)	--	(10,000)	(659,101)
Revenue Total	12,548,881	10,326,064	10,927,440	10,501,771
General Fund Contribution	5,560,083	6,041,638	5,662,362	4,695,732
<i>Other Financing Sources</i>				
Operating Transfers	115,143	25,000	5,563	25,000
Use of Prior Fund Balances	1,546,914	1,714,654	660,452	1,524,777
Department Total	\$ 19,771,021	\$ 18,107,356	\$ 17,255,817	\$ 16,747,280

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Administration	25.6	17.2	19.6	13.8	19.6	15.8	19.8	12.8
Long Range Planning	18.5	16.7	18.8	19.5	18.8	17.3	16.8	16.9
Development Review - South	23.0	19.9	16.0	15.7	16.0	16.0	13.0	14.6
Development Review - North	20.8	17.7	15.0	13.2	15.0	14.2	14.0	12.6
Building and Safety	38.0	35.5	32.0	26.6	32.0	31.9	34.0	33.6
Energy	9.5	7.5	6.5	6.5	6.5	5.1	6.5	6.0
Agricultural Planning	2.0	1.5	2.0	1.9	2.0	1.9	2.0	0.9
Total Permanent	137.4	115.9	109.9	97.2	109.9	102.1	106.1	97.3
<i>Non-Permanent</i>								
Contract	--	1.3	--	--	--	0.1	--	0.1
Extra Help	--	1.6	--	--	--	1.9	--	0.4
Total Positions	137.4	118.8	109.9	97.2	109.9	104.1	106.1	97.7

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

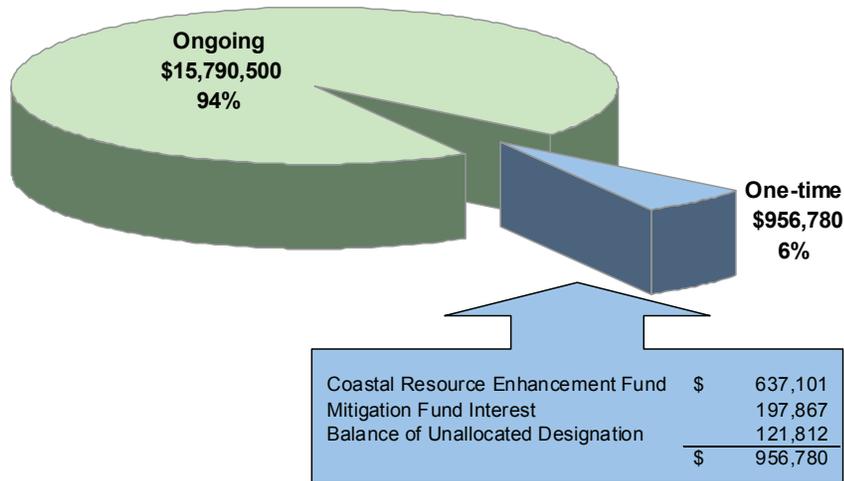
MISSION STATEMENT

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. 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.

Budget Organization

The Planning and Development Department includes the following divisions: Development Services, including Building and Safety, Development Review and Energy; Long Range Planning; Administration; and Agricultural Planning. The department has 97.7 full-time equivalent positions with offices in Santa Barbara and Santa Maria.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



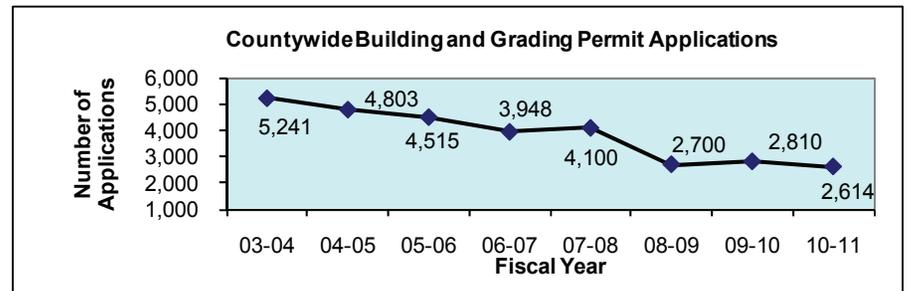
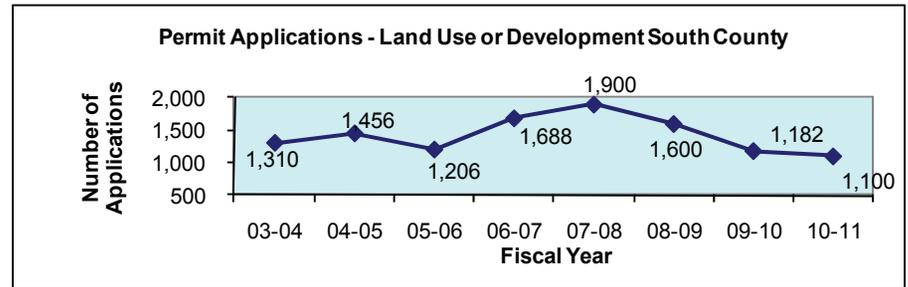
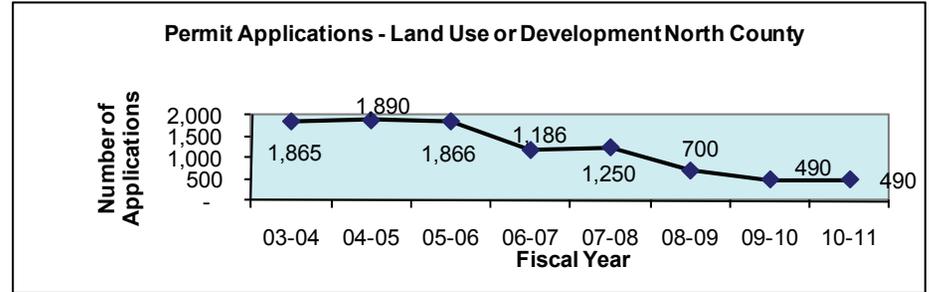
Six percent of the FY 2010-11 Recommended Budget is comprised of one-time sources of funding. These sources will fund building code and zoning enforcement programs, as well as provide funding for the Gaviota, Summerland and Santa Claus Lane projects in the Long Range Planning work program. Use of CREF funds in future fiscal years is possible for appropriate coastal projects with Board of Supervisors' approval.

PLANNING & DEVELOPMENT

Department Summary (cont'd)

Activity Indicators

Construction activity in the County is expected to remain at a slow pace in FY 2010-11.



PLANNING & DEVELOPMENT
Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The FY 2009-10 Estimated Actual operating expenditures decreased by \$1,705,000 to \$16,179,000 from the FY 2009-10 Adopted Budget of \$17,884,000. This 10% decrease is the net result of:

- -\$922,000 - Reduced reimbursable contracts due to slowing permit activity;
- -\$809,000 - Coastal Resource Enhancement Fund (CREF) awards deferred until FY 2010-11;
- +\$207,000 - Salary savings due to vacancies offset with a budget revision to fund unfunded positions in Building & Safety due to an increase in building and grading permit activity;
- -\$142,000 - Reduced Long Range Planning contracts until FY 2010-11 for the 2005-2025 University of California Santa Barbara (UCSB) Long Range Development Plan for Public Works (Roads) to develop traffic models and Long Range Planning Division's involvement in the process;
- -\$63,000 - Digital archiving project (offset with designation release) deferred until next fiscal year;
- +\$35,000 - Increased costs for moving Long Range Planning from leased space to the Engineering Building; and
- +\$30,000 - Reallocated salaries to provide printed materials to Census partners to raise awareness.

The FY 2009-10 Estimated Actual operating revenues increased by \$611,000 to \$10,937,000 from FY 2009-10 Adopted Budget of \$10,326,000. This 6% increase is the net result of:

- +\$1,100,000 - Increased building construction activity beyond adopted FY 2009-10 budget;
- -\$1,000,000 - Reduced reimbursable contracts for environmental impact reports;
- +\$372,000 - Increased revenue from a building code violation; and
- +\$140,000 - Increased land development permit activity beyond adopted FY 2009-10 budget.

The FY 2009-10 Estimated Actual Other Financing Uses increased by \$864,000 to \$1,087,000 from FY 2009-10 Adopted Budget of \$224,000. This 386% increase is the result of:

- +\$451,000 - Increased designation to pay back Strategic Reserve for the balance of the loan for the Accela Permit Management System;
- +\$372,000 - Use of designated salary and retirement offset with code violation penalty;
- +\$75,000 - Transfer to Public Works (Roads) an allocation for development of traffic model to evaluate different trip generation scenarios associated with the 2005-2025 UCSB Long Range Development Plan; and
- -\$25,000 - Reduction in level of effort for Public Works Flood Control to provide input to Long Range Planning projects.

The FY 2009-10 Estimated Actual Other Financing Sources decreased by \$1,074,000 to \$666,000 from FY 2009-10 Adopted Budget of \$1,740,000. This 62% decrease is the result of:

- -\$809,000 - Designation not used due to deferred allocation of CREF awards;
- -\$167,000 - Designation not used for digital archiving, UCSB Long Range Development Plan, and Petroleum's technical facility audit and development of the management information database, which are all deferred until next fiscal year; and
- -\$98,000 - Designations budgeted but not needed to balance funds at end of fiscal year due to decreased expense.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The FY 2010-11 Recommended Budget operating expenditures increase by \$1,084,000 to \$17,263,000 from the FY 2009-10 Estimated Actual Budget of \$16,179,000. This 7% increase is the net result of:

- +\$770,000 - Anticipated increase in allocation of CREF awards;
- +\$748,000 - Salary increases to fund several Building & Safety positions for a full fiscal year; an increase in retirement and health contributions; these increases are offset with reductions of one-time funded South County public counter (.5), North County public counter (.5), North County enforcement (.5), and one of two Agricultural Planners (1.0);
- -\$165,000 - Reduced rent for the Long Range Planning Division due to termination of lease;
- -\$134,000 - Reduced permitting contracts due to continued slowing of planning permit activity;
- +\$126,000 - Several projects (offset with designation release) will continue into FY 2010-11, e.g. digital archiving, wireless system for field inspectors, and Petroleum technical facility audit and development of management information database;
- -\$100,000 - One-time payment in FY 2009-10 to City of Santa Barbara for a youth hostel which meets a permit requirement paid for by mitigation funds;
- -\$92,000 - Decreased costs for miscellaneous service and supply accounts;
- +\$69,000 - Increased costs applied to Petroleum fund through the indirect cost plan due to County Counsel support in litigation;
- -\$61,000 - Reduced liability insurance costs;
- -\$57,000 - Completed one-time contracts in Long Range Planning; and
- -\$20,000 - Contract for facilitator of oversight committee was deleted as a part of the service level reductions.

PLANNING & DEVELOPMENT Department Summary (cont'd)

The FY 2010-11 Recommended Budget operating revenues increase by \$223,000 to \$11,161,000 from FY 2009-10 Estimated Actual of \$10,937,000. This 2% increase is the net result of:

- +\$637,000 - CREF awards for Gaviota, Summerland, and Santa Claus Lane;
- -\$372,000 - Decreased code violation penalty due to one time payment received in FY 2009-10;
- -\$264,000 - Decreased reimbursable contracts due to anticipated decrease in land use permitting;
- +\$188,000 - Anticipated increase in offshore oil and gas permitting activity; and
- +\$35,000 - Minor variances in miscellaneous accounts (land use permitting, administrative charges, and violations).

The FY 2010-11 Recommended Budget Other Financing Uses decrease by \$944,000 to \$144,000 from the FY 2009-10 Estimated Actual of \$1,087,000. This 87% decrease is the result of:

- -\$451,000 - Paid back Strategic Reserve loan in FY 2009-10 to purchase the Accela Permit Management System;
- -\$372,000 - One-time use of salary designation offset with code violation penalty in FY 2009-10; and
- -\$75,000 - In FY 2009-10 transferred to Public Works, Roads Division an allocation for development of traffic model to evaluate different trip generation scenarios associated with the 2005-2025 UCSB Long Range Development Plan.

The FY 2010-11 Recommended Other Financing Sources increase by \$902,000 to \$1,568,000 from FY 2009-10 Estimated Actual of \$666,000. This 135% increase is the net result of:

- +\$770,000 - Increased CREF awards in FY 2010-11;
- +\$167,000 - Designation to be released to fund digital archiving, UCSB Long Range Development Plan and the Petroleum technical facility audit and development of the management information database;
- +\$162,000 - Use of interest in Mitigation Trust Fund to offset staff costs in Building & Safety for code and zoning enforcement South County program;
- -\$116,000 - Deleted one-time funding for an Agricultural Planner which was funded by salary designation in FY 2009-10;
- -\$100,000 - Payment for Youth Hostel in FY 2009-10 with designated funds from Mitigation Trust Fund; and
- +\$38,000 - Purchase of wireless system for field inspectors which was partially completed in the prior fiscal year and will be completed FY 2010-11.

Departmental Priorities and Their Alignment With County Goals

In the upcoming fiscal year, the Planning and Development Department will focus on the following: Process Improvement, Technology Enhancements, Customer Service, Grading and Land Use and Development Code Updates, Agricultural Land Use Planning, General Plan Amendments, Community Plans, and High-Priority Special Projects.

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, & 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.

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

Focus Area: Continuous Process Improvement as measured by:

Current Year (FY 2009-10) Accomplishments:

- Continued to convene monthly meetings of the Process Improvement Oversight Committee to obtain input from stakeholders on improvements to the planning process, including processes of other County departments including Public Works (Surveyor, Roads, Flood Control, and Clean Water), Fire, and Public Health (Environmental Health) related to project review.
- Distributed information regarding process improvement efforts on the department's website.
- Completed ordinance amendments to down-shift the permit review for minor agricultural structures and uses and farm-worker units, and increased the threshold triggering a Development Plan process on large agricultural parcels.
- Completed restructuring the Standard Conditions and Mitigation Measures document and integrated it into Accela.
- Improved the Enforcement Program through revised procedures and amendments to Chapter 24A, Administrative Fine Ordinance to affect a more systematic and timely response to reported violations.

PLANNING & DEVELOPMENT

Department Summary (cont'd)

- Continued an inspection team under the Petroleum Administrator to implement the Petroleum Facility Inspection Program and integrated data available from Planning and Development, Fire and the Air Pollution Control District into the Data for Decision-making system.

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 Oversight Committee/community and development representatives to identify and implement improvements to the permit process, reducing permit time and costs, while maintaining quality development in the County.
- Analyze and implement, as appropriate, alternative methods to the Oversight Committee to gain community input on process improvement priorities.
- Continue making internal changes in the department to improve the permit process. Encourage staff to identify potential improvements.
- Evaluate implementation of changes and adjust as necessary to ensure intended results are achieved.

Recommended Key Projects:

- Continue to convene meetings with the Oversight Committee or identify an alternative effective method to obtain feedback from community and development interests on permit processing and suggested improvements.
- Complete the Coastal Commission certification process for the Montecito and County Land Use and Development Code.
- Continue to work with the other departments to provide an integrated permit process. Incorporate the opportunities provided in the Accela upgrade project to improve integration of the departments engaged in the permit process.
- Continue to identify and process ordinance amendments to streamline the process where appropriate, including: amendments to address the number of vehicles and amount of material that can be parked/stored on the property; modify the definition of campground and permit requirements in Agricultural zone districts consistent with previous Article III language, establish the permit process for small wind energy facilities, and other clean up items.
- Update the Telecommunications provisions in the Land Use and Development Code to strengthen the County's noticing and decision-making process.
- Revise the Grading Ordinance to address storm water management issues identified by the Regional Water Quality Control Board.
- Develop and Adopt a Landscape Water Conservation Ordinance as required by State Law.

- Revise the protocols for accessing archaeological information to provide an appropriate balance between the need for information and the confidential nature of the information.
- Establish a project issue resolution process to quickly and inexpensively resolve issues through senior County management review and decision making in key development review departments.

Focus Area: Technology Enhancements as measured by:

Current Year (FY 2009-10) Accomplishments:

- Completed implementation of Accela Permit Management Wireless System for petroleum and code enforcement field staff.
- Expanded management information relating to permit processing, enforcement and permit compliance programs.
- Improved document management systems by continuing to scan department documents to provide better access to records and better quality records.
- Utilized CommunityViz software to prepare 3-D visual simulations of the Goleta Valley for use in soliciting community preferences of development types and forms.

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.
- Develop additional capabilities with CommunityViz software in order to quickly develop policy alternatives with coincident build-out statistics and implications.

Recommended Key Projects:

- Continue improvement to document management systems to provide better access to records and better quality records.
- Continue to upgrade information on the department's website.
- Implement new permit revenue accounting system within the new Accela Permit system.
- Develop and implement disaster recovery procedures and systems for Planning and Development core computer information systems.
- Integrate planning report creation with the Accela Permit system.

PLANNING & DEVELOPMENT
Department Summary (cont'd)

Focus Area: Customer Service and Relations as measured by:

Current Year (FY 2009-10) Accomplishments:

- Evaluated 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.
- Updated the Land Use and Development Code and Permit Procedures Manual in a timely manner to provide better tools to staff and customers of the department.
- 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 revisions to the previously adopted Coastal Impact Assistance Plan to obtain increased funding of \$555,081 for a total one-time revenue injection of offshore federal oil and gas royalties of \$2,855,230 to fund County coastal projects.
- Responded to the Tea and Jesusita Fires by assigning case managers to each affected property and expediting permit reviews.
- Successfully downsized the permitting divisions (Development Review North and South, Energy and Building and Safety), including staff and supervisor reassignments, to respond to the decline in incoming cases due to the economic recession.
- Facilitation of six concurrent general plan advisory committees assisting with community plan updates, plus various public outreach efforts associated with the 2010 Census and the 2009-2014 Housing Element update.

Proposed Strategic Actions:

- Actively seek input from customers, including members of commissions and committees the department serves, and act upon their recommendations.
- Promote department services to the public; highlight process improvements and new services to existing customers.
- Provide services to other agencies where the department has specific expertise.
- Coordinate the permit process with Long Range Planning, Agricultural Planning and other County departments involved in the permit process.

- Explore opportunities for engaging broad community input and productive meeting formats.

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.
- 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.
- Analyze opportunities for, and implement provision of, increased information through the Citizens Access component of Accela.
- Implement improvements to the permit management and tracking system to provide project information and on-line services to customers, including investigation of credit card payments.
- Manage upcoming Coastal Resource Enhancement Fund cycle, providing good customer service to other County departments, agencies and non-profits to bring projects to fruition.
- Continue to support the rebuilding efforts following the Tea and Jesusita Fires by maintaining case manager assignments to assist each property owner efficiently through the permitting and rebuilding process.

Focus Area: Agricultural Land Use Planning as measured by:

Current Year (FY 2009-10) Accomplishments:

- Began developing a buffer policy for the protection of agricultural operations from encroachment of urban uses.
- Completed work on the Permit Coordination Process with the Natural Resource Conservation Service to streamline the permit process for environmentally beneficial projects on agricultural property.
- Participated in, and provided administrative support for, all Agricultural Advisory Committee meetings including recording minutes, web posting and records management.
- Participated in, and attended all, Agricultural Preserve Advisory Committee meetings.
- Assumed the processing of all Williamson Act (Ag Preserve) contract applications.
- Commented on projects and assisted in the agricultural analysis in CEQA documents for private development applications.
- Commented on environmental documents for projects in cities within the County.

PLANNING & DEVELOPMENT
Department Summary (cont'd)

Proposed Strategic Actions:

- Continue coordinating and assisting Development Services on project reviews related to agriculture.
- Establish stronger links between the Agricultural Advisory Committee and Long Range Planning and Development Review to improve policy coordination.
- Maintain communications and coordination with Long Range Planning to further relationships with City jurisdictions and LAFCO.
- Continue participation in Agricultural Preserve Advisory Committee meetings.
- Implement improved processing timeframes and case management for Williamson Act contract applications.
- Continue networking and educational efforts on local and regional agricultural planning issues with County staff, other jurisdictions and the public.

Proposed Key Project:

- Work with other Planning and Development staff in policy and ordinance changes affecting housing on agricultural lands and Process Improvement Efforts.

Focus Area: General Plan Amendments as measured by:

Current Year (FY 2009-10) Accomplishments:

- Completed the draft 2009-2014 Housing Element, and transmitted to the State Department of Housing and Community Development Department (HCD) for review.
- Completed the Census 2010 outreach program, including participation in the regional Complete Count Committees and development and implementation of a Santa Barbara County 2010 Census Integrated Communications Plan with the Communications Director.
- Drafted the updated Seismic Safety & Safety Element to reflect the policies of the County's Multiple Jurisdiction Hazard Mitigation Plan, provided updated information and policies to address fire and flood hazards, and revised the Element to be consistent with State law (AB 162), and completed Planning Commission hearings.
- Drafted Countywide Annexation Guidelines for responding to proposed city and special district annexations, detachment formations and other reorganizations.
- Completed initial research for the Climate Action Strategy, including a comparative analysis of greenhouse gas emissions inventory methodologies and best management practices.

- Filed the required Annual Report to the legislature on the status of the County's Comprehensive Plan by the statutorily mandated deadline.

Proposed Strategic Actions:

- Modernize the General Plan through the use of technology and other means to ensure that 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:

- Complete final Board adoption of the updated Seismic Safety & Safety Element.
- Develop a Climate Action Strategy identifying a set of recommendations for use by the County to reduce countywide greenhouse gas emissions. The strategies will address the County's role as regulator, producer, and incentivizer.
- Monitor State and Santa Barbara County Association of Governments' program and policy development following adoption of Senate Bill 375.
- Implement Countywide Annexation Guidelines.
- Complete Housing & Community Development review and Board of Supervisors adoption of the 2009-14 Housing Element.
- Complete Housing Element Implementation Programs including the inclusionary housing policy ordinance, farm-worker housing, and reasonable accommodation procedure for disabled persons.

Focus Area: Develop Community Plans that Reflect Local Preferences as measured by:

Current Year (FY 2009-10) Accomplishments:

- Completed final adoption hearings on the Santa Ynez Community Plan.
- Completed Planning Commission hearings on the Los Alamos Community Plan Update, new Bell Street Form Based Code and revised Bell Street Design Guidelines.
- Completed Planning Commission hearings on amendments to the Orcutt Community Plan to address the area transportation and flood control system programs which have been determined to be infeasible and to address the findings of *Adam Brothers Farming v. County of Santa Barbara* related to wetland delineations in the Orcutt Community Plan.
- Released the draft environmental impact report on the Mission Canyon Community Plan, Residential Design Guidelines, and Parking Strategy.

PLANNING & DEVELOPMENT
Department Summary (cont'd)

- Completed a Draft Goleta Community Plan update and commenced environmental review of the plan.
- Completed draft Summerland Residential Design Guidelines and a draft update to the Traffic, Circulation, and Parking chapter of the Community Plan and began environmental review of the proposed changes.
- Initiated analysis of the Montecito Growth Management Ordinance to determine if existing conditions support extension of the ordinance, and commenced environmental review of a potential extension of the ordinance.
- Commenced preparation of a Santa Ynez Transportation Improvement Plan.
- Commenced preparation of the Gaviota Coast Plan, beginning with data collection, public outreach, and formation of, and meetings with, a Gaviota Planning Area Committee.

Proposed Strategic Action:

- Continue to make timely progress in preparing and updating Community Plans and implementation actions in a manner that reflects the unique qualities and differing community desires of the varied areas of the County.

Proposed Key Projects:

- Complete final Board of Supervisors adoption hearings for the Los Alamos Community Plan Update, Bell Street Form Based Code and the Bell Street Design Guidelines.
- Complete final Board of Supervisors adoption hearings for the Orcutt Community Plan targeted amendments addressing transportation and flood control systems and wetland delineations on the Adam Brothers property.
- Complete final Board of Supervisors adoption hearings for the Mission Canyon Community Plan and Residential Design Guidelines.
- Complete Planning Commission and Board of Supervisors adoption hearings on the Summerland Design Guidelines and Focused Community Plan Update and submit for California Coastal Commission certification.
- Complete environmental review and final adoption of the Goleta Community Plan Update.
- Complete final adoption of the Montecito Growth Management Ordinance.
- Prepare countywide alcohol regulations to ensure compatibility with downtown and adjacent residential areas.
- Complete first Gaviota Planning Area Committee hosted public forum and van tour, continue work with GavPAC to formulate Plan goals.

- Provide assistance to the Redevelopment Agency on Coastal Commission certification of the Isla Vista Master Plan.

Focus Area: Manage Special Projects and Perform Strategic Planning as measured by:

Current Year (FY 2009-10) Accomplishments:

- Completed review and comments on the University of California, Santa Barbara Draft Long Range Development Plan and Environmental Impact Report and provided comments relating to County interests to the University.
- 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.
- Provided technical and environmental coordination support to other departments for high priority infrastructure projects.

Proposed Strategic Actions:

- Provide timely work on special projects.
- Investigate and pursue grant funding to support the Gaviota Coast Plan and Climate Action Strategy planning efforts.

Proposed Key Projects:

- In coordination with the County Executive Office, continue to prepare the County's analysis and response to the University's Long Range Development Plan, culminating in a comprehensive mitigation agreement with the University to address impacts from the Long Range Development Plan on the County's services and infrastructure.
- Coordinate and develop annual reports and technical analysis.
- Provide environmental coordination support for the division and other departments.

Other Significant Accomplishments:

- Plan checked and inspected the Westmont College redevelopment work, including Winter Hall, the Adams Center, the new observatory, and the multi use sports complex with a practice field and stadium.

PLANNING & DEVELOPMENT

Department Summary (cont'd)

- Continued permit processing efforts for community redevelopment in Isla Vista, including the solar powered public parking lot, the Loop and Icon mixed use projects and public recycling center in downtown, the St. George residential project and Estero Park improvements near Camino Corto, and the Walter Capps Memorial Park along the Isla Vista bluffs.
- Completed a ten-year permit processing effort for the Santa Barbara Botanic Garden's Vital Mission Plan.
- Provided assistance to other department processing efforts for the County Emergency Operations Chief, Real Property's parcel acquisition, and the Sheriff.
- Plan checked and inspected the phases III and VI of repair work for the Sycamore canyon landslide.
- Provided timely expert assistance to the Parks Department and the General Services Department by preparing necessary environmental review documents for proposed projects at Lake Cachuma and for proposed external improvements at the Veterans' building in Lompoc.
- Coordinated the award of a Coastal Resource Enhancement Grant in the amount of \$1,360,938 to assist the Trust for Public Lands in its acquisition of the 43-acre Gaviota Village properties, situated on the mountainside of U.S. 101 adjacent to the Gaviota State Park.
- Coordinated County approvals and oversight for the removal of six large crude oil storage tanks and other structures at the former Gaviota terminal on the ocean-side of U.S. 101. The removal of these structures was followed by assessment of onsite contamination so that cleanup requirements and procedures may be developed and approved.
- Facilitated an effort to successfully bring the Chisan Nursery, south of Los Alamos, into compliance with the County's zoning and building codes.
- Commented on the U.S. Department of the Interior's proposed five-year leasing program that establishes the timing, location, and configuration of oil and gas lease sales on the Outer Continental Shelf for purposes of exploration and production.
- Coordinated County approvals of the Los Alamos Creekside subdivision (37 units).
- Successfully closed the Building and Safety Buellton office due to budgetary constraints and provided a drop off and appointment center in Buellton to maintain customer service.

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PLANNING & DEVELOPMENT
Department Summary (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
Oversee the collection and accounting of \$8.2 million of permit revenue annually	\$8,985,557	\$6,688,000	\$7,900,000	\$8,190,000
To ensure the County's economic vitality, receive 490 permit applications for land use or land development in the Santa Maria office.	606	490	490	490
As an efficient and responsive government, ensure safe, mitigated construction, operation, decommissioning of major energy projects in Santa Barbara County by ensuring compliance with 100% of 455 permit conditions.	99% 366 368	100% 468 468	100% 363 363	100% 455 455
To ensure the County's economic vitality, receive 2,614 permits for construction or grading.	3,268	1,780	2,810	2,614
Protect County citizens and resources by responding to 100% of approximately 341 housing, building and zoning code complaints within 24 hours.	100% 167 167	100% 327 327	100% 366 366	100% 341 341
To ensure the County's economic vitality, receive 1,100 permit applications submitted for land use or land development in the Santa Barbara office.	1,728	1,200	1,182	1,100

A new alternative energy project has been proposed to build a solar array system in the Cuyama Valley.



PLANNING & DEVELOPMENT

Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 2,346,298	\$ 1,725,132	\$ 1,774,746	\$ 1,571,466
Commission/Board Support	638,825	519,130	498,366	529,485
Operating Sub-Total	2,985,123	2,244,262	2,273,112	2,100,951
Less: Intra-County Revenues	(29,392)	--	--	--
Expenditure Total	2,955,731	2,244,262	2,273,112	2,100,951
<i>Other Financing Uses</i>				
Operating Transfers	4,442	4,442	3,442	3,452
Designated for Future Uses	123,453	81,934	539,401	40,000
Division Total	\$ 3,083,626	\$ 2,330,638	\$ 2,815,955	\$ 2,144,403

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	1,656,723	1,359,929	1,359,582	1,217,769
Overtime	7,497	4,500	1,000	2,000
Extra Help	130	--	4,800	--
Benefits	504,273	495,265	553,898	514,739
Salaries & Benefits Sub-Total	2,168,623	1,859,694	1,919,280	1,734,508
Services & Supplies	816,500	384,568	353,832	366,443
Operating Sub-Total	2,985,123	2,244,262	2,273,112	2,100,951
Less: Intra-County Revenues	(29,392)	--	--	--
Expenditure Total	\$ 2,955,731	\$ 2,244,262	\$ 2,273,112	\$ 2,100,951

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 1,144	\$ 500	\$ 350	\$ 350
Federal & State Revenues	15,498	--	--	--
Development Review Permits	811,375	547,631	548,000	555,520
Building & Safety Permits	289,574	206,141	304,200	295,800
Energy Permits	105,100	95,000	85,000	85,000
Violation Fees & Fines	28,636	27,313	24,500	15,731
Administrative Charges	45,354	51,000	36,000	36,000
Miscellaneous Revenue	195,416	130,000	180,000	139,491
Revenue Sub-Total	1,492,097	1,057,585	1,178,050	1,127,892
Less: Intra-County Revenues	(29,392)	--	--	--
Revenue Total	1,462,705	1,057,585	1,178,050	1,127,892
General Fund Contribution	1,279,142	1,205,802	1,597,340	1,002,830
<i>Other Financing Sources</i>				
Operating Transfers	--	--	5,563	--
Use of Prior Fund Balances	341,779	67,251	35,002	13,681
Division Total	\$ 3,083,626	\$ 2,330,638	\$ 2,815,955	\$ 2,144,403

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration	19.8	11.7	15.8	10.0	15.8	11.4	16.0	9.2
Commission/Board Support	5.8	5.5	3.8	3.9	3.8	4.3	3.8	3.6
Total Permanent	25.6	17.2	19.6	13.8	19.6	15.8	19.8	12.7
<i>Non-Permanent</i>								
Contract	--	1.3	--	--	--	0.1	--	--
Extra Help	--	0.1	--	--	--	0.1	--	--
Total Positions	25.6	18.6	19.6	13.8	19.6	15.9	19.8	12.7

SERVICE DESCRIPTION

Provides centralized support services for the department, including clerical, fiscal, personnel, process improvement, automation, mapping, graphics and public hearing support.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

This FY 2009-10 Estimated Actual operating expenditures increased by \$29,000 to \$2,273,000 from the FY 2009-10 Adopted budget of \$2,244,000. This 1% increase is the net result of:

- +\$60,000 - Increased salary costs resulting from incentives for early retirement; and
- -\$31,000 - Reduced replacement equipment and supplies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The FY 2010-11 Recommended Budget operating expenditures decreased by \$172,000 to \$2,101,000 from the FY 2009-10 Estimate Actual Budget of \$2,273,000. This 8% decrease is the net result of:

- -\$185,000 - Decreased salaries due to directly billing other department programs; and
- +\$13,000 - Increased miscellaneous service and supply accounts.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
Maintain accounts with deferred billing to less than \$10,001.	\$14,079	\$15,000	\$10,000	\$10,000
Respond within one week to 100% of an estimated 20 customer surveys where the recipient requests a response.	100% 5 5	100% 30 30	100% 20 20	100% 20 20
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.	99% 137 138	100% 95 95	100% 105 105	100% 97 97
Distribute 100% of approximately 350 monthly invoices within 3 days of the close of the billing period	100% 413 413	100% 360 360	100% 363 363	100% 350 350

PLANNING & DEVELOPMENT

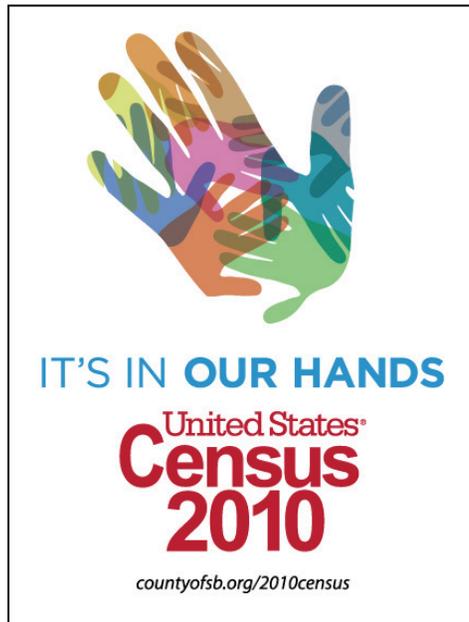
Administration (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed	100% 2 2	100% 2 2	100% 5 5	100% 5 5
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed	0 0	100% 2 2	100% 3 3	100% 3 3
Process approximately 28 appeals filed on planning permits.	36	30	38	28
As an efficient and responsive government, Planning and Development will maintain a productive workforce through a Lost Time Rate of 3.5% or less when measuring lost hours to total budgeted hours.	3.2%	3.6%	3.4%	3.5%
Commission/Board Support				
Reach a final decision for 80% of Architectural Review projects requiring Conceptual, Preliminary and Final review in 3 or less hearings for approximately 140 projects per year.	74% 151 204	80% 104 130	68% 95 140	80% 112 140
Provide accurate and timely noticing for 100% of approximately 125 annual agenda items for the Planning Commission and the Zoning Administrator.	99% 231 234	100% 180 180	100% 136 136	100% 125 125
Provide accurate and timely noticing for 100% of approximately 25 annual agenda items for the Montecito Planning Commission.	100% 37 37	100% 35 35	100% 25 25	100% 25 25

PLANNING & DEVELOPMENT

Administration (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
As an efficient and responsive government, complete 100% of 36 Planning Commission hearing minutes per month within two weeks of the hearing.	100%	100%	100%	100%
	44	35	36	36
	44	35	36	36
Schedule and provide support to 100% of 68 regional Board of Architectural Review meetings.	100%	100%	100%	100%
	75	72	68	68
	75	72	68	68
As an efficient and responsive government, complete and post to the website 100% of 36 marked agendas of the County and Montecito Planning Commissions within one week of the hearing.	95%	100%	100%	100%
	42	35	36	36
	44	35	36	36



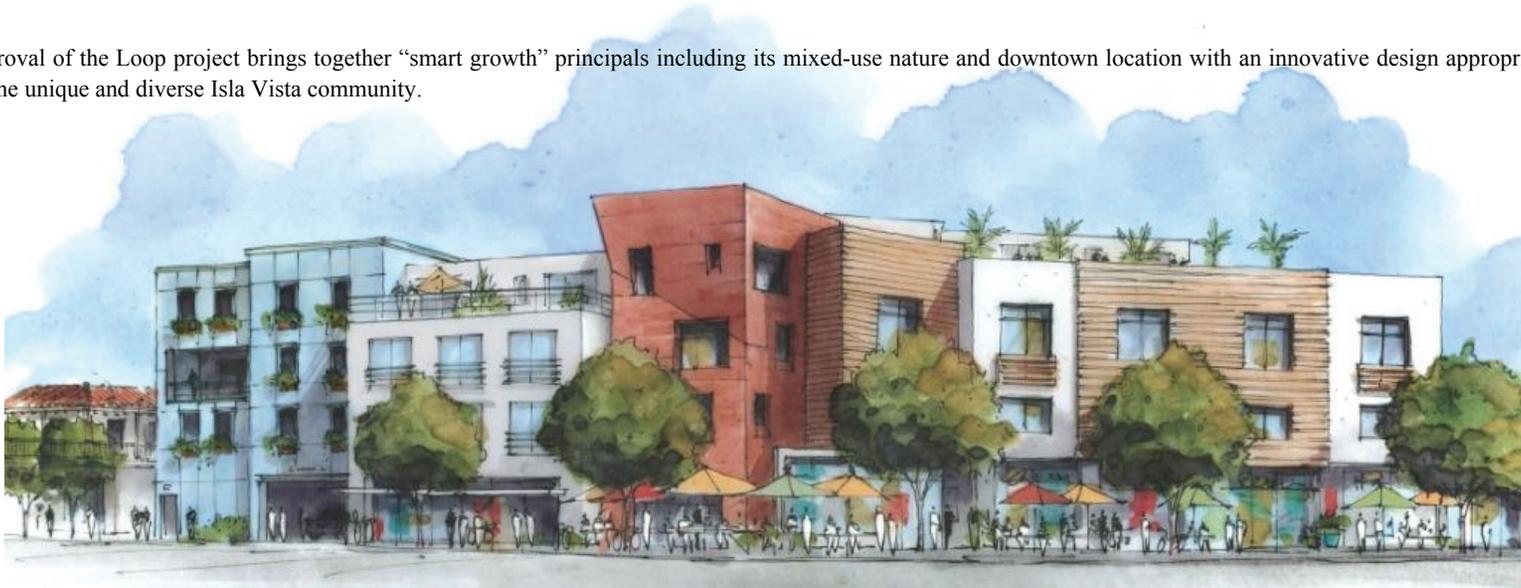
The County spearheaded a regional media outreach program to increase accuracy of the 2010 Census count by targeting Hard-to-Count communities.

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration				
Financial Office Professional	3.0	3.0	3.0	3.0
Director	--	1.0	1.0	1.0
Director of Development Services	2.0	1.0	1.0	1.0
Deputy Director	2.0	1.0	1.0	1.0
Business Manager	0.8	0.8	0.8	1.0
Project Manager	--	1.0	1.0	1.0
Data Processing Manager	1.0	--	--	--
Computer Systems Support	2.0	3.0	3.0	3.0
Mapping /GIS Support	2.0	2.0	2.0	2.0
Planner	3.0	1.0	1.0	1.0
Admin Office Professional	4.0	2.0	2.0	2.0
Sub-Division Total	19.8	15.8	15.8	16.0
Commission/Board Support				
Admin Office Professional	5.8	3.8	3.8	3.8
Sub-Division Total	5.8	3.8	3.8	3.8
Division Total	25.6	19.6	19.6	19.8



The Eastern Goleta Valley Community Plan Update includes Complete Streets concepts which accommodate all modes of transportation including vehicles, pedestrians, bicyclists and transit.

Approval of the Loop project brings together “smart growth” principals including its mixed-use nature and downtown location with an innovative design appropriate for the unique and diverse Isla Vista community.



PLANNING & DEVELOPMENT

Long Range Planning

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 405,118	\$ 457,214	\$ 378,837	\$ 325,944
Community Plans	1,465,862	1,380,670	1,604,795	1,701,604
General Plan Amendments	1,070,586	1,222,583	974,866	834,092
Strategic Planning	72,534	60,552	30,033	--
Special Projects	131,533	193,993	103,385	--
Operating Sub-Total	3,145,633	3,315,012	3,091,916	2,861,640
Less: Intra-County Revenues	(9,093)	--	(10,000)	(659,101)
Expenditure Total	3,136,540	3,315,012	3,081,916	2,202,539
<i>Other Financing Uses</i>				
Operating Transfers	4,597	43,188	117,748	47,217
Designated for Future Uses	174,000	655	--	--
Division Total	\$ 3,315,137	\$ 3,358,855	\$ 3,199,664	\$ 2,249,756

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	1,446,928	1,724,701	1,540,158	1,590,919
Overtime	22,899	13,000	22,500	17,500
Extra Help	27,379	--	64,089	--
Benefits	543,022	680,958	613,176	702,952
Salaries & Benefits Sub-Total	2,040,228	2,418,659	2,239,923	2,311,371
Services & Supplies	1,090,405	881,353	836,993	535,269
Contributions	15,000	15,000	15,000	15,000
Operating Sub-Total	3,145,633	3,315,012	3,091,916	2,861,640
Less: Intra-County Revenues	(9,093)	--	(10,000)	(659,101)
Expenditure Total	\$ 3,136,540	\$ 3,315,012	\$ 3,081,916	\$ 2,202,539

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 15,000	\$ --	\$ --	\$ --
Development Review Permits	24,351	200,000	220,000	187,016
Energy Mitigation	--	--	--	637,101
Violation Fees & Fines	(2)	--	--	--
Administrative Charges	3,031	--	15,300	22,000
Miscellaneous Revenue	880	--	--	--
Revenue Sub-Total	43,260	200,000	235,300	846,117
Less: Intra-County Revenues	(9,093)	--	(10,000)	(659,101)
Revenue Total	34,167	200,000	225,300	187,016
General Fund Contribution	2,952,596	2,784,100	2,680,264	1,825,618
<i>Other Financing Sources</i>				
Operating Transfers	32,142	--	--	--
Use of Prior Fund Balances	296,232	374,755	294,100	237,122
Division Total	\$ 3,315,137	\$ 3,358,855	\$ 3,199,664	\$ 2,249,756

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	3.0	2.9	3.0	3.2	3.0	2.6	3.0	2.1
Community Plans	7.8	7.2	7.8	8.0	7.8	9.2	8.8	9.1
General Plan Amendments	6.0	5.8	7.0	7.2	7.0	4.9	5.0	5.8
Strategic Planning	1.0	0.3	--	0.3	--	0.2	--	--
Special Projects	0.8	0.6	1.0	0.9	1.0	0.5	--	--
Total Permanent	18.5	16.7	18.8	19.5	18.8	17.3	16.8	16.9
<i>Non-Permanent</i>								
Extra Help	--	0.7	--	--	--	1.8	--	--
Total Positions	18.5	17.4	18.8	19.5	18.8	19.0	16.8	16.9

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. Provides significant level of support to other Departments/Divisions with annexation reviews, Capital Improvement Plan conformity reviews, responsible agency reviews, inter-agency coordination and regional planning, grant research and writing, legislative reviews and service as environmental coordinators.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The FY 2009-10 Estimated Actual operating expenditures decreased by \$223,000 to \$3,092,000 from the FY 2009-10 Adopted Budget of \$3,315,000. This 7% decrease is the net result of:

- -\$179,000 - Salary savings due to vacancies and restructuring of division to delete leadership position;
- -\$142,000 - Reduced Long Range Planning contracts partially due to continuing next fiscal year the 2005-2025 UCSB Long Range Development Plan for Public Works (Roads) to develop traffic models and Long Range Planning Division's involvement in the process;
- +\$35,000 - Increased cost to relocate Long Range Planning to the Engineering Building due to the termination of lease agreement; and
- +\$63,000 - Increased service and supply costs which includes the reallocation of salary savings to be used for Census outreach materials.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The FY 2010-11 Recommended Budget operating expenditures decrease by \$230,000 to \$2,862,000 from FY 2009-10 Estimated Actual Budget of \$3,092,000. This 7% decrease is the net result of:

- -\$165,000 - Terminated office lease for Long Range Planning;
- -\$79,000 - Reduced miscellaneous service and supply accounts due to completion of Census outreach and other work program changes;
- +\$71,000 - Net result of increased retirement and health contribution costs; reduced salary savings and position changes;
- -\$57,000 - Completed several contracts in FY 2009-10 which were one-time costs; and
- General fund contribution decreased by \$855,000. Part of this reduction is due to the use of CREF to fund portions of the Long Range Planning work program (Gaviota, Summerland, and Santa Claus Lane).

PLANNING & DEVELOPMENT**Long Range Planning (cont'd)**

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Administration				
Deputy Director	1.0	--	--	--
Director of Long Range Planning	--	1.0	1.0	1.0
Admin Office Professional	2.0	2.0	2.0	2.0
Sub-Division Total	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
Community Plans				
Deputy Director	1.0	1.0	1.0	1.0
Supervising Planner	1.0	1.0	1.0	2.0
Planner	5.8	5.8	5.8	5.8
Sub-Division Total	<u>7.8</u>	<u>7.8</u>	<u>7.8</u>	<u>8.8</u>
General Plan Amendments				
Deputy Director	1.0	1.0	1.0	--
Supervising Planner	1.0	1.0	1.0	1.0
Planner	4.0	5.0	5.0	4.0
Sub-Division Total	<u>6.0</u>	<u>7.0</u>	<u>7.0</u>	<u>5.0</u>
Strategic Planning				
Planner	1.0	--	--	--
Sub-Division Total	<u>1.0</u>	--	--	--
Special Projects				
Deputy Director	0.8	--	--	--
Supervising Planner	--	1.0	1.0	--
Sub-Division Total	<u>0.8</u>	<u>1.0</u>	<u>1.0</u>	--
Division Total	<u>18.5</u>	<u>18.8</u>	<u>18.8</u>	<u>16.8</u>

PLANNING & DEVELOPMENT

Development Review - South

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 302,296	\$ 246,387	\$ 257,161	\$ 296,425
Permitting & Compliance	2,248,363	1,999,793	1,867,013	1,830,507
Condition Compliance Mitigation	--	120,000	115,000	20,000
EIR Contracts	1,279,012	840,000	500,000	392,000
Operating Sub-Total	3,829,671	3,206,180	2,739,174	2,538,932
Less: Intra-County Revenues	(8,203)	--	--	--
Expenditure Total	3,821,468	3,206,180	2,739,174	2,538,932
<i>Other Financing Uses</i>				
Operating Transfers	3,196	3,196	2,446	1,758
Designated for Future Uses	43,294	10,000	10,000	14,000
Division Total	\$ 3,867,958	\$ 3,219,376	\$ 2,751,620	\$ 2,554,690

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	1,503,119	1,329,759	1,287,562	1,318,732
Overtime	11,713	7,500	9,000	8,000
Benefits	583,271	530,534	519,464	583,203
Salaries & Benefits Sub-Total	2,098,103	1,867,793	1,816,026	1,909,935
Services & Supplies	1,731,568	1,238,387	823,148	628,997
Contributions	--	100,000	100,000	--
Operating Sub-Total	3,829,671	3,206,180	2,739,174	2,538,932
Less: Intra-County Revenues	(8,203)	--	--	--
Expenditure Total	\$ 3,821,468	\$ 3,206,180	\$ 2,739,174	\$ 2,538,932

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 27,679	\$ 10,000	\$ 15,000	\$ 14,000
Development Review Permits	2,191,773	1,556,368	1,535,000	1,481,158
Reimbursable Contracts	1,478,924	960,000	561,325	442,000
Administrative Charges	1,905	6,400	2,000	--
Miscellaneous Revenue	7,717	--	--	--
Revenue Sub-Total	3,707,998	2,532,768	2,113,325	1,937,158
Less: Intra-County Revenues	(8,203)	--	--	--
Revenue Total	3,699,795	2,532,768	2,113,325	1,937,158
<i>General Fund Contribution</i>				
	158,097	563,808	538,295	594,732
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	10,066	122,800	100,000	22,800
Division Total	\$ 3,867,958	\$ 3,219,376	\$ 2,751,620	\$ 2,554,690

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	2.0	1.4	1.0	1.0	1.0	1.5	2.0	1.6
Permitting & Compliance	21.0	18.5	15.0	14.8	15.0	14.5	11.0	13.0
Total Positions	23.0	19.9	16.0	15.7	16.0	16.0	13.0	14.6

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. Ensure project compliance with environmental mitigation measures and conditions of approval.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The FY 2009-10 Estimated Actual operating expenditures decreased by \$467,000 to \$2,739,000 from the FY 2009-10 Adopted Budget of \$3,206,000. This 15% decrease is the result of:

- -\$404,000 - Reduced reimbursable contracts for environmental impact reports;
- -\$52,000 - Decreased salaries due to vacancies resulting in salary savings; and
- -\$23,000 - Digital archiving project (offset with designation release) will be deferred until next fiscal year.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The FY 2010-11 Recommended Budget operating expenditures will decrease by \$200,000 to \$2,539,000 from the FY 2009-10 Estimated Actual of \$2,739,000. This 7% decrease is the net result of:

- -\$114,000 - Decreased reimbursable contracts due to slowing permit activity;
- -\$100,000 - Paid for Youth Hostel in FY 2009-10 with designated funds from Mitigation Trust Fund;
- +\$94,000 - Net result of increased retirement and health contribution costs; reduced salary savings and position changes;
- -\$67,000 - Reduced liability insurance costs;
- -\$36,000 - Reduced miscellaneous service and supply accounts due to slowing permit activity; and
- +\$23,000 - Digital archiving (offset with designation release) will be deferred until next fiscal year.

PLANNING & DEVELOPMENT

Development Review - South (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
Ensure that staff processing or monitoring planning projects bill at least 70% of working hours to reimbursable projects.	76.7%	70.0%	75.0%	70.0%
Permitting & Compliance				
As an efficient and responsive government, confirm compliance and release of performance securities on 85% of 15 projects within 5 working days of an applicant's requested date.	100% 1	85% 9	100% 18	85% 13
As an efficient and responsive government, issue complete or incomplete letters to 100% of approximately 150 annual discretionary Development Review project submittals within 30 days of submittal or resubmittal by the applicant.	98% 255 260	100% 85 85	99% 158 160	100% 150 150
As an efficient and responsive government, present to decision maker within 4 months of application completeness 95% of approximately 55 projects that require a CEQA Exemption.	81% 38 47	95% 30 32	97% 58 60	95% 52 55
As an efficient and responsive government, conduct final inspections on 85% of 15 projects for sign-off on conditions of approval within 5 working days of an applicant's requested date.	100% 20 20	85% 21 25	100% 15 15	85% 13 15
As an efficient and responsive government, contact the applicant on 100% of 110 ministerial permit applications within 10 working days of receipt of the application with submittal needs and advisory information.	87% 113 130	100% 150 150	96% 115 120	100% 110 110

PLANNING & DEVELOPMENT
Development Review - South (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
As an efficient and responsive government, present to decision maker within 6 months of application completeness 80% of approximately 15 projects requiring a Negative Declaration or addendum to Negative Declaration.	73% 8 11	80% 8 10	90% 18 20	80% 12 15
As an efficient and responsive government, conduct preconstruction meeting on 85% of 16 projects requiring permit compliance monitoring within 5 working days of an applicant's requested date.	100% 43 43	85% 26 30	100% 18 18	85% 14 16
As an efficient and responsive government, conclude staff work within two weeks of Preliminary BAR approval on 80% of 45 ministerial permits subject to Architectural Review where no associated discretionary permits are required.	47% 38 81	80% 54 68	69% 31 45	80% 36 45
To ensure the County's economic vitality, process 245 discretionary and ministerial planning applications annually.	424	245	245	245

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration				
Deputy Director	1.0	1.0	1.0	1.0
Admin Office Professional	1.0	--	--	1.0
Sub-Division Total	2.0	1.0	1.0	2.0
Permitting & Compliance				
Supervising Planner	3.0	2.0	2.0	2.0
Planner	18.0	13.0	13.0	9.0
Sub-Division Total	21.0	15.0	15.0	11.0
Division Total	23.0	16.0	16.0	13.0



Telecommunication technology evolves. Distributed Antenna System is deployed in Santa Barbara County and adjoining cities.



Located on the bluffs above the ocean in Isla Vista, the Walter Capps Memorial park incorporates numerous “green” features including a state of the art irrigation system, drought-tolerant species native to the Channel Islands and a seasonal native grassland meadow.

The goal of the Gaviota Coast Plan is to balance the sometimes conflicting goals of public access, resource protection and agricultural viability.



PLANNING & DEVELOPMENT

Development Review - North

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 325,046	\$ 232,764	\$ 302,015	\$ 219,185
Permitting & Compliance	1,418,657	1,137,414	1,277,360	1,311,005
Zoning Enforcement	52,508	130,347	88,129	77,735
Property & Permit Info	222,315	248,931	143,555	187,610
EIR Contracts	58,071	410,000	284,360	240,000
Expenditure Total	<u>2,076,597</u>	<u>2,159,456</u>	<u>2,095,419</u>	<u>2,035,535</u>
<i>Other Financing Uses</i>				
Operating Transfers	3,316	3,316	2,566	1,758
Designated for Future Uses	--	12,408	--	--
Division Total	<u>\$ 2,079,913</u>	<u>\$ 2,175,180</u>	<u>\$ 2,097,985</u>	<u>\$ 2,037,293</u>

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	1,329,993	1,149,528	1,169,884	1,138,341
Overtime	930	1,300	1,500	1,550
Extra Help	1,144	--	--	--
Benefits	498,984	414,249	457,941	503,630
Salaries & Benefits Sub-Total	<u>1,831,051</u>	<u>1,565,077</u>	<u>1,629,325</u>	<u>1,643,521</u>
Services & Supplies	245,546	594,379	466,094	392,014
Expenditure Total	<u>\$ 2,076,597</u>	<u>\$ 2,159,456</u>	<u>\$ 2,095,419</u>	<u>\$ 2,035,535</u>

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Development Review Permits	\$ 1,127,755	\$ 850,772	\$ 960,000	\$ 1,102,354
Building & Safety Permits	77,304	--	--	--
Reimbursable Contracts	65,221	417,000	294,360	240,000
Violation Fees & Fines	28,549	40,000	20,000	32,606
Miscellaneous Revenue	3,098	3,500	2,500	2,500
Revenue Total	<u>1,301,927</u>	<u>1,311,272</u>	<u>1,276,860</u>	<u>1,377,460</u>
General Fund Contribution	777,986	834,600	821,125	642,933
Other Financing Sources	--	29,308	--	16,900
Use of Prior Fund Balances	--	--	--	--
Division Total	<u>\$ 2,079,913</u>	<u>\$ 2,175,180</u>	<u>\$ 2,097,985</u>	<u>\$ 2,037,293</u>

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	4.0	1.9	3.0	1.1	3.0	1.5	3.0	0.9
Permitting & Compliance	12.8	12.8	9.0	8.8	9.0	10.7	10.0	9.7
Zoning Enforcement	1.0	0.5	1.0	1.1	1.0	0.8	--	0.6
Property & Permit Info	3.0	2.4	2.0	2.2	2.0	1.2	1.0	1.4
Total Permanent	<u>20.8</u>	<u>17.7</u>	<u>15.0</u>	<u>13.2</u>	<u>15.0</u>	<u>14.1</u>	<u>14.0</u>	<u>12.6</u>
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	--	--	--
Total Positions	<u>20.8</u>	<u>17.7</u>	<u>15.0</u>	<u>13.2</u>	<u>15.0</u>	<u>14.1</u>	<u>14.0</u>	<u>12.6</u>

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. Ensure compliance with zoning regulations, environmental mitigation measures, and conditions of approval.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The FY 2009-10 Estimated Actual operating expenditures decreased by \$64,000 to \$2,095,000 from the FY 2009-10 Adopted Budget of \$2,159,000. This 3% decrease is the net result of:

- -\$123,000 - Reduced reimbursable contracts for environmental impact reports;
- +\$65,000 - Increased salaries due to funding an unfunded position for a portion of the fiscal year to manage case processing activity; and
- -\$17,000 - Digital archiving project (offset with designation release) will be deferred until next fiscal year.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The FY 2010-11 Recommended Budget operating expenditures will decrease by \$60,000 to \$2,036,000 from the FY 2009-10 Estimated Actual of \$2,095,000. This 3% decrease is the net result of:

- -\$54,000 - Decreased reimbursable contracts due to slowing of permit activity;
- +\$17,000 - Digital archiving (offset with designation release) will be continued in FY 2010-11;
- -\$14,000 - Reduced liability insurance costs; and
- +\$14,000 - Net result of increased retirement and health contribution costs; reduced salary savings and position changes (deleted one-time funded FTE for public counter and zoning enforcement).

PLANNING & DEVELOPMENT

Development Review - North (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
Ensure that staff processing or monitoring planning projects bill at least 70% of working hours to reimbursable projects.	69.6%	70.0%	70.0%	70.0%
Permitting & Compliance				
As an efficient and responsive government, confirm compliance and release of performance securities on 85% of 8 projects within 5 working days of an applicant's requested date.	100%	85%	100%	85%
	6	4	8	7
	6	5	8	8
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.	100%	100%	97%	100%
	79	53	76	75
	79	53	78	75
As an efficient and responsive government, present to decision maker within 4 months of application completeness 95% of approximately 30 projects that require a CEQA Exemption.	84%	95%	87%	95%
	16	21	26	29
	19	22	30	30
As an efficient and responsive government, conduct final inspections on 85% of 10 projects for sign-off on conditions of approval within 5 working days of an applicant's requested date.	100%	85%	100%	85%
	9	4	10	9
	9	5	10	10
As an efficient and responsive government, contact the applicant on 100% of 45 ministerial permit applications within 10 working days of receipt of the application with submittal needs and advisory information.	100%	100%	89%	100%
	43	45	40	45
	43	45	45	45

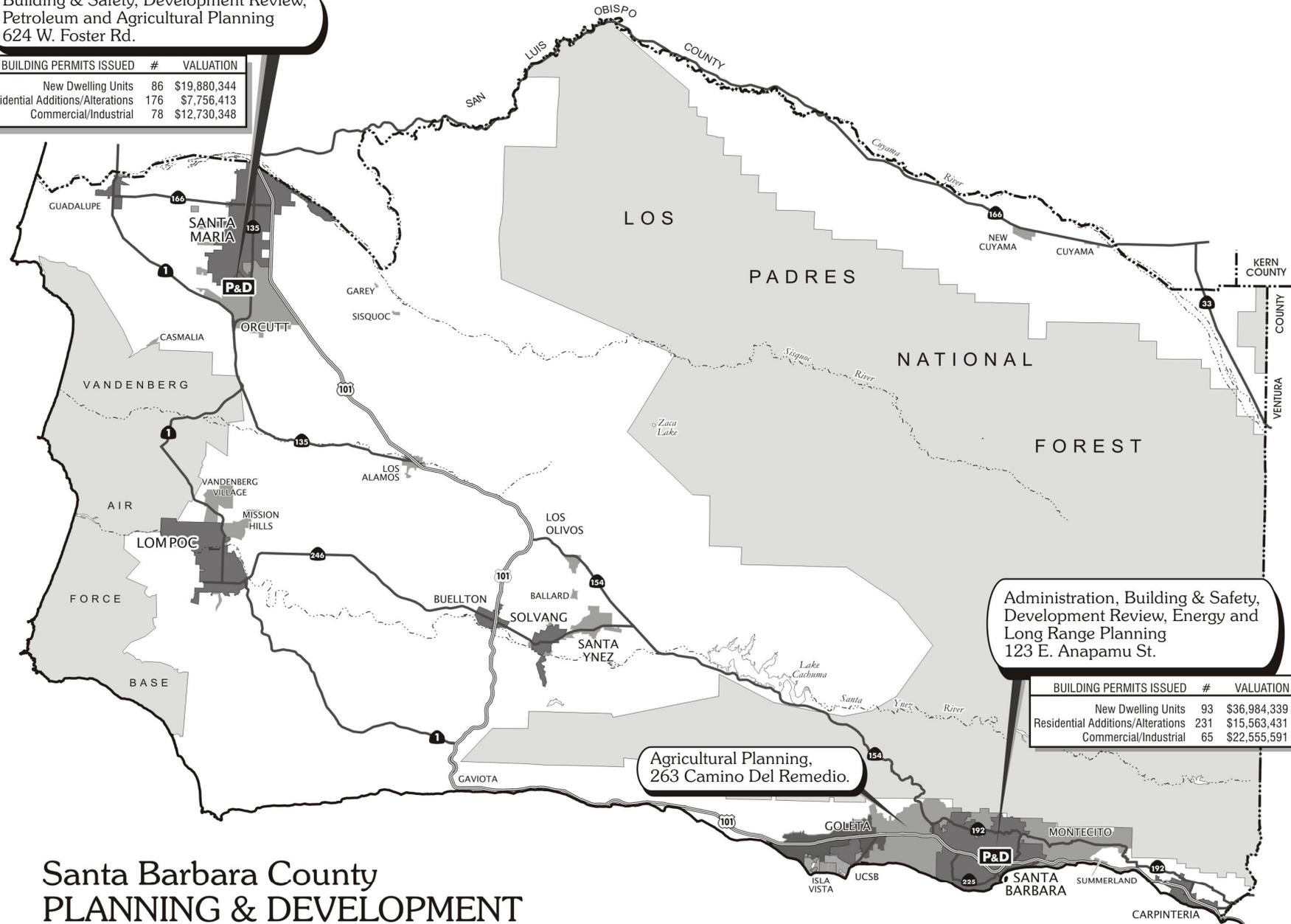
PLANNING & DEVELOPMENT
Development Review - North (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
As an efficient and responsive government, present to decision maker within 6 months of application completeness 80% of approximately 15 projects requiring a Negative Declaration or addendum to Negative Declaration.	75% 6 8	80% 6 7	89% 16 18	80% 12 15
As an efficient and responsive government, conduct preconstruction meeting on 85% of 5 projects requiring permit compliance monitoring within 5 working days of an applicant's requested date.	100% 4 4	85% 4 5	100% 5 5	85% 4 5
As an efficient and responsive government, conclude staff work within two weeks of Preliminary BAR approval on 80% of 20 ministerial permits subject to Architectural Review where no associated discretionary permits are required.	43% 9 21	80% 11 14	65% 13 20	80% 16 20
Zoning Enforcement				
As an efficient and responsive government, send initial advisory contact letter to 100% of property owners within one business day for approximately 120 annual non-health or safety complaints.	99% 138 140	100% 112 112	98% 118 120	100% 120 120
As an efficient and responsive government, resolve 75% of 10 actual violations requiring abatement (no permit process) within 60 days of issuing the initial Notice of Violation.	15% 7 48	75% 23 30	67% 4 6	75% 8 10
As an efficient and responsive government, make a determination of whether a violation exists for 100% of 120 cases within 60 days of receiving the complaint.	59% 94 159	100% 112 112	96% 115 120	100% 120 120

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Property & Permit Info				
As an efficient and responsive government, approve or deny 100% of approximately 240 simple over the counter permit applications within 48 hours of application acceptance.	100% 316 316	100% 275 275	100% 240 240	100% 240 240
As an efficient and responsive government, return and resolve 100% of approximately 2,100 permit counter telephone inquiries within 24 hours of call.	99% 2,055 2,073	100% 1,550 1,550	100% 2,100 2,100	100% 2,100 2,100
	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration				
Deputy Director	1.0	1.0	1.0	1.0
Admin Office Professional	3.0	2.0	2.0	2.0
Sub-Division Total	4.0	3.0	3.0	3.0
Permitting & Compliance				
Supervising Planner	3.0	2.0	2.0	2.0
Planner	9.8	7.0	7.0	8.0
Sub-Division Total	12.8	9.0	9.0	10.0
Zoning Enforcement				
Planner	1.0	1.0	1.0	--
Sub-Division Total	1.0	1.0	1.0	--
Property & Permit Info				
Planner	2.0	2.0	2.0	1.0
Building/Technical Inspector	1.0	--	--	--
Sub-Division Total	3.0	2.0	2.0	1.0
Division Total	20.8	15.0	15.0	14.0

Building & Safety, Development Review,
Petroleum and Agricultural Planning
624 W. Foster Rd.

BUILDING PERMITS ISSUED	#	VALUATION
New Dwelling Units	86	\$19,880,344
Residential Additions/Alterations	176	\$7,756,413
Commercial/Industrial	78	\$12,730,348



Administration, Building & Safety,
Development Review, Energy and
Long Range Planning
123 E. Anapamu St.

BUILDING PERMITS ISSUED	#	VALUATION
New Dwelling Units	93	\$36,984,339
Residential Additions/Alterations	231	\$15,563,431
Commercial/Industrial	65	\$22,555,591

Agricultural Planning,
263 Camino Del Remedio.

Santa Barbara County
PLANNING & DEVELOPMENT
Office Locations, Building Permits Issued 2009

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PLANNING & DEVELOPMENT

Building and Safety

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 332,027	\$ 346,425	\$ 336,187	\$ 446,043
Permitting & Inspection	2,674,357	1,776,229	2,329,549	2,967,896
Code Enforcement	63,284	167,822	166,128	172,562
Zoning Enforcement	204,383	187,176	184,337	188,213
Property & Permit Info	354,646	360,485	282,662	306,693
Offshore Oil & Gas	362,480	371,950	371,550	354,141
Onshore Oil & Gas	368,933	423,843	320,424	490,111
Operating Sub-Total	4,360,110	3,633,930	3,990,837	4,925,659
Less: Intra-County Revenues	(38,680)	--	--	--
Expenditure Total	4,321,430	3,633,930	3,990,837	4,925,659
<i>Other Financing Uses</i>				
Operating Transfers	56,608	30,154	2,740	29,539
Designated for Future Uses	64,009	--	384,483	--
Division Total	\$ 4,442,047	\$ 3,664,084	\$ 4,378,060	\$ 4,955,198

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	2,513,482	2,120,765	2,221,244	2,761,385
Overtime	31,715	2,950	5,100	3,100
Extra Help	95,560	--	31,000	45,602
Benefits	942,205	767,972	1,038,008	1,250,598
Salaries & Benefits Sub-Total	3,582,962	2,891,687	3,295,352	4,060,685
Services & Supplies	777,148	742,243	695,485	864,974
Operating Sub-Total	4,360,110	3,633,930	3,990,837	4,925,659
Less: Intra-County Revenues	(38,680)	--	--	--
Expenditure Total	\$ 4,321,430	\$ 3,633,930	\$ 3,990,837	\$ 4,925,659

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 2,944	\$ 21,698	\$ 1,200	\$ 1,500
Federal & State Revenues	74	--	--	--
Development Review Permits	187,347	139,055	171,000	200,113
Onshore Oil & Gas Inspection	333,999	320,678	325,000	335,000
Building & Safety Permits	2,968,705	1,984,222	2,997,000	2,978,384
Reimbursable Contracts	308,079	315,000	315,000	315,000
Energy Permits	63,418	72,060	71,550	53,951
Violation Fees & Fines	182,701	127,638	557,000	158,472
Administrative Charges	9,455	24,307	--	--
Miscellaneous Revenue	11,111	10,000	15,000	10,000
Revenue Sub-Total	4,067,833	3,014,658	4,452,750	4,052,420
Less: Intra-County Revenues	(38,680)	--	--	--
Revenue Total	4,029,153	3,014,658	4,452,750	4,052,420
<i>General Fund Contribution</i>	247,151	545,044	(87,121)	501,510
<i>Other Financing Sources</i>				
Operating Transfers	83,001	25,000	--	25,000
Use of Prior Fund Balances	82,742	79,382	12,431	376,268
Division Total	\$ 4,442,047	\$ 3,664,084	\$ 4,378,060	\$ 4,955,198

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Administration	1.0	1.5	1.0	1.7	1.0	1.1	1.0	2.0
Permitting & Inspection	28.0	25.2	22.0	15.4	22.0	21.9	23.0	23.1
Code Enforcement	1.0	0.7	1.0	1.6	1.0	1.5	2.0	1.6
Zoning Enforcement	1.0	1.9	1.0	1.5	1.0	2.0	1.0	1.4
Property & Permit Info	4.0	3.2	4.0	2.8	4.0	2.3	4.0	2.2
Offshore Oil & Gas	--	0.0	--	0.6	--	0.3	--	0.4
Onshore Oil & Gas	3.0	3.0	3.0	3.2	3.0	2.8	3.0	3.0
Total Permanent	38.0	35.5	32.0	26.6	32.0	31.9	34.0	33.6
<i>Non-Permanent</i>								
Extra Help	--	0.8	--	--	--	0.1	--	0.4
Total Positions	38.0	36.3	32.0	26.6	32.0	32.0	34.0	34.0

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.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The FY 2009-10 Estimated Actual operating expenditures increased by \$357,000 to \$3,991,000 from the FY 2009-10 Adopted Budget of \$3,634,000. This 10% increase is the net result of:

- +\$404,000 - Salaries were increased during the fiscal year to fund several unfunded positions which were necessary to respond to increased building permit activity;
- -\$25,000 - Completion of Petroleum's technical facility audit and development of the management information database (offset with designation release) will be deferred until next fiscal year; and
- -\$22,000 - Digital archiving project (offset with designation release) will be deferred until next fiscal year.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The FY 2010-11 Recommended Budget operating expenditures increase by \$935,000 to \$4,926,000 from the FY 2009-10 Estimated Actual of \$3,991,000. This 23% increase is the result of:

- +\$765,000 - Net result of increased retirement and health contribution costs; reduced salary savings and position changes (added 4.5 positions for the full fiscal year based on the increase in building permit activity in FY 2009-10 and deletion of one-time funding for the public counter (.5);
- +\$85,000 - Deferred until next fiscal year wireless system for building inspectors in the field, digital archiving, and Petroleum technical facility audit and development of management information database, all offset with designation release; and
- +\$69,000 - Increased costs applied to Petroleum fund through the indirect cost plan due to County Counsel support in litigation.

PLANNING & DEVELOPMENT

Building and Safety (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
Conduct one 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
Permitting & Inspection				
Protect the health and safety of citizens by ensuring that 100% of approximately 2,164 construction projects are built to state adopted codes and standards.	100% 3,268	100% 1,780	100% 2,810	100% 2,614
As an efficient and responsive government, complete first review of 100% of approximately 726 small, counter approved plans, within 10 business days of acceptance, e.g., patios, pools, retaining walls, <600 sq. ft. room additions.	87% 630 722	100% 455 455	85% 663 780	100% 726 726
As an efficient and responsive government, complete first review for 100% of 577 medium to large projects within 30 days of acceptance, e.g. houses, commercial projects, >600 sq. ft. additions.	78% 359 461	100% 323 323	77% 477 620	100% 577 577
As an efficient and responsive government, assign plan checker and notify applicant of acceptance or rejection of 100% of 1,310 plans within two business days of project submittal.	93% 1,398 1,500	100% 770 770	94% 1,327 1,408	100% 1,310 1,310
As an efficient and responsive government, Building and Safety will complete 100% of 17,818 inspections within one business day of request.	100% 21,443 21,443	100% 15,050 15,050	100% 19,159 19,159	100% 17,818 17,818

PLANNING & DEVELOPMENT

Building and Safety (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
As an efficient and responsive government, complete first review of 100% of 138 grading plans < 1500 cu. yds. within 2 weeks of submittal.	94% 162 172	100% 110 110	69% 102 148	100% 138 138
As an efficient and responsive government, complete first review of 100% of 33 grading projects > 1500 cu. yds. within 3 weeks of submittal.	86% 48 56	100% 32 32	71% 25 35	100% 33 33
Code Enforcement				
As an efficient and responsive government, complete 100% of initial investigations within three business days of receipt of approximately 165 building and grading code violation complaints.	100% 60 60	100% 100 100	100% 177 177	100% 165 165
Zoning Enforcement				
As an efficient and responsive government, send initial advisory contact letter to 100% of property owners within one business day for approximately 85 annual non-health or safety complaints.	96% 139 145	100% 115 115	100% 85 85	100% 85 85
As an efficient and responsive government, resolve 75% of 10 actual violations requiring abatement (no permit process) within 60 days of issuing the initial Notice of Violation.	75% 18 24	75% 25 33	67% 8 12	75% 8 10
As an efficient and responsive government, make a determination of whether a violation exists for 100% of 85 cases within 60 days of receiving the complaint.	91% 140 154	100% 115 115	99% 84 85	100% 85 85

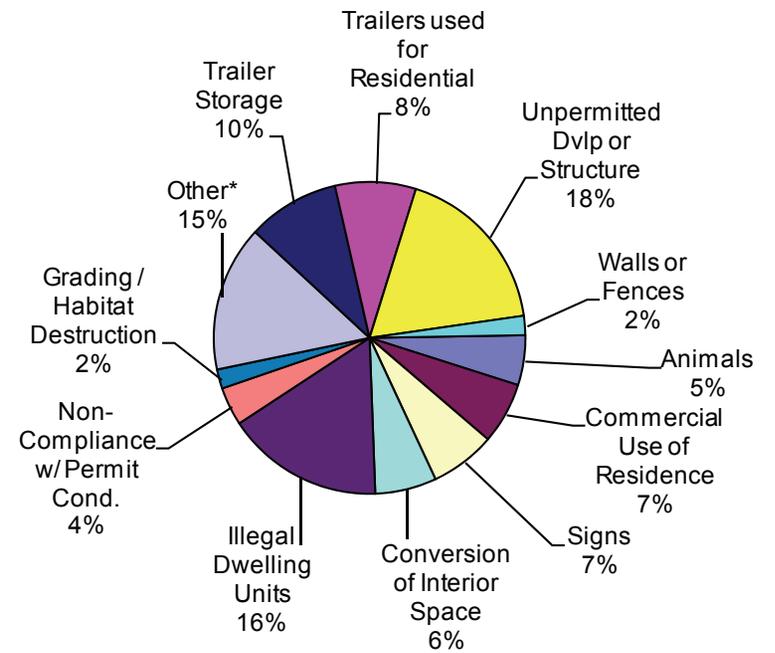
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Property & Permit Info				
As an efficient and responsive government, approve or deny 100% of approximately 18 simple over the counter permit applications within 48 hours of application acceptance.	100% 11 11	100% 15 15	100% 18 18	100% 18 18
As an efficient and responsive government, return and resolve 100% of approximately 3,440 permit counter telephone inquiries within 24 hours of call.	100% 4,469 4,469	100% 2,400 2,400	100% 3,698 3,698	100% 3,440 3,440
Offshore Oil & Gas				
Complete 80 inspections annually at nine Oil and Gas facilities receiving offshore oil and are regulated by the Santa Barbara County Systems Safety Review and Reliability Committee.	--	80	80	80
Onshore Oil & Gas				
As an efficient and responsive government, perform 100% of 2,600 oil well and tank farm inspections annually.	77% 2,005 2,606	100% 2,600 2,600	100% 2,600 2,600	100% 2,600 2,600
As an efficient and responsive government, inspect and report on 100% of approximately 46 petroleum incident complaints within one business day.	100% 23 23	100% 40 40	100% 49 49	100% 46 46

PLANNING & DEVELOPMENT

Building and Safety (cont'd)

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
Administration				
Deputy Director	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
Permitting & Inspection				
Plan Check Engineer	2.0	2.0	2.0	2.0
Supervising Building Inspector	4.0	4.0	4.0	4.0
Admin Office Professional	1.0	1.0	1.0	2.0
Assistant Plan Checker	3.0	2.0	2.0	2.0
Building/Technical Inspector	14.0	11.0	11.0	11.0
Grading Inspector	3.0	2.0	2.0	2.0
Sub-Division Total	27.0	22.0	22.0	23.0
Code Enforcement				
Building/Technical Inspector	1.0	1.0	1.0	2.0
Sub-Division Total	1.0	1.0	1.0	2.0
Zoning Enforcement				
Planner	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
Property & Permit Info				
Supervising Planner	1.0	1.0	1.0	1.0
Planner	3.0	3.0	3.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0
Onshore Oil & Gas				
Admin Office Professional	1.0	1.0	1.0	1.0
Petroleum Inspector	2.0	2.0	2.0	2.0
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	38.0	32.0	32.0	34.0

**Zoning Violation
Complaints by Type
2009**



*Includes: debris/junk, lighting, events, etc.

Code enforcement process improvements were implemented this past year through revised procedures and amendments to Chapter 24A, Administrative Fine Ordinance to affect a more systematic and timely response to reported violation.

PLANNING & DEVELOPMENT

Energy

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 278,533	\$ 273,841	\$ 267,958	\$ 247,894
Permitting & Compliance	683,402	754,977	663,970	813,045
Long Range Planning	59,407	38,140	43,467	35,687
Mitigation Programs	1,551,490	1,665,637	768,671	1,575,159
EIR Contracts	232,605	350,000	--	--
Operating Sub-Total	2,805,437	3,082,595	1,744,066	2,671,785
Less: Intra-County Revenues	(34,657)	--	--	--
Expenditure Total	2,770,780	3,082,595	1,744,066	2,671,785
<i>Other Financing Uses</i>				
Operating Transfers	1,198	1,198	1,198	1,046
Designated for Future Uses	48,033	33,256	23,256	5,000
Division Total	\$ 2,820,011	\$ 3,117,049	\$ 1,768,520	\$ 2,677,831

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	566,066	581,291	469,503	568,857
Overtime	1,624	1,700	300	500
Benefits	213,815	217,489	241,394	244,262
Salaries & Benefits Sub-Total	781,505	800,480	711,197	813,619
Services & Supplies	559,683	789,112	338,885	404,510
Contributions	1,464,249	1,493,003	693,984	1,453,656
Operating Sub-Total	2,805,437	3,082,595	1,744,066	2,671,785
Less: Intra-County Revenues	(34,657)	--	--	--
Expenditure Total	\$ 2,770,780	\$ 3,082,595	\$ 1,744,066	\$ 2,671,785

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 81,747	\$ 35,300	\$ 27,625	\$ 23,400
Reimbursable Contracts	380,440	600,000	120,000	30,000
Energy Permits	905,394	869,336	867,780	1,073,375
Energy Mitigation	630,675	630,750	630,750	630,750
Administrative Charges	42,688	74,395	35,000	62,300
Miscellaneous Revenue	14,847	--	--	--
Revenue Sub-Total	2,055,791	2,209,781	1,681,155	1,819,825
Less: Intra-County Revenues	(34,657)	--	--	--
Revenue Total	2,021,134	2,209,781	1,681,155	1,819,825
General Fund Contribution	(17,220)	(2,336)	--	--
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	816,097	909,604	87,365	858,006
Division Total	\$ 2,820,011	\$ 3,117,049	\$ 1,768,520	\$ 2,677,831

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	2.0	2.4	2.0	2.1	2.0	1.3	2.0	1.6
Permitting & Compliance	6.0	4.6	3.0	3.7	3.0	3.4	3.0	3.9
Long Range Planning	1.0	0.4	1.0	0.3	1.0	0.3	1.0	0.2
Mitigation Programs	0.5	0.2	0.5	0.4	0.5	0.1	0.5	0.3
Total Permanent	9.5	7.5	6.5	6.5	6.5	5.1	6.5	6.0
<i>Non-Permanent</i>								
Contract	--	0.0	--	--	--	--	--	0.1
Total Positions	9.5	7.5	6.5	6.5	6.5	5.1	6.5	6.0

SERVICE DESCRIPTION

Oversees oil and gas activities offshore Santa Barbara County and 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.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The FY 2009-10 Estimated Actual operating expenditures decreased by \$1,339,000 to \$1,744,000 from the FY 2009-10 Adopted Budget of \$3,083,000. This 43% decrease is the result of:

- -\$809,000 - Coastal Resource Enhancement Fund (CREF) awards to be deferred until next fiscal year;
- -\$395,000 - Decreased reimbursable contracts due to delays in permitting and compliance activities; and
- -\$89,000 - Decreased salaries due to vacancy and position being held open for possible layoff displacement.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The FY 2010-11 Recommended Budget operating expenditures will increase by \$928,000 to \$2,672,000 from the FY 2009-10 Estimated Actual of \$1,744,000. This 53% increase is the result of:

- +\$770,000 - Anticipated use of CREF for awards and support of Gaviota, Summerland and Santa Claus Lane costs;
- +\$103,000 - Net result of increased retirement and health contribution costs; and reduced salary savings; and
- +\$35,000 - Increased reimbursable contracts for permitting activity.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Permitting & Compliance

As an efficient and responsive government, provide complete response to 90% of permittees within 30 calendar days for approximately 75 annual compliance plans that require approval or updating.	93%	90%	91%	90%
	28	170	40	68
	30	189	44	75

PLANNING & DEVELOPMENT

Energy (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

As an efficient and responsive government, review 100% of 455 active permit conditions on energy projects annually.	99%	100%	100%	100%
	366	468	363	455
	368	468	363	455

As an efficient and responsive government, track timing and deliverable requirements on 100% of approximately 455 ongoing, active permit conditions to ensure conditions are met by all applicants.	99%	100%	100%	100%
	366	468	362	455
	368	468	363	455

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Administration

Deputy Director	1.0	1.0	1.0	1.0
Admin Office Professional	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0

Permitting & Compliance

Energy Specialist	2.0	1.0	1.0	1.0
Planner	4.0	2.0	2.0	2.0
Sub-Division Total	6.0	3.0	3.0	3.0

Long Range Planning

Planner	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0

Mitigation Programs

Planner	0.5	0.5	0.5	0.5
Sub-Division Total	0.5	0.5	0.5	0.5

Division Total	9.5	6.5	6.5	6.5
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PLANNING & DEVELOPMENT

Agricultural Planning

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Agricultural Planning	\$ 162,331	\$ 242,174	\$ 244,013	\$ 128,109
Division Total	<u>\$ 162,331</u>	<u>\$ 242,174</u>	<u>\$ 244,013</u>	<u>\$ 128,109</u>

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	117,887	167,856	187,233	79,288
Overtime	485	200	--	--
Benefits	33,918	64,535	44,272	37,664
Salaries & Benefits Sub-Total	152,290	232,591	231,505	116,952
Services & Supplies	10,041	9,583	12,508	11,157
Expenditure Total	<u>\$ 162,331</u>	<u>\$ 242,174</u>	<u>\$ 244,013</u>	<u>\$ 128,109</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>General Fund Contribution</i>	162,331	110,620	112,459	128,109
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	131,554	131,554	--
Division Total	<u>\$ 162,331</u>	<u>\$ 242,174</u>	<u>\$ 244,013</u>	<u>\$ 128,109</u>

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>							
Agricultural Planning	2.0	1.5	2.0	1.9	2.0	1.9	2.0
Total Positions	<u>2.0</u>	<u>1.5</u>	<u>2.0</u>	<u>1.9</u>	<u>2.0</u>	<u>1.9</u>	<u>2.0</u>

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The FY 2009-10 Estimated Actual operating expenditures increased by \$2,000 to \$244,000 from the FY 2009-10 Adopted Budget of \$242,000. This 1% increase is the result of:

- +\$2,000 - Increased cost for vehicle usage.

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.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The FY 2010-11 Recommended Budget operating expenditures will decrease by \$116,000 to \$128,000 from the FY 2009-10 Estimated Actual of \$244,000. This 47% decrease is the result of:

- -\$116,000 - Reduced salaries for an agricultural planner which received one-time funding in FY 2009-10 and was a service level reduction for FY 2010-11, leaving one planner.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Agricultural Planning

As an efficient and responsive government, Agricultural Planning will provide responses to 100% of an anticipated 50 project referrals from Development Review prior to the requested date.	--	100%	100%	100%
	50	30	50	50
	50	30	50	50

As an efficient and responsive government, Agricultural Planning will coordinate with the Agricultural Commissioner's Office to provide comments on 100% of 20 referrals from Long Range Planning within the requested time frame for response.	--	100%	100%	100%
	20	10	20	20
	20	10	20	20

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.		Pos.		Pos.		Pos.	

Position Detail

Agricultural Planning

Agricultural Land Use Planner	1.0	1.0	1.0	1.0
Planner	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Sub-Division Total	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Division Total	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>



Santa Barbara County Energy Division Map

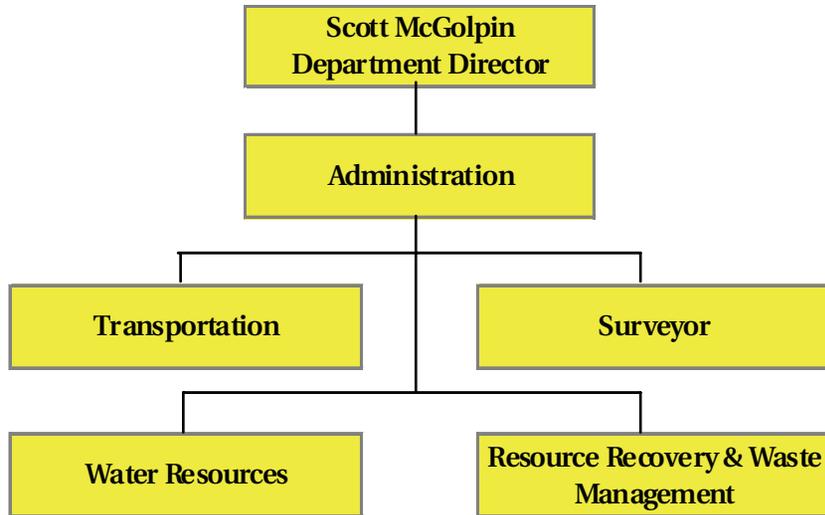
Planning & Development Map produced by Santa Barbara County Planning & Development - April 7, 2010



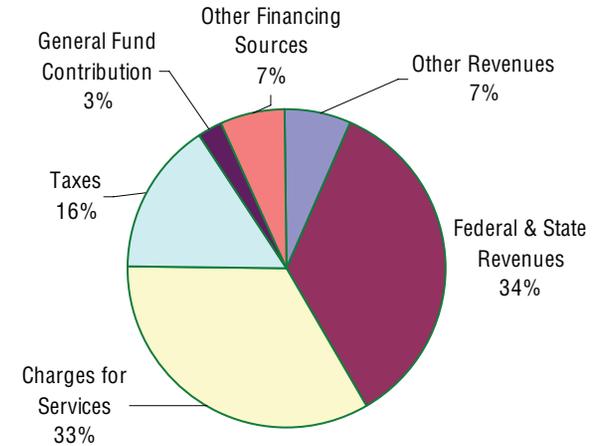
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PUBLIC WORKS

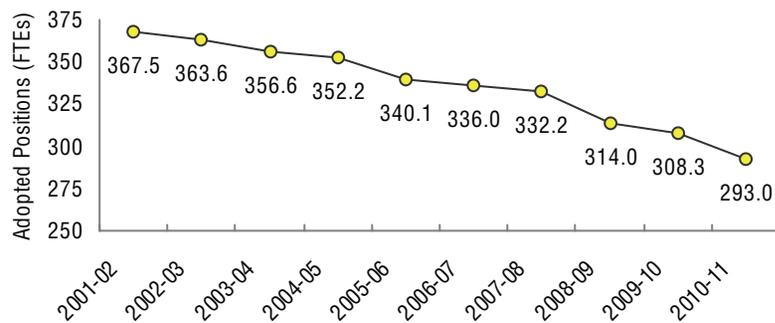
Budget & Positions (FTEs)	
Operating	\$ 66,495,301
Capital	28,985,982
Positions	293.0 FTEs



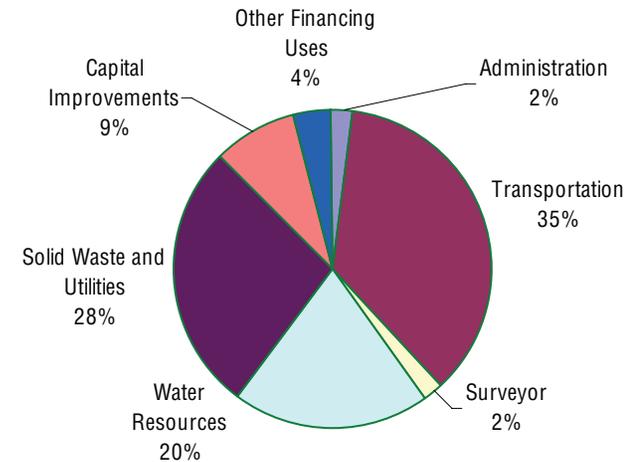
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



PUBLIC WORKS
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 2,537,625	\$ 2,729,419	\$ 2,855,186	\$ 2,620,017
Transportation	35,715,956	47,354,834	39,038,712	39,837,598
Surveyor	1,870,654	2,008,838	1,990,579	2,229,883
Water Resources	23,649,515	21,336,220	25,889,796	22,071,175
Resource Recovery and Utilities	31,113,582	34,582,823	33,715,102	30,838,596
Operating Sub-Total	94,887,332	108,012,134	103,489,375	97,597,269
Less: Intra-County Revenues	(21,227,409)	(10,888,768)	(13,771,864)	(11,723,545)
Operating Total	73,659,923	97,123,366	89,717,511	85,873,724
<i>Non-Operating Expenditures</i>				
Capital Assets	15,179,275	15,353,580	8,626,458	9,517,559
Expenditure Total	88,839,198	112,476,946	98,343,969	95,391,283
<i>Other Financing Uses</i>				
Operating Transfers	3,438,334	1,875,607	1,855,628	1,512,148
Designated for Future Uses	18,157,254	7,831,257	12,994,174	2,757,979
Department Total	\$ 110,434,786	\$ 122,183,810	\$ 113,193,771	\$ 99,661,410

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 19,165,917	\$ 21,320,181	\$ 20,107,849	\$ 21,469,581
Overtime	220,511	171,300	157,628	144,800
Extra Help	404,706	323,034	337,174	466,753
Benefits	8,775,077	9,350,465	9,344,937	10,376,793
Salaries & Benefits Sub-Total	28,566,211	31,164,980	29,947,588	32,457,927
Services & Supplies	53,437,126	63,049,208	58,396,764	52,440,701
Public Assistance Payments	415	--	--	--
Contributions	6,357,042	7,746,234	7,858,200	7,289,900
Depreciation Expense	4,451,975	3,911,293	4,332,704	4,084,004
Damages & Losses	--	55,000	55,000	55,000
Principal & Interest	2,074,563	2,085,419	2,899,119	1,269,737
Operating Sub-Total	94,887,332	108,012,134	103,489,375	97,597,269
Less: Intra-County Revenues	(21,227,409)	(10,888,768)	(13,771,864)	(11,723,545)
Operating Total	73,659,923	97,123,366	89,717,511	85,873,724
<i>Non-Operating Expenditures</i>				
Capital Assets	15,179,275	15,353,580	8,626,458	9,517,559
Expenditure Total	\$ 88,839,198	\$ 112,476,946	\$ 98,343,969	\$ 95,391,283

Note: Total capital is made of capital assets of \$9,517,559 and labor and materials of \$19,468,423, which is comprised of \$4,452,900 for road capital maintenance projects and \$15,015,523 in road capital projects.

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 2,632,957	\$ 2,005,681	\$ 1,334,332	\$ 1,009,743
Federal & State Revenues	39,992,310	45,296,564	43,444,866	38,632,628
Taxes	19,663,325	18,800,768	17,903,550	17,755,385
Other Charges for Services	36,570,695	36,998,378	35,902,842	37,041,206
Miscellaneous Revenue	9,210,344	6,050,879	7,351,207	6,764,490
Revenue Sub-Total	108,069,631	109,152,270	105,936,797	101,203,452
Less: Intra-County Revenues	(21,227,409)	(10,888,768)	(13,771,864)	(11,723,545)
Revenue Total	86,842,222	98,263,502	92,164,933	89,479,907
General Fund Contribution	2,380,007	2,349,921	2,349,921	2,854,957
<i>Other Financing Sources</i>				
Operating Transfers	2,147,533	914,714	1,288,567	285,327
Sale of Property	123,886	--	(148,341)	--
Use of Prior Fund Balances	18,941,138	20,655,673	17,538,691	7,041,219
Department Total	\$ 110,434,786	\$ 122,183,810	\$ 113,193,771	\$ 99,661,410

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Administration	16.0	15.0	16.0	15.0	16.0	15.0	14.0	13.0
Transportation	128.4	119.9	132.9	125.9	132.9	117.7	124.9	119.9
Surveyor	19.0	14.1	17.0	14.0	17.0	13.6	19.0	14.0
Water Resources	50.0	43.3	51.0	48.5	51.0	45.7	52.0	46.8
Solid Waste and Utilities	108.7	98.0	108.7	99.7	108.7	95.5	99.2	93.3
Total Permanent	322.1	290.3	325.6	303.1	325.6	287.6	309.1	287.0
<i>Non-Permanent</i>								
Contract	--	--	--	--	--	0.1	--	--
Extra Help	--	8.0	--	5.2	--	6.1	--	6.0
Total Positions	322.1	298.3	325.6	308.3	325.6	293.8	309.1	293.0

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

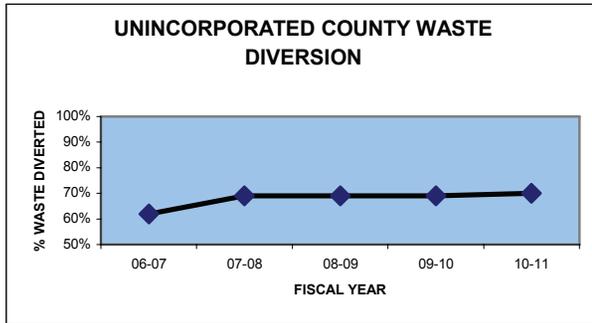
Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

MISSION STATEMENT

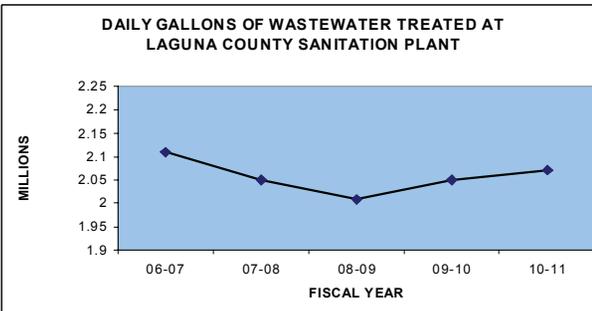
Efficiently provide, operate and maintain Public Works infrastructure, facilities and services to make everyday life as safe and convenient as possible for the public we serve.

Budget Organization

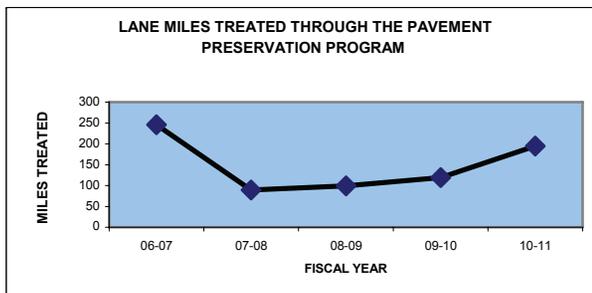
The Public Works Department consists of five divisions - Administration, Transportation, Surveyor, Water Resources and Resource Recovery & Waste Management - with approximately 293 personnel staffing sixteen locations throughout the County.



Future increases in waste diversion will require additional infrastructure along with a regional commitment of financial resources and flow. The current diversion rate is 70%.



The Laguna Sanitation Plant currently treats 2,070,000 gallons of wastewater per day. The permit capacity of the plant is 3,700,000 per day.



While asphalt prices have continued to increase, Public Works has used innovative technology such as scrub/micros for surface treatment to stretch available dollars.

PUBLIC WORKS

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$4,523,000 to \$103,489,000, from the Adopted Budget of \$108,012,000. This 4.20% decrease is the result of:

- +\$4,976,000 – Increase in State & Federal emergency aid due to completion of Jesusita Fire and Gap Fire watershed projects;
- -\$4,254,000 - Decrease in capital infrastructure due to delays in projects such as Gallegly - SafeteaLu, Union Valley Parkway and the Santa Rosa Road Bridge;
- -\$1,964,000 - Decrease in capital maintenance due to delays in projects such as scrub/micro and paving;
- -\$1,562,000 – Decrease in professional services for Tajiguas reconfiguration project;
- -\$1,287,000 – Decrease in closure/post closure costs due to lower tonnage being received at the Tajiguas landfill;
- -\$1,217,400 – Decreased salaries and benefits due to holding positions vacant to align expenditures with revenues and address slowing permit activities;
- -\$1,196,000 - Decrease in capital infrastructure due to favorable bidding climate;
- +\$918,100 – Increase in County provided services to other County activities;
- +\$813,700 – Increase in principal & interest for Tajiguas expansion certificates of participation;
- +\$421,400 – Increase in depreciation expense;
- -\$241,000 – Decrease in revenue sharing to cities for recyclables;
- +\$240,300 - Increase in one-time contributions to other agencies, pass through grants;
- -\$159,000 –Decrease in Farmworker Van Pool program caused by delays in the planned program expansion.

Estimated Actual capital asset expenditures decreased by \$14,105,000 to \$27,682,000, from the Adopted Budget of \$41,788,000. The Public Works Capital Improvement Program for Fiscal Year 2009-10 consisted of 80 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 2009-10 include Tajiguas Landfill Phase 3A Liner, Tepusquet Road Bridge, Pardall Road Improvement, Santa Ynez Bike Lanes, and Recycled Water Storage.

Estimated Actual operating revenues decreased by \$3,215,000 to \$105,937,000, from the Adopted Budget of \$109,152,000. This 3.0% decrease is the result of:

- -\$5,254,500 – Decrease in funding for capital infrastructure due to delays in projects such as Gallegly -SafeteaLu, Union Valley Parkway and the Santa Rosa Road Bridge;
- +\$4,976,000 – Increase in State & Federal emergency aid due to completion of Jesusita Fire and Gap Fire projects;
- -\$1,949,500 – Decreased in Prop 1B, RSTP, and Prop 42 transportation revenues;

PUBLIC WORKS

Department Summary (cont'd)

- -\$1,049,300 – Reduction in Measure D and transportation Development Act sales tax due to the economy;
- +\$1,085,800 – Increase in revenue sharing to cities for recyclables due to lower volumes;
- -\$911,000 – Decreased fees for Resource Recovery and Laguna Sanitation due to economic impacts on development;
- -\$671,300 – Decreased interest earnings;
- +\$333,800 – Increase in contributions from City of Santa Maria for Blosser Road improvements;
- +\$242,800 – Increase in reimbursements from flood zones;
- +\$152,100 – Increase in property taxes.
- -\$152,000 – Decreased service revenues for North County Lighting District.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$5,892,000 to \$97,597,000, from the prior year's Estimated Actuals of \$103,489,000. This 5.7% decrease is the result of:

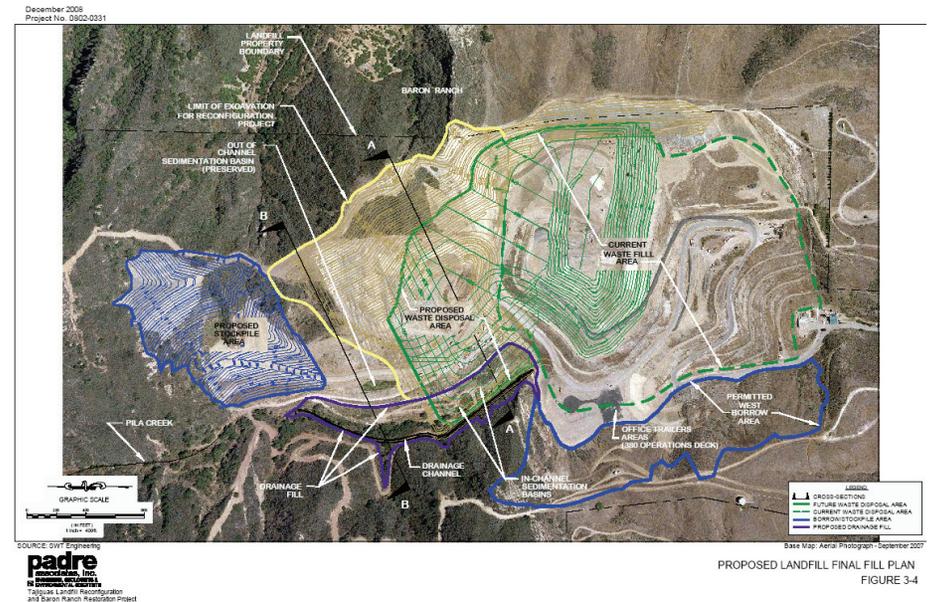
- -\$4,976,000 – One time Jesusita Fire emergency watershed protective measures;
- +\$2,510,300 - Increased salaries due to retirement and health insurance adjustments, merit adjustments, reclassifications, and cost of living increases, with an offset for staffing reductions of 15.3 FTEs;
- -\$1,629,400 – Decrease in principal and interest payments;
- -\$781,000 – Decrease in Countywide cost allocation;
- -\$568,300 – Decrease in contribution to other agencies for Prop 50, road improvements and MTD transit services;
- -\$467,400 – Decrease in liability insurance premiums;
- -\$410,000 – Acquisition of conservation easement as mitigation for Laguna reservoir expansion project;
- -\$248,700 – Decrease in depreciation expense for improvements at Tajiguas landfill;
- +\$274,900 – Increase in grounds maintenance at Tajiguas Landfill;
- +\$218,200 – Increase in drought and water conservation programs.

The Recommended Budget's capital expenditures will increase by \$1,303,000 to \$28,986,000, from prior year's Estimated Actuals of \$27,683,000. The Public Works Capital Improvement Plan for Fiscal Year 2010-11 consists of 67 funded and partially funded projects. Projects proposed for FY 2010-11 include El Colegio Road improvements, road storm damage repairs, Union Valley Parkway @ Bradley Intersection, Mission Creek Flood Project, Santa Maria River Levee Reinforcement, El Embarcadero Improvements, and Laguna Sanitation Plant Improvements.

Use and Source of Fund Balance: The Public Works Department manages 28 special revenue and enterprise funds. Changes are primarily driven by capital projects that vary from year to year.

The Recommended Budget's operating revenues will decrease by \$4,734,000 to \$101,203,000, from prior year's Estimated Actuals of \$105,937,000. This 4.5% decrease is the result of:

- -\$4,569,300 – Decrease in State & Federal emergency aid due to completion of Jesusita Fire and Gap Fire projects;
- +\$764,000 – Increased landfill tipping fees and wastewater fees;
- -\$390,900 – Decrease in revenue sharing to cities for recyclables due to lower volumes;
- -\$324,600 – Decrease in interest earnings due to lower interest rates and use of cash balances for capital projects;
- -\$148,100 – Decrease in sales tax allocation methodology of Measure A and Measure D;
- -\$126,000 – Decrease in insurance reimbursements for damages.



The Tajiguas Landfill Reconfiguration and Baron Ranch Restoration Project proposes to reconfigure a portion of the approved and permitted Tajiguas Landfill footprint and conduct biological restoration on Baron Ranch outlined in blue. The reconfiguration allows the County to maintain/improve water quality and maximize the use of existing capacity.

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, & Visit;

Focus Area 1: Preservation of the Transportation Infrastructure:

Current Year (FY 09-10) Accomplishments:

- Completed the construction of the Tepusquet Road Bridge Replacement Project.
- Completed the seismic retrofit of two bridges on Jalama Road.
- Treated 195 lane miles of road surface pursuant to preventive maintenance strategies.
- Inventoried and assessed the condition of 33% of County maintained arterial and collector roads Countywide.
- Responded to the estimated 830 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 that preserve the taxpayer’s investment in the transportation infrastructure system.
- Continue working with Local, State and Federal partners to develop a stable, long-term revenue source to adequately maintain the County’s transportation infrastructure.
- Develop efficient alternative transportation systems that reduce commuter automobile use throughout the County.

Recommended Key Projects:

- Complete the construction of the roadway improvements to Harris Grade Road and Tepusquet Road at mile post 5.9.
- Complete the public outreach and design phases and advertise for construction of the San Ysidro Road Pathway.
- Complete the design phase and advertise for construction for the seismic retrofit of the San Marcos Road Bridge No. 51C-002 and the replacement of the Santa Rosa Road Bridge No. 51C-173.
- Continue with the detailed design phase and construction of the remaining Federal Highway Administration storm damage repair projects.
- Complete the pavement preservation program priorities.

PUBLIC WORKS
Department Summary (cont'd)

Focus Area 2: Implementation of Long-Term Waste Management Plans:

Current Year (FY 09-10) Accomplishments:

- Received national award for Green Waste Marketing Program.
- Updated solid waste long-term fiscal plan for the Resource Recovery and Waste Management Division.
- Developed procurement process for franchise hauling contracts.
- Provided coordination and staffing for the Multi-Jurisdictional Solid Waste Task Group (MJSWTG).
- Assisted the community with Jesusita Fire recovery efforts.
- Issued the Request for Proposals to the eight Conversion Technology vendors.
- Certified the EIR and obtained permits for the reconfiguration of the Tajiguas Landfill and restoration of the Baron Ranch.

Proposed Strategic Actions:

- Secured necessary funding or commitments from city jurisdictions to assist in offsetting future capital costs, such as a waste to energy facility.
- Increase diversion to extend the life of the Tajiguas Landfill.
- Continue to collaborate with agencies participating in the MJSWTG.

Recommended Key Projects:

- Receive approval for the closure/post-closure plan at the Tajiguas Landfill.
- Begin construction of next phase of Tajiguas Landfill expansion.
- Review the request for proposals from the Conversion Technology vendors.
- Update the franchise agreements to include desired service levels.
- Award franchise agreements in Zones 2, 4, and 5 for hauling contracts.

Focus Area 3: Expansion of Orcutt Wastewater Treatment:

Current Year (FY 09-10) Accomplishments:

- Replaced sewer main in Stone Brook Road to eliminate sags and poor drainage.
- Completed installation of the recycled water short-term storage tank. Tank replaces existing open pond and expands operating volume.
- Submitted habitat conservation plan to U.S. Fish & Wildlife Services (USF&WS) for stock-pile removal and reservoir expansion project.
- Renewed EPA permit for injection well.
- Completed design/CEQA of recycled water distribution to Rancho Maria Golf Course. Completed agronomic study and irrigation management plan.
- Coordinated design/CEQA of recycled water distribution to Santa Maria Pacific, LLC at new oil lease sites.
- Completed plant master plan and fee study.

PUBLIC WORKS

Department Summary (cont'd)

Proposed Strategic Actions:

- Investigate new irrigation user site projects for recycled water.
- Coordinate with developers to construct sewer mains per design standards and address capacity impacts resulting from development.
- Implement recommendations of sewer system master plan.
- Implement recommendations of treatment plant master plan.
- Initiate regulatory required Salts/Nutrients management plan.
- Revise existing water softener ordinance.
- Investigate fresh water body discharge alternatives.

Recommended Key Projects:

- Initiate construction of Santa Maria Pacific, LLC recycled water distribution project.
- Extend recycled water line to Rancho Maria Golf Course and/or alternative user site(s).
- Initiate solar power project.
- Upon approval from U.S. Fish & Wildlife Services, initiate stockpile removal and reservoir expansion project (long-term project).
- Replace existing sewer lines in Oak Knoll Road.
- Replace influent structure valve.
- Replace digester dome.

Focus Area 4: Minimization of Potential Flood Damages:

Current Year (FY 09-10) Accomplishments:

- Responded to 2 major wild fires, Jesusita Fire and La Brea Fire including.
 - Stream clearing of channels downstream of fire areas.
 - Construction of site specific projects such as debris racks, and clearing of 5 debris basins.
 - Hydro mulched approximately 1,200 acres of watershed in cooperation with the Natural Resources Conservation Service.
 - Installed site specific flood warning sensors, rain gauges, stream gauges, and remote controlled photo stations.
 - Received over \$3 million in federal funding through the Natural Resources Conservation Service.
 - Provided monitoring and responded to areas below all fire areas, including Levee Patrol during river flow, stocking of sand bag stations, and cleaning of debris racks and basins following significant storms.
- Completed interim pilot channel work to help protect the Santa Maria River Levee.
- Completed construction of the Cheltenham Road Stormdrain Project.
- Worked with Corps of Engineers to conclude design of the Lower Mission Creek Project (estimated completion September 2010).

- Worked with Corps of Engineers and the County's Federal Congressional representatives to fund the Santa Maria River Levee project.
- Adjusted fees to current rates which had not been updated since 1996.
- Worked with Corps of Engineers to begin construction of the Santa Maria River Levee Repair project.

Proposed Strategic Actions:

- Complete revised Goleta Slough environmental impact report to facilitate dredging of the slough for flood protection and environmental protection of the slough and beach nourishment (Draft EIR released Spring 2010).
- Continue permit streamlining efforts so that maintenance activities can be completed prior to winter.
- Renew all applicable maintenance general permits.
- Secure Federal and State funding for reinforcement of the Santa Maria River Levee, including Federal stimulus funding.
- Seek future funding from Department of Fish and Game and National Oceanic and Atmospheric Administration (NOAA) Fisheries for future modification of District facilities for enhanced fish passage and improved flood protection.

Recommended Key Projects:

- Cooperate with the City of Goleta for construction of the San Jose Creek channel improvements.
- Begin work on Lillingston Debris Basin removal project.
- Initiate construction of Reach 1A of Lower Mission Creek through Proposition 50 funding in cooperation with City of Santa Barbara (delayed from FY 2009-10 due to design delay).
- Cooperate with City of Lompoc on the construction of the North Avenue Stormdrain Project.

Focus Area 5: Compliance with Water Quality Requirements:

Current Year (FY 09-10) Accomplishments:

- Held three successful rain barrel sales, allowing local residents to do their part to conserve water and reduce water pollution.
- Secured federal Coastal Impact Assistance Program funding for expanded public information and outreach efforts of the County's Stormwater Management Program.

Proposed Strategic Actions:

- Work with cities and the Regional Water Quality Control Board to develop low impact development standards.
- Seek cost sharing of National Pollution Discharge Elimination System (NPDES) program requirements with cooperating Cities as appropriate.
- Seek grant funds to help fund elements of the Stormwater Plan either accelerating implementation, or enhancing water quality efforts.
- Begin process of NPDES Permit Renewal.

Recommended Key Projects:

- Implement NPDES elements of the approved permit as appropriate, including;
- Implement low impact development on applicable projects.
- Carry out expanded public education program on water conservation targeting children and non-English speakers.
- Continue training County staff in municipal operations best management practices to reduce water pollution.

Focus Area 6: Water Agency:

Current Year (FY 09-10) Accomplishments:

- Worked to release the County’s Proposition 50 Grant state funding from suspension allowing projects countywide to continue.
- Continued work with countywide agencies on Integrated Regional Water Management Plan (IRWMP) update in preparation of Proposition 84 application.
- Successfully implemented increased cloud seeding program with the County’s water purveyors while restricting operations that could impact any recent fire area.
- Began gathering data for Cuyama groundwater basin study.
- Completed successful rain barrel sale events in North and South County.
- Completed Tri-annual update of the County groundwater report.

Proposed Strategic Actions:

- Continued work with Central Coast Water Authority (CCWA) for reacquisition of County’s Suspended State Water allocation.
- Continue phasing in Cloud Seeding Program to a full program (Ground and air Operations) for the first time in 4 years while maintaining strict operational control respecting recent Burn Areas.
- Continue Cuyama Groundwater Basin Study.
- Begin process of NPDES Permit Renewal.

Recommended Key Projects:

- Complete water supply informational video for water conservation education.
- Submit Proposition 84 application if desired by project partners.

Focus Area 7: Customer Support and Records Automation:

Current Year (FY 09-10) Accomplishments:

- Re-assigned staff internally to reduce County General Fund costs.
- Closed the public counter ½ day each day for a net reduction in General Fund use.
- Continue to transition surveyor records to Division website for public distribution.
- Implemented an internal cost tracking system to monitor overhead expenses.

PUBLIC WORKS
Department Summary (cont'd)

Proposed Strategic Actions:

- Continue to convert public records from paper to digital form for deployment to the public via web interface.
- Take an active role in the legislative process to supplement funding for Record of Survey and Corner Record review.
- Continue to develop strong alliances with other County departments for more efficient project processing.
- Explore alternative funding sources to offset General Fund use.

Recommended Key Projects:

- Standardize and streamline map checking processes by finalizing a desk procedures manual for all tasks.
- Focus on General Fund reductions by monitoring staffing needs, reassigning personnel to funded tasks, and reorganizing the Surveyor Division based on funding needs.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
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.	92%	100%	96%	100%
	289	308	300	293
	314	308	308	293
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year’s actual claims filed.	73%	97%	97%	100%
	38	37	37	37
	52	38	38	37
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	89%	98%	98%	100%
	25	46	46	46
	28	47	47	46
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 5.5% or less.	4.6%	4.5%	4.8%	5.5%
	27,534	28,828	27,853	31,625
	604,642	640,640	583,321	575,000
Complete 95% of the estimated 80 flood hazard determination requests in one day.	97%	95%	97%	95%
	21	76	68	76
	22	80	70	80

PUBLIC WORKS
Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Division Support	\$ 639,219	\$ 573,596	\$ 740,039	\$ 831,828
Special Projects	319,816	358,717	321,453	164,679
Computer Administration	553,663	619,405	609,578	644,235
Safety Administration	119,238	132,832	133,808	145,415
Payroll and Personnel	188,144	225,413	207,278	102,426
Fiscal Services	236,350	252,673	180,391	132,008
Community Service Districts	481,195	566,783	662,639	599,426
Operating Sub-Total	2,537,625	2,729,419	2,855,186	2,620,017
Less: Intra-County Revenues	(3,178,841)	(2,083,700)	(2,141,717)	(2,035,337)
Operating Total	(641,216)	645,719	713,469	584,680
<i>Non-Operating Expenditures</i>				
Capital Assets	39,216	--	--	28,534
Expenditure Total	(602,000)	645,719	713,469	613,214
<i>Other Financing Uses</i>				
Operating Transfers	857,654	771,401	771,401	770,063
Designated for Future Uses	317,183	155,421	204,894	62,776
Division Total	\$ 572,837	\$ 1,572,541	\$ 1,689,764	\$ 1,446,053
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	1,262,933	1,333,001	1,360,510	1,213,949
Overtime	7,018	--	--	--
Extra Help	--	36,634	--	--
Benefits	491,349	519,237	531,761	536,739
Salaries & Benefits Sub-Total	1,761,300	1,888,872	1,892,271	1,750,688
Services & Supplies	776,325	840,547	962,915	869,329
Operating Sub-Total	2,537,625	2,729,419	2,855,186	2,620,017
Less: Intra-County Revenues	(3,178,841)	(2,083,700)	(2,141,717)	(2,035,337)
Operating Total	(641,216)	645,719	713,469	584,680
<i>Non-Operating Expenditures</i>				
Capital Assets	39,216	--	--	28,534
Expenditure Total	(602,000)	\$ 645,719	\$ 713,469	\$ 613,214

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 31,855	\$ 29,041	\$ 12,388	\$ 16,000
Federal & State Revenues	51,227	48,150	90,466	4,904
Other Charges for Services	2,571,741	2,680,374	2,712,249	2,607,827
Miscellaneous Revenue	6,984	--	1,900	--
Revenue Sub-Total	2,661,807	2,757,565	2,817,003	2,628,731
Less: Intra-County Revenues	(3,178,841)	(2,083,700)	(2,141,717)	(2,035,337)
Revenue Total	(517,034)	673,865	675,286	593,394
<i>General Fund Contribution</i>	(67,154)	(39,189)	15,938	16,000
<i>Other Financing Sources</i>				
Operating Transfers	30,000	39,000	39,000	--
Use of Prior Fund Balances	192,474	86,971	173,815	58,496
Division Total	(361,714)	\$ 760,647	\$ 904,039	\$ 667,890

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Division Support	5.0	4.0	4.0	4.1	4.0	4.2	5.0	5.0
Special Projects	2.0	2.0	2.0	2.5	2.0	2.0	1.0	1.0
Computer Administration	4.0	4.0	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	2.1	3.0	2.1	3.0	2.0	2.0	1.0
Fiscal Services	2.0	1.9	2.0	1.9	2.0	1.8	1.0	1.0
Community Service Districts	--	--	--	--	--	--	--	--
Total Permanent	16.0	15.0	16.0	15.5	16.0	15.0	14.0	13.0
<i>Non-Permanent</i>								
Contract	--	--	--	--	--	--	--	--
Extra Help	--	--	--	--	--	0.9	--	--
Total Positions	16.0	15.0	16.0	15.5	16.0	15.9	14.0	13.0

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.

SERVICE DESCRIPTION

Provide prudent fiscal management, staff support and other required resources that ensure each division of Public Works fulfills its mission.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures increased by \$126,000 to \$2,855,000, from the Adopted Budget of \$2,729,000. This 4.6% increase is the result of:

- +\$84,000 – Increase in County Service Area #12 due to sewer line connections;
- +\$29,400 – Public Works Strategic Alignment Project, costs include extra help staff.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will decrease by \$235,000 to \$2,620,000, from the prior year’s Estimated Actuals of \$2,855,000. This 8.2% decrease is the result of:

- -\$134,000 – Decrease for transfer of special projects position to Surveyors’ Office;
- -\$68,000 – Decrease in County Service Area #12 due to sewer line connections;
- -\$29,400 – Public Works Strategic Alignment Project, costs include extra help staff;
- -\$24,400 – Decrease in data processing charges;
- +\$17,000 – Increased professional services for a cost allocation study;
- +\$7,000 – Increased salaries due to retirement, health insurance, merits, reclasses, and cost of living increases.

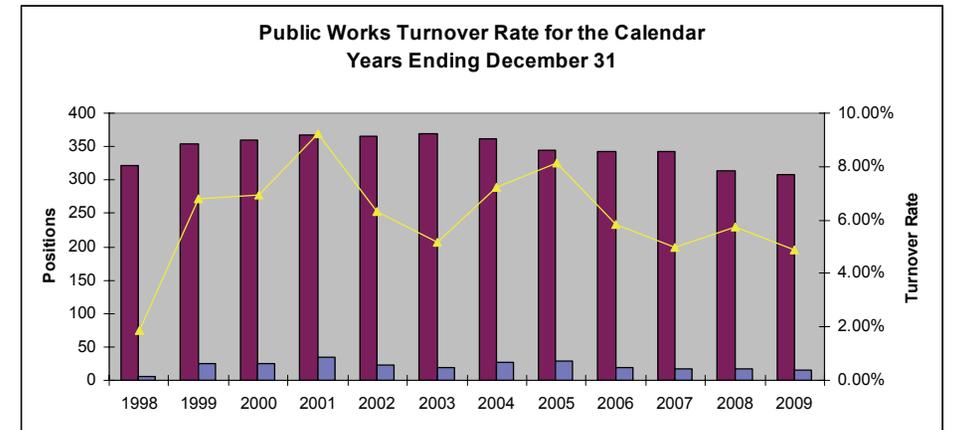


Construction of Lompoc Wastewater Reclamation project, which is one of fourteen projects funded by County Water Agency using Prop. 50 funding.

PUBLIC WORKS

Administration (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Computer Administration				
Maintain the practice of replacing/upgrading 12% of the departments total number of production computers.	17% 37 214	12% 26 214	12% 26 214	12% 26 214
Maintain an average resolution of 95% of the estimated 1000 requests made quarterly within 4 working hours for those IT issues that PW IT is responsible for.	-- --	-- --	95% 3,800 4,000	95% 3,800 4,000
Safety Administration				
Complete CPR/First Aid training to 50% of the approximately 180 required employees pursuant of OSHA guidelines.	47% 84 180	53% 96 180	64% 116 180	64% 116 180
Payroll and Personnel				
Reduce the Department turnover rate from 5.5% to 5.0% by December 31, 2010.	5	5	5	5
Test 100% of the 60 employees for Durgs & Alcohol within the quarter as selected by CSAC.	96% 58 60	100% 60 60	100% 60 60	100% 60 60



PUBLIC WORKS
Administration (cont'd)

Funds Administered by Public Works

Administration:

Operating Funds

- 0001 General – Administration
- 2120 County Service Area #3
- 2170 County Service Area #11
- 2220 County Service Area #31

Transportation:

Operating Funds

- 0015 Roads - Operations
- 0016 Roads – Capital Maintenance
- 0017 Roads – Capital Infrastructure
- 0019 Alternative Transportation
- 2242 County Service Area #41
- 3000 Sandyland Seawall

Trust Funds

- 1510 Roads AB 1600 – Orcutt
- 1511 Roads AB 1600 – Goleta
- 1512 Roads AB 1600 – Countywide

Surveyor:

Operating Funds

- 0001 General – Surveyor

Trust Funds

- 1060 PW Surveyor Deposit
- 1633 Monument Preservation

Water Resources:

Operating Funds

- 2400 Flood Control District
- 2420 Orcutt Area Drainage
- 2430 Bradley Flood Zone
- 2460 Guadalupe Flood Zone
- 2470 Lompoc City Flood Zone
- 2480 Lompoc Valley Flood Zone
- 2500 Los Alamos Flood Zone
- 2510 Orcutt Flood Zone
- 2560 Santa Maria Flood Zone
- 2570 Santa Maria Levee
- 2590 Santa Ynez Flood Zone
- 2610 South Coast Flood Zone
- 3050 Water Agency
- 3060 Project Clean Water

Trust Funds

- 2405 Flood Control Trust
- 2406 Flood AB 1600 – Orcutt
- 3061 Clean Water Plan Check

Resource Recovery:

Operating Funds

- 1930 Resource Recovery
- 2120 County Service Area #3
- 2170 County Service Area #11
- 2185 CSA #12-Maintenance
- 2220 County Service Area #31
- 2670 N County Lighting District
- 2700 Mission Lighting District
- 2870 Laguna Sanitation District



New Sidewalks on Clark Avenue funded with American Recovery and Reinvestment Act revenues



Installation of a Retaining Wall on San Marcos Road

PUBLIC WORKS
Administration (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Position Detail	Pos.	Pos.	Pos.	Pos.
Division Support				
Public Works Director	1.0	1.0	1.0	1.0
Deputy Public Works Director	--	--	--	1.0
Admin Office Pro	3.0	2.0	2.0	2.0
Admin Professional	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	4.0	4.0	5.0
Special Projects				
Program Manager	1.0	1.0	1.0	1.0
Civil Engineering Manager	1.0	1.0	1.0	--
Sub-Division Total	2.0	2.0	2.0	1.0
Computer Administration				
Information Technology Manager	1.0	1.0	1.0	1.0
EDP Sys & Prog Analyst Sr	1.0	1.0	1.0	1.0
EDP Systems & Prog Analyst	1.0	1.0	1.0	1.0
Data Processing Specialist	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0
Safety Administration				
Safety Officer	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
Payroll and Personnel				
Admin Office Pro	1.0	1.0	1.0	1.0
Dept Bus Specialist	1.0	2.0	2.0	1.0
Sub-Division Total	2.0	3.0	3.0	2.0
Fiscal Services				
Chief Financial Officer	1.0	1.0	1.0	--
Accountant	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	1.0
Division Total	16.0	16.0	16.0	14.0



The Public Works New Employee Orientation introduces new employees to the day to day operations of the Department. The orientation includes a Powerpoint presentation which highlights the diverse programs and projects administered by Public Works, an overview of the Department and Divisions' missions, an opportunity to meet Department leaders, field safety training, Public Works Injury Illness and Prevention Program, building evacuation, defensive driving, Public Works policies and procedures, County procedures, Drug Free Workplace policy, and work and traffic zone safety training.

To view Powerpoint presentation:

www.countyofsb.org/pwd/pwadmin.htm

PUBLIC WORKS

Transportation

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Re commended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Operations	\$ 20,013,158	\$ 20,710,042	\$ 19,807,829	\$ 20,341,257
Capital Maintenance	2,078,388	9,503,500	7,539,678	3,495,750
Capital Infrastructure	13,624,410	17,141,292	11,691,205	16,000,591
Operating Sub-Total	35,715,956	47,354,834	39,038,712	39,837,598
Less: Intra-County Revenues	(9,922,771)	(3,350,535)	(4,931,319)	(3,627,440)
Operating Total	25,793,185	44,004,299	34,107,393	36,210,158
<i>Non-Operating Expenditures</i>				
Capital Assets	559,426	2,205,000	1,070,644	1,326,400
Expenditure Total	26,352,611	46,209,299	35,178,037	37,536,558
<i>Other Financing Uses</i>				
Operating Transfers	1,893,259	400,299	530,398	247,760
Designated for Future Uses	9,944,655	384,337	726,079	404,136
Division Total	\$ 38,190,525	\$ 46,993,935	\$ 36,434,514	\$ 38,188,454
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	7,655,123	8,557,020	8,072,088	8,701,758
Overtime	96,657	20,000	58,828	52,000
Extra Help	116,301	49,558	55,967	41,531
Benefits	3,596,109	3,907,812	3,799,957	4,337,568
Salaries & Benefits Sub-Total	11,464,190	12,534,390	11,986,840	13,132,857
Services & Supplies	23,985,204	34,530,544	26,521,672	26,414,841
Public Assistance Payments	415	--	--	--
Contributions	239,897	289,900	530,200	289,900
Principal & Interest	26,250	--	--	--
Operating Sub-Total	35,715,956	47,354,834	39,038,712	39,837,598
Less: Intra-County Revenues	(9,922,771)	(3,350,535)	(4,931,319)	(3,627,440)
Operating Total	25,793,185	44,004,299	34,107,393	36,210,158
<i>Non-Operating Expenditures</i>				
Capital Assets	559,426	2,205,000	1,070,644	1,326,400
Expenditure Total	\$ 26,352,611	\$ 46,209,299	\$ 35,178,037	\$ 37,536,558

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Re commended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 167,916	\$ 107,650	\$ 108,752	\$ 106,500
Federal & State Revenues	21,911,074	31,208,157	24,826,897	24,945,083
Other Charges for Services	8,367,115	6,667,989	6,702,718	7,049,154
Miscellaneous Revenue	451,309	438,500	515,013	389,000
Revenue Sub-Total	30,897,414	38,422,296	32,153,380	32,489,737
Less: Intra-County Revenues	(9,922,771)	(3,350,535)	(4,931,319)	(3,627,440)
Revenue Total	20,974,643	35,071,761	27,222,061	28,862,297
<i>General Fund Contribution</i>				
	1,293,189	1,293,189	1,293,189	1,885,401
<i>Other Financing Sources</i>				
Operating Transfers	1,689,085	307,288	512,388	172,140
Sale of Property	128,394	--	5,040	--
Use of Prior Fund Balances	6,270,090	3,263,426	1,392,836	1,421,616
Division Total	\$ 30,355,401	\$ 39,935,664	\$ 30,425,514	\$ 32,341,454

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Re commended FY 10-11
Position Detail				
<i>Permanent</i>				
Operations	128.4	119.9	132.9	126.4
Total Permanent	128.4	119.9	132.9	126.4
<i>Non-Permanent</i>				
Contract	--	--	--	0.1
Extra Help	--	2.5	--	1.1
Total Positions	128.4	122.5	132.9	126.4

SERVICE DESCRIPTION

Provide a clear path, smooth ride and safe trip for the traveling public.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$8,316,000 to \$39,039,000, from the Adopted Budget of \$47,355,000. This -17.6% decrease is the result of:

- -\$4,254,000 - Decrease in capital infrastructure due to delays in projects such as Gallegly - SafeteaLu, Union Valley Parkway and the Santa Rosa Road Bridge;
- -\$1,964,000 - Decrease in capital maintenance due to delays in projects such as scrub\micro and paving;
- -\$1,196,000 - Decrease in capital infrastructure due to favorable bidding climate;
- -\$547,550 - Decreased salaries and benefits due to holding positions vacant to align expenditures with revenues;
- -\$535,000 – Decrease due to delayed redevelopment projects;
- -\$159,000 – Decrease in the Farmworker Van Pool program due to delays in program expansion;
- +\$240,300 - Increase in one time contributions to other agencies, pass through grants.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will increase by \$799,000 to \$39,838,000 from the prior year’s Estimated Actual of \$37,039,000. This 2.1% increase is the result of:

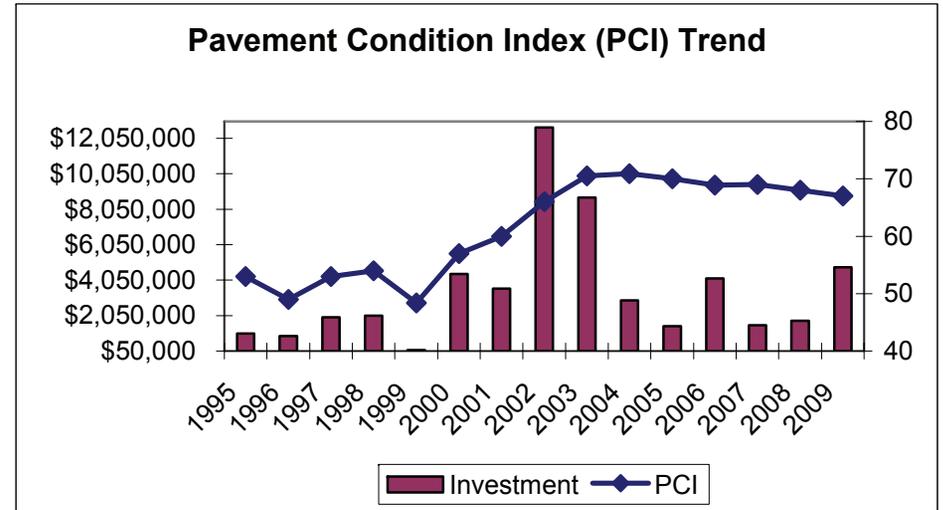
- +\$5,477,000 - Increase in capital infrastructure due to new or expanded projects such as El Colegio Phase II, Embarcadero Sidewalks, Union Valley Parkway @ Bradley, and the San Marcos Road and Santa Rosa Road bridges;
- -\$5,422,000 - Decrease in capital infrastructure due to the completion of projects such as the Tepusquet Road and two Jalama Road bridges;
- +\$4,254,000 - Increase in capital infrastructure due to prior year delays in projects such as Gallegly -SafeteaLu, Union Valley Parkway and the Santa Rosa Road Bridge;
- -\$3,223,500 - Decrease in capital maintenance due to the completion of the ARRA Road Rehabilitation Phases 1 & 2, ARRA Bridge Rehabilitation and ARRA Old Town Orcutt projects;
- +\$836,000 – Increase in salaries due to retirement, health insurance, merits, reclasses, and cost of living increases;
- -\$711,000 - Decrease in cost allocation and liability insurance;
- +\$310,000 – Staffing costs adjusting back to base due to filling three vacancies.

PUBLIC WORKS**Transportation (cont'd)**

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Operations				
Recover at least 10% of the operational costs for the Cuyama transit service.	15%	10%	9%	10%
	\$ 3,257	\$2,500	\$3,200	\$3,500
	\$ 22,374	\$25,000	\$35,000	\$35,000
Refresh the striping and legends of 25% of the 44 school zones located within the County maintained system.	--	25%	25%	25%
	--	11	11	11
	--	44	44	44
Apply an average of 250 gallons of paint per day, when striping county roads in the form of striping and legends.	270	250	314	250
Provide a three-week Plan Check turnaround for 90% of the annual Road Encroachment Permits.	98%	90%	97%	90%
	328	270	290	270
	334	300	300	300
Respond to 95% of the service requests received within 48 hours.	100%	100%	100%	95%
	803	500	800	760
	806	500	800	800
Maintain an average Pavement Condition Index (PCI) of 65 or better on the 1667 lane miles within the County maintained system, to protect the community's investment in transportation infrastructure.	69	65	67	65
Inspect and perform full preventive maintenance on 100% of 42 total County traffic signals quarterly.	100%	100%	100%	100%
	40	40	42	42
	40	40	42	42
Capital Maintenance				
Maintain Design Services costs at less than 8% of the construction costs for Surface Treatment projects completed annually.	2%	8%	5%	8%
	\$ 30,693	\$256,000	\$193,774	\$432,000
	\$ 1,358,450	\$3,200,000	\$4,279,430	\$5,400,000

PUBLIC WORKS
Transportation (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Operations				
Deputy Public Works Director	1.0	1.0	1.0	1.0
Chief Financial Officer	--	--	--	1.0
Program Manager	--	3.0	3.0	4.0
Civil Engineering Manager	--	3.0	3.0	2.0
Road Maintenance Manager	--	1.0	1.0	1.0
Civil Engineer Specialist	--	5.0	5.0	4.0
Transportation Planner	--	1.0	1.0	1.0
Alternative Transportation Manager	--	1.0	1.0	1.0
Maintenance Superintendent	--	3.0	3.0	3.0
Staff Analyst	--	1.0	1.0	1.0
Civil Engineer	--	7.0	7.0	6.0
Engineering Geologist	--	1.0	1.0	1.0
Geologist	--	1.0	1.0	1.0
Environmental Planner	--	1.0	1.0	1.0
Cost Analyst	1.0	1.0	1.0	--
Admin Office Pro	1.0	9.9	9.9	7.9
Financial Office Pro	2.5	3.0	3.0	2.0
Engineering Technician	--	15.0	15.0	12.0
Civil Engineering Associate	--	3.0	3.0	4.0
Accountant	2.0	2.0	2.0	2.0
Urban Forestry Supervisor	--	1.0	1.0	1.0
Maintenance Supervisor	--	3.0	3.0	3.0
Maintenance Leader	--	13.0	13.0	12.0
Urban Forestry Inspector	--	2.0	2.0	2.0
Heavy Equipment Operator	--	8.0	8.0	7.0
Traffic Signal Technician	--	2.0	2.0	2.0
Maintenance Worker	--	41.0	41.0	41.0
Sub-Division Total	7.5	132.9	132.9	123.9



The primary sources of annual revenue to address the repair and maintenance of the County’s transportation infrastructure system needs are State gas taxes, Proposition 42 and Measure A local sales tax. On November 4, 2008, the voters of the County of Santa Barbara approved Measure A with 79% of the votes. Measure “A” took effect April 1, 2010 and will remain in effect for 30 years, with the revenues being allocated for transportation improvements. Several special interest groups participated in the development of the Measure A investment plan and SBCAG made many concessions. As a result of these concessions, local agencies will receive 65% of the total amount of revenue from the North County expenditure plan for local streets and roads, and 52% of the total amount of revenue from the South County expenditure plan for local streets and roads. On average the County will receive approximately 20% less revenue for local streets and roads with Measure A than it received under the Measure D distribution. For the past two years the State has deferred payment of County local gas taxes for up to 7 months. These deferrals resulted in the deferral of the Fiscal Year 2008-09 Scrub/Micro Surfacing project. The State Legislators and the Governor have recently signed a bill that will swap Proposition 42 funds for an equal amount of additional State gas tax. While the bill provides for the same level of funding for County Transportation assets as Proposition 42, it does not afford the same level of constitutional protections for these funds as cities and counties had with Proposition 42. Today the identified backlog of road maintenance needs Countywide totals approximately \$221 million for the next five years. Pavement makes up approximately \$102 million of this unfunded need. If funding to maintain the County’s Transportation assets is reduced, County’s unfunded need will increase.

PUBLIC WORKS
Transportation (cont'd)



Construction of the Tepusquet Bridge.



Paving overlay project on Modoc Road with ARRA funds.

PUBLIC WORKS

Surveyor

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Field Survey	\$ 670,635	\$ 833,641	\$ 732,015	\$ 828,123
Customer Support	1,187,160	1,175,197	1,141,452	1,268,690
Real Property	12,859	--	117,112	133,070
Operating Sub-Total	1,870,654	2,008,838	1,990,579	2,229,883
Less: Intra-County Revenues	(1,372,532)	(1,111,528)	(1,185,183)	(1,400,563)
Expenditure Total	498,122	897,310	805,396	829,320
<i>Other Financing Uses</i>				
Designated for Future Uses	12,900	25,000	25,000	25,000
Division Total	\$ 511,022	\$ 922,310	\$ 830,396	\$ 854,320

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	1,094,311	1,193,271	1,156,893	1,277,545
Overtime	14,059	--	7,500	--
Extra Help	27,414	30,015	30,015	63,479
Benefits	406,698	469,988	464,414	567,736
Salaries & Benefits Sub-Total	1,542,482	1,693,274	1,658,822	1,908,760
Services & Supplies	328,172	315,564	331,757	321,123
Operating Sub-Total	1,870,654	2,008,838	1,990,579	2,229,883
Less: Intra-County Revenues	(1,372,532)	(1,111,528)	(1,185,183)	(1,400,563)
Expenditure Total	\$ 498,122	\$ 897,310	\$ 805,396	\$ 829,320

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 1,215,579	\$ 1,330,416	\$ 1,392,785	\$ 1,599,727
Miscellaneous Revenue	2,385	2,100	1,600	1,600
Revenue Sub-Total	1,217,964	1,332,516	1,394,385	1,601,327
Less: Intra-County Revenues	(1,372,532)	(1,111,528)	(1,185,183)	(1,400,563)
Revenue Total	(154,568)	220,988	209,202	200,764
<i>General Fund Contribution</i>	631,071	626,322	571,194	553,556
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	34,519	75,000	50,000	100,000
Division Total	\$ 511,022	\$ 922,310	\$ 830,396	\$ 854,320

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Field Survey	7.0	5.0	5.0	5.8	5.0	4.9	5.0	5.5
Customer Support	12.0	9.0	12.0	8.2	12.0	7.8	13.0	7.6
Real Property	--	0.1	--	--	--	0.9	1.0	1.0
Total Permanent	19.0	14.1	17.0	14.0	17.0	13.6	19.0	14.0
<i>Non-Permanent</i>								
Extra Help	--	0.8	--	1.0	--	1.0	--	1.0
Total Positions	19.0	14.9	17.0	15.0	17.0	14.6	19.0	15.0

SERVICE DESCRIPTION

Provide quality surveying services through the creation, maintenance and protection of land based records for public and private uses.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$18,000 to \$1,991,000, from the Adopted Budget of \$2,009,000. This 0.9% decrease is the result of:

- -\$34,000 – Decreased salaries and benefits due to a staff reduction related to slowing permit activity;
- +\$16,000 – Increase in outside consultants used to fast track permit processing due to slowing permit activity.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$239,000 to \$2,230,000, from the prior year's Estimated Actual of \$1,991,000. This 12.0% increase is the result of:

- +\$134,000 – Increase for transfer of position from Administration – Special Projects;
- +\$116,000 – Increased salaries due to retirement, health insurance, merits and cost of living increases;
- -\$11,000 – Reduction in outside consultants used to fast track permit processing due to slowing permit activity.

Fiscal Year 2010-11 constraints require the Department to implement certain service level reductions. The County Surveyor Division has deleted an Engineering Technician and reassigned office staff to field operations. Service levels have also been reduced at the Surveyor public counter due to General Fund revenue losses. The counter hours have been reduced to 8 a.m. – noon, Monday through Friday. This will impact services for map or document approval, boundary information, general surveying information, and map sales.

PUBLIC WORKS

Surveyor (cont'd)



President Peter Rei presents the inaugural “Surveyor of the Year” award to Michael Emmons, Santa Barbara County.

The Santa Barbara County Surveyor is a member of County Engineers Association of California and chairs the Surveyor Policy Committee, a committee that monitors survey legislation and prepares policy and technical positions on survey issues for CEAC. For his active role and contribution in this professional association Michael Emmons received the inaugural “Surveyor of the Year” award for 2010.

PUBLIC WORKS
Surveyor (cont'd)

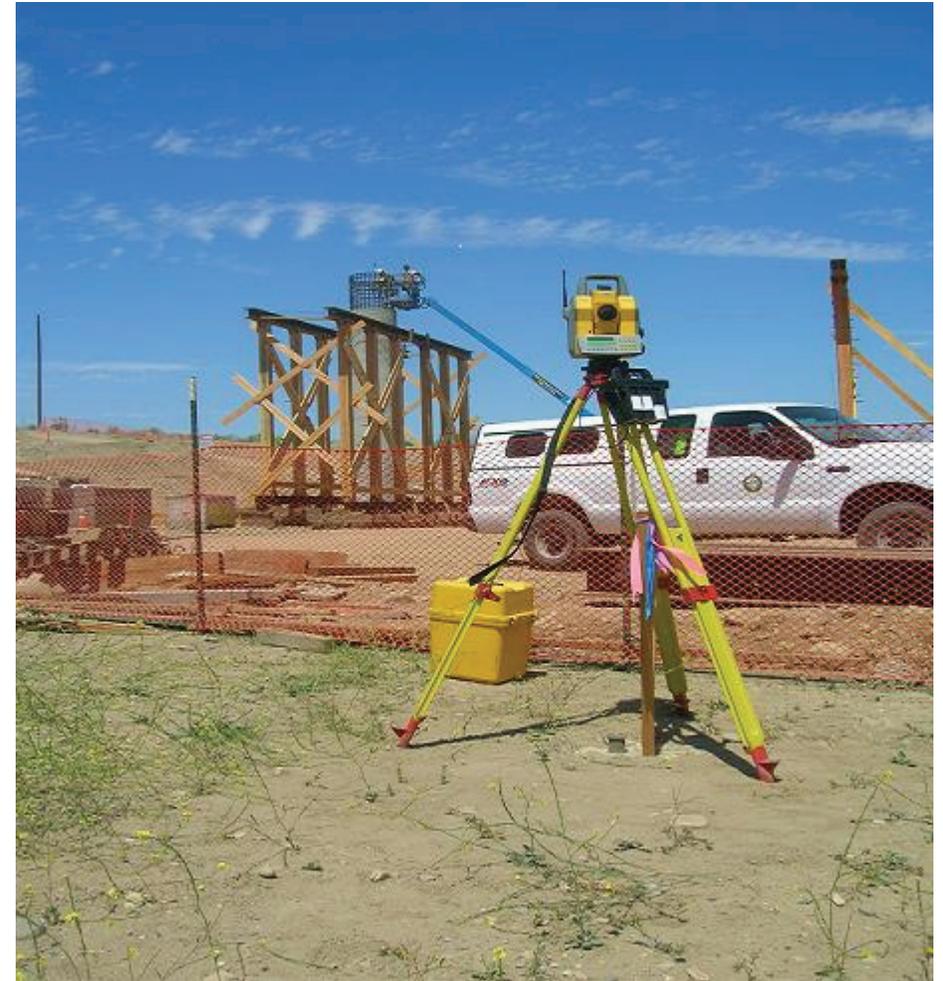
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Field Survey				
Reduce average field time for preserving survey monuments subject to destruction to 4 hours per monument excluding travel time.	4	4	3	4
Customer Support				
Reduce average time for publishing completed surveyor division projects to the department website to less than 30 days.	17	30	28	30
Reduce Average number of working days to complete project review for Record of Surveys, Tract Maps, Parcel Maps, & Corner Records to 20 days.	37	20	50	20
Reduce average number of working days to complete project review for Voluntary Mergers, Lot Line Adjustments & Certificate of Compliance to 30 days.	32	30	20	30
Reduce the average time to 3 business days for public requests for parcel validity determination.	2	3	3	3
Reduce average project intake response time to 3 working days for new submittals of RS's & projects subject to Chapter 21 of County Code.	1	3	3	3



The County Surveyors Office performs one of its mandated functions by indexing records for public use. Here, Surveyor staff scan and enter information on unrecorded maps prepared by Frank Flournoy during the later part of the 19th century into a database for distribution through the Division website.

PUBLIC WORKS
Surveyor (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Field Survey				
Civil Engineering Manager	--	1.0	1.0	--
Deputy County Surveyor	1.0	--	--	1.0
Engineering Technician	4.0	1.0	1.0	1.0
Survey Specialist	2.0	3.0	3.0	3.0
Sub-Division Total	7.0	5.0	5.0	5.0
Customer Support				
County Surveyor-Dep PW Director	1.0	1.0	1.0	1.0
Civil Engineering Manager	--	--	--	2.0
Deputy County Surveyor	1.0	1.0	1.0	--
Mapping GIS Supervisor	1.0	1.0	1.0	1.0
Admin Office Pro	1.0	1.0	1.0	1.0
Engineering Technician	1.0	2.0	2.0	1.0
Mapping GIS Tech/Analyst	1.0	1.0	1.0	1.0
Survey Specialist	5.0	4.0	4.0	4.0
Mapping GIS Tech/Analyst	1.0	1.0	1.0	1.0
	--	--	--	1.0
Sub-Division Total	12.0	12.0	12.0	13.0
Real Property				
Real Property Agent	--	--	--	1.0
Sub-Division Total	--	--	--	1.0
Division Total	19.0	17.0	17.0	19.0



Surveyor is shown construction staking on top of bridge pier at the Tepusquet Bridge that was built in FY 2009-10 over the Sisquoc River. This bridge replaces a seasonal crossing to provide year-round access on Tepusquet Road.

PUBLIC WORKS

Water Resources

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,567,144	\$ 1,850,891	\$ 1,936,833	\$ 1,895,224
Maintenance	9,431,495	6,189,824	10,127,461	6,111,360
Environment	928,449	660,996	1,202,722	968,668
Development	701,957	794,631	748,487	822,777
Design	1,581,720	706,127	928,890	831,603
Hydrology	217,948	310,857	308,659	352,534
Water Agency	9,220,802	10,822,894	10,636,744	11,089,009
Operating Sub-Total	23,649,515	21,336,220	25,889,796	22,071,175
Less: Intra-County Revenues	(6,360,738)	(4,234,285)	(5,373,625)	(4,513,810)
Operating Total	17,288,777	17,101,935	20,516,171	17,557,365
<i>Non-Operating Expenditures</i>				
Capital Assets	4,278,959	4,560,580	2,073,490	5,159,175
Expenditure Total	21,567,736	21,662,515	22,589,661	22,716,540
<i>Other Financing Uses</i>				
Operating Transfers	509,051	657,347	507,269	232,325
Designated for Future Uses	7,508,286	6,997,165	11,735,254	2,263,200
Division Total	\$ 29,585,073	\$ 29,317,027	\$ 34,832,184	\$ 25,212,065
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	3,034,786	3,620,216	3,447,321	3,753,831
Overtime	43,315	33,800	39,300	36,300
Extra Help	42,309	58,240	33,085	154,917
Benefits	1,209,152	1,493,512	1,435,444	1,726,550
Salaries & Benefits Sub-Total	4,329,562	5,205,768	4,955,150	5,671,598
Services & Supplies	13,202,808	8,674,118	13,606,646	9,399,577
Contributions	6,117,145	7,456,334	7,328,000	7,000,000
Operating Sub-Total	23,649,515	21,336,220	25,889,796	22,071,175
Less: Intra-County Revenues	(6,360,738)	(4,234,285)	(5,373,625)	(4,513,810)
Operating Total	17,288,777	17,101,935	20,516,171	17,557,365
<i>Non-Operating Expenditures</i>				
Capital Assets	4,278,959	4,560,580	2,073,490	5,159,175
Expenditure Total	\$ 21,567,736	\$ 21,662,515	\$ 22,589,661	\$ 22,716,540

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11			
Source of Funds Summary							
<i>Departmental Revenues</i>							
Interest	\$ 1,429,347	\$ 698,750	\$ 728,095	\$ 355,565			
Federal & State Revenues	16,552,266	13,230,674	18,211,613	13,524,710			
Other Charges for Services	3,175,840	3,223,665	3,108,985	3,132,465			
Miscellaneous Revenue	489,437	32,825	76,965	80,050			
Revenue Sub-Total	21,646,890	17,185,914	22,125,658	17,092,790			
Less: Intra-County Revenues	(6,360,738)	(4,234,285)	(5,373,625)	(4,513,810)			
Revenue Total	15,286,152	12,951,629	16,752,033	12,578,980			
General Fund Contribution	522,827	469,600	469,600	400,000			
<i>Other Financing Sources</i>							
Operating Transfers	428,448	568,426	518,009	113,187			
Use of Prior Fund Balances	2,909,357	4,999,602	6,562,799	1,571,633			
Division Total	\$ 19,146,784	\$ 18,989,257	\$ 24,302,441	\$ 14,663,800			
Position Summary							
<i>Permanent</i>							
Administration	6.0	6.3	6.0	6.0	7.0	7.0	7.0
Maintenance	23.0	19.4	23.0	22.0	23.0	19.0	21.0
Environment	2.0	1.9	3.0	2.5	3.0	2.9	4.0
Development	3.0	2.9	4.0	3.0	4.0	3.0	3.0
Design	6.0	4.9	5.0	5.0	5.0	5.0	7.0
Hydrology	2.0	1.3	2.0	2.0	2.0	2.0	2.0
Water Agency	8.0	6.6	8.0	8.0	8.0	6.8	8.0
Total Permanent	50.0	43.3	51.0	48.5	51.0	45.7	52.0
<i>Non-Permanent</i>							
Extra Help	--	0.6	--	0.5	--	0.8	--
Total Positions	50.0	43.9	51.0	49.0	51.0	46.6	48.8

SERVICE DESCRIPTION

Provide and promote flood protection, water conservation and adequate water supplies for the residents and visitors of Santa Barbara County.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures increased by \$4,554,000 to \$25,890,000, from the Adopted Budget of \$21,336,000. This 21.3% increase is the result of:

- +\$4,976,000 – Jesusita Fire emergency watershed protective measures;
- -\$249,800 - Lower salaries and benefits due to vacant positions;
- -\$128,000 – Reduced grant funds pass through the County to other agencies for the Integrated Regional Water Management Plan;
- -\$26,000 – Reduced costs for cloud seeding.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$3,819,000 to \$22,071,000, from the prior year's Estimated Actual of \$25,890,000. This 14.8% decrease is the result of:

- -\$4,976,000 – One time Jesusita Fire emergency watershed protective measures;
- +\$716,000 – Increased salaries due to retirement, health insurance, merits, reclasses, and cost of living increases;
- +\$383,000 – Increase in costs associated with Cuyama ground water study;
- +\$203,600 – Costs for CIAP funded business outreach and education and public opinion survey;
- -\$187,000 – Decrease in countywide cost allocation;
- +\$93,000 – Increases in channel & drain and debris basin maintenance as a result of in-house salary and benefit increases.

Fiscal Year 2010-11 constraints require the Department to implement certain service level reductions. The Department reduced Project Clean Water General Fund contributions in the amount of \$69,000. Designations are available to cover the Project Clean Water 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 FY2011-12, 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 with state requirements.

PUBLIC WORKS**Water Resources (cont'd)**

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Maintenance				
Clean miles of creek and river channels.	--	45	45	50
Maintain 95% of the Flood Control Basins identified as needing maintenance for the current fiscal year.	94%	94%	95%	95%
	31	31	35	34
	33	33	37	37
Do not exceed 400 gallons of Glyphosate use in current fiscal year.	200	400	100	400
Do not exceed 500 gallons of Diuron use in current fiscal year.	--	500	315	500
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.	95%	95%	95%	95%
	57	57	57	57
	60	60	60	60
Respond to 90% of the estimated 200 annual Work Requests received within 2 working days.	94%	90%	98%	90%
	59	180	195	180
	63	200	200	200
Development				
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.	91%	90%	96%	90%
	16	63	48	45
	17	70	50	50
Submit 95% of the estimated 80 annual condition letters prior to the Subdivision Review Committee Meeting date.	100%	95%	98%	95%
	22	95	88	76
	22	100	90	80

PUBLIC WORKS
Water Resources (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Hydrology				
Respond to 95% of the estimated 50 annual data requests within one working day.	96%	95%	96%	96%
	11	57	48	48
	12	60	50	50
Water Agency				
Measure groundwater level in no less than 95% of the estimated 321 measurable monitoring wells for preparation of annual Groundwater Resources Report.	95%	95%	100%	95%
	312	312	321	305
	328	328	321	321
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%
	91	108	98	96
	91	108	98	96
Provide 1,200 school children per year with information regarding water supply and conservation.	--	1,200	1,200	1,200
Respond to 90% of the estimated 30 annual public inquiries within one working day.	100%	95%	93%	100%
	4	57	28	30
	4	60	30	30

Debris boom at Cachuma Lake



Emergency Watershed Protective Measures were initiated after the Jesusita Fire. Measures included (above) Aerial Hydro mulching for 1200 acres, and (below) five debris racks were installed in local creeks – Tecolotito Creek.



	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Position Detail	Pos.	Pos.	Pos.	Pos.
Administration				
Deputy Public Works Director	1.0	1.0	1.0	1.0
Admin Office Pro	3.0	3.0	3.0	3.0
Financial Office Pro	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Maintenance Leader	--	--	--	1.0
Sub-Division Total	6.0	6.0	6.0	7.0
Maintenance				
Operations Manager	1.0	1.0	1.0	--
Maintenance Superintendent	1.0	1.0	1.0	1.0
Maintenance Supervisor	3.0	3.0	3.0	3.0
Maintenance Leader	6.0	6.0	6.0	5.0
Maintenance Welder	1.0	1.0	1.0	1.0
Heavy Equipment Operator	6.0	6.0	6.0	6.0
Pesticide Specialist	1.0	1.0	1.0	1.0
Maintenance Worker	4.0	4.0	4.0	4.0
Sub-Division Total	23.0	23.0	23.0	21.0
Environment				
Operations Manager	--	--	--	1.0
Environmental Planner	2.0	3.0	3.0	3.0
Sub-Division Total	2.0	3.0	3.0	4.0
Development				
Civil Engineer	1.0	1.0	1.0	1.0
Engineering Technician	1.0	2.0	2.0	1.0
Civil Engineering Associate	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	4.0	4.0	3.0
Design				
Civil Engineering Manager	1.0	1.0	1.0	1.0
Civil Engineer Specialist	1.0	1.0	1.0	1.0
Civil Engineer	1.0	1.0	1.0	1.0
Engineering Technician	2.0	1.0	1.0	3.0
Civil Engineering Associate	1.0	1.0	1.0	1.0
Sub-Division Total	6.0	5.0	5.0	7.0

PUBLIC WORKS
Water Resources (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Position Detail	Pos.	Pos.	Pos.	Pos.
Hydrology				
Senior Hydrologist	1.0	1.0	1.0	1.0
Engineering Technician	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0
Water Agency				
Division Manager	--	--	--	1.0
Water Agency Manager	1.0	2.0	2.0	1.0
Civil Engineer	1.0	1.0	1.0	1.0
Senior Hydrologist	1.0	1.0	1.0	1.0
Engineering Technician	1.0	1.0	1.0	1.0
Program Specialist	4.0	3.0	3.0	3.0
Sub-Division Total	8.0	8.0	8.0	8.0
Division Total	50.0	51.0	51.0	52.0



The Gobernador Debris Basin modification project provides fish passage and sediment control. A grant from Department of Fish and Game provided 75% of project costs.

PUBLIC WORKS

Resource Recovery & Waste Management

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 3,390,488	\$ 4,070,923	\$ 3,636,729	\$ 2,913,344
Operations	14,451,070	15,114,977	14,246,416	14,246,510
Collection and Materials Mgmt	3,678,954	3,938,983	4,638,208	3,122,870
Engineering	2,740,458	3,883,681	3,326,012	3,241,984
Lighting	599,772	654,369	651,433	679,510
Laguna Sanitation Operations	6,252,840	6,919,890	7,216,304	6,634,378
Operating Sub-Total	31,113,582	34,582,823	33,715,102	30,838,596
Less: Intra-County Revenues	(392,527)	(108,720)	(140,020)	(146,395)
Operating Total	30,721,055	34,474,103	33,575,082	30,692,201
<i>Non-Operating Expenditures</i>				
Capital Assets	10,301,674	8,588,000	5,482,324	3,003,450
Expenditure Total	41,022,729	43,062,103	39,057,406	33,695,651
<i>Other Financing Uses</i>				
Operating Transfers	178,370	46,560	46,560	262,000
Designated for Future Uses	481,525	269,334	302,947	2,867
Division Total	\$ 41,682,624	\$ 43,377,997	\$ 39,406,913	\$ 33,960,518

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	6,118,764	6,616,673	6,071,037	6,522,498
Overtime	59,462	117,500	52,000	56,500
Extra Help	218,682	148,587	218,107	206,826
Benefits	3,071,769	2,959,916	3,113,361	3,208,200
Salaries & Benefits Sub-Total	9,468,677	9,842,676	9,454,505	9,994,024
Services & Supplies	15,144,617	18,688,435	16,973,774	15,435,831
Depreciation Expense	4,451,975	3,911,293	4,332,704	4,084,004
Damages & Losses	--	55,000	55,000	55,000
Principal & Interest	2,048,313	2,085,419	2,899,119	1,269,737
Operating Sub-Total	31,113,582	34,582,823	33,715,102	30,838,596
Less: Intra-County Revenues	(392,527)	(108,720)	(140,020)	(146,395)
Operating Total	30,721,055	34,474,103	33,575,082	30,692,201
<i>Non-Operating Expenditures</i>				
Capital Assets	10,301,674	8,588,000	5,482,324	3,003,450
Expenditure Total	\$ 41,022,729	\$ 43,062,103	\$ 39,057,406	\$ 33,695,651

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 1,003,839	\$ 1,170,240	\$ 485,097	\$ 531,678
Federal & State Revenues	1,477,743	809,583	315,890	157,931
Other Charges for Services	21,240,420	23,095,934	21,986,105	22,652,033
Miscellaneous Revenue	8,260,229	5,577,454	6,755,729	6,293,840
Revenue Sub-Total	31,982,231	30,653,211	29,542,821	29,635,482
Less: Intra-County Revenues	(392,527)	(108,720)	(140,020)	(146,395)
Revenue Total	31,589,704	30,544,491	29,402,801	29,489,087
General Fund Contribution	74	(1)	--	--
<i>Other Financing Sources</i>				
Operating Transfers	--	--	219,170	--
Sale of Property	(4,508)	--	(153,381)	--
Use of Prior Fund Balances	9,641,993	12,230,674	9,359,241	3,889,474
Division Total	\$ 41,227,263	\$ 42,775,164	\$ 38,827,831	\$ 33,378,561

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Administration	7.0	5.8	7.0	7.0	7.0	6.0	6.0	6.0	6.0
Operations	65.0	59.7	66.0	60.0	66.0	57.0	59.5	56.5	56.5
Collection and Materials Mgmt	8.8	8.8	8.8	8.8	8.8	8.7	8.8	8.8	8.8
Engineering	11.9	7.7	10.9	7.9	10.9	7.9	8.9	6.0	6.0
Laguna Sanitation Operations	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0
Total Permanent	108.7	98.0	108.7	99.7	108.7	95.5	99.2	93.3	93.3
<i>Non-Permanent</i>									
Extra Help	--	4.0	--	2.7	--	2.4	--	2.5	2.5
Total Positions	108.7	102.0	108.7	102.4	108.7	97.9	99.2	95.8	95.8

SERVICE DESCRIPTION

Protect the public health and environment of our community by efficiently managing waste products and utilities with a focus on resource conservation.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Estimated Actual operating expenditures decreased by \$868,000 to \$33,715,000, from the Adopted Budget of \$34,583,000. This -2.5% decrease is the result of:

- -\$1,562,000 – Decrease in professional services for Tajiguas reconfiguration project;
- +\$813,700 – Increase in principal & interest for Tajiguas certificates of participation defeasances;
- +\$421,400 – Increases in depreciation expenses due to the purchase of equipment and capital costs;
- -\$388,200 – Lower salaries and benefits due to vacant positions;
- -\$241,000 – Decrease in revenue sharing to cities for recyclables due to volumes;
- +\$155,000 – Increase in professional services for Laguna Sanitation master plan;
- -\$138,000 – Decreases in maintenance expenses as a result of in-house salary and benefit increases;
- +\$71,000 – Increase in plant maintenance at Laguna Sanitation.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget’s operating expenditures will decrease by \$2,876,000 to \$30,839,000, from the prior year’s Estimated Actual of \$33,715,000. This -8.5% decrease is the result of:

- -\$1,629,400 – Decrease in principal & interest for Tajiguas certificates of participation;
- -\$1,287,000 – Decrease in closure/post closure costs due to lower tonnage being received at the Tajiguas landfill;
- +\$539,500 – Increased salaries due to retirement, health insurance, merits, reclasses, and cost of living increases
- -\$410,000 – Decrease in acquisition of conservation easement as mitigation for Laguna reservoir expansion project;
- +\$274,900 – Increased grounds maintenance at Tajiguas Landfill;
- -\$248,700 – Decrease in depreciation expense due to final year of depreciation on equipment;
- -\$165,000 – Decrease in plant master plan at Laguna Sanitation;
- -\$125,000 – Decrease in farm labor for irrigation at Laguna Sanitation.

PUBLIC WORKS

Resource Recovery & Waste Management (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Operations				
Reduce the impacts to cost of operations by maintaining the Tajiguas landfill tons handled per heavy equipment hour at 20 tons/hr.	126% 25 20	125% 25 20	92% 18 20	100% 20 20
Maximize the remaining capacity of the Tajiguas Landfill by achieving at least 1000 pounds per cubic yard landfill density.	100% 1,000 1,000	100% 1,000 1,000	103% 1,028 1,000	100% 1,000 1,000
Collection and Materials Mgmt				
Maintain the County's overall waste diversion (recycling) percentage of 62% as calculated by the California Integrated Waste Management Board.	105% 65% 62%	100% 62% 62%	111% 69% 62%	100% 62% 62%
Provide waste management education directly to a minimum of 15,000 students, kindergarten through grade 12, in each school year.	100% 13,500 13,500	100% 13,500 13,500	72% 10,820 15,000	100% 15,000 15,000
Maintain the annual unincorporated franchised waste tonnage diverted from landfills (residential and commercial) at 41%	42%	41%	41%	41%
Maintain the cost per pound of household hazardous waste collected and disposed at \$1.35	96% \$ 2.50 \$ 2.60	100% \$ 1.43 \$ 1.43	100% \$ 1.35 \$ 1.35	100% \$ 1.35 \$ 1.35
Laguna Sanitation Operations				
Flush 20% of the approximately 129 total miles of Laguna County Sanitation District sewer collection system annually.	25% 32 129	19% 25 129	25% 32 129	20% 26 129

PUBLIC WORKS

Resource Recovery & Waste Management (cont'd)



Installation of Phase 2B Liner at Tajiguas landfill

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Administration				
Deputy Public Works Director	1.0	1.0	1.0	1.0
Cost Analyst	1.0	1.0	1.0	1.0
Admin Office Pro	2.0	2.0	2.0	1.0
Financial Office Pro	2.0	2.0	2.0	2.0
Accountant	1.0	1.0	1.0	1.0
Sub-Division Total	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>	<u>6.0</u>
Operations				
Operations Manager	1.0	1.0	1.0	1.0
Admin Office Pro	2.0	2.0	2.0	2.0
Refuse Supervisor	2.0	3.0	3.0	3.0
Refuse Leader	5.0	5.0	5.0	5.0
Safety Officer	2.0	2.0	2.0	1.0
Shop Supervisor	1.0	1.0	1.0	1.0
Recycle Worker Leader	1.0	1.0	1.0	1.0
Equipment Mechanic	6.0	6.0	6.0	4.0
Heavy Equipment Operator	14.0	14.0	14.0	12.0
Heavy Truck Driver	11.5	11.5	11.5	11.0
Refuse Checker Supervisor	1.0	1.0	1.0	1.0
Maintenance Worker	5.0	5.0	5.0	3.0
Storekeeper	1.0	1.0	1.0	1.0
Refuse Checker	9.5	9.5	9.5	9.5
Recycle Worker	3.0	3.0	3.0	2.0
Sub-Division Total	<u>65.0</u>	<u>66.0</u>	<u>66.0</u>	<u>57.5</u>
Collection and Materials Mgmt				
Program Manager	0.8	0.8	0.8	0.8
Staff Analyst	1.0	1.0	1.0	1.0
Program Specialist	5.0	5.0	5.0	5.0
Refuse Inspector	2.0	2.0	2.0	2.0
Sub-Division Total	<u>8.8</u>	<u>8.8</u>	<u>8.8</u>	<u>8.8</u>

PUBLIC WORKS

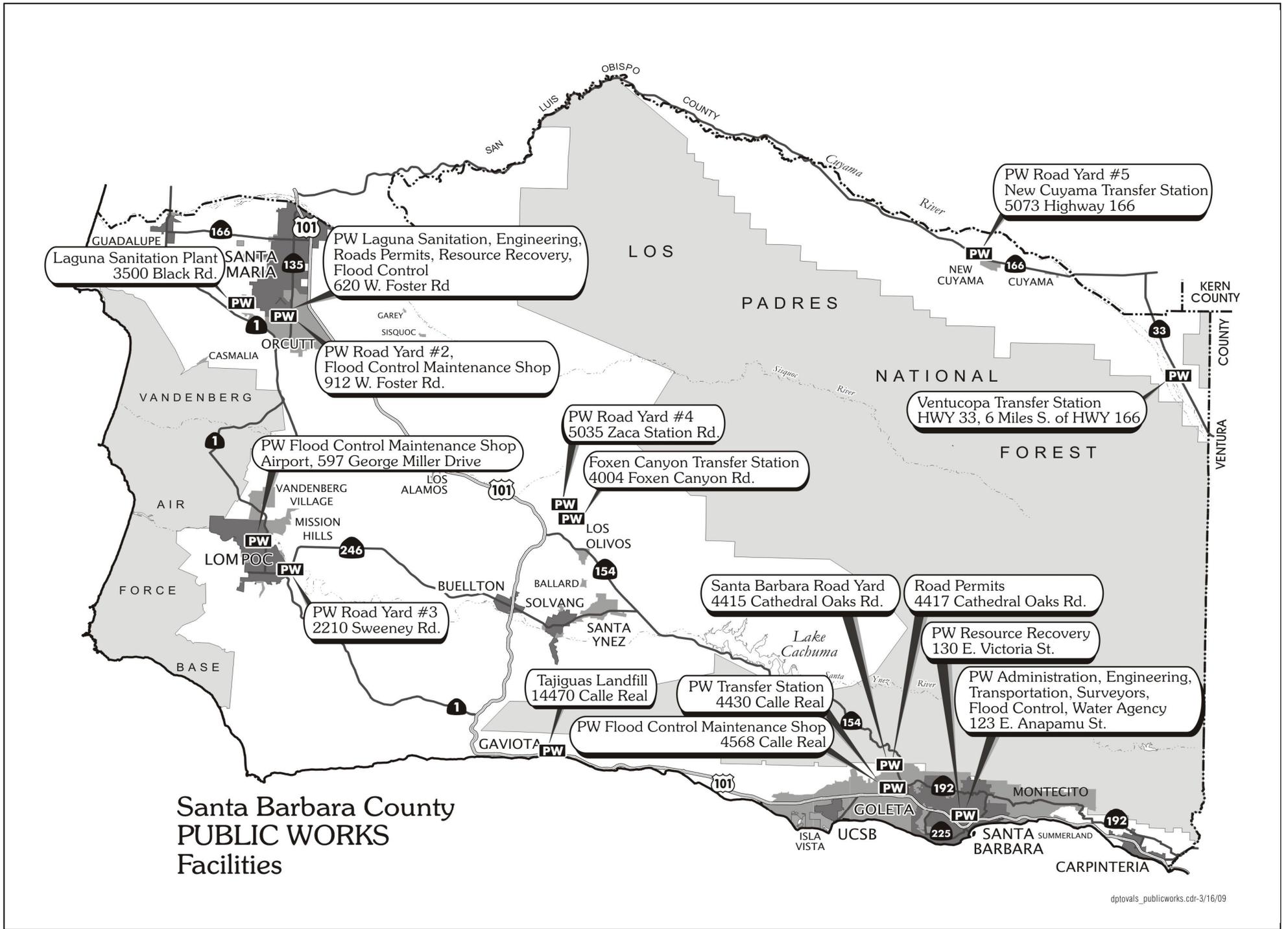
Resource Recovery & Waste Management (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Engineering				
Program Manager	--	1.0	1.0	--
Permitting & Engineering Manager	1.0	1.0	1.0	1.0
Civil Engineer Specialist	0.9	0.9	0.9	--
Civil Engineer	2.0	2.0	2.0	2.0
Engineering Geologist	1.0	1.0	1.0	1.0
Environmental Planner	2.0	1.0	1.0	1.0
Engineering Technician	4.0	3.0	3.0	2.0
Civil Engineering Associate	1.0	1.0	1.0	--
Sub-Division Total	11.9	10.9	10.9	7.0
Laguna Sanitation Operations				
Civil Engineering Manager	1.0	1.0	1.0	1.0
Admin Office Pro	2.0	2.0	2.0	2.0
Wastewater Plant Oper Chief	1.0	1.0	1.0	1.0
Wastewater Plant Oper Supv	1.0	1.0	1.0	1.0
Wastewater Plant Operator	9.0	9.0	9.0	9.0
Maintenance Worker	2.0	2.0	2.0	2.0
Sub-Division Total	16.0	16.0	16.0	16.0
Division Total	108.7	108.7	108.7	99.2



The Santa Barbara County Public Works Department struck gold again by winning the prestigious Gold Excellence Award for Marketing from the Solid Waste Association of North America (SWANA). Last year the County took top honors for its comprehensive system of Integrated Waste Management. This year's award is for the Green Waste Awareness campaign conducted in the spring of 2008 by the Resource Recovery & Waste Management Division.

SWANA's national awards program recognizes excellence in solid waste management programs that promote positive social, environmental and economically sound management principles. The winning campaign creatively utilized songs, mailers, Spanish language television and movie theater ads in order to improve the public's awareness of and participation in its green waste recycling program



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Support Services





SUPPORT SERVICES

Use of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Operating Expenditures				
Auditor-Controller	\$ 4,643,340	\$ 5,112,270	\$ 4,697,075	\$ 5,201,023
Clerk-Recorder-Assessor	15,128,706	15,073,957	14,957,986	16,365,554
General Services	10,128,135	13,019,319	16,092,731	26,739,761
Human Resources	4,206,130	4,406,467	5,044,686	4,132,508
Information Technology	1,553,461	2,508,609	1,945,224	1,550,816
Treasurer-Tax Collector-Public Adm.	5,486,909	6,094,039	6,031,560	6,311,703
Debt Service	9,549,231	10,870,672	12,243,076	10,117,131
Total	50,695,912	57,085,333	61,012,338	70,418,496
Capital Equipment & Improvements				
Auditor-Controller	--	10,000	10,000	10,000
Clerk-Recorder-Assessor	47,795	1,369,432	50,000	1,626,500
General Services	5,641,888	11,937,660	11,482,518	20,283,526
Human Resources	66,421	80,000	119,000	80,000
Information Technology	782,423	2,019,848	1,172,100	1,387,000
Treasurer-Tax Collector-Public Adm.	--	--	--	1,282,750
Debt Service	--	--	--	--
Total	6,538,527	15,416,940	12,833,618	24,669,776
Designated for Future Uses				
Auditor-Controller	--	--	--	--
Clerk-Recorder-Assessor	1,128,893	2,151,078	887,912	2,277,613
General Services	11,425,748	1,904,161	13,281,761	71,821
Human Resources	1,015,742	--	86,363	116,833
Information Technology	249,581	--	91,365	--
Treasurer-Tax Collector-Public Adm.	--	--	2,434,000	--
Debt Service	531,387	276,503	149,028	294,894
Total	14,351,351	4,331,742	16,930,429	2,761,161

Source of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Departmental Revenues				
Auditor-Controller	\$ 888,713	\$ 919,796	\$ 1,181,176	\$ 1,068,206
Clerk-Recorder-Assessor	7,452,010	7,846,300	5,541,178	9,210,867
General Services	8,021,694	7,674,826	14,077,855	11,880,933
Human Resources	2,282,705	2,393,340	2,388,024	2,208,880
Information Technology	1,087,525	1,038,792	656,090	717,374
Treasurer-Tax Collector-Public Adm.	--	--	--	--
Debt Service	393,206	310,000	250,635	200,000
Total	20,125,853	20,183,054	24,094,958	25,286,260
General Fund Contribution				
Auditor-Controller	3,759,953	3,874,551	3,531,227	3,754,972
Clerk-Recorder-Assessor	8,345,035	9,075,032	9,075,033	9,056,542
General Services	7,089,337	6,439,189	6,439,189	6,124,942
Human Resources	1,874,059	1,927,985	1,793,787	1,840,939
Information Technology	828,490	786,877	747,489	--
Treasurer-Tax Collector-Public Adm.	2,781,489	2,705,643	2,705,643	2,614,455
Debt Service	--	1,681,571	1,681,571	1,690,000
Total	24,678,363	26,490,848	25,973,939	25,081,850
Use of Designations/Prior Fund Balances				
Auditor-Controller	--	333,250	--	393,173
Clerk-Recorder-Assessor	1,394,097	3,451,622	2,648,444	2,693,009
General Services	10,254,307	9,880,012	12,549,855	27,150,024
Human Resources	1,141,835	175,448	1,078,544	289,830
Information Technology	1,063,439	2,582,788	2,605,426	2,220,442
Treasurer-Tax Collector-Public Adm.	--	--	--	--
Debt Service	574,677	31,280	1,033,280	2,310,000
Total	14,428,355	16,454,400	19,915,549	35,056,478

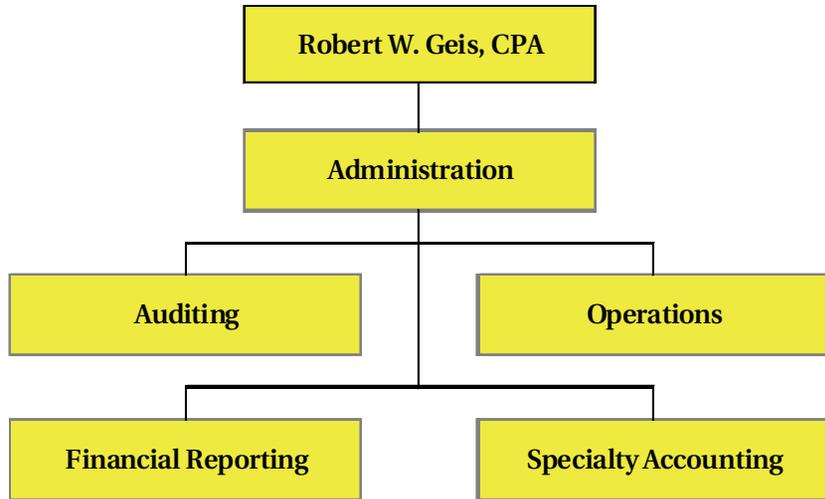
SUPPORT SERVICES

Use of Funds	<u>Actual FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Est. Actual FY 09-10</u>	<u>Recommended FY 10-11</u>
Operating Transfers Out				
Auditor-Controller	5,326	5,327	5,328	5,328
Clerk-Recorder-Assessor	885,748	1,778,487	1,368,757	690,751
General Services	4,039,666	670,387	5,217,896	647,610
Human Resources	10,306	10,306	10,306	10,308
Information Technology	639,887	30,000	1,080,010	--
Treasurer-Tax Collector-Public Adm.	7,471	7,473	7,473	7,475
Debt Service	--	--	--	--
Total	<u>5,588,404</u>	<u>2,501,980</u>	<u>7,689,770</u>	<u>1,361,472</u>
Total Use of Funds	<u><u>\$ 77,174,194</u></u>	<u><u>\$ 79,335,995</u></u>	<u><u>\$ 98,466,155</u></u>	<u><u>\$ 99,210,905</u></u>

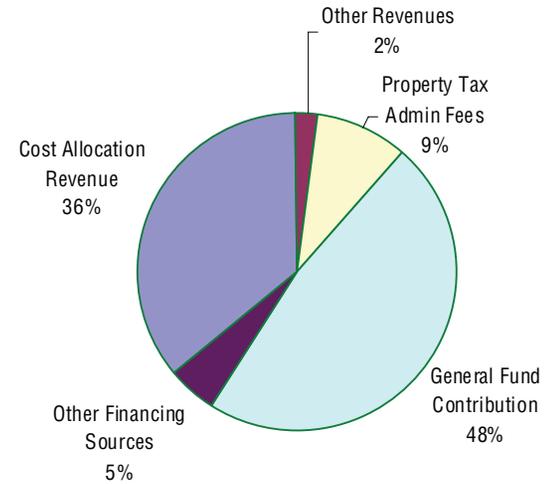
Source of Funds	<u>Actual FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Est. Actual FY 09-10</u>	<u>Recommended FY 10-11</u>
Operating Transfers In				
Auditor-Controller	--	--	--	--
Clerk-Recorder-Assessor	--	--	--	--
General Services	5,896,522	3,522,500	7,186,229	2,581,819
Human Resources	--	--	--	--
Information Technology	248,284	150,000	390,416	--
Treasurer-Tax Collector-Public Adm.	--	--	--	--
Debt Service	9,112,735	9,124,324	9,426,618	6,212,025
Total	<u>15,257,541</u>	<u>12,796,824</u>	<u>17,003,263</u>	<u>8,793,844</u>
Other Miscellaneous Financing Sources				
General Services	(26,423)	15,000	5,821,778	5,000
Information Technology	(2,386)	--	(110,722)	--
Treasurer-Tax Collector-Public Adm.	2,712,891	3,395,869	5,767,390	4,987,473
Total	<u>2,684,082</u>	<u>3,410,869</u>	<u>11,478,446</u>	<u>4,992,473</u>
Total Source of Funds	<u><u>\$ 77,174,194</u></u>	<u><u>\$ 79,335,995</u></u>	<u><u>\$ 98,466,155</u></u>	<u><u>\$ 99,210,905</u></u>

AUDITOR-CONTROLLER

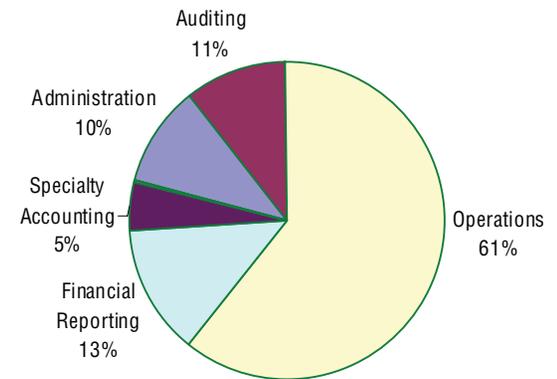
Budget & Positions (FTEs)	
Operating \$	5,201,023
Capital	10,000
Positions	49.3 FTEs



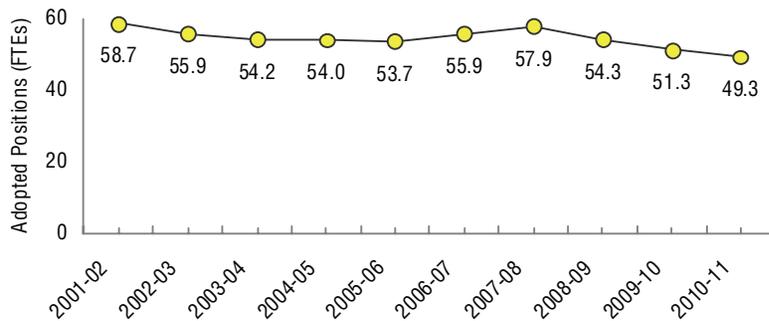
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



AUDITOR-CONTROLLER

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 723,459	\$ 748,143	\$ 774,997	\$ 808,701
Auditing	510,880	541,827	529,364	836,895
Operations	4,230,343	4,621,850	4,317,504	4,817,972
Financial Reporting	999,616	1,128,565	1,059,319	1,052,165
Specialty Accounting	595,761	673,894	625,107	398,933
Operating Sub-Total	7,060,059	7,714,279	7,306,291	7,914,666
Less: Intra-County Revenues	(2,416,719)	(2,602,009)	(2,609,216)	(2,713,643)
Operating Total	4,643,340	5,112,270	4,697,075	5,201,023
<i>Non-Operating Expenditures</i>				
Capital Assets	--	10,000	10,000	10,000
Expenditure Total	4,643,340	5,122,270	4,707,075	5,211,023
<i>Other Financing Uses</i>				
Operating Transfers	5,326	5,327	5,328	5,328
Department Total	\$ 4,648,666	\$ 5,127,597	\$ 4,712,403	\$ 5,216,351
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 4,376,482	\$ 4,799,185	\$ 4,538,255	\$ 4,781,467
Overtime	6,222	7,000	1,000	2,000
Extra Help	148,101	150,000	160,000	160,000
Benefits	1,632,351	1,848,343	1,744,837	2,088,544
Salaries & Benefits Sub-Total	6,163,156	6,804,528	6,444,092	7,032,011
Services & Supplies	896,903	909,751	862,199	882,655
Operating Sub-Total	7,060,059	7,714,279	7,306,291	7,914,666
Less: Intra-County Revenues	(2,416,719)	(2,602,009)	(2,609,216)	(2,713,643)
Operating Total	4,643,340	5,112,270	4,697,075	5,201,023
<i>Non-Operating Expenditures</i>				
Capital Assets	--	10,000	10,000	10,000
Expenditure Total	\$ 4,643,340	\$ 5,122,270	\$ 4,707,075	\$ 5,211,023

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11				
Source of Funds Summary								
<i>Departmental Revenues</i>								
Cost Allocation Revenue	\$ 2,263,868	\$ 2,653,100	\$ 2,653,100	\$ 2,867,149				
Property Tax Admin Fees	679,643	653,000	748,000	734,900				
Other Charges for Services	277,772	203,705	223,705	159,800				
Miscellaneous Revenue	84,149	12,000	165,587	20,000				
Revenue Sub-Total	3,305,432	3,521,805	3,790,392	3,781,849				
Less: Intra-County Revenues	(2,416,719)	(2,602,009)	(2,609,216)	(2,713,643)				
Revenue Total	888,713	919,796	1,181,176	1,068,206				
<i>General Fund Contribution</i>								
	3,759,953	3,874,551	3,531,227	3,754,972				
<i>Other Financing Sources</i>								
Use of Prior Fund Balances	--	333,250	--	393,173				
Department Total	\$ 4,648,666	\$ 5,127,597	\$ 4,712,403	\$ 5,216,351				
Position Summary								
<i>Permanent</i>								
Administration	3.0	2.4	4.0	3.2	4.0	2.4	3.0	2.5
Auditing	7.0	4.6	7.0	4.1	7.0	5.0	8.0	7.0
Operations	33.3	30.8	35.3	30.9	35.3	30.6	35.3	30.6
Financial Reporting	10.0	7.5	7.0	7.7	7.0	6.7	8.0	6.3
Specialty Accounting	6.0	5.3	6.0	5.4	6.0	4.5	5.0	2.9
Total Permanent	59.3	50.7	59.3	51.3	59.3	49.3	59.3	49.3
<i>Non-Permanent</i>								
Extra Help	--	3.5	--	--	--	3.3	--	--
Total Positions	59.3	54.2	59.3	51.3	59.3	52.6	59.3	49.3

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

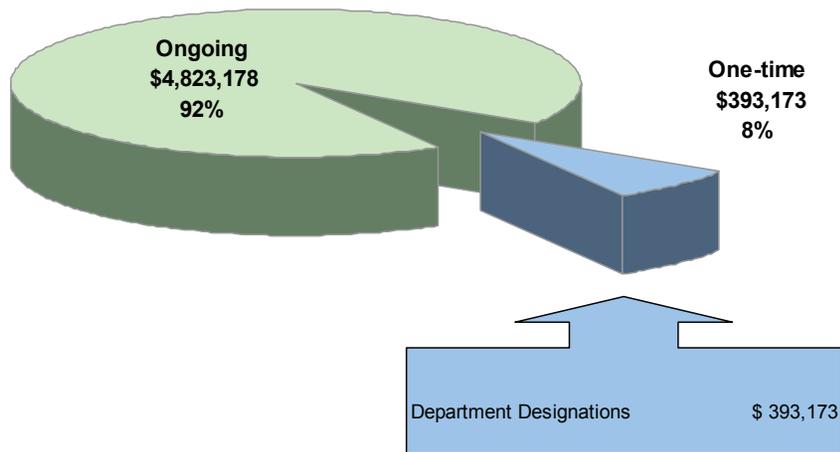
MISSION STATEMENT

The mission of the Auditor-Controller's Department is to ensure the County's financial integrity and promote efficient, effective and accountable government.

Budget Organization

The divisions of the Auditor-Controller's 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 49 employees with centralized operations in Santa Barbara and two satellite offices in Santa Maria.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"

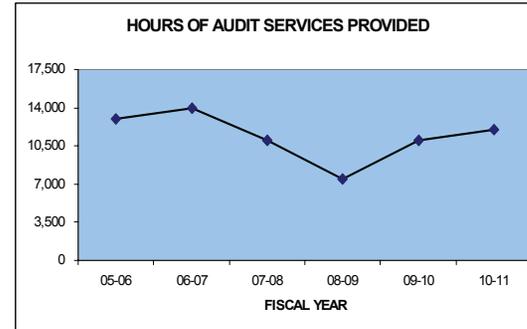


7.5% of the FY 2010-11 Recommended Budget is comprised of one time funding sources. As a result of the use of one-time sources, the department will face a funding shortfall of \$393,173 in FY 2011-12, in addition to deferred salary increases and rising retirement costs. These issues must be addressed in order to maintain these services at current levels.

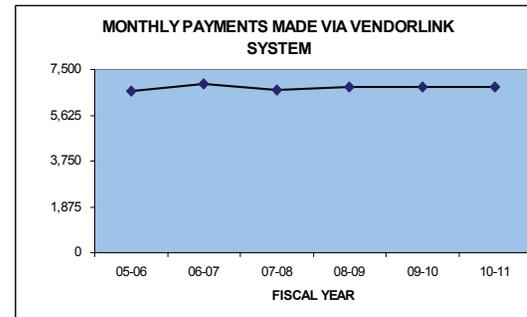
AUDITOR-CONTROLLER

Department Summary (cont'd)

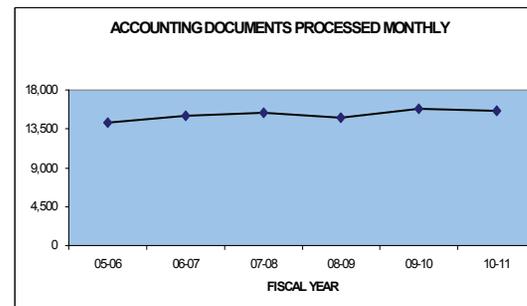
Activity Indicators



The number of audit hours demonstrates Internal Audit services provided over the fiscal year. In FY 2008-09 staffing levels decreased and audit hours dropped. In FY 09-10 audit hours started to increase and are projected to continue to increase in 2010-11 as vacancies are filled.



The number of electronic payments (VendorLink) as a percentage of all payments increased substantially in FY 2006-07 as a result of a vendor outreach initiative in the Auditor's office. A slight dip in FY 2007-08 occurred due to the courts transitioning to a State accounts payable system. Electronic payments increased during FY 2009-10 and are projected to increase for FY 2010-11.



Over the years there has been a slight increase in the number of accounting documents processed through Operations. It is projected that the number of documents processed will decrease in FY 2010-11 due to the rollout of FIN WEB to all County departments.

AUDITOR-CONTROLLER

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased by \$408,000 to \$7,306,000 from the Fiscal Year 2009-10 Adopted Budget of \$7,714,000. This 5% decrease is the result of:

- -\$360,000 - decrease in projected staffing cost due to loss of two Accountant-Auditors in the Specialty Accounting and Internal Audit Divisions, one Financial Systems Analyst from Property Tax, and one Division Chief from the Advanced Accounting Division;
- -\$48,000 - decrease in services and supplies cost mostly due to \$25,000 less in hardware purchases, \$15,000 less for professional and special services, \$10,000 less for office expense, and various decreases in services and supplies.

The Fiscal Year 2009-10 Estimated Actual operating revenues increased by \$269,000 to \$3,790,000 from the Fiscal Year 2009-10 Adopted Budget of \$3,522,000. This 8% increase is a result of:

- +\$153,000 - increase due to a refund of a \$122,000 IRS tax deposit penalty and from unclaimed employee flexible spending account balances;
- +\$95,000 - increase in property tax administration fees;
- +\$20,000 - increase in disaster and apportionment fees;

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase by \$608,000 to \$7,915,000 from the Fiscal Year 2009-10 Estimated Actual of \$7,306,000. This 8% increase is the result of:

- +\$589,000 - increase in salaries and benefits due to anticipated retirement contribution increases, step increases, and cost-of-living adjustments.
- +\$20,000 - increase in services and supplies.
- Total FTEs in the FY 2010-11 Recommended Budget will decrease by 2.0, to 49.25, from the FY 2009-10 Adopted Budget of 51.25. This is due to the loss of a Financial Systems Analyst I and an Advanced Accounting Division Chief that will not be replaced in FY 2010-11.

The Fiscal Year 2010-11 Recommended Budget operating revenues will decrease by \$8,000 to \$3,782,000 from the Fiscal Year 2009-10 Estimated Actual of \$3,790,000. This slight decrease is mainly the net result of:

- -\$146,000 decrease mostly due to a one-time IRS tax deposit penalty refunded by the IRS in FY 2009-10 and the anticipation of reduced revenue from flexible spending balances.
- -\$64,000 - decrease in accounting assistance provided to the Redevelopment Agency.
- -\$13,000 - decrease in property tax administration fees;
- +\$214,000 - increase in cost allocation revenue services provided to Alcohol Drug & Mental Health Services (ADMHS) programs.

Departmental Priorities and Their Alignment With County Goals

The County Auditor-Controller's strategic actions align primarily with the following adopted Strategic 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.

Each division provides certain core services reflected in the performance measures. The Auditor-Controller's management strategy includes projects that improve service delivery and are linked to the goals stated above. 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. The Report Phase of the project was rolled out in December 2008.
- Current Year (FY 2009-10) Accomplishments – The Auditor's Office rolled out online transaction processing of claims and other financial transaction processes County-wide in November and December 2009. The transaction processing component includes document routing, user assigned approval and posting rights, automated approval validation, supporting document attachment, enhanced edit checks, and a variety of search features. The search features allow users to locate documents whether posted or in progress, purchase order information, board contract information, and vendor information.
- Proposed Strategic Action – The team plans to build out the transaction processing component to include additional transaction types, uploading of Excel and other file types for automated transaction preparation, enhanced vendor maintenance, improved board contract tracking, enhanced travel claim data capture and processing, budget revision request processing, and a variety of other features.
- 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.
- Current Year (FY 2009-10) Accomplishments – The executive team for the three affected departments (Auditor, Treasurer and Assessor) have evaluated several options for system replacement, including in-house development and vendor products. At this time, the

AUDITOR-CONTROLLER

Department Summary (cont'd)

Treasurer has identified a vendor product and is working to obtain financing for the project. The other two departments continue to evaluate their options.

- Proposed Strategic Action – In FY 2010-11, the Auditor-Controller Department will continue to do some in-house development to move portions of its process off the mainframe, depending on the performance of the vendor product selected by the Treasurer-Tax Collector.
- Payroll Division – Operate, maintain and enhance County-wide financial and payroll systems, properly train employees, and pay all employees in a timely manner.
 - Current Year (FY 2009-10) Accomplishments – The division successfully implemented a new payroll deduction schedule for all employee health and dental plans in order to facilitate monitoring of health costs per employee and potential savings for both the employee and the County.
 - Proposed Strategic Action – The division will continue to automate payroll processes by utilizing database management and development of enhancements to existing automated systems, and continue to maintain integrity of payroll system data with consideration of new system interfaces. The division will 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.
- 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 2009-10) Accomplishments – The team migrated additional servers to a new virtual infrastructure environment and decommissioned old servers to reduce maintenance overhead costs.
 - Proposed Strategic Action – In FY 2010-11, the team plans to continue migrating a few remaining servers onto the new server infrastructure. Hardware that becomes available as a result of this project will be redirected as disaster recovery and backup servers.
- Internal Audit Division – Increase presence throughout the County government by providing management and operational reviews. The division would like to reduce audit hours spent on mandated audits.
 - Current Year (FY 2009-10) Accomplishments – In addition to completing all mandated audits on a timely basis, as well as completing the FY 2008-09 Single Audit before the March 31st deadline, Internal Audit continued to assist ADMHS in evaluating estimated liabilities and identifying potential receivables. The Internal Audit Division also completed an internal control review of the Sheriff's Civil Bureau and the Public Works Transfer Stations and provided recommendations for improvements to these departments. The initial phase of identifying and documenting travel processes of County departments,

in expectation of creating a County-wide travel claim reimbursement system, was also completed during this fiscal year.

- Proposed Strategic Action – The division will continue to provide timely audit services, including management and operational reviews, based on a County-wide risk assessment. The division will also facilitate a structure to assess, communicate, and follow-up on County-wide risks, while continuing to reduce hours spent on mandated audits.
- Earned the Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR), for the nineteenth consecutive year and the GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication, for the thirteenth 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 the County website at: www.countvofsb.org/auditor.

Due to constraints of the FY 2010-11 budget, the Auditor-Controller implemented service level reductions for the third consecutive year. The department reduced employees by another 2 FTEs following a loss of 6 FTEs in the prior two years. The department has 60 legal positions and had funding for 58 FTEs in FY 2007-08. This 10% drop in FTE funding over the last three years will not be viable for the long-term efficiency and effectiveness of the office and will impact the department's ability to meet the County priorities. Fewer people mean more risk for errors and potential liabilities. The Auditor-Controller believes the optimal level of staffing needed to maximize operations of the department is 60 FTEs. The department is currently staffed at 46 FTEs, which is the lowest level for the Auditor's Office since the 1960's. This staffing level affects the department in two main areas, the ability to run an effective internal audit unit and the maintenance and development of County-wide financial applications. This increases the risk that the County will make financial errors that will go undetected throughout the County and within Auditor-Controller functions such as payroll and property tax allocations.

In spite of these cuts, the Auditor rolled out a new FIN application to process 120,000 manual claims in an automated work flow environment in FY 2009-10. This paperless system contributes to significant efficiencies throughout the County and independent special districts that the Auditor services. The department plans to finalize the integration of the new Human Resource application to payroll. The department will also assist the Treasurer-Tax Collector with an upgrade to the property tax system exiting the aging mainframe computer environment.

AUDITOR-CONTROLLER

Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Office of the Auditor Controller	\$ 337,847	\$ 312,855	\$ 361,828	\$ 338,084
Administrative Support	385,612	435,288	413,169	470,617
Operating Sub-Total	723,459	748,143	774,997	808,701
Less: Intra-County Revenues	--	--	(21,562)	(9,375)
Operating Total	723,459	748,143	753,435	799,326
<i>Non-Operating Expenditures</i>				
Capital Assets	--	10,000	10,000	10,000
Expenditure Total	723,459	758,143	763,435	809,326
<i>Other Financing Uses</i>				
Operating Transfers	5,326	5,327	5,328	5,328
Division Total	\$ 728,785	\$ 763,470	\$ 768,763	\$ 814,654

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	322,415	363,925	341,964	338,271
Overtime	1,246	2,015	200	401
Extra Help	43,055	9,833	46,514	46,514
Benefits	160,883	173,928	156,602	191,059
Salaries & Benefits Sub-Total	527,599	549,701	545,280	576,245
Services & Supplies	195,860	198,442	229,717	232,456
Operating Sub-Total	723,459	748,143	774,997	808,701
Less: Intra-County Revenues	--	--	(21,562)	(9,375)
Operating Total	723,459	748,143	753,435	799,326
<i>Non-Operating Expenditures</i>				
Capital Assets	--	10,000	10,000	10,000
Expenditure Total	\$ 723,459	\$ 758,143	\$ 763,435	\$ 809,326

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 13,253	\$ --	\$ 23,152	\$ 10,714
Miscellaneous Revenue	59,490	7,313	122,318	15,289
Revenue Sub-Total	72,743	7,313	145,470	26,003
Less: Intra-County Revenues	--	--	(21,562)	(9,375)
Revenue Total	72,743	7,313	123,908	16,628
<i>General Fund Contribution</i>				
Division Total	\$ 728,785	\$ 763,470	\$ 768,763	\$ 814,654

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary							
<i>Permanent</i>							
Office of the Auditor Controller	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Support	2.0	1.4	3.0	2.2	3.0	1.4	2.0
Total Permanent	3.0	2.4	4.0	3.2	4.0	2.4	3.0
<i>Non-Permanent</i>							
Extra Help	--	0.8	--	--	--	1.0	--
Total Positions	3.0	3.2	4.0	3.2	4.0	3.4	2.5

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased by \$27,000 to \$775,000 from the Fiscal Year 2009-10 Adopted Budget of \$748,000. This 4% increase is the result of:

- -\$41,000 - Decrease in salary and benefit costs primarily due the retirement of a Financial Office Professional;
- +\$37,000 - Increase in salaries and benefits due to an increase in extra help staff to accommodate the retirement of a Financial Office Professional;
- +\$31,000 - Increase in services and supplies due primarily to increased maintenance and equipment cost and unanticipated IT costs.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase by \$34,000 to \$809,000 from the Fiscal Year 2009-10 Estimated Actual of \$775,000. This 4% increase is the result of:

- +\$31,000 - Increase in salary and benefit costs due primarily to an increase in retirement costs;
- +\$3,000 - Increase in utilities costs and various office expenses.

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Office of the Auditor Controller				
Expend 2% of the departmental salaries budget for training purposes	2%	2%	2%	2%
Complete 80% of Computer Service Requests (CSRs) with in the fiscal year they were requested.	96%	80%	88%	80%
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%	100%	100%
	54	51	52	49
	54	51	52	49
Maintain computer network resources so they are available for 97% of the 2,080 business hours.	99%	97%	97%	97%
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	0	0	0	0
As an efficient and responsive government, the Department will reduce or maintain the rate 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 Departmental lost time rate of 5.2% or less.	4.5%	5.9%	3.5%	5.2%
	4,661	12,366	7,382	10,899
	103,099	209,600	209,622	209,600
Review and update the 5 technical disaster recovery plans for all critical systems once per year.	Yes	Yes	Yes	Yes

AUDITOR-CONTROLLER

Administration (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administrative Support				
Expend 2% of the departmental salaries budget for technology.	2%	2%	2%	2%
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Office of the Auditor Controller				
Auditor-Controller	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
Administrative Support				
Financial Office Pro	1.0	2.0	2.0	2.0
Accountant-Auditor	--	1.0	1.0	--
Sub-Division Total	1.0	3.0	3.0	2.0
Division Total	3.0	4.0	4.0	3.0

AUDITOR-CONTROLLER

Auditing

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Internal Audits	\$ 394,045	\$ 422,151	\$ 407,053	\$ 494,343
External Audits	116,835	119,676	122,311	342,552
Operating Sub-Total	510,880	541,827	529,364	836,895
Less: Intra-County Revenues	(168,465)	(247,040)	(139,247)	(71,234)
Division Total	<u>\$ 342,415</u>	<u>\$ 294,787</u>	<u>\$ 390,117</u>	<u>\$ 765,661</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	362,218	382,552	373,697	574,511
Overtime	1,095	2,411	176	352
Extra Help	141	928	153	153
Benefits	132,264	143,047	143,953	250,196
Salaries & Benefits Sub-Total	495,718	528,938	517,979	825,212
Services & Supplies	15,162	12,889	11,385	11,683
Operating Sub-Total	510,880	541,827	529,364	836,895
Less: Intra-County Revenues	(168,465)	(247,040)	(139,247)	(71,234)
Expenditure Total	<u>\$ 342,415</u>	<u>\$ 294,787</u>	<u>\$ 390,117</u>	<u>\$ 765,661</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 164,532	\$ 249,480	\$ 249,480	\$ 213,888
Other Charges for Services	40,230	39,930	41,930	37,740
Revenue Sub-Total	204,762	289,410	291,410	251,628
Less: Intra-County Revenues	(168,465)	(247,040)	(139,247)	(71,234)
Revenue Total	36,297	42,370	152,163	180,394
<i>General Fund Contribution</i>				
Division Total	<u>\$ 342,415</u>	<u>\$ 294,787</u>	<u>\$ 390,117</u>	<u>\$ 765,661</u>

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Internal Audits	6.0	3.4	7.0	3.0	7.0	3.1	5.0	3.9
External Audits	1.0	1.3	--	1.1	--	2.0	3.0	3.1
Total Positions	<u>7.0</u>	<u>4.6</u>	<u>7.0</u>	<u>4.1</u>	<u>7.0</u>	<u>5.0</u>	<u>8.0</u>	<u>7.0</u>

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased by \$13,000 to \$529,000 from the Fiscal Year 2009-10 Adopted Budget of \$542,000. This 2% decrease is as a result of:

- -\$11,000 - Net decrease in salaries and benefits primarily due to vacancies;
- -\$2,000 - Decrease in various services and supplies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase by \$308,000 to \$837,000 from the Fiscal Year 2009-10 Estimated Actual of \$529,000. This 58% increase is the result of:

- +\$307,000 - Increase in salaries and benefits primarily as the result of the anticipated hiring of two Accountant-Auditors;
- +\$1,000 - Increase in various services and supplies.

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Internal Audits				
Perform 75% of the audit work as delineated in the Audit Plan.	100%	80%	80%	75%
	N/A	N/A	5905	5505
	N/A	N/A	7360	7360
Complete 50% of discretionary audit and project hours.	100%	50%	75%	60%
	N/A	N/A	1050	840
	N/A	N/A	1400	1400
Complete 100% of mandatory audits by legal due date.	100%	100%	100%	100%
	N/A	N/A	11	11
	N/A	N/A	11	11
Complete 100% of Special District Audits by the legal due date.	100%	100%	100%	100%
	N/A	N/A	7	7
	N/A	N/A	7	7
External Audits				
Provide 200 hours for the Single Audit.	100%	100%	100%	100%
	N/A	N/A	1000	1000

AUDITOR-CONTROLLER

Auditing (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Internal Audits				
Audit Manager	1.0	1.0	1.0	1.0
Financial Audit Supervisor	1.0	1.0	1.0	--
Financial Account Analyst	1.0	--	--	--
Accountant-Auditor	3.0	5.0	5.0	4.0
Sub-Division Total	6.0	7.0	7.0	5.0
External Audits				
Financial Audit Supervisor	--	--	--	1.0
Accountant-Auditor	1.0	--	--	2.0
Sub-Division Total	1.0	--	--	3.0
Division Total	7.0	7.0	7.0	8.0

AUDITOR-CONTROLLER

Operations

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Financial Accounting	\$ 2,694,439	\$ 3,085,484	\$ 2,833,067	\$ 3,089,437
Payroll	830,570	744,420	744,749	888,783
Customer Support	66,765	97,129	69,917	79,116
Property Tax	638,569	694,817	669,771	760,636
Operating Sub-Total	4,230,343	4,621,850	4,317,504	4,817,972
Less: Intra-County Revenues	(1,610,731)	(1,783,287)	(1,784,644)	(1,705,147)
Division Total	<u>\$ 2,619,612</u>	<u>\$ 2,838,563</u>	<u>\$ 2,532,860</u>	<u>\$ 3,112,825</u>

Character of Expenditures

	Actual	Adopted	Est. Actual	Recommended
<i>Operating Expenditures</i>				
Regular Salaries	2,621,187	2,890,722	2,714,841	2,975,755
Overtime	2,868	2,112	461	921
Extra Help	103,297	122,830	111,595	111,595
Benefits	947,742	1,087,505	1,021,371	1,263,796
Salaries & Benefits Sub-Total	3,675,094	4,103,169	3,848,268	4,352,067
Services & Supplies	555,249	518,681	469,236	465,905
Operating Sub-Total	4,230,343	4,621,850	4,317,504	4,817,972
Less: Intra-County Revenues	(1,610,731)	(1,783,287)	(1,784,644)	(1,705,147)
Expenditure Total	<u>\$ 2,619,612</u>	<u>\$ 2,838,563</u>	<u>\$ 2,532,860</u>	<u>\$ 3,112,825</u>

Source of Funds Summary

	Actual	Adopted	Est. Actual	Recommended
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 1,570,060	\$ 1,820,267	\$ 1,820,267	\$ 1,710,300
Property Tax Admin Fees	679,643	653,000	748,000	734,900
Other Charges for Services	86,682	56,042	50,035	57,410
Miscellaneous Revenue	9,195	2,594	24,489	2,364
Revenue Sub-Total	2,345,580	2,531,903	2,642,791	2,504,974
Less: Intra-County Revenues	(1,610,731)	(1,783,287)	(1,784,644)	(1,705,147)
Revenue Total	734,849	748,616	858,147	799,827
<i>General Fund Contribution</i>	1,884,763	1,756,697	1,674,713	1,919,825
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	333,250	--	393,173
Division Total	<u>\$ 2,619,612</u>	<u>\$ 2,838,563</u>	<u>\$ 2,532,860</u>	<u>\$ 3,112,825</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Financial Accounting	21.3	19.5	24.3	19.7	24.3	18.7	24.8	18.8
Payroll	6.0	5.3	5.0	5.2	5.0	6.0	5.5	5.9
Customer Support	1.0	0.8	1.0	0.9	1.0	0.8	--	0.8
Property Tax	5.0	5.2	5.0	5.2	5.0	5.2	5.0	5.2
Total Permanent	33.3	30.8	35.3	30.9	35.3	30.6	35.3	30.6
<i>Non-Permanent</i>								
Extra Help	--	2.7	--	--	--	2.1	--	--
Total Positions	33.3	33.5	35.3	30.9	35.3	32.7	35.3	30.6

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased by \$304,000 to \$4,318,000 from the Fiscal Year 2009-10 Adopted Budget of \$4,622,000. This 7% decrease is due to:

- -\$255,000 - Decrease in salaries and benefits due primarily to vacancies and the loss of a Financial Systems Analyst and not filling a Financial Accounting Analyst position;
- -\$49,000 - Decrease in various services and supplies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase by \$500,000 to \$4,818,000 from the Fiscal Year 2009-10 Estimated Actual of \$4,318,000. This 12% increase is due to:

- +\$504,000 - Salaries and benefits due to anticipated cost-of-living adjustment increases, step increases, and retirement contribution increases;
- -\$3,000 - Decrease in various services and supplies.

SERVICE DESCRIPTION

Prepare accurate, complete and timely financial records; operate, maintain and enhance Countywide financial and payroll systems and properly train County employees; pay all employees in a timely manner; 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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Financial Accounting				
Maintain an overall 90% user satisfaction level, based on a customer survey, for significant Countywide financial applications.	93%	90%	90%	90%
	15	20	20	20
	14	18	18	18
Make at least 60% of the annual disbursements to vendors through direct deposit.	60%	60%	60%	60%
	82,208	90,000	80,400	80,000
	138,000	150,000	134,000	133,000
Payroll				
Increase the number of employees receiving online earnings statements (instead of paper).	89%	89%	89%	90%
	4,361	4,361	4,361	4,410
	4,900	4,900	4,900	4,900
Customer Support				
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.	93%	100%	100%	100%
	15	16	16	16
	14	16	16	16
Property Tax				
Complete 100% of the three major Property Tax distributions within 20 days of the installment due dates to approximately 100 affected taxing entities.	100%	100%	100%	100%
	3	3	3	3
	3	3	3	3
Publish the popular report "Property Tax Highlights" by October 15th.	Yes	Yes	Yes	Yes

AUDITOR-CONTROLLER

Operations (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Financial Accounting				
Assistant Auditor-Controller	1.0	1.0	1.0	1.0
Chief Deputy Controller	0.8	0.8	0.8	0.8
Division Chief	3.0	4.0	4.0	3.0
Financial Systems Analyst	6.5	8.5	8.5	8.0
Office Automation Coordinator	3.0	3.0	3.0	3.0
Financial Account Analyst	1.0	2.0	2.0	2.0
Financial Office Pro	4.0	4.0	4.0	5.0
Accountant-Auditor	2.0	1.0	1.0	2.0
Sub-Division Total	21.3	24.3	24.3	24.8
Payroll				
Division Chief	1.0	--	--	1.0
Financial Systems Analyst	2.0	2.0	2.0	1.5
Financial Account Analyst	1.0	1.0	1.0	1.0
Financial Office Pro	2.0	2.0	2.0	2.0
Sub-Division Total	6.0	5.0	5.0	5.5
Customer Support				
Financial Office Pro	1.0	1.0	1.0	--
Sub-Division Total	1.0	1.0	1.0	--
Property Tax				
Division Chief	1.0	1.0	1.0	1.0
Financial Systems Analyst	1.0	1.0	1.0	1.0
Financial Account Analyst	1.0	1.0	1.0	1.0
Accountant-Auditor	2.0	2.0	2.0	2.0
Sub-Division Total	5.0	5.0	5.0	5.0
Division Total	33.3	35.3	35.3	35.3

AUDITOR-CONTROLLER
Financial Reporting

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Financial Reports	\$ 586,072	\$ 758,699	\$ 624,323	\$ 737,512
Budget Reporting	222,530	134,836	234,032	116,808
Cost Accounting	191,014	235,030	200,964	197,845
Operating Sub-Total	999,616	1,128,565	1,059,319	1,052,165
Less: Intra-County Revenues	(567,760)	(571,682)	(599,253)	(899,838)
Division Total	\$ 431,856	\$ 556,883	\$ 460,066	\$ 152,327

Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	645,891	693,515	667,843	626,423
Overtime	336	360	54	108
Extra Help	--	7,996	--	--
Benefits	233,519	261,986	252,782	266,531
Salaries & Benefits Sub-Total	879,746	963,857	920,679	893,062
Services & Supplies	119,870	164,708	138,640	159,103
Operating Sub-Total	999,616	1,128,565	1,059,319	1,052,165
Less: Intra-County Revenues	(567,760)	(571,682)	(599,253)	(899,838)
Expenditure Total	\$ 431,856	\$ 556,883	\$ 460,066	\$ 152,327

Source of Funds Summary				
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 529,276	\$ 583,353	\$ 583,353	\$ 942,961
Other Charges for Services	21,888	--	30,197	14,197
Revenue Sub-Total	551,164	583,353	613,550	957,158
Less: Intra-County Revenues	(567,760)	(571,682)	(599,253)	(899,838)
Revenue Total	(16,596)	11,671	14,297	57,320
<i>General Fund Contribution</i>				
Division Total	\$ 431,856	\$ 556,883	\$ 460,066	\$ 152,327

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Financial Reports	6.0	4.0	5.0	4.7	5.0	4.1	6.0	4.0
Budget Reporting	1.0	1.8	--	1.0	--	0.9	1.0	0.9
Cost Accounting	3.0	1.7	2.0	2.0	2.0	1.7	1.0	1.4
Total Positions	10.0	7.5	7.0	7.7	7.0	6.7	8.0	6.3

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased by \$70,000 to \$1,059,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,129,000. This 6% decrease is the result of:

- -\$43,000 - Decrease in salaries and benefits primarily due to a partial year Accountant-Auditor vacancy;
- -\$27,000 - Decrease in various services and supplies expenditures.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease by \$7,000 to \$1,052,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,059,000. This 1% decrease is the result of:

- -\$28,000 - Decrease in salaries and benefits due to a combination of an Accountant-Auditor vacancy offset by increased cost of living adjustments and retirement contributions;
- +\$21,000 - Increase in various services and supplies expenditures.

SERVICE DESCRIPTION

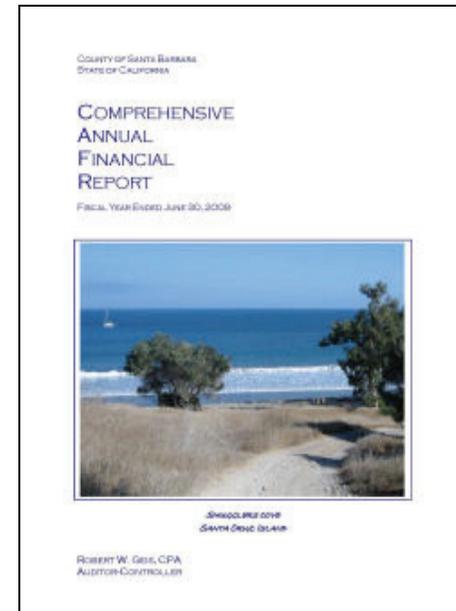
Provide meaningful and timely financial reports and cost analyses to management, the Board of Supervisors, and the public. Comply with State and Federal reporting requirements and generally accepted accounting principles. Operate, maintain, enhance, and support the County's budget development system.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Financial Reports				
Receive 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 with in 60 days of fiscal year-end.	Yes	Yes	Yes	Yes
Publish the County's Comprehensive Annual Financial Report with in 60 days of fiscal year-end.	Yes	Yes	Yes	Yes
Budget Reporting				
Enter the adopted budget into the County's financial accounting system prior to closing the first month of the Fiscal Year.	Yes	Yes	Yes	Yes

AUDITOR-CONTROLLER

Financial Reporting (cont'd)

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Financial Reports				
Division Chief	1.0	1.0	1.0	1.0
Financial Systems Analyst	3.0	1.0	1.0	2.0
Cost Analyst	1.0	2.0	2.0	2.0
Accountant-Auditor	1.0	1.0	1.0	1.0
Sub-Division Total	<u>6.0</u>	<u>5.0</u>	<u>5.0</u>	<u>6.0</u>
Budget Reporting				
Accountant-Auditor	<u>1.0</u>	--	--	<u>1.0</u>
Sub-Division Total	<u>1.0</u>	--	--	<u>1.0</u>
Cost Accounting				
Cost Analyst	2.0	1.0	1.0	1.0
Accountant-Auditor	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	--
Sub-Division Total	<u>3.0</u>	<u>2.0</u>	<u>2.0</u>	<u>1.0</u>
Division Total	<u>10.0</u>	<u>7.0</u>	<u>7.0</u>	<u>8.0</u>



AUDITOR-CONTROLLER
Specialty Accounting

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
County Fiscal Services	\$ 595,761	\$ 434,480	\$ 369,425	\$ 266,277
Advanced Accounting	--	239,414	255,682	132,656
Operating Sub-Total	595,761	673,894	625,107	398,933
Less: Intra-County Revenues	(69,763)	--	(64,510)	(28,049)
Division Total	<u>\$ 525,998</u>	<u>\$ 673,894</u>	<u>\$ 560,597</u>	<u>\$ 370,884</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	424,771	468,471	439,910	266,507
Overtime	677	102	109	218
Extra Help	1,608	8,413	1,738	1,738
Benefits	157,943	181,877	170,129	116,962
Salaries & Benefits Sub-Total	584,999	658,863	611,886	385,425
Services & Supplies	10,762	15,031	13,221	13,508
Operating Sub-Total	595,761	673,894	625,107	398,933
Less: Intra-County Revenues	(69,763)	--	(64,510)	(28,049)
Expenditure Total	<u>\$ 525,998</u>	<u>\$ 673,894</u>	<u>\$ 560,597</u>	<u>\$ 370,884</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Other Charges for Services	\$ 115,719	\$ 107,733	\$ 78,391	\$ 39,739
Miscellaneous Revenue	15,464	2,093	18,780	2,347
Revenue Sub-Total	131,183	109,826	97,171	42,086
Less: Intra-County Revenues	(69,763)	--	(64,510)	(28,049)
Revenue Total	61,420	109,826	32,661	14,037
<i>General Fund Contribution</i>				
Division Total	<u>\$ 525,998</u>	<u>\$ 673,894</u>	<u>\$ 560,597</u>	<u>\$ 370,884</u>

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
County Fiscal Services	6.0	5.3	6.0	3.8	6.0	2.9	3.0	2.0
Advanced Accounting	--	--	--	1.6	--	1.6	2.0	0.8
Total Permanent	6.0	5.3	6.0	5.4	6.0	4.5	5.0	2.9
<i>Non-Permanent</i>								
Extra Help	--	0.1	--	--	--	0.2	--	--
Total Positions	<u>6.0</u>	<u>5.4</u>	<u>6.0</u>	<u>5.4</u>	<u>6.0</u>	<u>4.8</u>	<u>5.0</u>	<u>2.9</u>

Position Summary

Permanent

County Fiscal Services	6.0	5.3	6.0	3.8	6.0	2.9	3.0	2.0
Advanced Accounting	--	--	--	1.6	--	1.6	2.0	0.8
Total Permanent	6.0	5.3	6.0	5.4	6.0	4.5	5.0	2.9

Non-Permanent

Extra Help	--	0.1	--	--	--	0.2	--	--
Total Positions	<u>6.0</u>	<u>5.4</u>	<u>6.0</u>	<u>5.4</u>	<u>6.0</u>	<u>4.8</u>	<u>5.0</u>	<u>2.9</u>

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2010-11 Estimated Actual operating expenditures decreased by \$49,000 to \$625,000 from the Fiscal Year 2009-10 Adopted Budget of \$674,000. This 7% decrease is due to:

- -\$47,000 - Decrease in salaries and benefits due to the loss of an Accountant-Auditor mid-year;
- -\$2,000 - Decrease in various services and supplies expenditures.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease by \$226,000 to \$399,000 from the FY 2009-10 Estimated Actual of \$625,000. This 36% decrease is due to:

- -\$226,000 - Decrease in salaries and benefits due primarily to the loss of a Division Chief in the Advanced Accounting Division and a loss of an Accountant-Auditor.

SERVICE DESCRIPTION

To provide accounting and revenue distribution services to County departments, Special Districts, and other agencies by offering and delivering professional assistance in general accounting, disaster accounting, budgeting, systems, and fiscal advisory services.

County Fiscal Services

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.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
--	--------------------	---------------------	-------------------------	-------------------------

Yes	Yes	Yes	Yes
-----	-----	-----	-----

Issue a reader-friendly Sales and Use Tax Report within 150 days of fiscal year-end.

Yes	Yes	Yes	Yes
-----	-----	-----	-----

Issue a reader-friendly Transient Occupancy Tax Highlights Report within 150 days of fiscal year-end.

Yes	Yes	Yes	Yes
-----	-----	-----	-----

Advanced Accounting

Review all contracts within 24 hours of receipt.

--	Yes	Yes	Yes
----	-----	-----	-----

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

County Fiscal Services

Division Chief	2.0	2.0	2.0	1.0
Financial Systems Analyst	1.0	1.0	1.0	--
Accountant-Auditor	3.0	3.0	3.0	2.0
Sub-Division Total	6.0	6.0	6.0	3.0

Advanced Accounting

Division Chief	--	--	--	1.0
Financial Systems Analyst	--	--	--	1.0
Sub-Division Total	--	--	--	2.0
Division Total	6.0	6.0	6.0	5.0

AUDITOR-CONTROLLER

Specialty Accounting (cont'd)

County of Santa Barbara		Annual Transient Occupancy Tax Report																																																					
Fiscal Year Ended June 30, 2009																																																							
Countywide Transient Occupancy Taxes																																																							
In 1963, local governments were granted the power to tax the privilege of occupying a room or other living space in a hotel, motel, inn, tourist home, or other lodging (such as campgrounds) for 30 days or less. The transient occupancy tax (TOT) is collected by the operator and then remitted to city finance departments or the County Treasurer for the unincorporated area. The transient occupancy tax is currently 10% (12% for the City of Santa Barbara) of the daily rent.																																																							
The transient occupancy tax reached \$31.6 million in fiscal year 2008-09, an 8.3% decline from 2007-08. The unincorporated area generated \$6.4 million, while the incorporated cities received the largest share of TOT at \$25.2 million.																																																							
INSIDE THIS ISSUE: Hotel / Motel Room Transient Occupancy Taxes by Jurisdiction																																																							
		2007-2008		2008-2009																																																			
		Amount	Change from Prior Year	Amount	Change from Prior Year																																																		
TOT by Jurisdiction																																																							
TOT Highlights	4																																																						
TOT Highlights	2																																																						
Growth / Decline Trends By Area	2																																																						
TOT by Geographic Area	3																																																						
Forecast	3																																																						
Hotel / Motel Listing	4																																																						
<table border="1"> <thead> <tr> <th>Cities:</th> <th>2007-2008 Amount</th> <th>2007-2008 Change from Prior Year</th> <th>2008-2009 Amount</th> <th>2008-2009 Change from Prior Year</th> </tr> </thead> <tbody> <tr> <td>Santa Barbara</td> <td>\$15,522,708</td> <td>1.9%</td> <td>\$14,469,128</td> <td>-6.8%</td> </tr> <tr> <td>Goleta—City Share¹</td> <td>2,783,144</td> <td>9.6%</td> <td>2,457,059</td> <td>-11.7%</td> </tr> <tr> <td>Solvang</td> <td>2,418,395</td> <td>0.5%</td> <td>2,235,432</td> <td>-7.6%</td> </tr> <tr> <td>Santa Maria</td> <td>2,396,491</td> <td>1.0%</td> <td>2,201,546</td> <td>-8.1%</td> </tr> <tr> <td>Lompoc</td> <td>1,491,662</td> <td>8.8%</td> <td>1,482,857</td> <td>-0.6%</td> </tr> <tr> <td>Carpinteria</td> <td>1,415,000</td> <td>-2.6%</td> <td>1,225,707</td> <td>-13.4%</td> </tr> <tr> <td>Buellton</td> <td>1,290,390</td> <td>1.3%</td> <td>1,179,362</td> <td>-8.6%</td> </tr> <tr> <td>Guadalupe</td> <td>—</td> <td>—</td> <td>—</td> <td>—</td> </tr> <tr> <td>Total</td> <td>\$27,317,790</td> <td>2.5%</td> <td>\$25,251,091</td> <td>-7.6%</td> </tr> </tbody> </table>						Cities:	2007-2008 Amount	2007-2008 Change from Prior Year	2008-2009 Amount	2008-2009 Change from Prior Year	Santa Barbara	\$15,522,708	1.9%	\$14,469,128	-6.8%	Goleta—City Share ¹	2,783,144	9.6%	2,457,059	-11.7%	Solvang	2,418,395	0.5%	2,235,432	-7.6%	Santa Maria	2,396,491	1.0%	2,201,546	-8.1%	Lompoc	1,491,662	8.8%	1,482,857	-0.6%	Carpinteria	1,415,000	-2.6%	1,225,707	-13.4%	Buellton	1,290,390	1.3%	1,179,362	-8.6%	Guadalupe	—	—	—	—	Total	\$27,317,790	2.5%	\$25,251,091	-7.6%
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Unincorporated Areas:																																																							
Montecito	3,860,051	18.7%	3,284,943	-14.9%																																																			
Goleta—County Share ²	1,599,120	-5.5%	1,331,183	-16.8%																																																			
Goleta Valley	1,148,712	3.0%	1,199,569	4.4%																																																			
Santa Ynez	462,963	0.3%	455,052	-1.7%																																																			
North County	84,106	0.1%	86,159	2.4%																																																			
Total	\$7,154,952	8.3%	\$6,356,996	-11.1%																																																			
Countywide Total	\$34,472,742	3.7%	\$31,607,997	-8.3%																																																			

| ¹ Agreement in effect from February 1, 2002 until June 30, 2012. ² 60% of TOT generated in the City of Goleta goes to the City. ³ 40% of TOT generated in the City of Goleta goes to the County. ⁴ For hotels/motels opened after February 1, 2002, 100% of TOT generated in the City of Goleta goes to the City. | | | | | |
| Data Source: TOT for the cities was provided by the respective city's finance department, and TOT for the unincorporated area was obtained through the Treasurer-Tax Collector's Office. Published by the Office of the Auditor-Controller Robert W. Gets, CPA, CPFO @ 805-568-2100 105 E. Anapamu Street, Room 303, Santa Barbara CA 93101 <http://www.countyofsb.org/auditor/home.asp> | | | | | |

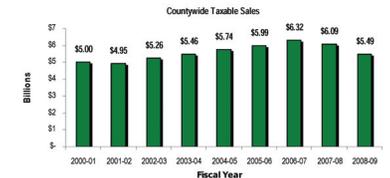
"Annual Transient Occupancy Tax Report"

County of Santa Barbara Auditor-Controller

Annual Sales & Use Tax Report
Fiscal Year Ended June 30, 2009



Countywide Taxable Sales Revenue



For fiscal year (FY) ended June 30, 2009, countywide taxable sales were \$5.49 billion, a 9.9% decline compared to the prior fiscal year amount of \$6.09 billion. We expect the decreasing trend to continue into the middle of FY 2009-10. As we end FY 2009-10, we anticipate the beginning of a modest recovery.

"Annual Sales & Use Tax Report"

INSIDE THIS ISSUE:

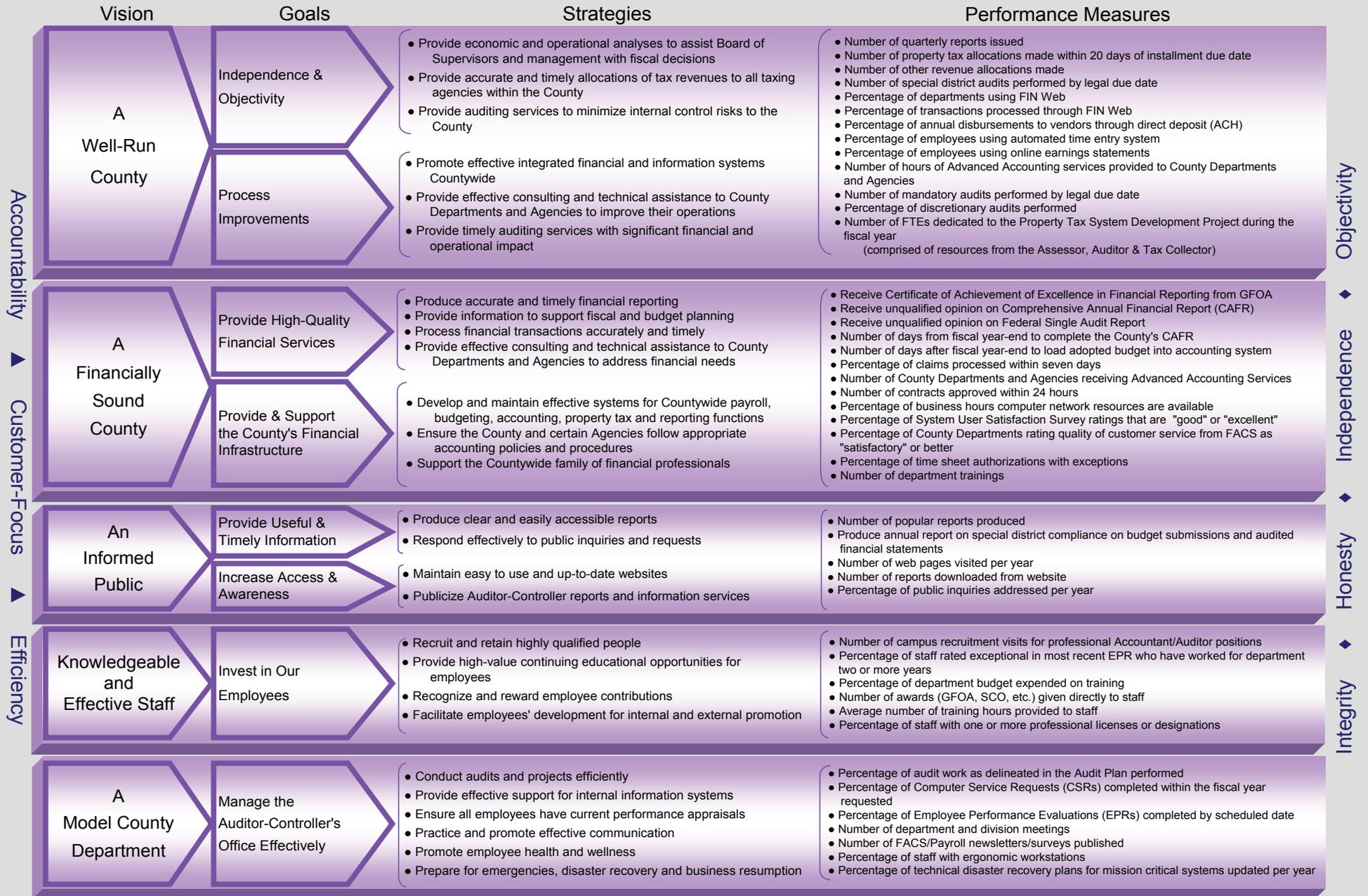
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Taxable Sales Growth Decline	8

Sales & Use Tax	Rate (%)	County (\$)	Cities & Other Entities (\$)	State (\$)	Total Amount (\$)
State of California - General Fund	5.00	-	-	274.4	274
Temporary 1% Sales Tax Rate Increase*	1.00	-	-	13.2	13
Economic Recovery Fund - "Triple Flip"	0.25	-	-	13.7	13
Public Safety - Prop 172	0.50	25.8	0.7	-	26
County Health & Welfare - Realignment	0.50	18.3	9.1	-	27
City & County Road - Measure D	0.50	7.0	22.8	-	29
Countywide Transportation - LTF	0.25	-	12.9	-	13
County & Cities General Operations - LTF	0.75	7.5	33.7	-	41
Local Bradley Burns Sales Tax	8.75	59.5	79.2	301.3	440
Total Tax Revenue Received:					

* The Sales and Use Tax Rate increased on April 1, 2009, resulting in the State's rate increasing from 5% to 6%.

Published by the Office of the Auditor-Controller
Robert W. Gets, CPA, CPFO @ 805-568-2100
<http://www.countyofsb.org/auditor/home.asp>

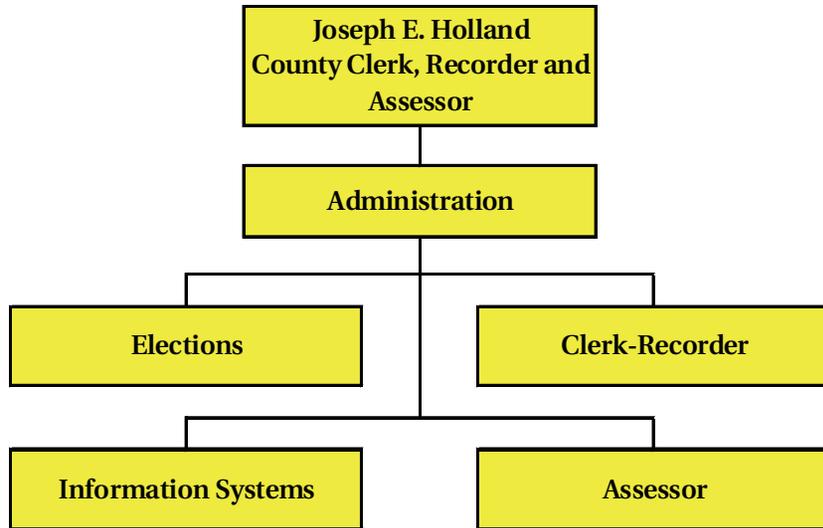
Our Mission: *We ensure the County's financial integrity and promote efficient, effective and accountable government*



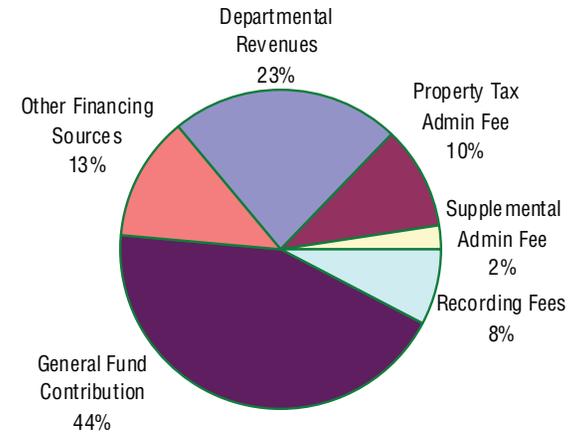
Teamwork • Trust • Respect • Equal Opportunity • Communication • Excellence • Service

CLERK-RECORDER-ASSESSOR

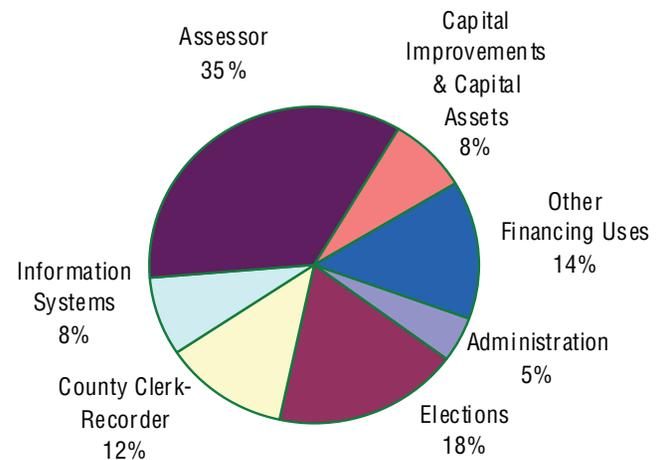
Budget & Positions (FTEs)	
Operating	\$ 16,365,554
Capital	1,627,000
Positions	104.4 FTEs



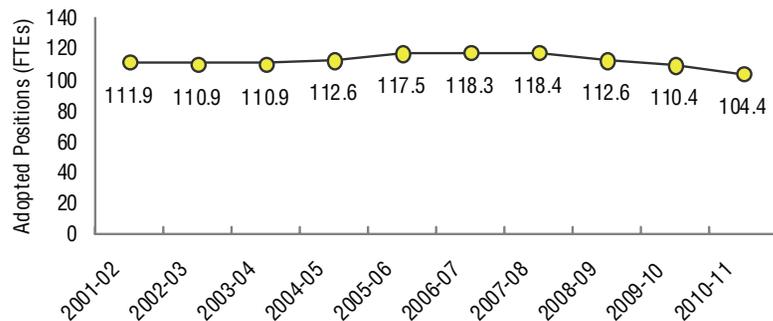
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



CLERK-RECORDER-ASSESSOR

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 864,343	\$ 888,387	\$ 866,968	\$ 967,873
Elections	4,588,244	2,778,279	3,030,010	3,814,583
County Clerk-Recorder	2,528,241	2,733,234	2,548,486	2,537,405
Information Systems	1,337,215	1,584,579	1,614,242	1,713,759
Assessor	6,153,402	7,089,478	6,898,280	7,331,934
Operating Sub-Total	15,471,445	15,073,957	14,957,986	16,365,554
Less: Intra-County Revenues	(342,739)	--	--	--
Operating Total	15,128,706	15,073,957	14,957,986	16,365,554
<i>Non-Operating Expenditures</i>				
Capital Assets	47,795	1,369,432	50,000	1,626,500
Expenditure Total	15,176,501	16,443,389	15,007,986	17,992,054
<i>Other Financing Uses</i>				
Operating Transfers	885,748	1,778,487	1,368,757	690,751
Designated for Future Uses	1,128,893	2,151,078	887,912	2,277,613
Department Total	\$ 17,191,142	\$ 20,372,954	\$ 17,264,655	\$ 20,960,418

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 7,572,206	\$ 8,126,153	\$ 7,620,391	\$ 8,234,263
Overtime	172,111	42,000	53,045	71,100
Extra Help	124,241	52,000	69,000	41,000
Benefits	3,185,193	3,512,732	3,914,274	3,811,986
Salaries & Benefits Sub-Total	11,053,751	11,732,885	11,656,710	12,158,349
Services & Supplies	4,417,694	3,341,072	3,301,276	4,207,205
Operating Sub-Total	15,471,445	15,073,957	14,957,986	16,365,554
Less: Intra-County Revenues	(342,739)	--	--	--
Operating Total	15,128,706	15,073,957	14,957,986	16,365,554
<i>Non-Operating Expenditures</i>				
Capital Assets	47,795	1,369,432	50,000	1,626,500
Expenditure Total	\$ 15,176,501	\$ 16,443,389	\$ 15,007,986	\$ 17,992,054

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 15,570	\$ 5,000	\$ 1,260	\$ --
Elections Federal & State Revenues	2,252,699	3,109,000	594,631	3,744,867
Property Tax Admin fee	1,924,571	1,900,000	2,086,000	2,190,000
Supplemental Admin Fee	825,164	700,000	450,000	500,000
Recording Fees	1,102,673	1,091,000	1,423,785	1,600,000
Other Charges for Services	1,496,403	882,300	806,202	992,000
Miscellaneous Revenue	177,669	159,000	179,300	184,000
Revenue Sub-Total	7,794,749	7,846,300	5,541,178	9,210,867
Less: Intra-County Revenues	(342,739)	--	--	--
Revenue Total	7,452,010	7,846,300	5,541,178	9,210,867
General Fund Contribution	8,345,035	9,075,032	9,075,033	9,056,542
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,394,097	3,451,622	2,648,444	2,693,009
Department Total	\$ 17,191,142	\$ 20,372,954	\$ 17,264,655	\$ 20,960,418

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Elections	18.0	15.0	18.0	9.0	18.0	10.1	18.0	10.5
County Clerk-Recorder	26.0	20.4	26.0	21.0	26.0	19.3	23.0	18.0
Information Systems	10.0	8.2	10.0	9.7	10.0	9.5	9.0	9.5
Assessor	67.0	60.6	67.0	65.7	67.0	62.9	71.0	61.4
Total Permanent	126.0	109.2	126.0	110.4	126.0	106.9	126.0	104.4
<i>Non-Permanent</i>								
Contract	--	0.7	--	--	--	0.8	--	--
Extra Help	--	4.1	--	--	--	0.5	--	--
Total Positions	126.0	114.0	126.0	110.4	126.0	108.2	126.0	104.4

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

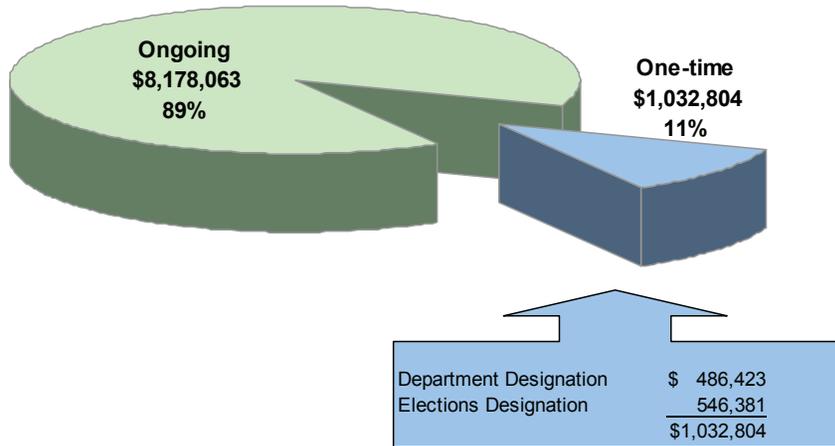
MISSION STATEMENT

The mission of the Clerk-Recorder-Assessor Department is to honor the public's trust by assuring honest and open elections, recording, maintaining and preserving property and vital records, setting fair and impartial values for tax purposes and providing courteous and professional service at a reasonable cost.

Budget Organization

The divisions of the Clerk-Recorder-Assessor Department are Administration, Elections, Clerk-Recorder, Information Systems, and Assessor, with a staff equating to 104.4 full time equivalents, net of budgetary salary savings, providing services at three locations in south and north county.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"

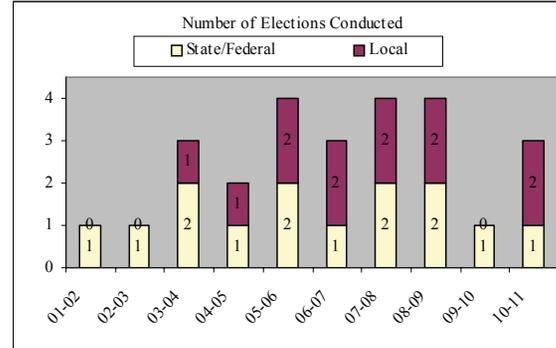


Eleven percent of the Fiscal Year 2010-11 Recommended Budget is comprised of one-time sources of funding from various departmental designations. This \$1 million structural imbalance is mainly the result of cost increases in excess of division revenues. These one time sources are critical in funding the minimum level of services needed to assess properties in order to preserve the County's property tax revenues and mandated election services. As a result of having to use these one time sources, the department will face a roughly \$1 million deficit in Fiscal Year 2011-12 which must be addressed to preserve these critical functions.

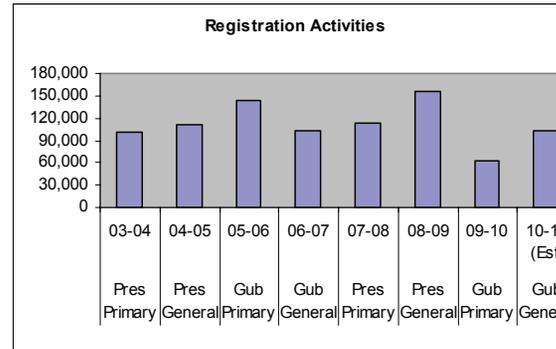
CLERK-RECORDER-ASSESSOR

Department Summary (cont'd)

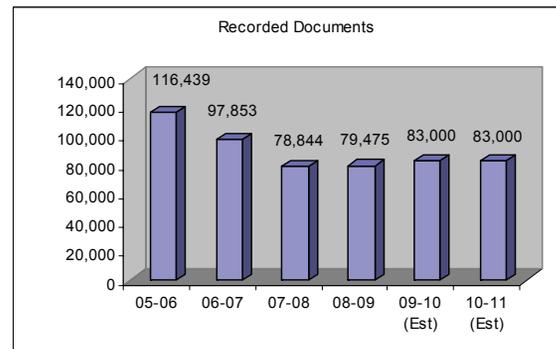
Activity Indicators



Elections:
Number and type of elections.



Elections:
Voter registration activities impacted by number and type of elections.

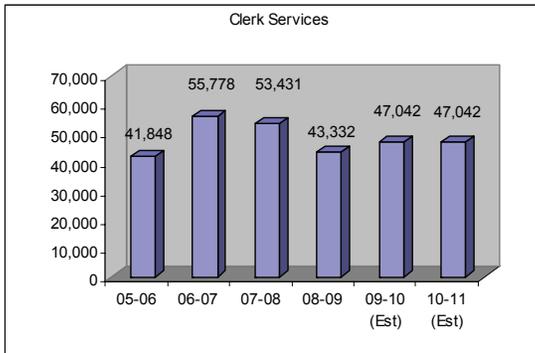


Clerk-Recorder:
Number of recorded documents. The decrease since fiscal year 2005-06 is mainly impacted by the decline in real estate activity affecting the number of property transfer documents recorded.

CLERK-RECORDER-ASSESSOR

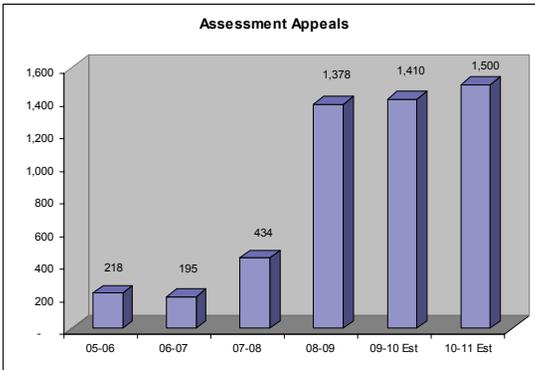
Department Summary (cont'd)

Activity Indicators (cont'd)



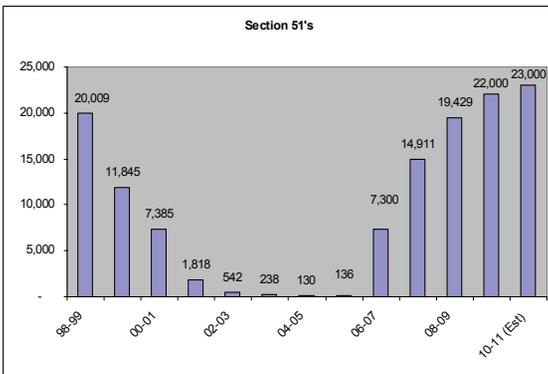
Clerk-Recorder:

Number of clerk services (ie, marriage licenses, passports, vital record certified copies.)



Assessor:

Number of assessment appeals filed impacted by fluctuations in the real estate market. The increase in the number of appeals filed is mainly driven by the downturn in the economy impacting property values.



Assessor:

Number of Section 51 value reductions.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Operating

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased by \$116,000, to \$14,958,000, from the Fiscal Year 2009-10 Adopted Budget of \$15,074,000. This 1% decrease is the result of:

- +\$150,000 – Unanticipated costs related to moving all South County election operations to the new consolidated site;
- -\$86,000 – Net decrease due to deferral of office equipment and computer replacements, and related maintenance costs;
- -\$76,000 – Net decrease in salaries and benefits created by department vacancy savings offset by the cost of the retirement incentive program;
- -\$55,000 – Net decrease for lower than expected utility, telephone, and motor pool charges;
- -\$50,000 – Decrease due to deferral of Recorder automation project expenditures.

The Fiscal Year 2009-10 Estimated Actual operating revenues decreased by \$2,305,000 to \$5,541,000, from the Fiscal Year 2009-10 Adopted Budget of \$7,846,000. This 29% decrease is the result of:

- -\$1,363,000 – Unrealized revenue from deferral of State reimbursement for the cost incurred by the County of the May, 2009 Special Statewide Election;
- -\$1,124,000 – Unrealized Federal and State election grant reimbursements due to deferral of grant expenditures;
- +\$333,000 – Unanticipated increase in recording fees due to State imposed recording fee increase effective January 1, 2010 and due to higher than expected recording volume;
- -\$250,000 – Decrease in supplemental administration fees from lower than expected supplemental taxes due to the decline in home values;
- +\$186,000 – Higher than expected reimbursement allocation of property tax administration fees;
- -\$94,000 – Unrealized revenue from election billings due to lower than expected local agency participation in the June, 2010 Primary Election resulting in lower recoverable costs.

CLERK-RECORDER-ASSESSOR
Department Summary (cont'd)

Other Financing Uses

The Fiscal Year 2009-10 Estimated Actual other financing uses decreased by \$1,673,000, to \$2,257,000 from the Fiscal Year 2009-10 Adopted Budget of \$3,930,000. This decrease is the result of:

- -\$1,363,000 – Unrealized increase to the Strategic Reserve due to the State deferral of payment for costs of the May, 2009 Special Statewide Election;
- -\$480,000 – Decrease in operating transfers for Elections Building Remodel Project funding due to lower than anticipated project costs incurred in Fiscal Year 2009-10;
- +\$100,000 – Increase in operating transfer to pay for the unanticipated mid-year payment on the Elections Building Remodel new debt service;
- +\$100,000 – Increase in recording and vital record fees designated for specific use (as prescribed by law) due to an unanticipated increase in the volume of those services.

Capital

The Fiscal Year 2009-10 Estimated Actual capital expenditures decrease by \$1,319,000, to \$50,000, from the Fiscal Year 2009-10 Adopted Budget of \$1,369,000. This decrease is the result of:

- -\$1,329,000 – Deferment of election equipment purchases and system upgrades pending availability of such systems;
- +\$50,000 – Unanticipated replacement of Recorder document scanners;
- -\$40,000 – Deferment of department network server replacements and upgrades.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating

The Fiscal Year 2010-11 Recommended operating expenditures will increase by \$1,408,000, to \$16,366,000, from the Fiscal Year 2009-10 Estimated Actual of \$14,958,000. This 9% increase is the result of:

- +\$553,000 – Increase in services and supplies necessary to conduct the higher resource intensive General Election in Fiscal Year 2010-11, compared to the Primary Election in Fiscal Year 2009-10, plus resources needed to conduct two local special elections;
- +\$520,000 – Net salary and benefit cost increase, including retirement cost increase, for 104 funded permanent positions in Fiscal Year 2010-11 compared to 107 estimated positions in Fiscal Year 2009-10;
- +\$185,000 – Increase in departmental software maintenance costs for new and existing software applications;
- +\$120,000 – Increase in maintenance, utilities, and telephone service costs for the new Elections operations center and the new Recorder archive building;

- +\$50,000 – Increase in level of consulting services for Assessor property tax applications;
- +\$42,000 – Increase in Recorder one-time project expenditures;
- -\$35,000 – Reduction of data processing services charged to the department by the Information Technology Department;
- -\$20,000 – Reduction in liability insurance premium allocated to the department.

The Fiscal Year 2010-11 Recommended operating revenue will increase by \$3,670,000, to \$9,211,000, from the Fiscal Year 2009-10 Estimated Actual of \$5,541,000. This 66% increase is the result of:

- +\$3,140,000 – Federal and State reimbursements for funding election equipment purchases and upgrades deferred from Fiscal Year 2009-10;
- +\$180,000 – Increase in the amount of election costs recoverable from local agencies participating in an election. The Fiscal Year 2010-11 General Election is expected to have higher local agency participation, compared to the Fiscal Year 2009-10 Primary Election;
- +\$176,000 – Increase in Recording fees due to the State authorized fee increase implemented January 1, 2010;
- +\$104,000 – Anticipated increase in property tax administration fees recoverable by the department;
- +\$50,000 – Anticipated increase in supplemental property taxes resulting in higher supplemental property tax administration fees recoverable by the department;
- +\$20,000 – Increase in miscellaneous departmental revenues.

CLERK-RECORDER-ASSESSOR

Department Summary (cont'd)

Use of Prior Fund Balance

The Fiscal Year 2009-10 Recommended use of prior fund balance will increase by \$45,000, to \$2,693,000 from the Fiscal Year 2009-10 Estimated Actual of \$2,648,000. The increase is the result of:

- -\$340,000 – Decrease in use of certificates of participation fund balance for the Recorder Archive Building. The capital project was completed in Fiscal Year 2009-10 and all remaining fund balance used;
- +\$289,000 – Use of election designation account funds to offset department general fund contribution reductions;
- -\$278,000 – Use of remaining funding sources available in an assessor designation account to fund the Assessor function;
- +\$260,000 – Increase in use of election designation funds to offset a one-time election revenue shortfall;
- +\$97,000 – Use of election designation funds to fund increase in one-time election expenditures;
- +\$17,000 – Increase in Recorder one-time expenditures funded by recorder designated funds.

Capital

The Fiscal Year 2010-11 Recommended capital expenditures will increase by \$1,577,000 to \$1,627,000 from the Fiscal Year 2009-10 Estimated Actual of \$50,000. The increase is the result of:

- +\$1,547,000 – Increase for purchase of previously deferred election equipment and voter system upgrades with State and Federal grant monies;
- +\$80,000 – Increase for replacement and upgrades to department servers deferred from the prior fiscal year;
- -\$50,000 – Decrease due to one-time Recorder scanner equipment purchase in Fiscal Year 2009-10.

CAPITAL ASSETS RECONCILED TO CAPITAL IMPROVEMENT PROGRAM

Capital Assets per CIP	\$1,238,000
Elections – Ballot Mail Matrix System	\$ 250,000
Elections – Ballot on Demand Printer	\$ 59,000
Assessor – Computer Servers	\$ 80,000
Total Capital Assets per CRA’s Operating Plan	\$1,627,000

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, Professionally Managed Government Able to Anticipate and to 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 2010-11 Clerk-Recorder-Assessor Department Budget is to maintain or increase the Department’s service levels and absorb workload increases with equal or fewer resources 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 09-10) Accomplishments:

- Completed 85% of assessment events on 40,000 secured parcels and approximately 25,000 unsecured properties by the May 7, 2010 target date. A timely submitted assessment roll provides property tax revenue information to agencies receiving property tax.
- Resolved 64% of 1,400 new appeals filed in Fiscal Year 2009-10 minimizing risk of adverse effect on property valuation if appeal is not timely resolved.
- Lowered values on approximately 20,000 parcels per the requirement of Section 51 of the Revenue and Taxation code which requires property values to be enrolled at the lesser of factored base value or market value. Timely review of Section 51 requests minimizes re-work associated with roll corrections and minimizes the potential for resource intensive appeals that would significantly impact appraiser workload.
- Proposition 13 requires property values to be adjusted annually by the Consumer Price Index (CPI), not to exceed 2%. For the first time since the inception of Proposition 13, the CPI was below 2%, and negative for 2010. The Assessor successfully developed and implemented programming changes in the Assessor’s secured and unsecured property tax system to enroll a negative CPI.
- Continued to re-engineer, develop, and expand the functionality of our assessment system to facilitate timely accurate property assessments.
- Continued to expand use of bar-coding and document scanning to expand on our document management program of converting our paper based process to electronic process in order to be more effective, efficient, and accountable.
- Integrated our document management system into our assessment system to provide staff with efficient access to pertinent documents, that before were in paper files.
- Continued to enhance our departmental website to increase convenience and accessibility of information to our customers and reduce staff time in researching such information for customers.

CLERK-RECORDER-ASSESSOR

Department Summary (cont'd)

- Initiated a project to update the outdated and unsupported legacy system database used to value and assess certain government properties pursuant to Section 11 of the California Constitution.
- Completed 225 mandatory property audits resulting in no backlog.
- To simplify the valuation process for similar type properties, added neighborhood codes to 25% of 130,000 secured parcels allowing identification of such properties for a mass appraisal system.
- Increased the percentage of Business Property Statements (BPS) electronically filed to 35% from 29% the year before, creating greater processing efficiencies..
- As a result of vacancies experienced in the division, the Assessor hired and trained new staff overcoming the training curve and workload completion challenges.
- Continued staff cross-training to mitigate staff loss reliance, promote new ideas, and foster staff development.

Proposed Strategic Actions:

- Complete 85% of all secured and unsecured workload by May 7, 2011 to meet or exceed the previous years target date. A timely submitted assessment roll provides property tax revenue information impacting agencies receiving property tax.
- To absorb Assessor workload increases with reduced staffing level in Fiscal Year 2010-11, implement changes to the assessment appeals handling process that will reduce staff time in preparing for cases and implement policy that only supervisors will attend hearings, thereby allowing appraisers to focus on other critical assessment work.
- Through process improvements and workload efficiencies, limit or eliminate the amount of overtime incurred.
- Continue to expand use of bar-coding and document scanning to expand on the document management program of converting the paper based process to electronic process in order to be more effective, efficient, and accountable.
- Continue cross-training staff to mitigate staff loss, promote new ideas, and process improvements to handle workload with fewer budgeted staff.
- Initiate scanning of information in 130,000 commercial and residential property files to integrate with the document management system increasing accessibility of information by staff for property valuation and to the public for information requests.
- Exceed or maintain the previous year rate of Business Property Statements filed electronically through the BPS E-File System.
- Continue server consolidations into a less hardware intensive and less complex environment, increasing business recovery response and reducing maintenance.
- Continue to develop the secured and unsecured property systems to provide more central functionality.

Clerk-Recorder Focus Area: Improve work environment for employees and services to customers

Current Year (FY 09-10) Accomplishments:

- Continued with the document truncation project which by law requires omission of the first five digits of a social security number on any official document recorded since 1980. All documents recorded since January 1, 2009 are examined and truncated going forward. A portion of the backlog of documents from 1980 will be completed by June 2010 with the remaining backlog to be completed in Fiscal Year 2010-11.
- Updated the Fictitious Business Name Database and made the index available on-line to customers improving customer accessibility of information and reducing staff time on customer requests.
- Established a file transfer protocol (FTP) site for official records documents retrieval improving customer accessibility of information and reducing staff time in researching and providing information to customers.
- Completed the logistical tasks of relocating archival books and documents from 1850-1977 to the newly constructed climate controlled storage building.
- Completed a higher than expected workload in document recordings with a reduced staffing level.
- Implemented a Documentary Tax Affidavit Program requiring parties claiming an exemption from document transfer tax to certify the accuracy of information being reported pertaining to the tax-exempt transfer. Obtaining certified information deters misreporting and improves the quality of information shared with the Assessor and other government agencies.
- Implemented marriage ceremony services in the Santa Maria and Santa Barbara Clerk-Recorder Offices, previously only available in the Lompoc Office. Expanding on this service allows one stop marriage services in all three offices. Customers obtaining a marriage license can now have their marriage ceremony performed, their license recorded, and marriage certificate issued.

Proposed Strategic Actions:

- Complete the backlog on the document truncation project which by law requires omission of the first five digits of the social security number on any official document recorded since 1980.
- Implement the Electronic Recording Delivery System (ERDS) allowing official records to be received and mailed back electronically creating document handling efficiencies by reducing the level of work associated with scanning documents received and mailing back recorded documents to customers.
- Create a subscription service for foreclosure data increasing responsiveness and accessibility to customers requesting this type of information.

CLERK-RECORDER-ASSESSOR

Department Summary (cont'd)

- Implement an on-line credit card system to make more services available on-line.
- Update discretionary Clerk-Recorder fees to ensure fees are aligned with the cost of providing the services.
- Increase customer service level and convenience by making the Marriage License Application Program available on-line allowing customers to complete a marriage license application on-line before coming into the office reducing the amount of time a customer has to spend in the office.

Elections Focus Area: Maintain the public trust in the election process:

Current Year (FY 09-10) Accomplishments:

- Successfully conducted the June, 2010 Primary Election conducting it in manner that eliminated or reduced potential for errors, timely completing the election canvass and certification of the election results by the 28th day after the election, and maintaining or increasing the voter turnout rate in the last comparable election.
- In collaboration with General Services, identified a location to centralize election operations improving operational efficiencies and saving the County from having to obtain expensive leased space to accommodate the space needs for all election functions. The remodel project on the new location was initiated and is expected to be materially completed by the end of this Fiscal Year.
- Implemented the capability for customers to review copies of Fair Political Practices Commission and Statement of Economic Interest Filings from an office lobby terminal, reducing staff time in providing this service.
- Made available on-line all archived Statement of Votes Cast reports, improving access of information to customers and reducing the level of staff time in researching and making customer copies.
- Through review of the voter outreach program, identified areas for process improvements resulting in a change to the level of non-mandated outreach mailings done and reducing costs.
- Conducted an extensive review of staff assignments in all three offices and re-aligned job assignments to improve operational effectiveness and efficiencies and complete workload with staff and budget reductions.

Proposed Strategic Actions:

- Complete the logistical task of relocating all South County election operations to the newly remodeled Election Building.
- Successfully conduct the Montecito Fire Protection District Special Election and timely completing the election canvass and certification of the election results.
- Successfully conduct the November, 2010 Gubernatorial General Election, measured by conducting the election in a manner that eliminated or reduced potential for errors, timely completing the election canvass and certification of the election results by the 28th day after the election, and maintaining or increasing the voter turnout rate in the last comparable election.
- Continue identifying and researching options to acquire a new vote tabulation system to replace the aging and outdated fleet of systems that have exceeded their useful life. The goal is to identify and procure a system prior to the expiration of grant funds.
- Continue to research and identify methods or systems for sorting vote by mail ballots to replace the current system of manual sorting. Sorting vote by mail ballots is required for conducting manual tallies during the canvass and also is required for district or precinct recounts. Automation of this process will make this labor intensive process more efficient creating savings in staff resources.

CLERK-RECORDER-ASSESSOR

Department Summary (cont'd)

The Clerk-Recorder Archive and Storage Building was completed in Fiscal Year 2009-10 creating a climate controlled environment for archiving and preservation of official records.



	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Department-wide Effectiveness Measures

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
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Maintain an accurate and accessible database of vitals (births, deaths, marriages) and official records.

Yes	Yes	Yes	Yes
-----	-----	-----	-----

Complete and deliver an 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
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The Election Division relocation and remodel project completed in Fiscal Year 2009-10 centralized South County operations to improve operational efficiencies and save the County from having to obtain leased office and storage space for Elections.

CLERK-RECORDER-ASSESSOR

Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 864,343	\$ 888,387	\$ 866,968	\$ 967,873
Expenditure Total	864,343	888,387	866,968	967,873
<i>Other Financing Uses</i>				
Operating Transfers	1,715	1,716	1,716	1,716
Division Total	\$ 866,058	\$ 890,103	\$ 868,684	\$ 969,589

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	606,232	592,166	605,330	604,718
Overtime	--	--	45	100
Benefits	205,486	219,605	208,747	253,763
Salaries & Benefits Sub-Total	811,718	811,771	814,122	858,581
Services & Supplies	52,625	76,616	52,846	109,292
Expenditure Total	\$ 864,343	\$ 888,387	\$ 866,968	\$ 967,873

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 10	\$ --	\$ --	\$ --
Revenue Total	10	--	--	--
<i>General Fund Contribution</i>				
Division Total	\$ 866,058	\$ 890,103	\$ 868,684	\$ 969,589

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary							
<i>Permanent</i>							
Administration		5.0	5.0	5.0	5.0	5.0	5.0
Total Positions		5.0	5.0	5.0	5.0	5.0	5.0

Position Summary

Permanent

Administration

Total Positions

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

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased by \$21,000, to \$867,000, from the Fiscal Year 2009-10 Adopted Budget of \$888,000. This 2% decrease is the result of:

- -\$10,000 –Deferment of computer and office equipment replacements;
- -\$6,000 – Net savings in miscellaneous services and supplies;
- -\$5,000- Lower than anticipated reprographics and motor pool charges.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended operating expenditures will increase by \$101,000 to \$968,000, from the Fiscal Year 2009-10 Estimated Actual of \$867,000. This 12% increase is the result of:

- +\$45,000 – Increase in salary and benefit cost, including retirement cost increase, for 5.0 fulltime equivalent positions;
- +\$40,000 – Increase in software maintenance costs due to re-allocation of budget to this division;
- +\$8,000 – Increase for upgrades and/or replacements of office and computer equipment;
- +\$8,000 – Increase in miscellaneous services and supplies.

SERVICE DESCRIPTION

The Administration Division is primarily responsible for budgeting, accounting, personnel and overall departmental management and administration. 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.

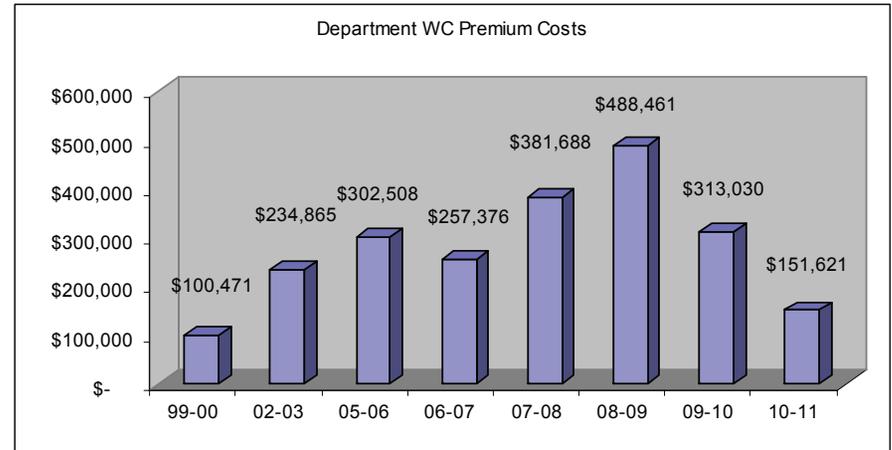
Recurring Performance Measures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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.	n/a	100% 110	86% 91	100% 104
	n/a	110	106	104
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	100% 2	0% 0	250% 5	40% 2
	2	2	2	5
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	67% 2	0% 0	50% 1	0% 0
	3	0	2	1
As an efficient and responsive government, the County will maintain a productive workforce through a Department lost time rate of 4.8% or less.	4.9% 11,046	5.3% 12,170	4.8% 10,758	4.8% 10,423
	224,902	229,632	224,784	217,152

CLERK-RECORDER-ASSESSOR

Administration (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration				
County Clk-Rec-Assessor	1.0	1.0	1.0	1.0
Asst Director	1.0	1.0	1.0	1.0
HR Manager	1.0	1.0	1.0	1.0
Fiscal Manager	1.0	1.0	1.0	1.0
Financial Office Pro	--	1.0	1.0	1.0
Account Technician SR	1.0	--	--	--
Sub-Division Total	5.0	5.0	5.0	5.0
Division Total	5.0	5.0	5.0	5.0



By raising staff awareness, promoting workplace safety, and implementing ergonomic solutions the department has reduced the number of workers' compensation claims filed, significantly reducing the cost of workers compensation premiums to the department.

CLERK-RECORDER-ASSESSOR

Elections

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Elections Administration	\$ 1,615,451	\$ 1,199,824	\$ 1,456,837	\$ 1,406,366
Scheduled Elections	2,168,086	1,578,455	1,573,170	2,387,369
Special Elections	804,707	--	3	20,848
Operating Total	4,588,244	2,778,279	3,030,010	3,814,583
<i>Non-Operating Expenditures</i>				
Capital Assets	21,604	1,329,432	--	1,546,500
Expenditure Total	4,609,848	4,107,711	3,030,010	5,361,083
<i>Other Financing Uses</i>				
Operating Transfers	167,065	634,627	257,089	214,181
Designated for Future Uses	498,792	1,426,078	63,000	1,373,000
Division Total	\$ 5,275,705	\$ 6,168,416	\$ 3,350,099	\$ 6,948,264

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	959,831	670,628	739,939	827,720
Overtime	145,051	42,000	43,500	71,000
Extra Help	112,808	52,000	59,000	41,000
Benefits	405,893	273,172	312,379	378,758
Salaries & Benefits Sub-Total	1,623,583	1,037,800	1,154,818	1,318,478
Services & Supplies	2,964,661	1,740,479	1,875,192	2,496,105
Operating Total	4,588,244	2,778,279	3,030,010	3,814,583
<i>Non-Operating Expenditures</i>				
Capital Assets	21,604	1,329,432	--	1,546,500
Expenditure Total	\$ 4,609,848	\$ 4,107,711	\$ 3,030,010	\$ 5,361,083

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Elections Federal & State Revenues	\$ 2,251,351	\$ 3,109,000	\$ 591,692	\$ 3,744,867
Other Charges for Services	793,657	155,000	61,302	240,000
Miscellaneous Revenue	47	--	--	--
Revenue Total	3,045,055	3,264,000	652,994	3,984,867
<i>General Fund Contribution</i>	2,230,650	2,328,984	2,444,102	2,179,249
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	575,432	253,003	784,148
Division Total	\$ 5,275,705	\$ 6,168,416	\$ 3,350,099	\$ 6,948,264

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Elections Administration	18.0	6.7	9.0	4.7	9.0	6.2	10.0	4.0	
Scheduled Elections	--	5.5	9.0	4.3	9.0	4.0	8.0	6.5	
Special Elections	--	2.8	--	--	--	0.0	--	--	
Total Permanent	18.0	15.0	18.0	9.0	18.0	10.2	18.0	10.5	
<i>Non-Permanent</i>									
Extra Help	--	3.8	--	--	--	0.2	--	--	
Total Positions	18.0	18.8	18.0	9.0	18.0	10.4	18.0	10.5	

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

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased by \$252,000, to \$3,030,000, from the Fiscal Year 2009-10 Adopted Budget of \$2,778,000. This 9% increase is the result of:

- +\$150,000 – Unanticipated costs related to moving all South County election operations to the new consolidated site;
- +\$117,000 – Increase in salary costs to the Division for additional staff resources needed to manage the election workload. Additional staff resources were assigned to Elections from other Clerk-Recorder-Assessor Divisions;

SERVICE DESCRIPTION

The Election Division is responsible for conducting elections, designing precinct and district boundaries, identifying polling place, recruiting election officers, conducting voter registration activities, maintaining voter registration records, and verifying initiative petitions. The Division also manages candidate and campaign filings and conducts State and Federal voter outreach programs.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended operating expenditures will increase by \$785,000, to \$3,815,000, from the Fiscal Year 2009-10 Estimated Actual of \$3,030,000. This 26% increase is the result of:

- +\$530,000 – Increase in services and supplies necessary to conduct the higher resource intensive General Election in Fiscal Year 2010-11, compared to the Primary Election in Fiscal Year 2009-10;
- +\$164,000 – Increase in salary and benefit costs, including retirement cost increase, for 10.5 permanent fulltime equivalent positions;
- +\$60,000 – Increase in one-time maintenance costs for the new Elections operations center;
- +\$23,000 – Increase in services and supplies to conduct two special local elections which will be reimbursed by the local agencies.

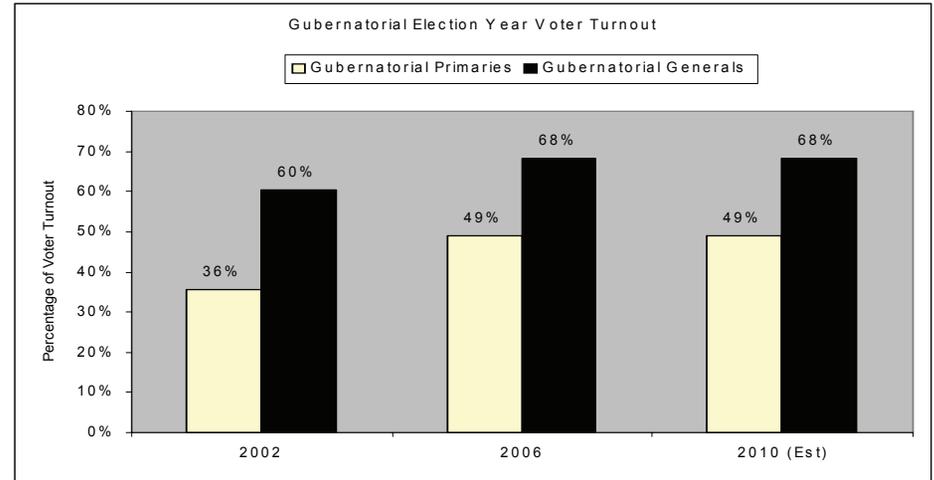
	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Elections Administration				
Division Manager	2.0	2.0	2.0	2.0
Admin Office Pro	--	7.0	7.0	8.0
Computer Systems Specialist	1.0	--	--	--
Departmental Assistant	4.0	--	--	--
Care Specialist	11.0	--	--	--
Sub-Division Total	18.0	9.0	9.0	10.0
Scheduled Elections				
Admin Office Pro	--	8.0	8.0	7.0
Computer Systems Specialist	--	1.0	1.0	1.0
Sub-Division Total	--	9.0	9.0	8.0
Division Total	18.0	18.0	18.0	18.0

CLERK-RECORDER-ASSESSOR

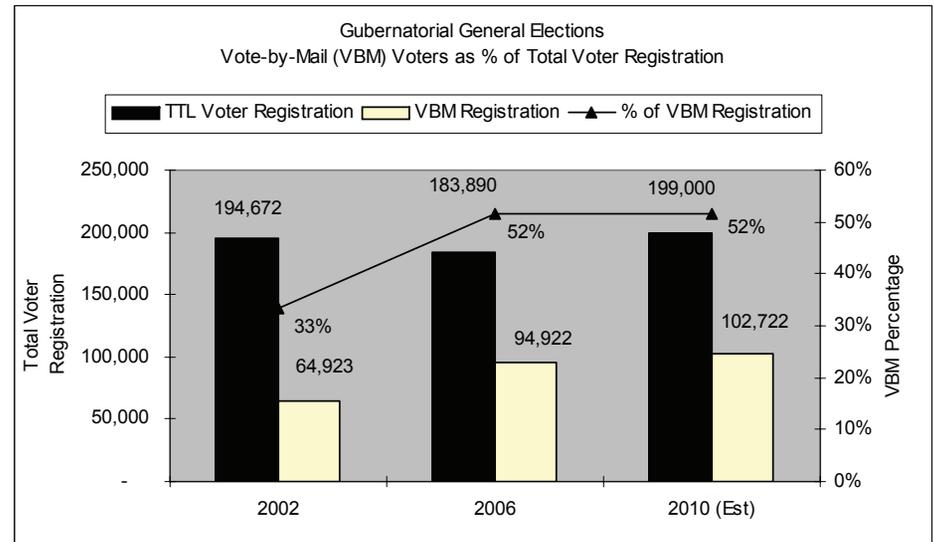
Elections (cont'd)

Recurring Performance Measures

Ensure maximization of voter participation in elections by increasing or maintaining voter turnout for comparable elections.



Through voter outreach efforts and voter file maintenance, increase or maintain the percentage of registered vote-by-mail (VBM) voters in comparable elections leading to increased voter participation.



CLERK-RECORDER-ASSESSOR

County Clerk-Recorder

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
County Clerk-Recorder	\$ 2,528,241	\$ 2,733,234	\$ 2,548,486	\$ 2,537,405
Operating Total	2,528,241	2,733,234	2,548,486	2,537,405
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	50,000	--
Expenditure Total	2,528,241	2,733,234	2,598,486	2,537,405
<i>Other Financing Uses</i>				
Operating Transfers	711,940	1,137,116	1,104,924	469,826
Designated for Future Uses	630,101	725,000	824,912	904,613
Division Total	\$ 3,870,282	\$ 4,595,350	\$ 4,528,322	\$ 3,911,844

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	1,242,656	1,298,882	1,181,813	1,210,786
Overtime	(5,798)	--	1,000	--
Benefits	713,579	793,464	815,535	647,011
Salaries & Benefits Sub-Total	1,950,437	2,092,346	1,998,348	1,857,797
Services & Supplies	577,804	640,888	550,138	679,608
Operating Total	2,528,241	2,733,234	2,548,486	2,537,405
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	50,000	--
Expenditure Total	\$ 2,528,241	\$ 2,733,234	\$ 2,598,486	\$ 2,537,405

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 15,570	\$ 5,000	\$ 1,260	\$ --
Elections Federal & State Revenues	348	--	3,039	--
Recording Fees	1,102,673	1,091,000	1,423,785	1,600,000
Other Charges for Services	702,736	727,300	745,000	752,000
Miscellaneous Revenue	157,390	140,000	162,300	165,000
Revenue Total	1,978,717	1,963,300	2,335,384	2,517,000
<i>General Fund Contribution</i>	546,300	783,860	601,575	124,529
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,345,265	1,848,190	1,591,363	1,270,315
Division Total	\$ 3,870,282	\$ 4,595,350	\$ 4,528,322	\$ 3,911,844

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
County Clerk-Recorder	26.0	20.4	26.0	21.0	26.0	19.3	23.0	18.0
Total Positions	26.0	20.4	26.0	21.0	26.0	19.3	23.0	18.0

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

SERVICE DESCRIPTION

The Clerk-Recorder Division is responsible for recording and archiving official records, real property maps, and vital records. The Clerk responsibilities include accepting filings for fictitious business names, notary bond filings, issuing vital records, and the processing of passport applications.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased by \$184,000 to \$2,549,000, from the Fiscal Year 2009-10 Adopted Budget of \$2,733,000. This 7% decrease is the result of:

- -\$94,000 – Decrease in salary and benefit costs from re-assignment of Clerk-Recorder staff to the Elections Division of the Clerk-Recorder-Assessor Department to assist with Elections workload;
- -\$58,000 – Deferment of Recorder automation project expenditures and consulting services for Recorder applications;
- +\$37,000 – Increase due to new postage costs for mailing of customer service requests. Postage costs are reimbursed through fees charged to customers;
- -\$33,000 – Deferment of computer and office equipment purchases and upgrades;
- -\$33,000 –Decrease in miscellaneous office expenses resulting from reduction in staff and annual fluctuations.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended operating expenditures will decrease by \$12,000 to \$2,537,000, from the Fiscal Year 2009-10 Estimated Actual of \$2,549,000. This decrease is the result of:

- -\$180,000 – Decrease in workers compensation premium costs;
- +\$105,000 – Increase in software maintenance costs for new and existing Recorder system applications;
- +\$40,000 – Net increase in salary and benefit costs, including retirement cost increase, for 18 funded positions in Fiscal Year 2010-11, compared to 19.3 estimated positions in Fiscal Year 2009-10;
- +\$22,000 – Increase for upgrades and/or replacements of office and computer equipment.

CLERK-RECORDER-ASSESSOR

County Clerk-Recorder (cont'd)

	<u>Actual FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Est. Actual FY 09-10</u>	<u>Recommended FY 10-11</u>
Recurring Performance Measures				
County Clerk-Recorder				
Ensure timely processing of official records by recording and mailing documents received within 7 business days of receipt of document.	98% 70,322 72,067	86% 60,000 70,000	99% 82,170 83,000	95% 78,850 83,000
Ensure timely recordation of Reconveyances by recording Reconveyances received within 2 business days of receipt.	100% 12,730 12,782	80% 9,600 12,000	99% 14,355 14,500	90% 13,050 14,500
Ensure timely recordation of title company official records by recording the documents received the same business day.	100% 35,390 35,390	100% 32,000 32,000	100% 36,160 36,160	100% 36,160 36,160

	<u>Actual FY 08-09 Pos.</u>	<u>Adopted FY 09-10 Pos.</u>	<u>Est. Actual FY 09-10 Pos.</u>	<u>Recommended FY 10-11 Pos.</u>
Position Detail				
County Clerk-Recorder				
Division Manager	1.0	1.0	1.0	1.0
Project Manager	1.0	1.0	1.0	1.0
Systems & Programming Analyst	1.0	1.0	1.0	1.0
Admin Office Pro	--	21.0	21.0	19.0
Financial Office Pro	--	1.0	1.0	1.0
Management Specialist	1.0	1.0	1.0	--
Care Specialist	21.0	--	--	--
Account Technician	1.0	--	--	--
Sub-Division Total	<u>26.0</u>	<u>26.0</u>	<u>26.0</u>	<u>23.0</u>
Division Total	<u>26.0</u>	<u>26.0</u>	<u>26.0</u>	<u>23.0</u>

CLERK-RECORDER-ASSESSOR

Information Systems

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
IS Development & Maintenance	\$ 1,034,931	\$ 1,206,763	\$ 1,262,054	\$ 1,327,265
LAN Administration	299,672	377,816	352,188	386,494
Special Projects	2,612	--	--	--
Operating Total	<u>1,337,215</u>	<u>1,584,579</u>	<u>1,614,242</u>	<u>1,713,759</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	26,191	40,000	--	80,000
Division Total	<u>\$ 1,363,406</u>	<u>\$ 1,624,579</u>	<u>\$ 1,614,242</u>	<u>\$ 1,793,759</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	771,278	917,372	948,969	976,916
Overtime	6,476	--	2,000	--
Extra Help	2,763	--	3,000	--
Benefits	286,447	352,123	365,049	424,315
Salaries & Benefits Sub-Total	<u>1,066,964</u>	<u>1,269,495</u>	<u>1,319,018</u>	<u>1,401,231</u>
Services & Supplies	270,251	315,084	295,224	312,528
Operating Total	<u>1,337,215</u>	<u>1,584,579</u>	<u>1,614,242</u>	<u>1,713,759</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	26,191	40,000	--	80,000
Expenditure Total	<u>\$ 1,363,406</u>	<u>\$ 1,624,579</u>	<u>\$ 1,614,242</u>	<u>\$ 1,793,759</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>General Fund Contribution</i>				
	1,314,574	1,481,579	1,511,242	1,753,759
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	48,832	143,000	103,000	40,000
Division Total	<u>\$ 1,363,406</u>	<u>\$ 1,624,579</u>	<u>\$ 1,614,242</u>	<u>\$ 1,793,759</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
IS Development & Maintenance	7.0	6.1	8.0	7.0	8.0	7.0	7.0	7.0
LAN Administration	2.0	2.1	2.0	2.7	2.0	2.5	2.0	2.5
Special Projects	1.0	--	--	--	--	--	--	--
Total Permanent	<u>10.0</u>	<u>8.2</u>	<u>10.0</u>	<u>9.7</u>	<u>10.0</u>	<u>9.5</u>	<u>9.0</u>	<u>9.5</u>
<i>Non-Permanent</i>								
Extra Help	--	0.1	--	--	--	0.1	--	--
Total Positions	<u>10.0</u>	<u>8.2</u>	<u>10.0</u>	<u>9.7</u>	<u>10.0</u>	<u>9.6</u>	<u>9.0</u>	<u>9.5</u>

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

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 its own mission and goals.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased by \$29,000 to \$1,614,000, from the Fiscal Year 2009-10 Adopted Budget of \$1,585,000. This 2% increase is the result of:

- +\$50,000 – Higher than expected salary and benefit cost increases for departmental information technology staff;
- -\$10,000 – Lower than anticipated computer and office equipment maintenance costs;
- -\$7,000 – Decrease in training and travel costs due to workload, reducing time available for training.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended operating expenditures will increase by \$100,000, to \$1,714,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,614,000. This 6% increase is the result of:

- +\$83,000 – Increase in salary and benefit costs, including retirement cost increase, for 9.5 FTEs;
- +\$34,000 – Increase in Assessor system software applications and related software maintenance costs;
- -\$20,000 – Decrease in level of computer hardware replacements and upgrades.

CLERK-RECORDER-ASSESSOR**Information Systems (cont'd)**

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
IS Development & Maintenance				
Project Manager	1.0	1.0	1.0	1.0
Systems & Programming Analyst	<u>6.0</u>	<u>7.0</u>	<u>7.0</u>	<u>6.0</u>
Sub-Division Total	7.0	8.0	8.0	7.0
LAN Administration				
EDP Office Auto Specialist	--	1.0	1.0	1.0
Computer Systems Specialist	<u>2.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Sub-Division Total	2.0	2.0	2.0	2.0
Special Projects				
Systems & Programming Analyst	<u>1.0</u>	--	--	--
Sub-Division Total	1.0	--	--	--
Division Total	<u>10.0</u>	<u>10.0</u>	<u>10.0</u>	<u>9.0</u>

CLERK-RECORDER-ASSESSOR

Assessor

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Operations	\$ 1,726,138	\$ 2,136,372	\$ 2,007,091	\$ 2,431,199
Real Property	1,936,664	2,105,842	2,198,087	2,202,046
Business/Minerals	2,490,600	2,847,264	2,693,102	2,698,689
Operating Sub-Total	6,153,402	7,089,478	6,898,280	7,331,934
Less: Intra-County Revenues	(342,739)	--	--	--
Expenditure Total	5,810,663	7,089,478	6,898,280	7,331,934
<i>Other Financing Uses</i>				
Operating Transfers	5,028	5,028	5,028	5,028
Division Total	\$ 5,815,691	\$ 7,094,506	\$ 6,903,308	\$ 7,336,962

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	3,992,209	4,647,105	4,125,782	4,614,123
Overtime	26,382	--	6,500	--
Extra Help	8,670	--	7,000	--
Benefits	1,573,788	1,874,368	2,231,122	2,108,139
Salaries & Benefits Sub-Total	5,601,049	6,521,473	6,370,404	6,722,262
Services & Supplies	552,353	568,005	527,876	609,672
Operating Sub-Total	6,153,402	7,089,478	6,898,280	7,331,934
Less: Intra-County Revenues	(342,739)	--	--	--
Expenditure Total	\$ 5,810,663	\$ 7,089,478	\$ 6,898,280	\$ 7,331,934

Source of Funds Summary

<i>Departmental Revenues</i>				
Elections/Federal & State Revenues	\$ 1,000	\$ --	(100)	\$ --
Property Tax Admin fee	1,924,571	1,900,000	2,086,000	2,190,000
Supplemental Admin Fee	825,164	700,000	450,000	500,000
Other Charges for Services	--	--	(100)	--
Miscellaneous Revenue	20,232	19,000	17,000	19,000
Revenue Sub-Total	2,770,967	2,619,000	2,552,800	2,709,000
Less: Intra-County Revenues	(342,739)	--	--	--
Revenue Total	2,428,228	2,619,000	2,552,800	2,709,000
<i>General Fund Contribution</i>				
	3,387,463	3,590,506	3,649,430	4,141,539
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	885,000	701,078	486,423
Division Total	\$ 5,815,691	\$ 7,094,506	\$ 6,903,308	\$ 7,336,962

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary							
<i>Permanent</i>							
Operations	22.0	18.8	22.0	21.7	22.0	21.0	22.0
Real Property	18.0	17.2	18.0	17.7	18.0	16.9	17.0
Business/Minerals	27.0	24.7	27.0	26.4	27.0	25.0	27.0
Total Permanent	67.0	60.6	67.0	65.7	67.0	62.9	71.0
<i>Non-Permanent</i>							
Contract	--	0.7	--	--	--	0.8	--
Extra Help	--	0.3	--	--	--	0.2	--
Total Positions	67.0	61.6	67.0	65.7	67.0	63.9	71.0

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

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased by \$192,000 to \$6,898,000, from the Fiscal Year 2009-10 Adopted Budget of \$7,090,000. This 3% decrease is the result of:

- -\$151,000 – Net decrease in salary and benefit costs from positions held vacant in anticipation of Fiscal Year 2010-11 budget constraints;
- -\$21,000 – Decrease in consulting services from less outsourcing of technology projects;
- -\$10,000 – Decrease in training and travel expenses due to increased workload reducing time available for training.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended operating expenditures will increase by \$434,000, to \$7,332,000, from the Fiscal Year 2009-10 Estimated Actual of \$6,898,000. This 6% increase is the result of:

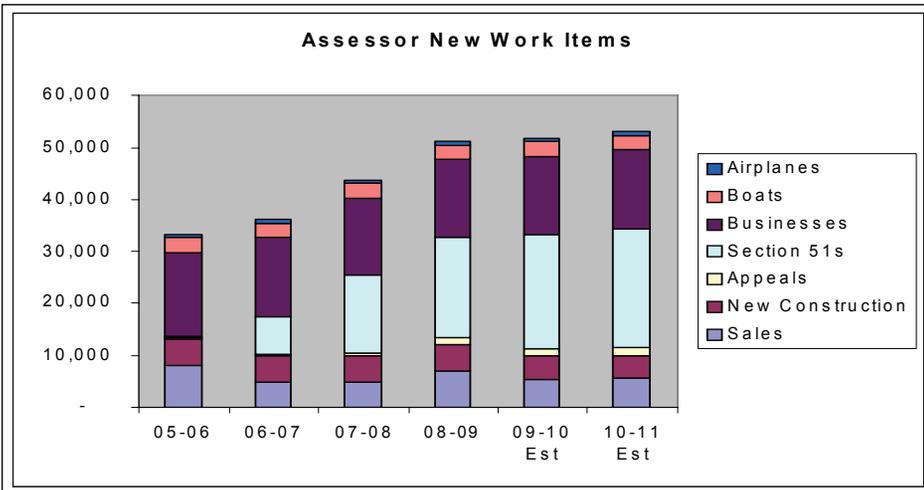
- +\$357,000 – Net increase in salary and benefit costs, including retirement cost increase, for 61.4 FTEs in Fiscal Year 2010-11, compared to estimated 62.9 FTEs in Fiscal Year 2009-10;
- +\$50,000 – Increase in information technology consulting services to develop or maintain Assessor system applications;
- +\$35,000 – Increase in data processing service charges due to change in the allocation base used to spread these costs among department divisions resulting in higher allocation of these costs to the Assessor for Fiscal Year 2010-11.

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 also defends property valuations under appeal before the Assessment Appeals Board.

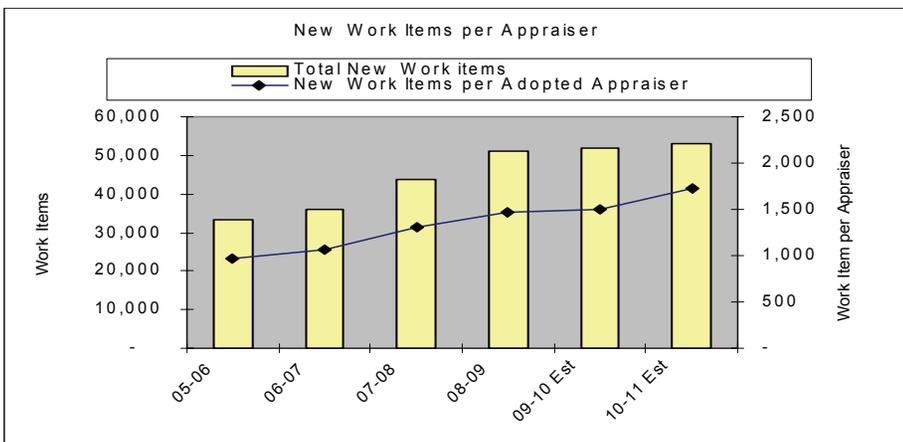
Recurring Performance Measures

Process 100% of new work items by June 30 (per Revenue and Taxation Code Section 616.)



Note: Does not include comprehensive list of work items.

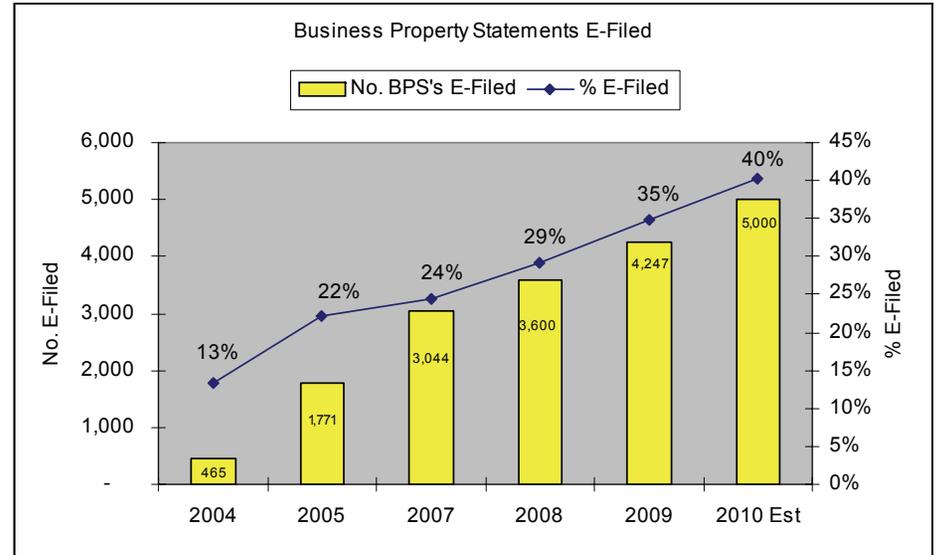
Increase or maintain the number of new work items per Appraiser.



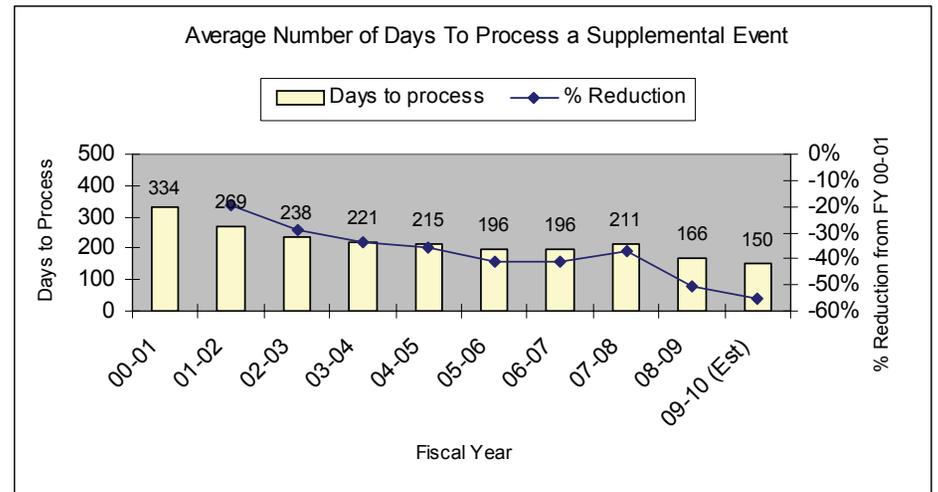
CLERK-RECORDER-ASSESSOR

Assessor (cont'd)

Create processing efficiencies by increasing or maintaining the number of Business Property Statements electronically filed.



Decrease or maintain the number of days to process a supplemental event increasing customer responsiveness.

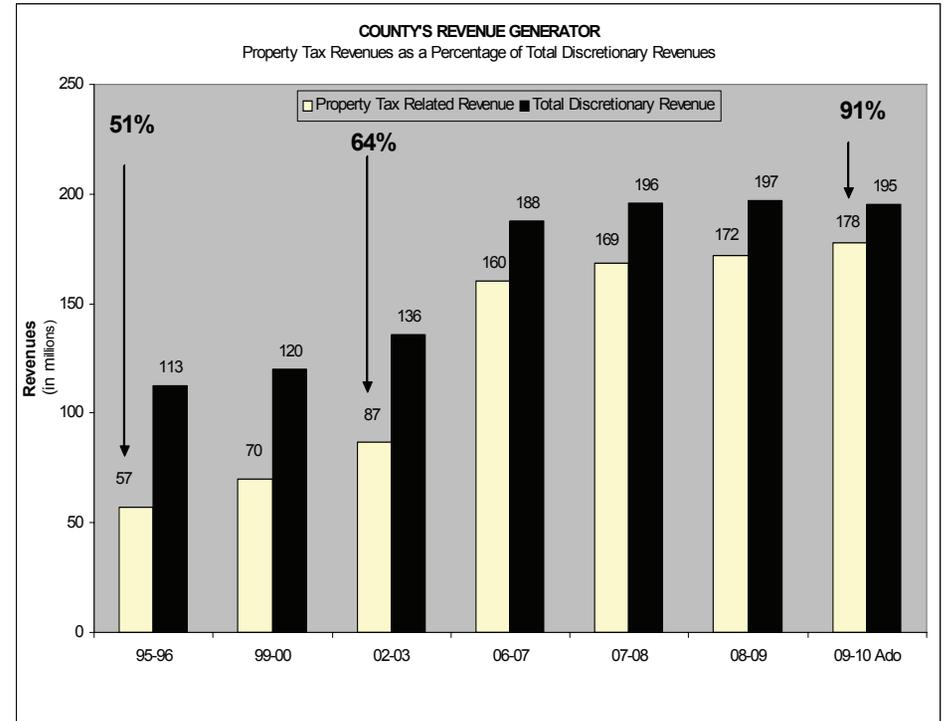


CLERK-RECORDER-ASSESSOR

Assessor (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Operations				
Division Manager	1.0	1.0	1.0	1.0
Mapping/GIS Analyst Supervisor	1.0	1.0	1.0	1.0
Admin Office Pro	--	16.0	16.0	16.0
Mapping/GIS Analyst	2.0	2.0	2.0	2.0
Care Specialist	16.0	--	--	--
Mapping/GIS Tech	2.0	2.0	2.0	2.0
Sub-Division Total	22.0	22.0	22.0	22.0
Real Property				
Chief Appraiser	1.0	1.0	1.0	1.0
Division Manager	1.0	1.0	1.0	2.0
Assesment Supervisor	3.0	3.0	3.0	3.0
Admin Office Pro	--	--	--	1.0
Department Business Specialist	--	--	--	1.0
Appraiser	11.0	11.0	11.0	14.0
Appraiser Aide	2.0	2.0	2.0	--
Sub-Division Total	18.0	18.0	18.0	22.0
Business/Minerals				
Division Manager	1.0	1.0	1.0	1.0
Assesment Supervisor	4.0	4.0	4.0	5.0
Admin Office Pro	--	4.0	4.0	5.0
Appraiser	11.0	11.0	11.0	11.0
Auditor-Appraiser	6.0	6.0	6.0	5.0
Care Specialist	4.0	--	--	--
Appraiser Aide	1.0	1.0	1.0	--
Sub-Division Total	27.0	27.0	27.0	27.0
Division Total	67.0	67.0	67.0	71.0

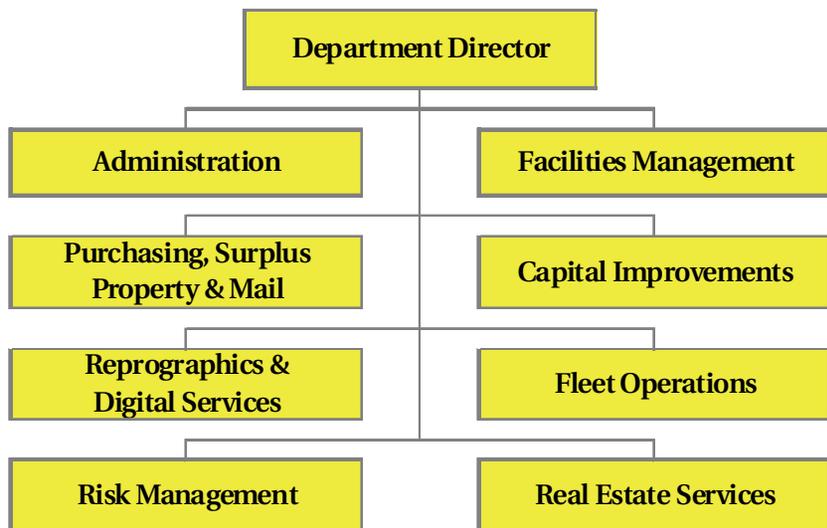
Property tax revenue generated by the Assessor is estimated at roughly 91% of the County's discretionary revenue in Fiscal Year 2009-10, compared to 51% in Fiscal Year 1995-96, demonstrating the importance of the Assessor function not only to County departments receiving discretionary revenue but also to schools, cities and special districts receiving property tax.



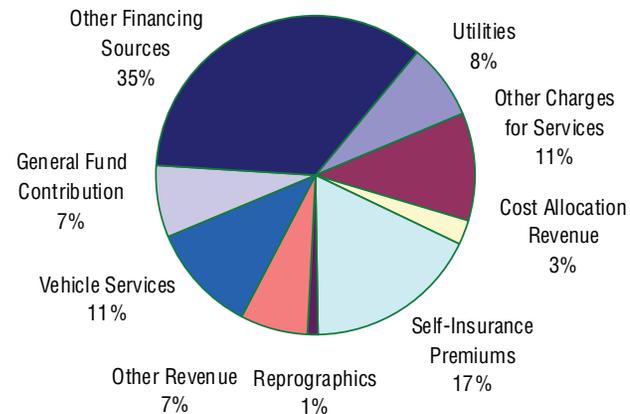
GENERAL SERVICES

Budget & Positions (FTEs)	
Operating	\$ 63,522,464
Capital	20,283,526
Positions	100.1 FTEs

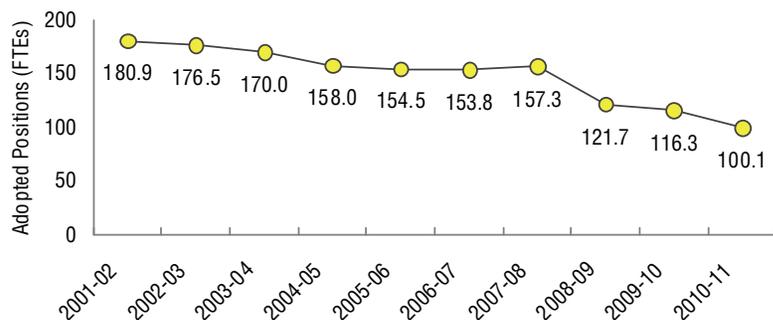
*Note: Operating Budget does not reflect Intra-County Revenues



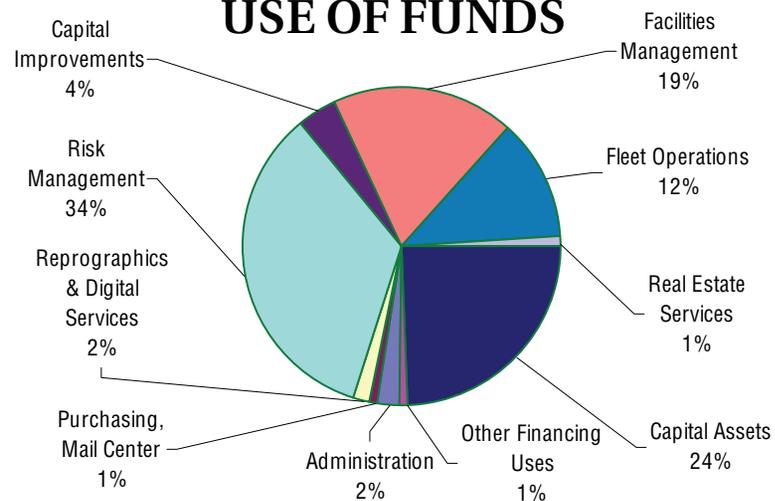
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



GENERAL SERVICES
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 2,024,458	\$ 1,976,943	\$ 1,912,447	\$ 1,774,335
Purchasing, Surplus Property & Mail	1,014,812	1,000,752	1,066,669	887,499
Reprographics & Digital Services	1,248,231	1,194,522	1,253,867	1,306,829
Risk Management	20,721,756	19,370,201	18,807,583	29,223,211
Capital Improvements	1,433,398	3,409,965	3,328,603	3,135,795
Facilities Management	16,838,404	16,412,548	16,327,306	16,001,296
Fleet Operations	9,251,837	10,157,524	9,389,265	10,319,036
Real Estate Services	1,010,037	1,097,548	1,109,008	874,463
Operating Sub-Total	53,542,933	54,620,003	53,194,748	63,522,464
Less: Intra-County Revenues	(43,414,798)	(41,600,684)	(37,102,017)	(36,782,703)
Operating Total	10,128,135	13,019,319	16,092,731	26,739,761
<i>Non-Operating Expenditures</i>				
Capital Assets	5,641,888	11,937,660	11,482,518	20,283,526
Expenditure Total	15,770,023	24,956,979	27,575,249	47,023,287
<i>Other Financing Uses</i>				
Operating Transfers	4,039,666	670,387	5,217,896	647,610
Designated for Future Uses	11,425,748	1,904,161	13,281,761	71,821
Department Total	\$ 31,235,437	\$ 27,531,527	\$ 46,074,906	\$ 47,742,718
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 7,509,683	\$ 7,843,954	\$ 7,391,482	\$ 7,317,254
Overtime	113,905	64,000	64,186	59,723
Extra Help	248,423	108,482	184,825	24,669
Benefits	3,277,755	3,396,563	3,777,493	3,400,102
Salaries & Benefits Sub-Total	11,149,766	11,412,999	11,417,986	10,801,748
Services & Supplies	38,902,914	38,811,320	37,241,376	48,240,381
Contributions	400,398	794,830	748,132	775,677
Depreciation Expense	2,309,537	2,508,300	2,369,700	2,487,100
Damages & Losses	715,280	1,025,000	1,350,000	1,150,000
Principal & Interest	65,038	67,554	67,554	67,558
Operating Sub-Total	53,542,933	54,620,003	53,194,748	63,522,464
Less: Intra-County Revenues	(43,414,798)	(41,600,684)	(37,102,017)	(36,782,703)
Operating Total	10,128,135	13,019,319	16,092,731	26,739,761
<i>Non-Operating Expenditures</i>				
Capital Assets	5,641,888	11,937,660	11,482,518	20,283,526
Expenditure Total	\$ 15,770,023	\$ 24,956,979	\$ 27,575,249	\$ 47,023,287

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11				
Source of Funds Summary								
<i>Departmental Revenues</i>								
Reprographics	\$ 1,068,146	\$ 950,000	\$ 935,350	\$ 911,000				
Vehicles Services	9,331,057	9,855,065	9,253,400	9,361,400				
Interest	1,452,883	1,681,800	639,800	306,450				
Utilities	5,511,158	6,287,828	6,093,858	6,520,654				
Cost Allocation Revenue	2,552,904	3,386,443	3,386,443	2,131,319				
Other Charges for Services	3,479,132	5,526,795	6,008,232	9,238,567				
Self Insurance Premiums	22,601,001	18,577,400	18,577,400	14,775,330				
Miscellaneous Revenue	5,440,211	3,010,179	6,285,389	5,418,916				
Revenue Sub-Total	51,436,492	49,275,510	51,179,872	48,663,636				
Less: Intra-County Revenues	(43,414,798)	(41,600,684)	(37,102,017)	(36,782,703)				
Revenue Total	8,021,694	7,674,826	14,077,855	11,880,933				
<i>General Fund Contribution</i>	7,089,337	6,439,189	6,439,189	6,124,942				
<i>Other Financing Sources</i>								
Operating Transfers	5,896,522	3,522,500	7,186,229	2,581,819				
Sale of Property	(26,423)	15,000	7,039	5,000				
Proceeds of Long-term Debt	--	--	5,814,739	--				
Use of Prior Fund Balances	10,254,307	9,880,012	12,549,855	27,150,024				
Department Total	\$ 31,235,437	\$ 27,531,527	\$ 46,074,906	\$ 47,742,718				
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11				
	Pos. FTE	Pos. FTE	Pos. FTE	Pos. FTE				
Position Summary								
<i>Permanent</i>								
Administration	17.0	15.3	17.0	14.0	17.0	13.1	16.0	11.0
Purchasing, Surplus Property & Mail	9.5	8.3	10.0	8.0	10.0	8.2	9.0	7.0
Reprographics & Digital Services	6.5	6.1	6.5	6.5	6.5	7.0	7.5	6.5
Risk Management	16.0	12.8	15.5	12.0	15.5	10.7	15.5	12.0
Capital Improvements	5.0	5.0	5.0	5.0	5.0	5.4	6.0	6.0
Facilities Management	40.0	38.6	40.0	39.0	40.0	37.9	38.5	29.5
Fleet Operations	22.0	21.8	22.0	22.0	22.0	22.0	22.0	22.0
Real Estate Services	5.6	5.6	5.6	5.6	5.6	4.7	4.6	3.6
Total Permanent	121.6	113.5	121.6	112.1	121.6	109.0	119.1	97.6
<i>Non-Permanent</i>								
Contract	--	1.9	--	2.0	--	1.9	--	2.0
Extra Help	--	6.3	--	0.6	--	4.1	--	0.5
Total Positions	121.6	121.7	121.6	114.7	121.6	115.0	119.1	100.1

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

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

MISSION STATEMENT

General Services provides a full range of services, guidance, and expertise that enable County government to effectively deliver public services.

Budget Organization

The General Services Department includes eight divisions that provide its diverse services: Administration; Purchasing, Surplus Property & Mail; Reprographics & Digital Services; Risk Management; Facilities Management; Capital Improvements; Fleet Operations and Real Estate Services. The FY 2010-11 Recommended Budget includes 100.1 FTEs, significantly reduced from 116.3 FY 2009-10 Estimated Actual FTEs due to budget constraints.

General Services provides building maintenance, janitorial, facility space planning, real estate, purchasing, and mail services through its General Fund operations. In addition, General Services provides construction management services through its Capital Outlay Fund, and airport management services through the Santa Ynez Airport Special Revenue Fund. Finally, the department provides its remaining services through six Internal Service Funds (ISFs):

- **Reprographics & Digital Services** – Provides services to all County departments for digital imaging, offset printing, copying, binding and related printing services.
- **Workers' Compensation** – Within the Risk Management Division, services include the administration of workers' compensation claims, temporary and permanent disability payments, medical payments, investigative services and litigation costs. In addition, the fund includes the Disability Management and countywide Safety Programs.
- **County Liability Self-Insurance** – Within the Risk Management Division, services include the administration of Countywide general liability claims, representation in small claims court and the review of contracts for appropriate indemnifications. Other services include the administration of the County HIPAA Privacy Compliance program, including Countywide training, plus the purchase and administration of property and other types of insurance to protect the County's assets.
- **Medical Malpractice Self-Insurance** – Within the Risk Management Division, services include the administration of medical malpractice insurance for Public Health and Alcohol, Drug and Mental Health Services departments.
- **Vehicle Operations and Maintenance** – The entire Fleet Operations Division, which provides vehicle services to all County departments, is accounted for in this fund.
- **Utilities** – Within the Facilities Management Division, this fund accounts for the payment of the Countywide utility management and payment of utility costs.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$1,425,000 to \$53,195,000 from the FY 2009-10 Adopted Budget of \$54,620,000. The 2.6% decrease is due to:

GENERAL SERVICES

Department Summary (cont'd)

- -\$705,000 in the Fleet Operations primarily due to decreased prices for fuel.
- -\$523,000 in Risk Management primarily due to lower indemnity payments.

Operating Revenue

The FY 2009-10 Estimated Actual revenues increased by \$1,904,000 to \$51,180,000 from the FY 2009-10 Adopted Budget of \$49,276,000. The 3.9% increase is due to:

- +\$1,650,000 in Risk Management primarily due to unbudgeted insurance proceeds from CSAC-EIA for claim reimbursements.

Capital Expenditures

The FY 2009-10 Estimated Actual capital expenditures decreased by \$455,000 to \$11,483,000 from the FY 2009-10 Adopted Budget of \$11,938,000. The 3.8% decrease is due to:

- -\$463,000 from timing differences in projects such as the Lompoc Fire and Sheriff station.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended Budget will increase by \$10,327,000 to \$63,522,000 from the FY 2009-10 Estimated Actual of \$53,195,000. The 19.4% increase is due to:

- +\$9,081,000 insurance costs due to the newly selected Primary Workers' Compensation (PWC) program which has a higher confidence level and reduced premiums to departments.
- +\$700,000 indemnity payments in anticipation of increased compromise and release payments on workers' compensation tail claims that continue to be self-administered.
- +\$600,000 higher than anticipated medical payments on workers' compensation tail claims.

Operating Revenue

The FY 2010-11 Recommended Budget will decrease \$2,516,000 to \$48,664,000 from the FY 2009-10 Estimated Actual of \$51,180,000. This 4.9% decrease is due to:

- +\$3,230,335 increased other charges for services due to transfer for Sheriff's project.
- -\$2,473,000 reduced general liability premiums to departments, achieved from fully amortizing the fund's surplus to meet the budget principle requiring ISFs to reduce charges.
- -\$1,329,000 reduced premiums collected from departments due to change to PWC program.
- -\$1,300,000 reduced cost allocation revenue.

Capital Expenditures

The FY 2010-11 Recommended Budget for capital will increase \$8,801,000 to \$20,284,000 from the FY 2009-10 Estimated Actual of \$11,483,000. This 76.6% increase is due to:

- +\$8,801,000 increase in several capital projects such as the Santa Maria Court Clerks' Building and the Sheriff's expansion project.

GENERAL SERVICES
Department Summary (cont'd)

GENERAL SERVICES BUDGET SHORTFALL

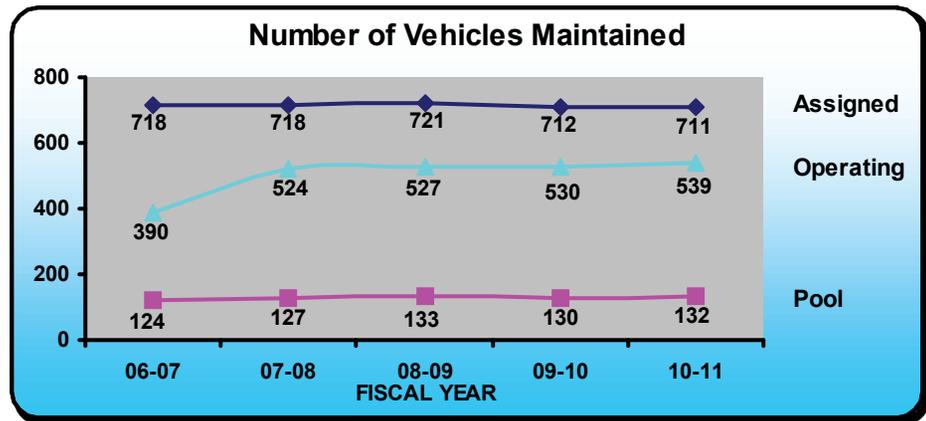
General Services faces a \$2,200,000 General Fund budget shortfall in FY 2010-11:

Cost allocation revenue reduction	\$1,300,000
General Fund Contribution reduction	300,000
Higher salaries and benefits costs	<u>600,000</u>
Total budget shortfall	\$2,200,000

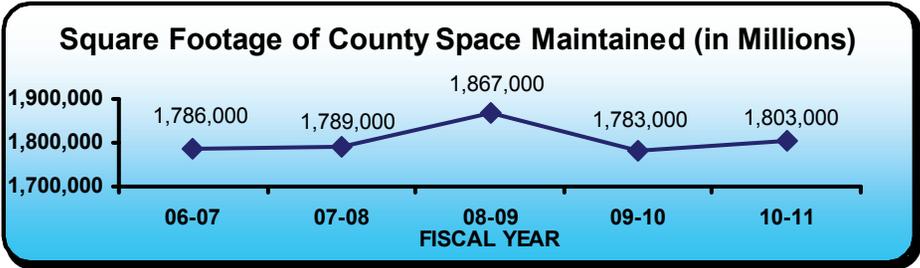
With only \$20,000 unrestricted designations available as one-time revenue sources, General Services' recommended General Fund budget includes the following solutions to address the total shortfall:

11.2 FTEs unfunded – 2.0 vacant	\$1,125,000
4.0 FTEs unfunded – vacated by RIP	392,000
Services and supplies, primarily maintenance	<u>525,000</u>
Total Reductions	\$2,042,000
Revenue increase for capital projects	<u>158,000</u>
Budget Shortfall Resolution	\$2,200,000

An additional 1.0 FTE vacated by the Retirement Incentive Program (RIP) was left unfunded in the Reprographics ISF, resulting in a total reduction of 16.2 FTEs, 14% below FY 2009-10 Estimated Actual FTEs.



The number of assigned and pool vehicles have not significantly varied over the past few years. In FY 2007-08, the number of operating vehicles increased primarily due to the decision to include equipment and generators in this category.



Square footage increased in FY 2007-08 due to the addition of the Carmen Lane and La Morada buildings. In FY 2008-09, Fire Station 51, the Archive Building, and 4 Los Prietos staff residences were added. In FY 2009-10, court occupied buildings were transferred to the Administrative Office of the Courts, and in FY 2010-11, it is anticipated that the EOC and Beteravia building will be completed.

General Services aligns its internal Focus Areas with County values: Accountability, Customer-Focus, and Efficiency (ACE).

Focus Area: General Services is known for being fiscally responsible.

(Current FY 2009-10) Accomplishments:

- Analyzed available Workers' Compensation programs and implemented cost savings opportunity of \$1,329,000 through CSAC Primary Workers' Compensation program.
- Completed a comprehensive reconciliation of the internal square footage database with the insurer's database, ensuring fair and equitable distribution of property insurance costs, using recent appraised values allocated based upon square footage occupancy.
- Created a comprehensive, efficient, web-based HIPAA training program to save time and travel costs for the risk management instructor and all attendees.
- Assisted in achieving the County's goal to reduce the use of fossil fuels by 5% through fuel savings in Vehicle Operations.

Proposed Strategic Actions

- Focus on injury prevention and early claim management to prevent workers' compensation claims and lost time hours.
- Employ a new work order system for tracking time and materials for productivity assessment and accurate billing purposes.
- Identify and implement energy projects that generate ongoing savings in utility bills.

Proposed Key Projects

- Complete analysis of property contents to ensure adequacy of insurance coverage.
- Analyze self-insured retention and property insurance levels for General Liability to determine the optimal level for adequate risk mitigation at lowest program cost.
- Expand the new maintenance software application to include capital maintenance projects and contract monitoring.
- Explore methods to meet critical maintenance needs with reduced staff and funding.

Focus Area: Customer expectations are consistently met or exceeded:

(Current FY 2009-10) Accomplishments:

- Replaced the existing Computer-Aided Facilities' Maintenance software (CAFM) with an improved application that provides an asset management tool.
- Reviewed customer service, relationships, and expectations at monthly cost center meetings.
- Distributed Risk Management's rates to departments before the due date.
- Installed access control gates and security cameras in the Board of Supervisors' Hearing Room, County Executive Officer's reception area, and Clerk of the Board's lobby.

Proposed Strategic Actions:

- Develop targeted customer communication to highlight the benefits of using General Services.
- Through regular cost center meetings, review and discuss customer contacts and feedback.
- Expand use of new maintenance tracking software to ensure that routine tasks are completed in a timely manner.
- Develop a near and long term prioritized "Facilities Road Map" that covers facility maintenance items to ensure a continued, acceptable and viable County infrastructure.

Proposed Key Projects:

- Conduct detailed survey with key customers to identify service level improvement opportunities.
- Update Vehicle Operations' internal web page to make fleet information more readily available to customers.

Focus Area: General Services strives to maximize operational efficiency.

(Current FY 2009-10) Accomplishments:

- Completed the County Sustainable Action Plan.
- Improved the real property database with additional customer-driven reports.
- Continued to "right size" replacement vehicles in the fleet.
- Achieved compliance with state-mandated workers' compensation first report of injury (FROI) requirement, overcoming several years' backlog.

Proposed Strategic Actions:

- Develop a Long Term Space Plan to evaluate all County workspace that emphasizes long-term cost savings for the County by reviewing and reducing leased space.
- Explore alternative energy sources and energy efficiency opportunities to reduce overall County energy usage.
- Foster a culture of teamwork to eliminate internal and external barriers.

Proposed Key Projects:

- Reconstitute the Sustainability and Conservation Team to implement actions consistent with the County's Sustainable Action Plan.
- Work with County departments to create "equipment pools" of expensive assets that can be shared among multiple departments.
- Develop a Countywide "Green Fleet Committee" comprised of representatives from various County departments that will recommend energy efficient alternatives to vehicles and fuel sources.

GENERAL SERVICES

Department Summary (cont'd)

Focus Area: General Services has a well-trained and motivated work force.

(Current FY 2009-10) Accomplishments:

- Each employee attended department wide customer service training.
- Held three internal "All Hands" meetings with staff to receive updates on department accomplishments, strategic actions and key projects.
- Recognized staff for outstanding service through the Employee Recognition Task Force.
- Hosted the statewide General Services Academy, which provided low-cost training for County staff and a forum to highlight innovative programs and services to other agencies.

Proposed Strategic Actions:

- Remain focused on training and motivating staff, searching for low-cost or no-cost training opportunities.
- Develop opportunities for coaching supervisors and support succession planning.

Proposed Key Projects:

- Complete the certification of the Santa Barbara garage as an ASE Blue Seal of Excellence repair shop.
- Host the annual statewide General Services Academy for the third year.
- Several facility maintenance workers will become Certified Building Operators through subsidized training provided by the South County Energy Efficiency Partnership program.

Focus Area: General Services leads the County in promoting a culture of safety.

(Current FY 2009-10) Accomplishments:

- Performed site audits throughout the County and assisted departments with developing or updating their Injury Illness Prevention Plan (IIPP) and Emergency Action Plans.
- Distributed a monthly safety newsletter to all employees.
- Re-activated the County Safety Committee and updated the County IIPP.
- Conducted annual countywide safety meeting.

Proposed Strategic Actions:

- Continue monthly safety newsletters from Risk Management.
- Increase use of Risk Management's online safety program throughout the County.
- Continue bi-monthly meetings with departments on workers' compensation updates, adding a focus on injury prevention.
- Review description of workers' compensation and general liability claims filed daily to determine if a safety or ergonomic evaluation is in order to prevent further injuries.

Proposed Key Projects:

- Develop Occupational Safety and Health Administration compliant certificate training.
- Develop safety plan to address facilities known to need improvement.
- Plan and conduct annual Countywide safety meeting.

GENERAL SERVICES

Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 948,916	\$ 833,534	\$ 998,362	\$ 959,698
Office of the Director	540,904	530,197	464,561	473,625
Systems Maintenance & Development	534,638	613,212	449,524	341,012
Operating Sub-Total	2,024,458	1,976,943	1,912,447	1,774,335
Less: Intra-County Revenues	(1,190,568)	(1,170,241)	(1,170,241)	(942,655)
Operating Total	833,890	806,702	742,206	831,680
<i>Non-Operating Expenditures</i>				
Capital Assets	7,251	--	--	--
Expenditure Total	841,141	806,702	742,206	831,680
<i>Other Financing Uses</i>				
Operating Transfers	1,771	1,735	1,735	1,774
Division Total	\$ 842,912	\$ 808,437	\$ 743,941	\$ 833,454

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	1,298,706	1,289,895	1,108,164	1,126,085
Overtime	38,100	--	2,294	--
Extra Help	21,981	2,929	16,000	3,395
Benefits	494,100	503,036	611,335	487,901
Salaries & Benefits Sub-Total	1,852,887	1,795,860	1,737,793	1,617,381
Services & Supplies	171,571	181,083	174,654	156,954
Operating Sub-Total	2,024,458	1,976,943	1,912,447	1,774,335
Less: Intra-County Revenues	(1,190,568)	(1,170,241)	(1,170,241)	(942,655)
Operating Total	833,890	806,702	742,206	831,680
<i>Non-Operating Expenditures</i>				
Capital Assets	7,251	--	--	--
Expenditure Total	\$ 841,141	\$ 806,702	\$ 742,206	\$ 831,680



Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 2,079,628	\$ 1,980,965	\$ 1,980,965	\$ 1,754,367
Miscellaneous Revenue	44,137	--	469	--
Revenue Sub-Total	2,123,765	1,980,965	1,981,434	1,754,367
Less: Intra-County Revenues	(1,190,568)	(1,170,241)	(1,170,241)	(942,655)
Revenue Total	933,197	810,724	811,193	811,712
<i>General Fund Contribution</i>	(110,653)	(2,287)	(74,740)	--
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	20,368	--	7,488	21,742
Division Total	\$ 842,912	\$ 808,437	\$ 743,941	\$ 833,454

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Administration	8.0	7.0	7.0	6.0	7.0	6.6	8.0	6.0
Office of the Director	5.0	4.8	5.0	4.0	5.0	3.1	4.0	3.0
Systems Maintenance & Development	4.0	3.6	5.0	4.0	5.0	3.4	4.0	2.0
Total Permanent	17.0	15.3	17.0	14.0	17.0	13.1	16.0	11.0
<i>Non-Permanent</i>								
Extra Help	--	0.6	--	0.1	--	0.4	--	0.1
Total Positions	17.0	16.0	17.0	14.1	17.0	13.5	16.0	11.1



Through regular cost center meetings, General Services monitors and controls its budget.

SERVICE DESCRIPTION

The Administration Division provides executive leadership and supports staff with policy direction, accounting, information technology, training, and human resource assistance while remaining focused on the Department's mission.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Administration

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$64,000 to \$1,912,000 from the FY 2009-10 Adopted Budget of \$1,977,000. The 3.3% decrease is due to:

- -\$58,000 salary savings from an unpaid leave of absence.
- +\$5,400 savings in services and supplies attributable to reduced Microsoft licensing costs.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended operating expenditures will decrease by \$138,000 to \$1,774,000 from the FY 2009-10 Estimated Budget of \$1,912,000. The 7.2% decrease is due to:

- -\$128,400 lower salaries and benefits due to unfunding 2 FTEs.
- -\$17,600 lower services and supplies due to savings in liability insurance premiums and data processing allocations.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Department-wide Effectiveness Measures

As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 5.9% or less.	4.4% 10,311 235,944	3.7% 7,770 210,000	5.5% 12,655 230,100	5.0% 10,500 210,000
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.	100% 116 116	100% 118 118	98% 114 116	100% 101 101

GENERAL SERVICES

Administration (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
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Position Detail

Administration

Accountant	3.0	3.0	3.0	3.0
Assistant Director	2.0	2.0	2.0	2.0
Financial Office Pro	1.0	1.0	1.0	1.0
Program/Bus Ldr-Gen	1.0	1.0	1.0	1.0
Enterprise Leader	--	--	--	1.0
Sub-Division Total	7.0	7.0	7.0	8.0

Office of the Director

Admin Office Pro	3.0	3.0	3.0	3.0
Director	1.0	1.0	1.0	1.0
Program/Bus Ldr-Gen	1.0	--	--	--
Sub-Division Total	5.0	4.0	4.0	4.0

Systems Maintenance & Development

Data Processing Specialist	1.0	1.0	1.0	1.0
Enterprise Ldr General	1.0	1.0	1.0	--
Systems & Programming Analyst	2.0	2.0	2.0	2.0
Team / Proj Ldr - General	--	1.0	1.0	1.0
Sub-Division Total	4.0	5.0	5.0	4.0
Division Total	17.0	17.0	17.0	16.0

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Department-wide Effectiveness Measures

As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	100% 4 4	100% 4 4	100% 4 4	100% 4 4
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	100% 12 12	88% 7 8	138% 11 8	91% 10 11

GENERAL SERVICES

Purchasing, Surplus Property & Mail

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Purchasing & Surplus Property	\$ 599,364	\$ 619,692	\$ 609,474	\$ 500,497
Mail Services	415,448	381,060	457,195	387,002
Operating Sub-Total	1,014,812	1,000,752	1,066,669	887,499
Less: Intra-County Revenues	(539,888)	(666,591)	(14,028)	(13,454)
Expenditure Total	474,924	334,161	1,052,641	874,045
<i>Other Financing Uses</i>				
Operating Transfers	1,697	1,735	1,735	1,698
Division Total	\$ 476,621	\$ 335,896	\$ 1,054,376	\$ 875,743

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	458,556	471,951	425,467	404,804
Overtime	2,914	--	2,926	--
Extra Help	26,551	--	30,000	--
Benefits	216,319	221,207	312,889	218,332
Salaries & Benefits Sub-Total	704,340	693,158	771,282	623,136
Services & Supplies	310,472	307,594	295,387	264,363
Operating Sub-Total	1,014,812	1,000,752	1,066,669	887,499
Less: Intra-County Revenues	(539,888)	(666,591)	(14,028)	(13,454)
Expenditure Total	\$ 474,924	\$ 334,161	\$ 1,052,641	\$ 874,045

I want to buy something
What is it?

- Tangible Goods
- Service Contractor
- Construction Contractor

This easy-to-use, interactive tool to assist County employees in navigating through the maze of purchasing laws and policies is available on the Purchasing Intranet Site.

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 539,888	\$ 678,266	\$ 678,266	\$ 664,714
Miscellaneous Revenue	5	--	4	--
Revenue Sub-Total	539,893	678,266	678,270	664,714
Less: Intra-County Revenues	(539,888)	(666,591)	(14,028)	(13,454)
Revenue Total	5	11,675	664,242	651,260
General Fund Contribution	476,329	324,221	390,095	224,483
<i>Other Financing Sources</i>				
Sale of Property	287	--	39	--
Division Total	\$ 476,621	\$ 335,896	\$ 1,054,376	\$ 875,743

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Purchasing & Surplus Property	6.0	5.0	6.0	5.0	6.0	5.0	5.0	4.0
Mail Services	3.5	3.3	4.0	3.0	4.0	3.3	4.0	3.0
Total Permanent	9.5	8.3	10.0	8.0	10.0	8.2	9.0	7.0
<i>Non-Permanent</i>								
Extra Help	--	0.9	--	--	--	0.7	--	--
Total Positions	9.5	9.1	10.0	8.0	10.0	8.9	9.0	7.0

SERVICE DESCRIPTION

Purchasing procures materials, supplies, equipment and services for County departments consistent with quality and performance. Purchasing is a resource to County employees for regulations governing public purchasing.

The Mail Center provides County offices with safe, secure, reliable and efficient processing of outgoing, incoming and interoffice mail. It also redistributes and disposes of surplus property.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Purchasing, Surplus Property & Mail

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures increased by \$66,000 to \$1,067,000 from the FY 2009-10 Adopted Budget of \$1,001,000. The 6.6% increase is due to:

- +\$78,000 higher than anticipated salaries and benefits in the Mail Center.
- -\$12,000 savings in services and supplies from deferring outside professional services to assist with the purchasing system.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended operating expenditures will decrease by \$179,000 to \$887,000 from the FY 2009-10 Estimated Budget of \$1,067,000. The 16.8% decrease is due to:

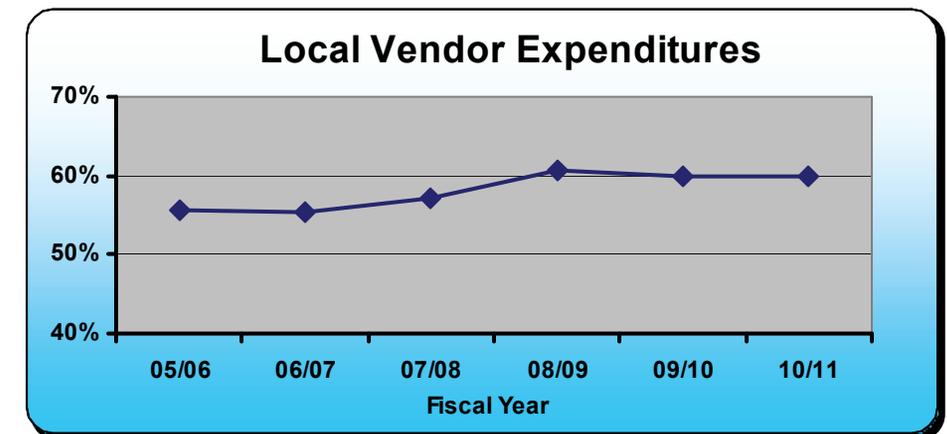
- -\$148,000 lower salaries and benefits due to the unfunding of 2.1 FTEs, including the purchasing manager position.
- -\$31,000 lower services and supplies due to reduction in administrative overhead costs.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Purchasing & Surplus Property				
Award 90% of an estimated 60 formal bids for purchases over \$25,000 within 60 days of receipt of requisition.	98%	90%	90%	90%
	46	54	54	54
	47	60	60	60
Spend at least 60% of the County's budget for services and supplies with local vendors.	61%	60%	60%	60%
	\$88,082,997	\$90,000,000	\$90,000,000	\$90,000,000
	\$144,670,711	\$150,000,000	\$150,000,000	\$150,000,000

GENERAL SERVICES

Purchasing, Surplus Property & Mail (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Purchasing & Surplus Property				
Buyer	4.0	5.0	5.0	4.0
Buyer's Assistant	1.0	--	--	--
Program/Bus Ldr-Gen	1.0	1.0	1.0	1.0
Sub-Division Total	6.0	6.0	6.0	5.0
Mail Services				
Mail Center Supervisor	1.0	1.0	1.0	1.0
Mail Center Worker	2.5	3.0	3.0	3.0
Sub-Division Total	3.5	4.0	4.0	4.0
Division Total	9.5	10.0	10.0	9.0



In FY 2008-09, we achieved the goal of spending at least 60% of the County's budget for services and supplies with local vendors, and estimate that we will achieve the goal again in FY 2009-10 and FY 2010-11.

GENERAL SERVICES
Reprographics & Digital Services

Use of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Reprographics & Scanning Services	\$ 967,456	\$ 831,232	\$ 749,445	\$ 846,514
Graphic Design & Image Setting	280,775	363,290	504,422	460,315
Operating Sub-Total	1,248,231	1,194,522	1,253,867	1,306,829
Less: Intra-County Revenues	(1,068,146)	(950,000)	(935,350)	(911,000)
Operating Total	180,085	244,522	318,517	395,829
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	15,000	--
Expenditure Total	180,085	244,522	333,517	395,829
<i>Other Financing Uses</i>				
Designated for Future Uses	601,022	--	--	--
Division Total	\$ 781,107	\$ 244,522	\$ 333,517	\$ 395,829

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	320,911	354,002	339,285	399,232
Overtime	11,127	--	4,142	723
Extra Help	88,102	20,115	8,442	--
Benefits	145,885	150,630	213,421	190,462
Salaries & Benefits Sub-Total	566,025	524,747	565,290	590,417
Services & Supplies	537,908	525,467	544,269	572,104
Depreciation Expense	81,092	81,100	81,100	81,100
Principal & Interest	63,206	63,208	63,208	63,208
Operating Sub-Total	1,248,231	1,194,522	1,253,867	1,306,829
Less: Intra-County Revenues	(1,068,146)	(950,000)	(935,350)	(911,000)
Operating Total	180,085	244,522	318,517	395,829
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	15,000	--
Expenditure Total	\$ 180,085	\$ 244,522	\$ 333,517	\$ 395,829

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Reprographics	\$ 1,068,146	\$ 950,000	\$ 935,350	\$ 911,000
Interest	8,384	9,000	2,000	500
Other Charges for Services	73,005	54,000	55,100	54,000
Miscellaneous Revenue	2,830	--	--	--
Revenue Sub-Total	1,152,365	1,013,000	992,450	965,500
Less: Intra-County Revenues	(1,068,146)	(950,000)	(935,350)	(911,000)
Revenue Total	84,219	63,000	57,100	54,500
<i>Other Financing Sources</i>				
Operating Transfers	596,888	--	--	--
Use of Prior Fund Balances	100,000	181,522	276,417	341,329
Division Total	\$ 781,107	\$ 244,522	\$ 333,517	\$ 395,829

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
Pos.				
FTE				

Position Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
<i>Permanent</i>				
Reprographics & Scanning Services	6.5	6.0	5.5	5.5
Graphic Design & Image Setting	--	0.1	1.0	1.0
Total Permanent	6.5	6.1	6.5	6.5
<i>Non-Permanent</i>				
Extra Help	--	2.6	--	0.5
Total Positions	6.5	8.7	6.5	7.0

REPROGRAPHICS ISF BALANCE SHEET PROJECTION			
	6/30/2009 Actual	6/30/2010 Projected	6/30/2011 Projected
Cash & Equivalent	381,912	186,597	(73,631)
Equipment, Net	376,369	310,269	229,169
Total Assets	758,281	496,866	155,538
Liabilities	201,228	142,211	80,835
RE - Capital	400,537	481,637	562,737
RE- Unreserved	156,516	(126,983)	(488,034)
Total Liabilities & Equity	758,281	496,866	155,538

Based upon estimated actual results for FY 2009-10 and recommended budget for FY 2010-11, the Reprographics ISF may need additional resources to cover its negative cash balance. Increased use of Reprographics' services by departments is necessary to prevent further financial difficulties.

SERVICE DESCRIPTION

Reprographic & Digital Services provides a wide variety of digital design, printing, and copying services to County Departments, producing a high quality product that departments are proud to use and distribute to their clients and staff.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Reprographics & Digital Services

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures increased by \$59,000 to \$1,254,000 from the FY 2009-10 Adopted Budget of \$1,195,000. The 5.0% increase is due to:

- +\$40,500 higher salaries and benefits primarily due to additional one-time cost necessitated by the early Retirement Incentive Program.
- +\$18,500 higher services and supplies due to increased copier usage charges.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended operating expenditures will increase by \$53,000 to \$1,307,000 from the FY 2009-10 Estimated Budget of \$1,254,000. The 4.2% increase is due to:

- +\$28,000 higher services and supplies due to increased cost allocation plan amount.
- +\$25,000 higher salaries and benefits, despite holding 1.5 FTE vacant.

Recurring Performance Measures

Reprographics & Scanning Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Complete 95% of all Print Shop jobs by the requested delivery date.	87%	98%	73%	95%
	427	430	475	618
	489	440	650	650
Complete 98% of all Quick Copy jobs by the requested delivery date.	94%	98%	84%	98%
	2,915	3,430	2,100	2,940
	3,103	3,500	2,500	3,000

GENERAL SERVICES

Reprographics & Digital Services (cont'd)

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Reprographics & Scanning Services				
Admin Office Pro	2.0	1.0	1.0	1.0
Offset Equipment Operator	3.5	2.5	2.5	2.5
Reprographics Supervisor	1.0	1.0	1.0	1.0
Admin Ldr General	--	1.0	1.0	1.0
Sub-Division Total	<u>6.5</u>	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>
Graphic Design & Image Setting				
Admin Office Pro	--	1.0	1.0	2.0
Sub-Division Total	<u>--</u>	<u>1.0</u>	<u>1.0</u>	<u>2.0</u>
Division Total	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>	<u>7.5</u>

Services and Benefits:

Copy Services

- Three black and white high-speed copiers – copies from hard copy or digital files.
- Two color copiers; one optimized for high-speed production from graphics files.
- Wide format copier (up to 36”) for black and white copies, with “scan only” capability.
- Wide format copier (up to 44”) for photographic-quality color copies.

Printing Services

- Two-color press for quick and efficient multi-color printing on almost any stock.
- Heidelberg 20” press with in-line numbering capability for forms and oversize projects
- Multi-part business forms printing – including booklets with “wrap-around” covers.
- High-speed envelope printing equipment for economical production of envelope jobs.

The benefits of using our County Reprographics “In-plant” shop are simple:

- Rapid turn-around – critical jobs can often be completed on the same day.
- Confidentiality – we know how to handle sensitive information and keep it safe.
- Personal service – you know us and we know you... working together on your project we can get it “just right” and keep it on time and on budget.
- Consulting Services – if we cannot do the job in-house we will always work with you to coordinate the best solution for your printing needs, even handling the details and setting up the graphics for you. Nobody knows better than we in how to talk to other printers!

GENERAL SERVICES

Risk Management

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Use of Funds Summary

Operating Expenditures

Workers' Compensation	\$ 14,153,804	\$ 12,571,442	\$ 11,777,775	\$ 22,365,279
Liability & Property	6,567,952	6,798,759	7,029,808	6,857,932
Operating Sub-Total	20,721,756	19,370,201	18,807,583	29,223,211
Less: Intra-County Revenues	(22,653,032)	(18,577,400)	(18,577,400)	(14,775,330)
Expenditure Total	(1,931,276)	792,801	230,183	14,447,881

Other Financing Uses

Designated for Future Uses	6,776,968	1,398,098	4,033,130	--
Division Total	\$ 4,845,692	\$ 2,190,899	\$ 4,263,313	\$ 14,447,881

Character of Expenditures

Operating Expenditures

Regular Salaries	951,329	915,651	856,584	961,121
Overtime	3,363	3,000	532	3,000
Extra Help	4,674	--	24,820	--
Benefits	391,177	378,814	374,377	445,310
Salaries & Benefits Sub-Total	1,350,543	1,297,465	1,256,313	1,409,431
Services & Supplies	18,647,989	17,037,190	16,190,724	26,653,430
Depreciation Expense	6,112	6,200	6,200	6,000
Damages & Losses	715,280	1,025,000	1,350,000	1,150,000
Principal & Interest	1,832	4,346	4,346	4,350
Operating Sub-Total	20,721,756	19,370,201	18,807,583	29,223,211
Less: Intra-County Revenues	(22,653,032)	(18,577,400)	(18,577,400)	(14,775,330)
Expenditure Total	(1,931,276)	\$ 792,801	\$ 230,183	\$ 14,447,881

Source of Funds Summary

Departmental Revenues

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Interest	\$ 895,042	\$ 1,080,000	\$ 404,000	\$ 202,000
Other Charges for Services	51,039	22,000	12,000	15,000
Self Insurance Premiums	22,601,001	18,577,400	18,577,400	14,775,330
Miscellaneous Revenue	2,839,003	622,600	3,124,639	1,657,823
Revenue Sub-Total	26,386,085	20,302,000	22,118,039	16,650,153
Less: Intra-County Revenues	(22,653,032)	(18,577,400)	(18,577,400)	(14,775,330)
Revenue Total	3,733,053	1,724,600	3,540,639	1,874,823

General Fund Contribution

	477	--	--	--
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Other Financing Sources

Use of Prior Fund Balances	1,112,162	466,299	722,674	12,573,058
Division Total	\$ 4,845,692	\$ 2,190,899	\$ 4,263,313	\$ 14,447,881

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

Permanent

Workers' Compensation	13.0	9.8	12.5	10.0	12.5	8.1	12.5	10.0
Liability & Property	3.0	3.0	3.0	2.0	3.0	2.3	3.0	2.0
Total Permanent	16.0	12.8	15.5	12.0	15.5	10.4	15.5	12.0

Non-Permanent

Extra Help	--	--	--	--	--	0.3	--	--
Total Positions	16.0	12.8	15.5	12.0	15.5	10.7	15.5	12.0



The Risk Management team stands united in controlling the County's exposure to the various elements of risk.

SERVICE DESCRIPTION

Risk Management manages the County’s workers’ compensation, general liability and medical malpractice programs; purchases insurance to protect the County’s assets; advises County departments on insurance contract requirements; and manages the County safety, HIPAA privacy compliance, and disability management programs.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$563,000 to \$18,808,000 from the FY 2009-10 Adopted Budget of \$19,370,000. The 2.9% decrease is primarily due to:

- -\$523,000 in fewer compromise and release settlements than expected.
- -\$40,000 in salary savings from holding vacant position open.

Operating Revenue

The FY 2009-10 Estimated Actual revenues increased by \$1,816,000 to \$22,118,000 from the FY 2009-10 Adopted Budget of \$20,302,000. The 8.9% increase is due to:

- +\$2,502,000 unbudgeted insurance recovery proceeds from CSAC-EIA.
- -\$676,000 lower than budgeted interest income due to lower than expected rates.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended operating expenditures will increase by \$10,455,000 to \$29,223,000 from the FY 2009-10 Estimated Actual of \$18,808,000. The 55.4% increase is due to:

- +\$9,081,000 insurance costs primarily due to the newly selected Primary Workers’ Compensation program which has a higher insurance cost overall, but with a higher confidence level and reduced premium allocation to departments.
- +\$700,000 indemnity payments in anticipation of increased compromise and release payments on self-insured claims.
- +\$600,000 higher than anticipated medical payments on self-insured claims.

Operating Revenue

The FY 2010-11 Recommended Budget will decrease by \$5,468,000 to \$16,650,000 from the FY 2009-10 Estimated Actual of \$22,118,000. The 24.7% decrease is due to:

- -\$2,473,000 reduced general liability premiums allocated to departments, achieved by fully amortizing the fund’s surplus in accordance with the budget principle that ISFs reduce charges to departments.
- -\$1,666,000 reduced miscellaneous revenue due to reduced CSAC-EIA reimbursements and reduced interest income anticipated.
- -\$1,329,000 reduced workers’ compensation premiums allocated to departments due to the change from CSAC-EIA Excess Workers’ Compensation to CSAC-EIA Primary’s Workers’ Compensation program.

GENERAL SERVICES

Risk Management (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Liability & Property				
Maintain departments' awareness of current litigation status by the coordination of 5 meetings per quarter.	100%	100%	100%	100%
	20	20	20	20
	20	20	20	20
File 100% of General Liability CSAC-EIA claims for reimbursement of losses no later than 30 days of each quarter end.	100%	100%	100%	100%
	3	4	4	4
	3	4	4	4
Ensure that 100% of the 389 new Workers' Compensation claims are reported to the State within 5 days of date of knowledge of the injury.	65%	100%	100%	100%
	262	384	389	389
	405	384	389	389
Ensure that 100% of the 10,000 Workers' Compensation medical bills are paid within the legally required 60 days.	100%	100%	100%	100%
	11,202	10,000	10,000	10,000
	11,206	10,000	10,000	10,000
Place 100% of the 97 medically eligible employees in the Disability Management program within 2 working days of eligibility.	95%	100%	95%	100%
	96	97	97	97
	101	97	97	97

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Workers' Compensation

Accountant	1.0	1.0	1.0	1.0
Admin Office Pro	1.0	1.0	1.0	2.0
Financial Office Pro	4.0	3.5	3.5	1.5
Admin Ldr General	2.0	2.0	2.0	3.0
Program/Bus Ldr-Gen	2.0	2.0	2.0	2.0
Team / Proj Ldr - General	3.0	3.0	3.0	3.0
Sub-Division Total	13.0	12.5	12.5	12.5

Liability & Property

Admin Ldr General	2.0	2.0	2.0	2.0
Program/Bus Ldr-Gen	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	16.0	15.5	15.5	15.5

GENERAL SERVICES

Risk Management

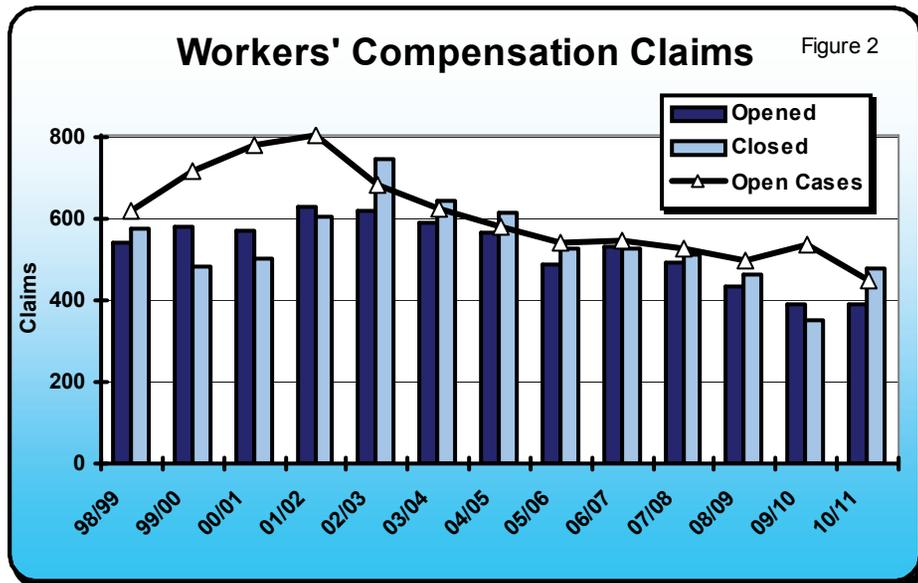
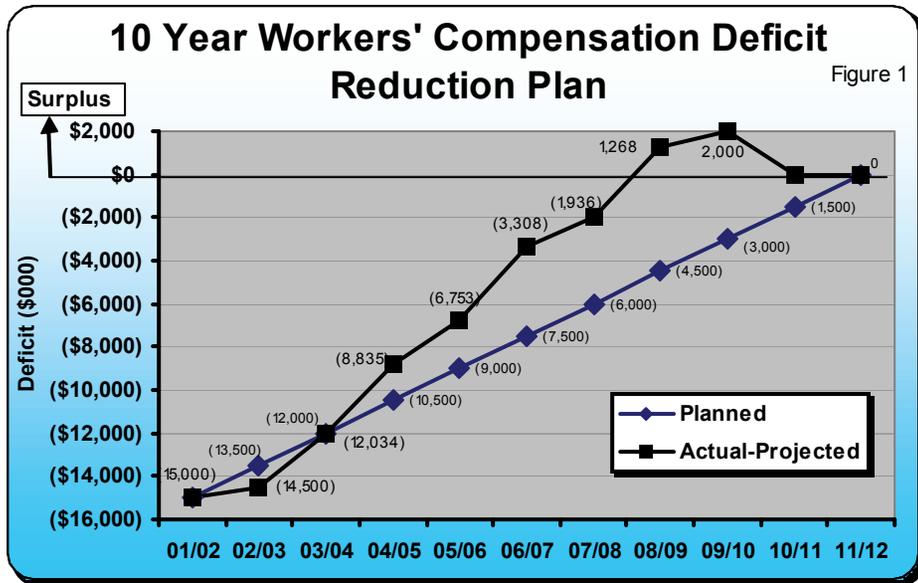
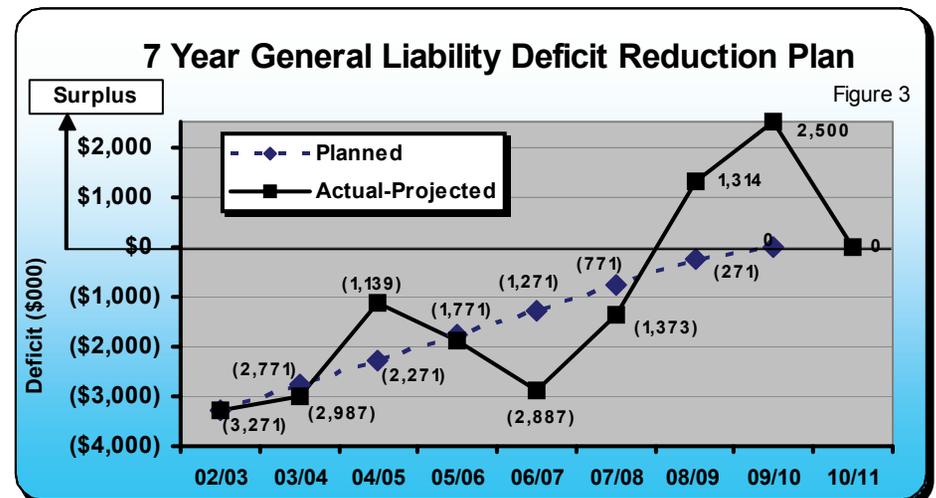


Figure 1: Risk Management was able to completely eliminate the workers' compensation fund deficit in February 2009, 4 years ahead of schedule. Effective July 1, 2010, the County will participate in CSAC-EIA's Primary Workers' Compensation (PWC) program, which provides first dollar coverage to mitigate escalating claims costs. As a result, the balance sheet reserves will be used to pay indemnity and medical payments plus costs to administer and defend the tail claims with dates of injuries prior to July 1, 2010. Risk Management, along with County Counsel, will focus on permanently resolving as many open claims as possible during the 3-year required commitment to PWC. Annual updates will be provided to the Board on the PWC program, including the adequacy of existing reserves to pay the costs for claims for injuries prior to July 1, 2010 (the so-called "tail claims").

Figure 2: Favorable legislative changes in 2004, coupled with the County's focus on preventing injuries has resulted in a steady decline in the number of open claims. The estimated increase in FY 2009-10 is due to a higher incidence of reopened older claims. Despite reduced frequency in new claims filed, the severity of claims has increased the County's financial risk, which will be mitigated through increased coverage available in the Primary Workers' Compensation program. Claims filed for injuries subsequent to June 30, 2010, will be managed through that program, freeing up County staff to focus on resolving the claims for injuries prior to July 1, 2010.

Figure 3: At June 30, 2003, the General Liability Fund had a deficit of over \$3 million, prompting a 7-year deficit recovery plan to restore the fund balance. However, insurance market conditions and adverse claim development during FY 2004-05 caused the deficit in FY 2006-07 to reach nearly the same level as when the recovery plan began. Rates to the departments were again increased to get the deficit reduction plan back on track. Recognizing that one key to cost containment was to be found in reducing the losses paid out, Risk Management began a more pro-active approach to claims management, meeting with departments and County Counsel regularly in an effort to resolve claims early. In addition, a Countywide performance metric to maintain or reduce claims helped departments focus on ways to prevent claims from being filed. To reduce rates to departments, the surplus was fully amortized, and it is anticipated that assets will be sufficient to cover claims liability at the 50% confidence level, neither a surplus nor a deficit at the end of FY 2010-11.

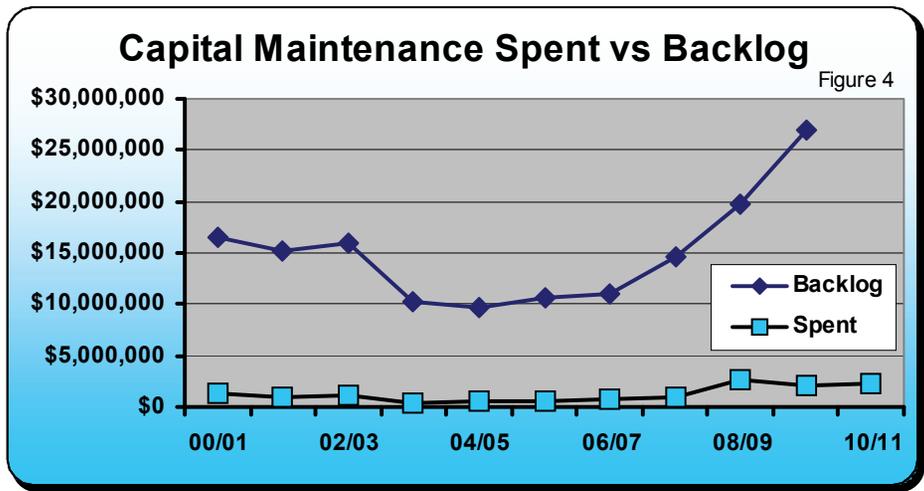
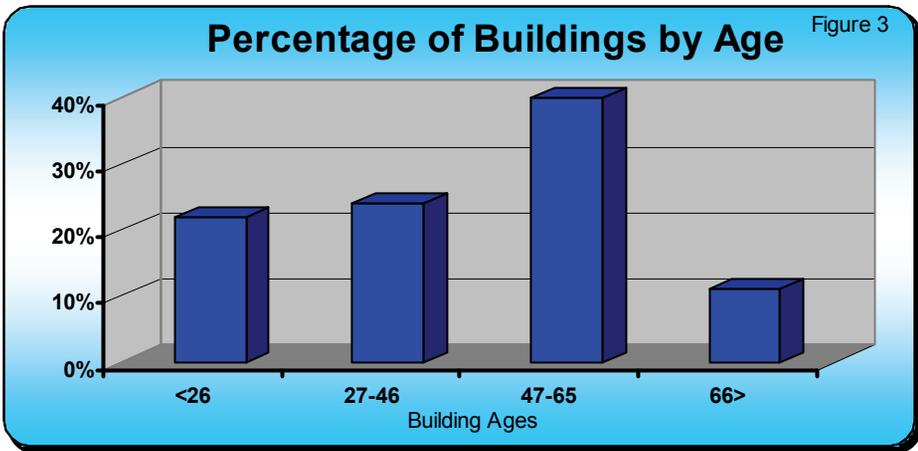
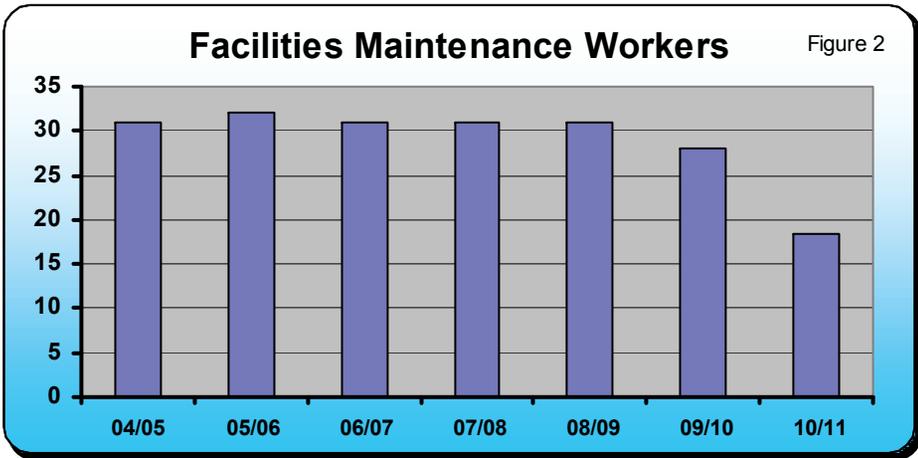
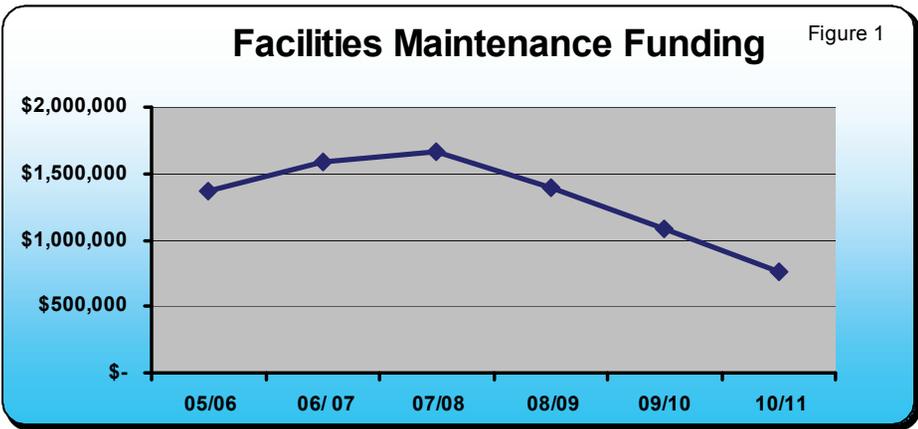


GENERAL SERVICES
Facilities Management

Ensuring the County's approximately 645 buildings are maintained and kept in good condition is a challenge and, with the proposed reduced staffing in FY 2010-11, this challenge will continue. Building maintenance is accomplished by funding a combination of internal maintenance labor, parts, materials, and contractors.

Figure 1 shows the amount of funding for parts, materials and payments to outside contractors for building maintenance over the last 5 years. The 30% reduction in the budget for the upcoming FY 2010-11 fiscal year coupled with a 34% reduction in maintenance staff as illustrated in Figure 2 will put increasing downward pressure on the standard and level of maintenance of County buildings. A common measure of maintenance staffing level is 1 FTE per 50,000 square feet of space and the County is moving closer to 1 FTE per 76,000 square feet which presents an added challenge in that the majority (53%) of all County buildings are 47 years or older (Figure 3) requiring increased levels of maintenance with decreasing resources.

In FY 2000-01, it was recognized that regular maintenance was underfunded and that there was a \$15 million maintenance backlog which is known as "deferred maintenance." Since then, \$11 million has been spent on hundreds of projects, including many energy related improvements (leaking roofs replaced, lighting retrofits, etc). Despite this, the backlog continues to grow and currently stands at \$27 million. (Figure 4). The recommended budget includes \$2.25 million for deferred maintenance of facilities.



GENERAL SERVICES
Facilities Management

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Facilities Administration	\$ 636,021	\$ 575,309	\$ 545,666	\$ 584,395
Court Costs	1,078,156	1,150,603	1,152,219	1,126,941
Energy & Utilities	5,680,542	6,500,213	6,301,583	6,764,661
South County Maintenance	3,351,627	3,374,755	3,383,335	2,739,380
Maintenance Contracts	1,052,029	1,004,509	996,750	926,985
North County Maintenance	2,222,506	2,068,502	2,027,951	1,522,193
Capital Maintenance	2,817,523	1,738,657	1,919,802	2,336,741
Operating Sub-Total	16,838,404	16,412,548	16,327,306	16,001,296
Less: Intra-County Revenues	(8,042,977)	(8,875,582)	(6,086,508)	(6,515,164)
Operating Total	8,795,427	7,536,966	10,240,798	9,486,132
<i>Non-Operating Expenditures</i>				
Capital Assets	68,530	113,425	--	--
Expenditure Total	8,863,957	7,650,391	10,240,798	9,486,132
<i>Other Financing Uses</i>				
Designated for Future Uses	441,690	400,000	--	--
Division Total	\$ 9,305,647	\$ 8,050,391	\$ 10,240,798	\$ 9,486,132
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	2,265,199	2,466,397	2,396,724	2,059,765
Overtime	53,559	48,000	49,408	46,000
Extra Help	59,545	18,000	89,733	14,274
Benefits	1,055,817	1,103,347	1,158,769	972,229
Salaries & Benefits Sub-Total	3,434,120	3,635,744	3,694,634	3,092,268
Services & Supplies	13,003,886	11,981,974	11,884,540	12,133,351
Contributions	400,398	794,830	748,132	775,677
Operating Sub-Total	16,838,404	16,412,548	16,327,306	16,001,296
Less: Intra-County Revenues	(8,042,977)	(8,875,582)	(6,086,508)	(6,515,164)
Operating Total	8,795,427	7,536,966	10,240,798	9,486,132
<i>Non-Operating Expenditures</i>				
Capital Assets	68,530	113,425	--	--
Expenditure Total	\$ 8,863,957	\$ 7,650,391	\$ 10,240,798	\$ 9,486,132

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 1,103	\$ 1,800	\$ 800	\$ 700
Utilities	5,511,158	6,287,828	6,093,858	6,520,654
Cost Allocation Revenue	1,805,180	2,593,104	2,593,104	1,473,127
Other Charges for Services	362,350	269,000	269,660	270,000
Miscellaneous Revenue	248,897	448,179	340,614	278,325
Revenue Sub-Total	7,928,688	9,599,911	9,298,036	8,542,806
Less: Intra-County Revenues	(8,042,977)	(8,875,582)	(6,086,508)	(6,515,164)
Revenue Total	(114,289)	724,329	3,211,528	2,027,642
<i>General Fund Contribution</i>				
	6,276,187	5,261,062	5,224,798	5,208,490
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	3,143,749	2,065,000	1,804,472	2,250,000
Division Total	\$ 9,305,647	\$ 8,050,391	\$ 10,240,798	\$ 9,486,132
Position Summary				
<i>Permanent</i>				
Facilities Administration	3.0	3.0	3.0	3.0
Energy & Utilities	1.0	1.0	1.0	1.0
South County Maintenance	23.0	21.8	23.0	22.0
North County Maintenance	13.0	12.8	13.0	13.0
Total Permanent	40.0	38.6	40.0	39.0
<i>Non-Permanent</i>				
Contract	--	0.9	--	1.0
Extra Help	--	1.4	--	2.1
Total Positions	40.0	40.9	40.0	40.9

SERVICE DESCRIPTION

The Division of Facilities Management promotes a safe, healthy environment for County employees and visitors by providing a full range of maintenance and custodial services for 1.78 million square feet of space in 645 County structures. In addition, Utility ISF costs are included in this division, along with energy management services.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Facilities Management

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$85,000 to \$16,327,000 from the FY 2009-10 Adopted Budget of \$16,413,000. The 0.5% decrease is due to:

- -\$97,000 net impact of several service and supplies items.
- +\$59,000 increased salary and benefits costs, primarily unbudgeted extra help costs.
- -\$47,000 lower than budgeted court facility payments.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended operating expenditures will decrease by \$326,000 to \$16,001,000 from the FY 2009-10 Estimated Budget of \$16,327,000. The 2.0% decrease is primarily due to:

- -\$602,000 reduced salary and benefits costs by unfunding 9.5 FTEs.
- +\$249,000 primarily due to anticipated increases in utility costs.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

South County Maintenance

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%
	128	120	120	120
	128	120	120	120

North County Maintenance

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%
	27	36	36	36
	27	36	36	36

GENERAL SERVICES

Facilities Management (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Facilities Administration				
Admin Office Pro	2.0	2.0	2.0	2.0
Program/Bus Ldr-Gen	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
Energy & Utilities				
Team / Proj Ldr - General	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
South County Maintenance				
Admin Office Pro	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	2.0	2.0	2.0	2.0
Building Maintenance Worker	11.0	11.0	11.0	10.0
Facilities Supervisor	1.0	1.0	1.0	--
HVAC Specialist	2.0	2.0	2.0	2.0
Maintenance Carpenter	2.0	2.0	2.0	2.0
Maintenance Electrician	2.0	2.0	2.0	2.0
Maintenance Plumber	2.0	2.0	2.0	2.0
Dept Bus Spec II	--	--	--	1.0
Sub-Division Total	23.0	23.0	23.0	22.0
North County Maintenance				
Admin Office Pro	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0
Building Maintenance Worker	6.0	6.0	6.0	5.5
Facilities Supervisor	1.0	1.0	1.0	1.0
HVAC Specialist	1.0	1.0	1.0	1.0
Maintenance Carpenter	1.0	1.0	1.0	1.0
Maintenance Electrician	1.0	1.0	1.0	1.0
Maintenance Plumber	1.0	1.0	1.0	1.0
Sub-Division Total	13.0	13.0	13.0	12.5
Division Total	40.0	40.0	40.0	38.5

GENERAL SERVICES
Capital Improvements

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Facilities Capital Projects	\$ 1,422,174	\$ 3,393,965	\$ 3,312,683	\$ 3,132,795
Aviation	11,224	16,000	15,920	3,000
Operating Sub-Total	1,433,398	3,409,965	3,328,603	3,135,795
Less: Intra-County Revenues	(980,824)	(2,421,443)	(2,945,000)	(6,187,000)
Operating Total	452,574	988,522	383,603	(3,051,205)
<i>Non-Operating Expenditures</i>				
Capital Assets	4,639,275	9,723,170	8,806,318	19,207,526
Expenditure Total	5,091,849	10,711,692	9,189,921	16,156,321
<i>Other Financing Uses</i>				
Operating Transfers	3,293,202	--	4,531,389	--
Designated for Future Uses	3,499,164	61,425	9,154,043	27,821
Division Total	\$ 11,884,215	\$ 10,773,117	\$ 22,875,353	\$ 16,184,142

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	488,275	526,666	570,056	610,028
Overtime	(3,402)	--	--	--
Extra Help	47,453	60,438	15,830	--
Benefits	181,823	201,843	223,364	266,780
Salaries & Benefits Sub-Total	714,149	788,947	809,250	876,808
Services & Supplies	719,249	2,621,018	2,519,353	2,258,987
Operating Sub-Total	1,433,398	3,409,965	3,328,603	3,135,795
Less: Intra-County Revenues	(980,824)	(2,421,443)	(2,945,000)	(6,187,000)
Operating Total	452,574	988,522	383,603	(3,051,205)
<i>Non-Operating Expenditures</i>				
Capital Assets	4,639,275	9,723,170	8,806,318	19,207,526
Expenditure Total	\$ 5,091,849	\$ 10,711,692	\$ 9,189,921	\$ 16,156,321

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 203,475	\$ 156,000	\$ 93,000	\$ 26,250
Cost Allocation Revenue	(4,596)	(24,637)	(24,637)	(12,921)
Other Charges for Services	749,486	3,096,080	3,570,000	7,057,000
Miscellaneous Revenue	1,286,223	1,135,000	2,041,385	2,721,766
Revenue Sub-Total	2,234,588	4,362,443	5,679,748	9,792,095
Less: Intra-County Revenues	(980,824)	(2,421,443)	(2,945,000)	(6,187,000)
Revenue Total	1,253,764	1,941,000	2,734,748	3,605,095
<i>General Fund Contribution</i>	418,356	328,602	362,320	194,716
<i>Other Financing Sources</i>				
Operating Transfers	5,074,193	3,427,500	6,700,680	2,563,819
Proceeds of Long-term Debt	--	--	5,814,739	--
Use of Prior Fund Balances	5,137,902	5,076,015	7,262,866	9,820,512
Division Total	\$ 11,884,215	\$ 10,773,117	\$ 22,875,353	\$ 16,184,142

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Facilities Capital Projects	5.0	5.0	5.0	5.0	5.0	5.4	6.0	6.0
Total Permanent	5.0	5.0	5.0	5.0	5.0	5.4	6.0	6.0
<i>Non-Permanent</i>								
Contract	--	1.0	--	1.0	--	1.0	--	1.0
Extra Help	--	0.9	--	--	--	0.6	--	--
Total Positions	5.0	6.8	5.0	6.0	5.0	6.9	6.0	7.0

SERVICE DESCRIPTION

Capital Improvements provides in-house project management for the County's capital construction and capital improvement projects. Its job is to ensure that the design and construction of a project meets quality and budget requirements for the County and customer departments.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Capital Improvements

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$81,000 to \$3,329,000 from the FY 2009-10 Adopted Budget of \$3,410,000. The 2.4% decrease is due to:

- -\$90,000 reduced services and supplies for ADA-compliant and asbestos abatement projects.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended operating expenditures will decrease by \$193,000 to \$3,136,000 from the FY 2009-10 Estimated Budget of \$3,329,000. The 5.8% decrease is due to:

- -\$260,000 reduction in services and supplies primarily due to the elimination of a transfer between projects.
- +\$68,000 increase in salaries and benefits costs.



Artist's rendering of the Emergency Operation Center that is planned for FY 2010-11 completion.

GENERAL SERVICES

Capital Improvements (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Facilities Capital Projects				
Architect	1.0	1.0	1.0	1.0
Capital Project Coordinator	2.0	2.0	2.0	2.0
Engineering Tech II	1.0	1.0	1.0	1.0
Financial Office Pro	--	--	--	1.0
Program/Bus Ldr-Gen	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	5.0	5.0	6.0
Division Total	5.0	5.0	5.0	6.0

CAPITAL ASSETS RECONCILED TO CAPITAL IMPROVEMENT PLAN	
General Services' funded capital improvements per CIP	\$11,493,000
Santa Maria Court Clerk's Building not in CIP but managed by General Services	\$ 4,201,000
Sheriff Building managed by General Services but included under Sheriff in CIP	\$ 4,100,000
Fire Operations Complex managed by General Services but included under Fire in CIP	\$ 933,416
Fire Training Facility managed by General Services but included under Fire in CIP	\$ 230,000
Timing differences for projects expected to be completed in CIP but carried over to 2010-11	\$ 319,156
Housing & Community Development projects not in CIP but managed by General Services	\$ 365,954
Underground Storage Tank (UST) cleanup improvements, not in CIP	\$ 435,000
Solar Energy project-assumes debt financing in CIP but not included in General Services' budget	\$ (200,000)
Spirit of the Ocean Fountain in CIP but not included in General Services' budget	\$ (420,000)
Deferred Maintenance in CIP - included in Facilities Management division's services & supplies	\$ (2,250,000)
Total Capital Assets - Capital Improvements division	\$19,207,526
Fleet Operations division - vehicle purchases not in CIP	\$ 1,076,000
Total Capital Assets - General Services department	\$20,283,526

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Facilities Capital Projects				
Ensure that 70% of total available hours are billed to projects.	41%	70%	87%	70%
	5,257	5,425	6,760	5,425
	12,816	7,750	7,750	7,750

GENERAL SERVICES

Fleet Operations

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Fleet Administration	\$ 1,323,303	\$ 1,398,769	\$ 1,445,044	\$ 1,314,554
Fleet Dispatch	404,520	526,342	398,985	495,651
Fleet Maintenance	2,733,157	2,617,261	2,664,551	2,854,640
Fleet Operations	4,790,857	5,615,152	4,880,685	5,654,191
Operating Sub-Total	9,251,837	10,157,524	9,389,265	10,319,036
Less: Intra-County Revenues	(8,516,082)	(8,781,717)	(7,352,000)	(7,410,000)
Operating Total	735,755	1,375,807	2,037,265	2,909,036
<i>Non-Operating Expenditures</i>				
Capital Assets	926,832	2,101,065	2,661,200	1,076,000
Expenditure Total	1,662,587	3,476,872	4,698,465	3,985,036
<i>Other Financing Uses</i>				
Operating Transfers	374,120	288,052	309,198	265,447
Designated for Future Uses	62,357	--	49,950	--
Division Total	\$ 2,099,064	\$ 3,764,924	\$ 5,057,613	\$ 4,250,483

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	1,291,456	1,358,410	1,360,752	1,435,931
Overtime	5,657	10,000	3,384	10,000
Extra Help	--	7,000	--	7,000
Benefits	627,506	656,338	667,560	675,644
Salaries & Benefits Sub-Total	1,924,619	2,031,748	2,031,696	2,128,575
Services & Supplies	5,104,885	5,704,776	5,075,169	5,790,461
Depreciation Expense	2,222,333	2,421,000	2,282,400	2,400,000
Operating Sub-Total	9,251,837	10,157,524	9,389,265	10,319,036
Less: Intra-County Revenues	(8,516,082)	(8,781,717)	(7,352,000)	(7,410,000)
Operating Total	735,755	1,375,807	2,037,265	2,909,036
<i>Non-Operating Expenditures</i>				
Capital Assets	926,832	2,101,065	2,661,200	1,076,000
Expenditure Total	\$ 1,662,587	\$ 3,476,872	\$ 4,698,465	\$ 3,985,036

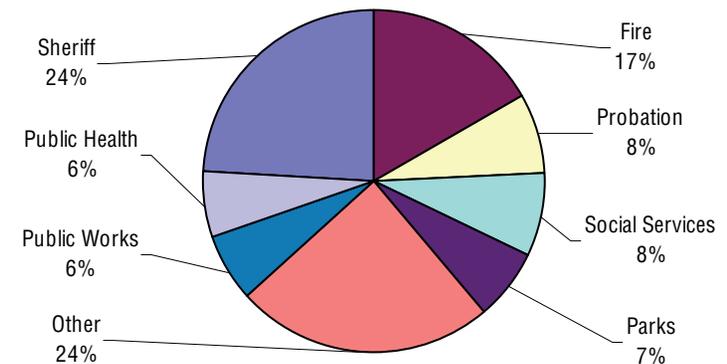
Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Vehicles Services	\$ 9,331,057	\$ 9,855,065	\$ 9,253,400	\$ 9,361,400
Interest	344,879	435,000	140,000	77,000
Miscellaneous Revenue	284,434	55,400	80,726	55,700
Revenue Sub-Total	9,960,370	10,345,465	9,474,126	9,494,100
Less: Intra-County Revenues	(8,516,082)	(8,781,717)	(7,352,000)	(7,410,000)
Revenue Total	1,444,288	1,563,748	2,122,126	2,084,100
<i>Other Financing Sources</i>				
Operating Transfers	225,441	95,000	452,549	18,000
Sale of Property	(26,710)	15,000	7,000	5,000
Use of Prior Fund Balances	456,045	2,091,176	2,475,938	2,143,383
Division Total	\$ 2,099,064	\$ 3,764,924	\$ 5,057,613	\$ 4,250,483

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Fleet Administration	2.0	2.1	2.0	2.1	2.0	2.1	2.0	2.1
Fleet Dispatch	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Fleet Maintenance	15.0	14.8	15.0	14.9	15.0	14.9	15.0	14.9
Fleet Operations	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Positions	22.0	21.8	22.0	22.0	22.0	22.0	22.0	22.0

Assigned Vehicles by Department



The Sheriff and Fire Departments have a combined 41% of total assigned vehicles.

SERVICE DESCRIPTION

The Division of Vehicle Operations meets the transportation needs of all County departments by providing vehicle and equipment maintenance and repair services, administering fuel operations, acquiring and preparing newly purchased vehicles and equipment, and operating the County's motor pools.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Fleet Operations

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures decreased by \$769,000 to \$9,389,000 from the FY 2009-10 Adopted Budget of \$10,158,000. The 7.6% decrease is due to:

- -\$630,000 lower services and supplies due primarily to lower fuel prices.
- -\$139,000 lower depreciation costs due to delayed vehicle replacements.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended operating expenditures will increase by \$930,000 to \$10,319,000 from the FY 2009-10 Estimated Budget of \$9,389,000. The 9.9% increase is due to:

- +\$715,000 increased service and supplies due to anticipated fuel price increases.
- +\$118,000 increased depreciation on vehicles purchased in late FY 2009-10.
- +\$97,000 increased salary and benefits costs; no staffing changes.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Fleet Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Ensure that Motor Pool Vehicles are immediately available 98% of the time for the estimated 20,000 customer request annually.	100%	98%	98%	98%
	18,422	19,600	19,600	19,600
	18,495	20,000	20,000	20,000

Fleet Maintenance

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Ensure that at least 80% of County's assigned vehicles are current on their service schedule.	75%	83%	73%	80%
	6,371	7,041	8,640	9,417
	8,520	8,520	11,772	11,772
Ensure that at least 95% of County's "Pool" vehicles are current on their service schedule.	96%	85%	97%	97%
	1,404	1,244	1,517	1,517
	1,470	1,464	1,560	1,560

Fleet Operations

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Maintain a 95% utilization rate of the 348 parking spaces available at the two County parking lots: SB Admin and Garden Street.	90%	94%	89%	89%
	3,762	3,950	3,697	3,697
	4,176	4,176	4,176	4,176

GENERAL SERVICES

Fleet Operations (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Fleet Administration				
Admin Office Pro	1.0	1.0	1.0	1.0
Program/Bus Ldr-Gen	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0
Fleet Dispatch				
Motor Pool Dispatcher	4.0	4.0	4.0	4.0
Sub-Division Total	4.0	4.0	4.0	4.0
Fleet Maintenance				
Automotive Mechanic	7.0	7.0	7.0	7.0
Equip Service Worker	1.0	--	--	--
Equipment Mechanic	5.0	5.0	5.0	5.0
Shop Supervisor	2.0	2.0	2.0	2.0
Dept Bus Spec II	--	1.0	1.0	1.0
Sub-Division Total	15.0	15.0	15.0	15.0
Fleet Operations				
Automotive Mechanic	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
Division Total	22.0	22.0	22.0	22.0



Vehicles Operations keep the engines well maintained, ensuring reliability when the Fire Department responds to emergency calls.

GENERAL SERVICES

Real Estate Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Property Management	\$ 267,396	\$ 296,041	\$ 326,045	\$ 294,001
Real Property Services	742,641	801,507	782,963	580,462
Operating Sub-Total	1,010,037	1,097,548	1,109,008	874,463
Less: Intra-County Revenues	(423,281)	(157,710)	(21,490)	(28,100)
Expenditure Total	586,756	939,838	1,087,518	846,363
<i>Other Financing Uses</i>				
Operating Transfers	368,876	378,865	373,839	378,691
Designated for Future Uses	45,466	44,638	44,638	44,000
Division Total	\$ 1,001,098	\$ 1,363,341	\$ 1,505,995	\$ 1,269,054

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	435,251	460,982	334,450	320,288
Overtime	2,587	3,000	1,500	--
Extra Help	117	--	--	--
Benefits	165,128	181,348	215,778	143,444
Salaries & Benefits Sub-Total	603,083	645,330	551,728	463,732
Services & Supplies	406,954	452,218	557,280	410,731
Operating Sub-Total	1,010,037	1,097,548	1,109,008	874,463
Less: Intra-County Revenues	(423,281)	(157,710)	(21,490)	(28,100)
Expenditure Total	\$ 586,756	\$ 939,838	\$ 1,087,518	\$ 846,363

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Real Property Services

Ensure that 100% of all completed projects are performed within the estimated time stated on the Real Estate Services Request For Service.	100%	100%	100%	100%
	7	12	12	12
	7	12	12	12

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 212,432	\$ 139,710	\$ 139,710	\$ 6,399
Other Charges for Services	163,624	104,750	120,507	88,200
Miscellaneous Revenue	734,682	749,000	697,552	705,302
Revenue Sub-Total	1,110,738	993,460	957,769	799,901
Less: Intra-County Revenues	(423,281)	(157,710)	(21,490)	(28,100)
Revenue Total	687,457	835,750	936,279	771,801
General Fund Contribution	28,641	527,591	536,716	497,253
<i>Other Financing Sources</i>				
Operating Transfers	--	--	33,000	--
Use of Prior Fund Balances	285,000	--	--	--
Division Total	\$ 1,001,098	\$ 1,363,341	\$ 1,505,995	\$ 1,269,054

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Property Management	--	0.1	--	--	--	0.0	--	--
Real Property Services	5.6	5.6	5.6	5.6	5.6	4.7	4.6	3.6
Total Positions	5.6	5.6	5.6	5.6	5.6	4.7	4.6	3.6

SERVICE DESCRIPTION

The Real Estate Services Division manages County-owned properties and provides real estate services to County departments. Key services include Lease Program, Property Acquisition, Property Disposition, and Asset Management.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Real Estate Services

Operating Expenditures

The FY 2009-10 Estimated Actual operating expenditures increased by \$11,000 to \$1,109,000 from the FY 2009-10 Adopted Budget of \$1,098,000. The 1.0% increase is due to:

- +\$105,000 higher services and supplies costs primarily due to unbudgeted closing costs on a property and higher than anticipated utility costs on managed properties.
- -\$94,000 lower salaries and benefits costs due to retiree’s position held vacant.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The FY 2010-11 Recommended operating expenditures will decrease by \$235,000 to \$874,000 from the FY 2009-10 Estimated Budget of \$1,109,000. The 21.2 % decrease is due to:

- -\$147,000 reduction in services and supplies costs.
- -\$88,000 reduction in salaries and benefits costs from unfunding 1.0 FTE.

Key Services:

The Real Estate Services Division provides real estate services to County departments which require a real estate contract and/or a conveyance of a possessory interest in property under specified conditions. The Division provides the following services:

Lease Program

Acquisition and revenue lease agreements, feasibility analysis, leasehold marketing, leasehold development, and lease administration.

Property Acquisition

Under the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, and the Uniform Relocation Act Amendments of 1987, agents use the procedures and practices required in law, engineering, appraisal, and negotiations to acquire property for a local public agency and quasi-public agency.

Property Disposition

The sale and/or quitclaim of County real property interest to another public agency, quasi-public agency, or private party.

Asset Management

The management of the County real property inventory, maintain the Real Estate Services database, property management, rent receipts, monitor lease obligations and activities, including the expiration, termination or renewal of the lease.

GENERAL SERVICES

Real Estate Services (cont'd)

Benefits:

County real property agents have the knowledge, training, and experience to understand the various estates and rights in real property, easements, types of ownership, transfer of title, encumbrances, liens, and recorded statutes and their effects. Our agents understand the contract-making process and the realities of the bargaining process, are knowledgeable about the laws related to the transaction, anticipate problems, have the ability to suggest appropriate language to resolve difficult negotiations, and the diligence to draft a particular contract that is concise and complete. The division uses a coordinated group of specialized County staff whose efforts are required to achieve a successful completed project.



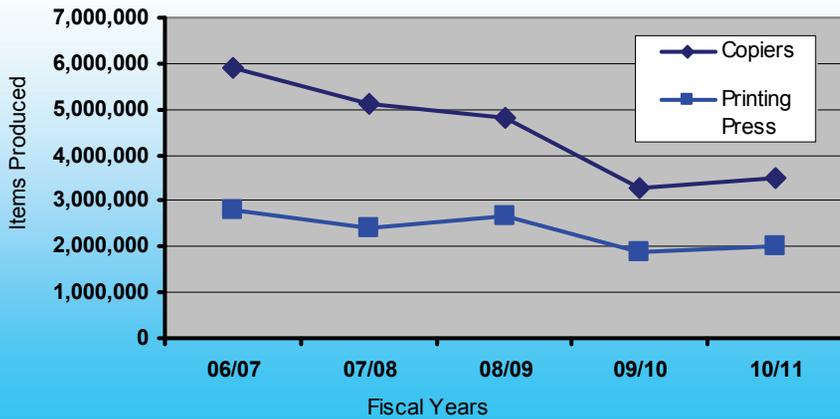
The Mural Room in the Santa Barbara Courthouse, frequently rented for weddings and other events, is undergoing extensive restoration that is covered by property insurance due to smoke damage from a recent fire.

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Real Property Services				
Real Property Agent	4.6	4.6	4.6	3.6
Program/Bus Ldr-Gen	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Sub-Division Total	<u>5.6</u>	<u>5.6</u>	<u>5.6</u>	<u>4.6</u>
Division Total	<u>5.6</u>	<u>5.6</u>	<u>5.6</u>	<u>4.6</u>

GENERAL SERVICES

Featured Division: Reprographics and Digital Services

Pages Produced by Reprographics

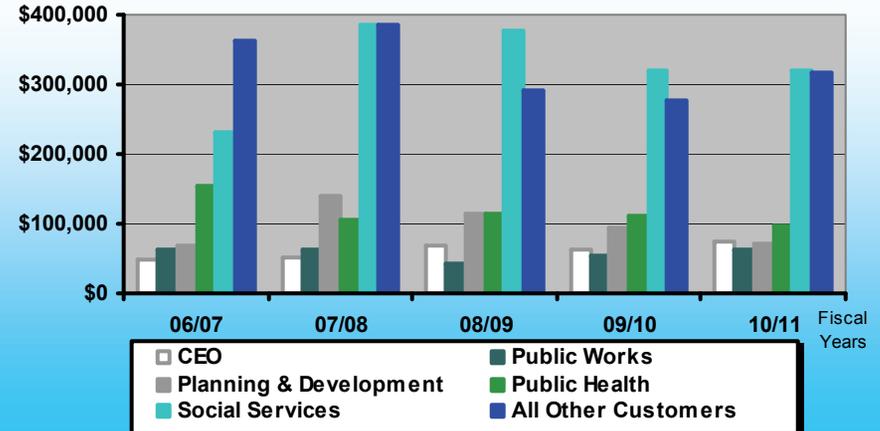


Business at County Reprographics closely matches the trend seen at other quick printing shops across the nation. Customers' needs are changing rapidly. Those needs have changed our business dramatically:

- Color copies have dropped in price over the past two years.
- Large format copy services have seen an increase in demand.
- Traditional printing services continue to transition to digital printing.
- Design for the web, and web-to-print services are growing.
- Scanning paper and document management is growing.
- Print-on-demand is a growing and environmentally friendly trend.
- Office copiers are greatly decreasing the demand for black and white copies.

Future growth in Reprographics will focus heavily on the digital side of the business, with emphasis on providing the County with design services for the web and developing a print-on-demand model for each department as needs arise.

Top 5 Customers



Social Services continues to be the largest customer. Over the past year, Reprographics has produced 640 projects for Social Services including Food Stamps Benefits pamphlets, Welfare-to-Work forms, Healthy Families Applications, as well as thousands of envelopes and business cards.

Public Health uses Reprographics' services to produce nearly 240 projects this past year, including vital information for the H1N1 outreach this flu season. And if you've ever picked up a business card from Public Health it was printed by Reprographics.

Planning & Development often makes use of the wide-format capabilities. Reprographics is in the process of converting many old blueprints and paper plans into digital images.

Public Works and the County Executive Office use Reprographic services on a regular basis, combining for a total of nearly 500 individual projects over the past year. Each week Reprographics produces the Agenda and the Action Summary for the Board of Supervisors' hearing.

Reprographics' printing and copying services are also used by the City of Santa Barbara, and by non-profit organizations like the Lions' Club and Santa Barbara Youth Football League.

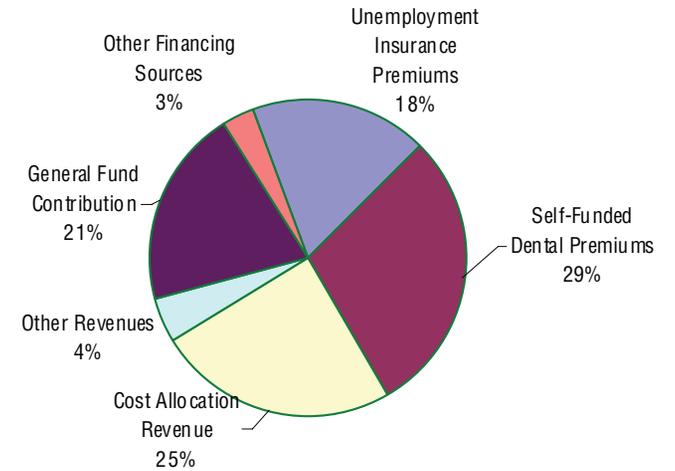
CEO/HUMAN RESOURCES

Budget & Positions (FTEs)	
Operating \$	4,132,508
Capital	80,000
Positions	24.5 FTEs

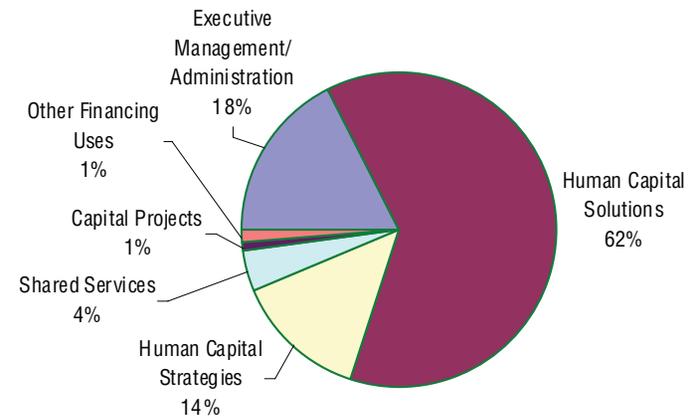
Michael F. Brown
County Executive Officer



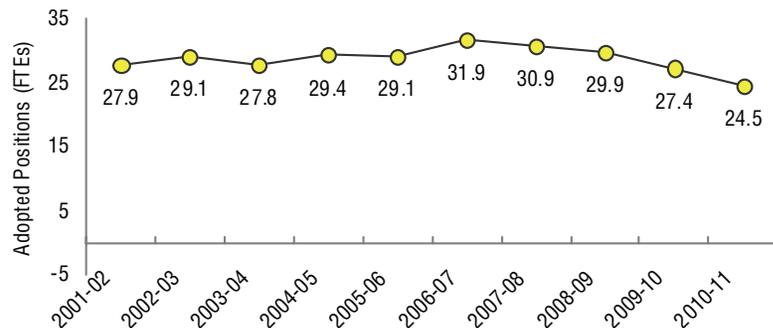
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



HUMAN RESOURCES
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Management/Administration	\$ 1,748,872	\$ 1,746,077	\$ 1,765,704	\$ 1,556,936
Human Capital Solutions	4,389,321	4,649,831	5,449,188	5,561,415
Human Capital Strategies	1,322,814	1,240,955	1,239,565	1,209,207
Shared Services	--	257,412	229,320	356,338
Operating Sub-Total	7,461,007	7,894,275	8,683,777	8,683,896
Less: Intra-County Revenues	(3,254,877)	(3,487,808)	(3,639,091)	(4,551,388)
Operating Total	4,206,130	4,406,467	5,044,686	4,132,508
<i>Non-Operating Expenditures</i>				
Capital Assets	66,421	80,000	119,000	80,000
Expenditure Total	4,272,551	4,486,467	5,163,686	4,212,508
<i>Other Financing Uses</i>				
Operating Transfers	10,306	10,306	10,306	10,308
Designated for Future Uses	1,015,742	--	86,363	116,833
Department Total	\$ 5,298,599	\$ 4,496,773	\$ 5,260,355	\$ 4,339,649

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,474,549	\$ 2,460,503	\$ 2,335,555	\$ 2,325,429
Overtime	8,878	8,500	1,580	3,800
Extra Help	37,010	37,484	42,230	25,500
Benefits	909,304	978,904	899,630	1,031,947
Salaries & Benefits Sub-Total	3,429,741	3,485,391	3,278,995	3,386,676
Services & Supplies	1,166,096	1,213,184	1,853,782	1,200,220
Insurance Claims	2,865,170	3,195,700	3,551,000	4,097,000
Operating Sub-Total	7,461,007	7,894,275	8,683,777	8,683,896
Less: Intra-County Revenues	(3,254,877)	(3,487,808)	(3,639,091)	(4,551,388)
Operating Total	4,206,130	4,406,467	5,044,686	4,132,508
<i>Non-Operating Expenditures</i>				
Capital Assets	66,421	80,000	119,000	80,000
Expenditure Total	\$ 4,272,551	\$ 4,486,467	\$ 5,163,686	\$ 4,212,508

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 80,946	\$ 31,340	\$ 31,440	\$ 11,500
Federal & State Revenues	13,102	14,000	10,000	12,000
Unemployment Premium Contributions	178,136	472,075	592,000	1,623,818
Dental Insurance Premiums	2,628,324	2,759,558	2,823,000	2,563,400
Cost Allocation Revenue	2,166,092	2,206,795	2,206,795	2,183,652
Other Charges for Services	144,550	191,380	161,380	168,898
Cell-Site Revenue	188,715	197,000	197,000	197,000
Miscellaneous Revenue	137,717	9,000	5,500	--
Revenue Sub-Total	5,537,582	5,881,148	6,027,115	6,760,268
Less: Intra-County Revenues	(3,254,877)	(3,487,808)	(3,639,091)	(4,551,388)
Revenue Total	2,282,705	2,393,340	2,388,024	2,208,880
General Fund Contribution	1,874,059	1,927,985	1,793,787	1,840,939
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,141,835	175,448	1,078,544	289,830
Department Total	\$ 5,298,599	\$ 4,496,773	\$ 5,260,355	\$ 4,339,649

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Executive Management/Administration	8.0	8.0	8.0	7.8	8.0	8.0	8.0	5.9
Human Capital Solutions	12.8	11.3	12.0	10.3	12.0	9.0	12.0	9.3
Human Capital Strategies	13.0	10.1	11.8	7.4	11.8	7.9	10.8	6.4
Shared Services	--	--	2.0	2.0	2.0	1.3	3.0	2.9
Total Permanent	33.8	29.4	33.8	27.4	33.8	26.2	33.8	24.5
<i>Non-Permanent</i>								
Extra Help	--	0.6	--	--	--	0.4	--	--
Total Positions	33.8	30.0	33.8	27.4	33.8	26.5	33.8	24.5

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 four divisions: Executive Management and Administration, Human Capital Solutions, Human Capital Strategies, and Shared Human Resources Services. In Fiscal Year 2010-2011 the Department will continue to provide high-quality services to all County departments and support a workforce of approximately 4,025 with a reduced staff of 24.5 FTEs.

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 serves as a strategic partner with the organization, working with the Board of Supervisors, the County Executive Officer, County departments, employees, and labor organizations to increase organizational capacity and effectiveness. CEO/HR develops initiatives designed to align County employees and human resources programs with the achievement of organizational results. These efforts support the delivery of excellent customer service to the community.

Significant Changes (FY 2009-2010 Adopted to FY 2009-2010 Estimated Actual)

The Fiscal Year 2009-2010 Estimated Actual operating expenditures increased \$790,000, to \$8,684,000, from the Fiscal Year 2009-2010 Adopted Budget of \$7,894,000. This 10.0% increase is the result of:

- +\$600,000 – Implementation of the two employee health clinics approved by the Board of Supervisors
- +\$405,000 – Unanticipated increase in unemployment insurance claims
- -\$206,000 – Salary and benefit savings from vacancies and unpaid leaves

The Fiscal Year 2009-2010 Estimated Actual operating revenues increased \$146,000, to \$6,027,000, from the Fiscal Year 2009-2010 Adopted Budget of \$5,881,000. This 2.5% increase is the result of:

- +\$120,000 – Greater than anticipated unemployment insurance premiums due to the difference in budgeted amounts based on estimates and departments' actual FY 2009-2010 salary expenditures

HUMAN RESOURCES

Department Summary (cont'd)

- +\$63,000 – Greater than anticipated self-funded dental premiums based on unanticipated increases in plan enrollments
- -\$30,000 – Decreased Employees' University (EU) tuition fees as a result of fewer than anticipated enrollments in EU courses

Significant Changes (FY 2009-2010 Estimated Actual to FY 2010-2011 Recommended)

The Fiscal Year 2010-2011 Recommended Budget operating expenditures will be flat compared to the Fiscal Year 2009-2010 Estimated Actual of \$8,684,000. This is the result of:

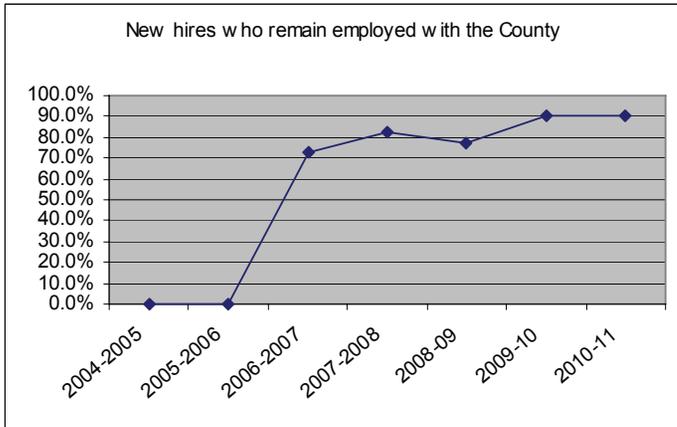
- -\$600,000 – Decrease as a result of one-time costs incurred in FY 2009-2010 for the implementation of the employee health clinics
- +\$546,000 – Increased unemployment insurance claims based on an actuarial review that accounts recent federal changes that significantly increase the duration of unemployment insurance benefits
- +\$132,000 – Increased benefit costs related to increases in retirement and health insurance contributions
- -\$53,000 – Decreased expenditures for services and supplies

The Fiscal Year 2010-2011 Recommended Budget operating revenues will increase \$733,000, to \$6,760,000, from the Fiscal Year 2009-2010 Estimated Actual of \$6,027,000. This 12.2% increase is the result of:

- +\$1,032,000 – Increased unemployment insurance premiums based on rates set through an actuarial review that accounts for anticipated increases in unemployment insurance claims as a result of recent federal changes
- -\$260,000 – Anticipated decreases in the self-funded dental plan enrollments based on an actuarial review and the fact that Superior Court employees and dependents will no longer be participating in the plan

HUMAN RESOURCES

Department Summary (cont'd)



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.



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.

Departmental Priorities and Their Alignment With County Goals

The Santa Barbara County Board of Supervisors set as a goal a customer-focused culture throughout County government. Supporting this goal are the County's ACE values (Accountability, Customer-focus, and Efficiency). CEO/HR develops initiatives designed to engage and align County employees with a commitment to excellent service to the community.

CEO/HR's strategic actions align primarily with the following County strategic goals:

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;

Critical Issue 5: Providing enhanced service delivery through a well-educated and trained workforce.

CEO/HR continues to create a more strategic and service-oriented human resources function by directing its efforts toward 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 employees with business objectives to ensure an engaged and committed workforce that fully contributes to the organization's success.
- **Change Management** – building the organization's capacity to embrace and promote continuous improvement.

CEO/HR Focal Areas



HUMAN RESOURCES

Department Summary (cont'd)

Focus Area: Strategy Development and Execution

Current Year (FY 2009-2010) Accomplishments:

- Successfully negotiated a 64-hour furlough for the Deputy District Attorneys Association (DDAA) and a reduction in merit pay for some members of the unit resulting in approximately **\$1,000,000 in savings** over two years. The DDAA contract was extended for two years with **no general wage increases** and included a provision to discuss reforms to the pension and retiree medical benefit with no across-the-board wage increases.
- Firefighters Local 2046 agreed to **forego a 2.7% salary increase** in Fiscal Year 2009-2010.
- The Probation Peace Officers Association (PPOA) **eliminated an equity adjustment for Deputy Probation Officers and an increase to the health benefit allowance. PPOA will go four years without a general wage increase.** A new pay scale was implemented for the PPOA to address longstanding market issues; however, movement on the new pay scale was delayed for one year.
- Service Employees International Union, Local 721 completed an 80-hour furlough negotiated in Fiscal Year 2008-2009 which helped reduce County costs by approximately **\$288,000** in Fiscal Year 2009-2010 in addition to the approximately **\$513,000** in the previous fiscal year.
- Implemented a two-year retirement incentive that resulted in approximately 119 employees leaving the organization. Positions will be held vacant or eliminated to realize savings in Fiscal Year 2010-2011.
- Working with the County's Health Oversight Committee, changed healthcare insurance carriers and entered into the CSAC-EIA Health pooled risk system. This allowed the County to achieve a rate increase that was within budgeted amounts. This change offers a future probability of greatly-reduced premium rates for the County and its workforce.
- Successfully implemented an Employee Health Clinic Program designed to improve employee health and reduce County and employee health care costs. Early data is showing **significant savings** are being realized as a result of the new program. This will have a direct impact on controlling future health premium rate increases for both the County and its workforce.
- Provided a Pharmacy Discount Card Program to all County residents. This program allows users to purchase prescriptions at a reduced cost and generates modest revenue for the County. To date, 7,692 prescriptions have been purchased at an estimated **savings of \$166,998** for the community and the County has received \$3,243 in royalty payments.
- Working with County Counsel and Risk Management, reduced by ten the number of County employees on long-term leave of absence by employing a proactive case management approach.

Proposed Strategic Actions:

- Develop and implement modern, flexible, and responsive human resources programs and practices 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 and fiscal challenges including a strong focus on developing strategies for enhancing the ability of the County to attract a diverse candidate pool.
- Connect employee performance to ACE values, quality customer service, and business results.

Proposed Key Projects:

- Fully implement the departmental Workforce Development Plan, including Succession Planning, Knowledge Transfer, and Employee Development elements, using data available through the new Human Resources Information System in order to proactively and effectively plan for the organization's future classification, compensation, recruiting, and training and development needs.
- Fully implement the first phase of the Human Resources Information System (HRIS).
- Continue to strengthen the Human Resources structure to ensure Countywide effectiveness, consistency, and quality service delivery by regularly meeting with department directors to better understand and address their business needs, provide workforce solutions, and provide a higher-level of customer service.
- Work with labor organizations to identify means to better manage County and employee pension-related costs.
- Negotiate successor contracts with applicable labor organizations focused on reducing long-term employer salary and benefits costs while ensuring the County's ability to attract and retain quality employees.

Focus Area: Business Expertise

Current Year (FY 2009-2010) Accomplishments:

- Through the Human Resources Shared Services model (Business Centers that service a total of ten departments), Human Resources Managers each supporting a group of five departments began to meet regularly with department staff, spending time on-site in the departments, and developing an understanding of the unique operations and business objectives for each de-

HUMAN RESOURCES

Department Summary (cont'd)

partment. Since implementation of the new structure, departments have rated CEO/Human Resources' ability to meet their human resources-related needs at **100%**.

- In February 2010, created an internal “partnership” designed to streamline CEO/Human Resources services and increase service delivery to departments.
- Ten Human Resources professionals completed the nationally-recognized Society for Human Resources Management (SHRM) training program to develop greater HR expertise and knowledge of modern HR business practices. The training prepares these individuals to complete a rigorous test to become SHRM-certified Human Resources professionals.
- Continued to implement the first phase of the County’s new Human Resources Information System designed to automate human resources processes, streamline procedures, reduce paperwork, and quickly provide workforce data for decision making. It is estimated that the new system will be operational by the end of the 2009-2010 Fiscal Year and will allow departments and County leadership to have greater access to workforce information to aid effective decision and policy making.
- Implemented a new competency-based online testing system that is flexible, validated by industrial psychologists, and is easily accessible by job candidates. The testing suite reduces time-to-hire, includes tests that can be tailored to specific jobs, and has been successfully used to identify candidates who possess a strong **customer-service orientation**.
- Created and distributed three editions of **HRinsight** ... an e-publication produced in-house that is provided to all County executives and human resources professionals as a means to link excellent human resources practices to successful department business outcomes.

Proposed Strategic Actions:

- Continue to use technology wherever possible to streamline and create efficiencies in accomplishing day-to-day business.
- Use information from new HR systems to identify potential issues more quickly and to create fact-based solutions.
- Ensure that HR business systems align with and support County business objectives and goals.
- Lead the continual development of human resources expertise throughout the organization.

Proposed Key Projects:

- Work with the Auditor-Controller to determine timing of the implementation of Phase II of the HRIS including determining priority order for implementation of additional modules.
- Working with the cross-departmental Employment Business Initiative Working Group, implement additional strategic and modern recruiting practices that provide flexible and responsive recruiting solutions to assist departments in filling positions with a quality, di-

verse, and customer-focused workforce in a timely manner.

- Implement CEO/HR optical imaging project for the department to transition personnel records to electronic medium, reduce space needs, and create increased efficiency.
- Implement and track performance measures for the new Employee Health Clinic Program to measure efficacy and impact on reducing overall employee benefits costs.
- Launch the second cadre of Society for Human Resources Management training and implement additional human resources training programs to further develop the business expertise of the County’s Human Resources professionals.

Focus Area: Employee Engagement and Development

Current Year (FY 2009-2010) Accomplishments:

- Successfully developed and delivered the first Strategic Leadership training program, aligned with the County’s ACE values. This rigorous transformational training is designed to align managers with County values to ensure **continuous improvement in the area of customer service**.
- Nearly 200 supervisors and managers completed new comprehensive leadership development programs offered by the Employees’ University. These programs focus on the role of the leader, using effective communications to build relationships, fostering excellent customer service, and managing employee performance to reflect ACE values and achieve improved business results. Overall participants are demonstrating a 14% increase in content knowledge at the conclusion of the class; 69% of their supervisors report an **increased commitment to ACE values** and the ability to foster productive workplace relationships; 94% of participants report they are applying the skills, knowledge, and leadership principles to the job.
- In Calendar Year 2009, Office Professionals completed **22,200 hours of on-demand online training** and 2,020 hours of Employees’ University training designed to increase critical skills and fulfill the training requirement before advancing in pay. Online learning metrics showed a **70% increase in knowledge**. In addition, 95% of Office Professionals had their learning needs met or exceeded in a cost-effective manner.
- Successfully promoted the use of the employee-employer mediation program as a non-adversarial approach to effectively and constructively resolving workplace disputes, resulting in eight successful resolutions of the ten mediations requested.
- Using a free social networking platform, designed and implemented the Santa Barbara County Leadership Network intranet site to support ongoing professional development for managers and supervisors across the County. The SBC Leadership Network currently has over 230 members who have easy access to leadership and customer-service oriented blogs, podcasts, events, articles, and video content provided by staff and some of the top management and leadership authors in the country.

HUMAN RESOURCES

Department Summary (cont'd)

Focus Area: Change Management

Current Year (FY 2009-2010) Accomplishments:

- Offered a retirement incentive throughout all County departments. The incentive was offered to employees eligible to retire who had reached the age of 60 and was an initiative designed to **achieve long-term cost savings** and reduce the workforce without the need for layoffs. By eliminating or maintaining positions vacant for approximately 18-months, the County could realize long-term cost savings of approximately **\$4.7 million**.
- Worked with departmental hiring authorities to incorporate competencies into the recruitment and selection of employees to ensure that, in addition to technical skills, the County is also attracting and hiring individuals who possess the characteristics required to deliver **excellent customer service** and who are accountable, customer-focused, and efficient.
- Successfully implemented two strong leadership training and development programs that provide the County's leadership philosophy and moves both first-line leadership as well as managers from the tactical to a more strategic perspective. These programs challenge leadership to transform their leadership styles and approaches to increase effectiveness. To date, nearly 200 supervisors and managers have completed the courses.
- Formed a labor-management Mobile Workforce Committee that collaboratively drafted a new Telecommuting Policy that reflects best practices and is designed to increase employee telecommuting to reduce the County's carbon footprint. The policy is currently under review with the intent to implement in Fiscal Year 2010-2011.
- Using a free social networking platform, designed a website that provides multi-media content to supervisors and managers to increase their ability to align their employees with the mission and values of the County, and assist them in their efforts to create a culture dedicated to excellent customer service.

Proposed Strategic Actions:

- Articulate a shared vision and leadership philosophy that is woven 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.

- Formed the Human Resources Leadership Team (HRLT), comprised of all County HR managers, which meets monthly to develop business acumen and HR expertise through the sharing of knowledge, in-service training, joint problem solving, and challenging work-related exercises.
- Completed the second annual survey of Office Professionals to assess employee engagement and used the data to develop and redesign Employees' University courses in the areas of: strategic leadership; delegation and monitoring performance; coaching for improved performance; and performance management.
- Developed six new Employees' University courses to support and develop financial and legal office skills for Office Professionals.

Proposed Strategic Actions:

- Continue integrating ACE values and core leadership competencies into the County's training and development programs.
- Engage with labor organizations in collaborative efforts to develop and implement improvements to County classification, compensation, performance management, and employee development initiatives.
- Promote a culture in which employees and management share common organizational goals.

Proposed Key Projects:

- Implement the second cadre of Society for Human Resources Management (SHRM) training for all HR professionals and encourage the attainment of SHRM certification.
- Continue the Employees' University realignment initiative to build organizational capacity by ensuring rigorous and accountable training and development programs aligned with the County's ACE Values, service excellence, best practices, and competency development for all employees.
- Effectively increase the use of technology to provide new avenues for delivering training, including on-line, video conferencing, and live webinar trainings.
- Design and deliver the next phase of training for the County's HR professionals.
- Design and deliver the next level of transformational leadership training for County managers.

HUMAN RESOURCES
Department Summary (cont'd)

Proposed Key Projects:

- Further strengthen the Countywide human resources structure by: meeting with all department directors to determine current and future needs; implement strategies to assist departments in more effectively achieving their business objectives; provide targeted and strategic solutions to departments; and continue to develop human resources expertise throughout the organization.
- In collaboration with the labor-management Mobile Workforce Committee continue to develop a Mobile Workforce Program for the County of Santa Barbara that may include a variety of elements such as: telecommuting, teleworking, altered County operational hours/days, expanded flexible work schedules, increased use of technology, and virtual offices, meetings, and training.
- Expand the incorporation of competencies into County job specifications and continue to streamline the County's classification and compensation system to ensure increased operational flexibility and fiscally responsible and effective compensation for County employees.
- Continue to leverage the use of new technologies, such as social networking, Web 2.0 applications, and web-based training and video conferencing to expand the County's ability to attract, hire, train, and retain an effective and responsive County workforce.
- Create and implement a County Diversity Initiative that respects and values diversity and strongly promotes strategies and activities to recruit, develop, and retain qualified men and women of varied backgrounds, cultures, lifestyles, and experiences.
- Work with Auditor-Controller staff and the County's Benefits Consultant to cost-effectively implement the federal health insurance reforms in order to be legally compliant while minimizing financial impacts to the County and its workforce.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Department-wide Effectiveness Measures

Achieve a response rate of 74% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR provides my department with flexible, streamlined, and creative solutions"	75.0%	80.0%	86.4%	74.0%
	30	40	19	37
	40	50	22	50

Achieve a response rate of 74% 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"	83.3%	80.0%	93.8%	74.0%
	30	40	15	37
	36	50	16	50

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Department-wide Effectiveness Measures

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 three years.	66.6%	68.9%	67.8%	64.9%
	331	330	322	237
	497	479	475	365

Achieve a response rate of 74% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR understands my department's business needs"	70.0%	80.0%	75.0%	74.0%
	28	40	15	37
	40	50	20	50



This year CEO/HR implemented two employee health clinics. Based on current trends, it is estimated that this year the implementation of the clinics will reduce the County's health insurance claims experience by approximately \$400,000. This reduction in claims experience should have a direct positive impact on the County's renewal rates in Fiscal Year 2010-2011.

HUMAN RESOURCES

Executive Management/Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,748,872	\$ 1,746,077	\$ 1,765,704	\$ 1,556,936
Operating Sub-Total	1,748,872	1,746,077	1,765,704	1,556,936
Less: Intra-County Revenues	(858,271)	(880,614)	(875,530)	(770,693)
Operating Total	890,601	865,463	890,174	786,243
<i>Non-Operating Expenditures</i>				
Capital Assets	66,421	80,000	119,000	80,000
Expenditure Total	957,022	945,463	1,009,174	866,243
<i>Other Financing Uses</i>				
Operating Transfers	10,306	10,306	10,306	10,308
Designated for Future Uses	66,000	--	--	--
Division Total	\$ 1,033,328	\$ 955,769	\$ 1,019,480	\$ 876,551

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	888,949	893,054	858,371	727,685
Overtime	591	1,000	500	--
Extra Help	--	--	3,000	--
Benefits	326,975	359,920	335,029	329,176
Salaries & Benefits Sub-Total	1,216,515	1,253,974	1,196,900	1,056,861
Services & Supplies	532,357	492,103	568,804	500,075
Operating Sub-Total	1,748,872	1,746,077	1,765,704	1,556,936
Less: Intra-County Revenues	(858,271)	(880,614)	(875,530)	(770,693)
Operating Total	890,601	865,463	890,174	786,243
<i>Non-Operating Expenditures</i>				
Capital Assets	66,421	80,000	119,000	80,000
Expenditure Total	\$ 957,022	\$ 945,463	\$ 1,009,174	\$ 866,243

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,025	\$ --	\$ --	\$ --
Cost Allocation Revenue	858,272	880,614	880,614	792,173
Miscellaneous Revenue	30,000	--	--	--
Revenue Sub-Total	889,297	880,614	880,614	792,173
Less: Intra-County Revenues	(858,271)	(880,614)	(875,530)	(770,693)
Revenue Total	31,026	--	5,084	21,480
<i>General Fund Contribution</i>	928,302	885,769	895,396	775,071
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	74,000	70,000	119,000	80,000
Division Total	\$ 1,033,328	\$ 955,769	\$ 1,019,480	\$ 876,551

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	8.0	8.0	8.0	7.8	8.0	8.0	8.0	5.9
Total Positions	8.0	8.0	8.0	7.8	8.0	8.0	8.0	5.9

Position Detail

Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Assistant CEO/HR Director	1.0	1.0	1.0	1.0
Asst Director	3.0	3.0	3.0	2.0
HR Analyst	1.0	--	--	1.0
Business Application Analyst	1.0	1.0	1.0	1.0
Business Manager	--	1.0	1.0	1.0
Admin Office Pro	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	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 the Department is 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 2009-2010 Adopted to FY 2009-2010 Estimated Actual)

The Fiscal Year 2009-2010 Estimated Actual operating expenditures increased \$20,000, to \$1,766,000, from the Fiscal Year 2009-2010 Adopted Budget of \$1,746,000. This 1.1% increase is the result of:

- +\$77,000 – Increased services and supplies primarily due to costs associated with implementing and supporting new data management software
- -\$60,000 – Decreased salary and benefit costs due to vacancies and the reassignment of one executive to the Human Capital Strategies Division

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-2011 Recommended Budget operating expenditures will decrease \$209,000, to \$1,557,000, from the Fiscal Year 2009-2010 Estimated Actual of \$1,766,000. This 11.8% decrease is the result of:

- -\$140,000 – Decrease to salaries and benefits due to reassigning an executive position to the Human Capital Strategies Division
- -\$69,000 – Decrease to services and supplies primarily due to a reduced use of outside consulting and professional services

Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

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.

90.3%	100%	88%	100%
28	30	22	25
31	30	25	25

HUMAN RESOURCES

Executive Management/Administration (cont'd)

Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.

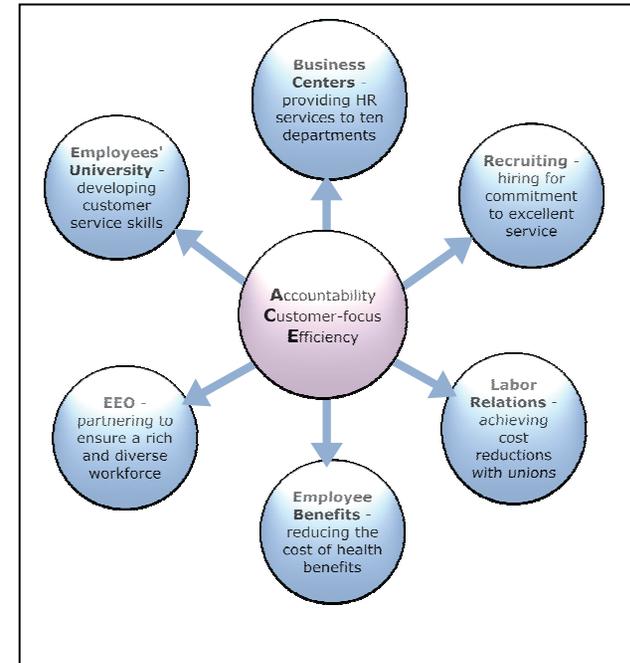
0%	0%	0%	0%
0	0	0	0
0	0	0	0

As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from 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 CEO/HR Department will maintain a productive workforce through a Departmental lost time rate of 4% or less when measuring lost hours to total budgeted hours.

5.4%	5.5%	4.0%	4.0%
3,318	3,096	1,933	1,870
61,269	56,300	48,759	46,750



HUMAN RESOURCES
Human Capital Solutions

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Employee Relations	\$ 471,777	\$ 517,746	\$ 524,088	\$ 549,288
Employee Benefits	498,770	350,508	991,390	403,454
Unemployment Self Insurance	370,199	554,784	959,984	1,506,985
Self-funded Dental	2,667,238	2,813,637	2,759,637	2,784,730
Class, Compensation & CSC	150,406	142,843	83,200	52,548
EEO/AA	230,931	270,313	130,889	264,410
Operating Sub-Total	4,389,321	4,649,831	5,449,188	5,561,415
Less: Intra-County Revenues	(1,431,297)	(1,754,222)	(1,910,589)	(2,871,660)
Expenditure Total	2,958,024	2,895,609	3,538,599	2,689,755
<i>Other Financing Uses</i>				
Designated for Future Uses	936,742	--	86,363	116,833
Division Total	\$ 3,894,766	\$ 2,895,609	\$ 3,624,962	\$ 2,806,588

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	860,917	846,080	707,116	799,972
Overtime	2,071	4,000	1,080	1,800
Extra Help	23,087	31,616	39,030	20,500
Benefits	311,242	331,979	266,254	352,704
Salaries & Benefits Sub-Total	1,197,317	1,213,675	1,013,480	1,174,976
Services & Supplies	326,834	240,456	884,708	289,439
Insurance Claims	2,865,170	3,195,700	3,551,000	4,097,000
Operating Sub-Total	4,389,321	4,649,831	5,449,188	5,561,415
Less: Intra-County Revenues	(1,431,297)	(1,754,222)	(1,910,589)	(2,871,660)
Expenditure Total	\$ 2,958,024	\$ 2,895,609	\$ 3,538,599	\$ 2,689,755

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Employee Relations	4.0	3.7	4.0	3.9	4.0	3.9	5.0	3.9
Employee Benefits	4.0	3.6	4.0	2.9	4.0	2.9	4.0	2.9
Class, Compensation & CSC	2.3	1.6	1.5	1.5	1.5	0.9	0.5	0.5
EEO/AA	2.5	2.4	2.5	2.0	2.5	1.2	2.5	2.0
Total Permanent	12.8	11.3	12.0	10.3	12.0	9.0	12.0	9.3
<i>Non-Permanent</i>								
Extra Help	--	0.1	--	--	--	0.4	--	--
Total Positions	12.8	11.4	12.0	10.3	12.0	9.3	12.0	9.3

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 80,946	\$ 31,340	\$ 31,440	\$ 11,500
Unemployment Premium Contributions	178,136	472,075	592,000	1,623,818
Dental Insurance Premiums	2,628,324	2,759,558	2,823,000	2,563,400
Cost Allocation Revenue	525,236	554,589	554,589	561,342
Miscellaneous Revenue	106,872	9,000	--	--
Revenue Sub-Total	3,519,514	3,826,562	4,001,029	4,760,060
Less: Intra-County Revenues	(1,431,297)	(1,754,222)	(1,910,589)	(2,871,660)
Revenue Total	2,088,217	2,072,340	2,090,440	1,888,400
<i>General Fund Contribution</i>				
	738,714	717,821	574,978	708,358
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,067,835	1,054,448	959,544	209,830
Division Total	\$ 3,894,766	\$ 2,895,609	\$ 3,624,962	\$ 2,806,588

Significant Changes (FY 2009-2010 Adopted to FY 2009-2010 Estimated Actual)

The Fiscal Year 2009-2010 Estimated Actual operating expenditures increased \$799,000, to \$5,449,000, from the Fiscal Year 2009-2010 Adopted Budget of \$4,650,000. This 17.2% increase is the result of:

- +\$600,000 – Implementation of the two employee health clinics approved by the Board of Supervisors
- +\$405,000 – Unanticipated increase in unemployment insurance claims as a result of federal changes that significantly extended the duration of unemployment benefits
- -\$201,000 – Decrease to salary and benefits as a result of a vacant position and some unpaid leave

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-2011 Recommended Budget operating expenses will increase \$112,000, to \$5,561,000, from the Fiscal Year 2009-2010 Estimated Actual of \$5,449,000. This 2.1% increase is the result of:

- -\$595,000 – Decrease to services and supplies due to one-time expenditures in FY 2009-2010 associated with implementing the employee health clinics
- +\$547,000 – Anticipated increase in unemployment insurance claims based on an actuarial review that accounts for federal changes that increase the duration of unemployment insurance benefits
- +\$162,000 – Increase in salary and benefits as a result of refilling a position that had been vacant in FY 2009-2010

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Employee Benefits				
Achieve a response rate of 95% of approximately 80 survey respondents who are satisfied or very satisfied with the overall level of clinic services provided by the on-site health clinics.	N/A	N/A	95% 76 80	95% 76 80
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR Employee Benefits staff are effective in their ability to resolve problems"	92% 33 36	80% 40 50	100% 17 17	74% 40 50
EEO/AA				
Conclude 50% of formal employee complaints (discrimination, harassment, and retaliation) within 90 days.	71% 6 9	50% 10 20	40% 2 5	50% 3 6
Number of formal employee Equal Employment Opportunity complaints received.	17	20	5	6

HUMAN RESOURCES

Human Capital Solutions (cont'd)

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Employee Relations				
Program Manager	--	1.0	1.0	1.0
Employee Relations Chief	1.0	1.0	1.0	1.0
HR Analyst	2.0	1.0	1.0	--
Admin Office Pro	--	--	--	1.0
Dept Business Specialist	--	--	--	1.0
Human Resources Specialist	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	5.0
Employee Benefits				
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
Class, Compensation & CSC				
HR Analyst	1.8	1.0	1.0	--
Admin Office Pro	0.5	0.5	0.5	0.5
Sub-Division Total	2.3	1.5	1.5	0.5
EEO/AA				
EEO/AA Manager	1.0	1.0	1.0	1.0
Admin Office Pro	1.5	1.5	1.5	1.5
Sub-Division Total	2.5	2.5	2.5	2.5
Division Total	12.8	12.0	12.0	12.0

HUMAN RESOURCES
Human Capital Strategies

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Talent Recruitment	\$ 917,671	\$ 818,854	\$ 827,105	\$ 795,777
Employee Development	405,143	422,101	412,460	413,430
Operating Sub-Total	1,322,814	1,240,955	1,239,565	1,209,207
Less: Intra-County Revenues	(965,309)	(749,206)	(749,206)	(720,510)
Expenditure Total	357,505	491,749	490,359	488,697
<i>Other Financing Uses</i>				
Designated for Future Uses	13,000	--	--	--
Division Total	\$ 370,505	\$ 491,749	\$ 490,359	\$ 488,697

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	724,683	536,539	605,475	550,951
Overtime	6,216	3,500	--	2,000
Extra Help	13,923	5,868	200	5,000
Benefits	271,087	214,423	233,940	240,550
Salaries & Benefits Sub-Total	1,015,909	760,330	839,615	798,501
Services & Supplies	306,905	480,625	399,950	410,706
Operating Sub-Total	1,322,814	1,240,955	1,239,565	1,209,207
Less: Intra-County Revenues	(965,309)	(749,206)	(749,206)	(720,510)
Expenditure Total	\$ 357,505	\$ 491,749	\$ 490,359	\$ 488,697

Source of Funds Summary

<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 12,077	\$ 14,000	\$ 10,000	\$ 12,000
Cost Allocation Revenue	782,584	667,826	667,826	641,612
Other Charges for Services	144,550	191,380	161,380	168,898
Cell-Site Revenue	188,715	197,000	197,000	197,000
Miscellaneous Revenue	845	--	5,500	--
Revenue Sub-Total	1,128,771	1,070,206	1,041,706	1,019,510
Less: Intra-County Revenues	(965,309)	(749,206)	(749,206)	(720,510)
Revenue Total	163,462	321,000	292,500	299,000
<i>General Fund Contribution</i>				
Division Total	\$ 370,505	\$ 491,749	\$ 490,359	\$ 488,697

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Talent Recruitment	10.0	7.6	8.8	4.9	8.8	5.4	7.8	3.9
Employee Development	3.0	2.5	3.0	2.5	3.0	2.5	3.0	2.5
Total Permanent	13.0	10.1	11.8	7.4	11.8	7.9	10.8	6.4
<i>Non-Permanent</i>								
Extra Help	--	0.5	--	--	--	--	--	--
Total Positions	13.0	10.5	11.8	7.4	11.8	7.9	10.8	6.4

Significant Changes (FY 2009-2010 Adopted to FY 2009-2010 Estimated Actual)

The Fiscal Year 2009-2010 Estimated Actual operating expenditures show no significant change from the Fiscal Year 2009-2010 Adopted Budget

Significant Changes (FY 2009-2010 Estimated Actual to FY 2010-2011 Recommended)

The Fiscal Year 2010-2011 Recommended Budget operating expenditures will decrease \$30,000, to \$1,209,000, from the Fiscal Year 2009-2010 Estimated Actual of \$1,239,000. This 2.4% decrease is the result of:

- -\$39,000 – Reduced salary and benefit costs due to vacancies, which will be partially offset by costs associated with an executive billing additional time to this division
- +\$11,000 – Increases to services and supplies primarily due to anticipated increases in recruitment activities.

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.

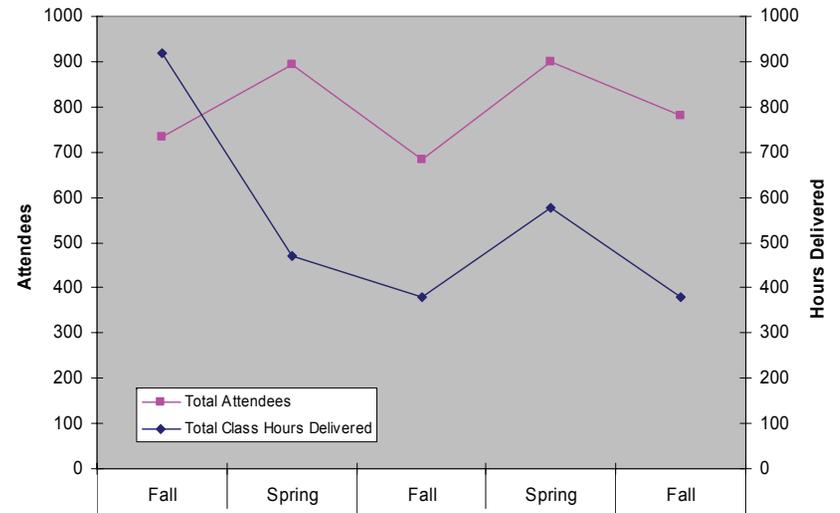
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Talent Recruitment				
In order to measure the County's ability to attract a well educated and trained workforce that delivers high quality service, achieve a level of at least 50% of new hires earning a promotion at least once within three years from their date of hire.	43.3%	50.1%	50.9%	49.9%
	215	240	242	182
	497	479	475	365
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.	83.0%	90.0%	80.5%	90.2%
	303	153	165	138
	365	170	205	153
Employee Development				
Achieve a level of 80% of approximately 50 survey respondents who agree or strongly agree with the statement, "EU course content is consistently connected to the County's ACE values"	N/A	N/A	80%	80%
	N/A	N/A	40	40
	N/A	N/A	50	50
80% of approximately 50 survey respondents who agree or strongly agree with the statement "Employees' University course content increases the ability of staff to be effective in their jobs by meeting current and future needs of their customers"	N/A	N/A	100%	80%
	N/A	N/A	19	40
	N/A	N/A	19	50
Maintain an average instructor effectiveness rating of 5 on a 6 point scale.	5.5	5	6	5
Acheive a level of 80% of approximately 50 survey respondents who agree or strongly agree with the statement, "The training offered by the EU enhances my department's ability to meet its business needs".	88%	80%	80%	80%
	35	40	40	40
	40	50	50	50

HUMAN RESOURCES

Human Capital Strategies (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Talent Recruitment				
Asst Director	--	--	--	1.0
HR Analyst	4.0	3.8	3.8	2.8
Admin Office Pro	3.0	3.0	3.0	3.0
Human Resources Specialist	3.0	2.0	2.0	1.0
Sub-Division Total	10.0	8.8	8.8	7.8
Employee Development				
Program Manager	1.0	1.0	1.0	1.0
HR Analyst	1.0	--	--	--
Admin Office Pro	1.0	1.0	1.0	1.0
Human Resources Specialist	--	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	13.0	11.8	11.8	10.8

Employees' University Outputs - Past Five Terms



HUMAN RESOURCES

Shared Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Shared Services	\$ --	\$ 257,412	\$ 229,320	\$ 356,338
Operating Sub-Total	--	257,412	229,320	356,338
Less: Intra-County Revenues	--	(103,766)	(103,766)	(188,525)
Division Total	<u>\$ --</u>	<u>\$ 153,646</u>	<u>\$ 125,554</u>	<u>\$ 167,813</u>

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	--	184,830	164,593	246,821
Benefits	--	72,582	64,407	109,517
Salaries & Benefits Sub-Total	--	257,412	229,000	356,338
Services & Supplies	--	--	320	--
Operating Sub-Total	--	257,412	229,320	356,338
Less: Intra-County Revenues	--	(103,766)	(103,766)	(188,525)
Expenditure Total	<u>\$ --</u>	<u>\$ 153,646</u>	<u>\$ 125,554</u>	<u>\$ 167,813</u>

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ --	\$ 103,766	\$ 103,766	\$ 188,525
Revenue Sub-Total	--	103,766	103,766	188,525
Less: Intra-County Revenues	--	(103,766)	(103,766)	(188,525)
Revenue Total	--	--	--	--
<i>General Fund Contribution</i>				
Division Total	<u>\$ --</u>	<u>\$ 153,646</u>	<u>\$ 125,554</u>	<u>\$ 167,813</u>

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
Pos.				
FTE				

Position Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE
<i>Permanent</i>				
Shared Services	--	--	2.0	2.0
Total Positions	<u>--</u>	<u>--</u>	<u>2.0</u>	<u>2.0</u>

SERVICE DESCRIPTION

The Shared Services Division is comprised of two business centers, supporting ten departments to increase staffing efficiency and provide responsiveness, and high-quality HR expertise to departments. This service model provides consultation between all departments and CEO/HR to strengthen consistency, coordination, and accountability in the application of laws, policies, procedures, and practices.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
--	--------------------	---------------------	-------------------------	-------------------------

Recurring Performance Measures

Shared Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Achieve a response rate of 100% of 10 survey respondents who agree or strongly agree with the statement "Shared Services staff provides services that help my department meet its business objectives"	N/A	100%	75%	100%
	N/A	10	6	10
	N/A	10	8	10

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Achieve a response rate of 100% of 10 survey respondents who agree or strongly agree with the statement "Shared Services staff understand my department's business needs"	N/A	100%	88%	100%
	N/A	10	7	10
	N/A	10	8	10

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Shared Services

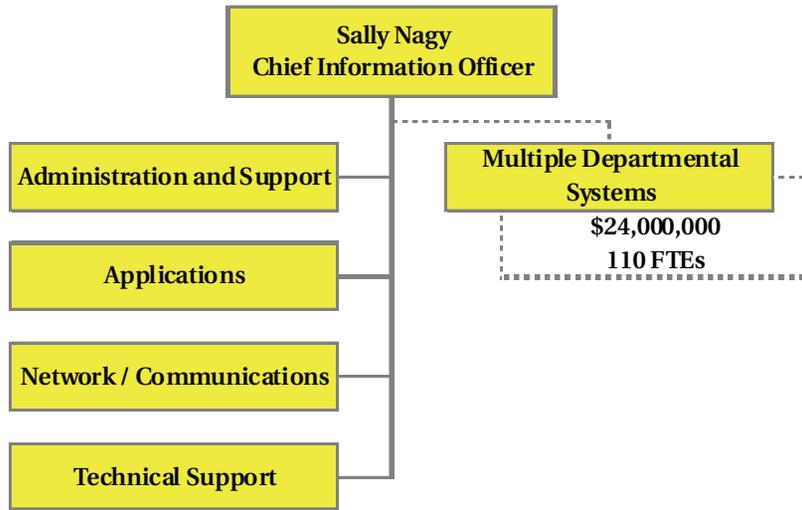
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Program Manager	--	2.0	2.0	--
Fiscal Analyst	--	--	--	1.0
Employee Benefits Manager	--	--	--	1.0
Dept Business Specialist	--	--	--	1.0
Sub-Division Total	<u>--</u>	<u>2.0</u>	<u>2.0</u>	<u>3.0</u>
Division Total	<u>--</u>	<u>2.0</u>	<u>2.0</u>	<u>3.0</u>

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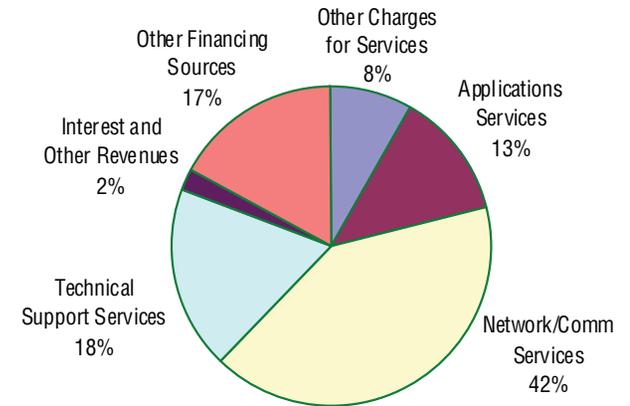
INFORMATION TECHNOLOGY

Budget & Positions (FTEs)	
Operating	\$ 11,534,175
Capital	1,387,000
Positions	40.6 FTEs

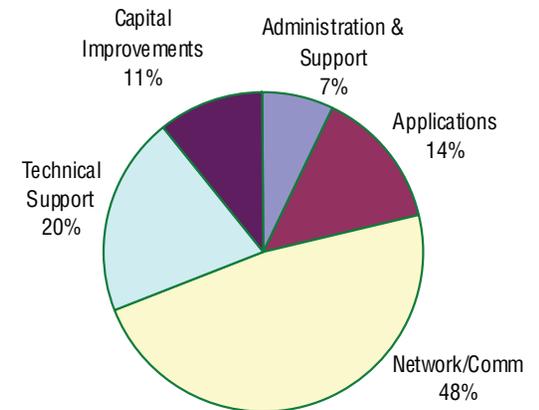
*Note: Operating Budget does not reflect Intra-County Revenues



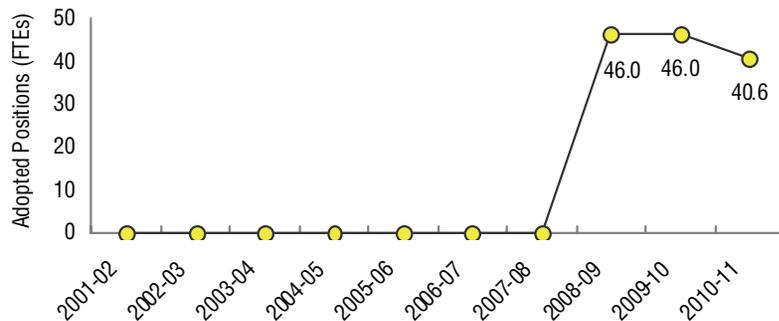
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



INFORMATION TECHNOLOGY

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration & Support	\$ 781,587	\$ 796,448	\$ 813,735	\$ 920,020
Applications	1,320,196	1,378,114	1,337,010	1,843,475
Network/Communications	6,236,952	7,183,584	6,368,987	6,122,383
Technical Support	3,158,508	3,049,618	3,386,964	2,648,297
Operating Sub-Total	11,497,243	12,407,764	11,906,696	11,534,175
Less: Intra-County Revenues	(9,943,782)	(9,899,155)	(9,961,472)	(9,983,359)
Operating Total	1,553,461	2,508,609	1,945,224	1,550,816
<i>Non-Operating Expenditures</i>				
Capital Assets	782,423	2,019,848	1,172,100	1,387,000
Expenditure Total	2,335,884	4,528,457	3,117,324	2,937,816
<i>Other Financing Uses</i>				
Operating Transfers	639,887	30,000	1,080,010	--
Designated for Future Uses	249,581	--	91,365	--
Department Total	\$ 3,225,352	\$ 4,558,457	\$ 4,288,699	\$ 2,937,816

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	\$ 3,990,996	\$ 4,325,518	\$ 4,038,349	\$ 4,066,765
Overtime	123,863	103,800	97,600	99,810
Extra Help	75,012	7,245	63,695	32,137
Benefits	1,627,592	1,736,636	1,868,764	1,773,529
Salaries & Benefits Sub-Total	5,817,463	6,173,199	6,068,408	5,972,241
Services & Supplies	4,480,763	5,011,756	4,753,374	4,389,840
Depreciation Expense	1,193,375	1,217,095	1,079,200	1,166,414
Principal & Interest	5,642	5,714	5,714	5,680
Operating Sub-Total	11,497,243	12,407,764	11,906,696	11,534,175
Less: Intra-County Revenues	(9,943,782)	(9,899,155)	(9,961,472)	(9,983,359)
Operating Total	1,553,461	2,508,609	1,945,224	1,550,816
<i>Non-Operating Expenditures</i>				
Capital Assets	782,423	2,019,848	1,172,100	1,387,000
Expenditure Total	\$ 2,335,884	\$ 4,528,457	\$ 3,117,324	\$ 2,937,816

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 289,739	\$ 325,000	\$ 174,400	\$ 174,000
Applications	--	522,505	522,850	1,663,421
Network/Communications	7,405,097	6,860,275	6,034,468	5,281,682
Technical Support Services	2,205,565	2,298,333	2,879,624	2,386,837
Other Charges for Services	869,886	806,874	880,124	1,065,200
Miscellaneous Revenue	261,020	124,960	126,096	129,593
Revenue Sub-Total	11,031,307	10,937,947	10,617,562	10,700,733
Less: Intra-County Revenues	(9,943,782)	(9,899,155)	(9,961,472)	(9,983,359)
Revenue Total	1,087,525	1,038,792	656,090	717,374
<i>General Fund Contribution</i>	828,490	786,877	747,489	--
<i>Other Financing Sources</i>				
Operating Transfers	248,284	150,000	390,416	--
Sale of Property	(2,386)	--	(110,722)	--
Use of Prior Fund Balances	1,063,439	2,582,788	2,605,426	2,220,442
Department Total	\$ 3,225,352	\$ 4,558,457	\$ 4,288,699	\$ 2,937,816

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Administration & Support	5.0	4.8	5.0	5.0	5.0	5.0	7.0	5.6
Applications	9.0	6.9	10.0	8.0	10.0	7.0	11.0	9.0
Network/Communications	18.0	18.0	18.0	18.0	18.0	17.2	19.0	16.0
Technical Support	15.0	14.9	15.0	15.0	15.0	14.9	11.0	10.0
Total Permanent	47.0	44.6	48.0	46.0	48.0	44.1	48.0	40.6
<i>Non-Permanent</i>								
Extra Help	--	1.2	--	--	--	1.3	--	--
Total Positions	47.0	45.8	48.0	46.0	48.0	45.3	48.0	40.6

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 (ITD) is organized into four divisions: Administration and Support Services, Applications, Network/Communications and Technical Support. The Department has 40.6 fulltime equivalent employees providing technology services countywide. The Department utilizes Internal Service Funds (ISFs) to account for the services it provides to County departments.

Departmental Overview:

On June 9, 2006, the Board of Supervisors received a report from the Blue Ribbon Budget Task Force recommending 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 into a standalone department under the direction of a Chief Information Officer to better coordinate IT activities across the County.

On February 12, 2008, the Board adopted the *FY 2008-2011 Information Technology Strategic Plan* developed in response to Task Force recommendations. Significant progress has been made toward implementing a number of key initiatives in alignment with the Board's organizational values of Accountability, Customer focus and Efficiency (ACE).

The first year after formation of the Department was a time of analysis and assessment of the new department. The second year saw refinement of roles and responsibilities, and implementation of a project management culture. The result is an organization prepared for the challenge of providing quality information technology solutions to County departments and the public. The FY 2010-11 budget year will see a flattening of the Department's organization and a focus on improving customer service.

The entire IT landscape is changing in ways that will have a significant impact on how IT services are provided and what that means in terms of cost and service delivery to the public. The Department is engaged in addressing these changes including:

- Social Networking use in County government;
- Expiration of cable franchise fiber agreements used for network transport;
- Open government - how to use technology to increase government transparency, increase citizen participation and encourage collaboration across government agencies;

INFORMATION TECHNOLOGY

Department Summary (cont'd)

- Sourcing strategy/Cloud computing - delivering IT capabilities (software, platforms, hardware) as an on-demand, scalable, elastic service much like a public utility;
- Virtualization - execution of software in an environment separated from the underlying hardware resources to enhance flexibility and agility and decrease costs;
- Enterprise mobility - delivering applications and services to mobile users; both staff and constituents;
- New network capacity and reliability issues driven by applications such as Public Health's Electronic Medical Records system; and
- Integration of video-conferencing into day-to-day departmental activities.

As a result, a key initiative for FY 2010-11 is to revisit the IT Strategic Plan and update it as appropriate.

The current economic crisis required the elimination of the Department's General Fund Contribution (GFC) and other cuts, resulting in a 7% reduction from the FY 2009-10 Adopted Budget. Budget Principle # 8 required the Department to develop a budget reducing the rates charged by the internal services funds to the extent fiscally prudent, despite a significant increase in the cost of doing business. Nevertheless, the Department held rates steady by:

- Eliminating positions;
- Delaying infrastructure projects;
- Renegotiating vendor contracts; and
- Using Unreserved Fund Balance.

The FY2010-11 Budget reflects significant service level reductions:

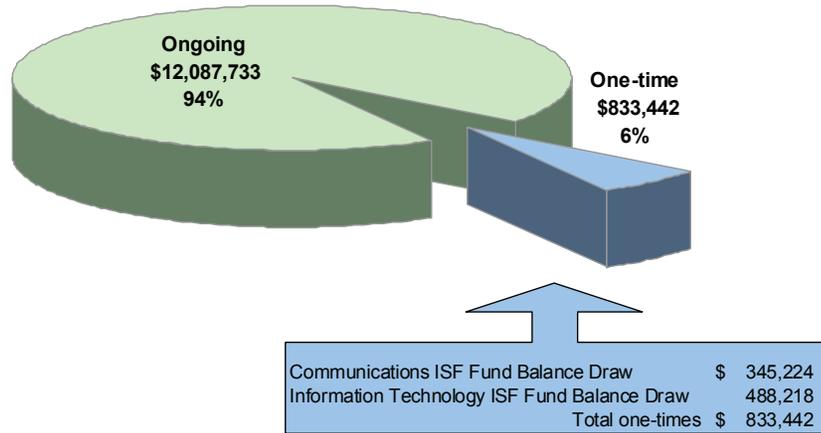
- A 12% reduction in staff will limit the Department's ability to take on new projects requested by County departments. This will be felt most noticeably in public safety projects for OES and requests for forensic investigation and
- Delay of both network and infrastructure projects including desktop virtualization, security improvements and the Network Modernization project.

The economic crisis also provides opportunities for applying best practices as evidenced by the Department's assumption of certain IT services for the Agricultural Commissioner's Office and County Counsel to take advantage of economies of scale highlighted in the *2009 Information Technology Profile*.

INFORMATION TECHNOLOGY

Department Summary (cont'd)

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"



The ITD ongoing budget for FY 2010-11 totals \$12.92 million, without adjusting for Intra-County Revenues. Of this total, 6% percent of the FY 2010-11 Recommended Budget is comprised of one-time sources of funding. These sources will fund technologies such as the network, email, GIS and web services required to sustain departmental operations.

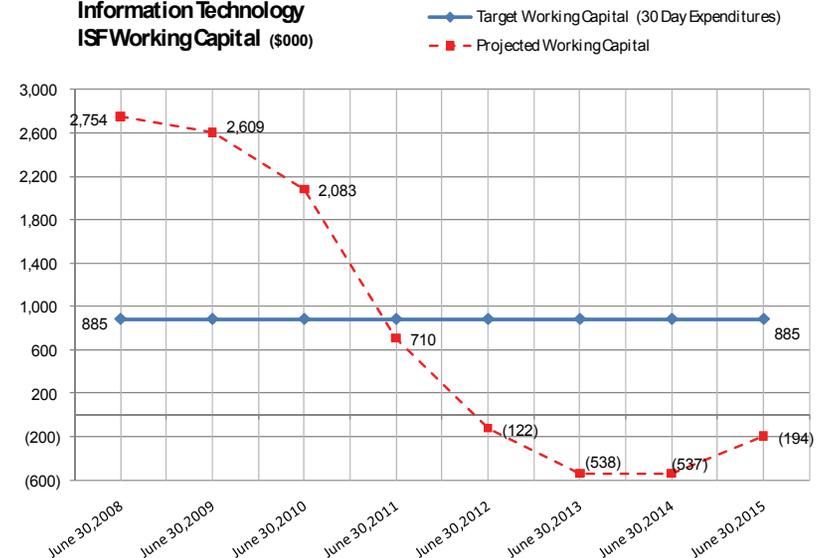
The "Use of Prior Fund Balances" line item on the Department Summary Schedule (\$2,220,442) is comprised of the "One-time" amount shown above (\$833,442) and expenditures for on-going routine equipment replacements and structural improvements (\$1,387,000).

The Department operates two Internal Service Funds (ISF) designed to provide funding for technology upgrades and ongoing operations. These are funded by charging County departments for services provided. Since its formation, the Department has worked to reduce the excess fund balance to a target of approximately thirty days working capital, which is used to sustain operations during times of uncertainty.

In FY 2010-11, a draw of \$1,373,000 from the ISF working capital (\$833,000 to support departmental budget and \$540,000 for structural improvement projects) will enable continuation of service delivery with no increases in ISF charges to departments, despite increases in retirement and other fixed costs. Working capital will decrease from a projected \$2,083,000 on June 30, 2010 to \$710,000 by June 30, 2011.

This use of one-time funds is projected to result in negative working capital in FY 2011-12, which must be addressed to maintain services going forward.

Information Technology ISF Working Capital (\$000)



INFORMATION TECHNOLOGY
Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Operating Expenditures

The Estimated Actual operating expenditures decreased by \$501,000, to \$11,907,000, from the Adopted Budget of \$12,408,000. This 4.0% decrease is the result of:

- -\$265,000 - Regular salaries decreases due to vacancies including one retirement incentive vacancy;
- -\$206,000 - Instruments and equipment less than \$5,000 decreases due to a change in procedures that shifts budget control of these purchases to the departments;
- -\$138,000 - Depreciation expense decreases as several assets are now fully depreciated;
- +\$135,000 - Retirement and other employee benefits cost increases and one-time payment of retirement incentive costs;
- -\$83,000 - Other services and supplies;
- +\$56,000 - Extra help for GIS projects funded by departments and the IT service desk.

Operating Revenue

The Estimated Actual operating revenues decreased by \$320,000, to \$10,618,000 from the Adopted Budget of \$10,938,000. This 2.9% decrease is the result of:

- - 170,000 - Network/Communications and technical support services charges for services;
- -\$150,000 - Interest earnings have decreased due to lower reserve balances and interest rates.

Capital Expenditures

The Estimated Actual capital expenditures decreased by \$848,000, to \$1,172,000, from the Adopted Budget of \$2,020,000. This 42.0% decrease is the result of:

- -\$750,000 - Network modernization and infrastructure refresh project purchases moved to future years due to budget reductions and staffing vacancies;
- -\$300,000 - Microwave tower replacement project moved to FY 2010-11;
- +\$140,000 - Fire Command and Control Radio System expansion project included additional purchases funded by a Homeland Security grant;
- +\$50,000 - Telephone conference bridge and voice recognition system upgrades;
- +\$12,000 - Sheriff radio repeater was purchased with funds transferred to Communications.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Operating Expenditures

The Recommended Budget's operating expenditures will decrease by \$373,000 to \$11,534,000, from the prior year's Estimated Actual of \$11,907,000. This 3.1% decrease is the result of:

- -\$227,000 - Cost allocation;
- -\$131,000 - IT and other professional services;
- -\$98,000 - Retirement and other employee benefits decreases due to unfunded positions including one position kept vacant due to the retirement incentive program;
- +\$87,000 - Depreciation expense increase due to estimated asset purchases in FY 2009-10 being added to the deprecation schedule;
- -\$31,000 - Extra help for GIS public safety projects and the IT service desk;
- +\$27,000 - IT software and hardware maintenance contractual increases.

Operating Revenue

The Recommended Budget's operating revenues will increase by \$83,000 to \$10,701,000, from the prior year's Estimated Actual of \$10,618,000. This 0.8% increase is the result of:

- +\$187,000 - Intra-departmental charges for services between divisions for inventory control, project management, network management and security;
- -\$105,000 - ISF charges for services to departments decrease in accordance with adopted budget principles.

Capital Expenditures

The Recommended Budget's capital expenditures will increase by \$215,000, to \$1,387,000, from the Estimated Actual of \$1,172,000. This increase is the result of:

- +\$300,000 - Microwave tower replacement project;
- -\$290,000 - Fire Command and Control Radio System expansion project will be complete;
- +\$250,000 - Telephone modernization project;
- -\$45,000 - Other equipment replacements.

INFORMATION TECHNOLOGY

Department Summary (cont'd)

Departmental Priorities and Their Alignment With County Goals

The Information Technology Department clearly aligns performance measures by program cost center to objectives that help achieve County goals. The Department's programs and projects focus on realization of the following recommendations from the 2006 Blue Ribbon Budget Task Force for a more efficient government:

- Identify the County's overall technology investment;
- Strengthen overall information technology management;
- Enhance the County Executive Officer's oversight of major IT projects and central enterprise technology;
- Clarify and strengthen the County's IT governance structure;
- Expand the use of technology to provide improved services; and
- Develop strategic information technology plans.

Information Technology Department goals and objectives closely align with three of the adopted County Goals and one Critical Issue as discussed below. In addition, the *FY 2008-2011 IT Strategic Plan* fully supports each of these and moving the Plan forward is a key focus area for the Department. In FY 2010-11, the Plan will be updated to ensure it remains aligned with County and departmental goals and objectives.

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 09-10) Accomplishments:

- Developed the *2009 Information Technology Profile*, which established a baseline for county-wide IT expenditures and identified opportunities for maximizing the County's technology expenditures;
- Implemented a standard IT Project Management Methodology in order to minimize the risk and maximize the value of IT investments. Developed capacity plans, and implemented a formal project review and prioritization process;
- Completed a study of data center operations and developed a plan to geographically disperse operations to mitigate the risk of hardware failures and potential disasters. The Board of Supervisors adopted recommendations to include a data center in the new Betteravia Government Center and the County's new Emergency Operations Center.
- Implemented the following:
 - Onshore Oil Management for reporting petroleum, air quality and other related violations;
 - RPM.net, the new, user-friendly performance measurement system that clearly communicates service and program results to the public while ensuring accountability for utilization of County resources; and
 - New reporting capabilities in the ARRA economic recovery system.

- Completed a Memorandum of Understanding with the Sheriff, Alcohol Drug and Mental Health Services, Probation, Public Health, Social Services and Information Technology departments creating a framework for a variety of data sharing projects;
- Completed the virtualization of over 40 servers as part of a Virtualization and Enterprise Data Storage project designed to improve the delivery of enterprise systems, reduce operational costs, accommodate the annual 63% growth in storage needs, provide high availability and aid in disaster recovery;
- Implemented a new Intranet (SBCHome) with an emphasis on improving staff efficiency when accessing applications and information; and
- Completed the implementation of the IronPort Email encryption solution in support of the Department of Social Services.

Proposed Strategic Actions:

The following IT Strategic Plan initiatives are closely aligned with Goal 1:

- Open Government: (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;
- IT Governance: Determining how best to organize and leverage IT resources, fund IT initiatives and ensure the County maximizes its IT investments;
- 21st Century Infrastructure Development: Developing a scalable and flexible technology infrastructure that is aligned with the County's core goals and strategic direction; and
- IT Best Practices: Ensuring the components of the IT systems and processes work together in the most effective manner.

Proposed Key Projects:

- Achieve significant improvements to the IT Service Desk by implementing industry standard practices including Information Technology Infrastructure Library (ITIL) Service Fulfillment, Incident Management, Asset and Configuration Management, Change Management and Problem Management;
- Address business continuity and disaster recovery needs by implementing redundant data centers in Santa Maria and the new Emergency Operations Center;
- IT Governance: define a new, easier-to-understand-and-administer chargeback framework for IT costs;
- Explore ways to achieve cost-saving opportunities identified in *The 2009 Information Technology Profile*;
- Add regional redundancy to the Virtualization and Enterprise Data Storage solution to aid in continuity of operations during potential disasters; and
- Continue the implementation of the Network Modernization and Simplification plan to improve network reliability, scalability and flexibility.

INFORMATION TECHNOLOGY

Department Summary (cont'd)

Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit.

Current Year (FY 09-10) Accomplishments:

- Upgraded Sheriff's core network equipment;
- Contributed to the successful implementation of a computer-aided dispatch solution between Santa Barbara and San Luis Obispo Counties;
- Provided ongoing Web and GIS support to the Jesusita Fire Recovery effort, including new informational sections of the site and GIS analysis of the damage assessment flyover images;
- Developed scheduling and reservation system software for the H1N1 project and the Health-stat clinics;
- Successfully implemented the technology for live broadcast of County of Santa Barbara TV from offsite locations utilizing cellular modems and web streaming that can be used during emergencies;
- Completed the acquisition of three simulcast frequency pairs and five simplex channels for the Fire Command and Control Radio System Project; and
- Upgraded the Consortium conference call bridge system to allow departments to set up conference calls during emergency events without the intervention of Telephone Services and to set up conference calls after hours from any location with Internet access.

Proposed Strategic Actions:

The following IT Strategic Plan initiatives are closely aligned with Goal 2:

- 21st Century Infrastructure Development: Developing a scalable and flexible technology infrastructure that is aligned with the County's core goals and strategic direction;
- Business Continuity and Disaster Recovery: Preventing and mitigating the risk of IT disasters and non-IT disasters on IT resources.

Proposed Key Projects:

- Implement the Emergency Operation Center Web Management System (WebEOC) for the Office of Emergency Services. This web-enabled emergency management communication system connects crisis response teams and decision makers to real-time information for a common operating picture during an event;
- Complete the Fire Command and Control Radio System Project to add three simulcast, voice radio channels to the three existing simulcast voice radio channels and five simplex voice radio channels currently used by the Santa Barbara County Fire Department;
- Begin the Microwave Tower Replacement and Transmission Site Renovation Project;
- Add new radio frequencies to the existing Fire Department channel plan to aid in the cooperative effort and allow more options for interoperable communications, creating a safer work environment for Fire Department responders.

Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen-Friendly.

Current Year (FY 09-10) Accomplishments:

- Developed the *My Property* Internet mapping application that provides the public the ability to access core land and property data, and view property in relation to County zoning, land use, voting precincts, school districts, political boundaries, flood zones and fire severity;
- Implemented an interactive, web-based Flood Zone Look-up mapping service to provide the public easy-to-use access to the Federal Emergency Management Agency (FEMA) Flood data. Using an address look-up feature, the tool provides the location of potential flooding areas within the County based on the FEMA 100-Year Floodplain.
- Developed the Goleta Beach 2.0 interactive map service to provide the public access to Goleta Beach's core land and infrastructure data and reconfiguration scenarios with possible new park elements displayed;
- Conducted an online payment processing pilot project to support credit card, debit card and electronic fund transfer payments via the Internet;
- Upgraded the Nuance Voice Recognition system making the application more user-friendly. Key advantages of the new system include the recognition of non-English names and the ability of the system to provide the greeting or commands in Spanish.

Proposed Strategic Actions:

The following IT strategic plan initiatives are closely aligned with Goal 5:

- 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;
- Geographic Information System (GIS) Stabilization and Expansion: Tying County data to geographic coordinates for analysis, reporting and mapping.

Proposed Key Projects:

- Implement phase 1 of the Open Government web portal providing County datasets to the public in a way that is easy to find and use.
- Develop system requirements for a Citizen Relationship Management (CRM) system.
- Establish an online Map Catalog portal where the public can view and/or print the County's core GIS Maps.

INFORMATION TECHNOLOGY

Department Summary (cont'd)

Critical Issue 5: Well Educated/Trained Workforce

Current Year (FY 09-10) Accomplishments:

- Provided ongoing training to both technical and non-technical staff on the Ektron Web Content Management System and data analysis and reporting tools;
- Provided security awareness training to several departments and educational materials to all County email users; and
- Began Quarterly All IT Education and Training Days as an educational forum for both centralized and departmental IT staff.

Proposed Strategic Actions:

The following IT Strategic Plan initiative is closely aligned with Critical Issue 5:

- IT Employee Excellence: Developing plans and programs to recruit, train, develop and retain qualified information technology experts.

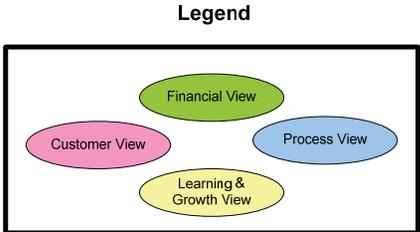
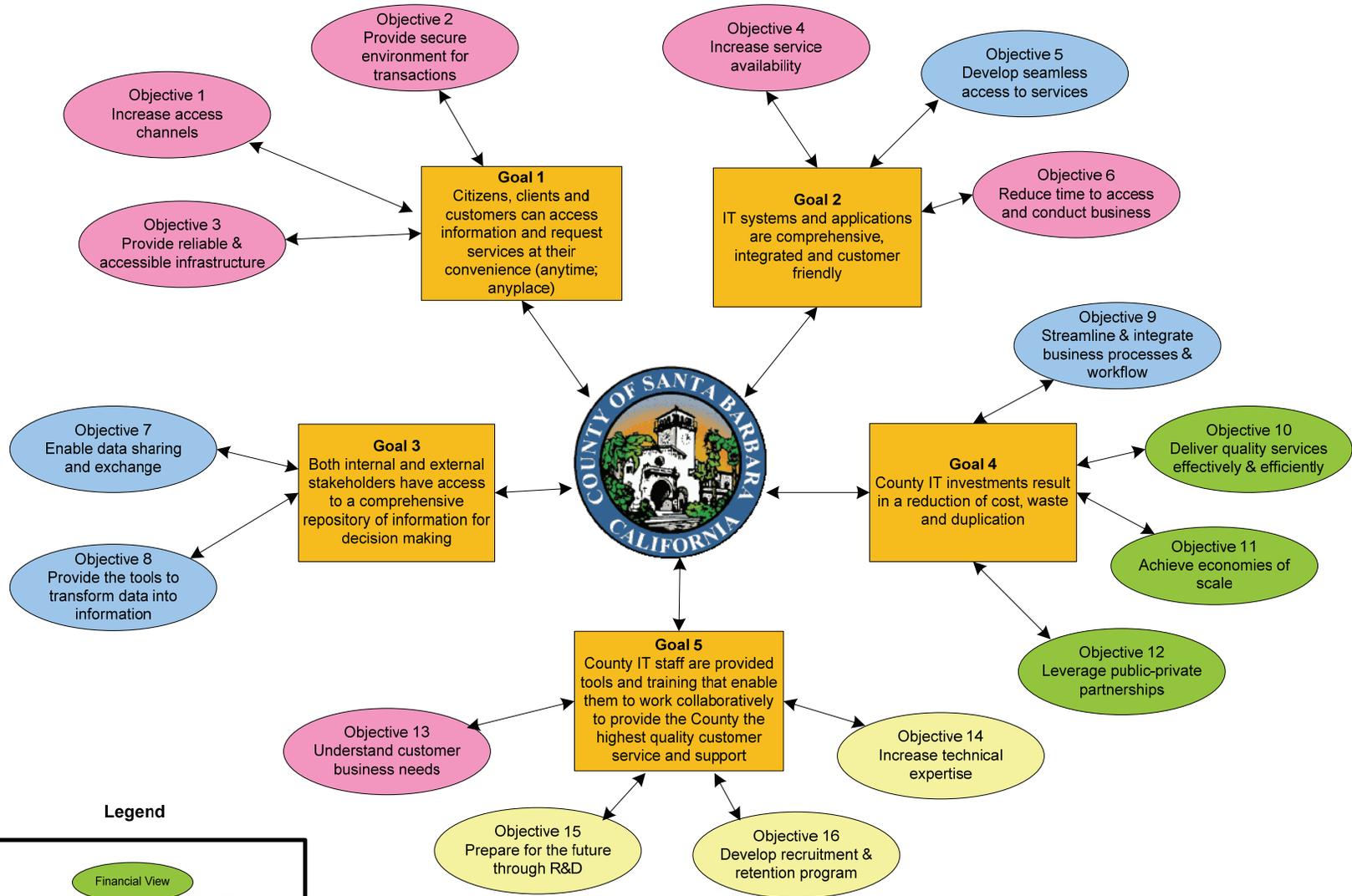
Proposed Key Projects:

- Establish a Communications Training Committee responsible for developing training plans, opportunities and methods to enhance, qualify and cross-train communications technicians;
- Develop curriculum for All IT Education and Training Days; and
- Leverage vendor relationship and enterprise agreements to provide low cost training to County IT staff.

Recurring Performance Measures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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.	97% 57 59	100% 49 49	95% 41 43	100% 42 42
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	0 0	0 0	0 0	0 0
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	0 0	0 0	0 0	0 0
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 3.5% or less.	3.1% 2,760 89,040	3.0% 2,800.0 93,600	3.0% 2,753 91,780	3.5% 3,220 92,000

INFORMATION TECHNOLOGY
 Department Summary (cont'd)



The FY 2008-2011 Information Technology Strategic Plan was adopted by the Board of Supervisors in February 2008

INFORMATION TECHNOLOGY

Administration & Support

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration & Support	\$ 781,587	\$ 796,448	\$ 813,735	\$ 920,020
Operating Sub-Total	781,587	796,448	813,735	920,020
Less: Intra-County Revenues	(728,228)	(806,874)	(806,874)	(920,020)
Expenditure Total	53,359	(10,426)	6,861	--
<i>Other Financing Uses</i>				
Operating Transfers	596,888	--	--	--
Division Total	\$ 650,247	(10,426)	\$ 6,861	\$ --

Character of Expenditures

	499,985	547,831	549,965	597,924
<i>Operating Expenditures</i>				
Regular Salaries	499,985	547,831	549,965	597,924
Overtime	3,502	--	--	--
Extra Help	22,041	--	--	--
Benefits	176,502	201,998	199,818	255,340
Salaries & Benefits Sub-Total	702,030	749,829	749,783	853,264
Services & Supplies	79,557	46,619	63,952	66,756
Operating Sub-Total	781,587	796,448	813,735	920,020
Less: Intra-County Revenues	(728,228)	(806,874)	(806,874)	(920,020)
Expenditure Total	\$ 53,359	(10,426)	\$ 6,861	\$ --

Source of Funds Summary

	\$ 728,228	\$ 806,874	\$ 806,874	\$ 920,020
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 728,228	\$ 806,874	\$ 806,874	\$ 920,020
Miscellaneous Revenue	2,310	--	--	--
Revenue Sub-Total	730,538	806,874	806,874	920,020
Less: Intra-County Revenues	(728,228)	(806,874)	(806,874)	(920,020)
Revenue Total	2,310	--	--	--
<i>General Fund Contribution</i>	51,049	(10,426)	6,861	--
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	596,888	--	--	--
Division Total	\$ 650,247	(10,426)	\$ 6,861	\$ --

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary							
<i>Permanent</i>							
Administration & Support	5.0	4.8	5.0	5.0	5.0	5.0	7.0
Total Positions	5.0	4.8	5.0	5.0	5.0	5.0	7.0

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures increased by \$18,000, to \$814,000, from the Adopted Budget of \$796,000. This 2.2% increase is the result of:

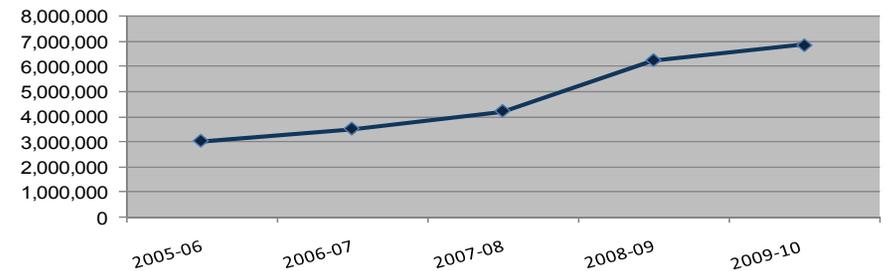
- +\$24,000 - IT professional services required to complete various projects;
- -\$6,000 - Training expenses and miscellaneous supplies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$106,000 to \$920,000, from the prior year's Estimated Actual of \$814,000. This 13.0% increase is the result of:

- +\$56,000 - Retirement and other employee benefit increases due to moving project management and desktop support from the Applications Division to this division;
- +\$47,000 - Regular salaries increase due to moving project management and desktop support from the Applications Division to this division.

County Main Website Page Views



One indication of the effectiveness of the County's new eGovernment program may be the number of visitors to the County's Home Page which increased 56% since website improvements were unveiled.

SERVICE DESCRIPTION

The Administration and Support Services Division provides strategic planning, project management and oversight of IT initiatives as well as supporting staff in achieving 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.

Recurring Performance Measures

Administration & Support

70% of 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

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
--	--------------------	---------------------	-------------------------	-------------------------

66%	80%	62%	70%
19	32	18	28
29	40	29	40

Position Detail

Administration & Support

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Chief Information Officer, Director	1.0	1.0	1.0	1.0
Assistant Director	1.0	1.0	1.0	1.0
Project Manager	--	--	--	1.0
Business Manager	1.0	1.0	1.0	1.0
EDP Sys & Prog Analyst II	--	--	--	1.0
Admin Office Pro	1.0	1.0	1.0	1.0
Financial Office Pro	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	5.0	5.0	7.0
Division Total	5.0	5.0	5.0	7.0

INFORMATION TECHNOLOGY

Administration & Support (cont'd)

The public can view ARRA data as well as provide input to the County on the ARRA program via the County's website.

INFORMATION TECHNOLOGY

Applications

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Applications	\$ 1,320,196	\$ 1,378,114	\$ 1,337,010	\$ 1,843,475
Operating Sub-Total	1,320,196	1,378,114	1,337,010	1,843,475
Less: Intra-County Revenues	(141,775)	(480,863)	(525,863)	(1,607,107)
Expenditure Total	1,178,421	897,251	811,147	236,368
<i>Other Financing Uses</i>				
Designated for Future Uses	10,540	--	--	--
Division Total	<u>\$ 1,188,961</u>	<u>\$ 897,251</u>	<u>\$ 811,147</u>	<u>\$ 236,368</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	635,530	757,025	694,649	965,926
Overtime	11,757	1,800	600	13,100
Extra Help	36,014	--	41,450	24,675
Benefits	236,190	307,141	280,503	431,274
Salaries & Benefits Sub-Total	919,491	1,065,966	1,017,202	1,434,975
Services & Supplies	399,014	310,456	318,116	406,808
Depreciation Expense	1,691	1,692	1,692	1,692
Operating Sub-Total	1,320,196	1,378,114	1,337,010	1,843,475
Less: Intra-County Revenues	(141,775)	(480,863)	(525,863)	(1,607,107)
Expenditure Total	<u>\$ 1,178,421</u>	<u>\$ 897,251</u>	<u>\$ 811,147</u>	<u>\$ 236,368</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Interest	\$ --	\$ 8,567	\$ 4,400	\$ 11,000
Applications	--	522,505	522,850	1,663,421
Other Charges for Services	141,658	--	42,000	40,000
Miscellaneous Revenue	9,954	--	--	--
Revenue Sub-Total	151,612	531,072	569,250	1,714,421
Less: Intra-County Revenues	(141,775)	(480,863)	(525,863)	(1,607,107)
Revenue Total	9,837	50,209	43,387	107,314
<i>General Fund Contribution</i>	777,441	797,303	740,628	--
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	401,683	49,739	27,132	129,054
Division Total	<u>\$ 1,188,961</u>	<u>\$ 897,251</u>	<u>\$ 811,147</u>	<u>\$ 236,368</u>

		Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
		Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary									
<i>Permanent</i>									
Applications	9.0	6.9	10.0	8.0	10.0	7.0	11.0	9.0	9.0
Total Permanent	9.0	6.9	10.0	8.0	10.0	7.0	11.0	9.0	9.0
<i>Non-Permanent</i>									
Extra Help	--	0.8	--	--	--	0.9	--	--	--
Total Positions	<u>9.0</u>	<u>7.7</u>	<u>10.0</u>	<u>8.0</u>	<u>10.0</u>	<u>7.9</u>	<u>11.0</u>	<u>9.0</u>	<u>9.0</u>

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$41,000, to \$1,337,000, from the Adopted Budget of \$1,378,000. This 3.0% decrease is the result of:

- -\$58,000 - Regular salaries savings due to holding GIS analyst position vacant;
- +\$41,000 - Extra help for GIS public safety mapping that is funded by public safety departments;
- -\$32,000 - Retirement and other employee benefits decrease due to holding the GIS analyst position vacant;
- +\$8,000 - Data analysis and reporting tools training provided to departments.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will increase by \$506,000 to \$1,843,000, from the prior year's Estimated Actual of \$1,337,000. This 37.8% increase is the result of:

- +\$271,000 - Regular salaries increase due to moving web services and SQL hosting support from the Technical Support Division to this division;
- +\$147,000 - Retirement and other employee benefits increase due to moving Web Services and SQL hosting support from the Technical Support Division to this division;
- +\$ 88,000 - Software maintenance and other services and supplies for Web Services and SQL hosting support have been moved to this division.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Applications				
Number of datasets and metadata records available on the County GIS website	17	21	22	26
Number of visitor sessions to County GIS website	15,000	15,000	15,000	20,000
Number of sector/stakeholder groups using Web Mapping Services	2	4	4	5
To promote an accessible, open and citizen friendly government, ensure that 24 County departments use the standard County look and feel by the end of 2011	58%	67%	63%	71%
	14	16	15	17
	24	24	24	24
To ensure a high level of customer satisfaction with the County internet site, 70% of website users responding to online customer satisfaction survey evaluate the county website as satisfactory or better	70%	70%	61%	70%
	350	350	487	560
	500	500	798	800
Complete 80% of GIS requests by the agreed to due date.	--	--	--	80%
	--	--	--	40
				50

As shown on the right, the Department's GIS unit continues to provide new interactive mapping services to the public via the County's web site.

INFORMATION TECHNOLOGY

Applications (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Applications				
Division Manager	--	--	--	1.0
Project Manager	2.0	4.0	4.0	2.0
EDP Support Manager	1.0	--	--	--
EDP Office Auto Spec II	--	--	--	2.0
EDP Office Auto Spec I	--	--	--	1.0
EDP Sys & Prog Analyst Sr	1.0	1.0	1.0	1.0
EDP Sys & Prog Analyst II	2.0	2.0	2.0	1.0
EDP Sys & Prog Analyst I	2.0	2.0	2.0	2.0
Mapping/GIS Analyst	1.0	1.0	1.0	1.0
Sub-Division Total	9.0	10.0	10.0	11.0
Division Total	9.0	10.0	10.0	11.0

The screenshot displays the County of Santa Barbara's website interface. At the top, there is a navigation menu with options: Living, Working, Business, Visiting, and Government. A search bar is located to the right of the menu. Below the navigation, the page title is "Geographic Information Systems". The main content area is titled "SBCGIS Interactive Maps" and lists several services:

- Flood Zone Look-Up:** Provides an easy method of accessing the Federal Emergency Management Agency (FEMA) Flood data within the County of Santa Barbara through a web based internet mapping application. It provides the location of potential flooding based on the FEMA 100 Year Floodplain. This information can be obtained by search criteria using an Address, Assessor Parcel Number (APN), or manually using the zoom and pan tools.
- Goleta Beach 2.0:** The County of Santa Barbara Goleta Beach 2.0 interactive map service provides an easy method of accessing Goleta Beach's core land and infrastructure data through a web based internet mapping application.
- My Property:** The County of Santa Barbara My Property interactive map service has been compiled using data from multiple County Departments. It provides an easy method of accessing our County's core land and property data through a web based internet mapping application. View your property in relation to County Zoning, Land Use, Voting Precincts, School Districts, Political Boundaries, Flood Zones, and Fire Severity, just to name a few.
- Surveyor Information System:** The County of Santa Barbara Surveyor Information System interactive map service provides an easy method of accessing Recorded Land Survey Information within the County of Santa Barbara through a web based internet mapping application. View your property or project area in relation to Corner Records, Intersection Ties, Parcel Maps, Record of Surveys, Map Books, and Condo Maps, just to name a few.

INFORMATION TECHNOLOGY

Network/Communications

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Radio	\$ 1,680,029	\$ 1,966,012	\$ 1,732,487	\$ 1,879,883
Telephone	2,280,963	2,295,856	2,187,470	2,036,173
Network	2,275,960	2,921,716	2,449,030	2,206,327
Operating Sub-Total	6,236,952	7,183,584	6,368,987	6,122,383
Less: Intra-County Revenues	(7,121,950)	(6,496,254)	(5,849,954)	(5,157,708)
Operating Total	(884,998)	687,330	519,033	964,675
<i>Non-Operating Expenditures</i>				
Capital Assets	472,482	1,247,802	672,100	1,187,000
Expenditure Total	(412,516)	1,935,132	1,191,133	2,151,675
<i>Other Financing Uses</i>				
Operating Transfers	42,999	30,000	1,080,010	--
Designated for Future Uses	168,576	--	91,375	--
Division Total	(200,941)	\$ 1,965,132	\$ 2,362,518	\$ 2,151,675

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	1,360,327	1,464,688	1,249,890	1,411,728
Overtime	59,364	57,000	52,000	53,560
Extra Help	1,819	7,245	7,245	7,462
Benefits	659,702	608,470	757,287	617,004
Salaries & Benefits Sub-Total	2,081,212	2,137,403	2,066,422	2,089,754
Services & Supplies	3,207,629	4,045,392	3,483,486	3,225,160
Depreciation Expense	944,454	996,551	814,841	804,114
Principal & Interest	3,657	4,238	4,238	3,355
Operating Sub-Total	6,236,952	7,183,584	6,368,987	6,122,383
Less: Intra-County Revenues	(7,121,950)	(6,496,254)	(5,849,954)	(5,157,708)
Operating Total	(884,998)	687,330	519,033	964,675
<i>Non-Operating Expenditures</i>				
Capital Assets	472,482	1,247,802	672,100	1,187,000
Expenditure Total	(412,516)	\$ 1,935,132	\$ 1,191,133	\$ 2,151,675

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 257,210	\$ 278,748	\$ 136,000	\$ 136,000
Network/Communications	7,405,097	6,860,275	6,034,468	5,281,682
Other Charges for Services	--	--	31,250	105,180
Miscellaneous Revenue	224,956	124,960	126,096	129,593
Revenue Sub-Total	7,887,263	7,263,983	6,327,814	5,652,455
Less: Intra-County Revenues	(7,121,950)	(6,496,254)	(5,849,954)	(5,157,708)
Revenue Total	765,313	767,729	477,860	494,747
<i>Other Financing Sources</i>				
Operating Transfers	248,284	150,000	390,416	--
Sale of Property	--	--	(110,722)	--
Use of Prior Fund Balances	(1,214,538)	1,047,403	1,604,964	1,656,928
Division Total	(200,941)	\$ 1,965,132	\$ 2,362,518	\$ 2,151,675

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Radio	8.0	8.1	8.0	8.2	8.0	7.9	9.0	8.0
Telephone	2.0	1.9	2.0	1.8	2.0	1.9	2.0	1.0
Network	8.0	8.0	8.0	8.0	8.0	7.4	8.0	7.0
Total Positions	18.0	18.0	18.0	18.0	18.0	17.2	19.0	16.0

INFORMATION TECHNOLOGY
Network/Communications (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$815,000, to \$6,369,000, from the Adopted Budget of \$7,184,000. This 11.3% decrease is the result of:

- -\$219,000 - Regular salaries decrease due to position vacancies, including one retirement incentive program vacancy;
- -\$206,000 - Instruments and equipment less than \$5,000 decreases due to a change in procedure that shifts budget control of these purchases to the departments;
- -\$181,000 - Depreciation expense decreases as several assets are now fully depreciated;
- -\$175,000 - IT software maintenance expenditures moved to the Technical Support Division;
- -\$162,000 - IT professional services due to delay a of network and microwave projects;
- +\$139,000 - Retirement and other employee benefits including one-time retirement incentive payout for one position;
- -\$11,000 - Other savings in services and supplies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$247,000 to \$6,122,000, from the prior year's Estimated Actual of \$6,369,000. This 3.9% decrease is the result of:

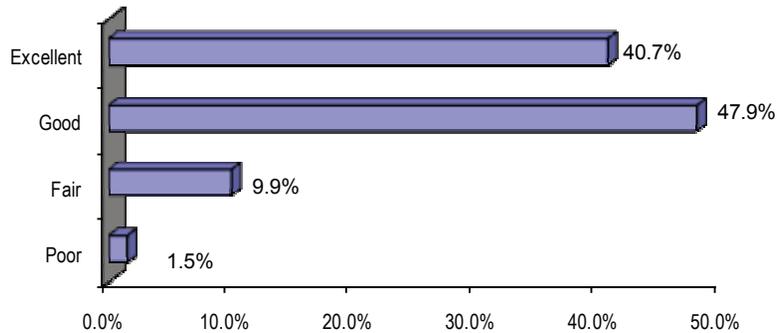
- -\$138,000 - Cost allocation;
- -\$95,000 - Telephone maintenance fees and other professional services;
- -\$37,000 - Other services and supplies;
- +\$23,000 - Salaries and benefits increase is minimized by holding positions vacant.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Radio				
Maintain 90% customer satisfaction with radio services.	90%	95%	79%	90%
	74	95	89	90
	82	100	112	100
Resolve all 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%	100%	100%	100%
	111	100	110	110
	111	100	110	110
Ensure that the microwave communications backbone (voice, data, and radio networks) is available 24 hours a day, excluding scheduled maintenance.	100%	100%	100%	100%
	8,760	8,760	8,760	8,760
	8,760	8,760	8,760	8,760
Complete 95% of radio new installations without rework after initial completion.	100%	95%	98%	95%
	305	285	195	190
	305	300	200	200
Complete 95% of radio repairs without rework after initial completion.	--	95%	95%	95%
	--	475	475	475
	--	500	500	500
Telephone				
Maintain 85% customer satisfaction with telephone services.	99%	90%	89%	85%
	332	360	357	340
	337	400	403	400
Complete 90% of telephone move, add, and change requests by the agreed due date.	100%	80%	91%	90%
	944	800	510	540
	944	1,000	562	600
Resolve 80% of telephone service repair calls within one business day.	100%	80%	91%	80%
	823	800	610	560
	826	1,000	672	700
Network				
Maintain 90% customer satisfaction with network services.	85%	95%	82%	90%
	311	380	354	360
	365	400	433	400

INFORMATION TECHNOLOGY
Network/Communications (cont'd)

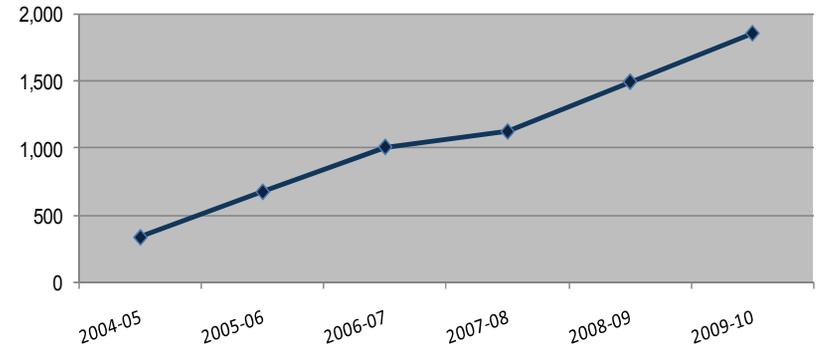
Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 08-09	FY 09-10	FY 09-10	FY 10-11
	Pos.	Pos.	Pos.	Pos.
Radio				
Division Manager	--	--	--	1.0
EDP Support Manager	1.0	1.0	1.0	1.0
Comm Systems Supv	1.0	1.0	1.0	1.0
Comm Equip Tech Sr	3.0	3.0	3.0	3.0
Comm Equip Tech II	1.0	2.0	2.0	2.0
Electronic Systems Tech	1.0	1.0	1.0	1.0
Comm Equip Tech I	1.0	--	--	--
Sub-Division Total	8.0	8.0	8.0	9.0
Telephone				
Communications Manager	1.0	1.0	1.0	1.0
EDP Office Automation Coordinator	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0
Network				
EDP Office Auto Spec II	1.0	1.0	1.0	1.0
EDP Network Tech III	2.0	3.0	3.0	4.0
EDP Network Tech II	4.0	3.0	3.0	2.0
EDP Network Tech I	1.0	1.0	1.0	1.0
Sub-Division Total	8.0	8.0	8.0	8.0
Division Total	18.0	18.0	18.0	19.0

Telephone Quality of Service



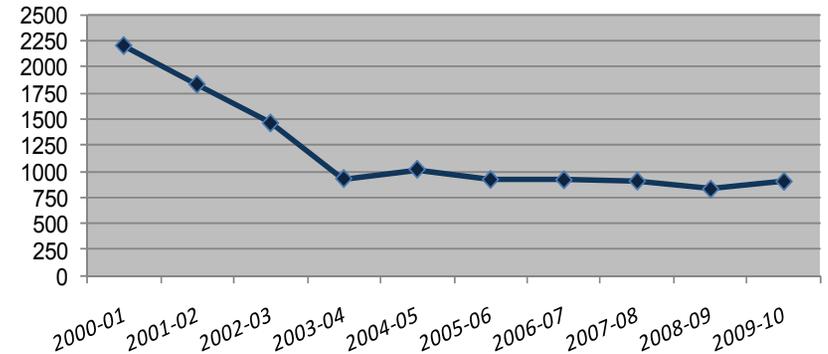
Results of 2010 Customer Satisfaction Survey

Conference Calls Set Up By County Staff



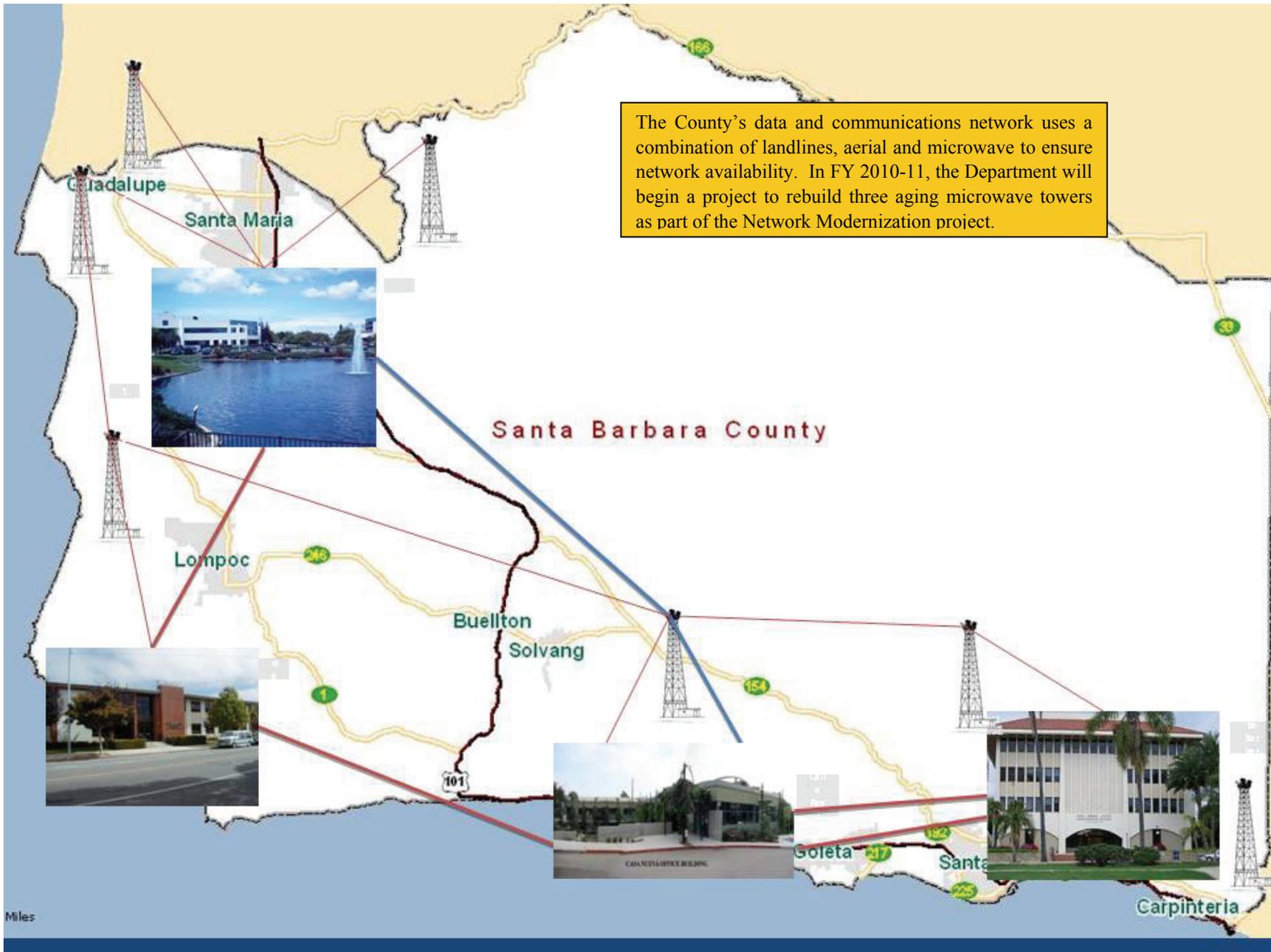
The Consortium Conference Bridge was installed in 2004. Each year, utilization of the system has increased which saves in employee travel time and fuel costs and helps make Santa Barbara a more environmentally friendly county.

Number Of Telephone Repair Calls For Service



The trend of telephone repair calls for service shows a 59% decline over the last nine years due to phone upgrades and better technology. However, the trend is now going up due to aging of the telephone system.

INFORMATION TECHNOLOGY
Network/Communications (cont'd)



INFORMATION TECHNOLOGY

Technical Support

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Technical Support	\$ 3,158,508	\$ 3,049,618	\$ 3,386,964	\$ 2,648,297
Operating Sub-Total	3,158,508	3,049,618	3,386,964	2,648,297
Less: Intra-County Revenues	(1,951,829)	(2,115,164)	(2,778,781)	(2,298,524)
Operating Total	1,206,679	934,454	608,183	349,773
<i>Non-Operating Expenditures</i>				
Capital Assets	309,941	772,046	500,000	200,000
Expenditure Total	1,516,620	1,706,500	1,108,183	549,773
<i>Other Financing Uses</i>				
Designated for Future Uses	70,465	--	--	--
Division Total	\$ 1,587,085	\$ 1,706,500	\$ 1,108,183	\$ 549,773

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	1,495,154	1,555,974	1,544,214	1,091,187
Overtime	49,240	45,000	45,000	33,150
Extra Help	15,138	--	15,000	--
Benefits	555,198	619,027	630,787	469,911
Salaries & Benefits Sub-Total	2,114,730	2,220,001	2,235,001	1,594,248
Services & Supplies	794,563	609,289	887,820	691,116
Depreciation Expense	247,230	218,852	262,667	360,608
Principal & Interest	1,985	1,476	1,476	2,325
Operating Sub-Total	3,158,508	3,049,618	3,386,964	2,648,297
Less: Intra-County Revenues	(1,951,829)	(2,115,164)	(2,778,781)	(2,298,524)
Operating Total	1,206,679	934,454	608,183	349,773
<i>Non-Operating Expenditures</i>				
Capital Assets	309,941	772,046	500,000	200,000
Expenditure Total	\$ 1,516,620	\$ 1,706,500	\$ 1,108,183	\$ 549,773

Source of Funds Summary

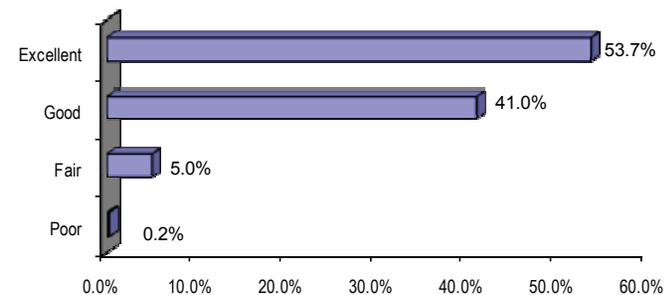
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 32,529	\$ 37,685	\$ 34,000	\$ 27,000
Technical Support Services	2,205,565	2,298,333	2,879,624	2,386,837
Miscellaneous Revenue	23,800	--	--	--
Revenue Sub-Total	2,261,894	2,336,018	2,913,624	2,413,837
Less: Intra-County Revenues	(1,951,829)	(2,115,164)	(2,778,781)	(2,298,524)
Revenue Total	310,065	220,854	134,843	115,313
<i>Other Financing Sources</i>				
Sale of Property	(2,386)	--	--	--
Use of Prior Fund Balances	1,279,406	1,485,646	973,340	434,460
Division Total	\$ 1,587,085	\$ 1,706,500	\$ 1,108,183	\$ 549,773

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Technical Support	15.0	14.9	15.0	15.0	15.0	14.9	11.0	10.0	
Total Permanent	15.0	14.9	15.0	15.0	15.0	14.9	11.0	10.0	
<i>Non-Permanent</i>									
Extra Help	--	0.4	--	--	--	0.4	--	--	
Total Positions	15.0	15.3	15.0	15.0	15.0	15.3	11.0	10.0	

Email Quality of Service



Results of 2010 Customer Satisfaction Survey

INFORMATION TECHNOLOGY

Technical Support (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Estimated Actual operating expenditures increased by \$337,000, to \$3,387,000, from the Adopted Budget of \$3,050,000. This 11.0% increase is the result of:

- +\$175,000 - Software maintenance expenditures previously included in the Network/Communications Division budget;
- +\$52,000 - Consulting services to assist in infrastructure project planning;
- +\$44,000 - Equipment depreciation expense increases as FY 2008-09 asset purchases were more than estimated at time of budget development resulting in more assets being depreciated;
- +\$26,000 - Purchase of additional software licenses needed to support departments' requirements for employees working remotely;
- +\$25,000 - Other services and supplies due to moving expenditures from network and security programs;
- +\$15,000 - Extra help for the IT service desk that was needed due to position vacancies.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Recommended Budget's operating expenditures will decrease by \$739,000 to \$2,648,000, from the prior year's Estimated Actual of \$3,387,000. This 21.8% decrease is the result of:

- -\$465,000 - Regular Salaries due to moving Web Services and SQL hosting to the Applications Division;
- -\$161,000 - Retirement and other employee benefits due to moving Web Services and SQL hosting to the Applications Division;
- +\$98,000 - Depreciation expense increase due to estimated asset purchases in FY 2009-10 being added to the deprecation schedule;
- -\$92,000 - IT professional services decrease as projects are delayed due to budget reduction goals;
- -\$92,000 - Cost allocations;
- -\$26,000 - Software purchases;
- -\$15,000 - Extra help for the IT service desk is reduced to realize budget reduction goals;
- +\$14,000 - Other services and supplies.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
--	--------------------	---------------------	-------------------------	-------------------------

Recurring Performance Measures

Technical Support

Resolve 90% of Level 1 Help Desk service requests at time of call.	70%	90%	76%	90%
	210	360	228	360
	300	400	300	400
Maintain 90% customer satisfaction with email and support center services.	92%	90%	94%	90%
	589	720	709	720
	640	800	758	800

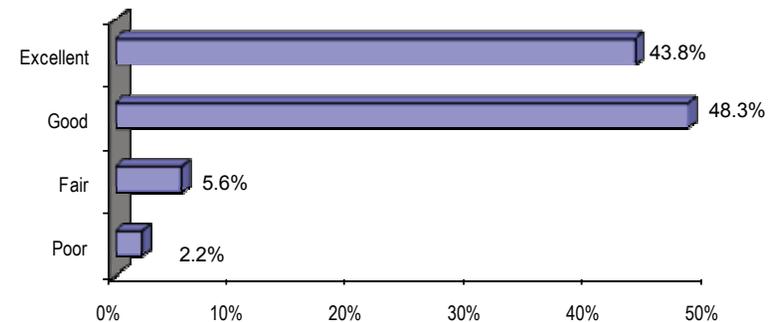
	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.

Position Detail

Technical Support

Division Manager	--	--	--	1.0
EDP Support Manager	3.0	2.0	2.0	--
EDP Office Auto Spec II	8.0	9.0	9.0	7.0
EDP Office Auto Spec I	4.0	4.0	4.0	3.0
Sub-Division Total	15.0	15.0	15.0	11.0
Division Total	15.0	15.0	15.0	11.0

ITD Support Center Quality of Service

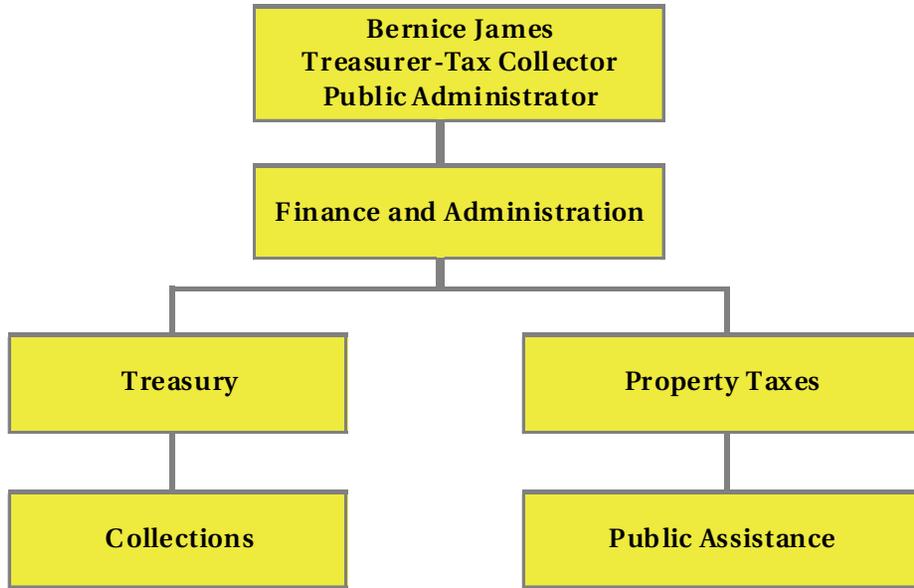


Results of 2010 Customer Satisfaction Survey

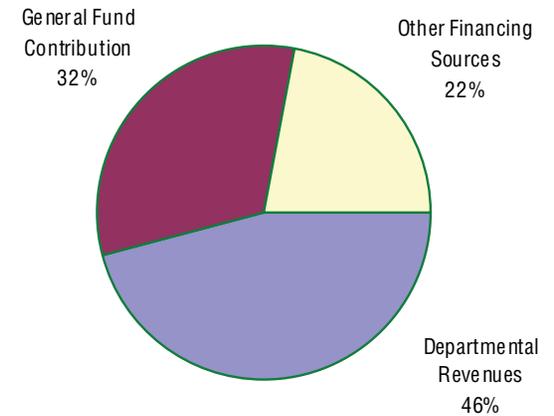
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TREASURER-TAX COLLECTOR-PUBLIC ADMINISTRATOR

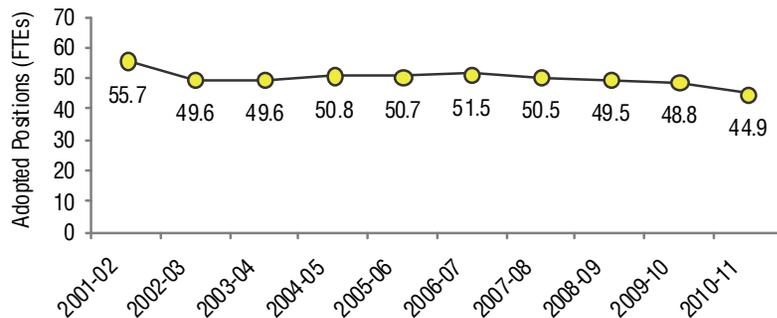
Budget & Positions (FTEs)	
Operating \$	6,311,703
Capital	1,282,750
Positions	44.9 FTEs



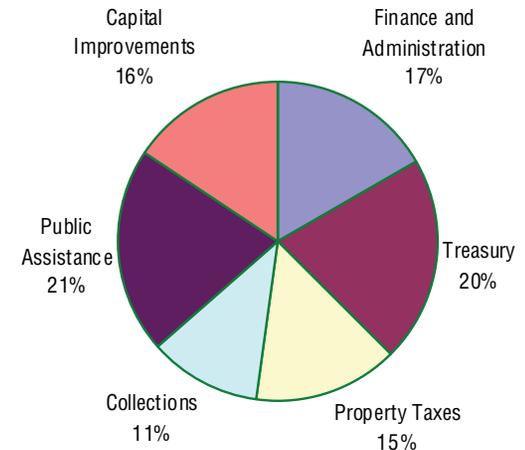
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



TREASURER-TAX COLLECTOR-PUBLIC ADM.

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Finance and Administration	\$ 1,417,987	\$ 1,394,275	\$ 1,496,531	\$ 1,372,338
Treasury	1,456,148	1,636,229	1,600,975	1,672,316
Property Taxes	1,019,851	1,145,054	990,713	1,191,124
Collections	806,025	771,443	904,841	900,616
Public Assistance	1,512,287	1,657,096	1,548,558	1,683,682
Operating Sub-Total	6,212,298	6,604,097	6,541,618	6,820,076
Less: Intra-County Revenues	(725,389)	(510,058)	(510,058)	(508,373)
Operating Total	5,486,909	6,094,039	6,031,560	6,311,703
<i>Non-Operating Expenditures</i>				
Capital Assets	-	-	-	1,282,750
Expenditure Total	5,486,909	6,094,039	6,031,560	7,594,453
<i>Other Financing Uses</i>				
Operating Transfers	7,471	7,473	7,473	7,475
Designated for Future Uses	-	-	2,434,000	--
Department Total	<u>\$ 5,494,380</u>	<u>\$ 6,101,512</u>	<u>\$ 8,473,033</u>	<u>\$ 7,601,928</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	\$ 3,386,909	\$ 3,610,653	\$ 3,490,145	\$ 3,532,327
Overtime	4,716	-	188	--
Extra Help	140	-	-	--
Benefits	1,322,967	1,448,315	1,540,457	1,605,172
Salaries & Benefits Sub-Total	4,714,732	5,058,968	5,030,790	5,137,499
Services & Supplies	1,497,566	1,545,129	1,510,828	1,682,577
Operating Sub-Total	6,212,298	6,604,097	6,541,618	6,820,076
Less: Intra-County Revenues	(725,389)	(510,058)	(510,058)	(508,373)
Operating Total	5,486,909	6,094,039	6,031,560	6,311,703
<i>Non-Operating Expenditures</i>				
Capital Assets	-	-	-	1,282,750
Expenditure Total	<u>\$ 5,486,909</u>	<u>\$ 6,094,039</u>	<u>\$ 6,031,560</u>	<u>\$ 7,594,453</u>

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 64,052	\$ 56,300	\$ 57,103	\$ 57,100
Other Charges for Services	3,030,414	3,349,633	3,238,057	3,287,100
Miscellaneous Revenue	343,814	356,500	437,200	380,000
Revenue Sub-Total	3,438,280	3,762,433	3,732,360	3,724,200
Less: Intra-County Revenues	(725,389)	(510,058)	(510,058)	(508,373)
Revenue Total	2,712,891	3,252,375	3,222,302	3,215,827
<i>General Fund Contribution</i>				
	2,781,489	2,705,643	2,705,643	2,614,455
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	-	143,494	2,545,088	1,771,646
Department Total	<u>\$ 5,494,380</u>	<u>\$ 6,101,512</u>	<u>\$ 8,473,033</u>	<u>\$ 7,601,928</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Finance and Administration	7.0	6.6	7.0	6.9	7.0	7.3	7.0	6.3
Treasury	9.0	8.6	9.0	8.9	9.0	8.6	9.0	8.3
Property Taxes	10.0	8.0	9.0	8.3	9.0	7.4	9.0	7.6
Collections	9.0	7.9	10.0	7.0	10.0	8.0	10.0	6.6
Public Assistance	18.0	17.7	18.0	17.6	18.0	16.7	18.0	16.1
Total Positions	<u>53.0</u>	<u>48.7</u>	<u>53.0</u>	<u>48.8</u>	<u>53.0</u>	<u>48.0</u>	<u>53.0</u>	<u>44.9</u>

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

MISSION STATEMENT

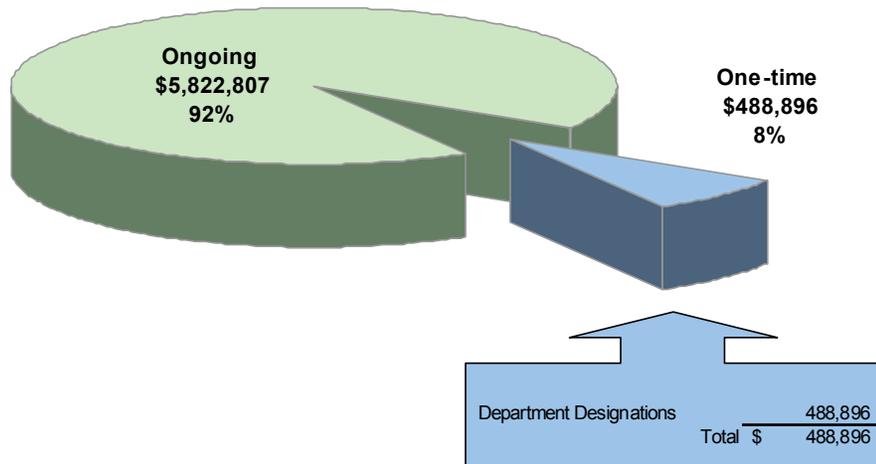
Collect and process all payments, invest revenue received by the County, Special Districts and Schools, and administer the County's debt program, defined contribution plan, decedent estates, public conservatorships, and Veterans' services.

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 44.9 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.

FY 2010-11 Funding Sources: Ongoing vs. One-time "Cliffs"

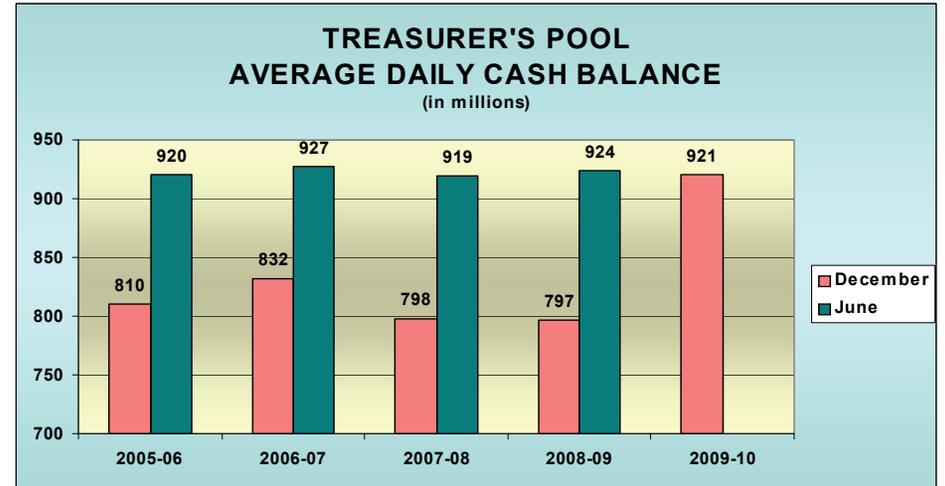


TREASURER-TAX COLLECTOR-PUBLIC ADM.

Department Summary (cont'd)

In the FY 2010-11 Recommended Budget, 8% is comprised of a one-time source of funding. This source will fund ongoing operations including non-mandated programs such as Veterans Services and the Representative Payee program. As a result of this use of a one-time source, the department will face a revenue shortfall of \$489,000 in FY 2011-12, which must be addressed to maintain these services. The department has used one-time fund balances to close the budget gap for 3 of the past 4 years and this is no longer possible after FY 2011-12 as the departmental designation is expected to be depleted.

Activity Indicator:



The average daily cash and investments in the Treasurer's Pool has typically increased over time due to increased secured and unsecured tax payments and other collection activity. The increase in the first half of 2009-10 is due to larger Tax and Revenue Anticipation Note (TRAN) issuances on the part of County school districts and community colleges, as well as the County issuing a TRAN after a two-year hiatus.

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Department Summary (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$62,000 to \$6,542,000 from the Fiscal Year 2009-10 Adopted Budget of \$6,604,000. This is a 1% decrease.

The Fiscal Year 2009-10 Estimated Actual operating revenues decreased \$30,000 to \$3,732,000 from the Fiscal Year 2009-10 Adopted Budget of \$3,762,000. This is less than a 1% decrease.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase \$278,000 to \$6,820,000 from the Fiscal Year 2009-10 Estimated Actual of \$6,542,000. This 4.3% increase is primarily due to:

- +\$107,000 - Increase in salaries and benefits due to proposed merit increases, cost of living adjustments, and higher retirement and health insurance contribution rates, offset by a reduction of 3 FTEs. The reduction in FTEs will affect our ability to work on application development, will decrease the amount of revenue collected for the County in our Collections Division, and will result in Public Administrator cases taking longer to close
- +\$80,000 – Increase due to the Treasurer taking over additional payments for the property tax system maintenance contract.

On-Line Property Tax System:

The Santa Barbara County Treasurer-Tax Collector would like to remind you of our on-line payment service. This is a FREE service available to individual taxpayers and tax service agencies. All unpaid property tax bills are available online for payment and five years of paid bills are available for viewing. **How do I pay my taxes on-line?**

Visit the website at:

<https://mytaxes.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 5:00 p.m. on the delinquent date. This is true for on-line, in person or phone payments.

If you are thinking of purchasing a home in Santa Barbara County, the Treasurer-Tax Collector offers an on-line tool to assist you in estimating your supplemental taxes. The [Supplemental Estimator](#) link is available to all registered users of the website above.

The Fiscal Year 2010-11 Recommended Budget operating revenues will decrease \$8,000 to \$3,724,000 from the Fiscal Year 2009-10 Estimated Actual of \$3,732,000. This is less than a 1% decrease.

The Fiscal Year 2010-11 Recommended Budget capital improvements will increase \$1,283,000 to \$1,283,000 from the Fiscal Year 2009-10 Estimated Actual of \$0. This increase is the result of:

- \$1,283,000 – One-time purchase of a new property tax collections and administration system to replace the current system that is being maintained beyond its useful life.

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 Supervisors' 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: Enhancement of Finance and Treasury Functions; Improving Property Tax and Collection Systems Policies and Procedures; and Administering and Facilitating Public Assistance Programs.

Focus Area 1: Enhancement of Finance and Treasury Functions

Current Year (FY 09-10) Accomplishments:

- Treasurer's Investment Pool – Investment Pool received top Standard & Poor rating of AAA for credit quality of investment holding and a S1 volatility rating reflecting the highest level of protection against sensitivity to changing market conditions.
- Successfully completed the implementation of Check 21 services in the Santa Barbara and Santa Maria Treasurer-Tax Collector offices to allow electronic depositing of check-based collections.

Proposed Strategic Action:

- Analyze the necessity for enhanced requirements for IRS reporting as a result of obtaining an allocation for economic recovery zone bonds that will be used to supplement funding for the public defender remodel, Betteravia expansion and the Emergency Operations Center capital projects.

Focus Area 2: Improving Property Tax and Collection Systems Policies and Procedures

Current Year (FY 09-10) Accomplishments:

- Property Tax Management System billing improvement - Designed a billing insert that explains the payment plan option to tax payers.
- Property Tax Management System - Successfully developed a comprehensive documentation of mainframe property tax management system regulations to replace out-of-date documentation. Successfully developed a comprehensive assessment of options pertaining to systems management, resulting in the setting of a strategic goal to secure funding for the migration from the mainframe-based property tax management application to a new commercial off-the-shelf property tax management system.
- Collection Systems - Successfully increased the amount of electronic data integration of Collections System data with other county and state business partners such as Animal Services, Courts, and Probation, resulting in higher data accuracy and less manual data entry.
- Maintained a high secured tax collection ratio of 97.3% by the end of Fiscal Year 2008-09, fifth place for tax collection among all 58 California counties.

Proposed Strategic Actions:

- Finalize the contract with Manatron for new Property Tax and Cashiering system and begin the two-year process of implementation.
- Continue to make enhancements to billing and mailing of tax bills.
- Collection Systems - Continue electronic data integration with other county business partners to promote accountability, customer focus and efficiency. Finalize the integration of data for Probation.
- Implement policies and procedures designed to increase the amount of electronic payment of property tax receipts, resulting in a lower amount of manual processing of tax collections.

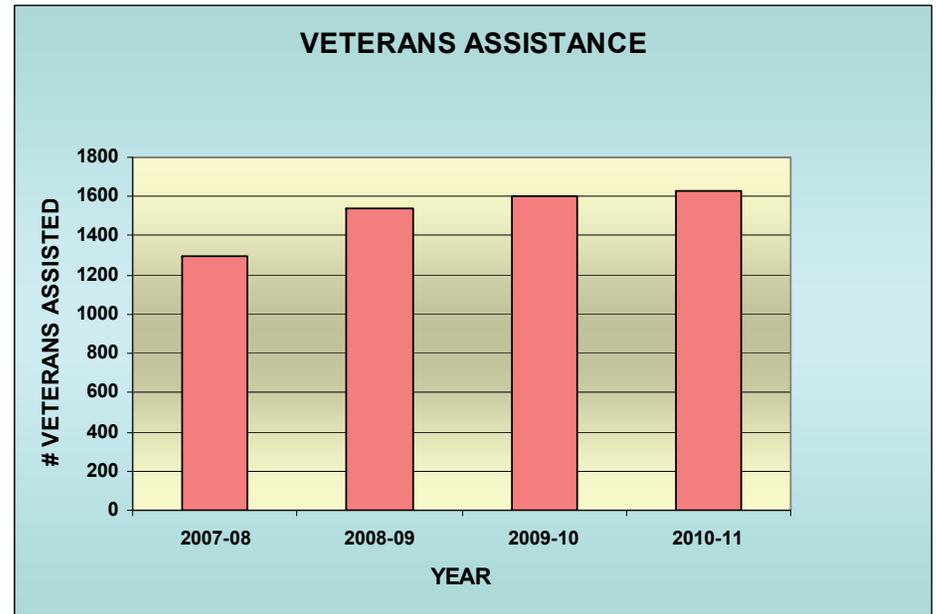
Focus Area 3: Administering and Facilitating Public Assistance Programs

Current Year (FY 09-10) Accomplishments:

- Expanded north and south County Veterans' Services office space to accommodate growing County veterans' needs which include the increase in number of returning veterans from overseas.
- Enacted court ordered hourly fee increases to more accurately reflect market value of services provided to Public Guardian and Public Administrator clients.

Proposed Strategic Actions:

- Integrate Public Administration and Public Guardian functions into the new software program for efficiency.
- Analyze the need for printed resource materials versus other distribution methods for cost savings.



Santa Barbara, Lompoc and Santa Maria Veteran Services Offices Assist the County's Veterans

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Finance and Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Finance and Administration	\$ 1,417,987	\$ 1,394,275	\$ 1,496,531	\$ 1,372,338
Operating Sub-Total	1,417,987	1,394,275	1,496,531	1,372,338
Less: Intra-County Revenues	(8,749)	(56,958)	(56,958)	(61,578)
Division Total	<u>\$ 1,409,238</u>	<u>\$ 1,337,317</u>	<u>\$ 1,439,573</u>	<u>\$ 1,310,760</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	702,414	754,816	821,641	701,292
Overtime	905	-	-	--
Benefits	322,352	318,393	339,948	342,586
Salaries & Benefits Sub-Total	1,025,671	1,073,209	1,161,589	1,043,878
Services & Supplies	392,316	321,066	334,942	328,460
Operating Sub-Total	1,417,987	1,394,275	1,496,531	1,372,338
Less: Intra-County Revenues	(8,749)	(56,958)	(56,958)	(61,578)
Expenditure Total	<u>\$ 1,409,238</u>	<u>\$ 1,337,317</u>	<u>\$ 1,439,573</u>	<u>\$ 1,310,760</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,601	\$ -	\$ -	\$ --
Other Charges for Services	10,016	57,747	58,308	62,285
Miscellaneous Revenue	-	-	26,200	--
Revenue Sub-Total	11,617	57,747	84,508	62,285
Less: Intra-County Revenues	(8,749)	(56,958)	(56,958)	(61,578)
Revenue Total	2,868	789	27,550	707
<i>General Fund Contribution</i>	1,406,370	1,336,528	1,412,023	1,310,053
Division Total	<u>\$ 1,409,238</u>	<u>\$ 1,337,317</u>	<u>\$ 1,439,573</u>	<u>\$ 1,310,760</u>

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommende d FY 10-11		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Finance and Administration	7.0	6.6	7.0	6.9	7.0	7.3	7.0	6.3
Total Positions	<u>7.0</u>	<u>6.6</u>	<u>7.0</u>	<u>6.9</u>	<u>7.0</u>	<u>7.3</u>	<u>7.0</u>	<u>6.3</u>

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased \$102,000 to \$1,497,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,394,000. This 7.3% increase is primarily the result of:

- +\$88,000 – Increase in overall salaries and benefits due to the allocation of resources from other divisions.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease \$124,000 to \$1,372,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,497,000. This 8.3% decrease is primarily due to:

- -\$118,000 – Decrease in overall salaries and benefits due to unfunding a position.

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommened FY 10-11
Recurring Performance Measures				
Finance and Administration				
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% 49 49	100% 49 49	100% 48 48	100% 46 46
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	100% 2 2	0% 0 2	0% 0 2	0% 0 0
To promote the financial stability of the County, annually conduct 25 transient occupancy tax audits	11	20	25	25
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	300% 3 1	100% 1 1	0% 0 1	0% 0 0
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 2.9% or less.	3.2% 3,212 99,111	2.9% 2,731 94,170	2.8% 2,550 96,610	2.8% 2,560 91,520

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Finance and Administration (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommened FY 10-11 Pos.
Position Detail				
Finance and Administration				
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
Business Manager	1.0	1.0	1.0	1.0
DP Manager Dept	1.0	1.0	1.0	1.0
Treasury Finance Chief	1.0	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	7.0	7.0	7.0	7.0
Division Total	7.0	7.0	7.0	7.0

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Treasury

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Operations	\$ 1,222,982	\$ 1,377,275	\$ 1,347,222	\$ 1,386,616
Investments	233,166	258,954	253,753	285,700
Operating Sub-Total	1,456,148	1,636,229	1,600,975	1,672,316
Less: Intra-County Revenues	(99,009)	(29,413)	(29,413)	(68,313)
Expenditure Total	1,357,139	1,606,816	1,571,562	1,604,003
<i>Other Financing Uses</i>				
Operating Transfers	1,715	1,716	1,716	1,716
Division Total	\$ 1,358,854	\$ 1,608,532	\$ 1,573,278	\$ 1,605,719

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	597,459	691,696	590,133	662,115
Overtime	2,192	-	188	--
Benefits	215,163	268,124	309,183	290,809
Salaries & Benefits Sub-Total	814,814	959,820	899,504	952,924
Services & Supplies	641,334	676,409	701,471	719,392
Operating Sub-Total	1,456,148	1,636,229	1,600,975	1,672,316
Less: Intra-County Revenues	(99,009)	(29,413)	(29,413)	(68,313)
Expenditure Total	\$ 1,357,139	\$ 1,606,816	\$ 1,571,562	\$ 1,604,003

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 2,031,085	\$ 2,239,207	\$ 2,206,078	\$ 2,261,568
Revenue Sub-Total	2,031,085	2,239,207	2,206,078	2,261,568
Less: Intra-County Revenues	(99,009)	(29,413)	(29,413)	(68,313)
Revenue Total	1,932,076	2,209,794	2,176,665	2,193,255
<i>General Fund Contribution</i>				
Division Total	(573,222)	(601,262)	(603,387)	(587,536)
	\$ 1,358,854	\$ 1,608,532	\$ 1,573,278	\$ 1,605,719

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Operations	8.0	7.5	8.0	7.7	8.0	7.5	8.0	7.1
Investments	1.0	1.1	1.0	1.2	1.0	1.1	1.0	1.2
Total Positions	9.0	8.6	9.0	8.9	9.0	8.6	9.0	8.3

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Property Taxes

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Secured	\$ 742,085	\$ 795,518	\$ 684,963	\$ 836,535
Unsecured	177,486	214,692	196,034	228,567
Supplemental	68,960	83,763	73,549	85,139
Bankruptcy	31,320	51,081	36,167	40,883
Operating Sub-Total	1,019,851	1,145,054	990,713	1,191,124
Less: Intra-County Revenues	(108,800)	(41,515)	(41,515)	(114,500)
Operating Total	911,051	1,103,539	949,198	1,076,624
<i>Non-Operating Expenditures</i>				
Capital Assets	-	-	-	1,282,750
Expenditure Total	911,051	1,103,539	949,198	2,359,374
<i>Other Financing Uses</i>				
Designated for Future Uses	-	-	2,434,000	--
Division Total	\$ 911,051	\$ 1,103,539	\$ 3,383,198	\$ 2,359,374

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	603,485	645,530	564,490	602,928
Overtime	1,619	-	-	--
Benefits	217,592	249,146	215,908	265,395
Salaries & Benefits Sub-Total	822,696	894,676	780,398	868,323
Services & Supplies	197,155	250,378	210,315	322,801
Operating Sub-Total	1,019,851	1,145,054	990,713	1,191,124
Less: Intra-County Revenues	(108,800)	(41,515)	(41,515)	(114,500)
Operating Total	911,051	1,103,539	949,198	1,076,624
<i>Non-Operating Expenditures</i>				
Capital Assets	-	-	-	1,282,750
Expenditure Total	\$ 911,051	\$ 1,103,539	\$ 949,198	\$ 2,359,374

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 464,800	\$ 455,443	\$ 391,735	\$ 444,500
Miscellaneous Revenue	272,114	285,000	326,000	310,000
Revenue Sub-Total	736,914	740,443	717,735	754,500
Less: Intra-County Revenues	(108,800)	(41,515)	(41,515)	(114,500)
Revenue Total	628,114	698,928	676,220	640,000
<i>General Fund Contribution</i>				
	282,937	261,117	161,890	(52,272)
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	-	143,494	2,545,088	1,771,646
Division Total	\$ 911,051	\$ 1,103,539	\$ 3,383,198	\$ 2,359,374

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Secured	7.0	5.0	7.0	4.9	7.0	4.3	7.0	4.4
Unsecured	2.0	2.0	1.0	2.1	1.0	2.1	1.0	2.1
Supplemental	--	0.7	--	0.8	--	0.7	--	0.8
Bankruptcy	1.0	0.4	1.0	0.5	1.0	0.4	1.0	0.4
Total Positions	10.0	8.0	9.0	8.3	9.0	7.5	9.0	7.6

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$154,000 to \$991,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,145,000. This 13.5% decrease is primarily due to:

- -\$114,000 - Decrease in overall salaries and benefits due to the allocation of resources to other divisions.

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.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase \$200,000 to \$1,191,000 from the Fiscal Year 2009-10 Estimated Actual of \$991,000. This 20% decrease is primarily due to:

- +\$88,000 – Increase in overall salaries and benefits due to higher retirement and health insurance contribution rates, cost of living increases and merit increases
- +\$80,000 – Increase due to the Treasurer-Tax Collector taking over additional payments for the current property tax system maintenance contract.

	<u>Actual FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Est. Actual FY 09-10</u>	<u>Recommended FY 10-11</u>
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Recurring Performance Measures

Unsecured

To ensure the financial stability of the County, the three senior collectors shall each prepare a minimum of 600 legal documents per fiscal year to effect payment of unsecured taxes.

	2,087	1,500	1,850	1,800
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Supplemental

To promote an efficient and responsive government, respond to 100% of all supplemental inquiries from taxpayers (email or letter) received within 3 working days of receipt.

	100%	100%	100%	100%
	16	25	18	25
	16	25	18	25

Bankruptcy

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%	100%	100%	100%
	44	50	50	50
	44	50	50	50

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Property Taxes (cont'd)

	<u>Actual FY 08-09 Pos.</u>	<u>Adopted FY 09-10 Pos.</u>	<u>Est. Actual FY 09-10 Pos.</u>	<u>Recommended FY 10-11 Pos.</u>
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Position Detail

Secured

EDP Sys Programmer III	1.0	1.0	1.0	1.0
Financial Systems Analyst	2.0	2.0	2.0	2.0
Systems & Programming Analyst	1.0	1.0	1.0	1.0
Financial Office Professional	--	3.0	3.0	3.0
Accountant	1.0	--	--	--
TTC Ops Specialist	<u>2.0</u>	<u>--</u>	<u>--</u>	<u>--</u>
Sub-Division Total	7.0	7.0	7.0	7.0

Unsecured

Financial Office Professional	--	1.0	1.0	1.0
Collections Officer	<u>2.0</u>	<u>--</u>	<u>--</u>	<u>--</u>
Sub-Division Total	2.0	1.0	1.0	1.0

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>10.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Collections

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Business Licenses	\$ 86,765	\$ 74,238	\$ 149,651	\$ 173,536
General Collections	719,260	697,205	755,190	727,080
Operating Sub-Total	806,025	771,443	904,841	900,616
Less: Intra-County Revenues	(258,765)	(382,172)	(382,172)	(263,982)
Division Total	<u>\$ 547,260</u>	<u>\$ 389,271</u>	<u>\$ 522,669</u>	<u>\$ 636,634</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	493,212	463,992	556,677	512,151
Benefits	186,667	184,290	215,814	226,166
Salaries & Benefits Sub-Total	679,879	648,282	772,491	738,317
Services & Supplies	126,146	123,161	132,350	162,299
Operating Sub-Total	806,025	771,443	904,841	900,616
Less: Intra-County Revenues	(258,765)	(382,172)	(382,172)	(263,982)
Expenditure Total	<u>\$ 547,260</u>	<u>\$ 389,271</u>	<u>\$ 522,669</u>	<u>\$ 636,634</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Other Charges for Services	\$ 259,432	\$ 382,236	\$ 381,936	\$ 263,747
Miscellaneous Revenue	71,700	71,500	85,000	70,000
Revenue Sub-Total	331,132	453,736	466,936	333,747
Less: Intra-County Revenues	(258,765)	(382,172)	(382,172)	(263,982)
Revenue Total	72,367	71,564	84,764	69,765
<i>General Fund Contribution</i>				
Division Total	<u>\$ 547,260</u>	<u>\$ 389,271</u>	<u>\$ 522,669</u>	<u>\$ 636,634</u>

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary							
<i>Permanent</i>							
Business Licenses	1.0	1.2	1.0	0.8	1.0	1.7	2.0
General Collections	8.0	6.8	9.0	6.2	9.0	6.4	8.0
Total Positions	<u>9.0</u>	<u>7.9</u>	<u>10.0</u>	<u>7.0</u>	<u>10.0</u>	<u>8.0</u>	<u>10.0</u>

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased \$133,000 to \$905,000 from the Fiscal Year 2009-10 Adopted Budget of \$771,000. This 17% increase is primarily the result of:

- +\$124,000 – Increase in salaries and benefits due to the allocation of resources from other divisions.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease \$4,000 to \$901,000 from the Fiscal Year 2009-10 Estimated Actual of \$905,000. This is a 0.5% decrease.

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Business Licenses				
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.	100% 1,130 1,130	100% 1,000 1,000	100% 1,100 1,100	100% 1,000 1,000
To promote an efficient and responsive government, issue 100% of requested business license within 3 working days of satisfactory completion of the application process.	100% 1,133 1,133	100% 1,000 1,000	100% 1,150 1,150	100% 1,000 1,000
General Collections				
To promote the financial stability of the County, the three senior collectors shall each collect a minimum of \$420,000 each fiscal year, in addition to their unsecured tax collection (adjusted for length of service during the fiscal year).	153% 1,923,298 1,260,000	100% 1,260,000 1,260,000	146% 1,835,000 1,260,000	100% 1,260,000 1,260,000
To promote the financial stability of the County, the General Collector 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).	92% 1,356,657 1,475,000	100% 600,000 600,000	113% 678,882 600,000	100% 600,000 600,000
To promote the financial stability of the County, each probationary General Collector 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. (Note: The department does not anticipate having any probationary General Collectors in Fiscal Year 2010-11.)	N/A	100% 420,000 420,000	99% 416,027 420,000	N/A

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Collections (cont'd)

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Business Licenses				
Financial Office Professional Accountant	--	1.0	1.0	1.0
TTC Ops Specialist	1.0	--	--	--
Sub-Division Total	1.0	1.0	1.0	2.0
General Collections				
Financial Systems Analyst	1.0	1.0	1.0	1.0
Financial Office Professional Accountant	--	7.0	7.0	7.0
TTC Ops Supervisor	1.0	--	--	--
TTC Ops Specialist, Sr	1.0	--	--	--
Collections Officer	4.0	--	--	--
Sub-Division Total	8.0	9.0	9.0	8.0
Division Total	9.0	10.0	10.0	10.0

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Public Assistance

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Veterans' Programs	\$ 281,897	\$ 327,041	\$ 295,973	\$ 367,100
Public Administrator	375,404	385,827	305,328	348,185
Public Guardian	854,986	944,228	947,257	968,397
Operating Sub-Total	1,512,287	1,657,096	1,548,558	1,683,682
Less: Intra-County Revenues	(250,066)	-	-	--
Expenditure Total	1,262,221	1,657,096	1,548,558	1,683,682
<i>Other Financing Uses</i>				
Operating Transfers	5,756	5,757	5,757	5,759
Division Total	\$ 1,267,977	\$ 1,662,853	\$ 1,554,315	\$ 1,689,441

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	990,339	1,054,619	957,204	1,053,841
Extra Help	140	-	-	--
Benefits	381,193	428,362	459,604	480,216
Salaries & Benefits Sub-Total	1,371,672	1,482,981	1,416,808	1,534,057
Services & Supplies	140,615	174,115	131,750	149,625
Operating Sub-Total	1,512,287	1,657,096	1,548,558	1,683,682
Less: Intra-County Revenues	(250,066)	-	-	--
Expenditure Total	\$ 1,262,221	\$ 1,657,096	\$ 1,548,558	\$ 1,683,682

Source of Funds Summary

<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 62,451	\$ 56,300	\$ 57,103	\$ 57,100
Other Charges for Services	265,081	215,000	200,000	255,000
Revenue Sub-Total	327,532	271,300	257,103	312,100
Less: Intra-County Revenues	(250,066)	-	-	--
Revenue Total	77,466	271,300	257,103	312,100
<i>General Fund Contribution</i>				
Division Total	\$ 1,267,977	\$ 1,662,853	\$ 1,554,315	\$ 1,689,441

Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary							
<i>Permanent</i>							
Veterans' Programs	3.0	3.3	3.0	3.3	3.0	3.0	3.3
Public Administrator	3.0	4.0	3.0	3.8	3.0	3.0	3.0
Public Guardian	12.0	10.4	12.0	10.6	12.0	10.6	9.8
Total Positions	18.0	17.7	18.0	17.6	18.0	16.6	16.1

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$109,000 to \$1,549,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,657,000. This 6.5% decrease is primarily due to:

- -\$66,000 – Overall decrease in salary and benefits due to a staffing vacancy.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will increase \$135,000 to \$1,684,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,549,000. This 8.7% increase is primarily due to:

- +\$117,000 - Increases in salary and benefits due to higher retirement and health insurance contribution rates, cost of living increases and merit increases.

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.

	<u>Actual FY 08-09</u>	<u>Adopted FY 09-10</u>	<u>Est. Actual FY 09-10</u>	<u>Recommended FY 10-11</u>
Recurring Performance Measures				
Veterans' Programs				
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 110 veterans per each of the three regional offices)	100% 1,534	100% 1,320	100% 1,800	100% 1,320
Public Administrator				
To promote an efficient and responsive government, process and close all summary estates within one year, 100% of the time.	98% 59 60	100% 60 60	100% 60 60	100% 60 60
Public Guardian				
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 60 conservatees per year)	100% 231 231	100% 240 240	100% 236 236	100% 240 240
To promote an efficient and responsive government, open a probate investigation 100% of the time within 2 working days of each referral received.	100% 36 36	100% 25 25	100% 36 36	100% 36 36
In order to ensure a high quality of life for all residents, manage benefits and appropriate spending for approximately 265 representative payee consumers.	--	--	260	265

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Public Assistance (cont'd)

	<u>Actual FY 08-09 Pos.</u>	<u>Adopted FY 09-10 Pos.</u>	<u>Est. Actual FY 09-10 Pos.</u>	<u>Recommended FY 10-11 Pos.</u>
Position Detail				
Veterans' Programs				
Admin Office Professional	--	3.0	3.0	3.0
Veterans Services Rep.	3.0	--	--	--
Sub-Division Total	3.0	3.0	3.0	3.0
Public Administrator				
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
Sub-Division Total	3.0	3.0	3.0	3.0
Public Guardian				
Public Adm/Cons/Vets Manager	1.0	1.0	1.0	1.0
Admin Office Professional	--	1.0	1.0	1.0
Financial Office Professional	--	3.0	3.0	3.0
Public Adm/Cons/Vets Supervisor	1.0	1.0	1.0	1.0
Public Adm/Cons Rep.	6.0	6.0	6.0	6.0
Account Technician	1.0	--	--	--
Accounting Assistant, Sr	2.0	--	--	--
Deputy Public Admin. Cons. Aide	1.0	--	--	--
Sub-Division Total	12.0	12.0	12.0	12.0
Division Total	18.0	18.0	18.0	18.0

DEBT SERVICE
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Short Term Debt Svc. - Int & Costs	\$ --	\$ 1,681,571	\$ 1,681,571	\$ 1,690,000
Long Term Debt Svc. - Principal	6,206,196	6,164,603	7,495,207	5,607,522
Long Term Debt Svc. - Interest	3,322,255	2,998,540	3,040,661	2,796,661
Long Term Debt Svc. - Costs & Fees	20,780	25,958	25,637	22,948
Expenditure Total	<u>9,549,231</u>	<u>10,870,672</u>	<u>12,243,076</u>	<u>10,117,131</u>
<i>Other Financing Uses</i>				
Designated for Future Uses	531,387	276,503	149,028	294,894
Department Total	<u>\$ 10,080,618</u>	<u>\$ 11,147,175</u>	<u>\$ 12,392,104</u>	<u>\$ 10,412,025</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Services & Supplies	\$ 20,780	\$ 114,654	\$ 114,333	\$ 112,948
Principal & Interest	9,528,451	10,756,018	12,128,743	10,004,183
Expenditure Total	<u>\$ 9,549,231</u>	<u>\$ 10,870,672</u>	<u>\$ 12,243,076</u>	<u>\$ 10,117,131</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Interest	\$ 282,163	\$ 310,000	\$ 250,500	\$ 200,000
Miscellaneous Revenue	111,043	--	135	--
Revenue Total	<u>393,206</u>	<u>310,000</u>	<u>250,635</u>	<u>200,000</u>
<i>General Fund Contribution</i>	--	1,681,571	1,681,571	1,690,000
<i>Other Financing Sources</i>				
Operating Transfers	9,112,735	9,124,324	9,426,618	6,212,025
Use of Prior Fund Balances	574,677	31,280	1,033,280	2,310,000
Department Total	<u>\$ 10,080,618</u>	<u>\$ 11,147,175</u>	<u>\$ 12,392,104</u>	<u>\$ 10,412,025</u>

Budget Organization

Debt Service is a separate department that is administered by the Treasurer-Tax Collector-Public Administrator.

For information on the County's debt policy, Certificates of Participation and legal debt limit see Section F of this Operating Plan.

MISSION STATEMENT

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 includes short-term (TRAN) debt payments.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased \$1,372,000 to \$12,243,000 from the Fiscal Year 2009-10 Adopted Budget of \$10,871,000. This 12.6% increase is the result of:

- +\$1,270,000 – Prepayment of the outstanding 1998 COPs
- +\$104,000 – New Clerk-Recorder-Assessor Lease.

The Fiscal Year 2009-10 Estimated Actual operating revenues decreased \$59,000 to \$251,000 from the Fiscal Year 2009-10 Adopted Budget of \$310,000. This 19% decrease is the result of:

- -\$59,000 – Decreased interest income due to lower reserve fund requirements as a result of prepaying the outstanding 1998 COPs..

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease \$2,126,000 to \$10,117,000 from the Fiscal Year 2009-10 Estimated Actual of \$12,243,000. This 17% decrease is the result of:

- -\$2,465,000 – The final debt payment for the 1998 COPs occurred in FY 2009-10 and was comprised of \$1,195,000 of principal and interest due in FY 2009-10 and \$1,270,000 to prepay the remaining outstanding COPs.

The Fiscal Year 2010-11 Recommended Budget operating revenues will decrease \$51,000 from the Fiscal Year 2009-10 Estimated Actual of \$251,000. This 20% decrease is the result of:

- -\$50,000 – Decreased interest income on reserve fund investments due to lower interest rates.

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 10/11", line entitled "Subtotal General and Operating Funds" which appears on the following page.

Total Debt Service Expenditures	\$10,117,131
Less TRAN Interest and Cost	(1,690,000)
Less LTD Cost & Fees	(22,948)
Less Reserve Release	(2,160,000)
Less Related Interest Earnings	(108,713)
Less Photocopier, ADMHS and CRA Leases	(913,395)
Net Government Funds Principal and Interest Payments	\$5,222,075

SANTA BARBARA COUNTY
CERTIFICATES OF PARTICIPATION (COP) PAYMENT SCHEDULE BY PROJECT/FUND
JUNE 30, 2010

DESCRIPTION	FUND	DEPT	TOTAL OUTSTANDING	INTEREST & RESERVE CR	NET RENTAL PAYMENTS	FY 10-11	REMAINING DEBT SERVICE
<u>GENERAL AND OPERATING FUNDS</u>							
<u>2008 COP</u>							
REDEVELOPMENT AGENCY	3104	990	25,466,404	1,430,480	24,035,924	738,683	23,297,241
<u>2005 COP</u>							
HALL OF RECORDS - CLERK-RECORDER	0001	062	467,281	61,006	406,275	93,241	313,034
ELECTIONS STORAGE - CLERK-RECORDER	0001	062	531,914	69,610	462,304	106,349	355,955
LOMPOC SUBSTATION - FIRE	0001	031	4,113,062	289,623	3,823,439	274,248	3,549,191
LOMPOC SUBSTATION - SHERIFF	0001	032	2,568,269	180,584	2,387,685	170,954	2,216,731
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	5,509,459	388,104	5,121,355	368,091	4,753,264
TECHNICAL BUILDING - SHERIFF	0001	032	4,946,162	348,283	4,597,879	330,209	4,267,670
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	1,871,330	132,024	1,739,306	124,112	1,615,194
SUBTOTAL			20,007,477	1,469,234	18,538,243	1,467,204	17,071,039
<u>2004 REFUNDING COP</u>							
HALL OF RECORDS - CLERK-RECORDER	0001	062	190,550	0	190,550	190,550	0
SHERIFF TRANSIT BUS	0001	032	59,740	0	59,740	59,740	0
SANTA BARBARA SOCIAL SERVICES	0001	990	920,048	777,600	142,448	142,448	0
SANTA MARIA NON SOCIAL SERVICE	0001	990	920,047	799,200	120,847	120,847	0
SANTA MARIA SOCIAL SERVICES	0001	990	613,365	583,200	30,165	30,165	0
SUBTOTAL			2,703,750	2,160,000	543,750	543,750	0
<u>2001 COP</u>							
NAOMI SCHWARTZ - RISK	0001	990	1,206,872	192,335	1,014,537	94,951	919,586
CASA NUEVA - GENERAL SERVICES	0001	063	4,651,437	688,461	3,962,976	367,989	3,594,987
CASA NUEVA - SOCIAL SERVICES	0001	990	1,886,071	278,158	1,607,913	149,213	1,458,700
MENTAL HEALTH	0044	043	2,189,586	348,605	1,840,981	172,375	1,668,606
JUVENILE HALL	0070	990	5,570,379	801,714	4,768,665	441,735	4,326,930
JUVENILE COURT - EXPANSION	0071	990	1,646,039	261,936	1,384,103	129,902	1,254,201
JUVENILE COURT - ATTORNIES	0070	990	1,196,595	170,363	1,026,232	95,031	931,201
DISTRICT ATTORNEY	0070	990	7,024,251	1,039,719	5,984,532	555,995	5,428,537
SHERIFF - HVAC	0070	990	230,085	36,691	193,394	18,114	175,280
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	5,055,409	527,744	4,527,665	447,133	4,080,532
SUBTOTAL			30,656,724	4,345,726	26,310,998	2,472,438	23,838,560
SUBTOTAL GENERAL AND OPERATING FUNDS			78,834,355	9,405,440	69,428,915	5,222,075	64,206,840
<u>2008 COP ENTERPRISE FUND</u>							
TAJIGUAS LANDFILL LINER	1930	054	8,086,525	555,363	7,531,162	580,560	6,950,602
<u>2001 COP ENTERPRISE FUND</u>							
SOLID WASTE PUBLIC WORKS	1930	054	1,028,076	163,841	864,235	80,884	783,351
TOTAL COP DEBT			\$87,948,956	\$10,124,644	\$77,824,312	\$5,883,519	\$71,940,793

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General County Programs





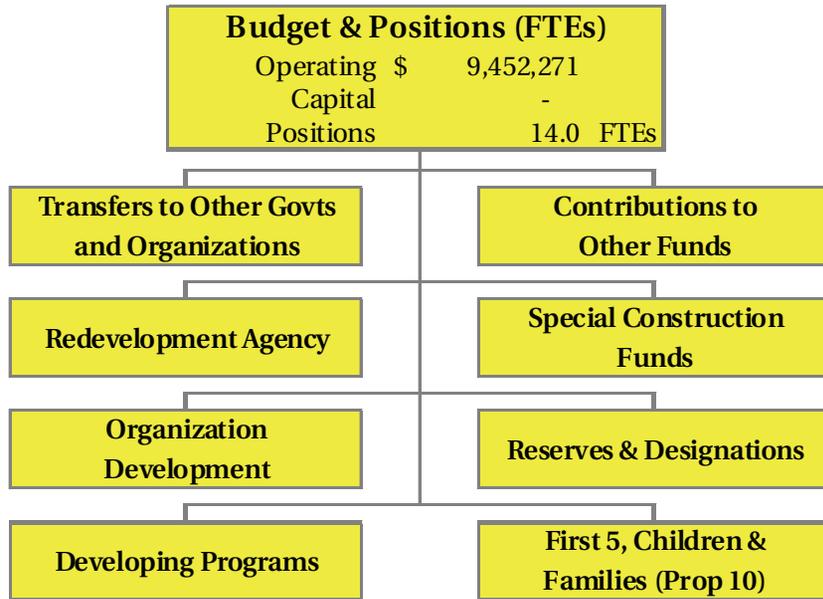
GENERAL COUNTY PROGRAMS

Use of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Operating Expenditures	\$ 22,212,064	\$ 21,741,055	\$ 17,392,579	\$ 9,452,271
Capital Equipment & Improvements	3,434,698	35,000	1,276,000	--
Designated for Future Uses	32,014,130	10,994,221	19,231,181	11,569,722
Operating Transfers Out	9,469,081	16,732,088	19,054,639	14,724,164
Total Use of Funds	\$ 67,129,973	\$ 49,502,364	\$ 56,954,399	\$ 35,746,157

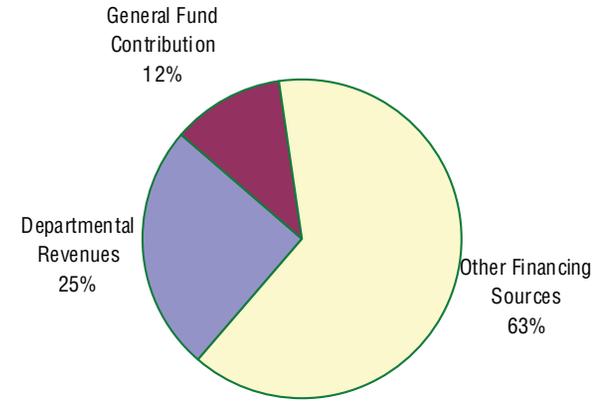
Source of Funds	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Operating Expenditures	\$ 15,872,451	\$ 12,235,587	\$ 14,082,785	\$ 7,172,179
General Fund Contribution	24,363,055	15,142,916	14,082,232	10,505,084
Use of Designations/Prior Fund Balances	26,514,331	21,370,597	21,297,589	17,351,284
Operating Transfers In	379,536	753,264	7,491,793	717,610
Other Miscellaneous Financing Sources	600	--	--	--
Total Source of Funds	\$ 67,129,973	\$ 49,502,364	\$ 56,954,399	\$ 35,746,157

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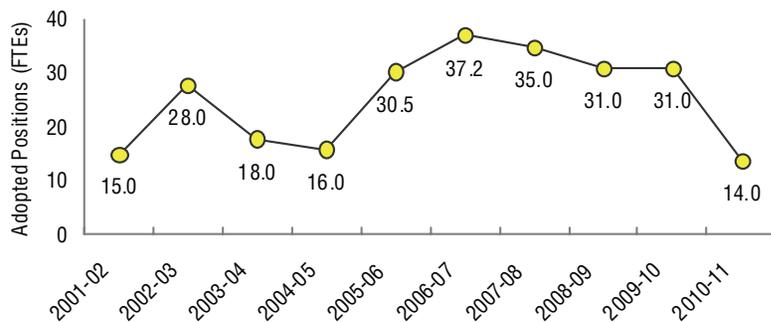
GENERAL COUNTY PROGRAMS



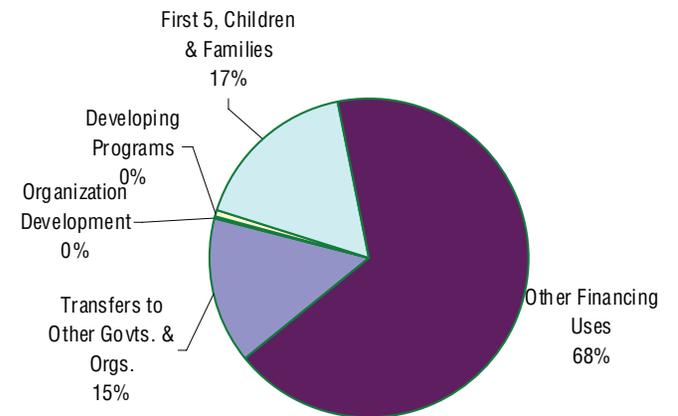
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



GENERAL COUNTY PROGRAMS

Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Transfers to Other Govts. & Orgs.	\$ 4,202,585	\$ 4,074,632	\$ 4,338,367	\$ 4,267,195
Contributions to Other Funds	1,483	--	1,800	--
Redevelopment Agency	8,201,716	9,104,620	4,121,276	--
Organization Development	447,988	606,651	512,527	100,000
Developing Programs	2,121,275	1,679,099	2,033,866	138,050
First 5, Children & Families	7,840,284	6,276,053	6,384,743	4,947,026
Operating Sub-Total	<u>22,815,331</u>	<u>21,741,055</u>	<u>17,392,579</u>	<u>9,452,271</u>
Less: Intra-County Revenues	(603,267)	--	--	--
Operating Total	<u>22,212,064</u>	<u>21,741,055</u>	<u>17,392,579</u>	<u>9,452,271</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	3,434,698	35,000	1,276,000	--
Expenditure Total	<u>25,646,762</u>	<u>21,776,055</u>	<u>18,668,579</u>	<u>9,452,271</u>
<i>Other Financing Uses</i>				
Operating Transfers	9,469,081	16,732,088	19,054,639	14,724,164
Designated for Future Uses	32,014,130	10,994,221	19,231,181	11,569,722
Department Total	<u>\$ 67,129,973</u>	<u>\$ 49,502,364</u>	<u>\$ 56,954,399</u>	<u>\$ 35,746,157</u>

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,222,243	\$ 2,522,849	\$ 2,328,262	\$ 1,150,013
Overtime	45,099	4,950	4,537	--
Extra Help	49,137	26,000	24,964	--
Benefits	849,154	997,772	1,050,139	518,784
Salaries & Benefits Sub-Total	<u>3,165,633</u>	<u>3,551,571</u>	<u>3,407,902</u>	<u>1,668,797</u>
Services & Supplies	19,232,236	17,448,249	12,164,816	7,547,274
Contributions	417,462	741,235	1,819,861	236,200
Operating Sub-Total	<u>22,815,331</u>	<u>21,741,055</u>	<u>17,392,579</u>	<u>9,452,271</u>
Less: Intra-County Revenues	(603,267)	--	--	--
Operating Total	<u>22,212,064</u>	<u>21,741,055</u>	<u>17,392,579</u>	<u>9,452,271</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	3,434,698	35,000	1,276,000	--
Expenditure Total	<u>\$ 25,646,762</u>	<u>\$ 21,776,055</u>	<u>\$ 18,668,579</u>	<u>\$ 9,452,271</u>

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 584,380	\$ 410,500	\$ 308,001	\$ 98,817
Federal & State Revenues	5,037,230	4,398,826	6,116,744	4,606,329
Other Charges for Services	404,278	590,415	706,557	--
Miscellaneous Revenue	<u>10,449,830</u>	<u>6,835,846</u>	<u>6,951,483</u>	<u>2,467,039</u>
Revenue Sub-Total	16,475,718	12,235,587	14,082,785	7,172,179
Less: Intra-County Revenues	(603,267)	--	--	--
Revenue Total	<u>15,872,451</u>	<u>12,235,587</u>	<u>14,082,785</u>	<u>7,172,179</u>
General Fund Contribution	24,363,055	15,142,916	14,082,232	10,505,084
<i>Other Financing Sources</i>				
Operating Transfers	379,536	753,264	7,491,793	717,610
Sale of Property	600	--	--	--
Use of Prior Fund Balances	<u>26,514,331</u>	<u>21,370,597</u>	<u>21,297,589</u>	<u>17,351,284</u>
Department Total	<u>\$ 67,129,973</u>	<u>\$ 49,502,364</u>	<u>\$ 56,954,399</u>	<u>\$ 35,746,157</u>

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Redevelopment Agency	4.0	2.1	4.0	4.1	4.0	3.0	--	--
Organization Development	1.2	1.7	2.0	1.9	2.0	2.0	--	--
Developing Programs	11.0	9.5	11.0	10.0	11.0	10.0	--	--
Children & Families First (Prop 10)	16.0	15.0	16.0	15.0	16.0	14.5	14.0	14.0
Total Permanent	<u>32.2</u>	<u>28.3</u>	<u>33.0</u>	<u>31.0</u>	<u>33.0</u>	<u>29.5</u>	<u>14.0</u>	<u>14.0</u>
<i>Non-Permanent</i>								
Extra Help	--	1.3	--	--	--	0.7	--	--
Total Positions	<u>32.2</u>	<u>29.6</u>	<u>33.0</u>	<u>31.0</u>	<u>33.0</u>	<u>30.2</u>	<u>14.0</u>	<u>14.0</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 (RDA), 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, County of Santa Barbara Television [CSBTV], Emergency Operations), and First 5 Children and Families Commission (Prop 10).

The Redevelopment Agency, which has been administered by the Housing and Community Development (HCD) Department, will be budgeted in that department in FY 2010-11.

Per Board request during the budget workshops, most of Organization Development (Board Support, General Expenditures, Performance Management and Reporting, General Administration) and Developing Programs (Public Information Office, County of Santa Barbara Television [CSBTV], Emergency Operations) will move out of General County Programs in FY 2010-11 and consolidated with the Board of Supervisors (Board Support) and County Executive Office (all other programs).

There are 14.0 positions in one of the eight Divisions within General County Programs. With the movement of RDA and Developing Programs, there is only one division, First 5, remaining within General County Programs that contains staff (14 FTE).

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$4,348,000 to \$17,393,000 from the Fiscal Year 2009-10 Adopted Budget of \$21,741,000. This 20% decrease is the result of:

- -\$4,650,000 – Deferral of RDA funded street improvements and delays in private development agreement in Isla Vista;
- -\$1,500,000 – Delays in project approvals for El Colegio Road Phase II, partially funded by RDA;
- +\$1,221,000 – Increase in RDA ERAP payments to the State;
- +\$329,000 – Increased purchases of equipment and safety training by Emergency Operations using Homeland Security grant funding (fully reimbursable);
- +\$268,000 – Increased contributions to libraries for book purchases and the Goleta Library survey, and the Children’s Health Initiative;
- -\$105,000 – Reduced Board Support project expenditures;
- +\$89,000 – Other minor miscellaneous increases.

The Fiscal Year 2009-10 Estimated Actual non-operating expenditures increased \$1,241,000 to \$1,276,000 from the Fiscal Year 2009-10 Adopted Budget of \$35,000. This increase is the result of:

- +\$900,000 – Completion of the solar parking lot in Isla Vista by the RDA;

- +\$346,000 – Major equipment and software purchases in Emergency Operations using Homeland Security grant funding (fully reimbursable), including the countywide records management (COPLINK) system and command van.

The Fiscal Year 2009-10 Estimated Actual other financing uses increased \$10,560,000 to \$38,286,000 from the Fiscal Year 2009-10 Adopted Budget of \$27,726,000. This 38.1% increase is the result of:

- +\$4,215,000 – A transfer to General Services (GS) for the Emergency Operations Center (EOC) project (these funds have been returned);
- +\$4,215,000 – A return of funding to the Capital Designation from GS for the EOC project;
- -\$3,918,000 – Decreased contribution to Alcohol, Drug and Mental Health Services;
- +\$2,127,000 – Increased contribution to the Audit Exceptions designation for use by Social Services for the potential MISC liability;
- +\$1,693,000 – RDA designation of funds for carryover to next fiscal year;
- +\$1,000,000 – A transfer to Housing & Community Development for the Municipal Energy Finance Program (AB611);
- +\$500,000 – Various miscellaneous transfers and increases to designation;
- +\$400,000 – Increased contribution to the Courts for revenue shortfalls and to pay for indigent defense cases;
- +\$322,000 – A transfer of Homeland Security funding for the EOC communications system and Fire repeater projects.

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
\$ 550,765	General Fund to Debt Service Fund	General Fund COP Debt
3,351	First 5 Fund to Debt Service Fund	Photocopier Debt
5,000,000	General Fund to Housing & Community Development Special Fund	Municipal Energy Finance Program (emPower SBC)
1,000,000	General Fund to Social Services	In lieu of GFC
6,220,078	General Fund to ADMHS	Additional contribution
1,367,881	Criminal Justice Facilities Fund to General, Capital, and Debt Funds	Jail Maintenance, design and construction costs
<u>582,089</u>	Courthouse Construction Fund to Capital and Debt Service Funds	Santa Maria Courthouse and Court Parking Debt
\$ 14,724,164	Total All Funds	

For example, the first item in the table is a \$551,000 transfer from the General Fund to the Debt Service Fund. This is the amount of General Fund contribution required to amortize certificates of participation (COPs) in FY 2010-11.

GENERAL COUNTY PROGRAMS

Department Summary (cont'd)

Revenues

The Fiscal Year 2009-10 Estimated Actual operating revenues increased \$1,847,000 to \$14,083,000 from the Fiscal Year 2009-10 Adopted Budget of \$12,236,000. This 15.1% increase is the result of:

- +\$1,400,000 – Increased reimbursement to Emergency Operations from State Homeland Security for grant expenditures (Records management system, command van, repeater radios, satellite phones, generators, medical supplies, training, wireless remote robot and decontamination unit);
- +\$446,000 – Increased receipt of First 5 funding from the State, School Readiness Coordination, AB 212 Stipend project and donations from the Orfalea Foundations;
- -\$215,000 – Decreased collection of Fines, Forfeitures and Penalties revenue for special construction funds;
- +\$172,000 – Transfer to the General Fund of Operational Area Emergency Services funds for the development and purchase of an EOC communications system;
- -\$122,000 – Decreased reimbursement to the General Fund from the RDA Operating Fund for salaries and benefits costs of RDA staff due to vacancies;
- +\$112,000 – Increased tax increment funds for the RDA;
- -\$102,000 – Decreased interest income on investments due to lower interest rates.

The Fiscal Year 2009-10 Estimated Actual other financing sources increased \$6,656,000 to \$28,789,000 from the Fiscal Year 2009-10 Adopted Budget of \$22,134,000. This 30.1% increase is the result of:

- +\$4,215,000 – A transfer from General Services for the EOC project (to return funding to the Capital designation);
- +\$2,127,000 – A transfer from Social Services for the potential MISC liability (to be designated in the Audit Exceptions designation);
- +\$125,000 – A transfer of Comcast funds from the Information Technology Department to CSBTv for future purchases of television and communications equipment.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease \$7,940,000 to \$9,452,000 from the Fiscal Year 2009-10 Estimated Actual of \$17,393,000. This 45.7% decrease is the result of:

- -\$4,121,000 – The move of the Redevelopment Agency (RDA), including four positions, from General County Programs to Housing & Community Development;
- -\$1,438,000 – Decreased expenditures for First 5 for School Readiness, consulting contracts, leaving one position vacant and unfunded, and program expenditures;
- -\$1,208,000 – Transfer of the Office of Emergency Services (OES), including seven positions, from General County Programs to the County Executive Office;
- -\$640,000 – Transfer of the Communications and Public Information Office, including four positions, from General County Programs to the County Executive Office;
- -\$413,000 – Transfer of one accounting position to the County Executive Office, elimination of one analyst position, and the elimination of all Organization Development division expenditures (project reporting, performance measures);
- -\$103,000 – No additional payments to the Goleta Library for books or surveys.

The Fiscal Year 2010-11 Recommended Budget non-operating expenditures will decrease \$1,276,000 to \$0 from the Fiscal Year 2009-10 Estimated Actual of \$1,276,000. This decrease is the result of:

- -\$900,000 – Transfer of RDA capital project expenditures to Housing & Community Development and the completion of the solar parking lot;
- -\$376,000 – Transfer of the Office of Emergency Services to the County Executive Office and not needing to use Homeland Security funding to buy capital equipment.

The Fiscal Year 2010-11 Recommended Budget other financing uses will decrease \$11,992,000 to \$26,294,000 from the Fiscal Year 2009-10 Estimated Actual of \$38,286,000. This 31.3% decrease is the result of:

- -\$5,215,000 – No transfer of funding to General Services and Housing & Community Development for the EOC and Municipal Energy Finance Program (emPower SBC) projects;
- +\$5,000,000 – Transfer of funding to Housing & Community Development for the emPower SBC project;
- -\$4,215,000 – No additional contribution to the Capital designation;

GENERAL COUNTY PROGRAMS

Department Summary (cont'd)

- -\$4,027,000 – The move of the RDA designations and transfers to Housing & Community Development;
- +\$2,734,000 – Increased contribution to the Audit Exceptions designation for use by Alcohol, Drug and Mental Health Services;
- -\$2,127,000 – No additional contribution by Social Services to the Audit Exceptions designation for potential MISC liability;
- -\$2,103,000 – No contribution to the Strategic Reserve;
- -\$1,949,000 – Decrease in Debt Service COP principal and interest payments for the Beteravia and Santa Barbara Social Services buildings;
- +\$1,000,000 – Increases to the Capital and Roads designations;
- +\$1,000,000 – Increases to the Deferred Maintenance designation;
- +\$1,000,000 – Transfer to Social Services in lieu of increased General Fund Contribution;
- -\$949,000 – Not having a large fund balance for First 5 to designate;
- -\$942,000 – Decrease in principal and interest payments using special construction funding for the Santa Maria Courthouse;
- -\$589,000 – No contribution to the ARRA Designation;
- +\$496,000 – Increase to designation for excess Fines, Forfeitures and Penalties revenue for the Courthouse Construction Fund;
- -\$472,000 – No transfers or increases to designation for Emergency Operations and the Communications and Public Information Office due to these programs moving to the County Executive Office;
- -\$400,000 – No additional contribution to the Courts for indigent defense cases or revenue shortfalls;
- -\$326,000 – Decreased contribution to Alcohol, Drug and Mental Health Services;
- +\$178,000 – Increase in principal and interest payments for the Court Facilities Deficiencies program.

Revenues

The Fiscal Year 2010-11 Recommended Budget operating revenues will decrease \$6,911,000 to \$7,172,000 from the Fiscal Year 2009-10 Estimated Actual of \$14,083,000. This 49.1% decrease is the result of:

- -\$4,637,000 – The Redevelopment Agency (RDA) move to Housing & Community Development and its associated revenue (interest, tax increment);

- -\$1,831,000 – Reduction to revenue for the Office of Emergency Services' move to the County Executive Office (Homeland Security, Oil and Gas revenue, Emergency Management Planning grant, Nuclear Preparedness Planning grant);

- -\$384,000 – Decrease in First 5 funding from private agencies and School Readiness.

The Fiscal Year 2010-11 Recommended Budget other financing sources will decrease \$10,720,000 to \$18,069,000 from the Fiscal Year 2009-10 Estimated Actual of \$28,789,000. This 37.2% reduction is the result of:

- +\$6,164,000 – Increase in the use of the Strategic Reserve to transfer to the Audit Exceptions designation for Alcohol, Drug and Mental Health Services liabilities;
- -\$4,411,000 – No use of designation for the RDA due to its move to Housing & Community Development;
- -\$4,215,000 – No transfer from General Services for the EOC project;
- -\$3,278,000 – Decrease in the release of Capital designation to fund projects;
- -\$2,127,000 – No transfer from Social Services for the potential MISC settlement;
- -\$1,975,000 – No use of designation by First 5;
- +\$1,917,000 – Increase in the use of the Strategic Reserve to balance the General Fund for FY 2010-11;
- -\$400,000 – No budgeted use of the Strategic Reserve to fund Courts;
- -\$352,000 – No use of Salary and Benefits designation for funding of salaries;
- -\$322,000 – Decrease in the use of designation to fund Construction Fund COP projects;
- -\$270,000 – Decrease in the use of the Audit Exception designation by Alcohol, Drug and Mental Health Services;
- -\$264,000 – No transfers for the close out of the Garden Street and Juvenile Court projects;
- -\$155,000 – No transfer of Comcast funds from the Information Technology Department to CSBTv for television and equipment purchases.

GENERAL COUNTY PROGRAMS

Transfers to Other Govts. & Orgs.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Libraries	\$ 3,094,728	\$ 3,004,951	\$ 3,229,596	\$ 3,154,458
Other Transfers	1,107,857	1,069,681	1,108,771	1,112,737
Expenditure Total	4,202,585	4,074,632	4,338,367	4,267,195
<i>Other Financing Uses</i>				
Operating Transfers	285,000	--	63,000	--
Division Total	\$ 4,487,585	\$ 4,074,632	\$ 4,401,367	\$ 4,267,195

Character of Expenditures

<i>Operating Expenditures</i>				
Services & Supplies	4,105,123	3,975,632	4,241,947	4,168,995
Contributions	97,462	99,000	96,420	98,200
Expenditure Total	\$ 4,202,585	\$ 4,074,632	\$ 4,338,367	\$ 4,267,195

Source of Funds Summary

<i>Departmental Revenues</i>				
Other Charges for Services	\$ 20,000	\$ --	\$ 77,121	\$ --
Miscellaneous Revenue	--	--	25,000	--
Revenue Total	20,000	--	102,121	--
<i>General Fund Contribution</i>	4,130,549	3,907,401	4,132,015	3,601,302
<i>Other Financing Sources</i>				
Operating Transfers	337,036	167,231	167,231	665,893
Division Total	\$ 4,487,585	\$ 4,074,632	\$ 4,401,367	\$ 4,267,195

SERVICE DESCRIPTION

Transfers of funds to cities for library services in the unincorporated and incorporated areas, funding of the Children's Health Initiative program, reimbursement to the Montecito Fire District related to the Westmont Housing Annexation, and County contributions to LAFCO (Local Agency Formation Commission).

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased \$264,000 to \$4,338,000 from the Fiscal Year 2009-10 Adopted Budget of \$4,075,000. This 6.5% increase is the result of:

- +\$123,000 – Libraries being under-budgeted;
- +\$77,000 – One-time payment to the Goleta Library for the purchase of books and materials;
- +\$43,000 – Children's Health Initiative being under-budgeted;
- +\$25,000 – One-time payment for the Goleta Library survey.

The Fiscal Year 2009-10 Estimated Actual other financing uses increased \$63,000 to \$63,000 from the Fiscal Year 2009-10 Adopted Budget of \$0. This increase is the result of:

- +\$33,000 – Transfer to General Services for the cost of the Toro Canyon property acquisition;
- +\$30,000 – Transfer to General Services for the additional cost of lead remediation at the Russell Ranch shooting range.

Revenues

The Fiscal Year 2009-10 Estimated Actual other financing sources shows no change from the Fiscal Year 2009-10 Adopted Budget of \$167,000.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease \$71,000 to \$4,267,000 from the Fiscal Year 2009-10 Estimated Actual of \$4,338,000. This 1.6% decrease is the result of:

- -\$103,000 – No additional payments to libraries for books or surveys;
- +\$17,000 – Increase to the libraries due to per capita growth;
- +\$10,000 – Increase in cost for property insurance for libraries.
- +\$2,000 – Increase in cost for property insurance for the Santa Maria Stepping Stones child-care program;
- +\$2,000 – Increase to LAFCO;
- -\$1,000 – Reduction to property taxes paid to the Montecito Fire District for houses burned during last the Tea or Jesusita fires.

The Fiscal Year 2010-11 Recommended Budget other financing uses will decrease \$63,000 to \$0 from the Fiscal Year 2009-10 Estimated Actual of \$63,000. This decrease is the result of:

- -\$33,000 – Not needing to fund the cost of the Toro Canyon property acquisition;
- -\$30,000 – Not needing to fund lead remediation at the Russell Ranch shooting range.

Revenues

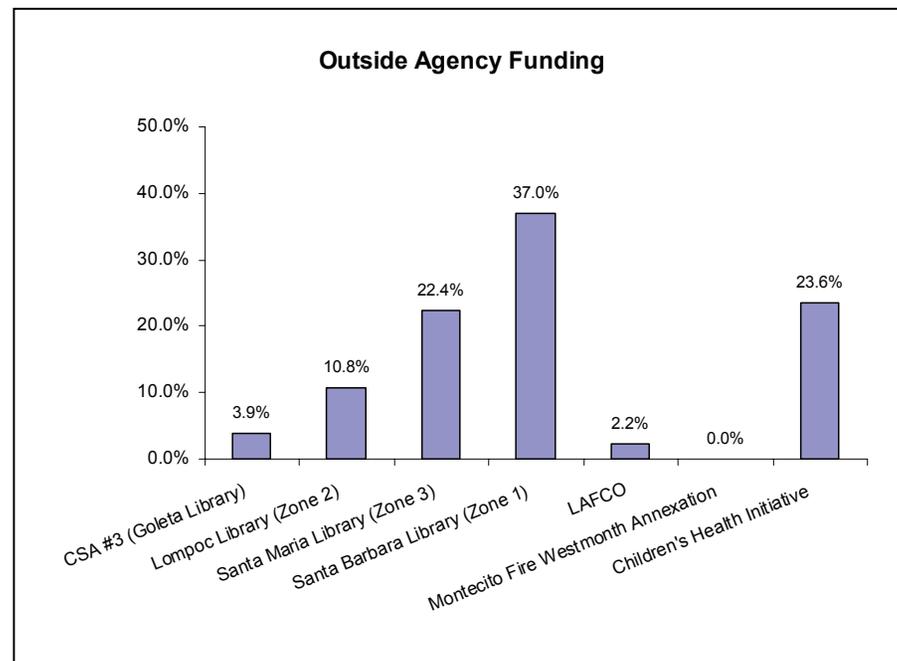
The Fiscal Year 2010-11 Recommended Budget other financing sources will increase \$499,000 to \$666,000 from the Fiscal Year 2009-10 Estimated Actual of \$167,000. This increase is the result of:

- +\$500,000 – Transfer of TSAC Endowment funding from Public Health to partially fund the Children’s Health Initiative.

SANTA BARBARA COUNTY		FUNDING
<u>FY 10-11 Library Budget</u>		
CSA #3 (Goleta Area)		165,893
Lompoc		458,393
Santa Maria		950,176
Santa Barbara		<u>1,570,072</u>
Sub-Total Libraries		\$3,144,534
<u>FY 10-11 Other</u>		
LAFCO		95,000
Montecito Fire Westmont Annexation		3,200
Children’s Health Initiative		<u>1,000,000</u>
Sub-Total Other Transfers		\$1,098,200

The above indicates the funding provided to outside agencies by General County Programs.

GENERAL COUNTY PROGRAMS Transfers to Other Govts. & Orgs. (cont'd)



Funding to Outside Agencies, by percentage.

Countywide Free Library System

The County contracts with the cities of Lompoc, Santa Barbara and Santa Maria for the provision of library services throughout the County via zones as follows:

- Library **Zone 1**, administered by the City of Santa Barbara, includes the cities and unincorporated areas surrounding Carpinteria, Goleta, Isla Vista, Los Olivos, Montecito, Santa Barbara, Santa Ynez and Solvang;
- Library **Zone 2**, administered by the City of Lompoc, includes the cities and unincorporated areas surrounding Buellton, Lompoc, Mission Hills, Vandenberg Village and all of Vandenberg Air Force Base; and,
- Library **Zone 3**, administered by the City of Santa Maria, includes the cities and unincorporated areas surrounding Cuyama, Guadalupe, Orcutt and Santa Maria.

CSA #3 in the Goleta Area is a benefit assessment levied on properties as a result of a voter initiative in the '90s. Contributions to the Zones are based on a per capita formula at the dis-

GENERAL COUNTY PROGRAMS

Transfers to Other Govts. & Orgs. (cont'd)

cretion of the Board of Supervisors.

Library services are provided through each City's main library and branch locations as a way to efficiently use existing facilities and utilize the technical expertise of the librarians rather than creating a County-operated library system.

Santa Barbara Public Library System (Zone 1)

Current Year (FY 09-10 Accomplishments)

- Renovated the main reading room of the Eastside Library using funds from a bequest.
- Received an \$18,000 grant from the National Endowment for the Arts (NEA) for Santa Barbara Reads
- Focus on youth literacy
 - Bilingual storytimes at Eastside and Central branches
 - Carpinteria Homework Center
 - Partnership with Junior League to increase program for youth literacy, and,
 - Reading is Fundamental program distributes free books to students in eight schools from Carpinteria to Isla Vista

Proposed Key Projects

- Capital project to reorganize the Central Library including the expansion of the children's library, reconfiguration of functional units and construction of public bathrooms for children's library (funding through Fenton Davison Trust and partnership with Junior League of Santa Barbara)
- Introduction of self-check and RFID at Eastside and Goleta branches
- Introduction of RFID inventory system at Central, Eastside and Goleta branches

Budget Information

The economic downturn has impacted all branches of the library in reduced fines and fees revenues, which are down more than 18% in the Solvang, Carpinteria and Montecito branches. The State of California has reduced its support of interlibrary transactions by 30%. A hiring freeze has caused several positions to remain vacant at the Central Library. Overnight travel will not be allowed in Fiscal Year 2010-11. Increased usage at all branches has resulted in some service level declines with respect to timeliness of response. A combination of use of gift funds and expenditure reductions will be used to rebalance the budgets for all branches.

A reduction of up to 12% in the City's allocation to general fund departments is possible. Fines and fees projections for all branches have been reduced to reflect the current trend. The reduced revenue projections coupled with increased personnel and operating costs affecting all branches

of the City of Santa Barbara Public Library System will require significant service changes, which are reflected in the proposed targets for Fiscal Year 2010-11.

The recommended budget for the coming fiscal year includes Monday closure for the Central and Eastside libraries. However, via use of gift monies, the Montecito Branch Library will resume Monday hours and the Goleta Library will remain open Mondays due to continued contributions from the Friends of the Library.

Lompoc Public Library System (Zone 2)

Current Year (FY 09-10 Accomplishments)

- Focus on providing better customer service by redesign of public service desks, improving signage, shifting of bookshelves and collections to make the Lompoc Library more user-friendly. New combined checkout/in desk installed in December 2009 using one-time County allocation received in 2008.
- Branches: Focus on being community gathering spaces with new programs added at the Buellton and Vandenberg Village libraries.

Proposed Key Project

- Strategic development of book collections and materials in other formats to meet community needs. Decisions will be based on patron request and indicators provided through statistical research of patron usage patterns. A new Integrated Library System (ILS) purchased by the Black Gold Cooperative in 2009 provides targeted report capability for collection development.

Budget Information

The City of Lompoc budget for the 2009-11 cycle includes a 10% reduction in the allocation for library service. In this fiscal year cycle, all full-time employees are assessed 13 furlough days per year. The Lompoc Library will remain closed on Sundays in Fiscal Year 2010-11, reducing part-time staff hours. No changes in hours are predicted at the branch libraries. Travel will be restricted in Fiscal Year 2010-11 for all staff.

Santa Maria Public Library System (Zone 3)

Current Year (FY 09-10 Accomplishment)

- The new Main Library has been open since August 23, 2008. The community has responded with overwhelming usage of all library programs and services:

GENERAL COUNTY PROGRAMS
Transfers to Other Govts. & Orgs. (cont'd)

- Internet usage is 250,000 sessions per year
- Daily walk-in traffic has increased from 1,000 per day in the old Main Library to 1,850 per day in the new Main Library
- Attendance of Adult programs has gone from 125 in FY 2008-09 to 3,500 in FY 2009-10

Proposed Key Project

- Utilize Library Volunteers and Friends of the Library groups to seek grant funding and support from outside agencies for library programs and services.

Budget Information

A furlough program was initiated in January 2010 for all City of Santa Maria employees. It is anticipated that the City library budget will be reduced by 9% for Fiscal Year 2010-11. Reductions will be accomplished by the elimination of vacant positions and reducing the library materials budget by 60%.

Activity Indicators	Actual FY 08-09	Projected FY 09-10	Target FY 10-11
Circulation of Materials			
Santa Barbara	1,602,547	1,442,448	1,374,114
Lompoc	332,186	300,000	350,000
Santa Maria	575,827	600,000	625,000
Registration of Patrons			
Santa Barbara	158,059	164,455	169,455
Lompoc	36,723	39,500	43,000
Santa Maria	78,298	82,000	84,000
Attendance at Youth Programs			
Santa Barbara	68,252	52,275	49,000
Lompoc	8,637	8,800	9,100
Santa Maria	2,087	7,000	8,000

GENERAL COUNTY PROGRAMS

Transfers to Other Govts. & Orgs. (cont'd)

Community Use of County Property

The County owned land, property and buildings listed below are used by public agencies and non-profit organizations, per approval by the Board of Supervisors under Government Code, Section 26227. (The board of supervisors of any county may appropriate and expend money from the general fund of the county to establish county programs or to fund other programs deemed by the board of supervisors to be necessary to meet the social needs of the population of the county.) The County must make a finding that the County-owned property will not be needed for County purposes for the next few years, and that specific organization has a contractual obligation to provide the County with a service or program to the community. The values are estimates and, in most cases, hypothetical, as the value to that specific user also takes into account the benefit to the community. As long as the specific program or service is being provided, the actual need and value are periodically reevaluated.

Description	Current Rent Per Year	Estimated In-Use Value Per Year
<u>Community Organizations</u>		
Community Action Commission	\$1	\$12,000
Land-Buellton Senior Citizens Center		\$12,000
Land-Growing Solutions (SB)		\$10,000
Land-Santa Maria YMCA	\$25	\$50,000
Land-Solvang Senior Center		\$3,600
Montecito Association	\$8,400	\$36,000
	<hr/>	<hr/>
	\$8,426	\$123,600
<u>Education</u>		
SB County Educational Service Center*		\$995,000
<u>Environmental</u>		
Land-U.S. Forest Service, New Cuyama		\$12,000

Description	Current Rent Per Year	Estimated In-Use Value Per Year
<u>Health & Human Services</u>		
Casa at Santa Barbara		\$18,000
Land-Alpha Resource Center*		\$45,000
Land-Food Bank of SB*		\$41,000
Land-Food Bank of SM*		\$26,250
Land-Transition Farms, SM*		\$19,500
Santa Barbara Community Housing Corp (Casa del Mural)		\$30,000
Shelter Services for Women*		\$42,000
Stepping Stones Child Center, SM*		\$90,000
		<hr/>
		\$311,750
<u>Recreation/Cultural Enrichment</u>		
Carpinteria Historical Society Museum		\$60,000
Land-Cachuma Resource Consv District*	\$1	\$19,800
Land-Cachuma UCSB Rowing Team		\$2,500
Land-Cachuma, United Boys Club*		\$10,000
Land-Goleta Youth Sports Center*		\$60,000
Land-Hearts Adaptive Riding*		\$20,000
Land-Little League at Vandenberg		\$30,000
Land-Orcutt Babe Ruth League*		\$3,500
Santa Barbara Art Museum		\$500,000
Santa Barbara County Bowl		\$100,000
Santa Barbara Historical Society Museum	\$1	\$75,000
	<hr/>	<hr/>
	\$2	\$880,800
	<hr/>	<hr/>
Total	\$8,428	\$2,323,150

Items with an * have been reevaluated since last year due to:

- Decrease to the amount of square footage being used
- Shorter term remaining on contract changes the value of the lease
- Only land is owned by the County. When the agency vacates the building or the lease expires, the ownership of the building will revert to the County
- Long term lease that cannot be reevaluated until changes are made to the lease or the lease expires

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 \$46 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 2009-10 is described below.

	09-10	09-10	09-10	09-10
	<u>Santa Barbara</u>	<u>Isla Vista</u>	<u>Goleta</u>	<u>Sum of South County RDAs</u>
General Fund	5,233,366	1,004,546	566,504	6,804,416
Flood Control Districts	342,496	74,142	49,274	465,912
Water Agency	79,745	17,940	11,995	109,680
Fire District	0	611,926	411,101	1,023,027
Lighting District	0	0	0	0
Sub-Total County	5,655,607	1,708,554	1,038,874	8,403,035
Non-county Agencies	14,253,173	4,322,704	2,538,705	21,114,582
Total RDA	19,908,780	6,031,258	3,577,579	29,517,617
% of County Contribution	28.4%	28.3%	29.0%	28.5%

Total County Contribution
to RDAs for 2009-2010
\$9,914,683
27.8%

	09-10	09-10	09-10	09-10	09-10
	<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	295,194	596,594	266,881	96,154	1,254,823
Flood Control Districts	24,227	44,056	16,895	5,601	90,779
Water Agency	4,064	10,322	4,146	2,518	21,050
Fire District	0	0	378	86,309	86,687
Lighting District	0	0	58,309	0	58,309
Sub-Total County	323,485	650,972	346,609	190,582	1,511,648
Non-County Agencies	807,407	2,087,372	1,159,444	604,430	4,658,653
Total RDA	1,130,892	2,738,344	1,506,053	795,012	6,170,301
% of County Contribution	28.6%	23.8%	23.0%	24.0%	24.5%

GENERAL COUNTY PROGRAMS

Contributions to Other Funds

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Contributions to Other Funds	\$ 1,483	\$ --	\$ 1,800	\$ --
Expenditure Total	1,483	--	1,800	--
<i>Other Financing Uses</i>				
Operating Transfers	5,516,035	12,966,632	9,446,406	7,770,843
Designated for Future Uses	45	--	38,025	--
Division Total	<u>\$ 5,517,563</u>	<u>\$ 12,966,632</u>	<u>\$ 9,486,231</u>	<u>\$ 7,770,843</u>
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	1,520	--	--	--
Overtime	(565)	--	--	--
Benefits	528	--	--	--
Salaries & Benefits Sub-Total	1,483	--	--	--
Services & Supplies	--	--	1,800	--
Expenditure Total	<u>\$ 1,483</u>	<u>\$ --</u>	<u>\$ 1,800</u>	<u>\$ --</u>
Source of Funds Summary				
<i>Departmental Revenues</i>				
Miscellaneous Revenue	\$ 51,346	\$ --	\$ 9,325	\$ --
Revenue Total	51,346	--	9,325	--
<i>General Fund Contribution</i>				
	5,466,172	12,413,599	8,885,848	7,719,126
<i>Other Financing Sources</i>				
Operating Transfers	--	553,033	553,033	51,717
Use of Prior Fund Balances	45	--	38,025	--
Division Total	<u>\$ 5,517,563</u>	<u>\$ 12,966,632</u>	<u>\$ 9,486,231</u>	<u>\$ 7,770,843</u>

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual other financing uses decreased \$3,482,000 to \$9,484,000 from the Fiscal Year 2009-10 Adopted Budget of \$12,967,000. This 26.9% decrease is the result of:

- -\$3,918,000 – Decreased contribution to Alcohol, Drug and Mental Health Services;
- +\$400,000 – Increased contribution to the Courts to cover revenue shortfalls and to pay for indigent defense cases;
- +\$38,000 – Increases to designation for imprest cash balances.

SERVICE DESCRIPTION

Transfers of funds to non-General Fund departments for operating expenses.

Revenues

The Fiscal Year 2009-10 Estimated Actual General Fund contribution decreased \$3,528,000 to \$8,886,000 from the Fiscal Year 2009-10 Adopted Budget of \$12,414,000. This 28.4% decrease is the result of:

- -\$3,918,000 – Decreased contribution to Alcohol, Drug and Mental Health Services;
- +\$400,000 – Increased contribution to the Courts to pay for indigent defense cases and to cover revenue shortfalls.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget other financing uses will decrease \$1,714,000 to \$7,771,000 from the Fiscal Year 2009-10 Estimated Actual of \$9,484,000. This 18.1% decrease is the result of:

- -\$2,049,000 – Decreased Debt Service COP principal and interest payments for the Betteravia and Santa Barbara Social Services buildings;
- +\$1,000,000 – Transfer to Social Services in lieu of General Fund Contribution;
- -\$400,000 – Decreased contribution to the Courts;
- -\$326,000 – Decreased contribution to Alcohol, Drug and Mental Health Services;
- +\$98,000 – Movement of the Naomi Schwartz Building COP debt to the General Fund;
- -\$38,000 – No increases to designation for imprest (petty) cash.

Revenues

The Fiscal Year 2010-11 Recommended Budget General Fund contribution will decrease \$1,167,000 to \$7,719,000 from the Fiscal Year 2009-10 Estimated Actual of \$8,886,000. This increase is the result of:

- -\$2,049,000 – Decreased Debt Service COP principal and interest payments for the Betteravia and Santa Barbara Social Services Buildings;
- +\$1,000,000 – Additional contribution to Social Services;
- -\$326,000 – Decreased contribution to Alcohol, Drug and Mental Health Services;
- +\$98,000 – Move of the Naomi Schwartz Building COP debt to the General Fund.

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 two 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 community center and increase public open space.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Isla Vista Redevelopment Agency	\$ 8,201,716	\$ 9,104,620	\$ 4,121,276	\$ --
Operating Sub-Total	8,201,716	9,104,620	4,121,276	--
Less: Intra-County Revenues	(590,413)	--	--	--
Operating Total	7,611,303	9,104,620	4,121,276	--
<i>Non-Operating Expenditures</i>				
Capital Assets	3,310,977	--	900,000	--
Expenditure Total	10,922,280	9,104,620	5,021,276	--
<i>Other Financing Uses</i>				
Operating Transfers	1,117,418	1,184,057	1,308,383	--
Designated for Future Uses	16,659,326	1,026,311	2,719,080	--
Division Total	\$ 28,699,024	\$ 11,314,988	\$ 9,048,739	\$ --

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	224,003	337,733	245,960	--
Overtime	505	--	156	--
Extra Help	--	--	7,184	--
Benefits	87,386	133,157	100,215	--
Salaries & Benefits Sub-Total	311,894	470,890	353,515	--
Services & Supplies	7,889,822	8,117,495	2,230,320	--
Contributions	--	516,235	1,537,441	--
Operating Sub-Total	8,201,716	9,104,620	4,121,276	--
Less: Intra-County Revenues	(590,413)	--	--	--
Operating Total	7,611,303	9,104,620	4,121,276	--
<i>Non-Operating Expenditures</i>				
Capital Assets	3,310,977	--	900,000	--
Expenditure Total	\$ 10,922,280	\$ 9,104,620	\$ 5,021,276	\$ --

GENERAL COUNTY PROGRAMS

Redevelopment Agency

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 319,534	\$ 99,500	\$ 185,238	\$ --
Federal & State Revenues	233	--	(23)	--
Other Charges for Services	306,951	479,415	357,124	--
Miscellaneous Revenue	7,143,216	3,982,905	4,094,880	--
Revenue Sub-Total	7,769,934	4,561,820	4,637,219	--
Less: Intra-County Revenues	(590,413)	--	--	--
Revenue Total	7,179,521	4,561,820	4,637,219	--
<i>General Fund Contribution</i>				
	6,314	(4,916)	23	--
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	21,513,189	6,758,084	4,411,497	--
Division Total	\$ 28,699,024	\$ 11,314,988	\$ 9,048,739	\$ --

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Isla Vista Redevelopment Agency	4.0	2.1	4.0	4.1	4.0	3.0	--	--
Total Permanent	4.0	2.1	4.0	4.1	4.0	3.0	--	--
<i>Non-Permanent</i>								
Extra Help	--	--	--	--	--	0.1	--	--
Total Positions	4.0	2.1	4.0	4.1	4.0	3.1	--	--

Note: The administration of the Redevelopment Agency will transfer to the Housing and Community Development Department in FY 2010-11. Information for FY 2010-11 is reflected in the D-pages for this department, in the Community Resources & Public Facilities section of the D-pages.

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. 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 2009-10) Accomplishments

- Isla Vista Master Plan 3rd response to Coastal Commission comments submitted
- Completed downtown parking lot project, a “green” demonstration project with the inclusion of a solar trellis system
- Completed underground parking facility feasibility analysis
- Planning permits obtained for the Loop at Trigo Road private project
- Planning permits obtained for Icon private project
- Planning permits obtained for Camino Del Sur apartments
- Completed two façade improvements in partnership with local businesses
- Completed regulatory and development agreements for six affordable units in Paradise Ivy private projects
- Completed adoption of Ordinance and Resolution for Outdoor Dining Program
- Completed Ordinance amendment, resolution for Isla Vista Car Share Program
- Obtained Phase II planning permits for El Colegio Road improvements

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$4,893,000 to \$4,121,000 from the Fiscal Year 2009-10 Adopted Budget of \$9,105,000. This 54.7% decrease is the result of:

- -\$2,650,000 – Deferral of street improvements;
- -\$2,000,000 – Delays in private development agreements;
- -\$1,500,000 – Delays in project approvals for El Colegio Road Phase II;
- +\$1,221,000 – Increase in ERAP payments to the State.

The Fiscal Year 2009-10 Estimated Actual non-operating expenditures increased \$900,000 to \$900,000 from the Fiscal Year 2009-10 Adopted Budget of \$0. This increase is the result of:

- +\$900,000 – Completion of the solar parking lot.

The Fiscal Year 2009-10 Estimated Actual other financing uses increased \$1,817,000 to \$4,027,000 from the Fiscal Year 2009-10 Adopted Budget of \$2,210,000. This 82.2% increase is the result of:

- +\$1,693,000 – Designating funds for carryover to next fiscal year;
- +\$124,000 – Increase for the early payment of the 1990 County COP loan.

Revenues

The Fiscal Year 2009-10 Estimated Actual operating revenues increased \$75,000 to \$4,637,000 from the Fiscal Year 2009-10 Adopted Budget of \$4,562,000. This 1.7% increase is the result of:

- +\$112,000 – Increased tax increment revenue;
- -\$122,000 – Reduced reimbursement to the General Fund from the RDA Operating Fund for salaries and benefits costs of RDA staff due to vacancies;
- +\$86,000 – Increased interest income on investments and housing loans.

The Fiscal Year 2009-10 Estimated Actual Other Financing Sources decreased \$2,347,000 to \$4,411,000 from the Fiscal Year 2009-10 Adopted Budget of \$6,758,000. This 34.7% decrease is the result of:

- -\$2,346,000 – Reduced use of designation to pay for delayed projects.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Isla Vista Redevelopment Agency				
Project Manager	1.0	1.0	1.0	--
Program Manager	--	1.0	1.0	--
	2.0	1.0	1.0	--
Redevelopment Specialist I	1.0	1.0	1.0	--
Sub-Division Total	4.0	4.0	4.0	--
Division Total	4.0	4.0	4.0	--

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Criminal Justice Facility Fund				
Use of Funds Summary				
Intra-County Revenues	\$ (3,364)	\$ -	\$ -	\$ -
<i>Other Financing Uses</i>				
District Attorney Building, Santa Barbara	561,182	572,326	559,931	572,236
Jail HVAC - SB	17,365	18,788	18,353	18,689
Juvenile Court Attorneys, Santa Maria	96,117	97,758	95,694	97,693
Juvenile Hall Expansion, Santa Maria	446,341	454,151	454,078	454,263
Jail Maintenance and Operations	225,000	225,000	225,000	225,000
Designated for Future Uses	4,826	1,746	3,249	--
Sub-Division Total	<u>\$ 1,347,467</u>	<u>\$ 1,369,769</u>	<u>\$ 1,356,305</u>	<u>\$ 1,367,881</u>
Source of Funds Summary				
Intra County Revenues	\$ (3,364)	\$ -	\$ -	\$ -
<i>Departmental Revenues</i>				
Fines, Forfeitures, and Penalties	1,116,783	1,135,000	1,050,000	1,075,000
Use of Money and Property	15,224	20,000	1,920	5,069
Revenue Total	<u>1,128,643</u>	<u>1,155,000</u>	<u>1,051,920</u>	<u>1,080,069</u>
<i>Other Financing Sources</i>				
Operating Transfers			106,159	
Use of Prior Fund Balances	218,824	214,769	198,226	287,812
Sub-Division Total	<u>\$ 1,347,467</u>	<u>\$ 1,369,769</u>	<u>\$ 1,356,305</u>	<u>\$ 1,367,881</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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual other financing uses decreased \$13,000 to \$1,356,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,370,000. This 1.0% decrease is the result of:

- -\$12,000 – Decreased principal and interest payments for the Santa Barbara District Attorney Building;
- +\$1,000 – Increase to designation for Unrealized Gains on Investments.

Revenues

The Fiscal Year 2009-10 Estimated Actual operating revenues decreased \$103,000 to \$1,052,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,155,000. This 8.9% decrease is the result of:

- -\$85,000 – Decreased collection of Fines, Forfeitures and Penalties revenue;
- -\$15,000 – Decreased interest income on Investments.

The Fiscal Year 2009-10 Estimated Actual other financing sources increased \$90,000 to \$304,000 from the Fiscal Year 2009-10 Adopted Budget of \$215,000. This 41.7% increase is the result of:

- +\$106,000 – Return of Garden Street and Juvenile Court project funds from General Services Capital Projects Fund for the completed projects;
- -\$21,000 – Decreased use of designation for project costs.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget other financing uses will increase \$12,000 to \$1,368,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,356,000. This 0.9% increase is not material.

Revenues

The Fiscal 2010-11 Recommended Budget operating revenues will increase \$28,000 to \$1,080,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,052,000. This 2.7% increase is the result of:

- +\$25,000 – Increased collection of Fines, Forfeitures and Penalties revenue.

The Fiscal Year 2010-11 Recommended Budget other financing sources will decrease \$17,000 to \$288,000 from the Fiscal Year 2009-10 Estimated Actual of \$304,000. This 5.4% decrease is the result of:

- -\$106,000 – No transfer from General Services for completed projects;
- +\$90,000 – Increased use of designation to cover expenses.

GENERAL COUNTY PROGRAMS
Special Construction Funds (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Courthouse Construction Fund				
Use of Funds Summary				
<i>Other Financing Uses</i>				
Courthouse COP, Santa Maria	\$ 792,794	\$ 801,250	\$ 942,218	\$ --
Juvenile Court Expansion, Santa Maria	129,542	133,831	130,002	133,996
SB 1732 Court Facilities Deficiencies Program	277,026	273,000	270,036	448,093
Designated for Future Uses	7,154	76	1,858	497,911
Sub-Division Total	<u>\$ 1,206,516</u>	<u>\$ 1,208,157</u>	<u>\$ 1,344,114</u>	<u>\$ 1,080,000</u>

Source of Funds Summary

<i>Departmental Revenues</i>				
Fines, Forfeitures, and Penalties	\$ 1,131,236	\$ 1,135,000	\$ 1,036,000	\$ 1,075,000
Use of Money and Property	10,898	15,000	2,324	5,000
Revenue Total	<u>1,142,134</u>	<u>1,150,000</u>	<u>1,038,324</u>	<u>1,080,000</u>
<i>Other Financing Sources</i>				
Operating Transfers			157,439	
Use of Prior Fund Balances	64,382	58,157	148,351	--
Sub-Division Total	<u>\$ 1,206,516</u>	<u>\$ 1,208,157</u>	<u>\$ 1,344,114</u>	<u>\$ 1,080,000</u>

Courthouse Construction Fund

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual other financing uses increased \$136,000 to \$1,344,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,208,000. This 11.3% increase is the result of:

- +\$142,000 – Prepayment of principal and interest for the Santa Maria Courthouse project.

Revenues

The Fiscal Year 2009-10 Estimated Actual operating revenues decreased \$112,000 to \$1,038,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,150,000. This 9.7% decrease is the result of:

- -\$99,000 – Decreased collection of Fines, Forfeitures and Penalties revenue;
- -\$12,000 – Decreased interest income on Investments.

The Fiscal Year 2009-10 Estimated Actual other financing sources increased \$248,000 to \$306,000 from the Fiscal Year 2009-10 Adopted Budget of \$58,000. This increase is the result of:

- +\$157,000 – Return of Garden Street and Juvenile Court project funds from General Services Capital Project Fund.
- +\$90,000 – Increased release of designation to cover revenue shortfalls.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget other financing uses will decrease \$264,000 to \$1,080,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,344,000. This 19.6% decrease is the result of:

- -\$942,000 – Early payment of the Santa Maria Courthouse COP in FY 2009-10;
- +\$496,000 – Increase to designation for excess Fines, Forfeitures and Penalties revenue;
- +\$178,000 – Increased COP payment of principal and interest for the Court Facilities Deficiencies program.

Revenues

The Fiscal Year 2010-11 Recommended Budget operating revenues will increase \$42,000 to \$1,080,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,038,000. This 4.0% increase is the result of:

- +\$39,000 – Increased collection of Fines, Forfeitures and Penalties revenue.

The Fiscal Year 2010-11 Recommended Budget other financing sources will decrease \$306,000 to \$0 from the Fiscal Year 2009-10 Estimated Actual of \$306,000. This decrease is the result of:

- -\$157,000 – No transfer from General Services;
- -\$148,000 – No use of designation.

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Board Support	\$ 162,467	\$ 205,848	\$ 139,518	\$ 100,000
General Expenditures	119,885	108,217	112,055	--
Project Management Tracking	142,084	280,799	255,707	--
General Administration	23,552	11,787	5,247	--
Operating Total	447,988	606,651	512,527	100,000
<i>Non-Operating Expenditures</i>				
Capital Assets	--	5,000	--	--
Expenditure Total	447,988	611,651	512,527	100,000
<i>Other Financing Uses</i>				
Operating Transfers	436	457	457	--
Designated for Future Uses	98,807	--	--	--
Division Total	\$ 547,231	\$ 612,108	\$ 512,984	\$ 100,000

Character of Expenditures

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Operating Expenditures</i>				
Regular Salaries	132,094	154,350	125,878	--
Overtime	1,619	--	--	--
Extra Help	530	--	1,231	--
Benefits	52,021	63,261	106,712	--
Salaries & Benefits Sub-Total	186,264	217,611	233,821	--
Services & Supplies	261,724	389,040	278,706	100,000
Operating Total	447,988	606,651	512,527	100,000
<i>Non-Operating Expenditures</i>				
Capital Assets	--	5,000	--	--
Expenditure Total	\$ 447,988	\$ 611,651	\$ 512,527	\$ 100,000

GENERAL COUNTY PROGRAMS

Organization Development

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,424	\$ --	(35)	\$ --
Miscellaneous Revenue	29	--	--	--
Revenue Total	1,453	--	(35)	--
<i>General Fund Contribution</i>	533,498	529,615	452,124	100,000
<i>Other Financing Sources</i>				
Operating Transfers	2,500	3,000	3,000	--
Use of Prior Fund Balances	9,780	79,493	57,895	--
Division Total	\$ 547,231	\$ 612,108	\$ 512,984	\$ 100,000

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
General Expenditures	1.0	1.0	1.0	0.9	1.0	1.0	--	--
Project Management Tracking	0.2	0.7	1.0	1.0	1.0	1.0	--	--
Total Permanent	1.2	1.7	2.0	1.9	2.0	2.0	--	--
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	0.1	--	--
Total Positions	1.2	1.7	2.0	1.9	2.0	2.1	--	--

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

GENERAL COUNTY PROGRAMS
Organization Development (cont'd)

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual operating expenditures decreased \$94,000 to \$513,000 from the Fiscal Year 2009-10 Adopted Budget of \$607,000. This 15.5% decrease is the result of:

- -\$105,000 – Reduced Board Support project expenditures;
- +\$39,000 – Increase to expenditures for the installation and ongoing maintenance costs of the Board of Supervisors security system;
- -\$25,000 – Reduced project expenditures for project reporting and performance measures;
- -\$6,000 – Reduced use of contractual services for annexations;
- +\$4,000 – One-time payment to the Santa Barbara County Employees' Retirement System due to the retirement incentive program which offered two years of additional service credit to vested employees over 60 years of age who were otherwise eligible for retirement. One staff accepted the payment.

The Fiscal Year 2009-10 Estimated Actual non-operating expenditures decreased \$5,000 to \$0 from the Fiscal Year 2009-10 Adopted Budget of \$5,000. This 100% decrease is the result of:

- -\$5,000 – Not purchasing computer equipment for the performance measures project.

Revenue

The Fiscal Year 2009-10 Estimated Actual operating revenues show no significant changes from the Fiscal Year 2009-10 Adopted Budget of \$0.

The Fiscal Year 2009-10 Estimated Actual general fund contribution decreased \$77,000 to \$452,000 from the Fiscal Year 2009-10 Adopted Budget of \$530,000. This 14.6% decrease is the result of:

- -\$66,000 – Reduced Board Support project expenditures;
- -\$11,000 – Other minor reductions to services & supplies expenditures.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease \$413,000 to \$100,000 from the Fiscal Year 2009-10 Estimated Actual of \$513,000. This 80.5% decrease is the result of:

- -\$240,000 – Elimination of one Fiscal & Policy Analyst and related project costs in the Project Management Tracking program;
- -\$100,000 – Transfer of one accounting position to the County Executive Office;
- -\$40,000 – Transfer of miscellaneous, ongoing Board Support expenditures to the Board of Supervisors budget;
- -\$18,000 – Elimination of miscellaneous services and supplies, per Board direction;
- -\$15,000 – Transfer of miscellaneous, ongoing project reporting expenditures to the County Executive Office budget.

Revenue

The Fiscal Year 2010-11 Recommended Budget general fund contribution will decrease \$352,000 to \$100,000 from the Fiscal Year 2009-10 Estimated Actual of \$452,000. This 77.9% decrease is the result of:

- -\$352,000 – Reduction to General County Programs expenditures due to elimination of positions, programs and transfers of remaining, ongoing expenditures to the County Executive Office and Board of Supervisors' budgets.

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. Costs include operating expenses for the two Board of Supervisors' Hearing Rooms (utilities, communications), countywide memberships, supplies in support of Board meetings and funding of special projects. However, beginning on July 1, 2011, all but the funding of special district projects has been consolidated into the 2010-11 Board of Supervisors budget, per Board direction.

General Expenditures

General Expenditures was developed to capture costs not associated with one office or department. A Fiscal Analyst, who supports countywide applications and the County Executive Office, the Board of Supervisors, Redevelopment Agency, CSBTV 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. This entire program, except for RDA, including the accounting position, has been consolidated into the 2010-11 County Executive Office budget, per Board direction.

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, as well as providing oversight of the County’s Project Reporting System (PRS). Examples of recent projects include: working with the vendor and departmental staff to implement performance measures software and hardware, and implementation of the Blue Ribbon Budget Task Force’s recommendations. For 2010-11, the position has been deleted and only minor operating expenses totaling less than \$25,000 have been consolidated into the County Executive Office budget, per Board direction.

- **Project Reporting System:** The County has a project reporting system that enables executives and the budget team to monitor the completion progress of capital and other 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.

In late 2005-06 staff began looking at software vendors to determine if there is a system available that can update or replace the existing system to enhance the purposes of project reporting and facilitate its use among project managers. This project has been put on hold until a vendor can be selected or the system developed internally.

- **Performance Management:** The County Executive Office, in order to support the County’s strategic goal to be: *An Efficient and Responsive Government – An efficient professionally managed government able to anticipate and to effectively respond to the needs of the community* and enhance operational efficiencies, has started an upgrade of both the performance measure and project management databases including a thorough review of all performance measures. The County Executive Office is currently reviewing its options regarding the next phase of the development of a performance management system.

The budget execution process translates the County’s strategic goals and plan for addressing critical issues into action through the funding of staff, programs, capital improvement projects and community grants based on performance information.

- **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.

GENERAL COUNTY PROGRAMS
Organization Development (cont'd)

General Administration

General Administration was developed to separate support costs associated with General County Programs. Operating expenses used in support of computer applications for the Board of Supervisors, County Executive Office and thirty-one staff within the General County Programs Department, was previously budgeted here. The position that provides the IT support was moved to the IT Department in FY 2008-09 to meet the County’s goal of a centralized IT function. This position continues to provide support to the above named customers, although the operating supplies budget will be consolidated into the County Executive Office budget in FY 2010-11, per Board direction.

With the exception of a small amount remaining in Board Support, all programs and one accounting position are being incorporated into the CEO and Board of Supervisors departments and budgets. One Project Manager position is being eliminated due to Board direction and fiscal constraints.

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
General Expenditures				
Fiscal Analyst	--	1.0	1.0	--
Departmental Analyst	<u>1.0</u>	--	--	--
Sub-Division Total	1.0	1.0	1.0	--
Project Management Tracking				
Project Manager	0.2	--	--	--
Fiscal & Policy Analyst	--	<u>1.0</u>	<u>1.0</u>	--
Sub-Division Total	0.2	1.0	1.0	--
 Division Total	 <u>1.2</u>	 <u>2.0</u>	 <u>2.0</u>	 <u>--</u>

GENERAL COUNTY PROGRAMS

Developing Programs

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Public and Educational Access	\$ 320,050	\$ 126,050	\$ 186,026	\$ 138,050
Communications Office	222,232	232,313	210,409	--
Information Systems	138,866	--	--	--
Emergency Operations	963,771	878,631	1,207,558	--
County Santa Barbara TV(CSBTV)	476,356	442,105	429,873	--
Operating Sub-Total	2,121,275	1,679,099	2,033,866	138,050
Less: Intra-County Revenues	(9,680)	--	--	--
Operating Total	2,111,595	1,679,099	2,033,866	138,050
<i>Non-Operating Expenditures</i>				
Capital Assets	123,721	30,000	376,000	--
Expenditure Total	2,235,316	1,709,099	2,409,866	138,050
<i>Other Financing Uses</i>				
Operating Transfers	1,476	1,487	322,991	--
Designated for Future Uses	106,495	3,459	148,373	--
Division Total	\$ 2,343,287	\$ 1,714,045	\$ 2,881,230	\$ 138,050

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	786,284	867,576	858,495	--
Overtime	40,007	2,000	2,081	--
Extra Help	34,887	26,000	16,549	--
Benefits	298,736	337,440	337,226	--
Salaries & Benefits Sub-Total	1,159,914	1,233,016	1,214,351	--
Services & Supplies	641,361	320,083	633,515	50
Contributions	320,000	126,000	186,000	138,000
Operating Sub-Total	2,121,275	1,679,099	2,033,866	138,050
Less: Intra-County Revenues	(9,680)	--	--	--
Operating Total	2,111,595	1,679,099	2,033,866	138,050
<i>Non-Operating Expenditures</i>				
Capital Assets	123,721	30,000	376,000	--
Expenditure Total	\$ 2,235,316	\$ 1,709,099	\$ 2,409,866	\$ 138,050

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 45,463	\$ 26,000	\$ 25,000	\$ 10,000
Federal & State Revenues	386,411	130,000	1,566,695	--
Other Charges for Services	77,327	111,000	272,312	--
Miscellaneous Revenue	13,373	1,800	(6,466)	--
Revenue Sub-Total	522,574	268,800	1,857,541	10,000
Less: Intra-County Revenues	(9,680)	--	--	--
Revenue Total	512,894	268,800	1,857,541	10,000
General Fund Contribution	1,351,083	1,311,736	621,673	--
<i>Other Financing Sources</i>				
Operating Transfers	30,000	30,000	163,276	--
Use of Prior Fund Balances	449,310	103,509	238,740	128,050
Division Total	\$ 2,343,287	\$ 1,714,045	\$ 2,881,230	\$ 138,050

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Communications Office	1.0	1.0	1.0	1.0	1.0	1.0	--	--
Emergency Operations	7.0	5.5	7.0	6.0	7.0	6.0	--	--
County Santa Barbara TV(CSBTV)	3.0	3.0	3.0	3.0	3.0	3.0	--	--
Total Permanent	11.0	9.5	11.0	10.0	11.0	10.0	--	--
<i>Non-Permanent</i>								
Extra Help	--	1.0	--	--	--	0.5	--	--
Total Positions	11.0	10.6	11.0	10.0	11.0	10.5	--	--

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 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased \$355,000 to \$2,034,000 from the Fiscal Year 2009-10 Adopted Budget of \$1,679,000. This 21.1% increase is the result of:

- +\$329,000 – Purchases of equipment and safety training in Emergency Operations using Homeland Security grant funding (fully reimbursable);
- +\$60,000 – Increased draw on operating funds (non-General Fund) by Public and Educational Access for equipment purchases;
- -\$34,000 – Decreased spending in the Communications and Public Information Office (CPIO) on services and supplies.

The Fiscal Year 2009-10 Estimated Actual non-operating expenditures increased \$346,000 to \$376,000 from the Fiscal Year 2009-10 Adopted Budget of \$30,000. This increase is the result of:

- +\$346,000 – Major equipment and software purchases in Emergency Operations using Homeland Security grant funding (fully reimbursable), including the countywide records management (COPLINK) system and command van.

The Fiscal Year 2009-10 Estimated Actual other financing uses increased \$466,000 to \$471,000 from the Fiscal Year 2009-10 Adopted Budget of \$5,000. This increase is the result of:

- +\$172,000 – Transfer to General Services of Homeland Security funding for the development of the EOC Communications System;
- +\$150,000 – Transfer to the Information Technology Department of Homeland Security funding for partial funding of the Fire repeater project;
- +\$130,000 – Increases to designation for Comcast funds being transferred from the Information Technology (IT) Department to CSBTV for future purchases of television and communications equipment;
- +\$8,000 – Increases to designation for excess radio funds returned to Emergency Operations by the IT Department.

Revenue

The Fiscal Year 2009-10 Estimated Actual operating revenues increased \$1,589,000 to \$1,858,000 from the Fiscal Year 2009-10 Adopted Budget of \$269,000. This increase is the result of:

GENERAL COUNTY PROGRAMS

Developing Programs (cont'd)

- +\$1,400,000 – Reimbursement from Homeland Security of grant expenditures (Records management system, command van, repeater radios, satellite phones, generators, medical supplies, training, wireless remote robot, and decontamination unit);
- +\$172,000 – Transfer to the General Fund of Operational Area Emergency Services funds for the development and purchase of an EOC communications system.

The Fiscal Year 2009-10 Estimated Actual other financing sources increased \$269,000 to \$402,000 from the Fiscal Year 2009-10 Adopted Budget of \$134,000. This increase is the result of:

- +\$130,000 – Transfer of Comcast funds from the Information Technology Department to CSBTV for future purchases of television and communications equipment;
- +\$76,000 – Needing to release additional designation to fund increased Public and Educational Access operating expenses;
- +\$59,000 – Needing to release designation to pay for ongoing Jesusita Fire Recovery efforts.

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease \$1,896,000 to \$138,000 from the Fiscal Year 2009-10 Estimated Actual of \$2,034,000. This 93.2% decrease is the result of:

- -\$1,208,000 – Transfer of the Emergency Operations program from General County Programs to the County Executive Office, per Board request;
- -\$640,000 – Transfer of the Communications and Public Information Office, including CSBTV, from General County Programs to the County Executive Office, per Board request;
- -\$48,000 – Decrease to requested funding for Public and Educational Access.

The Fiscal Year 2010-11 Recommended Budget non-operating expenditures will decrease \$376,000 to \$0 from the Fiscal Year 2009-10 Estimated Actual of \$376,000. This 100% decrease is the result of:

- -\$376,000 – Not purchasing capital equipment using Homeland Security funding for Emergency Operations.

The Fiscal Year 2010-11 Recommended Budget other financing uses will decrease \$471,000 to \$0 from the Fiscal Year 2009-10 Estimated Actual of \$471,000. This decrease is the result of:

- -\$471,000 – Not budgeting for transfers or increases to designation for Emergency Operations and the Communications and Public Information Office due to these programs moving to the County Executive Office.

GENERAL COUNTY PROGRAMS

Developing Programs (cont'd)

Revenue

The Fiscal Year 2010-11 Recommended Budget operating revenues will decrease \$1,848,000 to \$10,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,858,000. This 99.5% decrease is the result of:

- -\$1,832,000 – No revenues for Emergency Operations and the Communications and Public Information Office due to the move to the County Executive Office;
- -\$15,000 – Reduced interest income for Public and Educational Access due to lower interest rates and reduced investments.

The Fiscal Year 2010-11 Recommended Budget Other Financing Sources will decrease \$274,000 to \$128,000 from the Fiscal Year 2009-10 Estimated Actual of \$402,000. This 68.1% decrease is the result of:

- -\$274,000 – No use of designation or transfers to fund Emergency Operations and the Communications and Public Information Office due to the move out of General County Programs to the County Executive Office;
- -\$58,000 – Decreased use of designation to fund Public and Educational Access operations.

Office of Emergency Services

In accordance with the California Emergency Services Act, the Office of Emergency Services (OES) serves as the lead emergency 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 preparing for and administering disaster response and coordinating homeland security grant programs. In an effort to better respond, the OES conducts planning, risk and threat assessment, and provides information to the general public on how they can be better prepared. When disasters occur within the Operational Area, the OES works with the affected jurisdiction in recovery efforts by serving as the conduit with state and federal disaster agencies. This entire program, including the seven positions, will be consolidated into the 2010-11 County Executive Office budget, per Board direction during budget workshops.

Focus Area: Effective Leadership as measured by:

Current Year (FY 09-10) Accomplishments

- Infrastructure-Emergency Operations Center (EOC)
 - The OES, working with the General Services Department and expert architects/engineers, finalized the design and specifications of a new permanent Operational Area EOC.
 - With a financial \$2 million partnership from the Aware & Prepare Initiative, the Board authorized a “turn-key” EOC with a total project cost of \$7.4 million.
 - On January 5, 2010, the Board of Supervisors awarded the EOC construction contract to Melchiori Construction, a local vendor, and ground breaking occurred on February 12, 2010.

- Communications
 - Assisted the Santa Barbara Community Awareness Emergency Response (CAER) in obtaining a radio system grant to improve industry emergency communications.
 - Through the Homeland Security Grant Program, obtained approximately 65 satellite telephones (approximately \$85,000) to be used in assisting emergency responders, department operating centers (DOCs), and EOCs in communicating during communication system failures.
 - Obtained funding (\$295,000) for a new emergency management computer software system for all Operational Area jurisdictions that will assist with information sharing and response.
 - Working with multiple law enforcement agencies obtained funding to improve law enforcement jurisdictions sharing critical real-time information through a computerized information sharing network (COPLINK).
 - With Homeland Security funding, contracted with an expert communications consultant to examine and report on the Operational Area’s existing emergency and first responder communication systems and project the potentials of developing an interoperable communications system in the future.
 - To improve information sharing during emergency and non-emergency situations, the OES has been working with the Information Technologies Department and local jurisdictions to implement a video conferencing system between local EOCs and DOCs. The system would complement the OES’ existing system with the Secretary of the California Emergency Management Agency.
- Planning/Agreements
 - Updated and distributed an Operational Area EOC Activation Plan.
 - Working with the local chapter of the American Red Cross and other County departments, updated the sheltering MOU for emergencies.
 - Amateur Radio Emergency Services (ARES) is a critical Operational Area communications resource. The MOU with ARES was revised and updated to be consistent with operational procedures.
 - OES staff finalized a model Operational Area Joint Information Center plan working with Operational Area jurisdictions. The plan will serve as a model for activating a Joint Information Center (JIC) by a local jurisdiction or the Operational Area.
 - Have actively assisted local non-profits in the formation of a Volunteers and Others Assisting in Disasters (VOAD) Committee; including integration of volunteer services into the EOC structure during activations. The model now has OES staff working with the Governor’s Office for Volunteers on a state-wide model.
 - Conducted final review of Operational Area Tsunami Plan that includes sign plans, pre-identified inundation zones with staging areas and pre-scripted emergency messages. OES hosted, with the state, a conference for local Tsunami-risk jurisdictions to discuss Tsunami planning efforts.
- Training/Exercises
 - Provided EOC training to County staff to improve Geospatial Information Systems (GIS) integration.
 - Worked with Santa Barbara City and Carpinteria City to provide EOC training.
 - Integrated Operational Area leadership with federal response agencies during training on biohazard incidents.

GENERAL COUNTY PROGRAMS

Developing Programs (cont'd)

- Cooperated and worked with the Bureau of Reclamation in conducting an exercise regarding a Bradbury Dam incident.
- Updated emergency response plans for local oil and gas facilities under OES' purview.
- Tested siren system, in conjunction with Reverse 9-1-1® system, for the western Goleta Valley.
- Conducted numerous drills and exercises with off-shore and on-shore oil and gas facilities to test plans and notification systems.
- Response & Recovery
 - Served as the lead coordinating department for the Jesusita recovery.
 - Provided leadership and technical input for Tea and Jesusita incidents by participating in recovery groups that were assisting survivors with financial distributions.
 - Staff served as a member-expert in a federally-funded Wildland-Urban Interface Colloquium examining the results from the Operational Area fires.
 - Working with local affected jurisdictions, participated in several community meetings regarding the threat from flooding due to burned areas surrounding urbanized populations.
 - Activated the interim EOC for La Brea Fire and several flood warnings.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Emergency Operations

Conduct 1 Emergency Operations Center exercise that addresses a contemporary emergency management scenario.	Yes	Yes	Yes	N/A
Conduct 1 tabletop disaster exercise for the Diablo Canyon Nuclear Preparedness Plan that addresses a congregate care and shelter management scenario.	Yes	Yes	Yes	N/A
Conduct NIMS/SEMS training for county staff assigned to Emergency Operations Center functions.	183% 110 60	100% 45 45	100% 45 45	N/A
Coordinate 2 combined SEMS/NIMS trainings for 8 operational area cities.	150% 3 2	100% 2 2	200% 4 2	N/A

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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Recurring Performance Measures

Emergency Operations

Conduct site visits with operational area cities to ensure that city emergency plans are in coordination with the County's Emergency Plan.	100% 8 8	100% 8 8	100% 8 8	N/A
Promote disaster preparedness within the community through attendance at public events and forums.	120% 12 10	100% 10 10	100% 15 15	N/A
Conduct Basic Standardized SEMS training segments for EU "Business of Local Government" new employee orientation courses.	60% 3 5	100% 5 5	100% 5 5	N/A
Conduct emergency response plan exercises for conditioned oil and gas energy facilities.	Yes	Yes	Yes	N/A
Conduct monthly tests of the Emergency Alert System (EAS) to ensure readiness.	100% 12 12	100% 12 12	100% 12 12	N/A
Conduct monthly set-ups of the Emergency Operations Center (EOC) to ensure readiness.	100% 12 12	100% 12 12	100% 12 12	N/A

Note: Information for Recommended FY 10-11 Performance Measures may be found in the County Executive Office D-pages.

GENERAL COUNTY PROGRAMS

Developing Programs (cont'd)

Communications and Public Information Office (CPIO)

The Communications and Public Information Office (CPIO) completes its third year of operations during the 2009-10 fiscal year. The 2010-11 fiscal year represents the CPIO's fourth year of funded activities and marks a transition time for the Office as it moves out of the General County Programs budget area and into the County Executive Office organizational structure.

Working directly with the Board of Supervisors, the CEO and Department Directors, or other key County staff, the County's Communications Director operates the Communications and Public Information Office and serves as a primary media spokesperson for the County. The Communications Director also assumes the duties and responsibilities as the Chief Public Information Officer for the County during countywide emergencies when the County Emergency Operations Center is activated or during other large-scale incidents or special events that require the coordination of emergency news or public information from multiple county departments and/or other government agencies within the County.

The County Communications Director also continues to fill multiple roles for the County, performing special duties as assigned on behalf of the Board and the CEO or in conjunction with County departments. The Communications Director continues to have executive oversight for the County's cable television government station, Channel 20, and serves as the County's Cable Franchise Officer, including representing the County on the Santa Barbara Channels Board of Directors for public access cable television stations Channels 17 and 21.

The primary day-to-day objective for the Communications and Public Information Office is to help the Board of Supervisors, all County departments and the CEO manage and provide accurate, timely public information on the wide range of programs, services, special events, public affairs, large emergencies, and other County issues and existing policies.

The Communications Director responds daily to calls for information from the news media based throughout the world and routinely manages and responds to all forms of media inquiries by the local, national and international members of the press from television, newspapers, radio, magazines, online outlets and other social media formats. As a result, the Communications Director successfully provides the County with a coordinated message or "voice", to the news media and is accessible to the press around the clock, a key factor in the County's overall public communications strategy that is necessary in today's deadline-driven, information-hungry, 24/7 unending news cycle.

The Communications Office helps direct, coordinate, create, produce and distribute the County's public information, emergency data and important messages about the wide range of county programs and services through issuance of official press releases; original public information programs on the County's government cable television station; radio announcements; advertising and marketing materials; special events and press conferences, Public Service Announcements (PSAs) and through the coordination of consistent public information on the County's website and press release pages.

The Communications and Public Information Office helps all County departments, programs and services by being able to leverage messaging opportunities on a countywide basis and by helping departments to work collaboratively to achieve public information goals. For example, the County's outreach and public information goals for the 2010 U.S. Census by the Long Range Planning Division of the Planning and Development Department to reach so-called "hard to count" areas of the County were achieved through the assistance of the Communications Director, who negotiated advertising agreements, oversaw production of the Public Service Announcement television campaign and collaborated with staff from the County's First Five, Children and Families Commission to bring in extensive Spanish-language radio programming opportunities already being used by First Five to directly benefit the Census outreach.

In addition, the Communications Director was able to assist the County's Census outreach efforts with extensive use of programming opportunities at the County's cable television station and also through networking with the City-operated government cable television stations throughout the County. Production costs for the County-paid Public Service Announcements, meanwhile, were reduced by utilizing the Communication Director's professional affiliations for studio time at The Channels (public access) television station and also by providing strategic planning on the timely distribution of press releases, media advisories and fact sheets. As a result, hard to count areas, including historically undercounted areas of Isla Vista, are showing positive count rates that meet or exceed totals from a decade ago during the 2000 census.

Early return rates shown here (as of April 12, 2010) for Isla Vista's Census Tracts show two of the three areas have already met or exceeded counts from a decade ago, even before Census workers go into the field for follow up work collecting information door-to-door. The communications work, in concert with the door-to-door interviews, is expected to produce significantly higher counts in Isla Vista from the 2000 Census 10 years ago. A full count is critical to the County as higher and more accurate counts translate into thousands more dollars in eligible state and federal funding for County programs and services.

Census Tract	Description	2010 Participation	2000 Participation
06083002902	Western Isla Vista	59%	64%
06083002912	Central Isla Vista	63%	51%
06083002911	Eastern Isla Vista	62%	52%

Another important example of how the Communications Director leverages public information opportunities to benefit the County and County residents include the groundbreaking ceremonies for the Santa Maria River Levee Improvement Project and the new County Emergency Operations Center. The Communications Director played a key role in helping both the Public Works Department and the Office of Emergency Services create successful special events by generating extensive, positive press coverage from most commercial television stations and newspapers in the County. The Communications Director also used these groundbreaking events as training

opportunities for County television Channel 20 that allowed the station’s manager and staff to complete their first-ever live broadcasts from remote locations. These events were the first time in the history of the County’s television station that live, remote broadcasts occurred on Channel 20. The results have greatly enhanced the station’s capabilities to provide live broadcasts from remote locations for press conferences during widespread emergencies.

Current Year (FY 09-10) Accomplishments:

- Coordinated comprehensive, bilingual countywide emergency public information during the Jesusita Fire and La Brea Fire emergencies, including televised press briefings, issuing bilingual press releases, and coordinating emergency public information with county departments, the U.S. Forest Service and CalFire agencies, while also responding to press inquiries from around the world.
- Coordinated positive worldwide public information from the County regarding the death and burial of singer/entertainer Michael Jackson – due to Jackson’s ties to Santa Barbara County while he lived at his “Neverland Ranch” in the Santa Ynez Valley. Due to the intense, worldwide news media and public interest, this was a sustained effort carried out by the Communications Director for about six weeks that was similar to the emergency public information operations involved during a large-scale emergency, but without the activation or support of the Emergency Operations Center.
- Produced Santa Barbara County’s first County Exhibit at the California State Fair in more than a decade. The exhibit won the State Fair’s Blue Ribbon Medal for Best Marketing from among the 35 other county exhibits at the 2009 State Fair and won a Gold Ribbon Medal for Overall Excellence in Design & Presentation. The California State Fair is a tourism goldmine that attracts up to 1 million visitors each year who view the County exhibits for tourism destination ideas and economic data.
- Continued coordinating with the Office of Emergency Services regarding operational readiness for a Joint Information Center (JIC) that can be established at the Emergency Operations Center. Worked collaboratively with OES staff and outside agencies to produce the JIC Manual for use during EOC activations.
- Continued to be Executive Producer for the ongoing series of information videos about the positive benefits of the County’s \$1.4 billion agricultural industry.
- Exercised, refined and strengthened the use of a Memorandum of Understanding with local radio broadcasters for distribution of emergency public information.
- Continued coordinating with a network of County Public Information Officers for improved public communications.
- Wrote and distributed approximately 100 press releases or media advisories issued through the County Executive Office (in addition to the emergency news releases for the fires).
- Oversaw and coordinated the distribution and electronic posting of approximately 900 press releases from various county departments or other government agencies working in Santa Barbara County.
- Ribbon Cutting ceremonies for the Tepusquet Road Bridge and Isla Vista Solar Power Parking Lot projects.
- Groundbreaking Ceremonies for the Santa Maria River Levee Improvement Project and the Emergency Operations Center projects.
- Assisted Public Health Department with public and media issues for the H1N1 Flu Pandemic and Flu Shot Clinics.

GENERAL COUNTY PROGRAMS

Developing Programs (cont'd)

- Served as Chair of the County Steering Committee for County’s Annual Charitable Giving Campaign for United Way, raising more than \$225,000.
- Featured as Expert Panelist on Social Media Trends & Issues at annual meeting of the California State Association of Counties (CSAC).
- Designed and produced the FY 2009-10 *Budget Facts & Figures* companion booklet to the annual budget document.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Public Information Office				
Oversee production and distribution of a quarterly employee newsletter.	50%	100%	0%	
	2	4	0	N/A
	4	4	4	
Produce and/or aid other departments in the production of, on average, one to three press releases per week about County programs, services, special events or other activities.	480%	100%	577%	
	250	52	300	N/A
	52	52	52	
Produce and/or assist with quarterly meetings with news media representatives, emergency communicators and others to help improve the County’s press relationships and effectiveness to distribute information during emergencies.	100%	100%	100%	
	4	4	4	N/A
	4	4	4	
Provide quarterly training and emergency exercise opportunities for County and local radio stations in conjunction with the Office of Emergency Services to maintain operational readiness of emergency public information capabilities.	100%	100%	100%	
	4	4	4	N/A
	4	4	4	

Note: Information for Recommended FY 10-11 Performance Measures may be found in the County Executive Office D-pages.

GENERAL COUNTY PROGRAMS

Developing Programs (cont'd)

County of Santa Barbara TV (CSBTv), Channel 20

The County of Santa Barbara Government Television Station, Channel 20, is the countywide cable television station that provides news and information, emergency announcements and public meeting coverage for and about Santa Barbara County. The signal is carried to all households and businesses throughout the County, including the cities, that receive a cable television signal via Cox or Comcast as part of the County Cable Franchise agreements with those providers.

Executive oversight for the station continues to be with the Communications and Public Information Office as part of the County Executive Office under the County Communications Director. The alignment provides for a coordinated approach to developing and distributing timely and accurate public information, emergency announcements and other information done in concert with official press releases, website postings and in collaboration with city government television stations and the news media.

The primary mission for CSBTv Channel 20 is to be prepared to provide emergency news and information to the public as quickly as possible; to provide quality live coverage of public meetings by the Board of Supervisors and other County Boards and Commissions, and to generate original broadcast material.

Channel 20 maintains a rigorous coverage schedule of public hearings, meetings and special events, and uses many of them as training opportunities for staff for emergency preparedness purposes. During the past year the station provided critical emergency public information about the Jesusita and La Brea Fires, and, more significantly, completed live remote-site broadcasts of special events in which the audio or the full broadcast signal from CSBTv was made available to commercial television and radio stations for a direct feed to their listeners. This was the first time in the history of the station that a remote, off-site signal was provided by CSBTv and these efforts represent a significant advancement in the station's emergency preparedness efforts and planning.

Also, for the first time in the station's history, CSBTv staff won several peer-recognition awards from the National Association of Telecommunications Officers, California Chapter, including a First Place for the Public Service Announcement to remind the public about planning for their pets during emergencies.

Original program highlights include a new series of stories about the positive economic benefits of Santa Barbara County's agricultural industry, extensive coverage of the Amgen Tour of California Bicycle Time Trials in Solvang, emergency news and preparedness information of fire and floods and post-fire recovery efforts; production of Public Service Announcements for the U.S. Census, and public information about the H1N1 flu..

"CSTV – CH 20: Your Channel for County News and Information" has become our slogan and our mission. Keep watching Channel 20 for another year of locally produced programs about the County that you cannot find on any other TV station.

Current Year (FY 09-10) Accomplishments:

- The station dedicated significant time and resources to partner with the Public Health Department for education campaign and public awareness about H1N1 and Flu Shots/Clinics. The station produced numerous videos, including weekly updates and announcements about H1N1, mass vaccination clinics and special education video.
- The 2010 Census campaign partnership with the Office of Long Range Planning of the Planning and Development Department where various events were covered and a series of Public Service Announcements were produced and televised on Channel 20 and networked to City government cable television stations.
- For the first time, CSBTv provided original coverage of the County's participation in the 2009 California State Fair in Sacramento, including coverage of the County's award-winning County exhibit and on many of the young people from the County who participate in the State Fair's 4-H and other agriculture programs to showcase livestock.
- In October 2009, CSBTv successfully provided its first live audio broadcast to the media, on the Santa Maria River Levee Improvement Project Groundbreaking. The capability of providing live information to the media and the public is critical during an emergency.
- In February 2010, the station expanded the live coverage with video and audio during the ground breaking ceremony of the county's new Emergency Operations Center.
- The station practiced and conducted several exercises to better respond and inform the residents during an emergency situation. The station also coordinated with all other cities and public TV stations to assist distributing emergency information during disasters.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
County of Santa Barbara TV – Channel 20				
Broadcast approximately 360 live and tape-delayed public hearings of the County Board of Supervisors' meetings, County Planning Commission meetings and meetings of other public agencies on Channel 20.	N/A	360	360	N/A
Provide 100% availability of the remote, two-way video testimony system in conjunction with all televised meetings produced by Channel 20.	N/A	Yes	Yes	N/A

GENERAL COUNTY PROGRAMS

Developing Programs (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
County of Santa Barbara TV – Channel 20 (Cont'd)				
Produce weekly news and information videos about County programs, services, special events or other County-related activities for broadcast on Channel 20.	N/A	100% 52	100% 12	N/A
Provide quarterly training and/or emergency exercise opportunities for Channel 20 staff to remain prepared for emergency broadcast support at the County's Emergency Operations Center.	N/A	100% 4	100% 4	N/A

Note: Information for Recommended FY 10-11 Performance Measures may be found in the County Executive Office D-pages.

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 South Coast 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.

	Actual FY 08-09 <u>Pos.</u>	Adopted FY 09-10 <u>Pos.</u>	Est. Actual FY 09-10 <u>Pos.</u>	Recommended FY 10-11 <u>Pos.</u>
Position Detail				
Communications Office				
Communications Director	1.0	1.0	1.0	--
Sub-Division Total	1.0	1.0	1.0	--
Emergency Operations				
Emergency Operations Chief	1.0	1.0	1.0	--
Emergency Services Manager	1.0	1.0	1.0	--
Emergency Operations Manager	4.0	4.0	4.0	--
Admin Office Pro	1.0	1.0	1.0	--
Sub-Division Total	7.0	7.0	7.0	--
County Santa Barbara TV(CSBTV).				
CSBTV Manager	1.0	1.0	1.0	--
Electronics Systems Tech	1.0	1.0	1.0	--
Cable TV Staff Assistant	1.0	1.0	1.0	--
Sub-Division Total	3.0	3.0	3.0	--
Division Total	11.0	11.0	11.0	--

GENERAL COUNTY PROGRAMS

Children & Families First (Prop 10)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 860,909	\$ 784,579	\$ 876,389	\$ 757,935
Prop 10 Programs	2,891,179	1,929,916	1,814,193	2,222,595
State Initiatives	1,013,345	633,441	482,518	236,032
Foundation Programs	2,103,145	2,062,720	2,062,831	780,000
Early Care and Education	971,706	865,397	1,148,812	950,464
Operating Sub-Total	7,840,284	6,276,053	6,384,743	4,947,026
Less: Intra-County Revenues	190	--	--	--
Expenditure Total	7,840,474	6,276,053	6,384,743	4,947,026
<i>Other Financing Uses</i>				
Operating Transfers	3,349	3,351	3,351	3,351
Designated for Future Uses	902,038	984,495	1,000,807	51,733
Division Total	\$ 8,745,861	\$ 7,263,899	\$ 7,388,901	\$ 5,002,110

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	1,078,342	1,163,190	1,097,929	1,150,013
Overtime	3,533	2,950	2,300	--
Extra Help	13,720	--	--	--
Benefits	410,483	463,914	505,986	518,784
Salaries & Benefits Sub-Total	1,506,078	1,630,054	1,606,215	1,668,797
Services & Supplies	6,334,206	4,645,999	4,778,528	3,278,229
Operating Sub-Total	7,840,284	6,276,053	6,384,743	4,947,026
Less: Intra-County Revenues	190	--	--	--
Expenditure Total	\$ 7,840,474	\$ 6,276,053	\$ 6,384,743	\$ 4,947,026

Source of Funds Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
<i>Departmental Revenues</i>				
Interest	\$ 197,405	\$ 250,000	\$ 90,000	\$ 78,748
Federal & State Revenues	4,649,162	4,268,826	4,550,107	4,606,329
Miscellaneous Revenue	989,703	581,141	746,263	317,033
Revenue Sub-Total	5,836,270	5,099,967	5,386,370	5,002,110
Less: Intra-County Revenues	190	--	--	--
Revenue Total	5,836,460	5,099,967	5,386,370	5,002,110
<i>General Fund Contribution</i>	31,000	27,300	27,311	--
<i>Other Financing Sources</i>				
Operating Transfers	10,000	--	--	--
Sale of Property	600	--	--	--
Use of Prior Fund Balances	2,867,801	2,136,632	1,975,220	--
Division Total	\$ 8,745,861	\$ 7,263,899	\$ 7,388,901	\$ 5,002,110

Position Summary

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	4.0	4.6	4.0	4.0	4.0	4.2	4.0	4.0
Prop 10 Programs	4.0	3.0	5.0	4.5	5.0	4.1	5.0	4.3
State Initiatives	2.0	2.0	2.0	1.3	2.0	0.8	--	0.7
Foundation Programs	--	0.5	--	--	--	0.0	--	--
Early Care and Education	6.0	5.0	5.0	5.2	5.0	5.4	5.0	5.0
Total Permanent	16.0	15.0	16.0	15.0	16.0	14.5	14.0	14.0
<i>Non-Permanent</i>								
Extra Help	--	0.3	--	--	--	--	--	--
Total Positions	16.0	15.2	16.0	15.0	16.0	14.5	14.0	14.0

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

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 childhood development.

BUDGET ORGANIZATION

The First 5, Children and Families Commission, is a division within General County Programs organized into six sub-divisions: Administration, Proposition 10 Programs, State Initiatives, Commission Funded Initiatives, Leveraging, and Early Care and Education, with a staff of 16 in FY 2009-10 and 14 in FY 2010-11.

Significant Changes (FY 2009-10 Adopted to FY 2009-10 Estimated Actual)

Expenditures

The Fiscal Year 2009-10 Estimated Actual operating expenditures increased \$109,000 to \$6,385,000 from the Fiscal Year 2009-10 Adopted Budget of \$6,276,000. This 1.7% increase is the result of:

- +\$144,000 – Increases to the Administration program for completion of accelerated strategic planning process, and decreases to training and travel and special project expenses;
- -\$24,000 – Decrease to Prop 10, salaries and benefits, due to the Retirement Incentive Program (RIP) and staff vacancies;
- -\$11,000 – Decreases to telephone and reprographic services and motor pool.

The Fiscal Year 2009-10 Estimated Actual other financing uses increased \$16,000 to \$1,004,000 from the Fiscal Year 2009-10 Adopted Budget of \$988,000. This 1.7% increase is the result of:

- +\$16,000 – Increase to designation for fund balance.

Revenues

The Fiscal Year 2009-10 Estimated Actual operating revenues increased \$286,000 to \$5,386,000 from the Fiscal Year 2009-10 Adopted Budget of \$5,100,000. This 5.6% decrease is the result of:

- +\$198,650 – Increased receipt of State revenue and School Readiness Coordination funds;
- +\$166,850 – Increased receipt of funds for the AB 212 Stipend project;
- -\$160,000 – Decreased interest income on investments;
- +\$80,900 – Increased donations from the Orfaea Foundation for workforce development, DOULA for the Super-WEB project and ARRA planning dollars.

The Fiscal Year 2009-10 Estimated Actual other financing sources decreased \$161,000 to \$1,975,000 from the Fiscal Year 2009-10 Adopted Budget of \$2,137,000. This 7.6% decrease is the result of:

- -\$161,000 – Decreased release of designation due to increased receipt of revenue.

GENERAL COUNTY PROGRAMS

Children & Families First (Prop 10) (cont'd)

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

Expenditures

The Fiscal Year 2010-11 Recommended Budget operating expenditures will decrease \$1,438,000 to \$4,947,000 from the Fiscal Year 2009-10 Estimated Actual of \$6,385,000. This 22.5% decrease is the result of:

- -\$934,200 – Decreased program funding;
- -\$274,900 – Decreased School Readiness funding (two contracts end in FY 2009-10);
- -\$228,900 – Decreased special project expenditures, decreases to consulting contracts, decreases to operational expenditures, not funding one position and decreases to contracted services.

The Fiscal Year 2010-11 Recommended Budget other financing uses will decrease \$949,000 to \$55,000 from the Fiscal Year 2009-10 Estimated Actual of \$1,004,000. This 94.5% decrease is the result of:

- -\$949,000 – Not having a large fund balance to designate.

Revenue

The Fiscal Year 2010-11 Recommended Budget operating revenues will decrease \$384,000 to \$5,002,000 from the Fiscal Year 2009-10 Estimated Actual of \$5,386,000. This 7.1% decrease is the result of:

- -\$429,200 – Decreased receipt of funding from private agencies and School Readiness;
- +\$56,200 – Increased funding from State revenue;
- -\$11,200 – Decreased interest income on investments.

The Fiscal Year 2010-11 Recommended Budget other financing sources will decrease \$1,975,000 to \$0 from the Fiscal Year 2009-10 Estimated Actual of \$1,975,000. This decrease is the result of:

- -\$1,975,000 – Decreased release of designation due to a reduction to operational and programmatic expenditures.

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 13-member Commission (nine 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. First 5 is aligned with the Board of Supervisors Strategic Plan, Goal No. 6: Families and Children: *"A Community that Fosters the Safety and Well-being of Individuals, Families and Children."*

GENERAL COUNTY PROGRAMS

Children & Families First (Prop 10) (cont'd)

The first five years matter because a child's brain develops more in the first five years than at any other time in his or her life. What parents and caregivers do during these first years of life can make a profound difference on the brain development of the child and can impact the rest of their lives.

Since its inception, First 5 has developed four strategic plans, with the current plan for 2010-2015 being passed in the fall of 2009. First 5 has invested over \$45 million in local programs serving children. During those years, First 5 has funded a wide range of programs and partnerships and has formed alliances with other funders to increase sustainability of critical investments.

Decreasing revenues from Proposition 10 and the economic crisis have led to a redesign of existing strategies and the development of a new targeted Community Collaborative model of funding for long-term results in communities of greatest need.

At this time in history, families in the country, state and in Santa Barbara County face unprecedented challenges. The number of families facing economic hardships is increasing while government and community-based services are being significantly affected by the poor economy. First 5's Community Collaborative model facilitates the development and expansion of community-based or place-based collaboratives in high need communities or neighborhoods across Santa Barbara County. The Community Collaborative model builds on all that First 5 has learned in over ten years of work and its goal to deepen both the impact and the sustainability of the work. As First 5 moves into the new era with an increased focus on serving those in greatest need, it has become even more imperative to use community outreach and education strategies. A coordinated approach to community outreach and education will be integrated into both countywide services and the Community Collaboratives.

First 5 will continue to invest in a wide range of health, education and family support services on a countywide basis. These services will include Newborn Home Visitation, Children's Health and Safety, Family Strengthening, Early Care and Education, and Community Outreach and Education. Throughout each of the countywide strategies, First 5 will focus on expanding partnerships to ensure services reach children and families. First 5 continues to deliver direct services to the community through its Early Care and Education Division (ECED), which works in partnership with community agencies and provides leadership to increase support for a strong system of childcare and early learning for all children.

Focus Area: Safety and Well-Being of Families and Children:

Current Year (FY 09-10) Accomplishments

- Developed the 2010 Strategic Plan and Fiscal Plan.
- Developed and launched a new website with bilingual support for parents and caregivers.
- Provided technical support to funded programs on enhanced outcomes and Results-Based Accountability.



GENERAL COUNTY PROGRAMS

Children & Families First (Prop 10) (cont'd)

- Helped the Carpinteria Main School Family Resource Center provide a one-stop school readiness site for local families.
- Assisted the Downtown Santa Barbara Employer Child Care Partnership to analyze workforce child care needs and strategies for business.
- Through partnerships with agencies and municipalities, developed policy and individual technical assistance to increase the number of childcare facilities.
- Supported accreditation and professional development, resulting in higher quality child care services for young children.
- Developed a weekly bilingual radio show to broadcast in the Santa Maria Valley in Mixtec, focusing on the vital role parents have in their child's early development, education and health.
- In partnerships with United Way and private foundations to coordinate funding, targeted programs with the greatest impact.
- Co-sponsored community conferences and events for families and providers.
- Continued health insurance coverage and health screenings for children.
- Continued the longitudinal study of children's school readiness with Santa Maria-Bonita School District.
- In partnership with local agencies, implemented the Family Development Matrix project to improve services for children and families.
- Streamlined and revised evaluation tools to best track program results and improve services.
- Implemented the Differential Response effort in partnership with Child Welfare Services to support families in crisis.

Proposed Strategic Actions:

- Coordinate and train across focus areas on key best practices and strategies.
- Continue strategic countywide community media outreach campaign in Spanish, English and Mixtec, with key messages to support parents as their child's first teacher.
- Increase support for the Early Care Higher Education Scholarship Fund and other resources to support the early care and education workforce.
- Link parent support programs to provide a continuum of services through age 3.
- Offer comprehensive support services to child care programs, increasing the quality and number of child care spaces in the county.

Proposed Key Projects:

- Implement the First 5 Santa Barbara County 2010-2015 Strategic Plan.
- Establish Public/Private Partnerships for funding services for young children throughout the county.

Programmatic Cost Center and Ongoing Responsibilities:

Administration

The Administration Program has been established to identify the general administration and operation costs of the First 5 Santa Barbara Children and Families Commission. Administrative functions of all programs are allocated here.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Administration				
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 3.0% or less when measuring lost hours to total budgeted hours.	2.8% 875 31,040	3.0% 940 31,300	3.8% 1,175 31,000	3.0% 875 29,200
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.	47% 7 15	100% 15 15	100% 15 15	100% 14 14
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% 10 10	100% 10 10	100% 10 10	100% 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.	Yes	Yes	Yes	Yes
Complete 100% of site visits to contracted agencies to ensure program and fiscal accountability.	100% 20 20	100% 20 20	100% 20 20	100% 15 15
Prepare and publish an Annual Report.	Yes	Yes	Yes	Yes
Prepare and publish an Evaluation Report.	Yes	Yes	Yes	Yes

GENERAL COUNTY PROGRAMS
Children & Families First (Prop 10) (cont'd)

Prop 10 Programs

The Prop 10 Program has been 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 integrations, family services, program planning and evaluation.

State Initiatives

The State Initiatives Program has been established to identify programs approved by the State under the Children and Families Commission. These programs include School Readiness and Quality Improvement for Child Care funding.

Commission Funded Initiatives

The Commission Funded Initiative Program has been established to identify primary initiatives and projects established by the Commission.

Leveraging

The Leveraging Program was established to track Commission-sponsored leveraging to draw down qualifying federal dollars for direct and administrative costs.

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 and early learning experiences for all children in Santa Barbara County.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Early Care and Education				
Support individuals in the early care and education (ECE) workforce to receive provider accreditation.	100% 18 18	100% 18 18	100% 18 18	100% 18 18
Support individuals in the early care and education (ECE) workforce to continue their professional development	100% 200 200	100% 200 200	100% 200 200	100% 200 200

	Actual FY 08-09 Pos.	Adopted FY 09-10 Pos.	Est. Actual FY 09-10 Pos.	Recommended FY 10-11 Pos.
Position Detail				
Administration				
Children & Family Svcs Dir	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Admin Office Pro	--	2.0	2.0	1.0
Financial Office Pro	--	--	--	1.0
Departmental Assistant	2.0	--	--	--
Sub-Division Total	4.0	4.0	4.0	4.0
Prop 10 Programs				
Project Manager	1.0	1.0	1.0	1.0
First 5 Program Specialist	1.0	1.0	1.0	2.0
Dept Business Specialist	--	1.0	1.0	1.0
Admin Office Pro	--	2.0	2.0	1.0
Departmental Analyst	1.0	--	--	--
Administrative Secretary	1.0	--	--	--
Sub-Division Total	4.0	5.0	5.0	5.0
State Initiatives				
First 5 Program Specialist	1.0	1.0	1.0	--
Admin Office Pro	--	1.0	1.0	--
Departmental Assistant	1.0	--	--	--
Sub-Division Total	2.0	2.0	2.0	--
Early Care and Education				
Program Manager	1.0	1.0	1.0	1.0
First 5 Program Specialist	1.0	1.0	1.0	1.0
Admin Office Pro	--	3.0	3.0	3.0
Departmental Assistant	3.0	--	--	--
Administrative Secretary	1.0	--	--	--
Sub-Division Total	6.0	5.0	5.0	5.0
Division Total	16.0	16.0	16.0	14.0

GENERAL COUNTY PROGRAMS

Reserves & Designations

The information below describes the designations on the following page:

Capital: Provides one-time funds to support unexpected and unbudgeted capital projects that arise during the fiscal years. Recent examples include environmental lead remediation at a Sheriff's Department outdoor shooting range; sewer line replacement at the County Jail and land acquisitions arising from legal settlements. The Fiscal Year 2009-10 estimate includes \$4,215,000 in reimbursements from COP proceeds. The COP proceeds may be higher due to other potential reimbursable costs. In addition, the Board has directed the County to pursue COP financing for other capital projects in order to enhance the Board's ability to maintain funding for preservation of service levels. The Fiscal Year 2010-11 Recommended Budget appropriates capital designation funds to maintain services in accordance with the Board's direction.

Roads: This designation supplements other Roads revenues for additional maintenance. The recommended \$500,000 funding achieves the Board's adopted budget principles. The funds are used for unbudgeted, high-profile maintenance projects that help prevent further declines in the County's pavement management index.

Litigation: This contains funds for potential litigation settlements not covered by the County Liability Self-Insurance Fund, giving the County the ability to address unforeseen settlements without negatively impacting the adopted Operating Budget.

ARRA Matching: A funding category necessary to help assist with local matching requirements to receive funding via the American Recovery and Reinvestment Act.

Salary and Benefits Reductions: Contains savings set aside from Fiscal Year 2008-09 furloughs for layoff prevention. An estimated projected balance of \$114,000 is due to an unanticipated vacancy in the Agriculture & Cooperative Extension Department.

Salaries and Retirement Offset: A designated fund to cover potential unanticipated salary and benefit cost increases. For Fiscal Year 2009-10 and Fiscal Year 2010-11, the designations are appropriated to the District Attorney's Office and the Public Defender's Office to maintain service levels.

Deferred Maintenance & Repair: Designated for the backlog of deferred maintenance and repairs at County buildings and parks. The recommended General Fund Contribution achieves the Board's adopted budget principles by allocating \$2.25 million to General Services and \$750,000 to Parks Department that is anticipated to be entirely spent during Fiscal Year 2010-11. This funding is key to addressing capital maintenance backlogs.

Audit Exceptions: This contains funds to address potential audit exceptions such as the possible ADMHS liability of \$12.7 million and the Multi-agency Integrated System of Care (MISC) adjustments of \$12.2 million. The ADMHS liability is being allocated over two fiscal years to the Mental Health Services Fund to maintain the legally required fund balance. The projected balanced for June 30, 2011 includes the Department of Social Services' portion of the potential MISC liability, but not the Public Health Department's portion of \$1,107,775, which will be transferred into this Audit Exceptions fund. The Strategic Reserve has been identified as the source for the General Fund portion of the MISC liability of \$9,370,416 while the non-General Fund portion of potential MISC liability is estimated to be \$3,234,691.

Contingency: Used to cover additional unforeseen financial situations during the fiscal year that cannot be covered by a department's existing budget. The projected balance of \$800,000 achieves the Board's adopted budget principles.

Strategic Reserve: In Fiscal Year 2006-07, the Board's \$25 million goal for the Strategic Reserve established in Fiscal Year 1997-98 was achieved. During Fiscal Year 2007-08, the Board used \$10.3 million in the Strategic Reserve for funding operations primarily in ADMHS and the Sheriff's Department. In keeping with the Board's direction, Fiscal Year 2010-11 includes appropriations from the Strategic Reserve of \$3,593,000 to maintain County programs and services; \$6,220,000 to meet ADMHS liability obligations and \$3,495,000 for other funding recommendations, the largest being start-up capital for the emPowerSBC municipal energy financing program. The Fiscal Year 2010-11 Recommended budget does not allocate any new funding to the Strategic Reserve due to fiscal constraints.

GENERAL COUNTY PROGRAMS

Reserves & Designations (cont'd)

General Fund Designations Detail							
Designation	6-30-2009 Ending Balance	2009-2010 Estimated Changes	2009-2010 Estimated Changes (Detail)	6-30-2010 Estimated Balance	2010-2011 Recommended Changes	2010-2011 Recommended Changes (Detail)	6-30-2011 Projected Balance
Capital	\$6,438,975	(\$2,063,000)	(\$2,000,000) TTC - tax system subject to BoS approval (\$4,277,739) EOC and \$63,000 for other projects \$4,214,739 COPrefunding (est.)	\$4,375,975	(\$2,887,300)	(\$1,161,800) PHD - maintain service levels (\$1,000,000) Parks - maintain service levels (\$225,500) HCD - maintain service levels (\$1,000,000) DSS - maintain service levels \$500,000 GFC per Budget Principles	\$1,488,675
Roads	\$0	\$0		\$0	\$500,000	\$500,000 GFC per Budget Principles	\$500,000
Litigation	\$3,795,291	(\$100,000)	(\$100,000) CoCo - legal appropriations	\$3,695,291	(\$1,000,000)	(\$500,000) CoCo - legal appropriations (\$500,000) CoCo - maintain service levels	\$2,695,291
American Recovery and Reinvestment Act of 2009 (ARRA) Matching	\$0	\$580,383	(\$8,617) DA \$589,000 GFC - per Budget Principles	\$580,383	\$0	\$0	\$580,383
Salary & Benefits Reductions	\$1,343,240	(\$1,229,240)	(\$185,844) CoCo - layoff prevention (\$131,554) P&D - layoff prevention (\$388,575) PD - layoff prevention (\$95,267) Fire - layoff prevention (\$76,000) PHD - layoff prevention (\$352,000) Hearings - (Att. E, balancing)	\$114,000	\$0	\$0	\$114,000
Salaries & Retirement Offset	\$2,232,926	(\$876,000)	(\$748,000) DA - maintain service levels (\$500,000) PD - maintain service levels \$372,000 Mid-year addition	\$1,356,926	(\$1,225,675)	(\$1,225,675) PD - maintain service levels	\$131,251
Deferred Maintenance & Repair	\$292,472	(\$292,472)	(\$500,000) Parks - maintenance or repair projects (\$1,792,472) GS - maintenance or repair projects \$2,000,000 GFC - per Budget Principles	\$0	\$0	(\$750,000) Parks - maintenance or repair projects (\$2,250,000) GS - maintenance or repair projects \$3,000,000 GFC - per Budget Principles	\$0
Audit Exceptions	\$3,003,951	(\$877,035)	(\$6,489,951) ADMHS - liability \$2,126,916 DSS - MISC \$3,486,000 GFC for ADMHS liability	\$2,126,916	\$0	(\$6,220,078) ADMHS - liability \$6,220,078 GFC for ADMHS liability	\$2,126,916
Contingencies	\$0	\$0	(\$100,000) DA - witness expenses (\$40,000) PHD - homeless services (\$75,000) GCP - Court house fountain (\$7,400) GCP - Imprest Cash net adj. (\$577,600) Unanticipated uses \$800,000 GFC	\$0	\$800,000	\$800,000 GFC	\$800,000
Strategic Reserve	\$22,395,981	(\$1,332,628)	(\$500,000) DA - maintain service levels (\$434,000) TTC - tax system subject to BoS approval (\$1,000,000) HCD - emPowerSBC loan (\$400,070) Courts - revenue MOE (\$56,481) ADMHS - liability \$533,183 P&D - loan return (\$1,578,394) GF - balancing \$2,103,134 GF - 09-10 year-end Fund Balance	\$21,063,353	(\$11,934,142)	(\$1,293,528) DA - maintain service levels (\$1,233,698) Prbtn - maintain service levels (\$1,064,571) Shrrf - maintain service levels (\$6,220,078) ADMHS - liability \$1,373,000 CRA - Election return (\$3,495,267) GF - balancing Note: Potential GF portion of MISC liability is \$9.4M.	\$9,129,211
TOTAL	\$39,502,836	(\$6,189,992)	(\$6,189,992)	\$33,312,844	(\$15,747,117)	(\$15,747,117)	\$17,565,727

SECTION E



Capital Budget Summary





CAPITAL BUDGET SUMMARY

CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2010-2015

The recommended Five Year Capital Improvement Program (CIP) for fiscal years 2010-2011 through 2014-2015, including the proposed Capital Budget for fiscal year 2010-2011, is hereby submitted for your review pursuant to Sections 2-71 (k) 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 quantify current and future capital needs. Accordingly, it includes projects for new and improved roads and bridges, County buildings and clinics, parks and other facilities. Because the CIP includes estimates of all capital needs, it provides the basis for setting priorities, reviewing schedules, developing funding policy for proposed improvements, monitoring and evaluating the progress of capital projects, and informing the public of projected capital improvements and unfunded needs.

Projects included in the CIP are non-recurring, have a long service life, are generally over \$100,000 and will be underway (or should be underway, but are partially or entirely unfunded) during fiscal year 2010-2011 through fiscal year 2014-2015. 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 fiscal year 2010-2011 Operating Budget. 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 submittals 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 fiscal year 2010-2015 CIP contains 193 projects including 21 projects that are new this year. Of this total, 84 projects are fully funded, 56 are partially funded, and 53 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.

This year's total Five Year CIP of \$854,054 million is \$29.2 million, or 3.3%, less than last year's CIP total. This is due in part to the decrease in the unfunded amount for projects (-\$60.1 million) and growth of the funded amount (+\$30.9 million) for projects. Continuing to drive this decrease in unfunded amounts is the CAC's review of capital projects. The CAC, in line with best financial practices, has a goal of working with departments to eliminate capital projects from the five year plan that are not feasible.

A major portion of the total CIP is made up of \$155.6 million for Preventive Maintenance - 5 Year Countywide Concrete and Surface Treatment (Road) Programs and \$79.8 million for Preventive Maintenance - Bridge and Culvert Repair and Rehabilitation programs. Other large projects include \$82 million for the New County Jail, \$60.8 million for Mission Creek Flood Control project, \$38 million for the Santa Maria Levee Reinforcement project, and \$36 million for the Betteravia Expansion Phase II project.

Of the County's \$854,054 million five year need, \$276.7 million or 32% is funded. Some fiscal year 2010-2011 funded projects are highlighted within the Project Highlights section of this section (see pages E-9, E-10). Funded amounts are \$30.9 million or 12.6% more than the fiscal year 2009-2014 CIP funded amounts. Although the number of projects funded has not grown significantly, projects had a funded carry over of \$21.8 million, \$9.4 million less in funded carry over than the fiscal year 2009-2014 CIP. The increase in carry over funding is due to federal and state funding delays. Additionally the current economic hardships have also contributed to capital project delays and extensions.

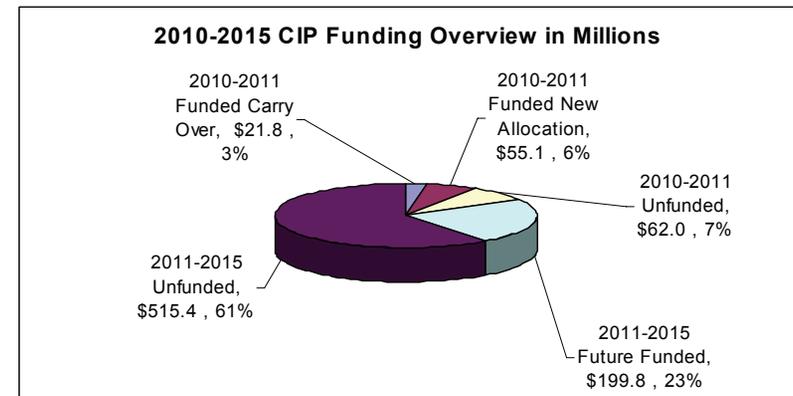
The full five year program is summarized below according to funding status.

Five Year CIP through Fiscal Year Ending June 30, 2015
(In thousands of dollars)

Fiscal Year	Funded	Unfunded	Total
2010-11	76,936	61,965	138,901
2011-12	55,459	101,026	156,485
2012-13	40,295	141,867	182,162
2013-14	48,492	121,335	169,827
2014-15	55,515	151,164	206,679
Five Year Total	\$276,697	\$577,357	\$854,054

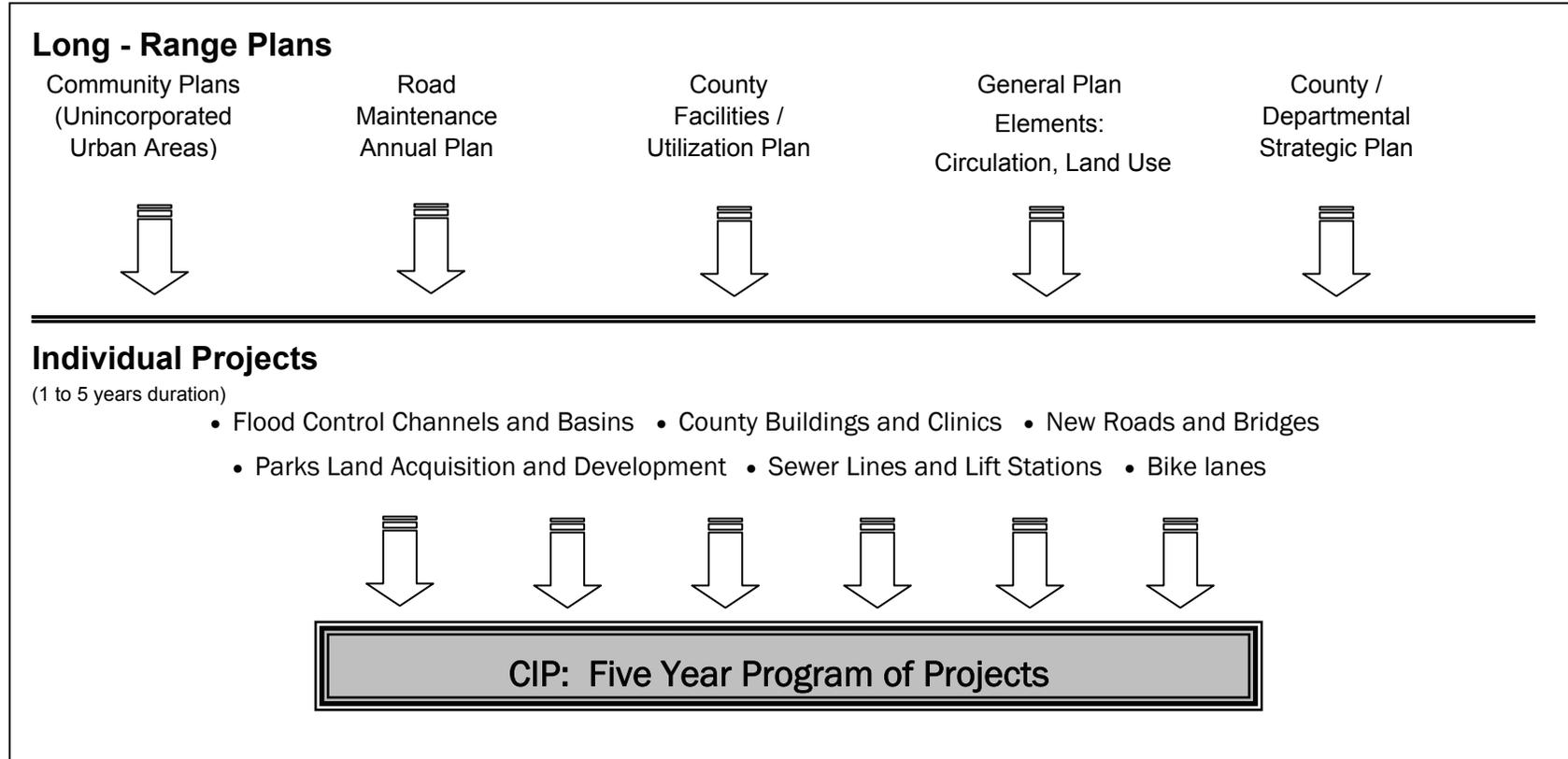
Note: Totals vary from the Proposed CIP presented March 23, 2010, as Departments have updated projects based on the FY 2010-11 Recommended Budget.

Of the County's \$138.9 million in proposed projects in fiscal year 2010-2011, 55.4% are funded (\$76.9 million) and 44.6% are unfunded (\$61.97 million).



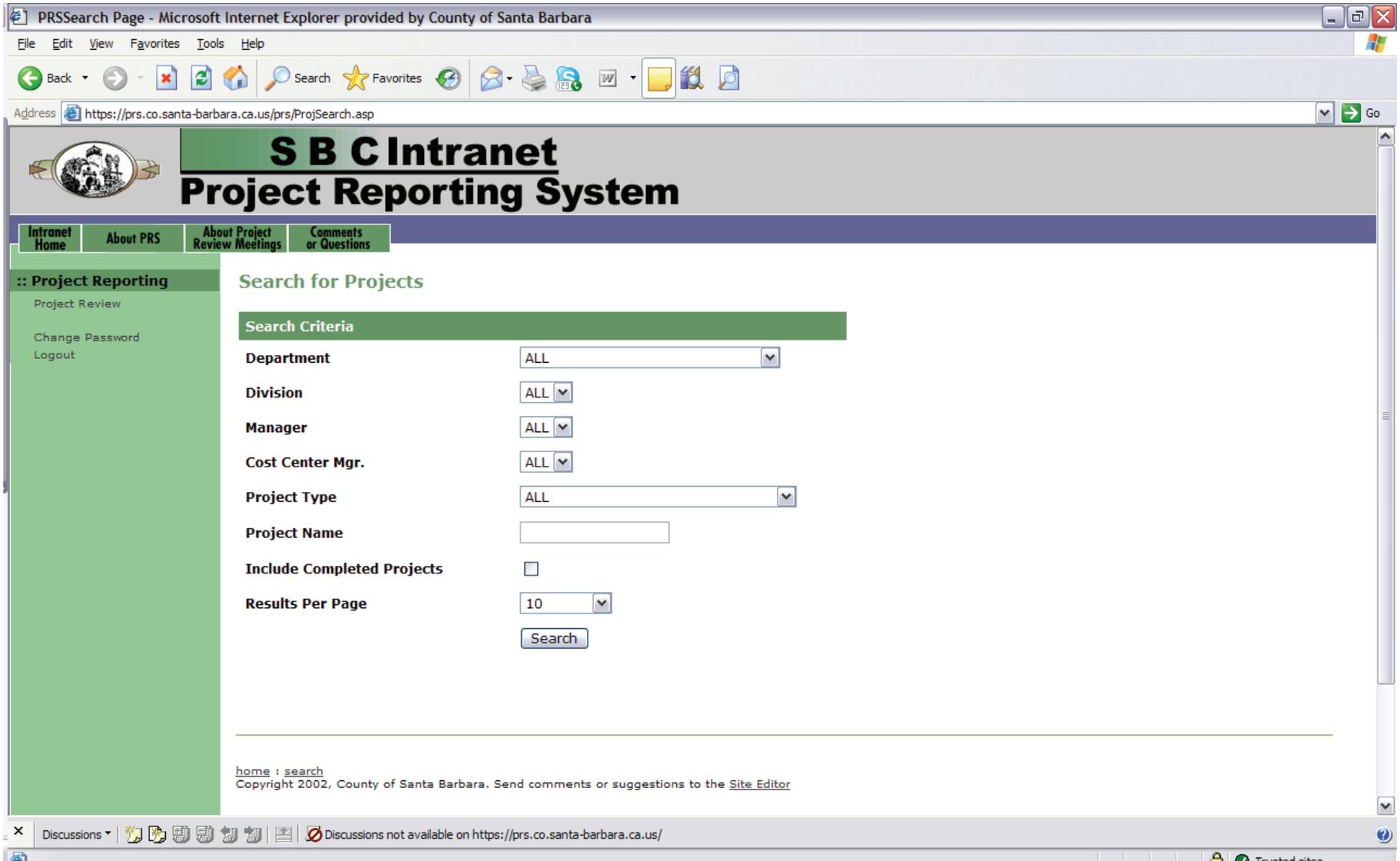
CIP COMPILATION

The CIP is a compilation of County-initiated capital projects planned during the next five fiscal years. While the CIP may be considered a short-range plan, the individual projects are the result of efforts by the County to address needs and implement strategies identified in a variety of long-range planning documents. The make up of the CIP is illustrated below.



PROJECT MANAGEMENT

Design and construction progress for approved and funded CIP projects is tracked through the County’s Project Reporting System. Monthly Project Review Meetings allow departments to highlight projects, solicit assistance, and provide an opportunity for County executives to oversee progress and detect and correct problems early.



CAPITAL BUDGET SUMMARY

The CIP by Department

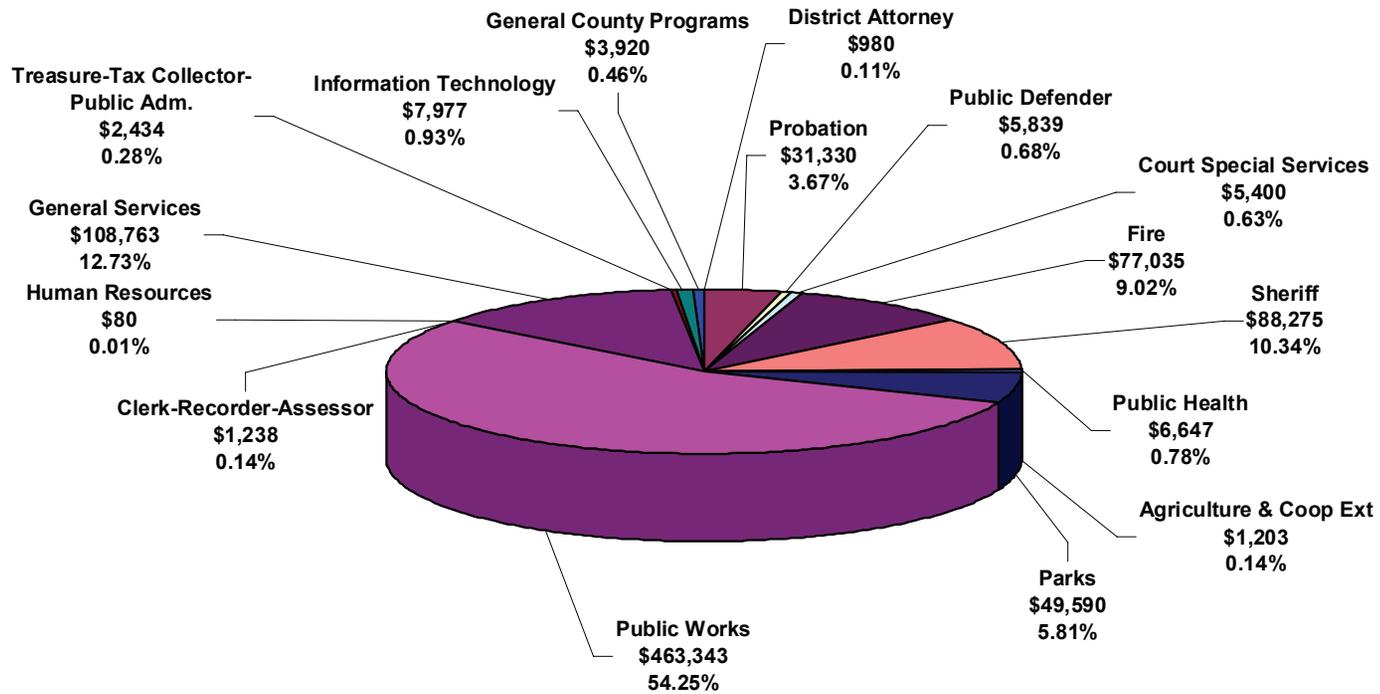
THE CIP BY DEPARTMENT

Presentation of the CIP is by function and department. This structure is consistent with the Operating Budget organization. Within each department, projects are grouped by project class, funded, partially funded, and unfunded (described later in the glossary), and listed in alphabetical order. The summary tables, which follow, adhere to this described form of organization.

The following chart shows the fiscal year 2010-2015 CIP by department. 54% of the Five Year CIP projects, \$463.3 million, are Public Works projects. The General Services Department has the next largest total at \$108.8 million or 12.8% of the Five Year CIP total.

Five Year CIP through Fiscal Year Ending June 30, 2015, by Department

(In thousands of dollars)



OPERATING COST IMPACTS

An integral part of planning for a capital project is to ensure that funding is available for any additional, ongoing 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.

Project estimates including operating costs are recorded for each project at gross cost. Costs are categorized and calculated based on the following rates issued for fiscal year 2010-2011:

Average Costs for Building Renovation and Construction		
Service	Cost for Office Space Per sq. ft.	Cost for 24-Hour/Essential Service Facility Per sq. ft.
Renovation	\$100.00 to \$250.00 <i>(excludes voice & data lines, movable furniture, equipment, etc.)</i>	\$250.00 to \$350.00
New Construction	\$240.00 to \$300.00 <i>(excludes voice & data lines, movable furniture, equipment, etc.)</i>	\$300.00 to \$500.00
Construction Contingency	10% of construction cost <i>(only used during construction, does not cover user requested upgrades outside original scope of work)</i>	10% of construction cost
All Other Costs (Soft Costs) <i>(Includes General Services Admin, Professional design fees, utilities, data, telephone, CEQA, etc.)</i>	Construction < \$2M: 1.30* Construction > \$2M: 1.25* *Multiplier on Construction or Renovation Cost	Construction < \$2M: 1.32* Construction > \$2M: 1.27* *Multiplier on Construction or Renovation Cost
Project Contingency	10% of total project cost <i>(used to take care of general project cost, but not construction)</i>	10% of total project cost
Maintenance & Operations <i>(including utilities)</i>	Maintenance - \$4.25 Utilities - \$2.95	Maintenance - \$6.50 Utilities - \$6.75
Landscape Maintenance	North County Building Grounds - \$0.36/s.f. South County Grounds - \$0.94/s.f.	

CAPITAL BUDGET SUMMARY

Operating Cost Impacts

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 which 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 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	Total
Utility	\$85	\$209	\$285	\$847	\$806	\$2,232
Maintenance	\$243	\$440	\$393	\$1,311	\$979	\$3,366
Personnel	\$703	\$700	\$949	\$5,718	\$15,157	\$23,227
Other	\$285	\$1,336	\$1,212	\$3,645	\$6,993	\$13,471
Total	\$1,316	\$2,685	\$2,839	\$11,521	\$23,935	\$42,296

* New County Jail staffing is estimated at \$17.4 million per year in FY 2015-2016, with partial staffing expected in FY 2014-2015.

Fiscal Year 2009-10 Significant Gross Operating Costs

(In thousands of dollars)

Project Name	Operating Cost	Amount
Benefit Services Center	Utility	\$51
	Maintenance	\$71
	Personnel	\$0
	Other (Lease Costs)	\$450
Electronic Health Record System	Utility	\$0
	Maintenance	\$0
	Personnel	\$275
	Other	\$12

CAPITAL BUDGET SUMMARY

The CIP by Project Class

THE CIP BY PROJECT CLASS

The CIP is a countywide program covering all capital needs. Project classes are as follows:

1. **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.

2. **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.

3. **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.

4. **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.

5. **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.

6. **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.

7. **Major Maintenance Projects –**

These \$100 thousand or more projects maintain, but do not appreciably extend, the useful life of a road, building, or asset. Examples include carpet and flooring replacement; roof replacement and repair; electrical systems upgrades; heating/ventilation/air conditioning systems; interior/exterior painting and paint repair; parking 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.

CAPITAL BUDGET SUMMARY
Significant Completed Projects

SIGNIFICANT PROJECTS COMPLETED IN FISCAL YEAR 2009-2010 BY PROJECT CLASS

Major Improvement to Building Facilities

Clerk-Recorder-Assessor: This was a two phase project to repair and upgrade approximately 12,000 square feet of vacant space in the County owned Veterans Clinic Building located at the Calle Real Health Care Campus. This building will house and consolidate all South County Elections operations. In the past, Election operations in South County have operated out of three separate facilities, including leased space, creating operating inefficiencies and increased costs. Consolidating operations to one facility will improve the election process and avoid rising lease expenses. The scope of work included the replacement of the aged Heating, Ventilation and Air Conditioning system, communication lines, extension of fiber optic connectivity and improvements to office space to accommodate the Clerk-Recorder-Assessor's Elections Division.

Total Project Cost - \$2.4 Million

Land, Buildings and Facilities

Isla Vista Downtown Public Parking Lot: This was a land acquisition and construction project for a surface parking lot in downtown Isla Vista. The Redevelopment Agency (RDA) acquired the site of the former Unocal gas station on the Corner of Pardall and Embarcadero Del Mar in July, 2008. The new parking lot serves 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 parking lot is sustainably designed with drought tolerant plants and solar panels which will provide energy for the night lighting of both the lot and Pardall Road.

Total Project Cost - \$1.97 Million

Transportation

Tepusquet Road Bridge at the Sisquoc River: The project located on Tepusquet Road between Foxen Canyon Road and Santa Maria Mesa Road was the replacement of an existing low water crossing with an all-weather bridge. The new bridge is a three span 700-foot long structure with 12-foot traffic lanes and Class II (adjacent to traffic lane) 5-foot bike lanes. The project also includes approximately 1,200 feet of roadway improvements at the approaches to the bridge.

This project also required vegetation planting mitigation. The monitoring for these plantings will last 5 years after the completion of the construction of the bridge.

Total Project Cost - \$7.3 Million

Storm Damage Repair Greenwell Avenue: This project repaired storm damage resulting from the heavy rains of the 2005 winter storms. A landslide encroached onto Greenwell Avenue at Mile-post 0.25 north of Via Real in the Summerland area. The landslide covered up to half of the road width and uplifted more than 50 lineal feet of roadway by several feet. The hillside above the road extends up to 250 feet high. The slide occurred along a 120 foot portion of the roadway. A retaining wall was built inside the County right-of-way at the toe of the slope. The slide material on the road was removed and the road restored.

Total Project Cost - \$1.03 Million

Water Resources

Storm Drain – Cheltenham Lateral: This project consisted of the installation of approximately 170 feet of 24-inch diameter storm drain pipe. The downstream end of the pipe ties into a Caltrans storm drain being constructed on Foothill Road. The upstream end of this storm drain will terminate at its connection with an existing stone culvert. This storm drain will improve an existing system and minimize urban runoff.

Total Project Cost - \$0.2 Million

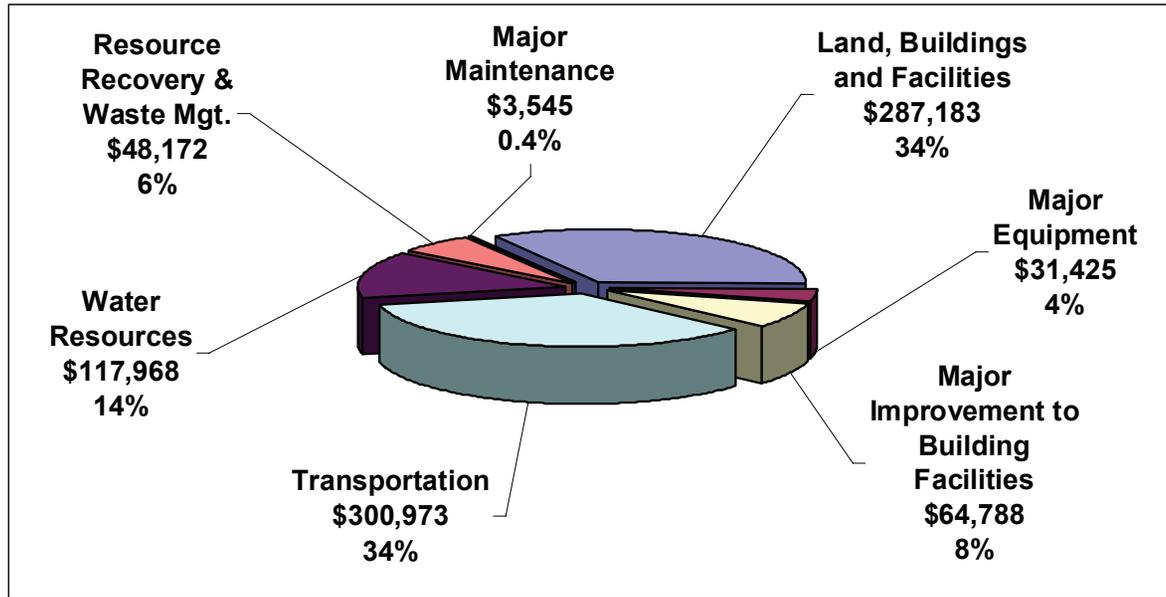
Resource Recovery & Waste Management

Landfill - Tajiguas Landfill Phase 2B Liner – This project, as the second phase of the approved and permitted Tajiguas Landfill expansion, consisted of the installation of a low permeability liner over approximately 2.2 acres into the back canyon as well as a liquid collection system above and below the liner. The liner and liquid collection systems are required by state regulations to protect groundwater. The phased liner projects of the Tajiguas Landfill expansion have been included in the Division's long-term financial plan and will be funded through tipping fees.

Total Project Cost - \$1.8 Million

CAPITAL BUDGET SUMMARY
Five-Year CIP

Five Year CIP through Fiscal Year Ending June 30, 2015, by Project Class
(\$854,054)
(In thousands of dollars)



Five Year CIP through Fiscal Year Ending June 30, 2015, by Project Class
(In thousands of dollars)

Project Class	FY 2010-11 (Year 1) Funded	FY 2010-11 (Year 1) Unfunded	FY 2011-2015 (Years 2-5) Funded and Unfunded	Total
Land, Buildings and Facilities	\$19,247	\$12,711	\$255,225	\$287,183
Major Equipment	\$7,157	\$440	\$23,828	\$31,425
Major Improvement to Building Facilities	\$5,195	\$5,708	\$53,885	\$64,788
Transportation	\$21,892	\$41,678	\$237,403	\$300,973
Water Resources	\$20,177	\$0	\$97,791	\$117,968
Resource Recovery & Waste Mgt.	\$3,088	\$0	\$45,084	\$48,172
Major Maintenance	\$180	\$1,428	\$1,937	\$3,545
Total	\$76,936	\$61,965	\$715,153	\$854,054

CAPITAL BUDGET SUMMARY

Project Highlights

FISCAL YEAR 2010-2011 FUNDED/PARTIALLY FUNDED PROJECT HIGHLIGHTS

The proposed CIP continues to address the significant public infrastructure needs identified in various strategies and long range plans adopted by the County, including funding for the proposed new County jail, the maintenance and repair of public buildings and the transportation infrastructure system maintenance.

Santa Maria Levee Reinforcement

This project will reinforce a reach of the Santa Maria River Levee that is adjacent to developed areas against levee failure. This project will consist of reconstructing the face of the levee with soil cement reinforcement from Bradley Canyon to Blosser Road, a distance of approximately 33,500 feet (6.3 miles). The US Army Corps of Engineers, with partial funding by the County in this joint project, will construct this project in three phases beginning late Summer 2009 and completed in Fall 2011. Soil cement will be placed at the face of the existing levee with a thickness of approximately 8 feet and extend from the top of the levee to a depth of 15 feet below the current riverbed elevation. A sheet pile barrier will be placed in areas not suited to soil cement due to environmental concerns. This project will provide flood protection to the adjacent neighborhoods as well as to the City of Santa Maria.

The Santa Maria River Levee was constructed by the US Army Corps of Engineers (ACOE) between 1959 and 1963. The levee is 24 miles long and protects the City of Santa Maria as well as thousands of acres of prime agricultural land from the Santa Maria River. The levee is constructed of sand with a rock rip rap facing. The rip rap facing has degraded over the years to the point that it has reduced effectiveness of withstanding the forces of the river.

Main Jail & Sheriff Headquarters Expansion

This project was initially designed as a multi-level building on the Sheriff Headquarters campus for better security of evidence, property, drugs and patrol operations. Estimated project costs exceeded available funding. Therefore, focus was placed on remodeling the existing Sheriff Headquarters campus to meet the needs of the Department.

The current design envisions two phases of construction. The first phase is the conversion of a meeting room in a secure area of the Jail to inmate bed space. 51 beds will be added. Included in this phase are modifications to a rest room, operations and program space, storage facilities and Heating, Ventilation, and Air Conditioning (HVAC) circulation enhancements. The second phase incorporates a 10,950 square foot, two story addition to the west of Sheriff Headquarters.

Emergency Operations Center

This project builds a permanent Emergency Operations Center (EOC) on a County-owned site adjacent to County Fire Department Headquarters on Cathedral Oaks Road and encompasses approximately 10,500 sf. The new EOC facility may also be used during non-emergency periods as a training center, particularly for disaster and hazard mitigation related training.

An EOC is the central command center during local emergencies 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. As the County does not have a dedicated EOC, the Employees' University (EU) Building is "transformed" into a makeshift EOC during disasters, displacing scheduled classes and meetings. The provided space for the makeshift EOC is inadequate in size and design, is highly vulnerable and does not have appropriate automation and communications capacity. In addition to the design and construction of the facility, the project includes \$850,000 for communications equipment, furniture and computers.

American Recovery And Reinvestment Act (ARRA)

The federal government has created ARRA to promote economic recovery. Although the funds that come from ARRA do not necessarily flow through the CIP, nor are they included in the proposed Operating Budget, these funding sources help alleviate pressure on local government infrastructure funding.

Public Defender Courthouse Remodel

This project will increase public accessibility while ensuring greater safety and security for employees. Project components include the addition of an elevator, central lobby and waiting room, improved HVAC systems and a central file storage area. The \$6 million project, of which \$1 million has been funded, includes pending debt financing recommended by the Debt Advisory Committee, approved by the Board of Supervisors in FY 2007-08, to be revisited in late FY 2009-10.

CAPITAL BUDGET SUMMARY

Project Highlights (Cont'd)

PROJECT HIGHLIGHTS (BY CLASS) FOR FISCAL YEAR 2010-11 – SOURCE TABLE V: FY 2010-11 CAPITAL PROJECTS BUDGET

The projects listed below represent a significant amount of total funded project costs for fiscal year 2010-11, 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 funded percent of the project total. For additional project information please see Table V at the end of Section E.

Land, Buildings and Facilities

Emergency Operations Center (General Services)

\$5.2 Million Year 1 (70% of \$7.4 M Project Total)

Unified Superior Court Clerk's Office (Courts)

\$5.0 Million Year 1 (70% of \$7.2M Project Total)

Lompoc Veterans Building Renovation (General Services)

\$1.4 Million Year 1 (100% of \$1.4M Project Total)

Major Equipment

Electronic Health Record System (Public Health)

\$2.0 Million Year 1 (89% of \$2.3M Project Total)

Santa Barbara Jail Security Controls (Sheriff)

\$0.6 Million Year 1 (100% of \$0.6M Project Total)

Major Improvement to Building Facilities

Cachuma Lake Recreation Area Improvements (Parks)

\$3.2 Million Year 1 (20% of \$21.1M Project Total)

New Cuyama Recreation Hall Remodel (General Services)

\$1.1 Million Year 1 (93% of 1.2M Project Total)

Santa Barbara Courthouse: Spirit of the Ocean Fountain (General Services)

\$0.42 Million Year 1 (100% of \$0.42M Project Total)

Major Maintenance

North County Parks Headquarters (Parks)

\$0.07 Million Year 1 (55% of total \$0.13M Project Total)

Resource Recovery & Waste Management

Landfill - Tajiguas Reconfig/Baron Ranch Restoration

\$0.39 Million Year 1 (15% of \$3.9M Project Total)

LCSD Recycled Water Distribution Expansion (Public Works)

\$1.3 Million Year 1 (33% of \$3.9M Project Total)

Landfill – Heavy Equipment Replacement Program

\$0.78 Million Year 1 (6% of \$14.0M Project Total)

Transportation Projects

Roadway Improvement – El Colegio Road Improvement Phase II (Public Works)

\$2.97 Million Year 1 (100% of Project Total)

Storm Damage Repair Jalama Road (Public Works)

\$0.3 Million Year 1 (10% of \$3.1M Project Total)

Preventive Maintenance – 5 Year Countywide Surface Treatment Program (Public Works)

\$22.3 Million Year 1 (20% of \$109.6M Project Total)

Preventive Maintenance – 5 Year Countywide Concrete Program (Public Works)

\$7.9 Million Year 1 (17% of \$46.0M Project Total)

Water Resource Projects

Santa Maria River Levee Reinforcement (Public Works)

\$15.3 Million Year 1 (40% of \$38.0 M Project Total)

Channel – Mission Creek Flood Control Project, Santa Barbara (Public Works)

\$2.5 Million Year 1 (4% of \$60.8M Project Total)

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 Pro-

gram. The Court facilities were transferred to the State Administrative Office of the Courts on December 31, 2008, in accordance with SB 1732 and the remaining COP funds were transferred back to the Santa Maria Court Clerks' project.

On March 8, 2005, the Board authorized the issuance of COPs for the following projects: Fire Station 51 Lompoc-Mission Hills New Station (complete), Sheriff Isla Vista Foot Patrol Building (complete), New Sheriff Station Lompoc (complete), the County Elections-Recorder Office and Storage Building (August 2009), and the Alcohol Drug and Mental Health Services Children's Assessment and Transition Center (complete). 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.

On May 27th, 2008, the Board authorized the 2008 COPs consisting of the following projects: Tajiguas Landfill Liner Project and the Isla Vista Project not to exceed \$30 million, a yield of 5.5% and with a term not to exceed 21 years. At the time of publication, the Board is considering pursuing COP financing for the Emergency Operations Center, Betteravia Expansion Phase II, Santa Barbara Courthouse Annex remodel and the property tax management system replacement.

Projects Funded by Certificates of Participation (COP), Related Revenue Sources to Pay Debt Service, and Project Status

		Status
Fire – Station 51 (Lompoc-Mission Hills) Rebuild – Lompoc	2005 COP General Fund	Complete
Sheriff – Isla Vista Foot Patrol Building – Isla Vista	2005 COP General Fund	Complete
Sheriff – New Sheriff Station – Lompoc	2005 COP General Fund	Complete
Sheriff – Sheriff HQ Expansion & Remodel – Santa Barbara	2005 COP General Fund	Architect hired November 2005 The schematic design phase is complete. Project funding and scope has increased and shifted from other major projects by the Board of Supervisors in January 2009.
CRA – County Elections Facility – Santa Barbara	2005 COP General Fund	Complete
SB 1732 Court Facilities Deficiencies Program – Countywide	2005 COP General Fund	COP funds were transferred to the Santa Maria Court Clerks' project. Court facilities transferred in accordance with the State deadline on 12/31/2008.
ADMHS – Children's Clinic	2005 COP General Fund	Complete
Public Works – Tajiguas Landfill Liner Project	2008 COP Other Funds	Board of Supervisors authorized Treasurer-Tax Collector to issue 2008 COP, May 27 th , 2008.
Redevelopment Agency – Isla Vista Project Area	2008 COP Other Funds	Board of Supervisors authorized Treasurer-Tax Collector to issue 2008 COP, May 27 th , 2008.

CAPITAL BUDGET SUMMARY
Significant Public Infrastructure Needs

SIGNIFICANT PUBLIC INFRASTRUCTURE NEEDS

The proposed CIP continues to address the significant public infrastructure needs identified in various strategies and long range plans adopted by the County, including funding for the proposed new County jail, the maintenance and repair of public buildings and transportation infrastructure system maintenance.

New County Jail

The need for a new County jail facility was documented over 20 years ago and Grand Jury reports have subsequently reiterated that need. Efforts to build a North County Jail can be traced back to the 1991 North Santa Barbara County Correctional Master Plan. In Fiscal Year 2007-2008, the Blue Ribbon Commission on Jail Overcrowding was convened. The commission recommended that the need for additional jail bed space is acute, and that a 304-bed jail facility be built in conjunction with a broader overarching approach of rehabilitative and preventive methods to prevent further jail population growth. Given Constitutional requirements and current Court orders to keep the jail population level and within legal requirements, lack of bed space necessitates early releases. Due to jail overcrowding, the early release program has sent thousands of incarcerated offenders back into the community without serving a full sentence. The New County Jail is the largest single project in the CIP with a total estimated project cost of \$82 million.

Project Status

In fiscal year 2007-2008, the County acquired a land site for the project at a cost of \$3.3 million, leaving \$76.5 million unfunded in construction costs. The building site is located just outside the City of Santa Maria's southwest corner and California Environmental Quality Act (CEQA) documentation has been completed. The additional cost for operation of the jail facility is estimated at \$17.8 million per year in today's dollars (FY 2010-11), which is currently unfunded. The unfunded amount could be substantially reduced, when first open for operation, if the new jail's additional beds are incrementally absorbed in the total jail system capacity. This would require temporarily closing space in the Main Jail or leasing it to other jurisdictions.

The new County Jail project has been selected to receive state grant funding. The County was selected to receive a \$56.3 million grant to fund the jail project through AB 900. Design of the facility will begin once the County and the State Corrections Standard Authority sign a Project Delivery agreement in the Spring of 2010. The scope of the proposed project includes a 304-bed facility to address immediate jail overcrowding. Population growth studies show continuing increased bed space needs unless a comprehensive strategy involving various prevention and rehabilitation techniques is employed. The facility will be more than 100,000 square feet; will house 304 inmates and a staff of about 100. Please see Figure A.

Currently, the project has been held up due to AB 900 implementation delays by the State. The project also requires identification of funding for the additional operational costs.

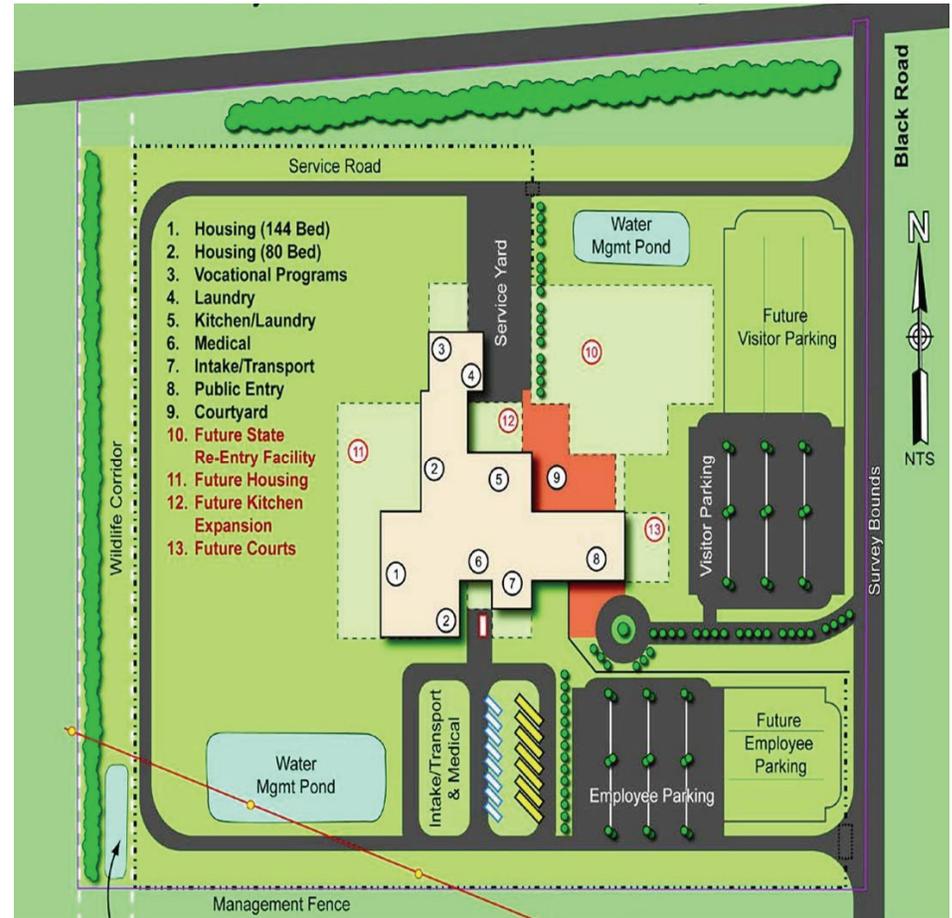


Figure A: Preliminary schematic of the new County Jail

CAPITAL BUDGET SUMMARY
Significant Public Infrastructure Needs (Cont'd)

Progress on Facilities Repair and Maintenance

The General Services Department compiled a project list identifying \$36 million of maintenance needs for the 2010-2015 CIP in public building maintenance and repair projects. The Parks Department has also compiled a project list identifying \$3.9 million of maintenance needs. The County is addressing these projects with yearly funds budgeted from General Fund contributions. To address the backlog and to fund ongoing Capital Maintenance needs requires \$2.25 million for General Services. In addition, Parks also receives General Fund Capital Maintenance funding for its project backlog and, to keep current, it requires \$ 0.75 million annually.

Changes in maintenance backlog is dependent on a number of factors including; yearly funding, new facilities brought on line, the ability of staff to keep up with the rate of deterioration of County infrastructure and the cost of labor and materials. Even though the project lists have been living documents with frequent additions and deletions, between fiscal year 1999-2000 and 2009-2010 the County spent \$8.6 million over this time period and will continually assess the County's infrastructure needs.

In fiscal year 2006-2007 a new Master Facilities Plan Assessment Survey re-evaluated all County public buildings to determine the cost benefit of repair versus replacement. The Survey results are being integrated into the Capital Maintenance Plan to ensure a more accurate, up to date, compilation of Capital Maintenance projects needed to maintain the County facilities infrastructure and the expected cost in current dollars.

County Facility and Space Needs

In fiscal year 1996-1997, the Office of the County Architect began a process to document, through space utilization studies, the use of County buildings and a listing of those departments housed in these buildings. The following table reflects the 2006 Space Utilization Report. The update reports all the space the departments occupy regardless of its use, location or future use and represents a "snap-shot" in time of utilized space, as space utilization is constantly fluctuating. The table excludes space for the Courts in anticipation of the transfer of the Courts' facilities to the State of California. The square feet allocation for the Courts is: Current Occupied: 86,455, Current Need: 145,654, Additional Need from Space Plan: 59,199, and 2010-15 CIP: 28,757.

The 2010-15 CIP addresses some of the County's space needs. The total CIP space request includes 912,795 square feet; however, this figure includes space that will replace existing occupied space in some cases. Therefore, the CIP square footage figure is an expression of gross square footage, not the net result of existing office space and new office space.

Summary of Space Study Results, Completed in 2006
 (Square Feet)

Function	Current Occupied	Current Need	Additional Need from Space Plan	2010-15 CIP
Policy & Executive	23,673	36,551	36,551	-
Law & Justice	65,404	79,183	13,779	19,600
Public Safety *	426,304	951,333	590,776	566,901
Health & Public Assistance	514,431	565,300	604,970	101,450
Community Resources & Public Facilities	129,285	143,160	162,739	4,913
Support Services	123,009	132,688	138,566	189,947
Total Space Needed	1,282,106	1,908,215	1,547,381	882,811

*The CIP assumes an 800 jail bed facility, which accounts for 329,000 square feet of the 2009-2014 CIP figure and Current Need for Public Safety. This need was excluded in the 2006 Space Need Plan.

Some projects managed by General Services appear in the Support Services Function, but are actually projects belonging to departments in the Policy and Executive function.

In December 2001, the Board adopted the *Facility Policy Framework*, a document that outlines how the County will develop future buildings and allocate its vacant lands (i.e. Calle Real (300 acres), Foster Road (90 acres), Betteravia (25 acres)) for public or private development. These plans and studies are being updated now for future Capital Improvement Program processes.

Since fiscal year 2003-2004, the County has added 172,471 square feet of space, including 61,800 square feet for the Santa Maria Juvenile Hall and 11,050 square feet for a new Fire/Sheriff station in Lompoc. Currently under development is an additional 71,636 square feet, including: 10,000 square feet for an Emergency Operations Center, 30,000 square feet for a proposed centralized elections facility, 9,700 square feet for a North County mental health crisis center, and a number of small additions totaling 21,936 square feet.

County long-range facility planning is implemented in phases as follows:

Phase 1: Project Initiation/Determining Current Space Needs – Define parameters of space utilization and create a graphic catalog of all existing office space.

Phase 2: Standards and Operations – Establish standards of space allocation through use of ergonomic guidelines, industry standards, and comparisons with benchmark counties.

Phase 3: Projections – Assess quantity and location of space by department to determine the total current space, total space needed and whether a surplus or deficit of space exists.

CAPITAL BUDGET SUMMARY

Significant Public Infrastructure Needs (Cont'd)

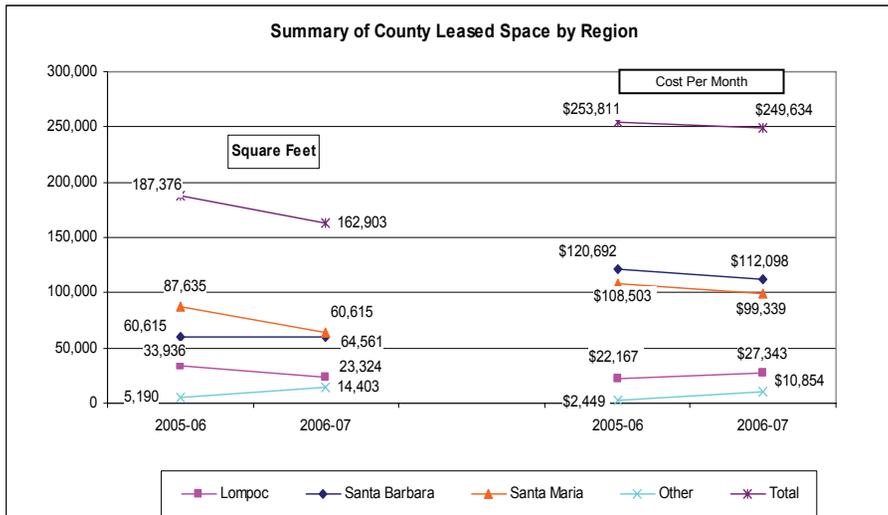
Phase 4: Facility Evaluations – Evaluate current and future space needs based on adopted space allocation guidelines. The challenge is to solve space needs based on the existing floor plans of the County’s building inventory. This phase of the project will be ongoing as alterations, remodels, and additions are needed.

Phase 5: Transition Planning/Financing Strategies – Solving space needs takes time and money. The Capital Improvement Program is the mechanism for departments to request projects, present costs and propose solutions.

Underutilized Buildings and Leased Facilities

Overcrowded County-owned buildings have made it necessary to lease space from the private sector to house staff. The County currently leases 182,181 square feet of commercial space at a monthly cost of \$295,090 or \$3.5 million per year.

Leasing space is inefficient for government as lease prices include profit margins for the property owner, property taxes, and commercial interest rates. Funding for needed space is not always a case of affordability, but of cash flow and the need for authorization to incur debt necessary to cover capital requirements.



A potential mitigation for the space shortage is the renovation of underutilized County-owned buildings. The County currently has one underutilized building on the Calle Real Campus, located in the Goleta area, known as the Archives Building, which could be renovated for use, at a total estimated cost of \$2.0 million. The building has approximately 13,000 square feet of potential office space, and is currently used for storage. In downtown Santa Barbara, there are approximately 12,000 square feet in the east wing of the County Courthouse, formerly the County Jail. While conversion to office space is possible, it will nevertheless be challenging due to the National Historic Landmark status of the complex; the estimated cost is \$4.4 million.

Floors four through six would be converted to office space, but a portion of the old jail on the third floor would remain as mitigation to the loss of remaining jail, which is contributing historic resources to the National Historic Landmark designation of the Courthouse. Currently both of these potential projects are unfunded.

In the Santa Maria area the County has the Foster Road Campus with available area to construct future buildings; however, because of the current environmental restrictions, facility development must be delayed. There is also development potential on the Betteravia Government Center Campus. A number of future buildings have been proposed at this location.

Transportation Infrastructure System

The Transportation Division maintains over 1,667 lane miles of major roads and local streets in the unincorporated areas of Santa Barbara County. This includes over 110 bridges, 15,000 street trees, 50 signalized intersections and 20,000 street signs as well as pavement markings, painted curbs, raised traffic markers, and drainage facilities.

As the backlog of unfunded pavement, drainage structure, and bridge maintenance needs continues to increase the County’s transportation infrastructure continues to deteriorate. This deterioration is seen in the condition of local road pavement conditions, drainage facilities and bridge structures. This deterioration of transportation infrastructure can be attributed to declining gas tax revenues. This is a result of more people utilizing more gas efficient vehicles such as hybrids, delays in payments from Federal Emergency Management Association and Office of Emergency Services for storm damage suffered in 2005, delays in receiving \$4.9 million in Proposition 1B funds which the voters approved for local road repairs in November 2006, the State withholding payment of Proposition 42 payments for fiscal years 2008-2009 and 2009-10, and the continuing increase in construction costs.

While dedicated to preserving the integrity of County roads during Federal and State disasters, Transportation staff continues to focus on completing ongoing CIP projects. In fiscal year 2009-2010 seven transportation projects were completed. There is one new project and the division is maintaining thirty five on-going projects, which represents \$342.3 million in funding for roads, bridges, culverts, traffic systems, pedestrian bike paths, bike bridges, bike lanes, and upgrading the transportation system for the disabled for fiscal years 2010-2015.

New transportation related improvements, such as bridge replacements, bike paths, and traffic signals, as well as major road maintenance projects, activities categorized as preventive maintenance (i.e., overlays, slurry seals, etc.), are included in the CIP. All maintenance activities are planned in detail with site-specific locations determined on an annual basis through our nationally recognized Road Maintenance Annual Plan (RdMAP) process.

CAPITAL BUDGET SUMMARY
Significant Public Infrastructure Needs (Cont'd)

A significant local revenue source for transportation capital projects has been Measure D, a ½ cent sales tax which was voter approved in 1989. This sales tax is currently scheduled to sunset in fiscal year 2009-2010. A revised Measure D, or Measure A, was passed during the November 2008 election securing funding for current and future needs. However, due to agreements made by the Santa Barbara Association of Governments (SBCAG), the County will be receiving less Measure A funding than it traditionally received under Measure D.



CAPITAL BUDGET SUMMARY
Proposed FY 2010-11 Capital Budget

The following table summarizes by function and department the recommended fiscal year 2010-2011 allocations, totaling \$76.9 million. Of the total, there is \$55.1 million of new funding and \$21.8 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 \$76.9 million is funded by 68 sources.

Fiscal Year 2010-2011 Proposed Capital Budget - Funded
(In thousands of dollars)

Functional Group – Department	Total
Law and Justice	
Court Special Services	\$5,040
Public Defender	\$789
Function Total	\$5,829
Public Safety	
Fire	\$1,430
Sheriff	\$2,249
Function Total	\$3,679
Health and Public Assistance	
Public Health	\$2,300
Function Total	\$2,300
Community Resources and Public Facilities	
Parks	\$5,163
Public Works	\$43,087
Function Total	\$48,250
Support Services	
General Services	\$10,840
Clerk-Recorder-Assessor	\$1,238
Treasurer-Tax Collector-Public Admin.	\$1,283
Human Resources	\$80
Information Technology	\$1,217
Function Total	\$14,658
General County Programs	\$2,220
Function Total	\$2,220
Total	\$76,936

The reader may notice that the total dollar amount of the proposed CIP varies by \$1.92 million from this recommended CIP. The change is a result of the recommended CIP including updated numbers reflecting project cost and funding changes, departmental projects being added to the recommended budget that are capitalized, project cost recalculations, and changes resulting from the Board's and Planning Commission's review process.

Summary of Recommended for FY 2010-11 Capital Projects (Table II)				
(\$ in Thousands)				
Department	Class	Proposed CIP	Rec CIP	Variance from Prop CIP
Public Works	Transportation Projects	\$ 62,396	\$ 61,500	\$ (896)
	Resource Recovery & Waste Management	\$ 3,935	\$ 3,088	\$ (847)
	Water Resource Projects	\$ 19,862	\$ 20,177	\$ 315
Ag Commissioner	Land, Buildings and Facilities	\$ 1,203	\$ 1,203	\$ -
Treasurer-Tax Collector-Public Admin.	Major Equipment	\$ -	\$ 1,283	\$ 1,283
Parks	Land, Buildings and Facilities	\$ 4,940	\$ 5,110	\$ 170
	Major Maintenance	\$ 180	\$ 180	\$ -
	Major Improvement to Building Facilities	\$ 141	\$ 141	\$ -
	Major Equipment	\$ -	\$ 35	\$ 35
Fire	Land, Buildings and Facilities	\$ 230	\$ 1,080	\$ 850
	Major Equipment	\$ 350	\$ 350	\$ -
Sheriff	Land, Buildings and Facilities	\$ 6,488	\$ 6,488	\$ -
	Major Equipment	\$ 1,144	\$ 1,144	\$ -
	Major Improvement to Building Facilities	\$ 1,425	\$ 1,425	\$ -
Probation	Major Equipment	\$ -	\$ -	\$ -
Court Special Services	Land, Buildings and Facilities	\$ 5,040	\$ 5,040	\$ -
Public Defender	Major Improvement to Building Facilities	\$ 4,446	\$ 4,446	\$ -
Public Health	Land, Buildings and Facilities	\$ -	\$ -	\$ -
	Major Improvement to Building Facilities	\$ 100	\$ 100	\$ -
	Major Equipment	\$ 2,200	\$ 2,200	\$ -
Clerk-Recorder-Assessor	Major Equipment	\$ -	\$ 1,238	\$ 1,238
General Services	Land, Buildings and Facilities	\$ 12,737	\$ 13,037	\$ 300
	Major Equipment	\$ 200	\$ 200	\$ -
	Major Improvement to Building Facilities	\$ 4,458	\$ 4,491	\$ 33
	Major Maintenance	\$ 1,168	\$ 1,428	\$ 260
Human Resources	Major Equipment	\$ 80	\$ 80	\$ -
General County Programs	Major Equipment	\$ 150	\$ 150	\$ -
	Transportation Projects (IVRDA)	\$ 2,070	\$ 2,070	\$ -
Information Technology	Land, Buildings and Facilities	\$ 200	\$ -	\$ (200)
	Major Equipment	\$ 1,578	\$ 917	\$ (661)
	Major Improvement to Building Facilities	\$ 261	\$ 300	\$ 39
		136,982	138,901	\$ 1,919

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table I: Summary of Departments (\$000)

Function / Department *	Prior Year(s) Expense	Est Act 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded	
Law & Justice												
Court Special Services \F		1,800	5,040	360				5,400		7,200		7,200
<i>Department Totals</i>		1,800	5,040	360				5,400		7,200		7,200
District Attorney \P						80	900	980		40	940	980
<i>Department Totals</i>						80	900	980		40	940	980
Public Defender \P	161		4,446	1,393				5,839		950	5,050	6,000
<i>Department Totals</i>	161		4,446	1,393				5,839		950	5,050	6,000
<i>Function Totals</i>	161	1,800	9,486	1,753		80	900	12,219		8,190	5,990	14,180
Public Safety												
Fire \F	1,250				450	4,930	4,450	9,830		11,080		11,080
Fire \P	475	213	1,430	1,005	3,400	2,107	9,510	17,452		2,468	15,672	18,140
Fire \U				1,000		2,600	46,153	49,753			49,753	49,753
<i>Department Totals</i>	1,725	213	1,430	2,005	3,850	9,637	60,113	77,035		13,548	65,425	78,973
Probation \P	11			513				513		11	513	524
Probation \U				6,109	22,976	1,732		30,817			30,817	30,817
<i>Department Totals</i>	11			6,622	22,976	1,732		31,330		11	31,330	31,341
Sheriff \F	313	1,145	2,120	1,912				4,032		5,490		5,490
Sheriff \P	5,671	274	3,962	4,470	39,746	23,216	6,537	77,931		6,124	77,752	83,876
Sheriff \U			2,975	2,037	1,175	125		6,312			6,312	6,312
<i>Department Totals</i>	5,984	1,419	9,057	8,419	40,921	23,341	6,537	88,275		11,614	84,064	95,678
<i>Function Totals</i>	7,720	1,632	10,487	17,046	67,747	34,710	66,650	196,640		25,173	180,819	205,992
Health & Public Assistance												
Public Health \F		250	2,300					2,300		2,550		2,550
Public Health \U				821	3,526			4,347			4,347	4,347
<i>Department Totals</i>		250	2,300	821	3,526			6,647		2,550	4,347	6,897
<i>Function Totals</i>		250	2,300	821	3,526			6,647		2,550	4,347	6,897
Community Resources & Public Faci.												
Agriculture & Cooperative Extension \U			1,203					1,203			1,203	1,203
<i>Department Totals</i>			1,203					1,203			1,203	1,203
Parks \F	943	2,140	779	100				879		3,962		3,962
Parks \P	8,266	2,955	4,687	16,673	6,897	8,301	4,183	40,741	2,982	26,638	28,306	54,944
Parks \U				497	1,480	3,873	2,120	7,970	1,100		9,070	9,070
<i>Department Totals</i>	9,209	5,095	5,466	17,270	8,377	12,174	6,303	49,590	4,082	30,600	37,376	67,976
Public Works \F	7,017	13,075	29,966	31,341	15,913	16,665	31,542	125,427	9,428	154,947		154,947

* 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 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded	
Public Works \P	13,426	9,993	47,639	56,425	60,391	65,415	58,077	287,947	39,901	96,159	255,108	351,267
Public Works \U			7,160	7,316	7,587	11,774	16,132	49,969			49,969	49,969
<i>Department Totals</i>	20,443	23,068	84,765	95,082	83,891	93,854	105,751	463,343	49,329	251,106	305,077	556,183
<i>Function Totals</i>	29,652	28,163	91,434	112,352	92,268	106,028	112,054	514,136	53,411	281,706	343,656	625,362
Support Services												
Clerk-Recorder-Assessor \F			1,238					1,238		1,238		1,238
<i>Department Totals</i>			1,238					1,238		1,238		1,238
General Services \F	331	4,610	10,156	3,650	4,300	4,750	2,250	25,106		30,047		30,047
General Services \P	1,797	1,083	8,910	8,700	10,828	17,255	18,764	64,457		7,674	59,663	67,337
General Services \U			90	6,735	2,640	3,674	6,061	19,200			19,200	19,200
<i>Department Totals</i>	2,128	5,693	19,156	19,085	17,768	25,679	27,075	108,763		37,721	78,863	116,584
Human Resources \F	424	299	80					80		803		803
<i>Department Totals</i>	424	299	80					80		803		803
Information Technology \F	192	480	740	440		3,330		4,510		5,182		5,182
Information Technology \P		270	477	1,937	453			2,867		832	2,305	3,137
Information Technology \U			200	400				600			600	600
<i>Department Totals</i>	192	750	1,217	2,577	853	3,330		7,977		6,014	2,905	8,919
Treasurer-Tax Collector-Public Adm. \F			1,283	1,151				2,434		2,434		2,434
<i>Department Totals</i>			1,283	1,151				2,434		2,434		2,434
<i>Function Totals</i>	2,744	6,742	22,974	22,813	18,621	29,009	27,075	120,492		48,210	81,768	129,978
General County Programs												
General County Programs \F	256	150	2,220	1,700				3,920		4,326		4,326
<i>Department Totals</i>	256	150	2,220	1,700				3,920		4,326		4,326
<i>Function Totals</i>	256	150	2,220	1,700				3,920		4,326		4,326
Funding Summary												
Funded Totals	40,533	38,737	76,936	55,459	40,295	48,492	55,515	276,697	14,188	370,155		370,155
Unfunded Totals			61,965	101,026	141,867	121,335	151,164	577,357	39,223		616,580	616,580
<i>Grand Totals</i>	40,533	38,737	138,901	156,485	182,162	169,827	206,679	854,054	53,411	370,155	616,580	986,735

* 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 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded	
Law & Justice												
Court Special Services												
<i>Land, Buildings and Facilities</i>												
Unified Superior Court Clerk's Office Santa Maria IF		1,800	5,040	360				5,400		7,200		7,200
<i>Class Totals</i>		1,800	5,040	360				5,400		7,200		7,200
<i>Department Totals</i>		1,800	5,040	360				5,400		7,200		7,200
Law & Justice												
District Attorney												
<i>Major Improvement to Building Facilities</i>												
Santa Maria Office Remodel IP							80	900	980	40	940	980
<i>Class Totals</i>							80	900	980	40	940	980
<i>Department Totals</i>							80	900	980	40	940	980
Law & Justice												
Public Defender												
<i>Major Improvement to Building Facilities</i>												
Santa Barbara Courthouse Annex Remodel IP	161		4,446	1,393				5,839		950	5,050	6,000
<i>Class Totals</i>	161		4,446	1,393				5,839		950	5,050	6,000
<i>Department Totals</i>	161		4,446	1,393				5,839		950	5,050	6,000
Public Safety												
Fire												
<i>Land, Buildings and Facilities</i>												
Fire Department Headquarters Rebuild U								7,100	7,100		7,100	7,100
Fire Training Facility/Dispatch Center Construction IP			230		2,100			4,120	6,450	230	6,220	6,450
Operations Complex - Los Alamos IP	175		850	655	1,300	1,407		4,212	4,212	1,025	3,362	4,387
Station 10 (Western Goleta) New Station IF	1,250					4,690		4,690	4,690	5,940		5,940
Station 11 (Goleta-Frey Way) Rebuild U							5,853	5,853			5,853	5,853
Station 13 (Goleta-Hollister Ave.) Rebuild U							4,690	4,690			4,690	4,690
Station 14 (Goleta-Los Cameros) Rebuild U							5,800	5,800			5,800	5,800
Station 15 (Mission Canyon) Rebuild U							4,690	4,690			4,690	4,690
Station 22 (Orcutt) Rebuild U							3,050	3,050			3,050	3,050
Station 23 (Sisquoc) Rebuild IP	300						4,690	4,690		300	4,690	4,990
Station 24 (Los Alamos) Rebuild U								1,500	3,190		4,690	4,690
Station 25 (Orcutt Area) New Station IF					450	240		4,450	5,140	5,140		5,140
Station 31 (Buellton) Rebuild U								4,690	4,690		4,690	4,690
Station 41 (Cuyama) Rebuild U								4,690	4,690		4,690	4,690
<i>Class Totals</i>	1,725		1,080	655	3,850	7,837	57,013	70,435		12,635	59,525	72,160

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table II: Summary of Projects (\$000)

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total	
			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded		
<u>Major Equipment</u>													
Apparatus Replacement/Purchase \P		213	350	350			700	700	2,100		913	1,400	2,313
Helicopter Refurbishments \U				1,000			1,100		2,100			2,100	2,100
Station 10 (Western Goleta) New Station Apparatus \U								1,200	1,200			1,200	1,200
Station 25 (Orcutt Area) New Station Apparatus \U								1,200	1,200			1,200	1,200
<i>Class Totals</i>		213	350	1,350			1,800	3,100	6,600		913	5,900	6,813
<i>Department Totals</i>	1,725	213	1,430	2,005	3,850	9,637	60,113	77,035		13,548	65,425	78,973	
Public Safety													
Probation													
<u>Major Equipment</u>													
Probation Collections Enhancement \U				112					112			112	112
<i>Class Totals</i>				112					112			112	112
<u>Major Improvement to Building Facilities</u>													
Betteravia Remodel of Counseling and Education Center \U							1,732		1,732			1,732	1,732
Juvenile Hall Kitchen Santa Maria \U						1,126			1,126			1,126	1,126
Juvenile Hall Security Upgrades Santa Maria \U				548					548			548	548
Lompoc Probation Office Expansion \U				5,230	11,705				16,935			16,935	16,935
Los Prietos Boys Camp/Boys Academy Upgrades \P	11			513					513	11		513	524
Probation Building Remodel Santa Barbara \U					10,145				10,145			10,145	10,145
Santa Barbara Probation Juvenile Services Remodel \U				219					219			219	219
<i>Class Totals</i>	11			6,510	22,976	1,732			31,218		11	31,218	31,229
<i>Department Totals</i>	11			6,622	22,976	1,732			31,330		11	31,330	31,341
Public Safety													
Sheriff													
<u>Land, Buildings and Facilities</u>													
County Jail - Northern Branch \P	5,317	190	3,438	4,030	39,306	23,216	6,537		76,527		5,602	76,432	82,034
Day Reporting Center \U			1,500	143					1,643			1,643	1,643
Main Jail/Headquarters Expansion Project \F	313	1,145	1,500	1,912					3,412		4,870		4,870
Public Safety Memorial \U			50	175	50	125			400			400	400
<i>Class Totals</i>	5,630	1,335	6,488	6,260	39,356	23,341	6,537		81,982		10,472	78,475	88,947
<u>Major Equipment</u>													
Custody Bus Replacement Program \P	354	84	524	440	440				1,404		522	1,320	1,842
Santa Barbara Jail Security Controls \F			620						620		620		620
<i>Class Totals</i>	354	84	1,144	440	440				2,024		1,142	1,320	2,462
<u>Major Improvement to Building Facilities</u>													
Custody Facility Security Enhancements \U				1,009					1,009			1,009	1,009

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

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Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
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Main Jail Sewer & Kitchen Replacement \U			1,350					1,350			1,350	1,350
Santa Maria Station Addition and Remodel \U			75	615				690			690	690
Solvang/Santa Ynez Station Addition \U				95	1,125			1,220			1,220	1,220
<i>Class Totals</i>			1,425	1,719	1,125			4,269			4,269	4,269
<i>Department Totals</i>	5,984	1,419	9,057	8,419	40,921	23,341	6,537	88,275		11,614	84,064	95,678
Health & Public Assistance												
Public Health												
<i>Land, Buildings and Facilities</i>												
New Lompoc Animal Shelter \U				821	3,526			4,347			4,347	4,347
<i>Class Totals</i>				821	3,526			4,347			4,347	4,347
<i>Major Equipment</i>												
Electronic Health Record System - Countywide \F		250	2,050					2,050		2,300		2,300
Pharmacy Software Replacement \F			150					150		150		150
<i>Class Totals</i>		250	2,200					2,200		2,450		2,450
<i>Major Improvement to Building Facilities</i>												
Large Animal Holding Facility \F			100					100		100		100
<i>Class Totals</i>			100					100		100		100
<i>Department Totals</i>		250	2,300	821	3,526			6,647		2,550	4,347	6,897
Community Resources & Public Fac.												
Agriculture & Cooperative Extension												
<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>			1,203					1,203			1,203	1,203
<i>Department Totals</i>			1,203					1,203			1,203	1,203
Community Resources & Public Fac.												
Parks												
<i>Land, Buildings and Facilities</i>												
Arroyo Burro Beach Park Improvements \F	285	75	250					250		610		610
Cachuma Lake Recreation Area Improvements \P	3,502	1,500	3,150	4,140	3,805	2,150	2,418	15,663	482	18,713	2,434	21,147
Franklin Trail Easement \F	31	4	266	100				366		401		401
Gaviota State Park Multi-Use Trail \P	204		50	3,864	82			3,996		336	3,864	4,200
Jalama Beach Park Master Plan - New Leach Field \P	436	110	381	836	291	638	400	2,546	2,500	927	4,665	5,592
Manning House Restoration \F		98	52					52		150		150
Mission Hills Recreation Park \U						250		250			250	250
More Mesa Vehicle Restriction Improvements \P	40				360			360		40	360	400

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table II: Summary of Projects (\$000)

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded	
Oak Knolls Park Development \P				250			1,365	1,615		15	1,600	1,615
Ocean Park Boardwalk & Interpretative Areas \P		123		335	67			402		123	402	525
Orcutt Canyon Ridge Park Development \U					54	137		191			191	191
Orcutt Community Plan Trail Development \U					200			585	1,100		1,685	1,685
Orcutt Old Town Park Development \U					152			152			152	152
Parks Administration Building Seismic Upgrade & Remodel \				60	460			520			520	520
Point Sal Coastal Access Improvements \P	153		247	2,000				2,247		353	2,047	2,400
Rincon Beach Park Upgrade \P	125	202		202				202		327	202	529
San Marcos Preserve Park & Open Space \U				150	150	2,200		2,500			2,500	2,500
Santa Claus Lane Beach Access \P	92	156	306	925	1,621	650		3,502		298	3,452	3,750
Santa Maria Levee Multi-Use Trail \U						189	821	1,010			1,010	1,010
Shilo Neighborhood Park Acquisition & Development \U					29	15	214	258			258	258
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	388	280	116			784		3,014	396	3,410
Class Totals	7,324	2,629	5,110	16,413	7,585	11,011	6,303	46,422	4,082	25,893	34,564	60,457
<u>Major Equipment</u>												
2010-11 Countywide Park Furnishings and Equipment \F		30	35					35		65		65
Class Totals		30	35					35		65		65
<u>Major Improvement to Building Facilities</u>												
2010-11 Park Restrooms ADA Upgrade Program \F		35	35					35		70		70
Goleta Beach Park Long Term Protection Plan \F	627	1,800	11					11		2,438		2,438
Goleta Slough Slope Protection \U				200				200			200	200
Live Oak Camp Improvements \P	80	20	95	125	150			370		195	275	470
Tuckers Grove Park- San Antonio Creek Bridge \U				50	350			400			400	400
Class Totals	707	1,855	141	375	500			1,016		2,703	875	3,578
<u>Major Maintenance</u>												
North County Parks HQ - Waller Park \F		58	70					70		128		128
Park Infrastructure Repairs Program 2009-14 \F		40	60					60		100		100
Park Repaving/Restriping Program \P	1,178	426	50	150	250	233		683		1,654	633	2,287
Polecraft Fence Replacement - South County \P		37		82	42			124		37	124	161
Toro Canyon Park Driveway to County Maintained Roadway		20		250			930	1,180		20	1,180	1,200
Class Totals	1,178	581	180	482	292	1,163		2,117		1,939	1,937	3,876
Department Totals	9,209	5,095	5,466	17,270	8,377	12,174	6,303	49,590	4,082	30,600	37,376	67,976

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table II: Summary of Projects (\$000)

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded	
Community Resources & Public Fac.												
Public Works												
<i>Transportation</i>												
Bikelanes: San Jose Creek Class I (North Segment) \P	147	48	40	353	1,648			2,041		300	1,936	2,236
Bikelanes: Purisima Road Widening Improvements \U				156	427	710	3,454	4,747			4,747	4,747
Prev Maint - Transportation ADA Transition Program \P				108	108	107	107	430		60	370	430
Prev Maint- 5 Year Countywide Concrete Program \P		856	7,900	9,425	9,460	9,179	9,180	45,144		7,641	38,359	46,000
Prev Maint- 5 Year Countywide Surface Treatment Program		4,942	22,275	19,990	20,190	21,101	21,102	104,658		26,077	83,523	109,600
Prev Maint- Bridge Repair and Rehabilitation Program \P		411	9,226	9,226	9,226	9,226	9,226	46,130		536	46,005	46,541
Prev Maint- Culvert Repair and Rehabilitation Program \U			6,660	6,660	6,660	6,660	6,660	33,300			33,300	33,300
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	150	750		900		900
Prev Maint-Metal Beam Guardrail Program \P			960	960	960	960	960	4,800		150	4,650	4,800
Reconstr. & Rehab.: Sand Point Road Seawall \P	384	65	111	369	1,710	5,770		7,960		560	7,849	8,409
Roadway Improv - Clark Avenue at Highway 101 \P			100	100	120	1,360		1,680		780	900	1,680
Roadway Improv - Cold Spring SR2S \F		40	68	221				289		329		329
Roadway Improv - El Colegio Road Improvement (Phase II)			2,965					2,965		2,965		2,965
Roadway Improv - Harris Grade Road at M.P. 7.0 \F	137	136	561					561		834		834
Roadway Improv - Hollister Ave Widening \P	35	136	441	629	629	629	440	2,768	15,542	4,781	13,700	18,481
Roadway Improv - Isla Vista Infrastructure Improvements \P	1,865	400	400	400	400	400	400	2,000	10,000	4,265	10,000	14,265
Roadway Improv - San Ysidro Rd SR2S Walkway \F	5	80	308	14				322		407		407
Roadway Improv - Santa Maria Mesa Rd and Foxen Cyn Rd	22	120	280					280		422		422
Roadway Improv - Summerland Circulation Improvements \	3,310	600		1,040	960			2,000	900	5,910	900	6,810
Roadway Improv - Tepusquet Road at M.P. 5.9 \F	117	100	580					580		797		797
Roadway Improv - Union Valley Parkway Extension \P	40	116	778	512				1,290		934	512	1,446
Storm Damage Repair - Jalama Rd MP 4.4 Site 3T23 \F	290	82	303	2,423				2,726		3,098		3,098
Storm Damage Repair - Paradise Road Realignment \F	199	16	201	422				623		838		838
Structure R&R - Avenue of the Flags Br. No. 51C-173 \F	159	87	1,260					1,260		1,506		1,506
Structure R&R - Black Road Br. No. 51C-031 \F	456	87	220	382	2,520			3,122		3,665		3,665
Structure R&R - Cathedral Oaks Road Br. No. 51C-001 \F	42	140	309	1,852	756			2,917		3,099		3,099
Structure R&R - Floradale Avenue Br. No. 51C-006 \F	675	185	215	750	1,433	6,369		8,767		9,627		9,627
Structure R&R - Hollister Ave. Overhead Br.No. 51C-018 \F	71	229	340	810				1,150		1,450		1,450
Structure R&R - Jalama Road Br. No. 51C-013 \F	72	25	110	775				885		982		982
Structure R&R - Jalama Road Br. No. 51C-017 \F	124	232	312	720				1,032		1,388		1,388
Structure R&R - Jonata Park Road Br. No. 51C-226 \F	279	20	195	180	413	2,300		3,088		3,387		3,387
Structure R&R - Rincon Hill Road Br. No. 51C-039 \F		5	261	659				920		925		925
Structure R&R - San Marcos Road Br. No. 51C-002 \F	133	125	925	47				972		1,230		1,230
Traffic - Union Valley Parkway & Bradley Road Signal \P	504	180	2,546					2,546		2,683	547	3,230
<i>Class Totals</i>	9,066	9,613	61,500	59,833	58,270	65,421	52,179	297,203	26,442	92,526	249,798	342,324

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table II: Summary of Projects (\$000)

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			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded		
<u><i>Water Resources</i></u>													
Basin - Blosser Basin, Santa Maria \F				429				429			429		429
Basin - Kovar Basin Expansion, Santa Maria \U							3,904	823				4,727	4,727
Basin - Lillingston Canyon Debris Dam Removal \F	24	20	440					440			484		484
Basin - Montecito Creek Fish Passage Modification \F	14	50	193					193			257		257
Basin - Mud Lakes Basin Siphon Improv Project, Orcutt \F	25	27	398					398			450		450
Carpinteria Salt Marsh Wall Extension \F		20	120					120			140		140
Channel - Airport Ditch Lining, Orcutt \F							123	566			689		689
Channel - Improve Bradley Channel, Santa Maria \F	2	3		127	700		859	1,686			1,691		1,691
Channel - Mission Creek Flood Control Project, S.B. \P	5,857	1,853	2,500	9,293	9,293	9,293	9,293	39,672	13,459		22,390	38,451	60,841
Channel - San Jose Creek Improvements, Goleta \P	84	91	200	4,000				4,200			375	4,000	4,375
Channel - San Pedro Creek Fish Passage \U								4,695				4,695	4,695
Channel - Unit Two Channel Improvements, Santa Maria \F	56	9	110	749				859			924		924
Creek - San Ysidro Creek Realignment, Montecito \F							338	338			676		676
Culverts - Las Vegas/San Pedro Crks at Calle Real, Gol. \P	1,200	295	162	20	5,687	7,390	7,369	20,628			18,717	3,406	22,123
Equipment Replacement Program - Flood Control District \F	403	162	130	580	175	450	150	1,485			2,050		2,050
Levee - Santa Maria River Levee Reinforcement \F	295	7,215	15,265	15,265				30,530			38,040		38,040
Storm Drain - North Avenue Drainage Impr., Lompoc \F	1	100	649					649			750		750
Storm Drain - West Green Cyn 72" Extension, Santa Maria \	11	5	10	107				117			133		133
Storm Drain - West Green Cyn Phase II \F							693	5,082			5,775		5,775
<i>Class Totals</i>	7,972	9,850	20,177	30,570	15,855	23,050	28,316	117,968	13,459		93,970	55,279	149,249
<u><i>Resource Recovery & Waste Mgt.</i></u>													
Landfill - Heavy Equipment Replacement Program \F	2,790	1,170	780	2,512	1,937	1,525	3,320	10,074			14,034		14,034
Landfill - Improvements at Tajiguas US 101 Intersection \F	36		10	230	45			285			321		321
Landfill - Tajiguas Landfill Phase 2C Liner \F		25	1,305	480				1,785			1,810		1,810
Landfill - Tajiguas Landfill Phase 3A Liner \F					1,807	1,808		3,615			3,615		3,615
Landfill - Tajiguas Landfill Phase 3B Liner \F						1,290	1,291	2,581			2,581		2,581
Landfill - Tajiguas Mitigation /Baron Ranch Restoration \F		560	393	421	675	519	722	2,730	645		3,935		3,935
LCSD - Garage Building \F					224			224			224		224
LCSD - Headworks Improvements \F	352						2,856	2,856			3,208		3,208
LCSD - Laboratory Building \F				436				436			436		436
LCSD - Membrane Bioreactor Expansion (MBR) \F							11,400	11,400	5,872		17,272		17,272
LCSD - Primary Digester Dome Replacement \F		35	600					600			635		635
LCSD - Recycled Water Distribution Expansion \F	49	275			1,237			1,237	2,305		3,866		3,866
LCSD - Recycled Water Storage Expansion \F	33				3,371			3,371			3,404		3,404
LCSD - Solids Handling Expansion \F							2,265	2,265			2,265		2,265
LCSD - Tertiary Holding Improvements \F	145	1,540		600	470		743	1,813			3,498		3,498
LCSD - Ultraviolet Disinfection System Expansion \F							1,040	1,040	606		1,646		1,646
Transfer Station - SCRTS Cover Structure \F							241	1,619			1,860		1,860
<i>Class Totals</i>	3,405	3,605	3,088	4,679	9,766	5,383	25,256	48,172	9,428		64,610		64,610

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

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<i>Department Totals</i>	20,443	23,068	84,765	95,082	83,891	93,854	105,751	463,343	49,329	251,106	305,077	556,183
Support Services												
Clerk-Recorder-Assessor												
<u>Major Equipment</u>												
HAVA Compliant Voting Systems \F			1,024					1,024		1,024		1,024
High Speed Central Count System \F			214					214		214		214
<i>Class Totals</i>			1,238					1,238		1,238		1,238
<i>Department Totals</i>			1,238					1,238		1,238		1,238
Support Services												
General Services												
<u>Land, Buildings and Facilities</u>												
"Dump" Road Reconstruction and Extension \U			40	400				440			440	440
Betteravia Admin Expansion (Hrg Rm & Executive Offices) \	224	264	5,612					5,612		488	5,612	6,100
Betteravia Expansion - Phase II \P			100	8,500	9,500	9,900	8,000	36,000		100	35,900	36,000
Emergency Operations Center (EOC) \F	229	2,000	5,206					5,206		7,435		7,435
Garden Street Parking Structure \P	101							4,076		101	4,076	4,177
General Records Storage Building \U							574	574			574	574
Historic Nurses Dorm Building Rehabilitation \U				20	150	2,100	680	2,950			2,950	2,950
Lompoc Veterans Building Renovation \F			1,369					1,369		1,369		1,369
New Cuyama Community Center--Master Plan \P	1,400	650	300	200	1,000	4,642	260	6,402		2,050	6,402	8,452
Orcutt Civic/Community Center Building \P		4				65	2,487	2,552		69	2,487	2,556
Orcutt Library Facility \U							4,381	4,381			4,381	4,381
SB Building Permit Counter & Office Remodel \U				1,690	2,000			3,690			3,690	3,690
SB Veterans Memorial Bldg-Elevator \P			360					360		100	260	360
SBCH--Historic American Building Survey \P					228	173	191	592		195	397	592
Solvang Library & Office Complex Improvements - Phase I \			50	50	490	1,000	1,000	2,590			2,590	2,590
<i>Class Totals</i>	1,954	2,918	13,037	10,860	13,368	18,454	21,075	76,794		11,907	69,759	81,666
<u>Major Equipment</u>												
SBCH HVAC System Replacement \U				4,575				4,575			4,575	4,575
Solar Energy Supply \F			200	1,400	1,700	2,000		5,300		5,300		5,300
<i>Class Totals</i>			200	5,975	1,700	2,000		9,875		5,300	4,575	9,875
<u>Major Improvement to Building Facilities</u>												
Capital Maintenance Projects (2010-11 Major) \F		2,120	1,500	1,500	1,500	1,500	1,500	7,500		9,620		9,620
Capital Maintenance Projects (2010-11 Minor) \F		476	750	750	750	750	750	3,750		4,226		4,226
HMGP 1505-45-19 SBCH Seismic Retrofit \F	102	14	711					711		827		827
New Cuyama Recreation Hall -Remodel \P		90	1,110					1,110		574	626	1,200
SBCH Historic Lamps and Windows -- CLF \P							275	125		400	50	400

* 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 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded	
SBCH Mural Room Preservation -- CLF \F					350	500		850		850		850
SBCH Spirit of the Ocean Fountain -- CLF \F			420					420		420		420
SBCH Stenciled Surfaces -- CLF \P		75			100	200	625	925		575	425	1,000
SBCH Stone Detail Restoration -- CLF \P						2,000	3,000	5,000		3,000	2,000	5,000
<i>Class Totals</i>	102	2,775	4,491	2,250	2,700	5,225	6,000	20,666		20,442	3,101	23,543
<i>Major Maintenance</i>												
Santa Ynez Airport Improvements (Grant 12) \P	72		1,428					1,428		72	1,428	1,500
<i>Class Totals</i>	72		1,428					1,428		72	1,428	1,500
<i>Department Totals</i>	2,128	5,693	19,156	19,085	17,768	25,679	27,075	108,763		37,721	78,863	116,584
Support Services												
Human Resources												
<i>Major Equipment</i>												
Countywide HR Information System \F	424	299	80					80		803		803
<i>Class Totals</i>	424	299	80					80		803		803
<i>Department Totals</i>	424	299	80					80		803		803
Support Services												
Information Technology												
<i>Land, Buildings and Facilities</i>												
2010 HVAC Replacement - Santa Barbara Main Data Cente				200	400			600			600	600
<i>Class Totals</i>				200	400			600			600	600
<i>Major Equipment</i>												
2009 Data Communications Network Modernization \P		270	477	1,399				1,876		747	1,399	2,146
2009-2011 Enterprise Technical Infrastructure Refresh \F	192	480	190	40				230		902		902
2010 Virtual Desktop Infrastructure \P				538	453			991		85	906	991
2013 Countywide Telephone System Modernization \F			250			3,330		3,580		3,580		3,580
<i>Class Totals</i>	192	750	917	1,977	453	3,330		6,677		5,314	2,305	7,619
<i>Major Improvement to Building Facilities</i>												
2010 Microwave Tower Replacement \F			300					300		300		300
Construct Enhanced Machine Room in Santa Maria \F				400				400		400		400
<i>Class Totals</i>			300	400				700		700		700
<i>Department Totals</i>	192	750	1,217	2,577	853	3,330		7,977		6,014	2,905	8,919
Support Services												
Treasurer-Tax Collector-Public Adm.												
<i>Major Equipment</i>												
Property Tax Management System Replacement \F			1,283	1,151				2,434		2,434		2,434

* 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 2009-10	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2010-11	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			Funded	Unfunded	
<i>Class Totals</i>			1,283	1,151				2,434		2,434		2,434
<i>Department Totals</i>			1,283	1,151				2,434		2,434		2,434
General County Programs												
General County Programs												
<i>Major Equipment</i>												
Performance Management \F	256	50	150					150		456		456
<i>Class Totals</i>	256	50	150					150		456		456
<i>Transportation</i>												
Downtown Isla Vista Storm Drain Project \F		100	2,000					2,000		2,100		2,100
El Embarcadero Enhancements \F			70	1,700				1,770		1,770		1,770
<i>Class Totals</i>		100	2,070	1,700				3,770		3,870		3,870
<i>Department Totals</i>	256	150	2,220	1,700				3,920		4,326		4,326
Class Summary												
Land, Buildings and Facilities	16,633	8,682	31,958	35,569	68,085	60,643	90,928	287,183	4,082	68,107	248,473	316,580
Major Equipment	1,226	1,676	7,597	11,005	2,593	7,130	3,100	31,425		20,115	14,212	34,327
Major Improvement to Building Facilities	981	4,630	10,903	12,647	27,301	7,037	6,900	64,788		24,946	45,453	70,399
Transportation	9,066	9,713	63,570	61,533	58,270	65,421	52,179	300,973	26,442	96,396	249,798	346,194
Water Resources	7,972	9,850	20,177	30,570	15,855	23,050	28,316	117,968	13,459	93,970	55,279	149,249
Resource Recovery & Waste Mgt.	3,405	3,605	3,088	4,679	9,766	5,383	25,256	48,172	9,428	64,610		64,610
Major Maintenance	1,250	581	1,608	482	292	1,163		3,545		2,011	3,365	5,376
<i>Grand Totals</i>	40,533	38,737	138,901	156,485	182,162	169,827	206,679	854,054	53,411	370,155	616,580	986,735

* F = Fully Funded, P = Partially Funded, U = All Unfunded

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2009-10	Proposed 2010-11			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15				
2001 Certificate of Participation (Debt) Other Financing Sources		3	178		178						178		181
2005 Certificate of Participation (Debt) Other Financing Sources	313	1,145		1,500	1,500	1,912					3,412		4,870
AB1431 Intergovernmental Revenue-Other	403												403
ACOE Intergovernmental Revenue-Federal	2,300	7,940		15,200	15,200	15,200					30,400		40,640
AH & R CIP Trust Fund Licenses, Permits and Franchises				100	100						100		100
ARRA Intergovernmental Revenue-Federal		3,977	671	3,000	3,671	687					4,358		8,335
Asset Forfeiture Fines, Forfeitures, and Penalties										40	40		40
Boating & Waterways Grant Intergovernmental Revenue-State	2,670					500	1,655				2,155		4,825
Bureau of Reclamation Intergovernmental Revenue-Federal	748	1,500		80	80	2,100	1,500	1,500	1,734		6,914	482	9,644
Cachuma Revenues Charges for Services	80	20											100
Cal-EMA Intergovernmental Revenue-State	56	9	33		33	347					380		445
Caltrans Intergovernmental Revenue-State							5,667	5,667	5,666		17,000		17,000
Caltrans Aeronautics Program - MS#40 Intergovernmental Revenue-State	2												2
CBI Intergovernmental Revenue-State	548	20											568
CDBG Funds Intergovernmental Revenue-State	400	40	621		621						621		1,061
Chevron Mitigation Fees Charges for Services		60		81	81						81		141
City of Goleta Intergovernmental Revenue-Other	1,250												1,250
City of Santa Barbara Intergovernmental Revenue-Other	620	242	25		25						25		887
City of Santa Maria Intergovernmental Revenue-Other						333					333		333

Footnote - refer to glossary of funding sources at back of book.

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2009-10	Proposed 2010-11			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15				
Coastal Conservancy	300												300
Intergovernmental Revenue-State													
Coastal Impact Assistance Program		500		370	370						370		870
Intergovernmental Revenue-Other													
Court Ops - Non TCTF				1,640	1,640						1,640		1,640
Intergovernmental Revenue-Other													
Courthouse Construction Fund	25	1,800		3,400	3,400	360					3,760		5,585
Fines, Forfeitures, and Penalties													
CREF	270	226	178	90	268						268		764
Miscellaneous Revenue													
Criminal Justice Facilities Construction Fund	1,628												1,628
Fines, Forfeitures, and Penalties													
CSA 11	15	255											270
Intergovernmental Revenue-Other													
CSA 31	60												60
Charges for Services													
Debt Financing				200	200	1,400	1,700	2,000			5,300		5,300
Del Playa Prop. Sale and IV Red. Agency	1,025	120											1,145
Miscellaneous Revenue													
Department of Fish and Game				208	208						208		208
Licenses, Permits and Franchises													
Designation	525	254	75	1,903	1,978	1,151					3,129		3,908
Changes to Designations													
Developer Fees	82	275					5,058	4,930	19,254		29,242	8,783	38,382
Charges for Services													
EEMP	244												244
Intergovernmental Revenue-State													
FAA Grant	68												68
Intergovernmental Revenue-Federal													
Federal Budget (PL 111-8)				807	807						807		807
Intergovernmental Revenue-Federal													
Federal SCAAP Grant	955												955
Intergovernmental Revenue-Federal													
FEMA	377	1,331	533		533						533		2,241
Intergovernmental Revenue-Federal													
FHWA ER Program	371	82	436		436	2,443					2,879		3,332
Intergovernmental Revenue-Federal													

Footnote - refer to glossary of funding sources at back of book.

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2009-10	Proposed 2010-11			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15				
Fire	475	213	850	580	1,430	350					1,780		2,468
Taxes													
Flood Control District	403	162		130	130	580	175	450	150		1,485		2,050
Taxes													
General Fund	2,974	113	80	150	230						230		3,317
Taxes													
General Fund Capital Designation	1,554	3,064	1,889	2,181	4,070						4,070		8,688
Changes to Designations													
General Fund Capital Maintenance Designation	1,177	2,864	64	2,934	2,998	2,300	2,300	2,300	2,300		12,198		16,239
Changes to Designations													
General Fund Road Designation	100					500	500	500	500		2,000		2,100
Other Financing Sources													
Goleta Valley Land Trust	702												702
Miscellaneous Revenue													
Grant and Visitor Revenue							200	375	1,225		1,800		1,800
Other Financing Sources													
Grants		167		257	257		63	65	67		452		619
Other Financing Sources													
Group Picnic Fee Revenues									15		15		15
Charges for Services													
GTC Development Trust	68		50		50		82				132		200
Charges for Services													
GTIP	39	27	51	88	139	135	125	125	440		964	1,842	2,872
Charges for Services													
HAVA Federal Funding			1,238		1,238						1,238		1,238
Intergovernmental Revenue-Federal													
HBP	1,477	887	3,611		3,611	5,292	4,595	7,675			21,173		23,537
Intergovernmental Revenue-Federal													
HCF State Grant						25					25		25
Intergovernmental Revenue-State													
High Risk Rural Roads (HR3)	199	199	526	476	1,002						1,002		1,400
Intergovernmental Revenue-Federal													
HSIP	19	108	252		252						252		379
Intergovernmental Revenue-Federal													
Insurance Reimbursement				30	30	30	30	30	30		150		150
Miscellaneous Revenue													
Interest Earnings	324			45	45	50					95		419
Use of Money and Property													

Footnote - refer to glossary of funding sources at back of book.

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2009-10	Proposed 2010-11			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15				
ISF - Communication Services			300	250	550			3,330		3,880		3,880	
Charges for Services													
ISF - Information Technology Services	192	750	667		667	525				1,192		2,134	
Charges for Services													
Isla Vista Redevelopment Agency	430	300		2,270	2,270	1,900	200	200	200	4,770		5,500	
Intergovernmental Revenue-Other													
Laguna District Service Charges	497	1,408		600	600	1,036	694		3,500	5,830		7,735	
Charges for Services													
Lompoc City Flood Zone	1	100		649	649					649		750	
Taxes													
Lompoc Veterans Memorial Building Foundation			255		255					255		255	
Other Financing Sources													
LRDP	120											120	
Charges for Services													
Measure A		51	301	260	561	971	768	979	715	3,994		4,045	
Taxes													
Measure D	411	263										674	
Taxes													
Measure D/Measure A	1,306	492	95	900	995	1,527	1,820	1,600	1,600	7,542		9,340	
Taxes													
NRDAR		65										65	
Intergovernmental Revenue-Federal													
OES	76											76	
Intergovernmental Revenue-State													
Orcutt Flood Zone	25	27	398		398			123	566	1,087		1,139	
Taxes													
OTIP	219	296	898		898	100	120	460		1,578		2,093	
Charges for Services													
Private Funding				2,025	2,025					2,025		2,025	
Miscellaneous Revenue													
Prop 12	180	158										338	
Intergovernmental Revenue-State													
Prop 12 & 40		50				178				178		228	
Intergovernmental Revenue-State													
Prop 1B	117	82	391	1,135	1,526	1,315	1,104	730		4,675		4,874	
Intergovernmental Revenue-State													
Prop 40				300	300					300		300	
Intergovernmental Revenue-State													

Footnote - refer to glossary of funding sources at back of book.

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2009-10	Proposed 2010-11			Projected Requirements				Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15			
Proposition 172 Intergovernmental Revenue-State	135	190										325
Proposition 42 Intergovernmental Revenue-State		1,872	12	1,600	1,612	2,660	2,605	2,605	2,605	12,087		13,959
Proposition 50 Intergovernmental Revenue-State				1,000	1,000					1,000		1,000
Public Health Fund Miscellaneous Revenue		438		2,200	2,200					2,200		2,638
Quimby Charges for Services	31	179		45	45	375		65		485		695
RDA Intergovernmental Revenue-Other			1,550		1,550					1,550		1,550
Refuse Disposal Enterprise Fund							1,807	1,808		3,615		3,615
Resource Recovery & Waste Mgt. Enterprise Fun Charges for Services	2,826	1,755		2,488	2,488	3,643	2,657	3,575	6,952	19,315	645	24,541
RSTP Intergovernmental Revenue-State	852	766	852		852	55				907		2,525
Safe Routes to School Intergovernmental Revenue-State	5	116	354		354	214				568		689
SAFETEA-LU Intergovernmental Revenue-Federal	26	109		3,053	3,053	504	504	504		4,565		4,700
Sandyland Seawall Association Charges for Services	384	65	111		111					111		560
Santa Barbara Beautiful Grant Other Financing Sources		10										10
Santa Maria Flood Zone Taxes	69	17	120		120	1,079	700	1,552	5,082	8,533		8,619
Santa Maria River Levee Taxes	295	225	65		65	65				130		650
Santa Ynez Airport Authority Intergovernmental Revenue-Other	2											2
SB Courthouse Legacy Foundation Other Financing Sources		75	13	150	163		250	2,550	100	3,063		3,138
South Coast Flood Zone Taxes	4,259	1,137	1,975	432	2,407	2,456	2,456	2,794	2,774	12,887	2,436	20,719
State Intergovernmental Revenue-State			550		550					550		550

Footnote - refer to glossary of funding sources at back of book.

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2009-10	Proposed 2010-11			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2011-12	Year 3 2012-13	Year 4 2013-14	Year 5 2014-15				
State COPS Grant	354	84		84	84						84		522
Intergovernmental Revenue-State													
State Parks Grant		50	170	221	391	100					491		541
Intergovernmental Revenue-State													
STIP	2,550					1,040	960				2,000		4,550
Intergovernmental Revenue-State													
STP	325												325
Intergovernmental Revenue-Federal													
Transportation Development Act		4	7	15	22	21					43		47
Intergovernmental Revenue-State													
UCSB			1,364		1,364						1,364		1,364
Intergovernmental Revenue-State													
<i>Funded Totals</i>	40,533	38,737	21,809	55,127	76,936	55,459	40,295	48,492	55,515	276,697	14,188	370,155	
<i>Unfunded Totals</i>				61,965	61,965	101,026	141,867	121,335	151,164	577,357	39,223	616,580	
<i>Grand Totals</i>	40,533	38,737	21,809	117,092	138,901	156,485	182,162	169,827	206,679	854,054	53,411	986,735	

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table IV: Summary of Projects Completed (\$000)

Function / Department / Class / Projects	Prior Year(s) Expense	Est Act 2009-10	Project Total
Public Safety			
Probation			
<u>Major Equipment</u>			
SJG Juvenile Justice Center DVR System Replacement	15		15
Class Totals	15		15
Department Totals	15		15
Health & Public Assistance			
Public Health			
<u>Major Improvement to Building Facilities</u>			
ARRA - Santa Maria Clinic HVAC Replacement	115		115
Class Totals	115		115
Department Totals	115		115
Social Services			
<u>Major Improvement to Building Facilities</u>			
Facilities Card Access System Upgrade	150	150	300
Class Totals	150	150	300
Department Totals	150	150	300
Community Resources & Public Fac.			
Parks			
<u>Land, Buildings and Facilities</u>			
Manning Park Annex Play Area Surfacing		40	40
Class Totals		40	40
<u>Major Maintenance</u>			
Jalama Beach Water Supply Tank Repainting		85	85
Class Totals		85	85
Department Totals		125	125
Public Works			
<u>Transportation</u>			
Bikelanes: Refugio Rd. and Roblar Ave.		1,440	1,440
Storm Damage Repair - Greenwell Ave MP 0.25 1T66	186	846	1,032
Storm Damage Repair - San Marcos Rd MP 1.7 (2T24)	2	322	324
Storm Damage Repair - San Marcos Road MP 0.7 2T15	5	407	412
Structure R&R - Jalama Road Br. No. 51C-014	141	740	881
Structure R&R - Jalama Road Br. No. 51C-016	241	587	828
Structure R&R - Tepusquet Road Bridge at Sisquoc River	3,157	4,115	7,272
Class Totals	3,732	8,457	12,189
<u>Water Resources</u>			

Function / Department / Class / Projects	Prior Year(s) Expense	Est Act 2009-10	Project Total
Storm Drain - Cheltenham Lateral	49	150	199
Class Totals	49	150	199
<u>Resource Recovery & Waste Mgt.</u>			
Landfill - Tajiguas Landfill Phase 2B Liner	89	1,700	1,789
Class Totals	89	1,700	1,789
Department Totals	3,870	10,307	14,177
Support Services			
Clerk-Recorder-Assessor			
<u>Land, Buildings and Facilities</u>			
Clerk-Recorder Climate Controlled Storage	574	608	1,182
Class Totals	574	608	1,182
<u>Major Improvement to Building Facilities</u>			
Elections Veterans Clinic Bld Remodel Project		2,305	2,305
Class Totals		2,305	2,305
Department Totals	574	2,913	3,487
General Services			
<u>Land, Buildings and Facilities</u>			
SB CRA-Elections Building Remodel		2,400	2,400
Class Totals		2,400	2,400
<u>Major Improvement to Building Facilities</u>			
US Forest Service Bldg Addition	6		678
Class Totals	6		678
Department Totals	6	2,400	3,078
Information Technology			
<u>Land, Buildings and Facilities</u>			
County Internet Connectivity (North County)	269	280	549
Class Totals	269	280	549
Department Totals	269	280	549
General County Programs			
General County Programs			
<u>Land, Buildings and Facilities</u>			
Isla Vista Downtown Public Parking Lot	20	1,950	1,970
Class Totals	20	1,950	1,970
Department Totals	20	1,950	1,970
Grand Totals	5,019	18,125	23,816

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table V: FY 2010-11 Capital Projects Budget (\$000)

Function / Department / Project	Prior Year(s) Expense	Est Act 2009-10	Recommended 2010-11			Project Total	FY 2010-11 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Maintenance	Personnel	Other	Year 1 Total	Year 1 Impact
<u>Law & Justice</u>												
Court Special Services												
Unified Superior Court Clerk's Office Santa Maria		1,800		5,040	5,040	7,200						
Department Totals		1,800		5,040	5,040	7,200						
Public Defender												
Santa Barbara Courthouse Annex Remodel	161		789		789	6,000	35	62			97	22
Department Totals	161		789		789	6,000	35	62			97	22
<u>Public Safety</u>												
Fire												
Apparatus Replacement/Purchase		213		350	350	2,313						
Fire Training Facility/Dispatch Center Construction				230	230	6,450						
Operations Complex - Los Alamos	175		850		850	4,387						
Department Totals	175	213	850	580	1,430	13,150						
Sheriff												
County Jail - Northern Branch	5,317	190		45	45	82,034						
Custody Bus Replacement Program	354	84		84	84	1,842				132	132	66
Main Jail/Headquarters Expansion Project	313	1,145		1,500	1,500	4,870						
Santa Barbara Jail Security Controls				620	620	620						
Department Totals	5,984	1,419		2,249	2,249	89,366				132	132	66
<u>Health & Public Assistance</u>												
Public Health												
Electronic Health Record System - Countywide		250		2,050	2,050	2,300			275	12	287	287
Large Animal Holding Facility				100	100	100				3	3	3
Pharmacy Software Replacement				150	150	150						
Department Totals		250		2,300	2,300	2,550			275	15	290	290
<u>Community Resources & Public Fac.</u>												
Parks												
2010-11 Countywide Park Furnishings and Equipment		30		35	35	65						
2010-11 Park Restrooms ADA Upgrade Program		35		35	35	70						
Arroyo Burro Beach Park Improvements	285	75		250	250	610						
Cachuma Lake Recreation Area Improvements	3,502	1,500		3,150	3,150	21,147						
Franklin Trail Easement	31	4		266	266	401						
Gaviota State Park Multi-Use Trail	204		50		50	4,200						

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table V: FY 2010-11 Capital Projects Budget (\$000)

Function / Department / Project	Prior Year(s) Expense	Est Act 2009-10	Recommended 2010-11			Project Total	FY 2010-11 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Maintenance	Personnel	Other	Year 1 Total	Year 1 Impact
Goleta Beach Park Long Term Protection Plan	627	1,800		11	11	2,438						
Jalama Beach Park Master Plan - New Leach Field	436	110		381	381	5,592		5			5	5
Live Oak Camp Improvements	80	20		95	95	470						
Manning House Restoration		98		52	52	150	5	6			11	11
North County Parks HQ - Waller Park		58	5	65	70	128						
Park Infrastructure Repairs Program 2009-14		40	39	21	60	100						
Park Repaving/Restriping Program	1,178	426		50	50	2,287						
Point Sal Coastal Access Improvements	153			200	200	2,400						
Santa Claus Lane Beach Access	92	156		50	50	3,750						
Tabano Hollow Bikeway		60	20		20	170						
Walter Capps Park	2,456	170	178	210	388	3,410		30			30	30
Department Totals	9,044	4,582	292	4,871	5,163	47,388	5	41			46	46
Public Works												
Basin - Lillingston Canyon Debris Dam Removal	24	20		440	440	484						
Basin - Montecito Creek Fish Passage Modification	14	50	193		193	257						
Basin - Mud Lakes Basin Siphon Improv Project, Orcutt	25	27	398		398	450						
Bikelanes: San Jose Creek Class I (North Segment)	147	48	40		40	2,236						
Carpinteria Salt Marsh Wall Extension		20	120		120	140						
Channel - Mission Creek Flood Control Project, S.B.	5,857	1,853	1,500	1,000	2,500	60,841						
Channel - San Jose Creek Improvements, Goleta	84	91		200	200	4,375						
Channel - Unit Two Channel Improvements, Santa Maria	56	9	110		110	924						
Culverts - Las Vegas/San Pedro Crks at Calle Real, Gol.	1,200	295	162		162	22,123						
Equipment Replacement Program - Flood Control District	403	162		130	130	2,050						
Landfill - Heavy Equipment Replacement Program	2,790	1,170		780	780	14,034						
Landfill - Improvements at Tajiguas US 101 Intersection	36			10	10	321						
Landfill - Tajiguas Landfill Phase 2C Liner		25		1,305	1,305	1,810						
Landfill - Tajiguas Mitigation /Baron Ranch Restoration		560		393	393	3,935						
LCSD - Primary Digester Dome Replacement		35		600	600	635						
Levee - Santa Maria River Levee Reinforcement	295	7,215	65	15,200	15,265	38,040						
Prev Maint- 5 Year Countywide Concrete Program		856	200		200	46,000						
Prev Maint- 5 Year Countywide Surface Treatment Program		4,942		6,135	6,135	109,600						
Prev Maint- Bridge Repair and Rehabilitation Program		411		25	25	46,541						
Prev Maint- Unanticipated Minor Projects Program		150		150	150	900						
Prev Maint-Metal Beam Guardrail Program				30	30	4,800						

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table V: FY 2010-11 Capital Projects Budget (\$000)

Function / Department / Project	Prior Year(s) Expense	Est Act 2009-10	Recommended 2010-11			Project Total	FY 2010-11 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Mainten-ance	Person-nel	Other	Year 1 Total	Year 1 Impact
Reconstr. & Rehab.: Sand Point Road Seawall	384	65	111		111	8,409						
Roadway Improv - Clark Avenue at Highway 101			100		100	1,680						
Roadway Improv - Cold Spring SR2S		40	68		68	329						
Roadway Improv - El Colegio Road Improvement (Phase II)			2,965		2,965	2,965						
Roadway Improv - Harris Grade Road at M.P. 7.0	137	136		561	561	834						
Roadway Improv - Hollister Ave Widening	35	136		441	441	18,481						
Roadway Improv - Isla Vista Infrastructure Improvements	1,865	400		400	400	14,265		3			3	3
Roadway Improv - San Ysidro Rd SR2S Walkway	5	80	293	15	308	407						
Roadway Improv - Santa Maria Mesa Rd and Foxen Cyn Rd	22	120	280		280	422						
Roadway Improv - Tepusquet Road at M.P. 5.9	117	100	580		580	797						
Roadway Improv - Union Valley Parkway Extension	40	116	778		778	1,446						
Storm Damage Repair - Jalama Rd MP 4.4 Site 3T23	290	82	303		303	3,098						
Storm Damage Repair - Paradise Road Realignment	199	16	201		201	838						
Storm Drain - North Avenue Drainage Impr., Lompoc	1	100		649	649	750						
Storm Drain - West Green Cyn 72" Extension, Santa Maria	11	5	10		10	133						
Structure R&R - Avenue of the Flags Br. No. 51C-173	159	87	1,260		1,260	1,506						
Structure R&R - Black Road Br. No. 51C-031	456	87	220		220	3,665						
Structure R&R - Cathedral Oaks Road Br. No. 51C-001	42	140	309		309	3,099						
Structure R&R - Floradale Avenue Br. No. 51C-006	675	185	215		215	9,627						
Structure R&R - Hollister Ave. Overhead Br.No. 51C-018	71	229	340		340	1,450						
Structure R&R - Jalama Road Br. No. 51C-013	72	25	110		110	982						
Structure R&R - Jalama Road Br. No. 51C-017	124	232	312		312	1,388						
Structure R&R - Jonata Park Road Br. No. 51C-226	279	20	195		195	3,387						
Structure R&R - Rincon Hill Road Br. No. 51C-039		5	261		261	925						
Structure R&R - San Marcos Road Br. No. 51C-002	133	125	925		925	1,230						
Traffic - Union Valley Parkway & Bradley Road Signal	504	180	1,999		1,999	3,230						
Department Totals	16,552	20,650	14,623	28,464	43,087	445,839		3			3	3
Support Services												
Clerk-Recorder-Assessor												
HAVA Compliant Voting Systems			1,024		1,024	1,024						
High Speed Central Count System			214		214	214						
Department Totals			1,238		1,238	1,238						
General Services												
Betteravia Expansion - Phase II			100		100	36,000						

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table V: FY 2010-11 Capital Projects Budget (\$000)

Function / Department / Project	Prior Year(s) Expense	Est Act 2009-10	Recommended 2010-11			Project Total	FY 2010-11 Operating & Maintenance Costs						
			Carry Forward	New Funding	Year 1 Total		Utilities	Maintenance	Personnel	Other	Year 1 Total	Year 1 Impact	
Capital Maintenance Projects (2010-11 Major)		2,120		1,500	1,500	9,620							
Capital Maintenance Projects (2010-11 Minor)		476		750	750	4,226							
Emergency Operations Center (EOC)	229	2,000	1,000	4,206	5,206	7,435	45	61			106	106	
HMGP 1505-45-19 SBCH Seismic Retrofit	102	14	711		711	827							
Lompoc Veterans Building Renovation			562	807	1,369	1,369							
New Cuyama Recreation Hall -Remodel		90	484		484	1,200							
SB Veterans Memorial Bldg-Elevator				100	100	360							
SBCH Spirit of the Ocean Fountain -- CLF			113	307	420	420							
Solar Energy Supply				200	200	5,300							
Department Totals	331	4,700	2,970	7,870	10,840	66,757	45	61			106	106	
Human Resources													
Countywide HR Information System	424	299	80		80	803							
Department Totals	424	299	80		80	803							
Information Technology													
2009 Data Communications Network Modernization		270	477		477	2,146							
2009-2011 Enterprise Technical Infrastructure Refresh	192	480	190		190	902							
2010 Microwave Tower Replacement			300		300	300							
2013 Countywide Telephone System Modernization				250	250	3,580							
Department Totals	192	750	967	250	1,217	6,928							
Treasurer-Tax Collector-Public Adm.													
Property Tax Management System Replacement				1,283	1,283	2,434							
Department Totals				1,283	1,283	2,434							
General County Programs													
General County Programs													
Downtown Isla Vista Storm Drain Project		100		2,000	2,000	2,100							
El Embarcadero Enhancements				70	70	1,770							
Performance Management	256	50		150	150	456				12	12		
Department Totals	256	150		2,220	2,220	4,326				12	12		
<i>Grand Totals</i>	33,119	34,813	21,809	55,127	76,936	693,979	85	167	275	159	686	533	

SECTION F



Process & Policies





FINANCIAL POLICIES, BUDGET PROCESS AND LEGAL AUTHORIZATION

INTRODUCTION

The County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for 13 consecutive years and the International City/County Management Association's (ICMA) Certificate of Excellence, Distinction or Achievement for Performance Measurement for 8 consecutive years. The County has achieved these recognitions 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 presents the major policies and long-term financial management tools and planning documents that serve as guidelines for decision-making and support the strategic direction of Santa Barbara County. In addition, an overview of the Board of Supervisors' adopted policies as well as operational practices guided by oversight authorities such as federal, state, and national finance organizations is presented.

The following policies are included in this section:

- **Financial Planning Policies:** Balanced budget, full cost recovery, basis of accounting and budgeting, budget controls and accountability, budget coordination, long-range planning, project management and reporting, asset inventory, investment policy;
- **Revenue Policies:** Fees and charges, grant revenues, unpredictable revenues;
- **Expenditure Policies:** Debt management policy, capacity, and issuance; policy on issuing debt; legal debt limit; certificates of participation; bond rating; reserve accounts; and operating and capital expenditure accountability and reporting;
- **Capital Improvement Program (CIP) 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; and
- **Annual Budget Process:** Description of budget process, County Budget Act as established in the California Government Code, Fiscal Year 2010-11 Budget development schedule.

FINANCIAL PLANNING POLICIES

Balanced Budget

(Adopted by the Board of Supervisors on November 4, 2008)

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.
3. Use of one-time designation or year-end balances for ongoing operations will be considered one-time appropriations and not part of the ongoing base budget.

Full Cost Recovery

The full cost of County services shall 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 to cover operating costs. In all cases, unless precluded by law, contracts, or current Board policy, full costs shall be recovered.

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

These funds are used to account for most of the County's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified-accrual basis of accounting and budgeting. The following are the County's governmental fund types:

- The General Fund 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; and
- Capital Project Funds account for the acquisition or construction of major capital assets not being financed by proprietary funds.

Proprietary Funds

Sometimes referred to as income determination or commercial-type funds, these funds are 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). These funds use the

accrual basis of accounting and budgeting. Under this method, revenues are recognized when earned and expenses are recognized when the related liabilities are incurred. Additionally, the County uses these funds to budget for capital assets, lease purchase payments, and long-term debt principal repayment in order to establish appropriations and monitor expenditure and cash flow. 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 for which the County has decided that the determination of revenues earned, costs incurred, and/or net income is necessary for management accountability; and
- 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

These funds account for resources held by the County for the benefit of parties outside the County. The following are the County's fiduciary fund types:

- 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; and
- 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 Online Policies and Procedures Manual, Activated August 1993, Updated November 17, 1998)

The purpose of the following policy is to clarify Department Directors' 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 director 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 director 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 director responsible for that budget will report in writing to the Board of Supervisors by the third Board of Supervisors' meeting following the fiscal year, explaining the reasons therefore.
 4. California Government Code Section 29121 provides that department directors may be held personally liable for their departmental over expenditures. The Board of Supervisors reserves the right to apply this law in instances of a department head's failure to adhere to the procedures outlined in this policy.

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

Beginning in October of each year, the County Budget Director chairs Monthly Projections meetings ("MoPros") to review each department's actual and projected expenditures and revenues.

Quarterly Operations Review Meetings

The County Executive Officer or an 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 relevant issues that impact department operations.

Project Management and Reporting

Projects have specified timeframes and deliverables; that is, they have a beginning, an end, and a tangible 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). 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, 18 of the 26 County departments use PRS to track and manage a total of 242 projects.

In addition, monthly Project Review meetings are held where department staff present the status of selected projects to the CEO, Assistant CEOs, and Department Directors. These meetings provide an opportunity to gain or expand executive support for a project, collaborate with other departments to solve problems, and ensure projects are in alignment with organizational strategic goals. 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(s) of an asset shall always be recorded. 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) for review and to the Board of Supervisors for approval. The Treasurer submits quarterly reports on the investment program to the TOC, the Investment Pool participants, the Auditor-Controller, and the Board of Supervisors.

The purpose of the Investment Policy is to provide a basis for the implementation and management of a prudent, conservative investment program. It is the policy of the Santa Barbara County Treasurer (the 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.

Authorized Investments - 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%, and
 - b. The final maturity shall not exceed five years.
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) of United States corporations and Depository Institutions or Medium Term Notes of U.S. Corporations and Depository Institutions issued under the Temporary Liquidity Guarantee Program, guaranteed by the Federal Deposit Insurance Corporation 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 of non-TLGP notes 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 and 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. TLGP notes shall be rated AAA by one of the three major rating services.
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.

REVENUE POLICIES

Fee and Charges: Costs and Revenues

1. The full cost of County services shall 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 to cover operating costs.
 - a. For charges to outside agencies, such as cities, full cost includes cost allocation charges unless prohibited by law.
 - b. For charges from County internal service funds and special revenue funds, full cost includes cost allocation charges.
 - c. For other charges between County departments, full cost includes departmental overhead but does not include cost allocation charges.
2. 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.
3. 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.
4. Where not prohibited by law, departments must use non-General Fund revenue, existing designations, special revenue funds and agency funds, before using General Fund Contribution amounts to fund programs.

Grant Revenues

Departmental 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

The following policies guide the use of unanticipated 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 Directors, 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 County established the Debt Advisory Committee (DAC) to provide advice to the Board of Supervisors on debt issuance and management. 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 Policy provides the foundation for a well-managed debt program and helps to ensure that debt is issued prudently and is cost effective. In its review of proposals to issue new debt, the Committee considers the following four factors:

Debt Management	total outstanding and per capita debt, future borrowing plans and sources of revenue
Financial	trends of past operations and current conditions, budget analysis, fund balance projections
Administrative	management policies, adequate provision of mandated services
Economic	assessment of the strength and diversity of the local economy

Legal Debt Limit

California Government Code Section 29909 prescribes the bonded debt limit for general law counties at 1.25% of the taxable property of the county. Santa Barbara County's gross assessed value of taxable property as of June 30, 2010, is estimated at \$61.8 billion, making the debt limit approximately \$772.3 million.

Currently, the County's long term debt is comprised of \$73.3 million in certificates of participation for financing of capital improvements, \$3.7 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; and \$7.0 million for financing of the Laguna Wastewater Treatment Plant for a total debt of \$84.0 million.

At the time of this publication, the County was preparing a 2010 issuance of approximately \$19 million to fund the construction of an emergency operations center, administration building on the Betteravia campus in Santa Maria, a remodel of the Public Defender working space in the historic Santa Barbara courthouse, as well as an option to finance a new property tax system. The current ratio of debt to assessed value is 0.14%, with per capita debt of \$195.

Certificates of Participation

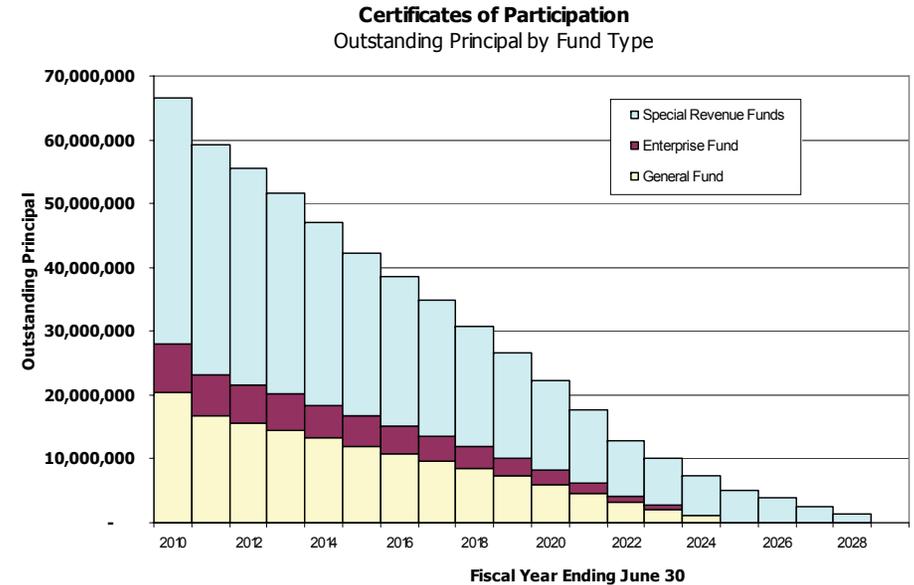
The County of Santa Barbara has used Certificates of Participation (COPs) as a primary means of financing capital needs that are not Public Works infrastructure such as roads, bridges and flood control projects. COPs are securities issued and marketed to investors in a manner similar to tax-exempt bonds. 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 and 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.

The chart below shows the outstanding principal amounts by fund type for the County’s current Certificates of Participation:



County’s Bond Rating

The County of Santa Barbara does everything in its power to attain and maintain the highest possible credit ratings for its outstanding general obligation bonds and other long-term obligations, including balanced budgets, clean audits annually, practicing sound financial management, and maintaining regular communication with the major rating agencies.

In October 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 maintenance of very strong reserves, its stable and broad local economic base, and its low debt levels. In April 2010, the County’s long-term issuer rating and COP ratings were recalibrated by Moody’s to “Aa1” and “Aa3” respectively.

Reserve Accounts

Reserve and Designations Management Policy

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 \$3 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 adoption 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

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

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 April 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.

ANNUAL BUDGET PROCESS

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 above that 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:

County Budget Act Requirement

Revenue Estimates	June 10
Proposed Budget	September 8
Budget Hearings	September 18 - October 2
Final Budget Approval	October 2
Final Budget Filed with the State	December 1

Phase V - Amend the Budget: California Government Code Sections 29125 through 29130 authorizes amendments to the adopted budget through the budget revision process. Revisions enable Departments to move or adjust budgeted appropriations or adjust estimated revenues. 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

California Government Code Sections 29000-29144 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 15. These schedules are produced in their entirety in a separate publication and are incorporated by reference.

**Chapter 1, Division 3, Title 3 of the Government Code
Chapter 1. Budget and Tax Levy**

Article 1. General

§29000 This chapter shall be known, and may be cited, as the County Budget Act. 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) “Adopted budget” means the budget document formally approved by the board of supervisors after the required public hearings and deliberations on the recommended budget.

(c) “Auditor” means the county auditor or that officer whose responsibilities include those designated in Chapter 4 (commencing with Section 26900) of Division 2.

(d) “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.

(e) “Budget year” means the fiscal year (July 1 through June 30) for which the budget is being prepared.

(f) “Controller” means the State Controller.

(g) “Final budget” means the adopted budget adjusted by all revisions throughout the fiscal year as of June 30.

(h) “Recommended budget” means the budget document recommended to the board of supervisors by the designated county official.

§29002 This chapter shall apply to counties, dependent special districts and other agencies whose affairs and finances are under the supervision and control of the board.

§29003 Except as otherwise specifically provided by law, a majority vote of the total membership of the board is required for the board to take action pursuant to this chapter.

§29005 (a) 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.

(b) 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 display 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 For the adopted budget, the various forms, as prescribed by the Controller pursuant to Section 29005, shall provide for the presentation of data and information to include, at a minimum, estimated or actual amounts of the following items by fund:

(a) Fund balances.

(1) Reserved.

(2) Unreserved.

(A) Designated.

(B) Undesignated.

(b) Additional financing sources shall be classified 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 financing sources shall be shown as follows:

(1) On an actual basis for the fiscal year two years prior to the budget year.

(2) On an actual basis, except for those sources that can only be estimated, for the fiscal year prior to the budget year.

(3) On an estimated basis for the budget year, as submitted by those officials or persons responsible, or as recommended by the administrative officer or auditor, 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, classified by the fund or funds from which financed, by the objects of expenditure, other financing uses, intrafund transfers, and 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 fiscal year two years prior to the budget year.

(2) On an actual basis, except for those uses that can only be estimated, for the fiscal year prior to the budget year.

(3) On an estimated basis for the budget year, as submitted by those officials or persons responsible, or as recommended by the administrative officer or auditor, as appropriate.

(4) On an estimated basis for the budget year, as approved, or as adopted, by the board.

(d) Appropriations for contingencies.

(d) Provisions for reserves and designations.

(e) The appropriations limit and the total annual appropriations subject to limitation as determined pursuant to Division 9 (commencing with Section 7900) of Title 1.

§29007 There shall be a schedule in or supporting the adopted 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) Total allocated positions approved by the board.

§29008 At a minimum, within the object of capital assets, the budget amounts for:

(a) Land shall be reported in total amounts, except when included as a component of a project.

(b) Structures and improvements shall be reported separately for each project, except that minor improvement projects may be reported in totals.

(c) Equipment shall be reported in total amounts by budget unit.

(d) Infrastructure shall be reported in total amounts by budget unit.

§29009 In the recommended, adopted, and final budgets the funding sources shall equal the financing uses.

§29040 On or before June 10 of each year, each official in charge of any budget unit shall provide the administrative officer or auditor, as the board directs, an itemized request detailing the estimate of financing sources, financing uses, and any other matter required by the board.

§29042 The requests shall be submitted as prescribed by the administrative officer or the auditor, as designated by the board.

Article 2. Budget Request

§29043 The auditor shall provide the estimates for bonded debt service requirements. The auditor 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 the auditor's office as required by law.

§29044 The auditor shall provide to the administrative officer or such other official as the board directs, any financial statements, data, or 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 budget requests, they shall be submitted by the acting official in charge of the budget unit or shall be prepared by the administrative officer or the auditor, as designated by the board.

Article 3. Recommended Budget

- §29060 The administrative officer or auditor, as designated by the board, shall compile the budget requests.
- §29061 The board shall designate either the administrative officer or auditor to review the budget requests and prepare a recommended budget. Any differences may be described in the written recommendations or comments, or both.
- §29062 The recommended budget shall be submitted to the board by the administrative officer or auditor, as designated by the board, on or before June 30 of each year, as the board directs.
- §29063 Upon receipt of the recommended budget, the board shall consider it and, on or before June 30 of each year, at such time as it directs, shall make any revisions, reductions, or additions. Any official or person whose budget requests have been revised shall be given the opportunity to be heard thereon before the board during or prior to the hearings required by Section 29080.
- §29064 On or before June 30 of each year the board, by formal action, shall approve the recommended budget, including the revisions it deems necessary for the purpose of having authority to spend until the budget is adopted.
- §29065 On or before September 8 of each year, as the board directs, the recommended budget shall be made available to the public.

Article 4. Adopted Budget

- §29080 On or before September 8 of each year, the board shall publish a notice in a newspaper of general circulation stating that:
- (a) The recommended budget documents are available to members of the public.
- (b) On the date stated in the notice, not fewer than 10 days after the recommended budget documents are available, and at a time and place also stated in the notice, the board will conduct a public hearing on the recommended budget.
- (c) Any member of the public may appear at the hearing and be heard regarding any item in the recommended budget or for the inclusion of additional items.
- (d) All proposals for revisions shall be submitted in writing to the clerk of the board of supervisors before the close of the public hearing.
- §29081 The hearing may be continued from day to day until concluded, but not to exceed a total of 14 calendar days.
- §29082 (a) At the hearing, the board of supervisors shall hear any official who wishes to be heard regarding the recommended budget for his or her budget unit.
- (b) At the time of the hearing, the board of supervisors may call in the official or person in charge of any budget unit concerning any matter relating to his or her budget unit. The board of supervisors may also call in the official or person in charge of a budget unit if any member of the public files with the clerk of the board a written request to question any matter relating to that budget unit.

- §29083 (a) The auditor, or a deputy designated by the auditor, shall attend the public hearing on the recommended budget, and shall furnish the board with any financial statements and data it requires.
- (b) It shall be the responsibility of the administrative officer or auditor to revise the recommended budget to reflect the actions of the board pertaining thereto in developing the adopted budget document.
- §29084 The budget may contain an appropriation or appropriations for contingencies in such amounts as the board deems sufficient.
- §29085 The budget for each fund 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. The general reserve may be increased any time during the fiscal year by a four-fifths vote of the board.
- §29088 After the conclusion of the hearing, and not later than October 2 of each year, and after making any revisions of, deductions from, or increases or additions to, the recommended 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.
- §29089 The resolution of adoption of the budget of the county, each dependent special district, and each other agency as defined in Section 29002 shall specify:
- (a) Appropriations by objects of expenditure within each budget unit, except for capital assets, that are appropriated at the subobject level pursuant to Section 29008.
- (b) Other financing uses by budget unit.
- (c) Intrafund transfers by budget unit.
- (d) 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.
- §29090 The adoption of the budget may be accomplished by a resolution in which the adoption is effectuated by reference to the financing uses 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.
- §29092 The board may set forth appropriations in greater detail than required in Section 29089 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) A copy of the adopted budget in the format prescribed by the Controller shall be filed by the auditor in the office of the clerk of the board and the office of the Controller not later than December 1 of each year.
- (b) (1) If the auditor, after receipt of written notice from the Controller, fails to transmit a copy of the adopted budget within 20 days, the county 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.
- (2) Upon a satisfactory showing of good cause, the Controller may waive the penalty for late filing provided in paragraph (1).

Article 5. Tax Levy

- §29100 (a) On or before October 3 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 the Community Redevelopment Law (Part 1 (commencing with Section 3300) 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 the amount determined as appropriate for necessary reserves.
- (b) 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.
- §29100.6 On or before December 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.
- §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 of tax rates and the 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 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 For the resolution to adopt 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 (a) On or before December 1 of each year, the auditor shall forward to the Controller, in the format prescribed by the Controller, 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.
- (b) (1) If the auditor, after receipt of written notice from the Controller fails to transmit the statement within 20 days, the county 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.
- (2) Upon a satisfactory showing of good cause, the Controller may waive the penalty for late filing provided in paragraph (1).
- (c) 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

- §29120 Except as otherwise provided by law, the board and every other county or dependent special district official and person shall be limited in the incurring or paying of obligations to the amounts of the appropriations allowed for each budget unit 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 amounts authorized in the budget unit appropriations are not a liability of the county or dependent special district, but a personal liability of the official authorizing the obligation.
- §29122 The board shall not approve a claim and the auditor shall not issue payment for any obligation in excess of that authorized in the budget unit appropriation, except upon an order of a court, for an emergency, or as otherwise provided by law.
- §29124 (a) If at the beginning of any fiscal year, the budget has not been 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 amounts in the recommended budget except capital assets, transfer-out, and new permanent employee positions, are deemed appropriated until the adoption of the budget.
 - (2) Capital assets, transfers-out, and new permanent employee positions are deemed appropriated until the adoption of the 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 that is abolished.
 - (3) If the recommended budget has not been approved by the board because of an emergency as described in subdivision (a) of Section 29127, the amounts deemed appropriated shall be based on the final budget of the preceding year, excluding assets and transfers-out unless specifically approved by the board.
- (b) Notwithstanding any other provision of this section, prior to the adoption of the adopted budget, the board of supervisors may impose expenditure limitations that are more restrictive than those contained in this section.
- §29125 (a) Transfers and revisions to the adopted appropriations may be made by an action formally adopted by the board at a regular or special meeting as follows:
- (1) If between funds, by a four-fifths vote.
 - (2) If transfers from appropriation for contingencies, by a four-fifths vote.
 - (3) If between budget units within a fund if overall appropriations are not increased, by a majority vote.
- (b) The board may designate the administrative officer or auditor to approve transfers and revisions of appropriations within a budget unit if overall appropriations of the budget unit are not increased.
- §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. An offsetting reduction shall be made to the corresponding estimated revenue.
- §29126.2 The auditor may review and issue reports and make recommendations regarding estimated financing sources, or actual financing sources, 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 financing sources, as the board requires.
- §29127 After adopting a resolution stating the facts constituting an emergency by a four-fifths vote of the board at any regular or special meeting, 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 from any money in the county treasury in any fund from which the expenditure may properly be paid.
- §29130 At any regular or special meeting, the board by a four-fifths vote may make available for appropriation any of the following:
- (a) Designations and reserves excluding the general reserve, balance sheet reserves, and reserve for encumbrances.
 - (b) Amounts that are either in excess of anticipated amounts or not specifically set forth in the budget derived from any actual or anticipated increases in financing sources.

Article 7. Miscellaneous

- §29141 The adopted budget shall include a schedule showing the managerial budget of each service activity financed by a proprietary fund established pursuant to Section 25260 and 25261. The schedule shall set forth expected operations of the activity in such detail for revenues, expenses, and reserves as will adequately display the nature and the approximate size of its operations.

Comparative data as prescribed in Section 29006 shall be provided.

- §29141.1 The property tax bill in the County of Orange shall include a statement with language to the effect that a portion of the taxpayer's property taxes may be used to implement the county recovery plan to emerge from bankruptcy. This section shall not be required after these revenues are no longer needed for this purpose.
- §29142 Notwithstanding any other provision of law, 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 special 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 special districts, 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 special 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.

Chapter 3.5, Part 1, Division 3, Title 2

- §30200 Under this division, the Controller shall prescribe for counties uniform accounting procedures conforming to Generally Accepted Accounting Principles (GAAP). 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 Code of Regulations either in their entirety or by reference. The Controller shall prescribe such procedures after consultation with and 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 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

<u>Number</u>	<u>Title</u>
Schedule 1	All Funds Summary
Schedule 2	Governmental Funds Summary
Schedule 3	Detail of Provisions for Reserves/Designations
Schedule 4	Fund Balance – Governmental Funds
Schedule 5	Reserves/Designations – By Governmental Funds
Schedule 6	Detail of Additional Financing Sources by Fund and Account
Schedule 7	Summary of Financing Uses by Function and Fund
Schedule 8	Detail of Financing Uses by Function, Activity and Budget Unit
Schedule 9	Financing Sources and Uses by Budget Unit by Object
Schedule 10	Operation of Internal Service Fund
Schedule 11	Operation of Enterprise Fund
Schedule 12	Special Districts and Other Agencies Summary
Schedule 13	Fund Balance – Special Districts and Other Agencies
Schedule 14	Special Districts and Other Agencies – Reserves/Designations
Schedule 15	Special Districts and Other Agencies – Financing Sources and Uses by Budget Unit by Object

Fiscal Year 2010-11 Budget Development Schedule

	County Executive	Auditor-Controller	Departments
July 2009	Incorporate final budget adjustments	Work with CEO on final budget adjustments	Work with CEO on final budget adjustments
	Produce Adopted FY 2009-10 Budget	Produce Adopted FY 2009-10 Budget	
Aug 2009	Convene the Budget Advisory Committee (BAC) to discuss FY 2009-10 Budget process improvements	Attend & participate in BAC meetings	Specific department volunteers will participate
	Submit 2009-10 Budget to GFOA		
Sept 2009	Capital Advisory Committee (CAC) reviews 5-Year (2010-15) Capital Improvement Plan (CIP) Instructions	Review & modify CIP system as needed	Review CIP Instructions
	Issue 2010-15 CIP instructions; 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 (EU), 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
Oct 2009	Develop & distribute FY 2010-11 Operating Budget process requirements & Budget Principles	Review FY 2010-11 Operating Budget process requirements & provide input on budget principles	Review FY 2010-11 Operating Budget process requirements & provide input on budget principles
	Hold 1st Quarter Budget Update Workshop w/ BOS	Assist as needed	
	Provide BOS with Fiscal Issues Report identifying certain and potential issues that would impact the development of the FY 2010-11 Budget	Assist as needed	Assist as needed
	Monthly Projection Meetings (MoPros) with depts. to analyze & discuss FY 2009-10 revenue & expenditure projections by department, cost center, fund & line item based on actuals as of 9/30/09 (Note: Will also be held to review data as of the end of December, January & April)	Analyze FY 2009-10 revenue & expense projections by department, cost center, fund & line item based on actual results as of 9/30/09	Analyze & explain FY 2009-10 revenue & expense projections by department, cost center, fund & line item based on actual results as of 9/30/09
	Through EU, offer annual Performance Measurement Training & Strategic Planning workshops	Assist as needed	Attend as needed
Nov 2009	Finalize 2010-11 Budget Principles & present to BOS for adoption		
	CEO meets with Department Directors & budget staff to discuss FY 2010-11 Operating Budget Process requirements & Budget Principles	Commence Budget Process & System Improvements	Attend & participate
	1st Qtrly Operational Review Meetings (ORMs) w/ depts. to discuss FY 2009-10 Performance Measures, Lost Time & Projections as of 12/31/09 (Note: Will also be held after 2nd, 3rd & 4th quarters of the FY)	Participate in meeting with department to discuss FY 2009-10 Performance Measures, Lost Time & Projections as of 12/31/09	Meet with CEO & AC staff to discuss FY 2009-10 Performance Measures, Lost Time & Projections as of 12/31/09
Nov 2009	Review depts.' 5-Yr CIP & FY 2010-11 Capital Budget		Submit 5-Yr CIP & FY 2010-11 Capital Budget to CEO
	Approve any cost center re-mapping	Re-map department's cost centers	Submit cost center re-mapping requests

	County Executive	Auditor-Controller	Departments
Dec 2009	FY 2010-11 Operating Budget Kick-Off meeting; issue Operating Budget Instructions	Attend & participate in FY 2010-11 Budget Kick-Off meeting	Attend FY 2010-11 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
Jan 2010	Attend AC trainings as needed	Hold training on the Salary Model & Downloading/Uploading budget data to the Budget Development system	Attend AC trainings as needed
			Cost Center Mgrs/Depts prepare budgets, RPMs, pics/graphs, & narrative Budgets due to CEO starting January 20, 2010
	BOS submits 5-Year CIP to Planning Commission		
Feb 2010	Review & meet with depts. on FY 2010-11 Operating Budgets		Remaining budgets due to CEO Jan 28-Feb 18; meet w/ Fiscal & Policy Analysts
	Hold 2nd Quarter Budget Update Workshop with BOS	Assist as needed	
	Hold 2-part Budget Development Workshop	Assist as needed	Assist as needed
		Hold training on building Departmental pages for the Proposed Budget using the Budget Development System	Attend as needed
Mar 2010	Review & meet w/ depts. on FY 2010-11 budgets	Assist with Departmental meetings	Meet w/ Fiscal & Policy 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, pictures
Apr 2010	Present 5-year Capital Improvement Program to BOS for review & approval		Present departmental requirements to the BOS
	Finalize FY 2010-11 Operating Budget & send to printer	Assist as needed	
May 2010	Publish notice of FY 2010-11 Budget Hearings		
	Distribute FY 2010-11 Proposed Budget		
	Hold 3rd Quarter Budget Update Workshop with Board of Supervisors		
	Hold MoPros with departments to finalize FY 2009-10 Estimated Actuals	Attend meetings & focus on the revenues	Attend meetings & provide variance analysis as appropriate
June 2010	Hold FY 2010-11 budget hearings	Assist as required	Present departmental budgets
	BOS Adopts FY 2010-11 Budget		

SECTION G



Glossary





GLOSSARY

ACCOUNTABILITY - Being obliged to explain one's actions, to justify what one does. Requires governments to answer to the citizens in order to justify the raising of public resources and the purposes for which they are used.

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.

ARRA - American Recovery and Reinvestment Act of 2009. Also known as the "Stimulus Act" or the "Recovery Act." The intent of the legislation was to preserve and create jobs and promote economic recovery; assist those most impacted by the recession; provide investments needed to increase economic efficiency by spurring technological advances in sciences and health; invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits; and stabilize state and local government budgets.

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. 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 that 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 - Comprehensive Annual Financial Report. 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 and schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, as well as 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.

GLOSSARY

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.

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 may 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 - Term that includes not only currency on hand, but also demand deposits with banks or other financial institutions.

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 Adjustment. 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.

COPS - Community Oriented Policing Services. Component of the Department of Justice that awards grants to state and local community policing professions to acquire and deploy cutting-edge crime-fighting technologies and develop and test innovative policing strategies.

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; gets 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.

GLOSSARY

COUNTY SERVICE AREA - An alternative method of providing governmental services by the County within unincorporated areas such as sheriff protection, local park maintenance services, water and sewer services, streetlight energy services, landscape services and street sweeping.

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 that are used to fund grants that protect or enhance coastal resources.

CSAC - California State Association of Counties. The primary purpose of CSAC is to represent county government interests before the California Legislature, administrative agencies, and the federal government.

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 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 County 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 options such as health care and dependent care; flexible spending accounts; and term life, long term disability and accident insurance. Varies by employee bargaining unit.

ENCUMBRANCES - Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not 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.

ENVIRONMENTAL IMPACT REPORT (EIR) - An assessment of the possible impact, positive or negative, that a proposed project may have on the environment, together consisting of the natural, social and economic aspects. The purpose of the assessment is to ensure that decision makers consider the ensuing environmental impacts to decide whether to proceed with a project.

ERAF - Education Revenue Augmentation Fund. Property tax allocated from cities, counties and special districts to fund school districts.

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, entitlements 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.

GLOSSARY

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 that is adopted by the Board of Supervisors by resolution following the close of budget hearings.

FISCAL ACCOUNTABILITY - The responsibility of governments to justify that their actions in the current period have complied with public decisions concerning the raising and spending of public monies in the short term (usually one budgetary cycle or one year).

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, and 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 number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law. An FTE equates to 2080 hours of employment, where 1.0 FTE means that the position is funded equivalent to a full-time worker, while an FTE of 0.5 signals that the position is funded half-time.

FUNCTION - A group of services aimed at accomplishing a major governmental purpose. Functions are prescribed by the State Controller for reporting uniformity.

FUND - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources that are classified under a specific Fund Type category (see Fund Type). Examples are the General Fund, Road Fund, Capital Outlay Fund, and 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 use of local discretionary revenue (predominately property, retail sales and transient occupancy taxes) given as a subsidy to enable the receiving fund to carry out its function. The difference, for General Fund budgets, between budgeted appropriations and departmental revenue.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practices 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) - Integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

GFOA - Government Finance Officers Association. An association of public finance professionals founded in 1906 as the Municipal Finance Officer's Association.

GHG - Greenhouse Gas.

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 State and Local government entities.

GLOSSARY

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. Enacted by Congress in 1996, HIPAA regulates the availability and breadth of group health plans and certain individual health insurance policies, as well as limits restrictions that a group health plan can place on benefits for a pre-existing condition. The Act also requires the establishment of national standards for electronic health care transactions in order to protect patient privacy.

HUTA - Highway Users Tax Account. Excise tax that the State of California imposes on motor vehicle fuel at the rate of \$0.18 per gallon. Revenues are allocated between the State Highway Account and cities and counties.

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 monies 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.

IT - Information Technology. The study, design, development, implementation, support or

management of computer-based information systems, particularly software applications and computer hardware.

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 distributed to counties in lieu of local property taxes.

LOST TIME - The proportion of total employee hours spent on sick leave, workers' compensation, or unauthorized absence without pay.

MAINTENANCE OF EFFORT (MOE) - 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.

GLOSSARY

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 - State Medicaid health insurance program for low-income individuals. For every dollar the State of California spends on Medi-Cal, the State receives a dollar of federal matching funds.

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.

OBJECT - A term used in connection with the classification of expenditures (e.g., Salaries and Benefits, Services and Supplies).

ORCUTT COMMUNITY FACILITIES DISTRICT - A tax levied on the new development of residential and commercial property in the unincorporated area of Orcutt that is used to fund certain public services in the Orcutt community.

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 MEASUREMENT - The process in which an organization establishes the parameters within which programs are reaching the desired results. The process of measuring performance requires the use of statistical evidence to determine progress toward specific defined organizational objectives.

POSITION (Pos.) - All legal regular positions, whether funded or unfunded, multiplied by 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.

PROGRAM BUDGET - A budget wherein expenditures are based primarily on programs of work and secondarily on character, 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, and 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) - Santa Barbara County's metropolitan planning organization 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, and 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 ex-

GLOSSARY

penditure 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 (legally deemed to be 65 or older), disabled, and blind.

SSP - State Supplemental Program. State version of SSI.

STATUTE - Enacted bill, which is chaptered by the Secretary of State in the order in which it became 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.

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.

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.

TEETER PLAN - Alternative property tax procedure that allows participating agencies to receive the entire current year property tax levy without regard to delinquencies. Under the Teeter Plan, the County pays all delinquent taxes to the agencies in exchange for the penalties and interest collected on the delinquent taxes when they are eventually paid. Historically, this plan provided agencies with timely receipt of their full proportionate share of property taxes and the County managed the delinquencies and eventually collected all property taxes due.

TEMPORARY POSITION - See Extra Help Position.

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.

GLOSSARY

UCLA; UCSB - University of California campuses at Los Angeles and Santa Barbara.

UNINCORPORATED AREA - Those geographic portions of Santa Barbara County that 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 County 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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SECTION H



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Appendix





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

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.

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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.

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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.

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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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