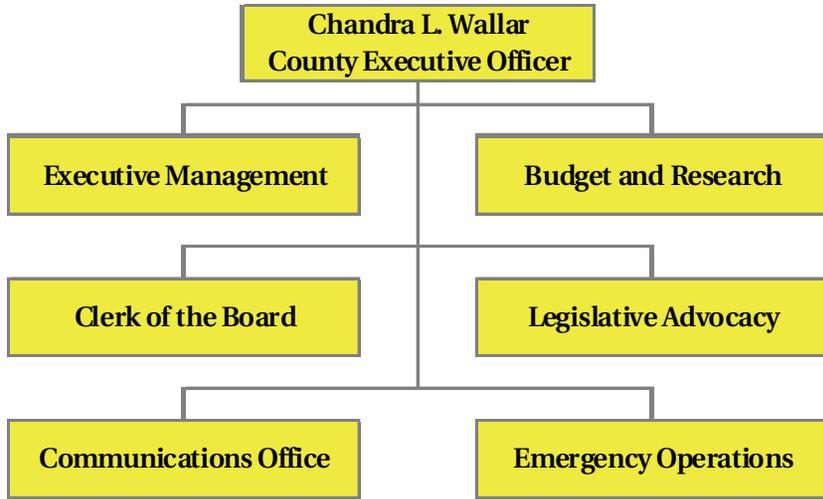
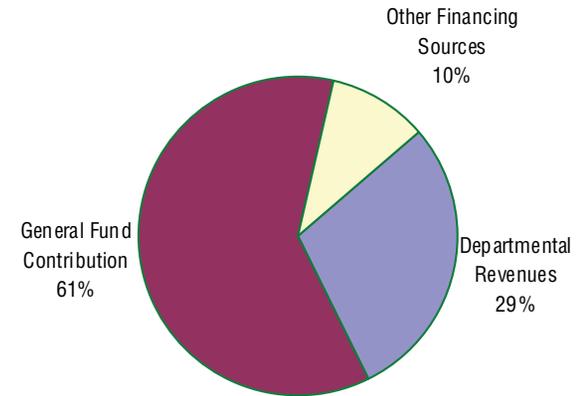


# COUNTY EXECUTIVE OFFICE

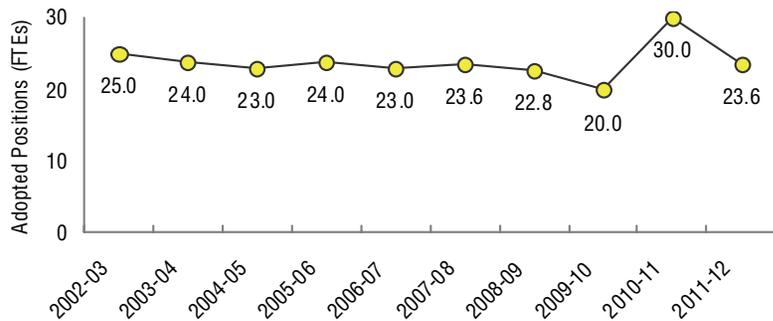
Budget & Positions (FTEs)	
Operating \$	3,931,008
Capital	10,000
Positions	23.6 FTEs



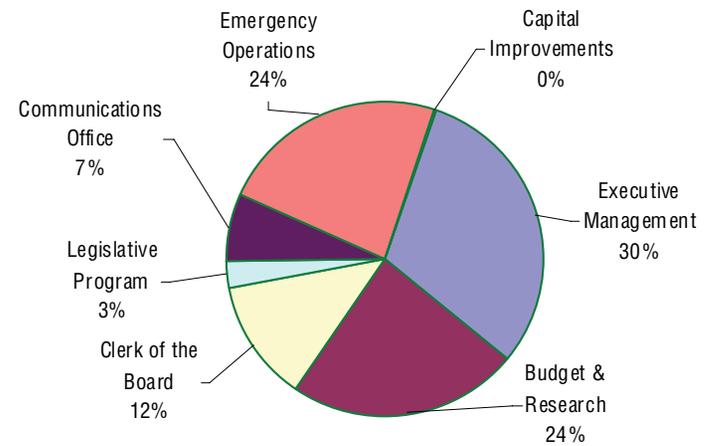
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**COUNTY EXECUTIVE OFFICE**

**Department Summary**

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Executive Management	\$ 1,419,440	\$ 1,274,354	\$ 1,504,608	\$ 1,442,388
Budget & Research	1,436,788	1,618,368	1,234,792	1,134,396
Clerk of the Board	669,038	759,435	737,382	592,412
Legislative Program	292,344	295,397	215,414	140,261
Communications Office	--	443,191	445,849	329,678
Emergency Operations	--	1,036,704	1,709,404	1,128,107
Operating Sub-Total	3,817,610	5,427,449	5,847,449	4,767,242
Less: Intra-County Revenues	(1,985,336)	(1,184,592)	(1,184,592)	(836,234)
Operating Total	1,832,274	4,242,857	4,662,857	3,931,008
<i>Non-Operating Expenditures</i>				
Capital Assets	--	10,000	510,000	10,000
Expenditure Total	1,832,274	4,252,857	5,172,857	3,941,008
<i>Other Financing Uses</i>				
Operating Transfers	4,062	5,554	5,554	--
Designated for Future Uses	564,343	--	--	--
Department Total	\$ 2,400,679	\$ 4,258,411	\$ 5,178,411	\$ 3,941,008
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,041,373	\$ 2,862,368	\$ 2,785,333	\$ 2,400,579
Overtime	--	2,000	1,000	1,000
Extra Help	36,523	51,000	50,011	40,000
Benefits	807,971	1,294,277	1,197,391	1,173,131
Salaries & Benefits Sub-Total	2,885,867	4,209,645	4,033,735	3,614,710
Services & Supplies	931,743	1,217,804	1,813,714	1,152,532
Operating Sub-Total	3,817,610	5,427,449	5,847,449	4,767,242
Less: Intra-County Revenues	(1,985,336)	(1,184,592)	(1,184,592)	(836,234)
Operating Total	1,832,274	4,242,857	4,662,857	3,931,008
<i>Non-Operating Expenditures</i>				
Capital Assets	--	10,000	510,000	10,000
Expenditure Total	\$ 1,832,274	\$ 4,252,857	\$ 5,172,857	\$ 3,941,008

Note: Presentation of the individual program amounts for fiscal years 2009-10 and 2010-11 have been adjusted to provide a consistent level of detail with the fiscal year 2011-12 budget, however, the totals for 2009-10 and 2010-11 have not been changed.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 3,452	\$ 262,522	\$ 1,462,808	\$ 270,000
Other Charges for Services	2,015,924	1,435,310	1,416,329	1,093,463
Miscellaneous Revenue	2,756	3,800	4,900	3,800
Revenue Sub-Total	2,022,132	1,701,632	2,884,037	1,367,263
Less: Intra-County Revenues	(1,985,336)	(1,184,592)	(1,184,592)	(836,234)
Revenue Total	36,796	517,040	1,699,445	531,029
<i>General Fund Contribution</i>	2,363,883	3,397,078	3,397,078	2,931,796
<i>Other Financing Sources</i>				
Operating Transfers	--	3,000	--	--
Use of Prior Fund Balances	--	341,293	81,888	478,183
Department Total	\$ 2,400,679	\$ 4,258,411	\$ 5,178,411	\$ 3,941,008

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>									
Executive Management	7.0	3.7	6.0	3.7	6.0	3.7	5.0	4.8	
Budget & Research	10.0	8.9	11.0	9.7	11.0	7.3	6.0	6.0	
Clerk of the Board	6.0	6.0	6.0	6.0	6.0	6.0	4.0	4.0	
Legislative Program	--	0.6	--	0.6	--	0.4	--	0.2	
Communications Office	--	--	3.0	3.0	3.0	2.8	1.6	1.6	
Emergency Operations	--	--	7.0	7.0	7.0	5.9	7.0	7.0	
Total Permanent	23.0	19.2	33.0	30.0	33.0	26.0	23.6	23.6	
<i>Non-Permanent</i>									
Extra Help	--	0.4	--	--	--	0.9	--	--	
Total Positions	23.0	19.6	33.0	30.0	33.0	26.9	23.6	23.6	

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 (CEO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives. The County Executive Office is a single division department organized into six program cost centers: Executive Management, Budget and Research, Clerk of the Board, Legislative Advocacy, Communications Office, and Emergency Management (Office of Emergency Services), with a staff of 23.6.

The County Executive Office function within the County of Santa Barbara is grounded in the council-manager form of government which combines political leadership of elected officials with the strong managerial experience of an appointed executive. In 2005 the Board of Supervisors adopted an Ordinance establishing the County Executive Officer (CEO) in order to strengthen the County's organizational accountability and effectiveness and enhance overall coordination of a complex 23 department structure. The CEO structure is designed for the utmost coordination of departmental activities to ensure the Board's policy objectives are achieved. 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 County Executive Office works with all departments to create a County government that is accountable, customer focused and efficient and works daily to ensure implementation of the policy direction of the Board. The County Executive Office manages the day-to-day operations and functions of County government and prepares the organization to address the issues which will emerge in the future.

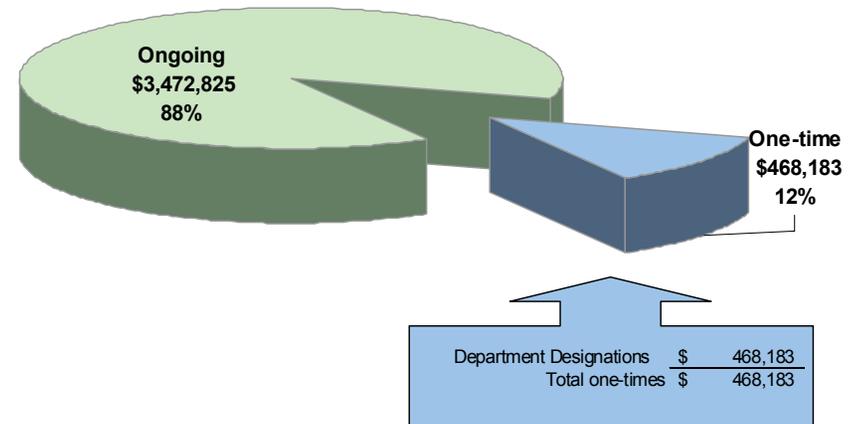
The CEO works to ensure the County departments follow an internal process model of organizational effectiveness. Such a model assumes that the key to effectiveness lies in smooth and disciplined internal functioning of management systems and processes and efficient allocation of resources. These systems include operational review meetings, project reporting, monthly financial review meetings, weekly department director meetings, and improved performance management systems, all working to meet Board identified organizational and policy goals or legal requirements.

In July 2010 the Communications Office, including the County of Santa Barbara Television (CSBTv) broadcasting services, moved from General County Programs to the CEO, per the Board's direction. Also in July 2010, the Office of Emergency Services (OES) moved from General County Programs to the CEO. The administration of OES has been under the direction of the County Executive Officer since July 2007 but the budget for this program is now displayed in the CEO budget rather than in General County Programs. OES' operational budget, the Homeland Security Grant Program and the Emergency Operations Center (EOC) budget is contained in the CEO budget.

## COUNTY EXECUTIVE OFFICE

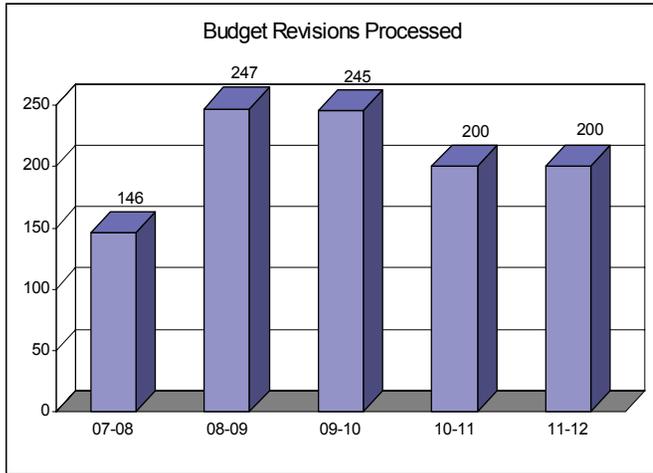
### Department Summary (cont'd)

FY 2011-12 Funding Sources: Ongoing vs. One-time "Cliffs"

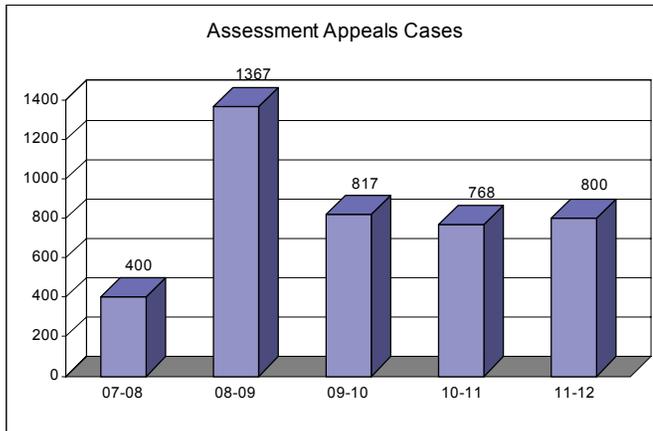


Twelve percent of the FY 2011-12 Recommended Budget is comprised of a one-time source of funding. This source will fund salaries in Executive Management, Budget & Research, Clerk of the Board and Emergency Operations. There will be no funding source in future years, thus a new funding source will need to be identified if service levels are to be maintained at current costs.

Activity Indicators



Number of department initiated budget revision requests reviewed and recommended within 3 working days of receipt. Budget revisions are a workload indicator requiring the initiating department, Auditor-Controller, CEO and, ultimately, the Board of Supervisors, to approve amending the budget.



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 Overview

A new County Executive Officer, Chandra Wallar, was hired on November 1, 2010. The County Executive Officer launched a collaborative budget development process designed to engage the department director team in the overall identification of strategies to address the Board of Supervisors' budget development policies. For the County Executive Office, the FY 2011-12 budget proposes a 35% staff reduction from FY 2009-10. Staff reductions, coupled with a reduction of specialized contract services will continue to impact the overall ability of the office to proactively respond to and address projects as noted:

The recommended budget for FY 2011-12 includes the following reductions:

1. Staffing of 1 FTE Fiscal & Policy Analyst will be eliminated from the CEO budget. Staffing for analysts has been reduced from seven in FY 2009-10 to four. Lower staffing precludes the County Executive Office from maintaining a level of rigorous budget analysis, examining efficiency opportunities and working with departments to proactively identify budget, operational and financial issues.
2. Staffing of 1 FTE Accountant will be eliminated from the CEO budget. This position was left vacant during FY 2010-11 and work was distributed to the Administrative Office Professional and Business Manager. Less accountant support, coupled with increasing workload with ARRA and OES will prove challenging without further reassignment of duties.
3. Staffing of 1 FTE Administrative Office Professional will be eliminated from the CEO budget. The loss of an analyst, an accountant and this position will mean that management staff may, out of necessity, be performing support duties. In addition higher level analysis and proactive interaction with departments will be reduced and fewer special projects and interventions will be completed.
4. Staffing of 2 FTE Administrative Office Professionals will be eliminated from the Clerk of the Board office. Work will be distributed to the remaining 3 Administrative Office Professionals and the Deputy Clerk of the Board, potentially causing delays in completing assessment appeals filings and addressing priority items not directly related to legal mandates and support to the Board of Supervisors.
5. Staffing of 1.375 FTE will be eliminated in the County of Santa Barbara Television office. The office will continue its coverage and broadcast of Board of Supervisors, Planning Commission and other meetings but will not be able to produce any innovative, educational County documentaries.

COUNTY EXECUTIVE OFFICE  
Department Summary (cont'd)

**Significant Changes (FY 2010-11 Adopted to FY 2010-11 Estimated Actual)**

Expenditures

The Fiscal Year 2010-11 Estimated Actual operating expenditures increased \$420,000, to \$5,847,000, from the Fiscal Year 2010-11 Adopted Budget of \$5,427,000. This 7.7% increase is the result of:

- +\$628,000 – Increases to expenditures in Emergency Operations for purchases of equipment and training for the operational area (including armored rescue vehicle, Emergency Operations Center (EOC) computers, generators and satellite phones) using Homeland Security funds;
- -\$384,000 – Decreases to salaries and benefits, and services and supplies in Budget & Research as a result of maintaining staff vacancies to minimize layoffs in FY 11-12;
- +\$290,000 – One time expenditure tied to the retirement of the former CEO and recruitment of the current CEO;
- -\$80,000 – Decreases to salaries and benefits in the Legislation program due to vacancy and reduction in travel;
- -\$50,000 – The adopted budget included funds for potential management studies or special projects. This funding was not spent due to staff constraints.

Capital

The Fiscal Year 2010-11 Estimated Actual capital expenditures increased \$500,000, to \$510,000, from the Fiscal Year 2010-11 Adopted Budget of \$10,000. This increase is the result of:

- +\$500,000 – Increases to expenditures in Emergency Operations for purchases of EOC equipment and software (WebEOC, servers, generators), a radio control assembly for the Sheriff's Department and other minor equipment for the operational area using Homeland Security funds.

Revenues

The Fiscal Year 2010-11 Estimated Actual operating revenues increased \$1,182,000 to \$2,884,000, from the Fiscal Year 2010-11 Adopted Budget of \$1,702,000. This 69.5% increase is the result of:

- +\$1,100,000 – The Office of Emergency Service continued to successfully leverage grant funding for reimbursement of purchases and training from the Federal Homeland Security grant program;
- +\$78,000 – Additional Emergency Management Performance Grant (EMPG) funds from the U.S. Department of Homeland Security.

**Significant Changes (FY 2010-11 Estimated Actual to FY 2011-12 Recommended)**

Expenditures

The Fiscal Year 2011-12 Recommended Budget operating expenditures will decrease \$1,080,000, to \$4,767,000, from the Fiscal Year 2010-11 Estimated Actual of \$5,847,000. This 18.5% decrease is the result of:

- -\$628,000 – Decreased Emergency Operations purchases of EOC equipment and training using Homeland Security funding (projects and purchases are unknown prior to the beginning of the fiscal year and funds are not budgeted);
- -\$544,000 – Elimination of 6.375 FTE (both vacant and filled) throughout the office;
- +\$126,000 – Increased salary and benefit costs for retirement and health insurance. These costs increase even with the elimination of 6.375 FTE;
- -\$61,000 – Elimination of the State legislative lobbyist contract in order to meet fiscal constraints. Executive staff and elected leaders will seek to fill this liaison role in conjunction with increased reliance on the California State Association of Counties (CSAC) and the National Association of Counties (NACo) advocacy services;
- +\$27,000 – Other miscellaneous increases to services and supplies.

Capital

The Fiscal Year 2011-12 Recommended Budget capital expenditures will decrease \$500,000, to \$10,000, from the Fiscal Year 2010-11 Estimated Actual of \$510,000. This 98.0% decrease is the result of:

- -\$500,000 – Decreased expenditures in Emergency Operations for purchases of EOC equipment and software (WebEOC, servers, generators), a radio control assembly for the Sheriff's Department and other minor equipment for the operational area using Homeland Security funds.

Revenues

The Fiscal Year 2011-12 Recommended Budget operating revenues will decrease \$1,517,000, to \$1,367,000, from the Fiscal Year 2010-11 Estimated Actual of \$2,884,000. This 52.6% decrease is the result of:

- -\$1,185,000 – Decreases to Federal & State revenues for the Office of Emergency Services Homeland Security grants (reimbursement amount of the cost of projects and purchases is not known prior to the beginning of the fiscal year and revenue is not budgeted);
- -\$347,000 – Decreases to Cost Allocation revenue (overhead costs charged for services provided to non General Fund departments);
- +\$26,000 – Increases to Oil & Gas revenue due to the program being fully staffed and being able to claim for additional services.

**Departmental Priorities and Their Alignment With County Goals**

The County Executive Officer exercises overall responsibility for sound and effective management of County government pursuant to Board policy and the adopted budget. While the entirety of the Board of Supervisors' Strategic Plan drives the CEO's programs, the CEO's strategic actions align primarily with the following adopted General Goals and Principles:

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

**Goal 5: Citizen Involvement: A County Government that is Accessible, Open, and Citizen Friendly.**

Among the eight Strategic Plan's Critical Issues, the issues of "Financial Stability of the County" and "Service Delivery" will continue to be the CEO's priorities for FY 2011-12.

**Focus Area 1: Effective Leadership as measured by:**

Current Year (FY 10-11) Accomplishments:

- Successful transition to a new County Executive Officer (CEO)
- Adoption of comprehensive State and Federal legislative platform and enhanced principles which guide the legislative program. Legislative principles include:
- Efficient service delivery and operations, fiscal stability, interagency collaboration, local control, protection of safety net services and community/economic stability.
- Preparation and submittal of six pieces of legislation to address the needs identified in the Board's adopted legislative platform. These include:
- AB 12 Maddy Fund Extension - Williams
- AB 537 Highway 154 Safety - Williams
- AB 765 Prosecution of Sexually Violent Crimes - legal update - Achagjian
- AB 1141 Election streamlining - Achadjian
- AB 1365 Wine Tasting Rooms - local government review - (Eng. D- LA)
- SB 106 Special election Reimbursement - Blakeslee
- Preparation of an overall analysis of the State budget impacts for the Board of Supervisors and communicated local impacts of state and federal decisions to the County, state and federal delegation.
- Presented the Recommended FY 2010-11 Santa Barbara County Operating Plan to the Board of Supervisors in May 2010 providing important information that enabled the Board to adopt the County budget prior to the start of the fiscal year.

- Led an inclusive concerted effort with Department Directors and labor organizations to restructure operations and implement cost savings that enabled the County to maintain a balanced budget while preserving service to the public.
- Enacted an administrative policy on communication protocol to enhance information sharing between the organization and the Board of Supervisors.
- Articulated to the Board of Supervisors and employees the ongoing challenge of addressing the County's structural budget deficit ("the gap") and the impact this will have on future levels of service and on the County workforce.
- Maintained monthly out-of-home placements at less than 4% of minors under formal supervision. Costly out-of-home placements by Probation are at a twelve year low.
- Completed the construction of an Operational Area Emergency Operations Center (EOC).
- Was awarded approximately \$1.2 million in Homeland Security funding to provide support to local emergency service agencies and manager to better prepare the Operational Area for emergencies and disasters.
- Implemented a new emergency management computer system for the County, the cities and their agencies to assist in better management of major emergencies and disasters.
- Completed a Public Information Officer and Joint Information Center Plan and conducted training to that plan.
- Obtained a federal grant and initiated an update to the Operational Area Hazard Mitigation Plan that identifies risks and hazards within the Operational Area.
- Conducted drills, exercises and trainings with oil and gas industry staff to better prepare industry and County staff in responding to incidents.
- Obtained a State grant and updated the Operational Area Offshore Oil Spill Response Plan to work with state, federal and represent the impacted jurisdictions during an offshore oil spill.
- Working with PG&E, FEMA, the Nuclear Regulatory Commission and San Luis Obispo County, updates to the OES Nuclear Power Plant response plans were made. Also preparations were initiated for a 2012 major exercise.

Proposed Strategic Actions:

- Effectively lead organization through difficult financial times while maintaining core values of accountability, customer focus, efficiency and commitment to public service.
- Influence State and Federal legislation and elected representatives to advance the County Adopted 2011 legislative platform and enhance quality of life by maximizing receipt of local revenues supporting the delivery of critical services, programs and facilities.
- Continue to identify local, state and federal grants to assist the Sheriff's Office in providing law enforcement and custody services that have been reduced due to the difficult financial situation.

COUNTY EXECUTIVE OFFICE  
Department Summary (cont'd)

- Continue to work with the State of California and the County to identify various funding sources to build and operate the northern county jail.
- Develop an Organizational Strategic Plan based on policies and priorities set by the Board of Supervisors and conduct an enterprise-wide review of issues, threats and opportunities facing the County organization over the next three to five years. Correspondingly, develop an organizational action plan to proactively address issues and position the County to continue to deliver programs and services successfully.
- Examine organization and identify opportunities for enhanced service efficiency and cost savings.
- Aggressively manage work force vacancies and ensure that constrained budgets are effectively maintained by departments.
- Provide detailed financial policy information to the Board that identifies potential fiscal issues on the County's horizon and demonstrates the expected service level of the Board's budget decisions.
- Influence state and federal legislation to advance the County Adopted 2011 legislative platform and enhance the quality of life by developing and securing the adoption of legislation.
- Provide updates to ordinances that provide authorities and critical plans that address hazards and procedures to respond.
- Ensure the ability of the County organization to respond to and recover from a disaster by assisting departments with continuity of operations planning.
- Training of Operational Area executive leadership and staff to better prepare the County and the Operational Area jurisdictions.
- Understanding the need for an organized volunteer system during and after emergencies, continue the support of the local non-profit organization through the Volunteer Organizations Assisting Disasters (VOAD).

Proposed Key Projects:

- Secure sponsors and guide County-sponsored bills to passage by legislature and approval by the governor.
- Conduct County wide organizational strategic plan to ensure overall priorities of the Board of Supervisors are addressed.
- Develop and manage a countywide budget that reflects lower levels of service resulting from decreasing revenue growth and increased salary and benefit costs.
- Implement and train Operational Area staff to use WebEOC.
- Update Local Hazard Mitigation Plan to identify hazards within 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.
- Encourage departments to collaborate and pursue functional threading in an effort to coordinate services and leverage resources.
- Continue working with the local news media and the Office of Emergency Services, including our "Radio Stations of Choice" broadcasters, for emergency preparedness and emergency public information needs.
- Develop additional Public Service Announcement (PSA) opportunities for County departments with mainstream media outlets on major initiatives.
- Continue developing and training a cadre of county staff to serve as PIO deputies, assistants and Spanish speakers for emergencies.
- Continue expanding CSBTV's capabilities to provide emergency news and information on countywide disasters, fires and emergencies with additional equipment and training.
- Develop additional programming opportunities and outreach for CSBTV through social media outlets.
- Conduct with OES' federal, state, regional and local partners, an Operational Area Nuclear Power Plant drill.
- Continue the success in OES' Homeland Security program by applying for and receiving grant funding that further prepares the Operational Area for emergencies and disasters.
- Continue to strengthen communication resources amongst Operational Area jurisdictions with the addition of a computerized emergency management system that facilitates the flow of information.
- Lead the Aware & Prepare effort to enhance preparedness within the Operational Area.
- Maintain a system of disaster readiness by testing and drilling systems to ensure 24/7 readiness.
- Establish outreach and coordination plan between the County and the non-profit community to enhance the overall coordination and delivery of services to clientele.

**Focus Area 2: Enhance Multi-Jurisdictional and Interdepartmental Relationships as Measured by:**

Current Year (FY 10-11) Accomplishments:

- Maintained strong inter-jurisdictional efforts to coordinate library services countywide.
- Facilitated construction of Phase 2 of the El Colegio Roadway project.
- Completed Long Range Development Plan negotiations and implemented agreements.

COUNTY EXECUTIVE OFFICE  
Department Summary (cont'd)

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 establish town and gown collaborations and partnerships.
- Facilitate ongoing meetings and develop service delivery model with community non profits to ensure coordinated and efficient provision of safety net services.
- Continue training, drilling and planning efforts amongst all jurisdictions within the Operational Area.

Proposed Key Projects:

- Conduct comprehensive disaster preparedness and response exercises regarding major fire and natural disasters.
- Conduct organizational strategic planning process and prepare specific action plans to meet Board priorities.

**Focus Area 3: Budget and Management Performance as measured by:**

Current Year (FY 10-11) Accomplishments:

- Presented the annual Fiscal Issues Report to the Board of Supervisors in October 2010, which included a discussion of the major existing and potential fiscal pressures on the County's budget over the next several years.
- Implementation of a new budget priority process through the use of Functional Group and Countywide prioritization of Service Level Impacts in accordance with adopted budget development policies for FY 2011-12.
- Produced the nationally recognized 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.
- Implemented changes to the Capital Improvement Program (CIP) to further identify capital needs and projects.
- 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 with Special Performance Measures recognition.
- Awarded the Certificate of Excellence for exceeding the standards established by the International City/County Management Association Center for Performance Measurement in the application of performance data to local government management.
- Assessed overall impact to the County given the State and Federal budget proposals and communicated direct service-related impact to the legislative delegation to sustain funding for Santa Barbara County.
- Budget and Research staff continued professional level training to update skills and prepare for new Governmental Accounting Standards Board (GASB) requirements and attended web-based trainings to maintain currency of knowledge while reducing travel time and training costs.

Proposed Strategic Actions:

- Maintain a balanced budget and continue identifying to the Board options for the County to have a budget where ongoing revenue meets ongoing expenditures (structurally balanced) by reducing the use of one-time funding for ongoing expenditures, reducing cost of providing services and preparing for future capital expenditures.
- Continue to provide the Board of Supervisors and the public with quarterly updates as to the status of the County budget, impending issues and potential service level reductions.
- Present a 2011 Fiscal Issues Report to the Board to highlight significant issues to be considered in the development of the FY 2012-13 budget and beyond.
- Develop budget development policies (principles) that embody the Board's policy direction for preparing a balanced, recommended 2012-13 budget.
- Present a recommended, balanced budget to the Board in advance of its June 2012 budget hearing.
- Produce the Cost Center Performance Plan to demonstrate the expected program performance of the adopted budget.
- Continue the 5-year forecast review to identify to the Board potential future year financial challenges and to guide decision makers to a structurally balanced budget.

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

**Proposed Key Projects:**

- To increase the budgeting, policy and organizational skill sets, the Budget & 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, 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, promote transparency and accountability and facilitate revenue management.

**Focus Area 4: Effective Communications as measured by:**

**Current Year (FY 10-11) Accomplishments:**

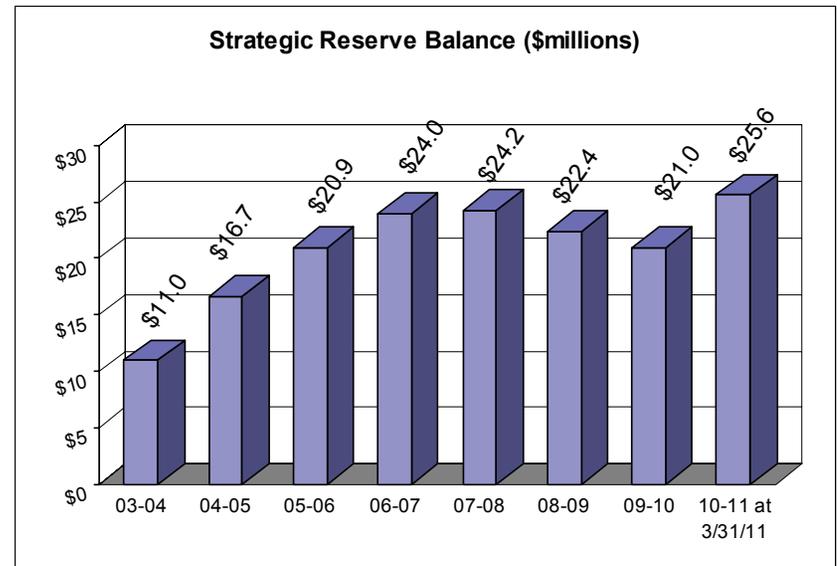
- Receipt of several video programming awards from the Southern California Chapter of the National Association of Telecommunication Officers and Advisors (NATOA). The County of Santa Barbara Television (CSBTv) received first place for the best locally produced program for the coverage of county youth at the State County Fair, and a series of documentaries about the agricultural sector.
- Production of “Department Spotlight” segments that illustrated the major functions of County departments and these services delivered to residents. One Spotlight showcased the various divisions and functions of the Public Works Department related to: keeping roads safe and well maintained; recycling and diversion of trash from landfills; surveyor and mapping; flood prevention and progress on repairing the Santa Maria levee; and water conservation. Another segment featured the Fire Department and included fire prevention messages related to the use of heaters indoors, holiday decorations, and other strategies to help keep residents safe during the fall and winter months. In addition, a short documentary describing the community planning process was produced.
- Production of several public service announcements including the: *Recycle a Bicycle* and *Operation Medicine Cabinet* programs administered by the Sheriff’s Department; recreational opportunities available at Lake Cachuma; documenting the construction of the Emergency Operations Center; and the Santa Barbara courthouse Clock Tower and Mural Room renovations.

**Proposed Strategic Actions:**

- Ensure quality coverage of public hearings of the Board of Supervisors and other regional organizations;
- Assist the Office of Emergency Services in providing up-to-date information to the public via Channel 20;
- Film major community events and significant accomplishments of departments as requested based upon resources.

**Proposed Key Project:**

- Filming of Board of Supervisors and other meetings (APCD, LAFCO, SBCAG).



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

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

**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 and implementation of the policy direction of the Board of Supervisors. 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 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 socioeconomic and political environment of the County through the strategic scan and the proposed strategic planning process.

The County Executive's Office ensures adherence to County processes and procedures, and that best business practices are being applied. Conducting quarterly operations review meetings with each department, tracking status of performance measures, monitoring all key projects on a regular basis and holding project review meetings are methods used by the CEO.

Additionally, the CEO maintains oversight of County disaster preparedness ensuring that the County is prepared for potential natural, civil, terrorist, and public health emergencies and disasters by coordinating County planning, training, and emergency operations drills.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Recurring Performance Measures</b>				
<b>Executive Management</b>				
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	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.	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.	2.3%	2.6%	3.9%	2.6%
	927.0	1,035.0	2,200.0	1,278.0
	39,800.0	39,800.0	56,248.0	49,140.0

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
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**Recurring Performance Measures**

**Executive Management (Cont'd)**

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.	83.3%	100%	82.6%	100%
	15	18	19	23
	18	18	23	23
To promote an economically vital and sustainable community, conduct management reviews of projects in Project Reporting System approximately every quarter in accordance with the Operating Plan.	58.3%	100%	100%	100%
	7	12	5	4
	12	12	5	4
To promote an accessible, open and citizen-friendly government, prepare and deliver presentations at civic group meetings throughout the County.	130%	100%	120%	100%
	13	10	12	10
	10	10	10	10
To maintain a well educated and trained workforce delivering high quality service, within four month 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.	52.3%	100%	100%	100%
	46	76	76	76
	88	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.	80%	100%	100%	100%
	12	15	15	15
	15	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 budget that is recognized nationally.

Budget and Research has responsibility for establishing and maintaining budget control systems and ensuring adherence to Board adopted 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 hearings.

In addition, Budget and Research coordinates responses to Grand Jury reports and makes appropriate recommendations to the Board of Supervisors, reviews action items on the Board of Supervisors weekly agenda, negotiates and completes annexations with cities and special districts, and conducts a myriad of special studies and projects as appropriate to meet Board and/or departmental requirements.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Recurring Performance Measures</b>				
<b>Budget &amp; Research</b>				
To address the financial stability of the County, allocate up to \$3 million per year to reduce the current \$15 million backlog of deferred capital maintenance projects in accordance with the Capital Improvement Program.	100% 2,000,000	100% 2,000,000	100% 2,000,000	100% 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.	93% 245 264	100% 200 200	90% 180 200	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.	33.8% 338,064 1,000,000	0% (4,131,826) 1,000,000	0% (535,364) 1,000,000	58% 580,053 1,000,000

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Recurring Performance Measures</b>				
<b>Budget &amp; Research (Cont'd)</b>				
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.	100% 4 4	100% 4 4	100% 4 4	100% 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	20% 5 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 Associations, 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 Associations'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 due date.	Yes	Yes	Yes	Yes
To address the financial stability of the County, identify and review significant revenue and expenditure variances with 23 departments through 92 projection (MoPro) meetings within 30 days of the end of each quarter in accordance with the Operating Plan.	100% 92 92	100% 92 92	105% 97 92	100% 92 92

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

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Recurring Performance Measures</b>				
<b>Budget &amp; Research (Cont'd)</b>				
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.	1.8%	3.0%	9.5%	3%
	7,341,774	12,504,447	36,138,708	11,890,777
	403,123,915	416,814,914	380,676,206	396,359,217
To address the financial stability of the County, achieve and 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.	1.2%	3.0%	7.3%	3%
	4,763,111	11,916,610	27,193,813	11,072,453
	395,600,948	397,220,349	370,026,536	369,081,762

Clerk of the Board:

The Clerk of the Board (COB) serves as Clerk to the Board of Supervisors (BOS), Board of Directors of the Flood Control and Water Conservation District, Water Agency Board, Redevelopment Agency Board, and Assessment Appeals Board. The COB prepares and posts agendas consistent with the open meetings provisions of the Ralph M. Brown Act, records and maintains minutes, and acts as custodian of the BOS official record from 1850 to the present.

The COB information management system allows the department to prepare and publish BOS agendas and minutes and post them on the County website, providing 24-hour access to Board matters, decisions and relevant documentation.

The COB provides service and disseminates information to all citizens, officials, and staff regarding BOS hearing matters including Board records from 1850 to present, provides updated Board of Supervisors' agendas and minutes with supporting documentation as well as current status of filled and vacant positions of approximately 70 Board-appointed boards and commissions via internet access. The COB manages the Assessment Appeals Board Program and the intake of environmental documents in compliance with the California Environmental Quality Act (CEQA), manages the publication of the Santa Barbara County Code and receives, files and distributes to appropriate County departments all claims filed against the County. In addition, the Clerk of the Board serves as Clerk to the Legislative Program Committee, the Indian Gaming Community Benefit Committee, the Santa Barbara County-City Selection Committee, and the Fire Appeals Board. The COB is responsible for the bi-annual Conflict of Interest filings for School and Special Districts. The COB provides reception/administrative support for the Offices of the Board of Supervisors.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Recurring Performance Measures</b>				
<b>Clerk of the Board</b>				
To promote an accessible, open and citizen-friendly government, ensure that action summaries for the Board of Supervisors' meetings are posted on the County website within 3 working days of the meeting in accordance with the Information Technology Plan.	100%	100%	100%	100%
	42	37	37	32
	42	37	37	32
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%
	202	165	165	165
	202	165	165	165
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%
	817	768	768	800
	817	768	768	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 determine which state and federal proposals are beneficial or potentially damaging to the County and its residents. The Board-adopted legislative platform includes the legislative principles of: Efficient Service Delivery and Operations, Fiscal Stability, Interagency Collaboration, Local Control, Protection of Safety Net Services and Community/Economic Stability. The legislative committee and support staff work throughout the year to ensure that legislative proposals at the state and federal level comport with the policy direction of the Board of Supervisors.

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 assistance to the Legislative Program Committee. Staff analyzes key legislation. Legislative Advocacy works with legislators to obtain bill authors for Board-approved legislation. In addition, staff continually monitors and evaluates events at the state and federal level which may have programmatic and financial impacts to the County and communicates those impacts.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Recurring Performance Measures</b>				
<b>Legislative Program</b>				
To seek legislative solutions for addressing the County's critical issues, obtain bill sponsors for legislation identified as part of the County's legislative platform.	100% 1	100% 1	100% 1	100% 6
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.	0% 0	34% 6,200,000	0% 18,500,000	100% 3,500,000

Note: Federal funding for local projects is not anticipated for FY 2010-11 due to lack of continuing funding and full appropriation resolutions in the federal budget.

Communications Office:

The Communications Office is responsible for helping the County Board of Supervisors, the CEO and other County departments to provide accurate and timely public information on the wide range of programs, services and other County issues.

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

“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.”

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Recurring Performance Measures</b>				
<b>Communications Office</b>				
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.	NA	100% 360	100% 360	100% 360
Provide 100% availability of the remote, two-way video testimony system in conjunction with all televised meetings.	NA	Yes	Yes	Yes
Produce monthly news and information videos about County programs, services, special events or other County-related activities.	NA	100% 12	100% 12	100% 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.	NA	100% 4	100% 4	100% 4

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

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 and coordinate homeland security grants. 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. 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 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<b>Recurring Performance Measures</b>				
<b>Emergency Operations</b>				
Conduct 1 Emergency Operations Center exercise that addresses a contemporary emergency management scenario.	NA	Yes	Yes	Yes
Conduct 1 tabletop disaster exercise for the Diablo Canyon Nuclear Preparedness Plan that addresses a congregate care and shelter management scenario.	NA	Yes	Yes	Yes
Conduct NIMS/SEMS training for county staff assigned to Emergency Operations Center functions.	NA	100%	100%	100%
		45	45	45
		45	45	45
Coordinate 2 combined SEMS/NIMS trainings for 8 operational area cities.	NA	100%	100%	100%
		2	2	2
		2	2	2
Conduct site visits with operational area cities to ensure that city emergency plans are in coordination with the County's Emergency Plan.	NA	100%	100%	100%
		8	8	8
		8	8	8
Promote disaster preparedness within the community through attendance at public events and forums.	NA	100%	100%	100%
		10	10	10
		10	10	10

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

COUNTY EXECUTIVE OFFICE  
 Department Summary (cont'd)

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Executive Management</b>				
County Executive Officer	1.0	1.0	1.0	1.0
Asst CEO	3.0	3.0	3.0	1.0
Asst to the CEO	--	--	--	1.0
Admin Professional	3.0	2.0	2.0	2.0
Sub-Division Total	7.0	6.0	6.0	5.0
<b>Budget &amp; Research</b>				
Asst CEO	1.0	1.0	1.0	1.0
Asst to the CEO	1.0	1.0	1.0	--
Business Manager	1.0	1.0	1.0	1.0
Fiscal & Policy Analyst	6.0	6.0	6.0	4.0
Accountant	--	1.0	1.0	--
Admin Office Pro	1.0	1.0	1.0	--
Sub-Division Total	10.0	11.0	11.0	6.0
<b>Clerk of the Board</b>				
Chf Dep Clk of Bd of Supv	1.0	1.0	1.0	1.0
Admin Office Pro	5.0	5.0	5.0	3.0
Sub-Division Total	6.0	6.0	6.0	4.0
<b>Communications Office</b>				
CSBTV Manager	--	1.0	1.0	0.6
Electronics Systems Tech	--	1.0	1.0	1.0
Cable TV Staff Assistant	--	1.0	1.0	--
Sub-Division Total	--	3.0	3.0	1.6
<b>Emergency Operations</b>				
Emergency Operations Chief	--	1.0	1.0	1.0
Emergency Manager	--	5.0	5.0	5.0
Admin Office Pro	--	1.0	1.0	1.0
Sub-Division Total	--	7.0	7.0	7.0
Division Total	23.0	33.0	33.0	23.6

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