

COUNTY OF SANTA BARBARA

OPERATING PLAN

FISCAL YEAR 2012-13 RECOMMENDED BUDGET

FISCAL YEAR 2013-14 PROPOSED BUDGET

Presented in May 2012 to the

BOARD OF SUPERVISORS

Salud Carbajal, Vice Chair

Janet Wolf

Doreen Farr, Chair

Joni Gray

Steve Lavagnino

First District

Second District

Third District

Fourth District

Fifth District

By

Chandra L. Wallar

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, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the fifteenth consecutive year that the County has received this prestigious award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**FISCAL YEAR 2012-13 RECOMMENDED BUDGET
FISCAL YEAR 2013-2014 PROPOSED BUDGET**

Acknowledgements:

County Executive Office

**Tom Alvarez
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**Jette Christiansson
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DIRECTORY OF ELECTED AND APPOINTED COUNTY OFFICIALS

First District

Salud Carbajal, Supervisor, Vice Chair

www.countyofsb.org/bos/carbajal

Second District

Janet Wolf, Supervisor

www.countyofsb.org/bos/wolf

Third District

Doreen Farr, Supervisor, Chair

www.countyofsb.org/bos/farr

Fourth District

Joni Gray, Supervisor

www.countyofsb.org/bos/gray

Fifth District

Steve Lavagnino, Supervisor

www.countyofsb.org/bos/lavagnino

Agriculture & Cooperative Extension

Cathleen Fisher, Agricultural Commissioner

www.countyofsb.org/agcomm

Alcohol, Drug, and Mental Health Services

Ann Detrick, Director

www.countyofsb.org/admhs

Auditor-Controller

Robert W. Geis, CPA (Elected)

www.countyofsb.org/auditor

Child Support Services

Carrie Topliffe, Director

www.countyofsb.org/dcss

Community Services

Herman Parker, Director

www.sbparks.org

www.countyofsb.org/housing

County Executive Officer – Clerk of the Board

Chandra L. Wallar, County Executive Officer

www.countyofsb.org/ceo

County Clerk – Recorder – Assessor

Joseph Holland (Elected)

www.sbcassessor.com

County Counsel

Dennis Marshall

www.countyofsb.org/counsel

Court Special Services

Gary Blair, Executive Officer

www.sbcourts.org

District Attorney

Joyce Dudley (Elected)

www.countyofsb.org/da

Fire Department

Michael Dyer, Chief

www.sbcfire.com

General Services

Robert Nisbet, Director

www.countyofsb.org/gs

Planning and Development/Strategic Planning

Glenn Russell, Director

www.countyofsb.org/plandev

Probation Department

Beverly Taylor, Chief Probation Officer

www.countyofsb.org/probation

Public Defender

Raimundo Montes De Oca, Public Defender

www.publicdefendersb.org

Public Health Services

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

www.sbcphd.org

Public Works/Flood Control

Scott McGolpin, Director

www.countyofsb.org/pwd

Sheriff

William F. Brown (Elected)

www.sbsheriff.org

Social Services

Kathy Gallagher, Director

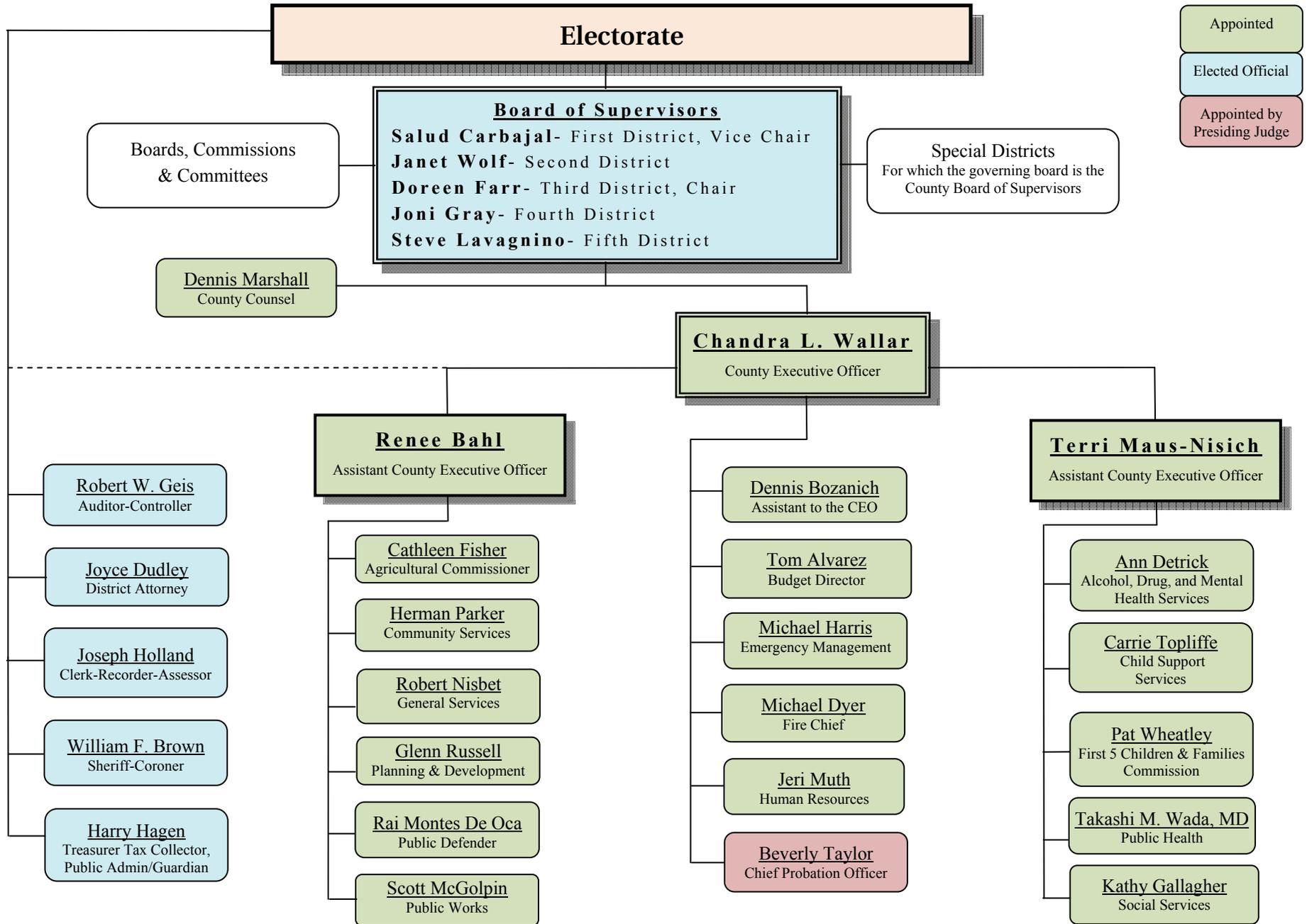
www.countyofsb.org/social_services

Treasurer-Tax Collector-Public Administrator

Harry Hagen (Elected)

www.countyofsb.org/ttcpapg

County of Santa Barbara Organization Chart



EXECUTIVE SUMMARY

May 15, 2012

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

Chair Farr and Board Members:

The proposed Fiscal Year (FY) 2012-13 County of Santa Barbara Operating Plan is submitted for your consideration, possible amendment, and adoption. Your Board will notice a change in the look and composition of the Plan. This is a result of a project to overhaul the Plan to enhance the clarity of information for the public, focus on performance outcomes, and provide a future perspective by inclusion of a FY 2013-14 proposed budget. The Plan was prepared in accordance with the Board's adopted budget policies and with consideration of the Board's focus on maintaining public safety, protecting our children and families, and supporting sustainable communities. The FY 2012-13 proposed Plan recommends expenditures totaling \$800.1 million. Funding sources include \$745.7 million from revenues and approximately \$54.4 million, net (\$82.4 million less \$28.0 million) from fund balances. Staffing levels are proposed to increase by 87.7 FTEs from the FY 2011-12 Adopted Budget to 3,801.4 FTEs, down 533.9 FTEs since FY 2002-03. The increase in recommended FTEs is primarily in Public Safety department personnel related to AB109-State Criminal Justice Realignment and in the Health and Public Assistance departments based on available Federal and State funding.

Figure 1: FY 2012-13 Recommended Budget at a Glance

Budget at a Glance				
<i>(Dollars in Millions)</i>	Actual	Adopted	Recommended	Proposed
	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Total Revenues	\$743.7	\$749.1	\$745.7	\$741.5
Other Financing Sources	\$144.7	\$116.8	\$82.4	\$86.5
Total Sources	\$888.4	\$865.9	\$828.1	\$828.0
Total Expenditures	\$766.5	\$825.0	\$800.1	\$800.6
Designated for Future Use	\$113.4	\$40.9	\$28.0	\$27.4
Total Uses	\$879.9	\$865.9	\$828.1	\$828.0
Staffing FTEs	3,911.7	3,713.7	3,801.4	3,797.5

Santa Barbara County continues to face significant internal challenges such as increases in employee retirement and health care costs, reliance on one-time funding solutions, deferred maintenance of critical infrastructure, funding of a new North County Jail, increasing cost of Fire Department operations, and lack of new revenues. Additionally, external factors such as the Great Recession, the nationwide anemic economic recovery, and inability of the State to balance its budget often result in the realignment of State programs to counties without guaranteed funding. All these factors increase the uncertainty of achieving a structurally balanced County budget.

The magnitude of projected deficits in FY 2012-13 and beyond requires substantial changes in both spending and revenue. The Board of Supervisors will need to make significant policy decisions and difficult budget choices. To support these efforts the County Executive Officer (CEO) will initiate an update of the County's Strategic Plan beginning with a workshop to identify the Board's priorities. The goal of the planning process will be for the County to develop a strategic vision for the future which provides a roadmap to fiscal sustainability and a clear focus on the services most needed and valued by our residents.

The Strategic Plan will identify opportunities and threats facing the County and those critical actions needed to position the County for future success. Objectives in the Plan will focus on finding ongoing solutions instead of one-time fixes, managing and reducing workforce costs (salary, healthcare, retirement and workers compensation), defining core services, reducing deferred infrastructure maintenance, raising new revenues with efforts that stimulate economic vitality, and building a financial reserve to enable the County to weather future economic downturns.

Employee salary and benefit costs (including retirement and healthcare) continue to rise, especially with public safety members. The end result is less services at a higher cost. It is anticipated the required County retirement contribution will increase by \$6 million in FY 2012-13 with an additional increase of \$18 million in FY 2013-14. Beginning in FY 2012-13 all future non-safety employees will be in a new retirement tier that increases the retirement age and reduces the amount of the pension.

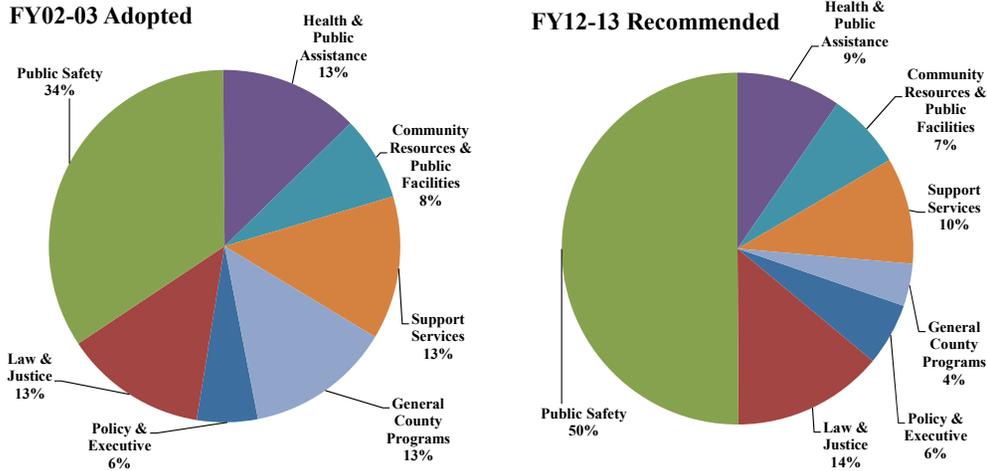
Last fiscal year many employee groups came to the negotiating table to assist with helping the County close a \$72 million budget gap. In total they offered salary and benefit concessions which resulted in approximately \$15 million of savings in FY 2012-13, however some of these savings are one-time in nature such as furloughs. It is imperative the County continue concession discussions with public safety unions to reduce or eliminate previously negotiated salary increases and implement a less costly retirement tier for new employees.

The immediate financial impacts of dissolution of the seven Redevelopment Agencies (RDA) within Santa Barbara County are still unknown. Oversight Boards, representing the major taxing entities in each former RDA, have been appointed to wind down the operations, determine each former RDA's enforceable obligations, and return the remaining tax increment to the taxing

entities. It is anticipated this process will continue over the next several months. Upon satisfaction of all former RDA enforceable obligations, which could take as long as thirty years, it is estimated the County and its dependent districts will receive approximately \$9.4 million (in 2012 dollars) of tax monies that had previously been directed to the seven RDAs.

Funding of your Board's priority to ensure a safe community continues, as reflected by the increasing percentage of expenditures made in the areas of Public Safety (Sheriff, Probation and Fire) and Law and Justice (District Attorney, Public Defender and Courts). This shift of funding to address priority needs has resulted in a critical underfunding of community resources departments (Community Services including parks, housing, and libraries, Planning and Development, and Agriculture) and internal support services (Auditor-Controller, Clerk-Recorder-Assessor, General Services, and Treasurer-Tax Collector). Further reductions in funding and staffing for these programs will result in the deterioration of the quality of life so valued by Santa Barbara County residents and a significant increase in the risk of financial losses from lack of staff to manage and maintain public infrastructure, appraise property, collect taxes, and ensure the fiscal integrity of County activities. The charts below show the percent of total County expenditures for these departments in FY 2002-03 in comparison with those proposed in the FY 2012-13 Operational Plan.

Figure 2: General Fund 10 Year Comparison
(Increasing percentage of expenditures in Public Safety)



FY 2012-13 will be a challenging year for your Board to achieve fiscal sustainability and provide for the increasing demand for public services. The proposed FY 2012-13 County of Santa Barbara Operating Plan will meet this goal. Equally important is the ability of your Board to see into the future and prepare for the even greater challenges to be faced in FY 2013-14 and beyond. Over the course of the next several budget cycles your Board will need to demonstrate its commitment to address the structural deficit in revenues to fund expenditures. The Board must avoid the cliffs caused by dependence on one-time funding solutions and steer a course that leads the County toward ongoing revenues that adequately fund needed services while setting aside reserves for addressing deferred infrastructure maintenance, future economic downturns and other unexpected costs.

FY 2012-13 is a year to position the County to take on the challenges of the future. As an organization we are already looking to FY 2013-14 and developing plans to address looming threats. Through the strategic planning process, the County of Santa Barbara will take steps to look into the future to determine the action steps required to align the available resources with the public's service expectations. This is a time for vision, imagination and creativity and the organization stands ready to address the challenges ahead; we will succeed.

Respectfully submitted,

Chandra Wallar

Chandra Wallar
 County Executive Officer

Solving the Budget Gap

Sustaining Public Results

The current fiscal year began with anticipation of the most significant financial and employee reductions in recent memory. The budget for FY 2011-12 closed what would have been a \$72 million budget gap and employees, service departments, support departments and the public were prepared to feel the impacts. Through planning, dedication and leadership, the staffing and service changes were implemented. Difficult circumstances often lead to surprising results.

Current Year Service Preservation and Cost Reduction Accomplishments

Some examples during the current fiscal year of organization-wide efforts to manage expenses to preserve valuable public services include:

- Completed negotiations with all general (non-public safety) labor groups that reduce current and future year salary and benefit obligations and create a lower cost retirement plan for new employees
- Implemented department consolidations designed to deliver more effective services to the public while reducing overhead expenses
- Improved the budget development process by focusing on strategic accomplishments, anticipating the financial needs for FY 2012-13 and FY 2013-14, identifying specific operational objectives and reporting on service outcomes rather than process outputs
- Participated in business forums to explore opportunities for public-private partnerships and promote increased economic vitality
- Explored strategies for revenue enhancement including an oil production tax, economic development, fee adjustments and increasing the Transient Occupancy Tax in line with other jurisdictions
- Developed and implemented a special event coordination process which provides event organizers and the public a consistent and comprehensive review of large public events taking place in or on County facilities
- Continued the examination of all requests to fill positions for funding stability, customer service impacts and other considerations before approving, delaying or denying the filling of a vacant position

- Provided extensive staff support, received the recommendations and directed the use of proposals of the "Retirement Reform Working Group" in negotiations with labor groups

In addition to countywide strategies, department-specific service preservation and cost reduction measures have also been implemented. Some examples:

- Fire protection and prevention are vitally important to the public. This past year a comprehensive analysis was conducted on the effectiveness of the Fire Department in responding to calls including any gaps or excessive service areas. Additional analysis was conducted on the support services and financial resources required to maintain a modern firefighting program. The final report indicated that service levels and the location of fire stations are appropriate for the current population. According to the report, additional financial resources will be required to meet operational and capital needs in the years ahead. The Fire Department has created a multi-year plan to implement the report recommendations as funding becomes available.
- Helicopters and fixed wing aircraft provide fire fighters and law enforcement a key tool in protecting the public. The Board Sub-committee on Public Safety Aviation conducted a thorough fact finding process and made recommendations to the full Board of Supervisors. The Board adopted unanimously the recommendation to combine the separate Fire Department and Sheriff Department aviation programs to create a multi-mission (law enforcement, fire, and rescue) joint unit within the Sheriff's Department. The combined unit will save tax payers just over \$250,000 a year while providing an enhanced level of aviation service.
- The Mental Health Services Act (MHSA) Prevention and Early Intervention (PEI) Funding Stream has as one of its priorities - support to culturally underserved communities. In Santa Barbara County, underserved communities who fall within the priorities of the MHSA PEI funding include Latino, Oaxacan, Native American and LGBTQ (lesbian, gay, bisexual, transgender and questioning). The Promotora program specifically provides for community health educators to culturally underserved communities to offer educational workshops, discussion groups and support groups to address individual and family member mental and wellness topics. Additionally culturally appropriate training sessions are provided for community leaders and service providers and culturally and linguistically appropriate case management is provided to ensure linkages to services.

- The County's former Redevelopment Agency (RDA) was dissolved on February 1, 2012 as required by recently enacted legislation known as ABX1 26. As part of the dissolution process, the County of Santa Barbara chose to become the "Successor Agency" to the former RDA. In its role as Successor Agency, the County is responsible for winding down the affairs of the former RDA and disposing of its assets – a process that has required, and will continue to require a significant amount of staff time and County resources. The dissolution of the former RDA is significant because the County, along with several special districts under the County's control, are the direct beneficiaries of the proceeds gained from liquidation of the former RDA's assets. It will be important that the County direct an expeditious and orderly dissolution of the former RDA to ensure that maximum value is gained from its assets.
- The State of California adopted Public Safety Realignment (AB 109) to reduce costs by shifting prisoners and parolees from the state prison system back to counties. Counties would be provided financial resources to provide the appropriate incarceration, supervision, case management, treatment services and other services to reduce future criminal behaviors. AB 109 services were implemented in October 2011 by the County's Probation, Sheriff, District Attorney, Public Defender and Alcohol, Drug and Mental Health Services Departments. Increased cooperation and planning between the many departments have thus far resulted in being able to deliver the required services on budget although 50% more individuals are being served than had been expected.
- Caseload growth in public assistance programs, specifically CalWORKS/Welfare-to-Work and CalFresh (Food Stamps) are a real-time indicator of the local economic climate. Over the last several years, caseload has continued to rise while overall state allocation for the cost-of-doing-business has been capped. In order to maintain core service delivery requirements, Social Services staff has worked to implement innovative systems such as a Call Center, on-line applications, application assistance by non-profits, and business process efficiencies to manage the over 60% growth in workload.

More Reductions Needed for FY 2012-13

Despite these efforts undertaken by departments to maintain and even enhance services in a time of scarce resources, the County's budget must be balanced. The County Executive Office is reducing two more positions, one each in the Office of Emergency Management and the Clerk of

the Board. To the extent possible, the proposed budget seeks to minimize the impact of reductions on the community.

Below are some of the most significant areas of reduction proposed for FY 2012-13 that will directly impact the public:

- **Sheriff:** Eliminate gang team, reduce two detective positions, reduce narcotics team by four positions, reduce the hours at the Santa Maria Branch Jail to nights only and reduce four Court bailiffs.
- **Clerk, Recorder, Assessor:** Eliminate 2.6 positions in the Assessor's division, and 2.0 positions in the Elections division office and 1.0 position in the Clerk-Recorder division which may result in closure of a branch office.
- **Community Services:** Eliminate 6.5 park ranger and park maintenance positions, continue closure of Guadalupe Dunes Park two days a week, eliminate funding the Human Services Commission, reduce shelter support, reduce housing program staff, eliminate conference and visitor bureaus and Film Commission funding and reduce landscape maintenance at County facilities.
- **Alcohol, Drug and Mental Health Services:** Reduce homeless-related contracts, reduce contracted psychiatric inpatient beds and reduce Psychiatric Health Facility (PHF) costs at mid-year.
- **Agricultural Commissioner:** Reduce pest/pesticide inspector and reduce Cooperative Extension contract.
- **Planning and Development:** Reduce staff in Long Range Planning, technology support, permitting, grading inspectors and staff that worked on Redevelopment Agency (RDA) projects.
- **Fire:** Eliminate Engine 11 in Goleta; reduce a fire fighter at Station 22 (Orcutt) and a fire engineer/paramedic at Station 51 (Lompoc).
- **Treasurer-Tax Collector:** Reduction of one staff position for Veterans Services and the elimination of the Representative Trust Fund program that provides benefit management services to the mentally ill.

Setting Future Goals to Achieve Results

Now more than ever, the County is focusing on defining specific goals and objectives. Planning to effectively meet the public's needs for services takes commitment and focus. In FY 2012-13 staff efforts will include:

- Initiating a broad strategic planning that engages the Board of Supervisors, County departments and the public in a sustained effort to identify resources, needs, goals and actions necessary to transform the organization to the new normal.
- Delivering a proposed and adopted budget document that is transparent, easy to understand, provides policymakers and the public with valuable information and provides a longer view of the fiscal opportunities and challenges.
- Integrating three social service programs--Adult Protective Services, Child Welfare Services and Foster Care that were "realigned" to the counties through additional non-guaranteed revenue. Local redesign of these programs to meet the County's needs will be a challenge due to the state and federal service mandates associated with the programs.
- Conducting the Alcohol, Drug and Mental Health Services (ADMHS) operational review will build on the success of internal efforts, provide for a comprehensive analysis of inpatient and outpatient client service delivery options and identify additional efficiencies and cost saving measures to enhance the overall delivery of a spectrum of services provided by the department.
- Developing a marketing and promotional plan to increase park visitorship and enhance appreciation of the County park system through advertising, online reservations system, and greater concessions to attract new visitors to county parks and increase lengths of stay. Increasing park visitation will have a positive local economic impact.
- Establishing a Leadership in Energy and Environmental Design (LEED) requirement for new County buildings and remodels of County space will increase building operating efficiency and decrease energy use resulting in long term cost savings.
- Updating the Winery Ordinance to address community and business interests which includes a review of potential amendments to permit requirements and development standards for wineries and associated activities including wine-tasting, food service, events, and sale of non-agricultural products.

Budgeting for a Structurally Balanced Future

During the past four years significant staffing and service level reductions have been required to balance the budget while maintaining a prudent level of strategic reserves. The reasons for these reductions were primarily:

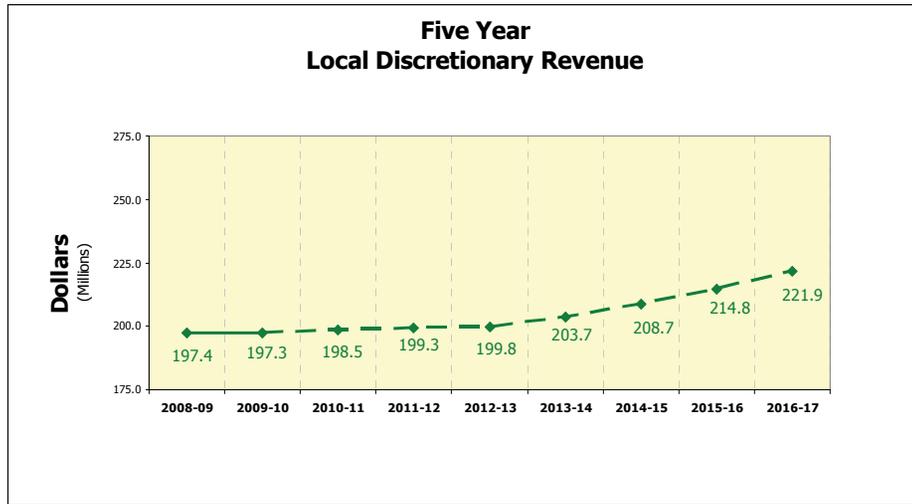
- The decline in growth of property tax related revenues
- Increasing salary and benefit costs

Reductions were moderated by the use of one-time funding for ongoing services. The continued use of one-time sources to fund ongoing operations is unsustainable. Fortunately the County had built up some fiscal reserves over the years that allowed service levels to be maintained to a degree and avoided dramatic budget cuts during this economic downturn. The Board of Supervisors has chosen to use one-time funding to mitigate some service level reductions for high priority programs, but this practice cannot be sustained as the availability of the County's reserve funds has significantly decreased. Structural deficits develop when ongoing expenditures are not reduced to meet available ongoing revenue. In a time of large expenditure growth, primarily in the area of employee salaries and benefits, and nearly flat revenues, the use of one-time funding to fill the gap exacerbates the problem in future years.

To better understand the challenges on the horizon, the County's five-year forecast provides a snapshot of the anticipated revenue and cost growth in the near future. The five-year forecast of discretionary General Fund revenues are 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 primarily 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.

Discretionary Revenue

Figure 3: Five-year Forecast of Local Discretionary Revenue

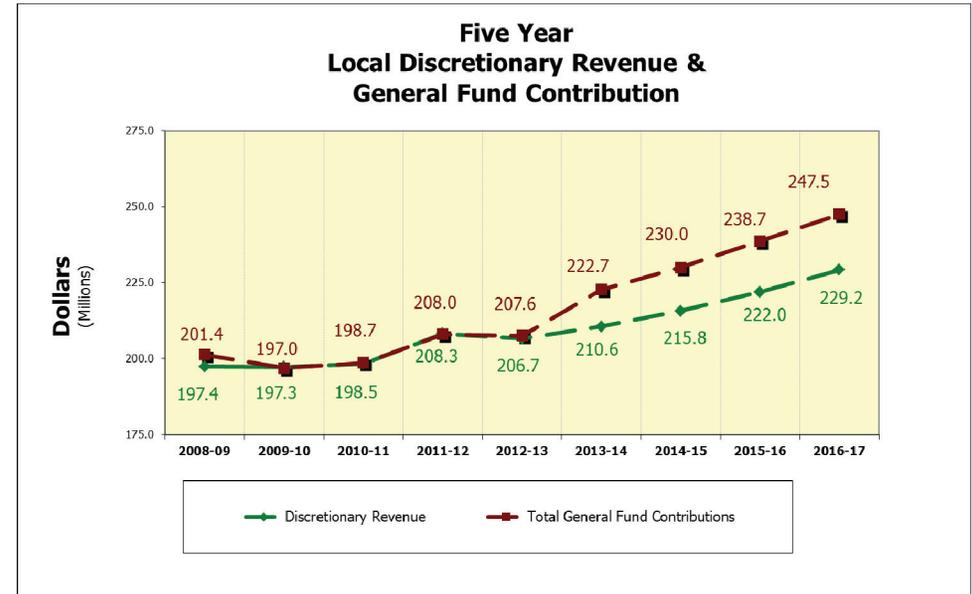


In FY 2011-12, Cost Allocation Plan (CAP) revenues were added to discretionary revenues. The graph above excludes these CAP revenues (\$9.0 million in FY 2011-12) to avoid distortion of the revenue trend. CAP revenues are included in revenues in Figure 4 on the next page to evaluate the gap between revenues and required General Fund Contribution.

Figure 3 above demonstrates discretionary revenue growth of \$2.4 million or 1.2% for the five year period 2008-09 to 2012-13 or 0.24% per year. By contrast, the discretionary revenue for the five year period ending in FY 2007-08 averaged approximately 13% growth. This reduction in revenue growth is a key factor impacting the County's recent budgets as these revenues previously funded the expenditure growth in prior years.

Figure 4 on the next page shows the projected "gap" in discretionary revenue versus the required General Fund Contribution to maintain FY 2011-12 services levels. (Note that the discretionary revenue figures in Figure 4 include the CAP revenue of \$9.0 million in FY 2011-12, as previously discussed.)

Figure 4: Five-year Forecast of Local Discretionary Revenue and General Fund Contribution



This chart demonstrates a continuing structural deficit for the County. The forecasted gap between revenue and General Fund Contribution to meet expenditures is driven by:

- The use of \$6.9 million of one-time sources to maintain levels of service for FY 2012-13 which, with relatively flat revenue projections, continue the structural imbalance in future years;
- A General Fund base budget that is higher than is sustainable by annual revenues requiring reductions in the cost of providing services or reductions in services;
- 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;
- Continuing strong demands for mandated social services as a result of the recessionary economy;

- Diversion of General Fund Contribution (GFC) for the future operation of a new County jail, a strategy that incrementally increases GFC each year and significantly closes the budget gap that would otherwise be created in future years;
- Increased use of local discretionary revenue to meet the Public Health Department's Maintenance of Effort (MOE) as prior fund balances are depleted and GFC is needed to maintain service levels;
- Assumed annual overall cost increases for wages and benefits of 3.0% for FY's 2014-15 through 2016-17;
- Increases in the actuarial cost of funding existing retirement obligations of 21.8% and 21.2% in FYs 2010-11 and 2011-12, respectively, and a cumulative \$95.7 million (353.1%) increase since FY 2000-01;.
- Flat revenues slowly rebounding as the economy improves with a negative adjustment related to the Goleta Revenue Neutrality Agreement, whereby the County's share of certain sales and transient occupancy taxes expire in FY 2012-13. There will be a positive revenue effect from the dissolution of the former Redevelopment Agencies (RDA's) however, the impact is not yet determinable and is therefore not reflected in these projections.

This gap is ongoing and demonstrates that future costs exceed the available ongoing discretionary revenue by \$12.1 million in FY 2013-14 and by \$18.3 million in FY 2016-17 as the expenditures increase and as one-time sources cease to be available to support expenditure levels. 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, fee increases, and/or voter approved tax increases.

Forecast Revenue Detail

The revenue forecast projects that FY 2009-2010 marked the low point for local discretionary revenues at \$197.3 million. Modest increases in discretionary revenue have occurred since that time and are expected to continue during the forecast period.

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. It is estimated that the economic recovery will continue; however, as a result of the adjustment from the Goleta Revenue Neutrality Agreement, the net increase is projected at 0.30% in FY 2012-13, increasing by 1.94% in FY 2013-14, 2.46% in FY 2014-15, 2.89% in FY 2015-16 and 3.29% in FY 2016-17.

Figure 5: Five-year FY 2012-13 through FY 2016-17 Discretionary Revenue Projections

Revenue Source (Dollars in Millions)	FY10-11 Actual	FY11-12 Adopted	FY11-12 Estimated	FY12-13 Budget	FY 13-14 Projected	FY 14-15 Projected	FY 15-16 Projected	FY 16-17 Projected
Secured Property Tax	\$112,308	\$112,972	\$112,791	\$115,209	\$117,518	\$120,456	\$124,070	\$128,412
Unsecured & Unitary Property Tax	7,311	7,075	7,308	7,314	7,366	7,476	7,589	7,702
Supplemental Property Tax	2,294	2,500	1,800	2,000	2,162	2,227	2,294	2,362
Property Transfer Taxes	2,301	2,500	2,000	2,500	2,710	2,791	2,875	2,961
Retail Sales Tax	9,900	9,900	10,686	9,530	9,874	10,220	10,603	11,000
Transient Occupancy Tax	6,977	7,000	7,763	7,120	7,818	7,847	8,121	8,405
Property Tax In Lieu of MVL Fees	42,152	42,680	42,713	43,521	44,392	45,501	46,866	48,507
Franchise Fees	2,641	2,794	2,716	2,715	2,769	2,824	2,881	2,938
Interest Earnings	1,678	1,010	0,976	1,000	1,000	1,000	1,000	1,000
Cost Allocation	0,000	0,000	9,028	6,848	6,848	7,020	7,195	7,375
Other Revenue	10,941	8,600	10,501	8,940	8,310	8,393	8,477	8,562
TOTAL	\$198,502	\$197,031	\$208,282	\$206,697	\$210,567	\$215,755	\$221,970	\$229,226
Dollar Change Per Year	\$1,173	-\$1,471	\$11,251	-\$1,585	\$3,870	\$5,188	\$6,215	\$7,256
GROWTH RATES:								
Secured Property Tax	0.96	1.56	0.43	2.14	2.00	2.50	3.00	3.50
Unsecured & Unitary Property Tax	-9.60	-12.52	-0.05	0.09	0.71	1.50	1.50	1.50
Supplemental Property Tax	35.23	47.41	-21.52	11.11	8.10	3.00	3.00	3.00
Property Transfer Taxes	-5.79	2.38	-13.07	25.00	8.40	3.00	3.00	3.00
Retail Sales Tax	8.35	8.35	7.95	-10.82	3.61	3.50	3.75	3.75
Transient Occupancy Tax	17.26	17.65	11.27	-8.28	6.99	3.00	3.50	3.50
Property Tax In Lieu of MVL Fees	0.40	1.65	1.33	1.89	2.00	2.50	3.00	3.50
Franchise Fees	-2.62	3.02	2.84	-0.04	1.99	2.00	2.00	2.00
Cost Allocation	0.00	0.00	0.00	-24.14	0.00	2.50	2.50	2.50
Other Revenue	-5.10	-25.41	-4.01	-14.87	-7.04	1.00	1.00	1.00
TOTAL % Change from Prior Year	0.59	-0.15	5.71	-0.76	1.87	2.46	2.88	3.27

Revenue Projection Assumptions

Secured Property Taxes are the largest element of Discretionary Revenues and generally represent 55% - 60% of total Discretionary Revenues. Over the past five years, annual increases in the assessed value of properties have ranged from 0.5% to 4.6% percent and were 1.4% in FY 2011-12. Unlike other California jurisdictions, the County's secured property tax did not experience negative growth during the recent recession; however, this modest growth is not keeping pace with increasing costs. The Recommended FY 2012-13 budget for Secured Property Tax revenue is based on a 2.14% increase in Secured Property Tax from the FY 2011-

12 estimate. The growth rate shows continued growth of 2% in FY 2013-14, strengthening to 2.5% in FY 2014-15, 3.0% growth in FY 2015-16 and 3.5% in FY 2016-17.

Unsecured and Unitary Property Taxes

Unsecured tax revenues have remained stable in recent years and are projected to rise modestly over the coming 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 declines in the past four years.

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. Supplemental property taxes are expected to begin recovery in FY 2012-13. The Property Transfer Taxes are budgeted to grow based on the expectation of an increasing number of sales and stabilizing sale prices. These taxes peaked in FY 2005-06 at approximately \$14 million and are projected to be about \$4.5 million in FY 2012-13.

Retail Sales Tax

The sales tax began to rebound in late 2010 and early 2011, resulting in actual growth of 8.4% in FY 2010-11. Solid growth continued in FY 2011-12 and is projected to be 8.0%. The FY 2012-13 forecast shows a decrease of 10.8% reflecting the anticipated change in sales tax associated with the City of Goleta Revenue Neutrality Agreement. Prior to FY 2012-13, the County received 50% of the Retail Sales tax generated in the City of Goleta. Beginning in FY 2012-13 the County will receive 30% of retail sales. Sales tax growth projections will be on a smaller tax base and therefore there will be a decrease in sales tax revenues. This Goleta Neutrality shift results in an estimated net ongoing annual revenue loss beginning in FY 2012-13 of approximately \$1.1 million.

Transient Occupancy Tax (TOT)

This source of revenue is highly dependent on tourism and the availability of lodging in the unincorporated County. The County experienced significant growth in the transient occupancy tax revenue in FY 2010-11 of 17.3% and projects continued growth of 11.3% in FY 2011-12. Growth in TOT is anticipated to continue in FY 2012-13; however, this is more than offset by a loss of revenue from the shift in the City of Goleta Revenue Neutrality Agreement. Therefore, there will be a decrease in revenues as the growth rate will be applied to a smaller base. The Goleta Neutrality shift results in a net ongoing annual revenue loss beginning in FY 2012-13 of \$1.38 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, the State, as part of a complicated revenue reduction and refunding plan, has replaced (swapped) this source with property taxes. A portion of the property tax revenues that are taken from local governments to fund schools are returned to cities and counties in lieu of vehicle license fees. From the FY 2004-05 base, now adjusted, revenue growth is based on property tax growth. Thus, 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. Franchise fee revenues are expected to remain flat in FY 2012-13 and modestly increase beginning in FY 2013-14.

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 have decreased in recent years due to declining interest rates; however, the actual cash balances have been modestly increasing. This projection assumes a stable State budget, no further reduction to the interest rate and continued modest improvement of cash balances.

Other Revenues

This category has four main components: 1) State payments, other than payments in lieu of vehicle fees, 2) cost allocation use allowance 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 flat and are about \$1.6 million annually. Cost allocation use allowance revenue fluctuates between \$1.1 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 in FY 2012-13 and continue to decrease in the forecast period. Together, these and the remaining revenues that comprise the category of Other Revenues generate approximately \$8.9 million per year and are projected to remain relatively 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 for non-General Fund

departments. 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 2012-13 the base budget for General Fund departments (the General Fund target) totals \$165.3 million. Second, the budget earmarks \$3.9 million for certain future uses including deferred maintenance, Board contingency, a designation for future capital projects, and a designation for future jail operations. Third, the remaining \$29.3 million available in local discretionary revenue is recommended to be appropriated for maintenance of effort requirements or payments to a non-General Fund department for specific services, such as local match for transportation funding in the Road Fund.

The Five-year Expenditure Projections table (Figure 6) includes actual and projected numbers. Actual amounts are included for FY 2009-10 through FY2010-11 and budgeted figures are presented for FY 2011-12 and FY 2012-13 (FY 2012-13 is the Recommended Budget). These figures are shown to the left of the vertical double line while forecast projections are to the right of the double line. The top portion of the table includes aggregate numbers of the three uses of discretionary revenue. The bottom portion of this table details the major components of Non-Salary and Salary related costs.

Figure 6: Five-year FY 2011-12 through FY 2015-16 Expenditure Projections

Expenditures (Dollars in Millions)	FY09-10 Actual	FY 10-11 Actual	FY 11-12 Adjusted Budget	FY 12-13 Recommended	FY 13-14 Projected	FY 14-15 Projected	FY 15-16 Projected	FY 16-17 Projected
Departmental Targets - GFC base budget	\$ 155.7	\$ 151.6	\$ 154.4	\$ 165.3	\$ 169.4	\$ 179.1	\$ 185.4	\$ 193.1
Contribution to designations	7.1	14.1	9.6	3.9	4.0	4.0	4.0	4.0
MOE & base GFC to non-GF depts	27.6	26.2	31.4	29.3	32.7	33.7	34.7	35.8
Appropriation of prior year revenue	6.6	6.8	12.6	6.9	6.9	6.9	6.9	6.9
Non-salary increases				1.0	1.3	1.9	3.1	3.1
<i>Fire Department level of service</i>						0.6	0.6	0.6
<i>Jail Debt Service on New COP</i>							1.0	1.0
<i>New jail operations</i>				1.0	1.3	1.3	1.5	1.5
<i>ADMHS non-mandated services & repayments</i>								
Salary and benefit increases				1.3	8.4	4.4	4.5	4.7
<i>Salaries</i>				-1.7	1.4	2.9	3.0	3.1
<i>Health</i>				0.4	0.9	0.3	0.3	0.3
<i>Retirement</i>				2.5	6.1	1.2	1.2	1.3
<i>OPEB</i>				0.0	0.0	0.1	0.1	0.1
Total	\$ 197.0	\$ 198.7	\$ 208.0	\$ 207.6	\$ 222.7	\$ 230.0	\$ 238.7	\$ 247.5
Total % Change from Prior Year	-14.5%	0.9%	4.7%	-0.2%	7.3%	3.3%	3.8%	3.7%

Non-salary cost increases for FY 2013-14 and future years are detailed in the bottom portion of the table by year and include the following:

- Cost of maintaining the Fire department’s level of service,
- Anticipated certificate of participation (COP) payments for the north County jail construction costs
- Operating costs of the new north County jail, and
- Funding for ADMHS not related to current year maintenance of effort requirements.

The Fire Department’s current level of service is not sustainable with existing funding sources, contracted salary increases and anticipated additional cost of benefits. This is confirmed by the Fire Department’s analysis and a report prepared by an independent consultant, Citygate. Beyond existing service levels, the Citygate report detailed areas of additional staffing, facilities and equipment that they recommend should be expanded. The Board has directed that the County Executive Officer (CEO) evaluate an increase in funding for the Fire Department from or tied to property taxes such that funding would increase as property values recover. This “tax exchange” is currently being investigated and is not complete at the time of this writing; therefore, an estimated increase in funding of \$600 thousand per year is projected in FY 2013-14 forward to reflect the Board’s request. This adjustment assumes that \$5.9 million of General Fund would be replaced by property tax revenues. In the meantime, the Fire Department has made certain service reductions to balance FY 2012-13; including the removal of Engine 11 in Goleta; reduced a fire fighter at Station 22 (Orcutt) and a fire engineer/paramedic at Station 51 (Lompoc). The above reductions, totaling approximately \$2.3 million are included in the FY 2012-13 recommended budget figures.

The construction of the north County jail is expected to be funded by a combination of State and local funding. State funding is projected to be \$80 million and local funding is planned to be \$15 million (local funding includes \$5.7 million already spent, primarily on the land). The State grant has been approved in the amount of \$60 million and it is anticipated that an additional award of \$20 million will be forthcoming. Based on these assumptions, debt service for the County’s local match is projected to begin in FY 2015-16 in the amount of \$860,000.

In addition to the construction costs mentioned above, the annual costs to operate the new jail are projected to be \$17 million. In order to establish such a significant annual General Fund allocation, the Board of Supervisors adopted a Budget Policy in FY 2011-12 to establish an incrementally increasing annual General Fund Contribution to this jail operating fund. A schedule of the planned operating debt service payments is included later in this section.

There is no allocation of additional General Fund for Alcohol, Drug and Mental Health Services (ADMHS); however, it is an area of potential exposure and is discussed further in this section.

Salary and Benefit Changes

The bottom section of Figure 6 details the major categories of Salary and Benefit changes which include anticipated personnel related expenditures. They are determined based on negotiated Memoranda of Understanding (MOU), health insurance and retirement benefit cost projections, and mandated costs such as Social Security contributions. Additionally, the County is currently funding certain Other Post Employment Benefits (OPEB) related to providing medical coverage to retirees. The assumptions behind these increases include:

- Salaries for FY 2012-13 and 2013-14 are based on detailed positions by department (salary model), existing wages, concessions (temporary and permanent) and any scheduled wage increases per MOU with the various bargaining units. These wage increases will primarily come into effect in FY 2013-14 as concessions expire. Salary cost estimates for FY 2012-13 and FY 2013-14 of this forecast incorporate current terms of negotiated MOU. The chart below lists the expiration dates of the MOU by Employee Organization. The County is currently engaged in concession bargaining with the four safety groups below and the one non-safety group with an expired contract. Executive and management salaries have been subject to a wage freeze since January 2008.

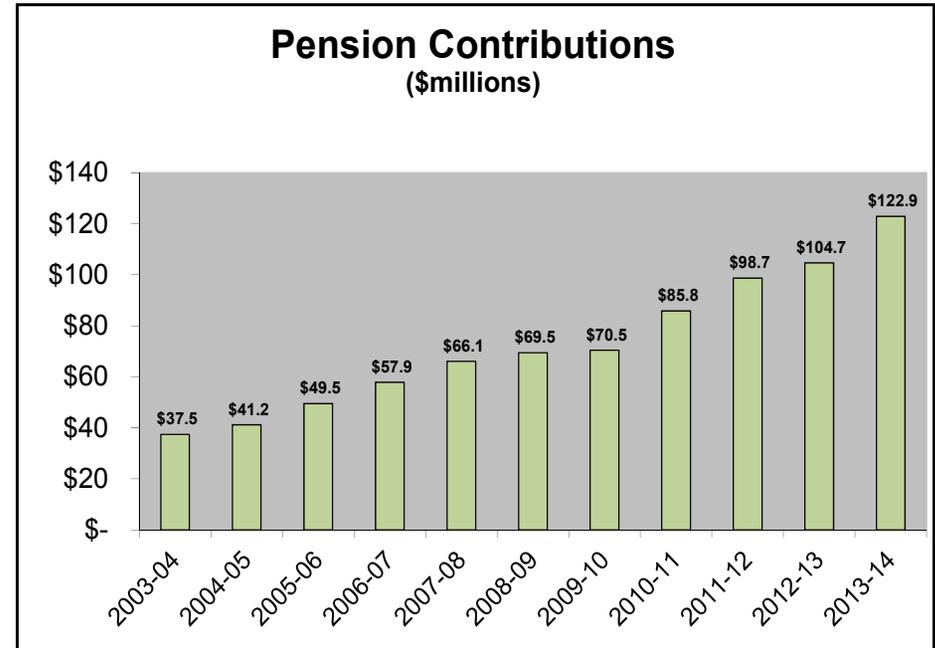
Figure 7: Memoranda of Understanding (MOU); Listing by Expiration Date

Group	Current MOU Expires
SEIU Local 721	Currently in Negotiations
Engineers and Technicians Association	6/23/2013
SEIU Local 620	6/23/2013
Probation Peace Officers' Association	9/29/2013
Union of American Physicians and Dentists	11/24/2013
Deputy District Attorneys' Association	12/8/2013
Fire Fighters Local 2046	3/2/2014
Deputy Sheriff's Association	2/15/2015
Sheriff's Managers' Association	4/12/2015

- No enhancements of health or retirement benefits are projected; however, retirement costs, especially those for public safety members, are projected to increase based on the most recent actuarial report. See description of retirement costs on the next page.
- All costs associated with salaries and benefits beyond FY 2013-14 are projected to be relatively flat and are projected at an annual increase of 3%.

Retirement Costs

Figure 8: Increasing Pension Contributions since FY 2003-04



The employer's share of retirement costs are set by the independent Board of Retirement (SBCERS) and paid by the County. The annual County Contribution has increased by \$85.4 million or 228% over the past ten years (see Figure 8). The investment losses during FY 2008-09 had a huge impact on FY's 2010-11 through 2013-14 retirement rates as these losses needed to be absorbed into the ongoing rates. Smoothing formulas have enabled the rates to increase incrementally during these periods. At the same time, the projected rate of return included in the actuarial assumptions was reduced from 8.16% in FY 2010-11 to 7.75% for FYs 2011-13. While some ameliorative measures were recently approved: such as keeping the assumed rate of return at 7.75% for FY 2013-14, the Retirement Board has the sole authority to set rates and the actual impact on the FY 2013-14 rates will not be known until after FY 2011-12 is closed and the actuarial valuation study is complete. 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. The Board of Supervisors approved a new retirement plan for General Members with a hire date on or after June 25, 2012 which will ultimately reduce future retirement costs.

In September 2008, the County and the Retirement System adopted an Internal Revenue Code Section 401(h) account that provides for Other Post Employment Benefits with the County currently assuming a portion of the costs of retiree medical coverage, dependent upon years of service. The County's defined benefit postemployment healthcare plan (OPEB Plan) provides medical benefits to eligible retired County employees and their beneficiaries pursuant to California Government Code Section 31694 et. seq. Pursuant to the OPEB Plan, the Board of Supervisors has determined to provide a monthly insurance premium subsidy from the 401(h) Account for Eligible Retired Participants participating in a County sponsored health insurance plan in the amount of \$15 per year of credited service or \$4 per year of credited service for those not enrolled in a County health plan. The County is required to calculate and record the annual required contribution of the employer, an amount actuarially determined. The contribution represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities over a period of fifteen years. The County contribution consists of two components: 1) the normal cost for the year for current active employees, and 2) a component for amortization of the total unfunded actuarial accrued liabilities (UAAL) of the OPEB Plan consisting of current retirees, current vested terminated, and current active employees. This forecast assumes increasing General Fund Contributions to meet these contribution requirements. The cost of OPEB is expected to increase 7% annually for current plans. The retiree medical program is eliminated for General Plan members hired on or after June 25, 2012, which will incrementally reduce the County's costs over time.

Appropriation of Prior Year Revenue: The cost to maintain services at a level approximating FY 2011-12, required the use of one-time local discretionary department reserves or fund balances. This strategy has enabled the County to retain a higher service level during years where the growth in expenditures exceeded the revenue growth. Departments employing this strategy include the departments of Public Health, Social Services, Housing and Community Development, County Counsel, Clerk Recorder-Assessor, Parks, the Public Defender, District Attorney, Probation, and Sheriff. Through concessions and departmental savings, it is recommended that the General Fund backfill 50% of previously identified one-time funding for ongoing services to prevent further service level reductions. This change is the reason for the reduction in use of prior year revenue in FY 2012-13 but results in a higher level of General Fund Contribution.

The maintenance of effort increases are projections of required local match for Public Health, Alcohol, Drug and Mental Health Services, Social Services, Public Works-Road Fund plus projections for the courts facilities mandate.

Investing in the Future

In recognition of continued expenditure growth outpacing revenue growth, strong fiscal planning is crucial to ensure core services can be maintained over the next several years. There are three areas that may require significant funding in the coming budgets.

Fire – Maintaining and Improving Current Service

The Citygate Report on Fire Department Operations found that current revenue sources are not projected to rise fast enough to keep up with the rising cost of providing the current level of fire services. Further, the Report indicates that unless new sources of revenue are developed for the Department expenditures will exceed revenue by an aggregate of \$14.8 million by FY 2015-16. Funding for a large number of capital projects has not been identified.

The Citygate Report identified the immediate, near term and long-term needs of the Fire Department as:

- Immediate: \$1.8 million in FY2012-13, increasing to an average of \$4.0 million per year over the three following years just to maintain the current operation;
- Near-term: \$12.1 million per year to implement the enhanced operational and support staffing identified in the Citygate Report as Phases 1-3 (excluding capital); and
- Long-term: Capital needs of \$89 million, identified as Phases 1-3 which were estimated to require \$6 million per year in annual debt service payments to implement.

The Citygate Report states that there is not enough revenue flow in the near-term economy to address the fiscal needs without serious adjustments in the County's budget priorities. The report also emphasizes that no single revenue enhancement strategy will be able to meet all of the operating needs. The same multi-prong approach is going to be required to address the current Capital Improvement Plan needs listed at approximately \$89 million.

The Board requested additional revenue options including a tax transfer from the County General Fund to the Fire District to provide sufficient resources for current and enhanced levels of service proposed in the Citygate report as revised by the Fire Chief before the Board on April 10, 2012. The transfer would replace the Fire District's General Fund contribution with a tax base and a portion of the tax increment (20% or 25%) until the Fire District share reaches 16-17%. This additional revenue level will not be a permanent solution to meeting the continued cost increases in the Fire Department.

An illustration of the possible increased funding for the Fire District, assuming the transfer of an amount equivalent to 20% of the incremental property tax growth is shown in figure 9 below.

Figure 9: Fire Department Tax Transfer

(\$'s in millions)	Fire Department: Projected Tax Transfer Funding									
	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
GF Base Funding	\$ 5.9	\$ 5.9	\$ 5.9	\$ 5.9	\$ 5.9	\$ 5.9	\$ 5.9	\$ 5.9	\$ 5.9	\$ 5.9
Cumulative Increase		0.5	1.3	2.2	3.3	4.5	5.7	7.0	8.3	9.7
Combined Fire Funding	\$ 5.9	\$ 6.4	\$ 7.2	\$ 8.1	\$ 9.2	\$ 10.4	\$ 11.6	\$ 12.9	\$ 14.2	\$ 15.6
Annual Increase		\$ 0.5	\$ 0.8	\$ 0.9	\$ 1.1	\$ 1.2	\$ 1.2	\$ 1.3	\$ 1.3	\$ 1.4

Sheriff – New North County Jail

Public safety is one of the Board of Supervisors’ core values and the need for a new jail has been well documented over the past two decades. This budget proposes a solution that will set aside General Fund discretionary revenue over a period of ten years to fund future jail operations with a goal of the jail becoming operational in FY 2017-18 (see Figure 10). The FY 2012-13 recommended budget includes a \$2 million set-aside for future jail operations.

Figure 10: Plan for Future Jail Operations Funding

JAIL OPERATIONS CASH FLOW (\$millions)												
	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
Beginning of Year	-	1.0	3.0	6.3	10.9	16.1	22.9	15.7	9.9	5.3	2.1	0.4
GFC Added	1.0	2.0	3.3	4.6	6.1	7.6	9.1	10.8	12.6	14.4	16.4	18.5
Operating Cost	-	-	-	-	-	-	(15.4)	(15.8)	(16.3)	(16.8)	(17.3)	(17.8)
Debt Service					(0.9)	(0.9)	(0.9)	(0.9)	(0.9)	(0.9)	(0.9)	(0.9)
End of Year	1.0	3.0	6.3	10.9	16.1	22.9	15.7	9.9	5.3	2.1	0.4	0.3

Alcohol, Drug and Mental Health Services (ADMHS)

The majority of revenues in ADMHS have historically been related to Medi-Cal services. The State reporting, claiming and reimbursement system for Medi-Cal is very complex and subject to significant adjustment long after the end of the budgeted fiscal year. As a result, ADMHS has incurred significant unbudgeted costs over the past decade. During FY 2007-08, the Department estimated existing and potential liabilities spanning multiple years at approximately \$30 million. These included self-disclosed billing practices, outstanding Medi-Cal settlements and a State disallowance of certain children’s mental health programs, the Counseling and Education Centers (CEC) and the Multi-agency Integrated System of Care (MISC).

Starting in FY 2008-09, ADMHS worked to improve systems, business practices and to develop a greater depth of staff to more accurately report and budget for Medi-Cal costs and the related revenues. In April 2012, a negotiated settlement between the County and State was reached on audit disallowances assessed for FY 2002-03 through FY 2005-06 and the County is now due a refund of approximately \$5 million. While progress has been made, the improvements were hampered by a new and untested claiming system installed by ADMHS in July 2007 and the State’s installation of a new and not fully tested claiming system in December 2009.

The Department had modest operating losses in FY 2008-09 through 2010-11 but is projecting a significant unfavorable variance in FY 2011-12. The 2011-12 loss reflects a combination of what are considered one-time issues and ongoing issues (primarily uninsured inpatient services). Acknowledging the complexity of these issues, the County is in the process of utilizing specialized consultants to review current systems, practices and staffing to identify weaknesses and opportunities for improvement. Additionally, there remains the risk of ongoing State audit adjustments long after the end of a given fiscal year and therefore the establishment of reserves for such potential liabilities will be considered in the coming year.

Closing Comments

The County Executive Officer recommends that any new funding that becomes available in FY 2011-12 or 2012-13, such as unanticipated growth in ongoing revenue streams like property and sales taxes, be used to reduce the one-time fund use and fund deferred maintenance projects. The cycle of service reductions is not sustainable for the long-term and therefore the priority must be to reduce the structural deficit as opportunities present themselves during the year, including revenue enhancements resulting from economic vitality and resident supported tax increases. Additionally the County must continue to provide core services and seek efficiencies wherever possible. Core services will focus on maintaining public safety, protecting our children and families and supporting sustainable communities.

Guiding Principles

Santa Barbara County's Strategic Plan is the overarching guide that defines and measures the expected results of County government services as illustrated in Figure 7. It includes six General Goals, three Organizational Values and six broad Policy Plan Areas that enable the County to focus on its priorities. The departmental budget pages (Section D) describe current year accomplishments and alignment of services to the six General Goals. The Goals were initially adopted by the Board of Supervisors on April 21, 1998 and revised on November 21, 2006 and 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: Safe and healthy communities in which to live, work, and visit;

Goal 3: ECONOMIC VITALITY: A community that is economically vital & 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.

Organizational Values of *accountability*, *customer service*, and *efficiency* ("ACE") are a critical component of the Strategic Plan and represent important principles that embody a work ethic that is embedded within all County efforts. While the context for public policy is constantly evolving, the organization's values reflect the fixed ideals of ethical public service.

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COUNTY STATISTICAL PROFILE

Overview

California Counties Ranked by Population

As of July 1, 2011, the estimated population of Santa Barbara County (County) was 425,840, an increase of 0.4% compared to the previous year's estimated population. When reviewing the County's economic health, financial capacity, or delivery of municipal services to residents of unincorporated areas, the County compares itself with other counties (Benchmark Counties) from year to year. The eight Benchmark Counties are 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	7/1/2010	7/1/2011	Change %	Rank	County	7/1/2010	7/1/2011	Change %
1	LOS ANGELES	9,827,070	9,857,567	0.3%	30	SHASTA	177,480	177,675	0.1%
2	SAN DIEGO	3,104,581	3,131,254	0.9%	31	IMPERIAL	175,594	178,169	1.5%
3	ORANGE	3,017,089	3,043,964	0.9%	32	KINGS	153,020	152,739	-0.2%
4	RIVERSIDE	2,191,800	2,226,552	1.6%	33	MADERA	151,160	152,281	0.7%
5	SAN BERNARDINO	2,038,771	2,059,630	1.0%	34	NAPA	136,681	137,732	0.8%
6	SANTA CLARA	1,787,553	1,805,861	1.0%	35	HUMBOLDT	134,575	134,484	-0.1%
7	ALAMEDA	1,513,493	1,525,655	0.8%	36	NEVADA	98,484	98,155	-0.3%
8	SACRAMENTO	1,420,447	1,430,537	0.7%	37	SUTTER	94,800	95,351	0.6%
9	CONTRA COSTA	1,052,192	1,061,132	0.8%	38	MENDOCINO	87,939	87,669	-0.3%
10	FRESNO	933,075	941,965	1.0%	39	YUBA	72,336	72,554	0.3%
11	KERN	841,744	848,553	0.8%	40	LAKE	64,466	63,703	-1.2%
12	VENTURA	825,378	830,215	0.6%	41	TEHAMA	63,635	63,798	0.3%
13	SAN FRANCISCO	807,177	814,088	0.9%	42	SAN BENITO	55,350	55,684	0.6%
14	SAN MATEO	719,582	725,245	0.8%	43	TUOLUMNE	54,961	54,393	-1.0%
15	SAN JOAQUIN	686,761	693,589	1.0%	44	CALAVERAS	45,258	45,002	-0.6%
16	STANISLAUS	515,311	518,461	0.6%	45	SISKIYOU	44,951	44,750	-0.4%
17	SONOMA	484,258	486,479	0.5%	46	AMADOR	37,907	37,366	-1.4%
18	TULARE	443,638	448,965	1.2%	47	LASSEN	34,730	34,283	-1.3%
19	SANTA BARBARA	424,291	425,840	0.4%	48	DEL NORTE	28,577	28,520	-0.2%
20	MONTEREY	415,825	419,710	0.9%	49	GLENN	28,188	28,201	0.0%
21	SOLANO	413,220	413,635	0.1%	50	COLUSA	21,452	21,564	0.5%
22	PLACER	350,609	355,687	1.4%	51	PLUMAS	19,993	19,774	-1.1%
23	SAN LUIS OBISPO	269,753	270,739	0.4%	52	INYO	18,627	18,470	-0.8%
24	SANTA CRUZ	263,174	264,824	0.6%	53	MARIPOSA	18,119	17,963	-0.9%
25	MERCED	256,386	258,678	0.9%	54	MONO	14,114	14,164	0.4%
26	MARIN	252,767	254,114	0.5%	55	TRINITY	13,883	13,555	-2.4%
27	BUTTE	220,024	220,570	0.2%	56	MODOC	9,676	9,522	-1.6%
28	YOLO	200,995	201,645	0.3%	57	SIERRA	3,231	3,179	-1.6%
29	EL DORADO	181,183	181,653	0.3%	58	ALPINE	1,147	1,109	-3.3%
CALIFORNIA							37,318,481	37,578,616	0.7%

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

Authority

The County was established by an act of the State Legislature on February 18, 1850. It 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 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.

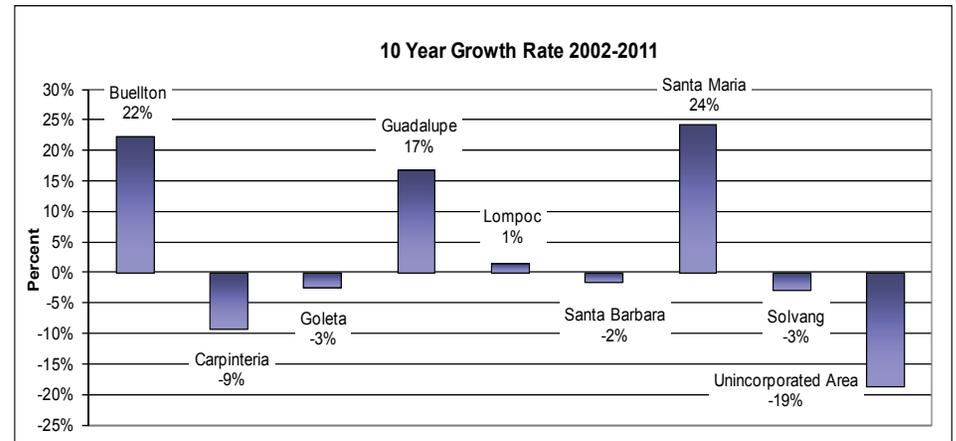
Together these areas contribute to the unique profile of the County, blending the characteristics of each area into one world-class county.

Population

Cities and Unincorporated Area

As of July 1, 2011, the estimated County population was 425,840. This includes an estimated 133,800 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 has grown by 5% from the 2001 population level to 2011.

In addition, eight incorporated cities exist within the County. These cities' recent population estimates as of January 1, 2011 are: Buellton (4,878), Carpinteria (13,104), Goleta (30,032), Guadalupe (7,115), Lompoc (42,262), Santa Barbara (89,253), Santa Maria (100,062) and Solvang (5,289). 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.

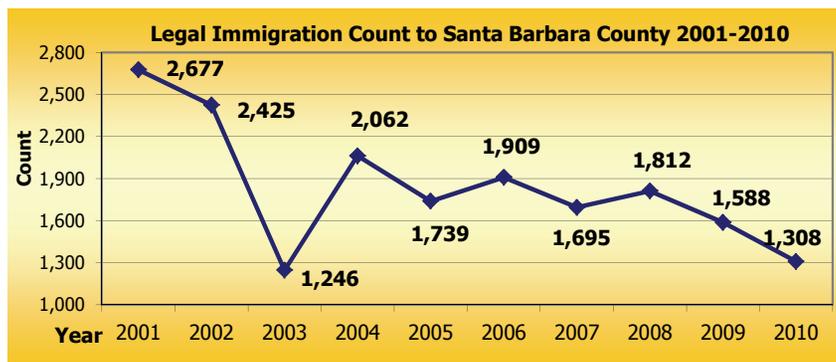


Source: California Department of Finance, Demographic Research Unit, Table E-1 & E-4

County Statistical Profile (Cont'd)

Immigration

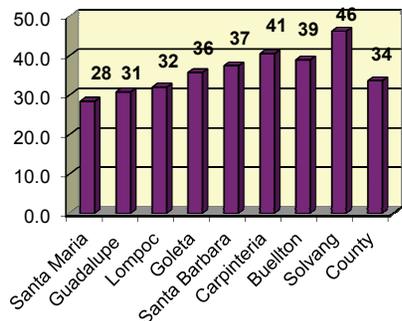
The following table details the estimated count of immigrants that applied for and were granted legal permanent residence within the County, through 2010. The 2010 count is 17.6% lower than 2009, and is comparable to the count from 2003.



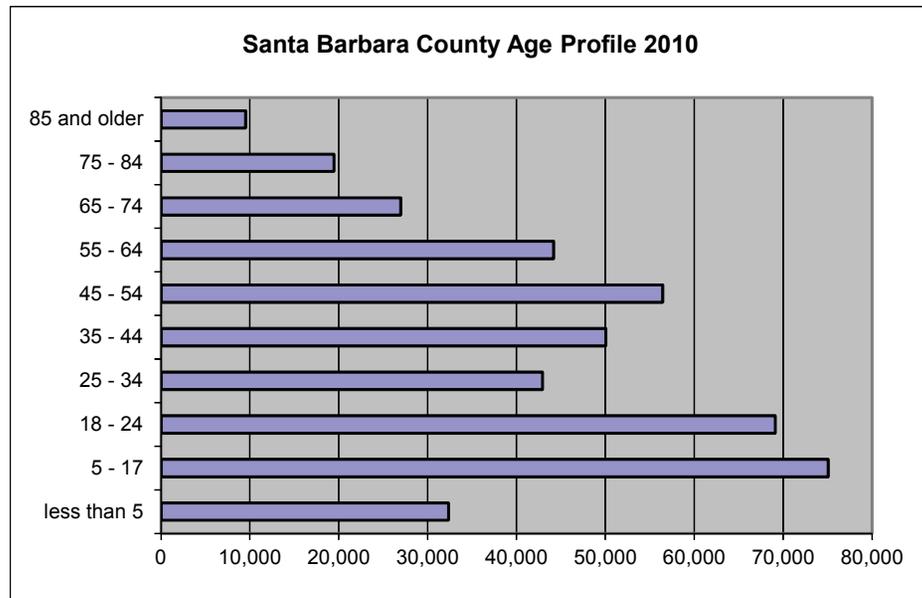
Source: US Citizenship and Immigration Services, via California Department of Finance, Demographic Research Unit

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 Santa Maria at 28 years of age and the highest in the City of Solvang at 46 years of age.



Source: American Community Survey US Census Bureau

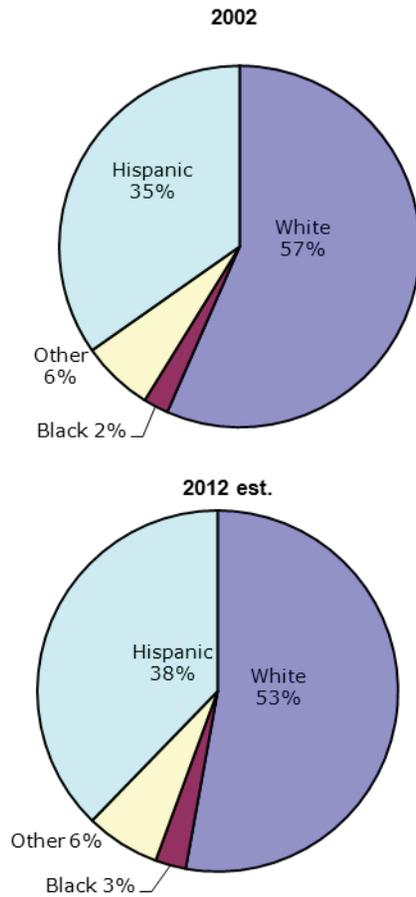


Source: UCSB Economic Forecast Project, 2012

The chart above provides a breakdown of the age profiles of the estimated County population in 2010. Twenty five percent of County residents are under the age of 18 while 13% are over the age of 64.

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 2012, the white population declined by 4% relative to the total population. The Hispanic and black population increased 3% and 1%, respectively, and other ethnic groups remained constant at 6% 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

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. The Board holds meetings on the first three 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 on the first and third Tuesdays and the Betteravia Government Center in Santa Maria on the second Tuesday of the month.

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	2015
Third	Doreen Farr	2013
Fourth	Joni Gray	2013
Fifth	Steve Lavagnino	2015

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 23 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 remaining 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 their respective budgets.

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 division of Community Services)
- 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 division of Community Services)
- 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	All cities (except Santa Barbara and Carpinteria)
Animal Control - shelter	All cities
Building Permit Processing	Buellton
Energy Land Use Permitting	Goleta and Carpinteria
Library	Santa Maria, Lompoc, and Santa Barbara
Sheriff Patrol	Buellton, Solvang, Goleta, and 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.

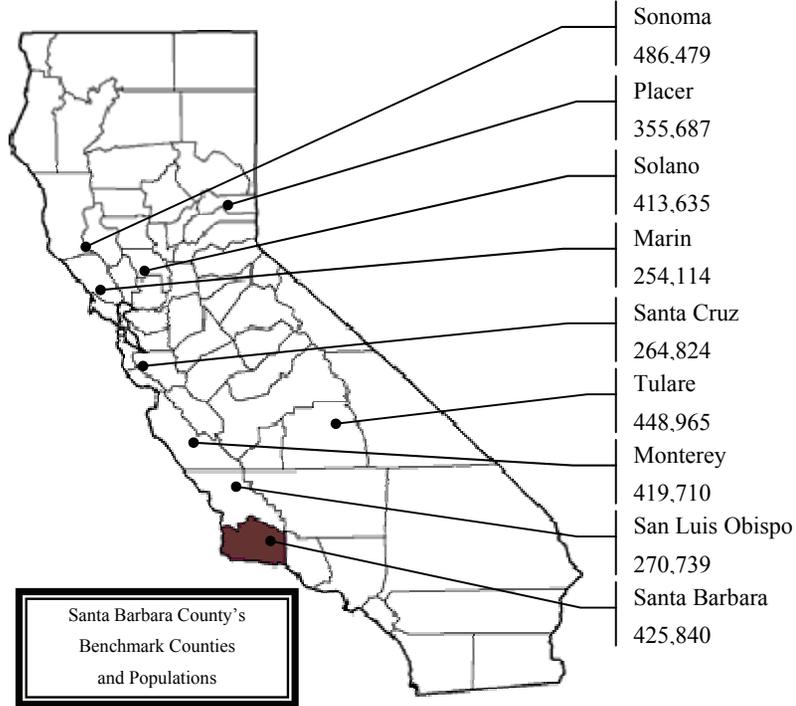
Benchmark Counties Comparison

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 (Benchmark Counties) from year to year.

Eight Benchmark Counties are considered to have common characteristics including, but not limited to, the following: total population of more than 250,000 but less than 500,000; suburban to rural environments; do not contain a large metropolitan city; and are known for their scenic beauty and environmental focus. Six are coastal or bay area counties.

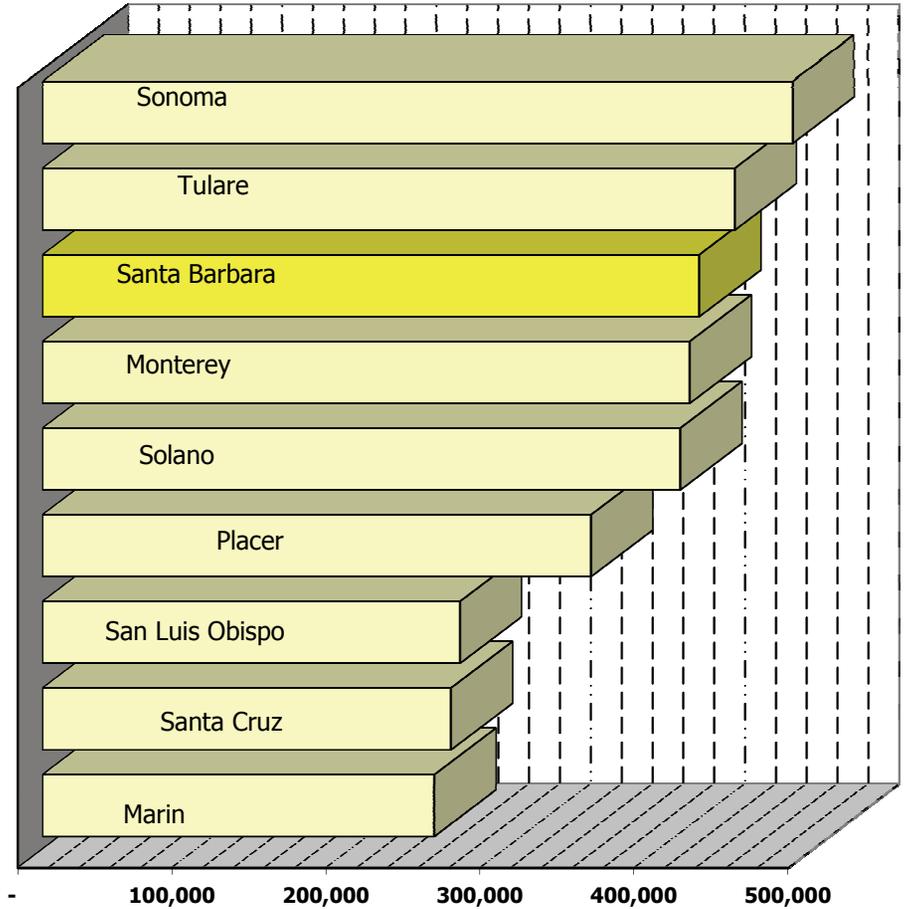
Population

The following charts present total population and location of each Benchmark County.



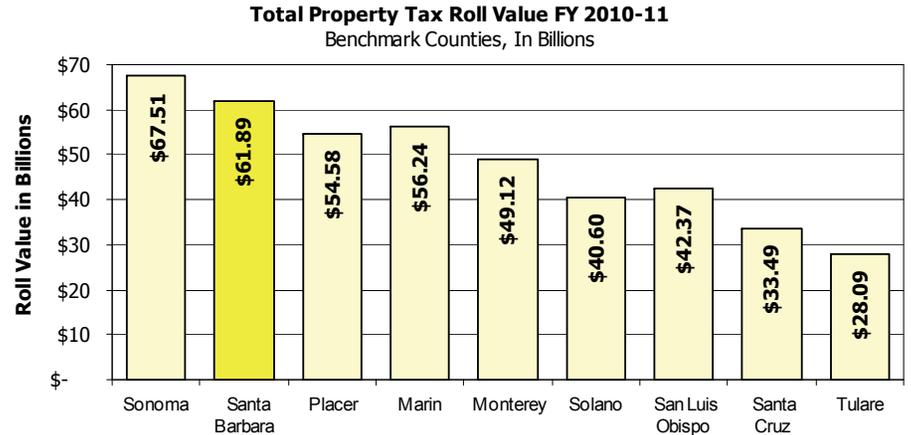
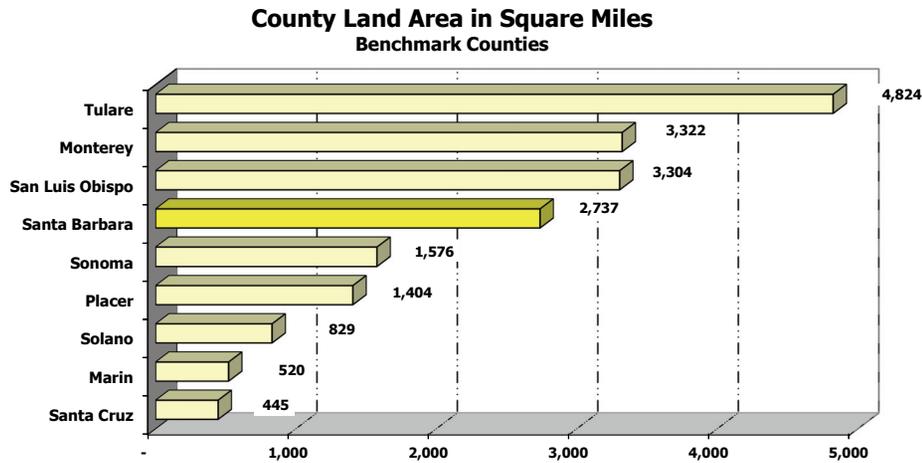
County Population at July 1, 2011

Benchmark Counties



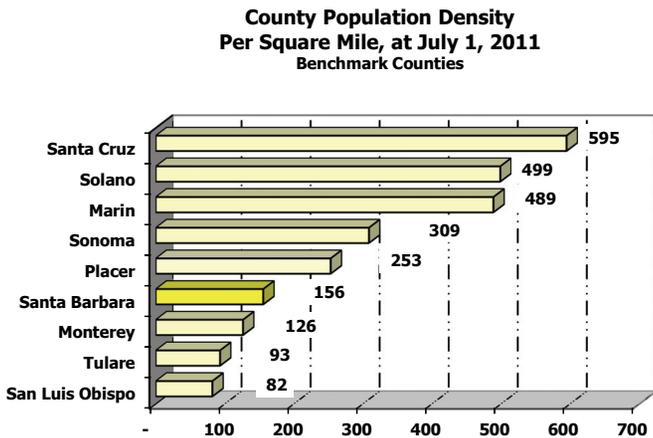
County Statistical Profile (Cont'd)

The total value of the County's property tax roll (including Home Owner's Exemption) in 2010-11 was \$61.89 billion, the second highest value after Sonoma, when compared to benchmark counties.

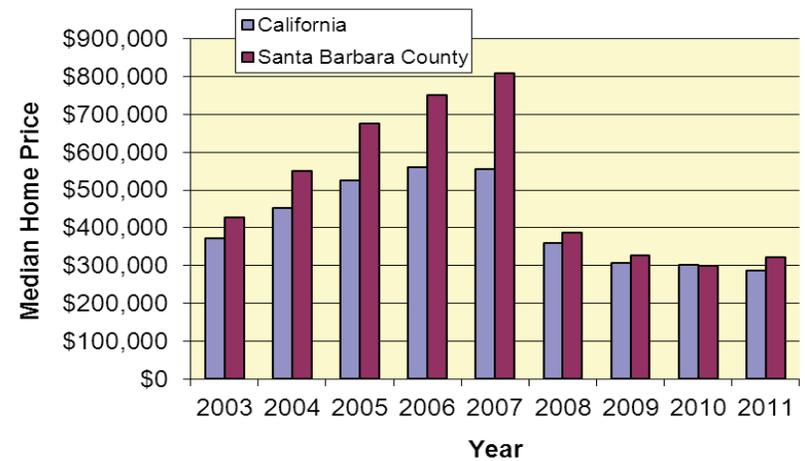


Source: California State Board of Equalization

The median home price in Santa Barbara County steadily increased leading up to 2007, but dropped significantly in 2008. Prices have stabilized countywide, and show a slight increase over the prior year and as compared to the statewide median price, which has continued to decline.



Median Home Price Santa Barbara County and California Comparison



Source: UCSB Economic Forecast Project

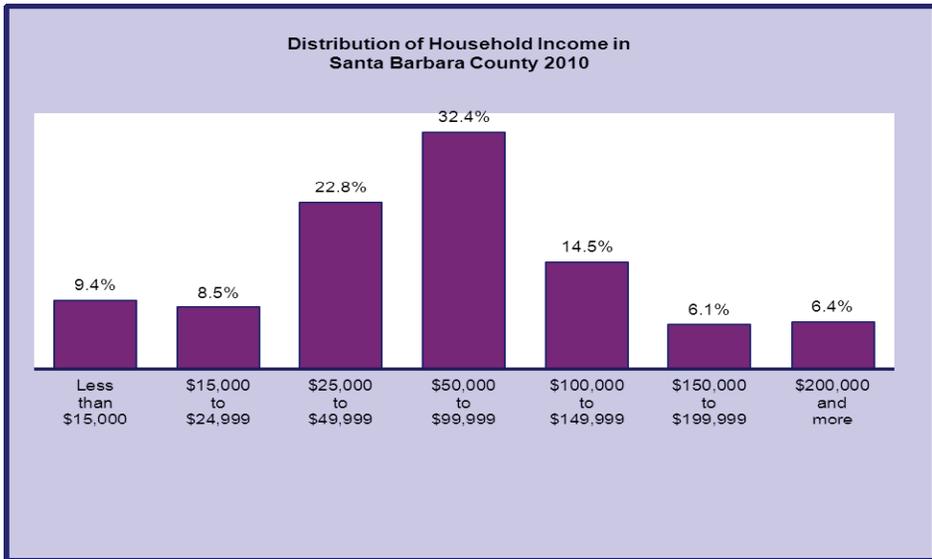
Property Taxes

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	Redevelopment Agencies	Independent Special Districts	Dependent Special Districts	Total
10.30%	26.80%	45.80%	5.90%	4.70%	6.60%	100%

County Statistical Profile (Cont'd)

Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 41% of households earning below \$49,999 per year, and 27% of households earning \$100,000 per year or more.

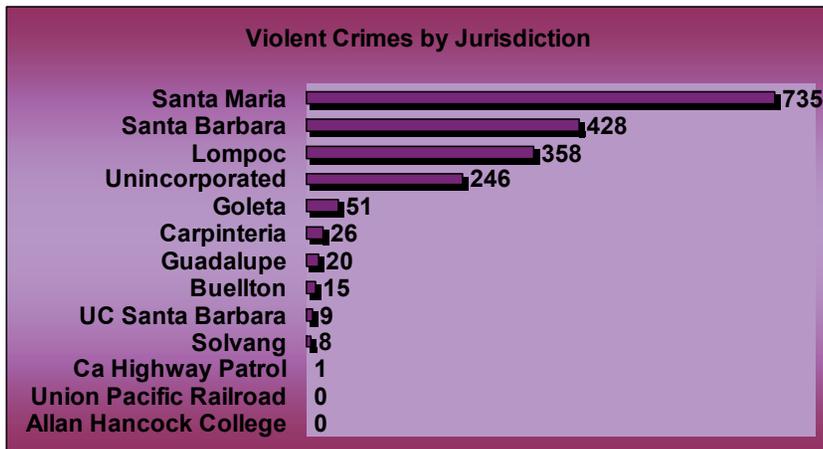


Source: UCSB Economic Forecast

Community Safety and Health

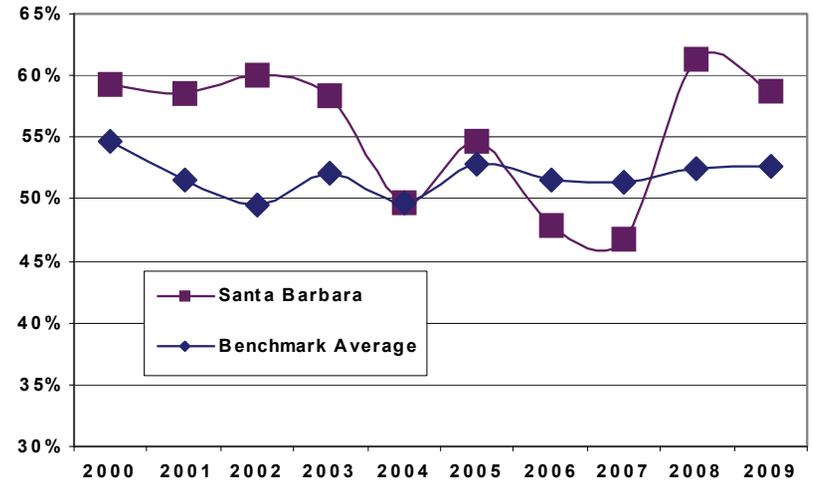
Safety

The following chart shows the number of violent crimes California Crime Index (CCI) for the incorporated cities and unincorporated areas of Santa Barbara County in 2009.



Source: California Attorney General

Violent Crime Clearance Rate 2000-2009



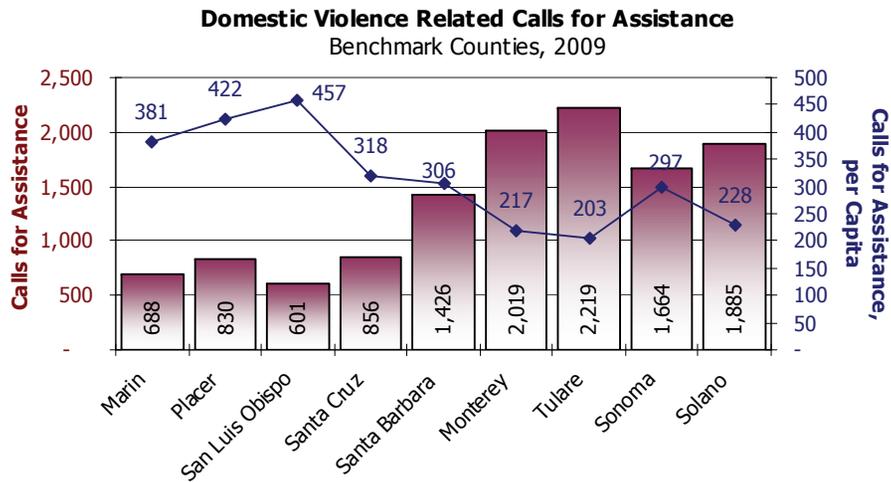
Source: California Attorney General

Santa Barbara's crime rate may be linked to the overall quality of life and economic strength of the County. A violent crime is a crime in which the offender uses or threatens to use violent force upon the victim. Violent crimes include homicide, forcible rape, robbery, and aggravated assault. Violence negatively impacts communities by reducing productivity, decreasing property values, and disrupting social services. Violent crime is resource intensive.

Domestic Violence

Domestic violence is a major concern in California and in the United States. Domestic violence is the single major cause of injury to women, causing injury more frequently than auto accidents, rapes, and muggings combined. Domestic violence is recognized by state law to be criminal conduct. It is 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 (2009), Santa Barbara County had 1,426 domestic violence related calls for assistance, one of five counties within the Benchmark Counties, with the lowest number of calls.



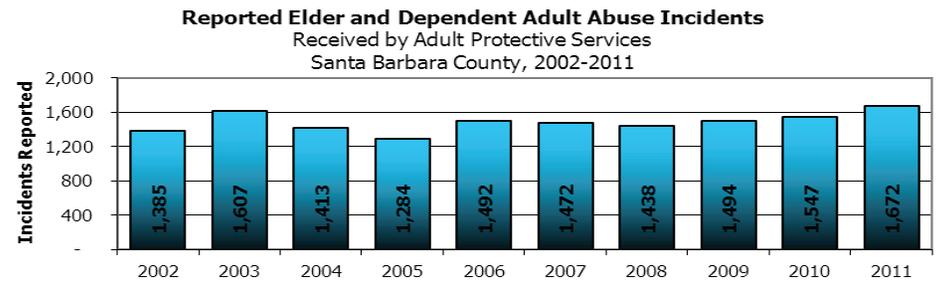
Source: California Attorney General

Elder Abuse

California has the largest older adult population in the country. According to the 2010 US Census, there were 54,977 adults over the age of 65 living in Santa Barbara County. The average life expectancy of County residents is 78.3 years of age, 2.9% higher than the median life expectancy for all United States counties

Adults older than the age of 65 make up an estimated 13% of County residents. Currently 7.1% of adults over 65 are living at the 125% poverty level.

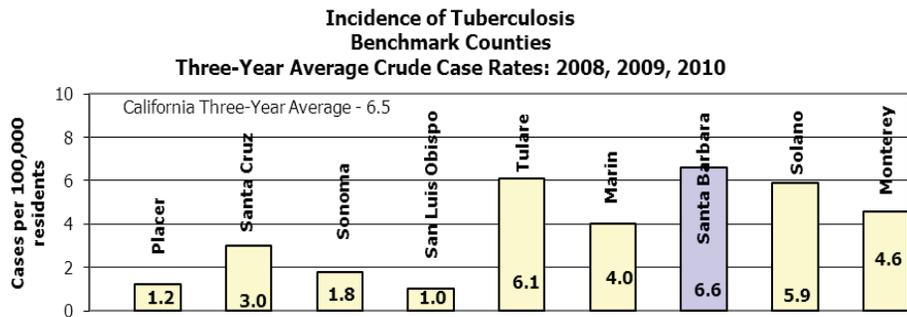
With the increase in the elder population comes the possible increase in elder abuse related incidences, as elders have special circumstances, such as dependency, functional disability, minority status, age, and poor social networks that make them more vulnerable to violence. Though the state now mandates 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.



Source: Santa Barbara County Department of Social Services

Healthcare

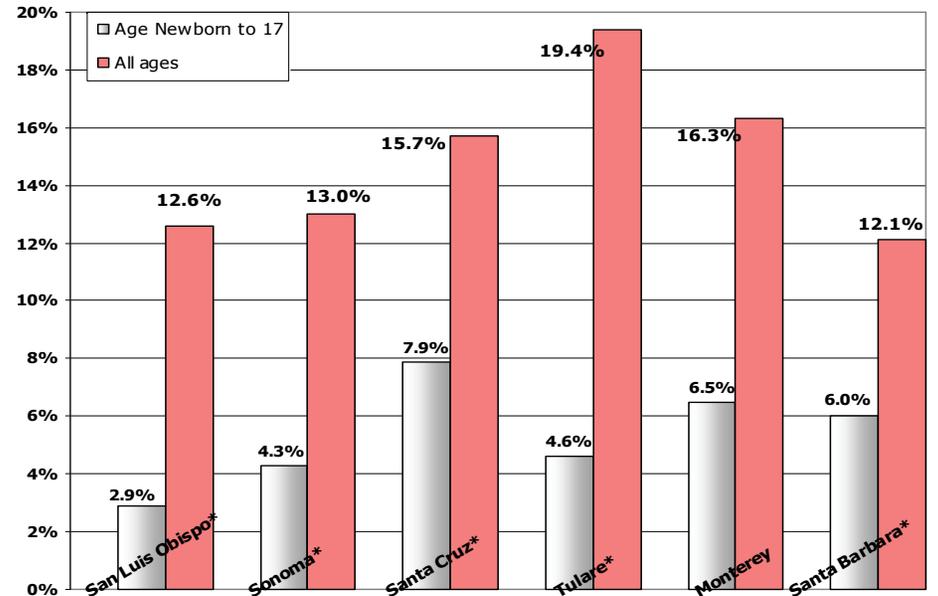
Controlling communicable disease is a core function of the Public Health department. One indicator of a healthy community is the incidence of tuberculosis (TB), an infectious disease caused by germs that spread from person to person through the air. The County experienced 21 TB cases in 2010, down from 30 in 2009, and down from an unusually high number of 37 TB cases in 2003 (a single TB case in the Santa Maria area spread to 9 individuals). The County continues to work collaboratively with community partners to identify and treat high-risk contacts and active TB cases.



Source: Santa Barbara County Public Health Department

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 2009 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 10 County residents (12.1% of all residents), do not have health insurance, compared to the state average of 14.5%. About 6.0% of all County children ages newborn to 17 do not have health insurance. This correlates with the number of families living below the poverty level, which was 13.8% in 2009.

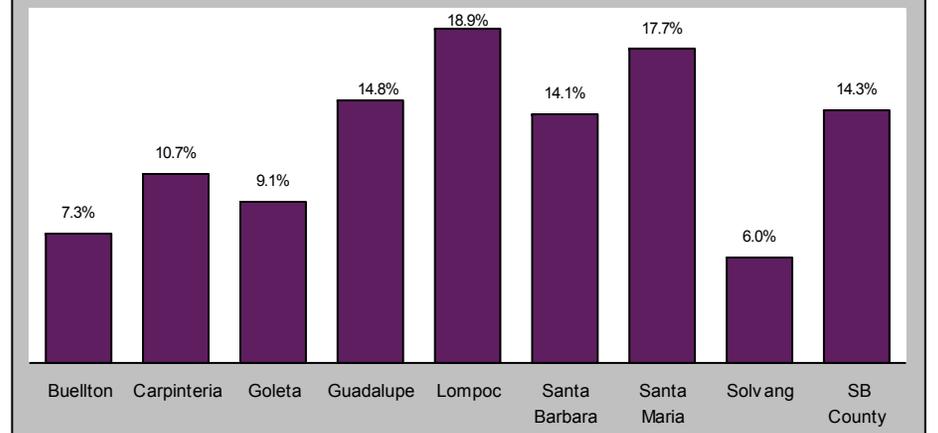
Percent of Uninsured Residents during 2009
Santa Barbara and Selected Benchmark Counties



*Statistically unstable data for ages 0-17 data

Source: California Health Interview Survey, UCLA

Families Below Poverty Level
2010



Source: American Community Survey, US Census Bureau

Economic Vitality

Local Economy

The County continues to experience a less severe economic downturn than the majority of the United States and California, and appears to be beginning a recovery. In FY 2010-11 County wide taxable sales increased by 2.4% to \$5.58 billion according to the County Auditor-Controller's Annual Sales and Use Tax Report. One of the unknowns for the later part of 2012 and beyond is the impact of the public sector budget shortfalls, especially at the state and local level. Further layoffs of public employees and reductions in services could impact the private sector's recovery.

Total taxable sales (which includes taxable food and beverage sales, home furnishings and appliances, auto supply and fuel, wholesale, and retail sales) were 7.9% higher in the fiscal year ending June 30, 2011 than in 2010. This is the first year that taxable sales have increased from their \$6.32 billion peak in 2007. Distribution of local taxable sales shows that the City of Santa Barbara accounted for 32% of the County's overall taxable sales, with the City of Santa Maria followed closely behind with 28%. The City of Goleta accounted for 7%, and the unincorporated area of the County for 11% of the taxable sales.

The outlook for Santa Barbara's economy is cautiously optimistic for the remainder of 2012, with anticipated unemployment rates continuing to slightly decrease in the later part of 2012. Inflation is not expected to be a problem in the region in the short term. Concern does exist regarding increasing cost of transportation in particular due to the rise in fuel costs which may impact the recovery in the County's economy.

Employment and Unemployment

Overall, a total of 6,500 jobs have been lost in the region, since employment peaked in 2006 according to the California Employment Development Department. However, overall employment has started to rebound. Employment increased by 4,500 jobs to 180,700 in February of 2012. Increases were greatest in the Agricultural Sector, which gained 2,100 jobs, compared to the next largest increase of 1,600 jobs in the Professional and Business Services Sector. The only sector to register a major decrease over 2011 was the Leisure and Hospitality Sector which lost 500 jobs. The non-farm employment sectors experienced a combined job increase of 2,400 jobs over 2011. Further discussion of the health of several of the County's major job sectors is provided below. The average salary for all workers in the County was \$44,143 in 2010 based on data from the UCSB Economic Forecast, a 2.0% increase over the prior year.

Employment in the government sector within the County was 39,700 workers in February 2012, a 2.6% increase compared to 2011. 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 local government employees was approximately \$48,600, while State salary was \$49,000 and Federal \$61,000. A number of the County's largest employers are in this sector

(2010 employment numbers), including the University of California at Santa Barbara (9,916 employees), Vandenberg Air Force Base (6,623), the County of Santa Barbara (4,150), the Santa Barbara School District (2,500), Santa Barbara City College (2,030), and the Santa Maria Bonita School District (1,370).

Employment in leisure and hospitality services, including hotel/motel operations and food service, accounts for approximately 20,900 jobs countywide in February 2012. This sector has been impacted by the recession over the past three years, shedding approximately 500 jobs since 2011 alone. The County's overall tourism industry is poised for long term 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 14,900 workers employed as of February 2012. Agriculture is the County's major producing industry, with a gross production value in 2011 of \$1.19 billion, a 2.1% decrease from 2010. This is the six consecutive year that the overall production has broken the \$1 billion mark. Strawberries were the first highest grossing commodity (\$366.7 million) in the County, followed by broccoli (\$126.9 million), and wine grapes (\$77.0 million). Twenty six commodities produced in Santa Barbara County grossed over \$1 million in 2011 according to the County Agricultural Commissioner's Annual Crop Report. There are over 1,400 farms covering approximately 710,000 acres in the County. In 2011 the County had 116 registered organic farms, an increase of 4 farms over the 2010 total. Agricultural workers' average salaries continue to be among the lowest of the County's employment sectors, with workers earning approximately \$23,300 annually.

Construction is another important job sector, employing 6,400 workers in February 2012, with an average salary of \$49,500 in the County. This sector lost approximately 200 jobs between 2011 and 2012, which is in line with the continuing decline 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.

The County's unemployment rate dipped in 2005 and 2006 but started to increase in 2007. The current rate has started to decline, with an overall drop below the 2010 peak of 9.7% to an 8.9% rate as of February 2012. 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 in the charts in this section can be used as other indicators of the health of the local economy.

Average Salary and Growth by Sector Santa Barbara County 2010			
Sector	Salary in 2009	Salary in 2010	Percent Change
Agriculture	23,282	23,314	0.1
Mining	76,699	89,538	16.7
Construction	49,538	49,493	-0.1
Manufacturing	61,303	65,065	6.1
Wholesale Trade	56,339	56,018	-0.6
Retail Trade	29,367	30,238	3.0
Transportation & Warehouse	39,380	40,580	3.0
Information	66,644	71,913	7.9
Finance and Insurance	75,429	76,402	1.3
Professional and Technical Services	72,640	76,145	4.8
Real Estate and Rental and Leasing	36,457	37,839	3.8
Management of Companies and Enterprises	101,363	112,124	10.6
Education Services	41,811	41,905	0.2
Healthcare and Social Assistance	48,275	48,647	0.8
Utilities	72,754	67,076	-7.8
Accommodation and Food Services	18,724	18,921	1.1
Arts, Entertainment and Recreation	26,301	25,735	-2.2
Other Service, except Public Administration	25,442	26,083	2.5
Government			
Federal	62,546	61,023	-2.4
State	47,550	49,233	3.5
Local	48,074	48,608	1.1
All Industry Average	43,257	44,143	2.0

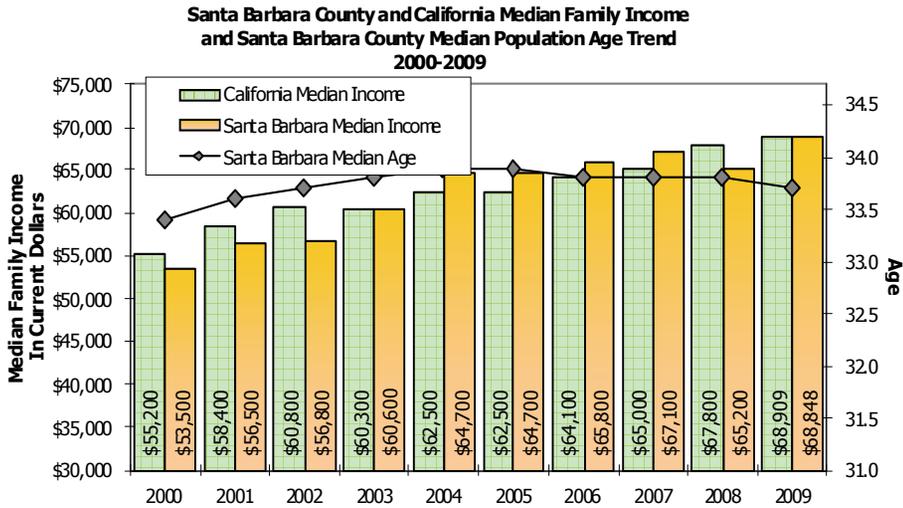
Source: UCSB Economic Forecast Project, 2012

Job Growth by Sector Santa Barbara County				
	Jobs in 2009	Jobs in 2010	Jobs Created	Percent Change
Sector				
Agriculture	16,300	15,600	-700	-4.3
Mining	800	800	0	0
Construction	7,000	6,700	-300	-4.3
Durable Manufacturing	8,700	8,800	100	1.1
Non-Durable Manufacturing	2,800	3,000	200	0.3
Transportation, Warehousing & Utilities	3,100	3,000	-100	-3.2
Information	3,400	3,300	-100	-2.9
Wholesale Trade	4,200	4,200	0	0
Retail Trade	19,200	18,900	-300	-1.6
Financial Activities	6,700	6,800	100	1.5
Other Services	5,300	5,400	100	1.9
Government	37,800	37,700	-100	-0.3
Remaining Sectors	63,600	64,500	900	1.4
			0	
Total, All Industries	178,900	178,700	-200	-0.1

Source: California Employment Development Department March 2011

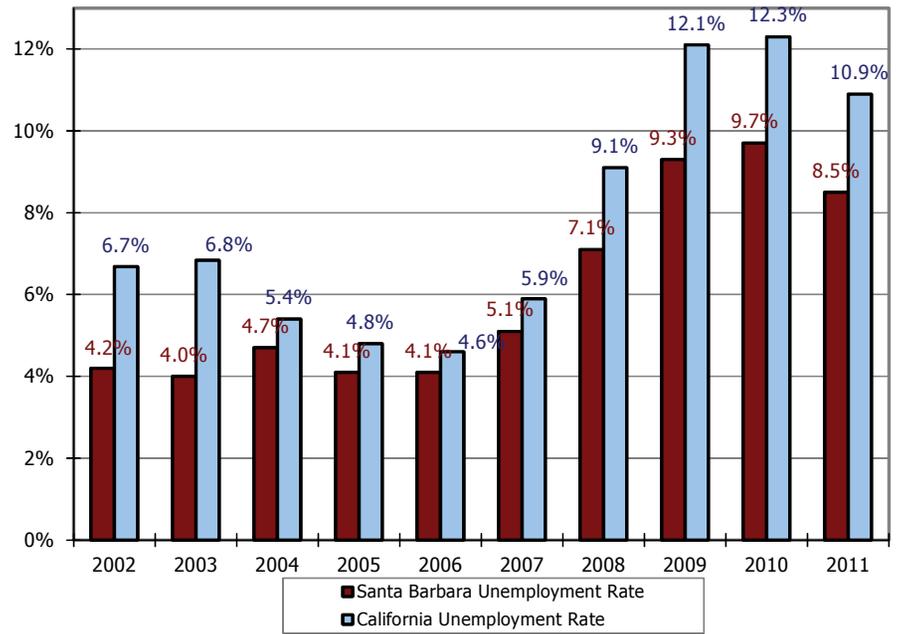
Major Employers in Santa Barbara County (Over 1,000 employees)		
Company Name	Location	Industry
Vandenberg Air Force Base	Lompoc	Defense
University of California, Santa Barbara	Santa Barbara	Higher Education
County of Santa Barbara	Santa Barbara	Government
Cottage Health System	Santa Barbara	Healthcare
Santa Barbara Elementary and Secondary School Districts	Santa Barbara	Education
Santa Barbara City College	Santa Barbara	Education
Santa Maria Bonita School	Santa Maria	Education
City of Santa Barbara	Santa Barbara	Government
Raytheon	Goleta	Aerospace and Defense
Marian Medical Center	Santa Maria	Healthcare
Lompoc Unified School District	Lompoc	Education
Santa Barbara County Education Office	Santa Barbara	Education

Source: Pacific Coast Business Times, May 2011



Source: American Community Survey, US Census Bureau

Santa Barbara County and California Unemployment Rate 2002-2011



Source: California Employment Development Department

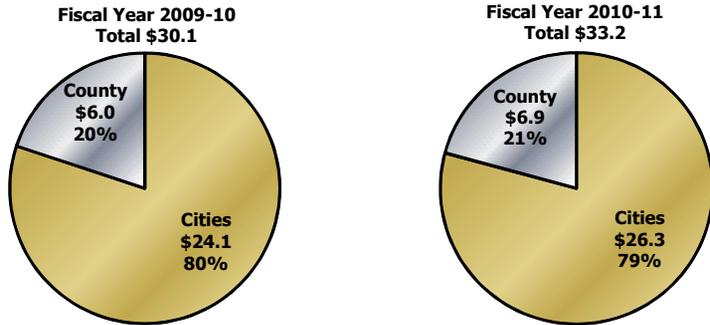
Tourism

Given its well-known wine region, beaches, access to recreational opportunities including the Los Padres National Forest, and unique cultural opportunities, the 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 183 hotels and motels, including 282 vacation rentals and bed and breakfast locations 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. County-wide transient occupancy tax reached \$33.24 million in fiscal year 2010-11, a 10.4% increase from fiscal year 2009-10. For the unincorporated County, hotel sales generated TOT revenue of \$ 6.9 million, an increase of 15.7% over prior year. Hotel sales for the incorporated cities generated TOT revenues of \$ 26.3 million, a 9.1% increase compared to prior year.

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.

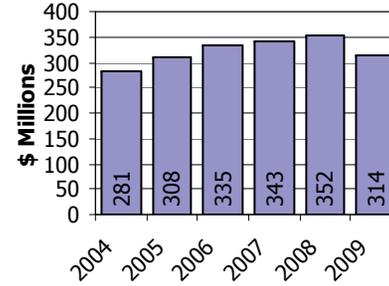
**Transient Occupancy Tax Revenue
For Unincorporated County Area and all Cities in Millions**



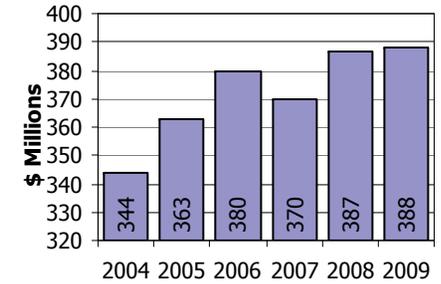
* The County and City of Goleta have a revenue sharing agreement as a result of the incorporation of the City of Goleta, stipulating that that County receive 40% of the total TOT revenue generated in the City of Goleta. The revenue sharing agreement expires at the end of Fiscal Year 2011-12, and thus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

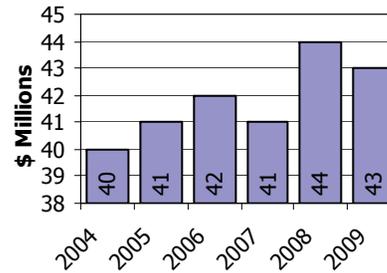
**Travel Spending
Accommodations**



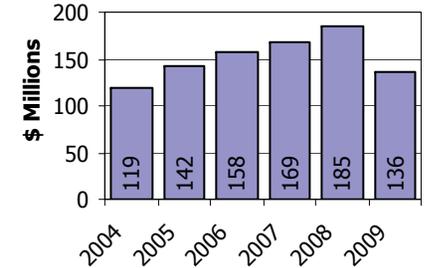
**Travel Spending
Food & Beverage Services**



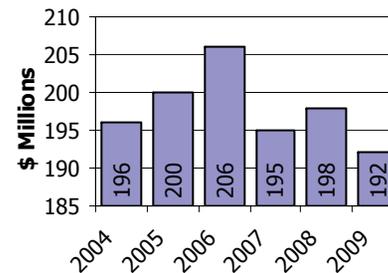
**Travel Spending
Food Stores**



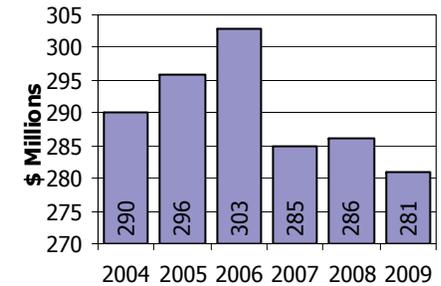
**Travel Spending
Ground Transportation &
Motor Fuel**



**Travel Spending
Arts, Entertainment &
Recreation**



**Travel Spending
Retail Sales**



Source: California Travel and Tourism Commission

County Statistical Profile (Cont'd)

Residential and Commercial Real Estate

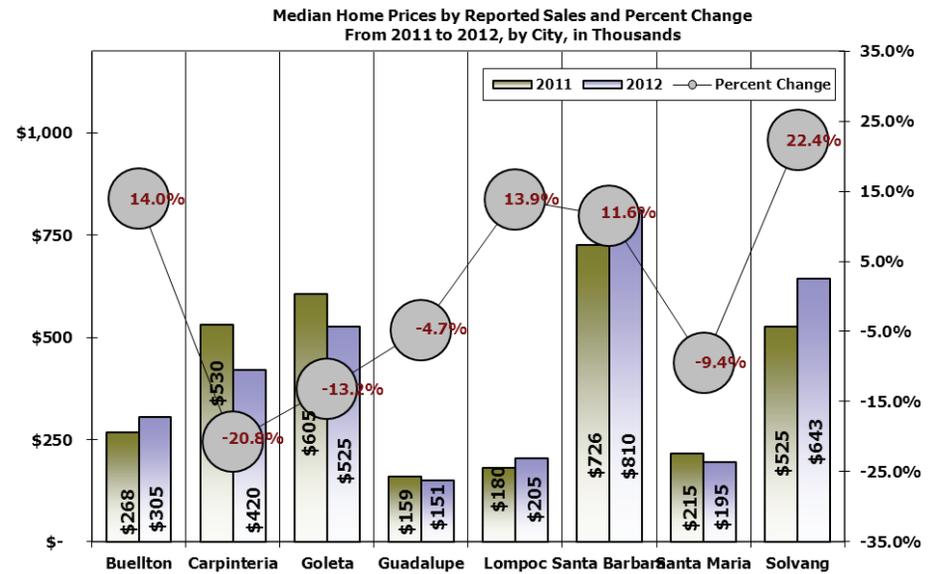
The real estate sector of the County's economy continues to feel the impact of the drop in housing and housing-related economic activities. Information from the UCSB Economic Forecast Project shows that the median home price in the north County dropped from a peak of \$475,000 in 2006 to \$258,000 in 2011, a 45.7 % decline. In the south Coast median prices dropped from a peak of \$1,237,000 in 2007 to \$775,000 in 2011, a decline of 37.4%.

In early 2012, median prices ranged from \$205,000 in the Lompoc Valley to \$195,000 in the Santa Maria Valley; \$151,000 in Guadalupe, \$305,000 in Buellton, and \$643,000 in Solvang. On the South Coast, median home prices were \$525,000 in Goleta, \$810,000 in Santa Barbara, and \$420,000 in Carpinteria. In comparison, the median home price in California was \$287,000 in 2011, which was a 6.2% decrease compared to 2010.

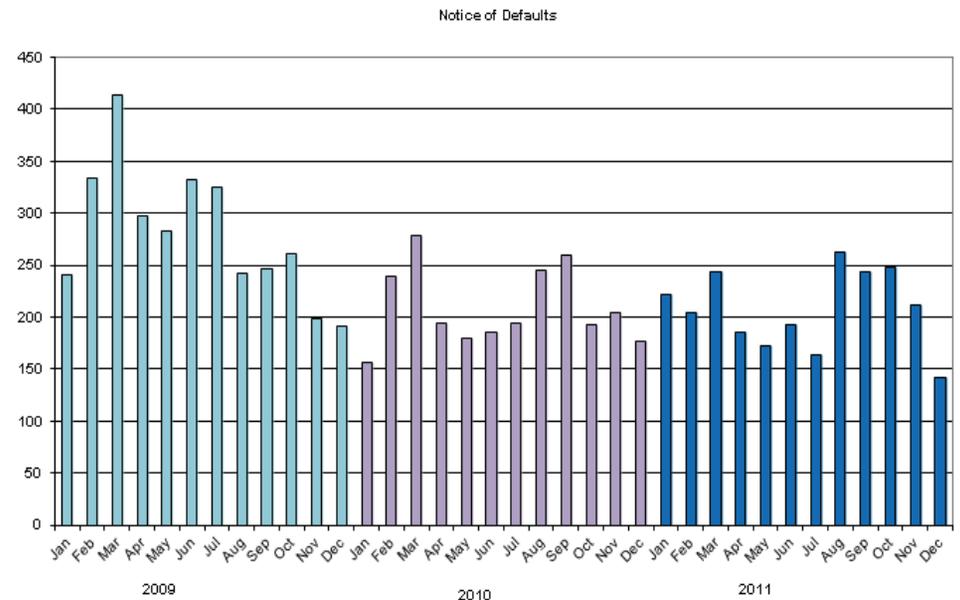
While a continued disparity exists in housing prices between north County and the South Coast, housing across the region has reached affordability levels not seen since 2001. In 2006, only 7% of the population could afford to purchase a home at the countywide median price, given prevailing incomes.

The rate of home foreclosures and notices of default is still problematic for the region, as illustrated in the following graph from Notice of Defaults recorded by the County Clerk-Recorder-Assessor's Office through December 2011.

Commercial real estate has continued to experience impacts from the downturn in the economy but is starting to recover. Vacancy rates are below their peaks of previous years and are trending downward according to the California Economic Forecast. Santa Barbara County commercial vacancy rates are still faring better than most Southern California counties. For example in 2010 the Inland Empire office vacancy rate exceeds 20% while Santa Barbara County south coast is fewer than 5%. However, new construction of commercial and industrial structures shows some movement. Investment in 2010 was \$70 million a 9.4% increase over 2009 investment. Santa Maria city lead the county with \$44.8 million in new permit valuation with the County's unincorporated area second with \$17.9 million.



Source: DQNews



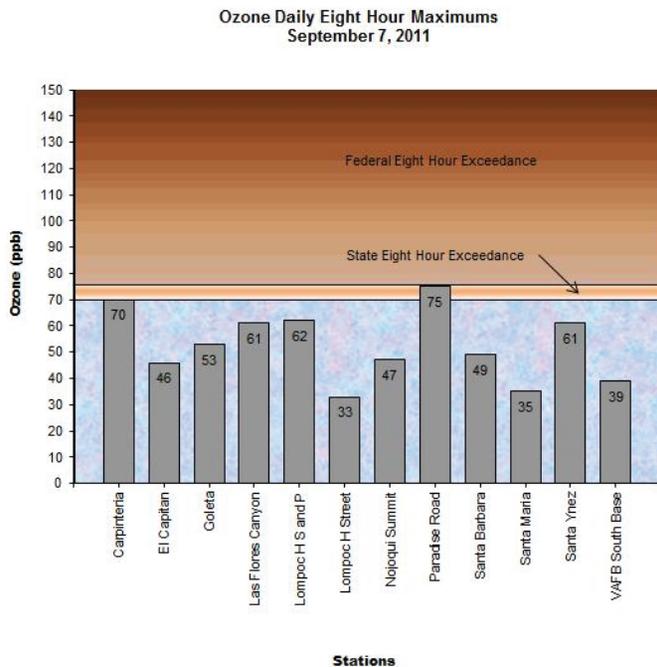
Source: Santa Barbara County Clerk-Recorder Assessor

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 7, 2011.

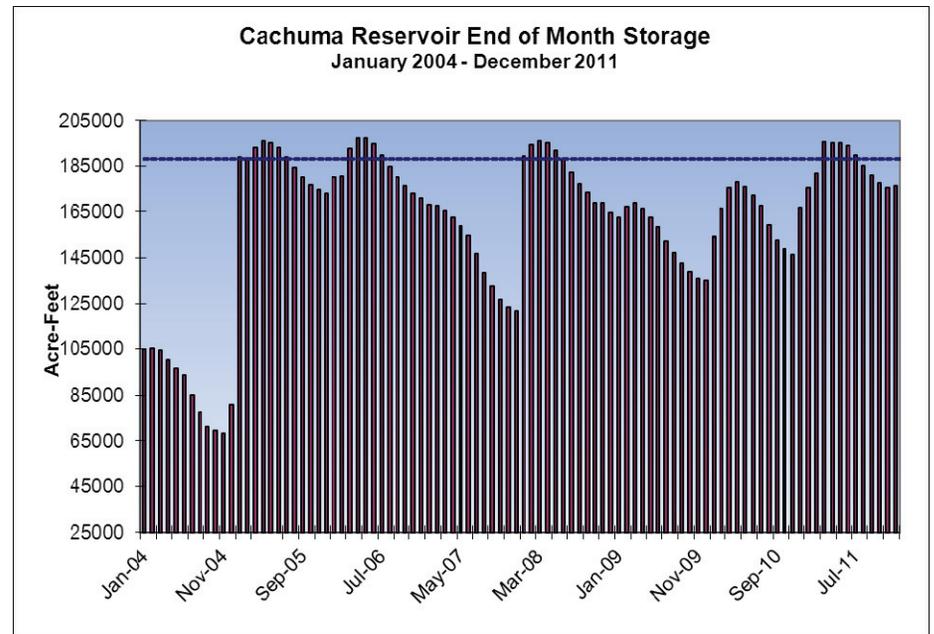


Source: Santa Barbara County Air Pollution Control District

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, and again in March 2011 due to an unusually wet Winter/Spring season. As of April 2011, 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.

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 amount of State Water that is allocated to water purveyors in the County is 39,078 Acre-Feet per Year (AFY). Of this amount, only State Water allocated to the purveyors on the south coast enters Cachuma Lake of which 3,000 AFY is allocated to the City of Santa Barbara, 4,500 AFY to Goleta Water District, 3,000 AFY to Montecito Water District, 2,000 AFY to the City of Carpinteria and 1,000 AFY to La Cumbre Mutual Water Company (Hope Ranch).



Source: Santa Barbara County Public Works Department.

Commuting and Traffic

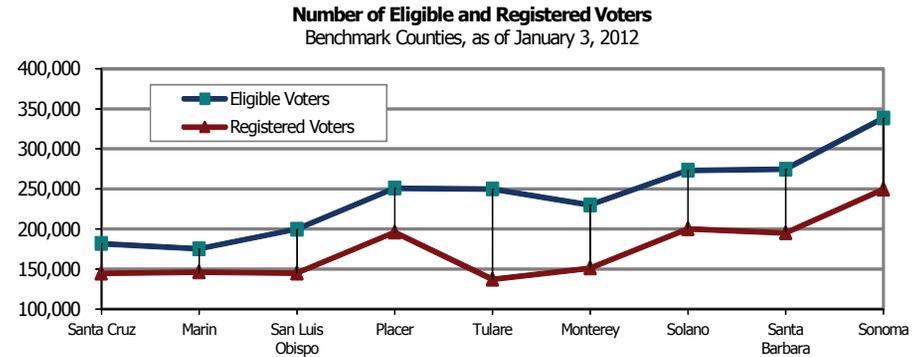
According to the Santa Barbara County Association of Governments 2007 Commuter Profile, over 71% of County commuters drive alone, 14% carpool and the remaining 15% use an alternative method of commuting such as walking, bicycling, vanpooling, or telecommuting.

Traffic volume continues 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 the south County from the north County or western Ventura County, where home prices tend to be more affordable than those in south Santa Barbara County.

Citizen Involvement

Electorate



Source: California Secretary of State

Participation through Electronic Government

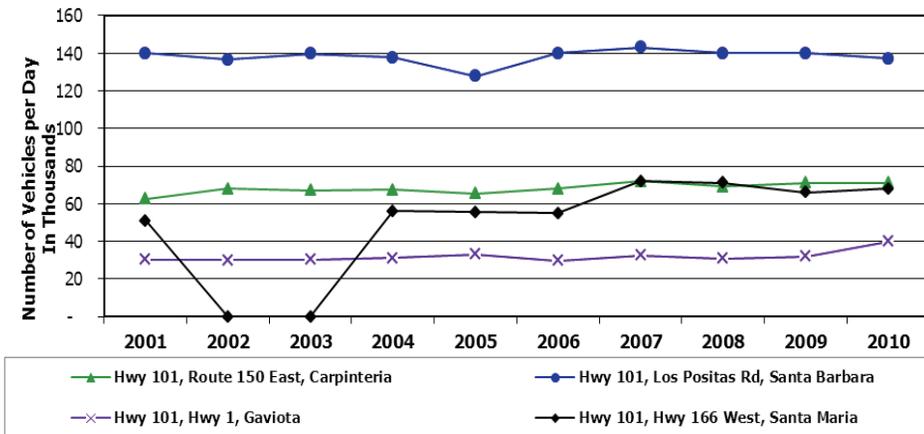
Electronic government allows citizens the opportunity to access County departments, obtain agendas and related documents, and conduct other County related business via the Internet.

The County first introduced online payment processing applications in FY 04-05. The Treasurer-Tax Collector accepts online property tax payments via credit card or E-Check. In FY 09-10 it processed 16,351 online tax payments totaling \$53 million. The totals for FY 2010-11 are 19,582 online payments totaling \$64 million, an increase in usage of 20% over the previous fiscal year.

The Treasurer-Tax Collector website has other benefits too. Over 40,000 reminders of the April 10, 2011 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 10-11 over 289,000 public searches have been conducted.

A number of departments 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 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.

Vehicle Count on Selected Highway 101 Junctions Santa Barbara County 2001-2010

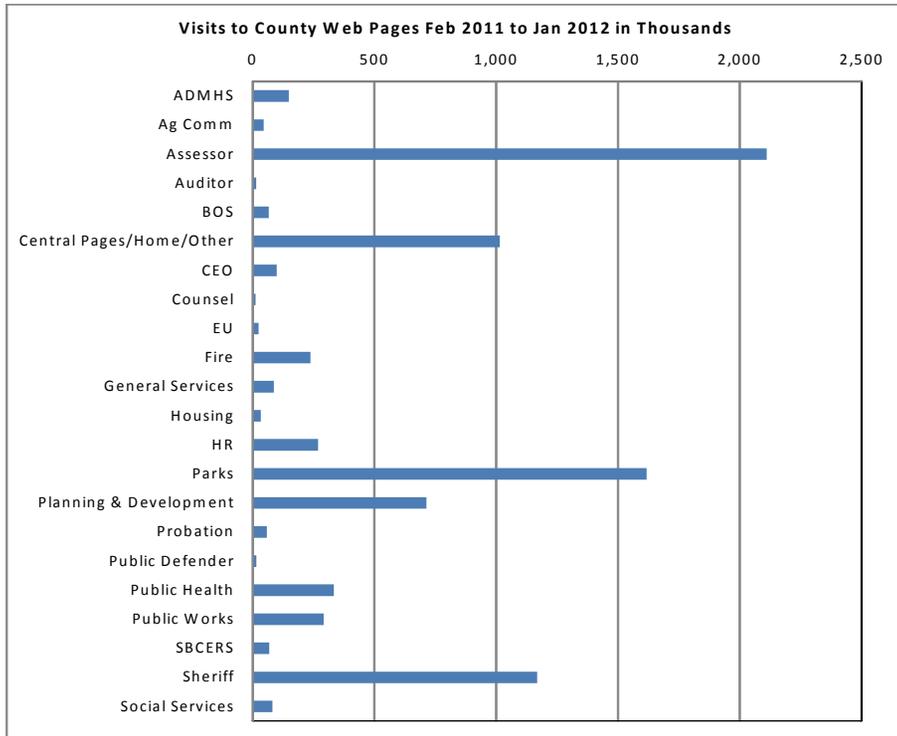


Source: CalTrans

County Statistical Profile (Cont'd)

The County website, www.countyofsb.org is now twelve years old, and is designed to make access to information and locating information about the County fast and easy. 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 February 1, 2011 through January 31, 2012 there were over 8.5 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

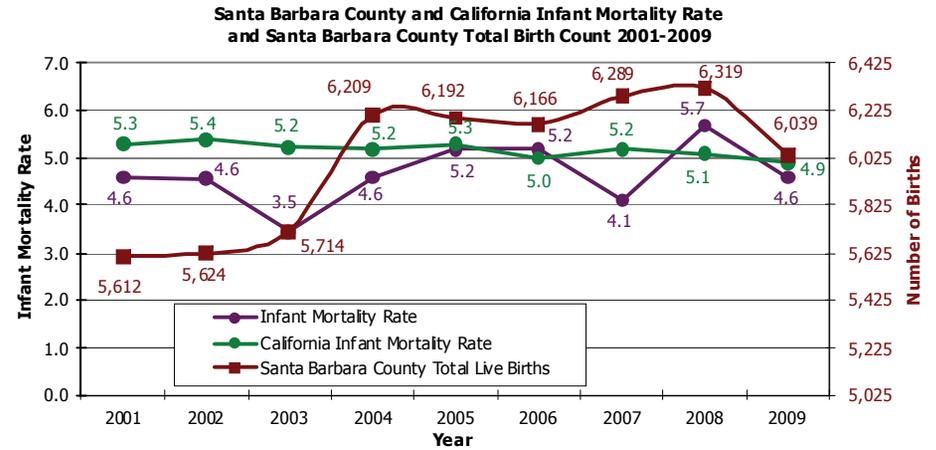
Families and Children

Health and Education

The Children's Scorecard compiles information about the status of the 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 Children and Families Commission, and the University of California, Santa Barbara School Psy-

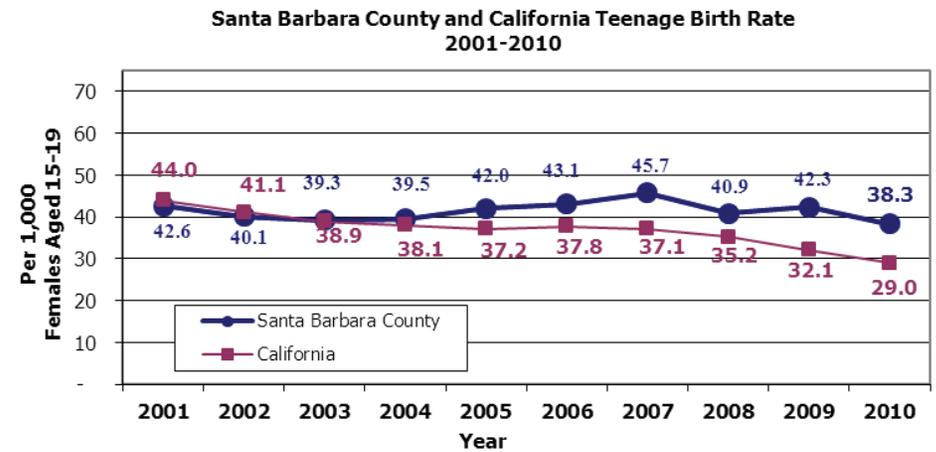
chology Program. Data, collected over time, helps guide public policy that supports the community's children, youth, and families.

The County's infant mortality rate has experienced several cycles of increases and decreases, reaching low points in 2003 and 2007, sharply increasing again in 2008, returning to 2004 level in 2009.



Source: California Department of Public Health

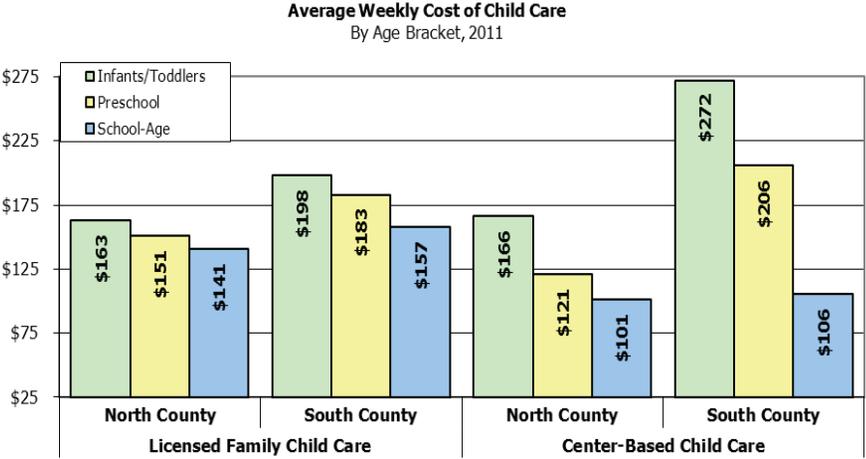
The County experienced a decline in the number and rate of births to teen mothers aged 15-19 from 2001 to 2003, but started diverting from this downward statewide trend in 2004, reaching a high point in 2007. The 2010 rate is the lowest it has been in the past 10 years.



Source: Santa Barbara County Public Health Department

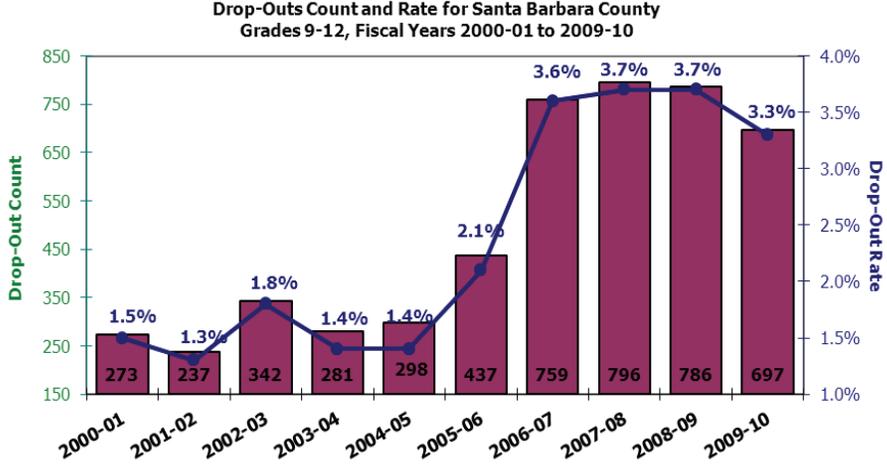
County Statistical Profile (Cont'd)

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 Children’s Resource and Referral

The County has 20 K-12 School Districts and two Community College Districts. There were 5,121 high school seniors enrolled in FY 2009-10 with a graduation rate of 86.5% 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, 3.7% in both FY 2007-08 and FY 2008-09, and remained high in FY 2009-10.



Source: California Department of Education

Public Assistance

The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

CalWORKs is California’s version of the federal Temporary Assistance to Needy Families (TANF) program, which was brought about by welfare reform in 1996. Welfare reform ended cash assistance as an entitlement to low-income families, requires work as a condition of welfare payments for most families, and imposes a five-year lifetime limit on welfare benefits for adults. Santa Barbara County delivers inter-agency services through our Workforce Resource Centers to help clients work toward self-sufficiency. Families participating in CalWORKs cannot receive assistance from General Relief, but may receive assistance from CalFresh (formerly Food Stamps), and are simultaneously enrolled in the Medi-Cal program. In fiscal year 2011-12, the County’s Department of Social Services will help an estimated 4,520 Santa Barbara County families make ends meet each month with CalWORKs, and will place approximately 1,030 individuals in jobs by fiscal year end. Of the cases, 23% are in South County, 21% in Mid County, and 56% in North County.

CalFresh (formerly Food Stamps) is jointly administered by the U.S. Department of Health and Human Services and the U.S. 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 2011-12, the County will help an estimated 13,500 families with nutrition assistance each month. Of these, 26% are in South County, 21% in Mid County, and 53% in North County.

General Relief is a state-mandated, county-funded and county-administered program that provides financial relief to the unemployed and incapacitated who are not eligible for 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 2011-12, General Relief assisted an average of 450 families each month countywide. Of these, 27% are in South County, 34% in Mid County, and 39% in North County.

Medi-Cal is California’s version of the federal Medicaid program. Medi-Cal helps the uninsured in our 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 2011-12, the County will help an estimated 29,500 families with Medi-Cal coverage per month. Of these 29% are in South County, 18% in Mid County, and 53% in North County.

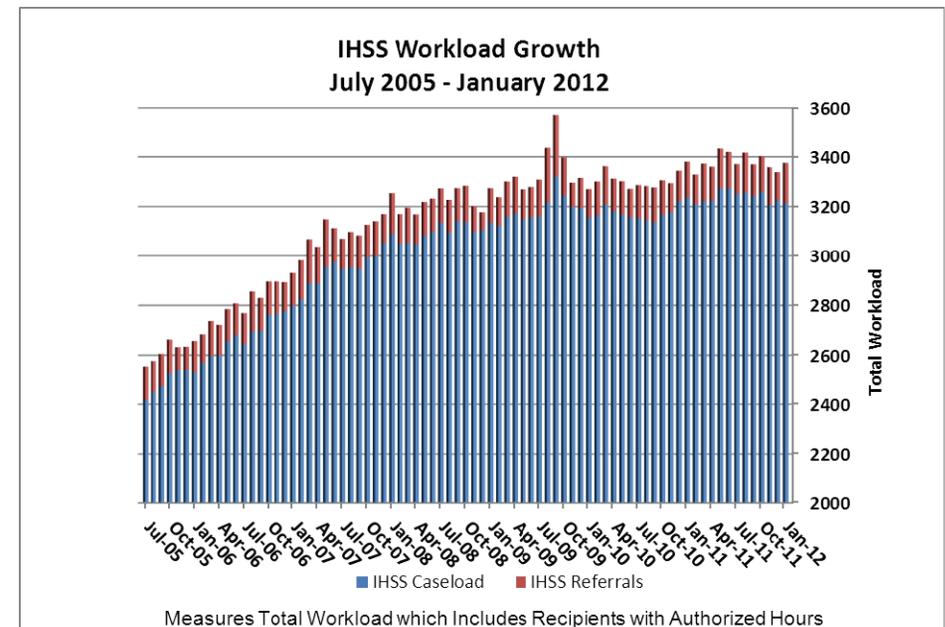
**Monthly Estimated Distribution of County Families Receiving Public Assistance
Count and Percent of Total by Region, in FYTD 2011-12**

Region	CalWORKs		General Relief		CalFresh (formerly Food Stamps)		Medi-Cal	
North County	2,780	58%	205	42%	7,097	56%	15,616	54%
Mid-County	970	20%	132	27%	2,532	20%	5,129	18%
South County	1,011	21%	149	31%	3,108	24%	8,299	28%
Totals	4,761	100%	486	100%	12,737	100%	29,044	100%

Source: Santa Barbara County Department of Social Services.

In-Home Supportive Services

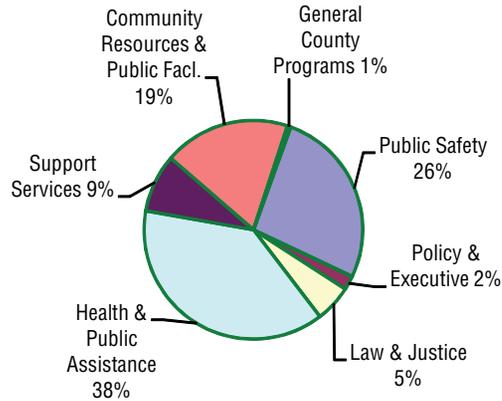
The In-Home Supportive Services Program (IHSS) allows qualified low-income aged, blind, and disabled persons to live in their home and avoid institutionalization. IHSS provides domestic and non-medical related services. In order to qualify, a person must receive Social Security Insurance (SSI) or meet SSI qualifications. The number of people in need of the services offered by IHSS increased from a monthly average of 2,416 in July 2005 to 3,213 in January 2012.



Source: Santa Barbara County Department of Social Services

SUMMARY SCHEDULES

EXPENDITURES



	Recommended FY 12-13	Percent of Total	Operating Budget	Percent of Operating	Capital Budget	Percent of Capital
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Use of Funds Summary

Countywide Functions

Policy & Executive	\$ 16,655,217	2.0%	\$ 16,625,217	2.1%	\$ 30,000	0.1%
Law & Justice	43,799,488	5.3%	43,769,488	5.5%	30,000	0.1%
Public Safety	211,914,052	25.6%	211,749,142	26.8%	164,910	0.4%
Health & Public Assistance	305,646,230	36.9%	305,193,652	38.6%	452,578	1.2%
Community Resources & Public Fac.	149,183,886	18.0%	122,508,667	15.5%	26,675,219	71.8%
Support Services	68,744,271	8.3%	58,928,684	7.5%	9,815,587	26.4%
General County Programs	4,204,295	0.5%	4,204,295	0.5%	--	0.0%
Expenditure Total	800,147,439	96.6%	762,979,145	96.5%	37,168,294	100.0%

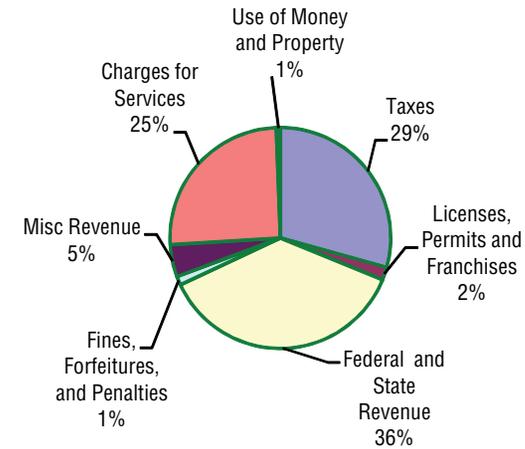
Other Financing Uses

Committed for Future Uses	28,008,314	3.4%	28,008,314	3.5%	--	0.0%
Total Use of Funds	\$ 828,155,753	100.0%	\$ 790,987,459	100.0%	\$ 37,168,294	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.

REVENUES



	Recommended FY 12-13	Percent of Total
--	-------------------------	---------------------

Source of Funds Summary

Revenues

Taxes	\$ 238,988,979	29.3%
Licenses, Permits and Franchises	15,288,550	1.9%
Fines, Forfeitures, and Penalties	10,282,286	1.3%
Use of Money and Property	4,797,533	0.6%
Federal and State Revenue	300,958,704	36.9%
Charges for Services	207,019,073	25.4%
Miscellaneous Revenue	38,720,816	4.7%
Revenue Sub-Total	816,055,941	100%
Less: Intra-County Revenues	(70,387,816)	
Revenue Total	745,668,125	

Other Financing Sources

Sale of Capital Assets	60,000
Release of Fund Balance	63,809,427
Use of Prior Fund Balance	18,618,201
Source of Funds Total	\$ 828,155,753

EXPENDITURE SUMMARY

By Department

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Expenditure Summary				
<i>County Departments</i>				
Policy & Executive				
Board of Supervisors	\$ 2,600,541	\$ 2,850,715	\$ 2,767,608	\$ 2,890,479
County Executive Office	7,966,503	10,118,835	10,714,771	11,018,673
County Counsel	2,301,860	3,094,613	3,172,838	3,458,462
<i>Sub-Total</i>	<u>12,868,904</u>	<u>16,064,163</u>	<u>16,655,217</u>	<u>17,367,614</u>
Law & Justice				
Court Special Services	16,081,958	15,904,291	15,824,492	15,824,492
District Attorney	17,369,298	18,299,680	18,182,323	19,227,367
Public Defender	9,895,764	9,768,910	9,792,673	10,234,292
<i>Sub-Total</i>	<u>43,347,020</u>	<u>43,972,881</u>	<u>43,799,488</u>	<u>45,286,151</u>
Public Safety				
Fire	50,072,055	55,894,973	52,884,329	57,335,819
Probation	43,046,178	41,865,974	46,245,636	48,829,559
Sheriff	107,210,811	108,836,677	112,784,087	118,789,660
<i>Sub-Total</i>	<u>200,329,044</u>	<u>206,597,624</u>	<u>211,914,052</u>	<u>224,955,038</u>
Health & Public Assistance				
Alcohol, Drug & Mental Health Svcs	67,690,175	70,046,538	68,519,056	70,516,904
Child Support Services	9,473,975	9,452,455	9,467,453	9,954,470
First 5, Children & Families	-	-	5,099,214	4,849,175
Public Health	82,205,596	84,905,653	80,019,512	82,792,923
Social Services	140,592,904	142,396,460	142,540,995	144,372,182
<i>Sub-Total</i>	<u>299,962,650</u>	<u>306,801,106</u>	<u>305,646,230</u>	<u>312,485,654</u>
Community Resources & Public Facilities				
Agriculture & Cooperative Extension	3,498,677	4,024,532	3,717,296	3,949,060
Community Services	19,832,586	25,143,427	20,505,247	18,710,652
Planning & Development	15,187,915	16,672,940	15,246,034	15,013,338
Public Works	79,004,875	112,550,528	109,715,309	93,062,110
<i>Sub-Total</i>	<u>117,524,053</u>	<u>158,391,427</u>	<u>149,183,886</u>	<u>130,735,160</u>
Support Services				
Auditor-Controller	4,058,580	5,517,010	7,664,730	8,026,781
Clerk-Recorder-Assessor	14,644,418	17,673,640	15,243,440	15,336,402
General Services	35,754,224	41,472,726	31,418,733	26,942,664
Debt Service	10,613,321	7,745,078	7,546,188	7,717,471
Treasurer-Tax Collector-Public Adm.	6,179,815	7,455,901	6,871,180	6,642,936
<i>Sub-Total</i>	<u>71,250,358</u>	<u>79,864,355</u>	<u>68,744,271</u>	<u>64,666,254</u>
General County Programs				
General County Programs	11,195,561	8,990,363	1,418,695	1,267,918
SBCO RDA Successor Agency	10,028,696	4,361,935	2,785,600	2,785,600
<i>Sub-Total</i>	<u>21,224,257</u>	<u>13,352,298</u>	<u>4,204,295</u>	<u>4,053,518</u>
Expenditure Total	\$ 766,506,286	\$ 825,043,854	\$ 800,147,439	\$ 799,549,389

EXPENDITURE SUMMARY

By Character

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 283,050,307	\$ 291,099,833	\$ 286,675,433	\$ 290,392,337
Overtime	11,926,893	11,176,003	9,784,938	9,777,912
Extra Help	10,123,712	5,820,793	5,573,365	5,382,805
Retirement (Non-Safety Depts)	56,013,417	67,058,630	64,361,547	73,048,862
Retirement (Safety Depts)	39,365,164	46,955,126	50,995,303	60,486,780
Health Benefits	22,348,202	25,333,103	27,174,298	30,689,334
Workers' Compensation Insurance	9,616,485	9,593,689	11,749,704	12,344,771
Unemployment Insurance	1,645,610	2,284,309	1,746,247	1,771,049
Social Security Contribution	15,898,002	15,818,295	15,615,741	15,754,582
<i>Salaries and Benefits Total</i>	<u>449,987,792</u>	<u>475,139,781</u>	<u>473,676,576</u>	<u>499,648,432</u>
Services & Supplies	264,399,632	278,963,637	263,189,361	263,201,096
Public Assistance Payments	58,404,190	56,811,882	53,432,000	53,065,135
Contributions	19,740,468	22,003,283	21,011,629	12,789,694
Principal & Interest	11,979,391	9,290,346	9,997,575	10,222,861
Depreciation Expense	6,482,523	6,194,748	6,930,254	7,152,887
Insurance Claims	3,358,132	4,319,385	3,992,071	3,992,071
Damages & Losses	1,348,114	1,212,500	1,137,495	1,137,495
Grant & Audit Settlements	25	-	-	-
<i>Operating Sub-Total</i>	<u>815,700,267</u>	<u>853,935,562</u>	<u>833,366,961</u>	<u>851,209,671</u>
Less: Intra-County Revenues	<u>(87,587,968)</u>	<u>(72,949,641)</u>	<u>(70,387,816)</u>	<u>(71,932,298)</u>
<i>Operating Total</i>	<u>728,112,299</u>	<u>780,985,921</u>	<u>762,979,145</u>	<u>779,277,373</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	38,393,987	44,057,933	37,168,294	20,272,016
Expenditure Total	\$ 766,506,286	\$ 825,043,854	\$ 800,147,439	\$ 799,549,389

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 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Revenue Summary				
<i>Revenues</i>				
Taxes	\$ 234,354,326	\$ 236,069,355	\$ 238,988,979	\$ 243,971,283
Licenses, Permits and Franchises	15,468,081	15,509,135	15,288,550	15,422,195
Fines, Forfeitures, and Penalties	13,299,112	10,538,606	10,282,286	9,624,969
Use of Money and Property	5,598,193	5,018,343	4,797,533	4,743,524
Federal and State Revenue	304,654,942	299,864,993	300,958,704	290,947,596
Charges for Services	215,787,900	219,263,317	207,019,073	210,481,574
Miscellaneous Revenue	42,081,710	35,770,625	38,720,816	38,209,920
Revenue Sub-Total	831,244,265	822,034,374	816,055,941	813,401,061
Less: Intra-County Revenues	(87,587,968)	(72,949,641)	(70,387,816)	(71,932,298)
Revenue Total	\$ 743,656,297	\$ 749,084,733	\$ 745,668,125	\$ 741,468,763

Character of Revenue

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Revenues</i>				
Taxes				
Property Taxes General Fund	\$ 121,920,487	\$ 122,554,000	\$ 124,527,000	\$ 127,050,000
Property Taxes Special Revenue Funds	44,327,520	44,700,422	45,097,371	46,072,462
Property Tax In-Lieu of VLF	42,152,376	42,680,000	43,521,000	44,391,501
Retail Sales Tax	7,500,000	7,500,000	7,096,000	7,451,000
Roads Measure D-A Sales Tax	5,541,409	5,454,676	5,507,000	5,100,000
Transient Occupancy Tax	6,977,000	7,000,000	7,120,000	7,618,000
Property Transfer Tax	2,300,576	2,500,000	2,500,000	2,710,000
Property Tax In-Lieu of Local Sales Tax	2,399,571	2,400,000	2,434,000	2,423,000
Roads Sales Tax	414,240	380,621	402,708	371,420
Motor Vehicle in Lieu	--	--	185,000	185,000
Misc. Other Taxes	821,147	899,636	783,900	783,900
Sub-Total	234,354,326	236,069,355	239,173,979	244,156,283
Licenses, Permits and Franchises				
Building Permits	6,230,260	6,764,474	6,962,159	6,926,774
Development and Zoning Permits	4,325,669	3,551,974	3,386,865	3,390,635
Franchises and Misc. Permits	4,186,391	4,167,789	4,046,070	4,175,569
Oil and Gas Permits	725,761	1,024,898	893,456	929,217
Sub-Total	15,468,081	15,509,135	15,288,550	15,422,195
Fines, Forfeitures, and Penalties				
Various Fines and Penalties	6,558,837	5,738,606	5,721,286	5,695,969
Property Tax Penalties	6,740,275	4,800,000	4,561,000	3,929,000

REVENUE SUMMARY
Revenue By Type and Character

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Character of Revenue (continued)				
Use of Money and Property				
Interest	3,017,993	2,774,484	2,471,069	2,414,976
Rents	2,580,200	2,243,859	2,326,464	2,328,548
Sub-Total	5,598,193	5,018,343	4,797,533	4,743,524
Federal and State Revenue				
Social Services Programs	115,571,929	119,546,531	92,088,237	93,053,178
Misc. Federal and State	57,287,291	61,710,008	41,685,126	30,890,669
State Realignment Allocation	29,691,589	29,647,077	79,854,521	79,576,751
Prop. 172 Proceeds	26,700,000	26,500,184	29,000,000	29,876,201
Health Care	23,050,786	19,785,451	16,437,183	14,552,962
Child Support Program	9,233,905	9,442,955	9,461,453	9,461,453
State Highway Users Tax	8,882,449	9,819,000	9,570,000	9,900,000
Mental Health	29,792,257	19,223,966	18,645,396	19,661,059
Proposition 10	4,209,247	3,977,929	3,858,591	3,790,323
Disaster Assistance	235,488	211,892	173,197	--
Sub-Total	304,654,942	299,864,993	300,773,704	290,762,596
Charges for Services				
Other Charges for Services	75,743,020	76,922,024	74,768,939	75,918,360
Public and Mental Health Services	67,281,599	67,884,956	63,753,594	64,415,946
Contractual Services	28,473,692	29,287,630	23,887,857	24,803,711
Sanitation Services	21,791,281	22,769,536	24,241,586	25,674,370
Cost Allocation	10,494,027	9,998,705	7,944,465	7,944,465
Park Services	4,837,386	5,348,198	5,554,800	5,554,800
Intrafund Transfers	4,608,301	5,064,760	4,484,967	4,265,456
Road Project Reimbursement	2,558,593	1,987,508	2,382,865	1,904,465
Sub-Total	215,787,900	219,263,317	207,019,073	210,481,574
Miscellaneous Revenue				
Other	38,143,266	31,622,069	35,211,220	34,700,324
Tobacco Settlement	3,694,313	4,148,556	3,509,596	3,509,596
Absent Parent Collections	244,132	--	--	--
Sub-Total	42,081,710	35,770,625	38,720,816	38,209,920
Revenue Sub-Total	831,244,265	822,034,374	816,055,941	813,401,061
Less: Intra-County Revenues	(87,587,968)	(72,949,641)	(70,387,816)	(71,932,298)
Revenue Total	\$ 743,656,297	\$ 749,084,733	\$ 745,668,125	\$ 741,468,763

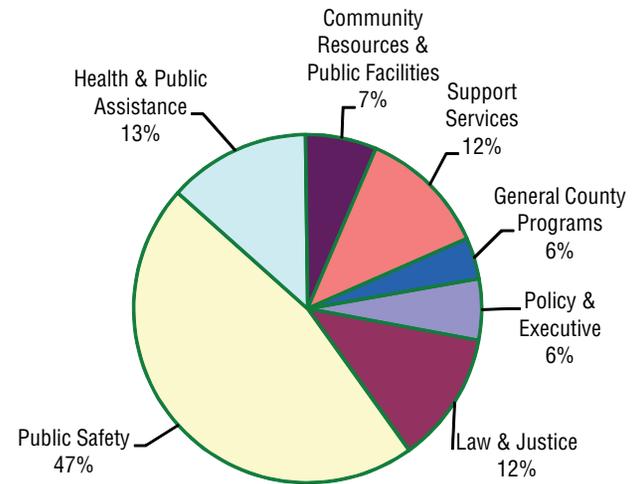
Revenues are displayed by summary of revenues and character of revenues. A third display by fund and detailed line item accounts can be found in the State Controller schedules.

GENERAL FUND CONTRIBUTION

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
General Fund Contribution Summary				
<i>County Departments</i>				
Policy & Executive				
Board of Supervisors	\$ 2,603,578	\$ 2,850,715	\$ 2,767,608	\$ 2,890,479
County Executive Office	4,962,125	4,496,593	7,690,268	8,163,217
County Counsel	1,276,770	1,908,378	2,270,038	2,555,662
<i>Sub-Total</i>	8,842,473	9,255,686	12,727,914	13,609,358
Law & Justice				
District Attorney	11,884,945	12,037,296	12,289,382	13,417,683
Public Defender	6,271,558	6,946,260	6,821,428	7,156,772
Court Special Services	8,277,100	8,536,759	8,536,760	8,536,760
<i>Sub-Total</i>	26,433,603	27,520,315	27,647,570	29,111,215
Public Safety				
Fire	2,462,067	3,948,951	4,895,098	8,177,251
Probation	23,352,196	24,738,964	25,031,738	27,715,306
Sheriff	62,961,794	67,977,794	69,811,997	75,156,222
<i>Sub-Total</i>	88,776,057	96,665,709	99,738,833	111,048,779
Health & Public Assistance				
Alcohol, Drug & Mental Health Svcs	2,972,395	2,271,535	3,005,544	6,437,872
Child Support Services	--	--	--	487,017
Public Health	7,852,054	7,975,624	6,945,890	8,894,881
Social Services	8,198,707	11,023,238	9,153,759	15,817,616
<i>Sub-Total</i>	19,023,156	21,270,397	19,105,193	31,637,386
Community Resources & Public Facilities				
Agriculture & Cooperative Extension	1,529,015	1,381,131	1,355,130	1,638,719
Community Services	3,033,861	3,792,575	6,216,171	6,627,219
Planning & Development	4,242,571	3,991,372	3,738,730	4,787,733
Public Works	2,710,105	2,709,524	2,696,124	2,704,164
<i>Sub-Total</i>	11,515,552	11,874,602	14,006,155	15,757,835
Support Services				
Auditor-Controller	3,541,578	3,191,727	6,134,730	6,699,179
Clerk-Recorder-Assessor	9,163,001	8,148,562	8,647,159	10,486,045
General Services	5,813,864	5,129,701	7,574,002	8,207,070
Treasurer-Tax Collector-Public Adm.	2,452,711	2,222,287	2,666,938	2,533,559
Debt Service	1,128,160	861,000	690,000	690,000
<i>Sub-Total</i>	22,099,314	19,553,277	25,712,829	28,615,853

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
General Fund Contribution Summary (continued)				
General County Programs				
Transfer to Other Governments	5,105,365	3,530,095	1,112,788	1,114,060
Operating Transfers	7,521,474	2,615,062	848,332	750,999
Organization Development	124,250	75,500	75,500	25,000
Strategic Reserve	4,338,980	4,331,489	--	--
Contingencies & Commitments	4,951,658	4,551,143	5,721,887	7,266,667
<i>Sub-Total</i>	22,041,727	15,103,289	7,758,507	9,156,726
Total General Fund Contributions	\$ 198,731,882	\$ 201,243,275	\$ 206,697,001	\$ 238,937,152

**General Fund Contribution By
County Function**

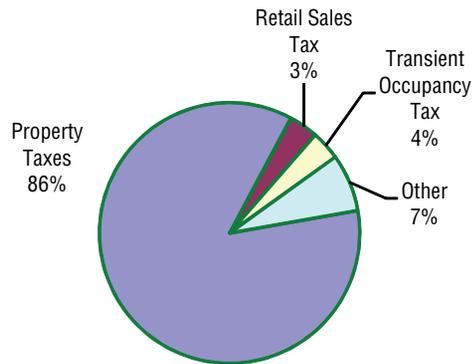


FUNDS AVAILABLE

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
General Fund Revenue Summary				
<i>Local Taxes</i>				
Property Taxes	\$ 173,212,708	\$ 172,434,000	\$ 175,043,000	\$ 177,793,501
Retail Sales Tax	7,500,000	7,500,000	7,096,000	7,451,000
Transient Occupancy Tax	6,977,000	7,000,000	7,120,000	7,618,000
Property Transfer Tax	2,300,576	2,500,000	2,500,000	2,710,000
Motor Vehicle In Lieu	--	--	185,000	185,000
<i>Sub-Total</i>	<u>189,990,284</u>	<u>189,434,000</u>	<u>191,944,000</u>	<u>195,757,501</u>
<i>Other Discretionary Revenues</i>				
Franchises	2,641,070	2,794,000	2,715,000	2,769,000
Interest	1,372,199	1,010,000	1,000,000	1,000,000
Homeowners Property Tax Relief	878,026	862,000	849,000	849,000
Open Space Lands Apportionment	--	--	--	--
Federal Taxes	1,740,080	1,625,000	1,625,000	1,625,000
Cost Allocation Services	1,213,769	979,213	8,101,077	8,101,077
Miscellaneous	360,608.87	326,789	462,924	465,423
<i>Sub-Total</i>	<u>8,205,753</u>	<u>7,597,002</u>	<u>14,753,001</u>	<u>14,809,500</u>
Total Discretionary Revenue	<u>198,196,037</u>	<u>197,031,002</u>	<u>206,697,001</u>	<u>210,567,001</u>
<i>Other Financing Sources</i>				
Use of Prior Fund Balance	535,845	4,212,273	--	28,370,151
Total Available Sources	<u>\$ 198,731,882</u>	<u>\$ 201,243,275</u>	<u>\$ 206,697,001</u>	<u>\$ 238,937,152</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 Unassigned June 30, 2012	Cancellation of Prior Year Fund Balances	Estimated Additional Financing Sources	Total Available Financing
Available Financing				
General	\$ --	\$ 12,932,442	\$ 342,679,176	\$ 355,611,618
Special Revenue	--	47,430,584	390,861,206	438,291,790
Debt Service	--	--	100,000	100,000
Capital Projects	--	3,446,405	1,337,800	4,784,205
Total Governmental Funds	--	63,809,431	734,978,182	798,787,613
Enterprise	--	6,570,183	30,793,617	37,363,800
Internal Service	5,712,086	6,335,928	50,344,142	62,392,156
Total I.S. & Enterprise Funds	<u>5,712,086</u>	<u>12,906,111</u>	<u>81,137,759</u>	<u>99,755,956</u>
<i>Sub-Total</i>	<u>5,712,086</u>	<u>76,715,542</u>	<u>816,115,941</u>	<u>898,543,569</u>
Intra County Revenues			(70,387,816)	(70,387,816)
Total	<u>\$ 5,712,086</u>	<u>\$ 76,715,542</u>	<u>\$ 745,728,125</u>	<u>\$ 828,155,753</u>
		Provision for Fund Balances	Estimated Financing Uses	Total Financing Requirements
Financing Requirements				
General	\$ 7,989,279	\$ 343,960,503	\$ 351,949,782	
Special Revenue	19,010,682	414,847,306	433,857,988	
Debt Service	89,250	6,856,188	6,945,438	
Capital Projects	639,400	5,156,205	5,795,605	
Total Governmental Funds	<u>27,728,612</u>	<u>770,820,201</u>	<u>798,548,813</u>	
Enterprise	--	37,361,400	37,361,400	
Internal Service	279,702	62,353,654	62,633,356	
Total I.S. & Enterprise Funds	<u>279,702</u>	<u>99,715,054</u>	<u>99,994,756</u>	
<i>Sub-Total</i>	<u>28,008,314</u>	<u>870,535,255</u>	<u>898,543,569</u>	
Intra County Revenues		(70,387,816)	(70,387,816)	
Total	<u>\$ 28,008,314</u>	<u>\$ 800,147,439</u>	<u>\$ 828,155,753</u>	

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

FUND BALANCE ANALYSIS

	Estimated Fund Balances as of June 30, 2012	Revenues & Other Financing Sources	Expenditures & Other Financing Uses	Estimated Fund Balances as of July 1, 2013
Governmental Funds				
Major Funds				
General Fund	\$ 86,560,880	\$ 377,013,286	\$ 381,956,449	\$ 81,617,717
Flood Control Districts	60,326,302	20,115,789	29,875,174	50,566,917
Public Health	20,156,885	74,845,222	79,400,542	15,601,564
Capital Projects	7,912,583	3,404,200	6,211,205	5,105,578
Roads Fund	11,387,167	33,960,987	37,817,408	7,530,746
Alcohol Drug & Mental Health Services	3,508,951	76,385,013	77,871,742	2,022,222
Social Services	5,692,300	129,926,989	134,679,528	939,761
SBC Successor Agency Debt Svc Fund	(15,562,296)	1,382,487	1,382,487	(15,562,296)
Other Governmental Funds				
Muni Finance - Debt Service	3,060,294	6,945,438	6,856,188	3,149,544
First 5 Children & Families Commission	4,715,016	4,644,457	5,101,614	4,257,859
SBC Redevelopment Successor Agency	15,096,810	4,010,587	4,758,087	14,349,310
Water Agencies	5,074,663	10,542,033	10,577,326	5,039,370
Fire Protection District	1,453,324	30,384,750	30,949,444	888,630
County Service Areas	2,476,615	1,861,199	1,804,811	2,533,003
Public and Educational Access	1,271,006	5,000	190,050	1,085,956
Affordable Housing	3,234,932	4,611,047	4,604,585	3,241,394
Seawalls	34,956	250	5,000	30,206
Inmate Welfare	554,547	1,081,600	1,358,686	277,461
Criminal Justice Construction	100	1,019,861	1,019,861	100
Lighting Districts	366,217	408,565	417,542	357,240
Courthouse Construction	942,310	1,019,861	806,795	1,155,376
Coastal Resources Enhancement	1,347,208	670,000	1,747,035	270,173
Special Aviation	335,718	60,000	60,000	335,718
Fishermen Assistance	398,954	12,700	43,300	368,354
Community Facilities Districts	304,075	333,200	370,590	266,685
Court Operations	152,747	15,893,094	15,904,492	141,349
IHSS Public Authority	724,400	7,264,324	7,987,700	1,024
Child Support Services	290,555	9,467,453	9,467,453	290,555
Fish and Game	30,203	5,225	15,495	19,933
Petroleum	302,720	409,000	523,843	187,877
Sub-Total	<u>222,150,142</u>	<u>817,683,617</u>	<u>853,764,431</u>	<u>186,069,328</u>
Proprietary Funds				
Major Funds				
Resource Recovery Enterprise	43,345,447	22,180,257	22,950,805	42,574,899
Laguna Sanitation Enterprise	31,751,204	8,613,360	7,066,466	33,298,098
Other Proprietary Funds				
Vehicle Operations ISF	29,237,572	10,937,500	11,405,493	28,769,579
Communications ISF	9,700,855	3,328,341	3,551,336	9,477,860
Data Processing ISF	4,901,677	6,149,898	6,134,219	4,917,356
Utilities ISF	(5,235,665)	6,747,289	6,705,820	(5,194,196)
Risk Management	(781,294)	23,577,114	28,679,404	(5,883,584)
Sub-Total	<u>112,919,795</u>	<u>81,533,759</u>	<u>86,493,543</u>	<u>107,960,011</u>
Total All Funds	<u>\$ 335,069,937</u>	<u>\$ 899,217,376</u>	<u>\$ 940,257,974</u>	<u>\$ 294,029,339</u>

Significant Fund Balance Changes 6/30/2012 to 6/30/2013

General Fund (-4.9 million / -5.7%): Fund balance will decrease \$4.9 million or 5.7% due to the release of previously committed funds to maintain service levels countywide.

Flood Control (-\$9.8 million / 16.2%): Fund balance will decrease \$9.8 million or 16.2% due to the release of committed funds and debt proceeds for flood control projects such as Lower Mission Creek Box Culvert and Las Vegas / San Pedro Creeks Project.

Public Health (-\$4.6 million / -22.6%): Fund balance will decrease \$4.6 million or 22.6% which includes the use of \$2.8 million of committed funds from prior year salary and benefit reductions to sustain ongoing clinical operations and support.

Capital Projects (-\$2.8 million / -35.5%): Fund balance will decrease \$2.8 million or 35.5% due to the release of committed funds and debt proceeds for capital project construction, many of which are nearing completion.

Road Fund (-\$3.9 million / -33.9%): Fund balance will decrease \$3.9 million or 33.9% due to proposed capital projects such as the Jalama Road Storm Damage Repair and Tepusquet Road Bridge.

Alcohol, Drug, & Mental Health Services (-\$1.5 million / -42.4%): Fund balance will decrease \$1.5 million to maintain service levels. This reduction is primarily in the Mental Health Services Act (MHSA) fund. The department projects little or no fund balance remaining in the Mental Health Fund.

Social Services (-\$4.8 million / -83.5%): Fund balance will decrease by \$4.8 million or 83.5% due to the use of prior fund balance to supplement the General Fund match for federal and state revenues.

Fire Protection District (-\$0.6 million / -38.9%): Fund balance will decrease \$0.6 million or 40% primarily for continued fire operations and for capital projects such as the design and acquisition of the Los Alamos Operations Complex.

Risk Management (-\$5.1 million / -653.1%): 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 \$5.1 million reduction or -653.1% is primarily attributable to the change to the Worker's Compensation Program in that projected costs for all claims for injuries will be paid with existing reserves. The remaining amount is primarily due to reduced charges to departments from the General Liability Fund to enable departments to continue to provide direct service to residents.

MAJOR FUNDS BUDGET SUMMARY

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
General				
<i>Sources of Funds</i>				
Taxes	183,577,832	184,922,000	187,481,900	191,927,401
Licenses, Permits and Franchises	12,157,556	12,250,675	11,969,395	12,141,939
Fines, Forfeitures, and Penalties	7,837,701	5,387,294	5,180,201	4,512,600
Use of Money and Property	2,490,344	2,069,462	2,005,000	2,005,000
Federal and State Revenue	50,814,632	49,469,730	61,616,665	62,013,404
Charges for Services	78,957,965	79,883,949	70,973,728	72,213,618
Miscellaneous Revenue	3,967,523	3,406,742	3,452,287	2,768,385
Other Financing Sources	36,086,650	37,109,741	34,334,110	34,671,665
Use of Prior Fund Balances	46,726,783	30,398,017	12,932,442	34,064,397
Total Sources of Funds	422,616,984	404,897,610	389,945,728	416,318,409
<i>Uses of Funds</i>				
Current:				
Policy & Executive	19,526,260	19,651,673	18,775,981	19,490,761
Law & Justice	28,290,660	29,117,680	28,972,139	30,488,803
Public Safety	196,543,682	205,397,645	211,625,745	224,319,592
Health & Public Assistance	5,134,742	3,827,386	3,873,311	4,002,808
Community Resources & Public Facilities	34,488,736	36,617,509	35,826,938	37,154,810
Support Services	41,971,419	42,812,853	41,700,498	42,933,884
General County Programs	5,947,109	3,923,481	1,250,688	1,201,460
Debt Service:				
Principal	13,928	14,659	15,429	93,136
Interest	1,047,045	511,314	605,545	604,735
Capital Outlay	2,773,412	4,195,289	1,314,229	1,099,518
Other Financing Uses	45,586,141	43,508,192	37,995,946	45,877,759
Committed for Future Uses	33,389,113	15,319,929	7,989,279	9,051,143
Total Uses of Funds	414,712,245	404,897,610	389,945,728	416,318,409
SBC RDA Successor Agency Debt Service				
<i>Sources of Funds</i>				
Use of Money and Property	--	--	10,000	10,000
Other Financing Sources	--	--	1,372,487	1,374,687
Total Sources of Funds	--	--	1,382,487	1,384,687
<i>Uses of Funds</i>				
Other Financing Uses	--	--	1,382,487	1,384,687
Total Uses of Funds	--	--	1,382,487	1,384,687

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Roads				
<i>Sources of Funds</i>				
Taxes	5,955,649	5,835,297	5,909,708	5,471,420
Licenses, Permits and Franchises	254,377	126,000	215,000	215,000
Use of Money and Property	115,530	102,200	81,140	26,926
Federal and State Revenue	27,969,162	25,460,818	20,916,482	19,503,915
Charges for Services	5,437,668	3,821,386	4,980,476	3,693,099
Miscellaneous Revenue	295,351	51,000	71,000	71,000
Other Financing Sources	2,715,514	2,697,011	1,787,181	1,631,218
Use of Prior Fund Balances	3,873,352	4,134,632	10,603,421	11,683,491
Total Sources of Funds	46,616,603	42,228,344	44,564,408	42,296,069
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	35,909,007	39,739,448	35,877,045	35,098,669
Capital Outlay	746,725	795,500	1,282,000	530,000
Other Financing Uses	716,697	1,114,401	658,363	20,400
Committed for Future Uses	8,373,672	578,995	6,747,000	6,647,000
Total Uses of Funds	45,746,102	42,228,344	44,564,408	42,296,069
Public Health				
<i>Sources of Funds</i>				
Licenses, Permits and Franchises	102,947	121,760	153,770	179,256
Fines, Forfeitures, and Penalties	1,053,929	859,399	815,163	815,163
Use of Money and Property	113,807	152,228	114,376	104,376
Federal and State Revenue	27,393,912	26,270,517	25,174,108	25,154,075
Charges for Services	38,379,614	37,826,074	36,780,410	37,482,392
Miscellaneous Revenue	4,135,065	4,435,350	3,841,882	3,841,882
Other Financing Sources	9,965,017	9,556,214	7,965,513	9,844,755
Use of Prior Fund Balances	8,711,073	12,180,877	8,934,308	8,951,545
Total Sources of Funds	89,855,366	91,402,419	83,779,530	86,373,444
<i>Uses of Funds</i>				
Current:				
Health & Public Assistance	76,550,647	81,043,831	76,606,825	79,586,857
Capital Outlay	1,156,561	796,243	347,578	11,460
Other Financing Uses	4,629,042	4,473,344	2,446,139	2,396,139
Committed for Future Uses	7,477,115	5,089,001	4,378,988	4,378,988
Total Uses of Funds	89,813,366	91,402,419	83,779,530	86,373,444

MAJOR FUNDS BUDGET SUMMARY

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Social Services				
<i>Sources of Funds</i>				
Licenses, Permits and Franchises	69,066	66,000	66,000	66,000
Fines, Forfeitures, and Penalties	12,178	13,200	13,200	13,200
Use of Money and Property	217,772	238,232	265,561	266,604
Federal and State Revenue	120,486,879	119,331,209	120,901,703	121,800,257
Charges for Services	141,915	--	--	--
Miscellaneous Revenue	687,684	336,788	403,834	405,589
Other Financing Sources	12,101,555	9,961,816	8,276,691	13,966,444
Use of Prior Fund Balances	6,629,788	6,436,084	6,453,793	1,634,240
Total Sources of Funds	140,346,839	136,383,329	136,380,782	138,152,334
<i>Uses of Funds</i>				
Current:				
Health & Public Assistance	133,879,889	134,162,081	134,553,295	136,351,847
Capital Outlay	53,607	54,000	--	--
Other Financing Uses	307,638	93,317	126,233	99,233
Committed for Future Uses	5,845,725	2,073,931	1,701,254	1,701,254
Total Uses of Funds	140,086,859	136,383,329	136,380,782	138,152,334
Alcohol, Drug & Mental Health				
<i>Sources of Funds</i>				
Fines, Forfeitures, and Penalties	4,410	3,800	4,300	4,300
Use of Money and Property	17,254	75,821	96,000	96,000
Federal and State Revenue	41,300,722	31,230,397	32,570,085	33,585,748
Charges for Services	36,675,194	39,010,935	36,080,598	36,080,598
Miscellaneous Revenue	439,248	205,340	198,631	198,631
Other Financing Sources	9,721,345	11,902,852	7,435,399	6,750,906
Use of Prior Fund Balances	2,549,905	6,504,499	6,606,240	4,256,316
Total Sources of Funds	90,708,077	88,933,644	82,991,253	80,972,499
<i>Uses of Funds</i>				
Current:				
Health & Public Assistance	75,580,812	77,370,616	76,912,231	78,910,079
Capital Outlay	21,603	184,900	105,000	105,000
Other Financing Uses	1,609,355	858,692	854,511	854,730
Committed for Future Uses	22,626,173	10,519,436	5,119,511	1,102,690
Total Uses of Funds	99,837,943	88,933,644	82,991,253	80,972,499

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Flood Control Districts				
<i>Sources of Funds</i>				
Taxes	8,245,817	8,259,115	8,394,450	8,436,610
Use of Money and Property	325,846	557,600	300,620	300,115
Federal and State Revenue	4,167,749	6,095,794	6,488,461	4,429,136
Charges for Services	3,184,440	3,098,655	3,144,578	3,225,982
Miscellaneous Revenue	37,731	51,175	27,780	28,175
Other Financing Sources	18,500	9,600	1,759,900	9,900
Use of Prior Fund Balances	7,082,730	7,088,189	10,061,152	6,945,035
Total Sources of Funds	23,062,813	25,160,128	30,176,941	23,374,953
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	11,272,886	12,503,077	11,415,074	12,312,002
Capital Outlay	1,504,168	11,355,600	16,707,700	7,749,000
Other Financing Uses	33,784	3,200	1,752,400	400
Committed for Future Uses	9,680,458	1,298,251	301,767	3,313,551
Total Uses of Funds	22,491,295	25,160,128	30,176,941	23,374,953
Capital Projects				
<i>Sources of Funds</i>				
Use of Money and Property	78,635	20,000	--	--
Federal and State Revenue	4,229,874	2,236,903	1,224,600	340,700
Charges for Services	876,908	1,421,000	81,700	20,400
Miscellaneous Revenue	2,071,312	--	31,500	7,900
Other Financing Sources	5,604,397	1,656,887	2,066,400	91,800
Use of Prior Fund Balances	27,595,074	11,548,305	3,446,405	--
Total Sources of Funds	40,456,202	16,883,095	6,850,605	460,800
<i>Uses of Funds</i>				
Current:				
Public Safety	405,979	90,000	--	--
Community Resources & Public Facilities	452,532	365,000	--	--
Support Services	68,750	1,201,000	--	--
Capital Outlay	18,845,666	13,311,492	5,156,205	221,400
Other Financing Uses	7,301,864	393,550	1,055,000	--
Committed for Future Uses	12,279,760	1,522,053	639,400	239,400
Total Uses of Funds	39,354,551	16,883,095	6,850,605	460,800

MAJOR FUNDS BUDGET SUMMARY

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Resource Recovery Enterprise				
<i>Sources of Funds</i>				
Licenses, Permits and Franchises	2,828,802	2,907,700	2,844,385	2,780,000
Use of Money and Property	516,291	626,000	568,000	568,000
Federal and State Revenue	207,875	243,375	269,330	269,330
Charges for Services	14,472,155	15,128,661	15,633,259	16,185,569
Miscellaneous Revenue	4,350,735	3,150,483	2,865,283	2,855,283
Other Financing Sources	2,943,266	--	--	--
Use of Prior Fund Balances	--	8,643,981	6,473,415	4,960,480
Total Sources of Funds	25,319,124	30,700,200	28,653,672	27,618,662
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	20,744,812	22,879,905	22,636,208	23,120,428
Debt Service:				
Principal	394,250	666,588	637,867	664,286
Interest	353,822	364,507	312,197	284,708
Capital Outlay	1,919,278	6,786,000	5,065,000	3,548,440
Other Financing Uses	6,754	3,200	2,400	800
Committed for Future Uses	2,182,300	--	--	--
Total Uses of Funds	25,601,217	30,700,200	28,653,672	27,618,662
Laguna Sanitation Enterprise				
<i>Sources of Funds</i>				
Use of Money and Property	53,897	57,344	57,344	57,344
Federal and State Revenue	219,717	--	134,336	125,692
Charges for Services	7,304,126	7,563,200	8,416,680	9,281,780
Miscellaneous Revenue	32,880	1,000	5,000	5,000
Other Financing Sources	4,206,226	--	--	--
Use of Prior Fund Balances	--	1,040,774	96,768	--
Total Sources of Funds	11,816,846	8,662,318	8,710,128	9,469,816
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	5,838,543	6,164,939	6,725,850	6,326,388
Debt Service:				
Principal	438,983	437,415	708,662	724,670
Interest	179,915	157,964	340,616	316,261
Capital Outlay	4,388,690	1,902,000	935,000	2,091,000
Committed for Future Uses	775,235	--	--	11,497
Total Uses of Funds	11,621,367	8,662,318	8,710,128	9,469,816

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Other Funds				
<i>Sources of Funds</i>				
Taxes	36,575,028	37,052,943	37,202,921	38,135,852
Licenses, Permits and Franchises	55,333	37,000	40,000	40,000
Fines, Forfeitures, and Penalties	4,390,894	4,274,913	4,269,422	4,279,706
Use of Money and Property	1,668,818	1,119,456	1,299,492	1,309,159
Federal and State Revenue	27,864,419	39,526,250	31,662,934	23,725,339
Charges for Services	30,357,914	31,509,457	30,927,644	32,298,135
Miscellaneous Revenue	26,064,180	24,132,747	27,823,619	28,028,075
Other Financing Sources	18,785,554	18,958,365	18,163,754	19,464,158
Use of Prior Fund Balances	41,497,950	28,839,122	16,819,680	13,040,973
Total Sources of Funds	187,260,091	185,450,253	168,209,466	160,321,398
<i>Uses of Funds</i>				
Current:				
Policy & Executive	3,473,882	4,504,435	4,208,206	4,208,223
Law & Justice	16,115,075	15,960,291	15,864,492	15,864,492
Public Safety	1,560,971	1,695,363	1,803,686	1,712,354
Health & Public Assistance	16,425,068	17,632,834	22,554,367	22,823,980
Community Resources & Public Facilities	13,602,237	25,201,625	17,782,358	8,978,566
Support Services	48,071,024	53,817,777	51,934,195	53,734,555
General County Programs	12,724,766	9,428,817	2,975,650	2,871,650
Debt Service:				
Principal	5,678,558	3,616,720	4,441,561	4,741,189
Interest	3,872,892	3,521,179	2,935,698	2,793,876
Capital Outlay	6,125,662	4,212,859	5,750,182	4,410,798
Other Financing Uses	37,547,905	41,399,590	36,827,956	37,111,385
Committed for Future Uses	10,778,995	4,458,763	1,131,115	966,012
Total Uses of Funds	175,977,034	185,450,253	168,209,466	160,217,079
All Funds Summary				
Total Sources by Fund	1,078,058,945	1,030,701,340	981,645,000	986,743,071
less Other Financing Sources	(102,148,024)	(91,852,486)	(83,161,435)	(87,805,533)
less Intra-County Revenues	(87,587,968)	(72,949,641)	(70,387,816)	(71,932,298)
less Use of Prior Fund Balances	(144,666,655)	(116,814,480)	(82,427,624)	(85,536,477)
Total Revenue	743,656,297	749,084,733	745,668,125	741,468,763
Total Uses by Fund	1,065,241,978	1,030,701,340	981,645,000	986,638,753
less Operating Transfers	(97,739,178)	(91,847,486)	(83,101,430)	(87,745,531)
less Intra-County Revenues	(87,587,968)	(72,949,641)	(70,387,816)	(71,932,298)
less Committed for Future Uses	(113,408,546)	(40,860,359)	(28,008,315)	(27,411,535)
Total Expenditures	766,506,286	825,043,854	800,147,439	799,549,389

TAXES

Principal Property Taxpayers

The following table shows Santa Barbara County's ten highest property taxpayers in FY 2011-12. These taxpayers were levied \$20.8 million of taxes in FY 2011-12 on a combined Assessed Value of \$1.8 billion or approximately 2.9% of the Total Assessed Value in the County. This indicates that the County has a diversified tax base.

Santa Barbara County Fiscal Year 2011-12 Principal Property Tax Payers			
Principal Property Tax Payers	Business	Assessed Value	Tax Obligation
Exxon Corporation	Petroleum & Gas	326,429,324	3,350,926
Breitbart Energy Holdings, LLC	Petroleum & Gas	267,228,223	3,331,625
United Launch Alliance LLC	Aerospace	188,636,518	2,217,988
Southern California Gas Company	Utility	178,619,138	2,044,244
Verizon California, Inc.	Utility	166,985,639	1,960,930
Southern California Edison Co	Utility	157,110,234	1,836,349
Fairway BB Property, LLC	Residential Estate	150,510,711	1,543,085
1260 BB Property, LLC (Biltmore)	Hotel	145,000,000	1,782,002
Raytheon Company	Light Manufacturing	123,042,796	1,343,787
Pacific Gas & Electric Co.	Utility	121,104,229	1,415,500

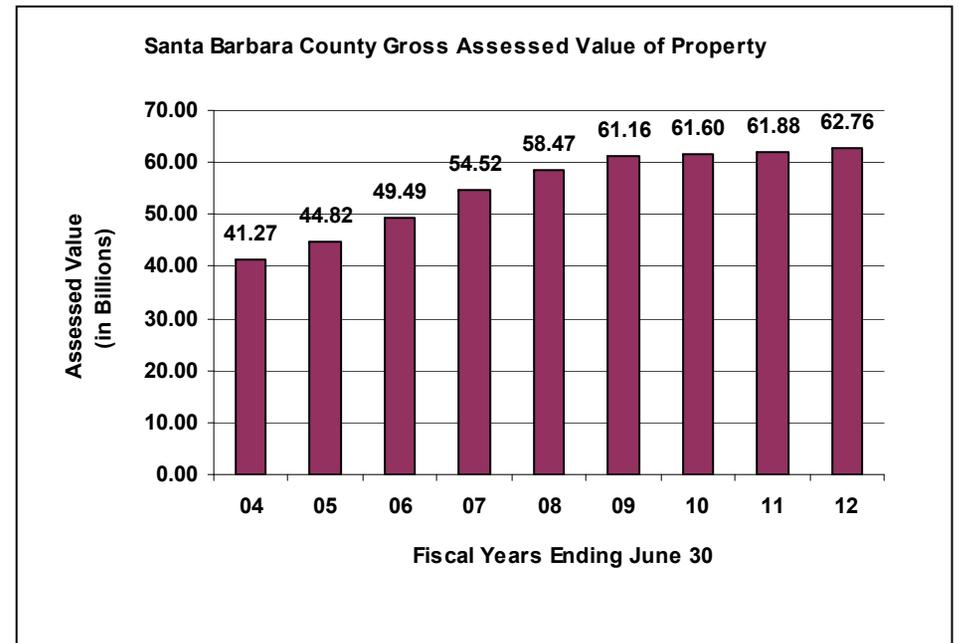
TAXES

Gross Assessed Value of Property

The primary responsibility of the County Assessor is to discover, describe, value and assess all taxable 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 \$62.8 billion as of January 1, 2011 is then taxed for the fiscal year July 1, 2011 to June 30, 2012.

Due to ongoing weakness in the real estate market, the local tax roll for FY 2011-12 increased a meager 1.4%. Weak to modest growth is anticipated over the next couple years.



TAXES

Taxing Agencies Receiving 1% Property Taxes

	2010-11 Allocation	2010-11 % of Total	2011-12 Allocation	2011-12 % of Total
County General Fund	163,396,787	26.7048%	165,871,534	26.7551%
Dependent Special Districts				
County Fire Protect Dist	28,276,371	4.6214%	28,852,089	4.6539%
County Flood	8,180,973	1.3371%	8,278,963	1.3354%
County Water	2,148,251	0.3511%	2,176,603	0.3511%
County Service Area	907,090	0.1483%	914,900	0.1476%
County Lighting	398,038	0.0651%	397,531	0.0641%
Total Dependent Special Districts	39,910,723	6.5228%	40,620,086	6.5520%
Independent Special Districts				
Fire Protection	19,738,806	3.2260%	19,983,236	3.2233%
Sanitary	2,821,811	0.4612%	2,885,286	0.4654%
Transportation	2,269,639	0.3709%	2,308,086	0.3723%
Cemetery	1,657,602	0.2709%	1,680,050	0.2710%
Hospital	796,107	0.1301%	803,904	0.1297%
Water & Resource Conservation	736,307	0.1203%	739,510	0.1193%
Mosquito & Vector Control	332,583	0.0544%	335,366	0.0541%
Lighting	305,693	0.0500%	305,064	0.0492%
Recreation & Park	194,778	0.0318%	212,206	0.0342%
Total Independent Special Districts	28,853,326	4.7157%	29,252,708	4.7185%
School Districts (K-12 & Comm. College)	279,701,249	45.7131%	283,966,453	45.8039%
Incorporated Cities				
City of Santa Barbara	26,945,674	4.4039%	26,931,051	4.3440%
City of Santa Maria	17,691,932	2.8915%	17,801,332	2.8714%
City of Lompoc	7,032,350	1.1493%	6,976,480	1.1253%
City of Goleta	5,814,594	0.9503%	5,666,888	0.9141%
City of Carpinteria	3,042,401	0.4972%	2,944,706	0.4750%
City of Buellton	1,724,208	0.2818%	1,698,169	0.2739%
City of Solvang	1,249,067	0.2041%	1,245,495	0.2009%
City of Guadalupe	658,585	0.1076%	620,870	0.1001%
Total Incorporated Cities	64,158,811	10.4858%	63,884,990	10.3047%
Redevelopment Agencies / Successor Agencies				
Santa Barbara City	19,817,073	3.2388%	19,860,903	3.2036%
SB County - Isla Vista Project	6,141,393	1.0037%	6,561,244	1.0583%
Goleta City	3,737,511	0.6108%	3,884,457	0.6266%
Lompoc City	2,656,511	0.4342%	2,635,841	0.4252%
Guadalupe City	1,563,704	0.2556%	1,528,499	0.2465%
Santa Maria City	1,127,708	0.1843%	1,111,261	0.1792%
Buellton City	797,291	0.1303%	783,326	0.1264%
Total Redevelopment Agencies	35,841,191	5.8577%	36,365,531	5.8658%
Countywide Totals	\$ 611,862,086	100.0000%	\$ 619,961,302	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 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 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 (RDA's) (dissolved January 31, 2012) were 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. **RDA Successor Agencies** were established February 1, 2012, to wind down the affairs of the dissolved Redevelopment Agencies, and will continue to receive property tax revenues necessary to satisfy outstanding enforceable obligations until such obligations are extinguished.

TAXES

Property Taxes

The County receives property taxes for the General Fund, the Redevelopment Agency’s Successor 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.

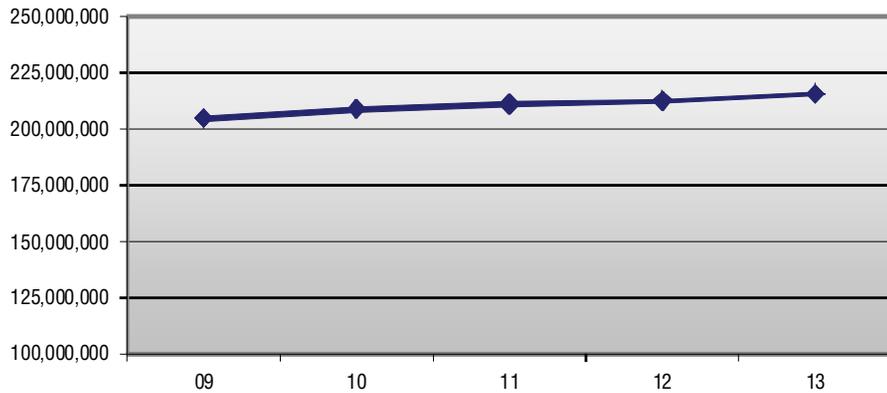
Secured property revenues are generated from local and state assessed property values. Growth in this revenue source is influenced by the local and state economies. Secured property taxes are the County's largest discretionary revenue source. Unsecured taxes are generated from locally assessed property values from business fixtures, business personal property, boats, and aircrafts.

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 2008-09	Actual 2009-10	Actual 2010-11	Adopted 2011-12	Recommended 2012-13
General Fund	162,619,034	165,116,796	166,472,434	167,634,000	170,482,000
Fire	26,521,432	28,081,790	28,453,294	28,977,650	29,808,350
Flood	8,065,855	8,211,277	8,245,817	8,259,115	8,394,450
RDA Successor Agency	3,989,057	3,940,393	4,132,452	3,955,000	3,385,087
Water Agency	2,104,138	2,153,025	2,164,070	2,157,089	2,154,090
County Service Areas	938,692	927,615	932,235	949,753	951,391
Lighting	432,176	403,095	399,651	401,815	404,003
Total	204,670,384	208,833,991	210,799,953	212,334,422	215,579,371

Five Year Trend



Fiscal Years Ending June 30

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.

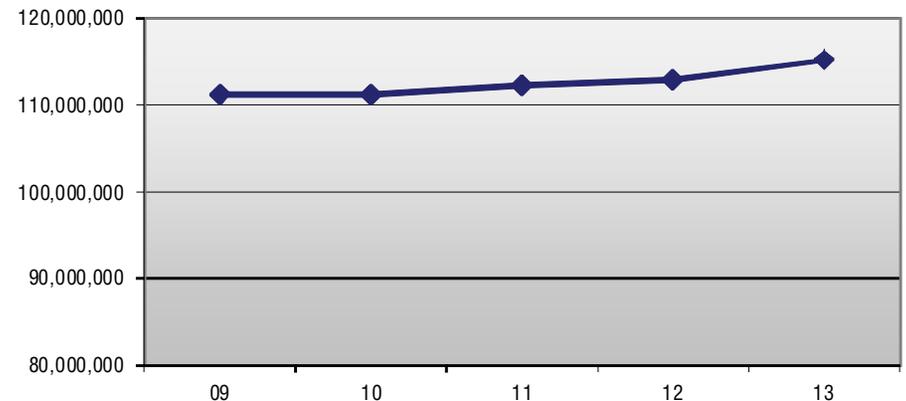
The local real estate market is the driver for the growth in this revenue source. Impacts of the combination of low sales volumes and prices as a result of adjustable mortgage rate resets, foreclosures, and credit tightening resulted in little to no growth for the past three years. These factors are expected to continue to produce sluggish growth for fiscal year 2012-13 and the next several years.

Secured property taxes are the County’s largest discretionary revenues source. For FY 2012-13, the estimated revenue from secured property taxes is about \$115.2 million to the General Fund which is anticipated to be 2% more than FY 2011-12 Adopted Budget.

General Fund Secured Property Taxes

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	110,400,000	111,205,756	4,505,033	4.2%
2009-10	111,836,000	111,240,744	34,988	0.0%
2010-11	111,200,000	112,307,806	1,067,062	1.0%
2011-12 (Adopted)	112,972,000			
2012-13 (Recommended)	115,209,000			

Five Year Trend



Fiscal Years Ending June 30

TAXES

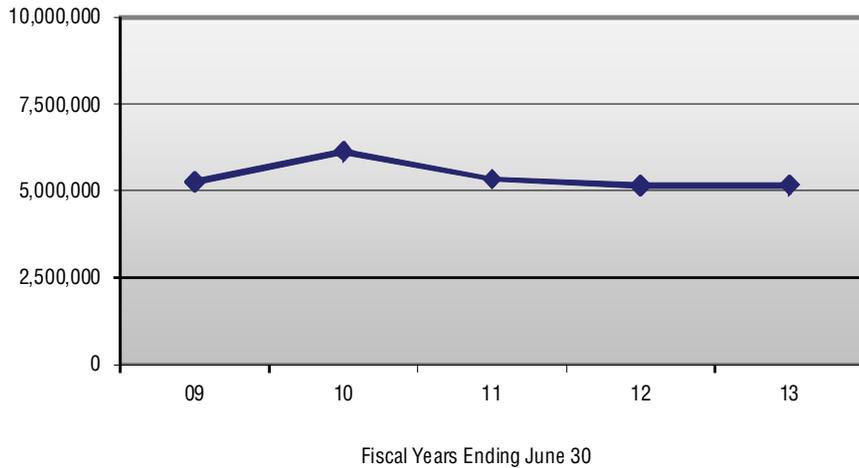
General Fund Unsecured Property Taxes

Unsecured property taxes are generated from locally assessed property values. Property that is considered unsecured includes business fixtures, business personal property, boats, and aircrafts. The tax is calculated by multiplying the assessed value of these properties by the tax rate of 1%. Unsecured Property taxes are expected to remain relatively flat at \$5.2 million in FY 2012-13.

General Fund Unsecured Property Taxes

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	4,820,000	5,269,163	432,096	8.9%
2009-10	4,810,000	6,141,150	871,987	16.5%
2010-11	5,147,000	5,342,100	(799,050)	-13.0%
2011-12 (Adopted)	5,147,000			
2012-13 (Recommended)	5,173,000			

Five Year Trend



TAXES

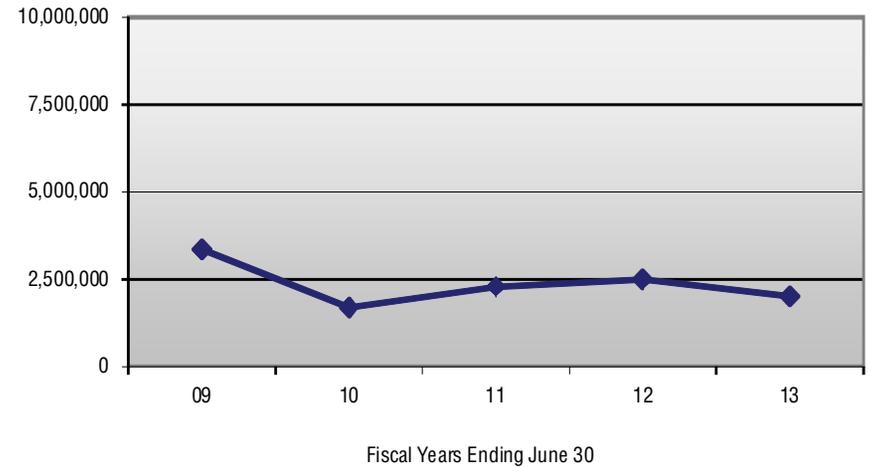
General Fund Supplemental Property Taxes

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 based on current real estate trends are projected to decrease to \$2 million in FY 2012-13.

General Fund Supplemental Property Taxes

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	4,520,000	3,342,356	(2,095,380)	-38.5%
2009-10	2,800,000	1,696,447	(1,645,909)	-49.2%
2010-11	1,900,000	2,293,502	597,055	35.2%
2011-12 (Adopted)	2,500,000			
2012-13 (Recommended)	2,000,000			

Five Year Trend



TAXES

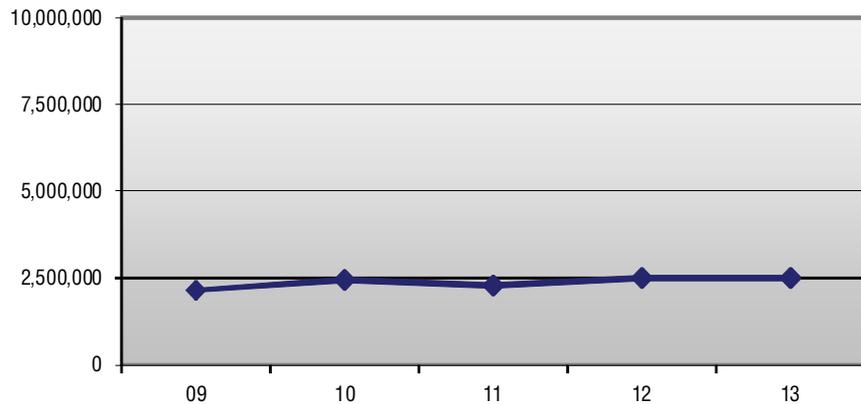
Property Transfer Tax

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 dramatic rate of decline seems to have leveled off. These taxes are expected to remain flat in FY 2012-13, but as much of the current volume of property transfers are related to foreclosure activity and transfers of recently acquired properties, both of which produce little, if any, increase in assessable property values. The use of the revenue source as a leading indicator of other property taxes is somewhat diminished.

Property Transfer Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	2,700,000	2,155,238	(1,039,243)	-32.5%
2009-10	1,700,000	2,442,425	287,187	13.3%
2010-11	2,200,000	2,300,576	(141,849)	-5.8%
2011-12 (Adopted)	2,500,000			
2012-13 (Recommended)	2,500,000			

Five Year Trend



Fiscal Years Ending June 30

TAXES

Property Tax In-Lieu of VLF

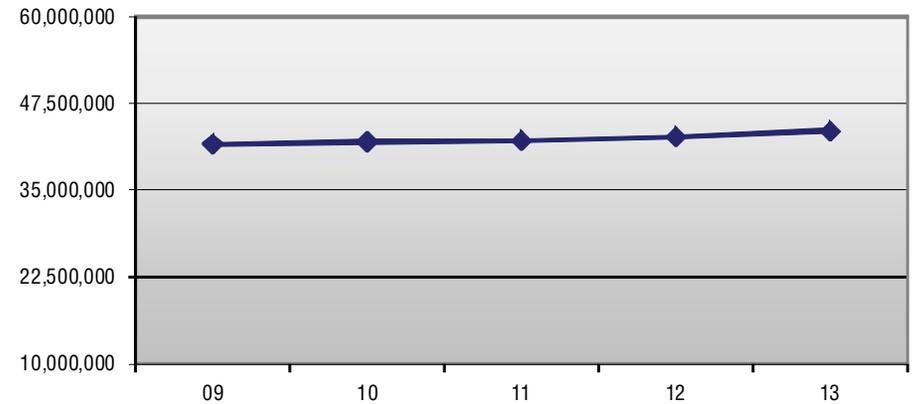
State legislation passed in 2004 resulted in the State swapping discretionary revenues with cities and counties. Motor Vehicle License Fee (VLF) revenue formerly received by cities and counties is now retained by the State and, in turn, is replaced by the same amount of local property tax revenues from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

This revenue is based on assessed valuation and reflective of the local real estate market growth of 1.3% is anticipated for FY 2011-12.

Property Tax In-Lieu of VLF

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	41,279,000	41,615,241	1,824,603	4.6%
2009-10	42,065,000	41,986,460	371,219	0.9%
2010-11	41,656,000	42,152,376	165,916	0.4%
2011-12 (Adopted)	42,680,000			
2012-13 (Recommended)	43,521,000			

Five Year Trend



Fiscal Years Ending June 30

TAXES

Transient Occupancy Tax

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

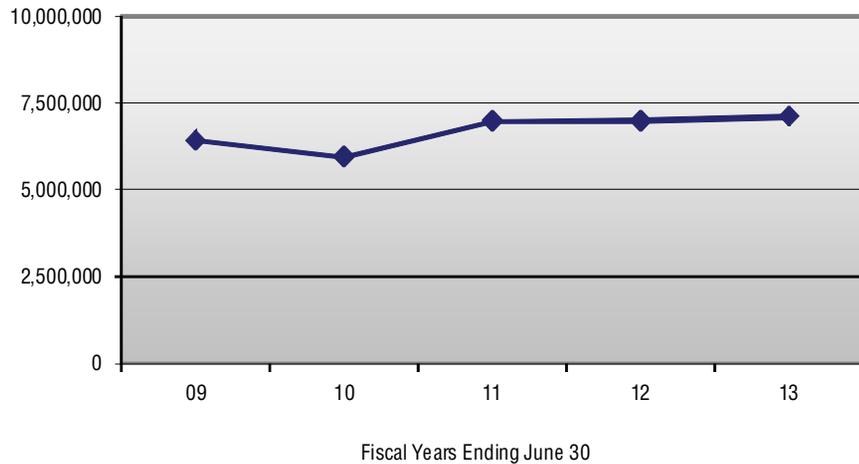
When the City of Goleta incorporated, the revenue neutrality agreement between the City and the County stipulated that transient occupancy tax (TOT) revenues collected from six hotels once located within the boundaries of the County would be split 60% City and 40% County through FY 2011-12. Beginning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

After strong growth in FY 2010-11, TOT is anticipated to remain flat in FY 2012-13 due to the elimination of the revenue neutrality agreement with Goleta.

Transient Occupancy Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	6,426,000	6,430,993	(743,208)	-10.4%
2009-10	5,727,000	5,950,000	(480,993)	-7.5%
2010-11	6,000,000	6,977,000	1,027,000	17.3%
2011-12 (Adopted)	7,000,000			
2012-13 (Recommended)	7,120,000			

Five Year Trend



TAXES

Retail Sales Taxes

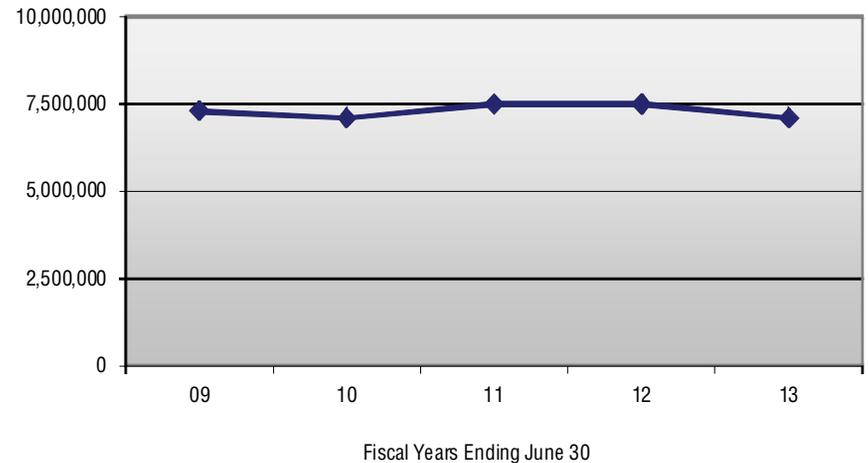
Retail sales tax represents the local portion of the retail sales tax collected by the State from sales generated within the unincorporated area of the County. Retail sales tax is an economically sensitive revenue source that is used to support the general operations of the County. Taxable sales have been impacted severely by the national, state and local economies.

For FY 2012-13, we have estimated an overall growth rate of 5% for Retail sales tax revenue reflecting a continued moderate economic recovery. However, the overall Retail sales tax revenue is expected to decline slightly in FY 2012-13 due to the expiration of Goleta Revenue Neutrality Agreement with the City of Goleta which is estimated to cause an approximate \$1.2 million reduction in retail sales tax collection.

Retail Sales Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	8,300,000	7,303,846	(543,027)	-6.9%
2009-10	6,817,000	7,094,000	(209,846)	-2.9%
2010-11	7,100,000	7,500,000	406,000	5.7%
2011-12 (Adopted)	7,500,000			
2012-13 (Recommended)	7,096,000			

Five Year Trend



TAXES

Road Sales Tax – Measure D/A

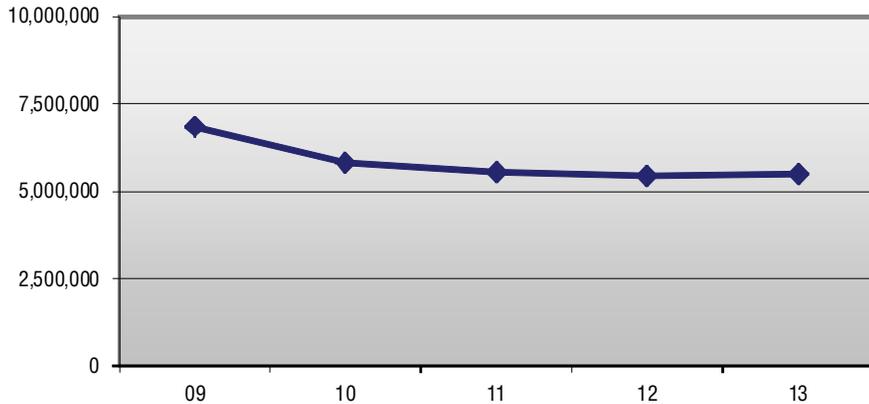
On November 7, 1989, the voters of the County of Santa Barbara approved Measure D, the Santa Barbara Roads Improvement Program. As a result, the local sales tax was increased countywide by ½ percent effective April 1, 1990. This transportation sales tax remained in effect for 20 years through March 2010. Revenues were distributed through March of FY 2009-10, with the revenues being allocated by the Local Transportation Authority for transportation improvements. 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 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. 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 is expected to remain relatively flat after deferring this revenue in order to meet spending requirements for Proposition 42 Transportation Congestion Improvement Act and will generate approximately \$5.5 million for FY 2012-13.

Roads Measure D/A Sales Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	7,750,000	6,860,496	(473,054)	-6.5%
2009-10	6,591,271	5,813,690	(1,046,806)	-15.3%
2010-11	5,467,500	5,541,409	(272,281)	-4.7%
2011-12 (Adopted)	5,454,676			
2012-13 (Recommended)	5,507,000			

Five Year Trend



Fiscal Years Ending June 30

TAXES

Road Sales Tax

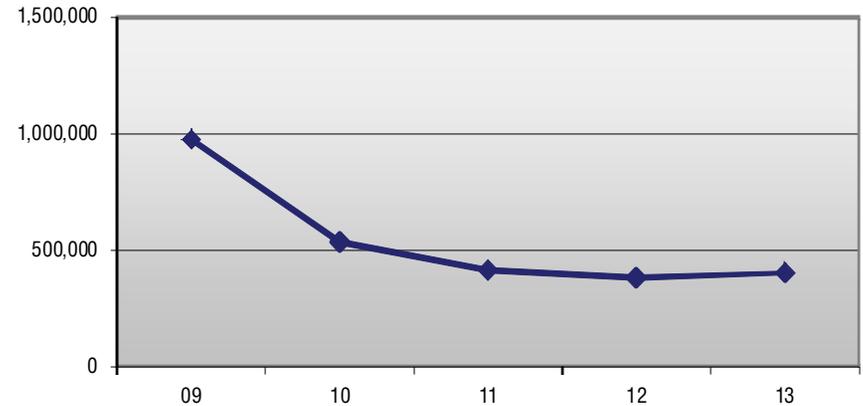
The Transportation Development Act went into effect in 1972, and provided for two major sources of funding for local transportation providers. One of those revenue sources became the ¼ percent statewide sales tax for the Local Transportation Fund (LTF). This tax made funding available to transportation 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. This revenue is projected to have very slight growth in FY 2012-13 for the County’s share, based on the 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
2008-09	1,158,600	974,629	(368,576)	-27.4%
2009-10	467,000	536,602	(560,389)	-57.5%
2010-11	347,000	414,240	(122,362)	-22.8%
2011-12 (Adopted)	380,621			
2012-13 (Recommended)	402,708			

Five Year Trend



Fiscal Years Ending June 30

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. A small increase over the FY 2011-12 Adopted revenue is expected in FY 2012-13 in the areas of miscellaneous and building permits.

Building Permits

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	8,439,211	6,102,210	(424,455)	-13.0%
2009-10	5,677,943	6,454,187	128,050	2.1%
2010-11	6,712,909	6,230,260	(223,927)	-3.5%
2011-12 (Adopted)	6,764,474			
2012-13 (Recommended)	6,962,159			

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. Continued decline is expected in FY 2012-13 as the demand for new development remains low.

Development and Zoning Permits

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	5,436,216	5,055,168	162,957	3.6%
2009-10	3,647,572	4,605,259	(449,909)	-8.9%
2010-11	3,859,470	4,325,669	(279,590)	-6.1%
2011-12 (Adopted)	3,551,974			
2012-13 (Recommended)	3,386,865			

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 2012-13 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
2008-09	4,092,943	4,467,181	702,929	18.2%
2009-10	4,533,872	4,178,795	(288,386)	-6.5%
2010-11	4,486,065	4,186,391	7,596	0.2%
2011-12 (Adopted)	4,167,789			
2012-13 (Recommended)	4,046,070			

LICENSES, PERMITS AND FRANCHISES

Oil and Gas Permits

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

Oil and Gas Permits

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	1,394,867	1,087,480	(2,761)	-0.2%
2009-10	1,051,396	763,880	(323,600)	-29.8%
2010-11	1,222,326	725,761	(38,119)	-5.0%
2011-12 (Adopted)	1,024,898			
2012-13 (Recommended)	893,456			

FINES, FORFEITURES AND PENALTIES

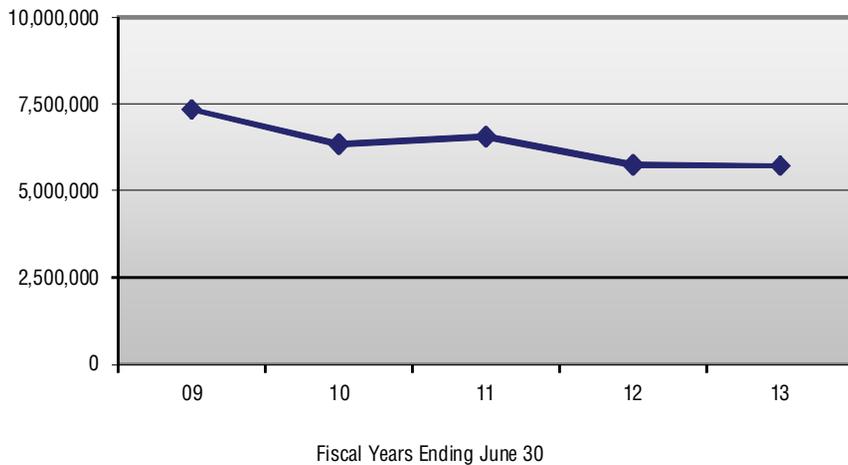
Various Fines and Penalties

This includes revenues from parking violations, penal code violations, and various fines, forfeitures and penalties. Revenues from fines, forfeitures and penalties fluctuate for a variety of reasons. Changes in law enforcement priorities, staffing levels and special enforcement programs can affect the number of citations written impacting the amount of revenue received. The offenders' ability to pay fines or their need for a payment plan can shift the revenues from one fiscal year to the next. The fiscal year 2011-12 amount reflects a decrease mainly due to an anticipated reduction in various vehicle code violations as a result of a State amnesty program starting July 1st, reducing past due fines and penalties and continued reductions in personnel assigned to traffic and code enforcement duties. Offenders are also electing to pay penalties over a longer period of time instead of all at once or having fines reduced due to financial hardship. These amounts are projected to remain relatively flat in FY 2012-13.

Various Fines and Penalties

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	7,377,640	7,345,710	(279,957)	-3.7%
2009-10	7,243,084	6,335,908	(786,873)	-10.7%
2010-11	5,948,684	6,558,837	222,929	3.5%
2011-12 (Adopted)	5,738,606			
2012-13 (Recommended)	5,721,286			

Five Year Trend



FINES, FORFEITURES AND PENALTIES

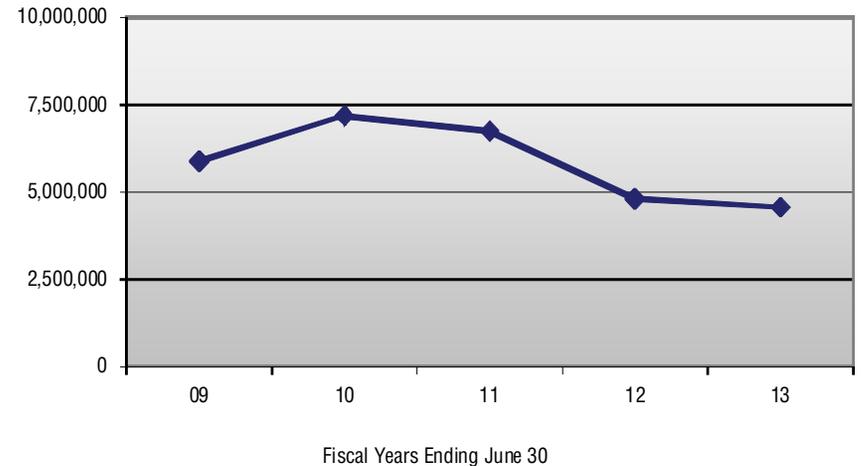
Property Tax Penalties

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 peaked in 2009-10 and are anticipated to decline in FY 2012-13 due to improvement in the economy as well as the increased number of tax bills being paid timely by mortgagors' impound accounts.

Property Tax Penalties

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	3,719,000	5,872,873	1,166,451	24.8%
2009-10	5,900,000	7,188,894	867,402	14.8%
2010-11	5,500,000	6,740,275	(448,619)	-6.2%
2011-12 (Adopted)	4,800,000			
2012-13 (Recommended)	4,561,000			

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 divestiture 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 divestiture 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 quarter.

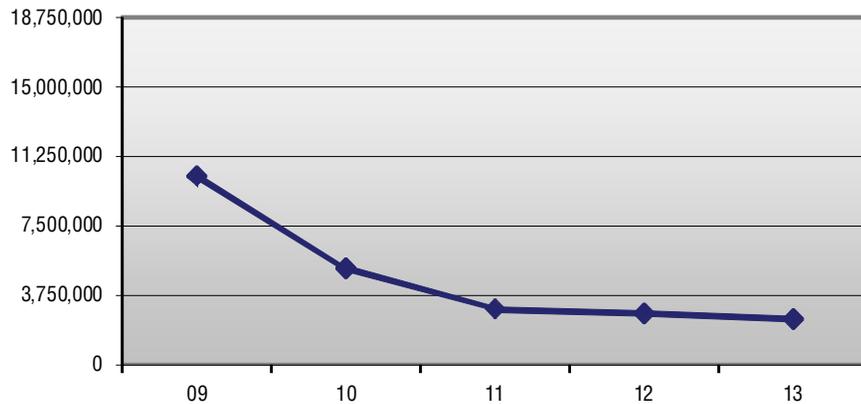
Interest rates are at the lowest levels on record in more than 30 years, with yields on the Treasury Investment Pool below 1% for the past eight quarters and trending downward. Interest earnings for FY 2012-13 are anticipated to decrease due to lower cash balances from the completion of capital projects and use of reserves as well as the declining interest rate market. In addition, it is anticipated that there will be fewer gains (both realized and unrealized) recognized in FY 2012-13.

Interest

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	10,256,836	10,194,934	(4,439,102)	-30.3%
2009-10	8,335,560	5,199,627	(7,176,941)	-70.4%
2010-11	4,812,082	3,017,993	(2,181,634)	-42.0%
2011-12 (Adopted)	2,774,484			
2012-13 (Recommended)	2,471,069			

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Five Year Trend



Fiscal Years Ending June 30

FEDERAL AND STATE REVENUE

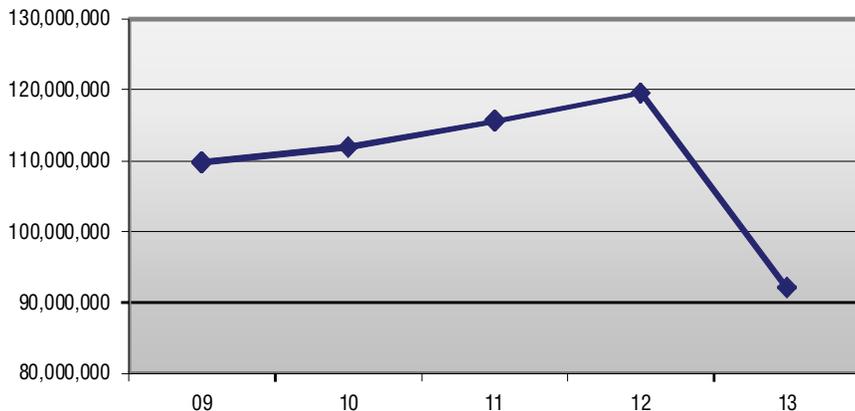
Social Services Programs

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. In FY 2012-13, inter-governmental revenues for social services programs is expected to shift by approximately \$27.5 million, primarily due to a shift from State Aid for Dependent Children and State Aid for Foster Care to Realignment 2011.

Social Services Programs

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	112,035,861	109,717,126	4,906,339	4.7%
2009-10	122,162,935	111,888,690	5,854,803	5.3%
2010-11	118,930,523	115,571,929	3,683,239	3.3%
2011-12 (Adopted)	119,546,531			
2012-13 (Recommended)	92,088,237			

Five Year Trend



Fiscal Years Ending June 30

FEDERAL AND STATE REVENUE

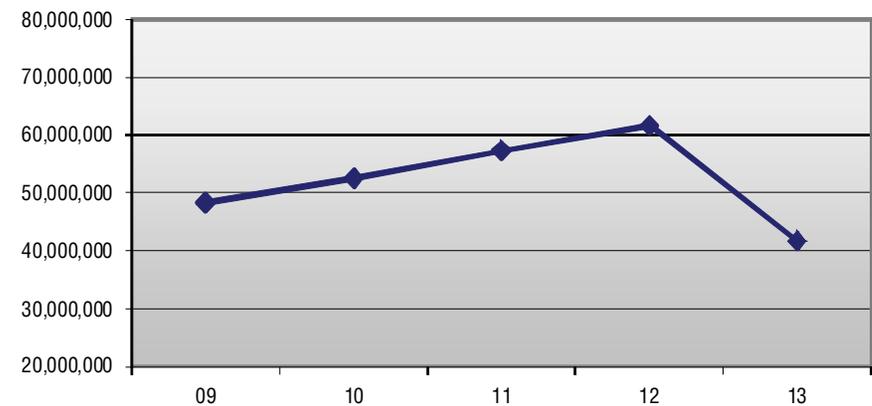
Misc. Federal and State

These amounts include revenue from federal and state grants and reimbursements such as block grants, supplemental law enforcement, State aid for agriculture and open space lands apportionment. The FY 2012-13 decrease of approximately 20.0 million is primarily due to the completion of 'Help America Vote Act Voting' reimbursement (\$1.2 million) for the Clerk-Recorder Assessor, the completion of Cachuma Water Treatment Plan (\$2.0 million), shifting of funding structure from various grants to realignment revenues for the Probation Department (\$5.2 million), completion of SAFETEA-LU roads project (\$2.1 million) in Public Works, reductions in Community Development Block Grants Projects (\$7.4 million) in Housing & Community Development along with reductions in various miscellaneous grants (\$2.1 million) throughout the County.

Misc. Federal and State

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	50,224,329	48,243,935	5,769,801	13.6%
2009-10	64,287,238	52,566,957	9,043,356	18.7%
2010-11	64,811,988	57,287,291	4,720,334	9.0%
2011-12 (Adopted)	61,710,008			
2012-13 (Recommended)	41,685,126			

Five Year Trend



Fiscal Years Ending June 30

FEDERAL AND STATE REVENUE

State Realignment Allocation

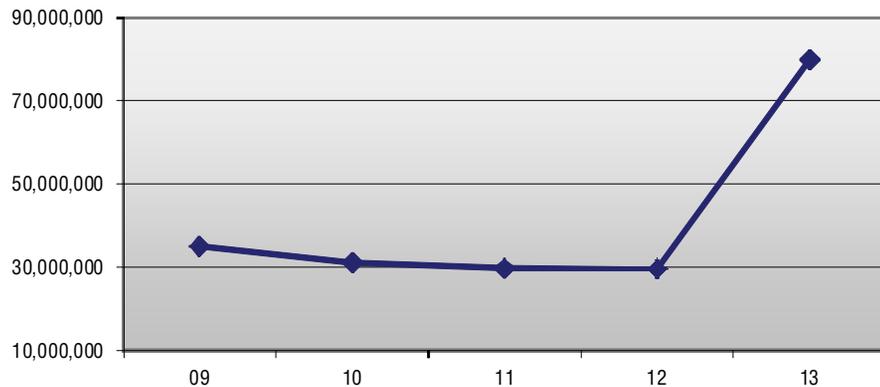
During FY 1991-92, the State experienced a budget deficit and revenue increases were used to balance the budget. Among the most significant was the shift of responsibility from the State to counties for health, mental health and various social services programs, accompanied by a source of revenue to pay for the funding changes known as Realignment. 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 formula involves a base year amount and subsequent year growth formulas. Activity in this category is driven by the State economy, 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.

As part of the FY 2011-12 budget plan, the State Legislature enacted a major shift or “realignment” of state program responsibilities and revenues to local governments. In total, the 2011 Realignment plan provided a shift of \$31.2 million to Santa Barbara County to fund various criminal justice, mental health, and social services programs in FY 2011-12, and ongoing funds for these programs annually thereafter. Also in FY 2012-13, a \$16.1 million increase related to a Social Services CalWorks MOE shift in funding is projected. The remaining net \$2.9 million increase is due to an increase in 1991 Realignment for public assistance and other health programs.

State Realignment Allocation

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	36,726,662	35,074,045	(60,032)	-0.2%
2009-10	31,428,203	31,109,325	(3,964,720)	-11.3%
2010-11	27,858,539	29,691,589	(1,417,736)	-4.6%
2011-12 (Adopted)	29,647,077			
2012-13 (Recommended)	79,854,521			

Five Year Trend



Fiscal Years Ending June 30

FEDERAL AND STATE REVENUE

Proposition 172 Proceeds

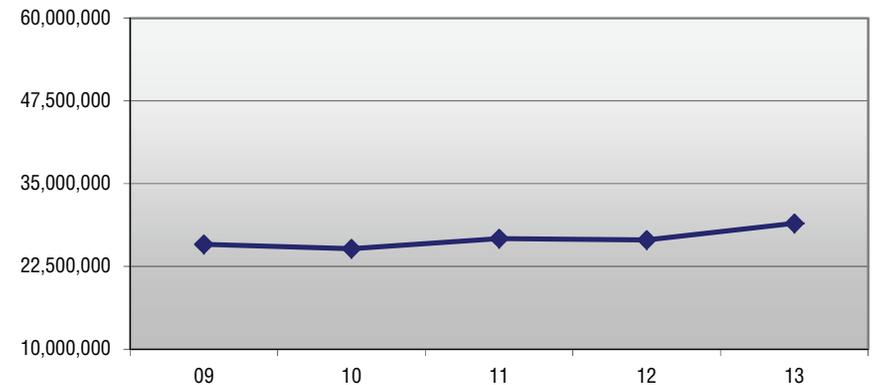
During the 1993-94 State Budget process, the State Legislature and Governor, for the second time, found it necessary to shift local property tax revenues from local agencies to K-12 schools and community colleges in order to balance the State Budget. The voters partially offset these losses by approving 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. FY 2012-13 Prop 172 sales tax receipts are anticipated to be higher than the FY 2011-12 Prop 172 sales tax receipts by \$2.5 million. The latest monthly receipts have been substantially higher than originally projected, showing an additional gain of roughly 3% in the fiscal year.

Prop. 172 Proceeds

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	30,463,776	25,846,451	(3,997,789)	-13.4%
2009-10	24,873,225	25,175,000	(671,451)	-2.6%
2010-11	25,999,802	26,700,000	1,525,000	6.1%
2011-12 (Adopted)	26,500,184			
2012-13 (Recommended)	29,000,000			

Five Year Trend



Fiscal Years Ending June 30

FEDERAL AND STATE REVENUE

Health Care

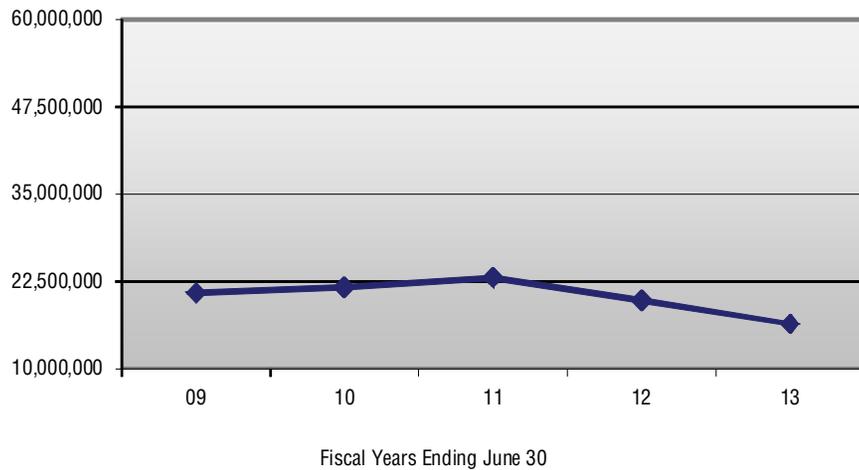
This includes Federal (29%), State (61%), and other governmental agencies (10%) revenues received for the administration and delivery of public health, medical services and special services programs. These revenues are for mandated reinvestment into the county Federally Qualified Health Centers (FQHCs) 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. These revenues are projected to decrease by \$3.4 million primarily due to a decrease in State Aid Drug Medi-Cal for the FY 12-13 Recommended Budget.

Health Care

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	20,092,631	20,900,423	(2,398,919)	-10.3%
2009-10	20,716,198	21,708,358	2,150,363	10.3%
2010-11	21,274,360	23,050,786	1,342,428	6.2%
2011-12 (Adopted)	19,785,451			
2012-13 (Recommended)	16,437,183			

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Five Year Trend



FEDERAL AND STATE REVENUE

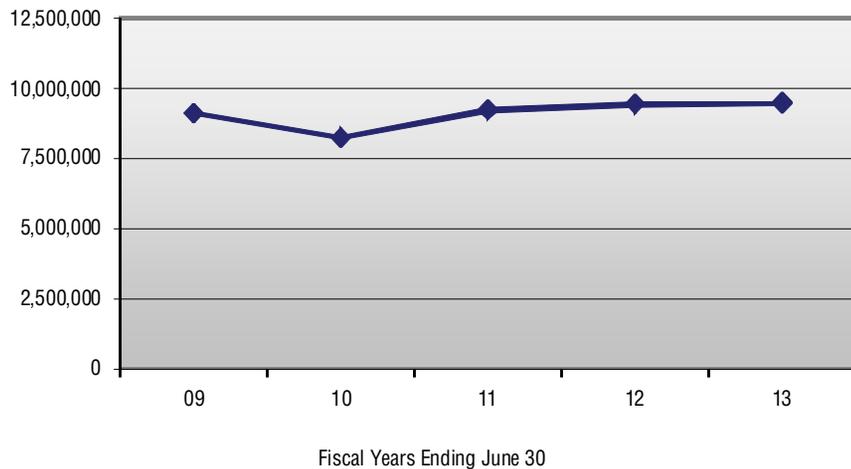
Child Support Program

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. These revenues are projected to be relatively flat in FY 2012-13.

Child Support Program

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	9,627,986	9,112,403	(643,104)	-6.6%
2009-10	9,418,875	8,246,641	121,502	1.3%
2010-11	9,221,254	9,233,905	987,264	12.0%
2011-12 (Adopted)	9,442,955			
2012-13 (Recommended)	9,461,453			

Five Year Trend



FEDERAL AND STATE REVENUE

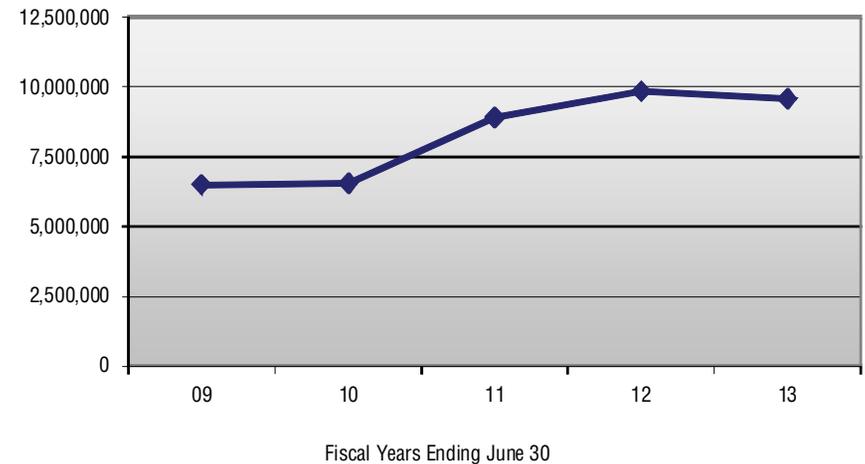
State Highway Users Tax

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 moderately increase. For FY 2012-13, this amount will decrease slightly, related to the State replacing Proposition 42 Transportation Congestion Improvement Act funding with additional State gas tax.

State Highway Users Tax

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	6,881,000	6,497,984	(530,692)	-7.6%
2009-10	6,283,520	6,544,764	2,384,465	36.7%
2010-11	6,599,000	8,882,449	2,337,685	35.7%
2011-12 (Adopted)	9,819,000			
2012-13 (Recommended)	9,570,000			

Five Year Trend



FEDERAL AND STATE REVENUE

Mental Health

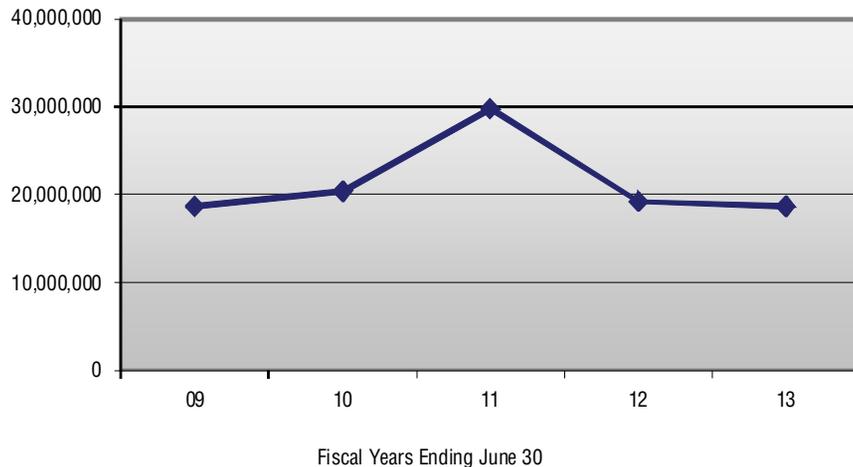
State and Federal revenues for the Alcohol, Drug, and Mental Health Services Department fund core mental health and alcohol and drug prevention programs to adults and children. Primary revenues for the department consist of: Medi-Cal; Medicare; state realignment and motor vehicle license fees; state 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 2012-13, revenues are expected to decrease by approximately \$578,000 primarily due to MHSA receiving multi-year funding during FY 2009-10 and 2010-11. The significant advance of funds resulted in a favorable MHSA revenue variance in FY 2010-11 and occurred in Innovations and Capital Facilities & Technical Needs. Funding for these programs are available in FY 2011-12, but due to the fact that these funds were advanced in prior years, a decrease can be seen below in FY 2012-13.

Mental Health

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	12,668,180	18,712,526	6,086,994	48.2%
2009-10	26,834,821	20,386,844	11,079,731	59.2%
2010-11	19,522,661	29,792,257	9,405,413	46.1%
2011-12 (Adopted)	19,223,966			
2012-13 (Recommended)	18,645,396			

Five Year Trend



FEDERAL AND STATE REVENUE

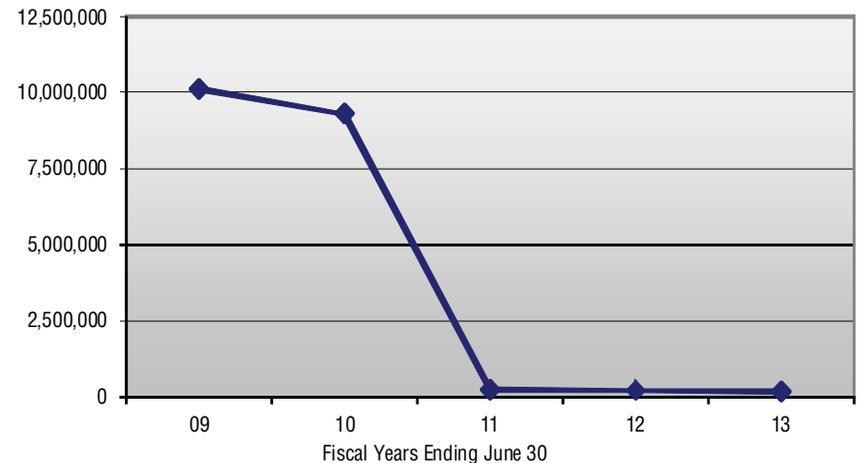
Disaster Assistance

Disaster Assistance revenues are monies received for emergency disaster relief and restoration work from the Federal and State emergency management assistance programs (FEMA and OES). This revenue has decreased greatly over the past two years due to substantial completion of disaster projects in FY 2008-09 and 2009-10.

Disaster Assistance

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	1,256,496	10,128,032	8,118,685	404.0%
2009-10	264,380	9,294,418	(9,892,544)	-97.7%
2010-11	194,704	235,488	(9,058,930)	-97.5%
2011-12 (Adopted)	211,892			
2012-13 (Recommended)	173,197			

Five Year Trend



CHARGES FOR SERVICES

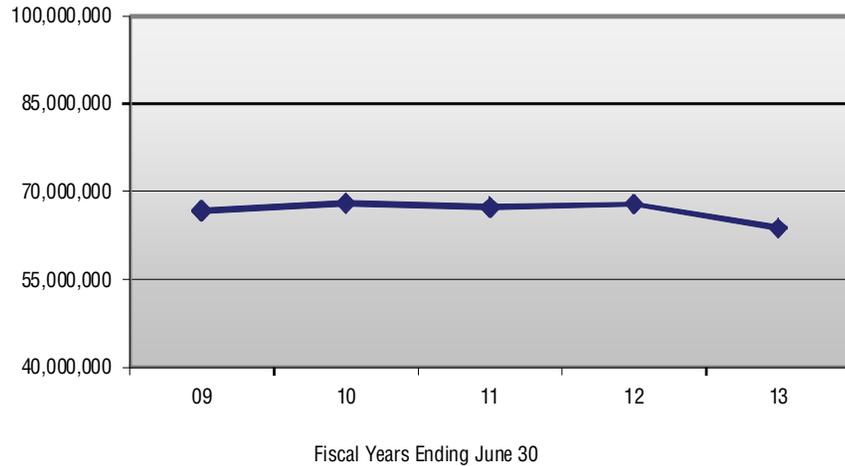
Public and Mental Health Services

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 2012-13 decrease of \$4.1 million is primarily driven by a loss of staff productivity during the implementation of the new Electronic Health Record (EHR) System resulting in fewer patients being seen in clinics.

Public and Mental Health Services

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	62,281,160	66,796,053	3,483,119	5.5%
2009-10	68,387,982	68,068,508	485,546	0.7%
2010-11	69,737,491	67,281,599	(786,909)	-1.2%
2011-12 (Adopted)	67,884,956			
2012-13 (Recommended)	63,753,594			

Five Year Trend



CHARGES FOR SERVICES

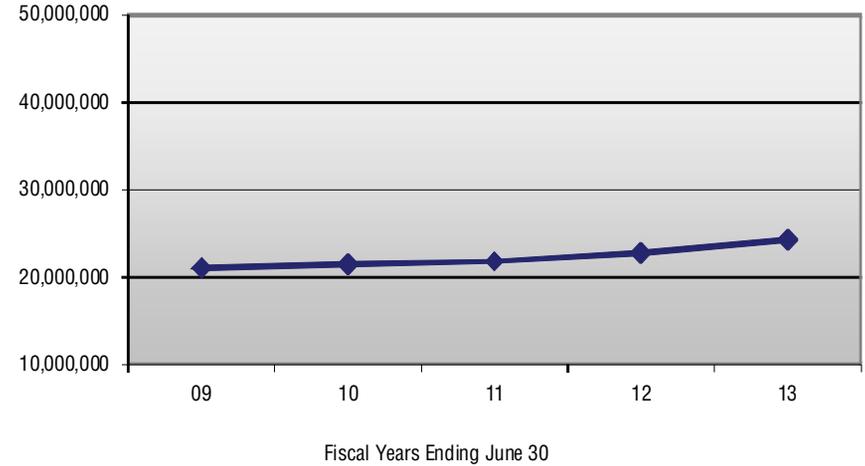
Sanitation Services

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 \$1.6 million is due to increases in solid waste and effluent processing charges for FY 2012-13.

Sanitation Services

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	22,162,986	21,022,213	334,108	1.6%
2009-10	22,757,867	21,435,501	769,068	3.7%
2010-11	22,631,924	21,791,281	355,780	1.7%
2011-12 (Adopted)	22,769,536			
2012-13 (Recommended)	24,241,586			

Five Year Trend



CHARGES FOR SERVICES

Contracted Services

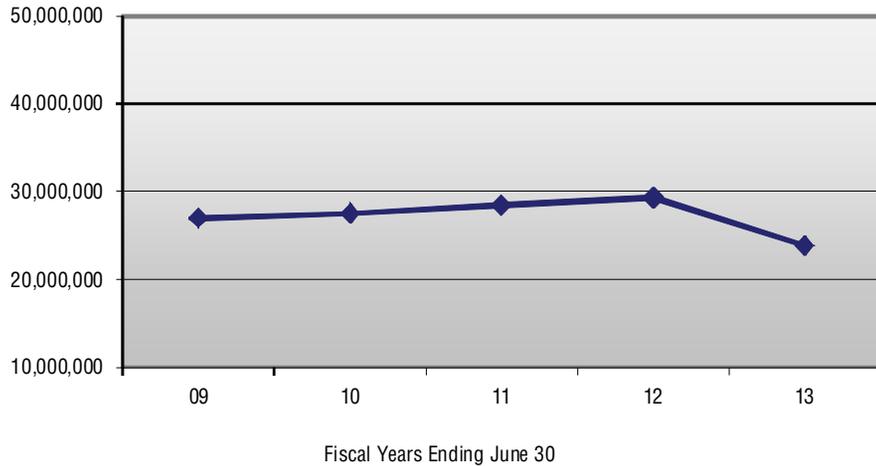
\$23.9 million in revenues will be collected for Contracted Services in FY 2012-13 and consists primarily of providing services to the State of California for Fire Protection Services - \$6.0 million; Non-governmental agencies for fire protection services - \$2.4 million; City of Goleta for Sheriff services - \$7.3 million; City of Carpinteria for Sheriff services - \$3.6 million; City of Buellton for Sheriff services - \$1.8 million; City of Solvang for Sheriff services - \$1.6 million; and City contracts for Animal Control and Health Services - \$1.2 million.

In FY 2012-13 contracts with the Superior Court for Sheriff bailiff services - \$5.4 million have been eliminated along with maintenance of state parolees - \$0.5 million from the prior year.

Contractual Services

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	27,134,134	27,029,944	1,265,286	4.9%
2009-10	27,777,260	27,529,363	1,443,748	5.3%
2010-11	27,789,610	28,473,692	944,329	3.4%
2011-12 (Adopted)	29,287,630			
2012-13 (Recommended)	23,887,857			

Five Year Trend



CHARGES FOR SERVICES

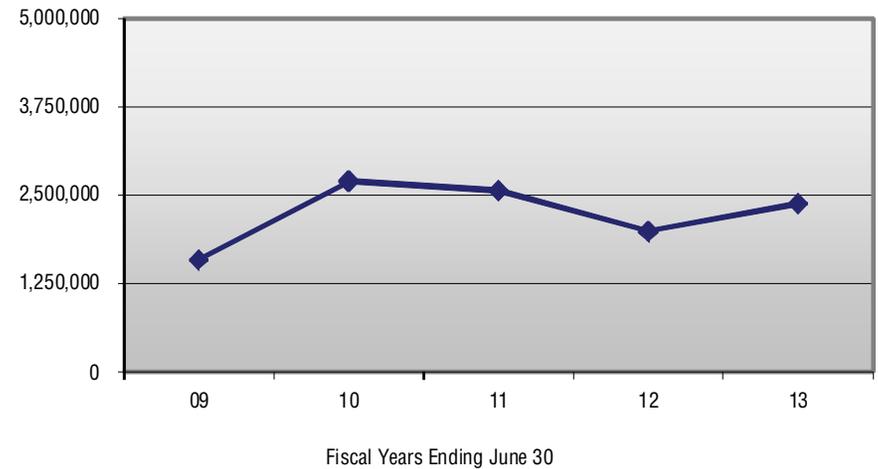
Roads Project Reimbursement

This includes revenues received for qualified cooperative transportation projects from the Santa Barbara County Association of Governments (SBCAG) and the Road Mitigation Impact Trust Funds. This revenue fluctuates each year based on economic conditions and the number of projects planned through SBCAG. Revenues are projected to increase \$395,000 in FY 2011-12.

Road Project Reimbursement

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	344,000	1,586,263	500,151	46.0%
2009-10	2,098,012	2,690,400	972,330	61.3%
2010-11	2,081,377	2,558,593	(131,807)	-4.9%
2011-12 (Adopted)	1,987,508			
2012-13 (Recommended)	2,382,865			

Five Year Trend



CHARGES FOR SERVICES

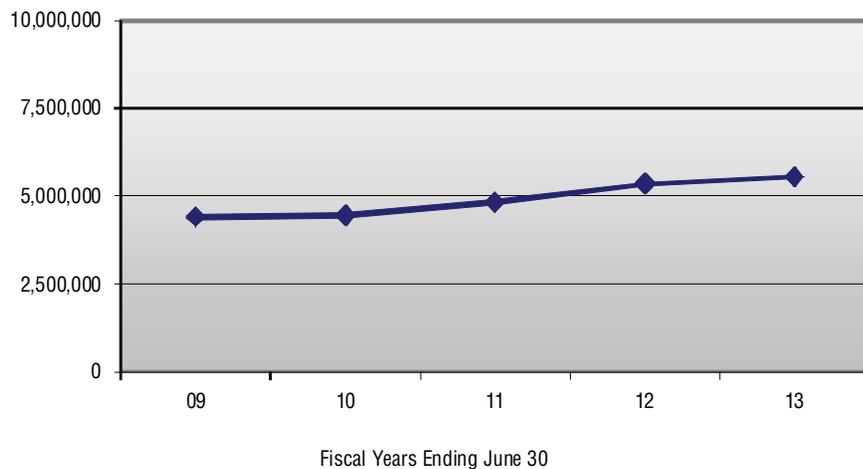
Park Services

This revenue consists of camping, boating, special event, wedding, film, and park group area reservation fees; concession fees at Cachuma Lake, Jalama Beach, and the restaurants at Arroyo Burro Beach and Goleta Beach; and Arts Commission grant revenue. The Parks Charges for Services revenue will increase from the prior year actual due to increased revenue from the Boat-house restaurant at Arroyo Burro, new cabins at camping parks, and newly increased user fees that went into effect April 15, 2011. In FY 2012-13, camping and boating fees at Cachuma Lake and Jalama Beach along with new concession lease agreements at Arroyo Burro Beach, Waller Park and Cachuma Lake revenue are expected to continue increasing moderately at \$207,000 or 5%.

Park Services

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2008-09	4,916,449	4,424,198	187,806	4.4%
2009-10	5,012,087	4,453,885	413,188	9.3%
2010-11	5,097,652	4,837,386	383,501	8.6%
2011-12 (Adopted)	5,348,198			
2012-13 (Recommended)	5,554,800			

Five Year Trend



MISCELLANEOUS

Tobacco Settlement and Proposition 10

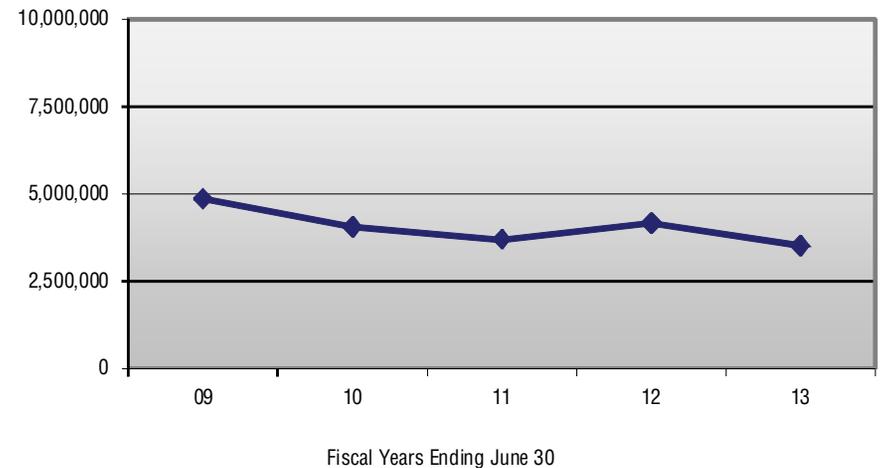
From provisions of a November 1998 Master Settlement Agreement (MSA) between forty-six states, including California, and the major tobacco companies to recover the costs of treating smoking-related illness and unfair business practices claims, Santa Barbara County will receive approximately \$4.4 million 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 2012-13, it is estimated that approximately \$3.5 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
2008-09	4,428,588	4,851,052	436,363	9.9%
2009-10	4,417,598	4,045,048	(1,156,740)	-23.8%
2010-11	4,547,777	3,694,313	(350,736)	-8.7%
2011-12 (Adopted)	4,148,556			
2012-13 (Recommended)	3,509,596			

Five Year Trend



TEN YEAR COUNTY BUDGETED FTEs STAFFING COMPARISON

Fiscal Year 2003-04 through Fiscal Year 2012-13 Budgeted FTEs

	03-04 Adopted	04-05 Adopted	05-06 Adopted	06-07 Adopted	07-08 Adopted	08-09 Adopted	09-10 Adopted	10-11 Adopted	11-12 Adopted	12-13 Recommend
Policy & Executive										
Board of Supervisors	21.15	21.50	22.50	22.80	23.00	22.50	22.75	21.12	21.34	21.50
County Executive Office	24.00	23.00	25.00	23.00	23.64	22.84	20.00	30.00 (6)	25.63	46.88 (8)
County Counsel	44.45	45.01	45.70	45.44	45.45	42.24	37.67	37.70	37.76	37.66
Sub-Total	89.60	89.51	93.20	91.24	92.09	87.58	80.42	88.82	84.73	106.04
Law & Justice										
Court Special Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
District Attorney	135.59	133.53	135.74	138.43	138.02	130.91	118.75	119.72	114.36	118.90
Public Defender	69.70	68.77	69.70	71.66	71.44	68.11	66.58	67.70	60.76	61.25
Sub-Total	205.29	202.30	205.44	210.09	209.46	199.02	185.33	187.42	175.12	180.15
Public Safety										
Fire	250.70	250.53	263.50	270.50	285.27	285.27	285.27	278.77	258.00	245.00
Probation	368.41	372.15	382.10	382.67	383.60	379.27	344.72	341.17	317.88	343.11
Sheriff	669.09	667.51	692.36	692.37	699.36	675.99	671.93	656.54	610.55	624.91
Sub-Total	1,288.20	1,290.19	1,337.96	1,345.54	1,368.23	1,340.53	1,301.92	1,276.48	1,186.43	1,213.02
Health & Public Assistance										
Alcohol, Drug, & Mental Health	282.79	304.84	289.90	304.78	332.58	291.47	298.51	268.59	268.27	295.23
Child Support Services	117.34	116.85	111.98	106.07	102.35	90.58	89.23	82.05	78.52	82.82
First 5 Children & Families	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.00 (9)
Public Health	554.15	564.20	554.62	534.92	534.91	513.61	501.20	503.26	493.51	483.27
Social Services	574.51	601.72 (1)	622.48	648.47	648.50	642.42	627.77	588.07	586.03	645.63
Sub-Total	1,528.79	1,587.61	1,578.98	1,594.24	1,618.34	1,538.08	1,516.71	1,441.97	1,426.33	1,520.95
Community Resources & Public Facilities										
Agricultural Commissioner	34.81	35.15	34.64	35.35	32.85	33.25	31.00	27.13	28.00	27.00
Community Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	89.79 (10)
Housing & Community Dev	11.00	12.00	12.00	11.54	13.00	12.25	12.10	15.00	14.00	0.00 (10)
Parks	91.83	91.63	81.78	84.95	85.40	82.17	83.20	80.44	73.83	0.00 (10)
Planning & Development	154.28	153.54	135.92 (2)	135.28	149.24 (4)	118.27	97.22	100.74	95.59	87.13
Public Works	356.59	352.24	340.08	335.98	332.23	314.01	308.28	293.00	288.40	281.45
Sub-Total	648.51	644.56	604.42	603.10	612.72	559.95	531.80	516.31	499.82	485.37
Support Services										
Auditor-Controller	54.18	54.00	53.73	56.85	57.85	54.26	51.25	49.25	44.59	45.25
Clerk-Recorder-Assessor	110.92	112.63	117.55	118.34	118.39	112.62	110.38	104.38	97.38	91.76
General Services	170.04	157.99	154.45	158.16	157.46	122.73 (5)	114.73	140.13 (7)	122.51	121.04
Human Resources	27.84	29.42	29.05	31.92	30.90	29.93	27.44	24.50	23.25	0.00 (8)
Treasurer-Tax Collector	49.63	50.74	50.74	51.48	50.49	49.50	48.76	44.86	40.50	37.81
Information Technology	0.00	0.00	0.00	0.00	0.00	46.00	46.00	0.00	0.00	0.00
Sub-Total	412.61	404.78	405.52	416.75	415.09	415.04	398.56	363.12	328.23	295.86
General County Programs										
General County Programs	19.56	15.01	29.87 (2)	44.77 (3)	35.00 (4)	31.01 (5)	31.00	14.00 (6)	13.00	0.00 (9)
Sub-Total	19.56	15.01	29.87	44.77	35.00	31.01	31.00	14.00	13.00	0.00
Total	4,192.56	4,233.96	4,255.39	4,305.73	4,350.93	4,171.21	4,045.74	3,888.12	3,713.66	3,801.39

Note: For a list of FTEs by job title, see Appendix III in Section H of this budget book. Full-time equivalents equals the number of positions multiplied by percent worked and the number of pay periods worked ÷ 26 pay periods for all types of positions – regular, extra-help, and 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:

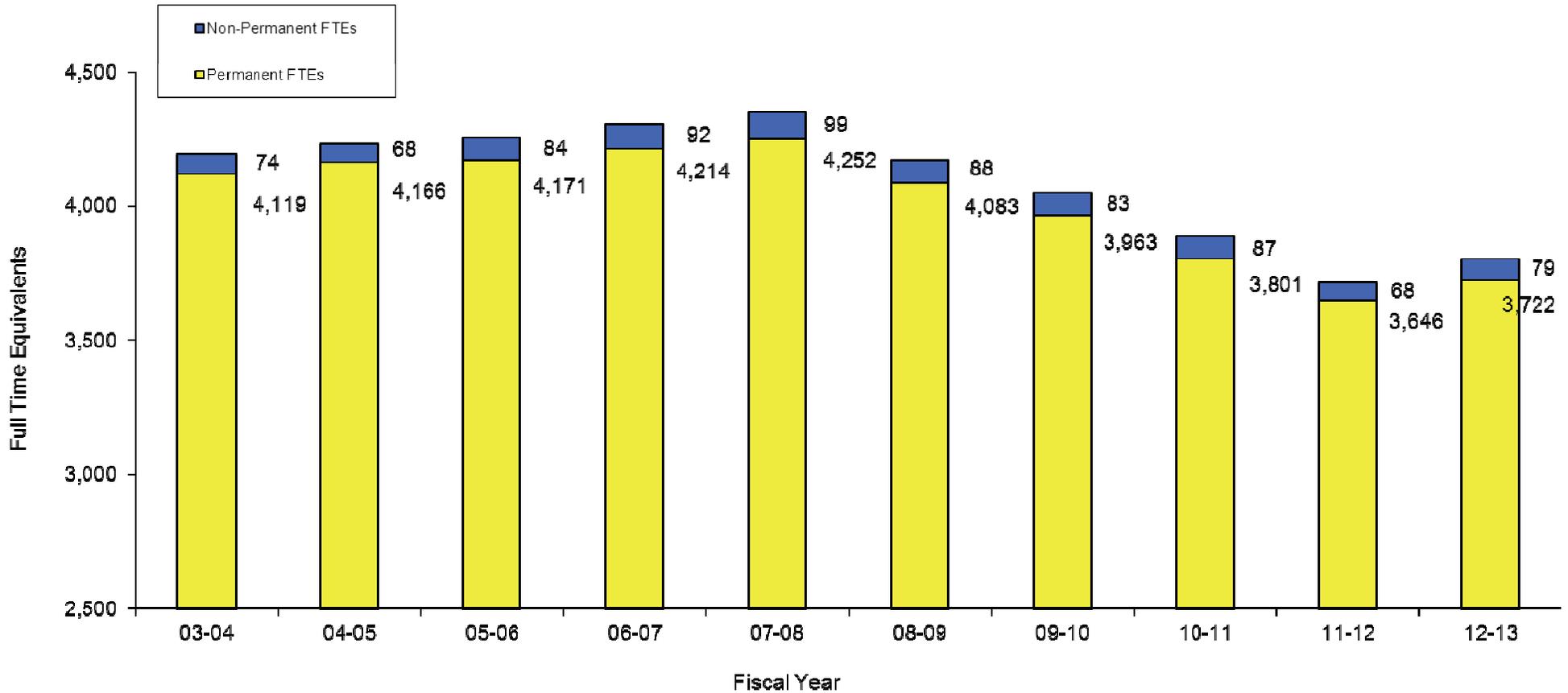
- (1) Social Services increased the Medi-Cal program FTEs as a result of receiving additional funding for Medi-Cal eligibility and the Food Stamp program FTEs.
- (2) Increased General County Program 15 FTEs due to the shift of Comprehensive and Long Range Planning from the Planning and Development Department.
- (3) Increased 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.
- (4) Decreased in General County Programs FTEs are due to the shift of Comprehensive and Long Range Planning, 17.1 FTEs to the Planning and Development Department, while adding 7.0 FTEs for Emergency Operations and the addition of a Public Information Officer.
- (5) 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.
- (6) 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 Administrative Professional position (1.0 FTE) being shifted to Social Services. The decrease in General County Programs is the result of these reorganizations less 1.0 FTE resulting in service level reductions.
- (7) Information Technology staff of 35 FTEs consolidated with General Services Department.
- (8) Human Resources staff of 23.3 FTEs consolidated with County Executive Office. This results in an actual net reduction of 2.0 FTE from the prior year.
- (9) Variances due to the separation of the First 5 Children & Families Commission department (14.0 FTE) from General County Programs.
- (10) Variances due to combination of the Parks (73.8 FTE) and the Housing & Community Development (14.0 FTE) departments into a consolidated Community Services Department (87.8 FTE). This resulted in no net change from prior year staffing levels, and includes both permanent and non-permanent staff.

FULL-TIME EQUIVALENTS

Permanent and Nonpermanent

Fiscal Year 2012-13	Permanent	Nonpermanent	Total
Policy & Executive			
Board of Supervisors	21.50	0.00	21.50
County Executive Office	46.88	0.00	46.88
County Counsel	36.67	0.99	37.66
Sub-Total	105.05	0.99	106.04
Law & Justice			
Court Special Operations	0.00	0.00	0.00
District Attorney	118.90	0.00	118.90
Public Defender	60.76	0.49	61.25
Sub-Total	179.66	0.49	180.15
Public Safety			
Fire	240.00	5.00	245.00
Probation	330.29	12.82	343.11
Sheriff	624.91	0.00	624.91
Sub-Total	1,195.20	17.82	1,213.02
Health & Public Assistance			
Alcohol, Drug, & Mental Health	279.00	16.23	295.23
Child Support Services	82.57	0.25	82.82
First 5 Children & Families Commission	13.00	1.00	14.00
Public Health Department	471.25	12.02	483.27
Social Services	644.63	1.00	645.63
Sub-Total	1,490.45	30.50	1,520.95
Community Resources & Public Facilities			
Agricultural Commissioner	27.00	0.00	27.00
Community Services	63.80	25.99	89.79
Planning & Development	86.18	0.95	87.13
Public Works	281.45	0.00	281.45
Sub-Total	458.43	26.94	485.37
Support Services			
Auditor-Controller	45.25	0.00	45.25
Clerk-Recorder-Assessor	91.76	0.00	91.76
General Services	118.83	2.21	121.04
Treasurer-Tax Collector	37.31	0.50	37.81
Sub-Total	293.15	2.71	295.86
General County Programs			
General County Programs	0.00	0.00	0.00
Sub-Total	0.00	0.00	0.00
Total	3,721.94	79.45	3,801.39

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

INTRODUCTION TO D-PAGES

The Operating Plan contains a profile of every department known as the “D-pages” or departmental pages. Each department’s D-pages contain basic information including the 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 budgets, and full-time equivalent (FTE) positions for FY 2012-13. 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 is 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 the areas where money is being spent. The summary includes the department’s actual results for the prior fiscal year, along with the overall budget allocated to specific divisions or programs for the current year (Adopted), the upcoming fiscal year (Recommended), and two years in the future (Proposed). This summary is further divided between operating and non-operating expenditures.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Management	\$1,535,441	\$1,415,530	\$ 1,666,035	\$1,736,621
Budget & Research	1,144,719	1,121,206	925,646	963,108
Clerk of the Board	720,723	654,222	554,880	578,374
Legislative Program	204,684	200,261	183,473	186,913
Communications Office	441,981	466,850	486,794	511,850
Emergency Operations	1,720,347	1,117,316	1,059,297	1,102,447
Operating Sub-Total	5,767,895	4,975,385	4,876,125	5,079,313
Less: Intra-County Revenues	(1,158,652)	(836,234)	(29,600)	(32,000)
Operating Total	4,609,243	4,139,151	4,846,525	5,047,313
<i>Non-Operating Expenditures</i>				
Capital Assets	342,348	10,000	30,000	30,000
Expenditure Total	4,951,591	4,149,151	4,876,525	5,077,313
<i>Other Financing Uses</i>				
Operating Transfers	84,865	--	--	--
Designated for Future Uses	30,994	--	--	--
Department Total	\$5,067,450	\$4,149,151	\$ 4,876,525	\$5,077,313

The **Character of Expenditures** summary indicates the kinds of resources the department is purchasing, 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 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$2,608,057	\$2,553,324	\$ 2,441,485	\$2,457,788
Overtime	599	1,000	1,000	1,000
Extra Help	46,009	40,000	53,000	53,000
Benefits	1,315,072	1,243,210	1,166,367	1,316,201
Salaries & Benefits Sub-Total	3,969,737	3,837,534	3,661,852	3,827,989
Services & Supplies	1,798,158	1,137,851	1,214,273	1,251,324
Operating Sub-Total	5,767,895	4,975,385	4,876,125	5,079,313
Less: Intra-County Revenues	(1,158,652)	(836,234)	(29,600)	(32,000)
Operating Total	4,609,243	4,139,151	4,846,525	5,047,313
<i>Non-Operating Expenditures</i>				
Capital Assets	342,348	10,000	30,000	30,000
Expenditure Total	\$4,951,591	\$4,149,151	\$ 4,876,525	\$5,077,313

The **Source of Funds Summary** highlights a department’s funding streams, including revenues from federal or state government, taxes, or from charges for fees and services. The contribution of General Fund discretionary revenues for department expenditures is included as a separate category called General Fund Contribution. For the Proposed year, the General Fund Contribution figure reflects a combination of General Fund discretionary revenues, and the department’s projected budget gap.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$1,386,772	\$ 270,000	\$ 234,500	\$ 234,500
Other Charges for Services	1,387,599	1,223,606	431,600	440,000
Miscellaneous Revenue	4,628	3,800	5,840	5,840
Revenue Sub-Total	2,778,999	1,497,406	671,940	680,340
Less: Intra-County Revenues	(1,158,652)	(836,234)	(29,600)	(32,000)
Revenue Total	1,620,347	661,172	642,340	648,340
<i>General Fund Contribution</i>	3,397,077	2,931,796	3,934,496	4,256,348
<i>Other Financing Sources</i>				
Operating Transfers	28,372	--	30,000	30,000
Use of Prior Fund Balances	21,654	556,183	269,689	142,625
Department Total	\$5,067,450	\$4,149,151	\$ 4,876,525	\$5,077,313

Introduction to D-pages (cont'd)

Finally, the **FTE 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. An FTE is defined as the number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law. An FTE equates to 2,080 hours of employment, where 1.0 FTE means that the position is funded equivalent to a full-time worker, while an FTE of 0.5 signals that the position is funded half-time. A permanent FTE 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 or 20 hours a week).

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Executive Management	4.3	4.8	5.9	5.9
Budget & Research	7.0	6.0	5.0	5.0
Clerk of the Board	6.0	5.0	4.0	4.0
Legislative Program	0.3	0.2	0.1	0.1
Communications Office	2.9	2.6	2.6	2.6
Emergency Operations	6.4	7.0	6.0	6.0
Total Permanent	26.8	25.6	23.6	23.6
<i>Non-Permanent</i>				
Extra Help	0.7	--	--	--
Total FTEs	27.5	25.6	23.6	23.6

After the departmental financial information, a description of each department begins. The description of each department begins with a Mission Statement, which is a clear and concise statement of the overall purpose and general assignment of the department, and a description of the department, which highlights the responsibilities of the department and some of the programs it operates or the major functions it performs.

The next section lists the department’s anticipated accomplishments in the current fiscal year, followed by a list of the department’s objectives, or key goals, priorities, and key projects, for the next two fiscal years and statements on how they will be achieved. The objectives section also includes a statement about how the objectives link to the County Goals from the County’s Strategic Plan. Further discussion of the County’s Strategic Plan is included in Section A.

The next section describes the department’s recommended changes and operational impact from the current year adopted budget to the next year’s recommended budget. This includes detailed explanations of the changes in staffing, expenditures, and revenues from the current year’s adopted budget to the newly recommended budget. Following this section is a narrative describing the proposed changes and operational impact from the current year’s recommended budget to the proposed budget for the following year.

The department then presents three to five outcome performance measures that are intended to communicate the impacts or results of services on the community.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percentage of County’s General Fund budget that is structurally balanced; expenditures equaling ongoing revenues. This will enable the County departments to provide a consistent and sustainable level of service to the community.	98.5%	96.3%	98.5%	98.0%
Percent of EOC positions with trained staff to facilitate effective communication and management of resources during major emergencies.	N/A	N/A	100%	100%
Percent of applicants hired who score in the top 90th percentile on County core values (ACE) based on the results of a validated assessment.	N/A	N/A	N/A	N/A

Following the outcome measures are two pie charts. The first shows the make-up of funding in the next year’s recommended operating budget divided into “ongoing” and “one-time” sources. The goal is to have 100% ongoing sources to ensure a sustainable level of services; one-time sources are only available to fund services in one year and once they are expended, either new funding must be identified or services must be reduced. The second pie chart shows the expected budget gap two years into the future (the proposed budget). Budget gaps may be caused by a combination of factors such as use of one-time funding in the prior year that will no longer be available, increasing salary and benefit costs, and declining revenues.

POLICY & EXECUTIVE

Use of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Operating Expenditures				
Board of Supervisors	\$ 2,600,541	\$ 2,850,715	\$ 2,767,608	\$ 2,890,479
County Executive Office	7,623,180	9,996,835	10,684,771	10,988,673
County Counsel	2,301,860	3,094,613	3,172,838	3,458,462
Total	12,525,581	15,942,163	16,625,217	17,337,614
Capital Equipment & Improvements				
Board of Supervisors	--	--	--	--
County Executive Office	343,323	122,000	30,000	30,000
County Counsel	--	--	--	--
Total	343,323	122,000	30,000	30,000
Designated for Future Uses				
County Executive Office	624,114	612,747	179,672	179,672
County Counsel	--	--	--	--
Total	624,114	612,747	179,672	179,672
Operating Transfers Out				
Board of Supervisors	3,037	--	--	--
County Executive Office	95,171	--	--	--
County Counsel	5,944	--	--	--
Total	104,152	--	--	--
Total Use of Funds	\$ 13,597,170	\$ 16,676,910	\$ 16,834,889	\$ 17,547,286

Source of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Departmental Revenues				
Board of Supervisors	\$ --	\$ --	\$ --	\$ --
County Executive Office	3,659,658	5,353,082	2,605,740	2,563,740
County Counsel	513,701	389,835	402,800	402,800
Total	4,173,359	5,742,917	3,008,540	2,966,540
General Fund Contribution				
Board of Supervisors	2,603,578	2,850,715	2,767,608	2,890,479
County Executive Office	4,962,125	4,496,593	7,690,268	8,163,217
County Counsel	1,276,770	1,908,378	2,270,038	2,555,662
Total	8,842,473	9,255,686	12,727,914	13,609,358
Use of Designations/Prior Fund Balances				
County Executive Office	35,633	881,907	568,435	441,388
County Counsel	517,333	796,400	500,000	500,000
Total	552,966	1,678,307	1,068,435	941,388
Operating Transfers In				
Board of Supervisors	--	--	--	--
County Executive Office	28,372	--	30,000	30,000
County Counsel	--	--	--	--
Total	28,372	--	30,000	30,000
Total Source of Funds	\$ 13,597,170	\$ 16,676,910	\$ 16,834,889	\$ 17,547,286

Policy and Executive Functional Group

The Policy and Executive Functional Group includes the Board of Supervisors, County Counsel and the County Executive Office which includes Budget and Research, Human Resources and Emergency Management.

Strategic Values

The Policy and Executive Functional Group believes quality public service is accountable, transparent, results-oriented and customer-focused. Maintaining public trust is essential.

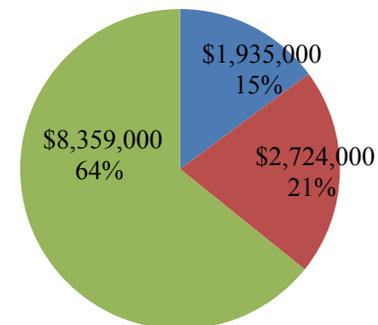
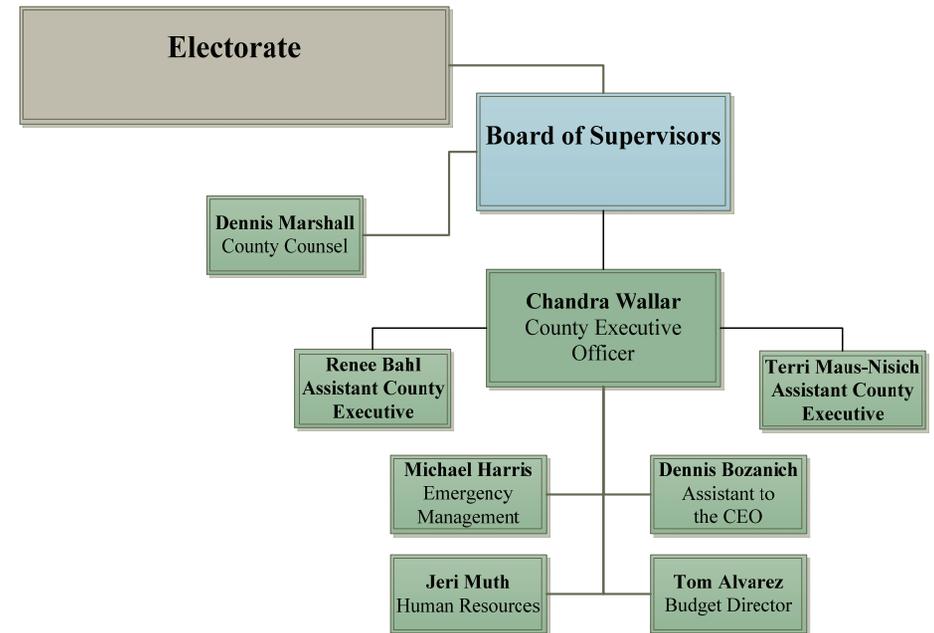
Strategic Purpose

The purpose of the Policy and Executive Functional Group is to provide quality public services to the people of Santa Barbara County in response to their need for a safe, healthy, and sustainable environment; and to establish and maintain a workforce which reflects the diversity of the community. This is achieved through:

- Aligning available resources with highest priority needs;
- Promoting an accountable, customer-focused and efficient organizational culture;
- Developing, supporting, and retaining an ethical, diverse, dedicated and high-performing workforce;
- Maintaining the legal integrity of the County, and
- Planning and coordinating emergency response.

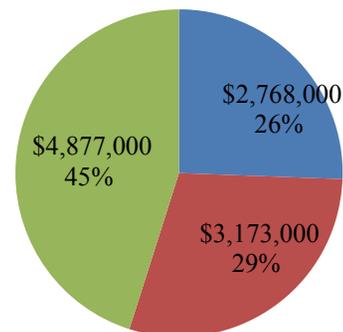
Strategic Goals

- Update the County's long term strategic and financial plan
- Provide leadership to the ongoing dissolution of the Redevelopment Agency (RDA)
- Identify areas impacting the County that require legislative change and communicate to the appropriate State or Federal agencies
- Maintain critical services during a disaster by having realistic and thorough continuity of operation plans
- Bargain for concessions with all Safety unions (law enforcement, probation, and fire) to further manage salary and benefits costs for the organization. Concession discussions will include the potential for implementing a new retirement tier for all safety employees to control pension costs into the future
- Maintain close legal support relationships with the Board of Supervisors, County departments and the County Planning Commissions, for early identification of legal risks, "problem prevention," consistent advice, and practical solutions
- Support improvements in the defensibility of the County's contracts
- Reduce health care and Workers' Compensation through employee wellness, safety and effective claim management



**Group Total Budget
FY2002-03 Adopted**

- Board of Supervisors
- County Counsel
- County Executive Office

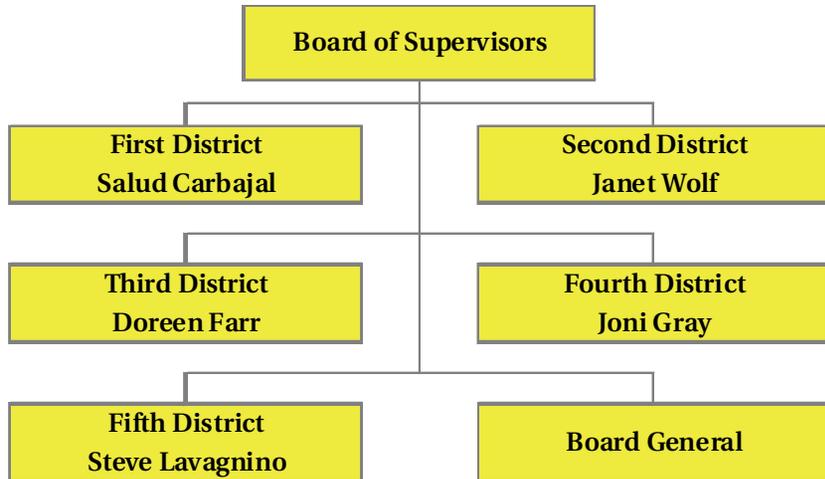


**Group Total Budget
FY2012-13 Recommended**

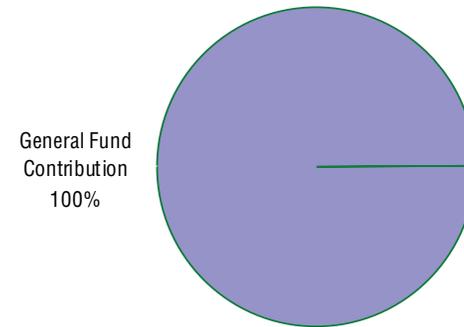
- Board of Supervisors
- County Counsel
- County Executive Office

BOARD OF SUPERVISORS

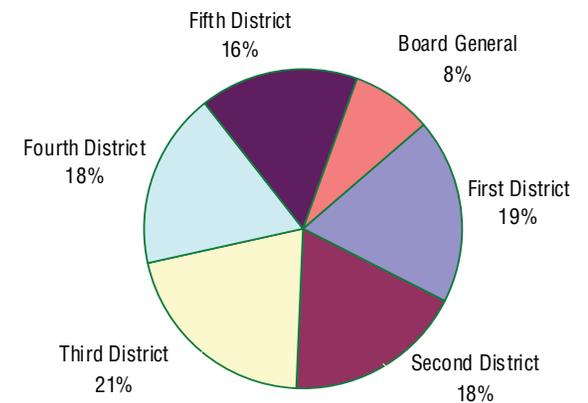
Budget & Staffing	
Operating \$	2,767,608
Capital	-
FTEs	21.3



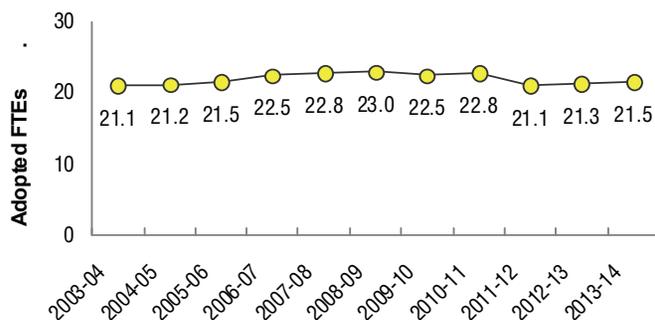
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



BOARD OF SUPERVISORS

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
First District	\$ 492,428	\$ 523,949	\$ 513,975	\$ 537,764
Second District	491,438	520,524	504,148	524,483
Third District	548,297	578,851	571,503	597,580
Fourth District	505,396	535,807	501,572	524,531
Fifth District	400,439	465,499	446,934	466,626
Board General	162,543	226,085	229,476	239,495
Expenditure Total	<u>2,600,541</u>	<u>2,850,715</u>	<u>2,767,608</u>	<u>2,890,479</u>
<i>Other Financing Uses</i>				
Operating Transfers	3,037	--	--	--
Department Total	<u>\$ 2,603,578</u>	<u>\$ 2,850,715</u>	<u>\$ 2,767,608</u>	<u>\$ 2,890,479</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 1,603,845	\$ 1,711,765	\$ 1,650,578	\$ 1,656,928
Overtime	395	--	--	--
Extra Help	3,129	--	--	--
Benefits	743,300	882,332	847,141	953,964
Salaries & Benefits Sub-Total	<u>2,350,669</u>	<u>2,594,097</u>	<u>2,497,719</u>	<u>2,610,892</u>
Services & Supplies	249,872	256,618	269,889	279,587
Expenditure Total	<u>\$ 2,600,541</u>	<u>\$ 2,850,715</u>	<u>\$ 2,767,608</u>	<u>\$ 2,890,479</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>General Fund Contribution</i>				
Department Total	<u>2,603,578</u>	<u>2,850,715</u>	<u>2,767,608</u>	<u>2,890,479</u>

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$2,890,479 displayed in the summary table above includes a projected General Fund Contribution of \$2,813,385 and a projected budget gap of \$77,094.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
First District	4.0	4.0	4.0	4.0
Second District	4.0	4.0	4.0	4.0
Third District	4.5	4.3	4.5	4.5
Fourth District	4.0	4.0	4.0	4.0
Fifth District	3.5	3.5	3.5	3.5
Board General	1.0	1.5	1.5	1.5
Total Permanent	<u>21.0</u>	<u>21.3</u>	<u>21.5</u>	<u>21.5</u>
<i>Non-Permanent</i>				
Extra Help	0.1	--	--	--
Total FTEs	<u>21.0</u>	<u>21.3</u>	<u>21.5</u>	<u>21.5</u>

Note: FTE 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 safe, healthy, and sustainable environment; and to establish and maintain a workforce which reflects the diversity of the community.

Department Description

A five-member Board of Supervisors governs County services for a population of 425,840 residents. Each board member is elected for a four-year term and represents a geographic district. The position of Chairperson rotates annually among the five members. The Board generally convenes in regular session on three Tuesdays each month. Two of these meetings are held in Santa Barbara and one in Santa Maria. The Board sets policy for County departments, oversees a budget of over \$800 million and adopts ordinances on local matters, as well as land use policies that affect unincorporated areas (areas outside of cities).

During 2011, the Board of Supervisors determined new district boundaries that met the obligation to equally balance the population among the districts based on the 2010 United States Census. The redistricting process resulted in districts that varied in population by just less than 1%. The new district boundaries became effective in September 2011. The descriptions below reflect the current district boundaries. These boundaries are extremely likely to be in effect until 2021.

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

The second supervisorial district includes the unincorporated areas of the eastern Goleta Valley (and its foothills), and over 1/2 of the City of Goleta, including Goleta Old Town, portions of the City of Santa Barbara and the Channel Islands.

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

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

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

BOARD OF SUPERVISORS

Department Summary (cont'd)

FY 2011-12 Anticipated Accomplishments and 2012-14 Objectives

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 residents to represent First District on County Boards and Commissions.
- Continue to operate and staff a part-time Carpinteria office for constituent access throughout the First District.
- Continue to hold monthly office hours in the Cuyama Valley.
- Continue outreach and communication with the unincorporated Summerland, Montecito, Mission Canyon, Cuyama, and Ventucopa communities, as well as incorporated First District cities of Santa Barbara and Carpinteria.
- Continue relationships and partnerships with neighborhood and community associations.
- Foster active partnerships and outreach with the cities of Santa Barbara and Carpinteria, school district and special districts to achieve mutual goals.

FY 2011-12 Anticipated Accomplishments

- **Customer Service:** Continued implementation of an extensive restructuring of the County's culture to make customer service a major focus of County government including continued Planning and Development Department process reforms.
- **Public Safety:** Continued working with the Sheriff 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. Continued work with multiple jurisdictions and community stakeholders to address youth violence issues in our communities through service on the South Coast Gang Task Force. Served on a Board subcommittee focused on restoring a countywide truancy program. Supported a successful grant application to secure state resources for construction of a North County jail.

BOARD OF SUPERVISORS

Department Summary (cont'd)

- **Addressing Regional Transportation Issues:** Continued to work with all stakeholders regionally to address our transportation challenges by working to implement Measure A and fund the 101 In Motion recommendations of “a lane and a train.” Continued construction on the first phase of Highway 101 widening and began construction of phase two. Worked to secure additional state and federal funding for the final phases of the widening and partnered on design and public outreach for the project. Continued to work with multiple stakeholders to establish commuter rail service between Ventura and Santa Barbara Counties, beginning with the design and environmental review process for Ortega siding replacement. Continued to support Transportation Demand Management (TDM) efforts.
- **Safe Routes to School:** Continued partnership between County government, schools in unincorporated First District communities (Montecito Union, Cold Springs, Summerland), area residents, and parents to work to ensure safe access for children walking to school and other pedestrians in our community. Completed construction of a decomposed granite path along San Ysidro Road leading to Montecito Union School. Completed design and environmental review and began 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:** Continued to work with the 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: Began construction on final phase of improvements.
 - Road Maintenance: Continued implementation of corrective and preventive road maintenance program on First District roads.
 - Began construction of Gibraltar Road and Tunnel Road storm damage repairs.
- **Santa Claus Lane Beach Access and Business District Improvements:** Worked with stakeholders to finalize the design and identify a permitting path for 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. Reached tentative agreement on a partnership with Caltrans to use portions of Caltrans property for beach access parking. Continued to partner with business owners to design and identify funding for parking, circulation, and streetscape improvements. Held community meeting with stakeholders to receive feedback on preliminary design of project.
- **Fire Fuels Management:** Partnered with the Fire Department and community groups to enhance vegetation management policies and efforts and secure additional funding for balanced brush clearance efforts that incorporate best practices including adoption of the Mission Canyon Community Wildfire Protection Plan which can be used as a template for other community wildfire protection plans.
- **Tea and Jesusita Fire Rebuilding Efforts:** Continued 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.
- **Blue Ribbon Budget Task Force:** Continued to work to implement select recommendations of the Blue Ribbon Budget Task Force.
- **Pension Reform:** Worked with employee groups to implement recommendations of the County Retirement Program Alternatives Advisory Commission including establishing a two tier retirement system for the majority of the County workforce, employees paying a greater share of retirement costs, and using an average of the last three years of salary to calculate retirement instead of only the last year.
- **Local Business and Jobs:** Continued to work to implement programs that provide a preference for local businesses and workers in contracting with the County to provide goods and services.
- **Youth Jobs Initiative:** Continued supporting the County Youth Corps to provide local at-risk youth with job skills training, educational opportunities, and community service involvement. Participated with stakeholders in forming the Friends of the Youth Corps which has started a process to build a sustainable business plan and establish self-sustaining funding sources and includes applying to become a “certified local youth corps” to enable eligibility for bottle bill funding.
- **Promoting Sustainability:** Continued supporting the County’s Climate Action Plan and organized a successful effort to host a climate adaptation roundtable with tri-county region stakeholders to share information and collaborate on approaches to climate adaptation planning. Launched the modified emPower SBC program to provide incentives for businesses and homeowners to implement energy efficiency upgrades including investments in solar energy systems.
- **Solid Waste:** As a member of the Multi-Jurisdictional Solid Waste Task Force and the Conversion Technology Study Group, continued to pursue environmentally sustainable waste management practices for the entire County. Selected a vendor for the proposed conversion technology facility and initiated the environmental review for the project. Continued 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.
- **Mission Canyon Community Plan Update:** Continued work on Community Plan Update and Residential Parking Strategy.
- **Summerland Community Plan Update:** Continued work on Community Plan Update and Residential and Commercial Design Guidelines.
- **Promote Regional Planning and Collaboration:** Met with representatives from the Cities of Carpinteria and Santa Barbara to identify projects of mutual interest and identify strategies to enhance collaboration in the effort to meet mutual goals.

BOARD OF SUPERVISORS

Department Summary (cont'd)

- **Flood Control Improvements:** Continued to work to secure funding and implement measures to construct the lower Mission Creek Flood Control Project. Worked to secure \$1.7 million in State Department of Fish and Game funding that will complete fish passage barriers on Lower Mission Creek and maintain high water flow capacity.
- **Water Quality/Watershed Planning:** Continued to serve as Co-Chair of the Santa Barbara County Task Force of the Southern California Wetlands Recovery Project to work with regional stakeholders to share information and enhance collaboration on efforts to improve watershed planning efforts. Continued to work with County staff and community stakeholders on the County Storm Water Management Plan. Worked to ensure there is sufficient funding for year-round water quality monitoring to inform the public on water quality at local beaches.
- **Pesticide/Herbicide Reduction:** Continued leadership of the Integrated Pest Management (IPM) Working Group as it worked with stakeholders to identify ways that we can further reduce the use of pesticides and herbicides in County Parks, Roads, and Flood Control facilities and the South Coast as a whole. Continued to update website and expand public outreach to share information on IPM programs with the broader community and to model best practices.
- **Senior Issues:** Continued serving as Co-Chair of the Santa Barbara County Adult and Aging Network. Partnered to initiate the effort to develop the Everyone Matters Senior Advocacy Media Campaign. Advocated for the federal reauthorization of the Older Americans Act through the County Legislative platform.
- **Children's Dental Health:** Continued to support efforts to increase access to dental care for children in Santa Barbara County.
- **Children's Health Initiative:** Maintained the existing level of funding for the multi-year effort to provide health insurance to uninsured children in Santa Barbara County.
- **First 5, Children and Families Commission:** As a Commissioner, continued 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 and through Community Resource Centers.
- **Enhancement of County Services Provided in Carpinteria Community:** Continued weekly satellite office hours at the First District Office located at the Carpinteria Children's Project at Main. Worked with the Department of Social Services, Juvenile Probation and the District Attorney's Office to provide additional County services to Carpinteria residents onsite at the Main Center. Worked with partner agencies to promote the mission of the Children's Project. Collaborated with Girls Inc. of Carpinteria and the United Way of Santa Barbara County to continue to fund the Fun in the Sun summer program to enhance educational opportunities for at-risk youth. Collaborated with the City of Carpinteria to improve communication and coordinate services to more efficiently and effectively meet the needs of Carpinteria Valley residents.
- **Homeless Services:** Worked in collaboration with community stakeholders to reopen the Bridgehouse Shelter in Lompoc. Worked to ensure that the County led efforts to facilitate

the receipt of \$1.5 million in federal funds for partner agencies for homeless services and homelessness prevention programs, and provide local funding to emergency shelters and warming centers located throughout the County. Office staff participated in the homeless vulnerability index count to identify the most vulnerable homeless individuals and prioritize them for supportive housing.

- **Housing:** Continued participation as a member of the South Coast Affordable Housing Task Force. Continued a partnership with the City of Carpinteria to achieve regional affordable housing goals including providing federal funding on behalf of the County and the City to the Dahlia Court Expansion Project to develop 33 units of affordable housing which is expected to be constructed by the summer of 2013 and occupied by September 2013.
- **Poverty:** Sponsored the County Poverty Initiative which is a collaborative effort with the Santa Barbara Foundation and County Social Services to conduct an inventory of services, gaps analysis for programs serving our communities most vulnerable residents. The initiative will provide a recommendation on how to enhance efficiencies and improve the effectiveness of the current delivery systems.
- **Underrepresented Communities:** Encouraged civic engagement within underrepresented communities and fostered open dialogue for accessible, responsive and effective constituent service delivery by the County. Hosted meetings with leaders of a diverse range of constituent groups and County executives focused on improving services and community partnerships.
- **Agriculture:** Continued to promote efforts to maintain agricultural viability throughout the County including supporting efforts of Carpinteria Valley flower growers to establish a consolidated shipping center in order for local flower growers to remain competitive despite the pressures associated with imported flowers.
- **Gaviota Coast:** Continued to support initiatives to secure the preservation of open space and agriculture on the Gaviota Coast.
- **National Association of Counties (NACo) and Legislative Advocacy:** Continued to represent Santa Barbara County's interests on federal policy issues through service as the County's NACo representative, Chair of the NACo Environment, Energy, and Land Use Committee, NACo Board member, and member of the NACo Green Government Advisory Board. Continued service on the Legislative Program Committee to enhance our County's legislative platform and priorities. Continued to work with the County's federal and state advocates to support the County's legislative priorities in Washington and Sacramento.
- **Environmental Protection Agency (EPA) Local Government Advisory Board (LGAC):** Advised US EPA on federal policy making and local government implementation strategies as the appointed LGAC member and Chair of LGAC's Air, Climate & Energy Workgroup, including a focus on air standards and reporting during disasters and other exceptional events.
- **Environmental Protection Agency (EPA) Government Advisory Board (GAC):** As an appointed member of the GAC, served as a representative on the national board which focuses on environmental interests and other issues related to the North American Agreement

BOARD OF SUPERVISORS

Department Summary (cont'd)

on Environmental Cooperation. Advised EPA Administrator and Environmental Ministers on effective strategies for local implementation of environmental protection policies throughout the United States, Canada and Mexico.

2012-14 Objectives

(Note: The projects and priorities listed below are not in any priority order and may be impacted by the effects of 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.
- **Pension Reform:** Continue to work with County employees to implement select recommendations of the County Retirement Program Alternatives Advisory Commission.
- **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 work with multiple jurisdictions and community stakeholders to address youth violence issues in our communities through service on the South Coast Gang Task Force.
- **Truancy:** Implement the recommendations of the Truancy Subcommittee regarding reestablishing a countywide truancy program in order to keep children in school and reduce youth violence.
- **Youth Jobs Initiative:** Work to bring certification to the Santa Barbara County Youth Corps and secure long-term sustainable funding for this program. Participate with community stakeholders to develop a business plan and strategic plan to meet the needs of County youth.
- **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." Complete construction on the first phase of Highway 101 widening and continue construction of phase two. Work to secure additional state and federal funding for the final phases of the widening and partner on finalizing design and conducting public outreach for the project. Continue to work with Metrolink and Union Pacific to establish commuter rail service between Ventura and Santa Barbara Counties while moving forward with siding improvements to the rail corridor. Continue to support Transportation Demand Management (TDM) efforts.
- **Transportation Projects:** Continue to work with SBCAG, Caltrans, First District municipalities and residents to advance the planning and implementation of transportation projects

that address road and highway safety, congestion and infrastructure needs and concerns.

- **Summerland Parking and Circulation Plan:** Complete construction on the final phase of improvements.
- **Road Maintenance:** Continue implementation of corrective and preventive road maintenance program on First District roads.
- **Santa Claus Lane Beach Access and Business District Improvements:** Work with stakeholders to finalize the design and begin the Public Utilities Commission (PUC) permitting process for 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 partner with business owners to finalize design and identify funding for parking, circulation, and streetscape improvements.
- **Franklin Trail:** Work with stakeholders to complete the first segment of the Franklin Trail and open it for public use.
- **Safe Routes to School:** Continue partnerships between County government, schools in unincorporated First District communities (Montecito Union, Cold Springs, Summerland, Cuyama), area residents and parents to work to ensure safe access for children walking to school in our community. Complete 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 near Cold Springs School. Work with schools to identify needed enhancements and potential new projects.
- **Children's Health Initiative:** Maintain the current level of funding for the multi-year effort to provide health insurance to uninsured children in Santa Barbara County.
- **Poverty:** Work to implement recommendations from the Poverty Initiative. Collaborate with other government agencies, the non-profit community and other stakeholders to enhance service delivery, efficiency and coordination of programs and efforts that are provided to vulnerable residents.
- **First 5, Children and Families Commission:** As a Commissioner, continue to implement and update the First Five Strategic Plan focusing on the comprehensive needs of children 0-5 years of age and their families in targeted communities.
- **Senior Issues:** Continue serving as co-chair of the County Adult Aging Network. Collaborate with community stakeholders to finalize and implement the "Everyone Matters" media campaign to bring attention to the needs of seniors and offer volunteer opportunities and strategies for addressing them.
- **Fire Fuels Management:** Partner with the Fire Department and community groups to enhance vegetation management policies and efforts and secure additional funding for balanced brush clearance efforts that incorporate best practices including continued implementation of the Mission Canyon Community Wildfire Protection Plan.
- **Promoting Sustainability:** Continue working with multiple stakeholders to promote alternative energy efforts and climate adaptation planning. Monitor any federal changes to

BOARD OF SUPERVISORS

Department Summary (cont'd)

Project Assessed Clean Energy (PACE) regulations that may enable enhanced local opportunities to promote further investment in solar and other energy efficiency improvements for homeowners and businesses. Centralize and improve coordination of County Sustainability Team efforts.

- **Solid Waste:** As a member of 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. Continue environmental review on the proposed conversion technology facility. 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.
- **Flood Control Improvements:** Continue work to secure additional funding for construction of the Lower Mission Creek Flood Control Project. Continue annual flood control facility maintenance efforts.
- **Water Quality/Watershed Planning:** Continue working to implement the County Storm Water Management Plan. Collaborate with community stakeholders to identify and implement responses to changes in state and/or federal law that are expected to occur. Advocate for continued funding for water quality testing at local beaches. Serve another year as co-chair of the Santa Barbara County Task Force of the Southern California Wetlands Recovery Task Force. Continue to explore the concept of a plastic bag ban.
- **Pesticide/Herbicide Reduction:** Continue leadership of the Integrated Pest Management (IPM) Working Group as it works with stakeholders to identify ways that we can further reduce the use of pesticides and herbicides in County Parks, Roads, and Flood Control facilities and the South Coast as a whole. Continue to expand public outreach to share information on IPM programs with the broader community. Work to enhance educational support for implementation of IPM efforts within County departments and partner agencies.
- **Enhancement of County Services Provided in Carpinteria Community:** Continue weekly office hours at the satellite First District Carpinteria office. Work with the School District and other agencies to promote the programs and enhance County services located at the Children's Project at Main. Work with the City of Carpinteria to enhance collaboration on issues of mutual interest. Continue to support Fun in the Sun programming at Girls Inc. of Carpinteria.
- **Cuyama Valley:** Continue monthly satellite office hours in the New Cuyama and Ventucopa communities. Collaborate with state, federal and intergovernmental agencies to increase public safety and address community concerns. Work with County departments, School District, local non-profit organizations, service clubs and local businesses to maintain and enhance essential services to the community. Support special districts with information, ongoing communication and partnership opportunities. Support building of Cuyama Community Center and collaborate with private and public partners to enhance broadband access in order to improve communication, enhance public safety and give Valley residents greater access to information technology.

- **Underrepresented Communities:** Encourage civic engagement within underrepresented communities and foster open dialogue for accessible, responsive and effective constituent service delivery by the County.
- **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:** Consider final adoption of the Community Plan update and Residential and Commercial Design Guidelines.
- **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. Collaborate with Santa Barbara City, school districts and local community stakeholders to ensure access to local government representation and effective delivery of public services in the Eastside and Westside neighborhoods of the City.
- **Homeless Services:** Continue efforts to secure federal resources to support local efforts and plans for supportive housing, transitional shelters, warming centers and other essential services.
- **Housing:** Continue to advocate for local control of land use decisions. Continue serving on the South Coast Affordable Housing Task Force and collaborate on multijurisdictional efforts to address housing needs in our region. Partner with other agencies, community organizations and other stakeholders to identify and advocate for funding sources to replace loss of Redevelopment Agency funding.
- **Blue Ribbon Budget Task Force:** Continue to work to implement select recommendations of the Blue Ribbon Budget Task Force.
- **Local Business and Jobs:** Continue to work to implement programs that provide a preference for local businesses and workers in contracting with the County to provide goods and services.
- **Agriculture:** Continue to explore opportunities to maintain agricultural viability throughout the County including support for agriculture in the Carpinteria and Cuyama Valleys.
- **Gaviota Coast:** Continue to support initiatives to secure the preservation of open space and agriculture on the Gaviota Coast including planning for the California Coastal Trail segments through the region.
- **National Association of Counties (NACo) and Legislative Advocacy:** Continue to represent Santa Barbara County's interests in federal policy issues through service as the County's NACo representative, Chair of the NACo Environment, Energy, and Land Use Committee, NACo Board member 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 and state advocates to support County legislative priorities in Washington and Sacramento.

BOARD OF SUPERVISORS
Department Summary (cont'd)

- **EPA Local Government Advisory Board (LGAC):** As the appointed LGAC member and Chair of LGAC's Air, Climate & Energy Workgroup, advise US EPA Administrator on streamlining federal policy making for more efficient and practical local government implementation strategies.
- **EPA Government Advisory Board (GAC):** As an appointed member of the GAC, serve as a representative on the national board which focuses on environmental interests and other issues related to the North American Agreement on Environmental Cooperation. Advise EPA Administrator and Environmental Ministers on effective strategies for local implementation of environmental protection policies throughout the United States, Canada and Mexico.

SECOND DISTRICT

Supervisor Wolf is committed to serving her constituents in the Second District by:

- responding to constituent concerns;
- cultivating a healthy and sustainable community;
- 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;
- advocating for a transparent budget process.

Constituent Services:

- Respond to constituent concerns quickly and efficiently.
- Publish quarterly E-Newsletter to communicate with Second District constituents on issues of concern inviting participation and response.
- Continue, and advance, relationships and partnerships with neighborhood and community associations.
- Continue to hold office hours to connect with and hear from constituents, including constituents new to the Second District after the redistricting process was complete.
- 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.
- Meet frequently with individual constituents on emerging issues.
- Appoint new members to Boards and Commissions with an emphasis on expertise and diversity.
- Update website and Facebook page to provide important Second District information to constituents.

FY 2011-12 Anticipated Accomplishments

Parks (Community Services Department)

- Continued to monitor Goleta Beach 2.0 process as it approached the environmental review phase.
- Worked with the County Executive and Auditor offices to ensure that County Service Area (CSA) 3 monies paid by Second District residents were appropriately spent enhancing Park services and medians within the Second District.
- Supported continued improvements and maintenance at Arroyo Burro Beach County Park.
- Worked with Parks to develop and publish an Interim Management Plan for the San Marcos Foothill Preserve.
- Worked with Parks to increase signage at South County dog parks to enhance park enjoyment for all users.
- Worked with Parks to ensure that the first Goleta Beach Triathlon was a success and that normal park usage was not impeded.
- Participated in the annual Coastal Cleanup Day at Goleta Beach.

Environmental Issues

- Closely monitored and voted to protect our coastline on significant coastal projects.
- Supported and advocated for the installation of 1 megawatt of solar panels on the County's Calle Real campus to power the Santa Barbara County Jail operations.
- Supported channel improvements for the San Jose Creek in the City of Goleta.
- Supported initiation of environmental review for a Conversion Technology program that would enhance recycling services in Santa Barbara County.
- Voted in favor of an oil pipeline that ended oil barging off the Santa Barbara County coastline.

BOARD OF SUPERVISORS

Department Summary (cont'd)

Public Health and Safety

- Along with 5th District Supervisor Lavagnino, co-chaired the Air Operations ad hoc Subcommittee that ultimately enhanced air operations services while saving money in the Fire and Sheriff Departments by merging aviation units.
- Worked with 3rd District Supervisor Farr, Caltrans, California Highway Patrol (CHP) and Santa Barbara County Association of Governments (SBCAG) to pass a resolution seeking to reduce truck travel on Highway 154. Also supported and advocated for further safety measures on Highway 154, including a ban on hazardous materials on the highway.
- As the Board of Supervisors liaison to the Corrections Partnership, worked to develop an Assembly Bill (AB) 109 implementation plan and attended a Corrections Innovations Conference in Sacramento with County Law Enforcement and Probation staff.
- Toured the County Jail with the Sheriff.
- Continued to work with Traffic Solutions to provide safe routes to school, including a walking path at San Marcos/Cathedral Oaks Road and crosswalk improvements on Hope Avenue.
- Advocated to protect the budgets of departments that provide basic social safety net services such as Alcohol, Drug and Mental Health Services, Public Health, Child Support Services and Social Services.
- Served and participated as Co-Chair of the County/City South Coast Gang Task Force.
- Via role on Juvenile Justice Coordinating Council and Blue Ribbon Commission on Foster Youth, advocated for increased communication and collaboration among agencies and individuals working with at-risk and delinquent youth.
- Supported and advocated for Community Emergency Response Team (CERT) training for Second District community members and County employees.
- Supported bike path improvements throughout the Second District, including solar lighting along the Maria Ygnacio Creek bike path.
- Appeared in an “Aware and Prepare” video to discuss successes of the public/private partnership in building the Emergency Operations Center (EOC).
- Supported a ban on marijuana dispensaries in the County.
- Worked with the Public Health Department to support Hands Only CPR training.
- Attended a Summit on Homelessness.
- Participated in a Child Welfare Services Self-Assessment Community Input Session.
- Was re-appointed as the Board of Supervisors representative to CenCal Health.
- Provided funding to the Foodbank of Santa Barbara County for their Thanksgiving turkey drive.

Community Outreach

- Appointed new members to several County Boards and Commissions.
- Maintained relationships and awareness of issues with the neighboring cities of Santa Barbara, Goleta and unincorporated communities.
- Continued to host ongoing “Second District Student Art Gallery” in the 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.
- Published a newsletter updating constituents on news in the Second District and throughout Santa Barbara County.
- Attended and participated in the THRIVE Westside “Westside Action Summit” and helped identify ways to improve Santa Barbara’s Westside community.
- Attended and spoke at a “Bridges out of Poverty” public meeting in Lompoc.
- Reached out to new constituents following the redistricting process.

Roads

- Continued to work with Public Works and Second District Representatives to plan for next year’s RdMAP to improve roadways in the Second District.
- Worked collaboratively with Public Works and the Santa Barbara County Association of Governments (SBCAG) 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.
- Advocated successfully for continued Americans with Disabilities Act (ADA) improvements in the 2nd District.
- Continued to support Hollister Avenue Median enhancement.

Economic Development

- Convened a South Coast Business Forum with local business leaders and elected officials encouraging economic development in Santa Barbara County.
- Supported efforts of emPowerSBC and spoke at a community forum in Goleta encouraging home energy-saving improvements through public-private partnerships.

BOARD OF SUPERVISORS
Department Summary (cont'd)

Planning

- Closely monitored progress of the Eastern Goleta Valley Community Plan and led the Board of Supervisors in approving the plan to be studied for Environmental Review.
- Continued to support development of the Climate Action Strategy

Other

- Actively participated in the hiring of a new Community Services Department Director.
- Participated in state and nationwide advocacy for county government via the National Association of Counties (NACo) and the California State Association of Counties (CSAC).
- Participated in a University of California at Santa Barbara (UCSB) Alumni in Government panel.
- Monitored the implementation and kick-off of the emPowerSBC program.
- Initiated the transfer of reprographic equipment to the Probation Department for a new vocational training program for the Los Prietos Boys Camp.
- Attended the CSAC annual meeting in San Francisco, California.
- Attended a Santa Barbara County Employees Retirement System (SBCERS) retreat and gained further understanding of retirement systems.
- Served as Chair of the KIDS Network and was involved in the strategic plan update sub-committee.
- Assisted in the planning of the Countywide Foster Care Summit.

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);
 - Aviation Ad Hoc Subcommittee;
 - Beach Erosion Authority for Clean Oceans and Nourishment (BEACON);
 - California State Association of Counties (CSAC);
 - CalVans;
 - CenCal Health;
 - Cities-County Joint Affordable Housing Task Group;
 - Debt Advisory Committee;
 - First Five Children and Families Commission;
 - South Coast Gang Task Force

- K.I.D.S. Network Policy Council;
- Integrated Pest Management Focus Group;
- Juvenile Justice Coordination Council;
- Local Agency Formation Commission (LAFCO);
- National Association of Counties (NACo);
- NACo Health Steering Committee;
- Santa Barbara County Board of Retirement;
- Santa Barbara County Association of Governments (SBCAG);
- Santa Barbara County Commission on Foster Care;
- South Coast Subregional Committee for SBCAG.

2012-14 Objectives

- Continue to monitor the progress of the Eastern Goleta Valley Community Plan as it moves into the environmental review phase.
- 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 monitor the progress of the San Marcos Foothills Park Management Plan.
- Support public-private partnership programs such as emPowerSBC, 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 of Supervisors (BOS), and ultimately to the Coastal Commission, to address erosion 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.
- 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.
- Continue displaying school student art in the Second District Student Art Gallery.

- Monitor progress on the State Street /Hollister Avenue Corridor Improvement Plan.
- Continue to advocate for the rights of our County’s most vulnerable constituents.
- Consider new and innovative constituent outreach efforts.

THIRD DISTRICT

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

- Being accessible and responsive to hundreds of constituent phone calls, letters and e-mails each week in a prompt, efficient and effective way. With newly redistricted boundaries taking effect in the Third District in September 2011, efforts to reach out to these new constituent areas has been a priority.
- Encouraging collaborative relationships with the communities of Santa Ynez, Ballard, Los Olivos, Vandenberg Village, Mesa Oaks, Mission Hills, Los Alamos, Isla Vista and Guadalupe.
- Making government accessible to all constituents by appointing diverse Third District commissioners to the various commissions and boards that advise the Board of Supervisors.
- Encouraging community dialogue and consensus building among stakeholders in the Third District.
- Continuing to operate and staff offices in the Santa Ynez Valley and Santa Barbara.
- Regularly holding office hours in Isla Vista, Vandenberg Village, Mesa Oaks, Mission Hills and Guadalupe.
- Fostering relationships and partnerships with neighborhood and community associations.
- Holding regular community meetings and gatherings to provide information to and receive feedback from constituents in Los Alamos, Santa Ynez Valley, Isla Vista, Lompoc Valley, and Guadalupe.
- Collaborating with the municipalities of Goleta, Buellton, Solvang and Guadalupe on issues important to the community.
- Promoting efficiency, transparency and accountability in County government.
- Participating in countywide forums concerning regional health and safety issues, such as the Multi-Jurisdictional Solid Waste Task Force, Santa Barbara County Association of Governments (SBCAG), Local Agency Formation Commission (LAFCO), Santa Barbara County Air Pollution Control District Board (APCD), Adult and Aging Network and others.

BOARD OF SUPERVISORS

Department Summary (cont'd)

Policy Goals

- Preserve public safety and make sure resources are prioritized to keep our community safe
- Promote fiscal responsibility so that we are using public resources efficiently and effectively
- Protect safety net services for our most vulnerable community members
- Provide timely, responsive and professional constituent service that responds to issues important to constituents
- Plan for the future by encouraging strong neighborhood and environmental planning

FY 2011-12 Anticipated Accomplishments

Public Safety:

- Successfully advocated for increased roadway safety improvements on Highway 154 including increased California Highway Patrol enforcement, specific enforcement for larger capacity hauling trucks, better signage and rumble strips.
- Initiated and implemented with the California Highway Patrol a hazardous materials ban on Highway 154.
- Co-chaired the SBCAG Truck Safety Committee to address safety issues on Highway 154.
- Participated in the Aware and Prepare public awareness campaign to educate the public about emergency preparedness.
- Spoke at the University of California at Santa Barbara (UCSB) Emergency Managers Conference.
- Led efforts to investigate the impacts of Hydraulic Fracturing (fracking) in Los Alamos and established a local regulatory path for fracking proposals.

Fiscal Responsibility:

- Worked with County departments to close a \$72 million budget deficit and worked with employee unions on contract concessions.
- Initiated a countywide “Hiring Freeze” to give the County Executive Officer more oversight of departmental hiring considerations.
- Supported public pension reform and established a two-tier retirement system that balances the commitment to current employees and plans for long-term pension stability.
- Continue to assess and restructure, when necessary, Santa Barbara County government to promote an efficient, constituent-oriented, and cost effective departmental process while promoting transparency and accountability.

BOARD OF SUPERVISORS
Department Summary (cont'd)

- Promoted fiscal responsibility and, to the extent possible, kept proposed budget cuts as far from front line services as possible.
- Support maintaining agricultural viability in the Third District and throughout the County and continue to advocate for State and County funding for the Williamson Act.
- Attended the Northern Santa Barbara County Economic Assessment and Forecast events.
- Attended a UCSB Research Briefing regarding technology start-up businesses to build countywide relationships.
- Continued to regularly participate in events sponsored by the Solvang, Buellton and Goleta Chambers of Commerce.
- Worked closely and collaboratively with the City Councils and staff of Goleta, Solvang, Buellton and Guadalupe.

Vulnerable Populations:

- Chaired the Adult and Aging Network and lead 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; and visited with seniors at independent and assisted living facilities in the Third District.
- 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 Chronic Homelessness in conjunction with other local, state and federal agencies. Continue to engage stakeholders and County agencies to improve and enhance County services provided to the homeless.
- Worked to secure funding for a jail taxi ride project to ensure that homeless individuals released at night during hours when bus service is not available are able to return to an urban area safely.
- Visited the Isla Vista Elementary School Healthy Pantry program run by the Foodbank of Santa Barbara County.
- Collaborated with the Isla Vista and Guadalupe THRIVE projects to support the effort to help children from low-income, mostly Latino families achieve academic success.

Constituent Concerns:

- Focused County staff efforts and resources to open the Guadalupe Dunes Road on an expedient timeline.
- Regularly hold 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.
- Worked with the Public Works Department to address fence, street trees and sidewalk re-

pairs in Vandenberg Village, most notably by helping to initiate removal of diseased and dangerous pine trees on Clubhouse Road.

- Supported all of the libraries in the district, particularly the Solvang Friends of the Library on their expansion plan. Also strengthened financial stability and visibility of the County-wide Library system, and provided leadership to constituents interested in improvements to Third District libraries.
- Continued implementation of corrective and preventive road maintenance programs on Third District roads.
- Moved forward with replacement of the bridge for Jalama Road.
- Worked with County departments, including Public Works and Planning & Development, to help facilitate meetings with constituents on a wide array of issues.
- Continued to investigate planning options for Los Olivos Wastewater Treatment.
- Staff will continue to participate in public outreach with numerous community directed committees, programs and UCSB organizations.
- 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 continues to seek fair and equitable agreements between the County of Santa Barbara and the Chumash tribal government.
- 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.
- Spoke at the Goleta Chamber of Commerce Legislative Summit about County priorities and challenges in this fiscal climate.
- Discussed options for undergrounding utilities in Ballard.
- Advocated for opening the Vandenberg Village postal annex at the Vandenberg Village Shopping Center and for keeping the Casmalia post office open.

Planning for the Future:

- Convened the Gaviota General Plan Advisory Committee (GavPAC) to 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.
- Continued 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.

BOARD OF SUPERVISORS

Department Summary (cont'd)

- Adopted the Los Alamos Community Plan with the goal of revitalizing the downtown core.
- 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.
- Continued with the final design and right-of-way phases for the replacement of the Jonata Park Road Bridge.
- As the Co-Chair of the Multi-Jurisdictional Solid Waste Task Force, continued 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.
- Worked to incorporate sustainability and green building principles in our Community Plans and General Plan.
- Spoke at the South Coast Sustainability Summit at UCSB.
- Addressed community members at EmPower SBC events in Santa Barbara and Goleta about the opportunities available for solar financing.

Working for You - Supervisor Farr serves on a variety of county boards and commissions including:

- 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
- 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
- Member, Santa Barbara Local Agency Formation Commission (LAFCO)
- Member, Multi-Jurisdictional Solid Waste Task Force
- Ex-Officio Member, Bringing Our Community Home
- Member, Legislative Program Committee
- Member, Cities-County Joint Affordable Housing Task Group

FOURTH DISTRICT

Redistricting

During the last ten years, the County population has grown and the five Supervisorial Districts have changed dramatically. With a total County population of 425,840, each district has approximately 85,170 people. The Fourth District has shifted significantly toward the north, taking in about 1,970 new constituents from the Santa Maria Valley and regretfully giving up some areas of the Lompoc Valley. With this change, we are addressing new community issues and opportunities to serve.

Growing the Economy

The overriding principles for Fiscal Year 2012-13 are: "conserve funds and create steady County income." County departments have trimmed their budgets and made difficult decisions about service levels. Members of the Board of Supervisors have shifted their emphasis toward the business community, with an eye toward encouraging residents to start up or expand businesses. The question for this year is, "Will this decision, new ordinance or policy bring in more jobs or encourage economic growth?"

Growing the Economy - Vendors

Government does not grow the economy. Good local government can aid businesses, who are the economic engines that create jobs and build wealth. Sixteen years ago Santa Barbara County created the Vendor Outreach Program. It was designed to give a 6% preference to any Santa Barbara County based business submitting a bid to work or provide a service to the County. This valuable tool encourages county departments to purchase locally. The idea is that sales taxes will be collected locally and the money will have a multiplier effect.

Growing the Economy - Locally

In the same way, local purchasing should be practiced by all of us to be sure we preserve our shops and service providers. Buying locally keeps more people employed in our cities as well as the county. We learned earlier this year that if every American purchased just \$64 (more than normal) of American made products each year it would create something like 200,000 new jobs. We can do our part here in Santa Barbara County.

Growing the Economy - Partnering

The Parks Division of the Community Services Department is developing new income generating projects, such as Recreational Vehicle (RV) parking, rentable bungalows and camping sites at Cachuma Lake and Jalama Beach. This will bring more visitors to the County parks, beaches and

BOARD OF SUPERVISORS
Department Summary (cont'd)

Lake Cachuma. And, in turn, will help the surrounding cities fill hotels, restaurants, wineries and shops. One of the major goals is to build Parks into a self-funded, Enterprise operation. This would remove the need for General Fund dollars every year.

Growing the Economy - Agriculture

The Ag industry continues to be the biggest financial force in Santa Barbara County. Recently the County of Santa Barbara Government Access Television (CSBTV) produced an award winning feature, showcasing many aspects of Santa Barbara agriculture. During this next year, we anticipate even higher returns from the various farm enterprises, be they row crops, organic produce, vineyards, orchards or livestock. It is critical to our local economy that the Ag Industry be nurtured and protected.

Constituent Services:

The Fourth District Office, after redistricting, now encompasses the City of Lompoc, Hwy 246 from Lompoc to Drum Canyon, Orcutt, and a portion of Santa Maria.

The Fourth District Office staff has a long history of providing excellent and timely constituent services. The staff is experienced and adept at assisting the public with all county issues.

The two offices, located in the Lompoc Veterans Memorial Building and the Betteravia Government Center in Santa Maria, will operate five days per week and be open from 8am to 5pm.

The Lompoc staff will continue to function as Building Rental Managers for the Lompoc Veterans Memorial Building. This work includes complete oversight of the grounds, maintenance by General Services and janitorial companies, plus rental of the building for public use. Funds generated through rentals will continue to go to General Services, who in turn reinvest the funds into the operations and general maintenance of the building.

Community Relations:

- Supervisor Gray is the President of the Northern Santa Barbara County Athletic Round Table, focusing on high school athletes.
- The Orcutt Trails Commission was organized by Supervisor Gray to create a Trails system that will meet the needs of citizens and visitors. The 4th District Office will continue to stay involved in this process.

- Meet with Homeowners Associations, Chambers of Commerce, educational leaders, public health officials, agricultural organizations, business owners and others to assure open and continual communication.
- Appoint public members to serve on a wide variety of County advisory groups, assuring involvement and communication between the public and the Board of Supervisors.

Areas of Interest:

Supervisor Gray serves on the following boards and commissions:

- Board of Supervisors
- Santa Barbara County Association of Governments (SBCAG)
- Air Pollution Control Board of Santa Barbara County
- California State Association of Counties (CSAC) - Executive Board
- California State Association of Counties (CSAC) - Finance Board
- California State Association of Counties (CSAC) - Board of Directors
- California Dept. of Corrections and Rehabilitation Facilities Program Advisory Committee

Staff attends the following Boards and Commissions:

- Community Action Commission (CAC)
- Child Care Planning Council
- First 5 Children and Families Commission
- Route 166 Advisory Committee
- Life Options Vocational and Resource Center (LOVARC)
- Lompoc Chamber of Commerce
- Lompoc Veterans Memorial Building Restoration Foundation
- Lompoc Empty Bowls Committee
- Vandenberg Air Force Base (VAFB) Community Advisory Board
- Federal Corrections Institution Community Advisory Board
- Lompoc Valley Community Health Care Organization
- Alcohol & Drug Mental Health Services Commission

Policy Goals:

- Conserve financial resources
- Encourage economic growth in the private sector
- Protect and help preserve agriculture
- Support Public Safety
- Maintain Road Repair funds

FIFTH DISTRICT

Supervisor Steve Lavagnino represents the Fifth District which includes Santa Maria, Santa Barbara's largest city, as well as the bucolic communities of Garey, Sisquoc and Tepusquet. The unique blend of urban, suburban and rural constituencies provides the Fifth District with a wide array of viewpoints on almost every issue. The staff of the Fifth District has a singular focus, regardless of which community you call home – to provide you, the taxpayer, with outstanding customer service.

FY 2011-12 Anticipated Accomplishments

- Closed a \$72 million budget gap
- Set aside the first \$1 million for new Santa Maria jail operations
- County employment reduced to mid-1990 levels
- Renegotiated employee salaries, benefits and pension payouts
- Prioritized funding for those who need it, allowing non-profits to leverage money and provide greater services than the government could at a lower cost
- Consolidated multiple departments into one Community Services Department, saving \$500,000 annually
- Consolidated Human Resources Department to eliminate management position
- Established process for creating Community Wildfire Protection Plans, which would allow communities like Tepusquet to better protect themselves
- Created countywide fracking ordinance to protect groundwater
- Fifth District road funding was increased by changing the disbursement calculation for each district, allowing the Santa Maria area to receive \$1.1 million more than FY 10-11, an 82% increase
- Approved siting element for new Santa Maria landfill
- New solid waste contracts were negotiated, resulting in more service at a decreased rate

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

- Increased recreational and camping opportunities at Lake Cachuma, including kayaking and new cabins
- Engaged California Public Utilities Commission to offer smart meter opt-out plans
- Fought for north county interests during redistricting
- Appointed businessman Don Lahr to the Santa Maria Airport Board
- Banned medical marijuana dispensaries in unincorporated areas of the county
- Created joint aviation unit between Sheriff and Fire Departments, saving \$250,000 per year and increasing service to the public
- Created a new mobile home closure ordinance, protecting the rights of park residents throughout the county
- Held first town hall in Sisquoc in over 40 years
- Accepted 308 acres of open space for public trails in Orcutt
- Approved Diamond Rock mine in Ventucopa, providing more raw aggregate for construction with less environmental impact
- Prevented an oil tax from being placed on the ballot
- Appointed financial expert Guy Kraines to the Retirement Board
- Expedited and approved pipeline for Venoco to cease barging operations off Goleta coast
- Directed staff to create hotel incentive program to maximize tax revenue
- Preserved historical Santa Barbara Cabanas, paving the way for restoration
- Re-allocated existing property taxes to maximize budget effectiveness in Fire Department
- Used Coastal Resource Enhancement Fund (CREF) funds to re-open Guadalupe Dunes Road
- Accepted deed to Bridgehouse Shelter and signed interim agreement with Good Samaritan for operation

2012-14 Objectives

- Develop truancy program with local school districts
- Hold first ever Stand Down in Santa Barbara County, allowing veterans who are homeless or down on their luck to access benefits
- Implement E-Verify for County employees
- Obtain further employee salary and benefit concessions
- Encourage other hotels to take advantage of incentive program

BOARD OF SUPERVISORS
Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

- There will be no increase or decrease of staffing from 2011-12 Adopted to 2012-13 Recommended.
- The Board of Supervisors has a staff of nearly 22 employees located in Santa Barbara, Santa Maria, Lompoc and Solvang. Staffing has remained at a consistent level for the last 10 years.

Expenditures:

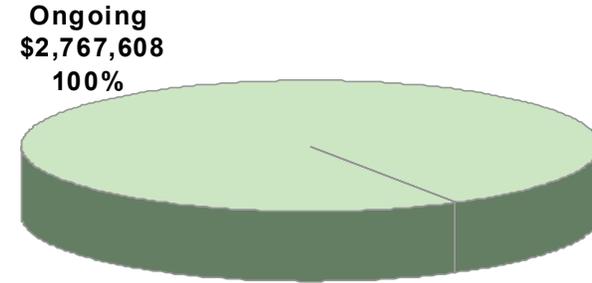
Net decrease of \$83,000. This 3% decrease is the result of:

- Salaries and Benefits – net decrease of \$96,000 due to concessions made by employees to offset an additional portion of retirement benefits and freezing step increases and cost of living adjustments.
- Other Expenses – net increase of \$13,000 due primarily to increased cost of computer support and travel.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

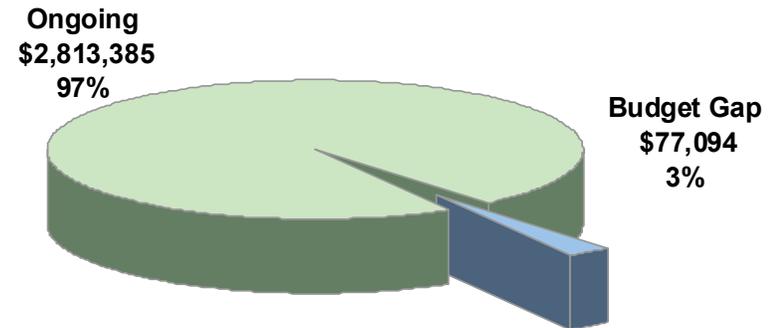
The \$123,000 increase in expenditures is primarily the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2013-14 of approximately \$84,000 and health insurance increases of \$20,000 and miscellaneous increases to Services and Supplies of \$10,000.

FY 2012-13 Recommended Budget

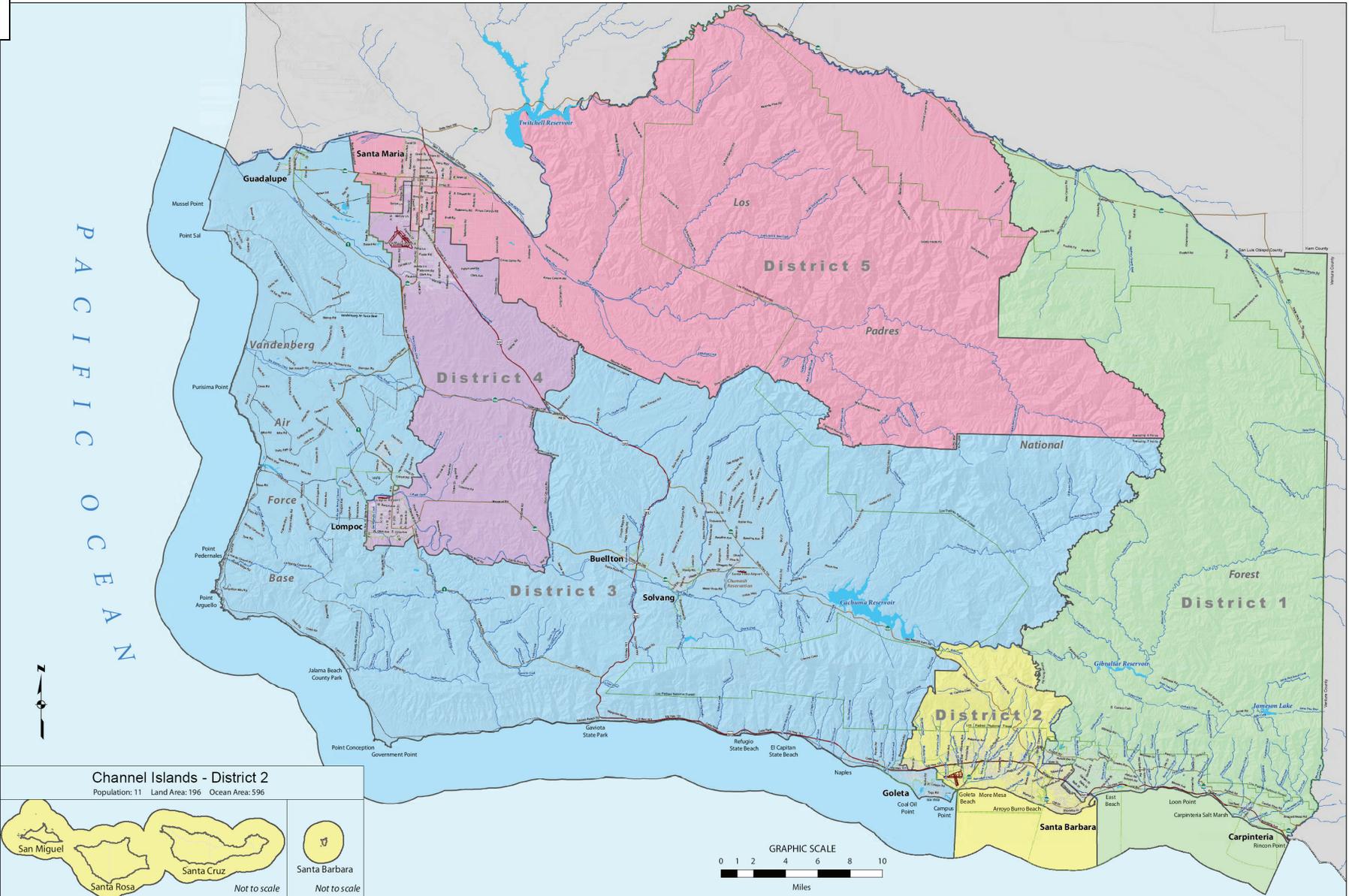


The FY 2012-13 Recommended Budget is 100% funded by the General Fund.

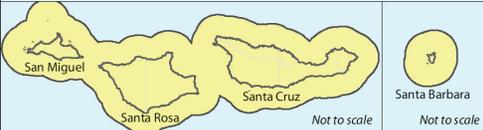
FY 2013-14 Proposed Budget



To maintain FY 2012-13 service levels, it is estimated that \$2.9 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$2.8 million will be available from the General Fund.



Channel Islands - District 2
 Population: 11 Land Area: 196 Ocean Area: 596



Supervisory Districts, Santa Barbara County

Compiled by the County Surveyor's Office
 Santa Barbara County Ordinance No. 4797 effective September 8, 2011

Population Data Source: U.S. Census Data 2010.
 Disclaimer: This map is a graphic representation and is for reference only. District lines shown on this map have been modified to fit the parcelized base map created and provided by the County Surveyor's Office.
 No level of accuracy is claimed for the district line shown hereon and lines should not be used to obtain coordinate values, distances, or bearings.
 Although every effort has been made to ensure the accuracy of information, errors and omissions originating from physical sources used to develop the database may be reflected in this data.
 Santa Barbara County shall not be liable for any errors, omissions, or damages that result from inappropriate use of this document.

District 1 Population: 84,456 Land Area: 582 Ocean Area: 44	District 2 Population: 84,447 Land Area: 73 Ocean Area: 33	District 3 Population: 84,730 Land Area: 1041 Ocean Area: 304	District 4 Population: 84,965 Land Area: 173 Ocean Area: 0	District 5 Population: 85,297 Land Area: 683 Ocean Area: 0
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Total Population: 423,895. Total Land Area: 2,552.

Population data from US Census 2010. Land area measurements in square miles are approximate and exclude 196 square miles for the Channel Islands.



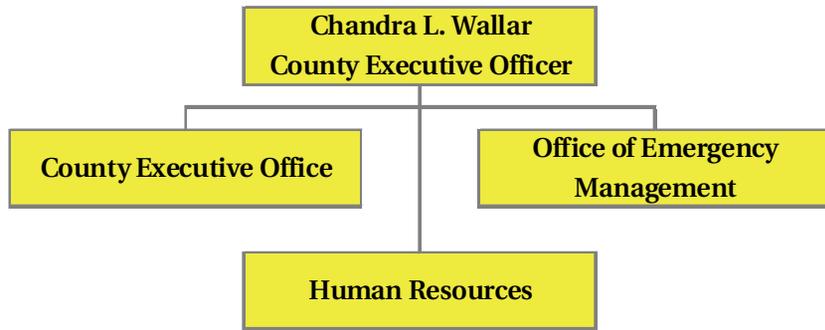
County Surveyor's Certificate
 THIS MAP WAS PREPARED UNDER MY DIRECTION
 IN ACCORDANCE WITH CALIFORNIA GOVERNMENT
 CODE SECTION 27352 IN OCTOBER 2011.
 I CERTIFY THE DISTRICT LINES SHOWN HEREON ARE
 CONSISTENT WITH COUNTY ORDINANCE 44797,
 EFFECTIVE SEPTEMBER 8, 2011.
 MICHAEL E. EMBORG
 COUNTY SURVEYOR
 10/22/2011
 DATE



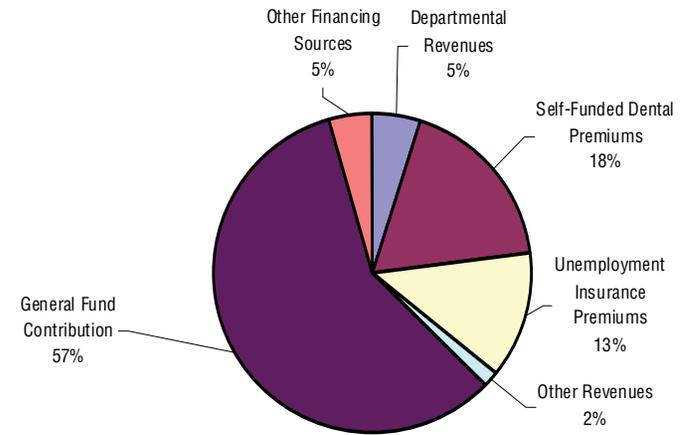
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COUNTY EXECUTIVE OFFICE

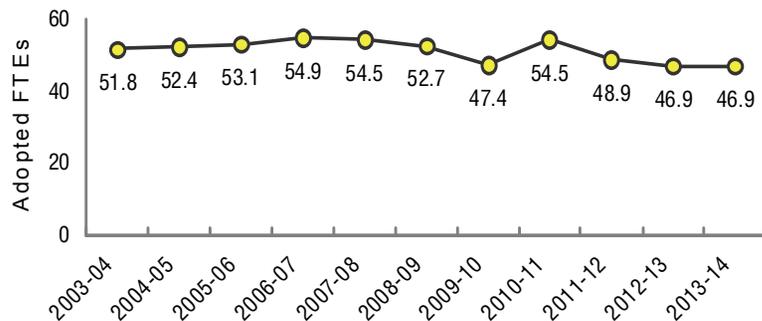
Budget & Staffing	
Operating \$	10,684,771
Capital	30,000
FTEs	46.9



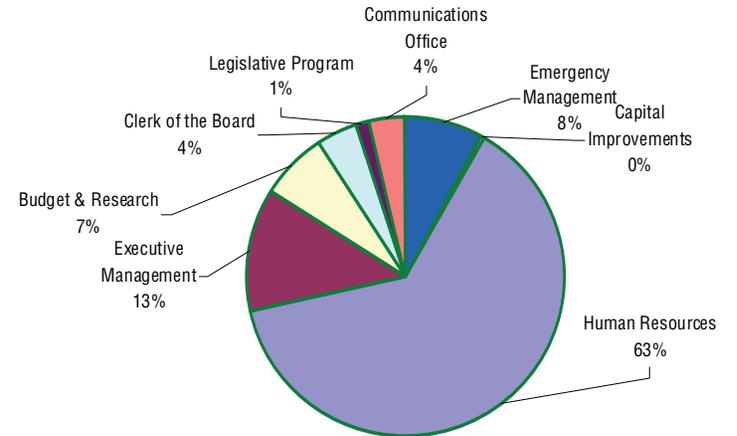
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



The FTEs shown above include all FTEs for the County Executive Office and Human Resources.

COUNTY EXECUTIVE OFFICE

Division Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Management	\$ 1,535,441	\$ 1,415,530	\$ 1,666,035	\$ 1,736,621
Budget & Research	1,144,719	1,121,206	925,646	963,108
Clerk of the Board	720,723	654,222	554,880	578,374
Legislative Program	204,684	200,261	183,473	186,913
Communications Office	441,981	466,850	486,794	511,850
Emergency Management	1,720,347	1,117,316	1,059,297	1,102,447
Operating Sub-Total	5,767,895	4,975,385	4,876,125	5,079,313
Less: Intra-County Revenues	(1,158,652)	(836,234)	(29,600)	(32,000)
Operating Total	4,609,243	4,139,151	4,846,525	5,047,313
<i>Non-Operating Expenditures</i>				
Capital Assets	342,348	10,000	30,000	30,000
Expenditure Total	4,951,591	4,149,151	4,876,525	5,077,313
<i>Other Financing Uses</i>				
Operating Transfers	84,865	--	--	--
Designated for Future Uses	30,994	--	--	--
Department Total	\$ 5,067,450	\$ 4,149,151	\$ 4,876,525	\$ 5,077,313

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,608,057	\$ 2,553,324	\$ 2,441,485	\$ 2,457,788
Overtime	599	1,000	1,000	1,000
Extra Help	46,009	40,000	53,000	53,000
Benefits	1,315,072	1,243,210	1,166,367	1,316,201
Salaries & Benefits Sub-Total	3,969,737	3,837,534	3,661,852	3,827,989
Services & Supplies	1,798,158	1,137,851	1,214,273	1,251,324
Operating Sub-Total	5,767,895	4,975,385	4,876,125	5,079,313
Less: Intra-County Revenues	(1,158,652)	(836,234)	(29,600)	(32,000)
Operating Total	4,609,243	4,139,151	4,846,525	5,047,313
<i>Non-Operating Expenditures</i>				
Capital Assets	342,348	10,000	30,000	30,000
Expenditure Total	\$ 4,951,591	\$ 4,149,151	\$ 4,876,525	\$ 5,077,313

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,386,772	\$ 270,000	\$ 234,500	\$ 234,500
Other Charges for Services	1,387,599	1,223,606	431,600	440,000
Miscellaneous Revenue	4,628	3,800	5,840	5,840
Revenue Sub-Total	2,778,999	1,497,406	671,940	680,340
Less: Intra-County Revenues	(1,158,652)	(836,234)	(29,600)	(32,000)
Revenue Total	1,620,347	661,172	642,340	648,340
<i>General Fund Contribution</i>				
	3,397,077	2,931,796	3,934,496	4,256,348
<i>Other Financing Sources</i>				
Operating Transfers	28,372	--	30,000	30,000
Use of Prior Fund Balances	21,654	556,183	269,689	142,625
Department Total	\$ 5,067,450	\$ 4,149,151	\$ 4,876,525	\$ 5,077,313

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$4,256,348 displayed in the summary table above includes a projected General Fund Contribution of \$3,985,709 and a projected budget gap of \$270,639.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Executive Management	4.3	4.8	5.9	5.9
Budget & Research	7.0	6.0	5.0	5.0
Clerk of the Board	6.0	5.0	4.0	4.0
Legislative Program	0.3	0.2	0.1	0.1
Communications Office	2.9	2.6	2.6	2.6
Emergency Management	6.4	7.0	6.0	6.0
Total Permanent	26.8	25.6	23.6	23.6
<i>Non-Permanent</i>				
Extra Help	0.7	--	--	--
Total FTEs	27.5	25.6	23.6	23.6

Note: FTE 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.

Department Description

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

The County Executive Office is comprised of seven service units:

1. Executive Management – The County Executive Officer and a small staff implement the Board of Supervisors policy directives, provide leadership, strategic planning and oversight to the County.
2. Budget and Research – Preparation, monitoring and adjusting the County's operating plan. Additionally, prepares analysis and reports to support the CEO and the Board of Supervisors.
3. Clerk of the Board – Prepares and posts agendas of Board hearings, records, maintains and posts minutes of such meetings.
4. Legislative Advocacy – Maintain a presence in Sacramento and Washington D.C. to ensure that legislative proposals comport with the policy direction of the Board of Supervisors.
5. Communications Office – The County of Santa Barbara Government Television Station (CSBTV) provides accurate and timely public information on a wide range of programs, services and other County issues and the information technology position supports the computer needs of the CEO, Board of Supervisors and First 5.
6. Emergency Management – Provides leadership in preparing for and administering disaster response throughout the County.
7. Human Resources – Assist County departments in meeting their respective goals through the recruitment, training and retention of qualified employees.

COUNTY EXECUTIVE OFFICE

Division Summary (cont'd)

2011-12 Anticipated Accomplishments

Executive Management:

- Identified and set aside ongoing funding for the northern county jail.
- Coordinated a review of the Fire Department to assess its ability to meet the County's needs.
- Maintained strong inter-jurisdictional efforts to coordinate library services countywide.
- Took the lead on the redistricting project with the Board of Supervisors.
- Facilitated receipt of federal funding through an aggressive legislative platform.

Budget and Research:

- Provided detailed financial policy information to the Board of Supervisors that identifies potential fiscal issues on the County's horizon and demonstrates the expected service level of the Board's budget decisions.
- In conjunction with the Auditor-Controller, initiated the Budget Clarity Project to evaluate the budget process and practices.

Clerk of the Board:

- Established and implemented a non-refundable processing fee for Assessment Appeals applications of parcels or appraisal units to partially offset salaries and benefits associated with the assessment appeals process.

Legislative:

- Influenced State and Federal legislation and elected representatives to advance the County Adopted 2012 legislative platform and enhance quality of life by maximizing receipt of local revenues supporting the delivery of critical services, programs and facilities.

County of Santa Barbara Television (CSBTV):

- Provided accurate and timely public information on the wide range of programs, services and other County issues, including broadcasting the Board of Supervisors and Planning Commission meetings. Also broadcasted every redistricting hearing in both English and Spanish.
- Receipt of several video programming awards from the States of California and Nevada Chapter of the National Association of Telecommunications Officers and Advisors (SCAN/NATOA), including awards for the videos "Where Does Your Trash Go?" and "Lake Cachuma Promos." Also received NATOA national awards for the videos "Where Does Your Trash Go?" and "The Revitalization of Old Town Orcutt."
- Produced County departmental videos for Parks (Guadalupe Dunes Road Reopening, Jalama Beach Promo), Arts Commission (Poetry Performance), Public Health (Hands Only CPR)

COUNTY EXECUTIVE OFFICE

Division Summary (cont'd)

Demonstration), Public Works (Plastic Bag Recycling) and 5th District Board of Supervisors/General Services/City of Santa Barbara (Fleet Vehicle Sustainability).

- CSBTv also created pages on social media sites YouTube, Facebook, Flickr, and Twitter.

Office of Emergency Management (OEM):

- Completed the construction of the new Operational Area Emergency Operations Center (EOC) and ensured that the building is fully operational.
- Strengthened training for emergency public information within the Operational Area by partnering with the Emergency Public Information Communicator (EPIC) group.
- Leveraged Homeland Security funding to strengthen communication systems by video teleconference and by live streaming video from County helicopters.
- Conducted a major operational exercise with San Luis Obispo County, State and Federal officials based on a Diablo Canyon incident with a radioactive release.

Human Resources: See separate Human Resources section.

2012-14 Objectives

The County Executive Officer (CEO) 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 2012-14.

Executive Management:

- Update the County's strategic plan
- Identify significant issues facing the County in the coming years
- Provide leadership to the ongoing dissolution of the Redevelopment Agency (RDA)

Budget and Research:

- Improve the Capital Plan
- Develop a five year forecast to be used in the budget process
- Support the development of a Strategic Plan
- Create a long term plan to achieve a structurally balanced budget

Legislative:

- Continue efforts to understand proposed legislative changes and communicate the anticipated impact on the County of Santa Barbara
- Identify areas impacting the County that require legislative change and communicate to the appropriate State or Federal agencies

County of Santa Barbara Television (CSBTv):

- Increase production of videos that educate the public on the County's business with an emphasis on transparency and public participation. (CSBTv is currently working on videos about the budget process, public participation during Board of Supervisors hearings, and a weekly five-minute County news series.)

COUNTY EXECUTIVE OFFICE

Division Summary (cont'd)

Office of Emergency Management (OEM):

- A County organization that can maintain critical services during a disaster by having realistic and thorough continuity of operation plans (COOP).
- Maintain a well-trained Emergency Operations Center (EOC) staff through regular practice drills.
- Sustain communications systems within the county that facilitates communications between jurisdictions and is operationally ready at all times.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

- There will be a reduction of 2.0 FTEs from the 2011-12 Adopted budget to the 2012-13 Recommended budget.
- The County Executive Office has a recommended staff of 24 employees with centralized operations in Santa Barbara. Budgeted staffing has dropped from 30 employees in 2010-11 to 24 employees in 2012-13, a decrease of 6 employees or 20%.

Expenditures:

Net decrease of \$99,000 (2%).

- Salaries and Benefits – Net decrease of \$176,000. There was a \$213,000 decrease in projected permanent staffing and related benefits costs offset by +\$37,000 increase in salaries and benefits due to anticipated retirement rate and health insurance increases.
- Services and Supplies – Increase of \$76,000 primarily due to the cost of maintenance (utilities, software/hardware support, janitorial services, communications) for the new Emergency Operations Center (EOC).

Revenues:

Net decrease of \$825,000 (55%).

- -\$805,000 – decrease in cost allocation plan revenue (CAP). The cost plan revenue was transferred to the General Fund General Revenue department budget this fiscal year. This revenue account fluctuates significantly within an individual central service department budget from year to year. This change will smooth out the fluctuation in these departmental revenues.

- -\$43,000 – loss of revenue from the Redevelopment Agency (RDA) for CEO oversight of the agency due to the dissolution of the RDA.
- +\$18,000 – increase to Assessments Appeals fees due to increased filings.
- +\$9,000 – increase to revenue for the Office of Emergency Management.

The Fiscal Year 2012-13 recommended departmental general fund contribution of general revenues increased \$1,003,000.

- +\$805,000 – increase in department contribution since cost plan revenue for the central service departments was transferred to the General Fund General Revenue accounts.
- +\$248,000 – increase in General Fund General Revenue to replace 50% of identified structural imbalance within the department. This policy was uniformly applied to all departments.

Other Financing Sources:

The Fiscal Year 2012-13 recommended departmental financing sources require the use of \$270,000 of departmental designation to balance the recommended budget.

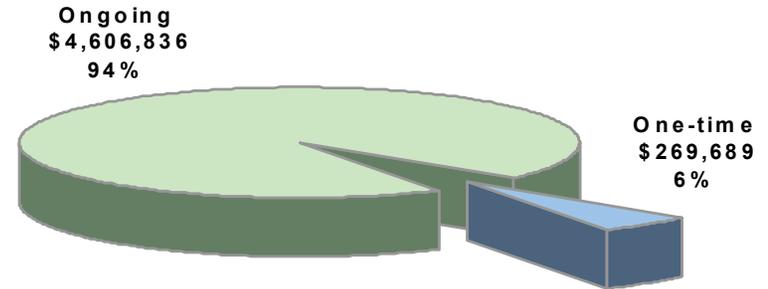
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The \$203,000 increase in expenditures is primarily the result of an increase in Salaries and Benefits, which reflects an increase of approximately \$124,000 for retirement contributions, an increase of \$23,000 for health insurance contributions and increases to Services and Supplies of \$37,000 primarily for liability insurance and data processing/radio services.

COUNTY EXECUTIVE OFFICE
Division Summary (cont'd)

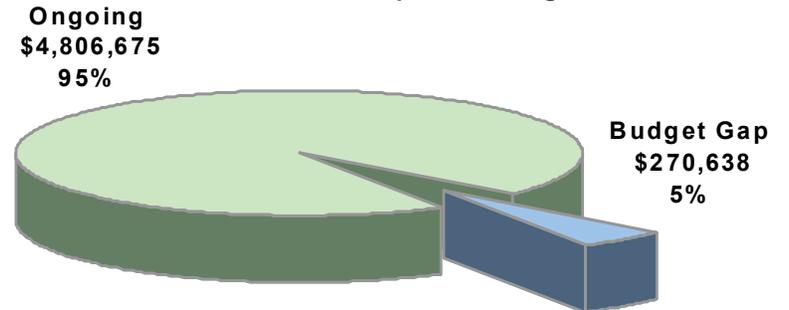
	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percentage of County's General Fund budget that is structurally balanced; expenditures equaling ongoing revenues. This will enable the County departments to provide a consistent and sustainable level of service to the community.	98.5%	96.3%	98.5%	98.0%
Conduct EOC exercises with Operational Area jurisdictions acting as the lead EOC or in support of jurisdictions.	N/A	N/A	100%	2 100%
Percent of applicants hired who score in the top 90th percentile on County core values (ACE) based on the results of a validated assessment.	N/A	N/A	65%	70%
This measure is based on a new assessment tool that HR will begin using in 2012-13. Once a baseline percentage is measured in 2012-13, HR will establish new targets in future fiscal years.				

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget relies on one-time sources to fund 6% of the department's ongoing operations. The funds of \$269,689 come from the Department Savings Designation. These funds allowed the department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, the same amount will not be available to fund operations in FY 2013-14.

FY 2013-14 Proposed Budget



To maintain FY 2012-13 service levels, it is estimated that \$5.1 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$4.8 million will be available through ongoing sources (including \$4 million in General Fund Contribution). An additional \$300,000 must be identified to prevent the need for service level reductions.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Human Resources	\$ 7,641,314	\$ 8,726,941	\$ 8,175,378	\$ 8,278,492
Operating Sub-Total	7,641,314	8,726,941	8,175,378	8,278,492
Less: Intra-County Revenues	(4,627,377)	(2,869,257)	(2,337,132)	(2,337,132)
Operating Total	3,013,937	5,857,684	5,838,246	5,941,360
<i>Non-Operating Expenditures</i>				
Capital Assets	975	112,000	--	--
Expenditure Total	3,014,912	5,969,684	5,838,246	5,941,360
<i>Other Financing Uses</i>				
Operating Transfers	10,306	--	--	--
Designated for Future Uses	593,120	612,747	179,672	179,672
Department Total	\$ 3,618,338	\$ 6,582,431	\$ 6,017,918	\$ 6,121,032

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,180,087	\$ 2,162,126	\$ 2,108,108	\$ 2,116,214
Overtime	3,554	3,300	1,300	1,300
Extra Help	22,681	31,000	59,900	36,000
Benefits	934,041	1,073,968	1,036,424	1,172,407
Salaries & Benefits Sub-Total	3,140,363	3,270,394	3,205,732	3,325,921
Services & Supplies	1,142,819	1,137,162	977,575	960,500
Insurance Claims	3,358,132	4,319,385	3,992,071	3,992,071
Operating Sub-Total	7,641,314	8,726,941	8,175,378	8,278,492
Less: Intra-County Revenues	(4,627,377)	(2,869,257)	(2,337,132)	(2,337,132)
Operating Total	3,013,937	5,857,684	5,838,246	5,941,360
<i>Non-Operating Expenditures</i>				
Capital Assets	975	112,000	--	--
Expenditure Total	\$ 3,014,912	\$ 5,969,684	\$ 5,838,246	\$ 5,941,360

HUMAN RESOURCES

Division Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 24,132	\$ --	\$ 17,800	\$ 17,800
Inter-Governmental Revenue	16,708	131,850	60,000	12,000
Unemployment Insurance Premiums	1,691,031	2,179,992	1,689,932	1,689,932
Dental Insurance Premiums	2,375,927	2,462,180	2,381,400	2,381,400
Cost Allocation Revenue	2,153,043	2,630,145	--	--
Cell Site Revenue	219,065	97,000	--	--
Other Charges for Services	180,650	60,000	105,000	105,000
Miscellaneous Revenue	6,132	--	46,400	46,400
Revenue Sub-Total	6,666,688	7,561,167	4,300,532	4,252,532
Less: Intra-County Revenues	(4,627,377)	(2,869,257)	(2,337,132)	(2,337,132)
Revenue Total	2,039,311	4,691,910	1,963,400	1,915,400
<i>General Fund Contribution</i>	1,565,048	1,564,797	3,755,772	3,906,869
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	13,979	325,724	298,746	298,763
Department Total	\$ 3,618,338	\$ 6,582,431	\$ 6,017,918	\$ 6,121,032

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$3,906,869 displayed in the summary table above includes a projected General Fund Contribution of \$3,801,775 and a projected budget gap of \$105,094.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Executive Management/Administration	6.8	4.8	6.0	6.0
Human Capital Solutions	7.7	8.5	7.5	7.5
Human Capital Strategies	6.2	7.0	6.8	6.8
Shared Services	3.1	3.0	3.0	3.0
Total Permanent	23.8	23.3	23.3	23.3
<i>Non-Permanent</i>				
Extra Help	0.3	--	--	--
Total FTEs	24.1	23.3	23.3	23.3

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

HUMAN RESOURCES

Division Summary

Division Description

The primary function of Human Resources (HR) is to serve as a strategic partner with the Board of Supervisors, the County Executive Officer, County departments, and employees to increase the organization's capacity to deliver quality customer service to the community of Santa Barbara. HR works to ensure that Countywide HR strategies and practices support the organization's business objectives.

HR provides Countywide HR services in the following nine distinct functional areas:

Human Capital Solutions:

- 1) Employee/Labor Relations
- 2) Employee Wellness and Benefits
- 3) Classification and Compensation
- 4) Position Control
- 5) Civil Service Commission Support

Human Capital Strategies:

- 6) Recruiting and Selection
- 7) Training and Development

Shared Services:

- 8) HR Business Center Shared Services

Executive Management/Administration:

- 9) Administration/Leadership (Executive Leadership, Customer Relations, Information Technology, etc)

In addition, HR is responsible for various human resources programs such as the mediation program, administration of the Office Professional program, leading the Human Resources Leadership Team, and the development and administration of human resources policy. HR meets these responsibilities with a staff of 24 employees (23.25 FTEs).

MISSION STATEMENT

In collaboration with our customers, we hire, develop, support, and retain an ethical, diverse, and high-performing workforce dedicated to providing excellent service to the community.

2011-12 Anticipated Accomplishments

- Negotiated concessions with all labor organizations and implemented comparable changes for unrepresented employees which resulted in Countywide savings estimated at approximately \$15 million. These negotiations also included agreements to implement a new retirement tier for the future general member workforce, which will be implemented in the next fiscal year and is designed to control pension costs into the future.
- Merged Human Resources into the County Executive Office resulting in estimated savings in excess of \$400,000 and created operational efficiencies.
- The County's health premium increases were significantly below the industry trend and far less than budgeted as a result of previously-implemented health and wellness strategies. This resulted in Countywide savings estimated at approximately \$496,000.

2012-14 Objectives

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.*

- Bargain for concessions with all Safety unions (law enforcement, probation, and fire) to further manage salary and benefits costs for the organization. Concession discussions will include the potential for implementing a new retirement tier for all safety employees in order to control pension costs into the future.
- Implement a change in focus for the Employee Benefits unit with a move toward "Wellness and Benefits," and implement Countywide programs designed to manage the rising cost of healthcare for the County and its workforce.
- Implement various technologies such as Employee and Manager Self-Service, Document Management, and Automated Candidate Assessments to ensure accountability, quality customer service, and operational efficiencies with limited human resources staff.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

There will be no increase or decrease of staffing from the 2011-12 Adopted budget to the 2012-13 Recommended budget.

Expenditures:

Net decrease of \$552,000. This 6.3% decrease is the result of:

- Salaries and Benefits – Net decrease of \$65,000. There was a \$94,000 decrease in salaries and benefits due to negotiated wage and benefit concessions and lower than originally adopted health insurance increases offset by a \$29,000 increase in extra help staffing intended to assist HR with the implementation of an electronic document management system.
- Services and Supplies – Net decrease of \$160,000. There was a \$181,000 decrease in services and supplies due to the elimination of outside actuarial consulting, one-time expenditures for a new electronic document management system, and reductions in both computer hardware and recruitment advertising offset by a \$21,000 increase to purchase and or develop state mandated anti-harassment training for all County supervisors and managers.
- Insurance Claims – Net decrease of \$327,000 due to an anticipated decrease in unemployment insurance claims based on an actuarial report.

Revenues:

Departmental Revenues:

Net decrease of \$3,261,000. This 43.12% decrease is primarily a result of:

- -\$2,630,000 – decrease in cost allocation plan revenue (CAP). The cost plan revenue was transferred to the General Fund General Revenue department budget this fiscal year. The revenue account fluctuates significantly within an individual central service department budget from year to year. This change will smooth out the fluctuation in these departmental revenues.
- -\$490,000 – decrease in unemployment insurance premiums based on an actuarial review of the County's Unemployment Self Insurance Fund that recognizes a decreasing trend in Unemployment Insurance claims due to fewer anticipated layoffs and a decrease in on-going claims.
- -\$81,000 – decrease in dental insurance premiums, based on a reduction in the number of former County employees electing COBRA coverage for the Self-Funded Dental plan.

HUMAN RESOURCES
Division Summary (cont'd)

- -\$72,000 – decrease in Inter-Governmental revenue due to a decrease in the amount of training being requested by Ventura County and staffing shortages related to San Luis Obispo County's training contract.

General Fund Contribution

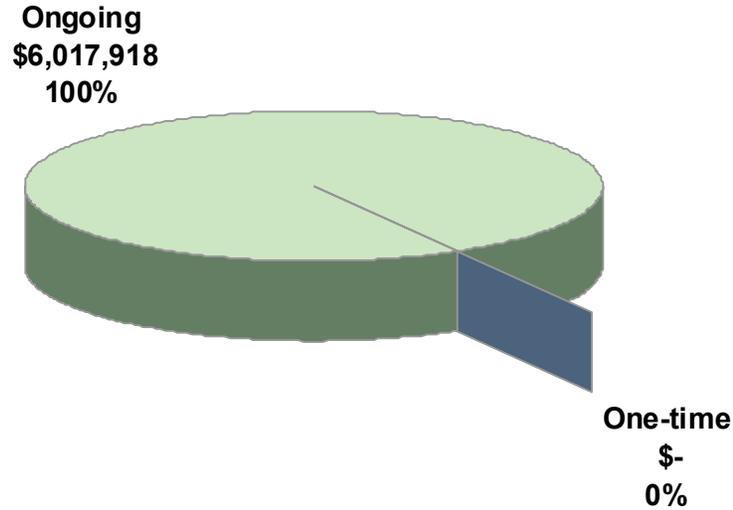
- +\$2,191,000 – increase in departmental contribution since cost plan revenue for the central service departments was transferred to the General Fund General Revenue accounts.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The \$103,000 increase in expenditures is primarily the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions and health insurance contributions.

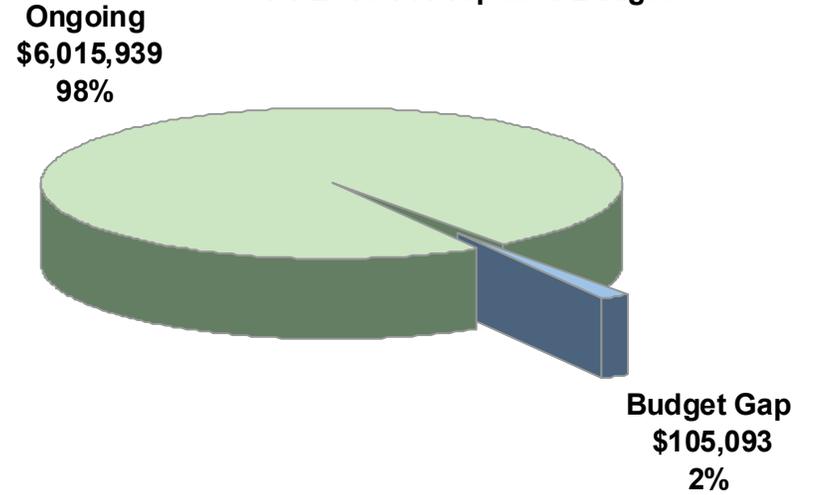
HUMAN RESOURCES
 Division Summary (cont'd)

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget does not rely on one-time sources to fund any Human Resources ongoing operations.

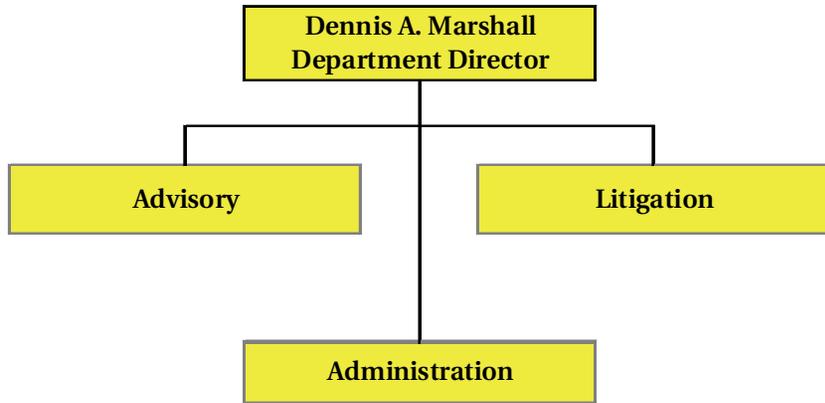
FY 2013-14 Proposed Budget



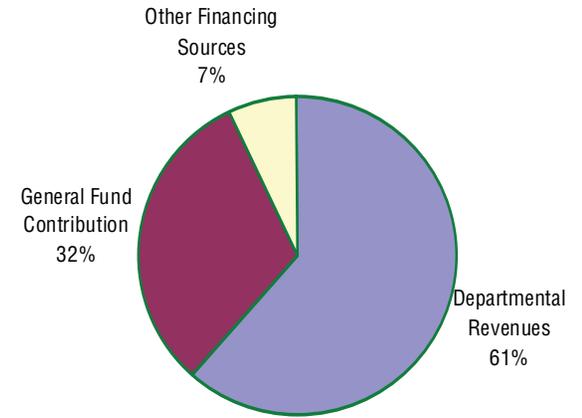
To maintain FY 2012-13 service levels, it is estimated that \$6,121,000 of funding will be required in FY 2013-14. Of this amount, it is projected that \$6,016,000 will be available through ongoing sources (including \$3,802,000 in General Fund Contribution). An additional \$105,000 must be identified to prevent the need for service level reductions.

COUNTY COUNSEL

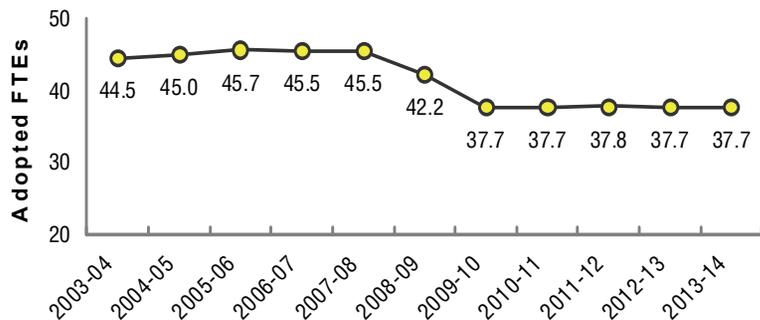
Budget & Staffing	
Operating \$	3,172,838
Capital	-
FTEs	37.7



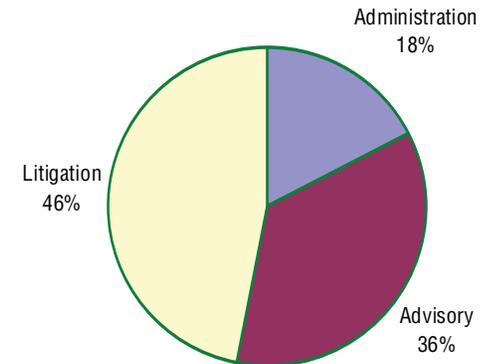
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



COUNTY COUNSEL
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,098,902	\$ 1,351,272	\$ 1,259,737	\$ 1,284,620
Advisory	2,541,695	2,694,599	2,549,125	2,660,010
Litigation	3,349,797	3,557,196	3,356,213	3,506,069
Operating Sub-Total	6,990,394	7,603,067	7,165,075	7,450,699
Less: Intra-County Revenues	(4,688,534)	(4,508,454)	(3,992,237)	(3,992,237)
Expenditure Total	2,301,860	3,094,613	3,172,838	3,458,462
<i>Other Financing Uses</i>				
Operating Transfers	5,944	--	--	--
Department Total	\$ 2,307,804	\$ 3,094,613	\$ 3,172,838	\$ 3,458,462

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 4,357,122	\$ 4,491,124	\$ 4,203,445	\$ 4,220,610
Overtime	2,532	--	--	--
Extra Help	74,438	33,110	32,620	32,745
Benefits	1,853,701	2,126,145	1,970,508	2,227,442
Salaries & Benefits Sub-Total	6,287,793	6,650,379	6,206,573	6,480,797
Services & Supplies	702,601	952,688	958,502	969,902
Operating Sub-Total	6,990,394	7,603,067	7,165,075	7,450,699
Less: Intra-County Revenues	(4,688,534)	(4,508,454)	(3,992,237)	(3,992,237)
Expenditure Total	\$ 2,301,860	\$ 3,094,613	\$ 3,172,838	\$ 3,458,462

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 5,201,724	\$ 4,897,789	\$ 4,394,137	\$ 4,394,137
Miscellaneous Revenue	511	500	900	900
Revenue Sub-Total	5,202,235	4,898,289	4,395,037	4,395,037
Less: Intra-County Revenues	(4,688,534)	(4,508,454)	(3,992,237)	(3,992,237)
Revenue Total	513,701	389,835	402,800	402,800
<i>General Fund Contribution</i>	1,276,770	1,908,378	2,270,038	2,555,662
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	517,333	796,400	500,000	500,000
Department Total	\$ 2,307,804	\$ 3,094,613	\$ 3,172,838	\$ 3,458,462

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$2,555,662 displayed in the summary table to the left includes a projected General Fund Contribution of \$2,340,811 and a projected budget gap of \$214,851.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration	2.7	2.6	2.2	2.2
Advisory	13.2	13.5	13.3	13.3
Litigation	20.1	20.3	21.1	21.1
Total Permanent	36.0	36.4	36.7	36.7
<i>Non-Permanent</i>				
Contract	0.4	0.4	--	--
Extra Help	1.4	1.0	1.0	1.0
Total FTEs	37.7	37.8	37.7	37.7

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

MISSION STATEMENT

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

Department Description

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

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

The office is organized into the advisory services, litigation services and administration units. All staff is housed within the Administration building in Santa Barbara with one attorney stationed part-time at the Sheriff's department. The office is currently staffed with 25.6 attorneys and 11.1 support staff.

FY 2011-12 Anticipated Accomplishments

- Initiated litigation and then negotiated a conceptual agreement that would require the State to return about \$4.8 million of disputed mental health funds that it had withheld from the County.
- Anticipated the short deadlines in *California Redevelopment Association v. Matosantos* and supported County's timely compliance with the complex ABX1 26 amendments that dissolved Redevelopment Agencies.
- Provided legal support to County labor negotiators bargaining successor MOUs containing employee concessions, including new lower retirement tiers.
- Land use litigation and projects:
 - Resolved threatened litigation against County's entry into the 25-year Lake Cachuma Maintenance Agreement.
 - Prevailed in the litigated defenses of: Lompoc Wind Energy Project approvals; Scheller pole barn approvals; and denial of Jameson certificates of compliance.
 - Supported County's consideration of complex and high-visibility land use projects, including: Goleta Valley Community Plan; Santa Barbara Ranch Project; Miramar Project; Las Varas Project; Cavaletto Tree Farm Project; and Park Hill Estates Project.

COUNTY COUNSEL

Department Summary (cont'd)

-Moved quickly to support County's acceptance of a 306-acre open space dedication and trail easements in the Orcutt area.

- Successfully resolved 34 cases through dismissal, removal, trial and/or settlement for equal to or less than the amount reserved by Risk Management. The Ninth Circuit Court of Appeals upheld the District Court's grant of the County's Motion for Summary Judgment in the Bravo case, which involved the simultaneous execution of warrants by multiple law enforcement agencies.
- Provided legal support for several major financings, including: 2012-2013 Tax and Revenue Anticipation Notes of about \$60 million (in progress as of March 2012); qualified energy conservation bond financings totaling about \$26 million for the Calle Real and Laguna Sanitation District solar projects; and conduit issuance of debt of about \$12 million for the Montecito Retirement Association.
- Supported efforts to reduce Workers' Compensation costs by reducing workers' compensation attorney billings by 1.0 FTE.
- Researched and drafted five new ordinances or substantial amendments to County Codes, including: Medical Marijuana Dispensary Ordinance and Mobile Home Park Closure Ordinance.
- Successfully opposed surety's motion to vacate forfeiture of two bail bonds totaling \$1 million, a substantial portion of which the County will receive if the trial court's judgment is upheld on appeal.

2012-14 Objectives

- Maintain close legal support relationships with County departments, the County Planning Commissions and the Board of Supervisors, for early identification of legal risks, "problem prevention," consistent advice, and practical solutions.
- Continue to support improvements in the defensibility of the County's contracts.
- Provide high quality litigation representation:
 - Defend County's land use actions, enforce County's requirements and defend against appeals of administrative fines imposed by the County.
 - Continue to minimize County's litigation costs by defending in-house as much General Liability Fund litigation as possible.
 - Continue to defend against State's denial of County charges for mental health services.
- Represent the County Assessor. This will include complex appellate litigation involving the fractionally owned aircraft industry, where the potential impact on the County is \$1.2 million in back taxes and about \$350K per year thereafter.

COUNTY COUNSEL

Department Summary (cont'd)

-Continue to reduce Workers' Compensation costs by supporting Risk Management's efforts to transition the program to an outside contractor.

- Continue legal support for the County's roles in the wind down and dissolution of the former redevelopment agencies in Santa Barbara County, including the former County Redevelopment Agency.
- Research and draft new ordinances within Planning & Development's work plan, including: Inclusionary Housing Ordinance and Winery Ordinance.

Changes and Operational Impact: 2011-2012 Adopted to 2012-2013 Recommended

Staffing:

There will be no increase or decrease of staffing from 2011-2012 Adopted to 2012-2013 Recommended.

- County Counsel has a projected staff of 37.7 employees, all housed within the Administration building in Santa Barbara with one attorney stationed part-time at the Sheriff's department. County Counsel has dropped its budgeted staffing level over the past five years from 45.5 FTE in FY 07-08 to a proposed staffing level of 37.7 in FY 12-13. Positions have been held vacant and as a result, there is a decline in the salary, retirement and benefit costs associated with these vacancies. When vacancies have been filled, they have been filled at a lower level than the previous incumbent.

Expenditures:

Net decrease of \$438,000. This is a 6% decrease due to the following:

- -\$444,000 decrease in Salaries and Benefits to vacancies within department caused by retirement and job transfers which were subsequently filled at a significantly lower level.
- +\$6,000 increase in Services and Supplies due to Liability Insurance.

Revenues:

Net decrease of \$503,000. This 10% decrease is the result of:

- -\$331,000 decrease in cost allocation plan revenue (CAP). The cost plan revenue was transferred to the General Fund General Revenue department budget this fiscal year. This revenue account fluctuates significantly within an individual central service department budget from year to year. This change will smooth out the fluctuation in these departmental revenues.
- -\$187,000 decrease in revenue due to the reduction of a worker compensation attorney through a collaborative effort with General Services.
- -\$45,000 decrease in revenue due to lower billable costs related to various departments and agencies.
- +\$30,000 increase in anticipated Property Tax Administration Fees revenue.
- +\$29,000 increase in revenue due to Redevelopment Agency issues and the continued legal support regarding the dissolution of the former redevelopment agencies within Santa Barbara County.

Other Financing Sources:

- Net decrease of \$296,000. This 37% decrease is due to a reduced use of Litigation Designation to fund staff salaries and benefits.

Changes and Operational Impact: 2012-2013 Recommended to 2013-2014 Proposed

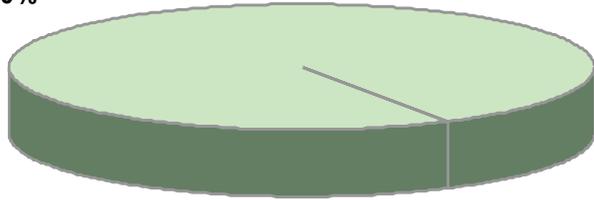
The \$286,000 increase in expenditures for the Proposed 2013-2014 budget is primarily the result of an increase in Salaries and Benefits caused by a \$214,000 increase in the retirement rate and a \$35,000 increase in health insurance contributions.

COUNTY COUNSEL
Department Summary (cont'd)

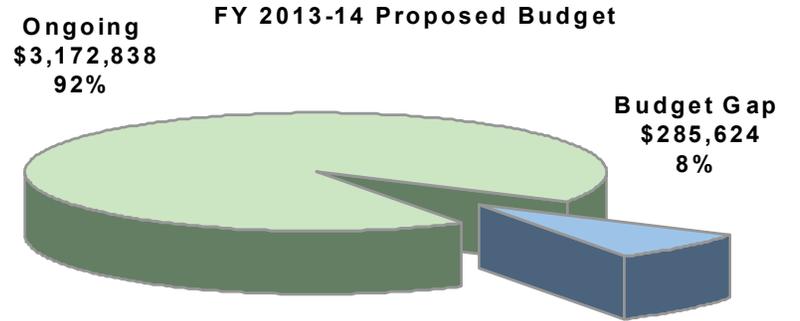
	<u>Actual FY 10-11</u>	<u>Adopted FY 11-12</u>	<u>Recommended FY 12-13</u>	<u>Proposed FY 13-14</u>
Outcome Measures				
Percent of reserved dollars required to settle litigated cases (Target =< 90%).	N/A	N/A	< 90%	< 90%
Percent of litigated cases resolved without payment to plaintiff (Target => 60%).	N/A	N/A	> 60%	> 60%

FY 2012-13 Recommended Budget

Ongoing
\$3,172,838
100%



The Fiscal Year 2012-2013 Recommended Budget does not rely on one-time funding sources.



To maintain FY 2012-13 service levels, it is estimated that \$285,624 of funding will be required in FY 2013-14. Of this amount, it is projected that \$70,178 will be available through General Fund Contribution. An additional \$215,446 must be identified to prevent the need for service level reductions.

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LAW & JUSTICE

Use of Funds	Actual	Adopted	Recommended	Proposed
	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Operating Expenditures				
Court Special Services	\$ 16,081,958	\$ 15,904,291	\$ 15,824,492	\$ 15,824,492
District Attorney	17,357,118	18,299,680	18,152,323	19,227,367
Public Defender	9,895,764	9,768,910	9,792,673	10,234,292
Total	43,334,840	43,972,881	43,769,488	45,286,151
Capital Equipment & Improvements				
Court Special Services	--	--	--	--
District Attorney	12,180	--	30,000	--
Public Defender	--	--	--	--
Total	12,180	--	30,000	--
Designated for Future Uses				
Court Special Services	92,076	76,602	76,602	76,602
District Attorney	--	182,163	--	--
Public Defender	127,000	--	--	--
Total	219,076	258,765	76,602	76,602
Operating Transfers Out				
District Attorney	29,489	--	--	--
Public Defender	6,874	--	--	--
Total	36,363	--	--	--
Total Use of Funds	\$ 43,602,459	\$ 44,231,646	\$ 43,876,090	\$ 45,362,753

Source of Funds	Actual	Adopted	Recommended	Proposed
	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Departmental Revenues				
Court Special Services	\$ 7,805,780	\$ 7,356,133	\$ 7,276,334	\$ 7,276,334
District Attorney	5,442,342	4,819,022	5,413,482	5,362,458
Public Defender	2,532,405	2,822,650	2,971,245	3,077,520
Total	15,780,527	14,997,805	15,661,061	15,716,312
General Fund Contribution				
Court Special Services	8,277,100	8,536,759	8,536,760	8,536,760
District Attorney	11,884,945	12,037,296	12,289,382	13,417,683
Public Defender	6,271,558	6,946,260	6,821,428	7,156,772
Total	26,433,603	27,520,315	27,647,570	29,111,215
Use of Designations/Prior Fund Balances				
Court Special Services	91,154	88,001	88,000	88,000
District Attorney	--	1,557,600	411,534	379,301
Public Defender	1,225,675	--	--	--
Total	1,316,829	1,645,601	499,534	467,301
Operating Transfers In				
District Attorney	71,500	67,925	67,925	67,925
Public Defender	--	--	--	--
Total	71,500	67,925	67,925	67,925
Total Source of Funds	\$ 43,602,459	\$ 44,231,646	\$ 43,876,090	\$ 45,362,753

Law and Justice Functional Group

The Law and Justice Functional Group includes Court Special Services, District Attorney's and Public Defender's Departments.

Strategic Values

The Law and Justice Functional group believes that the public is well served when individuals have equal access to justice as well as, fair and timely resolution of cases.

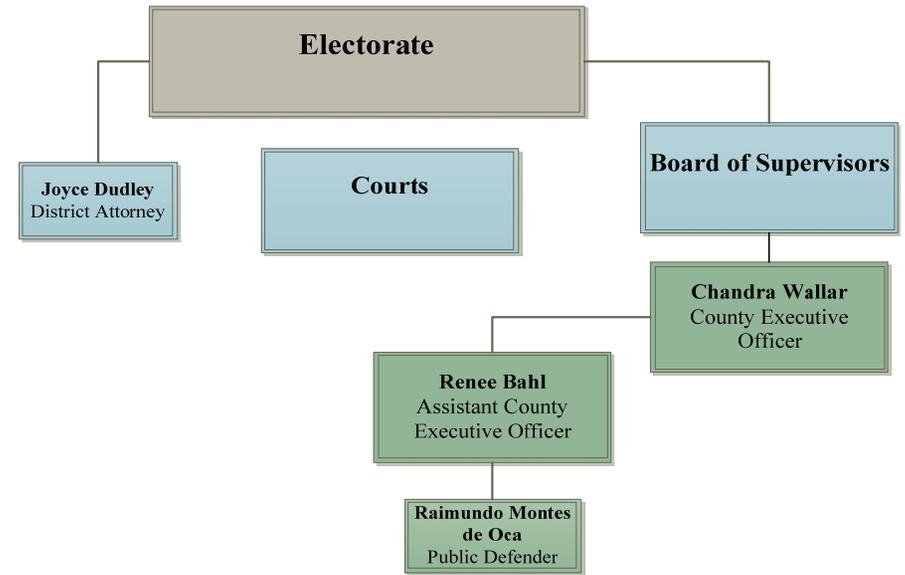
Strategic Purpose

The distinct purpose of the Law and Justice Functional Group is to provide quality public service to the people of Santa Barbara County by:

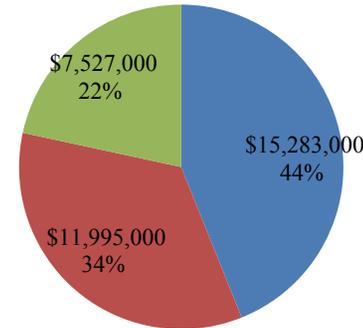
- Supporting the court's efforts to resolve disputes and apply the law consistently, impartially and independently;
- Prosecuting vigorously the guilty, protecting the innocent and preventing crime, and
- Delivering professional legal representation.

Strategic Goals

- Support the resolution of disputes arising under the law in a fair, accessible, effective, timely and efficient manner
- Provide defense of indigent defendants when the Public Defender has determined there is a conflict of interest
- Proactively analyze both the anticipated and unanticipated consequences of the Public Safety Realignment Act with all the agencies
- Develop new strategies for juvenile offender rehabilitation
- Obtain and enforce a Gang Injunction if the Court deems it appropriate. Perform outreach at the local elementary, middle and high schools by educating young people about the negative consequences inherent in gang association
- Implement a misdemeanor diversion program that will provide therapeutic justice to those charged with lesser misdemeanors to effectively hold people accountable, prevent additional criminal behavior and manage limited court and jail resources
- Initiate a new system for enforcement and collection of victim restitution orders in cases where defendants are sentenced pursuant to the new criteria established under AB109 in cooperation with Probation Department and the Courts
- Expand transfer of electronic discovery to the Public Defender and private defense attorneys
- Continue efforts to make the Veteran's Treatment Court more widely available to our veterans
- Increase the number of cases in which Public Defender fees are assessed and collected.

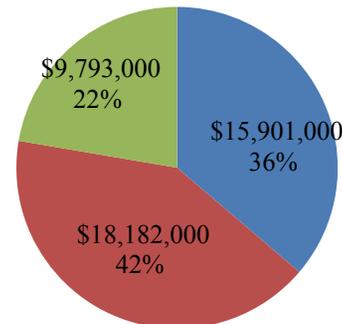


Group Total Budget FY2002-03 Adopted



- Court Special Services
- District Attorney
- Public Defender

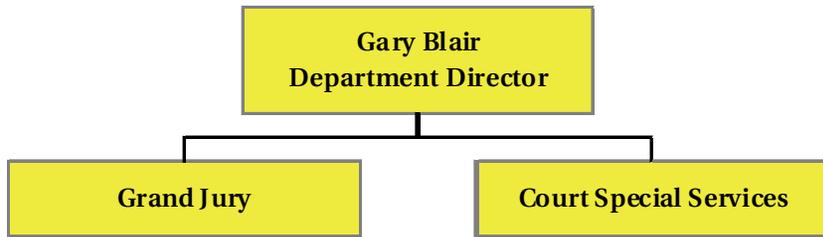
Group Total Budget FY2012-13 Recommended



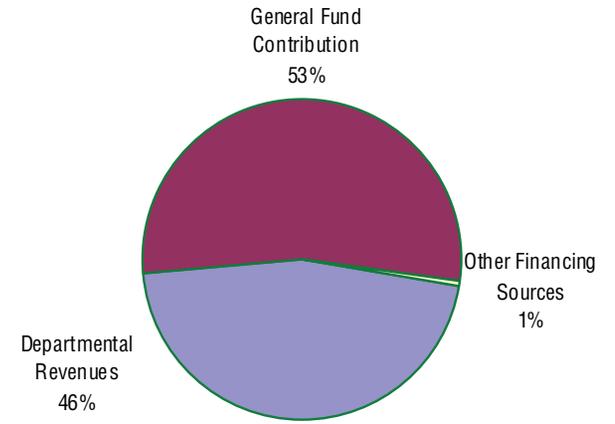
- Court Special Services
- District Attorney
- Public Defender

COURT SPECIAL SERVICES

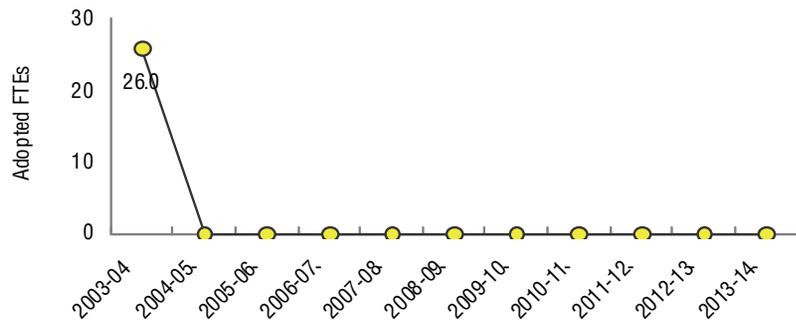
Budget & Staffing	
Operating	\$ 15,824,492
Capital	-
FTEs	-



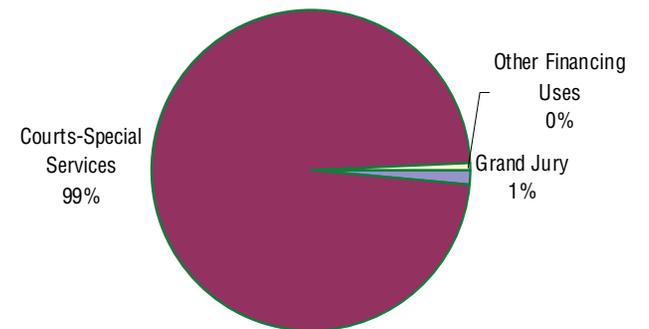
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



COURT SPECIAL SERVICES

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Grand Jury	\$ 217,227	\$ 204,030	\$ 226,608	\$ 226,608
Courts-Special Services	15,897,848	15,756,261	15,637,884	15,637,884
Operating Sub-Total	16,115,075	15,960,291	15,864,492	15,864,492
Less: Intra-County Revenues	(33,117)	(56,000)	(40,000)	(40,000)
Expenditure Total	16,081,958	15,904,291	15,824,492	15,824,492
<i>Other Financing Uses</i>				
Designated for Future Uses	92,076	76,602	76,602	76,602
Department Total	\$ 16,174,034	\$ 15,980,893	\$ 15,901,094	\$ 15,901,094
Character of Expenditures				
<i>Operating Expenditures</i>				
Services & Supplies	\$ 5,426,068	\$ 5,409,627	\$ 5,331,122	\$ 5,331,122
Contributions	10,689,007	10,550,664	10,533,370	10,533,370
Operating Sub-Total	16,115,075	15,960,291	15,864,492	15,864,492
Less: Intra-County Revenues	(33,117)	(56,000)	(40,000)	(40,000)
Expenditure Total	\$ 16,081,958	\$ 15,904,291	\$ 15,824,492	\$ 15,824,492
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 10,240	\$ 16,600	\$ 13,725	\$ 13,725
Other Charges for Services	4,285,381	4,153,936	3,882,809	3,882,809
Miscellaneous Revenue	3,543,276	3,241,597	3,419,800	3,419,800
Revenue Sub-Total	7,838,897	7,412,133	7,316,334	7,316,334
Less: Intra-County Revenues	(33,117)	(56,000)	(40,000)	(40,000)
Revenue Total	7,805,780	7,356,133	7,276,334	7,276,334
General Fund Contribution	8,277,100	8,536,759	8,536,760	8,536,760
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	91,154	88,001	88,000	88,000
Department Total	\$ 16,174,034	\$ 15,980,893	\$ 15,901,094	\$ 15,901,094

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$8,536,760 displayed in the summary table above includes a projected General Fund Contribution of \$8,536,760 and a projected budget gap of \$0.

MISSION STATEMENT

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

Department Description

With the passage of the Lockyer-Isenberg Trial Court Funding Act of 1997 (AB 233), the primary responsibility for funding court operations shifted 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 (\$6,764,792) for court operations, and for fine and forfeiture revenue (\$3,277,610) 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, 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.

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.

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

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, which is now been reduced to \$3,117,677, 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.

2011-12 Anticipated Accomplishments

Enhanced Collections:

- The Court continues to refine its process for collecting delinquent fees and fines. In FY 2010-11 the Collections Department collected \$8,992,864 in delinquent fees and fines. This is a \$2.3 million increase over FY 09-10 delinquent collections of \$6,724,633.
- In FY 2011-2012 the Court Collections Department assumed responsibility for the collection of all Public Defender court order debt. At mid-year Court Collections had collected \$98,762, a 40 % increase in collections over last fiscal year.
- In January 2012 in compliance with Vehicle Code 42008.7 Court Collections implemented the Infraction Amnesty Program where defendants were granted a 50% reduction on the fine amount due. As of February 29, 2012, 86 cases were granted amnesty. Total revenue collected is \$26,171.
- The Court has developed a cost recovery process where the County implemented Penal Code 1463.007 "Deduction by Counties and Courts of Costs of Operating Program to Col-

COURT SPECIAL SERVICES

Department Summary (cont'd)

lect Delinquent Fees, Fines, Forfeitures, Penalties and Assessments." The program reimbursement revenue was \$1,213,944 in FY 2010-2011.

Conflict Defense

- Negotiated a Conflict Defense contract with North County Conflict Defense Team to freeze contract pricing at the FY 09-10 level for a period of three years ending FY 2013-2014.

Grand Jury

- Recruited, selected and retained a Civil Grand Jury to review the operations of numerous government agencies, cities and districts throughout Santa Barbara County.

2012-14 Objectives

The Court Special Services Budget strategic actions align primarily with the following County's adopted Strategic Goals and Principals:

Goal I: An efficient professionally managed government able to anticipate and respond effectively to the needs of the Community; and

Goal II: Safe and healthy communities in which to live, work, and visit.

Santa Barbara County Court-Special Services in accordance with the Santa Barbara Superior Court mission statement 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, provides defense of indigent defendants when the Public Defender has determined there is a conflict of interest, distributes criminal fees and fines according to statute and collects court ordered debt.

The County continues to be responsible for providing suitable facilities for certain Superior Court programs not subject to or not yet transferred to the State. 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.

COURT SPECIAL SERVICES
Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Expenditures:

Net decrease of \$96,000. This 1% decrease is the result of:

- +\$102,384 – increase in cost allocations;
- -\$108,715 – decrease Court Attorney Fees for court appointed attorneys for indigent defendants;
- -47,520 – decrease Rents and Leases;

Revenues:

Net decrease of \$96,000. This 1% decrease is a result of:

- +\$169,269 – increase in Fines and Forfeitures
- +\$8,900 – increase Collection Reimbursement
- -\$255,093 – decrease in Charges for Services, which includes traffic school fees, proof of correction fees and administrative fees

The Fiscal Year 2011-12 recommended departmental contribution of general revenues increased \$259,659 to \$8,536,760 from the Fiscal Year 2010-11 Adopted Budget of \$8,277,100. This 3% increase assisted the department in the payment of court appointed attorneys fees due to an increase in multiple defendant cases.

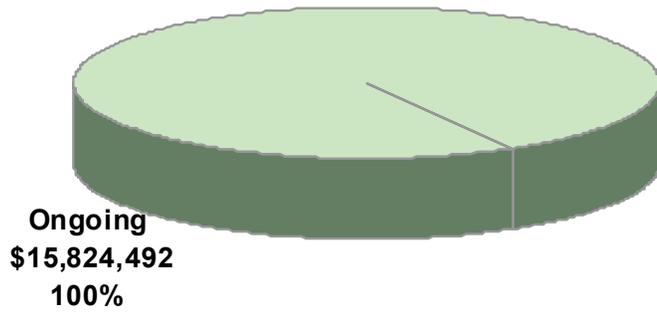
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

Changes are anticipated but the impacts cannot be estimated or projected at this time due to the uncertain economic times.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of non-warrant bookings reviewed within 48 hours for probable cause. (Target 100%)	100% 3,336 3,336	100% 3,061 3,061	100% 3,100 3,100	100% 3,100 3,100
Percent of eligible detainees released on their own recognizance / reduced bail within 24 hours of being booked into jail to reduce jail overcrowding. (Target - 100%)	100% 17,562 17,562	100% 15,730 15,730	100% 16,000 16,000	100% 16,000 16,000
Percent of qualified cases resolved through alternative dispute resolution process. (Target - > 65%)	55% 243 442	65% 224 352	65% 244 375	65% 244 375
Percent of detainees released on their own recognizance/reduced bail that fail to appear in court. (Target = > 2%)	1.1% 6 725	2% 3 547	2% 11 550	2% 11 550

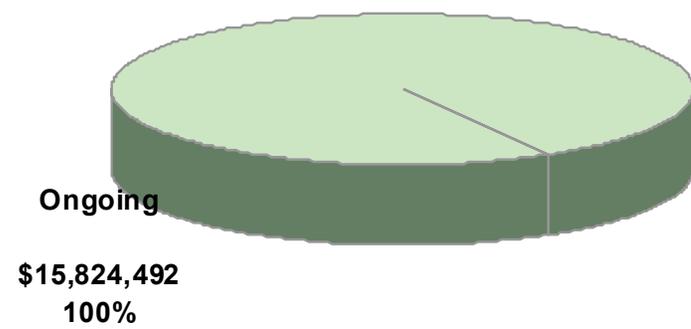
COURT SPECIAL SERVICES
Department Summary (cont'd)

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended budget does not rely on one-time sources to fund any of the department's ongoing operations.

FY 2013-14 Proposed Budget

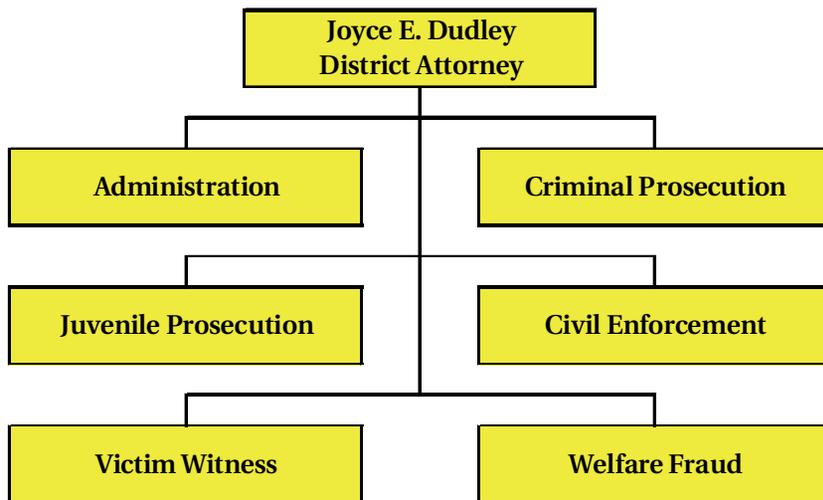


The FY 2013-14 Proposed Budget does not rely on one-time sources to fund any of the department's ongoing operations.

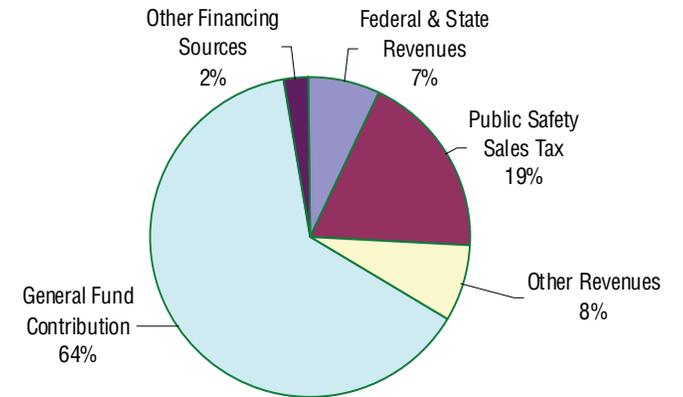
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DISTRICT ATTORNEY

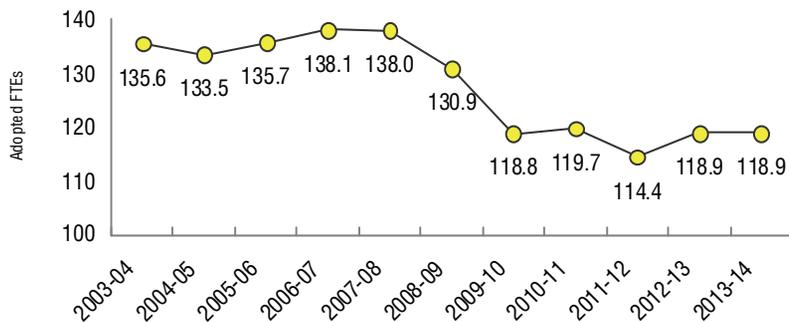
Budget & Staffing	
Operating \$	18,152,323
Capital	30,000
FTEs	118.9



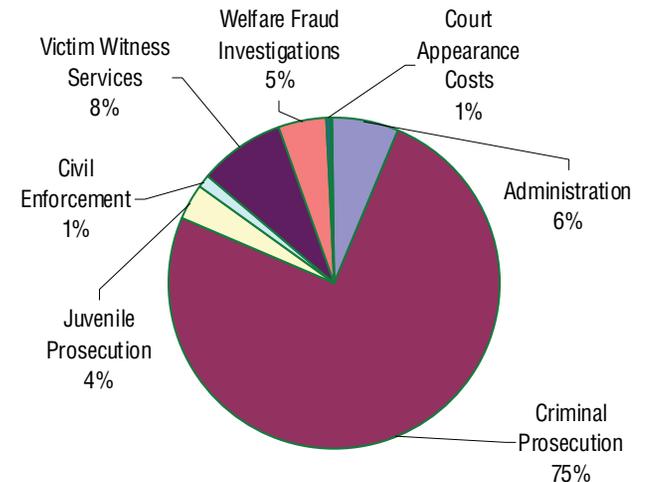
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



DISTRICT ATTORNEY
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,224,640	\$ 1,132,854	\$ 1,218,294	\$ 1,274,769
Criminal Prosecution	13,908,930	14,893,836	14,409,818	15,240,679
Juvenile Prosecution	732,005	813,967	675,612	709,339
Civil Enforcement	228,818	216,593	256,998	267,743
Victim Witness Services	1,399,890	1,219,659	1,616,899	1,702,412
Welfare Fraud Investigations	845,961	971,861	901,845	959,568
Court Appearance Costs	54,653	100,000	100,000	100,000
Operating Sub-Total	18,394,897	19,348,770	19,179,466	20,254,510
Less: Intra-County Revenues	(1,037,779)	(1,049,090)	(1,027,143)	(1,027,143)
Operating Total	17,357,118	18,299,680	18,152,323	19,227,367
<i>Non-Operating Expenditures</i>				
Capital Assets	12,180	--	30,000	--
Expenditure Total	17,369,298	18,299,680	18,182,323	19,227,367
<i>Other Financing Uses</i>				
Operating Transfers	29,489	--	--	--
Designated for Future Uses	--	182,163	--	--
Department Total	\$ 17,398,787	\$ 18,481,843	\$ 18,182,323	\$ 19,227,367

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 11,454,146	\$ 11,704,154	\$ 11,376,218	\$ 11,583,783
Overtime	29,624	21,429	22,000	22,000
Extra Help	255,982	137,349	252,100	250,000
Benefits	5,234,978	6,198,092	6,094,736	6,923,346
Salaries & Benefits Sub-Total	16,974,730	18,061,024	17,745,054	18,779,129
Services & Supplies	1,325,551	1,287,746	1,434,412	1,475,381
Public Assistance Payments	94,616	--	--	--
Operating Sub-Total	18,394,897	19,348,770	19,179,466	20,254,510
Less: Intra-County Revenues	(1,037,779)	(1,049,090)	(1,027,143)	(1,027,143)
Operating Total	17,357,118	18,299,680	18,152,323	19,227,367
<i>Non-Operating Expenditures</i>				
Capital Assets	12,180	--	30,000	--
Expenditure Total	\$ 17,369,298	\$ 18,299,680	\$ 18,182,323	\$ 19,227,367

Source of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 3,305,460	\$ 3,280,700	\$ 3,590,200	\$ 3,590,200
Federal & State Revenues	1,479,445	1,115,040	1,372,581	1,357,158
Other Charges for Services	1,221,867	1,252,006	1,227,143	1,227,143
Miscellaneous Revenue	473,349	220,366	250,701	215,100
Revenue Sub-Total	6,480,121	5,868,112	6,440,625	6,389,601
Less: Intra-County Revenues	(1,037,779)	(1,049,090)	(1,027,143)	(1,027,143)
Revenue Total	5,442,342	4,819,022	5,413,482	5,362,458
<i>General Fund Contribution</i>				
	11,884,945	12,037,296	12,289,382	13,417,683
<i>Other Financing Sources</i>				
Operating Transfers	71,500	67,925	67,925	67,925
Use of Prior Fund Balances	--	1,557,600	411,534	379,301
Department Total	\$ 17,398,787	\$ 18,481,843	\$ 18,182,323	\$ 19,227,367

The Proposed 2013-14 "General Fund Contribution" amount of \$13,417,683 displayed in the summary table above includes a projected General Fund Contribution of \$12,533,410 and a projected budget gap of \$884,273.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration	7.5	7.1	7.9	7.9
Criminal Prosecution	83.9	85.5	86.0	86.0
Juvenile Prosecution	5.3	5.0	4.5	4.5
Civil Enforcement	1.0	0.9	1.0	1.0
Victim Witness Services	13.7	10.1	14.9	14.9
Welfare Fraud Investigations	5.8	5.7	4.6	4.6
Total Permanent	117.1	114.4	118.9	118.9
<i>Non-Permanent</i>				
Contract	1.0	--	--	--
Extra Help	3.5	--	--	--
Total FTEs	121.6	114.4	118.9	118.9

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

MISSION STATEMENT

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

Department Description

The authority for establishing the position of the District Attorney comes from the California Constitution Art. 11 § 1(b), which stipulates that “the Legislature shall provide for an elected district attorney.” The mandatory duty of the District Attorney is to diligently and vigilantly pursue those who are believed to have violated the criminal codes of the state (*People v. Hartman* (1985) 170 Cal.App.3d 572 and California Government Code § 26500). The District Attorney also has a duty to protect the rights of victims of crime, where “victims of crime are entitled to have the criminal justice system view criminal acts as serious threats to the safety and welfare of the People of California.” (Cal. Const., Art. I § 28 and Marsy's Law)

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

The District Attorney has six focus areas:

Administration: Executive and management staff provide administrative, financial/budgetary and policy development and support to the prosecution and investigative units to further the District Attorney's mission.

Criminal Prosecution: Criminal Prosecution is divided into the following sections:

Vertical Prosecution Units- Cases are handled by a prosecutor, investigator and a victim witness advocate from the beginning of the case through sentencing. These units are focused on the most serious felonies.

General Felony/Misdemeanor Prosecution- These prosecutions involve a wide variety of felony and misdemeanor cases.

Prosecution of Drug and Alcohol Crimes and Rehabilitative Efforts- Misdemeanor and felony cases involving those whose criminal activity is related to abuse of alcohol and prescription or illegal drugs are prosecuted. Programs include the following Courts: DUI, Drug, Proposition 36 Treatment, Mental Health Treatment, Veterans' and Restorative Justice (Homeless).

Real Estate Fraud and Workers Compensation Fraud Units- An attorney and investigator are assigned these cases from the beginning of the investigation through prosecution.

DISTRICT ATTORNEY

Department Summary (cont'd)

Consumer/Environmental Fraud Unit- This unit prosecutes complex cases involving environmental crimes and companies or individuals who engage in fraudulent or unlawful business practices that affect the average consumer. The prosecutor in this unit also reviews all allegations of Brown Act Violations and Election Fraud.

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 Senior Deputy District Attorney in each branch office is assigned to review cases submitted by law enforcement to ensure appropriate and consistent filing decisions countywide.

Bureau of Investigations: The Bureau of Investigations consists primarily of sworn peace officers who are responsible for providing investigative and technical support services to prosecutions. Investigators conduct complex criminal investigations in addition to interviewing and subpoenaing witnesses and providing trial support through preparation of exhibits and evidence analysis. Investigators also assist witnesses with the California Witness Relocation and Protection Program (CWRAP).

Welfare Fraud Investigations and Prosecution: Welfare Fraud Investigation 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.

Juvenile Prosecution: Prosecutors review cases referred by law enforcement agencies and Probation staff, file petitions, and appear multiple times in Juvenile Court through the juvenile justice process.

Victim Witness Assistance Program: The Victim Witness Program provides comprehensive services to over 3,100 victims of crime annually to mitigate the aftermath of crime as well as prevent future crimes. The State Victim Compensation Program provides funding for victim compensation claims, which expedites recovery to victims and local service providers. The Victim Witness Program provides administrative oversight for the Sexual Assault Response Team (SART) which facilitates forensic medical and legal services to sexual assault victims.

FY 2011-12 Anticipated Accomplishments

Administration

- Administered and monitored 11 state and federal grants worth over \$1.5 million.
- Established the following operational efficiencies: new process for the distribution of asset forfeiture proceeds with local law enforcement agencies; enhanced discovery billing; and implementation of dual computer monitors for legal support staff, which expedites processing of the workload.

Criminal Prosecution

- The Volunteer Attorney Externship Program has been a resounding success and has provided additional resources for the department at no additional expense to the County. The department provided valuable training and experience to 5 volunteer attorneys who have each obtained full-time employment in District Attorney and County Counsel offices around the state.
- Created a new unit designed to vertically prosecute welfare fraud, workers' compensation fraud, construction fraud, and insurance fraud cases. This new program has netted over \$50,000 in judgments against those who defraud the welfare system.
- Trained the entire department staff on the new rules and procedures mandated by AB109 Realignment. Staff has designed and incorporated new procedures and sentencing practices to rehabilitate offenders while preserving public safety.
- Reinstated the Elder Death Review Team (EDRT). Led by the District Attorney, this multi-disciplinary team examines individual elder death cases not only to determine whether criminal conduct is involved, but also to determine whether systems that have the purpose or responsibility to assist or protect victims were sufficient for the particular circumstances.

Juvenile Prosecution

- Gave presentations at Santa Barbara County Schools to both parents and teachers on the consequences of juvenile crime and informational presentations on teen drug use.
- Collaborated with the Santa Barbara Police Department and the Santa Barbara City Attorney in the ongoing effort of obtaining a Gang Injunction in Santa Barbara.

Bureau of Investigations

- Led a collaborative effort to form the Arson Task Force with local fire investigators.
- Successfully investigated and prosecuted the first Internet Crimes Against Children (ICAC) cases in the county, as well as the first attempted purchase of firearm by a convicted felon case in the county.
- Continued to play a critical role handling witnesses enrolled in the California Witness Relocation and Assistance Program (CWRAP).

Welfare Fraud Investigations and Prosecution

- Successfully investigated welfare fraud cases referred by the Department of Social Services, resulting in conviction of a defendant who tried to trade her welfare benefits to purchase a car, as well as served numerous arrest warrants during sweeps.

Victim Witness Assistance Program

- The Sexual Assault Response Program received accreditation from the National Children's Alliance (NCA) Board of Directors following an extensive application and site review process.
- Received the first State Department of Insurance Life and Annuity Consumer Protection Program grant in the amount of \$50,000 to enhance services to elder victims of fiduciary crime.
- Enhanced advocacy and outreach services to victims of crimes who wish to attend lifer parole hearings. Obtained a 15 year denial of parole for Julia Diaz who was convicted of murdering a 7-year-old Santa Barbara boy in 1979. This is the maximum denial period following the passage of Marsy's Law.

FY 2012-14 Objectives

The District Attorney objectives are primarily aligned with the following adopted County Strategic Goals:

- Goal 1: Efficient and Responsive Government – An efficiently professionally managed government able to anticipate and to effectively respond to the needs of the community;
 - Goal 2: Health and Safety – Safe and healthy communities in which to live, work, and visit;
 - Goal 4: Quality of Life – A high quality of life for all residents; and
 - Goal 6: Families and Children – A community that fosters the safety and well-being of families and children.
- **Truancy Program:** Continue to collaborate with the Board of Supervisors Sub-Committee on Truancy as well as local stakeholders, including school districts, law enforcement, and community partners to create a sustainable county-wide truancy program. This program will provide local schools more autonomy to design and operate their own systems that are more tailored to that district's truancy problem. This potential program is pending Board action in May 2012. If the program is approved, a separate funding decision would be required.
 - **Misdemeanor Diversion:** The department plans to implement a misdemeanor diversion program that will provide therapeutic justice to those charged with lesser misdemeanors. This program will allow first-time and low level misdemeanor offenders an opportunity to avoid criminal prosecution provided they complete a rehabilitative program tailored to address that individual's criminogenic needs. Offenders will have to pay their own way for the program and provide complete restitution to victims in order to avoid prosecution. This new diversion program should have a dramatic budgetary ripple effect resulting in savings for the Public Defender, Courts and Probation while helping to alleviate jail overcrowding.
 - **Restitution Enforcement/Collection:** Collaborate with the Superior Court and Probation to initiate a new system for enforcement and collection of victim restitution orders in cases where defendants are sentenced pursuant to the new criteria established under AB109.

- **Gang Crimes:** Work with the Santa Barbara Police Department and the Santa Barbara City Attorney to obtain and enforce a Gang Injunction if the Court deems it appropriate. Perform outreach at the local elementary, middle and high schools by educating young people about the negative consequences inherent in gang association. Continue to participate in the quarterly countywide Gang Task Force meetings to improve communication with partner agencies in order to successfully prosecute gang cases.
- **Juvenile Offender Accountability:** Develop new strategies for rehabilitation, while holding juvenile offenders accountable for their actions. This includes offering diversion programs to the appropriate offenders so they have an opportunity to rehabilitate themselves. Participate in outreach programs such as Teen Court, Fighting Back, Career Day, and Juvenile Drug Court.
- **Investigations:** Continue to provide significant support to the prosecution team for gang-related crimes, in particular homicides and assaults with deadly weapons committed by gang members. Due to an anticipated reduction in the number of investigators available for litigation support, the focus will be on serious violent felonies as well as a shift in using non-sworn staff to support misdemeanor litigation.
- **Welfare Fraud:** Obtain a reduction, withdrawal, or denial of aid in 30% of the approximately 800 welfare cases investigated at the welfare application. The department will protect the welfare funds available to needy families in our community through enforcement actions against those who commit fraud against the County's public assistance programs.
- **Electronic Discovery:** Expand transfer of electronic discovery to the Public Defender and private defense attorneys.
- **State Street Mile:** Coordinate the 13th Annual State Street Mile to raise awareness of Victim Witness Assistance Services and sustain crime victim emergency funds.

DISTRICT ATTORNEY
Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

The department has an increase of 4.5 FTEs from the 2011-12 Adopted Budget to the 2012-13 Recommended Budget. The 4.5 FTEs were initially subject to layoff and were therefore unfunded in the 2011-12 Adopted Budget; however, layoffs did not occur as a result of unanticipated revenue, labor concessions and several retirements and vacancies. These positions are funded in the 2012-13 Recommended Budget to maintain existing staffing and service levels.

Expenditures:

Net decrease of \$169,000, or approximately 1%. This is a result of:

- Salaries and Benefits – Net decrease of \$316,000 primarily due to labor concessions. In addition, the department has used extra help attorneys and investigators to temporarily fill behind vacancies at the lowest salary level, which results in significant salary and benefit savings.
- Services and Supplies – Net increase of \$146,000 primarily due to: \$74,000 for liability insurance; \$31,000 for motor pool charges; \$17,000 for data processing; and \$10,000 for telephone costs.

Revenues:

Net increase of \$573,000, or approximately 10%. This is a result of:

- State Revenue – Net increase of \$484,500 due to: \$310,000 of Proposition 172 Public Safety Sales Tax funding; \$95,000 of unanticipated Vehicle License Fees; \$69,500 of AB109 revocation hearing funding; and \$10,000 of Vertical Prosecution grant funding.
- Federal Revenue – Net increase in grant funding including the Southwest Border Prosecution Initiative of \$88,500.

Other Financing Sources and Uses:

The FY 2011-12 Adopted Budget contains the use of one-time committed funds in the amount of \$1.6 million in order to maintain service levels and balance the budget. The FY 2012-13 Recommended Budget contains the use of one-time sources in the amount of \$411,534, including committed funds in the amount of \$353,041 and restricted funds in the amount of \$58,493 in

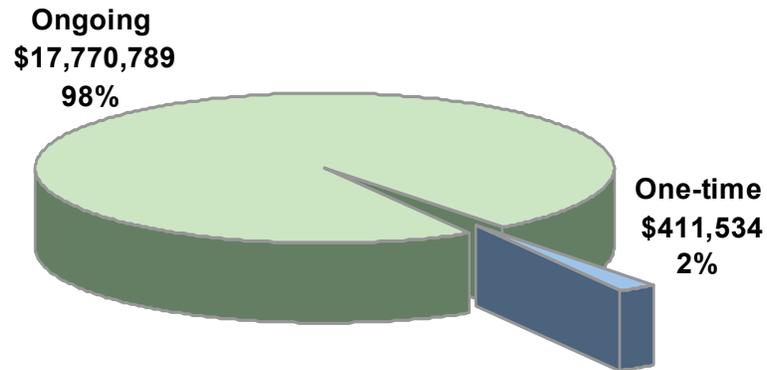
order to maintain existing service levels. This is a decrease in the use of one-time funds of \$1.2 million, or 77%.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The 2013-14 Proposed Budget contains \$1.1 million in expenditure increases due to Salaries and Benefits for the cost of retirement and health insurance, as well as expired labor concessions. The department has budgeted \$379,300 in committed one-time funds in an effort to balance the budget; however, the department still faces a remaining budget shortfall of \$884,273. The department anticipates service level impacts unless additional revenue is identified.

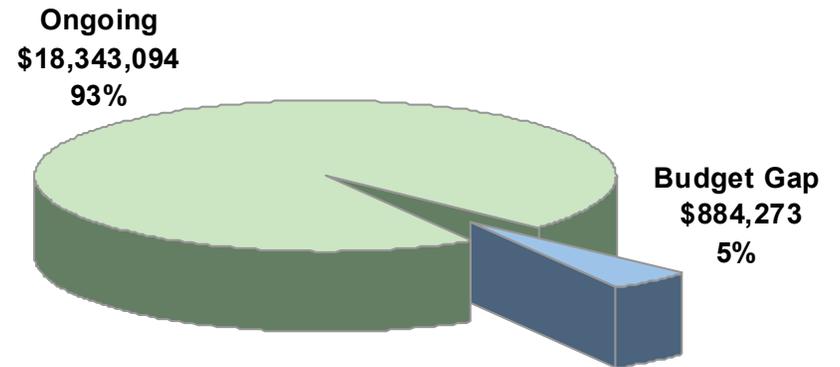
	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources. (Target = >65%)	66% 8,733	66% 9,570	65% 9,425	65% 9,425
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings. (Target = >80%)	82% 197	75% 225	80% 240	80% 240
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances. (Target = >65%)	73% 1,803	62% 1,550	65% 1,625	65% 1,625
Percent of new Victims of Violent Crime claims verified and filed within 90 days of application thereby expediting reimbursements. (Target = >98%)	100% 941	98% 926	98% 926	98% 926
	941	945	945	945

FY 2012-13 Recommended Budget



The District Attorney FY 2012-13 Recommended Budget relies on one-time sources to fund \$411,534, or 2% of the department's ongoing operations. This includes \$353,041 in committed funds and \$58,493 in restricted funds, which allows the department to maintain existing service levels and staffing.

FY 2013-14 Proposed Budget

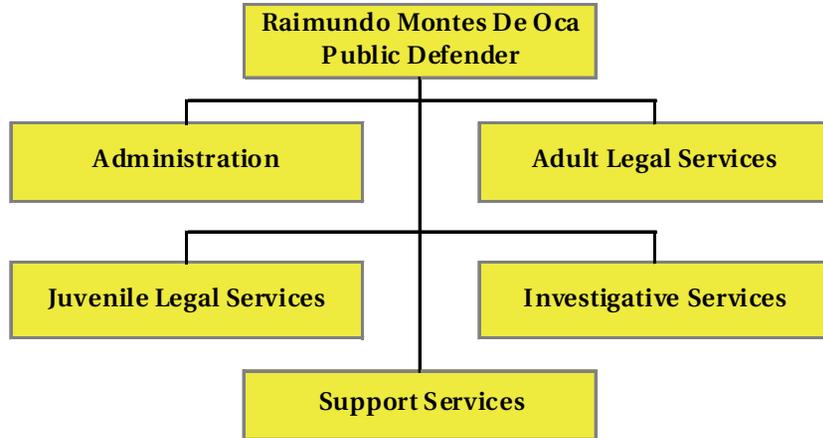


The District Attorney is facing a budget gap of \$884,273 in FY 2013-14 in order to maintain existing service levels. This shortfall is primarily due to increases in Salary and Benefit expenses for retirement and health care.

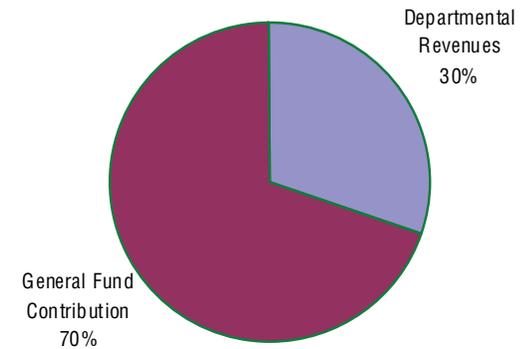
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PUBLIC DEFENDER

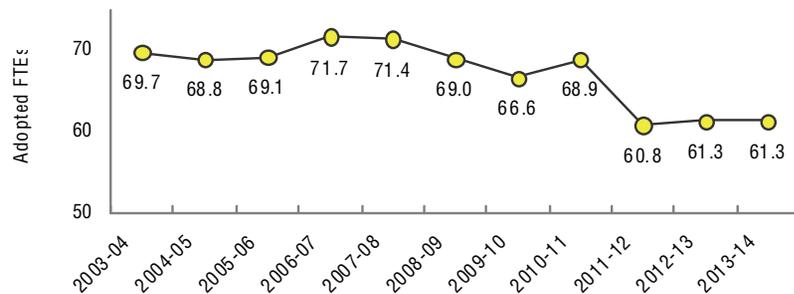
Budget & Staffing	
Operating \$	9,792,673
Capital	-
FTEs	61.3



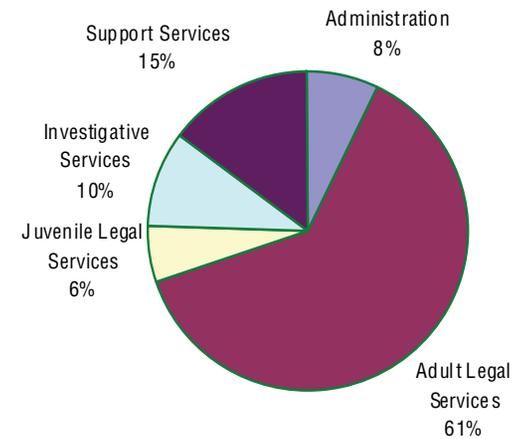
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



PUBLIC DEFENDER
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 471,937	\$ 765,120	\$ 745,319	\$ 805,870
Adult Legal Services	6,014,023	5,860,889	6,071,776	6,302,281
Juvenile Legal Services	741,286	602,172	564,222	587,665
Investigative Services	1,162,920	1,001,830	955,884	1,001,756
Support Services	1,505,598	1,538,899	1,455,472	1,536,720
Expenditure Total	<u>9,895,764</u>	<u>9,768,910</u>	<u>9,792,673</u>	<u>10,234,292</u>
<i>Other Financing Uses</i>				
Operating Transfers	6,874	--	--	--
Designated for Future Uses	127,000	--	--	--
Department Total	<u>\$ 10,029,638</u>	<u>\$ 9,768,910</u>	<u>\$ 9,792,673</u>	<u>\$ 10,234,292</u>

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 6,122,482	\$ 5,993,846	\$ 5,947,808	\$ 5,991,896
Overtime	177	--	--	--
Extra Help	236,742	70,514	70,900	70,900
Benefits	2,692,707	2,937,231	2,991,935	3,372,135
Salaries & Benefits Sub-Total	<u>9,052,108</u>	<u>9,001,591</u>	<u>9,010,643</u>	<u>9,434,931</u>
Services & Supplies	843,656	767,319	782,030	799,361
Expenditure Total	<u>\$ 9,895,764</u>	<u>\$ 9,768,910</u>	<u>\$ 9,792,673</u>	<u>\$ 10,234,292</u>

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 2,422,994	\$ 2,387,650	\$ 2,682,420	\$ 2,772,520
Other Charges for Services	109,411	435,000	288,825	305,000
Revenue Total	<u>2,532,405</u>	<u>2,822,650</u>	<u>2,971,245</u>	<u>3,077,520</u>
<i>General Fund Contribution</i>	6,271,558	6,946,260	6,821,428	7,156,772
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,225,675	--	--	--
Department Total	<u>\$ 10,029,638</u>	<u>\$ 9,768,910</u>	<u>\$ 9,792,673</u>	<u>\$ 10,234,292</u>

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$7,156,772 displayed in the summary table above includes a projected General Fund Contribution of \$6,896,327 and a projected budget gap of \$260,445.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration	3.4	4.9	4.9	4.9
Adult Legal Services	30.5	31.4	31.5	31.4
Juvenile Legal Services	3.5	2.9	2.9	2.9
Investigative Services	11.7	7.8	7.7	7.8
Support Services	18.0	13.7	13.7	13.7
Total Permanent	<u>67.0</u>	<u>60.8</u>	<u>60.8</u>	<u>60.8</u>
<i>Non-Permanent</i>				
Extra Help	1.9	--	0.5	0.5
Total FTEs	<u>68.9</u>	<u>60.8</u>	<u>61.3</u>	<u>61.3</u>

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

MISSION STATEMENT

To provide vigorous 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.

Department Description

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

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

To meet these obligations, the Public Defender employs a full-time staff of 34 attorneys, 8 investigative staff, and 18 support staff (60 FTE), supplemented by an extra-help employee. Each day, the Public Defender appears in 15 different courtrooms in our Santa Barbara, Santa Maria, and Lompoc Superior Courts.

The Public Defender's Office:

- Litigates cases on behalf of our clients to insure the Court has the facts to reach a just decision;
- Protects clients afflicted by physical or mental disabilities who cannot care for themselves and represents and protects children in the juvenile courts; and
- Participates in restoring clients' lives by making the resources of other county agencies and community based organizations available to the Court when resolving our clients' cases.

2011-12 Anticipated Accomplishments

Adult and Juvenile Legal Representation

- Represented clients in over 22,000 matters brought to the Superior Court.
- Represented 72% of the persons charged with felonies this year, and 59% of persons charged with misdemeanors.
- Represented clients in 114 cases where our clients face the possibility of incarceration longer than ten (10) years. Of these defendants, twelve (12) face sentences in excess of twenty (20) years, forty-five (45) defendants face the possibility of life sentences, and one (1) defendant is charged in a case where he could receive the death penalty.
- Resolved most felonies in less than 90 days and almost all misdemeanors in less than 120 days without compromising vigorous representation.

Mental Health and Treatment Courts

- Represented clients in 1,300 new matters in our County's treatment courts, helping clients to begin the journey to recovery by taking this first step.
- Advocated on behalf of 321 disadvantaged clients unable to care for themselves because of mental illness or physical infirmity in our mental health and probate courts.

Collaboration with Other County Departments

- Worked collaboratively with others in the courts and outside the courts to keep persons out of jail, reducing the need to house them in our already over-crowded jail.
- Worked with the jail to find ways to place inmates already in jail and in need of treatment in appropriate programs to reduce the demand on jail beds.
- Participated in establishing the Veteran's Treatment Court in Santa Maria, inaugurated November 22, 2011.
- Participating in bringing the Veteran's Court to Santa Barbara when the resources of the Court and partner agencies permit it, and will participate in the organization and implementation of the "Veteran's Stand Down" that will be held in Santa Maria.
- Worked with other agencies to plan and implement the first phase of the AB 109 Public Safety Realignment Act.

PUBLIC DEFENDER
Department Summary (cont'd)

Information Technology and Process Flow

- Implemented a process review to make the best use of resources to continue representing our clients as required by the Constitution, reorganizing our work flow and changing the responsibilities of our attorney staff and support staff.
- Provided selected attorneys and investigators with iPads so they can continue to work while in court or in the field as part of an evaluation to determine whether and how mobile technology can help us do our work efficiently.
- Partnered with the Courts and the District Attorney in an effort to facilitate the electronic exchange of data between offices, reducing the amount of time needed to input that same data into our own data systems.

Financial

- Doubled collection of Public Defender fees from \$109,000 to an estimated \$225,000.

2012-14 Objectives

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.

Collaboration with Other County Departments

- Participate in the Veteran's Stand Down to be held in Santa Maria in October 2012, in addition to continuing our efforts to make the Veteran's Treatment Court more widely available to our veterans.
- Continue to proactively analyze both the anticipated and unanticipated consequences of the Public Safety Realignment Act with all the agencies that are being affected by the Act.

Information Technology

- Continue upgrading our case management system to permit us to store file data electronically in a way that is easily accessible either over our network or electronically through the internet.

Financial

- Continue to increase the number of cases in which Public Defender fees are assessed and collected.

**PUBLIC DEFENDER
Department Summary (cont'd)**

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

There will be no increase or decrease in full-time staffing from the 2011-12 Adopted budget to the 2012-13 Recommended budget. There is a 0.5 FTE increase in extra help in response to AB 109 mandates.

Expenditures:

Net increase of \$24,000. This 0.2% increase is the result of:

- Salaries and Benefits - increase of \$9,000, due primarily to increases in County retirement, health insurance and other benefit rates.
- Services and Supplies - miscellaneous increase of \$15,000.

Revenues:

Net increase of \$149,000. This 5.3% increase is the result of:

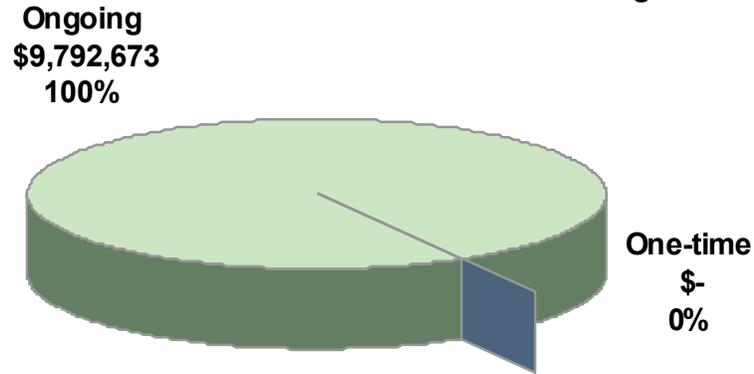
- Federal and State Revenues - increase of \$295,000, primarily Proposition 172 Sales Tax Revenues.
- Public Defender fees - \$146,000 adjustment of PD fees related to implementation of new assessment and collection procedure.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The \$442,000 increase in expenditures is primarily the result of an increase in Salaries and Benefits as a result of the expiration of the FY 2012-13 labor concessions.

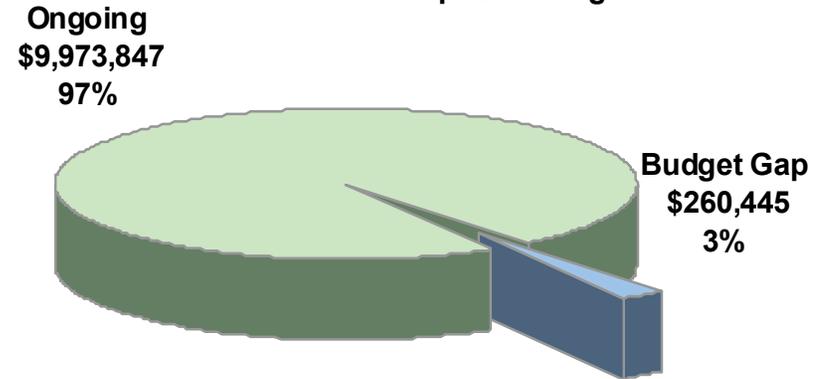
	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of patients in the County's Psychiatric Health Facility visited for their statutory access to Court. (Target = 100%)	Not used in prior years	Not used in prior years	100%	100%
Percent of clients requesting records' clearing whose petitions will be acted upon within 30 days of the request. (Target = > 75%)	Not used in prior years	Not used in prior years	> 75%	> 75%
Percent of felony cases resolved within 12 months of arraignment providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation. (Target = > 80%)	Not used in prior years	Not used in prior years	> 80%	> 80%
Percent of misdemeanor cases resolved with 120 days providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation. (Target = > 85%)	Not used in prior years	Not used in prior years	> 85%	> 85%

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget does not rely on one-time sources to fund any of the department's ongoing operations.

FY 2013-14 Proposed Budget



To maintain FY 2012-13 service levels, it is estimated that \$10.2 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$9.9 million will be available through ongoing sources (including \$6.9 million in General Fund Contribution). An additional \$0.3 million must be identified to prevent the need for service level reductions.

PUBLIC SAFETY

Use of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Operating Expenditures				
Fire	\$ 49,448,934	\$ 55,230,773	\$ 52,773,419	\$ 56,834,909
Probation	43,029,264	41,865,974	46,245,636	48,829,559
Sheriff	104,267,262	108,598,477	112,730,087	118,745,660
Total	196,745,460	205,695,224	211,749,142	224,410,128
Capital Equipment & Improvements				
Fire	623,121	664,200	110,910	500,910
Probation	16,914	--	--	--
Sheriff	2,943,549	238,200	54,000	44,000
Total	3,583,584	902,400	164,910	544,910
Designated for Future Uses				
Fire	2,254,743	1,749,285	27,000	27,000
Probation	917,766	257,828	197,000	37,000
Sheriff	3,043,019	1,340,104	810,405	785,391
Total	6,215,528	3,347,217	1,034,405	849,391
Operating Transfers Out				
Fire	1,258,966	434,957	689,066	386,228
Probation	27,607	4,497	--	--
Sheriff	4,430,660	719,655	872,182	871,658
Total	5,717,233	1,159,109	1,561,248	1,257,886
Total Use of Funds	\$ 212,261,805	\$ 211,103,950	\$ 214,509,705	\$ 227,062,315

Source of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Departmental Revenues				
Fire	\$ 45,666,686	\$ 48,100,309	\$ 48,025,203	\$ 49,336,355
Probation	16,287,823	16,230,299	20,208,045	20,261,481
Sheriff	40,711,150	39,946,251	43,988,191	44,748,433
Total	102,665,659	104,276,859	112,221,439	114,346,269
General Fund Contribution				
Fire	2,462,067	3,948,951	4,895,098	8,177,251
Probation	23,352,196	24,738,964	25,031,738	27,715,306
Sheriff	62,961,794	67,977,794	69,811,997	75,156,222
Total	88,776,057	96,665,709	99,738,833	111,048,779
Use of Designations/Prior Fund Balances				
Fire	5,400,711	5,944,655	591,694	147,041
Probation	4,067,863	893,548	922,365	609,284
Sheriff	7,686,926	2,738,091	602,086	477,654
Total	17,155,500	9,576,294	2,116,145	1,233,979
Operating Transfers In				
Fire	56,000	85,300	88,400	88,400
Probation	283,669	265,488	280,488	280,488
Sheriff	3,312,439	234,300	64,400	64,400
Total	3,652,108	585,088	433,288	433,288
Other Miscellaneous Financing Sources				
Fire	300	--	--	--
Sheriff	12,181	--	--	--
Total	12,481	--	--	--
Total Source of Funds	\$ 212,261,805	\$ 211,103,950	\$ 214,509,705	\$ 227,062,315

Public Safety Functional Group

The Public Safety Functional Group includes the Fire, Probation and Sheriff's Departments.

Strategic Values

The Public Safety Functional Group believes in the protection of life and property through highly competent delivery of emergency response, law enforcement, custody and rehabilitation services that increase the safety of residents and visitors.

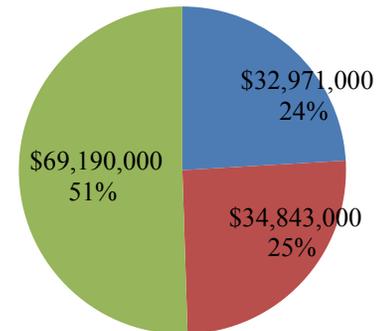
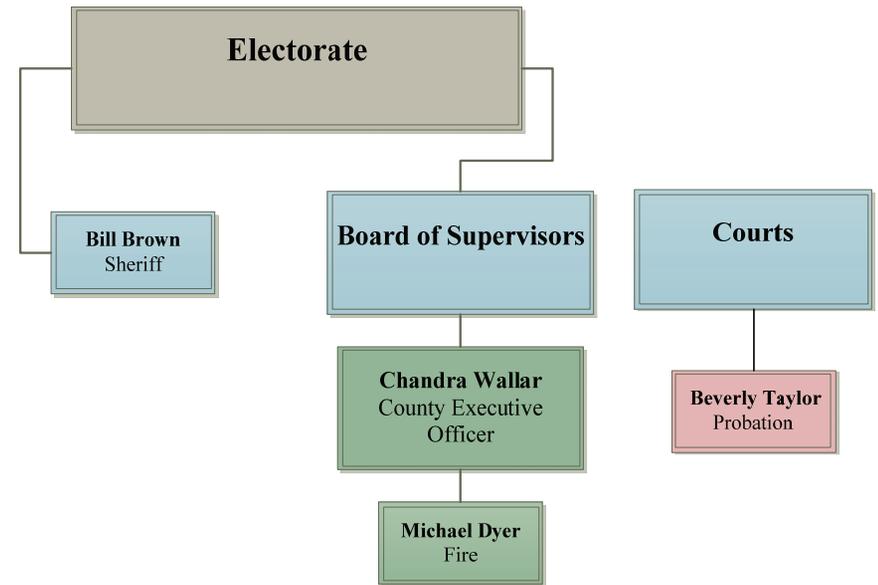
Strategic Purpose

The distinct purpose of the Public Safety Functional Group is to provide quality public service to the people of Santa Barbara County by:

- Safeguarding them from the impacts of fires, medical emergencies and disasters;
- Providing information and recommendations to the Courts;
- Enforcing the laws and supplying jail services;
- Requiring offender responsibility and accountability, and
- Delivering safe and effective juvenile detention, treatment and rehabilitation.

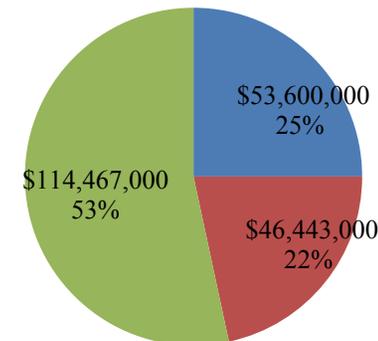
Strategic Goals

- Establish and make operational the Santa Barbara County Air Support Unit, a combined aviation program comprised of personnel and equipment from the County Fire Department and the Sheriff's Office. Through the use of combined resources and managed by the Sheriff's Office, the Air Support Unit will respond to Fire, Rescue, and Law Enforcement calls for service in an expedient and efficient manner
- Contract with a private vendor for food services in Custody Operations to meet and exceed food quality standards and realize substantial cost savings
- Focus on career development through the use of a career/skill development guide, providing the State Fire Marshal suite of classes to qualified personnel and assisting interested personnel in obtaining their Associates, Bachelors, or Masters Degrees
- Review and update all current automatic aid agreements with other jurisdictions to enhance coordination of emergency response
- Finalize the county-wide emergency communications plan
- Recommend a new Hazardous Materials Unit organization that fulfills the State and County missions and maintains a fee structure that ensures full cost recovery
- Ensure high fire risk properties have defensible space between brush and structure
- Update County Fire Code to reflect national building and safety standards to prevent structure fires
- Ensure that probationers will exit probation without committing a new sustained felony while on probation
- Increase rehabilitation of juvenile probationers committed to Los Prietos Boys Camp and Academy
- Increase the annual collection of restitution, fines, and fees by 10%



**Group Total Budget
FY2002-03 Adopted**

- Fire
- Probation
- Sheriff

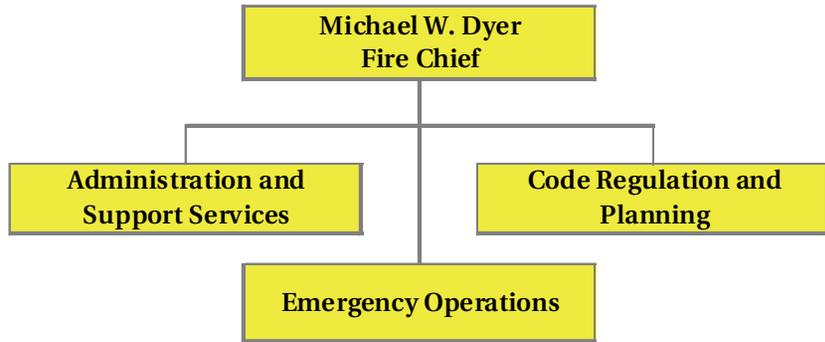


**Group Total Budget
FY2012-13 Recommended**

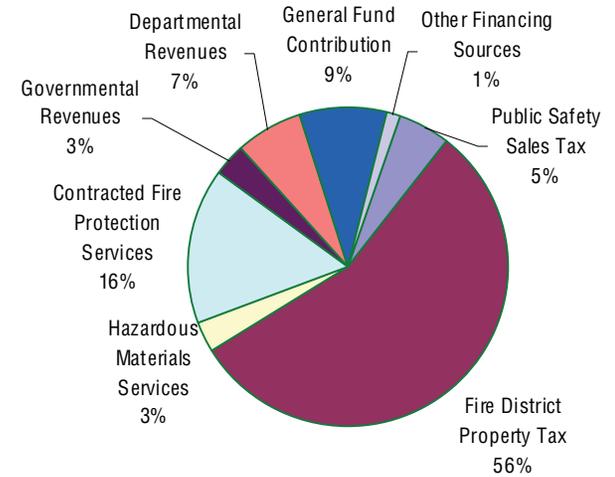
- Fire
- Probation
- Sheriff

FIRE

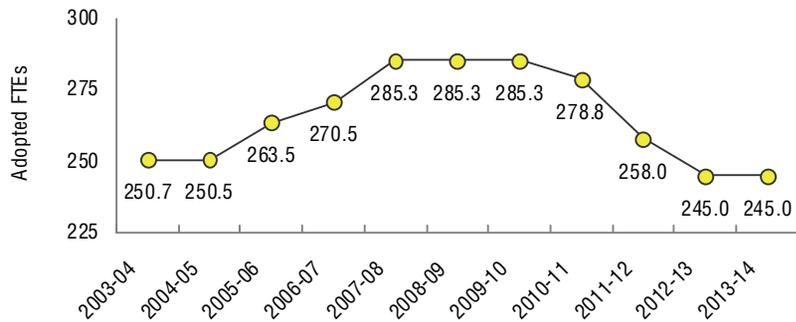
Budget & Staffing	
Operating	\$ 52,773,419
Capital	110,910
FTEs	245.0



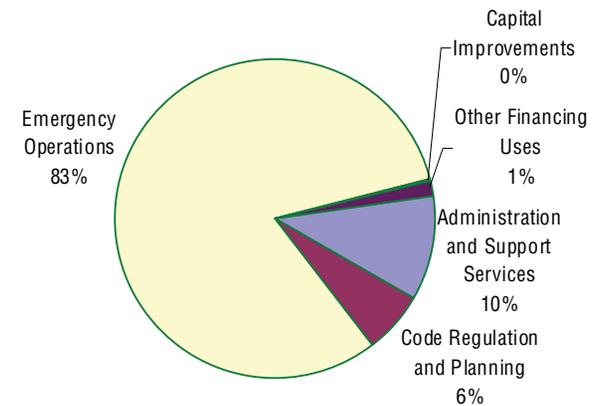
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



FIRE
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support Services	\$ 5,456,918	\$ 5,800,203	\$ 5,660,135	\$ 5,983,960
Code Regulation and Planning	3,386,390	3,130,952	3,301,993	3,525,208
Emergency Operations	40,630,139	46,322,138	44,128,291	47,664,169
Operating Sub-Total	49,473,447	55,253,293	53,090,419	57,173,337
Less: Intra-County Revenues	(24,513)	(22,520)	(317,000)	(338,428)
Operating Total	49,448,934	55,230,773	52,773,419	56,834,909
<i>Non-Operating Expenditures</i>				
Capital Assets	623,121	664,200	110,910	500,910
Expenditure Total	50,072,055	55,894,973	52,884,329	57,335,819
<i>Other Financing Uses</i>				
Operating Transfers	1,258,966	434,957	689,066	386,228
Designated for Future Uses	2,254,743	1,749,285	27,000	27,000
Department Total	\$ 53,585,764	\$ 58,079,215	\$ 53,600,395	\$ 57,749,047

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 23,590,691	\$ 24,732,740	\$ 23,923,004	\$ 24,528,366
Overtime	4,576,821	6,098,382	5,218,329	5,390,402
Extra Help	875,459	151,362	124,486	124,486
Benefits	13,628,148	16,327,975	16,705,410	19,602,651
Salaries & Benefits Sub-Total	42,671,119	47,310,459	45,971,229	49,645,905
Services & Supplies	6,781,355	7,921,861	7,098,216	7,429,561
Principal & Interest	20,973	20,973	20,974	97,871
Operating Sub-Total	49,473,447	55,253,293	53,090,419	57,173,337
Less: Intra-County Revenues	(24,513)	(22,520)	(317,000)	(338,428)
Operating Total	49,448,934	55,230,773	52,773,419	56,834,909
<i>Non-Operating Expenditures</i>				
Capital Assets	623,121	664,200	110,910	500,910
Expenditure Total	\$ 50,072,055	\$ 55,894,973	\$ 52,884,329	\$ 57,335,819

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Fire District Property Taxes	\$ 28,453,294	\$ 28,977,650	\$ 29,808,350	\$ 30,711,189
Public Safety Sales Tax	2,603,250	2,583,750	2,827,500	2,925,000
Interest	97,025	--	22,000	22,000
Governmental Revenues	2,028,511	2,091,228	1,756,358	1,829,844
Contracted Fire Protection Services	7,722,125	8,741,151	8,487,495	8,664,683
Emergency Medical Services	336,843	640,000	555,000	560,000
Hazardous Materials Services	1,395,309	1,864,000	1,707,000	1,801,000
Other Charges for Services	2,880,400	3,145,720	3,110,000	3,092,567
Miscellaneous Revenue	174,442	79,330	68,500	68,500
Revenue Sub-Total	45,691,199	48,122,829	48,342,203	49,674,783
Less: Intra-County Revenues	(24,513)	(22,520)	(317,000)	(338,428)
Revenue Total	45,666,686	48,100,309	48,025,203	49,336,355
<i>General Fund Contribution</i>	2,462,067	3,948,951	4,895,098	8,177,251
<i>Other Financing Sources</i>				
Operating Transfers	56,000	85,300	88,400	88,400
Sale of Property	300	--	--	--
Use of Prior Fund Balances	5,400,711	5,944,655	591,694	147,041
Department Total	\$ 53,585,764	\$ 58,079,215	\$ 53,600,395	\$ 57,749,047

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$8,177,251 displayed in the summary table above includes a projected General Fund Contribution of \$4,895,098 and a projected budget gap of \$3,282,153.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration and Support Services	30.8	31.0	30.1	30.1
Code Regulation and Planning	21.7	18.9	21.1	21.1
Emergency Operations	171.6	202.2	188.8	188.8
Total Permanent	224.1	252.0	240.0	240.0
<i>Non-Permanent</i>				
Extra Help	22.7	6.0	5.0	5.0
Total FTEs	246.8	258.0	245.0	245.0

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

MISSION STATEMENT

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

Department Description

The Santa Barbara County Fire Protection District encompasses approximately 2,480 square miles, providing services to an estimated population of 213,000. This includes the unincorporated areas of the county as well as the cities of Buellton, Solvang and Goleta. In addition, the County Fire Department Hazardous Materials Unit provides inspection, regulation, and response services to the entire County.

The Fire Department responds from 16 fire station locations to all types of emergencies, including fire, medical, rescue, and hazardous materials. The station locations range from Cuyama to Orcutt in the north county to Mission Canyon in the south county. Each fire station is staffed with a minimum of 3 firefighters and a Type I (structure) engine. Additionally, one station is staffed with a 100 foot tractor driven aerial ladder truck. Other specialized pieces of equipment are strategically placed throughout the county and are cross staffed with existing engine personnel. The specialized equipment includes but is not limited to Type III (wildland) fire engines, a 75 ft. Telesquirt engine, water tenders, paramedic rescue ambulances, hazardous materials operations response unit, technical rescue (USAR) unit, air and light unit, and water rescue equipment.

In addition to fire station response capabilities, the department staffs and responds with bulldozers for fire, pre-fire, flood, and other disasters. Department personnel also join sheriff personnel to provide aviation services including fire suppression and rescue.

The Fire Department operates under a regional systems approach to providing emergency services to District cities and unincorporated areas of the county. This regional system requires constant movement of engines, equipment and personnel to assist at an incident or fill behind when engine companies are not available within their normal district due to emergency responses or mandated training. This practice results in reduced response times throughout the district.

The Fire Department is able to maximize the services provided to the community by cross-training firefighters, providing necessary equipment and operating specialized programs out of strategic locations. Safety personnel that are deployed in specialized staff assignments (Dispatch, Logistics, Inspection Services, Investigations, Planning and Engineering, Vegetation Management, and Public Information) maintain their skills and training in order to be able to respond to emergencies, providing additional manpower and depth during larger and/or complex incidents. Nine stations have personnel equipped to provide paramedic services. In addition, two stations provide water rescue services, one station provides urban search and rescue services, one station operates a search dog program, two stations provide hazardous materials operations response services, five stations provide child car seat safety checks and installations and one station provides paramedic rescue services in conjunction with the helicopter program. These specialized

FIRE

Department Summary (cont'd)

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

2011-12 Anticipated Accomplishments

Operations:

- Implemented the Automatic Vehicle Location and Mobile Data Computer project ensuring greater command and control on emergency incidents and enhanced firefighter safety.
- Implemented paramedic services at UCSB.
- Ensured the re-opening of the Santa Maria Air Tanker Base.

Organizational:

- Worked with an outside consultant to complete the Fire Department organizational review and deployment study.
- Completed a career development guide that parallels California Joint Apprenticeship standards.
- Constructed a fire department fallen firefighter memorial.

Fiscal:

- Annexed private lands in the Los Padres National Forest to the Santa Barbara County Fire Protection District and completed the associated property tax transfer.
- Obtained Board approval of full cost recovery in the Certified Unified Program Agency (CUPA) Hazardous Materials program.
- Obtained Board consideration of a permanent property tax transfer to the Fire District to mitigate the structural funding deficit that has existed for many years.

2012-14 Objectives

The Fire Department's strategic actions are aligned with the following County and Departmental Strategic Goals:

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

County Goal 2: A Safe and Healthy Community in Which to Live, Work and Visit.

Department Goal 1: Invest in the potential of people through their development to maximize departmental effectiveness.

Department Goal 3: Ensure the overall fiscal stability of the Department through resource management and revenue maximization.

FIRE

Department Summary (cont'd)

The Fire Department's management strategy includes programs and projects that improve service delivery and are linked to the Department's mission. This is accomplished by focusing on quality improvement of our services and training our personnel to perform at their best. The programs and projects generally span multiple years and are detailed below:

Career Development:

- Our personnel will utilize the career development guide to enhance their emergency skills as well as prepare those who choose to become our leaders of the future.
- In working with the Santa Barbara County Area Fire Chiefs, provide the California State Fire Marshal Fire Officer and Chief Officer suite of classes to qualified personnel.
- Assist interested personnel in obtaining their Associates, Bachelors, or Masters degrees through on-line and regional higher education programs.

Emergency Operations:

- Review and update all current automatic aid agreements to enhance coordination of emergency response.
- Assist the Sheriff's office in the development of a unified aviation unit.
- Finalize the county-wide communications plan.

Finance:

- Enhance fiscal stability, further explore internal efficiencies and develop external short term and long term revenue enhancement strategies.
- Streamline internal department expenditure processes while maintaining appropriate County controls.
- Prepare quarterly 5 year fiscal forecasts.

Fire Prevention:

- Develop and recommend a new Hazardous Materials Unit organization that fulfills the State and County missions and maintains a fee structure that ensures full cost recovery.
- Through the Defensible Space Program, ensure 100% of all inspectable properties are compliant.
- Review and update the Santa Barbara County Fire Code to reflect national and state standards and consider the unique composition of Santa Barbara County.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

There will be a decrease of 13.0 FTEs from the FY 2011-12 Adopted budget to the FY 2012-13 Recommended budget.

- -3.0 FTEs for Air Operations pilots and mechanic transferred to the Sheriff's Department.
- -10.0 FTEs for Emergency Operations staffing reductions due to funding constraints (i.e. service level reductions).
- -1.0 FTE associated with Extra Help reductions in the Reserve Program and the Hazardous Materials Unit.
- -1.0 FTE for a Geologist position associated with the Leaking Underground Fuel Tank (LUFT) contract with the State.
- +1.0 FTE for the re-funding of one Hazardous Materials Specialist position in the Certified Unified Program Agency (CUPA) section.
- +1.0 FTE for a Hazardous Materials Supervisor position in the LUFT program funded by the State.

Expenditures:

Net decrease of \$2.2 million. This 3.9% decrease is the result of:

- Salaries and Benefits – Net decrease of \$1.3 million as a result of \$3.0 million in decreases offset by \$1.7 million in increases:
 - Decrease of \$2.3 million due to service level reductions (Engine 11 shutdown, 4th Firefighter at Station 22 unstaffed and Paramedic Engineer at Station 51 reduced to Firefighter).
 - Decrease of \$0.6 million due to the transfer of the Air Operations Pilots and Mechanic to the Sheriff's Department.
 - Decrease of \$0.1 million in estimated reimbursable overtime costs.
 - Increase of \$1.2 million due to negotiated labor agreements as well as increased retirement, health insurance and other benefit rates.
 - Increase of \$0.5 million for Workers Compensation premiums.
- Services and Supplies – Decrease of \$0.8 million:
 - Decrease of \$0.4 million due to the Air Operations transfer to the Sheriff's Department.
 - Decrease of \$0.3 million due to portable radio replacements in FY 2011-12.
 - Decrease of \$0.2 million as a result of the completion of a FEMA grant to purchase firefighter turnouts.

FIRE

Department Summary (cont'd)

- Decrease of \$0.1 million for property tax administration fees.
- Increase of \$0.1 million for contracted Geologist services associated with the Leaking Underground Fuel Tank contract with the State.

Revenues:

- Net increase of \$0.2 million. This 0.5% increase is the result of:
 - Increase of \$0.8 million Fire District property taxes.
 - Increase of \$0.2 million Prop 172 Public Safety Sales Tax revenue.
 - Decrease of \$0.3 million due to the completion of FEMA grants in FY 2011-12 to purchase turnouts and extractors.
 - Decrease of \$0.3 million due to a one-time reimbursement in FY 2011-12 from UCSB for the purchase of an ambulance and a projected decrease in the State fire protection services contract due to the elimination of capital outlay funding in the contract allocation for FY 2012-13.
 - Decrease of \$0.2 million Hazardous Materials services revenues primarily in the Site Mitigation Unit due to fewer billable hours estimated.

The Fiscal Year 2012-13 recommended departmental General Fund Contribution increased \$0.9 million to \$4.9 million from the Fiscal Year 2011-12 Adopted Budget of \$3.9 million. This 24% increase is principally a result of salary and benefit increases. The \$4.9 million General Fund Contribution for Fiscal Year 2012-13 includes \$1.8 million in General Fund General Revenue to replace 50% of the identified structural imbalance within the department (this increase was partially offset by a reduction of \$1.0 million for Fire aviation services that are being provided through the Sheriff’s Department.). This policy was uniformly applied to all departments.

Capital Assets:

- Decrease of \$0.5 million as a result of the FY 2011-12 replacement of an operating cost water tender, the purchase of an ambulance for UCSB services and the purchase of grant funded extractors (to wash turnouts at fire stations).

Other Financing Sources and Uses:

The Fiscal Year 2012-13 recommended departmental financing sources require the use of \$0.6 million of District designations to balance the Recommended Budget.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The FY 2013-14 Proposed Budget assumes the service level reductions identified in FY 2012-13 are implemented and are carried forward to FY 2013-14. This includes the shutdown of Engine 11 in Goleta and the reduction of the 4th Firefighter post position at Station 22 in Orcutt.

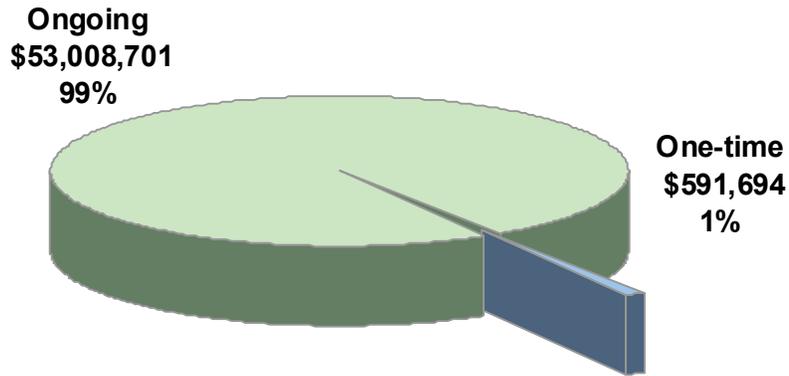
Given this assumption, the \$4.1 million increase in expenditures is primarily the result of \$2.5 million retirement rate increases, \$0.8 million negotiated labor agreement increases, \$0.2 million health insurance and \$0.1 million Workers Compensation rate increases. In addition, a \$0.4 million services and supplies increase is primarily related to internal service fund charges including motor pool, radio/communications and IT as well as utilities increases and the payment of the balance remaining on a lease agreement for a fire engine assumed by the County Fire Protection District as a result of the annexation with the Orcutt Fire Protection District.

Revenues are projected to increase \$1.3 million. Property taxes increase \$0.9 million, contracted fire services increase \$0.2 million due to increased costs to provide the service, Prop 172 Public Safety Sales Taxes increase \$0.1 million and hazardous materials services increase \$0.1 million due to increased costs to provide the services.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percentage of all structure fires confined to the room of origin to protect life and property (Target = >80%)	15%	80%	80%	80%
Percentage of all wildland fires contained to 10 acres or less to protect life and property. (Target = >95%)	Not Used in Prior Years	Not Used in Prior Years	95%	95%
Percentage of all fires with a determination of cause to improve prevention and public education programs. (Target = >90%)	Not Used in Prior Years	Not Used in Prior Years	90%	90%
Percent of hazardous material releases contained to the property of origin. (Target = >90%)	Not Used in Prior Years	Not Used in Prior Years	90%	90%

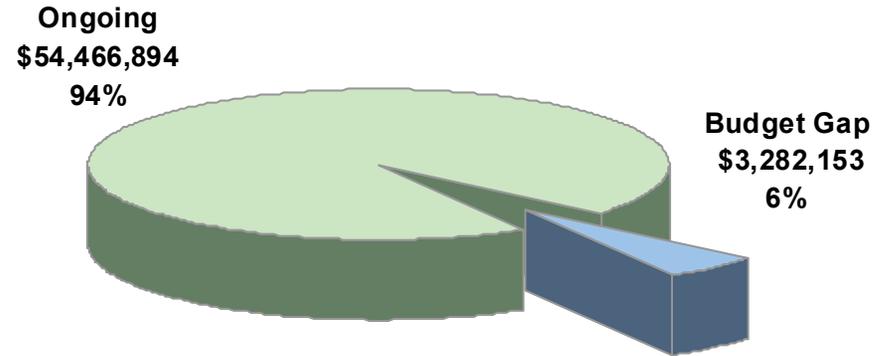
FIRE
Department Summary (cont'd)

FY 2012-13 Recommended Budget



1% of the Fiscal Year 2012-13 Recommended Budget is comprised of one-time sources of funding. Even with the use of one-time funds from the Fire District designation and an increased General Fund Contribution of \$950 thousand and the shift of \$1 million Air Operations services to the Sheriffs Department, the Fire Department is unable to maintain the current level of emergency services and has incorporated service level reductions into the FY 2012-13 budget.

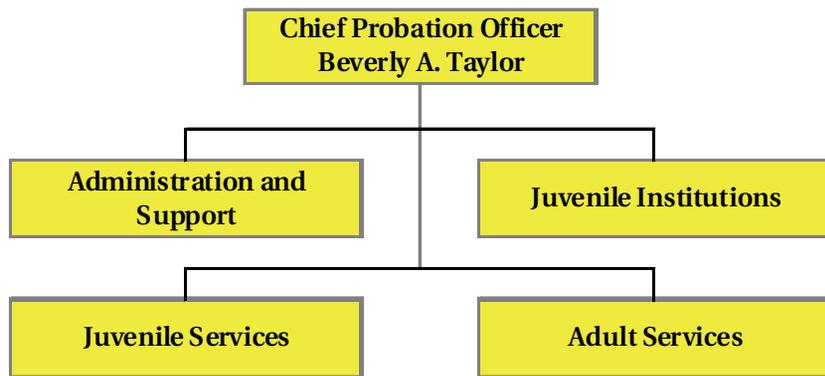
FY 2013-14 Proposed Budget



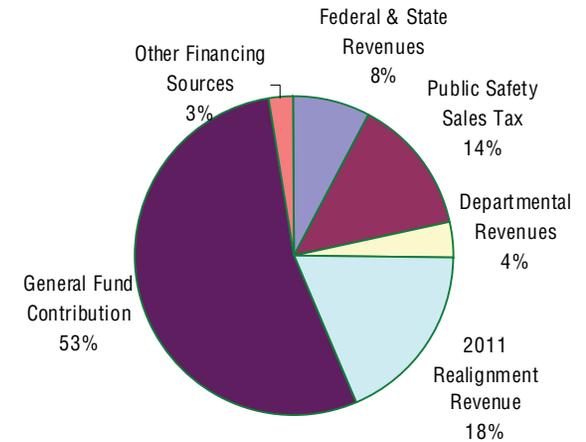
To maintain FY 2012-13 reduced service levels in FY 2013-14, it is estimated that the Fire Department will have a gap of \$3.3 million. The biggest component of the budget gap is a projected \$2.6 million increase in salary and retirement costs in FY 2013-14.

PROBATION

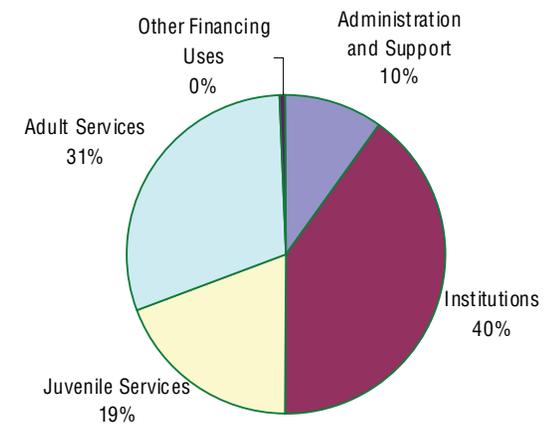
Budget & Staffing	
Operating \$	46,245,636
Capital	-
FTEs	343.1



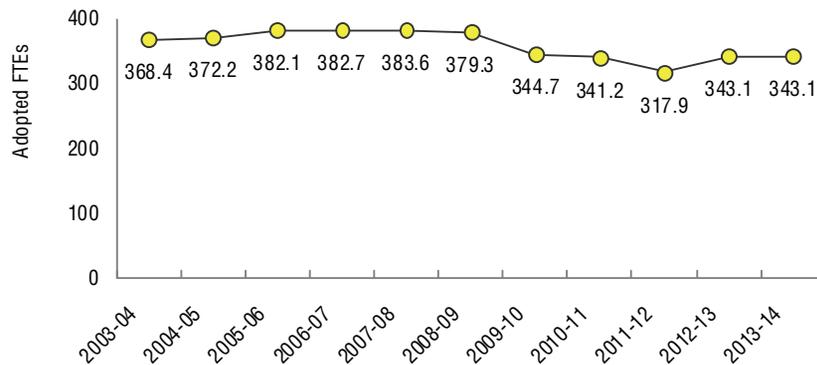
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



PROBATION
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 4,577,951	\$ 4,479,322	\$ 4,634,041	\$ 4,888,160
Institutions	16,803,314	18,082,394	18,640,244	19,713,843
Juvenile Services	11,224,943	8,891,593	8,796,499	9,265,075
Adult Services	10,423,056	10,412,665	14,174,852	14,962,481
Operating Total	43,029,264	41,865,974	46,245,636	48,829,559
<i>Non-Operating Expenditures</i>				
Capital Assets	16,914	--	--	--
Expenditure Total	43,046,178	41,865,974	46,245,636	48,829,559
<i>Other Financing Uses</i>				
Operating Transfers	27,607	4,497	--	--
Designated for Future Uses	917,766	257,828	197,000	37,000
Department Total	\$ 43,991,551	\$ 42,128,299	\$ 46,442,636	\$ 48,866,559

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 20,749,591	\$ 20,879,444	\$ 23,148,704	\$ 23,285,168
Overtime	537,235	284,882	293,046	293,046
Extra Help	944,763	483,526	483,540	485,400
Benefits	11,236,912	13,097,509	14,855,731	17,209,724
Salaries & Benefits Sub-Total	33,468,501	34,745,361	38,781,021	41,273,338
Services & Supplies	7,335,032	7,120,613	7,464,615	7,556,221
Public Assistance Payments	2,225,731	--	--	--
Operating Total	43,029,264	41,865,974	46,245,636	48,829,559
<i>Non-Operating Expenditures</i>				
Capital Assets	16,914	--	--	--
Expenditure Total	\$ 43,046,178	\$ 41,865,974	\$ 46,245,636	\$ 48,829,559

Source of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Departmental Revenues</i>				
Interest	\$ 146	\$ --	\$ --	\$ --
Public Safety Sales Tax	5,996,820	5,952,084	6,513,400	6,738,001
2011 Realignment Revenue	--	--	8,494,537	8,483,372
Federal & State Revenues	8,793,188	8,869,703	3,550,191	3,550,191
Other Charges for Services	1,309,109	1,229,230	1,330,277	1,330,277
Miscellaneous Revenue	188,560	179,282	319,640	159,640
Revenue Total	16,287,823	16,230,299	20,208,045	20,261,481
<i>General Fund Contribution</i>	23,352,196	24,738,964	25,031,738	27,715,306
<i>Other Financing Sources</i>				
Operating Transfers	283,669	265,488	280,488	280,488
Use of Prior Fund Balances	4,067,863	893,548	922,365	609,284
Department Total	\$ 43,991,551	\$ 42,128,299	\$ 46,442,636	\$ 48,866,559

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$27,715,306 displayed in the summary table above includes a projected General Fund Contribution of \$25,031,738 and a projected budget gap of \$2,683,568.

FTE Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Permanent</i>				
Administration and Support	29.9	27.7	29.6	29.6
Institutions	113.7	120.3	119.3	119.3
Juvenile Services	78.8	69.1	66.9	66.9
Adult Services	96.4	88.0	114.5	114.5
Total Permanent	318.8	305.1	330.3	330.3
<i>Non-Permanent</i>				
Extra Help	24.9	12.8	12.8	12.8
Total FTEs	343.6	317.9	343.1	343.1

Note: FTE 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 Courts; 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.

Department Description

The Probation Department, established in 1909, has been providing effective community corrections solutions to Santa Barbara County residents for over 100 years. The department provides custody, education, vocational, and treatment services for juvenile wards detained at the Santa Maria Juvenile Hall, Los Prietos Boys Camp, and Los Prietos Boys Academy. The department also provides investigation and supervision services for juvenile and adult offenders as ordered by the Santa Barbara County Superior Court, supervises adult offenders realigned to the county by the State as a result of the 2011 Public Safety Realignment Act (AB109), and provides victim assistance through notification services and the collection of restitution. The department has implemented a wide variety of evidence based programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as these behaviors contribute to criminal activity. These programs, created in collaboration with the Courts, schools, local law enforcement agencies, and county health and human services departments, are located throughout Santa Barbara County.

2011-12 Anticipated Accomplishments

Santa Barbara County Goal: FAMILIES AND CHILDREN: A Community that Fosters the Safety and Well-Being of Families and Children.

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

- Increased public safety and reduced crime by ensuring that 87% (392 of 450) of juvenile probationers exited probation without a new sustained felony while on probation
- Implemented Probation conversion to Child Welfare Services/Case Management System (CWS/CMS) for tracking youth in placement
- Completed revalidation of the Santa Barbara Asset and Risk Assessment (SBARA) Initial Screening Tool in order to divert youth from unnecessary processing through the juvenile justice system

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

- Increased rehabilitation of approximately 156 juvenile probationers committed to Los Prietos Boys Camp and Academy by ensuring that 97% graduated from the program
- Reduced admissions to the Santa Maria Juvenile Hall by 14% by diverting 645 youth to the Alternative Detention Program (ADP)

PROBATION

Department Summary (cont'd)

- Implemented the Los Prietos Business Center reprographics vocational training program for Camp wards

Santa Barbara County Goal: HEALTH AND SAFETY: A Safe and Healthy Community in Which to Live and Work

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

- Increased public safety and reduced crime by ensuring that 97% (2,375 of 2,500) of adult probationers exit probation without being convicted of a new felony while on probation
- In collaboration with the Community Corrections Partnership, developed and implemented the 2011 Public Safety Realignment Act Plan
- Implemented the Reentry Drug Court and reentry services at the Probation Report and Resource Centers (PRRCs)

Santa Barbara County Goal: EFFICIENT AND RESPONSIVE GOVERNMENT: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community

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

- Increased the availability of automated information to managers and probation officers by completing 97% of 1,250 information work station requests by the requested date
- Completed the Business Process Improvement (BPI) project with the Adult Division and completed the process for reviewing and updating all previous BPI documents
- Facilitated the transfer of data from the Treasurer Tax Collector's (TTC) to Probation's interim fine, fee, penalty, and restitution collection system

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

- Referred \$1,597,617 of delinquent account balances to the Franchise Tax Board Court Ordered Debt Program resulting in the collection of otherwise uncollectable accounts
- Implemented the Probation Intelligent Cashiering System (PICS) in all area offices
- Implemented a random moment time claiming system to accurately capture and ensure audit compliance of Federal Title IV-E reimbursement for juvenile probation case management services

PROBATION

Department Summary (cont'd)

Focus Area: Providing Quality Staffing for Departmental Operations

- Developed and implemented supervisory skills training to facilitate the transition of supervisors to their new responsibilities
- Completed follow up of the action plan for results of the May 2011 staff survey and a follow up staff survey

2012-14 Objectives

Santa Barbara County Goal: FAMILIES AND CHILDREN: A Community that Fosters the Safety and Well-Being of Families and Children.

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

- Increase public safety and reduce crime by ensuring that at least 85% of estimated 425 juvenile probationers will exit probation without a new sustained felony while on probation
- Identify supervision strategies and funding sources to maintain and improve upon current successes pending further reduction in staffing

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

- Increase rehabilitation of approximately 156 juvenile probationers committed to Los Prietos Boys Camp and Academy by ensuring that 90% will graduate from the program
- All Juvenile Institutions personnel will complete the Federal Prison Rape Elimination Act (PREA) training

Santa Barbara County Goal: HEALTH AND SAFETY: A Safe and Healthy Community in Which to Live and Work

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

- Increase public safety and reduce crime by ensuring that at least 98% of estimated 2,400 adult probationers will exit probation without being convicted of a new felony while on probation
- Implement the latest version of the Correctional Offender Management for Profiling Alternative Sanctions (COMPAS) 8 which will provide enhanced features and specialized risk assessments for the effective management of offenders

Santa Barbara County Goal: EFFICIENT AND RESPONSIVE GOVERNMENT: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community

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

- Implement the RevQ collections software from Columbia Ultimate (CU) Incorporated and facilitate the transfer of data from Probation Department's Interim Collection System which allows for the continued collection of fines, fees, penalties, and restitution while increasing management reporting capabilities

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

- Increase the annual collection of restitution, fines, and fees by 10% utilizing evidence based collection strategies

Focus Area: Providing Quality Staffing for Departmental Operations

- All sworn personnel will complete the basic, intermediate, and advanced training in Motivational Interviewing which is a critical component of Probation's evidence based system and will lead to improved outcomes for offenders and improved public safety
- Analyze results of May 2012 Staff survey and develop action plan to respond to identified Departmental needs

Related Links

For additional information about the Probation Department, refer to the website at <http://www.countyofsb.org/probation/>

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

- There will be an increase of 25.2 FTEs from the 2011-12 Adopted budget to the 2012-13 Recommended budget. 1.9 FTEs added for the Community Service Work (CSW) program funded with CSW fees. 6.8 FTEs added in Adult with California Community Corrections Performance Incentive Act (SB678) funding. 19.4 FTEs added in Adult with 2011 Public Safety Realignment Act (AB109) funding. 1.0 FTE added in collections with departmental revenue. 1.0 Probation Assistant added. Reduced -4.9 FTEs in grant positions due to loss of grant funds.

Expenditures

- Net increase of \$4.4 million. This 10.5 % increase is the result of:
- Salaries and Benefits - Increase of \$4.1 million consisting of \$2.9 million in cost increases associated with hiring 25.2 FTEs and \$1.2 million in cost increases related to negotiated labor agreements, retirement, health insurance, and other benefits.
- Services and Supplies – increase of \$0.3 million.

Revenues

- Net increase of \$4.0 million. This 24.5% increase is the result of:
- Federal and State Revenues – increase of \$3.7 million due to AB109 and SB678.
- Charges for Services – increase of \$0.1 million.
- Miscellaneous Revenues - increase of \$0.2 million.
- \$293,000 increase in General Fund General Revenue to replace 50% of identified structural imbalance within the department. This policy was uniformly applied to all departments.

The Fiscal Year 2012-13 recommended departmental contribution of general revenues increased by \$292,774 to \$25,031,738 from the Fiscal Year 2011-12 Adopted Budget of \$24,738,964. This 1.2% increase assisted the department in addressing increasing costs in Salaries and Benefits.

**PROBATION
Department Summary (cont'd)**

Other Financing Sources and Uses:

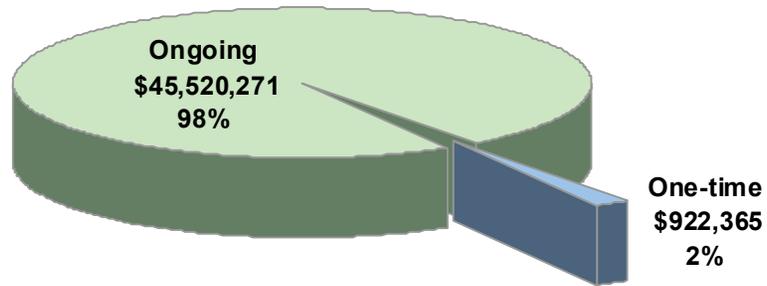
The Fiscal Year 2012-13 recommended departmental financing sources require the use of \$922,365 of departmental restricted funds to balance the recommended budget.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

Operational costs are anticipated to increase by \$2,684,000. This increase is primarily related to Salary and Benefits including a \$2,000,000 increase in retirement contributions, \$310,000 increase in health insurance contributions, and \$140,000 increase in salaries due to expiring one-time concessions and salary increases. The remaining increase includes marginal changes in utility costs, liability insurance, and County Information Technology and Motor Pool charges.

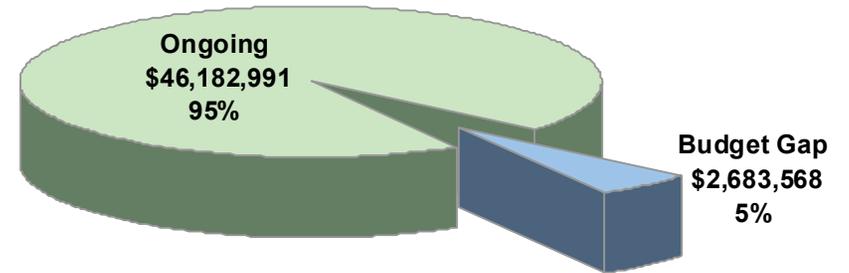
	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>
Outcome Measures				
Percent of minors committed to the Los Prietos Boys Camp and Academy that successfully graduate from the program. (Target = > 90%)	86%	97%	90%	90%
Percent of youth exiting supervision that have completed the terms and conditions of their probation. (Target = > 80%)	71%	78%	80%	80%
Percent of juvenile offenders that do not have a new sustained felony while on probation. (Target = > 85%)	84%	87%	85%	85%
Percent of adults that do not have a new felony conviction while on probation. (Target = > 98%)	96%	97%	98%	98%
Percent of adult probationers that have completed their probation term or received an early/no-fault discharge. (Target = > 85%)	83%	85%	85%	85%

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget relies on one-time sources to fund 2% of the department's ongoing operations. These funds include \$349,424 from the Youthful Offender Block Grant Designation, \$313,081 from the Local Realignment Designation, \$219,850 from the Juvenile Justice Crime Prevention Act Designation, and \$40,010 from the Donations Designation. These funds allowed the department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2013-14.

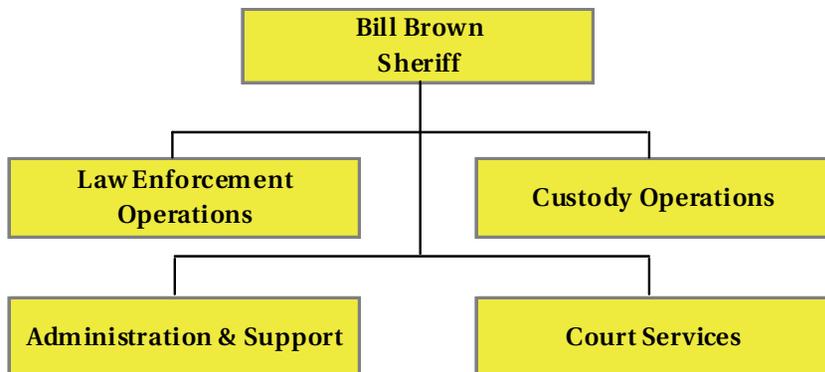
FY 2013-14 Proposed Budget



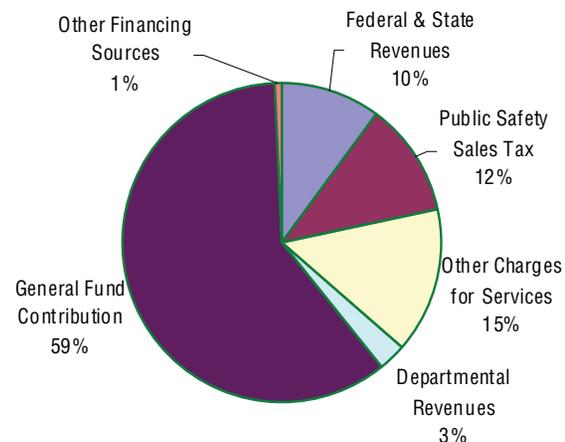
To maintain FY 2012-13 service levels, it is estimated that \$48,866,559 of funding will be required in FY 2013-14. Of this amount, it is projected that \$46,182,991 will be available through ongoing sources including \$25,031,738 in General Fund Contribution. Funding for the resulting \$2,683,568 budget gap needs to be identified to prevent the need for service level reductions.

SHERIFF

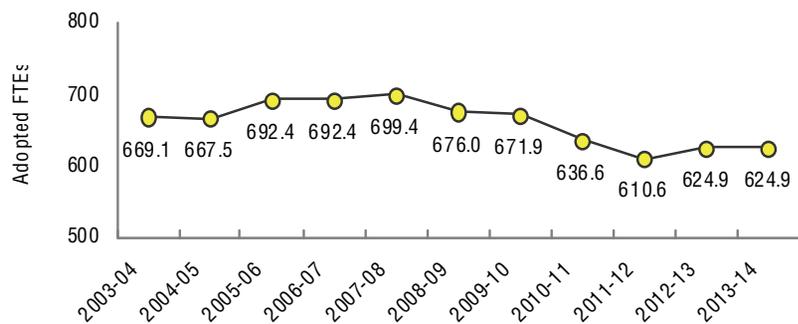
Budget & Staffing	
Operating \$	112,730,087
Capital	54,000
FTEs	624.9



SOURCE OF FUNDS

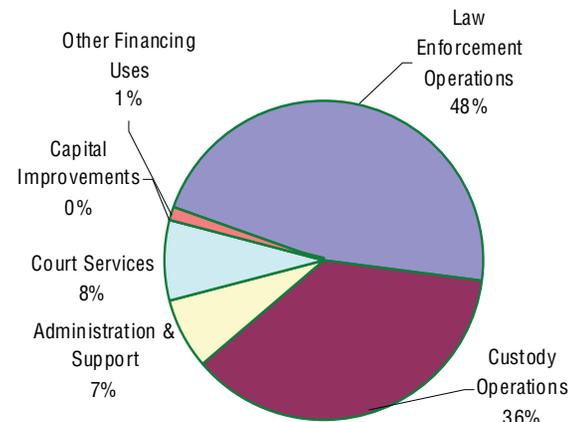


STAFFING TREND



Note: FTEs for FY2011-12 were adjusted from 610.6 to 646.0 due to additional funding as described in the FTE Summary on the following page.

USE OF FUNDS



SHERIFF
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Law Enforcement Operations	\$ 49,037,875	\$ 52,291,677	\$ 54,416,146	\$ 57,433,316
Custody Operations	39,273,786	40,368,882	42,184,475	44,194,131
Administration & Support	8,523,738	7,996,835	8,444,375	8,859,729
Court Services	8,787,418	9,337,320	9,069,354	9,639,747
Operating Sub-Total	105,622,817	109,994,714	114,114,350	120,126,923
Less: Intra-County Revenues	(1,355,555)	(1,396,237)	(1,384,263)	(1,381,263)
Operating Total	104,267,262	108,598,477	112,730,087	118,745,660
<i>Non-Operating Expenditures</i>				
Capital Assets	2,943,549	238,200	54,000	44,000
Expenditure Total	107,210,811	108,836,677	112,784,087	118,789,660
<i>Other Financing Uses</i>				
Operating Transfers	4,430,660	719,655	872,182	871,658
Designated for Future Uses	3,043,019	1,340,104	810,405	785,391
Department Total	\$114,684,490	\$110,896,436	\$114,466,674	\$120,446,709

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 49,210,156	\$ 51,431,517	\$ 51,360,670	\$ 52,198,812
Overtime	5,132,353	3,402,522	2,524,046	2,370,552
Extra Help	1,278,702	670,000	682,000	682,000
Benefits	31,127,497	36,821,025	40,250,955	45,308,788
Salaries & Benefits Sub-Total	86,748,708	92,325,064	94,817,671	100,560,152
Services & Supplies	18,874,084	17,669,650	19,296,679	19,566,771
Grant & Audit Settlements	25	--	--	--
Operating Sub-Total	105,622,817	109,994,714	114,114,350	120,126,923
Less: Intra-County Revenues	(1,355,555)	(1,396,237)	(1,384,263)	(1,381,263)
Operating Total	104,267,262	108,598,477	112,730,087	118,745,660
<i>Non-Operating Expenditures</i>				
Capital Assets	2,943,549	238,200	54,000	44,000
Expenditure Total	\$107,210,811	\$108,836,677	\$112,784,087	\$118,789,660

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 68,391	\$ 26,000	\$ 5,000	\$ 5,000
Public Safety Sales Tax	12,359,430	12,266,850	13,424,100	13,887,000
Fees, Fines & Forfeitures	494,607	280,200	254,300	254,300
Federal & State Revenues	3,647,649	3,656,220	11,914,838	11,579,713
Other Charges for Services	22,681,046	22,498,656	16,904,233	17,540,200
Miscellaneous Revenue	2,815,582	2,614,562	2,869,983	2,863,483
Revenue Sub-Total	42,066,705	41,342,488	45,372,454	46,129,696
Less: Intra-County Revenues	(1,355,555)	(1,396,237)	(1,384,263)	(1,381,263)
Revenue Total	40,711,150	39,946,251	43,988,191	44,748,433
<i>General Fund Contribution</i>				
	62,961,794	67,977,794	69,811,997	75,156,222
<i>Other Financing Sources</i>				
Operating Transfers	3,312,439	234,300	64,400	64,400
Sale of Property	12,181	--	--	--
Use of Prior Fund Balances	7,686,926	2,738,091	602,086	477,654
Department Total	\$114,684,490	\$110,896,436	\$114,466,674	\$120,446,709

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$75,156,222 displayed in the summary table above includes a projected General Fund Contribution of \$69,811,997 and a projected budget gap of \$5,344,225.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Law Enforcement Operations	287.3	285.5	291.5	291.5
Custody Operations	223.9	227.1	237.5	237.5
Administration & Support	47.1	40.0	42.0	42.0
Court Services	58.4	57.9	53.9	53.9
Total Permanent	616.7	610.6	624.9	624.9
<i>Non-Permanent</i>				
Extra Help	19.9	--	--	--
Total FTEs	636.6	610.6	624.9	624.9

Note: Subsequent to the adoption of the FY2011-12 budget, the Sheriff used concessions from the Deputy Sheriff's Association (DSA) and Sheriff's Managers Association (SMA) to fund an additional 16 FTE. AB109 (Realignment) legislation was used to fund an additional 18 FTE. Combined with a 1.35 FTE funded through salary savings, this resulted in an adjusted budgeted staffing level of 646 FTE for FY2011-12. FTE totals may not sum correctly due to rounding.

MISSION STATEMENT

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

Department Description

The Sheriff's Office 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. The Sheriff's Office has a staffing level of approximately 625 full time employees and 24 different work sites throughout the County.

Law Enforcement Operations is responsible for providing primary law enforcement services to roughly half of the County's population. Law Enforcement Operations consist of North and South County Patrol Divisions and the Criminal Investigation Division. Specialized services within these divisions include the Coroner Bureau, Special Investigation Bureau, Training Bureau, and the Aviation Unit.

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

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

Budget Situation

The County's continued budget shortfall for FY 2012-13 has resulted in another reduction of the Sheriff's Office budget. To maintain FY2011-12 adjusted budget staffing levels of 646 FTE in FY 2012-13, the Sheriff's Office would need an additional \$2.74 million above the \$69.8 million General Fund Contribution provided. To balance with available resources, the Sheriff must reduce the FTE by 21.09 to 646.21. This will negatively impact public safety due to significant reductions in front line law enforcement and custody operations. Over the past five years, cuts have been made throughout the organization, with management and support services taking the brunt of the reductions.

This year, further cuts will eliminate or reduce front-line law enforcement services such as:

- The Gang Enforcement Team will be eliminated (1 Sergeant and 1 Deputy Sheriff).
- The Narcotics Bureau will be reduced by 50 % (3 investigators and 1 Sergeant).
- The Criminal Investigation Division will be reduced by 2 detectives assigned to the unincorporated areas.
- The Santa Maria Jail will be reduced to a 7 night a week operation, causing hardships for the Sheriff's Office and other local agencies in booking arrestees (reduction of 7 Custody Deputies and 2 Utility workers).
- The Courts will lose 4 bailiffs, reducing the number of Deputy Sheriffs available for the courtrooms.

Since FY2007-08, the Sheriff's Office has had reductions in staffing totalling 74.5 FTE, or over 10 percent of all the allocated positions in the organization.

The total Sheriff's Office revenue sources for FY 2012-13 equal \$114,467,000. Included in that total is \$602,000 of Prior Fund Balances, of which none is "one-time" funds.

The Sheriff's Office strategic actions align primarily with the following County's 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.
- Goal 2: Health and Safety: Safe and healthy communities 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

SHERIFF

Department Summary (cont'd)

FY2011-12 Anticipated Accomplishments

During Calendar Year 2011, the Sheriff's Office:

- Handled 122,912 Calls for Service, 9,806 less (7.4%) than the 2010 total of 132,718.
- Completed 22,093 Reports, 2,303 more (11.6%) than the 2010 total of 19,790.
- Effectuated 9,474 Arrests, 1,318 more (16.2%) than the 2010 total of 8,156.
- Answered 49,238 911 calls, 3,677 more (8.1%) than the 2010 total of 45,561.
- Booked 16,167 inmates at County Jail, 2,168 less (11.8%) than the 2010 total of 18,335.
- Was awarded a \$60 million grant from the State of California (AB 900) to be used towards the construction of a new North County Jail. This Phase II grant enhanced the original North County Jail project to include additional general population beds and medical/mental health beds at a reduced match requirement to the County. This partial grant award is expected to be augmented by another \$20 million for the complete jail project.
- Implemented AB109 State Criminal Justice Realignment by collaborating with the Community Corrections Partnership (CCP) to identify the services and funding requirements due to realignment. Under the new law, the Sheriff's Office now has jurisdiction of inmates formally the responsibility of the State. Associated state funding is being utilized to restore 9 custody deputy positions that had previously been cut and to expand alternative to custody programs.
- Completed security upgrades to the Medium Secure Facility (MSF). These included fencing and lighting in and around the MSF, which houses 285 inmates.
- Eradicated nearly 60,000 marijuana plants from 17 illegal grow sites, with an estimated street value of \$120 million. This was accomplished through a joint partnership with the Department of Justice and other local agencies.
- Successfully provided dignitary protection for the Duke and Duchess of Cambridge during a high-profile event in the Carpinteria Valley.
- Used Sheriff Volunteers who contributed over 14,000 hours, to augment paid personnel and enabled them to complete other essential functions.

2012-14 Objectives

- Receive, and make operational, "Guardian 3", a multi-mission capable UH-1H helicopter funded through private donations.
- Establish and make operational the Santa Barbara County Air Support Unit, a combined aviation program comprised of personnel and equipment from the County Fire Department and the Sheriff's Office. Through the use of combined resources and managed by the Sheriff's Office, the Air Support Unit will respond to Fire, Rescue, and Law Enforcement calls for service in an expedient and efficient manner.
- Replace and upgrade the In-Car Video System on all patrol vehicles assigned to the Patrol Operations Divisions. Continuation of this resource is of paramount importance for evidence collection and liability protection.
- Upgrade to Windows 7 and MS Office 2010. These computer system upgrades are necessary to promote efficiency and maintain a stable environment for our technological resources.
- Contract with a private vendor for food services in Custody Operations. Through the use of privatization, we can continue to meet and exceed food quality standards and realize substantial cost savings. Sheriff food service staff will work with the vendor, but will remain county employees.
- Complete a sewer upgrade and kitchen remodel project in the Main Jail. Through a partnership with County General Services, the upgraded jail sewer system and kitchen remodel will improve the infrastructure of these vital services in the custody facility.
- Complete necessary upgrades to the security control systems of the Main Jail, Inmate Reception Center and the Medium Security Facility.

SHERIFF
Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

- There will be an increase of 14.3 FTE from the 2011-12 Adopted budget to the 2012-13 Recommended budget. This is due to 16.7 FTE being restored during 2011-12 due to concessions from the Deputy Sheriff's Association and the Sheriff's Managers Association plus 18.6 FTE being added during 2011-12 due to State Realignment (AB 109) funding. Offsetting these gains are the elimination of 21 FTE required to reduce services to meet the department's budget target, and a reduction of 3.0 FTE for salary savings. The consolidation of the Sheriff and Fire aviation units into one Air Support Unit will result in the addition of 3 FTE being transferred from the Fire Department.

Expenditures

Net increase of \$4.1 million. This 3.75% increase is the result of:

- Salaries and Benefits – increase of \$2.5 million due to higher costs in County retirement partially offset by lower overtime costs.
- Services & Supplies – increase of \$1.6 million
 - Increase of \$0.4 million in Motor Pool costs due to fuel costs and the replacement of two jail transport busses.
 - Increase of \$0.3 million in Liability Insurance costs due to increase in premiums.
 - Increase of \$0.3 million in debt service costs due to a one-time cost reduction implemented in FY2011-12.
 - Increase of \$0.5 million due to addition of Aviation unit to Sheriff's budget.

Revenues

Net increase of \$4.0 million. This 9.75% increase is the result of:

- Increase of \$2.1 million due to Realignment funding not anticipated in FY2011-12. Services covered include Courts, AB 109, Booking fees and State Parolee funding.
- Increase of \$1.2 million in Proposition 172 revenue due to resurgence of taxable sales that fund this revenue stream.
- Increase of \$0.7 million in contract city revenues due to increases in the costs to provide the services.
- Increase of \$0.1 million in dispatch services revenue from AMR due to a change in the contract.

The Fiscal Year 2012-13 recommended General Fund Contribution increased by \$1,834,203 to \$69,811,997 from the Fiscal Year 2011-12 Adopted Budget of \$67,977,794. This 2.7% increase is due in part to a \$1 million increase to fund a portion of the consolidated aviation unit, and \$0.8 increase in General Fund General Revenue to replace 50% of identified structural imbalance within the department. This policy was uniformly applied to all departments.

Other Financing Sources and Uses

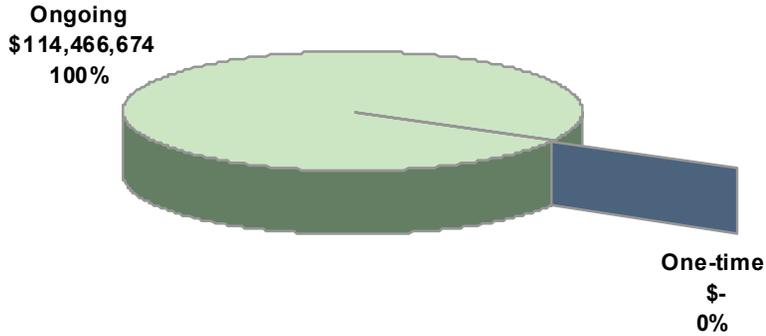
The Fiscal Year 2012-13 recommended budget is balanced without the use of any one-time or restricted funds.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The \$6 million increase in expenditures is due primarily to the \$4.3 million increase in the cost of Retirement Benefits, a \$0.8 million increase in Regular Salaries, a \$0.5 million increase in Health Insurance Contributions and a \$0.1 increase in Workers' Compensation premium. In addition, Motor Vehicle costs will rise \$0.1 million

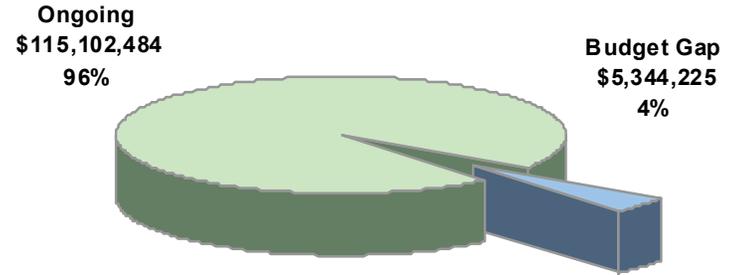
	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percentage of jail bed capacity (950 beds) used by average daily inmate population. (Target = < 85%)	N/A	N/A	85%	85%
Percentage of 9-1-1 calls queued for dispatch within one minute of receipt of call (Target = > 95%)	N/A	N/A	95%	95%
Percent of Aggravated Assault crimes that end in an arrest. (Target = > 80%)	60%	81%	81%	81%
Percent of Burglary crimes that end in an arrest. (Target = > 25%)	20%	25%	25%	25%

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget does not rely on any one-time funding. However, in order to achieve a balanced budget, the Sheriff's Office had to eliminate 21 FTE of vacant positions. This will result in the loss of 12 Law Enforcement FTE, 7 Custody FTE and 2 civilian FTE.

FY 2013-14 Proposed Budget



To maintain FY 2012-13 service levels, it is estimated that \$120.4 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$115.1 million will be available through ongoing sources (including \$69.8 million in General Fund Contribution). An additional \$5.3 million must be identified to prevent the need for service level reductions.

HEALTH & PUBLIC ASSISTANCE

Use of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Operating Expenditures				
Alcohol, Drug & Mental Health Svcs	\$ 67,668,572	\$ 69,861,638	\$ 68,414,056	\$ 70,411,904
Child Support Services	9,473,975	9,452,455	9,467,453	9,954,470
First 5, Children & Families	--	--	5,099,214	4,849,175
Public Health	81,049,034	84,109,410	79,671,934	82,781,463
Social Services	140,539,293	142,342,460	142,540,995	144,372,182
Total	298,730,874	305,765,963	305,193,652	312,369,194
Capital Equipment & Improvements				
Alcohol, Drug & Mental Health Svcs	21,603	184,900	105,000	105,000
Child Support Services	--	--	--	--
Public Health	1,156,562	796,243	347,578	11,460
Social Services	53,611	54,000	--	--
Total	1,231,776	1,035,143	452,578	116,460
Designated for Future Uses				
Alcohol, Drug & Mental Health Svcs	13,437,155	10,519,436	5,119,511	1,102,690
Child Support Services	416,349	32,055	--	--
First 5, Children & Families	--	--	--	--
Public Health	7,506,455	5,119,001	4,418,988	4,418,988
Social Services	6,578,467	2,074,392	1,701,254	1,701,254
Total	27,938,426	17,744,884	11,239,753	7,222,932
Operating Transfers Out				
Alcohol, Drug & Mental Health Svcs	1,609,355	858,692	854,511	854,730
Child Support Services	12,219	--	--	--
First 5, Children & Families	--	--	2,400	2,400
Public Health	4,648,621	4,623,344	2,593,139	2,396,139
Social Services	307,638	93,317	126,233	99,233
Total	6,577,833	5,575,353	3,576,283	3,352,502
Total Use of Funds	\$ 334,478,909	\$ 330,121,343	\$ 320,462,266	\$ 323,061,088

Source of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Departmental Revenues				
Alcohol, Drug & Mental Health Svcs	\$ 70,524,590	\$ 63,017,315	\$ 60,451,439	\$ 61,467,102
Child Support Services	9,497,823	9,451,955	9,467,453	9,467,453
First 5, Children & Families	--	--	4,644,457	4,301,296
Public Health	72,952,063	71,314,999	68,951,156	69,708,339
Social Services	127,524,680	126,238,679	127,900,649	128,610,908
Total	280,499,156	270,022,948	271,415,154	273,555,098
General Fund Contribution				
Alcohol, Drug & Mental Health Svcs	2,972,395	2,271,535	3,005,544	6,437,872
Child Support Services	--	--	--	487,017
Public Health	7,852,054	7,975,624	6,945,890	8,894,881
Social Services	8,198,707	11,023,238	9,153,759	15,817,616
Total	19,023,156	21,270,397	19,105,193	31,637,386
Use of Designations/Prior Fund Balances				
Alcohol, Drug & Mental Health Svcs	2,490,750	6,504,499	6,606,240	4,256,316
Child Support Services	404,720	32,555	--	--
First 5, Children & Families	--	--	457,157	550,279
Public Health	10,155,710	12,280,877	9,031,310	8,951,547
Social Services	6,401,633	7,148,766	7,177,169	1,634,240
Total	19,452,813	25,966,697	23,271,876	15,392,382
Operating Transfers In				
Alcohol, Drug & Mental Health Svcs	6,748,650	9,631,317	4,429,855	313,034
Child Support Services	--	--	--	--
First 5, Children & Families	--	--	--	--
Public Health	3,400,145	3,076,498	2,103,283	2,053,283
Social Services	5,353,989	153,486	136,905	109,905
Total	15,502,784	12,861,301	6,670,043	2,476,222
Other Miscellaneous Financing Sources				
Alcohol, Drug & Mental Health Svcs	300	--	--	--
Public Health	700	--	--	--
Total	1,000	--	--	--
Total Source of Funds	\$ 334,478,909	\$ 330,121,343	\$ 320,462,266	\$ 323,061,088

Health and Public Assistance Functional Group

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

Strategic Values

The Health and Public Assistance Departments promote the strategic values of accountability, customer focus and efficiency by working collaboratively to prevent disease and promote health, provide for accessible, physical and mental health care and advance the economic wellbeing of the Community.

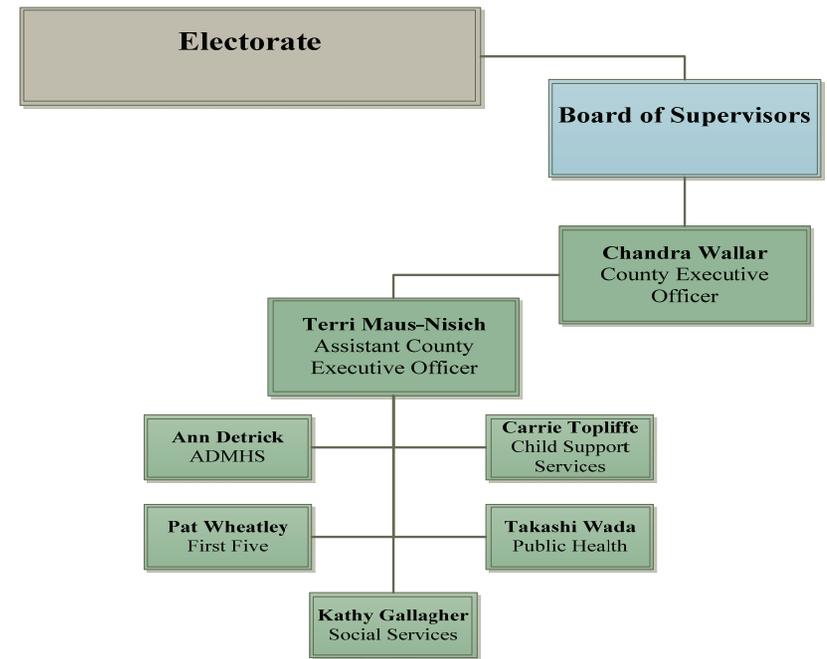
Strategic Purpose

The purpose of the Health and Public Assistance Group is to implement strategies through collaborative decision making that will result in a high quality, efficient, effective, data-driven seamless health and public assistance service system via the following key services:

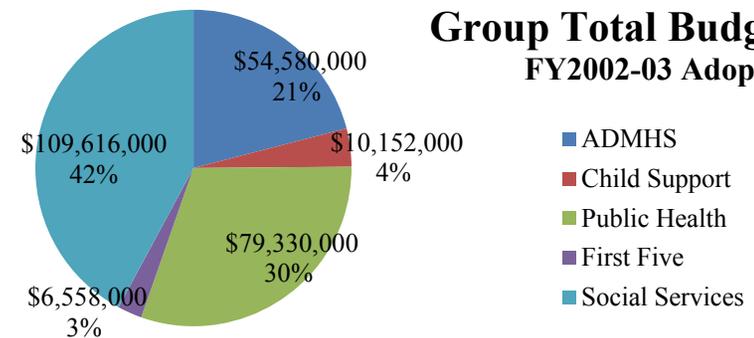
- Primary and specialty care, pharmacy and lab services for Medi-Cal, Medicare, low-income, homeless and uninsured clients;
- Child and elder abuse investigations;
- Child and Adult mental health and substance abuse treatment services, including prevention, screening, referral services, inpatient care and crisis intervention;
- Eligibility determination and case management of public assistance benefits;
- Communicable disease response, investigation, treatment and follow up;
- Enforcement of child support orders and payments;
- Stray animal shelters and animal control response services, and
- Results based funding to enhance outcomes for children and kindergarten readiness.

Strategic Goals

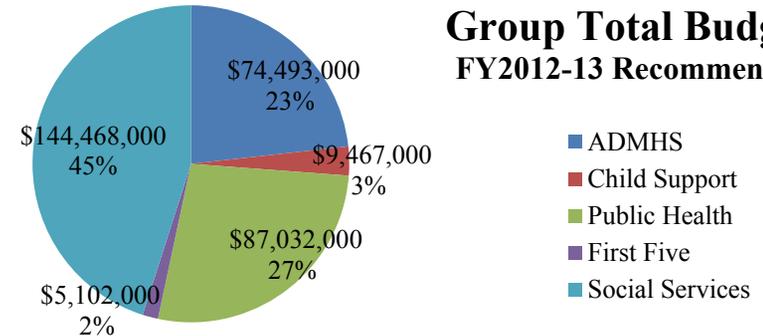
- Evaluate impacts of Health Care Reform on California's uninsured and Santa Barbara County's service delivery model
- Implement a revenue management team within ADMHS to manage all aspects of the department's billing, collections and revenue monitoring services
- Implement appropriate consultant findings regarding opportunities for enhancement of mental health inpatient and outpatient services as well as fiscal operations
- Implement program changes ensuring that foster children and children at risk of entering the foster care system received individualized critical wrap around services
- Evaluate the expansion of Public Health Clinic hours and services to provide greater accessibility and scope of services to patients
- Maximize efforts to improve childhood development and education through the coordination of public and private funding of quality outcome base services
- Continue development of electronic health records by implementing a patient portal, digital imaging and provider remote access



**Group Total Budget
FY2002-03 Adopted**

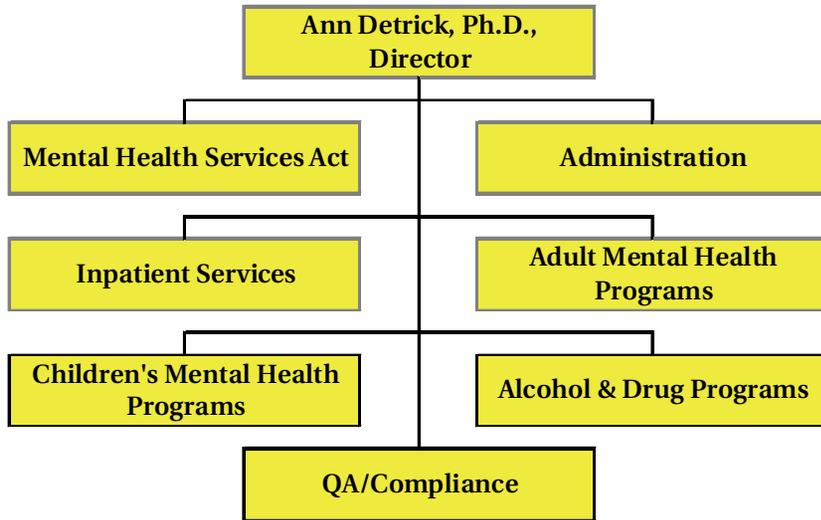


**Group Total Budget
FY2012-13 Recommended**

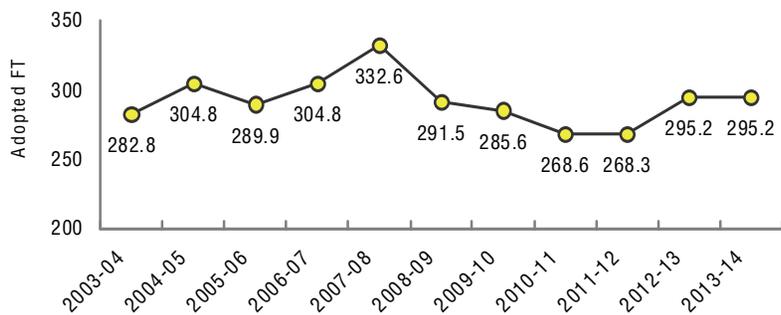


ALCOHOL, DRUG AND MENTAL HEALTH

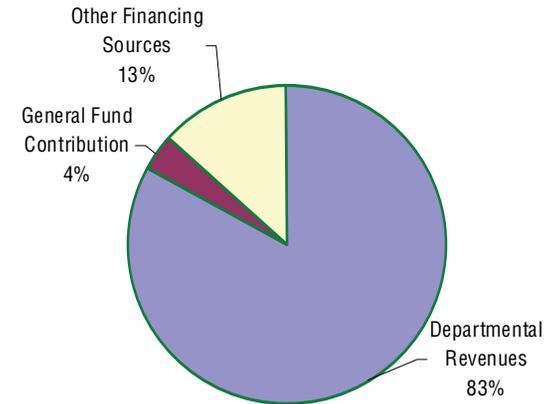
Budget & Staffing	
Operating \$	68,414,056
Capital	105,000
FTEs	295.2



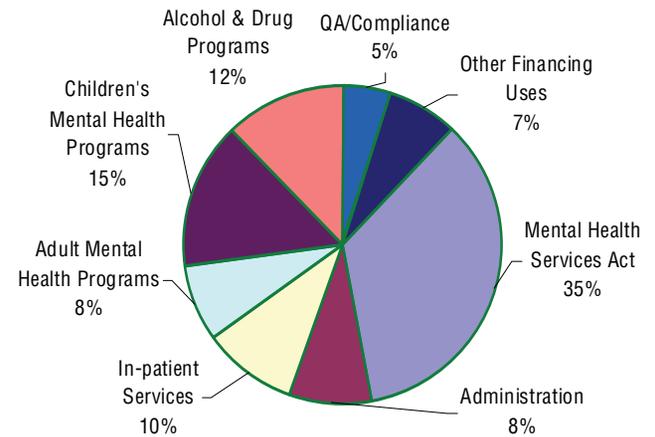
STAFFING TREND



SOURCE OF FUNDS



USE OF FUNDS



ALCOHOL, DRUG & MENTAL HEALTH SVCS

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Mental Health Services Act	\$ 22,833,409	\$ 25,139,712	\$ 28,920,188	\$ 29,685,305
Administration	8,152,806	6,243,397	6,739,857	7,017,782
In-patient Services	8,566,426	8,167,637	8,151,661	8,414,529
Adult Mental Health Programs	8,671,332	9,055,438	6,412,265	6,699,741
Children's Mental Health Programs	13,052,082	13,688,162	12,508,374	12,723,047
Alcohol & Drug Programs	9,751,074	10,286,224	10,272,660	10,375,673
QA/Compliance	4,553,679	4,790,046	3,907,226	3,994,002
Operating Sub-Total	75,580,808	77,370,616	76,912,231	78,910,079
Less: Intra-County Revenues	(7,912,236)	(7,508,978)	(8,498,175)	(8,498,175)
Operating Total	67,668,572	69,861,638	68,414,056	70,411,904
<i>Non-Operating Expenditures</i>				
Capital Assets	21,603	184,900	105,000	105,000
Expenditure Total	67,690,175	70,046,538	68,519,056	70,516,904
<i>Other Financing Uses</i>				
Operating Transfers	1,609,355	858,692	854,511	854,730
Designated for Future Uses	13,437,155	10,519,436	5,119,511	1,102,690
Department Total	\$ 82,736,685	\$ 81,424,666	\$ 74,493,078	\$ 72,474,324

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 21,959,870	\$ 22,902,889	\$ 23,271,523	\$ 23,672,490
Overtime	561,665	357,534	540,100	540,100
Extra Help	597,412	496,207	683,461	685,711
Benefits	9,691,522	11,137,822	11,551,565	12,995,403
Salaries & Benefits Sub-Total	32,810,469	34,894,452	36,046,649	37,893,704
Services & Supplies	41,217,095	42,476,164	40,865,582	41,016,375
Public Assistance Payments	1,553,244	--	--	--
Operating Sub-Total	75,580,808	77,370,616	76,912,231	78,910,079
Less: Intra-County Revenues	(7,912,236)	(7,508,978)	(8,498,175)	(8,498,175)
Operating Total	67,668,572	69,861,638	68,414,056	70,411,904
<i>Non-Operating Expenditures</i>				
Capital Assets	21,603	184,900	105,000	105,000
Expenditure Total	\$ 67,690,175	\$ 70,046,538	\$ 68,519,056	\$ 70,516,904

Source of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Departmental Revenues</i>				
Interest	\$ 17,028	\$ 20,000	\$ 44,000	\$ 44,000
Federal & State Revenues	41,300,721	31,230,397	32,570,085	33,585,748
Other Charges for Services	36,675,193	39,010,935	36,080,598	36,080,598
Miscellaneous Revenue	443,884	264,961	254,931	254,931
Revenue Sub-Total	78,436,826	70,526,293	68,949,614	69,965,277
Less: Intra-County Revenues	(7,912,236)	(7,508,978)	(8,498,175)	(8,498,175)
Revenue Total	70,524,590	63,017,315	60,451,439	61,467,102
<i>General Fund Contribution</i>				
	2,972,395	2,271,535	3,005,544	6,437,872
<i>Other Financing Sources</i>				
Operating Transfers	6,748,650	9,631,317	4,429,855	313,034
Sale of Property	300	--	--	--
Use of Prior Fund Balances	2,490,750	6,504,499	6,606,240	4,256,316
Department Total	\$ 82,736,685	\$ 81,424,666	\$ 74,493,078	\$ 72,474,324

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$6,437,872 displayed in the summary table above includes a projected General Fund Contribution of \$2,062,251 and a projected budget gap of \$4,375,621.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Mental Health Services Act	84.8	88.5	110.1	110.1
Administration	31.3	29.7	39.6	39.6
In-patient Services	30.6	29.3	35.3	35.3
Adult Mental Health Programs	53.3	51.9	38.1	38.1
Children's Mental Health Programs	34.7	29.5	28.2	28.2
Alcohol & Drug Programs	16.1	15.0	15.4	15.4
QA/Compliance	13.1	11.9	12.5	12.5
Total Permanent	263.8	255.6	279.0	279.0
<i>Non-Permanent</i>				
Contract	3.2	3.1	2.6	2.6
Extra Help	10.9	9.5	13.6	13.6
Total FTEs	277.8	268.3	295.2	295.2

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.

Department Description

The Department of Alcohol, Drug, and Mental Health Services (ADMHS) provides treatment, rehabilitation and support services to approximately 7,600 clients with mental illness and 4,500 clients with substance use disorders annually. The Department employs approximately 282 staff and holds contracts with 23 community-based providers.

The Department is responsible for ensuring the provision of mental health services mandated by the State of California for all Medi-Cal beneficiaries with specialty mental health needs, and to the extent resources allow, children with serious emotional disturbance, as well as adults with serious mental illness. This is accomplished through a system of both community-based and inpatient services, including: Child and Adult Outpatient Clinics, Crisis and Recovery Emergency Services (CARES) program, Psychiatric Hospital Facility (PHF) for inpatient services, Contracted Adult and Child Community Based Organizations (CBOs), Contracted inpatient acute and long-term psychiatric beds.

The Department's Alcohol and Drug Program Division (ADP) delivers publicly funded alcohol and drug prevention, early intervention, treatment and recovery support services. These services are provided primarily by CBOs.

2011-12 Anticipated Accomplishments

Mental Health Services Act (MHSA)

- Trained 35 consumer and family peers in the 10-day Workforce Education and Training (WET) Peer Support Training, which was recognized by an award from the California State Association of Counties (CSAC). Thirty-three peers, including nine WET interns, are currently employed by ADMHS and CBOs.
- Offered support and linkages to 928 individuals in underserved communities through the Prevention & Early Intervention (PEI) Promotora (Community Health Education) Program. Maintained ongoing support groups serving 212 members and provided outreach/education to 1872 people about mental health, risk factors and preventive factors.
- Provided mental health services in primary care settings to more than 330 people and administered depression screenings to over 695 people countywide through PEI programs.

- Trained approximately 100 ADMHS and community provider staff in the Social Security Income/Social Security Disability Insurance Outreach, Access and Recovery (SOAR) protocol to substantially extend the capacity in the County to assist high-risk adults with the acquisition of benefits.
- Addressed issues regarding access and the cultural sensitivity of services for Latino clients through monthly meetings of the Latino Advisory Committee (LAC). As a result of several LAC initiatives, the percentage of Mental Health Services Act bilingual/bicultural staff increased from 30% to 34% in FY 2011-12.

Administration/QA/Compliance

- Utilized the quarterly Scorecard process to monitor community based organization contract performance related to service levels, staffing, costs and adherence to scopes of work for \$17 million worth of contracts. The Scorecard process also identified areas for improvement among similar programs based on key outcomes (costs, caseloads, hospitalizations and incarcerations). Based on the results from the Scorecard process, the Department reduced contract costs by approximately \$1 million by aligning service levels and costs. The Department also performed CBO quarterly rate reviews in conjunction with the Scorecard process to adjust provisional rates and minimize the amount of future cost settlements.
- Fiscal staff monitored service levels, expenses and revenues on a continuous basis and reviewed the information with department staff. The Department has tracked services and claimable revenue generated at ADMHS clinics and the Psychiatric Health Facility (PHF) on a weekly basis along with costs for contracted inpatient acute and long term psychiatric beds. Fiscal and Program staff conducted meetings three times per month to review and refine the department's revenue and expense clinic models, MHSA programs and review revenues and expenses for the Department's inpatient system of care.
- Merged administrative staff (Patient Representatives) who are responsible for client billing activities at ADMHS programs and clinics into the Fiscal Division under a single billing supervisor.
- Upgraded the Department's website to increase its usefulness to the Department's key audiences: consumers and family members, staff and providers and the general public.
- Installed video conferencing capability in each of the three geographical regions of the County. The service has proven to be so valuable with meetings, trainings and presentations (including the Mental Health Commission) that the Department is already looking to expand its video conferencing capacity.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Department Summary (cont'd)

- The Compliance Committee reviewed the Office of Inspector General (OIG) 2012 Annual Work Plan and developed subcommittees to update the Department's Compliance Plan.
- Upon lease expiration, the Department reviewed services and costs for all ADMHS programs in the Lompoc area. The result of that review was the relocation and combination of the Lompoc Adult and Children's Clinics, resulting in savings of approximately \$80,000 in rent per year.
- Amended the current Policy and Procedure regarding Medical Records Documentation Review to specify the process of reviewing assessments and treatment plans for accuracy, including required elements and goals/interventions specific to the impairments.
- Enhanced electronic medical record prompts for clinicians to comply with Medi-Cal requirements. This will increase assessment and treatment plan timeliness for interventions/services. Implemented electronic signature pads to efficiently facilitate client-directed authorized treatment plans and decrease paper records.

Inpatient Services

- Made quality improvements in the Psychiatric Health Facility (PHF), resulting from two audits which assessed the facility's compliance with Federal Medicare provider regulations including: Added full-time dietician, upgraded food service, enhanced the physical setting, increased social work leadership, created more consistency in assessment, treatment planning, and discharge practices, and added staffing to respond to changes in level of client need.

Adult and Children's Mental Health Programs

- Collaborated with the Sheriff's Department, the Mental Health Commission and other community constituents to continue implementation of the Assertive Community Treatment, Outreach and Engagement (ACTOE) project to engage at-risk individuals, including persons who are homeless, in intensive mental health services.
- Held ADMHS and CBO Children's System Staff workshops on the development of a new infrastructure for the Children's System.
- Reinstated the Children's Regional Cross Agency team (countywide representation of ADMHS staff, CBOs, Schools, Partner Agencies) to meet on a routine basis.

- Implemented the initial AB109 program and service structure in partnership with the Probation Department. Collaborated with numerous agencies, including the Sheriff's Department, the District Attorney, the Public Defender and the Courts to make recommendations on the FY 2012-13 service structure.
- Trained all Children's System staff on Cognitive Behavioral Therapy as a primary empirically supported treatment model that can attain positive clinical outcomes for many young persons seen at ADMHS Child Clinics.
- Trained ADMHS and CBO staff working in the Transition Age Youth (TAY) Division county-wide. Transition Age Youth services address the needs of young persons ages 16 to 25 with mental health and/or co-occurring mental health and alcohol/drug issues. Licensed clinicians within the TAY Division were also trained on the application of the Structured Interview Process (SIP), which is a research supported tool for identifying symptoms and behaviors associated with early onset of schizophrenia. Through use of the SIP tool, early intervention services can be provided to prevent or minimize the life changing impact of schizophrenia.
- Implemented a one-time Prevention and Early Intervention (PEI) outreach program within the community to increase public awareness of Medi-Cal mental health services available through the ADMHS Children's clinics.

Alcohol & Drug Program

- Refined the Alcohol and Drug Program (ADP) contract oversight process, monitoring every program or provider in the prevention and treatment system according to consistent standards, best practices and fidelity to established models.
- Provided co-occurring services, including intensive psychiatric services, to 75 individuals through the Federal Substance Abuse and Mental Health Services Administration (SAMHSA) Clean and Sober Drug Court Grant. These clients with serious mental illness and drug and alcohol use, who often are homeless, are receiving comprehensive services through CBOs and are the targeted population of this grant.
- Provided assessment, intensive individual therapy and group therapy to children and families affected by methamphetamine through the SAMHSA Children Affected by Methamphetamine (CAM) grant. These services will help reunify families affected by methamphetamine.

ALCOHOL, DRUG & MENTAL HEALTH SVCS
Department Summary (cont'd)

2012-2014 Objectives

The County Alcohol, Drug and Mental Health Services objectives align primarily with the following County’s adopted Strategic Goals and Principles:

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

Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit.

The ADMHS management strategy is to successfully deliver a system of care for persons who fall within ADMHS’ mandate. The Department will focus on the objectives listed to achieve high quality services, fiscal and program efficiencies and optimal use of the Department’s available mental health, alcohol and drug, Mental Health Services Act and County General Fund funding sources.

Mental Health Services Act

- Develop a process consistent with the newly developed MHSA three year Integrated Plan that identifies achievement of performance and outcomes.
- Conduct specialized mental health training for interpreters.
- Continue to improve service access for underserved communities, particularly members of the Latino community and the development of affordable housing for persons with mental illness with funding from the MHSA Housing Program.
- Train approximately 35 consumer and family peers through the Workforce Education Training (WET) Peer Specialist Training annually and place at least eight graduates in internships at ADMHS service sites countywide each year.

Administration/QA/Compliance

- Implement a revenue management team in the Fiscal Division consisting of staff assigned to manage all aspects of the Department’s billing, collection, and revenue monitoring systems.
- Expand automated reporting on service levels, revenues and expenses to cover all ADMHS inpatient and outpatient clinics and programs.
- Implement policies regarding level of services for uninsured clients, clients with private insurance and collection of past due payments.

Inpatient Services

- Facilitate the discharge of County clients from Institutions for Mental Disease (IMDs) located outside the County to less restrictive/less expensive local community programs.
- Develop a “floating pool” of Psychiatric Health Facility (PHF) staff available to work, as needed, to match the changing needs of the inpatient service.

Adult and Children's Mental Health Programs

- Use revised assessment tool to direct Adult clinical treatment planning centered on evidence-based practices.
- Participate in a statewide project to develop outcome data that will be compared with other Children’s Systems of Care throughout the State.
- Integrate empirically supported treatment guidelines into Children’s outpatient clinical practices, such as the incorporation of CBO contracted Rehabilitation Specialists into clinical treatment plans.
- Develop Santa Barbara County service programming for Katie A. settlement agreement mandates and carry out project work in partnership with the Department of Social Services. The Katie A. class action lawsuit, filed on behalf of foster children, requires that foster children and children at risk of entering the foster care system, promptly receive necessary individualized mental health services in their own homes; receive care and services needed to prevent removal from their families to facilitate reunification and to meet their needs for safety, permanence and stability to be afforded in their placements.

Alcohol and Drug Program

- Implement scorecard system and quarterly reviews for Alcohol and Drug Program providers.
- Transition ADP providers to electronic health records, providing better management of the treatment of substance abuse disorders.
- Complete the relocation of the South County social detoxification program to a new facility in partnership with the Santa Barbara City Housing Authority and Council on Alcoholism and Drug Abuse.

ALCOHOL, DRUG & MENTAL HEALTH SVCS

Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

Department has an increase of 26.9 FTE from the FY 11-12 Adopted Budget to the FY 12-13 Recommended Budget. Prior to FY 12-13, the Department had always budgeted a vacancy factor in an attempt to estimate the actual number of FTE's. The Department is experiencing a vacancy factor of 0% in current year and is projected to impact the Department's costs by \$854,000. The Department has experienced a combination of a low employee turnover rate for FY 11-12, coupled with the need to immediately back-fill any vacant critical revenue-generating positions (approximately 72% of all positions). Due to this experience in FY 11-12 and the requirement to generate revenue, the Department is not budgeting a vacancy factor for FY 12-13. By not applying the vacancy factor assumption to the FY 12-13 Recommended Salary Model, the FTE count increases by 14.7 FTE. The actual increase in staffing is 12.2 FTE related to three specific areas:

Adult Acute Care – Psychiatric Health Facility: 6.2 FTE

The Department was required to add 1.5 FTEs in the PHF due to recent federal and state audits. The Department is also increasing nursing hours by adding 4.6 FTEs to meet the staffing levels required by federal and state regulations.

Fiscal/Accounting/Contracts: 4.2 FTE

The Department is making a concerted effort to provide much needed revenue management support. This includes adding a Revenue Manager position and dedicating other Fiscal and MIS staff to support the Revenue Manager in performing billing and revenue collection functions.

Children's – Probation: 1.9 FTE

The Department continues to deliver high quality service by using a pool of extra help interns to assist in providing services at the Juvenile Hall and Los Prietos Boy's Camp. The increase in staffing is necessary to meet service demands at those locations and is paid for by the Probation Department.

Expenditures

The Department has a net decrease in expenditures of \$458 thousand. Over the last several years the Department has shifted appropriate costs from the Mental Health Fund to the Mental Health Services Act Fund. The \$458 thousand decrease is summarized below.

Mental Health Fund has a net decrease of \$4.6 million. This 12% decrease is the result of the following:

- Salaries and Benefits: -\$1.6 million due to projected shift in costs associated with the Psychiatric Health Facility to the Mental Health Services Act Fund.

- Services and Supplies: -\$3.0 million is primarily due to a reduction in contract costs for inpatient acute psychiatric beds (from 5 per day to 3 per day) and long term psychiatric beds (from 16 per day to 13 per day). The service level impact will be increased wait-time (over 24 hours) for people in hospital emergency rooms and the jail. This will cause a delay for approximately 305 people a year, receiving the appropriate level of mental health treatment in both acute and long-term psychiatric facilities.

In addition, homeless-related contracts will be reduced by \$217 thousand along with decreases in cost allocation charges from the General Fund.

Mental Health Services Act (MHSA) Fund has a net increase of \$4.1 million. This 15% increase is the result of the following:

- Salaries and Benefits: +\$2.8 millions primarily due to correcting a vacancy factor and shifting appropriate costs for the Psychiatric Health Facility from the Mental Health Fund.
- Services and Supplies: +\$1.4 million is primarily due to shifting appropriate costs from the MH Fund.
- Capital Assets: -\$0.1 million is due to the purchase of less computer equipment.

Revenues

The Department has a net decrease in operating revenues of \$1.6 million, with major changes in the following areas:

- \$1.3 million increase in Federal and State Revenues (operating revenues)

The Department projects an increase of \$3 million in State Realignment revenues partially offset by a decrease of \$1.7 million due to the elimination of funding from the State for providing services to the special needs population of children (AB 3632). This mandate was shifted to the school districts that now receive this funding from the State.

- \$2.9 million decrease in Other Charges for Services (operating revenues)

These charges are for all mental health services that can be billed to private insurance, Medicare, and Medi-Cal related revenues and is projected to decrease by \$3.8 million in FY 12-13. This is due to a reduction in billable services at the Psychiatric Health Facility and with community based organization contracts. The amount is offset by an increase of \$1.0 million in internal charges between ADMHS funds to properly account for staff that split time in multiple programs.

- \$0.7 million increase in General Fund Contribution

The Department will realize a temporary one-year increase in its General Fund Contribution to help compensate for the known revenue accrual issues in FY 11-12 and FY 12-13.

ALCOHOL, DRUG & MENTAL HEALTH SVCS
Department Summary (cont'd)

Other Financing Sources and Uses

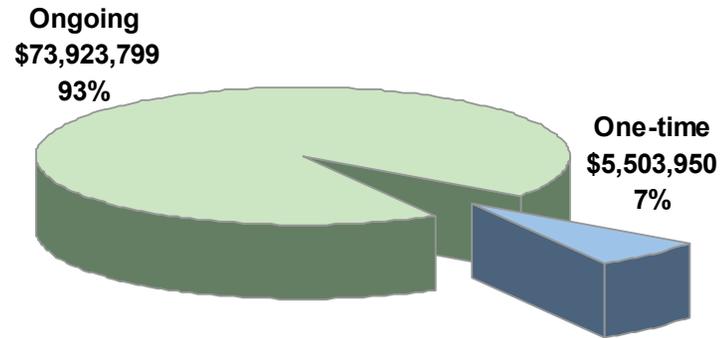
- \$5.2 million decrease in Operating Transfers
 This is due to timing differences that relate to self-disclosure issues from prior years. Specifically, \$9.2 million was originally budgeted in FY 11-12 for self-disclosure issues covering only fiscal years 2002-2003 through 2007-2008. The Department estimates \$5.2 million in costs will be paid in FY 11-12, with the remaining balance of \$4 million being budgeted in FY 12-13. This creates the variance of \$5.2 million.
- \$0.1 million increase in the Use of Prior Fund Balances
 The Department requires the increased usage of \$0.1 million in fund balance.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

Changes are anticipated, but the impacts cannot be estimated or projected at this time due to a number of unknowns. Possible operational impacts to revenue include: 1) increase to Medi-cal related revenues due to implementation of provisions of the Affordable Care Act as of January 2014; and, 2) increases in State Realignment and MHSA revenues. Salaries and Benefits are projected to increase in FY 13-14 by \$1.8 million due to the County rate increases in retirement and health insurance benefits and the expiration of union wage concessions.

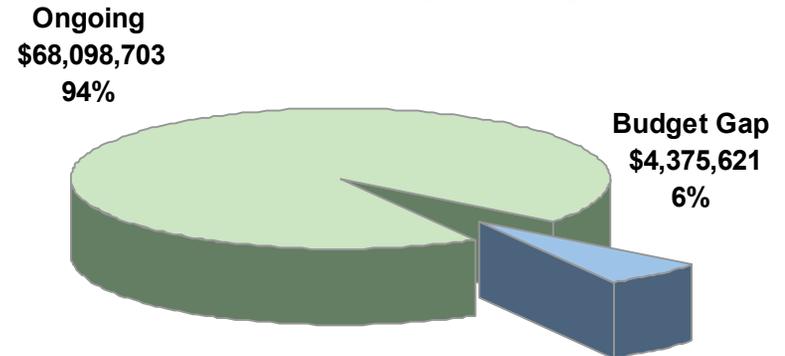
	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of new clients who are children, not in crisis, seen within ten business days (Target = 100%)	92%	100%	100%	100%
	1264	1377	1434	1450
	1377	1377	1434	1450
Percent of new clients who are adults, not in crisis, seen within ten business days (Target = 100%)	89%	100%	100%	100%
	1060	1190	1124	1125
	1190	1190	1124	1125
Percent of psychiatric hospital patients who are readmitted within 30 days of discharge (Target = 10%)	11%	11%	10%	10%
	86	86	88	88
	768	768	882	882

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget relies on using \$5.5 million of the Department's reserves to fund 7% of the Department's ongoing operations (\$6.4 million decrease in MHSA reserves offset by a \$0.9 million increase in ADP Fund reserves). This will leave the MHSA Fund with a projected reserve balance of \$4 million at the end of FY 12-13, which is projected to be used in FY 13-14 to fund ongoing operations.

FY 2013-14 Proposed Budget



To maintain FY 2012-13 service levels, it is estimated that \$72.5 million of funding will be required in FY 2013-14. Of this amount, \$68.1 million will be available through: \$62.2 million from ongoing sources (State Realignment, State Managed Care, State MHSA funds, Medi-Cal, Medicare, grant funds and charges for services) and \$2.1 million in General Fund Contribution. Due to the lack of funds available to cover indigent related costs, the Department will use all of the \$4.0 million in remaining MHSA reserves and will need an additional \$4.4 million to prevent further severe service level reductions.

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CHILD SUPPORT SERVICES

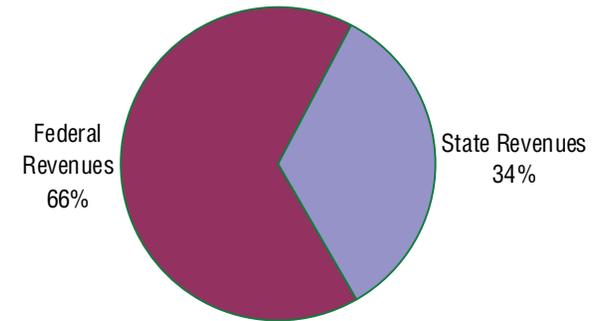
Budget & Staffing	
Operating \$	9,467,453
Capital	-
FTEs	82.8

Department Director
Carrie Topliffe

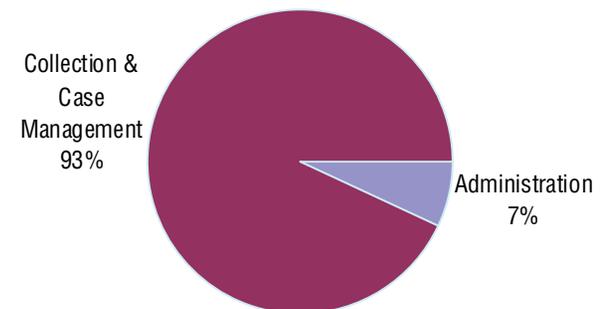
Administration

Collection and Case Management

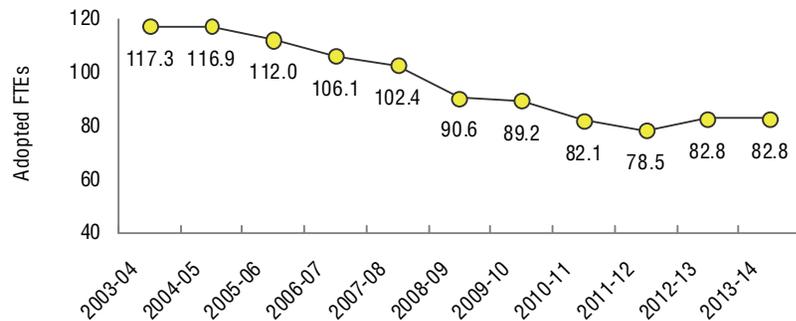
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



CHILD SUPPORT SERVICES
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 643,808	\$ 655,167	\$ 648,887	\$ 677,845
Collection & Case Management	8,830,167	8,797,288	8,818,566	9,276,625
Expenditure Total	9,473,975	9,452,455	9,467,453	9,954,470
<i>Other Financing Uses</i>				
Operating Transfers	12,219	--	--	--
Designated for Future Uses	416,349	32,055	--	--
Department Total	<u>\$ 9,902,543</u>	<u>\$ 9,484,510</u>	<u>\$ 9,467,453</u>	<u>\$ 9,954,470</u>

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 5,157,593	\$ 5,211,394	\$ 5,214,746	\$ 5,305,912
Overtime	106,662	--	--	--
Extra Help	52,136	--	12,626	12,674
Benefits	2,504,733	2,838,556	2,818,667	3,169,324
Salaries & Benefits Sub-Total	7,821,124	8,049,950	8,046,039	8,487,910
Services & Supplies	1,652,851	1,402,505	1,421,414	1,466,560
Expenditure Total	<u>\$ 9,473,975</u>	<u>\$ 9,452,455</u>	<u>\$ 9,467,453</u>	<u>\$ 9,954,470</u>

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 7,647	\$ 8,000	\$ 6,000	\$ 6,000
Federal Revenues	6,234,615	6,232,350	6,244,559	6,244,559
State Revenues	3,231,772	3,210,605	3,216,894	3,216,894
Miscellaneous Revenue	23,789	1,000	--	--
Revenue Total	9,497,823	9,451,955	9,467,453	9,467,453
<i>General Fund Contribution</i>				
	--	--	--	487,017
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	404,720	32,555	--	--
Department Total	<u>\$ 9,902,543</u>	<u>\$ 9,484,510</u>	<u>\$ 9,467,453</u>	<u>\$ 9,954,470</u>

Note: The Proposed 2013-14 "General Fund Contribution amount of \$487,017 displayed in the summary table above includes a projected General Fund Contribution of zero and a projected budget gap of \$487,017.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration	4.0	4.0	4.0	4.0
Collection & Case Management	79.8	74.5	78.6	78.6
Total Permanent	83.8	78.5	82.6	82.6
<i>Non-Permanent</i>				
Extra Help	0.2	--	0.3	0.3
Total FTEs	<u>84.1</u>	<u>78.5</u>	<u>82.8</u>	<u>82.8</u>

Note: FTE 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.

Department Description

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

FY 2011-12 Anticipated Accomplishments

- Exceeded performance goals set by State in paternity establishment, order establishment, current support collections, and collections on cases with arrears; as well as improved performance on these goals from the prior year. The Department also experienced a 50% reduction in number of formal complaints over the past year.
- Collected and distributed \$27 million in Federal Fiscal Year 2011 for child support. Of this amount, over \$22 million (82.1%) went directly to families; \$11.7 million (53% of amount distributed to families) went to families who previously were, but no longer are, in receipt of public assistance.
- Collected and returned \$4.7 million (17.3% of dollars distributed) to the Federal and State Government, and \$162 thousand to the Santa Barbara County Department of Social Services in Federal Fiscal Year 2011 to reimburse expenditures for public assistance grants.
- Updated Five-Year Strategic Plan (2011-2016) by utilizing a collaborative approach of functional teams to develop a comprehensive set of goals and objectives; obtained feedback from the Department resulting in a plan that the entire department is committed to implementing.
- Completed a comprehensive upgrade of our technology infrastructure which included State-funded new computers for all staff; upgraded operating system to Windows 7; extensive, customized Microsoft 2010 training for all employees; and the implementation of a "Single Sign-on" system that enables users to securely sign on to all applications when initially logging onto the computer through a badge reader device, thus eliminating the need to separately log on to various systems and manage all the various user id's and passwords.

CHILD SUPPORT SERVICES

Department Summary (cont'd)

- Developed innovative tool that is now used by all employees to more effectively manage their caseloads and track status. The Case Management Tool (CMT) interfaces with our statewide electronic Child Support Enforcement (CSE) system, was pioneered by Los Angeles County for use statewide, and was enhanced by Santa Barbara IT staff. Complex case details are downloaded into an access database; cases can then be sorted and evaluated based on their status and required actions.
- Embarked on a major state-funded project to scan case files into Child Support Enforcement (CSE) system, and uploaded approximately 15,000 cases into CSE; thus making files readily available as well as greatly reducing the need for paper files.
- Established Program and Performance Development team to analyze specialized reports that identify problem areas or backlogs in case processing, and take actions to resolve issues. This specialized team updated employer information on 2900 cases, reviewed and verified almost 2000 court orders, and cleaned up participant information in 5000 cases. This effort helped caseworkers to be focused on core casework activities.
- Enhanced department-wide and functional area trainings by participating in 15 webcast trainings conducted by the State Department of Child Support Services (DCSS); as well as providing approximately 10 training sessions that included new procedures and refresher training. Created/updated 60 business process documents to keep current on updates to CSE system and DCSS and local policies.
- Developed a cross-functional Process Improvement Team ("PIT Crew") to identify tasks, processes and procedures that can be done more efficiently, conduct analyses, and recommend solutions.
- Reviewed and implemented newly developed security requirements issued by the State. Modified workstations to keep data secure; conducted training and developed more stringent processes and procedures to protect the integrity and confidentiality of child support information, and developed protocol for encrypting email messages.

CHILD SUPPORT SERVICES
Department Summary (cont'd)

FY 2012-2014 Objectives

The Department of Child Support Services is responsible 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 and state governments for reimbursement of public assistance moneys expended. Providing these services is in line with County Strategic Plan Critical Issue 7: Health Care and Social Service Delivery.

The Department's activities align with the following adopted County Strategic Goals:

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

Goal 2 – Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.

Objectives:

- Continue to improve in Federal Performance Measures by meeting and/or exceeding goals set by the State in paternity establishment, order establishment, current support, collections on cases with arrears, and total dollars distributed to families and to Federal and State Governments to reimburse expenditures for public assistance grants. This will be accomplished by analyzing impediments to performance and prioritizing efforts on Federal Performance Measures where the greatest impact can be achieved; and by assessing annual State goals and set higher internal goals when feasible.
- Create a framework for evaluating current business processes with the goal of becoming more effective and efficient. The Department will more fully utilize recently developed cross-functional Process Improvement Team to identify tasks, processes and procedures that can be done more efficiently, conduct analyses, and recommend solutions. Input will be solicited from the organization to facilitate open communication and flow of ideas, and to ensure that different perspectives are presented.

- Identify emerging trends in technology developments and work organization and assess how these changes can be employed to improve the organization's performance.
- Develop a well-trained workforce that understands child support regulations and possesses the technical skills needed to achieve customer service goals. This will be done by expanding access to information resources through improved indexing, expanding the identification of Subject Matter Experts (SME) and creating structures that allow the SME's to promote helpful ideas. In addition, research and obtain access to additional casework tools, including social media networks such as Facebook to locate non-custodial parents and/or obtain relevant information to assist in managing cases.
- Promote effective and timely communication by expanding use of outbound dialing activities to notify non-custodial parents of payments due, collect and use customer cell phone information, and utilize text messaging to remind customers about court dates. Additionally, review methods that have been successfully implemented at other local child support agencies, and incorporate as appropriate for our organization.
- Improve customer service by working with customers at the front-end of the process to help them understand child support business practices, teach them how to utilize self-service tools that are available, such as Customer Connect; and determine how customers prefer to receive and share information. Also, develop information about how customers can access parenting resources, and conduct outreach presentations at a variety of locations, such as schools, jails, homeless shelters and veteran affairs events.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

- There will be a net increase of 4.3 FTE's, from 78.5 to 82.8 FTE's which will bring the department back to FY 2010-11 level. The FY 2011-12 Budget unfunded 3 filled positions and left one vacated position unfunded. Due to union negotiated concessions, the Department was able to avoid layoffs, and was also able to fill one critical position; and .3 FTE Extra Help Child Support Officer.

CHILD SUPPORT SERVICES
Department Summary (cont'd)

Expenditures

- No net change in expenditures. State budget allocation for FY 2012-13 remains flat.
- **Salaries and Benefits:** No net change in salaries and benefits. Increases in retirement and health insurance rates are offset by reductions in workers compensation rates and the elimination of employer paid retirement offsets.
- **Services and Supplies:** \$85,000 reduction in cost allocation is offset by small increases in various accounts.

Revenues

- No net changes in State and Federal revenues. Expenditures are fully reimbursed up to the budget allocation and expenditures cannot exceed the amount of the budgeted allocation. Unspent funds are returned to the State; therefore revenues will mirror claimed expenditures.

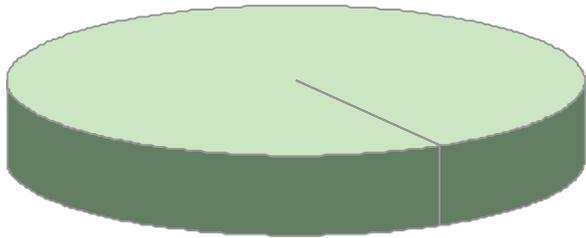
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

- The \$487,000 increase in expenditures is primarily the result of \$440,000 increase in Salaries and Benefits, which reflects \$260,000 increase in retirement and \$80,000 increase in health insurance rates, and about \$90,000 in increased salary costs due to expiration of negotiated furloughs in FY2012-13; resulting in possible service level reductions to balance revenues and expenditures. Other increases are projected in County internal service funds rates, primarily \$15,000 increase in Data Processing charges, and CPI increases for leased facilities.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of child support cases with court-established orders. (Target = >90%)	85.3% 13,650 16,000	86.0% 13,760 16,000	88.9% 12,890 14,500	90.0% 13,050 14,500
Percent of current court ordered child support payments collected and distributed. (Target = >60%)	57.1%	62.0%	61.0%	62.0%
Percent of cases with arrears that have a past-due payment collected and distributed. (Target = >65%)	62.1% 6,930 11,160	65.1% 7,030 10,800	65.8% 7,000 10,650	67.5% 7,190 10,650

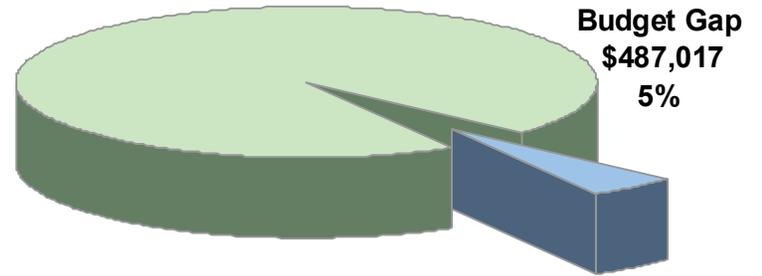
CHILD SUPPORT SERVICES
Department Summary (cont'd)

Ongoing **FY 2012-13 Recommended Budget**
\$9,467,453
100%



The FY 2012-13 Recommended Budget does not rely on any one-time sources to fund the department's ongoing operations.

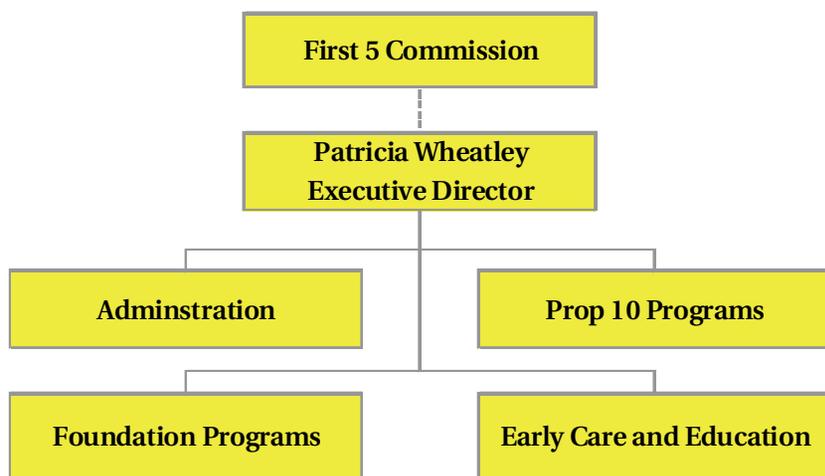
Ongoing **FY 2013-14 Proposed Budget**
\$9,467,453
95%



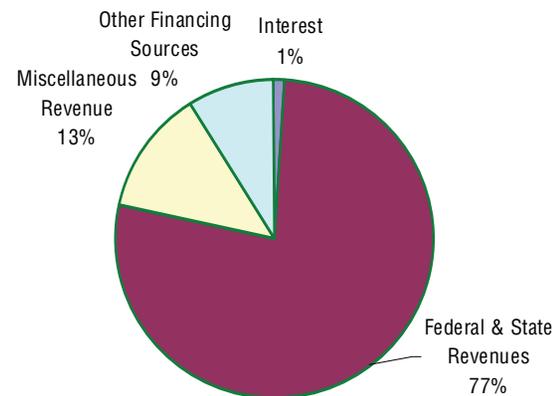
To maintain FY 2012-13 service levels, it is estimated that \$.5 million of funding will be required in FY 2013-14. Because the department does not have general fund monies available, this gap will be filled by reducing service levels.

FIRST 5- CHILDREN & FAMILIES

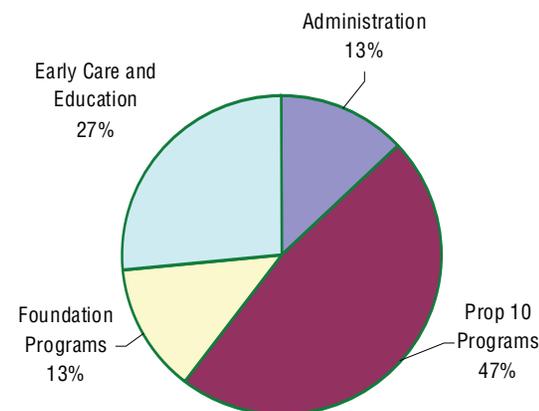
Budget & Staffing	
Operating \$	5,099,214
Capital	-
FTEs	14.0



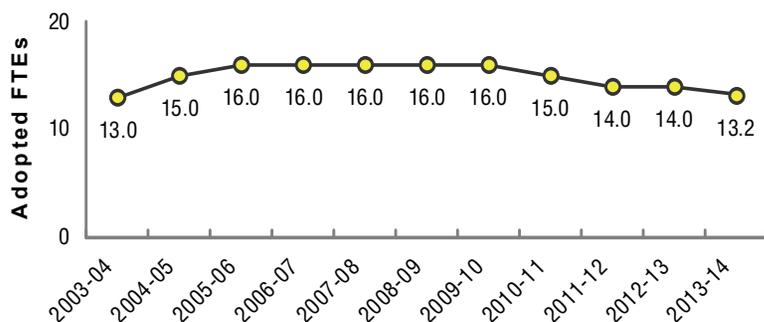
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



FIRST 5, CHILDREN & FAMILIES

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ --	\$ --	\$ 661,777	\$ 690,557
Prop 10 Programs	--	--	2,415,955	2,418,664
Foundation Programs	--	--	667,545	652,116
Early Care and Education	--	--	1,353,937	1,087,838
Expenditure Total	--	--	5,099,214	4,849,175
<i>Other Financing Uses</i>				
Operating Transfers	--	--	2,400	2,400
Department Total	\$ --	\$ --	\$ 5,101,614	\$ 4,851,575

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	\$ --	\$ --	\$ 1,031,239	\$ 1,048,922
Overtime	--	--	500	500
Extra Help	--	--	39,784	7,189
Benefits	--	--	517,936	582,589
Salaries & Benefits Sub-Total	--	--	1,589,459	1,639,200
Services & Supplies	--	--	3,509,755	3,209,975
Expenditure Total	\$ --	\$ --	\$ 5,099,214	\$ 4,849,175

Source of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Departmental Revenues</i>				
Interest	\$ --	\$ --	\$ 55,968	\$ 49,225
Federal & State Revenues	--	--	3,942,591	3,863,823
Miscellaneous Revenue	--	--	645,898	388,248
Revenue Total	--	--	4,644,457	4,301,296
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	--	457,157	550,279
Department Total	\$ --	\$ --	\$ 5,101,614	\$ 4,851,575

Note: Amounts for fiscal years 2010-11 and 2011-12 are shown in General County Programs Department.

FTE Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Permanent</i>				
Administration	--	--	4.0	4.0
Prop 10 Programs	--	--	4.0	4.0
Early Care and Education	--	--	5.0	5.0
Total Permanent	--	--	13.0	13.0
<i>Non-Permanent</i>				
Extra Help	--	--	1.0	0.2
Total FTEs	--	--	14.0	13.2

MISSION STATEMENT

To improve the lives of children through the support of countywide, integrated, culturally relevant and sustainable systems of services that promotes optimal child development

Department Description

The First 5 Santa Barbara County Children and Families Commission was established in 1999 through the 1998 passage of Proposition 10, the California Children and Families Act to invest in programs and services for Santa Barbara County children, birth thru age 5 and their families. Funds are distributed by the State based on the number of babies born in each county. The Act was established to ensure that the County's youngest children receive the best possible start in life.

The 13-member commission (nine commissioners and four alternates) along with its Advisory Board has established a role as a community partner, catalyst and 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."*

Under the direction of the Executive Director, the department is organized into four program areas: Administration, Prop 10 Programs, Foundation Programs and Early Care and Education. The work of the programs is carried out via three management sections focusing on fiscal operations, program and evaluation, and early care and education. The Fiscal Division has fiscal oversight of the department and all contracts, funding and allocations. Program and Evaluation has programmatic oversight and accountability for contracts, technical assistance and training for grantees, service integration and coordination, and comprehensive results based evaluation directed to key outcomes identified in the First 5 Strategic Plan. The Early Care and Education Division coordinates extensive workforce development, engagement with higher education, school readiness, program quality improvement, capacity building and parent support for children's early learning.

Since the beginning, partnership has been central to First 5's approach. As the department has developed over the years, First 5 has significantly expanded collaboration with other funders and funding streams. Building on the highly recognized expertise in early child development and skills in service integration and capacity building as well as results based evaluation; First 5 has been highly successful in increasing dollars in our county directed to investing in the vital importance of the early years.

The employees, revenues and expenses of the First 5 Children & Families operating unit are included in the General County Programs Department for FY 2011-12 and FY 2010-2011; however, in FY 2012-13 this unit became an independent department and is now included in the Health and Public Assistance Functional Group.

FIRST 5, CHILDREN & FAMILIES

Department Summary (cont'd)

2011-12 Anticipated Accomplishments

Funding and Leveraging

- Established a Public/Private partnership of funders, school districts and key stakeholders, known as THRIVE, that is focused on collective impact directed to school readiness and school success beginning prenatal to grade 3 and beyond.
- Leveraged First 5 Santa Barbara dollars to secure 2 years of Cares Plus funding from First 5 California in support of advancing the education and degree attainment of early care and education providers in the county. Two hundred fifty providers advanced towards or achieved bachelor's degrees this year.
- Secured 4 year funding through California's Race to the Top Early Learning Challenge federal grant to improve child care quality by developing a Quality Rating and Improvement System in Santa Barbara County.
- Leveraged First 5 funds to secure a 2 year grant from the Orfalea Foundation that continues the Quality Counts Program through December 2013. The program supports center based child care centers that are working towards increased child care quality and first time or renewed national accreditation.

Evaluation & Accountability

- Oversaw the expanded development of an evaluation system in partnership with the University of California at Santa Barbara Graduate School of Education that serves as the framework for Results Based Accountability directed to enhancing school readiness for children entering kindergarten in high need communities.
- Conducted comprehensive evaluation of all projects funded through Commission funds, to measure impact in result areas of the Commission's Strategic Plan.

Technical Assistance & Training

- Supported 57 child care centers and 40 family child care homes to improve their quality, leading towards national accreditation. A total of 40 child care programs are now nationally accredited in the county; up from 6 in 2003.
- Operational oversight of three pre-implementation THRIVE sites in Isla Vista, Santa Maria and Guadalupe, and support of two sites in full implementation in Carpinteria and the Westside of Santa Barbara; all focused on high needs families.
- Served as a piloting organization in the national launch of standards for Family Resource Centers, and the use of the Family Development Matrix. Oversaw the technical assistance and training for these programs regionally.

FIRST 5, CHILDREN & FAMILIES

Department Summary (cont'd)

Convener/Partner

- Coordinated and trained across focus areas on key best practices and strategies tied to improved outcomes for children and families.
- Continued the expansion and enhancement of the Differential Response System in coordination with Child Welfare Services and community based organizations to provide early intervention and support to families and reducing the incidence of young children placed in the foster care system.
- Developed a system of significantly increasing early developmental screenings in coordination with the Public Health Department, the American Academy of Pediatrics, health care providers and community agencies to promote early detection of developmental delays and special needs.

2012-14 Objectives

First 5 has realized excellent outcomes for children engaged in programs. In implementing our 2010-2015 Strategic Plan, First 5 is focusing on providing Results-Based programs through an integrated strategy that includes County-Wide services and targeted services known as THRIVE Community Collaboratives targeting selected high need neighborhoods. The end result leverages the best First 5 experiences to date, while accommodating the financial reality of declining resources.

In order to fulfill the goals for both individual communities and Santa Barbara County as a whole, First 5 continues its commitment to making progress in four focus areas:

- ***Children's Health and Safety***
- ***Early Childhood Development and Education***
- ***Family Strengthening***
- ***Systems Improvement.***

Since the beginning, partnership has been central to First 5's approach. First 5 has expanded their engagement with other funders, worked closely with organizations throughout the community and increasingly drawn on the talents and strength of parents and other community members in all aspects of planning and implementation.

To achieve its goals, First 5 will:

- Maximize the percentage of dollars going to direct services and effectively fund community programs to deliver those services for maximum impact.
- Utilize Commission funds to leverage additional local, state and federal resources to support program enhancement and sustainability.
- Develop and maintain a system of equitable countywide funding consistent with the Commission's strategic goals.

- Define desired results for children and families and document the progress toward achieving them to ensure accountability and effectiveness.
- Encourage and support the development of each agency and community's capacity to provide and sustain integrated services.
- Support access to services for all families in an environment of support and respect.

Funding and Leveraging

- Build a strong infrastructure to expand and sustain the public-private partnership known as Thrive that focuses on school readiness and success in high need communities.

Evaluation and Accountability

- Work collaboratively with school districts to better integrate data systems in order to track long-term outcomes for children beginning at birth.
- Assure greater public accountability by communicating results, will publish an electronic newsletter focused on evaluation results and outcomes.
- Provide greater access to interested parties, by publishing data, results and outcomes in an ongoing basis on the Commission's website.

Technical Assistance and Training

- To increase First 5 staff knowledge, strategies, and skills in meeting funded scopes of work as well as overall program and agency performance, staff will participate in trainings on the following topics: digesting data, using evaluation within contracts and use of our Contract Monitoring Guide.
- Increase First 5 funded agency knowledge, strategies, and skills in meeting funded scopes of work as well as overall program and agency performance funded partners through technical assistance & training.

Convener and Partner

- Will oversee and facilitate a consortium of early care and education providers in establishing a Quality Rating System funded through the federal grant Race to the Top in order to improve the access to quality early care and education especially in high need communities.

FIRST 5, CHILDREN & FAMILIES
Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

There will be no change in staffing. Over the past 5 years staffing has reduced from 16 FTE to 14 FTE.

Expenditures:

Net increase of \$150,000 (3%):

- Salaries and Benefits - Net increase of \$75,000. This increase is primarily due to anticipated retirement rate and health insurance increases.
- Services and Supplies - Net increase of \$75,000. This increase is due to expenditures associated with the Federal Race to the Top Early Learning Challenge grant, and local and state grants.

Revenue:

Net increase of \$155,000 (3%):

- State and Federal Revenues - Net decrease of \$152,000. The decrease is due to decreased receipt of Proposition 10 revenue.
- Miscellaneous Revenue - Net increase of \$268,000. The increase is primarily the result of obtaining new revenue from the State of California's successful application for the Federal Race to the Top Early Learning Challenge grant.
- Use of Prior Fund Balance - Net increase of \$52,000 needed to achieve a balanced budget.

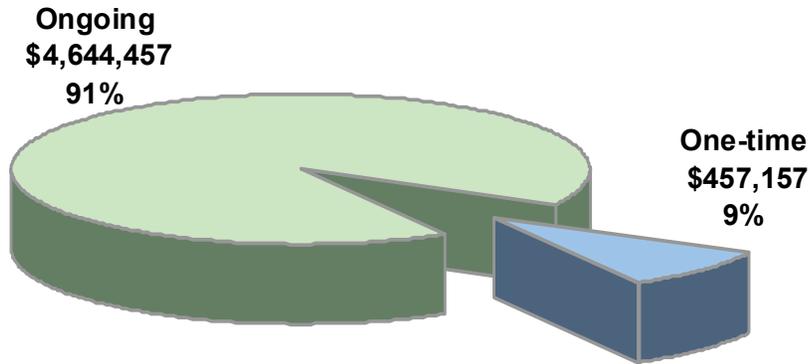
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The 2013-2014 proposed budget reflects a decrease of \$250,000 over the recommended 2012-2013 budget due to the anticipated decrease in Proposition 10 dollars along with decreases in some State initiatives and sun setting of others and increases in salary and benefits resulting from salary concessions expiring in 2013.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Number of newsletters and community reports providing transparency and the communication of results (Target= 8)	8	8	8	8
Percent of contracted agencies receiving site visits to ensure fiscal accountability (Target= 100%)	100% 15	100% 12	100% 15	100% 15
Number of Early Childhood Education individuals receiving national accreditation with First Five assistance (Target= >30)	20	30	30	30

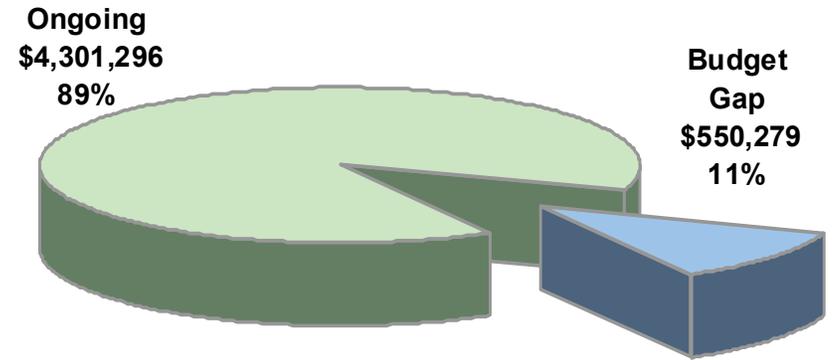
FIRST 5, CHILDREN & FAMILIES
Department Summary (cont'd)

FY 2012-13 Recommended Budget



The FY 2012-2013 recommended budget includes a one time source from its designated reserve to fund its ongoing operations. The use of these funds are reflected in the First 5 Commission's approved Long Range Financial Plan.

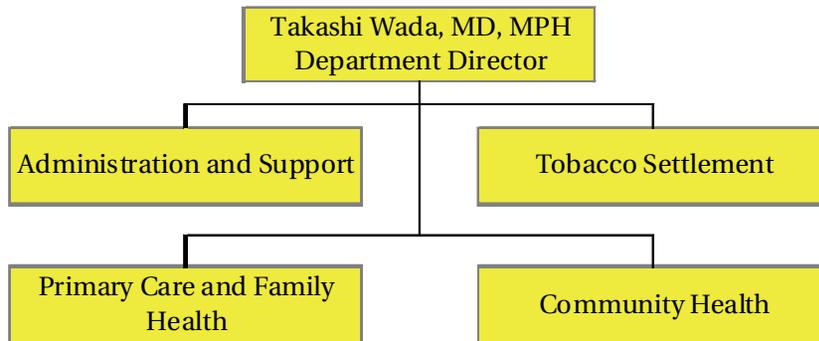
FY 2013-14 Proposed Budget



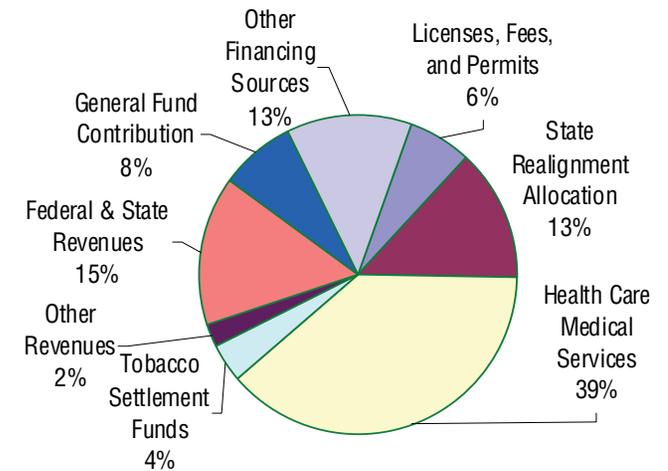
The First 5 Commission's approved Long Range Financial Plan projects a decrease in funding in FY 13-14, it is estimated there will be 11% budget gap in FY 2013-2014. To support ongoing operations, the Commission has always planned for monitored contributions from its designated reserve to make up a portion of the projected decrease.

PUBLIC HEALTH

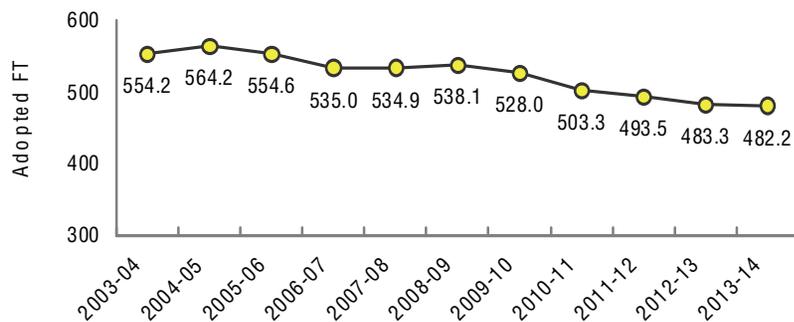
Budget & Staffing	
Operating \$	79,671,934
Capital	347,578
FTEs	483.3



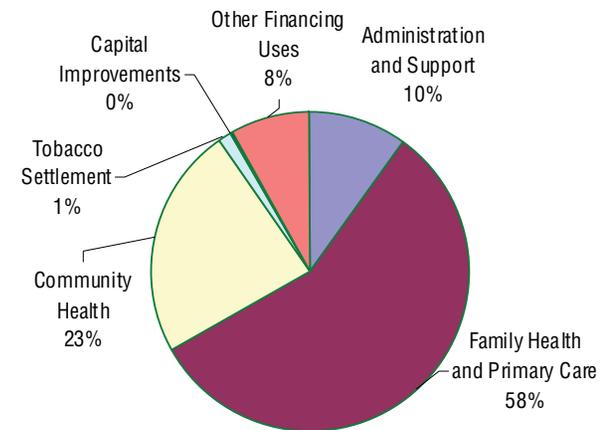
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



PUBLIC HEALTH
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 7,383,987	\$ 8,150,938	\$ 8,840,812	\$ 9,250,114
Family Health and Primary Care	50,801,613	54,446,171	49,817,368	51,669,453
Community Health	22,189,263	20,851,700	20,606,361	21,454,503
Tobacco Settlement	1,310,527	1,422,408	1,215,597	1,215,597
Operating Sub-Total	81,685,390	84,871,217	80,480,138	83,589,667
Less: Intra-County Revenues	(636,356)	(761,807)	(808,204)	(808,204)
Operating Total	81,049,034	84,109,410	79,671,934	82,781,463
<i>Non-Operating Expenditures</i>				
Capital Assets	1,156,562	796,243	347,578	11,460
Expenditure Total	82,205,596	84,905,653	80,019,512	82,792,923
<i>Other Financing Uses</i>				
Operating Transfers	4,648,621	4,623,344	2,593,139	2,396,139
20% Endowment Designation	18,309	--	--	--
TSAC Allocation Designation	3,751,689	4,190,784	3,523,972	3,523,972
Designated for Future Uses	3,736,457	928,217	895,016	895,016
Department Total	<u>\$ 94,360,672</u>	<u>\$ 94,647,998</u>	<u>\$ 87,031,639</u>	<u>\$ 89,608,050</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	\$ 36,102,414	\$ 38,646,903	\$ 35,404,689	\$ 35,963,100
Overtime	303,212	412,168	391,205	391,205
Extra Help	1,208,592	130,248	376,259	371,847
Benefits	16,952,057	19,966,322	19,211,759	21,527,964
Salaries & Benefits Sub-Total	54,566,275	59,155,641	55,383,912	58,254,116
Services & Supplies	25,330,248	25,665,576	25,051,226	25,290,551
Public Assistance Payments	476,798	--	--	--
Contributions	1,312,069	50,000	45,000	45,000
Operating Sub-Total	81,685,390	84,871,217	80,480,138	83,589,667
Less: Intra-County Revenues	(636,356)	(761,807)	(808,204)	(808,204)
Operating Total	81,049,034	84,109,410	79,671,934	82,781,463
<i>Non-Operating Expenditures</i>				
Capital Assets	1,156,562	796,243	347,578	11,460
Expenditure Total	<u>\$ 82,205,596</u>	<u>\$ 84,905,653</u>	<u>\$ 80,019,512</u>	<u>\$ 82,792,923</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Licenses, Fees, and Permits	\$ 5,127,315	\$ 5,103,516	\$ 5,569,416	\$ 5,720,884
State Realignment Allocation	11,707,427	11,605,302	11,798,540	11,798,540
Health Care Medical Services	35,357,254	34,873,945	33,638,540	34,261,736
Federal & State Revenues	15,689,791	14,668,590	13,379,073	13,359,091
Other Charges for Services	353,679	355,026	570,840	583,341
Tobacco Settlement Funds	3,694,313	4,148,556	3,509,596	3,509,596
Tobacco Settlement Interest	28,316	42,228	14,376	14,376
Miscellaneous Revenue	1,630,324	1,279,643	1,278,979	1,268,979
Revenue Sub-Total	73,588,419	72,076,806	69,759,360	70,516,543
Less: Intra-County Revenues	(636,356)	(761,807)	(808,204)	(808,204)
Revenue Total	72,952,063	71,314,999	68,951,156	69,708,339
<i>General Fund Contribution</i>	7,852,054	7,975,624	6,945,890	8,894,881
<i>Other Financing Sources</i>				
Operating Transfers	3,400,145	3,076,498	2,103,283	2,053,283
Sale of Property	700	--	--	--
Use of Prior Fund Balances	10,155,710	12,280,877	9,031,310	8,951,547
Department Total	<u>\$ 94,360,672</u>	<u>\$ 94,647,998</u>	<u>\$ 87,031,639</u>	<u>\$ 89,608,050</u>

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

Note: The Proposed 2013-14 "Use of Prior Fund Balances" amount of \$8,951,547 displayed in the summary table above includes a projected use of \$4,680,049 and a projected budget gap of \$4,271,498.

MISSION STATEMENT

To improve the health of our communities by preventing disease, promoting wellness, and ensuring access to needed health care.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration and Support	57.7	59.6	61.0	61.0
Family Health and Primary Care	290.8	286.9	266.6	266.6
Community Health	<u>145.2</u>	<u>139.7</u>	<u>143.7</u>	<u>142.7</u>
Total Permanent	493.7	486.1	471.2	470.3
<i>Non-Permanent</i>				
Contract	2.5	4.9	4.6	4.6
Extra Help	<u>24.6</u>	<u>2.5</u>	<u>7.4</u>	<u>7.3</u>
Total FTEs	<u>520.8</u>	<u>493.5</u>	<u>483.3</u>	<u>482.2</u>

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

Department Description

The Public Health Department has two service divisions, "Community Health" and "Primary Care and Family Health," and two administrative divisions, "Administration and Support" and "Tobacco Settlement." The PHD provides early healthcare intervention and medical services at six Federally Qualified Health Care Centers and three satellites and ensures access to primary medical care, and assessment for infants, children, teens, and adults. The PHD works to prevent disease and promote healthy behaviors by monitoring, investigating, and controlling environmental hazards and communicable diseases and informs people about nutrition, maternal child and family health, and chronic diseases.

FY 2011-12 Anticipated Accomplishments

Administration:

- Cash collections improved by 5% at the point of service in the Health Care Centers. This effort to increase revenue is the result of on-going customer service training provided to office professionals as well as the development of policies and procedures. This demonstrated responsible fiscal stewardship.

Primary Care and Family Health:

- The Electronic Health Record (EHR) system was implemented at all Health Care Centers. The move to paperless medical records promotes quality of care, patient safety and

PUBLIC HEALTH

Department Summary (cont'd)

operational efficiencies. This project has been a major initiative for the Department and its success was the result of years of careful planning. The Department also maximized the funding available through the Health Information Technology for Economic and Clinical Health (HITECH) Act and meaningful use of a certified Electronic Health Record (EHR) to offset costs of the system.

- Significant improvements were made to computer applications supporting the Health Care Centers. The pharmacy system was replaced at all three pharmacy locations and e-prescribing was implemented to improve patient safety and increase efficiencies. The Health Care Centers' practice management system was significantly upgraded and an internal training team was developed to enhance on-going use of the system. The improvements in technology support the Department's commitment to improving infrastructure and providing quality medical care.
- Two Health Care Centers were chosen to participate in the Patient-Centered Medical Home (PCMH) demonstration projects by the Centers for Medicare and Medicaid Services. The goal is to receive PCMH accreditation which will indicate an improvement in healthcare by coordinating the delivery of primary care and transforming the organization. The medical home model encompasses comprehensive care, is patient-centered, improves access to services, and improves quality and safety.
- The Diabetes Initiative practice improvement project was implemented to improve the health of the County's diabetic patients. Multi-disciplinary teams consisting of a nutritionist, pharmacist, and physician work with diabetic patients to improve their health outcomes through a coordinated effort. The project is an example of the Department's commitment to enhancing quality of services.

Community Health:

- Received and placed state disaster medical supply caches in strategic locations across the County to enhance the County's ability to respond to emergencies in a timely manner. These supply caches were formerly maintained in Sacramento. Relocating them within the county will allow for more timely access in the event of a disaster. The caches contain ventilators, masks and medical supplies that will allow for establishing alternate care sites during a disaster.
- Animal license sales were increased by 26% through canvassing and educational efforts to improve rabies vaccination rates and return rates for dogs that stray from their owners. Dogs are required by law to be licensed and owners must provide proof of their dog having a current rabies vaccination. Raising awareness of this coupled with offering low-cost rabies vaccine clinics has allowed more dog owners to come into compliance. In addition, the license is a dog's ticket home when they have strayed from their owner.

PUBLIC HEALTH

Department Summary (cont'd)

- Completed initial implementation of an Electronic Patient Care Report (ePCR) for pre-hospital care providers. The 911 medical responders complete an ePCR so the receiving hospital has patient information and documentation of care that is provided prior to arrival in the emergency department. The ePCR enhances patient care and in addition provides for consistent data collection that meets national standards.
- Obtained equipment for the Public Health Laboratory to enhance the ability to test influenza and tuberculosis specimens. This equipment was purchased through emergency preparedness grant funding and allows for accurate test results in hours rather than days. Having test results more quickly informs treatment decisions for TB patients and will be essential in the event of a pandemic influenza.
- Expanded services to provide emergency death certificates on weekends to better serve our community. Staff are on call to provide emergency death certificate processing which is occasionally required for county residents who practice a faith that requires burial within a specified amount of time after death.
- Secured grant funding and developed architectural plans for the Lompoc Animal Shelter renovation to improve operations and disability access. The current shelter facility is outdated and unable to meet operational needs. Community Development Block Grant Funding was secured from the County and the City of Lompoc to fund disability access improvements.
- Initiated a Breastfeeding Peer Counselor Program for pregnant and breastfeeding moms in Women, Infants, and Child (WIC) to promote and support the health of mothers and their children. Trained peer counselors with breastfeeding experience contact WIC participants to encourage and support successful breastfeeding. The peers utilize phone calls, text messages and face-to-face contacts throughout pregnancy and the first year of life.
- Applied for and was granted National Children's Alliance Accreditation for the Sexual Assault Response Team (SART) program to support the provision of quality services to children and adolescents locally. This accreditation provides ongoing funding to support services for victims of sexual assault locally and will provide additional opportunities for funding in the future. The accreditation validates the hard work and commitment to providing quality services by the many departments agencies in the SART Coalition.

2012-14 Objectives

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 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 4: Quality of Life: A High Quality of Life for All Residents; and
- Goal 6: Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.

Among the eight Strategic Plan Critical Issue Areas, Issue 7: Health Care and Social Service Delivery continues to be the Public Health Department priority for Fiscal Year 2012-14.

Key Projects:

- Explore the expansion of services to evenings and/or weekends in the Health Care Centers to increase the ability to reach the patients who are employed, to increase participation in CenCal Health's incentive program, for consistency with Patient Centered Medical Home (PCMH) standards, and for improvement in access to care.
- Assess the potential for adding a geriatric specialty clinic in the Santa Maria area where a growing number of low income seniors are currently residing and who will benefit greatly from coordinated care and who typically have dual coverage through Medicare and Medi-Cal. The possibility of a pediatric program will also be evaluated also for Santa Maria. The addition of programs for children and adolescents would improve the continuity of care for families and better meet the needs of the changing population.
- Implement a Fitness Promotion and Obesity Prevention plan for Santa Barbara County to improve the health status of the community. Working with community partners, the Public Health Department has developed a Fitness Promotion and Obesity Prevention plan. A project team will implement identified strategies both within the Public Health department and the community as a whole to promote healthy eating and physical activity and reduce the health impacts of obesity-related illness.
- Explore viability of making new Public Health Lab test services available by contract to community health care partners to expand and improve services in the community. The Public Health Laboratory performs testing for conditions that impact the health and safety of the community through the use of state of the art testing methods and equip-

ment. Expanding such services to community partners would promote access to timely and accurate test results that inform decisions about how to best intervene and treat patients. Assessing the viability of expansion will consider fiscal and legal considerations in addition to clinical and operational factors.

- Implement State Water Quality Control Board policy requirements for a countywide on-site waste water and septage management plan to protect the health of the community. The State is making changes that will affect permitting of on-site waste water treatment systems (septic systems) and will require development of a countywide on-site waste water management plan including a septage management program. This will require revising local ordinances with input from stakeholders and a technical advisory group as well as education and outreach to property owners.
- Collaborate with community partners to develop a "toolkit" for working with mothers who have or are at risk for gestational diabetes to improve the health of mothers. Women who have diabetes during pregnancy are at greater risk of health complications for themselves and their children. A toolkit for working with mothers at risk will enable service providers through a number of community providers to effectively support the health of women by minimizing the occurrence and impact of gestational diabetes.
- Conduct a countywide earthquake exercise to test disaster plans for public health and partner agencies. Open and activate department operations center and communicate status and operational activity to Emergency Operations Center. Activate Emergency Medical Services providers and Medical Reserve Corps to implement field treatment site operations during exercise, provide victims to hospital emergency rooms, and deploy medical surge assets from warehouses to the field.
- Complete the renovation of the Lompoc Animal Shelter to improve access for clients, volunteers, and staff. The renovation will better utilize limited space, meet requirements under the American's With Disabilities Act (ADA) for individuals with special needs, and provide bathroom facilities for shelter customers. The current shelter facility is outdated and unable to meet the needs of staff and animals. Funding has been secured, architectural drawings are complete, construction will be complete and the remodeled, expanded, accessible facility is expected to be open for service by December 2012.
- Continue development of the Electronic Health Record by implementing a patient portal, digital imaging, remote access and participation in a Health Information Exchange program to provide patient access to records and exchange health information among providers. Stage Two of Meaningful Use mandates these technology improvements in order to receive Medi-Cal financial incentives and avoid Medicare payment adjustments. Ensure financial sustainability of the Electronic Health Record in order to support the system long-term and achieve a break-even scenario for the new costs in-

PUBLIC HEALTH

Department Summary (cont'd)

curred as a result of this large automation project.

- Continue to participate in the Centers for Medicaid Services (CMS) Patient Centered Medical Home Demonstration (PCMH) Project at the two selected sites and evaluate the possibility of implementing it in the other four Health Care Centers to improve and coordinate the delivery of healthcare. The goal of PCMH is to improve healthcare by coordinating the delivery of primary care and transforming the organization. The medical home model encompasses comprehensive care, is patient-centered, coordinates care, improves access to services, and improves quality and safety.
- Implement on-line nutrition classes and mailing vouchers for many Women, Infants, and Children (WIC) participants to improve customer service and promote nutrition. WIC offers vouchers for healthy foods, and education on nutrition and breastfeeding. Implementing on-line nutrition classes and providing vouchers by mail makes it possible for more clients to obtain services without additional travel. This will expand access to healthy food and nutrition information to our participants.
- Complete fee methodology study for Animal Services contracts with cities to ensure fair distribution of costs and proper reimbursement for services provided. Ensuring that costs are equitable and reasonable is vital to the continued success of the County's municipal contracting model.
- Complete fee methodology study for risk-based food inspections to better distribute the costs of providing services based on an activity-based costing mechanism. This will ensure that more attention is available to those businesses that may need it to better protect the health of the community.
- Increase patient cash collections at the time of service for both medical visits and pharmaceuticals because the patient will understand the importance/value of their medical visit and have an investment in their medical care. Increasing cash collections at registration will reduce the cost associated with mailing statements and follow-up letters and using outside recovery services. Cash flow will increase, and bad-debt and staff expense will decline.
- Evaluate the financial considerations and opportunities of federal health care reform to ensure the Department can respond quickly and appropriately to new opportunities to better meet the needs of our patients.

PUBLIC HEALTH
Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

Net decrease of 10.2 FTEs

- 7.2 filled FTEs will be subject to displacement due to the implementation of the department's Electronic Health Record and the automation of previously manual processes.
- 3.0 filled FTEs will be subject to displacement due to a planned business efficiency which will model our south county radiological services after our successful north county private-public partnership.

Expenditures

Net decrease of \$4.4 million

- Salaries and Benefits – decrease of \$3.8 million due to negotiated labor concessions as well as the implementation of automation projects and business model efficiencies that reduced staffing while preserving service levels.
- Services and Supplies – decrease of \$.6 million.
 - Decrease of \$0.5 million in Tobacco Settlement allocations to area hospitals and health care providers due to reductions in the amount of funding received from the Master Tobacco Settlement agreement.
 - Decrease of \$0.4 million for savings achieved in the Medically Indigent Adult (MIA) program by focused case-management efforts to get Medi-Cal eligibility for qualifying patients.
 - Increase of \$0.2 million for hardware and software maintenance agreements associated with the Electronic Health Record implementation.
 - Increase of \$0.2 million in contracted physician fees due to increased rates for securing primary care and specialty physicians to work in our Health Care Centers.
 - Decrease of \$0.1 million in costs for medical residency services, due to a renegotiated contract with Cottage Health Systems for our participation in their Graduate Medical Education program.
 - Decrease of \$0.1 million in reductions in State/Federal HIV/AIDS grants expenditures, largely due to the shifting of the Housing for People with AIDS (HOPWA) grant to an outside community agency.

- Increase of \$0.1 million in pharmaceuticals costs, for a planned new outside pharmacy arrangement with CenCal Health, which has the potential to increase access for patients and increase revenues for the department.
- Capital – decrease of \$0.4 million primarily due to prior year purchases of hardware, software, and exam room upgrades for the GE Centricity Electronic Health Record (EHR) implementation. The second phase of the EHR project which includes a patient portal and other system enhancements (slated for FY 2012-13) will require less investment in capital equipment.

Revenues

Net decrease of \$2.3 million

- License, permits, and franchises – increase of \$0.5 million due to Animal Services fee increases and focused efforts to increase animal licensing.
- State Realignment Allocation – increase of \$0.2 million due to projected increases in vehicle license fees.
- Health Care Medical Services – decrease of \$1.2 million.
 - Decrease of \$1.8 million in Medi-Cal and other patient service revenues, due mostly to temporary provider productivity losses as staff become proficient in the use of the Electronic Health Record (EHR).
 - Increase of \$1.2 million in pharmaceutical revenues due to a planned outside pharmacy arrangement with CenCal Health and increased Medicare Part D prescription volume.
 - Decrease of \$0.6 million due to a projected one year gap in receipt of Medicaid incentives from the adoption of the Electronic Health Record (EHR). Incentives are projected to be received again in FY 2013-14.
- Federal and State Revenues – decrease of \$1.3 million.
 - Decrease of \$0.8 million in funding for the Women, Infants, and Children's (WIC) program, which the department has been able to handle through careful management of program staffing vacancies.
 - Decrease of \$0.6 million due to a mid-year state requested change in billing process to start billing for qualifying services for our Child Health Disability Prevention (CHDP) program through our Medi-Cal program.
 - Increase of \$0.3 million due to the department's participation in the Cancer Detection Program (CDP) which was re-funded by the State after budget adoption.
 - Decrease of \$0.1 million in funding for the California Children's Services program due

PUBLIC HEALTH
Department Summary (cont'd)

to changes in the State allocation formula.

- Decrease of \$0.1 million in funding from the Medi-Cal Administrative Activities (MAA) program due to new State claiming processes that have lowered revenue from the program.
- Other Charges for Services – increase of \$0.2 million due to new service agreements with area hospitals in the Emergency Medical Services (EMS) program for Trauma designation and the ST-Segment Elevation Myocardial Infarction (STEMI) program, a comprehensive cardiac care program.
- Tobacco Settlement – decrease of \$0.7 million due to funding reductions from the Master Tobacco Settlement agreement and less generated interest earnings.

The Fiscal Year 2012-13 recommended departmental contribution of general revenues decreased by \$1,029,734 to \$6,945,890 from the Fiscal Year 2011-12 Adopted Budget of \$7,975,624. While the Animal Services program received a much needed increase of \$179,744 (21%) to assist with cost increases and help offset the use of one-time funds in the past, the other programs which make up the Health Care special revenue fund of the department received a \$1,209,474 decrease. This 17% decrease was offset by a commensurate one-time increase of Realignment funding, leaving the department whole and at its Maintenance of Effort (MOE) level, but for only one year. In addition, while the department’s Electronic Health Record project will provide great patient care and other benefits when fully implemented, the loss of patient service revenue as staff adapt to the system, along with other revenue decreases because of State budget actions and an increase in the number of indigent patients, will contribute to a projected FY 2012-13 budget gap. As a result, the department projects to use approximately \$3.8 million of restricted fund balance to maintain program service levels.

Other Financing Sources and Uses

The Fiscal Year 2012-13 recommended departmental financing sources require the use of \$3,755,906 of departmental restricted funds to balance the recommended budget.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

Many changes are anticipated, some possibly significant with far-reaching effects to our patients, our financing, and our operations. Unfortunately, the impacts cannot be estimated or projected at this time due to the high number of unknowns, such as Federal Health Reform and the possible State reaction to its provisions. At this time, the department projects that it will need to use approximately \$4.3 million of restricted fund balance to maintain projected service levels.

The possible impacts to our revenues include: 1) Continued reductions in productivity due to the department’s implementation of an electronic health record, as providers learn the system; 2)

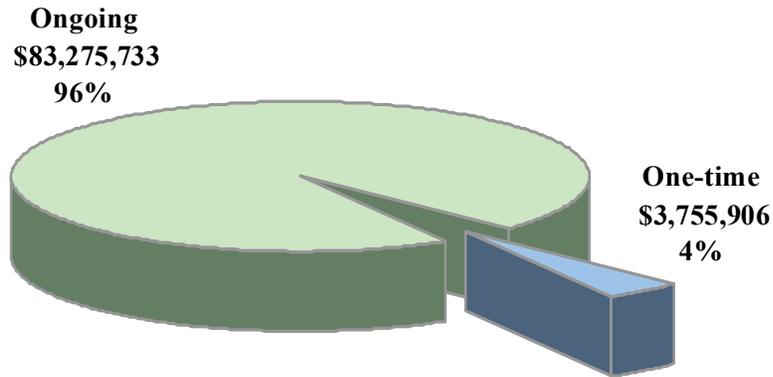
Proposed and new State revenue reductions in Medi-Cal and other State funded programs and grants, due to the State’s budget deficit; and, 3) Continued competition for Medi-Cal patients and increasing numbers of uninsured and indigent patients presenting at our Health Centers; and, 4) Anticipated implementation of many provisions of the Patient Protection and Affordable Care Act (PPACA), which are set to take effect on January 1, 2014.

Projected impacts to expenditures which are included in our Fiscal Year 2013-14 figures include an approximate \$3 million increase to Salaries and Benefits due to the expiration of union wage concessions and increases to retirement, health insurance, and workers compensation costs.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of PHD patients who give birth to infants at full term weighing 5.5 pounds (2,500 grams) or more to reduce medical and developmental complications.	99%	99%	99%	99%
	1,305	1,343	1,248	1,188
	1,321	1,356	1,260	1,200
Percent of PHD adult diabetic patients who achieve hemoglobin A1C levels of 8% or lower to improve the health of our diabetic patients.	48%	56%	61%	66%
	1,451	1,815	1,952	2,112
	3,210	3,260	3,200	3,200
Number of dogs that are currently licensed to improve rabies vaccination rates and return rates for dogs that stray from their owners.	20,024	21,025	22,076	23,180
Percent of food borne illness complaints that are responded to within one working day to reduce the risk of others becoming ill.	95%	100%	100%	100%
	99	100	100	100
	104	100	100	100
Percent of TB suspect cases that get follow up services (chest x-ray or screening) within 14 days of testing positive for latent TB to reduce the spread of TB within the community.	77%	94%	80%	80%
	54	47	40	40
	70	50	50	50

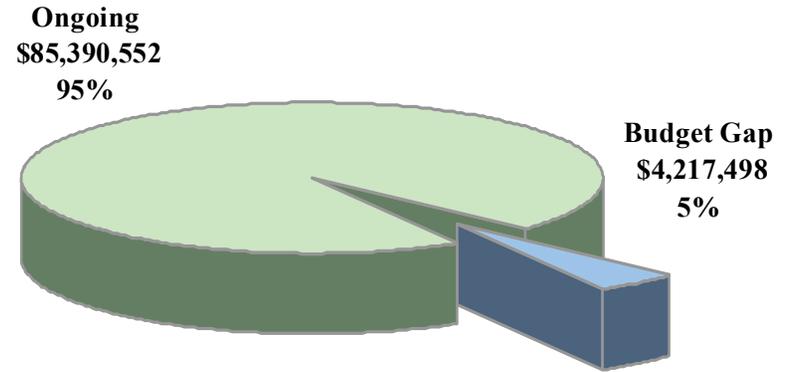
PUBLIC HEALTH
 Department Summary (cont'd)

FY 2012-13 Recommended Budget



Four percent of the Fiscal Year 2012-13 Recommended Budget is comprised of one-time sources of funding. The use of PHD restricted special revenue fund balance will fund Health Center operations to sustain primary and specialty care service levels. Shortfalls in Health Center revenues are projected to continue due to: 1) Increasing numbers of uninsured and indigent patients seen; 2) Decreasing numbers of Medi-Cal eligible patients seen; and 3) Decreasing physician and other health care provider productivity, due to the Electronic Health Record Implementation. As a result of the use of one-time sources, the department will face a deficit of \$3,755,906 in FY 2012-13 and in response is developing a budget gap mitigation plan.

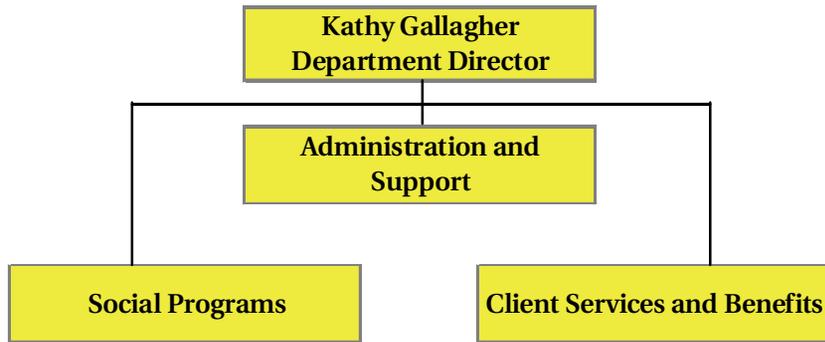
FY 2013-14 Proposed Budget



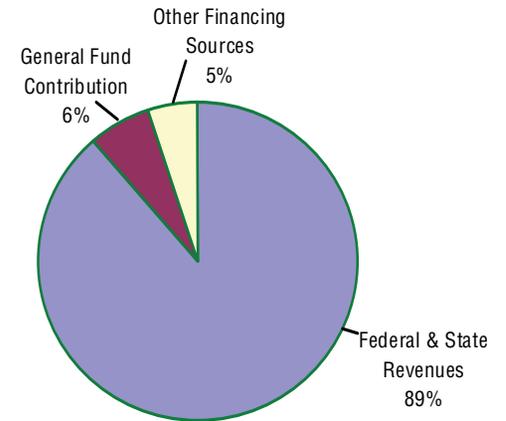
To maintain 2013-14 service levels, it is estimated that the department will have a \$4,217,498 budget gap. Even with staffing and service level reductions made in previous years, the special revenue fund is projected to be depleted by FY 2014-15, if additional structural changes, service reductions, and other actions are not developed and taken to restore financial stability and mitigate the budget gap. The depletion of the PHD special revenue fund has significant implications to the County and its indigent healthcare mandates and to the maintenance of the area's health care safety net.

SOCIAL SERVICES

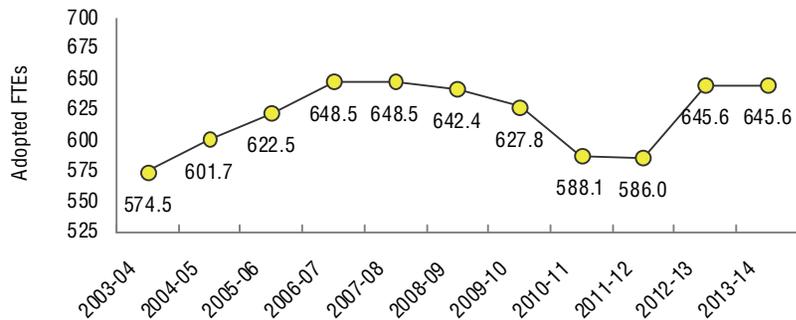
Budget & Staffing	
Operating \$	142,540,995
Capital	-
FTEs	645.6



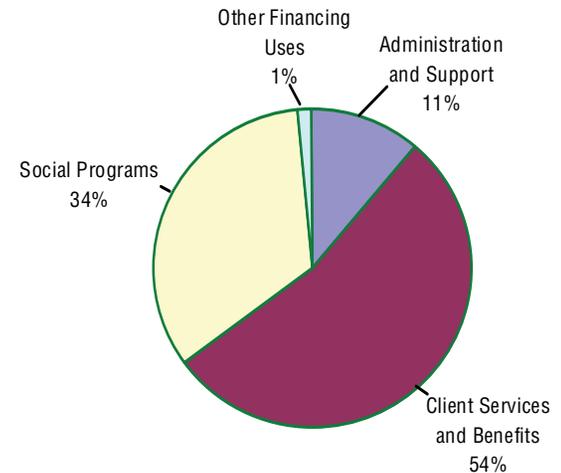
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



SOCIAL SERVICES
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Support	\$ 12,372,359	\$ 15,686,123	\$ 16,268,533	\$ 17,062,160
Client Services and Benefits	77,350,369	78,760,559	77,004,226	77,013,891
Social Programs	45,516,488	47,895,778	49,268,236	50,296,131
Systems & Program Development	5,591,762	--	--	--
Operating Sub-Total	140,830,978	142,342,460	142,540,995	144,372,182
Less: Intra-County Revenues	(291,685)	--	--	--
Operating Total	140,539,293	142,342,460	142,540,995	144,372,182
<i>Non-Operating Expenditures</i>				
Capital Assets	53,611	54,000	--	--
Expenditure Total	140,592,904	142,396,460	142,540,995	144,372,182
<i>Other Financing Uses</i>				
Operating Transfers	307,638	93,317	126,233	99,233
Designated for Future Uses	6,578,467	2,074,392	1,701,254	1,701,254
Department Total	\$147,479,009	\$144,564,169	\$144,368,482	\$146,172,669

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 35,781,958	\$ 35,285,228	\$ 37,996,351	\$ 37,882,659
Overtime	277,871	124,364	345,041	342,337
Extra Help	2,878,441	1,836,019	496,961	494,275
Benefits	17,654,648	19,296,384	21,060,366	23,427,407
Salaries & Benefits Sub-Total	56,592,918	56,541,995	59,898,719	62,146,678
Services & Supplies	30,396,965	28,931,083	29,152,781	29,102,874
Public Assistance Payments	53,766,095	56,811,882	53,432,000	53,065,135
Contributions	35,000	35,000	35,000	35,000
Damages & Losses	40,000	22,500	22,495	22,495
Operating Sub-Total	140,830,978	142,342,460	142,540,995	144,372,182
Less: Intra-County Revenues	(291,685)	--	--	--
Operating Total	140,539,293	142,342,460	142,540,995	144,372,182
<i>Non-Operating Expenditures</i>				
Capital Assets	53,611	54,000	--	--
Expenditure Total	\$140,592,904	\$142,396,460	\$142,540,995	\$144,372,182

Source of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Departmental Revenues</i>				
Interest	\$ 208,849	\$ 238,232	\$ 265,561	\$ 266,604
Federal & State Revenues	126,522,579	125,371,066	127,009,228	127,716,689
Other Charges for Services	141,916	--	--	--
Miscellaneous Revenue	943,021	629,381	625,860	627,615
Revenue Sub-Total	127,816,365	126,238,679	127,900,649	128,610,908
Less: Intra-County Revenues	(291,685)	--	--	--
Revenue Total	127,524,680	126,238,679	127,900,649	128,610,908
<i>General Fund Contribution</i>				
	8,198,707	11,023,238	9,153,759	15,817,616
<i>Other Financing Sources</i>				
Operating Transfers	5,353,989	153,486	136,905	109,905
Use of Prior Fund Balances	6,401,633	7,148,766	7,177,169	1,634,240
Department Total	\$147,479,009	\$144,564,169	\$144,368,482	\$146,172,669

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$15,817,616 displayed in the summary table above includes a projected General Fund Contribution of \$11,623,885 and a projected budget gap of \$4,193,731.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration and Support	114.0	124.7	132.7	132.7
Client Services and Benefits	327.2	319.2	360.7	360.7
Social Programs	140.6	141.2	151.2	151.2
Systems & Program Development	28.3	--	--	--
Total Permanent	610.1	585.1	644.6	644.6
<i>Non-Permanent</i>				
Contract	1.0	0.9	1.0	1.0
Extra Help	16.7	--	--	--
Total FTEs	627.8	586.0	645.6	645.6

Note: 1) FTE totals may not sum correctly due to rounding. 2) Systems & Program FTEs shifted to Admin & Support in FY 2011-12. 3) See "Staffing and FTE Levels" section on page 5 for further change explanations.

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.

Department Description

Governed primarily by Federal and State mandates, the Department of Social Services provides a broad range of services and programs critical to delivering a Countywide system of safety, protection and services for children, elderly and dependent adults; provides eligibility determination to access health care benefits and supports individuals and families in achieving economic self-sufficiency through safety net services including cash assistance, CalFresh (formerly Food Stamps) and General Relief, as well as employment training and placement assistance. The Santa Barbara County Department of Social Services is dedicated to supporting the dignity of social, ethnic and cultural values through collaborative assessment and delivery of services. The Department serves the community from six office locations throughout the County and utilizes technology to expand its services to clients throughout the County.

The Department of Social Services is facing another challenging year as the impacts of the economic downturn continue to be realized through extremely high caseloads. New applications continue to be high as well, although a leveling effect is anticipated in this budget year if the economy continues to improve. Unemployment rates in the North County cities continue to remain high as of February, 2012 (Santa Maria 13.8%, Lompoc 15.5%, Guadalupe 15.1%), making it difficult for public assistance clients to become fully self-sufficient. Included in these budget pages is a chart illustrating cumulative caseload changes since the beginning of the recession in FY 2008-09 and related staffing levels. Funded FTEs vary from year to year based on our revenue resources. Inasmuch as the Department functions are entirely mandated in Federal and State law, this proposed budget is based on the most current information available and does not speculate on the outcomes of the many proposals contained in the Governor's proposed budget. The Department annually develops a mid-year adjusted budget to be submitted to the Board of Supervisors for approval.

2011-12 Anticipated Accomplishments

Client Services and Benefits

- Developed and rolled out the successful subsidized work experience program.
- Implementation of numerous California Welfare Information Network (CalWIN) initiatives such as Benefits CalWIN, which provides an online benefits application portal, online capability for clients to access benefits information, electronic inter-County transfer, and Face-to-Face waivers, allowing expanded service outreach and more effective client contact.
- Managed considerable caseload growth despite significant increases in caseload per FTE.

SOCIAL SERVICES

Department Summary (cont'd)

Social Programs

- Reduction in overall children in the dependency system resulting from continued success and expansion of Family Drug Treatment Court, increased number of Adoptions, continued use of Voluntary Family Maintenance, SB 163 Wrap-around Services, and the California Work Opportunity and Responsibility to Kids Linkages Program.
- Met objective of limiting Skilled Nursing Facility placements for In-Home Supportive Services recipients to less than one percent of the program's disabled and elderly clientele.

Administration and Support

- Reengineered Staff Development Division efforts by implementing new, innovative ways to provide training such as:
 - The Distance Learning project will enable an effective and efficient way of training staff in multiple locations at the same time, minimizing the need for on-site trainers in all locations and reducing the time and cost of travel between sites.
 - Online training which will allow staff to flexibly schedule training and allow students to adjust training around their workload rather than adjusting workload around training. Other benefits include reducing the dependency on live trainers, ensuring consistency in training materials, and reducing cost of travel to attend and conduct training classes.
- Implemented Desktop Videoconferencing in an effort to maximize use of technology, making efficient use of staff time and reducing travel costs and carbon footprints. This project has enhanced the Department's ability to conduct virtual conferences from remote locations. This is increasingly important as supervisors are continuing to be assigned off-site supervision responsibilities.

SOCIAL SERVICES

Department Summary (cont'd)

2012-14 Objectives

The Department of Social Services' strategic actions and priorities align primarily with the following County-adopted Strategic Goals and Principles:

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

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

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

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

In commitment to the above goals and the County's Critical Issue 7, "Health & Social Service Delivery," the Department of Social Services' management strategy is to ensure core service mandates are met, develop and enhance business processes which increase efficiencies, utilize technology to its fullest, and improve communication and education on critical issues affecting our clients and the goals of the Department. Department projects will support both County and Department goals as well as Federal and State mandates.

Strategic Priorities 2012-14

Meet and Maintain Core Service Mandates

- Ensure timely and appropriate response to reports of abuse.
- Ensure that applications for benefits are processed timely (meet legal compliance).
- Provide best customer service.
- Ensure a Department structure and business processes that support flexible, agile and immediate response to mandated changes.

Continue Efforts to Increase Efficiencies

- Identify ways to conduct work and deliver services in ways that will generate savings, reductions in FTEs and/or costs (i.e. telecommuting, video conferencing, benefits backlog management, client outstation video access, California Welfare Information Network efficiencies and implementation of technologies as they become available).
- Develop strategies to meet requirements to use more technology for business processes, both from County and from Federal & State.

- Enhance website to expand access to online resources and information about the Social Services.

Achieve Improvements in Communication and Education

- Improve staff communication within the Department.
- Refine process of information dissemination.
- Develop materials to educate stakeholders about Department of Social Services' core mission and financing.
- Timely analysis of data for improved communication.

Projects

- In a consistent effort to reduce the number of recurring findings in Department reviews and audits, a team consisting of the Department's program and compliance staff will continue to monitor recurring error findings, develop appropriate corrective action plans and monitor compliance with corrective action plans. The Department will work with outside auditors, reviewers, the eligibility system consortium (CalWIN) and outside agencies on ways to reduce ongoing findings.
- "California Welfare Information Network (CalWIN) reengineering and advancement" is a comprehensive project to optimize the functionality of eligibility and disbursement of benefits. The project requires extensive coordination between the Department and our eligibility consortium (CalWIN). The desired outcome is the increased utilization of available application technology. CalWIN is an example of industry-leading technological advancements being employed by the Department.
- Health Care Reform is an initiative to expand Medi-Cal coverage to California's uninsured. The project will require collaboration with other entities, both public and private, and may entail the redeployment of internal resources.
- In FY 2012-13 Child Welfare Services will continue participation in the California Child and Family Services Review. This System incorporates a Peer Quality Case Review, County Self-Assessment, System Improvement Plan, and Quarterly Data Reports, reflecting the County performance on Federal and State Measures. The basis of this improvement and accountability system lies in a philosophy of continuous quality improvement, interagency partnerships, and community involvement with an overall focus on improving outcomes for children and families.

SOCIAL SERVICES

Department Summary (cont'd)

Expenditures

Net increase of \$199,000 in Department expenditures is mainly the result of:

- Salaries and Benefits - Net increase of \$3,357,000. The increase of \$4,645,000 in regular salaries and related benefit costs is associated with the increase of 59.6 FTEs to administer mandated programs Department-wide as well as increases in County retirement, health insurance and other benefit rates. This increase was partially offset by a net decrease of \$1,339,000 in extra help.
- +\$438,000 – Increase for data processing service, motor pool charges and liability premiums.
- +\$314,000 – Increase in SB 163 Wrap-around after care, intensive care and safe care contract term from 9 to 12 months and Linkages for drug and alcohol testing for foster care parents.
- -\$751,000 – Decrease in County Cost Allocation costs mainly associated with County Counsel and Human Resources.
- Public Assistance Payments – Net decrease of \$3,380,000. The decrease in mandated entitlement assistance payments and supportive services occurred primarily in the following programs:
 - +\$1,045,000 – Increase in Adoptions Assistance associated with the decrease in Federal Foster Care.
 - +\$672,000 – Increase in Non-Federal Probation Foster Care Assistance based on the trend of actual cases.
 - -\$610,000 – Net decrease in Non-Federal Social Services Foster Care Assistance as total caseload is projected to decrease, offset by projected Cost of Living Adjustment (COLA) increase.
 - +\$321,000 – Increase in Federal Foster Care Assistance (Social Services and Probation) based on the trend of actual cases and projected COLA increase.
 - -\$3,681,000 – Decrease in California Work Opportunity and Responsibility to Kids (CalWORKs) assistance payments attributed to a decrease in projected cases due to the recent legislation reducing cash assistance from 60 to 48 months.
 - +\$420,000 – Increase in supportive services, specifically transportation for CalWORKs Welfare-to-Work clients.

- The Katie A. class action lawsuit filed on behalf of foster children requires that foster children and children at risk of entering the foster care system, promptly receive necessary individualized mental health services in their own home, a family setting, or the most homelike setting appropriate to their needs; receive care and services needed to prevent removal from their families or dependency or, when removal cannot be avoided, to facilitate reunification, and to meet their needs for safety, permanence, and stability be afforded in their placements, whenever possible since multiple placements are harmful to children and are disruptive of family contact, mental health treatment and the provision of other services. The Department will be working to implement program requirements beginning June 2012.
- The Department will continue to implement the changes required as a result of the Realignment of Child Welfare and Adult Protective Services to the counties as required by the California Budget Act of 2011-12. The Department will have to work closely with other counties and California Department of Social Services to ensure that we continue to meet our Federal mandates and operate within the new revenue stream. The proposed state budget for 2012-13 will have additional definition and requirements for counties to operate in. It is anticipated that the Department will have to dedicate significant staff resources to plan and track the necessary changes.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing and FTE Levels

The Department's FTEs increased by 59.6 FTEs to 645.6 FTEs (*in line with FY 2011-12 expected level of FTEs**) from the 2011-12 Adopted Budget of 586 FTEs. Of the increase, 41.5 FTEs are in Client Services and Benefits programs and 10.1 FTEs are in Social Services programs. The 59.6 FTE increase in FY 2012-13 includes 26 previously unfunded positions funded and 33.6 vacant positions filled. No new legal positions are being added.

Staffing for the Department is projected to remain relatively flat in FY 2012-13 at 645.6 FTEs compared to FY 2008-09 when it was at 642.4 FTEs. During that same period, caseloads have increased in almost every major program. For example, there has been a 64% increase in CalFresh (formerly Food Stamps), 39% in Adoptions, 13% in Medi-Cal and 18% in Adult Protective Services caseload. Without a corresponding increase in FTEs, caseload per FTE has risen considerably, straining the Department's ability to meet its mandated requirements.

**Due to a slightly improving economy, revenues increased in FY 2011-12, creating the opportunity to fill many vacant and unfunded positions. Expected FTE Level in FY 2011-12 is 655.9 FTEs.*

SOCIAL SERVICES

Department Summary (cont'd)

Revenues

Net increase of \$1,662,000 in Department revenue is mainly the result of:

- +\$1,617,000 – The increase in Federal and State Food Stamp Administration revenue was due to increased State funding for caseload growth. This funding is analogous with the level of funding included in the Departments FY 2011-12 adjusted budget.
- +\$1,435,000 – The increase in 1991 Realignment is based on the receipt of an increase to the Department's base funding level in FY 2011-12.
- +\$745,000 – The increase in Federal and State California Work Opportunity and Responsibility to Kids (CalWORKs) Administration revenue is primarily attributed to an increased funding allocation by the State in FY 2011-12.
- +\$552,000 – The increase in Federal and State Medi-Cal Administration revenue is represents a higher than anticipated funding level received by the State in FY 2011-12. This funding level is expected to continue in FY 2012-13.
- +\$523,000 – The increase in Workforce Investment Act Program funding is based on information received from the State and our carryforwarded funding from FY 2011-12.
- -\$3,504,000 – The decrease in Federal and State funding for cash assistance payments in FY 2012-13 is in the CalWORKs program and is attributed to a one-time base decrease in the number of cases originally budgeted in FY 2011-12 to reflect legislation reducing the allowable time on CalWORKs cash assistance from 60 to 48 months. This reduction was also reflected in the Department's FY 2011-12 adjusted budget.

The Fiscal Year 2012-13 County General Fund Contribution revenues decreased by \$1,869,000 to \$9,154,000 from the Fiscal Year 2011-12 Adopted Budget of \$11,023,000. The availability of one time revenue and fund balance assisted the Department in funding the increasing salaries and benefits costs and other operating costs.

Other Financing Sources and Uses

The Fiscal Year 2012-13 Recommended Budget requires a net of \$5,476,000 use of the Department committed and restricted fund balances to balance the budget.

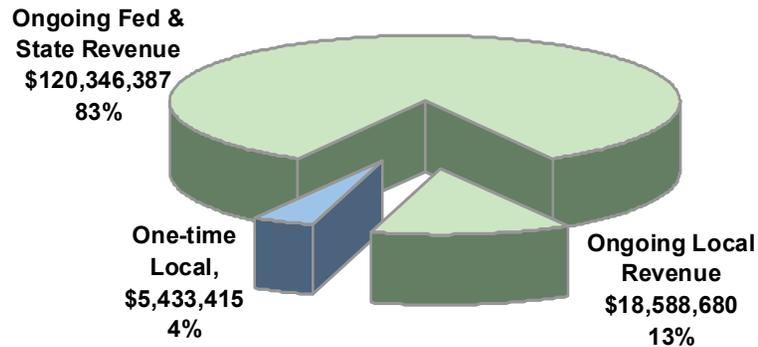
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

To maintain the same staffing and service level in FY 2013-14, increase in operating expenditures of \$1,831,000 is expected. The increase is primarily in salaries and benefits due to the County rate increases in retirement and health insurance benefits offset by a slight decrease (less than 1%) in public assistance payments based on the recent caseload trends. Additional \$4.2 million of local funds will be required to fill the budget gap in order for the Department to operate at the same level.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of benefit applications received online or over the phone. (Target = >25%)	Not Used in Prior years	Not Used in Prior years	25%	25%
Percent of benefit cases processed within mandated timeframes. (Target = >95%)	Not Used in Prior years	Not Used in Prior years	95%	95%
Percent of Staff Training delivered through online, video conferencing and other time-saving technologies. (Target = >25%)	Not Used in Prior years	Not Used in Prior years	25%	25%
Percent of audit findings not cited in future department reviews and audits. (Target = >50%)	Not Used in Prior years	Not Used in Prior years	50%	50%
Percent of abuse and neglect allegations receiving timely contact. (Target = 100%)	Not Used in Prior years	Not Used in Prior years	100%	100%

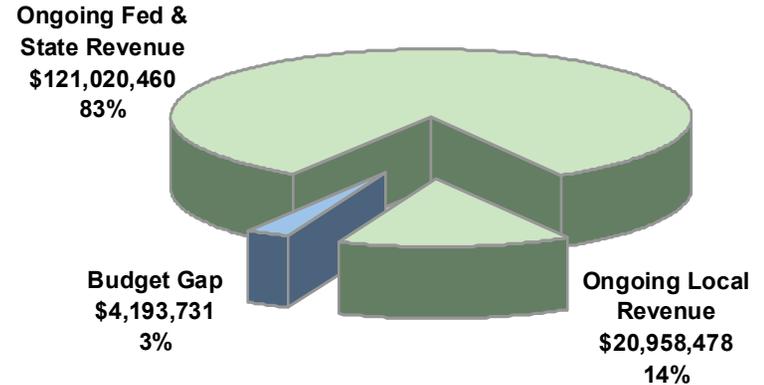
SOCIAL SERVICES
 Department Summary (cont'd)

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget relies on one-time sources to fund 4% of the Department's total ongoing operations. These funds include \$2.5 million from the Restricted Funds, specifically SB 163 Wrap-around Program, and \$3 million from Committed Funds. As illustrated in this budget, revenues that support the programs administered by DSS are predominantly Federal and State funds. Approximately 6% of total funding is General Fund Contribution, all of which addresses the required local match for mandated programs. The combined local match of \$24 million includes \$5.4 million (23%) in one-time sources, \$9.2 million (38%) of General Fund Contribution, \$8.4 million (35%) of 1991 Realignment funding and \$1 million of Miscellaneous Revenue (4%).

FY 2013-14 Proposed Budget



To maintain FY 2012-13 service levels, it is estimated that \$4.2 million of local funds will be required to fill the budget gap. It is projected that \$21 million of local funds will be available (including \$11.6 million in General Fund Contribution and the use of \$1.6 million in restricted fund balance). Local funds are required as a match in order to "draw down" Federal and State funding available for mandated programs and this restricted fund balance is mandated to be used on wrap-around expenditures for at risk children per Senate Bill 163. It is estimated that \$121 million of Federal, State and Realignment funding will be available in FY 2013-14.

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COMMUNITY RESOURCES & PUBLIC FACILITIES

Use of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Operating Expenditures				
Agriculture & Cooperative Extension	\$ 3,498,677	\$ 4,024,532	\$ 3,717,296	\$ 3,949,060
Community Services	16,549,789	23,457,518	17,909,047	18,011,252
Planning & Development	15,173,822	16,672,940	15,246,034	15,013,338
Public Works	70,425,272	91,711,428	85,636,290	79,115,062
Total	105,647,560	135,866,418	122,508,667	116,088,712
Capital Equipment & Improvements				
Agriculture & Cooperative Extension	--	--	--	--
Community Services	3,282,797	1,685,909	2,596,200	699,400
Planning & Development	14,093	--	--	--
Public Works	8,579,603	20,839,100	24,079,019	13,947,048
Total	11,876,493	22,525,009	26,675,219	14,646,448
Designated for Future Uses				
Agriculture & Cooperative Extension	164,300	--	--	--
Community Services	12,881,378	1,749,144	1,253,345	843,500
Planning & Development	730,160	59,586	2,500	43,500
Public Works	21,744,645	2,195,982	7,184,417	10,149,157
Total	35,520,483	4,004,712	8,440,262	11,036,157
Operating Transfers Out				
Agriculture & Cooperative Extension	2,786	--	--	--
Community Services	3,175,771	2,290,109	2,524,066	1,374,335
Planning & Development	80,715	25,000	19,000	--
Public Works	1,516,655	2,029,309	3,271,266	879,703
Total	4,775,927	4,344,418	5,814,332	2,254,038
Total Use of Funds	\$ 157,820,463	\$ 166,740,557	\$ 163,438,480	\$ 144,025,355

Source of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Departmental Revenues				
Agriculture & Cooperative Extension	\$ 2,016,795	\$ 2,422,541	\$ 2,204,566	\$ 2,152,741
Community Services	14,757,904	19,940,137	12,109,847	10,826,249
Planning & Development	11,051,891	10,856,980	10,183,606	10,070,044
Public Works	80,602,005	91,146,704	88,206,567	77,610,559
Total	108,428,595	124,366,362	112,704,586	100,659,593
General Fund Contribution				
Agriculture & Cooperative Extension	1,529,015	1,381,131	1,355,130	1,638,719
Community Services	2,410,768	2,948,819	8,837,314	9,277,872
Planning & Development	4,242,571	3,991,372	3,738,730	4,787,733
Public Works	2,710,105	2,709,524	2,696,124	2,704,164
Total	10,892,459	11,030,846	16,627,298	18,408,488
Use of Designations/Prior Fund Balances				
Agriculture & Cooperative Extension	25,300	180,000	153,000	153,000
Community Services	16,072,099	3,429,388	2,929,874	1,447,984
Planning & Development	704,328	1,884,174	1,326,198	199,061
Public Works	10,954,560	21,844,198	27,352,438	23,766,347
Total	27,756,287	27,337,760	31,761,510	25,566,392
Operating Transfers In				
Agriculture & Cooperative Extension	94,653	40,860	4,600	4,600
Community Services	2,020,996	2,020,580	3,026,766	2,027,035
Planning & Development	--	25,000	19,000	--
Public Works	3,692,602	1,075,393	1,915,863	9,900
Total	5,808,251	3,161,833	4,966,229	2,041,535
Other Miscellaneous Financing Sources				
Community Services	627,968	843,756	(2,621,143)	(2,650,653)
Public Works	4,306,903	--	--	--
Total	4,934,871	843,756	(2,621,143)	(2,650,653)
Total Source of Funds	\$ 157,820,463	\$ 166,740,557	\$ 163,438,480	\$ 144,025,355

Community Resources and Public Facilities Functional Group

The Community Resources and Public Facilities Functional Group includes the Agriculture Commissioner, Community Services, Public Works and Planning and Development Departments.

Strategic Values

We are committed to efficiently providing, operating and maintaining public works infrastructure, facilities, parks and services to make everyday life as safe and convenient as possible for the public we serve. We plan for and promote reasonable, productive, safe and sustaining uses of our land to foster economic, social, cultural, recreational and environmental prosperity across the county.

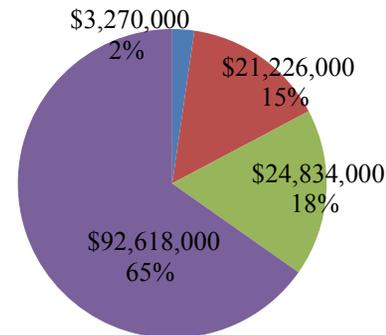
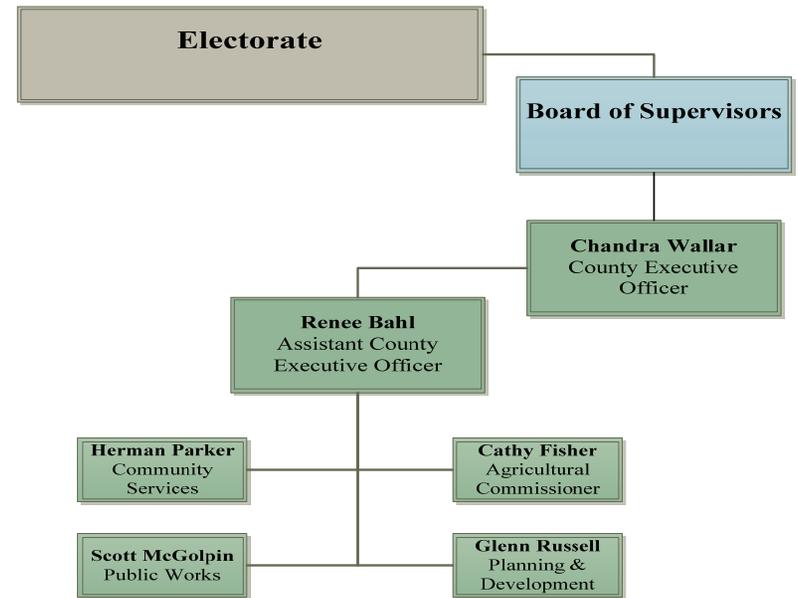
Strategic Purpose

The distinct purpose of the Community Resources and Public Facilities Functional Group is to enhance residents' quality of life by:

- Unifying and balancing land use, public infrastructure, public health and agriculture needs;
- Maintaining safe roads and public water systems;
- Collaborating with communities to design plans for residential, commercial and agricultural uses;
- Promoting and protecting a healthy agriculture economy;
- Providing natural, cultural and recreational resources for public use;
- Empowering residents and organizations in transitional and affordable housing;
- Promoting the County as a cultural arts destination;
- Funding libraries in cities and the county, and
- Maintaining a system of 70 parks.

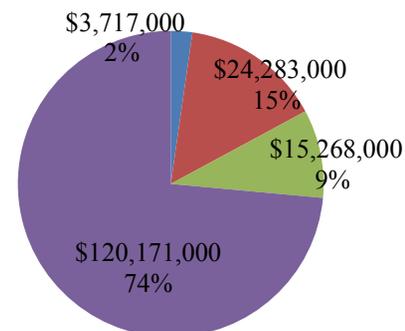
Strategic Goals

- Initiate the update of the Wine Ordinance provisions to address community and business interests
- Divert 68% of the county's overall waste to recycling
- Deliver the Goleta Transportation Improvement Plan update in calendar year 2012 and commence the Orcutt Transportation Improvement Plan update
- Reduce homeowner's energy usage by 32% for those who participate in EmPowerSBC
- Implement an on-line camping reservation system to facilitate the public's reservation process at Jalama and Cachuma County campground
- Reduce the average number of days to resolve building code violations by 10%
- Develop Light Brown Apple Moth regulator program to eradicate the insect pests from Santa Barbara County.



**Group Total Budget
FY2002-03 Adopted**

- Ag. Commissioner
- Community Services
- Planning & Development
- Public Works



**Group Total Budget
FY2012-13 Recommended**

- Ag. Commissioner
- Community Services
- Planning & Development
- Public Works

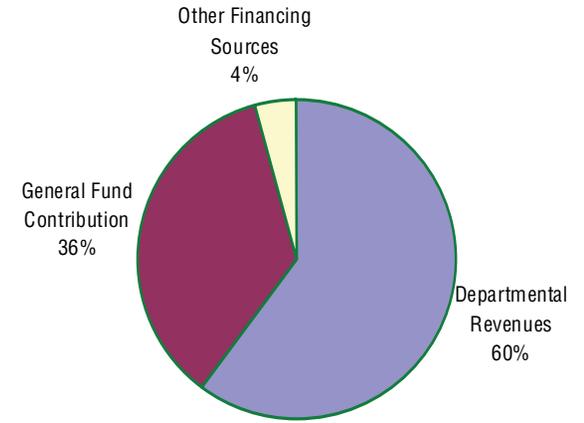
AGRICULTURAL COMMISSIONER/WEIGHTS & MEASURES

Budget & Staffing	
Operating \$	3,717,296
Capital	-
FTEs	27.0

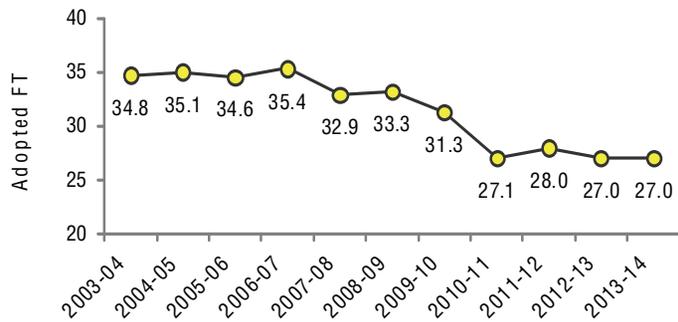
Cathleen Fisher
Department Director

**Agricultural
Commissioner/ Sealer
of Weights and
Measures**

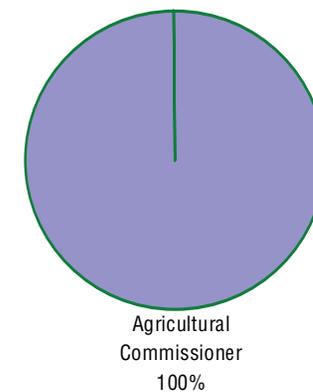
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



AGRICULTURAL COMMISSIONER/WEIGHTS & MEASURES

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Agricultural Commissioner	\$ 3,295,940	\$ 4,024,532	\$ 3,782,696	\$ 4,014,460
Cooperative Extension	203,978	--	--	--
Operating Sub-Total	3,499,918	4,024,532	3,782,696	4,014,460
Less: Intra-County Revenues	(1,241)	--	(65,400)	(65,400)
Expenditure Total	3,498,677	4,024,532	3,717,296	3,949,060
<i>Other Financing Uses</i>				
Operating Transfers	2,786	--	--	--
Designated for Future Uses	164,300	--	--	--
Department Total	\$ 3,665,763	\$ 4,024,532	\$ 3,717,296	\$ 3,949,060

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 1,881,245	\$ 2,112,929	\$ 1,954,396	\$ 2,032,399
Overtime	1,029	5,500	2,501	2,500
Extra Help	17,985	--	--	--
Benefits	857,059	1,086,568	1,033,625	1,184,146
Salaries & Benefits Sub-Total	2,757,318	3,204,997	2,990,522	3,219,045
Services & Supplies	742,600	819,535	792,174	795,415
Operating Sub-Total	3,499,918	4,024,532	3,782,696	4,014,460
Less: Intra-County Revenues	(1,241)	--	(65,400)	(65,400)
Expenditure Total	\$ 3,498,677	\$ 4,024,532	\$ 3,717,296	\$ 3,949,060

Source of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,550,970	\$ 1,932,901	\$ 1,803,566	\$ 1,751,741
Other Charges for Services	373,191	370,000	385,400	385,400
Miscellaneous Revenue	93,875	119,640	81,000	81,000
Revenue Sub-Total	2,018,036	2,422,541	2,269,966	2,218,141
Less: Intra-County Revenues	(1,241)	--	(65,400)	(65,400)
Revenue Total	2,016,795	2,422,541	2,204,566	2,152,741
<i>General Fund Contribution</i>				
	1,529,015	1,381,131	1,355,130	1,638,719
<i>Other Financing Sources</i>				
Operating Transfers	94,653	40,860	4,600	4,600
Use of Prior Fund Balances	25,300	180,000	153,000	153,000
Department Total	\$ 3,665,763	\$ 4,024,532	\$ 3,717,296	\$ 3,949,060

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$1,638,719 displayed in the summary table above includes a projected General Fund Contribution of \$1,437,535 and a projected budget gap of \$201,194.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Agricultural Commissioner	26.0	28.0	27.0	27.0
Total Permanent	26.0	28.0	27.0	27.0
<i>Non-Permanent</i>				
Extra Help	0.6	--	--	--
Total FTEs	26.6	28.0	27.0	27.0

Note: FTE 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.

Department Description

The Agricultural Commissioner's Office fulfills its mission by enforcing federal, state, and local regulations. The pesticide use enforcement program ensures the safe and legal use of pesticides by conducting random and unannounced inspections of pesticide applications. Inspection results verify compliance or identify areas that need correction. The plant quarantine and pest prevention program seeks to prevent the introduction of exotic pests harmful to agriculture and the environment. This program also provides services to agriculture such as issuing phytosanitary certificates that allow local products to enter the channels of trade around the world. The weights and measures program protects business and consumers by ensuring fairness in the marketplace. Inspectors check the accuracy of almost 6,000 commercial devices in the County each year. The department also provides education and outreach to farmers, farm workers, businesses, and the public on regulatory compliance, integrated pest management, reduced risk pesticide use, and pests of concern. Additionally the department has a contract with University of California Cooperative Extension so they can provide research and education to farmers, and administer the 4 H program.

2011-12 Anticipated Accomplishments

- Created a bilingual program to provide outreach, education, and training to the agricultural community to enhance communication between stakeholders and improve regulatory compliance by presenting trainings in a more appropriate and relevant manner.
- Detected and eradicated Chrysanthemum white rust in several cut flower nurseries in Carpinteria. The department worked closely with the United States Department of Agriculture (USDA) and California Department of Food and Agriculture (CDFA) personnel to eradicate this serious plant disease.
- Detected and began an eradication project for the highly invasive parasitic weed Japanese dodder found in Lompoc. This will be a long term process that will require several years of monitoring by the department. The California Conservation Corp assisted with the initial removal of the pest.
- Inspected almost 6,000 commercial weighing and measuring devices for accuracy.
- Participated in several multi-county prosecutions of weights and measures violations that resulted in judgments awarding cost recovery to the department.
- Facilitated an agreement with the Community Services Department to outsource the Agriculture Department's Information Technology Specialist. This agreement resulted in cost savings and improved IT support for the two departments.

AGRICULTURAL COMMISSIONER/WEIGHTS & MEASURES

Department Summary (cont'd)

- Published a well-received quarterly newsletter that describes the valuable services that the department provides and allows for other agencies to circulate important information regarding their services to the agricultural community and the general public.
- Increased the department's involvement with Integrated Pest Management (IPM) by attending IPM meetings, assisting school districts with developing their own IPM programs, helping mediate issues regarding pesticide use on school grounds, and providing information to individual neighborhoods to help them address insect pest and disease problems in a responsible manner.
- Participated in a variety of outreach events such as SolFood Festival, the Day of the Farm Worker, Santa Barbara Spanish Days Festival, and Career Days at local schools to increase public awareness of the department.
- Enabled U.C. Cooperative Extension to continue to conduct research and provide technical assistance for growers and to provide oversight of key programs such as 4-H and Master Gardener.

2012-14 Objectives

The focus of the department is the continued delivery of basic services. Each of the Department's divisions will undertake projects that specifically support 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;
- Continuing 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

Proposed Strategic Actions:

- Continue to develop efficiencies as proposed by departmental task forces.
- Utilize technology to provide self-access training modules for growers.

AGRICULTURAL COMMISSIONER/WEIGHTS & MEASURES

Department Summary (cont'd)

- Staff two branch offices on an as-needed basis to more closely tailor staffing levels to demand for services.
- Identify and track individual employee's training needs with a focus on succession planning and skill building.
- Implement new timesheet database program to capture all hours from department staff and use that information to compile state monthly reports and complete contract invoices.
- Utilize the statewide pesticide use permit system to increase industry's online use report capability.
- Continue sharing department resources (IT specialist, entomologist, and plant pathologist) with other departments and agencies.
- Expand the working partnership with San Luis Obispo County to address mutual inspection and certification issues.
- Continue to use department staff as a labor source for Weed Management Area projects to generate new revenue.

Goal 2: Community Health and Safety – A Safe and Healthy Community in Which to Live, Work, and Visit

Proposed Strategic Actions:

- Continue to complete investigations into pesticide-related illnesses and public complaints in a timely and accurate fashion and take appropriate enforcement action.
- Continue to provide outreach and training to growers, licensees, and the public to ensure the dissemination of accurate information regarding pesticide use.
- Increase pesticide use enforcement staff time in the field while increasing pesticide application inspections to ensure that those applications are done correctly, field workers and applicators are protected, and records are kept as required.
- Through the collaborative Weed Management Area program, continue 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

Proposed Strategic Actions:

- Develop Light Brown Apple Moth regulatory program with USDA and CDFA to eradicate this insect pest from Santa Barbara County and facilitate continued certification of fruit and vegetable exports to Canada and Mexico.
- Expand use of technology to encourage successful exporting of agricultural products.

- Install a water meter test bench to enable the department to test the accuracy of water utility meters in mobile home parks.
- Continue to provide assistance in land use issues through partnering with the Planning & Development Department, providing support for the Agriculture Advisory Committee, and chairing the Ag Preserve Advisory Committee.
- Continue to support UC Cooperative Extension in providing research on new fruit and vegetable varieties and new growing technologies for agriculture.

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

Proposed Strategic Actions:

- Conduct inspections of incoming plant material and commercial nurseries in order to protect California agriculture and the environment and facilitate the safe and legal movement of plants, locally and internationally.
- Expand opportunities for providing educational forums on agricultural, environmental, and consumer programs to residents of Santa Barbara County.
- Continue our leadership in the Weed Management Area to obtain funding for projects that control or eliminate non-native weeds in Santa Barbara County.
- Play an active role in the County's Integrated Pest Management efforts.

Goal 5: Families and Children – A Community that Fosters the Safety and Well-Being of Families and Children

Proposed Strategic Actions:

- Continue to provide funding for UC Cooperative Extension to ensure their continued presence in Santa Barbara County and their ability to run nutrition education, agricultural research, and 4-H programs.

Expand contact with schools to develop new and enhance existing Integrated Pest Management programs.

AGRICULTURAL COMMISSIONER/WEIGHTS & MEASURES

Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

There will be a net decrease of one FTE from 2011-12 Adopted to the 2012-13 Recommended. The Agricultural Commissioner has a projected staff of 27 employees. The Department has offices in Santa Barbara, Santa Maria, Lompoc, Carpinteria, and Solvang. As a result of the economic downturn, the department has reduced its budgeted staffing level over the last 6 years from 35.4 FTE's in FY 06-07 to a recommended staffing level of 27.0 FTE's in FY 12-13. The department has held positions vacant, returned funds to the general fund balance at year end, and reduced positions in the subsequent budget cycle to offset increases in salary, retirement, and benefit costs. This has resulted in a reduction of 8.4 FTE's or a 24% decrease in positions since FY 06-07.

Expenditures:

Operating expenditures decreased \$242,000 to \$3,783,000 from the Adopted Budget of \$4,025,000. This 6.0% decrease is the result of:

- \$215,000 – Negotiated salary and benefit concessions (-\$135,000), and unfunding an Agricultural Biologist position (-\$80,000);
- -\$14,000 – Decreases in services and supplies due to a decrease in contractual services;
- -\$13,000 – Decrease in other charges due to reduction in operating costs.

Revenues:

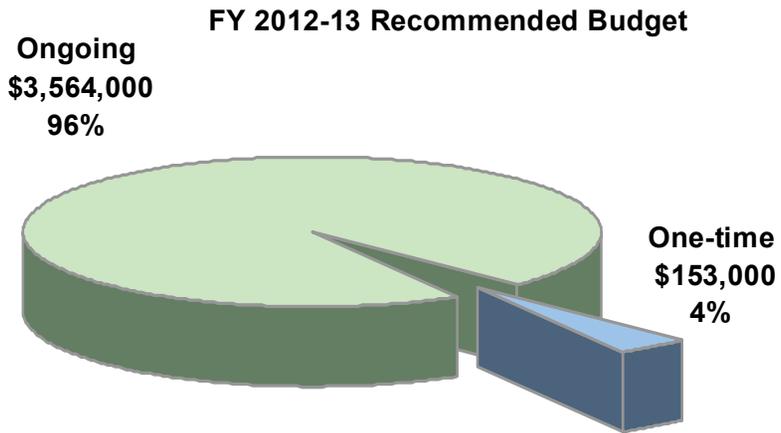
Revenues decreased \$242,000 to \$3,783,000 from the Adopted Budget of \$4,025,000. This 6.0% decrease was the result of:

- -\$26,000 decrease in base General Fund General Revenue;
- -\$129,000 decrease in State and Federal pest management contracts;
- -\$39,000 decrease in Federal grants for Weed Management Area projects;
- -\$27,000 decrease in use of prior fund balance;
- -\$36,000 decrease in vehicle reimbursement
- +\$15,000 increase in charges for services
- +\$110,000 increase in General Fund General Revenue to replace 50% of identified structural imbalance within the department. This policy was uniformly applied to all departments.

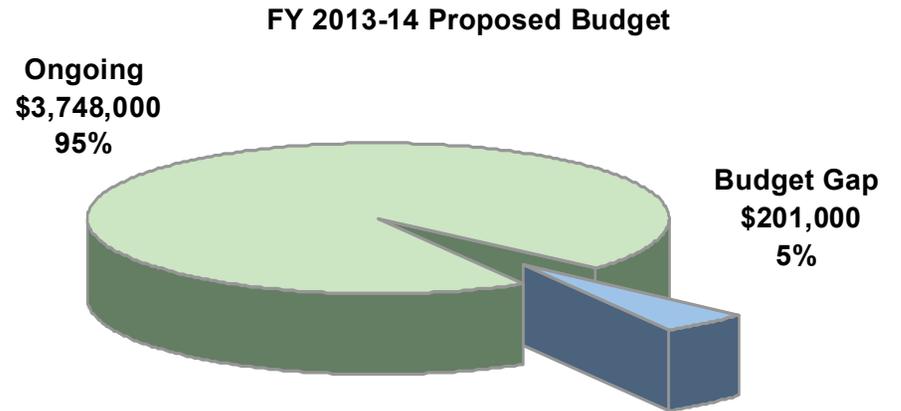
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

There is no net change in staffing proposed. The Proposed Budget's operating expenditures will increase \$232,000 to \$4,015,000 from the prior year's Recommended of \$3,783,000. This 6.1% increase is the result of a \$229,000 increase in salaries due to expiration of negotiated concessions and increased retirement contributions; a \$15,000 increase in operational charges; and a \$12,000 decrease in services and supplies. The Proposed Budget's operating revenues will decrease \$52,000 to \$2,376,000 from the prior year's Recommended of \$2,428,000. This 2.1% decrease is the result of a \$52,000 reduction in State and Federal pest management contracts.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of 400 planned pesticide monitoring inspections (Target = 100%)	79%	97%	100%	100%
Percent of 8000 error free phytosanitary certificates required for exporting agriculture goods. (Target = 100%)	99%	100%	100%	100%
Percent of 24 outreach session participants satisfied or highly satisfied with the content and presentation. (Target = 75%)	50%	75%	75%	75%



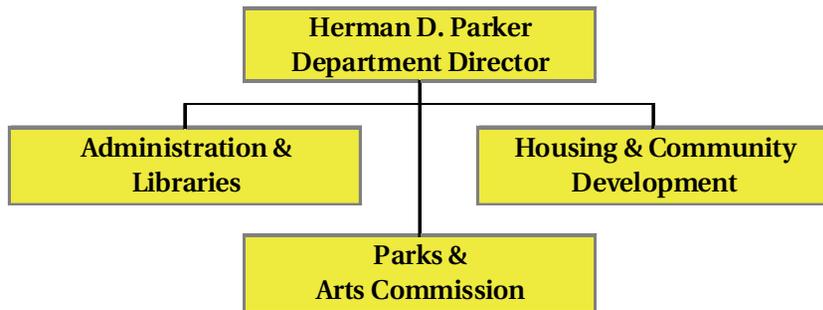
The FY 2012-13 Recommended Budget relies on a one-time source to fund 4% of the department's ongoing operations. This is \$153,000 from the Department Savings Designation. These funds allowed the department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2013-14.



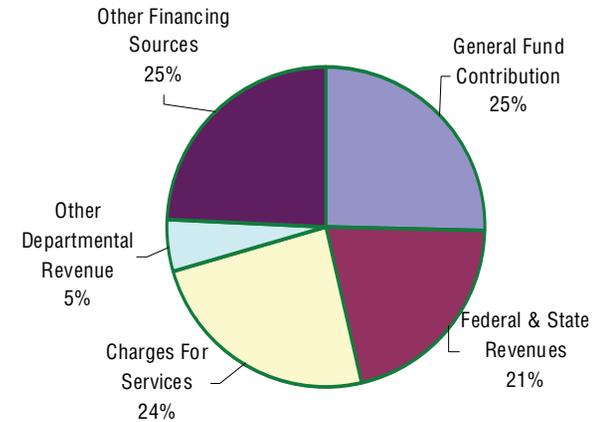
To maintain FY 2012-13 service levels, it is estimated that \$3,949,000 of funding will be required in FY 2013-14. Of this amount, it is projected that \$3,748,000 will be available through ongoing sources (including \$1,400,000 in General Fund Contribution). An additional \$201,000 must be identified to prevent the need for service level reductions.

COMMUNITY SERVICES

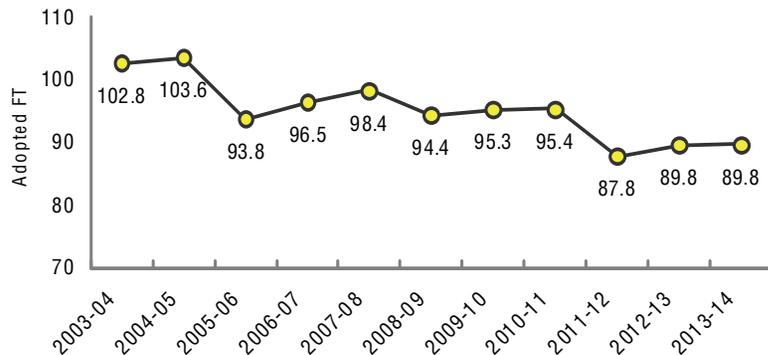
Budget & Staffing	
Operating \$	17,909,047
Capital	2,596,200
FTEs	89.8



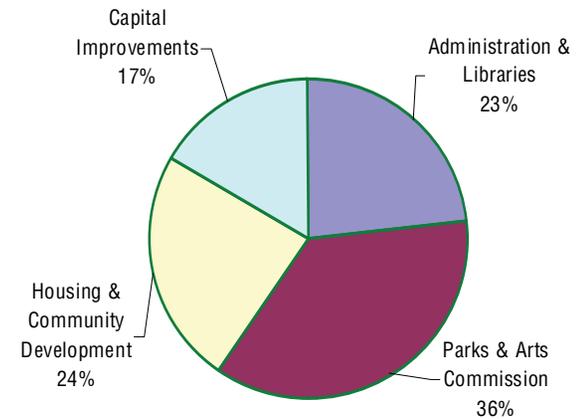
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



MISSION STATEMENT

To provide community, cultural, and recreational resources that sustain and enhance quality of life for all who live, work and play in Santa Barbara County.

Department Description

The Community Services Department (CSD) administers a variety of services and resources that enhance quality of life for all who live, work, and play in Santa Barbara County. The Department was formed by the Board of Supervisors in Fiscal Year 2011-2012 to improve operational efficiency and promote collaboration between previous stand-alone functions in Parks, Library Services, Arts Commission, and Housing and Community Development. In partnership with community-based organizations, the Community Services Department leverages federal, state and local dollars, “*connecting people to opportunities*” related to recreation, housing, life-long learning, arts and culture.

The new combined operating and capital budgets are presented in three distinct financial statements by division as follows: Administration & Libraries Administration Division (previously included in General County Programs); Housing & Community Development Division; and Parks & Arts Commission Division.

2011-12 Anticipated Accomplishments

Community Services

- Established new oversight structure for services under Housing and Community Development, Parks, Libraries and Arts Commission.
- Developed a cohesive identity and branding for new Department, including a mission statement, a vision statement, a set of values and a distinctive logo.
- Facilitated cross-functional collaboration in areas such as grant administration, community events, goal-setting and fiscal operations.

Libraries

- Maintained inter-jurisdictional efforts to coordinate library services countywide by providing \$3.1 million for seventeen libraries.

Housing and Community Development

- Administered federal and local funds for homeless prevention, countywide warming centers and emergency shelters; selected an interim provider to operate the Bridgehouse Shelter on behalf of the County within the Lompoc area.
- In partnership with various cities, provided funding of \$7.2 million to five affordable housing projects, resulting in 192 affordable housing units being developed.
- Established homeowner access to \$20 million of emPowerSBC Home Upgrade Loans through unique partnership with local credit unions. Completed home upgrades average 40% energy savings. Helped over 100 local building professionals access discounted or free home performance trainings.
- Awarded and distributed \$1.8 million of Community Development Block Grant funding for the completion of the Public Health Clinic elevator, the New Cuyama

COMMUNITY SERVICES

Department Summary

Recreation Center, accessibility improvements for the cities of Solvang and Buellton, code enforcement activities for the City of Lompoc, and the Public Health Animal Shelter.

Parks

- Completed the installation of four yurts and four cabins at Cachuma Lake and seven cabins at Jalama Beach; generating revenue to support Parks operations.
- Established an online Reservation System for day use park areas, cabins and large group areas at Jalama Beach; and cabins, yurts and large group areas at Cachuma Lake Recreation Area.
- Constructed and re-opened the Guadalupe Dunes Road that was washed out in the March 2010 storms, providing beach access for residents and visitors of North County five days per week.
- Completed the construction of a restroom/shower facility in the Mohawk camping area at Cachuma Lake, providing new American Disability Act (ADA) accessible facilities for patrons.
- Negotiated and established a new concession agreement restoring the marina, camp store and gas station facility, providing new amenities to enhance visitor experience at Cachuma Lake Recreation Area.
- Completed Cachuma Lake Fire Suppression Tank, providing an additional 200,000 gallons of water storage capacity.

Arts

- Engaged more than 150 nonprofits countywide to complete audience surveys and provide budget data as part of a contract with Americans for the Arts ‘Arts Economic Prosperity Study IV’. Results to be released in June of 2012 will demonstrate the economic impact of arts and cultural nonprofits and related cultural tourism in Santa Barbara County.
- Developed a new Cultural Arts Enrichment Grant program through a partnership with the Santa Barbara Bowl Foundation that provided \$30,000 of funding support to rural and underserved communities throughout Santa Barbara County.
- Increased access to the arts and community engagement through a series of four free cultural activities including eight exhibitions in four public galleries/spaces, completion of ‘Let’s Swim!’ public art component and community celebration in Cuyama, and more than 15 free events including the ‘Gotta Sing! Gotta Dance!’ film series, and ‘Pianos on State’ made possible through a series of public/private partnerships.

2012-14 Objectives

The Community Services Department envisions an innovative, inclusive, and collaborative approach to providing a comprehensive approach to enhance the quality of life through parks and open space, recreation services, arts and culture, library services, quality housing opportunities, human services and environmental stewardship, all integral to a vibrant community. The Department'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 communities in which to live, work, and visit;

Goal 3: ECONOMIC VITALITY: A community that is economically vital & sustainable;

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.

Key Projects:

- Implement countywide safety inspection program for all County parks and open spaces to ensure health and safety of park visitors.
- Explore the feasibility to expand recreational programming in Cuyama and other County locations.
- Develop marketing and promotional programs to increase park visitorship and enhance appreciation of the County park system. Continue to seek efficiencies and opportunities to reduce on-going operational costs in the park system.
- Distribute and promote results of the Americans for the Arts 'Arts and Economic Prosperity IV Study' that will provide details on the economic impact of nonprofit arts and cultural organizations and their audiences in Santa Barbara County.
- Convert all Arts and Cultural grant applications and requests for proposals (RFP's) to online submittal and review process.
- Conduct at least four public events, including Brown Bag Arts Lunches and Annual Arts Symposium to provide opportunities for community dialogue on arts issues.
- Continue to enhance the availability of current reading materials in a variety of formats that meet the needs and interests of the community.
- Implement new countywide homeless management information system software to facilitate data collection and evaluation of homeless assistance and homelessness prevention program beneficiaries.
- Continue to collect data regarding homeless needs and services that will benefit the Continuum of Care Program; this will include conducting the biennial homeless count.
- Facilitate increase in homeowner use of emPowerSBC loans and create program continuance plan.
- Inspect and monitor housing projects twice a year to ensure programmatic and regulatory compliance.
- Continue to conduct public notices of funding available and submit required Action Plan to Housing and Urban Development (HUD) and begin development of the next Five Year Consolidated Plan to ensure timely expenditures of grant funds.

COMMUNITY SERVICES

Department Summary (cont'd)

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
Administration & Libraries Admin.	\$ --	\$ --	\$ 3,394,343	\$ 3,423,874
Housing & Community Development	11,687,832	15,404,988	6,701,510	6,287,012
Parks & Arts Commission	24,201,903	13,777,692	14,186,805	11,217,601
Department Total	<u>\$ 35,889,735</u>	<u>\$ 29,182,680</u>	<u>\$ 24,282,658</u>	<u>\$ 20,928,487</u>

Source of Funds Summary

Administration & Libraries Admin.	--	--	3,394,343	3,423,874
Housing & Community Development	11,687,832	15,404,988	6,701,510	6,287,012
Parks & Arts Commission	24,201,903	13,777,692	14,186,805	11,217,601
Department Total	<u>\$ 35,889,735</u>	<u>\$ 29,182,680</u>	<u>\$ 24,282,658</u>	<u>\$ 20,928,487</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
General Fund Contribution				
Administration & Libraries Admin.	--	--	3,224,343	3,253,874
Housing & Community Development	623,093	843,756	603,200	603,221
Parks & Arts Commission	2,410,768	2,948,819	2,388,628	2,770,124
Department Total	<u>\$ 3,033,861</u>	<u>\$ 3,792,575</u>	<u>\$ 6,216,171</u>	<u>\$ 6,627,219</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
Administration & Libraries Admin.	--	--	4.0	4.0
Housing & Community Development	10.2	14.0	12.0	12.0
Parks & Arts Commission	78.2	73.8	73.8	73.8
Department Total	<u>88.4</u>	<u>87.8</u>	<u>89.8</u>	<u>89.8</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
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Outcome Measures

Percentage of low and moderate income residents whose lives are improved through federally funded programs that provide housing, shelters, rehabilitated facilities, and safety net services. (Target = 35%)	38%	35%	35%	35%
Percentage of energy use saved by homeowners participating in the emPowerSBC Program. (Target = 35%)	NA	30%	32%	35%
Percentage of returning visitors at camping parks. (Target = 50%)	NA	NA	35%	50%

ADMINISTRATION & LIBRARIES

Division Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ --	\$ --	\$ 662,005	\$ 690,939
Libraries Administration	--	--	2,732,338	2,732,935
Department Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 3,394,343</u>	<u>\$ 3,423,874</u>

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ --	\$ --	\$ 439,222	\$ 442,117
Overtime	--	--	700	700
Benefits	--	--	200,508	226,547
Salaries & Benefits Sub-Total	--	--	640,430	669,364
Services & Supplies	--	--	2,753,913	2,754,510
Expenditure Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 3,394,343</u>	<u>\$ 3,423,874</u>

Source of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>General Fund Contribution</i>				
	--	--	3,224,343	3,253,874
<i>Other Financing Sources</i>				
Operating Transfers	--	--	170,000	170,000
Department Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 3,394,343</u>	<u>\$ 3,423,874</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Community Services	--	--	4.0	4.0
Total FTEs	<u>--</u>	<u>--</u>	<u>4.0</u>	<u>4.0</u>

Notes: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

Libraries Administration was previously reported within General County Programs for Fiscal Years 2010-11 and 2011-12.

Administration & Libraries Administration Division

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

There will be an increase of 4.0 FTEs from the 2011-12 Adopted budget to the 2012-13 Recommended budget. In the creation of the new Community Services Department one position was transferred from Housing and Community Development and three positions from Parks.

Expenditures

Increase of \$3.4 million. This increase is the result of:

- Salaries and Benefits – increase of \$0.6 million due to the creation of 4.0 FTE in Community Services Administration.
- Services & Supplies - increase of \$2.7 million due to the transfer of General Fund library pass-through contribution to Community Services for contractual services with the cities to provide library service countywide.

Revenues

Increase of \$3.4 million. This increase is the result of:

- General Fund Contribution – increase of \$3.2 million is primarily due to the transfer of \$2.6 million of General Fund pass-through contribution to assist in funding library services throughout the County and \$0.6 million for the administration of the new department.

HOUSING & COMMUNITY DEVELOPMENT
Division Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
HCD Administration	\$ 622,247	\$ 674,282	\$ 592,759	\$ 611,539
Grants Administration	4,606,401	9,419,251	3,175,325	3,201,730
Property Management	211,241	133,956	189,815	198,408
Community Program Support	600,707	1,758,916	300,000	300,000
Municipal Energy Financing	458,047	1,349,038	916,100	552,400
Operating Sub-Total	6,498,643	13,335,443	5,173,999	4,864,077
Less: Intra-County Revenues	(178,810)	(207,905)	--	--
Expenditure Total	6,319,833	13,127,538	5,173,999	4,864,077
<i>Other Financing Uses</i>				
Operating Transfers	2,531,544	1,941,267	1,197,666	1,102,935
Designated for Future Uses	2,836,455	336,183	329,845	320,000
Department Total	\$ 11,687,832	\$ 15,404,988	\$ 6,701,510	\$ 6,287,012

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 861,495	\$ 1,161,803	\$ 927,234	\$ 941,521
Overtime	2,284	--	--	--
Extra Help	1,004	121,279	--	--
Benefits	385,039	578,158	514,630	573,768
Salaries & Benefits Sub-Total	1,249,822	1,861,240	1,441,864	1,515,289
Services & Supplies	4,923,614	10,031,790	3,432,135	3,048,788
Contributions	325,207	1,442,413	300,000	300,000
Operating Sub-Total	6,498,643	13,335,443	5,173,999	4,864,077
Less: Intra-County Revenues	(178,810)	(207,905)	--	--
Expenditure Total	\$ 6,319,833	\$ 13,127,538	\$ 5,173,999	\$ 4,864,077

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 42,922	\$ 37,794	\$ 38,800	\$ 38,700
Federal & State Revenues	4,429,237	11,482,391	4,022,447	3,772,449
Other Charges for Services	221,282	259,905	147,000	147,000
Miscellaneous Revenue	727,829	415,000	699,000	424,000
Revenue Sub-Total	5,421,270	12,195,090	4,907,247	4,382,149
Less: Intra-County Revenues	(178,810)	(207,905)	--	--
Revenue Total	5,242,460	11,987,185	4,907,247	4,382,149
General Fund Contribution	623,093	843,756	603,200	603,221
<i>Other Financing Sources</i>				
Operating Transfers	829,584	1,001,230	852,566	907,835
Use of Prior Fund Balances	4,992,695	1,572,817	338,497	393,807
Department Total	\$ 11,687,832	\$ 15,404,988	\$ 6,701,510	\$ 6,287,012

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
HCD Administration	4.3	4.0	3.0	3.0
Grants Administration	3.2	6.0	4.5	4.5
Property Management	1.9	1.0	1.5	1.5
Municipal Energy Financing	0.9	3.0	3.0	3.0
Total Permanent	10.2	14.0	12.0	12.0
<i>Non-Permanent</i>				
Extra Help	0.0	--	--	--
Total FTEs	10.2	14.0	12.0	12.0

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

HOUSING & COMMUNITY DEVELOPMENT

Division Summary

Housing & Community Development Division

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

There will be a decrease of 2.0 FTEs from the 2011-12 Adopted budget to the 2012-13 Recommended budget. The Chief Financial Officer was transferred to Community Services and a Housing Specialist was unfunded due to a decrease in the County's allocation of federal entitlement grants. The reduction of the Housing Specialist may result in less oversight for administration and monitoring of grantees that receive these federal funds.

Expenditures

Net decrease of \$8.2 million. This 61% decrease is the result of:

- Salaries and Benefits – decrease of \$0.4 million due to transferring the Chief Financial Officer position to Community Services Administration and funding decrease for the staffing of the Human Services program.
- Services and Supplies – decrease of \$7.7 million:
 - Decrease of \$4.8 million for completion of affordable housing HOME funded projects: Rancho Hermosa, Cypress Court, Dahlia Court and Santa Rita Village.
 - Decrease of \$1.8 million for the completion of Community Development Block Grant funded projects including the Public Health Clinic elevator, the New Cuyama Recreation Center accessibility improvements for the cities of Solvang and Buellton, code enforcement activities for the City of Lompoc, and the Public Health Animal Shelter.
 - Decrease of \$1.2 million due to funding decreases for the Human Services program and local conference and visitor bureaus. This will result in service level reductions that provide funding to over 50 nonprofit agencies and 14 regional conference and visitors bureaus.
 - Decrease of \$0.3 million for reimbursable costs related to emPowerSBC program delivery including marketing efforts.

Revenues

Net decrease of \$7.3 million. This 60% decrease is the result of:

- Decrease of \$4.8 million for completion of affordable housing HOME funded projects: Rancho Hermosa, Cypress Court, Dahlia Court and Santa Rita Village.
- Decrease of \$1.8 million for the completion of Community Development Block Grant funded projects including the Public Health Clinic elevator, the New Cuyama Recreation Center, accessibility improvements for the cities of Solvang and Buellton, code enforcement activities for the City of Lompoc, and the Public Health Animal Shelter.

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PARKS & ARTS COMMISSION
Division Summary

- Decrease of \$0.3 million for reimbursable costs related to emPowerSBC program delivery including marketing efforts.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration and Recreation	\$ 1,999,491	\$ 2,063,863	\$ 1,339,041	\$ 1,383,151
North County Parks & Open Spaces	5,113,098	4,982,546	2,138,126	2,252,144
Mid County Parks & Open Spaces	--	--	2,790,665	2,880,465
South County Parks & Open Spaces	2,596,883	2,592,151	2,386,059	2,503,526
Arts Commission	702,065	691,420	686,814	704,015
Operating Sub-Total	10,411,537	10,329,980	9,340,705	9,723,301
Less: Intra-County Revenues	(181,581)	--	--	--
Operating Total	10,229,956	10,329,980	9,340,705	9,723,301
<i>Non-Operating Expenditures</i>				
Capital Assets	3,282,797	1,685,909	2,596,200	699,400
Expenditure Total	13,512,753	12,015,889	11,936,905	10,422,701
<i>Other Financing Uses</i>				
Operating Transfers	644,227	348,842	1,326,400	271,400
Designated for Future Uses	10,044,923	1,412,961	923,500	523,500
Department Total	\$ 24,201,903	\$ 13,777,692	\$ 14,186,805	\$ 11,217,601

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 4,099,833	\$ 3,935,936	\$ 3,116,601	\$ 3,169,279
Overtime	29,888	16,109	16,200	16,200
Extra Help	575,804	661,710	810,085	810,969
Benefits	2,066,117	2,141,508	1,775,550	1,985,084
Salaries & Benefits Sub-Total	6,771,642	6,755,263	5,718,436	5,981,532
Services & Supplies	3,639,895	3,574,717	3,622,269	3,741,769
Operating Sub-Total	10,411,537	10,329,980	9,340,705	9,723,301
Less: Intra-County Revenues	(181,581)	--	--	--
Operating Total	10,229,956	10,329,980	9,340,705	9,723,301
<i>Non-Operating Expenditures</i>				
Capital Assets	3,282,797	1,685,909	2,596,200	699,400
Expenditure Total	\$ 13,512,753	\$ 12,015,889	\$ 11,936,905	\$ 10,422,701

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 9,511	\$ 22,193	\$ 10,300	\$ 10,300
Federal & State Revenues	3,447,520	1,724,651	1,043,500	367,700
Other Charges for Services	5,467,799	5,580,911	5,649,400	5,588,100
Miscellaneous Revenue	772,195	625,197	499,400	478,000
Revenue Sub-Total	9,697,025	7,952,952	7,202,600	6,444,100
Less: Intra-County Revenues	(181,581)	--	--	--
Revenue Total	9,515,444	7,952,952	7,202,600	6,444,100
<i>General Fund Contribution</i>				
	2,410,768	2,948,819	2,388,628	2,770,124
<i>Other Financing Sources</i>				
Operating Transfers	1,191,412	1,019,350	2,004,200	949,200
Sale of Property	4,875	--	--	--
Use of Prior Fund Balances	11,079,404	1,856,571	2,591,377	1,054,177
Department Total	\$ 24,201,903	\$ 13,777,692	\$ 14,186,805	\$ 11,217,601

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration and Recreation	9.6	9.5	6.0	6.0
South County Parks & Open Spaces	17.5	16.4	15.0	15.0
North County Parks & Open Spaces	30.2	25.5	10.0	10.0
Arts Commission	2.8	2.7	2.8	2.8
Mid County Parks & Open Spaces	--	--	14.0	14.0
Total Permanent	60.1	54.0	47.8	47.8
<i>Non-Permanent</i>				
Contract	0.1	0.1	--	--
Extra Help	18.0	19.8	26.0	26.0
Total FTEs	78.2	73.8	73.8	73.8

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

PARKS & ARTS COMMISSION

Division Summary

Parks & Arts Commission Division

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

There will be no net change in total FTEs from the FY 2011-12 Adopted budget to the FY 2012-13 Recommended Budget. However, permanent staffing levels are being reduced by 6.2 FTE and non-permanent FTE are being increased by 6.2 FTE as follows:

- Reduction of 3.8 Permanent FTE that may result in service level reductions. Maintenance Plumber position (1.90) which may result in longer response times for plumbing repairs such as lift stations, Mechanic Welder (0.95) which may result in longer response times to repair patrol boats and other equipment, and a Water and Sewage Plant Operator (0.95) which may result in longer downtime for lift stations at the Cachuma Lake Recreation Area.
- Reduction of 3.8 Permanent FTE for transfers to the Community Service Administration Division and Public Works Department: Department Director (0.95), Executive Secretary (0.95), Business Manager (0.95) and Civil Engineer (0.95).
- Increase of 1.4 Permanent FTE to adjust salary savings assumptions from 5% in the prior year to 0% in the Recommended Budget to more accurately reflect expected operational staffing levels.
- Increases of 6.2 Non-Permanent FTE to assist with park entrance gate operations and life-guarding services at parks countywide.

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Expenditures

Net decrease of \$1.0 million. This 10% decrease is the result of:

- Salaries and Benefits – Decrease of \$1 million due to reduced service level FTE as previously indentified (\$0.35 million) and negotiated labor agreements, offset by increases in County retirement, health insurance, and other benefit rates (\$0.65 million, net). This also includes a minor reduction of \$35,000 in open space maintenance within County Service Area 3.

Revenues

Net decrease of \$0.8 million. This 9% decrease is the result of:

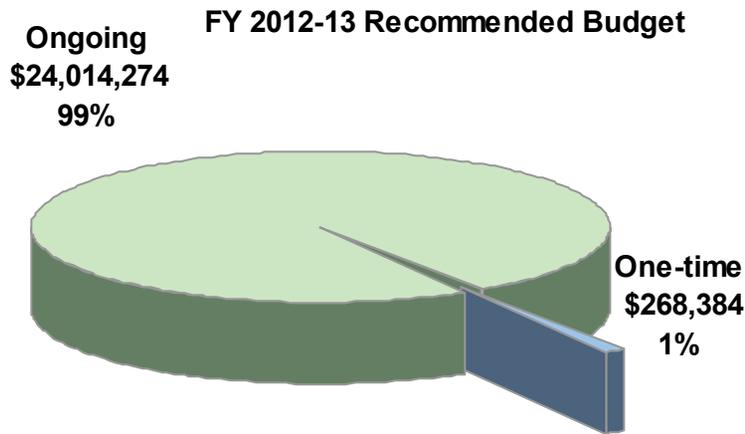
- Decrease of \$0.7 million from federal revenues due to the completion of the Cachuma Lake Fire Suppression Tank project funded by the American Recovery and Reinvestment Act (ARRA).
- Decrease of \$0.1 million related to various decreases in departmental revenues

Community Services Department

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

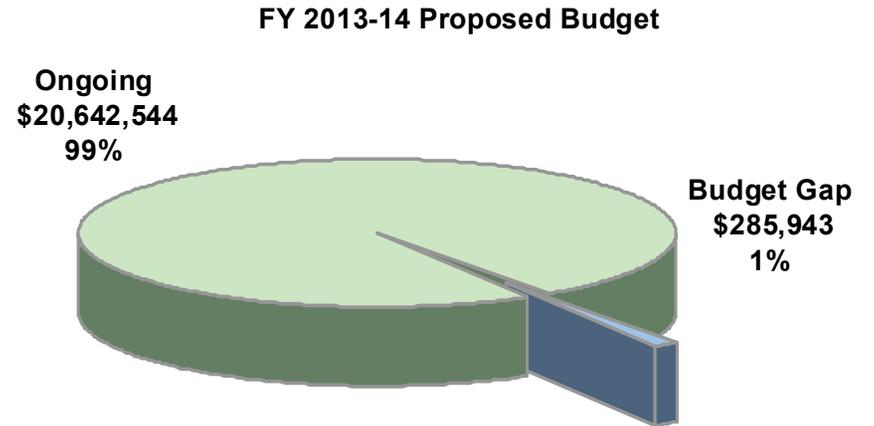
The possible impacts to revenues include: 1) Continued reductions in federal grant funding for HOME Investment Partnership Act and Community Development Block Grants and 2) Completion of the emPowerSBC Federal and State grants. At this time, the department projects that it will need to use approximately \$0.3 million of funds restricted for affordable housing administration to maintain projected service levels related to affordable housing. It is anticipated that new grants or program income will become available to support the emPowerSBC program.

Projected impacts to expenditures which are included in the Fiscal Year 2013-14 figures include an approximate \$0.4 million increase to Salaries and Benefits due to the expiration of union wage concessions and increases to retirement, health insurance and workers compensation costs. This increase may lead to additional service level impacts, but the department will continue to seek other revenue sources to mitigate potential service level impacts to the community.



The FY 2012-13 Recommended Budget relies on one-time sources to fund 1% of the department's ongoing operations including \$108,515 from the Shared Equity Affordable Housing Administration and \$159,869 from Affordable Housing Direct Administration fund balances.

**COMMUNITY SERVICES
Department Summary (cont'd)**

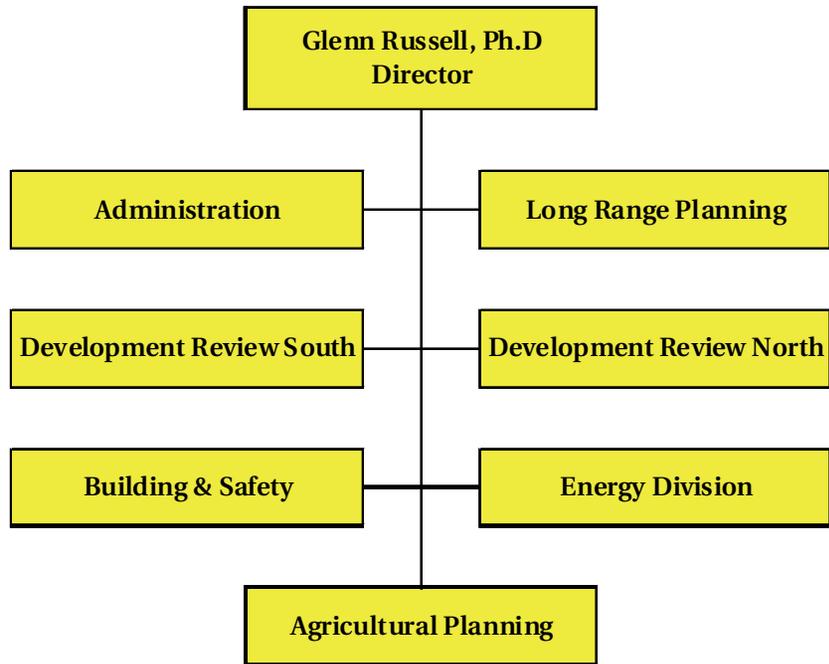


To maintain FY 2012-13 service levels, it is estimated that \$20.9 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$20.6 million will be available through ongoing sources (including \$6.3 million in General Fund Contribution). An additional \$0.3 million must be identified in revenue generation to prevent the need for service level reductions.

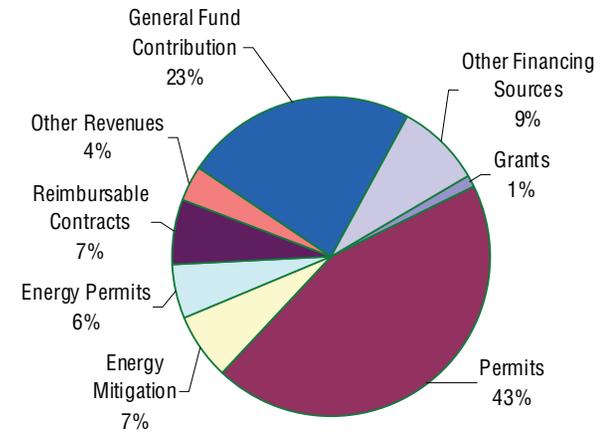
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PLANNING & DEVELOPMENT

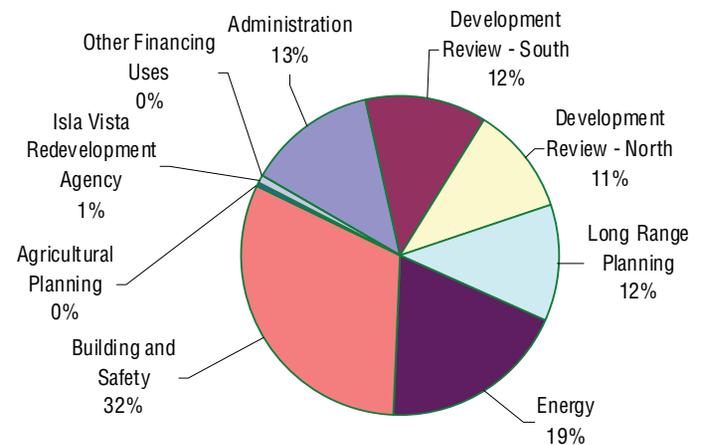
Budget & Staffing	
Operating \$	15,246,034
Capital	-
FTEs	87.1



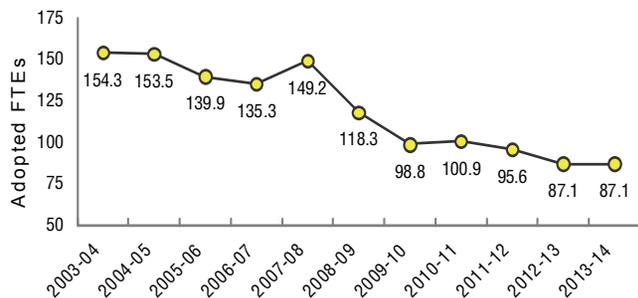
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



PLANNING & DEVELOPMENT

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 2,159,468	\$ 2,307,418	\$ 2,106,633	\$ 2,182,134
Development Review - South	2,069,041	1,879,783	1,932,403	2,016,703
Development Review - North	2,029,301	1,917,931	1,767,776	1,858,174
Long Range Planning	2,533,274	2,056,327	1,842,772	1,803,294
Energy	1,479,919	2,733,838	2,957,704	1,874,768
Building and Safety	4,795,858	5,291,659	5,005,968	5,250,396
Agricultural Planning	215,698	104,712	74,005	78,063
Redevelopment / Successor Agency	416,706	572,897	94,442	98,583
Operating Sub-Total	15,699,265	16,864,565	15,781,703	15,162,115
Less: Intra-County Revenues	(525,443)	(191,625)	(535,669)	(148,777)
Operating Total	15,173,822	16,672,940	15,246,034	15,013,338
<i>Non-Operating Expenditures</i>				
Capital Assets	14,093	--	--	--
Expenditure Total	15,187,915	16,672,940	15,246,034	15,013,338
<i>Other Financing Uses</i>				
Operating Transfers	80,715	25,000	19,000	--
Designated for Future Uses	730,160	59,586	2,500	43,500
Department Total	<u>\$ 15,998,790</u>	<u>\$ 16,757,526</u>	<u>\$ 15,267,534</u>	<u>\$ 15,056,838</u>
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 8,637,982	\$ 8,512,775	\$ 7,341,482	\$ 7,479,931
Overtime	9,375	2,100	2,150	2,150
Extra Help & Commission Stipends	116,974	109,624	150,890	151,181
Benefits	3,765,895	4,273,608	3,711,985	4,190,383
Salaries & Benefits Sub-Total	12,530,226	12,898,107	11,206,507	11,823,645
Services & Supplies	2,535,264	2,344,530	2,798,361	2,679,670
Contributions	633,775	1,621,928	1,776,835	658,800
Operating Sub-Total	15,699,265	16,864,565	15,781,703	15,162,115
Less: Intra-County Revenues	(525,443)	(191,625)	(535,669)	(148,777)
Operating Total	15,173,822	16,672,940	15,246,034	15,013,338
<i>Non-Operating Expenditures</i>				
Capital Assets	14,093	--	--	--
Expenditure Total	<u>\$ 15,187,915</u>	<u>\$ 16,672,940</u>	<u>\$ 15,246,034</u>	<u>\$ 15,013,338</u>

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 31,325	\$ 24,750	\$ 20,825	\$ 21,725
Grants	6,044	99,872	154,529	--
Development Review Permits	3,914,226	3,201,895	3,030,177	3,030,177
Onshore Oil & Gas Inspection	391,269	470,625	468,068	474,077
Building & Safety Permits	3,273,196	3,502,774	3,502,774	3,502,774
Reimbursable Contracts	885,781	635,000	1,039,000	1,039,000
Energy Permits	715,560	1,012,898	878,456	914,217
Energy Mitigation	1,026,740	991,424	1,067,501	674,765
Violations Fees & Fines	325,363	255,479	242,688	242,688
Administrative Charges	101,614	133,000	82,200	82,200
Miscellaneous Revenue	504,035	147,980	138,615	138,615
Redevelopment / Successor Agency	402,181	572,908	94,442	98,583
Revenue Sub-Total	11,577,334	11,048,605	10,719,275	10,218,821
Less: Intra-County Revenues	(525,443)	(191,625)	(535,669)	(148,777)
Revenue Total	11,051,891	10,856,980	10,183,606	10,070,044
General Fund Contribution	4,242,571	3,991,372	3,738,730	4,787,733
<i>Other Financing Sources</i>				
Operating Transfers	--	25,000	19,000	--
Use of Prior Fund Balances	704,328	1,884,174	1,326,198	199,061
Department Total	<u>\$ 15,998,790</u>	<u>\$ 16,757,526</u>	<u>\$ 15,267,534</u>	<u>\$ 15,056,838</u>

Note: The Proposed 2013-14 General Fund Contribution amount of \$4,787,733 displayed in the summary table above includes a projected General Fund Contribution of \$4,093,315 and a projected budget gap of \$694,418.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration	13.9	13.9	12.6	12.6
Development Review - South	12.7	11.3	10.3	10.3
Development Review - North	13.9	12.0	11.7	11.7
Long Range Planning	16.6	13.0	11.5	11.5
Energy	4.0	4.6	4.5	4.5
Building and Safety	34.8	35.7	34.4	34.4
Agricultural Planning	1.7	0.7	0.5	0.5
Redevelopment / Successor Agency	3.1	4.0	0.7	0.7
Total Permanent	100.6	95.1	86.2	86.2
<i>Non-Permanent</i>				
Contract	--	0.1	0.1	0.1
Extra Help	0.4	0.4	0.9	0.9
Total FTEs	<u>101.0</u>	<u>95.6</u>	<u>87.1</u>	<u>87.1</u>

Note: FTE 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 vitality across the county. The department provides quality policy development, planning, permitting and inspection services through a thoughtful, collaborative and professional process under the policy direction of the Board of Supervisors and Planning Commissions.

Department Description

The Planning and Development Department has five service divisions, Building and Safety, Development Review North, Development Review South, Energy, and Long Range Planning, as well as an Administration division. The department strives to provide a quality built and natural environment through its programs. The department provides public information about zoning, building, grading and petroleum regulations; ensures safe construction through the review of plans and inspection of buildings throughout construction; responds to public complaints; reviews private development projects to ensure consistency with State Law, Comprehensive Plans and Zoning Ordinances; ensures compliance with permit conditions; oversees oil development, which includes permitting facilities, ensuring facilities comply with permits, and responding to incidents at facilities; and researches and develops land use policies and programs at the direction of the Board of Supervisors to foster long range economic, social, cultural and environmental vitality throughout the County.

2011-12 Anticipated Accomplishments

Continuous Improvement

- Updated the Land Use and Development Codes and Article II to include the extension of the economic hardship time extension process; to address the number of vehicles and amount of material that can be parked/stored on residential properties; and to complete clean-up items in the ordinances.
- Completed Landscape Water Conservation Procedures to achieve compliance with State requirements.
- Updated permit processing procedures and improved tools used by staff in case processing, such as a cumulative project tracking system, and prototypical findings, conditions and other documents.
- Updated the Land Use and Development Code to clearly identify a discretionary permit path for any proposal to conduct hydraulic fracturing on any new or existing oil/gas well.

Technology Improvements

- Continued to improve document management systems, expanding the system to include plans and map images.
- Completed cumulative project analysis website application, and continued enhancement of department website to increase public access to information and opportunities to provide input on policy proposals.

PLANNING & DEVELOPMENT

Department Summary (cont'd)

General Plan

- Completed the Local Agency Formation Commission (LAFCO) Annexation Coordination process to ensure the County provides coordinated responses to LAFCO proposals and requests for information that address the County's policies and interests.
- Completed work resulting in Planning Commission adoption of an Agricultural Buffer Ordinance which would provide protection for agricultural operations from encroachment of urban development.
- Completed work resulting in the Board of Supervisors' adoption of the Mobilehome Park Closure Ordinance.
- Completed work resulting in the Board of Supervisors' adoption of the Medical Marijuana Storefront Dispensary ban.

Community Plan

- Coordinated dissolution of the County's Redevelopment Agency and development of a Successor Agency to the Redevelopment Agency.
- Completed work resulting in the Board of Supervisors' initiation of the Eastern Goleta Valley Community Plan for environmental review purposes.
- Completed environmental review for the Summerland Community Plan Update.
- Completed work resulting in Planning Commission adoption of revisions to the Orcutt Community Plan involving wetlands delineation, traffic level of services and drainage retention.

2012-14 Objectives

In the upcoming two fiscal years, Planning and Development will focus on the following: Continuous Improvement, Technology Enhancements, and General and Community Planning.

The Planning and Development key projects are primarily aligned with the following adopted County Strategic Goals: Goal 1: An Efficient Government Able to Anticipate and Respond Effectively to the Needs of the Community; Goal 2: A Safe and Healthy Community in Which to Live, Work and Visit; Goal 4: A Community that is Economically Vital and Sustainable; Goal 5: A High Quality of Life for All Residents, and Goal 6: A County Government that is Accessible, Open and Citizen Friendly.

Continuous Improvement – Key Projects

- Continue to update the County's Land Use and Development Codes and Coastal Zoning Ordinances to ensure they are current and responsive to issues; updates are planned to address temporary uses and special events, previously processed amendments to Article II (in the form of Land Use and Development Code) minor corrections to storage of vehicles, and a comprehensive update of sign regulations.

PLANNING & DEVELOPMENT

Department Summary (cont'd)

- Update the County's enforcement tools including the Administrative Fine Ordinance and the enforcement provisions of the zoning ordinances to improve resolution of code complaints.
- Complete the regulatory audit of the oversight of the County's onshore petroleum operations and address any gaps or overlaps in regulations through ordinance amendments or process changes.
- Work on improving interdepartmental coordination in the permit process, including developing an issue resolution process.
- Work on processes, tools and oversight to improve the effectiveness of the permit compliance program.

Technology Enhancements – Key Projects

- Expand public access to scanned permit images via Accela Permit Tracking System web portal, reducing trips to county offices to retrieve permit information.
- Develop infrastructure for expanded library of digital images for internal and public use.
- Complete integration of permit billing within Accela Permit Tracking System.
- Continue expansion of mobile office applications, enhancing staff productivity and reducing travel.
- Provide comprehensive workload and management information tools for planning and telecommunications permit compliance activities.

General Planning – Key Projects

- Complete 2009-14 Housing Element Implementation items. This project includes developing the Inclusionary Housing Ordinance to replace and update policies in the current Housing Element and incorporating a reasonable accommodation procedure into the County's zoning ordinance to accommodate the needs of persons with disabilities and their families.
- Begin working on the 2015-23 Housing Element Update to accommodate Regional Housing Needs Allocation requirements, pursuant to State law.
- Complete the County's Climate Action Planning, including the Climate Action Strategy and the Climate Change Adaptation Plan.
- Update the Winery Ordinance provisions to address community and business interests.
- Amend the Comprehensive Plan and Land Use and Development Code to achieve consistency with the Airport Land Use Plan.
- Complete the Agricultural Production and Processing ordinance amendments, including developing standards to support limited expansion of agricultural processing, production, and sales activities on agricultural lands which are compatible with surrounding land uses.

Community Planning – Key Projects

- Complete the master planning for Santa Claus Lane, including environmental review and permitting, and develop construction funding options to implement beach access, parking and street improvement designs.
- Complete adoption of the Summerland Community Plan Update, including Planning Commission and Board of Supervisors adoption hearings, and the Coastal Commission certification process.
- Resubmit the Isla Vista Master Plan for Coastal Commission certification process, including local adoption of the ordinance provisions and Master Plan revisions to reflect changes from the Land Use and Development Code language; and, processing of a coastal development permit for a Parking Program for Isla Vista.
- Complete adoption of the Mission Canyon Community Plan, including recirculation of portions of the Environmental Impact Report (EIR), and Planning Commission, Board of Supervisors and Santa Barbara City Council adoption hearings.
- Complete environmental review and ordinance development of the Eastern Goleta Valley Community Plan.
- Complete environmental review and ordinance development for the Gaviota Coast Plan.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

There will be a decrease of 8.5 FTE from 2011-12 to 2012-13

- Planning and Development has projected staff of 87.1 employees with centralized operations in Santa Barbara and one satellite office in Santa Maria.
- Reductions of 1 FTE permit processing planner and 0.5 FTE at the public counter due to the economic downturn. Should permit activity increase in the coming fiscal year we would anticipate longer wait times at the counter and possible delays in permit issuance.
- A decrease of 1.5 FTE decrease in Long Range Planning due to loss of one-time funding, leading to a drop in the amount of new projects in the work program.
- Reduction of 3.5 FTE due to dissolution of the Isla Vista Redevelopment Agency, maintaining necessary support for successor agency tasks.
- Agricultural planning support will be reduced 0.25 FTE.
- Decrease of 1.7 FTE of administrative staff due to decreased departmental workload.

PLANNING & DEVELOPMENT
Department Summary (cont'd)

Expenditures:

Net decrease of \$1,083,000. This 6% decrease is the result of:

- Salaries and Benefits: Net decrease of \$525,000 due to the salary concessions in FY 11-12, and a further decrease of \$1,167,000 due to staffing reductions.
- Increase (\$155,000) for Coastal Resource Enhancement Fund awards. Awards vary significantly year to year, creating large changes in Energy Mitigation and Intra-County accounts.
- Increase (\$84,000) in contracts largely offset with grants.
- Increase (\$400,000) in reimbursable contracts for land use and energy permitting environmental impact reports.
- Decrease (\$32,000) in service and supply accounts.

Revenues:

Net decrease of \$329,000. This 3% decrease is the result of:

- Reduction in Administrative Charges of (\$478,000) for services provided to Isla Vista Redevelopment prior to dissolution, maintaining only necessary staffing to support successor agency.
- Increase (\$400,000) in reimbursable contracts to offset costs for environmental impact contracts for land use and energy permitting.
- Decrease of land use permits of (\$172,000) due to economic slowdown.
- Reduction in energy permits of (\$134,000) due to lower permit activity.
- Increase (\$53,000) in grant program.

The FY 2012-13 Recommended General Fund Contribution decreased \$252,642 to \$3,738,730 from the FY 2011-12 Adopted budget of \$3,991,372. This 6.3% decrease is a result of less one-time funding used in FY 2011-12, which was only partially offset by concession savings.

Other Financing Sources and Uses:

The Fiscal Year 2012-13 recommended department financing sources require the use of \$1,326,000 in departmental designations. Of this amount, \$1.1 million will fund Coastal Resource Enhancement Fund awards and activities, \$93,000 will fund the completion of one-time projects, and the remainder will balance other funds within the department.

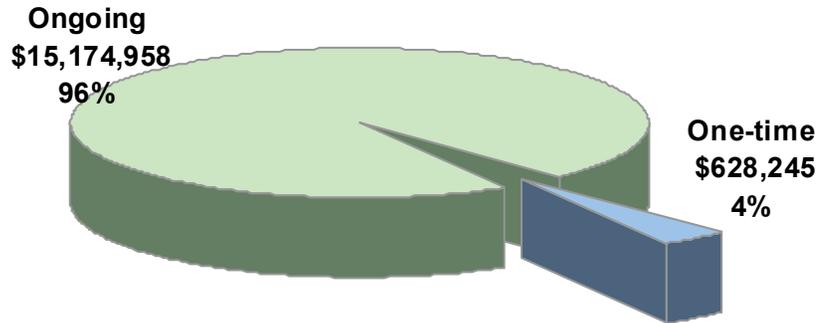
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The \$694,000 budget gap projected in FY 2013-14 is comprised of increases in costs, reduction in one-time revenues and an increase in general fund allocation. Rising costs for salaries and benefits are expected primarily due to increased retirement and health benefit costs as well as expiring labor concessions. In addition, reduced one-time funding sources from completion of grants will be only partially offset by an increase of general fund allocation. Expected reduction in Coastal Resource Enhancement Fund awards are seen as reductions in Intra-County revenues and Energy Mitigation revenues. The net of these components results in the \$694,000 projected 2013-14 gap.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Average days to resolve code violations through the use of effective code enforcement practices, resulting in safer neighborhoods. (FY 12-13 Target = < 90 days, FY 13-14 Target = < 81 days)	101	n/a	<90	<81
Percent of major energy projects in compliance with permit conditions to ensure safe construction and operations of facilities. (Target = 100%)	100%	n/a	100%	100%
Average days to issue ministerial permits to provide timely and effective customer service (Target = < 60 days)	515	n/a	<60	<60
Percent of attendees at Long Range Planning project workshops, stakeholder outreach, or advisory committee meetings that report a high level of satisfaction with their participation in the planning process. (Target = > 75%)	Not used in prior years	Not used in prior years	>75%	>75%

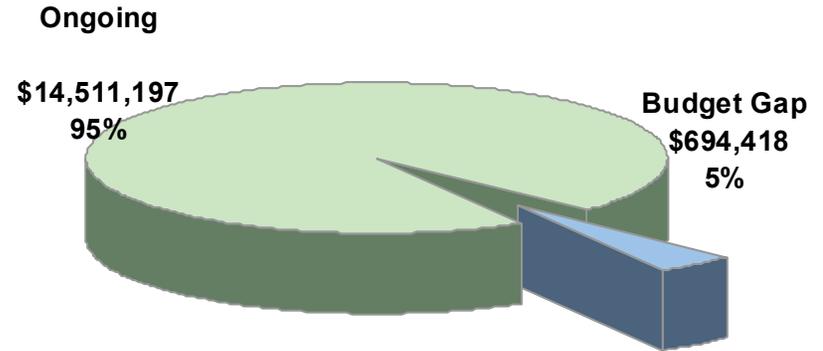
PLANNING & DEVELOPMENT
Department Summary (cont'd)

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget relies on one-time sources to fund 4% of the department's ongoing operations. These sources include \$547,439 in grants for Long Range Planning projects and \$90,815 from department designations to provide funding for primarily one-time projects. These funds are one-time in nature and will not be available to fund operations in FY 2013-14.

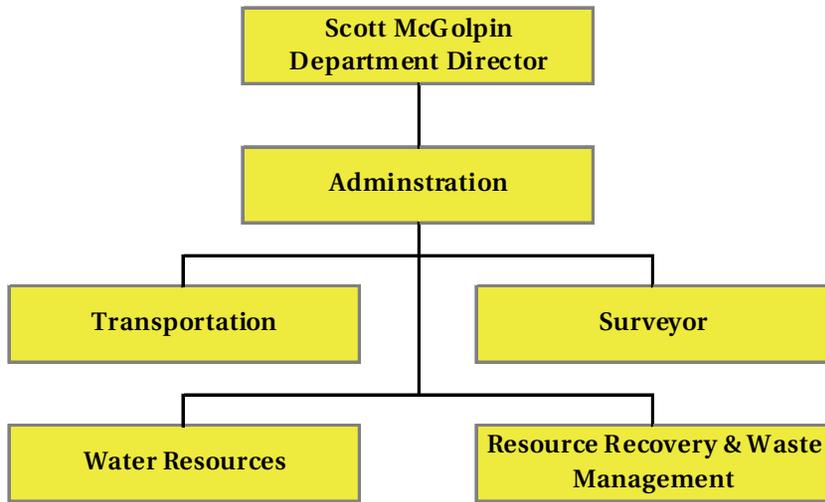
FY 2013-14 Proposed Budget



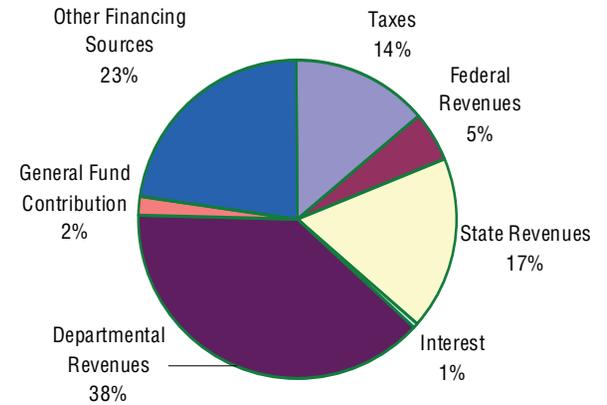
To maintain FY 2012-13 service levels, it is estimated that \$15.2 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$10.2 million will be available through ongoing sources and \$5.0 million in General Fund Contribution. An additional \$694,000 must be identified to prevent the need for service level reductions.

PUBLIC WORKS

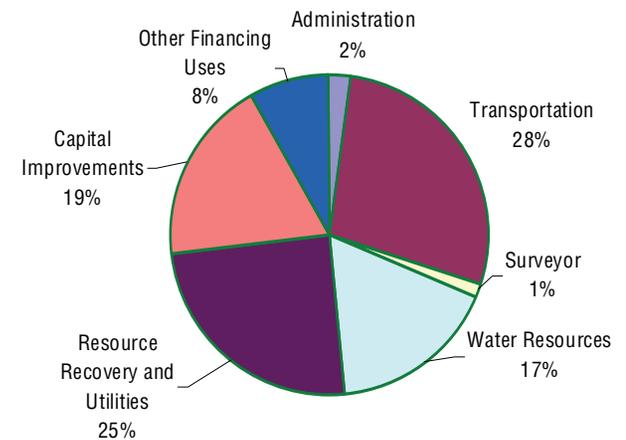
Budget & Staffing	
Operating	\$ 85,636,290
Capital	24,079,019
FTEs	281.5



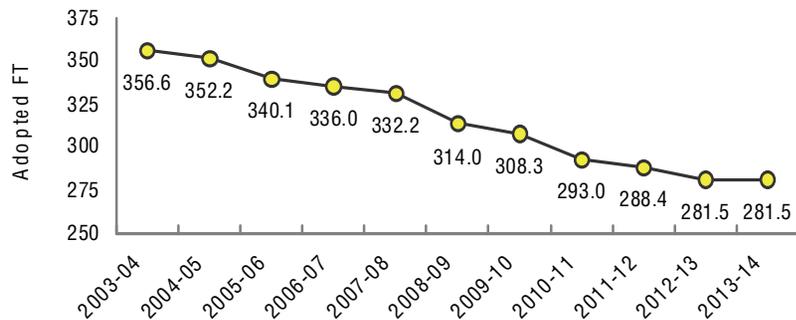
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



PUBLIC WORKS
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 2,497,748	\$ 2,830,620	\$ 2,749,154	\$ 2,883,759
Transportation	36,103,038	39,776,948	35,932,045	35,128,669
Surveyor	2,097,319	2,145,149	1,679,143	1,703,266
Water Resources	17,805,025	24,051,877	21,869,297	15,407,889
Resource Recovery and Utilities	28,610,695	31,364,813	32,054,331	32,163,978
Operating Sub-Total	87,113,825	100,169,407	94,283,970	87,287,561
Less: Intra-County Revenues	(16,688,553)	(8,457,979)	(8,647,680)	(8,172,499)
Operating Total	70,425,272	91,711,428	85,636,290	79,115,062
<i>Non-Operating Expenditures</i>				
Capital Assets	8,579,603	20,839,100	24,079,019	13,947,048
Expenditure Total	79,004,875	112,550,528	109,715,309	93,062,110
<i>Other Financing Uses</i>				
Operating Transfers	1,516,655	2,029,309	3,271,266	879,703
Designated for Future Uses	21,744,645	2,195,982	7,184,417	10,149,157
Department Total	<u>\$102,266,175</u>	<u>\$116,775,819</u>	<u>\$120,170,992</u>	<u>\$104,090,970</u>

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 19,625,564	\$ 21,384,222	\$ 20,083,698	\$ 20,424,045
Overtime	134,889	179,100	182,100	180,100
Extra Help	386,204	347,618	522,640	532,981
Benefits	9,806,859	11,498,216	11,052,962	12,425,209
Salaries & Benefits Sub-Total	29,953,516	33,409,156	31,841,400	33,562,335
Services & Supplies	48,878,200	54,928,581	50,150,694	48,442,767
Contributions	3,899,355	7,250,294	7,250,324	250,324
Depreciation Expense	2,960,784	2,899,902	2,987,210	2,987,210
Damages & Losses	55,000	55,000	55,000	55,000
Principal & Interest	1,366,970	1,626,474	1,999,342	1,989,925
Operating Sub-Total	87,113,825	100,169,407	94,283,970	87,287,561
Less: Intra-County Revenues	(16,688,553)	(8,457,979)	(8,647,680)	(8,172,499)
Operating Total	70,425,272	91,711,428	85,636,290	79,115,062
<i>Non-Operating Expenditures</i>				
Capital Assets	8,579,603	20,839,100	24,079,019	13,947,048
Expenditure Total	<u>\$ 79,004,875</u>	<u>\$112,550,528</u>	<u>\$109,715,309</u>	<u>\$ 93,062,110</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 1,157,358	\$ 1,124,913	\$ 731,675	\$ 680,219
Federal Revenues	3,874,215	9,722,531	6,631,654	7,642,607
State Revenues	22,331,415	23,083,742	22,223,045	12,417,356
Taxes	17,736,811	17,634,338	17,857,042	17,486,606
Other Charges for Services	34,785,462	34,314,939	36,407,919	36,710,393
Miscellaneous Revenue	17,405,297	13,724,220	13,002,912	10,845,877
Revenue Sub-Total	97,290,558	99,604,683	96,854,247	85,783,058
Less: Intra-County Revenues	(16,688,553)	(8,457,979)	(8,647,680)	(8,172,499)
Revenue Total	80,602,005	91,146,704	88,206,567	77,610,559
<i>General Fund Contribution</i>				
	2,710,105	2,709,524	2,696,124	2,704,164
<i>Other Financing Sources</i>				
Operating Transfers	3,692,602	1,075,393	1,915,863	9,900
Sale of Property	101,903	--	--	--
Proceeds of Long-term Debt	4,205,000	--	--	--
Use of Prior Fund Balances	10,954,560	21,844,198	27,352,438	23,766,347
Department Total	<u>\$102,266,175</u>	<u>\$116,775,819</u>	<u>\$120,170,992</u>	<u>\$104,090,970</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration	13.6	14.0	14.0	14.0
Transportation	112.6	118.4	117.4	117.4
Surveyor	14.0	13.0	10.0	10.0
Water Resources	42.3	46.8	46.8	46.8
Resource Recovery and Utilities	91.1	91.3	93.3	93.3
Total Permanent	273.6	283.5	281.5	281.5
<i>Non-Permanent</i>				
Contract	0.1	0.2	--	--
Extra Help	6.7	4.8	--	--
Total FTEs	<u>280.4</u>	<u>288.4</u>	<u>281.5</u>	<u>281.5</u>

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

MISSION STATEMENT

To efficiently provide, operate and maintain Public Works infrastructure, facilities and services to make everyday life as safe and convenient as possible for the public we serve.

Department Description

The Public Works Department enhances the health and safety of residents through a variety of critical activities and oversees 42 funds. The Public Works Department consists of five divisions: Administration, Transportation, Surveyor, Water Resources and Resource Recovery & Utilities - with approximately 281.5 full-time equivalent staffing at sixteen locations throughout the County. Public Works is responsible for: County-maintained roads; traffic engineering; private land development civil engineering review and construction inspection; design engineering and construction management; land surveying and map processing; water supply planning and flood protection; solid waste planning and diversion; inactive landfill management; wastewater systems management and special districts.

2011-12 Anticipated Accomplishments

Water Resources Division:

- Completed the Annual Flood Control Maintenance Plan on time and in advance of winter 2011. Completed a 6.3 mile Santa Maria River Levee Rehabilitation Project and the first element of construction on the Lower Mission Creek Flood Control Project.
- Secured over \$3 million in additional Prop 84 - 2006 Safe Drinking Water Bond Act grant funds for seven projects and various agencies within the County to include the San Jose Creek construction in Goleta.
- Completed environmental review for the San Pedro / Las Vegas Capacity Improvement Project which involved the Union Pacific Railroad, Caltrans, Cities of Goleta and Santa Barbara.
- Completed hand clearing of flood threatening vegetation in the Santa Ynez River. This is the first clearing in the river since 1998 due to environmental concerns.
- Completed funding agreements with the City of Goleta which is now starting construction of San Jose Creek.
- Secured funding for the final phase of the Santa Maria River Levee repairs (Corps of Engineers 2012 Work Plan).

Resource Recovery & Utilities Division:

- Awarded waste hauling franchise agreements for Zones 2, 4, and 5 after the County's first competitive bidding process for these services with improved service and significant savings to the rate payer.
- Identified the preferred waste conversion technology and vendor for the South Coast of Santa Barbara County/Resource Recovery Park.
- Completed the installation of the Photovoltaic Project at the Laguna County Sanitation District.

PUBLIC WORKS

Department Summary (cont'd)

- Completed the Tajiguas Landfill Phase 2C Liner Project.
- Implemented several salt reduction programs within the Laguna County Sanitation District boundaries to reduce chloride limits in the effluent.
- Renewed the Regional Water Quality Control Board (RWQCB) operating permit for Laguna County Sanitation District.
- Board approval of the long term master plan for the Laguna County Sanitation District.

Transportation Division:

- Designed, advertised, awarded, construction engineered and constructed \$9.8 million of contracts in 2011.
- Completed Road Maintenance Annual Plan work programmed for 2011.
- Issued over 300 encroachment permits and provided oversight and enforcement for the work and issued 60 special event permits.
- Restriped Lakeview to add a center lane to significantly reduce rear-end accidents.
- Evaluated and updated 48 stop controlled intersections, 12 speed zones, and multiple parking resolution locations.
- Performed 100% of quarterly traffic signal preventive maintenance.
- Transitioned to paperless, web-based advertising and downloading of plans, specifications, and estimates for contract bidding purposes.

Administration Division:

- Provided cost savings to the General Fund of \$1.6 million in FY 11-12 and will provide \$10.6 million over the next 8 years. These savings will be realized by: waste collection at County unincorporated facilities at no cost to the general fund, Measure "A" maintenance of effort reduction, purchased and assumed debt from the general fund for the 2nd floor of the Naomi Schwartz Building, and assumed the debt for the Betteravia Government Center.
- Active participation in the County Engineers Association of California (CEAC). Currently hold the following offices: CEAC Secretary, Director CEAC South Central Coast Region and Chair Scholarship/Engineer of the Year/Surveyor of the Year Committee.
- Reduced its need to request proposals for professional services by implementing a Master Service Agreement program to reduce process time and costs.
- Completed the issuance of Qualified Energy Conservation Bonds for the development of a 1 Megawatt solar system at Laguna Sanitation District.
- Completed the audit of the \$25 million in Prop 50 funds which includes stronger controls over the project partners to include the Auditor/Controller's review prior to invoicing the state.

PUBLIC WORKS

Department Summary (cont'd)

2011-12 Anticipated Accomplishments (cont.)

County Surveyor's Division:

- Prepared new high quality maps of each District for public distribution after Board approved redistricting.
- Completed the reorganization of the division to contain only one Assistant County Surveyor to match revenues to expenses.
- Successfully transitioned its Surveyor Information System (an interactive web based map search) from internal county servers to an external cloud based solution.

Department Awards Received:

- National Association of County Officials (NACO) Achievement Award – Palomino Road Re-Build Using Shredded Tires
- Floodplain Managers Association – Andy Lee Award for Excellence in Floodplain Management
- County Supervisors Association of California (CSAC) Merit Award – Road Maintenance Annual Plan (RdMAP)

2012-14 Objectives

The Public Works Department's strategic actions are primarily aligned with the following adopted general goals and principles:

Goal 1: An efficient government able to anticipate and respond effectively to the needs of the community.

Goal 2: A safe and healthy community in which to live, work and visit.

Goal 3: A strong professionally managed County organization.

Water Resources Division:

- Complete 2012 Annual Maintenance Plan as approved by the Board.
- Negotiate a new 5 year Non Point Discharge Elimination System (NPDES) Stormwater Permit.
- Construct Phase 2B of the Lower Mission Creek Box Culvert through the City Railroad Depot.
- Initiate final design of the Las Vegas / San Pedro Creeks Project in the Goleta area in cooperation with the Cities of Goleta, Santa Barbara, and Caltrans.

- Lead Integrated Regional Water Management Plan (IRWMP) update progress with partnering agencies.
- Continue Community Rating System (CRS) Flood Insurance Rating of Class 6.
- Secure new long term (5 year) maintenance permits from the Corp of Engineers and Regional Water Quality Control Board.

Resource Recovery & Utilities Division:

- Complete the Tajiguas Landfill Phase 3A Liner Project.
- Continued development of Resource Recovery Park Conversion Technology (CT) to include: initiation of environmental review and preparation of draft Joint Powers Authority.
- Fully implement regenerating water softener exchange program.
- Track the effectiveness of the Laguna Solar Project and market renewable energy credits.

Transportation Division:

- Develop long-term budget to maintain levels of service by balancing annual costs with reliable ongoing funding.
- Update RdMAP based on new district boundaries and revisit funding distribution formulas; provide information and recommendations on changes.
- Deliver the Goleta Transportation Improvement Plan update in calendar year 2012, commence the Orcutt Transportation Improvement Plan update.
- Update disaster response procedures based on new policies from Federal Emergency Management Agency and Federal Highway Administration.

Administration Division:

- Implement revised Public Works policies and procedures and monitor performance.
- Achieve full cost recovery in all Public Works fees charged.
- Provide Public Works financial information to meet new budget format.
- Assist in the closeout of the Redevelopment Development Agency and complete Indirect Cost Rate Proposal for Caltrans.
- Resolve the organizational issues associated with the disaster recovery vacancy.

County Surveyor's Division:

- Maintain core level of services and implement upcoming personnel changes.
- Complete Flood Control and Transportation Right of Way Applications.
- Complete map books and implement new Local Agency Formation Commission Coordination Process.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

There will be a decrease of 6.9 FTEs from the 2011-12 Adopted budget to the 2012-13 Recommended budget. 5.9 vacant and unfunded FTEs will not be filled due to business efficiencies. These reductions were primarily in development support, disaster recovery, and geographical information services in the Surveyor's Division and maintenance work force in the Transportation Division. An additional 1.0 FTE in real estate services is not vacant and could be subject to displacement due to funding reductions.

Expenditures

Net decrease of \$5.9 million. This 5.9% decrease is primarily the result of:

- -\$3,173,000 – Decrease in Federal funding related to Congressman Gallegly road paving projects;
- -\$2,675,000 – Decrease in transportation projects including reduction in scrub/micro project, El Embarcadero Road, Summerland Phase II and various bridge projects;
- -\$1,568,000 – Decrease in salaries & benefits due to union concessions & reductions in permanent staffing;
- -\$850,000 – Decrease in closure/post closure costs for Tajiguas landfill;
- -\$255,000 – Decrease in Cuyama Groundwater Study & Prop 84 management costs;
- +\$373,000 – Increase in debt service for Laguna County Sanitary District for it's solar project;
- +\$735,000 – Increase in administrative, labor and maintenance charges between roads, capital projects and various flood zones;
- +\$1,642,000 – Increase due to second phase of Tajiguas Landfill liner closure.

Revenues

Net decrease of \$2.8 million. This 5.9% decrease is primarily the result of:

- -\$2,171,000 – Decrease in Federal funding related to Congressman Gallegly road paving projects;
- -\$1,624,000 – Decrease in related to Prop 1B Transportation Bond Program state funding for capital projects;
- -\$1,029,000 – Decrease in federal transportation funding for various capital projects such as the Santa Rosa Road Bridge and Jalama Road Slope Repair;
- -\$941,000 – Decrease in redevelopment funding for road improvements in Isla Vista;
- -\$721,000 – Decrease in miscellaneous revenues due to reductions in the sale of green wastes;
- -\$435,000 – Decrease in payments for Department of Water Resources planning grants; projects and various flood zones;
- -\$393,000 – Decrease in interest earnings due to decreased cash balances;
- +\$735,000 – Increase in administrative, labor and maintenance charges between roads, capital and flood;
- +\$1,750,000 – Increase in contribution from City of Santa Maria for the levee project;
- +\$2,079,000 – Increased landfill tipping fees and wastewater fees.

PUBLIC WORKS

Department Summary (cont'd)

Other Financing Sources and Uses:

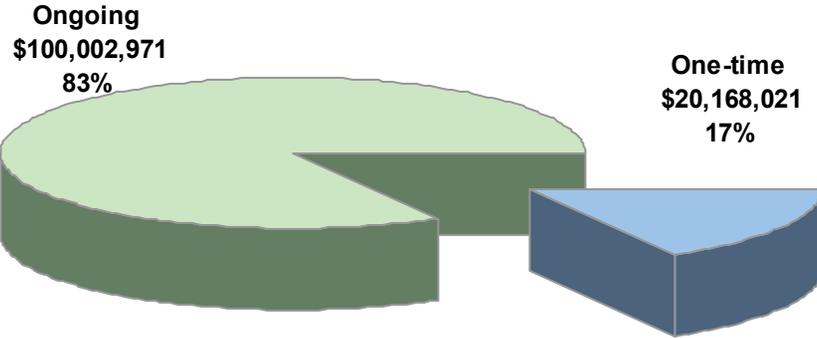
Both other financing sources and uses include an approximate million dollar increase between the flood district and its zones for capital improvements such as the Santa Maria Levee and Santa Barbara Mission Creek. The Fiscal Year 2012-13 recommended departmental financing sources require the use of \$20,168,021 of departmental restricted funds to balance the recommended budget, primarily for capital projects.

Changes and Operational Impact: 2012-13 to 2013-14 Proposed

The Fiscal Year 2012-13 recommended departmental contribution of general revenues remained unchanged at \$2.7 million from the Fiscal Year 2011-12 Adopted Budget. Public Works receives General Fund revenue for Surveyor's Office (\$454,723), underground utility support (\$16,000), transportation Measure maintenance of effort (\$1,631,218) and Project Clean Water (\$594,183). The Department is planning on receiving \$500,000 in General Fund designations for Transportation. Changes are anticipated, but the impacts cannot be estimated or projected at this time due to a number of unknown factors. Possible operation impacts to revenue include: 1) Federal reductions in funding for transportation and water resources projects; 2) State revenue reductions in funding for transportation and water resources operations and projects due to the State's budget deficit and 3) Changes in demand for services. Salaries and Benefits are projected to increase by \$1.7 million.

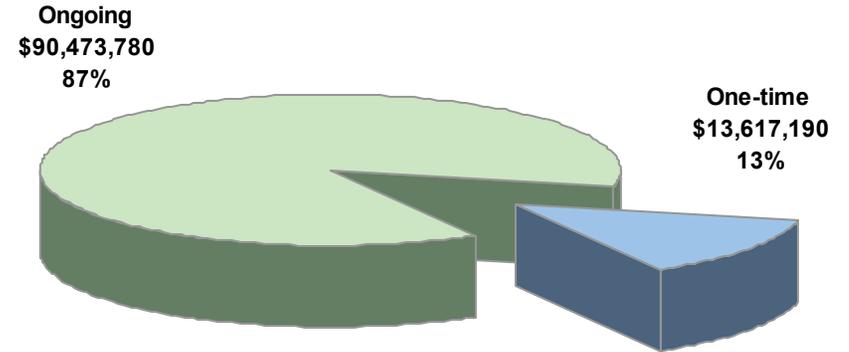
	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Percent of planned flood control maintenance projects identified in the Annual Maintenance Plan.	99%	98%	95%	95%
Percent of the County's overall waste diversion (recycling) as determined by the State of California.	62%	68%	68%	68%
Percent of Record of Surveys & Corner Records project reviews completed in 20 days or less.	57%	100%	100%	100%
Maintain a Pavement Condition Index (PCI) of 65 or better on the 1667 lane miles within the County maintained system.	65	65	65	65
Percentage of Department workforce "lost time".	5.0%	5.5%	5.5%	5.5%

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget relies on one-time sources to fund 17% of the department's ongoing operations. This one-time funding provides \$3.1 million for depreciation as well as budgeting for capital projects, which include \$6.0 million for Mission Creek Improvement Project, \$4.0 million for San Jose Creek Improvement, \$3.5 million from transportation designations for capital projects, and \$6.5 million from Resource Recovery designations for liner closure of Tajiguas Landfill and mitigations on Baron Ranch. These funds allowed the department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they may not be available to fund operations in FY 2013-14.

FY 2013-14 Proposed Budget



To maintain 2013-14 service levels, reductions will be required in transportation capital maintenance and capital improvement projects. With these planned reductions, Public Works use of fund balance is estimated to be \$13,617,190, primarily used for capital projects. Because these funds are one-time in nature, they may not be available to fund capital replacement/improvements in future years.

SUPPORT SERVICES

Use of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Operating Expenditures				
Auditor-Controller	\$ 4,037,108	\$ 5,507,010	\$ 7,654,730	\$ 8,016,781
Clerk-Recorder-Assessor	13,825,753	15,913,276	15,047,440	15,215,402
General Services	18,615,247	25,332,434	22,603,146	22,504,466
Treasurer-Tax Collector-Public Adm.	5,512,298	5,893,176	6,077,180	6,277,936
Debt Service	10,613,321	7,745,078	7,546,188	7,717,471
Total	52,603,727	60,390,974	58,928,684	59,732,056
Capital Equipment & Improvements				
Auditor-Controller	21,472	10,000	10,000	10,000
Clerk-Recorder-Assessor	818,665	1,760,364	196,000	121,000
General Services	17,138,977	16,140,292	8,815,587	4,438,198
Treasurer-Tax Collector-Public Adm.	667,517	1,562,725	794,000	365,000
Debt Service	--	--	--	--
Total	18,646,631	19,473,381	9,815,587	4,934,198
Designated for Future Uses				
Auditor-Controller	425,000	--	--	--
Clerk-Recorder-Assessor	2,909,960	274,338	250,054	52,152
General Services	3,442,019	996,475	130,030	100,063
Treasurer-Tax Collector-Public Adm.	--	151,803	--	--
Debt Service	560,219	622,899	89,250	89,250
Total	7,337,198	2,045,515	469,334	241,465

Source of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Departmental Revenues				
Auditor-Controller	\$ 947,328	\$ 1,756,004	\$ 1,027,800	\$ 1,030,800
Clerk-Recorder-Assessor	7,753,786	7,452,956	5,594,035	4,948,300
General Services	9,254,000	8,458,996	7,683,107	7,382,414
Treasurer-Tax Collector-Public Adm.	--	--	--	--
Debt Service	345,328	200,000	90,000	90,000
Total	18,300,442	17,867,956	14,394,942	13,451,514
General Fund Contribution				
Auditor-Controller	3,541,578	3,191,727	6,134,730	6,699,179
Clerk-Recorder-Assessor	9,163,001	8,148,562	8,647,159	10,486,045
General Services	5,813,864	5,129,701	7,574,002	8,207,070
Treasurer-Tax Collector-Public Adm.	2,452,711	2,222,287	2,666,938	2,533,559
Debt Service	1,128,160	861,000	690,000	690,000
Total	22,099,314	19,553,277	25,712,829	28,615,853
Use of Designations/Prior Fund Balances				
Auditor-Controller	--	569,279	502,200	296,802
Clerk-Recorder-Assessor	1,409,303	2,685,130	1,659,914	363,371
General Services	26,466,017	28,017,053	15,381,873	11,630,650
Treasurer-Tax Collector-Public Adm.	--	--	--	--
Debt Service	2,535,055	659,649	--	--
Total	30,410,375	31,931,111	17,543,987	12,290,823

SUPPORT SERVICES

Use of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Operating Transfers Out				
Auditor-Controller	5,326	--	--	--
Clerk-Recorder-Assessor	835,879	408,670	407,614	409,162
General Services	5,788,391	636,236	493,219	374,807
Treasurer-Tax Collector-Public Adm.	7,471	--	--	--
Debt Service	231,189	--	--	--
Total	6,868,256	1,044,906	900,833	783,969
Total Use of Funds	\$ 85,455,812	\$ 82,954,776	\$ 70,114,438	\$ 65,691,688

Source of Funds	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Operating Transfers In				
Auditor-Controller	--	--	--	--
Clerk-Recorder-Assessor	64,167	70,000	--	--
General Services	3,367,168	1,494,687	1,343,000	137,400
Treasurer-Tax Collector-Public Adm.	--	--	--	--
Debt Service	7,396,186	6,647,328	6,855,438	7,026,721
Total	10,827,521	8,212,015	8,198,438	7,164,121
 Other Miscellaneous Financing Sources				
General Services	83,585	5,000	60,000	60,000
Treasurer-Tax Collector-Public Adm.	3,734,575	5,385,417	4,204,242	4,109,377
Total	3,818,160	5,390,417	4,264,242	4,169,377
Total Source of Funds	\$ 85,455,812	\$ 82,954,776	\$ 70,114,438	\$ 65,691,688

Support Services Functional Group

The Support Services Group includes the Auditor-Controller, Clerk-Recorder-Assessor, General Services and the Treasurer-Tax Collector/Public Administrator Departments.

Strategic Values

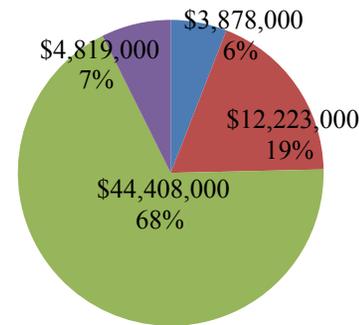
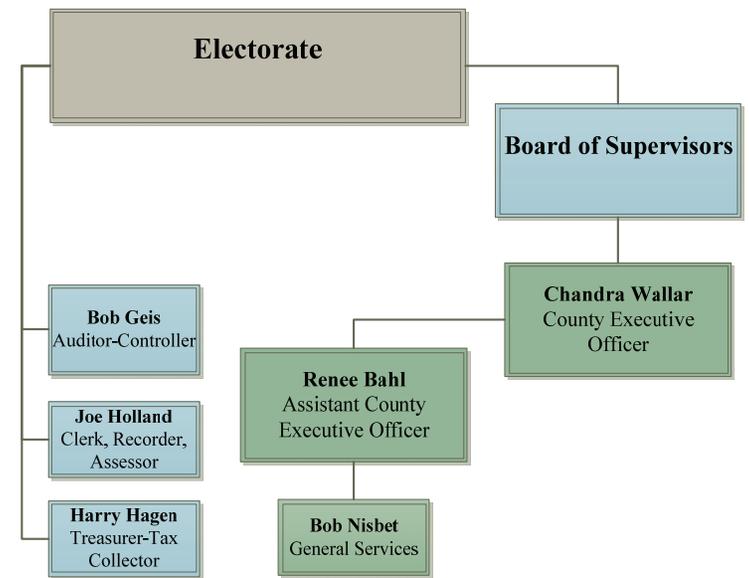
The Support Services Functional group believes in honoring the public's trust through services that increase the integrity, fairness, accountability and effectiveness of all County departments.

Strategic Purpose

The Support Services Group provides essential financial, technical and administrative infrastructure to external customers and the County organization that enables achievement of the County's mission.

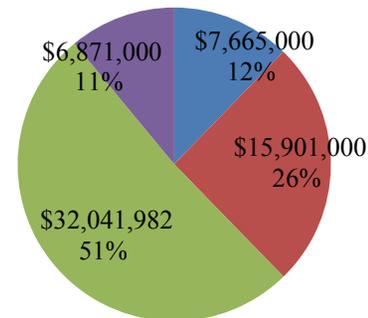
Strategic Goals

- Complete secured and unsecured property assessment by close of the annual tax roll
- Maintain the reduction in the number of days to process a supplemental property assessment
- Successfully conduct the November 2012 General and June 2014 Primary Elections and complete the election canvass and certification of election results within 28 days
- Expand the use of online sample ballot rather than through mail delivery to save postage and printing costs
- Replace the fourteen year old budget development and the budget adjustment applications upgrading them to modern web-based technology
- Develop a new web-based employee time-capture software system to enhance payroll and financial management
- Document and report required compliance reviews and audits for the seven former Redevelopment Agencies (RDA's)
- Provide timely and accurate financial reports and audit documents required for compliance and decision making
- Collect over 97% of the secured property taxes to fund county services
- Upgrade several tax collection software systems to gain efficiencies and outcomes
- Reduce the County's energy consumption, and strengthen and improve the implementation of the County's sustainability action plan
- Jointly with Human Resources Division, develop, design and implement an Employees Wellness program to increase the health, morale and productivity of employees
- Complete the Countywide Information Technology (IT) Strategic Plan to clearly link County business objectives with technology solutions
- Reduce the number of fleet vehicles and gallons of fuel used
- Complete the revised Space Policy with the goal to reduce leased space by 10% and County-owned buildings by 5%



**Group Total Budget
FY2002-03 Adopted**

- Auditor-Controller
- Clerk, Recorder, Assessor
- General Services
- Treasurer-Tax Collector



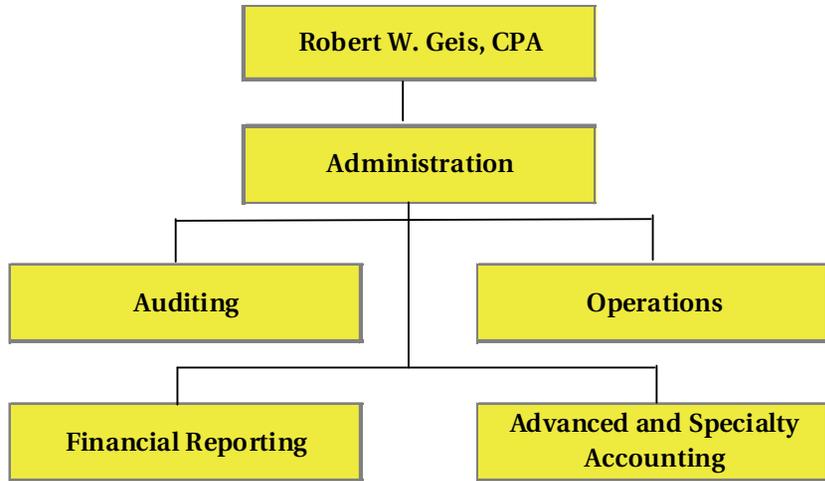
**Group Total Budget
FY2012-13 Recommended**

- Auditor-Controller
- Clerk, Recorder, Assessor
- General Services
- Treasurer-Tax Collector

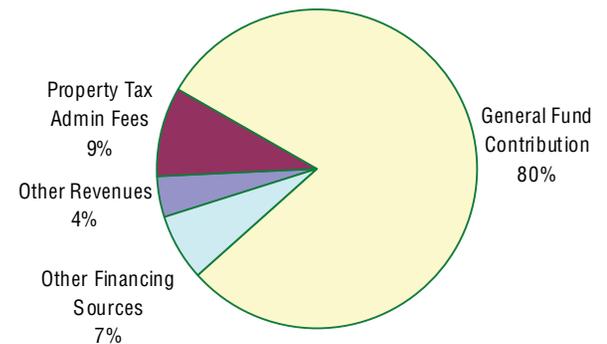
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AUDITOR-CONTROLLER

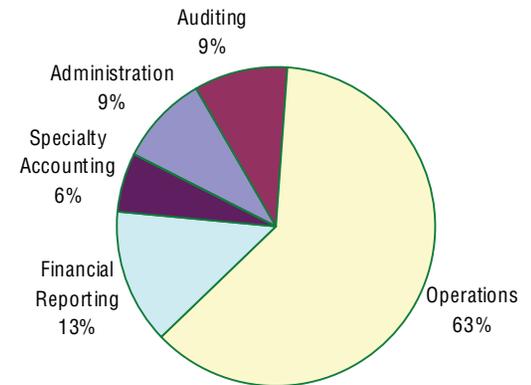
Budget & Staffing	
Operating \$	7,654,728
Capital	10,000
FTEs	45.3



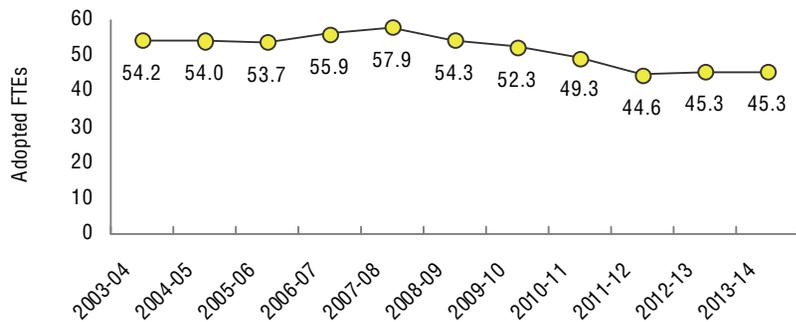
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



AUDITOR-CONTROLLER

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 645,378	\$ 676,647	\$ 703,589	\$ 735,942
Auditing	548,583	697,824	719,777	757,452
Operations	4,423,153	4,841,159	4,740,344	4,967,596
Financial Reporting	945,925	962,051	1,028,444	1,071,980
Specialty Accounting	484,610	475,290	464,316	485,551
Operating Sub-Total	7,047,649	7,652,971	7,656,470	8,018,521
Less: Intra-County Revenues	(3,010,541)	(2,145,961)	(1,740)	(1,740)
Operating Total	4,037,108	5,507,010	7,654,730	8,016,781
<i>Non-Operating Expenditures</i>				
Capital Assets	21,472	10,000	10,000	10,000
Expenditure Total	4,058,580	5,517,010	7,664,730	8,026,781
<i>Other Financing Uses</i>				
Operating Transfers	5,326	--	--	--
Designated for Future Uses	425,000	--	--	--
Department Total	\$ 4,488,906	\$ 5,517,010	\$ 7,664,730	\$ 8,026,781

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 4,390,836	\$ 4,472,149	\$ 4,384,013	\$ 4,434,649
Overtime	3,991	3,000	2,000	2,000
Extra Help	90,036	120,000	120,000	120,000
Benefits	1,906,509	2,173,592	2,157,406	2,435,622
Salaries & Benefits Sub-Total	6,391,372	6,768,741	6,663,419	6,992,271
Services & Supplies	656,277	884,230	993,051	1,026,250
Operating Sub-Total	7,047,649	7,652,971	7,656,470	8,018,521
Less: Intra-County Revenues	(3,010,541)	(2,145,961)	(1,740)	(1,740)
Operating Total	4,037,108	5,507,010	7,654,730	8,016,781
<i>Non-Operating Expenditures</i>				
Capital Assets	21,472	10,000	10,000	10,000
Expenditure Total	\$ 4,058,580	\$ 5,517,010	\$ 7,664,730	\$ 8,026,781

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 2,799	\$ --	\$ --	\$ --
Cost Allocation Revenue	2,867,149	2,160,724	--	--
Property Tax Admin Fees	739,050	750,500	718,000	721,000
Other Charges for Services	314,584	265,740	280,540	280,540
Miscellaneous Revenue	34,287	725,001	31,000	31,000
Revenue Sub-Total	3,957,869	3,901,965	1,029,540	1,032,540
Less: Intra-County Revenues	(3,010,541)	(2,145,961)	(1,740)	(1,740)
Revenue Total	947,328	1,756,004	1,027,800	1,030,800
<i>General Fund Contribution</i>				
	3,541,578	3,191,727	6,134,730	6,699,179
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	569,279	502,200	296,802
Department Total	\$ 4,488,906	\$ 5,517,010	\$ 7,664,730	\$ 8,026,781

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$6,699,179 displayed in the summary table above includes a projected General Fund Contribution of \$6,261,146 and a projected budget gap of \$436,293.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Permanent</i>				
Administration	2.2	2.2	2.2	2.2
Auditing	4.6	5.0	5.5	5.5
Operations	30.5	29.2	29.0	29.0
Financial Reporting	5.7	5.1	5.5	5.5
Specialty Accounting	3.6	3.1	3.1	3.1
Total Permanent	46.7	44.6	45.3	45.3
<i>Non-Permanent</i>				
Extra Help	2.6	--	--	--
Total FTEs	49.2	44.6	45.3	45.3

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

MISSION STATEMENT

To ensure the financial integrity of the County of Santa Barbara by providing superior financial services, maintaining the public trust, and promoting governmental efficiency, effectiveness and accountability.

Department Description

Governed by the overriding principles of fiscal integrity, objectivity, customer service and continuous improvement, the Auditor-Controller has four primary responsibilities. First, in accordance with California Statutes and generally accepted accounting principles, the department maintains accounts and records of the financial transactions for all departments and agencies whose funds are kept in the County Treasury. The Controller function provides reports and systems necessary to manage the County's operations utilizing modern financial applications. The Auditor levies, apportions and distributes property taxes to the County, Schools, Cities, Special Districts and Redevelopment Agencies. Next, the department furnishes customer focused financial decision making support to the Board of Supervisors, the Chief Executive Officer, and Department Directors to advance the strategic goals and principles of the organization. Additionally, the department provides independent, objective and cost-effective audit services. Finally, the department provides Advanced and Specialty Accounting Services to departments, schools and special districts. The department is the leading financial management resource of the County and its long term vision includes a well-run, financially sound County, an informed public and a model County department with a knowledgeable and effective staff.

2011-12 Anticipated Accomplishments

Application Development:

- During the current year the project team added functionality to the World Wide Web-based interface to the County's Financial Information Network (FIN Web) for Budget Revision Request processing that automated a county-wide labor intensive manual process. The change also added clarity and uniformity to the budget action request to the Board of Supervisors. The project team also implemented process improvements in Payroll processing for a variety of reporting and adjustment functions in a continuing effort to make payroll accounting more efficient.

Systems and Property Tax:

- The Systems team migrated additional servers to new virtual infrastructure environment and decommissioned old servers to reduce maintenance overhead. This resulted in efficiencies since all virtual servers are now hosted on the same platform software. Certain older physical servers were decommissioned or repurposed as more current backup servers. Less staff time and vendor support dollars are spent to maintain these servers in this new environment.
- The Treasurer-Tax Collector and Auditor-Controller departments are working jointly to implement a new vendor system from Manatron. The departments are completing a gap analysis as part of the vendor contract to identify what changes will need to be made to the vendor product for Santa Barbara County. The Auditor-Controller does not believe that it will achieve all the functionality it requires exclusively through the vendor product and will be required to supplement functionality with in-house development.

AUDITOR-CONTROLLER

Department Summary (cont'd)

In addition, work on conversion of historical data into the new system has begun and is expected to require labor intensive resources through the life of the project to complete. A database warehouse storing all historical mainframe data was upgraded this year, reducing staff overhead required to maintain it and ensuring available data for conversion.

Finally, a virtual server infrastructure was implemented to host the various system components required by the vendor. The implementation of the Manatron property tax system will replace the 30-year old mainframe system and will automate additional property tax functions resulting in more efficient processing of property taxes for the County with better quality and controls.

Payroll:

- The Payroll division successfully teamed with Application Development division to automate several manual procedures in the payroll division, thereby increasing efficiencies and accuracy in biweekly payroll processing. Labor adjustment/labor suspense processes were created at the department level to eliminate centralized key entry. The Payroll division assisted the Human Resource department in revising the County's flexible benefits IRS Code Section 125 plan documents to comply with current IRS regulations.
- The Payroll division implemented changes in payroll processes due to new Health Care Reform legislation, along with required changes stemming from new agreements with County's multiple labor groups. The Payroll division worked with Santa Barbara County Employees Retirement System to implement a new process for retirement contribution refunds.

Internal Audit:

- Completed all, with the exception of one, mandated audits within the required due dates, including completion of the FY 2010-11 Single Audit and the Tax Redemption Officer Audit. Performed continuing departmental cash counts. Provided support to Alcohol, Drug and Mental Health Services for ongoing committee meetings. Other internal audits completed during the year included an audit over potential credit card misuse and another of the County's lease agreement with the Veterans' Council. The various audits generally include findings and recommendations to the various agencies for improvement of their accounting and business processes to ensure compliance with regulations.
- During fiscal year 2011-12, the division developed a Countywide Fraud Policy which was approved by the County Board of Supervisors.
- The division will also be responsible for assisting and coordinating with external auditors the Agreed Upon-Procedures engagements for the seven Successor Agencies in order to comply with the Redevelopment Agency Dissolution Act (ABx1 26).

AUDITOR-CONTROLLER Department Summary (cont'd)

Financial Reporting:

- Earned the Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR), for the twentieth consecutive year and the GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication, for the fifteenth consecutive year. Achieving this award demonstrates a constructive spirit of full disclosure to clearly communicate the county's financial story and motivate potential users and user groups to read the CAFR.
- To keep the public informed on matters concerning public finances, the department has published and distributed concise, reader-friendly publications on numerous financial topics:
 - Financial Highlights
 - Annual Retail Sales & Use Tax Report
 - Annual Transient Occupancy Tax Report
 - Property Tax Highlights

These reports are available on our website: www.countyofsb.org/auditor

Advanced and Specialty Accounting:

- In order to enhance economic development in the County, the division proposed and drafted a public/private partnering Hotel Incentive Program intended to increase property tax, sales tax, and transient occupancy tax within the unincorporated area.
- New State legislation dissolved all Redevelopment Agencies (RDA) effective February 1, 2012. This division is providing fiscal support, advice and consultation to the County as Successor Agency for the former Isla Vista RDA to ensure a smooth implementation of the RDA dissolution. In addition, the division will provide support to the County's representatives on the seven Successor Agency Oversight Boards.

2012-14 Objectives

The County Auditor-Controller's strategic actions align primarily with the following the County's adopted Strategic Goals and Principles:

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

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

The Auditor-Controller's management strategy includes programs and projects that improve service delivery, are linked to the goals stated above and the department's mission statement. This is achieved by focusing on continuous improvement, customer service, the use of technology to improve work processes and to make information more available to the community that enhances the financial accountability and integrity of County government. These programs and projects generally span multiple years and are discussed below:

Application Development:

- The project team plans to add functionality to Financial Information Network (FIN Web) for travel claim data capture and processing, budget revision request processing, vendor claims initiation, and enhanced data search capabilities. This can result in implementation of additional efficiencies and outcomes to access data for travel analysis for availability by management and executives, automated budget revision processing, and enhance availability of financial data for policy makers, executives and management.
- The continuation of additional online transaction processing in FIN Web will gain other efficiencies and outcomes that include: faster transaction processing of claims payments, processing with fewer error corrections, control of disbursements resulting in potential interest earnings, and reduction of paper document retrieval and storage.
- The development of a new process in FIN Web for loading and analyzing budgetary information during the budget development process to better integrate budget development data with actual financial data. This initiative will also replace the fourteen year old budget development and the budget adjustment applications upgrading them to modern web-based technology.

Systems and Property Tax:

- The Auditor-Controller will continue to participate in all areas of the property tax project, including data conversion, system interfaces, reporting, functional design, and user testing. The Department will also work on development of related in-house systems to further support the necessary processes. This project will also need to integrate to the new Property Tax Assessment System being installed by the Clerk-Recorder-Assessor. The new vendor property system is not scheduled to be initially implemented until FY 2013-14 and will require a significantly longer period for full system implementation to maximize the efficiencies and outcomes of a new system.
- The Systems team plans to migrate all workstations to the Windows 7 operating system. Other projects include upgrading Web and Structured Query Language (SQL) Servers to newer versions of the software and further enhancements to the overall backup and disaster recovery strategies.

AUDITOR-CONTROLLER

Department Summary (cont'd)

Payroll:

- Additional automation of manual payroll processes by utilizing database management and development of enhancements to existing automated systems will enhance information available to the policy makers and our employees.
- The division will develop a new web-based time-capture system to replace an outdated time card application. The new system will create better controls within each department, allow for automation of complex regulatory compliance issues, provide a simpler user interface and add enhanced reporting capabilities.
- Implement enhancements to the County's internally developed payroll system. These improvements will allow the over 4,000 employees, who currently access the system regularly, easier access to their own payroll information and departmental payroll staff to better access their departmental information. The Payroll Division will continue to seek out improved efficiencies and controls in all remaining manual processes to accelerate and automate the payroll processing cycle.

Internal Audit:

- The division utilizes a risk based approach to determine where to deploy resources depending on availability. The division is focusing on disseminating information and increasing its audit presence to reduce risks at departments.
- The division will undergo a peer review that will provide recommendations for improvements to the County audit process.
- Internal Audit will continue to document and report compliance for departmental reviews and audits by other agencies, complete Board of Supervisors requests for audits and participate in the completion of the agreed upon procedures engagements for the seven RDA dissolutions. These audits and reviews can assist the County in avoiding negative audit settlements and will assist the taxing agencies in receiving money as a result of the dissolution of RDA's.

Financial Reporting and Specialty Accounting:

- The division will provide timely and accurate financial documents that include the County's Comprehensive Annual Financial Report, County Budget, Cost Allocation Plan and a variety of compliance and financial reporting documents to State Agencies. The prompt and accurate completion of these reports upholds the transparency and accountability in the use of public funds. Timely data provides the Board of Supervisors, County Executive Officer and management with the financial information necessary to provide service to the community.
- In conjunction with the County Executive Officer, the division will complete the Budget Clarity Project that will transform the current budget process away from a single year budget to a multi-year focus incorporating a financial planning cycle that includes a long term strategic plan, a five year financial forecast, a two year operational plan and a single year legally required adopted budget.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

- The Auditor-Controller's department does not have any staffing changes from FY 2011-12 adopted to FY 2012-13 recommended.
- The department has a projected staff of 45 employees with centralized operations in Santa Barbara and one satellite office in Santa Maria. As a result of the economic downturn the Auditor-Controller has dropped its budgeted staffing level over the last five years from 57.9 FTE in FY 07-08 to a proposed staffing level of 45.25 FTE in FY 12-13. Each of the past five years the department has held positions vacant, returned funds to the general fund balance at year end and reduced positions in the subsequent budget cycle to offset increases in salary, retirement and benefit costs. This has resulted in the reduction and unfunding of 13.3 FTE's or a 23% decrease in positions since FY 07-08.
- The recommended staffing level only maintains the same reduced service level as the prior year. The department will, however, request as part of the final budget hearings an additional position in the Property Tax Division for the required duties resulting from the dissolution of the RDA's. The legislation authorizing the dissolutions provides for reimbursement of the Property Tax Division staffing cost that will provide for the ongoing distribution of property taxes to the affected taxing agencies.

AUDITOR-CONTROLLER

Department Summary (cont'd)

Expenditures:

The Fiscal Year 2012-13 recommended operating expenditures increased by \$3,000 to \$7,656,000 from the Fiscal Year 2011-12 Adopted Budget of \$7,653,000. This 0.05% increase is the result of:

- + \$104,000 – increase in services and supplies due to a \$20,000 increase in charges from the Information Technology Department, \$24,000 increase in Professional Services cost for Information Technology projects and \$20,000 increase in external audit firm costs and \$40,000 increase in Special Department Expense for improvement to physical facilities for converting cubicles to fixed offices for management staff;
- - \$101,000 – net decrease in salaries and benefits due to concession savings.

Revenues:

The Fiscal Year 2012-13 recommended departmental revenues decreased by \$2,873,000 to \$1,029,000 from the Fiscal Year 2011-12 Adopted Budget of \$3,902,000. This 74% decrease is the result of:

- -2,161,000 – decrease in cost allocation plan (CAP) revenue . The cost plan revenue was transferred to the General Fund General Revenue department budget this fiscal year. This revenue account fluctuates significantly within an individual central service department budget from year to year. This change will smooth out the fluctuation in these departmental revenues by replacing it with a fixed general fund contribution;
- -\$694,000 – net decrease in miscellaneous revenue primarily due to one time escheated tax in FY 2011-12;
- -\$33,000 – decrease in Property Tax Administration fees caused by reductions of reimbursable costs;
- +\$15,000 – increase in other charges for services.

The Fiscal Year 2012-13 recommended departmental contribution of general revenues increased by \$2,918,000 to \$6,110,000 from the Fiscal Year 2011-12 Adopted Budget of \$3,192,000. This increase is primarily the result of:

- +2,161,000 – increase in departmental contribution since cost plan revenue for the central service departments was transferred to the General Fund General Revenue accounts;
- +\$725,000 - One time escheated tax revenue transferred to General Fund General Revenues;
- +\$284,000 – Relief from 50% solution to structural imbalance of one time FY 2011-12 funding sources reducing the draw on committed funds segregated for systems improvements and maintenance;
- -\$252,000 – FY 2011-12 concession savings.

Other Financing Sources and Uses:

The Fiscal Year 2012-13 recommended departmental other financing sources decreased by \$67,000 to \$502,000 from the FY 2011-12 adopted budget of \$569,000. This financing source is the departments fund balance committed to maintenance and development of the County-wide fiscal systems. Use of these funds will allow the department to maintain its current level of service in FY 2012-13 and balance its budget.

Budget Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The FY 2013-14 proposed expenditures reflect a \$362,000 increase over the FY 2012-13 recommended budget, may force additional staffing reductions and is primarily the result of:

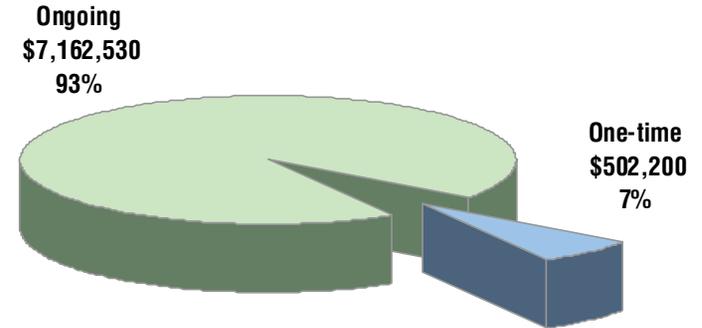
- +\$222,000 - increase in retirement contributions;
- +\$56,000 – increase in health, workers compensation and unemployment insurance premiums;
- +\$51,000 – increase in salaries;
- +\$33,000 – increase in services and supplies costs.

Outcome Measures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
The number of financial reports viewable online by interested parties (Public/County employees) that will increase transparency of the County's fiscal position and availability of financial information. (Target = 60)	Not Used in Prior Years	Not Used in Prior Years	63	66
Percentage of overall user satisfaction level that will ensure the County's financial system consistently meets the needs and requirements of its customers. (Target = 93%)	96%	90%	93%	95%
The number of days following the Property Tax installment due dates that property taxes are distributed to approximately 100 taxing entities that will provide a major funding source for their delivery of services to the public. (Target = 10)	10	10	10	10
Percent of seven Special District audits completed by the legal due date to ensure compliance with Generally Accepted Accounting Principles and fair presentation of each districts financial position. (Target = 85%)	86%	86%	85%	85%

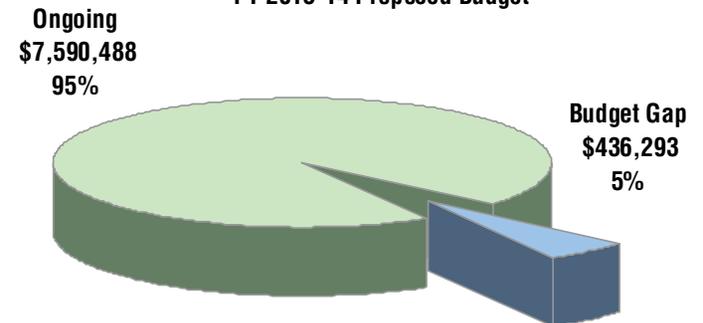
AUDITOR-CONTROLLER Department Summary (cont'd)

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget relies on one-time sources to fund 7% of the department's ongoing operations. These funds include \$502,200 from the Systems & Maintenance Fund Balance Component. These funds allowed the department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2013-14.

FY 2013-14 Proposed Budget

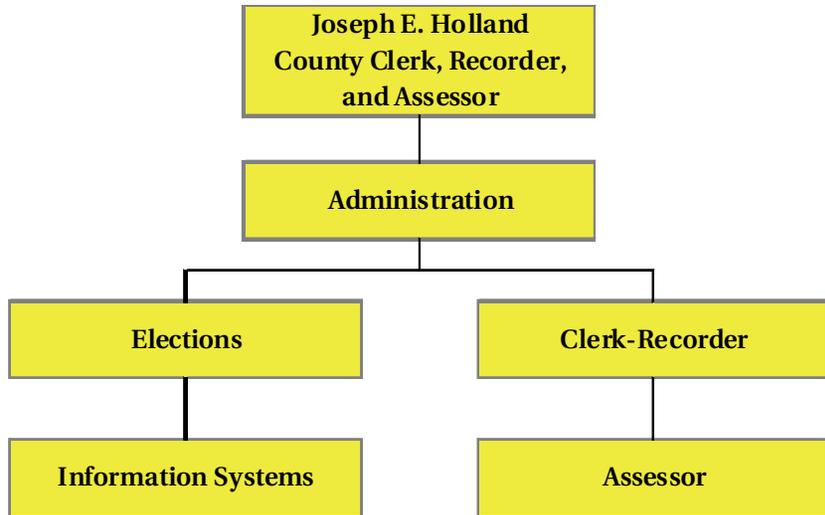


To maintain FY 2012-13 service levels, it is estimated that \$8 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$7.5 million will be available through ongoing sources (including \$6 million in General Fund Contribution). An additional \$436,293 must be identified to prevent the need for service level reductions.

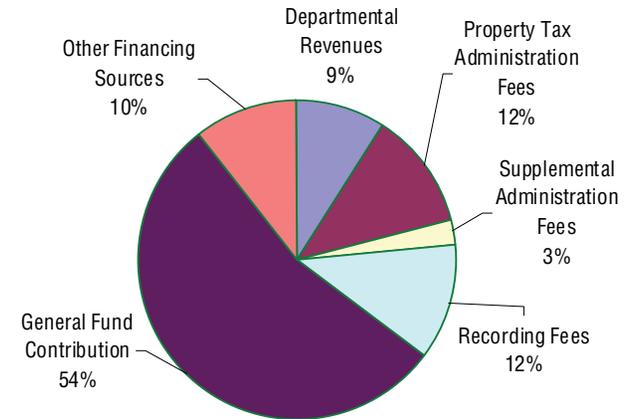
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CLERK-RECORDER-ASSESSOR

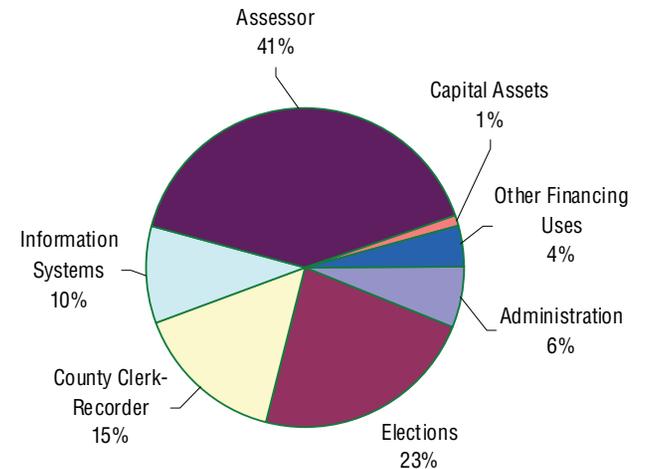
Budget & Staffing	
Operating \$	15,047,440
Capital	196,000
FTEs	91.8



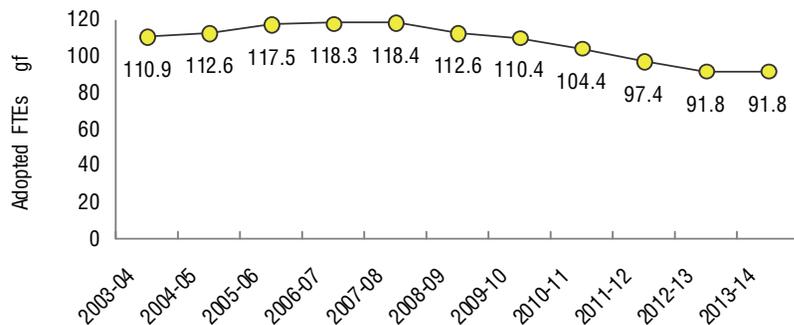
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



CLERK-RECORDER-ASSESSOR

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 934,597	\$ 982,809	\$ 971,885	\$ 1,010,370
Elections	2,939,793	3,553,360	3,620,357	3,239,933
County Clerk-Recorder	2,390,588	2,708,278	2,442,697	2,537,781
Information Systems	1,636,376	1,631,216	1,563,764	1,636,284
Assessor	6,430,071	7,037,613	6,448,737	6,791,034
Operating Sub-Total	14,331,425	15,913,276	15,047,440	15,215,402
Less: Intra-County Revenues	(505,672)	--	--	--
Operating Total	13,825,753	15,913,276	15,047,440	15,215,402
<i>Non-Operating Expenditures</i>				
Capital Assets	818,665	1,760,364	196,000	121,000
Expenditure Total	14,644,418	17,673,640	15,243,440	15,336,402
<i>Other Financing Uses</i>				
Operating Transfers	835,879	408,670	407,614	409,162
Designated for Future Uses	2,909,960	274,338	250,054	52,152
Department Total	\$ 18,390,257	\$ 18,356,648	\$ 15,901,108	\$ 15,797,716

Character of Expenditures

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Regular Salaries	\$ 7,587,095	\$ 7,883,030	\$ 7,123,355	\$ 7,245,894
Overtime	91,418	79,000	92,000	79,000
Extra Help	213,604	207,328	410,101	318,850
Benefits	3,475,993	3,993,500	3,682,232	4,139,220
Salaries & Benefits Sub-Total	11,368,110	12,162,858	11,307,688	11,782,964
Services & Supplies	2,963,315	3,750,418	3,739,752	3,432,438
Operating Sub-Total	14,331,425	15,913,276	15,047,440	15,215,402
Less: Intra-County Revenues	(505,672)	--	--	--
Operating Total	13,825,753	15,913,276	15,047,440	15,215,402
<i>Non-Operating Expenditures</i>				
Capital Assets	818,665	1,760,364	196,000	121,000
Expenditure Total	\$ 14,644,418	\$ 17,673,640	\$ 15,243,440	\$ 15,336,402

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 2	\$ --	\$ --	\$ --
Elections Federal & State Revenues	1,714,507	1,826,697	86,535	15,000
Property Tax Administration Fees	2,816,007	2,180,000	1,888,000	1,700,000
Supplemental Administration Fees	566,619	600,000	400,000	400,000
Recording Fees	1,825,455	1,950,000	1,843,000	1,843,000
Other Charges for Services	1,336,868	896,259	1,376,500	990,300
Revenue Sub-Total	8,259,458	7,452,956	5,594,035	4,948,300
Less: Intra-County Revenues	(505,672)	--	--	--
Revenue Total	7,753,786	7,452,956	5,594,035	4,948,300
General Fund Contribution	9,163,001	8,148,562	8,647,159	10,486,045
<i>Other Financing Sources</i>				
Operating Transfers	64,167	70,000	--	--
Use of Prior Fund Balances	1,409,303	2,685,130	1,659,914	363,371
Department Total	\$ 18,390,257	\$ 18,356,648	\$ 15,901,108	\$ 15,797,716

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$10,486,045 displayed in the summary table above includes a projected General Fund Contribution of \$8,931,335 and a projected budget gap of \$1,554,710.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration	5.2	5.0	5.0	5.0
Elections	10.6	10.4	8.9	8.9
County Clerk-Recorder	17.9	17.8	16.5	16.5
Information Systems	9.4	8.9	8.6	8.6
Assessor	56.2	55.2	52.8	52.8
Total Permanent	99.2	97.4	91.8	91.8
<i>Non-Permanent</i>				
Contract	0.6	--	--	--
Extra Help	6.9	--	--	--
Total FTEs	106.7	97.4	91.8	91.8

MISSION STATEMENT

To honor the public's trust by assuring honest and open elections, recording, maintaining and preserving property and vital records, setting fair and impartial values for tax purposes and providing courteous and professional service at a reasonable cost.

Department Description

The Clerk-Recorder-Assessor Department has three direct service divisions. Within the official duties as prescribed by the Revenue and Taxation Code, the Assessor Division is responsible for fairly, timely, and accurately assessing the value on all taxable property and creating the annual assessment roll which is the basis for funding of public services. In accordance with various sections of the California Statute, the Clerk-Recorder Division records all official records for the county, registers and issues copies of vital records (births, deaths, and marriages) and serves as the custodian for those records. In addition, the Clerk function of the Clerk-Recorder provides for filing of domestic partnerships, fictitious business names, notary bonds, and other miscellaneous filings and services. In accordance with the official duties prescribed by the Elections Code, the Election Division primarily is responsible for registering voters, maintaining a current voter file, and ensuring that voters of the County have the tools they need, the equipment they trust, the information and access they deserve, and the right they value in order to participate in the Elections process. The Administration and Information Systems Divisions serve as support functions to the department's direct service divisions by providing leadership and direction in support of the department's long-term mission and goals.

2011-12 Anticipated Accomplishments

Assessor:

- Completed 95 percent of all secured and unsecured assessment work items by close of the annual tax roll (July 1) to create the assessment roll which is the basis for property tax revenue collected to fund public services.
- Completed 95 percent of appraisal work on 15,000 property sales, transfers and new construction assessable events which become part of the assessment roll.
- Continued to maintain the reduction in the number of days it takes to process a supplemental assessment event, from a high of over 300 days, to an average of 200 days which provides for timely billing and collection of supplemental property taxes.
- Between July 2011 and January 2012, appraisal staff successfully resolved and closed 385 property assessment appeal cases, retaining 87 percent of the \$572 million of property roll value that was at risk given the difference in the applicant's opinion of value and the Assessor's enrolled value.
- Completed review on 100 percent of approximately 23,500 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 as of the lien date, minimizing re-work associated with roll corrections and the potential for resource intensive appeals filed by property owners if values are not adequately and timely reviewed and enrolled when appropriate.

CLERK-RECORDER-ASSESSOR

Department Summary (cont'd)

- By enhancing the Business Property Statement E-File System's user interface, exceeded the previous year's rate by 15 percent, for the number of Business Property Statements filed electronically, creating greater operating efficiencies with the automation process of the system and increasing on-line access of information to filers.
- Completed 80 percent of the minimum 216 business property audits required by the State.

Information Systems:

- Continued progress on the project to bar-code different types of assessment file forms and scan all documents in 130,000 commercial and residential property files by further testing the process barriers created by certain types of documents in the files and working towards resolving the barriers with a goal to complete scanning 50 percent of the physical files in the Lompoc Office and integrating the digitally scanned documents with the new assessment system by June 30, 2013. Scanning of documents will allow assessment workflow to be better tracked, distributed, completed, and managed, and will improve accessibility of information and responsiveness to customers.
- Accomplished several aspects of the server consolidation project by eliminating three physical servers, reorganizing file structures within various servers, and completing a strategic plan of various options for business continuity.
- Completed 85 percent of the department's client environments upgrade to Windows 7, Office 2007, and latest floor plan drawing software.
- Continued with the implementation phase of the new vendor developed property tax assessment and valuation system known as Realware, with a goal of implementing the new system by the end of Fiscal Year 2012-13.

Clerk-Recorder:

- Completed truncation on documents for the year 1996 to comply with the law requiring omission of the first five digits of the social security number on any official document recorded since 1980.
- Increased the number of electronic recording customers (specifically local title companies) and the number of documents submitted for recording through the electronic recording delivery system known as SECURE to 30 percent.
- Continued working towards establishing and implementing a fee-based customer subscription service for public information in the Recorder's Office (i.e., foreclosure data) increasing responsiveness and accessibility of information to customers with a goal of implementing the service within Fiscal Year 2012-13.
- Implemented an online payment system for electronic recording and working on a process to expand other services to be paid online using this system.

CLERK-RECORDER-ASSESSOR
Department Summary (cont'd)

- Based on the Clerk-Recorder Division cost recovery study performed in Fiscal Year 2010-11 for fee based services, implemented the proposed service fees effective November 1, 2011.
- Completed the re-scan and replacement of sealed or amended birth, death, and marriage certificates from 1850 to 1988 to comply with the mandate to delete adopted birth information and other court ordered name changes.
- Digitized and indexed birth and marriage records from 1965-1974, making these records more accessible to staff for customer requests.

Elections:

- Successfully conducted the mandated consolidated Presidential and Statewide Primary Election on June 5, 2012 and timely completed the election canvass and certification of the election results by July 3, 2012.
- Accurately and timely completed the mandated redistricting process by modifying precinct boundaries to align with the new district boundaries for the State Board of Equalization, State Senate, U.S. Congressional, State Assembly, and County Supervisor Districts.
- As result of new district lines, consolidated the number of precincts in the County from 318 to 259 creating savings in the cost of precinct supplies and poll workers.
- Implemented participation in the option for voters to access the sample ballot on-line rather than through mail delivery, saving the County thousands of dollars in the cost of printing and mailing.
- Based on the Elections Division cost recovery study performed in Fiscal Year 2010-11 for fee based services, implemented the proposed service fees effective November 1, 2011.
- Continued the project to research new vote tabulation systems certified in California to replace the aging and technologically outdated current fleet of systems, with a goal of acquiring and implementing a new system commencing with the June 2014 election .

2012-14 Objectives

The Clerk, Recorder, and Assessor's strategic actions primarily align with the following County adopted Strategic Goals and Principles:

Goal 1: Efficient and Responsive Government – Santa Barbara County will be an efficient and professionally managed organization that is able to anticipate and effectively respond to the needs of the community
5: Citizen Involvement – Santa Barbara County will be a governmental organization that is accessible, open, and citizen-friendly.

The emphasis of the Fiscal Year 2012-13 Clerk-Recorder-Assessor Department Budget and the following strategic actions are to minimize the Department's service level impacts and absorb workload with decreasing resources by continuously improving the Department's business systems through cooperation, partnerships and technology.

Assessor:

- Avoid any further Assessor staffing reductions in 2013-14, to minimize any negative impact on the roll value.
- Complete 90 percent of all secured and unsecured assessment work items by close of the annual tax roll (July 1), compared to 95 percent the previous year, to create the assessment roll which is the basis for property tax revenue collected to fund public services.
- Continue to maintain the reduction in the number of days to process a supplemental assessment event to an average of 200 days, compared to a historical high of over 300 days.
- Complete 75 percent of the business property audits required by the State.
- Work towards timely resolution of assessment appeals within the statutory timeframe, with the goal of adequately defending the roll value at risk.
- Complete 100 percent of Section 51 reviews, which require property values to be enrolled at the lesser of factored base value or market value as of the lien date, by June 30th as part of the assessment roll.
- Exceed or maintain the previous year rate of Business Property Statements (BPS) electronically filed through the BPS E-File System by continuously modernizing, improving the process, technology, and the public interface.
- Implement providing the annual secured property value notices on-line, eliminating the need to print and mail approximately 35,000 value notices.
- With any staffing reductions in 2013-14 below the 2012-13 level, minimize the negative impact on the Assessor's ability to preserve critical assessment service levels required to complete an accurate assessment roll which becomes the basis for property taxes collected to fund County public services.
- Continue the phases of the server consolidation project by eliminating physical servers, reorganizing file structures within various servers, and completing a strategic plan of various options for business continuity.
- Continue the project to scan all documents in commercial and residential property files with a goal to complete scanning 50 percent of the physical files in the Lompoc Office and integrating the digitally scanned documents with the new assessment system by June 30, 2013.
- Upgrade various departmental software programs to current versions, such as Microsoft Office 2010, Visual Studio 2010, Active Reports 6.0.
- Continue with the conversion of data and implementation of the new vendor developed property assessment and valuation system known as Realware, with the goal of implementing by the end of 2012-13.

Clerk-Recorder:

- Continue towards expanding the number of electronic recording customers that submit documents for recording through the electronic recording delivery system known as SECURE.
- Transition recording of liens and releases from the Tax Collector (comprises 4% of total recordings) to electronic recording.
- Develop and implement a process to allow on-line payment for marriage ceremony reservations to create greater operating efficiencies and increase service level to customers.
- Develop and implement a process to allow couples applying for a marriage license the ability to pre-order marriage certificate copies, increasing customer service levels by avoiding the need for customers to return and order a copy after the marriage license is recorded. This process also creates greater operating efficiencies for the Clerk-Recorder by streamlining the process and reducing the number of customers that come into the office.
- Continue to restore archival maps or birth certificate books from the 1800's, as part of the mandate to store and preserve photographically reproducible records.

Elections:

- Successfully conduct the November 2012 General and June 2014 Primary Elections and timely complete the election canvass and certification of the election results by the 28th day after each election, and materially maintain or increase the voter turnout rate in the last comparable election.
- Continue to review certified vote tabulation and vote by mail processing systems in early 2013 with the goal of acquiring and implementing new systems commencing with the June 2014 election.
- Expand information available on the Elections website to better serve the voters and customers of the County.
- Process Fair Political Practice Campaign Statements, Campaign Financial Disclosure Filings and Statements of Economic Interest Filings within 2 business days from the day they are received in our office.
- Review staff job descriptions and look at redistributing work and cross training to utilize staff more effectively.
- Continue to expand participation in the option of access to the sample ballot on-line rather than through mail delivery, saving the County thousands of dollars in the cost of printing and mailing. Voters who opt not to receive or access the sample ballot electronically will have the option to continue receiving the sample ballot by mail.
- Continue to review and update the Election Policy Book for changes in law, Secretary of State Directives, County Counsel legal opinions, and California Association of Clerks and Elections Officials guidelines.

CLERK-RECORDER-ASSESSOR

Department Summary (cont'd)

- Review and document division business procedures to ensure staff compliance with operational and safety procedures.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing

- There will be a decrease of 5.6 FTEs from the 2011-12 Adopted budget to the 2012-13 Recommended budget to meet the department's general fund contribution target.
- As a result of decreases in departmental revenues and county budget reductions driven by the economic downturn, the Clerk-Recorder-Assessor has reduced its staffing levels from 118.4 FTEs in 2007-08 to 91.8 FTEs in 2012-13, a 22% reduction over the last five years.

Expenditures:

Net decrease of \$2,456,000. This 13% decrease is the result of:

- Salaries and Benefits - Net decrease of \$856,000. \$1,071,000 in salaries and benefits cost savings from the reduction of 5.6 FTEs and labor concession agreement savings, offset by an increase of \$105,000 in extra-help staffing costs for Clerk-Recorder special projects funded with restricted funds and an increase of \$111,000 for the cost of extra-help staff and overtime needed to conduct the 2012 November General Election.
- Services and Supplies – Net decrease of \$11,000. Reduction of \$269,000 in services and supplies for state grant funded expenditures, special funded Clerk-Recorder project expenditures, and reductions in other miscellaneous services and supplies across the department. The \$269,000 reduction is offset by an increase of \$258,000 for the cost of the 2012 November General Election.
- Capital Assets – Net decrease of \$1,564,000. \$1,443,000 reduction for cost of election voting systems and \$161,000 reduction for cost of implementing the Assessor's new property tax valuation system. These reductions are offset by an increase of \$40,000 for Clerk-Recorder automation equipment funded with restricted funds.
- Other Miscellaneous Expenditure Reductions – Net decrease of \$25,000

Revenues:

Net decrease of \$1,859,000. This 25% decrease is result of:

- Federal and State Revenues – Net decrease of \$1,740,000. Decrease of \$1,390,000 from state and federal funds for the acquisition of grant funded voting systems and decrease of \$350,000 from the loss of State funding for the on-going cost of the vote-by-mail program.
- Property Tax Administration Fees – Decrease of \$292,000 in recoverable property tax administration fees due to an expected decrease in the prior year's net cost of property tax administration resulting from county budget reductions.

CLERK-RECORDER-ASSESSOR

Department Summary (cont'd)

- Supplemental Property Tax Administration Fees – Decrease of \$200,000 in supplemental tax administration fees as a result of lower supplemental taxes.
- Recording Fees – Decrease of \$107,000 in recording fees from an expected reduction in the number of official records submitted by customers for recording.
- Other Charges – Net increase of \$480,000. In Increase of \$380,000 in election costs charged to local agencies for the shared cost of the consolidated General Election in 2012-13, as opposed to June Primaries every alternating fiscal year in which there is no scheduled consolidation from local agencies. The remaining increase of \$100,000 is primarily from Clerk-Recorder service charges from fee increases implemented in 2012-13.

Other Financing Sources:

Net decrease of \$1,095,000. This decrease is result of:

- Operating Transfer - Decrease of \$70,000 from a one-time budgeted transfer of funds in 2012-13 as repayment of borrowed funds from restricted Clerk-Recorder funds.
- Use of Prior Fund Balance – Net decrease of \$1,025,000. \$148,000 reduction for one-time acquisition of election equipment, reduction of \$161,000 for implementation costs of the Assessor’s new property tax system and \$846,000 reduction in use of fund balances to fund on-going Assessor operational costs. These reductions are offset by an increase of \$130,000 in the use of restricted Clerk-Recorder fund balances to fund project expenditures.

As a result of continuing decreases to departmental revenues and growing cost of salaries and benefits, the Fiscal Year 2011-12 Adopted Budget includes the use of \$1,944,000 from departmental fund balances to fund on-going operational costs in order to maintain critical service levels. With continuing departmental revenue decreases in Fiscal Year 2012-13, the department budgeted to use the remaining departmental discretionary fund balances of \$1,099,000 in order to maintain critical service levels and unfunded 5.6 FTEs to meet the department’s general fund contribution.

The department’s General Fund Contribution for 2012-13 increased by \$499,000, an increase which included General Fund Revenue to replace 50% of the identified structural imbalance of \$1,944,000 within the department. This policy was uniformly applied to all departments.

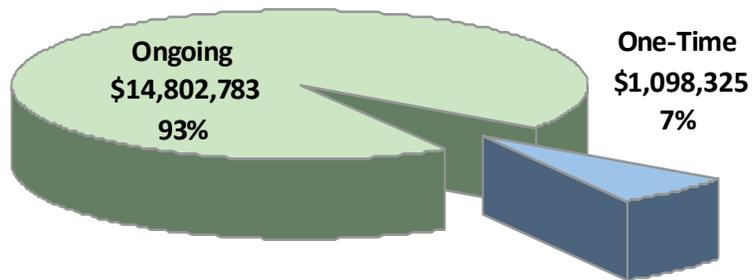
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

To maintain Fiscal Year 2012-13 service levels, \$15.8 million of funding will be required in Fiscal Year 2013-14. Of this amount, \$14.2 million is available from departmental revenues and General Fund Contribution. This remaining approximately \$1.6 million budget gap is due roughly \$1.1 million in one-time funding sources (designations) depleted in 2012-13 , which were used partly to compensate for significant revenue reductions over the last several years , coupled with increased employee salary and benefit costs of \$455,000.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of required property tax assessments completed by July 1st each year to provide basis for tax distribution to all property tax receiving entities. (Target = 100%)	99%	95%	90%	75%
Retention rate of property value under appeal (Target = > 90%)	90%	87%	75%	70%
Percent of official documents recorded within two business days. (Target = 100%)	100%	100%	100%	100%
Percent of Vote-By-Mail ballots, received by the Saturday prior to the election, included in the initial election results posted at 8:05 . (Target = 100%)	100%	85%	85%	90%

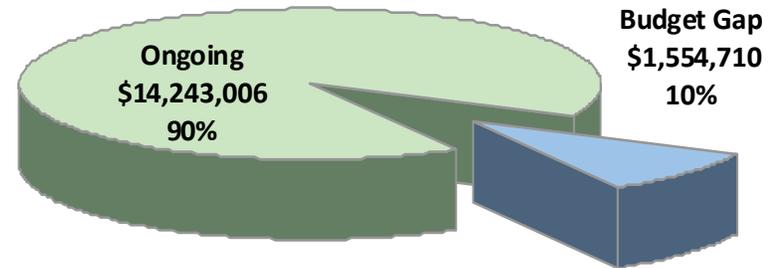
CLERK-RECORDER-ASSESSOR
 Department Summary (cont'd)

FY 2012-13 Recommended Budget



7% of the Fiscal Year 2012-13 Recommended Budget is comprised of one-time sources funding from various departmental designations to fund on-going operations in the Assessor Division. The roughly \$1.1 million in one-time sources of funding are critical in funding the level of assessment services needed to create the County's property tax roll which is the basis for property taxes collected and funding for public services. With the loss of these funding sources in Fiscal Year 2012-13, the departmental designation fund balances will be depleted, creating a \$1.1 million gap to address in Fiscal Year 2013-14 among other fiscal issues for the department.

FY 2013-14 Proposed Budget

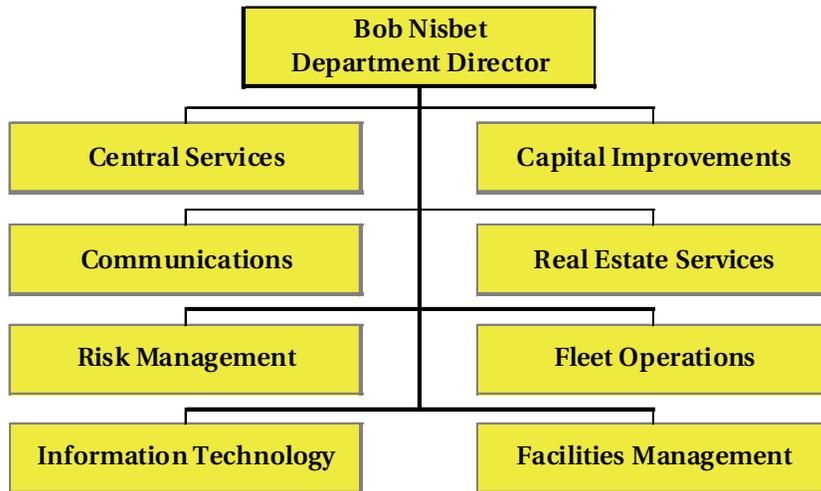


To maintain Fiscal Year 2012-13 service levels, \$15.8 million of funding will be required in Fiscal Year 2013-14. Of this amount, \$14.2 million is available from departmental revenues and General Fund Contribution, leaving a roughly \$1.6 million budget gap due to increases in the cost of salaries and benefits, decreasing departmental revenues, and the loss of roughly \$1.1 million of one-time funding sources depleted in 2012-13.

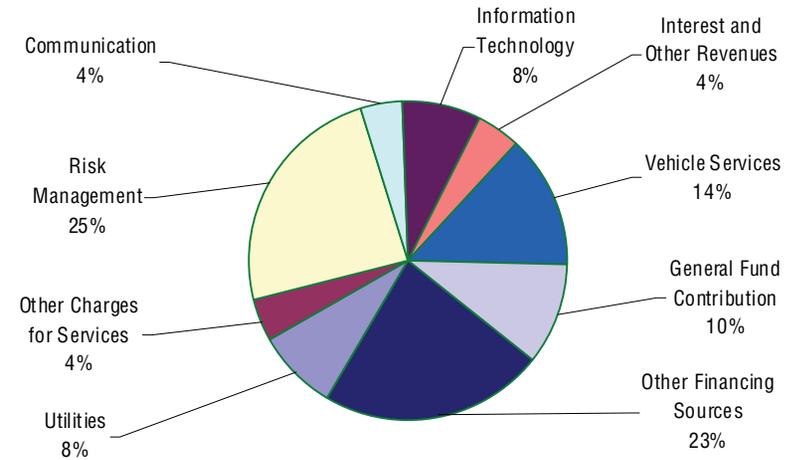
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GENERAL SERVICES

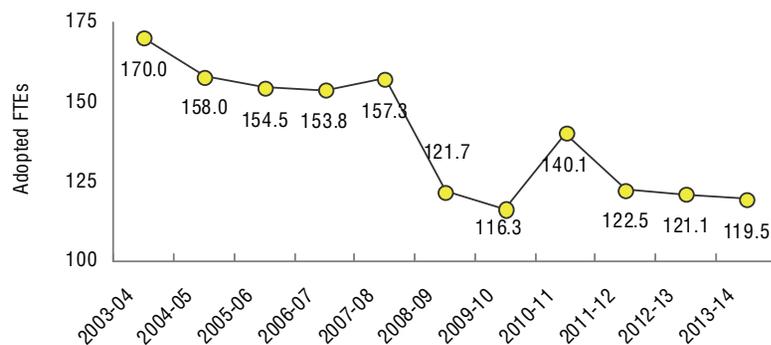
Budget & Staffing	
Operating \$	65,183,787
Capital	8,815,587
FTEs	121.1



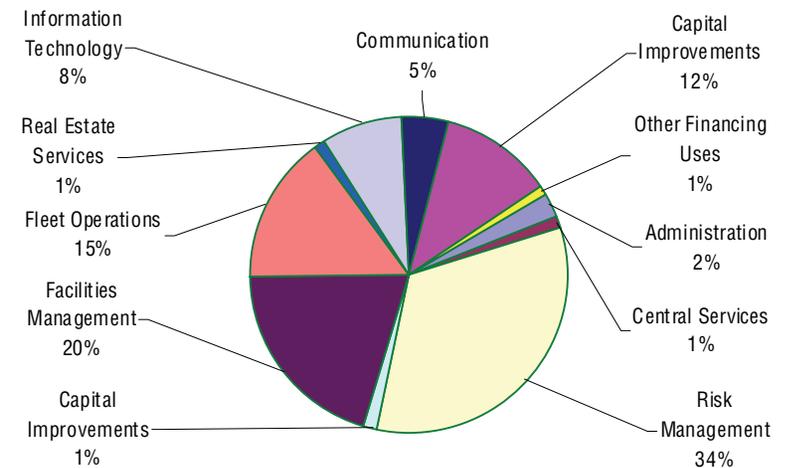
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



Note: Information Technology was added to the Department during FY 2010-11 (23.8 FTEs).

GENERAL SERVICES
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,607,981	\$ 1,874,284	\$ 1,846,819	\$ 1,945,806
Central Services	906,678	896,180	908,851	961,230
Reprographics & Digital Services	1,084,833	170,877	--	--
Risk Management	21,840,558	25,895,724	24,471,198	25,598,375
Capital Improvements	1,051,475	2,270,581	1,034,577	1,083,506
Facilities Management	15,275,245	14,945,135	15,145,523	15,503,391
Fleet Operations	9,538,265	11,180,057	11,280,693	11,339,085
Real Estate Services	1,250,400	876,933	840,571	883,215
Information Technology Services	6,393,837	5,898,037	6,134,219	6,665,746
Communications	3,531,434	3,800,247	3,521,336	3,491,281
Operating Sub-Total	62,480,706	67,808,055	65,183,787	67,471,635
Less: Intra-County Revenues	(43,865,459)	(42,475,621)	(42,580,641)	(44,967,169)
Operating Total	18,615,247	25,332,434	22,603,146	22,504,466
<i>Non-Operating Expenditures</i>				
Capital Assets	17,138,977	16,140,292	8,815,587	4,438,198
Expenditure Total	35,754,224	41,472,726	31,418,733	26,942,664
<i>Other Financing Uses</i>				
Operating Transfers	5,788,391	636,236	493,219	374,807
Designated for Future Uses	3,442,019	996,475	130,030	100,063
Department Total	\$ 44,984,634	\$ 43,105,437	\$ 32,041,982	\$ 27,417,534
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 10,822,288	\$ 9,791,102	\$ 9,253,377	\$ 9,310,747
Overtime	117,638	185,113	150,720	142,820
Extra Help	221,386	143,713	161,825	112,294
Benefits	5,159,095	5,189,539	4,861,818	5,395,908
Salaries & Benefits Sub-Total	16,320,407	15,309,467	14,427,740	14,961,769
Services & Supplies	40,265,687	47,279,294	44,433,331	45,977,994
Public Assistance Payments	287,706	--	--	--
Contributions	758,862	784,984	782,000	782,000
Depreciation Expense	3,521,739	3,294,846	3,943,044	4,165,677
Damages & Losses	1,253,114	1,135,000	1,060,000	1,060,000
Principal & Interest	73,191	4,464	537,672	524,195
Operating Sub-Total	62,480,706	67,808,055	65,183,787	67,471,635
Less: Intra-County Revenues	(43,865,459)	(42,475,621)	(42,580,641)	(44,967,169)
Operating Total	18,615,247	25,332,434	22,603,146	22,504,466
<i>Non-Operating Expenditures</i>				
Capital Assets	17,138,977	16,140,292	8,815,587	4,438,198
Expenditure Total	\$ 35,754,224	\$ 41,472,726	\$ 31,418,733	\$ 26,942,664

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Vehicles Services	\$ 9,119,815	\$ 10,712,223	\$ 10,241,000	\$ 10,671,122
Interest	634,407	--	260,500	274,806
Utilities	5,546,938	6,240,000	6,138,850	6,457,385
Cost Allocation Revenue	2,131,319	2,701,220	--	--
Communication	3,168,987	2,978,065	3,133,282	3,321,245
Information Technology	6,632,461	6,079,966	6,090,398	6,622,949
Other Charges for Services	4,132,646	4,440,410	3,108,238	3,200,124
Risk Management Services	14,866,458	14,880,645	18,239,982	19,200,986
Miscellaneous Revenue	6,886,428	2,902,088	3,051,498	2,600,966
Revenue Sub-Total	53,119,459	50,934,617	50,263,748	52,349,583
Less: Intra-County Revenues	(43,865,459)	(42,475,621)	(42,580,641)	(44,967,169)
Revenue Total	9,254,000	8,458,996	7,683,107	7,382,414
<i>General Fund Contribution</i>				
	5,813,864	5,129,701	7,574,002	8,207,070
<i>Other Financing Sources</i>				
Operating Transfers	3,367,168	1,494,687	1,343,000	137,400
Sale of Property	83,585	5,000	60,000	60,000
Use of Prior Fund Balances	26,466,017	28,017,053	15,381,873	11,630,650
Department Total	\$ 44,984,634	\$ 43,105,437	\$ 32,041,982	\$ 27,417,534

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$8,207,070 displayed in the summary table above includes a projected General Fund Contribution of \$7,728,153 and a projected budget gap of \$478,917.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Administration	10.5	12.0	12.0	12.0
Central Services	7.8	7.0	7.0	7.0
Reprographics & Digital Services	5.9	--	--	--
Risk Management	9.8	10.0	7.0	6.0
Capital Improvements	6.0	6.0	7.0	7.0
Facilities Management	37.5	30.5	30.5	30.5
Fleet Operations	22.0	20.0	20.0	20.0
Real Estate Services	3.7	3.6	3.6	3.6
Information Technology Services	27.6	23.0	22.6	22.6
Communications	9.5	9.0	9.4	8.5
Total Permanent	140.2	121.1	119.1	117.2
<i>Non-Permanent</i>				
Contract	1.9	1.0	1.0	1.0
Extra Help	4.4	0.4	1.2	1.2
Total FTEs	146.4	122.5	121.1	119.5

D - 170 Note: FTE totals may not sum correctly due to rounding.

MISSION STATEMENT

General Services provides a full range of services, guidance and expertise that enables County government to better serve the public and business community.

Department Description

The General Services Department delivers an array of support services to the other County Departments. These services include the following:

- Facilities Management
- Risk Management
- Information Technology
- Communications
- Fleet Management
- Real Estate Services
- Capital Project
- Central Services (including purchasing, mail, surplus property, and cable TV franchises)

Excellent Customer Service is the keystone to the Department's business culture. To this end, the Department's vision is that if given a choice, other County departments would choose services provided by General Services over alternative choices. To measure whether or not the Department is achieving this vision, The Department lives by the motto that **"we are only successful if the other departments are successful."**

This commitment to Excellent Customer Service is ensured by adhering to the following Core Values and Guiding Principles:

The Department Values: Integrity, respect for each other and our customer, a strong work ethic, and a safe work environment.

The Department is guided by the following principles:

- Innovative thinking and continual process improvement
- Open and honest communication
- Using financial resources wisely
- Involving the customer early in the decision making process
- Investing in staff through training and job enrichment
- Modeling a culture of safety

GENERAL SERVICES

Department Summary (cont'd)

2011-12 Anticipated Accomplishments

Facilities Management:

- Applied for, and received a second allocation of Qualified Energy Conservation Bonds (QECBs) in the amount of \$5.2 million. The funds are for a one megawatt solar project on the Calle Real Campus. This project is scheduled to be completed by the end of the fiscal year and will provide 2/3 of the electricity needs of the Main Jail.
- Through the Facilities Energy Division, installed eight (8) vehicle electric charging stations at various County parks, and parking lots for the use by County vehicles and the public.
- Facilities Division maintained and repaired 381 buildings, a total of 1,814,775 sq. ft. with a complete staff of 25.

Risk Management:

- Processed 96 liability claims, 428 workers' compensation claims and assisted 216 employees in the back to work disability management program.
- Contracted the processing of all workers compensation claims that occurred prior to July 1, 2010 (tail claims) to a Third Party Administrator for a one-time payment of \$302,000. This move is estimated to save \$950,000 over the next 10 years.
- Implemented new county-wide Safe Driver's Policy.
- Developed and implemented "pre-screening" ergonomic evaluations for County employees.

Information Technology:

- Supported over 6,382 networked devices across more than 200 locations.
- Upgraded the Footprints software from version 7.5 to 10.1 and installed on a virtual server. Footprints is the main system used to manage Information Technology Division's day to day operations and track Support Center calls. Operational processes were redesigned to improve customer service, create efficiencies, and to capture meaningful metrics in service areas.
- Implemented Zscaler, a cloud based internet filtering service to block access to compromised websites, resulting in reduced computer security and virus incidents.

GENERAL SERVICES

Department Summary (cont'd)

Information Technology and Communications:

- Provided support for all information and communication technologies during the construction and move into the new Emergency Operations Center (EOC), including the design, purchase, configuration, and installation of technology equipment for the building. As well as, relocating Microwave and Satellite Communications and the County's primary data center to the enhanced computer room at the EOC.

Communications:

- Provided telephone services to 4,813 telephones.
- Completed an audit, assessment and re-design of the Countywide telephone circuit or trunking network. Time Warner Telecom was selected as a new vendor to provide telephone services. This change will save the County approximately \$1,000,000 over the next three years.

Fleet Management:

- Fueled, repaired and maintained approximately 1,231 vehicles/equipment with a staff complement of 17 FTE's.
- Expanded the fully automated motor pool reservation system with additional sites and features, providing comprehensive availability at a lower cost.
- Upgraded the online Fleet reporting system and developed an automated scheduler report, improving departments ability to manage their fleets.
- Increased revenue from sale of used County vehicles with the use of an on-line auction.

Real Estate Services:

- Received a Coastal Conservancy grant in the amount of \$1.3 million for acquiring the final parcel of land necessary to complete the Point Sal Reserve.
- Acquired an easement for protection of the California Tiger Salamander in accordance with an agreement with the United States Fish and Wildlife Service.

Capital Projects:

- Managed 25 projects valued at \$30 million.
- Completed construction of three large projects. Emergency Operation Center (\$7.9 million); the Public Defender Remodel in the Historic Courthouse (\$5.8 million); and the Santa Maria Court Clerks building (\$5.2 million).
- Completed several critical project agreements towards the grant application for the new North County jail.

Central Services:

- Processed 2,300 contracts that are in full compliance with County Purchasing Statutes and Ordinances, published 60 Requests for Proposals/Invitation for bids, processed 95% of all contracts within 7-working days.
- Continued promotion of the Local Vendor Outreach program. This program offers a 6% preference to local vendors for County purchases of tangible goods. For the second year in a row, achieved the goal of spending over 60% on local vendors.
- Updated the County's Cable TV Ordinance to align the County's Code with the Digital Infrastructure and Video Competition Act of 2006 (DIVCA). The Ordinance includes a new fee of 1% of gross revenue for Public, Education and Government (PEG) television channels.

GENERAL SERVICES

Department Summary (cont'd)

2012-14 Objectives

The General Services Department's strategic actions align primarily with the following County adopted Strategic Goals and Principles:

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

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

The Department's management strategy is coordinated with Department's focus on providing Excellent Customer Service and the Department's Mission and Vision that support this ideal. To that end, the objectives for the next two years focus on projects and programs that improve service delivery through the use of technology and improved communication, improve processes through the emphasis on staff training and enrichment, and improve space through the notion that employee safety, moral and productivity is a function of quality work spaces. The programs and projects generally span multiple years and are discussed below:

Facilities Management:

- Apply Southern California Edison grant award to identify, manage and reduce the County's energy consumption, and strengthen and improve the implementation of the County's sustainability action plan.
- Implement multiyear project to replace the heating and air conditioning system in the Historic Courthouse.

Risk Management:

- Transfer the worker compensation "tail claims" (all open claims on the books that occurred prior to July 1, 2010) to an insurance carrier thereby limiting the County's liability for these older claims.
- The Risk Management and Human Resources Divisions will jointly develop, design and implement an Employees Wellness program in order to increase the health, moral and productivity of employees.
- Implement a web-based self-evaluation program on ergonomics for utilization by all Departments.

Information Technology:

- Complete the Countywide IT Strategic Plan to clearly link County business objectives with IT enablement.
- Develop a plan to provide adequate internet connectivity Countywide.
- Provide a secure Mobile Device Management solution to support a growing variety and number of portable devices.

Communications:

- Begin a phased upgrade process for the phone system Private Branch Exchange (PBX) to convert to Voice over Internet Protocol (VoIP) technologies introducing Unified Communications and Collaboration services where appropriate.
- Complete the transition of mobile, portable and base station radios to the narrow banding technology by December 2012 to comply with the Federal Commutation Commission (FCC) mandate.
- Pilot a point to point microwave installation to improve communication connectivity and reduce costs for remote locations.

Fleet Management:

- Complete new Vehicle Policy in order to reduce the number of vehicles in the fleet by 5% and reduce the gallons of fuel used by 10%.
- Complete the conversion of the automated fuel access system used by all County vehicles at the 3 major County owned fueling sites, to an upgraded and more reliable system.

Real Estate Services:

- Complete a ground lease of the Garden Street Parking lot and sale of a portion of the Probation property to the Administrative Office of the Courts for their new court complex and parking structure.
- Acquire the necessary property and easements for the completion of the Union Valley Parkway in the Santa Maria area.
- Acquire the Tognazzini property and complete the land project for the Point Sal Preserve.

Capital Projects:

- Complete the revised Space Policy and Update the 2006-2011 Space Utilization Study with the goal of completing the 2012-2017 versions by the end of 2012. The revised document will include a new section on County leases in document and a goal to reduce leased space by 10% and County-owned buildings by 5%.
- Establish a Leadership in Energy and Environmental Design (LEED) requirement (i.e. a minimum level of sustainability features that are incorporated into the design) for new County buildings and remodels of County space over a certain size.
- Assist Sheriff's Department with initial design of the new North County Jail to be funded with AB 900 Grant.

GENERAL SERVICES

Department Summary (cont'd)

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

There will be a slight decrease of staffing from 2011-2012 Adopted to 2012-13 Recommended.

The General Services Department has a projected staff of 121.1 employees, down slightly from the 122.5 in the prior year. As a result of the economic downturn the General Services Department has dropped its budgeted staffing level over the last five years from 157.3 FTE's in FY 07-08 to a proposed staffing level of 121.1 FTE's in FY 12-13. This has resulted in the reduction and unfunding of 36.2 FTE's or a 23% decrease in positions since FY 07-08.

Expenditures:

Net decrease of \$2,624,000. This 3.9% decrease is primarily the result of:

- Risk Management Services– Net decrease of \$1,425,000. This is primarily the result of anticipated reduced disability-medical expenses and reduced salaries and benefits due to staff reductions.
- Capital Improvements – Net decrease of \$1,236,000. Many of the Capital Projects are nearing completion in FY 11-12.
- Depreciation – Net increase of \$648,000. This is primarily due to information technology asset purchases for the Emergency Operations Center and asset purchases for the solar project.

Revenues:

Net decrease of \$671,000. This 1.3% decrease is primarily the result of:

- -\$2,701,000 – decrease in cost allocation plan revenue (CAP). The cost plan revenue was transferred to the General Fund General Revenue department budget this fiscal year. This revenue account fluctuates significantly within an individual central service department budget from year to year. This change will smooth out the fluctuation in these departmental revenues;
- \$2,701,000 – increase in departmental contribution since cost plan revenue for the central service departments was transferred to the General Fund General Revenue accounts;
- -\$1,332,000 – decrease in Other Charges for Services, this is primarily the result of the Santa Maria Court Clerks project nearing completion;
- -\$471,000 – decrease in Vehicles Services charges primarily due to the trend of departments turning in their assigned vehicles;
- +\$3,359,000 – increase in Risk Management Services primarily due to the insurance industry forecasts of increases in premiums for all major lines of insurance plus additional funds that are needed per the actuarial report to fund the WC self-insured program. Accordingly, the increase in revenue is required to cover the anticipated increase in expenditures;
- +\$261,000 – increase in Interest due to conditions in the prior year where 0% was assumed versus the guidance that has been provided for the FY 12-13 time period of 0.5%.

Other Financing Sources and Uses:

The Fiscal Year 2012-13 recommended departmental financing sources require the use of \$353,526 of departmental designations to balance the recommended budget.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

Staffing:

General Services proposes a 1.6 FTE reduction in FY 13-14 due to retirements in the Communications Internal Service Fund. Even with this reduction in staffing, salaries and benefits are projected to increase by \$534k driven by the increases in retirement contribution costs.

Expenditures:

Net increase of \$2,288,000. This 3.5% increase is primarily the result of:

- Risk Management Services - The anticipated firming insurance market conditions will cause a rise in future premium expenditures; which in turn will result in the need to increase revenues from the County departments in the form of increased insurance rates. These increases are anticipated to be \$1,127,000;
- Salaries and Benefits – increase of \$534,000 which primarily reflects an increase for retirement contributions;
- Utilities – Net anticipated increase of 5% or \$319,000;
- Depreciation Expenses – increase of \$223,000 primarily for Information Technology Equipment.

Revenues:

Net increase of \$2,086,000. This 4.2% increase is primarily the result of:

- +\$961,000 – increase in Risk Management services based on the anticipated firming insurance market conditions that will cause a rise in future premium expenditures; which in turn will result in the need to increase revenues from the County departments in the form of increased rates.;
- +\$721,000 – increase in Information Technology/Communications charges for services based on a conservative estimate primarily driven by increased salary, benefit and retirement costs. These rates will be updated in approximately September 2012 for FY 13-14;
- +\$430,000 – increase in Vehicles charges based on a conservative estimate primarily driven by increased salary, benefit and retirement costs. These rates will also be updated in approximately September 2012 for FY 13-14.

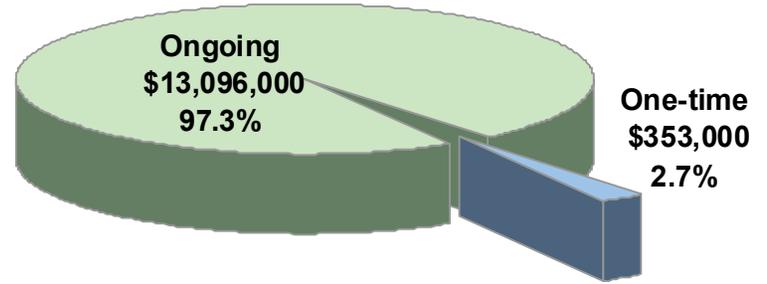
Other Financing Sources and Uses:

To maintain the FY 2012-13 service levels, it is estimated that an additional \$478,917 must be identified in FY 13-14 to prevent the need for service level reductions.

GENERAL SERVICES
Department Summary (cont'd)

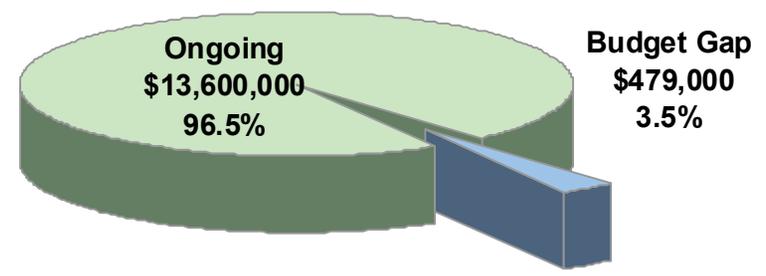
	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of customers satisfied or highly satisfied with services provided by the department (Target = >85%)	Not Used in Prior Year	Not Used in Prior Year	> 85%	> 85%
Percent of departmental compliance with safety audit recommendations within 60 days (Target = 100%)	Not Used in Prior Year	Not Used in Prior Year	100%	100%
Percent of maintenance and repair requests completed (Target = 100%)	Not Used in Prior Year	Not Used in Prior Year	100%	100%
Percent reduction in network outages (Target = >10%)	Not Used in Prior Year	Not Used in Prior Year	> 10%	> 10%

FY 2012-13 Recommended General Fund Budget



The FY 2012-13 General Fund Recommended Budget (excludes Internal Service Funds) relies on one-time sources to fund 2.7% of the department's ongoing operations. These funds include \$320,000 from the General Services Project Designation and \$33,000 from Salary Savings. These funds allowed the department to maintain the same level of service ; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2013-14. One time funds are okay for one time capital projects.

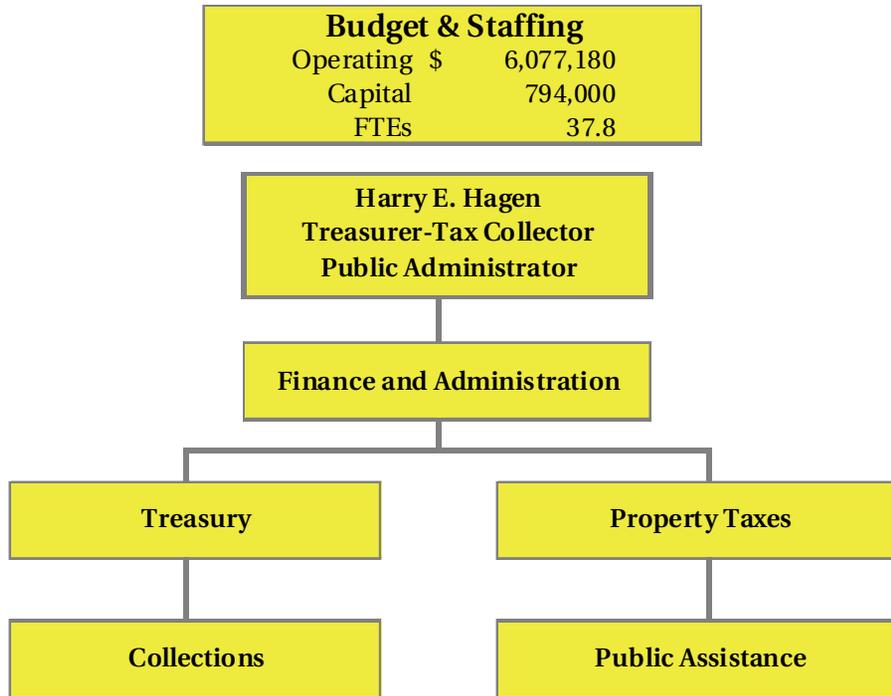
FY 2013-14 Proposed General Fund Budget



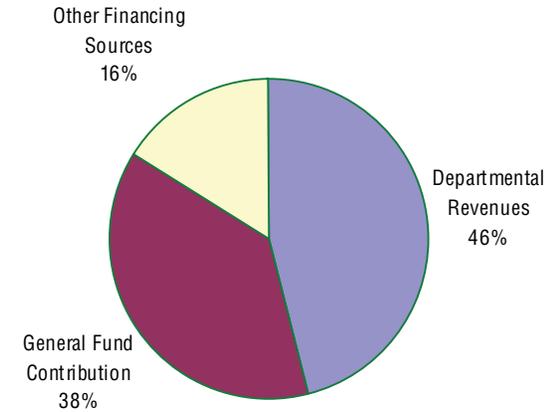
To maintain FY 2012-13 General Fund service levels (excluding Internal Service Funds), it is estimated that \$13,600,000 of funding will be required in FY 2013-14. An additional \$479,000 must be identified to prevent the need for service level reductions.

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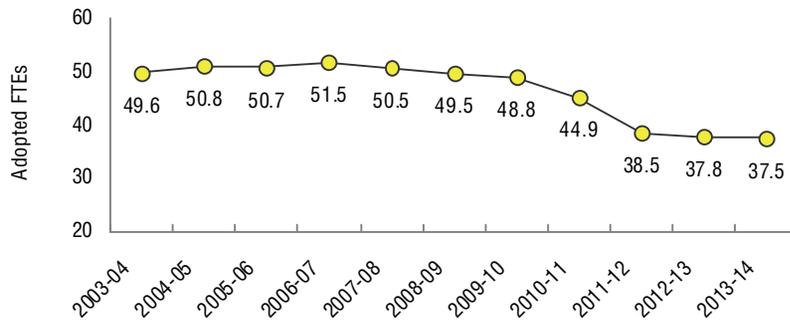
TREASURER-TAX COLLECTOR-PUBLIC ADM.



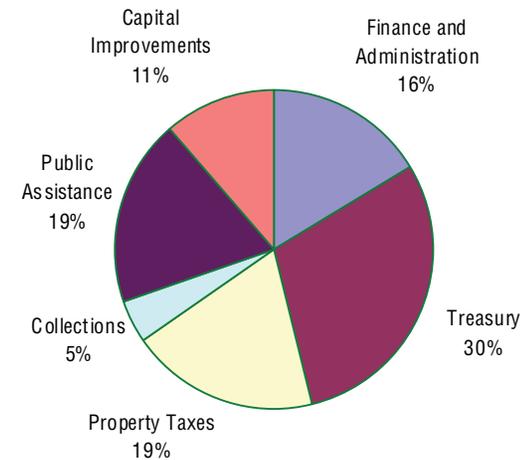
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



TREASURER-TAX COLLECTOR-PUBLIC ADM.

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 3,205,041	\$ 3,132,937	\$ 2,973,487	\$ 2,999,107
Overtime	1,890	--	--	--
Extra Help	60	30,186	30,187	30,303
Benefits	1,422,751	1,654,683	1,512,624	1,690,146
Salaries & Benefits Sub-Total	4,629,742	4,817,806	4,516,298	4,719,556
Services & Supplies	1,599,801	1,537,343	1,661,771	1,660,919
Operating Sub-Total	6,229,543	6,355,149	6,178,069	6,380,475
Less: Intra-County Revenues	(717,245)	(461,973)	(100,889)	(102,539)
Operating Total	5,512,298	5,893,176	6,077,180	6,277,936
<i>Non-Operating Expenditures</i>				
Capital Assets	667,517	1,562,725	794,000	365,000
Expenditure Total	\$ 6,179,815	\$ 7,455,901	\$ 6,871,180	\$ 6,642,936

Use of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Operating Expenditures</i>				
Finance and Administration	\$ 1,032,590	\$ 1,284,469	\$ 1,144,318	\$ 1,172,547
Treasury	1,915,285	1,958,706	2,065,380	2,132,580
Property Taxes	1,119,899	1,401,400	1,335,097	1,367,884
Collections	669,551	230,107	314,887	332,254
Public Assistance	1,492,218	1,480,467	1,318,387	1,375,210
Operating Sub-Total	6,229,543	6,355,149	6,178,069	6,380,475
Less: Intra-County Revenues	(717,245)	(461,973)	(100,889)	(102,539)
Operating Total	5,512,298	5,893,176	6,077,180	6,277,936
<i>Non-Operating Expenditures</i>				
Capital Assets	667,517	1,562,725	794,000	365,000
Expenditure Total	6,179,815	7,455,901	6,871,180	6,642,936
<i>Other Financing Uses</i>				
Operating Transfers	7,471	--	--	--
Designated for Future Uses	--	151,803	--	--
Department Total	\$ 6,187,286	\$ 7,607,704	\$ 6,871,180	\$ 6,642,936

Note: Presentation of the individual program amounts for fiscal years 2010-11 and 2011-12 have been adjusted to provide a consistent level of detail with the fiscal year 2012-13 budget, however, the totals for 2010-11 and 2011-12 have not been changed.

Source of Funds Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 58,926	\$ 114,600	\$ 62,120	\$ 72,120
Other Charges for Services	3,374,584	3,371,337	2,775,342	3,398,543
Miscellaneous Revenue	397,793	353,000	350,900	350,900
Revenue Sub-Total	3,831,303	3,838,937	3,188,362	3,821,563
Less: Intra-County Revenues	(717,245)	(461,973)	(100,889)	(102,539)
Revenue Total	3,114,058	3,376,964	3,087,473	3,719,024
<i>General Fund Contribution</i>				
	2,452,711	2,222,287	2,666,938	2,533,559
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	620,517	2,008,453	1,116,769	390,353
Department Total	\$ 6,187,286	\$ 7,607,704	\$ 6,871,180	\$ 6,642,936

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$2,533,559 displayed in the summary table above includes a projected General Fund Contribution of \$2,346,959 and a projected budget gap of \$186,600.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Finance and Administration	5.2	6.6	6.0	5.7
Treasury	10.1	9.5	10.7	10.7
Property Taxes	6.5	7.9	7.1	7.1
Collections	5.1	1.9	2.1	2.1
Public Assistance	14.6	14.1	11.5	11.4
Total Permanent	41.6	40.0	37.3	37.0
<i>Non-Permanent</i>				
Extra Help	--	0.5	0.5	0.5
Total FTEs	41.6	40.5	37.8	37.5

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

MISSION STATEMENT

Bill and collect all property taxation, process all payments, provide banking services, invest revenue received by the County, Special Districts and Schools, and administer the County's debt program, deferred compensation plan, decedent estates, public conservatorships, and Veterans' Services.

Department Description

The divisions of the Treasurer-Tax Collector-Public Administrator Department are Finance & Administration, Treasury, Property Taxes, Collections, and Public Assistance. The Treasurer-Tax Collector-Public Administrator Department has staff that operate in Santa Barbara and Santa Maria.

The emphasis of the Treasurer-Tax Collector-Public Administrator Department is the continuation and enhancement of the following services: tax collection; banking services; investing public funds with the primary objective of preservation of principal; administering the County's debt program; administering the County's deferred compensation plan; administering decedent estates and conservatorships; and assisting County veterans in obtaining State and Federal benefits. Within each of the basic services provided, the 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.

2011-12 Anticipated Accomplishments

Administration:

- Developed computer server infrastructure to provide a high level of redundancy in Santa Barbara and Santa Maria by constantly backing up applications, files and databases needed for business continuity.
- Collected approximately \$500,000 in Calendar Year 2011 for the Santa Barbara South Coast and Santa Ynez Tourism Business Improvement Districts. This revenue is used to promote the local tourism industry which will positively impact the regional economy, as tourism is one of the biggest economic sectors in the County. The economic impacts include increased sales tax and Transient Occupancy Tax (TOT) revenues.
- Completed a major redesign of the property tax payment website. Many new features were added to provide a personalized website experience for our taxpayers as well as increasing efficiencies for Treasurer-Tax Collector staff. New features include 1) improved and simplified bill searching, 2) printable electronic property tax bills in PDF format, 3) smart payment buttons, and 4) Google Map integration.

Public Assistance:

- Public Assistance migrated to a web-based software for the Public Guardian, Public Administrator & Protective Payee accounting and Veterans' Services. This software is backed up at the end of each day and is stored on servers in two states other than California, providing for disaster recovery.

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Department Summary (cont'd)

- The Veterans' Services division continues to assist County veterans and their families in obtaining benefits. County veterans received approximately \$8 million in new monthly and retroactive benefits, lump sum, college free waiver and prior awards. In addition, approximately \$1.1 million is brought into the County for GI Bill students and Aid & Attendance assistance. These programs pay schools and care providers directly, keeping the students' and families' income to be spent in County on other necessities.
- As recommended by the Board of Supervisors, the Protective Pay Program created an infrastructure to implement a fee for service. This required coordinating reaccreditation from the Social Security Administration to charge a fee. New reports and mechanisms for collection were identified and created in the software program including coordination with an outside financial institution. In addition, staff worked extensively with ADMHS case managers and clients. All necessary actions to initiate collection of this fee have been accomplished.

Treasury:

- Issued Qualified Energy Conservation Bonds (QECB) which provided funding for the General Services Photovoltaic project. Refunded the 2001 Certificates of Participation, saving the County \$1.6 million. Issued the Tax Revenue Anticipation Notes (TRAN) which provides cash flow liquidity for the County and acted as a conduit issuer for the Montecito Retirement Association.
- Installed two new remittance processors for the collection of payments in January 2012, reducing downtime due to frequent infrastructure breakdowns. Maintenance costs will be reduced by 40%, a savings of \$10,000 - \$15,000 annually.

Property Tax:

- Continue implementation of new billing and collection systems to replace the thirty year old mainframe system; this multi-year project includes a new vendor system and supporting in-house systems. The new system will automate additional property tax functions, resulting in more efficient processing of property taxes for the County with better quality and controls. In addition, an informal user group was created with other California Counties to coordinate efforts and streamline processes.
- Beginning June 8, 2011, fifty-three parcels were published as Impending Default parcels, and an additional eighteen were already recorded in a Power-to-Sell status, for a total of seventy-one parcels. Payment plans were then initiated on eighteen of the fifty-three impending defaults prior to the default date. \$77,000 was recovered from the payment plans to date, and the remaining \$269,000 will be collected over the next three fiscal years. Power-to-Sell documents were prepared and recorded for all tax defaulted parcels. Thirty-nine have since been paid, resulting in the collection of \$935,000 in taxes and penalties. Payment is currently pending on three parcels totaling \$1,314,000. The remaining eleven parcels are moving toward 2012 tax auctions to collect \$177,000 in taxes and late penalties.

TREASURER-TAX COLLECTOR-PUBLIC ADM.

Department Summary (cont'd)

2012-14 Objectives

The County Treasurer-Tax Collector-Public Administrator's strategic actions align primarily with the following adopted County Strategic Goals:

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

Goal 3: Economic Vitality: A Community that is Economically Vital and Sustainable.

Each division provides 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 will be 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.

Administration:

- The Information Technology team plans to upgrade several database and software systems for Collections, Transient Occupancy Tax and Committee for Reciprocal Tax Accounting in California (CORTAC) payments. This will gain efficiencies and outcomes that include: faster processing of tax payments, processing with fewer errors, improved reporting and reduced staff time.

Property Tax:

- In FY 2012-13, the Treasurer-Tax Collector will continue to participate in all areas of the property tax project, including data conversion, systems interfaces, functional design, and user testing. This project will also need to integrate to the new Property Tax Assessment System to be installed by the Clerk-Recorder-Assessor. Efficiencies and Outcomes in FY 2012-13 will include use of a database warehouse, storing all historical mainframe data used by interfacing systems that will be upgraded this year. The total new system will initially be implemented early in FY 2013-14 and will require a significantly longer period for full system implementation to maximize the efficiencies and outcomes of a new system.
- In FY 2012-13, the Treasurer-Tax Collector will hold property tax auctions for the eleven remaining defaulted parcels. It is anticipated that the tax auctions will result in the collection of \$177,223 in taxes and late penalties.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

There will be a decrease of 2.7 full-time equivalents from the 2011-12 Adopted budget to the 2012-13 Recommended budget.

The Treasurer-Tax Collector has a projected staff of 37.8 employees with centralized operations in Santa Barbara and one satellite operation in Santa Maria. As a result of the economic downturn, the Treasurer-Tax Collector has dropped its budgeted staffing level over the past six years from 51.5 FTE in FY 2006-07 to 37.8 FTE in FY 12-13. Each of the six years the department has held positions vacant, returned funds to the general fund balance at year end and reduced positions in the subsequent budget cycle to offset increases in salary, retirement and benefit costs. This has resulted in the reduction and unfunding of 13.7 FTE's or a 27% decrease in positions since FY 2006-07.

Expenditures:

The Fiscal Year 2012-13 recommended operating expenditures decreased by \$177,000 to \$6,178,000 from the Fiscal Year 2011-12 Adopted Budget of \$6,355,000. This 2.8% decrease is the result of:

- Salaries and Benefits - decrease of \$301,000 due to the reduction of 2.7 FTEs, negotiated labor agreements as well as increases in County retirement, health insurance and other benefit rates. The department is proposing a reduction of 0.7 FTE in Veterans Services and the closure of Santa Barbara & Lompoc Offices. The department is also proposing a reduction of 2.0 FTE to Representative Payee program. Eliminating this program will require 300 clients with mental illness to retain alternative representatives to receive and pay their bills.
- Services and Supplies - increase of \$124,000 for banking fees, property tax auction noticing, liability expense, mainframe contract services, utilities and warrant stock.
- Capital - decrease of \$770,000 primarily due to continued work on the mainframe conversion project and the purchase of two remittance processors in FY 2011-12.

Revenues:

The Fiscal Year 2012-13 recommended departmental revenues decreased by \$651,000 to \$3,188,000 from the Fiscal Year 2011-12 Adopted Budget of \$3,839,000. This 17% decrease is the result of:

- -\$430,000 - decrease in cost allocation plan (CAP) revenue. The cost plan revenue was transferred to the General Fund General Revenue department budget this fiscal year. This revenue account fluctuates significantly within an individual central service department budget from year to year. This change will smooth out the fluctuation in these departmental revenues by replacing it with a fixed general fund contribution.
- -\$220,000 - decrease for treasury fees due primarily to a lower Indirect Cost Rate.

The Fiscal Year 2012-13 recommended departmental contribution of general revenues increased by \$445,000 to \$2,667,000 from the Fiscal Year 2011-12 Adopted Budget of \$2,222,000. This increase is primarily the result of:

- +\$430,000 - increase in departmental contribution since cost plan revenue for the central service departments was transferred to the General Fund General Revenue accounts.
- +\$198,000 - relief from 50% of one time FY 2011-12 funding sources reducing the draw on committed funds segregated for systems improvements and maintenance.
- -\$183,000 - FY2011-12 concessions savings.

Other Financing Sources and Uses:

The Fiscal Year 2012-13 recommended departmental financing sources require the use of \$323,000 departmental restricted funds to balance the recommended budget.

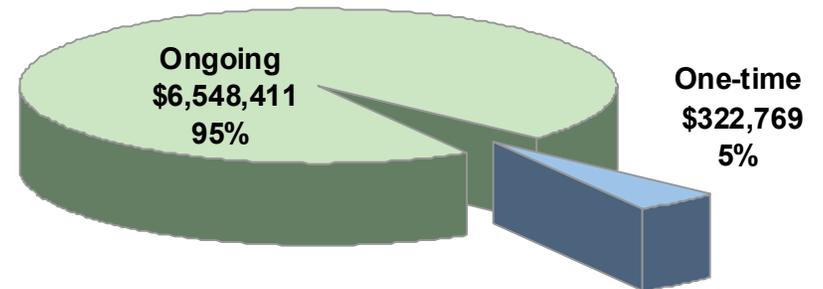
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The \$202,000 increase in expenditures is primarily the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2013-14 of \$142,000, health insurance increases of \$33,000, expiration of labor concessions \$59,000, offset with a one-time decrease in 0.3 FTE \$32,000. In order to maintain mandated service levels, this increase will require additional staffing/program reductions and/or an increase in General Fund contributions.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Outcome Measures				
Percent of annual secured taxes collected to provide funding for County services. (Target = 97.5%)	98.4%	97.5%	97.5%	97.5%
Percent of bankruptcy proof of claim forms processed prior to the federal court's due date. (Target = 100%)	100% 39	100% 50	100% 50	100% 50
Percent of probate conservatees visited in the past twelve months. (Target = 100%)	100% 207	100% 200	100% 150	100% 150

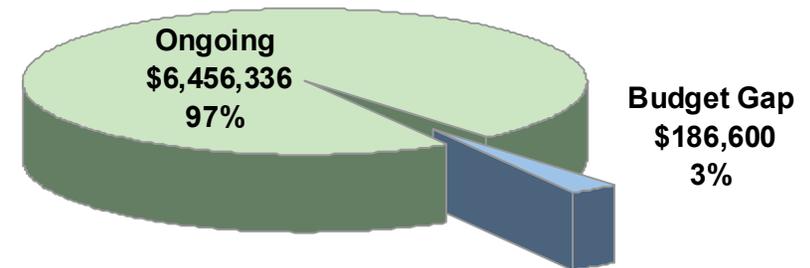
TREASURER-TAX COLLECTOR-PUBLIC ADM.
Department Summary (cont'd)

FY 2012-13 Recommended Budget



The FY 2012-13 Recommended Budget relies on one-time sources to fund 5% of the Department's ongoing operations. These funds include \$322,769 from the Department Committed Fund Balance. These funds allowed the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2013-14.

FY 2013-14 Proposed Budget



To maintain FY 2012-13 service levels, it is estimated that \$6.6 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$6.4 million will be available through ongoing sources and \$186,600 is the amount of the budget gap. \$186,600 is required to prevent the need for service level reductions.

DEBT SERVICE
Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Debt Service	\$ 10,613,321	\$ 7,745,078	\$ 7,546,188	\$ 7,717,471
Expenditure Total	10,613,321	7,745,078	7,546,188	7,717,471
<i>Other Financing Uses</i>				
Operating Transfers	231,189	--	--	--
Designated for Future Uses	560,219	622,899	89,250	89,250
Department Total	\$ 11,404,729	\$ 8,367,977	\$ 7,635,438	\$ 7,806,721
Character of Expenditures				
<i>Operating Expenditures</i>				
Services & Supplies	\$ 95,064	\$ 106,643	\$ 106,601	\$ 106,601
Principal & Interest	10,518,257	7,638,435	7,439,587	7,610,870
Expenditure Total	\$ 10,613,321	\$ 7,745,078	\$ 7,546,188	\$ 7,717,471
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 244,631	\$ 200,000	\$ 90,000	\$ 90,000
Miscellaneous Revenue	100,697	--	--	--
Revenue Total	345,328	200,000	90,000	90,000
<i>General Fund Contribution</i>	1,128,160	861,000	690,000	690,000
<i>Other Financing Sources</i>				
Operating Transfers	7,396,186	6,647,328	6,855,438	7,026,721
Use of Prior Fund Balances	2,535,055	659,649	--	--
Department Total	\$ 11,404,729	\$ 8,367,977	\$ 7,635,438	\$ 7,806,721

Department Description

Debt Service is a separate county function 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.

SERVICE DESCRIPTION

Debt service payments, both principal and interest, which are budgeted in various departments for Certificates of Participation (COPs) and other authorized long-term debt instruments, are consolidated here for oversight and payment by the Treasurer's Office. Internal Service Funds and Enterprise Funds are separate accounting entities that pay their debt directly. The budget also includes short-term (TRAN) debt payments.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Expenditures:

- Net decrease of \$199,000. This 2.6% decrease is primarily a result of:
 - -\$198,900 – decrease in annual principal and interest payments on long term debt.

Revenues:

- Net decrease of \$110,000. This 55% decrease is primarily a result of:
 - -\$110,000 – decrease in interest earnings primarily due to refunding the 2001 Certificates of participation.

Other Financing Sources and Uses:

The Fiscal Year 2012-13 recommended debt financing sources were reduced by \$451,000 due to the use of one-time unspent debt proceeds to pay debt service.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The \$171,000 increase in expenditures is primarily the result of increased debt service.

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 "Payments FY 12-13", line entitled "Subtotal General and Operating Funds" which appears on the following page.

Total Debt Service Expenditures	\$7,546,188
Less TRAN Interest and Cost	(690,000)
Less LTD Cost & Fees	(16,636)
Less ADMHS and CRA Leases	(485,397)
Net Government Funds Principal and Interest Payments	\$6,354,155

SANTA BARBARA COUNTY
DEBT PAYMENT SCHEDULE BY PROJECT/FUND
JUNE 30, 2012

DESCRIPTION	FUND	DEPT	TOTAL OUTSTANDING	INT, RESERVE & SUBSIDY	NET RENTAL PAYMENTS	PAYMENTS FY 12-13	REMAINING DEBT SERVICE
<u>GENERAL AND OPERATING FUNDS</u>							
<u>2010 COP</u>							
PUBLIC DEFENDER REMODEL	0001	990	14,566,701	4,063,830	10,502,871	435,415	10,067,456
BETTERAVIA ADMINISTRATION	0001	990	5,301,987	1,425,571	3,876,416	167,820	3,708,596
EMERGENCY OPERATIONS CENTER	0001	990	14,392,786	3,987,213	10,405,573	445,263	9,960,311
SUBTOTAL			34,261,474	9,476,613	24,784,861	1,048,498	23,736,363
<u>2008 COP</u>							
REDEVELOPMENT AGENCY	3104	993	23,347,139	1,430,480	21,916,659	1,378,883	20,537,776
<u>2005 COP</u>							
HALL OF RECORDS - CLERK-RECORDER	0001	062	280,334	61,006	219,328	92,871	126,457
ELECTIONS STORAGE - CLERK-RECORDER	0001	062	319,109	69,610	249,499	106,236	143,263
LOMPOC SUBSTATION - FIRE	0001	031	3,564,474	289,623	3,274,851	273,880	3,000,971
LOMPOC SUBSTATION - SHERIFF	0001	032	2,226,417	180,584	2,045,833	171,504	1,874,329
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	4,773,875	388,104	4,385,771	367,178	4,018,593
TECHNICAL BUILDING - SHERIFF	0001	032	4,286,660	348,283	3,938,377	329,749	3,608,629
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	1,620,317	132,024	1,488,293	126,347	1,361,946
SUBTOTAL			17,071,185	1,469,234	15,601,951	1,467,765	14,134,186
<u>2011 PP</u>							
CASA NUEVA - GENERAL SERVICES	0001	063	2,994,553	0	2,994,553	338,045	2,656,508
CASA NUEVA - SOCIAL SERVICES	0001	990	1,214,235	0	1,214,235	137,071	1,077,164
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	1,404,359	0	1,404,359	158,853	1,245,507
JUVENILE HALL	0070	990	3,590,632	0	3,590,632	405,124	3,185,508
JUVENILE COURT - EXPANSION	0071	990	1,055,033	0	1,055,033	119,243	935,790
JUVENILE COURT - ATTORNEYS	0070	990	771,907	0	771,907	87,173	684,734
DISTRICT ATTORNEY	0070	990	4,521,999	0	4,521,999	509,877	4,012,122
SHERIFF - HVAC	0070	990	147,313	0	147,313	16,565	130,748
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	2,787,150	0	2,787,150	687,058	2,100,092
SUBTOTAL			18,487,182	0	18,487,182	2,459,009	16,028,173
SUBTOTAL GENERAL AND OPERATING FUNDS			93,166,981	12,376,327	80,790,654	6,354,155	74,436,499
<u>2008 COP ENTERPRISE FUND</u>							
TAJIGUAS LANDFILL LINER	1930	054	6,925,755	555,363	6,370,392	577,760	5,792,632
<u>2010 COP ENTERPRISE FUND</u>							
TAJIGUAS LANDFILL LINER	1930	054	2,978,599	231,189	2,747,409	372,303	2,375,106
<u>2011 PP ENTERPRISE FUND</u>							
LAGUNA SANITATION SOLAR PROJECT	2870	054	5,499,878	1,028,932	4,470,947	453,685	4,017,262
<u>2011 PP INTERNAL SERVICE FUND</u>							
CALLE REAL SOLAR PROJECT	1920	063	6,894,014	1,282,122	5,611,892	537,671	5,074,221
TOTAL COP DEBT			\$115,465,227	\$15,473,933	\$99,991,294	\$8,295,574	\$91,695,719

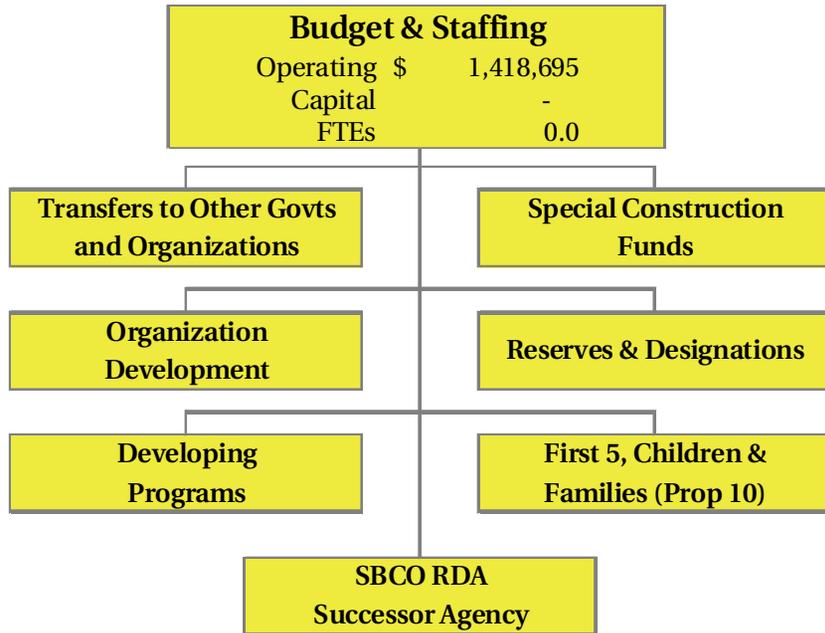
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GENERAL COUNTY PROGRAMS

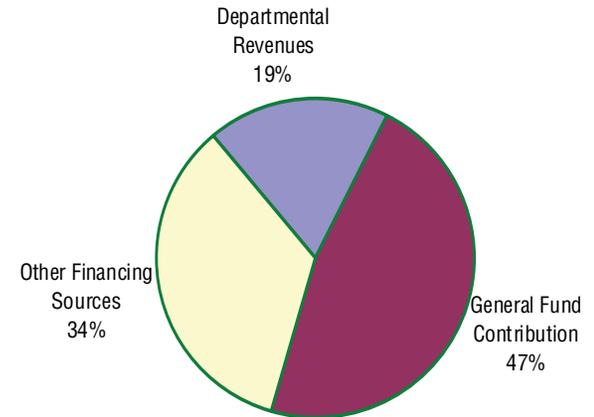
Use of Funds	<u>Actual</u>	<u>Adopted</u>	<u>Recommended</u>	<u>Proposed</u>		Source of Funds	<u>Actual</u>	<u>Adopted</u>	<u>Recommended</u>	<u>Proposed</u>
	FY 10-11	FY 11-12	FY 12-13	FY 13-14			FY 10-11	FY 11-12	FY 12-13	FY 13-14
Operating Expenditures						Departmental Revenues				
General County Programs	\$ 11,195,561	\$ 8,990,363	\$ 1,418,695	\$ 1,267,918		General County Programs	\$ 7,935,414	\$ 7,344,620	\$ 3,057,343	\$ 3,064,627
SBCO RDA Successor Agency	7,328,696	4,361,935	2,785,600	2,785,600		SBCO RDA Successor Agency	7,328,696	4,361,935	2,785,600	2,785,600
Capital Equipment & Improvements						General Fund Contribution				
General County Programs	--	--	--	--		General County Programs	18,242,946	15,103,289	7,758,507	9,156,726
SBCO RDA Successor Agency	2,700,000	--	--	--		SBCO RDA Successor Agency	2,700,000	--	--	--
Designated for Future Uses						Use of Designations/Prior Fund Balances				
General County Programs	26,962,316	11,501,001	6,568,286	7,857,476		General County Programs	23,049,151	9,423,644	4,301,871	84,050
SBCO RDA Successor Agency	2,684,404	1,484,184	--	--		SBCO RDA Successor Agency	2,684,404	1,484,184	--	--
Operating Transfers Out						Operating Transfers In				
General County Programs	14,282,841	12,548,075	8,515,627	4,567,096		General County Programs	3,213,207	1,167,886	1,384,887	1,387,087
SBCO RDA Successor Agency	893,541	3,234,074	3,354,974	3,359,374		SBCO RDA Successor Agency	893,541	3,234,074	3,354,974	3,359,374
Total Use of Funds	<u>\$ 66,047,359</u>	<u>\$ 42,119,632</u>	<u>\$ 22,643,182</u>	<u>\$ 19,837,464</u>		Total Source of Funds	<u>\$ 66,047,359</u>	<u>\$ 42,119,632</u>	<u>\$ 22,643,182</u>	<u>\$ 19,837,464</u>

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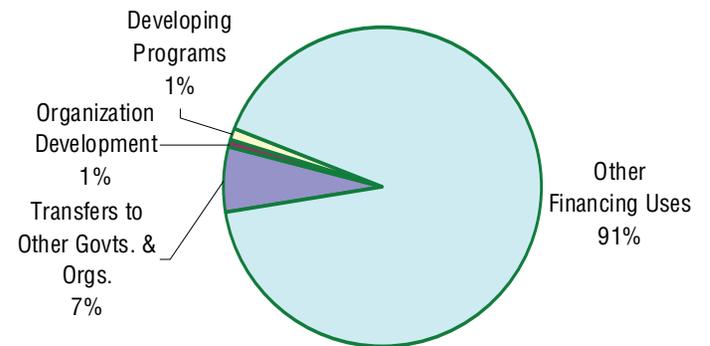
GENERAL COUNTY PROGRAMS



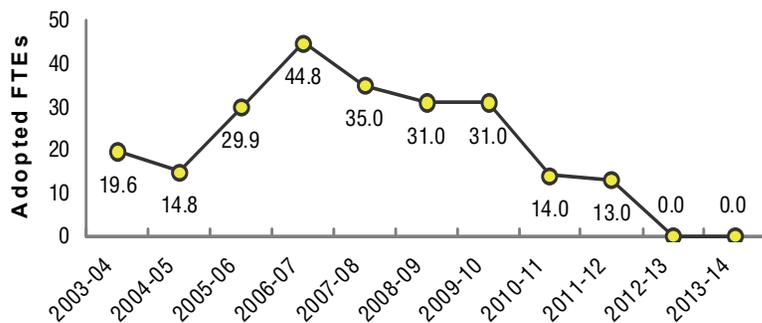
SOURCE OF FUNDS



USE OF FUNDS



STAFFING TREND



GENERAL COUNTY PROGRAMS

Department Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
Transfers to Other Govts. & Orgs.	\$ 5,822,906	\$ 3,847,981	\$ 1,115,188	\$ 1,116,460
Organization Development	124,203	75,500	135,500	85,000
Developing Programs	168,000	165,050	190,050	86,050
Children & Families First (Prop 10)	5,228,071	4,901,832	--	--
Operating Sub-Total	11,343,180	8,990,363	1,440,738	1,287,510
Less: Intra-County Revenues	(147,619)	--	(22,043)	(19,592)
Expenditure Total	11,195,561	8,990,363	1,418,695	1,267,918
<i>Other Financing Uses</i>				
Operating Transfers	14,282,841	12,548,075	8,515,627	4,567,096
Designated for Future Uses	26,962,316	11,501,001	6,568,286	7,857,476
Department Total	<u>\$ 52,440,718</u>	<u>\$ 33,039,439</u>	<u>\$ 16,502,608</u>	<u>\$ 13,692,490</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 1,060,916	\$ 1,006,496	\$ --	\$ --
Overtime	1,791	500	--	--
Extra Help	26,169	--	--	--
Benefits	472,247	507,209	60,000	60,000
Salaries & Benefits Sub-Total	1,561,123	1,514,205	60,000	60,000
Services & Supplies	8,011,396	7,208,158	1,091,638	1,042,310
Contributions	1,770,661	268,000	289,100	185,200
Operating Sub-Total	11,343,180	8,990,363	1,440,738	1,287,510
Less: Intra-County Revenues	(147,619)	--	(22,043)	(19,592)
Expenditure Total	<u>\$ 11,195,561</u>	<u>\$ 8,990,363</u>	<u>\$ 1,418,695</u>	<u>\$ 1,267,918</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 98,216	\$ 93,182	\$ 5,000	\$ 2,000
Federal & State Revenues	4,734,866	4,514,033	419,288	419,288
Other Charges for Services	144,159	--	--	--
Miscellaneous Revenue	3,105,792	2,737,405	2,655,098	2,662,931
Revenue Sub-Total	8,083,033	7,344,620	3,079,386	3,084,219
Less: Intra-County Revenues	(147,619)	--	(22,043)	(19,592)
Revenue Total	7,935,414	7,344,620	3,057,343	3,064,627
General Fund Contribution	18,242,946	15,103,289	7,758,507	9,156,726
<i>Other Financing Sources</i>				
Operating Transfers	3,213,207	1,167,886	1,384,887	1,387,087
Use of Prior Fund Balances	23,049,151	9,423,644	4,301,871	84,050
Department Total	<u>\$ 52,440,718</u>	<u>\$ 33,039,439</u>	<u>\$ 16,502,608</u>	<u>\$ 13,692,490</u>

Note: The Proposed 2013-14 "General Fund Contribution" amount of \$9,156,726 displayed in the summary table above includes a projected General Fund Contribution of \$9,037,354 and a projected budget gap of \$119,372.

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
FTE Summary				
<i>Permanent</i>				
Children & Families First (Prop 10)	13.7	13.0	--	--
Total Permanent	13.7	13.0	--	--
<i>Non-Permanent</i>				
Extra Help	0.7	--	--	--
Total FTEs	<u>14.4</u>	<u>13.0</u>	<u>--</u>	<u>--</u>

The employees, revenue and expenses of First 5, Children & Families operating unit are included in the General County Programs Department for FY 2011-12; however, in FY 2012-13, this unit became an independent department and is now included in the Health and Public Assistance Functional Group. This change accounts for the employees on the Staffing Trend Chart being reduced from 13 FTEs in FY 2011-12 to zero in FY 2012-13.

MISSION STATEMENT

Deliver County services in accordance with the Board of Supervisors' strategic goals, operational priorities, and budgeted resources.

Department Description

The General County Programs budget contains those programs and projects which are not directly associated with one specific department. Programs may move into or out of General County Programs from other departments as they become established and a more appropriate departmental structure is identified. These General County Programs currently include:

- Transfers from the County to Other Governments and Organizations (previously included LAFCO, Montecito Fire Westmont Annexation. For FY 2012-13, this program is primarily the Children's Health Initiative, \$1 million)
- Special Construction Funds (includes funding of Criminal Justice facilities and Courthouse construction funds. These are included in the table of Operating Transfers in this section)
- Organization Development (includes Board support, Gang Task Force support and general administration)
- Reserves and Designations (see table of Key Discretionary Fund Balance Components)
- Developing Programs (Public and Educational Access)
- Santa Barbara County Redevelopment Successor Agency (see divisional financial statements and narrative)
- First 5 Children and Families Commission (Prop 10):
 - The employees, revenue and expenses of First 5, Children & Families operating unit are included in the General County Programs Department for FY 2011-12; however, in FY 2012-13, this unit became an independent department and is now included in the Health and Public Assistance Functional Group. This change accounts for the employees on the Staffing Trend Chart being reduced from 13 FTEs in FY 2011-12 to zero in FY 2012-13.

Another change to the General County Programs Department in FY 2012-13 is that the oversight and administration of the County funding provided to the cities for library services will move to the new Community Services Department.

GENERAL COUNTY PROGRAMS

Department Summary (cont'd)

2011-12 Anticipated Accomplishments

- Began setting aside funding for future jail operations of \$1 million per Board adopted policy established during budget hearings. The amount set aside each fiscal year will increase so that by the time the construction of the new jail has been completed, funds to pay for ongoing operations will be in place.
- Maintained the existing level of funding of \$1 million for the multi-year effort to provide health insurance to uninsured children in Santa Barbara County.
- Working with the City of Santa Maria and using development fees, began remodel efforts at the Orcutt Library.
- Transitioned the oversight and administration of the County funding provided to the cities for library services to the Community Services Department. This includes the calculation and update to the County Service Area 3 (Goleta Library) library special tax, the payments for the Orcutt Library remodel project and payments for ongoing library services.
- Calculated and prepared transfers of General Fund Contribution (GFC) to Special Revenue departments (Public Works-Roads, Public Works-Cleanwater, Court Special Services, Public Health, Social Services and Alcohol, Drug and Mental Health Services [ADMHS]).

2012-14 Objectives

- Continue to fund the north county jail operational set-aside; an additional \$2 million is included in FY 2012-13.
- Establish the necessary budget to fund costs associated with the dissolution of the former Redevelopment Agency (RDA) and the Successor Agency to the Isla Vista RDA.
- Fund necessary capital/infrastructure projects based on identified needs, priorities and available resources.
- Retain a portion of FY 2011-12 concession savings for anticipated FY 2013-14 funding needs.
- Continue to build the County's Strategic Reserve.

GENERAL COUNTY PROGRAMS

Department Summary (cont'd)

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
\$ 1,189,663	General Fund to Debt Service Fund	General Fund Debt
1,382,487	IV RDA Successor Agency to Debt Service Fund	Successor Agency Debt
4,116,821	General Fund to ADMHS	Additional contribution
1,019,861	Criminal Justice Facilities Fund to General, Capital, and Debt Funds	District Attorney building, Juvenile Hall construction costs (payment for 2001 COPs)
<u>806,795</u>	Courthouse Construction Fund to Capital and Debt Service Funds	Santa Maria Courthouse, Juvenile Court expansion costs
\$ 8,515,627	Total All Funds	

For example, the first item in the table is a \$1,190,000 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 2012-13.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

Staffing:

- There will be a reduction of 13.0 FTEs from the 2011-12 Adopted budget to the 2012-13 Recommended budget. This reduction is due to First 5, Children & Families, moving from General County Programs to form a new department. In 2012-13, there will be no staff remaining in General County Programs.

Expenditures:

Net decrease of \$7,550,000. This 84% decrease is the result of:

- First 5, Children and Families – decrease of \$4,902,000 due to First 5, Children and Families, becoming a department and moving from General County Programs.
- Libraries – decrease of \$2,729,000 due to Libraries moving from General County Programs to Community Services.
- +\$81,000 – other miscellaneous increases to salaries & benefits and services & supplies.

Revenue:

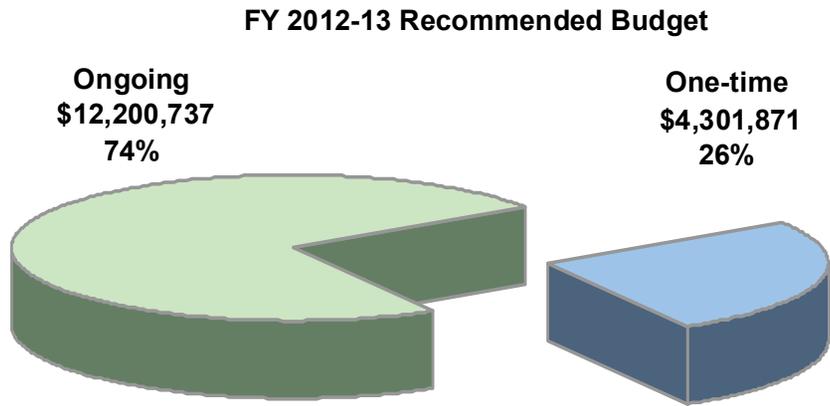
Net decrease of \$4,265,000. This 58% decrease is the result of:

- First 5, Children and Families – decrease of \$4,542,000 due to First 5, Children and Families, moving from General County Program and becoming a new department.
- +\$433,000 – increase for Greka Settlement funds.
- -\$160,000 – decrease to forfeitures and penalties for Courthouse and Criminal Justice Construction funds due to fines being waived or reduced by the Courts.

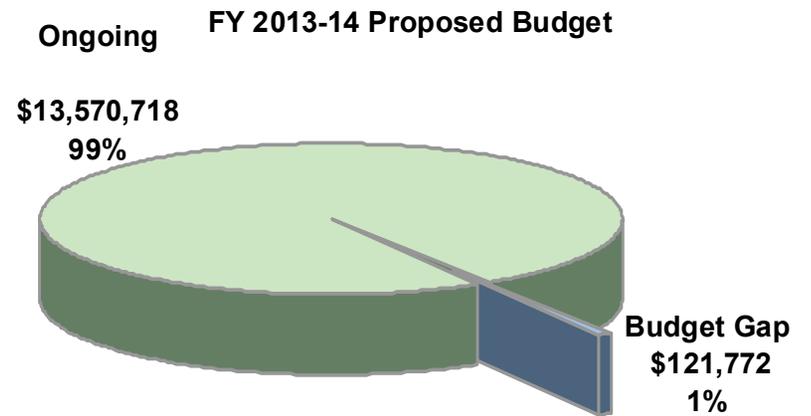
Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

The \$153,000 decrease in expenditures is primarily the result of reductions to funding for the Public and Educational Access program (-\$104,000) and the South Coast Gang Task Force (-\$50,000).

GENERAL COUNTY PROGRAMS
 Department Summary (cont'd)



The FY 2012-13 Recommended Budget relies on one-time sources to fund 26% of the department's ongoing operations. These funds include \$4,116,821 from the Audit Exceptions Designation and \$185,050 from the Public Education and Government Access Designation. These funds allow the department to maintain a higher level of service than would otherwise be possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2013-14.



To maintain FY 2012-13 service levels, it is estimated that \$13.7 million of funding will be required in FY 2013-14. Of this amount, it is projected that \$13.6 million will be available through ongoing sources (including \$9.0 million in General Fund Contribution). An additional \$122,000 must be identified to prevent the need for service level reductions.

GENERAL COUNTY PROGRAMS

Department Summary (cont'd)

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. A recent example includes the Goleta Beach Sewer Lift Station.

Roads: This designation supplements other Roads revenues for additional maintenance. The recommended \$500,000 funding, in addition to capital and deferred maintenance funding, achieves the Board's adopted budget principle. The Road 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.

Salary and Benefits Reductions: Contains savings set aside from FY 2011-12 salary concession savings which are anticipated to be needed to balance FY 2013-14.

Deferred Maintenance & Repair: Designated for the backlog of deferred maintenance and repairs at County buildings and parks.

Audit Exceptions: This reserve was originally established in FY 2007-08 to address potential audit exceptions in the Alcohol, Drug and Mental Health Services (ADMHS) department associated with Cost Report Settlements and subsequently was increased to include the non-General Fund portion of the Multi-agency Integrated System of Care (MISC) program. The balance of \$3,914,000 at June 30, 2012 represents the remaining reserve for these estimated prior liabilities, primarily covering FY 2002-03 through FY 2008-09. The Strategic Reserve has been identified as the source for the General Fund portion of the MISC liability, currently estimated at \$2,800,000. The County appealed elements of these audit findings for fiscal years 2002-03 through 2005-06. On April 3, 2012, the County completed an agreement with the State Department of Mental Health to settle these appealed matters for fiscal years 2002-03 through 2005-06 for approximately \$4.8 million. Because these fiscal years had already been paid by the County, the State will be refunding the settlement amount to the County. ADMHS is subject to audit and potential adjustments for FY 2006-07 through the most recently completed fiscal year, as these audits have not yet occurred.

New Jail Operations: A new fund was established in FY 2011-12, designated to set aside funding for the ongoing operations of the new jail, estimated to complete construction in 2017. Each year an increased amount will be set aside so that when the jail is operational, the ongoing cost of operations will be fully funded.

Program Restoration: Designated to fund departmental programs which are a priority for the Board of Supervisors that would otherwise be reduced or eliminated.

Contingency: Used to cover additional unforeseen financial situations during the fiscal year that cannot be covered by a department's existing budget.

Strategic Reserve: In FY 1997-98 the Board established a goal of a \$25 million Strategic Reserve. The FY 2011-12 year end Strategic Reserve balance is projected to be \$22 million. This balance will be adjusted based on the FY 2011-12 year end results.

See separate document: Key Discretionary Fund Balance Components Detail schedule on following page.

GENERAL COUNTY PROGRAMS
Discretionary Fund Balance Components

General Fund Key Discretionary Fund Balance Components Detail							
Designation	7-1-2011 Beginning Balance	2011-2012 Estimated Changes	2011-2012 Estimated Changes (Detail)	6-30-2012 Estimated Balance	2012-2013 Recommended Changes	2012-2013 Recommended Changes (Detail)	6-30-2013 Projected Balance
Capital Outlay	\$ 174,825	\$ 230,580	(30,000) GCP - Release Capital Outlay (550,000) Parks - Goleta Beach Sewer Station 310,580 GCP - Increase to Capital Outlay 500,000 GFC per Budget Development Policies	\$ 405,405	\$ 500,000	500,000 GFC per Budget Development Policies	\$ 905,405
Road Projects	\$ -	\$ 98,465	500,000 GFC per Budget Development Policies (401,535) PW - Roads Projects	\$ 98,465	\$ 500,000	500,000 GFC per Budget Development Policies	\$ 598,465
Litigation	\$ 2,108,439	\$ (396,400)	(396,400) CoCo - Outside Counsel Fees	\$ 1,712,039	\$ (500,000)	(500,000) CoCo - Outside Counsel Fees	\$ 1,212,039
Salary & Benefits Reductions	\$ 24,072	\$ 6,131,302	7,731,302 Countywide concession savings (182,163) DA - Maintain services (759,013) Fire - Helicopter Operations (151,803) TTC - Pro Pay (273,245) Sheriff - SM Jail (233,776) Probation - Drug Court	\$ 6,155,374	\$ -	-	\$ 6,155,374
Deferred Maintenance	\$ 883,588	\$ 1,000,000	(1,500,000) GS - maintenance & repair projects (500,000) Parks - maintenance & repair projects 3,000,000 GFC - per Budget Principles	\$ 1,883,588	\$ 855,220	(1,500,000) GS - maintenance & repair projects (500,000) Parks - maintenance & repair projects 2,855,220 GFC per Budget Development Policies	\$ 2,738,809
Audit Exceptions	\$ 10,200,239	\$ (6,286,310)	(6,286,310) ADMHS liability	\$ 3,913,929	\$ (4,116,821)	(4,116,821) ADMHS liability	\$ (202,892)
New Jail Operations	\$ -	\$ 1,000,000	1,000,000 GFC - per Budget Principles	\$ 1,000,000	\$ 2,000,000	2,000,000 GFC - per Budget Principles	\$ 3,000,000
Program Restoration	\$ 1,390,811	\$ (1,207,317)	1,599,978 Departmental salary & benefits concessions savings 1,240,000 GCP - from various sources 266,000 Debt Service - savings on TRAN (60,000) CEO - Legislative Committee (240,000) DA - maintain services (1,000,000) Fire - Helicopter Operations (1,368,295) Sheriff, SM jail/operations (1,250,000) CSD - HS Com, Warming Shelter, Film Com (200,000) TTC - ProPay (45,000) DSS - Foster Care (150,000) GCP - Children's Health Initiative	\$ 183,494	\$ -	-	\$ 183,494
Contingencies	\$ 826,121	\$ 465,300	500,300 GFC - per Budget Principles (35,000) GCP - Orcutt Library	\$ 1,291,421	\$ 500,000	500,000 GFC per Budget Development Policies	\$ 1,791,421
Strategic Reserve	\$ 19,445,278	\$ 2,381,966	400,000 Fire - General Fund refund 4,338,980 GCP - Prior year fund balance (403,307) Prbtrn - maintain service levels (636,107) Sheriff - maintain service levels (1,317,600) DA - maintain service levels	\$ 21,827,244	\$ -	Note: Potential GF portion of MISC liability is \$7.8M.	\$ 21,827,244
TOTAL	\$ 35,053,373	\$ 3,417,586	\$ 3,417,586	\$ 38,470,959	\$ (261,601)	\$ (261,601)	\$ 38,209,358

SANTA BARBARA COUNTY REDEVELOPMENT SUCCESSOR AGENCY
Division Summary

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Use of Funds Summary				
<i>Operating Expenditures</i>				
SBCO Redevelopment Agency	\$ 7,328,696	\$ 4,361,935	\$ 2,785,600	\$ 2,785,600
Operating Total	7,328,696	4,361,935	2,785,600	2,785,600
<i>Non-Operating Expenditures</i>				
Capital Assets	2,700,000	--	--	--
Expenditure Total	10,028,696	4,361,935	2,785,600	2,785,600
<i>Other Financing Uses</i>				
Operating Transfers	893,541	3,234,074	3,354,974	3,359,374
Designated for Future Uses	2,684,404	1,484,184	--	--
Department Total	<u>\$ 13,606,641</u>	<u>\$ 9,080,193</u>	<u>\$ 6,140,574</u>	<u>\$ 6,144,974</u>
Character of Expenditures				
<i>Operating Expenditures</i>				
Services & Supplies	\$ 7,012,164	\$ 4,361,935	\$ 2,785,600	\$ 2,785,600
Contributions	316,532	--	--	--
Operating Total	7,328,696	4,361,935	2,785,600	2,785,600
<i>Non-Operating Expenditures</i>				
Capital Assets	2,700,000	--	--	--
Expenditure Total	<u>\$ 10,028,696</u>	<u>\$ 4,361,935</u>	<u>\$ 2,785,600</u>	<u>\$ 2,785,600</u>
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 104,333	\$ 39,300	\$ 17,500	\$ 17,500
Miscellaneous Revenue	4,458,719	4,018,000	3,403,087	3,405,287
Revenue Total	4,563,052	4,057,300	3,420,587	3,422,787
<i>Other Financing Sources</i>				
Operating Transfers	152,402	1,849,887	1,972,487	1,974,687
Use of Prior Fund Balances	8,891,187	3,173,006	747,500	747,500
Department Total	<u>\$ 13,606,641</u>	<u>\$ 9,080,193</u>	<u>\$ 6,140,574</u>	<u>\$ 6,144,974</u>

MISSION STATEMENT

The mission of the Santa Barbara County Redevelopment Successor Agency is to dissolve in an orderly fashion, the former Santa Barbara County Redevelopment Agency.

Department Description

The Successor Agency operates under the auspices of a legislatively formed Oversight Board comprised of representatives of the local agencies that serve the redevelopment project area: the County, special districts, K-12 and Santa Barbara Community College. The Oversight Board has authority over the financial affairs, supervises the operations and the timely dissolution of the former Redevelopment Agency (RDA). The Successor Agency's operations are carried out by the County Executive Office in coordination with the Auditor-Controller.

The Successor Agency is tasked with making payments and performing the recognized obligations of the former RDA. It is also responsible for revenue collection, maintaining necessary bond reserves and disposing of excess property. Under the direction of the Oversight Board, the excess balances of the agency beyond what is needed to meet recognized obligation are to be remitted to affected taxing entities.

2011-12 Anticipated Accomplishments

- The Successor Agency will draft a Recognized Obligation Payment Schedule (ROPS) delineating the enforceable obligations payable from February 1, 2012 through June 30, 2012 and their source of payment (unencumbered funds, property tax trust fund, or liquidation of other assets).
- The Successor Agency will draft a Recognized Obligation Payment Schedule (ROPS) delineating the enforceable obligations payable from July 1, 2012 through December 31, 2012 and their source of payment (unencumbered funds, property tax trust fund, or liquidation of other assets).
- Prepare and submit the administrative and operating budget to the Oversight Board for approval.

SANTA BARBARA COUNTY REDEVELOPMENT SUCCESSOR AGENCY
Division Summary (cont'd)

2012-14 Objectives

- Prepare additional ROPS for each six month period beginning July 1, 2012.
- Complete redevelopment projects in progress or contracted for as of February 1, 2012, along with any additional projects approved by the Oversight Board.
- Dispose of assets and properties of the former RDA or transfer them to a local government as directed by the Oversight Board.
- Provide administrative support to the Oversight Board.

Changes and Operational Impact: 2011-12 Adopted to 2012-13 Recommended

The Actual FY 2010-11 and Adopted FY 2011-12 amounts are related to the former RDA. The Recommended FY 2012-13 and Proposed FY 2013-14 are related to the Successor Agency.

Staffing:

The Successor Agency has no staff. Staffing services are provided by contract with other County departments including Planning & Development, Auditor-Controller, CEO, and County Counsel.

Expenditures:

The FY 2012-13 Recommended operating expenditures decreased by \$1,576,335 to \$2,785,600. This 36% decrease reflects the curtailment of redevelopment projects due to the dissolution of the former RDA. FY 2012-13 expenditures contain only enforceable obligation payments, existing project completion and dissolution administration costs.

Revenues:

The FY 2012-13 Recommended operating revenues decreased by \$636,713 to \$3,420,587. This 16% decrease mainly reflects the reduction of property tax related revenue due to the dissolution of the former RDA. FY 2012-13 revenues will mainly consist of distributions from legislatively established property tax trust funds.

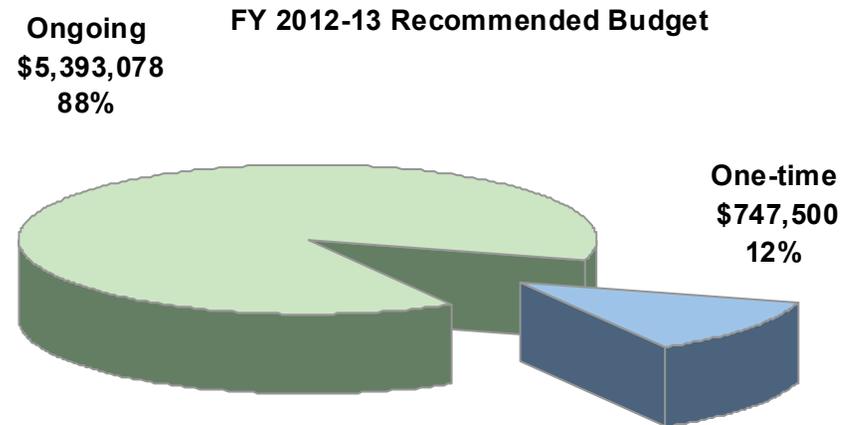
Other Financing Sources and Uses:

The FY 2012-13 recommended departmental other financing sources decreased by \$2,302,906 to \$2,719,987 from the FY 2011-12 adopted budget of \$5,022,893. This decrease is attributable to the cessation of redevelopment projects caused by the dissolution of the RDA.

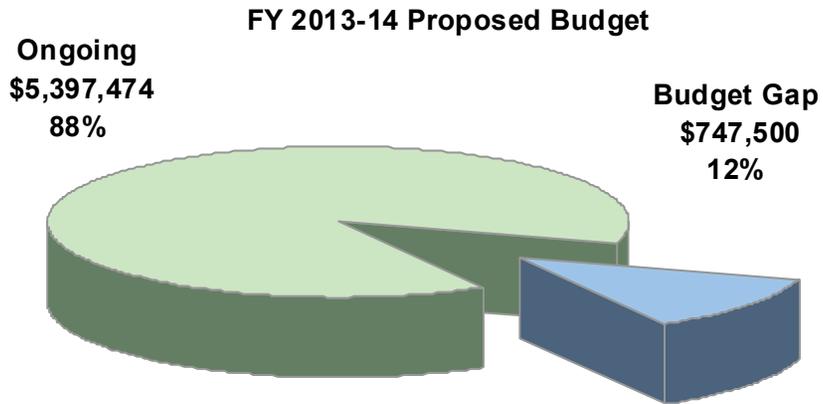
The FY 2012-13 recommended departmental other financing uses decreased by \$1,363,284 to \$3,354,974 from the FY 2011-12 adopted budget of \$4,718,258. This decrease is attributable to the agency no longer committing property tax increment to future redevelopment projects. The remaining budgeted other financing uses consisting of operating transfers will be used for enforceable obligations including debt service payments.

Changes and Operational Impact: 2012-13 Recommended to 2013-14 Proposed

There are no significant changes to the proposed FY 2013-14 budget pending deliberations by the Oversight Board.



The Recommended 2012-13 includes the use of one-time sources in the amount of \$747,500, or 12% of total sources to finance the completion of affordable housing projects using low and moderate housing fund balances and the completion of road projects funded from bond proceeds.



The Proposed 2013-14 includes \$747,500 from the use of one-time funds. This reflects the continued use of fund balance to finance the completion of affordable housing projects using low and moderate housing funds after the dissolution of the former RDA.

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CAPITAL BUDGET SUMMARY

INTRODUCTION

The recommended Five Year Capital Improvement Program (CIP) for FY 2012-13 through 2016-17, including the recommended Capital Budget for FY 2012-13, is hereby submitted for your review pursuant to Sections 2-71 (k) of the Santa Barbara County Code. This is a “transitional” year for the CIP as the County proceeds with the implementation of new formats for the annual Operating Plan (recommended budget book), Adopted Budget book and the CIP.

Resources in FY 2011-12 were directed toward the Operating Plan and Adopted Budget books with a revised CIP process to follow in early FY 2012-13. The adopted FY 2012-16 Capital Improvement Plan was updated in late FY 2011-12 to reflect the addition of new projects pending the completion of the new Capital Improvement Plan process and documents. Although the CIP covers a five year planning period, it is updated annually to reflect on-going changes as new projects are added, existing projects are modified, and completed projects are removed from the program document.

The CIP 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 FY 2012-13 through FY 2016-17.

The CIP does not appropriate funds; rather, it serves as a budgeting tool, proposing Capital Budget appropriations to be recommended for adoption within the County’s FY 2012-13 Operating Budget. Final appropriations for projects are included in the respective departmental budgets submitted in the recommended FY 2012-13 budget to be acted upon during the June Budget Hearings. The individual projects presented in this document serve to support the six goals of the County’s Strategic Plan.

OVERVIEW OF THE RECOMMENDED CIP

The FY 2012-17 CIP presented in this section contains 178 projects, including 18 projects that are new this year. Of this total, 71 projects are fully funded, 48 are partially funded, and 59 are currently unfunded. A funded project is one that has identified specific funding to implement the program. An unfunded project is one that has been identified in the CIP as a need but has no funding secured to implement the program. The full five year program is summarized below according to funding status.

This year’s total Five Year CIP of \$765.1 million is \$47.7 million, or 5.9% less than last year’s CIP total. This is due in part to the decrease in the unfunded amount for projects (-\$41.0 million) and the funded amount (-\$6.7 million) for projects. Future years’ additional project costs, those beyond the five year totals, add \$51.8 million funded and \$64.8 million unfunded to the totals. Continuing to drive this decrease in unfunded amounts is the Capital Advisory Committee’s review of capital projects. The CAC, in

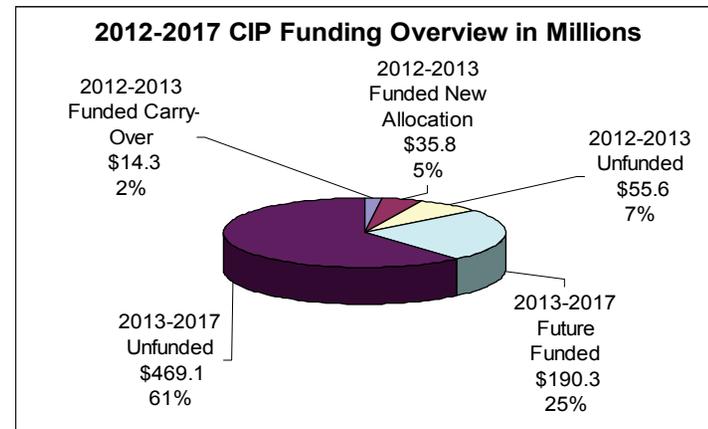
line with best financial practices, has a goal of working with departments to eliminate capital projects from the five year plan that are not feasible.

Five Year CIP through Fiscal Year Ending June 30, 2017
(In thousands of dollars)

Fiscal Year	Funded	Unfunded	Total
2012-13	50,102	55,631	105,733
2013-14	46,909	92,634	139,543
2014-15	43,580	88,402	131,982
2015-16	51,762	127,489	179,251
2016-17	48,046	160,550	208,596
Five Year Total	\$240,399	\$524,706	\$765,105

A major portion of the project totals (both funded and unfunded) in the Five Year CIP are made up of \$151.2 million for Preventive Maintenance - 5 Year Countywide Concrete and Surface Treatment (Road) Programs and \$46.5 million for Preventive Maintenance – Bridge and Culvert Repair and Rehabilitation programs. Other large projects include \$82.0 million for the New County Jail, \$90.2 million for Mission Creek Flood Control project, \$33.5 million for the Santa Maria Levee Reinforcement project, and \$14.4 million for Isla Vista Infrastructure Improvements.

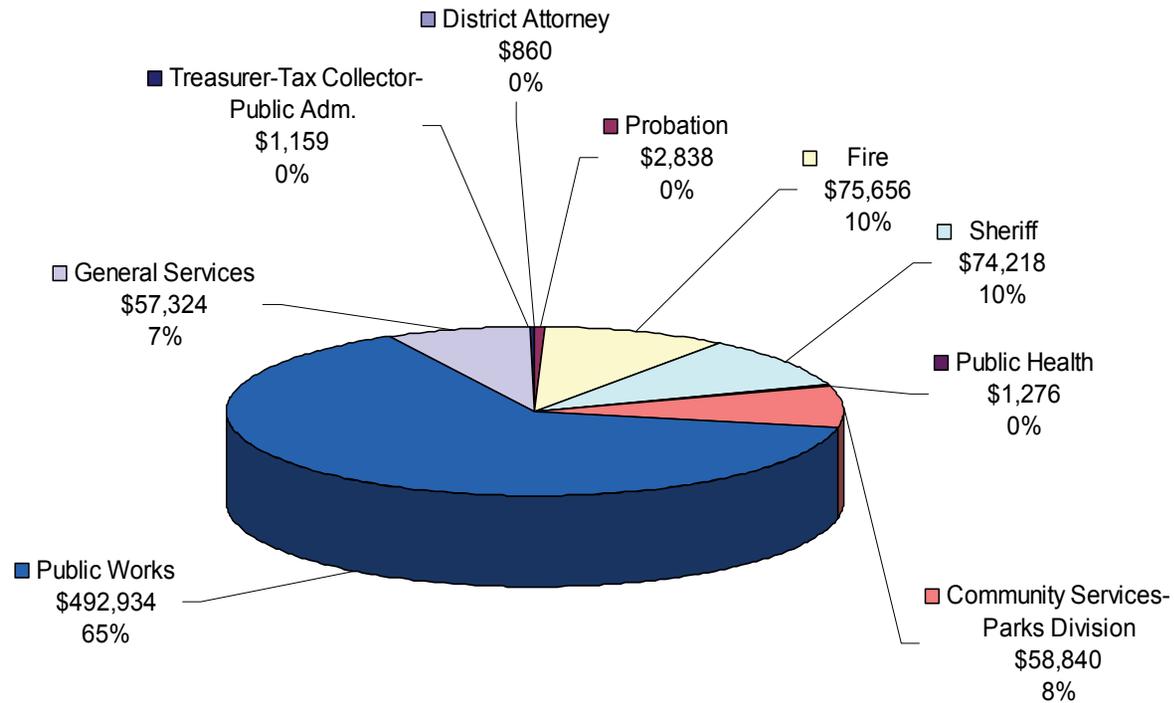
Of the County’s \$765.1 million five year need, \$240.4 million or 31.4% is funded. Funded amounts are \$47.7 million, or 5.9% less than the prior FY 2011-16 CIP funded amounts. Several FY 2012-13 funded projects are highlighted within the Project Highlights section of this document. Of the County’s \$105.7 million in recommended projects in FY 2012-13, 58.59% are funded (\$50.1 million) and 41.41% are unfunded (\$55.6 million).



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, whether they are funded, partially funded, and unfunded (described below), and listed in alphabetical order. The five summary tables, which follow this letter, adhere to this described form of organization.

The following chart shows the FY 2012-17 CIP by department as displayed in Tables I through V in this section. 65% of the Five Year CIP projects, \$492.9 million, are Public Works projects. The Community Services-Parks Division has the next largest total, at \$58.8 million or 8% of the Five Year CIP total.



THE CIP BY PROJECT CLASS

The CIP is a County wide program covering all capital needs. Project classes are as follows:

I. Land, Buildings and Facilities –

All construction and acquisition associated with new infrastructure, including buildings, trails, parks, etc. (Public Works projects are included under a separate category). All costs incurred to prepare the asset for use, including planning, design, land acquisition, etc. are included. No cost thresholds apply.

II. Major Equipment –

This category is for 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 an aggregate total of \$100 thousand or more.

III. Major Improvements to Existing Building and Facilities –

This category is for 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 remodel projects (e.g., tenant improvements and additions) and outlays that extend the useful life of an existing building or facility (e.g., re-roofing, repaving), and excludes repairs (e.g., roof and pavement patching) and routine maintenance (e.g., slurry sealing, painting and carpeting). A non-Water Resource storm damage project totaling \$100 thousand or more may also be included in this category, if the project includes Federal Emergency Management Agency (FEMA) reimbursement.

IV. Transportation Projects –

This category is reserved for road rehabilitation and reconstruction, bridge improvements and replacements, safety and circulation improvements, bikeway and transit improvements, storm emergency repairs, and other transportation projects in the Public Works Department costing \$100 thousand or more.

V. Water Resources Projects –

This category is reserved for channel improvements, storm drains, retention basins, sediment and debris basins and equipment replacement costing \$100 thousand or more.

VI. Resource Recovery & Waste Management –

This category is reserved for construction projects relating to landfills, wastewater treatment, transfer stations and related facilities costing \$100 thousand or more.

VII. Major Maintenance Projects –

These \$100 thousand or more projects maintain, but do not appreciably extend, the useful life of a road, building, or asset. 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.

SIGNIFICANT PROJECTS COMPLETED IN FISCAL YEAR 2011-2012 BY PROJECT CLASS

Major Improvement to Building Facilities

Santa Barbara Courthouse Annex Remodel: This project remodeled 16,000 square feet of an existing building including the installation of an elevator and the reconfiguration of all four levels to enhance workflow efficiency, increase the ease of access for the public, maximize customer service, and improve safety in the workplace. This project increased public accessibility while ensuring greater safety and security for employees. Installation of the elevator was key to improving safety by providing an alternative for transporting carts of large case files (70lbs+) up and down multiple flights of stairs.

Total Project Cost - \$6.0 Million

Land Buildings and Facilities

Unified Court Clerks Office in Santa Maria: This project constructed an 18,600 sf facility, between Cook and Miller Streets in Santa Maria to be occupied by the Court Clerks. This project will help alleviate the space deficit as outlined by the County's August 2000 North County Space Utilization Report and the Court Master Facilities Plan, developed by Jacobs Facilities, Inc. approved by the Judicial Council in February 2004. Prior to relocation and the beginning of construction, the traffic and criminal operations clerks worked in modulars formerly located over the construction footprint. The Superior Court Civil Clerks work in an office (Building C) located at the same site. The modulars, having a design life of 5 years, had been utilized for 25 years and were in a state of major deterioration, presenting health and safety issues. In addition, the limited record storage space was subject to flooding.

Total Project Cost - \$6.0 Million

Emergency Operations Center: This project built a permanent Emergency Operations Center (EOC) to the County Fire Department Headquarters on Cathedral Oaks Road and encompasses approximately 10,500 sf. The 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. Prior to the completion of the EOC the Employee University (EU) Building was "transformed" into a makeshift EOC during disasters, displacing scheduled classes and meetings. The provided space for the makeshift EOC was inadequate in size and design, was highly vulnerable and did not have appropriate automation and communications capacity. The new EOC facility may also be used during non-emergency periods as a training center, particularly for disaster and hazard mitigation related training.

Total Project Cost - \$7.9 Million

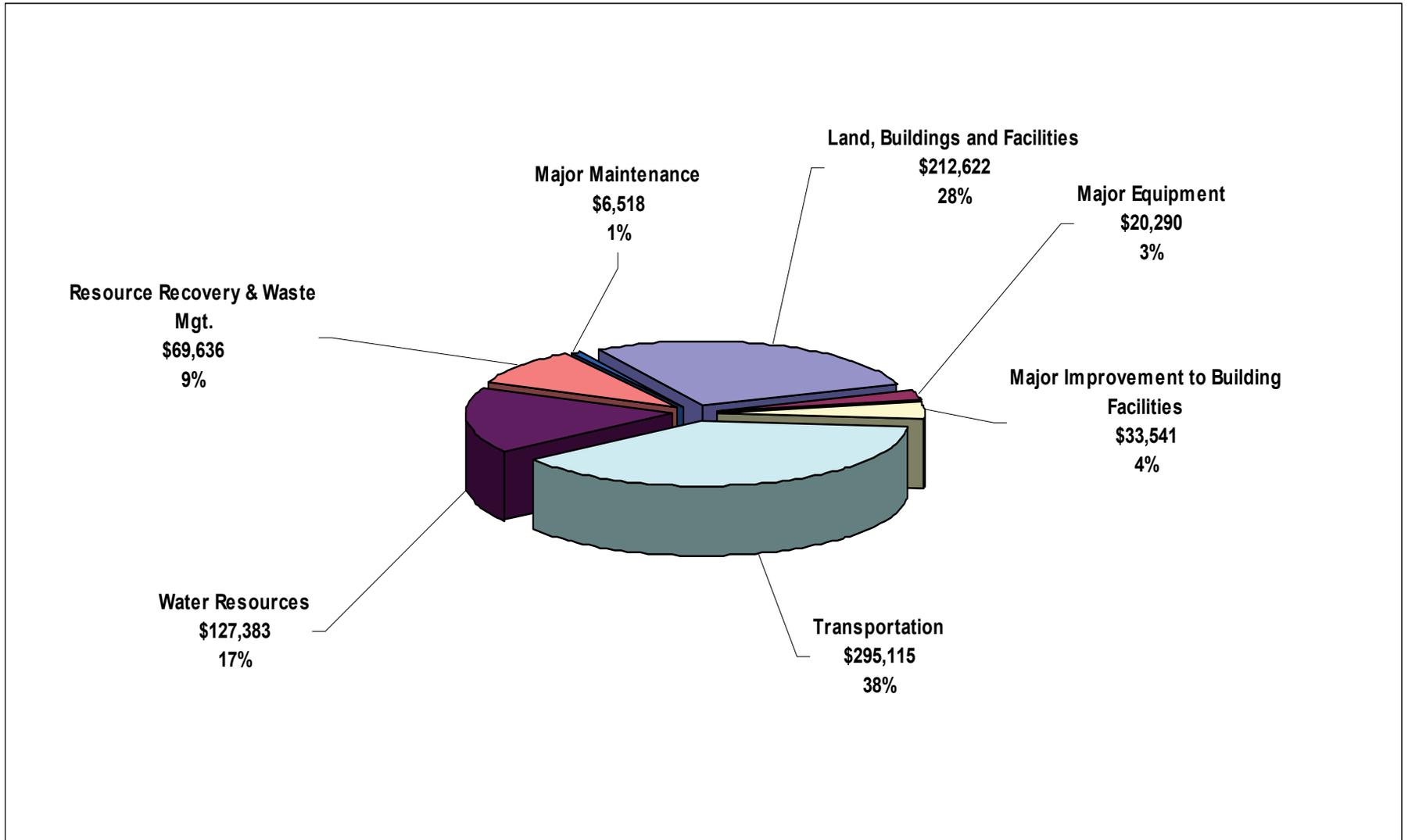
Transportation

Roadway Improvements-Summerland Circulation Improvements: This project consisted of the reconstruction of Ortega Hill Road and Lillie Avenue from Ortega Ridge Road to Greenwell Avenue. Reconstruction provided 5-foot sidewalks, ADA-compliant curb ramps, concrete crosswalks, bike lanes, formalized parking where feasible, drainage improvements, landscaping and street lighting. Pedestrian access, parking, and bicycle traffic operations were also improved.

Three phases constituted this project. The first phase improved Ortega Hill Road from US 101 to Evans Avenue. The second phase continued that work east to Valencia Street and the third phase completed work west of US 101 on Ortega Hill Road and at the eastern limits of the project near Greenwell Avenue on Lillie Avenue and sections between the 101 Freeway and Greenwell Avenue, including a large retaining wall to reestablish the north bike lane and road shoulder.

Total Project Cost - \$6.0 Million

Five Year CIP through Fiscal Year Ending June 30, 2017, by Project Class
(\$765,105)
(In thousands of dollars)



FISCAL YEAR 2012-13 SIGNIFICANT FUNDED PROJECT HIGHLIGHTS

The recommended CIP continues to address the significant public infrastructure needs identified in various strategies and long-range plans adopted by the County, including funding for the proposed new County jail, the maintenance and repair of public buildings and the transportation infrastructure system maintenance.

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 Army Corps of Engineers, with partial funding by the County in this joint project, began construction on this project with the first of 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 the City of Santa Maria.

Phase 3, consisting of an additional 3700' identified to be in critical need for repair by the Corps, is unfunded and is currently in design. It is anticipated that Federal funding for construction will be 65% to 100% of the project cost. Any required local match could come from the Santa Maria Flood Zone, the City of Santa Maria, grants, bonds or assessments.

The Santa Maria River Levee was constructed by the US Army Corps of Engineers (ACOE) between 1959 and 1963. The levee is now over 40 years old. 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 the effectiveness of withstanding river forces.

Main Jail Sewer & Kitchen Replacement

This project involves the replacement of the Main Jail sewer line and refurbishment of the Main Jail kitchen. The project is divided into two phases. The first phase is to replace the failed sewer line and replace the ceramic floor in the kitchen. Since this phase is expected to take six months, a temporary kitchen will be set up to continue to feed the population at the Jail.

The second phase is to replace the existing kitchen equipment and modify the layout to conform to the sewer replacement plan and changes in state law on food preparation for incarcerated populations.

Cachuma Lake Recreation Area Improvements

This project includes infrastructure & revenue enhancement improvements to the recreation area.

Infrastructure Improvements include: Sanitation plant & lift station upgrades; water plant relocation & upgrade; Apache Area group camping improvements; RV site upgrades; vault toilet buildings to replace portable toilets; restroom renovations to comply with Americans with Disabilities Act; new floating restrooms; erosion & drainage improvements; sewer main relining; automated irrigation system; new water main & fire protection system. Additionally, repair & asphaltting of roads damaged during construction of the facilities.

Revenue Enhancements include: Relocation of staff offices from main gate structure and remodel to a public information facility; and construction a new special events and sailboat launch facility within an existing day use picnic area at Mohawk Point and provide new Wi-Fi service for the park. Insurance will fund the construction of a new boathouse and replacement log booms destroyed during the FY 2010-11 storms.

RECOMMENDED FISCAL YEAR 2012-13 CAPITAL BUDGET

The following table summarizes by function and department the recommended FY 2012-13 allocations, totaling \$50.1 million. Of the total, there is \$35.8 million of new funding and \$14.3 million of carry-over funding (approved in prior years but not yet executed) for capital improvement projects in the capital budget.

Fiscal Year 2012-2013 Recommended Capital Budget - Funded
(In thousands of dollars as of 4/10/12)

Functional Group – Department	Total
Public Safety	
Fire	\$360
Sheriff	1,185
Function Total	\$1,545
Health and Public Assistance	
Public Health	\$1,176
Function Total	\$1,176
Community Resources and Public Facilities	
Parks	\$7,192
Public Works	31,654
Function Total	\$38,846
Support Services	
Clerk-Recorder-Assessor	\$794
General Services	7,741
Treasurer-Tax Collector-Public Admin.	794
Function Total	\$8,535
Total	\$50,102

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table I: Summary of Departments (\$000)

Function / Department *	Prior Year(s) Expense	Est Act 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
Law & Justice												
District Attorney \P			60	800				860		40	820	860
<i>Department Totals</i>			60	800				860		40	820	860
<i>Function Totals</i>			60	800				860		40	820	860
Public Safety												
Fire \F	1,250				685	2,240	6,905	9,830		11,080		11,080
Fire \P	1,214	569	360		1,300	2,107	6,174	9,941		2,143	9,581	11,724
Fire \U					1,230	4,465	50,190	55,885			55,885	55,885
<i>Department Totals</i>	2,464	569	360		3,215	8,812	63,269	75,656		13,223	65,466	78,689
Probation \P	11	20				1,712		1,712	513	31	2,225	2,256
Probation \U					1,126			1,126	17,783		18,909	18,909
<i>Department Totals</i>	11	20			1,126	1,712		2,838	18,296	31	21,134	21,165
Sheriff \F	20	686	1,175					1,175		1,881		1,881
Sheriff \P	7,664	173	2,134	5,208	4,550	35,306	23,216	70,414	6,561	7,857	76,955	84,812
Sheriff \U			50	1,279	1,175	125		2,629			2,629	2,629
<i>Department Totals</i>	7,684	859	3,359	6,487	5,725	35,431	23,216	74,218	6,561	9,738	79,584	89,322
<i>Function Totals</i>	10,159	1,448	3,719	6,487	10,066	45,955	86,485	152,712	24,857	22,992	166,184	189,176
Health & Public Assistance												
Public Health \F	1,700	1,274	1,176			100		1,276		4,250		4,250
<i>Department Totals</i>	1,700	1,274	1,176			100		1,276		4,250		4,250
<i>Function Totals</i>	1,700	1,274	1,176			100		1,276		4,250		4,250
Community Resources & Public Fac.												
Parks \F	111	404	1,757	1,380	330			3,467		3,982		3,982
Parks \P	5,608	1,314	7,201	18,072	15,221	6,589	2,808	49,891	2,982	18,184	41,611	59,795
Parks \U			490	595	952	2,239	1,206	5,482	1,100		6,582	6,582
<i>Department Totals</i>	5,719	1,718	9,448	20,047	16,503	8,828	4,014	58,840	4,082	22,166	48,193	70,359
Public Works \F	8,370	13,899	21,210	21,745	22,532	33,034	30,351	128,872	46,583	197,724		197,724
Public Works \P	34,761	13,057	50,579	72,404	65,231	64,901	57,621	310,736	36,477	126,010	269,021	395,031
Public Works \U			7,160	7,356	7,967	12,792	18,051	53,326	2,710		56,036	56,036
<i>Department Totals</i>	43,131	26,956	78,949	101,505	95,730	110,727	106,023	492,934	85,770	323,734	325,057	648,791
<i>Function Totals</i>	48,850	28,674	88,397	121,552	112,233	119,555	110,037	551,774	89,852	345,900	373,250	719,150
Support Services												
Clerk-Recorder-Assessor \F	959	158								1,117		1,117
<i>Department Totals</i>	959	158								1,117		1,117

* 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 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
General Services \F		377	6,392	1,000	930			8,322		8,699		8,699
General Services \P	2,092	3,081	3,824	5,224	1,300	4,907	3,372	18,627		6,765	17,035	23,800
General Services \U			1,371	4,115	7,353	8,834	8,702	30,375	1,859		32,234	32,234
Department Totals	2,092	3,458	11,587	10,339	9,583	13,741	12,074	57,324	1,859	15,464	49,269	64,733
Treasurer-Tax Collector-Public Adm. \F	667	608	794	365				1,159		2,434		2,434
Department Totals	667	608	794	365				1,159		2,434		2,434
Function Totals	3,718	4,224	12,381	10,704	9,583	13,741	12,074	58,483	1,859	19,015	49,269	68,284
Funding Summary												
Funded Totals	64,427	35,620	50,102	46,909	43,580	51,762	48,046	240,399	51,751	392,197		392,197
Unfunded Totals			55,631	92,634	88,402	127,489	160,550	524,706	64,817		589,523	589,523
Grand Totals	64,427	35,620	105,733	139,543	131,982	179,251	208,596	765,105	116,568	392,197	589,523	981,720

* 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 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
Law & Justice												
District Attorney												
<i>Major Improvement to Building Facilities</i>												
Santa Maria Office Remodel IP			60	800				860		40	820	860
Class Totals			60	800				860		40	820	860
Department Totals			60	800				860		40	820	860
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 \U					230	2,100	4,120	6,450			6,450	6,450
Operations Complex - Los Alamos IP	701	195			1,300	1,407	784	3,491		896	3,491	4,387
Station 10 (Western Goleta) New Station \F	1,250				235	2,000	2,455	4,690		5,940		5,940
Station 11 (Goleta-Frey Way) Rebuild \U							5,770	5,770			5,770	5,770
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 \P	300	26					4,690	4,690		326	4,690	5,016
Station 24 (Los Alamos) Rebuild \U							1,265	3,190			4,455	4,455
Station 25 (Orcutt Area) New Station \F					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
Class Totals	2,251	221			2,215	7,012	60,169	69,396		12,302	59,566	71,868
<i>Major Equipment</i>												
Apparatus Replacement/Purchase IP	213	348	360			700	700	1,760		921	1,400	2,321
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
Class Totals	213	348	360		1,000	1,800	3,100	6,260		921	5,900	6,821
Department Totals	2,464	569	360		3,215	8,812	63,269	75,656		13,223	65,466	78,689
Public Safety												
Probation												
<i>Major Improvement to Building Facilities</i>												
Betteravia Remodel of Counseling and Education Center IP		20				1,712		1,712		20	1,712	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

* 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 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
Lompoc Probation Office Expansion \U									16,935		16,935	16,935
Los Prietos Boys Camp/Boys Academy Upgrades \P	11								513	11	513	524
Santa Barbara Juvenile Services Campus Remodel \U									300		300	300
Class Totals	11	20			1,126	1,712		2,838	18,296	31	21,134	21,165
Department Totals	11	20			1,126	1,712		2,838	18,296	31	21,134	21,165
Public Safety												
Sheriff												
<u>Land, Buildings and Facilities</u>												
County Jail - Northern Branch \P	7,226	131	1,584	4,010	4,000	35,306	23,216	68,116	6,561	7,377	74,657	82,034
Public Safety Memorial \U			50	175	50	125		400			400	400
Class Totals	7,226	131	1,634	4,185	4,050	35,431	23,216	68,516	6,561	7,377	75,057	82,434
<u>Major Equipment</u>												
Custody Bus Replacement Program \P	438		550	550	550			1,650		438	1,650	2,088
Santa Barbara Jail Security Controls \F	20	686								706		706
Class Totals	458	686	550	550	550			1,650		1,144	1,650	2,794
<u>Major Improvement to Building Facilities</u>												
Custody Facility Security Enhancements \U				1,009				1,009			1,009	1,009
Main Jail Sewer & Kitchen Replacement \F			1,175					1,175		1,175		1,175
Santa Maria Station Addition and Remodel \P		42		648				648		42	648	690
Solvang/Santa Ynez Station Addition \U				95	1,125			1,220			1,220	1,220
Class Totals		42	1,175	1,752	1,125			4,052		1,217	2,877	4,094
Department Totals	7,684	859	3,359	6,487	5,725	35,431	23,216	74,218	6,561	9,738	79,584	89,322
Health & Public Assistance												
Public Health												
<u>Land, Buildings and Facilities</u>												
Lompoc Animal Shelter Remodel \F		75	253					253		328		328
Class Totals		75	253					253		328		328
<u>Major Equipment</u>												
Electronic Health Record System - Countywide \F	1,700	1,199	923					923		3,822		3,822
Class Totals	1,700	1,199	923					923		3,822		3,822
<u>Major Improvement to Building Facilities</u>												
Large Animal Holding Facility \F					100			100		100		100
Class Totals					100			100		100		100
Department Totals	1,700	1,274	1,176		100			1,276		4,250		4,250

* 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 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
Community Resources & Public Facilities												
Parks												
<i>Land, Buildings and Facilities</i>												
Arroyo Burro Beach Park Improvements \P	255		35	128	580			743		335	663	998
Cachuma Lake Boat Launch Ramp Extension \P				100	450			550		50	500	550
Cachuma Lake Recreation Area - Marina Café \P		54	522					522		394	182	576
Cachuma Lake Recreation Area Improvements \P	608	140	3,506	2,775	1,650	1,150	1,418	10,499	482	9,014	2,715	11,729
Cachuma Lake Water Park \P		75		370	4,585	1,500		6,455		75	6,455	6,530
Franklin Trail \F	31	4	375	50				425		460		460
Gaviota Marine Terminal property Multi-Use Trail \P	204		50	3,000	864	82		3,996		204	3,996	4,200
Goleta Beach Lift Station Replacement \F		200	400					400		600		600
Ocean Beach Park - Beach Access Structural Repairs \P		65	45	335	80			460		110	415	525
Orcutt Community Plan Trail Development \U					200		385	585	1,100		1,685	1,685
Orcutt Old Town Park Development \U					152			152			152	152
San Marcos Preserve Park & Open Space \U			150	150	150	2,050		2,500			2,500	2,500
Santa Claus Lane Beach Access \P	92	146	50	160	925	1,621	650	3,406		288	3,356	3,644
Santa Maria Levee to Guadalupe Multi-Use Trail \U						189	821	1,010			1,010	1,010
Waller Park Playfields \P		275		8,000	4,000			12,000		275	12,000	12,275
Walter Capps Park \P	2,576		638	196				834		3,171	239	3,410
Class Totals	3,766	959	5,771	15,264	13,636	6,592	3,274	44,537	1,582	14,976	35,868	50,844
<i>Major Equipment</i>												
2012-17 Countywide Park Furnishings and Equipment \P			180	110	35	35	35	395		125	270	395
Cachuma Marina and Launch Ramp - Log Boom \U			110					110			110	110
Park Fitness Zones / Outdoor Gyms for Parks \U				195	100			295			295	295
Class Totals			290	305	135	35	35	800		125	675	800
<i>Major Improvement to Building Facilities</i>												
2012-17 Park Restrooms ADA Upgrade Program \P			255	220	220	320	175	1,190		205	985	1,190
Cachuma Live Oak Camp ADA Improvements \F	80	70	682	30	30			742		892		892
Goleta Beach 2.0 \P	118	350	1,000	1,332	1,181			3,513		1,619	2,362	3,981
Goleta Slough Slope Protection \U				200				200			200	200
Tuckers Grove Park- San Antonio Creek Bridge \U				50	350			400			400	400
Class Totals	198	420	1,937	1,832	1,781	320	175	6,045		2,716	3,947	6,663
<i>Transportation</i>												
Goleta Beach - Access Bridge Replacement \F		130	300	1,300	300			1,900		2,030		2,030
Class Totals		130	300	1,300	300			1,900		2,030		2,030
<i>Major Maintenance</i>												
2012-17 Park Infrastructure Repairs Program \P			190	110	110	80	80	570		50	520	570
Jalama Beach Park - Water Line \U			230					230			230	230

* 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 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
Jalama Beach Park Improvements \P	436	209	75	836	291	638	400	2,240	2,500	645	4,740	5,385
Park Repaving/Restriping Program \P	1,299		655	150	250	233	50	1,338		1,604	1,033	2,637
Toro Canyon Park Driveway to County Maintained Roadway	20			250			930	1,180		20	1,180	1,200
Class Totals	1,755	209	1,150	1,346	651	1,881	530	5,558	2,500	2,319	7,703	10,022
Department Totals	5,719	1,718	9,448	20,047	16,503	8,828	4,014	58,840	4,082	22,166	48,193	70,359
Community Resources & Public Fac.												
Public Works												
<i>Major Improvement to Building Facilities</i>												
Local Hazard Mitigation Plan (LHMP) Public Works Dept \U						350	800	1,550	2,700		2,700	2,700
Class Totals						350	800	1,550	2,700		2,700	2,700
<i>Transportation</i>												
Bikelanes: San Jose Creek Class I (North Segment) \P	147	10	206	729				935		363	729	1,092
Bikelanes: Purisima Road Widening Improvements \U				156	427	710	3,454	4,747			4,747	4,747
Equipment Replacement Program - PW Transportation \F		600	1,535	1,620	860	785	870	5,670		6,270		6,270
LHMP-Bridge Scour Abatement Program \U									220		220	220
LHMP-Enhancements to Annual Culvert Inspection Program									175		175	175
LHMP-Geotechnical Engineered Solutions -Glen Annie Rd \									570		570	570
LHMP-Investigation of Low Capacity Bridges \U									210		210	210
LHMP-Jalama Road Geotechnical Survey of Slope Stability \									470		470	470
LHMP-Mountainous Road Rockfall Hazard Geotechnical Sur									345		345	345
LHMP-North County Geotechnical Survey of Stone Stability \									140		140	140
LHMP-Old San Marcos Road Geotechnical Survey \U									370		370	370
LHMP-South County Geological Survey on Slope Stability \									210		210	210
Prev Maint - Transportation ADA Transition Program \P			86	86	86	86	86	430		55	375	430
Prev Maint- 5 Year Countywide Concrete Program \P		200	6,534	8,062	8,062	8,057	8,285	39,000		7,500	31,700	39,200
Prev Maint- 5 Year Countywide Surface Treatment Program	229	7,171	19,100	21,350	21,550	21,050	21,550	104,600		24,000	88,000	112,000
Prev Maint- Bridge Repair and Rehabilitation Program \P		125	9,212	9,526	9,226	9,226	9,226	46,416		762	45,779	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- Metal Beam Guardrail Program \P			960	960	960	960	960	4,800		150	4,650	4,800
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	50	100	150	150	150	150	150	750		900		900
Roadway Improv - Clark Avenue at Highway 101 \P		125	75	120	2,060			2,255		880	1,500	2,380
Roadway Improv - Cold Spring SR2S \F	59	60	210					210		329		329
Roadway Improv - Hollister Avenue Corridor Improvements \	196	500	500	507	575	626	490	2,698	16,606	2,499	17,501	20,000
Roadway Improv - Isla Vista Infrastructure Improvements \P	1,865	400	400	400	400	400	400	1,600	10,400	3,865	10,400	14,265
Roadway Improv - Old Town Orcutt Safe Routes School \F		40	100	222				322		362		362
Roadway Improv - Santa Claus Ln Circulation \P		84	121	367	140	2,945	738	4,311		84	4,311	4,395
Roadway Improv - Union Valley Parkway Extension \F	40	117	2,319					2,319		2,476		2,476
Storm Damage Repair - Jalama Rd MP 4.4 Site 3T23 \F	393	2,028	515					515		2,936		2,936

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table II: Summary of Projects (\$000)

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
Storm Damage Repair - Paradise Road Realignment \F	199	16	623					623		838		838
Structure R&R - Black Road Br. No. 51C-031 \F	923	195	90	3,702				3,792		4,910		4,910
Structure R&R - Cathedral Oaks Road Br. No. 51C-001 \F	111	309	275	2,071	1,999			4,345		4,765		4,765
Structure R&R - Fernald Pt. Br. 51C-137 Replacement \F	3	73	130	160	290	1,090		1,670		1,746		1,746
Structure R&R - Floradale Avenue Br. No. 51C-006 \F	805	170	395	106	4,720	6,123		11,344		12,319		12,319
Structure R&R - Foothill Rd. LWC Replacement \F		406	420	371	435	320	248	1,794	17,725	19,925		19,925
Structure R&R - Hollister Ave. Overhead Br.No. 51C-018 \F	347	710	543					543		1,600		1,600
Structure R&R - Jalama Road Br. No. 51C-013 \F	157	212	131	600				731		1,100		1,100
Structure R&R - Jalama Road Br. No. 51C-017 Replacemen	390	135	553	4,502				5,055		5,580		5,580
Structure R&R - Jonata Park Road Br. No. 51C-226 Repl. \F	328	220	420	149	1,397	1,396		3,362		3,910		3,910
Structure R&R - Kinevan Rd. Bridge 51C-214 Replacement \		105	249	112	58	881		1,300		1,405		1,405
Structure R&R - Rincon Hill Road Br. No. 51C-039 \F	78	99	178	715				893		1,070		1,070
Structure R&R - Sisquoc Ped Bridge Replacement \F			45	190				235		235		235
Structure R&R - Zaca Station Br.5C1-087 Rail \F	79	30	150					150		259		259
Class Totals	6,399	14,240	52,985	64,093	60,555	61,965	53,617	293,215	47,441	113,093	248,202	361,295
<u>Water Resources</u>												
Basin - Blosser Basin, Santa Maria \F		2	100	389				489		491		491
Basin - Kovar Basin Expansion, Santa Maria \U							4,052	854			4,906	4,906
Basin - Lillingston Canyon Debris Dam Removal \F	154	330	243	277	343			863	10	1,357		1,357
Basin - Mud Lakes Basin Siphon Improv Project, Orcutt \F	98	25	269					269		392		392
Carpinteria Salt Marsh Wall Extension \F	128	78	334					334		540		540
Channel - Bradley Channel Relining, Santa Maria \F	68	7			1,902			1,902		1,977		1,977
Channel - Improve Bradley Channel, Santa Maria \F	6					195	882	1,077	882	1,965		1,965
Channel - Mission Creek Flood Control Project, S.B. \P	8,342	3,500	3,000	18,260	15,885	15,885	15,886	68,916	9,471	40,643	49,586	90,229
Channel - San Jose Creek Improvements, Goleta \F	112	1,010	4,010					4,010		5,132		5,132
Channel - San Pedro Creek Fish Passage \U							4,873	4,873			4,873	4,873
Channel - Unit Two Channel Improvements, Santa Maria \F	90	15	100	816				916		1,021		1,021
Culverts - Las Vegas/San Pedro Crks at Calle Real, Gol. \P	1,426	400	700	11,718	6,287	5,666		24,371		19,566	6,631	26,197
Equipment Replacement Program - Flood Control District \F	169	541	360	475	150	200		1,385		2,095		2,095
Levee - Santa Maria River Levee Reinforcement \P	22,556	542	10,085	319				10,404		25,643	7,859	33,502
LHMP-'A' Street Basin \U						50	150	200			200	200
Stockpile Area - South Coast \F	88		1	1	13	205	1,590	1,810		1,898		1,898
Storm Drain - North Avenue Drainage Impr., Lompoc \F	126	150	522					522		798		798
Storm Drain - West Green Cyn 72" Extension, Santa Maria \	20		35	101				136		156		156
Class Totals	33,383	6,600	19,759	32,356	24,580	26,253	24,435	127,383	10,363	103,674	74,055	177,729
<u>Resource Recovery & Waste Mgt.</u>												
Landfill - Heavy Equipment Replacement Program \F	560	1,851	1,511	1,176	2,515	4,454	2,913	12,569		14,980		14,980
Landfill - Tajiguas Landfill Phase 3A Liner \F		2,206	3,234					3,234		5,440		5,440
Landfill - Tajiguas Landfill Phase 3B Liner \F				2,418	2,369			4,787		4,787		4,787
Landfill - Tajiguas Landfill Phase 3C Liner \F					756			756		756		756

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table II: Summary of Projects (\$000)

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
Landfill - Tajiguas Mitigation /Baron Ranch Restoration \F	662	383	528	495	556	528	376	2,483	426	3,954		3,954
LCSD - Garage/Shop Building \F					52	200	200	452		452		452
LCSD - Headworks Improvements \F	352				600	4,000	4,125	8,725	3,065	12,142		12,142
LCSD - Laboratory Building \F					79	300	300	679		679		679
LCSD - Membrane Bioreactor Improvements \F					60	286	300	646		646		646
LCSD - Operations Building Expansion \F						354		354		354		354
LCSD - Plant Capacity Expansion \F						650	10,000	13,126	23,776	15,012	38,788	38,788
LCSD - Sewer System Improvements \F	18	430			600	400	400	1,400	4,152	6,000		6,000
LCSD - Solids Handling Expansion \F			600	586	900	900	952	3,938	2,859	6,797		6,797
LCSD - Tertiary Holding Improvements \F	1,757	940							2,452	5,149		5,149
LCSD - Waller Lift Station \F							200	1,639		1,839		1,839
LHMP-Relocate the Hearts Adaptive Riding Center \U				40	30	20	10	100			100	100
Transfer Station - SCRTS Cover Structure \F							163	2,080		2,243		2,243
Transfer Stations - Various improvements \F		306	332	341	724	258		1,655		1,961		1,961
Class Totals	3,349	6,116	6,205	5,056	10,245	21,709	26,421	69,636	27,966	106,967	100	107,067
Department Totals	43,131	26,956	78,949	101,505	95,730	110,727	106,023	492,934	85,770	323,734	325,057	648,791
Support Services												
Clerk-Recorder-Assessor												
<i>Major Equipment</i>												
RealWare-Assessment Administration and Valuation System	959	158								1,117		1,117
Class Totals	959	158								1,117		1,117
Department Totals	959	158								1,117		1,117
Support Services												
General Services												
<i>Land, Buildings and Facilities</i>												
CP--"Dump" Road Reconstruction and Extension \U				40	400			440			440	440
CP--Betteravia Bldg D Expansion (Hrg Rm & Offices) \F		111	1,089					1,089		1,200		1,200
CP--General Records Storage Building \U						574		574			574	574
CP--Historic Nurses Dorm Building Rehabilitation \U				20	150	2,100	680	2,950			2,950	2,950
CP--Lompoc Veterans Building Renovation \P		910	286	243				529		1,313	126	1,439
CP--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
CP--New Cuyama Modular Community Center \P		90	510					510		350	250	600
CP--Orcutt Civic/Community Center Building \P		4					65	2,487		4	2,552	2,556
CP--Orcutt Library Facility \U								4,381			4,381	4,381
CP--SB Building Permit Counter & Office Remodel \U					1,690	2,000		3,690			3,690	3,690
CP--SB Veterans Memorial Bldg-Elevator \F			360					360		360		360
CP--SBCH--Historic American Building Survey \U					228	173	191	592			592	592
CP--Solvang Public Library Expansion & Remodel \U			50	2,500	1,450			4,000			4,000	4,000

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table II: Summary of Projects (\$000)

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
FM--Photovoltaic Panel Program \U			236	393	400	407	415	1,851	1,859		3,710	3,710
Class Totals	1,400	1,765	2,831	3,396	5,318	9,961	8,414	29,920	1,859	5,277	29,667	34,944
<i>Major Equipment</i>												
FM--SBCH HVAC System Replacement \P	95	749	150	3,581				3,731		844	3,731	4,575
IT- Countywide Telephone System Modernization \F		145	1,505	1,000	930			3,435		3,580		3,580
IT- Data Network Modernization and Refresh \P	522	228	1,618	200	200			2,018		1,631	1,137	2,768
IT- Enterprise Email Refresh \F			314					314		314		314
Class Totals	617	1,122	3,587	4,781	1,130			9,498		6,369	4,868	11,237
<i>Major Improvement to Building Facilities</i>												
CLF--SBCH Historic Lamps and Windows \U				37	35	35	35	142			142	142
CLF--SBCH Mural Room Preservation \P		450		1,000				1,000		450	1,000	1,450
CLF--SBCH Stenciled Surfaces \P	75				100	200	625	925		75	925	1,000
CLF--SBCH Stone Detail Restoration \U						2,000	3,000	5,000			5,000	5,000
CP--Carpinteria Library Remodel and Expansion \U			75	125	2,000	1,000		3,200			3,200	3,200
CP--HMGP 1731-51-28 Cook & Miller Siesmic Retrofit \F			800					800		800		800
CP--New Cuyama Recreation Hall -Remodel \F		21	574					574		595		595
FM--Capital Maintenance Projects (2012-13 Major) \F			750					750		750		750
FM--Capital Maintenance Projects (2012-13 Minor) \F			750					750		750		750
FM--Facility Lighting and Control Retrofits \U			630					630			630	630
FM--Main Jail Sewer Infrastructure Replacement \U			380	1,000	1,000	545		2,925			2,925	2,925
IT- Microwave Tower Replacement \F		100	250					250		350		350
Class Totals	75	571	4,209	2,162	3,135	3,780	3,660	16,946		3,770	13,822	17,592
<i>Major Maintenance</i>												
CP--Santa Ynez Airport Improvements (Grant 12) \P			960					960		48	912	960
Class Totals			960					960		48	912	960
Department Totals	2,092	3,458	11,587	10,339	9,583	13,741	12,074	57,324	1,859	15,464	49,269	64,733
Support Services												
Treasurer-Tax Collector-Public Adm.												
<i>Major Equipment</i>												
Property Tax Management System Replacement \F	667	608	794	365				1,159		2,434		2,434
Class Totals	667	608	794	365				1,159		2,434		2,434
Department Totals	667	608	794	365				1,159		2,434		2,434

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table II: Summary of Projects (\$000)

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2011-12	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17			Funded	Unfunded	
<u>Class Summary</u>												
Land, Buildings and Facilities	14,643	3,151	10,489	22,845	25,219	58,996	95,073	212,622	10,002	40,260	200,158	240,418
Major Equipment	4,614	4,121	6,504	6,001	2,815	1,835	3,135	20,290		15,932	13,093	29,025
Major Improvement to Building Facilities	284	1,053	7,381	6,546	7,617	6,612	5,385	33,541	18,296	7,874	45,300	53,174
Transportation	6,399	14,370	53,285	65,393	60,855	61,965	53,617	295,115	47,441	115,123	248,202	363,325
Water Resources	33,383	6,600	19,759	32,356	24,580	26,253	24,435	127,383	10,363	103,674	74,055	177,729
Resource Recovery & Waste Mgt.	3,349	6,116	6,205	5,056	10,245	21,709	26,421	69,636	27,966	106,967	100	107,067
Major Maintenance	1,755	209	2,110	1,346	651	1,881	530	6,518	2,500	2,367	8,615	10,982
Grand Totals	64,427	35,620	105,733	139,543	131,982	179,251	208,596	765,105	116,568	392,197	589,523	981,720

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2011-12	Proposed 2012-13			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17				
2005 Certificate of Participation (Debt)	1,819			1,175	1,175						1,175		2,994
Other Financing Sources													
AB1431	294												294
Intergovernmental Revenue-Other													
ACOE	25,500	982	2,520		2,520						2,520		29,002
Intergovernmental Revenue-Federal													
AH & R CIP Trust Fund		75		97	97		100				197		272
Licenses, Permits and Franchises													
Asset Forfeiture						40					40		40
Fines, Forfeitures, and Penalties													
Bureau of Reclamation	860	194	1,450	2,182	3,632	2,100	1,500	500	734	8,466	482	10,002	
Intergovernmental Revenue-Federal													
Cachuma Revenues				40	40					40			40
Charges for Services													
Cal-EMA	56	200	186	47	233					233			489
Intergovernmental Revenue-State													
Caltrans						5,667	5,667	5,666		17,000			17,000
Intergovernmental Revenue-State													
CBI	310												310
Intergovernmental Revenue-State													
CDBG Funds	400	341	874	96	970					970			1,711
Intergovernmental Revenue-State													
City of Goleta	1,250												1,250
Intergovernmental Revenue-Other													
City of Santa Barbara	900			1,500	1,500	1,196	1,196	1,196	1,196	6,284	1,196		8,380
Intergovernmental Revenue-Other													
City of Santa Maria						333				333			333
Intergovernmental Revenue-Other													
Clean Beach Initiative (CBI)	227												227
Other Financing Sources													
Coastal Impact Assistance Program		350	1,050	120	1,170	151				1,321			1,671
Intergovernmental Revenue-Other													
Courthouse Construction Fund			200		200					200			200
Fines, Forfeitures, and Penalties													
CREF	245	230	320		320		80			400			875
Miscellaneous Revenue													
Criminal Justice Facilities Construction Fund	1,568												1,568
Fines, Forfeitures, and Penalties													

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 2011-12	Proposed 2012-13			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17				
CSA 11 Intergovernmental Revenue-Other	15			255	255						255		270
CSA 31 Charges for Services	60												60
Cuyama Valley Recreational District Charges for Services		21											21
Del Playa Prop. Sale and IV Red. Agency Miscellaneous Revenue	1,145												1,145
Department of Fish and Game Licenses, Permits and Franchises		96	66		66	45					111		207
Designated - Assessor Property Tax Improvemen	959	158											1,117
Designation Changes to Designations	687	1,336		794	794	365					1,159		3,182
Developer Fees Charges for Services	118	75					685	2,240	6,905		9,830		10,023
Donations				10	10						10		10
Federal Budget (PL 111-8) Intergovernmental Revenue-Federal		404	160		160	243					403		807
Federal SCAAP Grant Intergovernmental Revenue-Federal	955												955
FEMA Intergovernmental Revenue-Federal	20		600		600						600		620
FHWA ER Program Intergovernmental Revenue-Federal	371	1,614	325	553	878						878		2,863
Fire Taxes	1,214	569		360	360						360		2,143
Flood Control District Taxes	169	541		360	360	475	150	200	200		1,385		2,095
Friends of Franklin Trail Other Financing Sources				300	300	50					350		350
Gas Tax Intergovernmental Revenue-State		600		450	450	725	300	300	300		2,075		2,675
General Fund Taxes	2,346	20											2,366
General Fund Capital Designation Changes to Designations	1,000	850	400	750	1,150						1,150		3,000

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

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General Fund Capital Maintenance Designation	906	749		1,250	1,250	205	80	50	5	1,590		3,245
Changes to Designations												
General Fund Road Designation	100					500	500	500	500	2,000		2,100
Changes to Designations												
Grants	1,771											1,771
Other Financing Sources												
GTC Development Trust	68											68
Charges for Services												
GTIP	69	100		100	100	105	115	44		364		533
Charges for Services												
HBP	2,452	2,320		3,485	3,485	12,645	8,179	8,684	221	33,214	15,692	53,678
Intergovernmental Revenue-Federal												
Insurance Reimbursement		450		30	30	30	30	30	30	150		600
Miscellaneous Revenue												
Interest Earnings	324			10	10	10				20		344
Use of Money and Property												
ISF - Communication Services		245	305	1,450	1,755	1,000	930			3,685		3,930
Charges for Services												
ISF - Information Technology Services	522	40	314	881	1,195					1,195		1,757
Charges for Services												
Isla Vista Redevelopment Agency	430	200				200	200	200	200	800		1,430
Intergovernmental Revenue-Other												
Laguna District Service Charges	1,602	1,370		600	600	586	2,160	5,786	7,416	16,548	4,152	23,672
Charges for Services												
LCSD Developer Fees							131	500	500	1,131	23,388	24,519
Charges for Services												
LCSD Enterprise Fund							1,004	10,000	13,126	24,130		24,130
Charges for Services												
Lompoc City Flood Zone	126	150	522		522					522		798
Taxes												
Lompoc Veterans Memorial Building Foundation		255										255
Other Financing Sources												
Measure A	331	1,125		1,938	1,938	3,255	2,737	2,661	2,556	13,147		14,603
Taxes												
Measure D	605	541										1,146
Taxes												
Measure D/Measure A	1,155	202		23	23	200	200	200	200	823		2,180
Taxes												

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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2011-12	Proposed 2012-13			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17				
NRDAR		65											65
Intergovernmental Revenue-Federal													
Orcutt Flood Zone	98	25	246	23	269						269		392
Taxes													
OTIP	40	242	125	75	200	120	560				880		1,162
Charges for Services													
Private Funding			100		100						100		100
Miscellaneous Revenue													
Prop 12	301	209											510
Intergovernmental Revenue-State													
Prop 40	28	70											98
Intergovernmental Revenue-State													
Proposition 172	225	131											356
Intergovernmental Revenue-State													
Proposition 1B	255	1,436		612	612	1,857	1,239	673			4,381		6,072
Intergovernmental Revenue-State													
Proposition 42	9												9
Intergovernmental Revenue-State													
Proposition 50		1,000											1,000
Intergovernmental Revenue-State													
Public Health Fund	1,700	1,199	288	635	923						923		3,822
Miscellaneous Revenue													
Quimby	31	413	200	75	275						275		719
Charges for Services													
Resource Recovery & Waste Mgt. Enterprise Fun	1,222	4,746		5,605	5,605	4,430	6,920	5,403	5,369		27,727	426	34,121
Charges for Services													
RSTP	130	173	2,194	206	2,400						2,400		2,703
Intergovernmental Revenue-State													
RZEDB		111	1,089		1,089						1,089		1,200
Other Financing Sources													
Safe Routes to School	53	90		278	278	200					478		621
Intergovernmental Revenue-State													
SAFETEA-LU	157	3,600		400	400	402	460	177			1,439		5,196
Intergovernmental Revenue-Federal													
Santa Maria Flood Zone	184	24	135	100	235	973	1,902	195	882		4,187	882	5,277
Taxes													
Santa Maria River Levee	556	60		15	15	10					25		641
Taxes													

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Table III: Summary of Funding Sources (\$000)

Funding Source / Object Level	Prior Year(s) Expense	Est Act 2011-12	Proposed 2012-13			Projected Requirements					Five Year Total	Future Years	Project Total
			Carry Forward	New Funding	Year 1 Total	Year 2 2013-14	Year 3 2014-15	Year 4 2015-16	Year 5 2016-17				
Santa Ynez Airport Authority				48	48						48		48
Intergovernmental Revenue-Other													
SB 90 Claim				50	50						50		50
Intergovernmental Revenue-State													
SB Courthouse Legacy Foundation	75												75
Other Financing Sources													
Soc Serv Op Budget		188											188
Miscellaneous Revenue													
South Coast Flood Zone	5,850	3,722	428	6,294	6,722	6,117	3,865	3,694	5,079	25,477	3,500		38,549
Taxes													
State COPS Grant	438												438
Intergovernmental Revenue-State													
State Gas Tax Exchange		1,640		2,400	2,400	2,600	2,600	2,600	2,600	12,800			14,440
Intergovernmental Revenue-State													
State Parks Grant			220		220					220			220
Intergovernmental Revenue-State													
Toll Credits		67		91	91	74	90	263	27	545	2,033		2,645
Intergovernmental Revenue-State													
Transportation Development Act	6	6		22	22					22			34
Intergovernmental Revenue-State													
UCSB	120												120
Intergovernmental Revenue-State													
Funded Totals	64,427	35,620	14,317	35,785	50,102	46,909	43,580	51,762	48,046	240,399	51,751		392,197
Unfunded Totals				55,631	55,631	92,634	88,402	127,489	160,550	524,706	64,817		589,523
Grand Totals	64,427	35,620	14,317	91,416	105,733	139,543	131,982	179,251	208,596	765,105	116,568		981,720

Footnote - refer to glossary of funding sources at back of book.

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table IV: Summary of Projects Completed (\$000)

Function / Department / Class / Projects	Prior Year(s) Expense	Est Act 2011-12	Project Total
<u>Policy & Executive</u>			
Human Resources			
<i>Major Equipment</i>			
Countywide HR Information System	611	100	711
Class Totals	611	100	711
Department Totals	611	100	711
<u>Law & Justice</u>			
Court Special Services			
<i>Land, Buildings and Facilities</i>			
Unified Superior Court Clerk's Office Santa Maria	1,535	4,439	5,974
Class Totals	1,535	4,439	5,974
Department Totals	1,535	4,439	5,974
Public Defender			
<i>Major Improvement to Building Facilities</i>			
Santa Barbara Courthouse Annex Remodel	576	5,424	6,000
Class Totals	576	5,424	6,000
Department Totals	576	5,424	6,000
<u>Public Safety</u>			
Probation			
<i>Major Equipment</i>			
Probation Collections Implementation		370	370
Class Totals		370	370
Department Totals		370	370
<u>Health & Public Assistance</u>			
Public Health			
<i>Major Equipment</i>			
Pharmacy Software Replacement		244	244
Class Totals		244	244
Department Totals		244	244
<u>Community Resources & Public Fac.</u>			
Parks			
<i>Land, Buildings and Facilities</i>			
Cachuma Fire Suppression Storage Reservoir		1,084	1,084
Cachuma Lake Cabins		250	250
Cachuma Lake Yurts		75	75
Point Sal Coastal Access Improvements	153		2,400

Function / Department / Class / Projects	Prior Year(s) Expense	Est Act 2011-12	Project Total
Rincon Beach Park Upgrade	178	54	232
Class Totals	331	1,463	4,041
<i>Transportation</i>			
Guadalupe Dunes Road Restoration		408	408
Class Totals		408	408
<i>Major Maintenance</i>			
Cachuma Water Reservoir Re-roofing		430	430
Class Totals		430	430
Department Totals	331	2,301	4,879
Public Works			
<i>Transportation</i>			
Roadway Improv - San Ysidro Rd SR2S Walkway	96	502	598
Roadway Improv - Summerland Circulation Improvements	3,945	2,055	6,000
Structure R&R - Avenue of the Flags Br. No. 51C-173	159	1,347	1,506
Class Totals	4,200	3,904	8,104
<i>Water Resources</i>			
Basin - Montecito Creek Fish Passage Modification	274	474	748
Class Totals	274	474	748
<i>Resource Recovery & Waste Mgt.</i>			
Landfill - Tajiguas Landfill Phase 2C Liner	1,311	2,715	4,026
LCSD - Plant Solar Facility	3,939	566	4,505
Class Totals	5,250	3,281	8,531
Department Totals	9,724	7,659	17,383
<u>Support Services</u>			
General Services			
<i>Land, Buildings and Facilities</i>			
CP--Emergency Operations Center (EOC)	1,768	6,130	7,898
FM--Photovoltaic Field: Calle Real Campus		5,300	5,300
Class Totals	1,768	11,430	13,198
<i>Major Equipment</i>			
IT- Enterprise Technical Infrastructure Refresh	1,267	130	1,397
Class Totals	1,267	130	1,397
<i>Major Improvement to Building Facilities</i>			
CLF--SBCH Spirit of the Ocean Fountain		762	762
CP--HMGP 1505-45-19 SBCH Seismic Retrofit	102	725	827
Class Totals	102	1,487	1,589

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table IV: Summary of Projects Completed (\$000)

Function / Department / Class / Projects	Prior Year(s) Expense	Est Act 2011-12	Project Total
<i>Department Totals</i>	3,137	13,047	16,184
<i>Grand Totals</i>	15,914	33,584	51,745

Function / Department / Class / Projects	Prior Year(s) Expense	Est Act 2011-12	Project Total
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CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table V: FY 2012-13 Capital Projects Budget (\$000)

Function / Department / Project	Prior Year(s) Expense	Est Act 2011-12	Recommended 2012-13			Project Total	FY 2012-13 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Maintenance	Personnel	Other	Year 1 Total	Year 1 Impact
Public Safety												
Fire												
Apparatus Replacement/Purchase	213	348		360	360	2,321						
Department Totals	213	348		360	360	2,321						
Sheriff												
County Jail - Northern Branch	7,226	131		10	10	82,034						
Main Jail Sewer & Kitchen Replacement				1,175	1,175	1,175						
Department Totals	7,226	131		1,185	1,185	83,209						
Health & Public Assistance												
Public Health												
Electronic Health Record System - Countywide	1,700	1,199	288	635	923	3,822			272	410	682	-32
Lompoc Animal Shelter Remodel		75		253	253	328						
Department Totals	1,700	1,274	288	888	1,176	4,150			272	410	682	-32
Community Resources & Public Fac.												
Parks												
2012-17 Countywide Park Furnishings and Equipment				50	50	395						
2012-17 Park Infrastructure Repairs Program				50	50	570						
2012-17 Park Restrooms ADA Upgrade Program				50	50	1,190						
Cachuma Lake Recreation Area - Marina Café		54	300	40	340	576						
Cachuma Lake Recreation Area Improvements	608	140	950	2,000	2,950	11,729						
Cachuma Live Oak Camp ADA Improvements	80	70	200	482	682	892						
Franklin Trail	31	4		375	375	460						
Goleta Beach - Access Bridge Replacement		130		300	300	2,030						
Goleta Beach 2.0	118	350	1,000		1,000	3,981						
Goleta Beach Lift Station Replacement		200	400		400	600						
Ocean Beach Park - Beach Access Structural Repairs		65	45		45	525						
Park Repaving/Restriping Program	1,299			305	305	2,637						
Santa Claus Lane Beach Access	92	146	50		50	3,644			35		35	35
Walter Capps Park	2,576		475	120	595	3,410						
Department Totals	4,804	1,159	3,420	3,772	7,192	32,639			35		35	35
Public Works												
Basin - Blosser Basin, Santa Maria		2		100	100	491						
Basin - Lillingston Canyon Debris Dam Removal	154	330	243		243	1,357						

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table V: FY 2012-13 Capital Projects Budget (\$000)

Function / Department / Project	Prior Year(s) Expense	Est Act 2011-12	Recommended 2012-13			Project Total	FY 2012-13 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Maintenance	Personnel	Other	Year 1 Total	Year 1 Impact
Basin - Mud Lakes Basin Siphon Improv Project, Orcutt	98	25	246	23	269	392						
Bikelanes: San Jose Creek Class I (North Segment)	147	10		206	206	1,092						
Carpinteria Salt Marsh Wall Extension	128	78		334	334	540						
Channel - Mission Creek Flood Control Project, S.B.	8,342	3,500		3,000	3,000	90,229						
Channel - San Jose Creek Improvements, Goleta	112	1,010	188	3,822	4,010	5,132						
Channel - Unit Two Channel Improvements, Santa Maria	90	15	100		100	1,021						
Culverts - Las Vegas/San Pedro Crks at Calle Real, Gol.	1,426	400	62	638	700	26,197						
Equipment Replacement Program - Flood Control District	169	541		360	360	2,095						
Equipment Replacement Program - PW Transportation		600		1,535	1,535	6,270						
Landfill - Heavy Equipment Replacement Program	560	1,851		1,511	1,511	14,980						
Landfill - Tajiguas Landfill Phase 3A Liner		2,206		3,234	3,234	5,440						
Landfill - Tajiguas Mitigation /Baron Ranch Restoration	662	383		528	528	3,954						
LCSD - Solids Handling Expansion				600	600	6,797						
Levee - Santa Maria River Levee Reinforcement	22,556	542	2,520	15	2,535	33,502						
Prev Maint - Transportation ADA Transition Program				11	11	430						
Prev Maint- 5 Year Countywide Concrete Program		200		1,550	1,550	39,200						
Prev Maint- 5 Year Countywide Surface Treatment Program	229	7,171		1,600	1,600	112,000						
Prev Maint- Bridge Repair and Rehabilitation Program		125		237	237	46,541						
Prev Maint- Metal Beam Guardrail Program				30	30	4,800						
Prev Maint- Unanticipated Minor Projects Program	50	100		150	150	900						
Roadway Improv - Clark Avenue at Highway 101		125		75	75	2,380						
Roadway Improv - Cold Spring SR2S	59	60		210	210	329						
Roadway Improv - Hollister Avenue Corridor Improvements	196	500		500	500	20,000						
Roadway Improv - Old Town Orcutt Safe Routes School		40		100	100	362						
Roadway Improv - Union Valley Parkway Extension	40	117	2,319		2,319	2,476						
Stockpile Area - South Coast	88		1		1	1,898						
Storm Damage Repair - Jalama Rd MP 4.4 Site 3T23	393	2,028	511	4	515	2,936						
Storm Damage Repair - Paradise Road Realignment	199	16		623	623	838						
Storm Drain - North Avenue Drainage Impr., Lompoc	126	150	522		522	798						
Storm Drain - West Green Cyn 72" Extension, Santa Maria	20		35		35	156						
Structure R&R - Black Road Br. No. 51C-031	923	195		90	90	4,910						
Structure R&R - Cathedral Oaks Road Br. No. 51C-001	111	309		275	275	4,765						
Structure R&R - Fernald Pt. Br. 51C-137 Replacement	3	73		130	130	1,746						
Structure R&R - Floradale Avenue Br. No. 51C-006	805	170		395	395	12,319						

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Table V: FY 2012-13 Capital Projects Budget (\$000)

Function / Department / Project	Prior Year(s) Expense	Est Act 2011-12	Recommended 2012-13			Project Total	FY 2012-13 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Maintenance	Personnel	Other	Year 1 Total	Year 1 Impact
Structure R&R - Foothill Rd. LWC Replacement		406		420	420	19,925						
Structure R&R - Hollister Ave. Overhead Br.No. 51C-018	347	710		543	543	1,600						
Structure R&R - Jalama Road Br. No. 51C-013	157	212		131	131	1,100						
Structure R&R - Jalama Road Br. No. 51C-017 Replacement	390	135		553	553	5,580						
Structure R&R - Jonata Park Road Br. No. 51C-226 Repl.	328	220		420	420	3,910						
Structure R&R - Kinevan Rd. Bridge 51C-214 Replacement		105		249	249	1,405						
Structure R&R - Rincon Hill Road Br. No. 51C-039	78	99		178	178	1,070						
Structure R&R - Sisquoc Ped Bridge Replacement				45	45	235						
Structure R&R - Zaca Station Br.5C1-087 Rail	79	30		150	150	259						
Transfer Stations - Various improvements		306		332	332	1,961						
Department Totals	39,065	25,095	6,747	24,907	31,654	496,318						
Support Services												
General Services												
CP--Betteravia Bldg D Expansion (Hrg Rm & Offices)		111	1,089		1,089	1,200						
CP--HMGP 1731-51-28 Cook & Miller Siesmic Retrofit			800		800	800						
CP--Lompoc Veterans Building Renovation		910	160		160	1,439		4			4	
CP--New Cuyama Modular Community Center		90	260		260	600						
CP--New Cuyama Recreation Hall -Remodel		21	574		574	595						
CP--Santa Ynez Airport Improvements (Grant 12)				48	48	960						
CP--SB Veterans Memorial Bldg-Elevator			360		360	360						
FM--Capital Maintenance Projects (2012-13 Major)				750	750	750						
FM--Capital Maintenance Projects (2012-13 Minor)				750	750	750						
IT- Countywide Telephone System Modernization		145	105	1,400	1,505	3,580						
IT- Data Network Modernization and Refresh	522	228		881	881	2,768						
IT- Enterprise Email Refresh			314		314	314						
IT- Microwave Tower Replacement		100	200	50	250	350						
Department Totals	522	1,605	3,862	3,879	7,741	14,466		4			4	
Treasurer-Tax Collector-Public Adm.												
Property Tax Management System Replacement	667	608		794	794	2,434						
Department Totals	667	608		794	794	2,434						
Grand Totals	54,197	30,220	14,317	35,785	50,102	635,537		4	307	410	721	3

FINANCIAL POLICIES AND BUDGET PROCESS

INTRODUCTION

The County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for 15 consecutive years and the International City/County Management Association's (ICMA) Certificate of Excellence, Distinction or Achievement for Performance Measurement for 10 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 the 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, and investment policy;
- **Revenue Policies:** Fees and charges, grant revenues, and unanticipated revenues;
- **Expenditure Policies:** Debt management policy, capacity, and issuance; policy on issuing debt; legal debt limit; certificates of participation; bond ratings; comprehensive fund balance policy; and operating and capital expenditure accountability and reporting;
- **Capital Improvement Program (CIP) Policies:** Capital projects include the acquisition of technology systems, including hardware and software, as well as equipment, heavy equipment, and machinery. Also included in the CIP are projects that have a minimum cost threshold of \$100,000 such as the following: 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:** County Budget Act as established in the California Government Code, description of the budget process, and Fiscal Years 2012-13 and 2013-14 budget development schedule.

FINANCIAL PLANNING POLICIES

Balanced Budget

(Adopted by the Board of Supervisors November 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 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 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, along with 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 fund balance account within the same department and fund under the department head's control; or
 - c. Prepare a transfer request from the County's 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 the originally budgeted County contribution is not exceeded, and notify the County Executive Officer;
 - c. Request a transfer reducing appropriations from a fund balance account within the same department and fund under the department head's control; or
 - d. Prepare a transfer request from the County's 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.

Quarterly Financial Reviews

Throughout the year, the County Budget Director chairs quarterly meetings with departmental staff to review each department's actual and projected expenditures and revenues.

Quarterly Operations Review Meetings

The County Executive Office (CEO) 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 the following: 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, 17 of the 23 County departments use PRS to track and manage a total of 251 projects.

In addition, quarterly 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.

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 (adopted by the Board of Supervisors, February 2012) - All investments shall be made in accordance with the California Government Code Sections 53630 et seq. and as described within the 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 issued by a 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
3. Bonds, notes, warrants or certificates of indebtedness issued by the state of California and all other 49 states, local agencies within California, or the County of Santa Barbara provided that
 - a. The maximum allowable portfolio investment in this category shall be 10%,
 - b. The final maturity shall not exceed five years.
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. Managed investment pools pursuant to California Government Code 53601(p) for which shares of beneficial interest issued by a joint powers authority organized pursuant to Government Code Section 6509.7 that invests in the securities and obligations authorized in subdivisions (a) to (o) of Government Code Section 53601, inclusive. Each share shall represent an equal proportional interest in the underlying pool of securities owned by the joint powers authority. To be eligible under this section, the joint powers authority issuing the shares shall have retained an investment adviser that meets all of the following criteria:
 - a. The adviser is registered or exempt from registration with the Securities and Exchange Commission.
 - b. The adviser has not less than five years of experience investing in the securities and obligations authorized in subdivisions (a) to (o) Government Code Section 53601, inclusive.
 - c. The adviser has assets under management in excess of five hundred million dollars (\$500,000,000).
 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 & 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 fund balances, 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 expenditures. 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 point 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 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 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. The County's gross assessed value of taxable property as of June 30, 2012, is estimated at \$63.0 billion, making the debt limit approximately \$786.9 million.

As of June 30, 2011 the County’s long term debt totaled \$92.2 million. It was comprised of \$77.8 million in certificates of participation for financing of capital improvements, \$4.0 million in capital leases for the Alcohol, Drug, and Mental Health’s Lompoc Children’s Clinic and Santa Maria Crisis Center, and for fire equipment; and \$10.3 million for financing of the Laguna Wastewater Treatment Plant and a solar power system for this plant. The ratio of debt to assessed value was 0.15%, with per capita debt of \$216.

In October 2011, the County issued \$22.2 million of new debt: \$5.3 million of Qualified Energy Conservation Bonds for a solar energy project at the County’s Calle Real campus, and \$17.0 million for the refunding of the County’s 2001 COPs.

Certificates of Participation

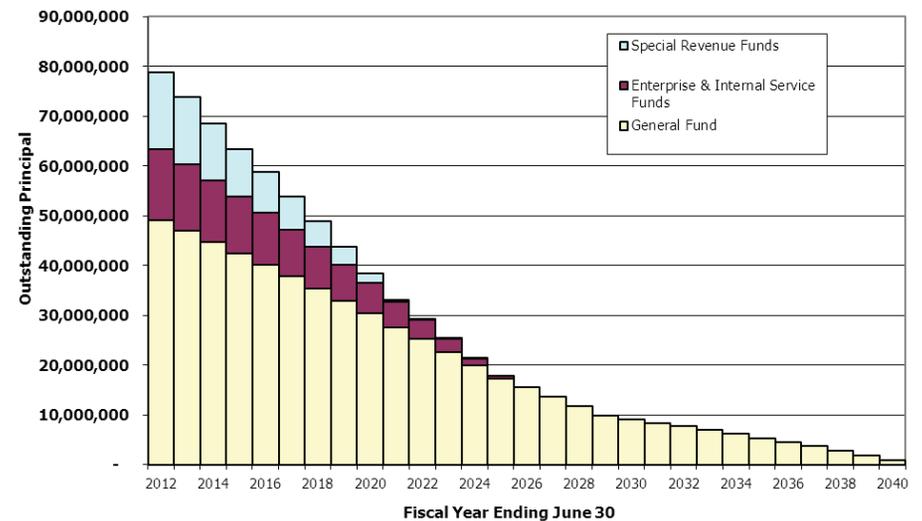
The County of Santa Barbara has used Certificates of Participation (COPs) as a primary means of financing capital needs that are not Public Works infrastructure such as roads, bridges and flood control projects. COPs are securities issued and marketed to investors in a manner similar to tax-exempt bonds. 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 lease back various assets. The COPs are secured by the annual sublease payments, made by the County in exchange for use of the facilities. The COPs contain certain covenants, which are deemed by the County to be duties imposed by law.

The County must include the applicable sublease payments due each year in its annual budget and make the necessary appropriations. This annual appropriation distinguishes COPs 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 COPs and private placement debt:

Certificates of Participation and Private Placement
Outstanding Principal by Fund Type



Bond Ratings

The County 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 annual audits, 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. The County maintains a Standard & Poor’s “SP-1+” rating for short-term notes and both a Standard & Poor’s “AA+” and a Moody’s “A1” for long-term certificates of participation.

Comprehensive Fund Balance Policy (Adopted by the Board of Supervisors June 2011)

The County’s fund balance policy establishes a minimum level at which unrestricted fund balance is to be maintained.

The County believes that sound financial management principles require that sufficient funds be retained by the County to provide a stable financial base at all times. To retain this stable financial base, the County needs to maintain unrestricted fund balance in its county funds sufficient to fund cash flows of the County and to provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature.

The purpose of the County’s fund balance policy is to "maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of

temporary revenue shortfalls or unpredicted one-time expenditures" (recommended Practice 4.1 of the National Advisory Council on State and Local Budgeting).

Appropriate Level of Unrestricted Fund Balance in the General Fund

The County hereby adopts a policy to achieve and maintain unrestricted fund balance in the General Fund of 15% of operating revenue (approximately 60 days working capital) at the close of each fiscal cycle, consistent with the recommended level promulgated by the Government Finance Officers Association (GFOA). All committed, assigned and unassigned fund balance in the General Fund is considered unrestricted.

Fund Balance in the Special Revenue Funds

Special revenue funds are created to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. Only nonspendable and restricted fund balance should be maintained within the special revenue funds.

Appropriations of General Fund contributions to the special revenue funds should be maintained in the General Fund. Transfers of general fund contributions should be made on a reimbursement basis for qualified expenditures. To the extent that special revenue fund balances are sufficient to support annual operations, appropriated General Fund contributions should not be utilized and should lapse at the end of the fiscal year.

Debt Service Funds

Debt service funds contain specific debt reserve amounts that are subject to the requirements set forth by the ordinances or resolutions that authorize the issuance of debt. It is the County's policy that debt reserve requirements for any outstanding debt issue will be consistent with the ordinance or resolution authorizing the issuance of debt.

Capital Projects Fund

Capital Projects Funds account for resources accumulated to construct or acquire general capital assets and major improvements (capital maintenance activities/projects are accounted for in the General Fund or an appropriate Special Revenue Fund and not in a Capital Projects Fund). Capital projects may extend beyond a single fiscal year. The County's policy is that the fund should maintain, at a minimum, a fiscal year end fund balance plus estimated revenues sufficient to meet the outstanding projects for the upcoming fiscal year.

Residual project proceeds are bound by the same conditions and restrictions as the original funding source. If there are no restrictions on residual project proceeds it is the County's policy to return the residual proceeds to the appropriate operating fund.

Enterprise Funds

Generally, Enterprise Funds are used when services are provided to external users for goods and services. The majority of the fund's revenues are fee generated 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 Reserved Retained Earnings accounts for capital replacement and investment in capital assets will be funded and maintained as necessary for the operation of the specific Enterprise Fund. These accounts and their funding will be reviewed either annually or bi-annually during the budget process.
2. Each Enterprise Fund should maintain working capital to provide sufficient resources in order 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 Retained Earnings Contingency account which will support operations during times of financial emergencies. The amount of the contingency will be determined based on a risk assessment of each Enterprise Fund including funding status of other Retained Earnings accounts.
4. The Resource Recovery and Waste Management Fund should establish a Retained Earnings account 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 Retained Earnings account 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.

Internal Service Funds

The County of Santa Barbara operates in accordance with OMB Circular A-87 regarding working capital balances. Internal service funds are dependent upon a reasonable level of working capital 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.

Circumstances in Which Unrestricted Fund Balance Can Be "Spent Down"

Unrestricted fund balance includes committed, assigned and unassigned fund balance. Committed and assigned fund balances indicate amounts set aside by the Board of Supervisors

for specific purposes. Committed and assigned fund balances shall be spent for the approved purpose but may be redirected by majority approval of the Board of Supervisors according to the requirements of the County Budget Act.

In the event that the County has a positive unassigned fund balance, the excess may be utilized for any lawful purpose approved by the Board of Supervisors. It is recommended that first priority shall be to set aside sufficient resources in the committed Strategic Reserve fund balance to provide 30 days working capital consistent with the County's Strategic Reserve Policy.

Year-end Fund Balances

If a portion of existing fund balance is included as a budgetary resource in the subsequent year's budget to eliminate a projected excess of expenditures over expected revenues, then that portion of fund balance should be classified as assigned. The assignment automatically releases with the loading of the budget and expires with the appropriation. If the expected excess does not occur, a budget correction is required from the affected department.

Excess fund balance remaining over and above the projected budgeted excess of expenditures over expected revenues should be classified as "unassigned" in the General Fund and "Restricted for Purpose of Fund" in Special Revenue Funds.

Replenishment

Should the unrestricted fund balance fall below the 15% targeted level, the Board shall approve and adopt a plan to restore this balance to the target level within 24 months. If restoration of unrestricted fund balance cannot be accomplished within such period without severe hardship to the County, then the Board will establish a different time period.

Strategic Reserve Policy

The County has established a separate committed fund balance account known as the Strategic Reserve. The target funding level for the Strategic Reserve is an amount equivalent to 8% of operating revenue (approximately 30 days working capital) for the General Fund. Funding for the Strategic Reserve is appropriated annually by the Board of Supervisors as part of the budget approval process.

The purpose of the County's Strategic Reserve is to:

1. Mitigate economic downturns that reduce County general revenue;
2. Mitigate state or federal budget actions that may reduce County revenue;
3. Maintain core service levels essential to public health, safety, and welfare;
4. Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies. Only those events that have been legally declared to be a disaster at the local, state or federal level are eligible for funding from the Strategic Reserve; and
5. Absorb liability settlements in excess of available resources in the County's committed litigation fund balance.

The monies in the Strategic Reserve are separate monies used only for the purposes stated above. The funds are used only to support the operating budget when general revenue increases less than 3% from the prior fiscal year. Any transfer of funds is approved by the Board of Supervisors and does not exceed the amount sufficient to balance the General Fund. Transfers

require approval by 3/5 vote during budget hearings and 4/5 vote at all other times during the fiscal year in accordance with the County Budget Act.

Monitoring and Reporting

The Auditor-Controller shall annually prepare a report documenting the status of the fund balance with this policy and present to the Board in conjunction with the presentation of the County's annual financial statements.

Review

The County's Fund Balance Policy shall be reviewed annually, within the context of long-term forecasting, to evaluate sufficiency of the adopted level of fund balance.

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 November, February, and May 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 August.
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. More stringent control is placed over capital assets and fund balance transactions where payments are not processed when over-expenditure at the line-item level 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 and fund balances) is projected to be less than that budgeted.

CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES

(Adopted by the Board of Supervisors April 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 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

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) "Fiscal year" means the current 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

(i) "Obligated fund balance" means the nonspendable, restricted, committed, and assigned fund balances.

(j) "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, provided 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) Nonspendable.
 - (2) Restricted.
 - (3) Committed.
 - (4) Assigned.
 - (5) Unassigned.

(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.

(e) Provisions for nonspendable, restricted, committed, and assigned fund balances.

(f) 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 the following shall be reported, as specified:

- (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.
- (e) Intangible assets may 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 the 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 nonspendable, restricted, committed, or assigned fund balance classifications in such amounts as the board deems sufficient. General reserves and stabilization arrangements may also be included as part of the restricted, committed, assigned, and unassigned fund balance.

§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 the following:

(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 nonspendable, restricted, committed, and assigned fund balances, 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 33000) of Division 24 of the Health and Safety Code), and other available financing sources. The board may adopt a rate for voter-approved indebtedness as will produce an amount determined as appropriate for necessary reserves.

(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 funds reserved may service only the debt for which the extraordinary rate is levied. All interest earned on the amount deposited in the nonspendable, restricted, committed, or assigned fund balance account shall accrue to the same account.

§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 tax rates and levying of taxes prescribed in this article shall have application to school districts and to special districts, or zones or improvement districts thereof, whose affairs and finances are not under the supervision and control of the county board of supervisors but for which a tax levy is carried on the regular county assessment roll. If the assessed value of the taxable property in a special district on the unsecured roll exceeds the assessed value of the taxable property on the secured roll, the special district tax rate which is adopted by the board for the secured roll shall be adjusted to an amount which the board determines will meet the estimated annual revenue requirements of the district for both the current and the next succeeding year.

§29103. It shall be the responsibility of the auditor to calculate the several tax rates for the board's action thereon.

§29104. The board may adopt a rate ending in the next highest fraction of a percent for a fund, or for a group of funds having the same tax base. Any cash collections resulting from this rate or from an excess resulting from any other cause shall not invalidate the levies.

§29106. In the resolution adopting tax rates, the entity or fund with its corresponding rate shall be classified 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, and 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 statements 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 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 the 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.

Chapter 3.5, Part 1, Division 3, Title 2

- (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 fund balances for which the board has authority:

- (a) Restricted, committed, assigned, and unassigned fund balances, excluding the general reserves and nonspendable fund balance.
- (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 Sections 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 restricted, committed, or assigned fund balance encumbrances account at fiscal yearend are appropriated for the succeeding fiscal year.

§30200. Under this division, the Controller shall prescribe for counties uniform accounting procedures conforming to the Generally Accepted Accounting Principles (GAAP). The procedures shall be adopted under the provisions of Chapter 3.5 (commencing with Section 11340) of Part 1 of Division 3 of 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 purpose of voting, the chairperson shall call a meeting of the committee as provided in Section 30201.

State Controller Schedules

Schedule 1	All Funds Summary
Schedule 2	Governmental Funds Summary
Schedule 3	Fund Balance – Governmental Funds
Schedule 4	Obligated Fund Balances – Governmental Funds
Schedule 5	Summary of Additional Financing Sources by Source and Fund – Governmental Funds
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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 annual budget, the Comprehensive Annual Financial Report (CAFR) and the County Financial Information Network (FIN) are prepared using generally accepted accounting principles. Governmental fund types (i.e., the General Fund, Special Revenue and Debt Service funds) 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 the County for the fiscal year, which runs from July 1 to June 30. In addition, the budget includes the following: revenue and expense assumptions upon which the budget is based; the number of budgeted full-time equivalent employees; the mission, strategic priorities, impact and performance measures of each operating department; prior year actual, current year budgeted, new year recommended and 2nd year out proposed expenditures and revenue by department; and a description of significant expenditure and revenue changes, and related operational impacts by department.

The capital budget reflects the annual amount appropriated for each capital project included in the long range Capital Improvement Program. When the Board authorizes a new capital project, the Board approves the total project cost and schedule. The approval of the project budget authorizes total expenditures over the duration of the construction project, which oftentimes spans multiple fiscal years. The annual capital budget authorizes the anticipated expenditures for the scope of work anticipated to be completed in the upcoming fiscal year.

The annual budget process includes four phases:

Phase I - (July - November) - Establish Budget Priorities & Policies: The County Executive Officer develops the operating and capital budget priorities and the budget policies for the next fiscal year based upon analysis of relevant economic, social, and demographic trends, and presents it along with a budget update with a two-year forecast to the Board of Supervisors for approval.

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 County Executive Office develops and distributes the annual operating budget instructions based upon the following: Board priorities and budget principles; the impact of annual capital budget requests on the operating budget; revenue and expense projections for the following fiscal year; and state and county long range economic indicators. Department budgets are developed by the operating department directors and staff. These are subsequently reviewed and modified as necessary, through a collaborative effort among the County Executive Office/Human Resources, the Auditor-Controller's Office, 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 Requirements

Revenue Estimates	June 10
Recommended 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 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, or fund balance transactions.
 - b. By a 3/5 vote: Appropriation transfers between departments involving previously approved Board items; transfers creating appropriations for new capital 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 capital assets.
3. Revisions that may be approved by the 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.

Budget Development Schedule

September 2011	Capital Advisory Committee (CAC) reviews 5-Year (2012-17) Capital Improvement Plan (CIP) Instructions
	Issue 2012-17 CIP instructions; hold CIP kick-off mtg.
October 2011	Develop & distribute FY 2012-14 Operating Budget process requirements & Budget Policies
November 2011	Provide Board of Supervisors (BOS) with Fiscal Outlook Report on the economic context and impending financial challenges that will be faced by the County in FY 2012-14 and subsequent years.
	CEO meets with department directors & budget staff to discuss FY 2012-14 Operating Budget Process requirements & Budget Policies
	Finalize 2012-14 Budget Policies & present to BOS for adoption
December 2011	Review departmental 5-Yr CIP & FY 2012-14 Capital Budget
	FY 2012-14 Operating Budget Kick-Off meeting; issue Operating Budget instructions
January 2012	Internal Service Funds rates finalized
	General Fund targets issued to departments
	Department budget numbers loaded into Financial Information Network (FIN)
	Lead CAC meetings and send CIP book to printer
	BOS submits 5-Year CIP to Planning Commission
February 2012	Review & meet with departments on FY 2012-14 Operating Budgets
	Functional group meetings
March 2012	Review & meet with departments on FY 2012-14 Operating Budgets
April 2012	Present 5-year Capital Improvement Program to BOS for review & approval
	Finalize FY 2012-14 Operating budget & send budget book to printer
May 2012	Publish notice of FY 2012-14 budget hearings
	Distribute FY 2012-14 Recommended Budget
June 2012	Hold FY 2012-14 budget hearings
	BOS adopts FY 2012-14 budget
	FY 2012-14 Operating Budget Kick-Off meeting; issue Operating Budget instructions
	Finalize FY 2012-14 Operating budget & send budget book to printer
	Provide Board of Supervisors (BOS) with Fiscal Issues Report identifying certain and potential issues that would impact the development of the FY 2012-14 Budget
	FY 2012-14 Operating Budget Kick-Off meeting; issue Operating Budget instructions
	Approve any cost center re-mapping
BOS adopts FY 2012-14 budget	

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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.

ASSIGNED FUND BALANCE - Amounts that are constrained by the County's intent to be used for specific purposes. The intent can be established at either the highest level of decision making, or by a body or an official designated for that purpose. This is also the classification for residual funds in the County's special revenue funds.

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 unassigned fund balance plus expected revenues plus releases from restricted and committed fund balances.

AVAILABLE FUND BALANCE - The amount of fund balance available to finance appropriation requirements after deducting non-spendable fund balance.

BALANCED BUDGET - Available funding sources shall be at least equal to recommended appropriations. As a general rule, the year-end unassigned fund balance in the General Fund should not be used to fund ongoing operations, but could be used to fund commitments 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 and bonds payable.

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.

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.

CAPITAL ASSETS - Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations, and that have initial useful lives extending beyond a single reporting period.

CAPITAL BUDGET - A plan of proposed capital outlays and the means of financing them.

CAPITAL EXPENDITURES - Expenditures resulting in the acquisition of or addition to the government's general capital 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 capital 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.

COMMITTED FUND BALANCE - Amounts that can only be used for specific purposes determined by formal action of the County's highest level of decision-making authority (the Board of Supervisors) and that remain binding unless removed in the same manner. The underlying action that imposed the limitation needs to occur no later than the close of the reporting period.

COMMUNITY FACILITIES DISTRICT - A special financing entity through which a local government is empowered to levy special taxes and issue bonds when authorized by a 2/3 vote.

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.

COST ALLOCATION - A methodology for identifying and allocating overhead (indirect) costs incurred by central services departments to direct cost programs.

COUNTY SERVICE AREA - An alternative method of providing governmental services by the County within unincorporated areas such as 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 Services, Health Care, Social Services, County Jail).

DEBT - An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEFICIT - (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

DEPRECIATION - (1) Expiration in the service life of capital assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a capital asset, other than a wasting asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a capital asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

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. These vary 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.

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.

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.

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.

FULL TIME EQUIVALENT (FTE) - For all positions and employee types, FTE equals the number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law. An FTE equates to 2,080 hours of employment, where 1.0 FTE means that the position is 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, Roads 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 consisting of a General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds; Proprietary consisting of Enterprise Funds and Internal Service Funds; and Fiduciary 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.

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.

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.

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.

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 absences 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.

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.

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.

NONSPENDABLE FUND BALANCE - Amounts that cannot be spent because they are either (a) not spendable in form or (b) legally or contractually required to be maintained intact.

OBJECT - A term used in connection with the classification of expenditures (e.g., Salaries and Benefits, Services and Supplies).

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.

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, equity, 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, these fund types are guided by the GASB where the GASB has issued pronouncements applicable to these entities and activities.

REASSESSMENT - Assessment is the procedure whereby property is valued and listed on a roll for property taxation purposes. Reassessment would be another assessment of a property, typically caused by some event which may result in a changed assessed value.

REGULAR POSITION - Any permanent position in the classified service that is required to be filled through certification, or by provisional appointment.

RENDERING DEPARTMENT - A department that provides services, for a fee, to another County department and is reimbursed through intra- or inter-fund transfers.

RESTRICTED FUND BALANCE - Amounts with constraints placed on their use that are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.

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, and debt issuance proceeds.

SB - California State Senate Bill.

SELF-INSURANCE - A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is sometimes accompanied by the setting aside of assets to fund any related losses.

SINGLE AUDIT - An audit performed in accordance with the Single Audit Act of 1984 and Office of Management and Budget (OMB) Circular A-128, Audits of State and Local Governments. The Single Audit Act allows or requires governments (depending on the amount of federal assistance received) to have one audit performed to meet the needs of all federal agencies.

SPECIAL DISTRICT - An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water districts, drainage districts, flood control districts, hospital districts, fire protection districts, transit authorities, port authorities, and electric power authorities.

SPECIAL REVENUE FUND - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes. GAAP only requires the use of special revenue funds when legally mandated.

STRATEGIC RESERVE - Money set aside approximately equal to 30 days of working capital for the General Fund.

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.

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. This plan provides agencies with timely receipt of their full proportionate share of property taxes, with the County managing the delinquencies and eventual collection of 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.

UNASSIGNED FUND BALANCE - The residual classification for the County's General Fund that includes amounts not contained in the other classifications. In other funds, the unassigned classification is used only if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes.

UNINCORPORATED AREA - Those geographic portions of Santa Barbara County that are not within incorporated cities.

USER DEPARTMENT - A department that receives services, which it pays for, from another County department, with payment made through intra- or inter-fund transfers.

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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:

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.

Alcohol, Drug, and Mental Health Services (ADMHS) - The Alcohol, Drug, and 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.

California Health-Indigents Program - The California Health-Indigents Program fund was established in fiscal year 1998-99 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.

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.

First 5 Children and Families Commission - 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.

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.

Community Development Block Grant Program - The Community Development Block Grant Program fund was established in FY 07-08 to account for Federal Community Development Block Grant funds whose primary objective is the development of viable urban communities for the consortium which currently includes the cities of Buellton, Carpinteria, Lompoc, and Solvang.

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.

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.

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.

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.

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.

In-Home Supportive Services Public Authority (IHSS) - The In-Home Supportive Services Public Authority fund was established by the Board to act as the employer of record for IHSS individual providers. As an administrative unit, it carries out functions prescribed in Welfare & Institutions Code Section 12301.6. Those functions include a provider screening process, a registry that will match eligible providers and consumers, and collective bargaining with providers and their representatives. IHSS also offers access to training for providers and consumers while continuing to allow for consumer choice in the selection of providers.

Inmate Welfare - The Inmate Welfare fund was established to account for profits from the County jail store and any money attributable to the use of pay telephones. The funds are expended primarily for the benefit, education, and welfare of the inmates confined within the jail.

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.

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.

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.

Public and Educational Access - The Public and Educational Access fund 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.

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.

Roads - The Roads 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.

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.

Special Aviation - This is used to account for activity related to the Santa Ynez Airport.

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 fund:

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.

Resource Recovery & Waste Management - 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 County Sanitation District - 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.

INTERNAL SERVICE FUNDS

Internal Service funds (ISF) 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.

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.

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 FUNDS

Investment Trust Fund - These funds are used by the County to account for the assets of legally separate entities who participate in the County Treasurer's investment pool. It represents the assets, primarily cash and investments, and the related liability of the County to disburse these monies on demand.

AGENCY FUNDS

Clearing and Revolving Funds - Clearing and revolving funds provide clearing facilities for items such as payroll withholdings and warrant redemption. These funds are used to temporarily accumulate and hold resources for distribution to third parties.

Deposits Funds - Deposits funds account for deposits under the control of the County departments. Dispositions of the deposits are governed by the terms of the statutes and ordinances establishing the deposit requirements.

Other Agency Funds - Other agency funds account for assets held by the County in a fiduciary capacity for other entities. The County Treasurer provides fiscal services for various entities other than special districts and school districts. They represent the assets, primarily cash and investments, and the related liability of the County to disburse these monies on demand.

State and City Revenue Funds - These funds temporarily hold various fees, fines, and penalties collected by the County departments for the State of California or various cities in Santa Barbara County, which are passed through to these entities.

Tax Collection Funds - Tax collection funds account for monies received for current and delinquent taxes, which must be held pending authority for monies deposited by third parties pending settlement of litigation and claims. Upon final settlement, monies are dispersed as directed by the courts or by parties to the dispute.

SPECIAL DISTRICTS UNDER THE BOARD OF SUPERVISORS

Separate special districts have been established for the purpose of providing specific services to distinct geographical areas within the County. Those special districts that are under the jurisdiction of the Board of Supervisors are included within the Special Revenue Fund classification. These are financed principally from property taxes and benefit assessments, and include:

County Service Area #3 - This service area serves most of the unincorporated area of the Goleta Valley, providing extended park and open space maintenance and street lighting. It provides 1,401 streetlights and maintains approximately 183 acres of open space (25 open space locations) and 147 acres of parks (Goleta Beach and Tuckers' Grove).

County Service Area #4 - This service area is located north of the City of Lompoc serving the communities of Mission Hills and Vandenberg Village; maintains about 52 acres of open space.

County Service Area #5 - This service area serves the Orcutt area south of Santa Maria, providing extended park and open space activities. Extending from Waller Park on the north to just south of Rice Ranch Road, it encompasses approximately 68 acres of parkland (Waller Park) and 11 acres of open space.

County Service Area #11 - This service area embraces the unincorporated urbanized areas of Carpinteria Valley and Summerland. Extended County services provided to this area include development and maintenance of open space, park and recreation areas, facilities and services, road maintenance, street tree planting and maintenance, and maintenance of 64 streetlights.

County Service Area #12 - This fund was established for the purpose of assessing property owners for the ongoing maintenance of the sewer system and septic tank inspection services for those properties in the prohibition area but not on public sewers.

County Service Area #12 – Maintenance - This district was established for the purpose of assessing property owners for the ongoing maintenance of the sewer system and septic tank inspection services for those properties in the prohibition area but not on public sewers.

County Service Area #31 - This district's service area embraces the unincorporated community of Isla Vista, located west of the UCSB, and provides 267 streetlights.

County Service Area #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.

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APPENDIX III – DEPARTMENT FTE SUMMARY

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Board of Supervisors				
ADMIN OFFICE PRO	2.6	2.0	2.0	2.0
BOS ADMIN ASST I	2.7	2.5	2.5	2.5
BOS ADMIN ASST II	6.1	7.0	7.0	7.0
ENTERPRISE LDR-GEN	3.6	--	4.0	4.0
EXECUTIVE STAFF ASST	1.0	5.0	1.0	1.0
SUPERVISOR ELECTIVE	5.0	5.0	5.0	5.0
<i>Total Board of Supervisors</i>	21.0	21.5	21.5	21.5
County Executive Office				
ADMIN OFFICE PRO	9.8	11.3	8.3	8.3
ADMIN PROFESSIONAL	1.0	--	--	--
ADMINISTRATIVE LDR-GEN	0.7	--	--	--
ADMN OFFICE PRO EXPERT-RES	1.0	--	--	--
ADMN OFFICE PRO III-RES	2.3	--	--	--
ASST DEPT LDR-EXEC	--	1.0	--	--
ASST DIRECTOR	4.0	2.0	3.0	3.0
BUSINESS MANAGER	1.0	1.0	1.0	1.0
CABLE TV STAFF ASSISTANT	1.0	--	--	--
CHF DEP CLK OF BD OF SUPV	1.0	1.0	1.0	1.0
CHIEF FINANCIAL OFFICER	--	--	1.0	--
COUNTY EXECUTIVE OFFICER	1.0	1.0	1.0	1.0
CSBTV MANAGER	1.0	0.6	0.6	0.6
DEPT BUS SPEC II-RES	0.9	1.0	1.0	1.0
DEPT BUS SPEC I-RES	2.0	2.0	3.0	3.0
DEPUTY DIRECTOR	1.0	--	1.0	1.0
DIRECTOR	0.3	--	--	--
DIVISION CHIEF	--	1.0	1.0	1.0
DIVISION MANAGER	--	1.0	3.0	3.0
EDP SYS & PROG ANLST II	--	1.0	1.0	1.0
EDP SYS & PROG ANLST II-R	1.0	1.0	1.0	1.0
ELECTRONICS SYSTEMS TECH	1.0	1.0	1.0	1.0
EMERGENCY OPERATIONS CHIEF	1.0	1.0	1.0	1.0
EMPLOYEE BENEFITS MANAGER	1.0	--	--	--
ENTERPRISE LDR-GEN	0.5	--	--	--
EXECUTIVE SECRETARY	1.0	2.0	2.0	2.0
FISCAL & POLICY ANALYST	3.6	4.0	2.0	3.0
FISCAL MANAGER	1.0	1.0	1.0	1.0
HR ANALYST	2.0	2.0	2.0	2.0
HR MANAGER	1.0	2.0	2.0	2.0
HUMAN RESOURCES SPECIALIST	0.4	--	--	--
OPERATIONS MANAGER	--	1.0	--	--
PROGRAM MANAGER	4.9	8.0	6.0	6.0
PROGRAM/BUS LDR-GEN	2.7	1.0	1.0	1.0
PROJECT MANAGER	1.7	1.0	1.0	1.0
TEAM/PROJECT LDR-GEN	--	--	1.0	1.0
<i>Total County Executive Office</i>	50.6	48.9	46.9	46.9

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
County Counsel				
ADMIN OFFICE PRO	--	1.0	1.0	1.0
BUSINESS MANAGER	1.0	1.0	1.0	1.0
CHIEF ASST COUNTY COUNSEL	2.0	2.0	1.0	1.0
CHIEF DEPUTY	--	--	1.0	1.0
CHIEF DEPUTY COUNTY COUNSEL	2.5	2.0	2.0	2.0
COMPUTER SYSTEMS SPEC I	--	--	1.0	1.0
CONTRACT	--	0.4	--	--
COUNTY COUNSEL	1.0	1.0	1.0	1.0
DEPUTY COUNTY COUNSEL I	--	--	2.0	2.0
DEPUTY COUNTY COUNSEL II	1.9	1.0	1.0	1.0
DEPUTY COUNTY COUNSEL III	--	1.0	1.0	1.0
DEPUTY COUNTY COUNSEL IV	9.6	8.0	6.6	6.6
DEPUTY COUNTY COUNSEL SR	8.5	11.1	10.0	10.0
LEGAL OFFICE PRO	4.0	4.0	4.0	4.0
PARALEGAL-RES	4.5	4.6	5.6	5.6
PROGRAM MANAGER	1.0	1.0	--	--
<i>Total County Counsel</i>	36.0	38.1	38.2	38.2
District Attorney				
ADMIN OFFICE PRO	5.5	4.5	4.5	4.5
ASST DEPT LDR-EXEC	0.8	--	--	--
ASST DIRECTOR	0.2	1.0	1.0	1.0
ASST DISTRICT ATTORNEY	1.0	1.0	--	--
BUSINESS MANAGER	0.8	1.0	1.0	1.0
CHIEF DEPUTY	--	4.0	4.0	4.0
COMPUTER SYSTEMS SPEC II	1.0	1.0	1.0	1.0
CONTRACT W/RETIRE PLAN	1.0	--	--	--
DA INVESTIGATOR CHIEF	1.0	1.0	1.0	1.0
DA INVESTIGATOR I	5.0	5.0	4.0	4.0
DA INVESTIGATOR II	7.8	8.0	8.0	8.0
DA INVESTIGATOR III	1.0	1.0	1.0	1.0
DA INVESTIGATOR SUPV	3.0	3.0	3.0	3.0
DEPT/CORP LDR-DIST ATTY	1.0	--	--	--
DEPUTY DISTRICT ATTY I	6.7	10.0	5.0	4.0
DEPUTY DISTRICT ATTY II	0.7	1.0	8.0	8.0
DEPUTY DISTRICT ATTY III	7.9	7.0	3.0	3.0
DEPUTY DISTRICT ATTY IV	6.7	8.0	10.0	10.0
DEPUTY DISTRICT ATTY SR	16.1	16.0	15.0	16.0
DISTRICT ATTORNEY	--	1.0	1.0	1.0
EDP SYS & PROG ANLST SR	1.0	--	1.0	1.0
EXECUTIVE SECRETARY	1.0	1.0	1.0	1.0
IT MANAGER	1.0	1.0	1.0	1.0
LEGAL OFFICE PRO	32.3	31.5	34.0	34.0
LEGAL OFFICE PRO II	1.0	1.0	1.0	1.0
PARALEGAL	1.0	1.0	1.0	1.0
PROG/BUS LDR-ATTY	3.5	--	--	--
PROGRAM MANAGER	1.0	1.0	1.0	1.0
VICTIM WITNESS PROG ASST II	8.1	5.1	8.6	8.6
VICTIM WITNESS PROG SUPV	1.0	1.0	1.0	1.0
<i>Total District Attorney</i>	118.1	116.1	120.1	120.1

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Probation				
ACCOUNTANT I	1.0	1.0	1.0	1.0
ADMIN OFFICE PRO	59.2	58.0	65.0	65.0
ADMN OFFICE PRO I	1.3	--	--	--
ADMN OFFICE PRO II	0.8	--	--	--
ASST DEPT LDR-EXEC	1.0	--	--	--
CHIEF FINANCIAL OFFICER	--	1.0	1.0	1.0
CHIEF PROBATION OFFICER	1.0	1.0	1.0	1.0
COMPUTER SYSTEMS SPEC II	2.0	2.0	2.0	2.0
COOK	2.9	3.0	3.0	3.0
COST ANALYST II	1.0	1.0	1.0	1.0
DEP CHIEF PROBATION OFFCR	2.0	3.0	3.0	3.0
DEP PROBATION OFFICER	62.7	61.0	71.0	71.0
DEP PROBATION OFFICER SR	46.3	44.0	48.0	49.0
DEP PROBATION OFFICER SUP	15.2	14.0	18.0	17.0
EDP SYS & PROG ANLST I	2.0	2.0	2.0	2.0
EDP SYS & PROG ANLST II	1.0	1.0	1.0	1.0
EXECUTIVE SECRETARY	1.0	1.0	1.0	1.0
FINANCIAL OFFICE PRO	--	1.0	1.0	1.0
FISCAL MANAGER	1.0	1.0	1.0	1.0
FOOD SERVICES SUPERVISOR	0.8	1.0	1.0	1.0
FOOD SERVICES WORKER	2.5	2.5	2.5	2.5
JUV INST OFCR/EXTRA HELP	--	12.8	12.8	12.8
JUVENILE INST OFFICER	59.3	70.0	70.0	70.0
JUVENILE INST OFFICER SR	25.5	23.0	23.0	23.0
PROBATION ASSISTANT	19.4	13.0	14.0	14.0
PROBATION MANAGER	6.0	7.5	7.0	7.0
PROGRAM/BUS LDR-GEN	1.0	1.0	1.0	1.0
PROGRAM/BUS LDR-PROB	1.0	--	--	--
PROJECT MANAGER	1.0	1.0	1.5	1.5
UTILITY WORKER, INSTITUTIONS	1.0	1.0	1.0	1.0
<i>Total Probation</i>	<u>319.0</u>	<u>327.7</u>	<u>353.7</u>	<u>353.7</u>
Public Defender				
ADMIN PROFESSIONAL	1.0	--	--	--
ASST DEPT LDR-ATTY/PHY	0.5	--	--	--
ASST PUBLIC DEFENDER	1.3	2.0	2.0	2.0
BUSINESS MANAGER	1.0	1.0	1.0	1.0
COMPUTER SYSTEMS SPEC II	--	1.0	1.0	1.0
DEP PUBLIC DEFENDER I	7.0	9.0	9.0	9.0
DEP PUBLIC DEFENDER II	2.2	2.0	2.0	2.0
DEP PUBLIC DEFENDER III	9.8	10.0	10.0	10.0
DEP PUBLIC DEFENDER IV	5.0	5.0	5.0	5.0
DEP PUBLIC DEFENDER SR	7.0	7.0	7.0	7.0
DEPT/CORP LDR-ATTY/PHY	0.7	--	--	--
EXECUTIVE SECRETARY	--	1.0	1.0	1.0
FINANCIAL OFFICE PRO	1.0	1.0	1.0	1.0
LEGAL OFFICE PRO	19.2	14.0	14.5	14.5
LEGAL OFFICE PRO II	2.0	1.0	1.0	1.0
PD INVESTIGATOR	1.0	1.0	1.0	1.0
PUBLIC DEFENDER	0.3	1.0	1.0	1.0
PUBLIC DEFENDER INVEST I	6.3	6.0	6.0	6.0
SOCIAL SVCS PRACTITIONER	1.7	--	--	--
<i>Total Public Defender</i>	<u>67.0</u>	<u>62.0</u>	<u>62.5</u>	<u>62.5</u>

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	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Fire				
ACCOUNTANT II	1.0	1.0	1.0	1.0
ACCOUNTANT III	1.0	1.0	1.0	1.0
ADMIN OFFICE PRO	8.6	10.0	9.5	9.5
AIRCRAFT MECHANIC	0.5	1.0	--	--
BATTALION CHIEF	7.5	8.0	8.0	8.0
COMPUTER SYSTEMS SPEC II	1.0	1.0	1.0	1.0
COMPUTER SYSTEMS SPEC SUPV	--	1.0	1.0	1.0
DEPUTY CHIEF	1.0	1.0	1.0	1.0
DIVISION CHIEF	2.8	3.0	3.0	3.0
EDP SYS & PROG ANLST SR	1.0	--	--	--
EXECUTIVE SECRETARY	1.0	1.0	1.0	1.0
EXTRA HELP	--	4.5	4.0	4.0
FINANCIAL OFFICE PRO	4.6	5.5	5.5	5.5
FIRE CAPTAIN SHIFT	51.0	52.0	51.0	51.0
FIRE CAPTAIN STAFF	14.0	12.0	11.0	11.0
FIRE CHIEF	1.0	1.0	1.0	1.0
FIRE ENG INSPECTOR SHIFT	54.4	59.0	53.0	53.0
FIRE ENG INSPECTOR STAFF	5.0	3.0	3.0	3.0
FIRE EQUIPMENT OPER	3.0	3.0	3.0	3.0
FIRE EQUIPMENT OPER ASST	1.0	1.0	1.0	1.0
FIRE EQUIPMENT OPER SUPV	1.0	1.0	1.0	1.0
FIREFIGHTER SHIFT	59.8	71.0	69.0	69.0
FIREFIGHTER STAFF	1.5	--	--	--
FISCAL MANAGER	1.0	1.0	1.0	1.0
GEOLOGIST REGISTERED	1.0	1.0	--	--
HAZ MATERIALS SPEC I	1.9	1.0	3.0	3.0
HAZ MATERIALS SPEC II	2.0	2.0	3.0	3.0
HAZ MATERIALS SPEC SR	5.0	5.0	3.0	3.0
HAZARD MATERIALS SUPV	1.8	2.0	3.0	3.0
HELICOPTER PILOT	3.0	2.0	--	--
IT MANAGER	1.0	--	--	--
MAPPING/GIS TECH	--	1.0	1.0	1.0
PROGRAM MANAGER	0.6	1.0	1.0	1.0
PROGRAM/BUS LDR-DIV CHIEF	0.1	--	--	--
PROGRAM/BUS LDR-GEN	0.3	--	--	--
SAFETY & STANDARDS COORD	1.7	--	--	--
STOREKEEPER	1.0	1.0	1.0	1.0
TEAM/PROJECT LDR-BATT CHF SHFT	0.5	--	--	--
<i>Total Fire</i>	<u>242.7</u>	<u>258.0</u>	<u>245.0</u>	<u>245.0</u>
Sheriff				
ACCOUNTANT I	2.0	2.0	2.0	2.0
ACCOUNTANT III	0.7	1.0	1.0	1.0
ACCOUNTANT SUPERVISING	1.0	1.0	1.0	1.0
ADMIN OFFICE PRO	79.3	76.8	80.0	80.0
ADMN OFFICE PRO I	0.8	--	--	--
ADMN OFFICE PRO II	1.0	--	--	--
AIRCRAFT MECHANIC	1.0	1.0	2.0	2.0
ALC/DRUG COUN I-CORR FAC	1.0	2.0	2.0	2.0
ALC/DRUG COUN II-CORR FAC	3.0	2.0	4.0	4.0

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Sheriff - continued				
ALC/DRUG COUN SUP-COR FAC	1.0	1.0	1.0	1.0
ASST DEPT LDR-SHERIFF	0.3	--	--	--
CHIEF DEPUTY SHERIFF	2.7	2.0	2.0	2.0
CHIEF FINANCIAL OFFICER	1.0	1.0	1.0	1.0
COMMUNICATION DISP MANAGER	1.0	1.0	1.0	1.0
COMMUNICATIONS DISP I	11.5	15.0	10.0	10.0
COMMUNICATIONS DISP II	9.7	9.0	14.0	14.0
COMMUNICATIONS DISP SUPV	6.0	6.0	6.0	6.0
COMPUTER SYSTEMS SPEC I	2.3	3.0	1.0	1.0
COMPUTER SYSTEMS SPEC II	1.5	1.0	3.0	3.0
COMPUTER SYSTEMS SPEC SUPV	1.0	1.0	1.0	1.0
COOK SHERIFFS INSTITUTIONS	7.1	7.0	7.0	7.0
CUSTODIAN	2.0	2.0	2.0	2.0
CUSTODY COMMANDER	2.0	1.0	1.0	1.0
CUSTODY DEPUTY	122.8	129.0	128.0	128.0
CUSTODY DEPUTY S/DUTY	29.2	28.0	31.0	31.0
CUSTODY LIEUTENANT	6.9	6.9	7.0	7.0
CUSTODY SERGEANT	15.8	15.0	16.0	16.0
EDP OFFICE AUTO SPEC I	2.3	3.0	2.0	2.0
EDP OFFICE AUTO SPEC II	0.9	1.0	2.0	2.0
EXECUTIVE SECRETARY	2.0	2.0	2.0	2.0
FINANCIAL OFFICE PRO	4.0	4.0	4.0	4.0
FOOD SERVICES SUPERVISOR	1.0	1.0	1.0	1.0
FORENSIC PATHOLOGIST	1.0	1.0	1.0	1.0
FORENSIC TECHNICIAN II	0.1	--	--	--
FORENSIC TECHNICIAN SR	3.9	4.0	4.0	4.0
HELICOPTER PILOT	--	--	2.0	2.0
IT MANAGER	1.0	1.0	1.0	1.0
LAUNDRY COORDINATOR	2.0	2.0	2.0	2.0
LEGAL OFFICE PRO	4.0	5.0	5.0	5.0
LEGAL OFFICE PRO II	2.0	1.0	--	--
MAINTENANCE PAINTER	1.0	1.0	1.0	1.0
MAPPING/GIS TECH	0.6	1.0	1.0	1.0
PARK RANGER I, GROUNDS	1.0	1.0	1.0	1.0
PARKING ENFORCEMENT OFFCR	1.0	1.0	1.0	1.0
POLYGRAPH EXAMINER	1.0	1.0	1.0	1.0
PROGRAM MANAGER	1.0	1.0	1.0	1.0
PUBLIC INFO ASSISTANT	2.0	--	--	--
SHERIFF PRNTSHP CSTDY SUP	1.0	1.0	1.0	1.0
SHERIFF-CORONER	1.0	1.0	1.0	1.0
SHERIFFS COMMANDER	4.0	4.0	4.0	4.0
SHERIFFS DEPUTY	125.0	130.0	125.0	125.0
SHERIFFS DEPUTY S/DUTY	78.7	70.0	70.0	70.0
SHERIFFS DEPUTY S/DUTY-M	3.0	3.0	2.0	2.0
SHERIFFS DEPUTY TR	--	--	4.0	4.0
SHERIFFS DEPUTY-M	2.0	2.0	1.0	1.0
SHERIFFS LIEUTENANT	13.2	13.0	13.0	13.0
SHERIFFS SERGEANT	38.2	34.0	36.0	36.0
SOCIAL SERVICES WORKER	--	--	1.0	1.0
STOREKEEPER	2.0	2.0	2.0	2.0
UNDERSHERIFF	--	1.0	1.0	1.0
UTILITY WORKER, INSTITUTIONS	10.1	11.0	11.0	11.0
<i>Total Sheriff</i>	623.7	617.6	628.0	628.0

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Public Health				
ACCOUNTANT I	1.9	2.0	1.0	1.0
ACCOUNTANT II	0.1	--	1.0	1.0
ACCOUNTANT III	1.5	2.0	1.0	1.0
ADMIN OFFICE PRO	85.9	87.7	78.1	78.1
ADMINISTRATIVE LDR-GEN	0.6	--	1.0	1.0
ADMN OFFICE PRO I	1.3	--	--	--
ADMN OFFICE PRO II	0.1	--	--	--
ANIMAL CONTROL OFF I	0.7	1.0	2.0	2.0
ANIMAL CONTROL OFF II	7.7	8.0	6.0	6.0
ANIMAL CONTROL OFF SUPV	3.2	3.0	4.0	4.0
ANIMAL HEALTH & REG DIR	1.0	1.0	1.0	1.0
ANIMAL SHELTER ATTENDANT	6.7	7.0	7.0	7.0
BUILDING MAINT WORKER	1.0	1.0	1.0	1.0
CCS CASEWORKER	5.0	5.5	6.0	6.0
CCS OCC/PHYS THER ASST	1.0	1.0	--	--
CCS OCC/PHYS THERAPIST I	--	--	0.5	0.5
CCS OCC/PHYS THERAPIST II	11.0	10.9	10.4	10.4
CCS SUPERVISING THERAPIST	4.0	4.0	4.0	4.0
CCS THERAPY COORDINATOR	0.8	1.0	--	--
CHIEF FINANCIAL OFFICER	1.0	1.0	1.0	1.0
CLINICAL LAB SCIENTIST	1.0	1.0	1.3	1.3
CLINICAL LAB SCIENTIST SR	4.0	4.0	4.3	4.3
COMM OUTRCH CRD ANML HLTH	1.0	2.0	2.0	2.0
COMMUNITY HEALTH NURSE	0.2	--	0.5	0.5
COMPUTER SYSTEMS SPEC II	5.0	6.0	5.0	5.0
COMPUTER SYSTEMS SPEC SUPV	1.0	1.0	1.0	1.0
CONTRACT	--	2.7	2.0	2.0
CONTRACT W/RETIRE PLAN	1.4	--	--	--
COST ANALYST II	4.5	4.0	5.0	5.0
DEPT BUS SPEC I	3.5	2.7	2.0	2.0
DEPT BUS SPEC II	2.1	3.0	3.0	3.0
DEPT/CORP LDR-ATTY/PHY	1.0	--	--	--
DEPUTY DIRECTOR	3.0	3.0	3.0	3.0
EDP OFFICE AUTO SPEC I	1.0	2.0	1.0	1.0
EDP OFFICE AUTO SPEC II	1.1	1.7	2.0	2.0
EDP SYS & PROG ANLST I	--	0.5	--	1.0
EDP SYS & PROG ANLST II	3.4	4.0	4.0	3.0
EDP SYS & PROG ANLST SR	1.0	1.0	1.0	1.0
ENVIRON HEALTH SPEC	9.9	9.0	10.0	10.0
ENVIRON HEALTH SPEC SR	5.8	6.0	6.0	6.0
ENVIRON HEALTH SPEC SUPV	2.4	3.0	3.0	3.0
ENVIRON HEALTH SPEC TR	0.5	1.0	--	--
ENVIRONMENTAL HEALTH TECH	--	--	0.3	0.2
EPIDEMIOLOGIST SR	1.0	0.5	0.5	0.5
EPIDEMIOLOGIST/BIOSTAT	1.0	1.0	1.0	1.0
FINANCIAL OFFICE PRO	47.5	51.9	52.0	52.0
FINANCIAL OFFICE PRO II	1.3	--	--	--
HEALTH CARE PRACTITIONER	10.0	10.0	10.0	10.0
HEALTH EDUC ASSOC	3.5	4.5	3.6	3.6
HEALTH EDUCATION ASST	10.5	13.0	12.4	12.4

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Public Health - continued				
HEALTH EDUCATION ASST SR	6.0	6.0	6.0	6.0
HEALTH EDUCATOR	3.5	3.5	4.5	4.5
HEALTH SERVICES AIDE	1.0	1.0	1.0	1.0
HEALTH SERVICES AIDE SR	7.5	6.3	7.0	7.0
HEALTH SERVICES LAB SUPV	1.0	1.0	1.0	1.0
HR MANAGER	--	1.0	1.0	1.0
IT MANAGER	1.0	1.0	1.0	1.0
LABORATORY ASSISTANT	8.0	8.0	8.3	8.3
LACTATION CONSULTANT	1.6	1.6	2.1	2.1
LICENSED VOCATIONAL NURSE	2.0	2.0	2.0	2.0
MEDICAL ASSISTANT	51.2	53.3	53.3	53.3
MEDICAL DIRECTOR	1.0	1.0	1.0	1.0
MEDICAL RECORDS ADMIN	0.6	1.0	--	--
MEDICAL SERVICES REP	4.5	5.0	5.0	5.0
MEDICAL SOC SVC PRACT	2.3	2.2	2.2	2.2
MEDICAL SOC SVC WKR SR	1.0	2.0	1.0	1.0
MEDICAL SOCIAL SERV SUPV	1.0	1.0	1.0	1.0
NUTRITION SERVICES SUPV	1.0	1.0	1.0	1.0
NUTRITION SITE SUPV	4.0	4.0	4.0	4.0
PH NUTRITIONIST	6.6	6.8	6.0	6.0
PH PERFORM IMPROVE COORD	2.0	3.3	3.6	3.6
PH PROGRAM COORDINATOR	0.9	0.9	0.9	0.9
PHARMACIST SUPV	1.0	1.0	1.0	1.0
PHARMACIST-IN-CHARGE	3.0	3.0	3.2	3.2
PHARMACY TECHNICIAN	8.0	8.0	8.2	8.2
PROGRAM ADMINISTRATOR	0.8	--	--	--
PROGRAM MANAGER	7.0	7.9	8.7	8.7
PROGRAM/BUS LDR-GEN	0.8	--	--	--
PROJECT MANAGER	2.9	3.0	3.0	3.0
PUB HLTH PROGRAM ADMN	6.0	4.5	5.0	5.0
PUBLIC HEALTH LAB SUPV	1.0	1.0	1.0	1.0
PUBLIC HEALTH MICROB	2.0	2.0	2.0	2.0
PUBLIC HEALTH MICROB SR	2.0	2.0	2.0	2.0
PUBLIC HEALTH NURSE	21.4	20.6	22.1	22.1
PUBLIC HEALTH NURSE SUPV	4.8	4.0	4.0	4.0
PUBLIC HLTH DIR/HLTH OFFCR	--	1.0	1.0	1.0
RADIOLOGICAL TECH	2.0	2.0	--	--
RADIOLOGICAL TECH SUPV	1.0	1.0	--	--
REGIONAL CLINIC MANAGER	3.2	3.5	3.0	3.0
REGISTERED VET TECH	0.9	1.0	1.0	1.0
SR SERVICES SUPERVISOR	1.0	1.0	1.0	1.0
STAFF NURSE	20.1	21.4	21.4	21.4
STAFF NURSE SR	1.0	2.0	2.4	2.4
STAFF NURSE SUPV	9.5	6.5	8.0	8.0
STAFF PHYSICIAN	15.2	17.0	17.0	17.0
STAFF PHYSICIAN I	2.0	2.0	2.0	2.0
STAFF PHYSICIAN SUPV	3.0	2.9	3.5	3.5

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Public Health - continued				
STOREKEEPER	1.0	1.0	1.0	1.0
TEAM/PROJECT LDR-GEN	1.0	1.0	--	--
THERAPY ATTENDANT	2.3	2.5	2.5	2.5
UTILITY CLERK-DEPT	2.0	2.0	2.0	2.0
UTILIZATION REVIEW MANAGER	0.6	1.0	--	--
<i>Total Public Health</i>	496.2	513.2	499.5	499.3
Alcohol, Drug & Mental Health				
ACCOUNTANT I	1.8	1.6	--	--
ACCOUNTANT II	1.0	1.0	3.0	3.0
ACCOUNTANT III	1.0	1.0	1.0	1.0
ACCOUNTANT SUPERVISING	0.9	1.0	1.0	1.0
ADMHS CASE WORKER	16.9	17.2	18.7	18.7
ADMHS PRACTITIONER I	10.9	11.5	13.2	13.2
ADMHS PRACTITIONER II	30.3	30.2	34.7	34.7
ADMHS PRACTITIONER INTERN	13.6	15.0	9.0	9.0
ADMHS PSYCHIATRIC TECH II	26.7	28.0	28.6	28.6
ADMHS RECOVERY ASSISTANT	10.6	18.5	23.0	23.0
ADMHS REHABILITATION SPEC	3.5	4.0	4.0	4.0
ADMHS TEAM SUPV-CLIN PSYCH	2.0	2.0	2.0	2.0
ADMHS TEAM SUPV-PRACTITIONER	4.9	5.0	6.0	6.0
ADMIN OFFICE PRO	33.3	32.5	32.5	32.5
ALCOHOL & DRUG SERVICE SPEC	9.9	10.0	10.0	10.0
ASST DIRECTOR	1.0	1.0	1.0	1.0
BUILDING MAINT WORKER	0.8	0.8	1.0	1.0
CHIEF FINANCIAL OFFICER	1.0	1.0	2.0	2.0
CLIN PSY POST DOC INTERN	--	--	1.0	1.0
CLIN PSYCHOLOGIST I	2.0	2.2	1.2	1.2
CLIN PSYCHOLOGIST II	4.0	4.0	5.0	5.0
COMPUTER SYSTEMS SPEC I	1.0	1.0	--	--
COMPUTER SYSTEMS SPEC II	3.6	4.0	5.0	5.0
COMPUTER SYSTEMS SPEC SUPV	0.6	1.0	1.0	1.0
CON W/RETIRE PLAN-OT EXEMPT	1.0	--	--	--
CONTRACT	--	3.5	2.4	2.4
COST ANALYST I	1.0	1.0	1.0	1.0
COST ANALYST II	3.5	2.0	2.0	2.0
DEPT BUS SPEC I	--	--	0.3	0.3
DEPT BUS SPEC II	6.8	7.0	7.8	7.8
DEPUTY DIRECTOR	1.0	1.0	1.0	1.0
DIRECTOR	1.0	1.0	1.0	1.0
DIVISION CHIEF	3.0	3.0	4.0	4.0
EDP SYS & PROG ANLST II	2.6	3.0	2.0	2.0
EDP SYS & PROG ANLST SR	1.6	2.0	3.0	3.0
FACILITIES MANAGER	1.0	1.0	1.0	1.0
FINANCIAL OFFICE PRO	3.0	3.0	3.5	3.5
FISCAL MANAGER	--	1.0	2.0	2.0
HR MANAGER	1.0	1.0	1.0	1.0

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Alcohol, Drug & Mental Health-cont.				
IT MANAGER	1.0	1.0	1.0	1.0
MEDICAL DIRECTOR	1.0	1.0	0.5	0.5
MEDICAL RECORDS ADMIN	0.9	1.0	1.0	1.0
PATIENTS RIGHTS ADVOCATE	1.5	1.5	1.5	1.5
PH NUTRITIONIST	--	--	1.0	1.0
PROGRAM MANAGER	5.8	6.0	7.0	7.0
PROGRAM/BUS LDR-GEN	3.1	--	--	--
PROJECT MANAGER	--	1.0	1.0	1.0
PSYCHIATRIC NURSE I	2.8	5.0	2.0	2.0
PSYCHIATRIC NURSE II	17.2	17.9	20.4	20.4
PSYCHIATRIC NURSE SR	4.0	4.2	4.2	4.2
PSYCHIATRIC NURSE SUPV	1.0	1.0	1.0	1.0
PSYCHIATRIST	11.7	13.8	15.0	15.0
PSYCHIATRIST II	1.0	1.0	--	--
QUALITY ASSURANCE COORD	1.0	1.0	1.0	1.0
RECREATIONAL THERAPIST	1.5	1.5	1.5	1.5
REGIONAL CLINIC MANAGER	--	3.0	3.0	3.0
STAFF PHYSICIAN	0.5	0.7	0.7	0.7
TEAM/PROJECT LDR-GEN	3.0	--	--	--
<i>Total Alcohol, Drug, & Mental Health</i>	264.8	283.2	297.2	297.2

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Social Services				
ACCOUNTANT I	--	--	1.0	1.0
ACCOUNTANT II	3.0	3.0	2.0	2.0
ACCOUNTANT III	6.1	7.0	7.0	7.0
ACCOUNTANT SUPERVISING	1.0	1.0	1.0	1.0
ADMIN OFFICE PRO	118.4	127.0	130.0	130.0
ADMN OFFICE PRO I	3.4	--	--	--
ADMN OFFICE PRO II	0.5	--	--	--
ADMN OFFICE PRO III	1.3	--	--	--
BUILDING MAINT SUPV	1.3	2.0	2.0	2.0
CAREER EMP SPECIALIST	3.7	6.5	7.0	7.0
CAREER EMP SPECIALIST SR	28.8	28.3	32.3	32.3
CAREER EMP SPECIALIST SUPV	11.0	11.0	11.0	11.0
CHIEF FINANCIAL OFFICER	1.0	1.0	1.0	1.0
COMMUNICATIONS DIRECTOR	0.5	--	--	--
COMPUTER SYSTEMS SPEC I	0.2	--	1.0	1.0
COMPUTER SYSTEMS SPEC II	9.5	10.0	9.0	9.0
CONTRACT	--	1.0	1.0	1.0
CONTRACT W/RETIRE PLAN	1.0	--	--	--
COST ANALYST I	--	1.0	--	--
COST ANALYST II	3.0	3.0	4.0	4.0
DEPT BUS SPEC I	21.9	23.5	25.0	25.0
DEPT BUS SPEC II	11.5	11.4	12.0	12.0
DEPUTY DIRECTOR	2.0	3.0	4.0	4.0
DIRECTOR	1.0	1.0	1.0	1.0
DIVISION CHIEF	13.7	14.0	14.0	14.0
EDP OFFICE AUTO SPEC II	1.0	1.0	1.0	1.0
EDP SYS & PROG ANLST I	--	--	2.0	2.0

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Social Services - continued				
EDP SYS & PROG ANLST II	3.0	3.0	2.0	2.0
EDP SYS & PROG ANLST SR	4.0	4.0	4.0	4.0
ELIGIBILITY SUPERVISOR	25.5	26.0	27.0	27.0
ELIGIBILITY WORKER I	19.2	27.0	39.0	39.0
ELIGIBILITY WORKER II	137.1	138.0	143.0	143.0
ELIGIBILITY WORKER III	56.1	60.5	59.0	59.0
ENTERPRISE LDR-GEN	0.9	1.0	1.0	1.0
EXECUTIVE SECRETARY	2.0	2.0	2.0	2.0
EXECUTIVE STAFF ASST	1.0	1.0	2.0	2.0
FINANCIAL OFFICE PRO	13.3	14.0	14.0	14.0
FISCAL MANAGER	0.9	--	--	--
INTERAGENCY NETWORK COORD	0.0	--	--	--
IT MANAGER	1.0	1.0	1.0	1.0
OPERATIONS MANAGER	0.7	1.0	1.0	1.0
PROGRAM MANAGER	--	1.0	3.0	3.0
PROGRAM/BUS LDR-GEN	1.5	--	--	--
PUBLIC HEALTH NURSE	1.0	1.0	1.0	1.0
SOC SVCS WORKER SR PS/L	34.5	35.0	38.5	38.5
SOCIAL SERVICES CASE AIDE	8.1	9.0	8.0	8.0
SOCIAL SERVICES SUPV I	2.0	2.0	2.0	2.0
SOCIAL SERVICES SUPV II	12.0	14.5	13.5	13.5
SOCIAL SERVICES WORKER	22.5	24.8	19.5	19.5
SOCIAL SVCS PRACTITIONER	13.0	16.0	19.5	19.5
SOCIAL SVCS WORKER SR	1.0	1.0	1.0	1.0
STAFF ANALYST	0.3	--	--	--
STOREKEEPER	0.7	--	--	--
TEAM/PROJECT LDR-GEN	1.0	--	--	--
UTILITY CLERK-DEPT	8.0	9.0	8.0	8.0
<i>Total Social Services</i>	615.2	647.4	677.3	677.3

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Child Support Services				
ADMIN OFFICE PRO	7.9	8.0	6.0	6.0
ASST DIRECTOR	1.0	1.0	1.0	1.0
BUSINESS MANAGER	1.0	1.0	1.0	1.0
CHILD SUPPORT ATTY II	1.3	1.0	1.0	1.0
CHILD SUPPORT ATTY III	0.5	1.0	1.0	1.0
CHILD SUPPORT ATTY SUPV	1.0	1.0	1.0	1.0
CHILD SUPPORT INVEST SPEC	2.0	2.0	2.0	2.0
CHILD SUPPORT MANAGER	3.0	3.0	3.0	3.0
CHILD SUPPORT OFFICER I	9.2	9.0	8.0	8.0
CHILD SUPPORT OFFICER II	28.5	29.0	31.3	31.3
CHILD SUPPORT OFFICER SR	7.0	5.8	7.8	7.8
CHILD SUPPORT OFFICER SUPV	5.0	5.0	5.0	5.0
COMPUTER SYSTEMS SPEC II	2.0	2.0	2.0	2.0
DIRECTOR	1.0	1.0	1.0	1.0
FINANCIAL OFFICE PRO	6.8	7.8	8.0	8.0
FINANCIAL OFFICE PRO III	0.7	--	--	--
LEGAL OFFICE PRO	6.0	5.0	6.0	6.0
<i>Total Child Support Services</i>	83.9	82.5	85.0	85.0

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Agricultural Commissioner				
ADMIN OFFICE PRO	3.0	4.0	4.0	4.0
ADMN OFFICE PRO I	0.9	--	--	--
AG COMM/SEALER WGTS-MEAS	--	1.0	1.0	1.0
AGRI BIOLOGIST I	2.5	2.0	--	--
AGRI BIOLOGIST II	2.4	3.0	1.0	--
AGRI BIOLOGIST III	6.1	8.0	10.0	11.0
AGRI BIOLOGIST SUPV	1.0	1.0	2.0	2.0
AGRI COMMISSIONER-DEPT	2.0	2.0	2.0	2.0
AGRI PROGRAM SPECIALIST	1.0	1.0	1.0	1.0
ASST DIRECTOR	0.4	--	--	--
DEPT/CORP LDR-EXEC	0.7	--	--	--
EDP SYS & PROG ANLST II	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
WGTS-MEASURES INSP II	1.0	--	1.0	--
WGTS-MEASURES INSP III	2.0	3.0	2.0	3.0
<i>Total Agricultural Commissioner</i>	26.1	28.0	27.0	27.0
Planning and Development				
ACCOUNTANT III	--	--	1.0	1.0
ADMIN OFFICE PRO	10.8	11.8	10.8	10.8
ADMN OFFICE PRO II	1.0	--	--	--
AGRI LAND USE PLANNER	1.0	--	--	--
ASST DIRECTOR	1.0	1.0	1.0	1.0
ASST PLAN CHECKER	2.0	2.0	2.0	2.0
BLDG ENGNR INSPECTOR I	1.5	2.0	1.0	1.0
BLDG ENGNR INSPECTOR II	2.5	2.0	3.0	3.0
BLDG ENGNR INSPECTOR III	4.0	4.0	4.0	4.0
BLDG ENGNR INSPECTOR SPEC	0.5	1.0	1.0	1.0
BLDG ENGNR INSPECTOR SUPV	4.0	4.0	4.0	4.0
BUILDING PERMIT TECH II	3.0	3.0	3.0	3.0
BUSINESS MANAGER	1.0	1.0	0.8	0.8
CHILDREN & FAMILY SVCS DIR	0.1	--	--	--
COMPUTER SYSTEMS SPEC II	1.9	2.0	1.0	1.0
CONTRACT	--	0.1	0.1	0.1
DEPUTY DIRECTOR	3.6	3.0	4.0	4.0
DIRECTOR	1.0	1.0	1.0	1.0
EDP SYS & PROG ANLST SR	1.0	1.0	1.0	1.0
ENERGY SPECIALIST	1.0	1.0	1.0	1.0
ENTERPRISE LDR-GEN	1.4	1.0	--	--
EXTRA HELP	--	0.4	0.4	0.4
FINANCIAL OFFICE PRO	3.0	3.0	3.0	3.0
GRADING INSPECTOR SR	2.6	3.0	2.0	2.0
MAPPING/GIS ANALYST	1.0	1.0	1.0	1.0
MAPPING/GIS ANALYST SUPV	1.0	1.0	--	--
PETROLEUM SPECIALIST	2.0	2.0	2.0	2.0
PLAN CHECK ENGINEER	2.0	2.0	2.0	2.0
PLANNER I	2.2	2.0	0.5	0.5
PLANNER II	17.2	12.0	13.8	13.8

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Planning and Development - contin.				
PLANNER III	16.4	17.3	14.3	14.3
PLANNER SUPERVISING	7.3	6.0	6.0	6.0
PROGRAM MANAGER	1.0	2.0	2.0	2.0
PROGRAM/BUS LDR-GEN	--	1.0	--	--
PROJECT MANAGER	--	1.0	1.0	1.0
REDEVELOPMENT SPECIALIST II	1.9	2.0	--	--
TEAM/PROJECT LDR-GEN	0.9	--	--	--
<i>Total Planning and Development</i>	100.6	96.5	87.6	87.6
Public Works				
ACCOUNTANT I	0.1	--	--	--
ACCOUNTANT II	0.9	1.0	1.0	1.0
ACCOUNTANT III	3.8	4.0	2.0	2.0
ADMIN OFFICE PRO	19.5	19.4	18.9	18.9
ALTERNATIVE TRANSPORT MANAGER	1.0	1.0	--	--
ASST DEPT LDR-EXEC	0.5	--	--	1.0
ASST DIRECTOR	--	--	1.0	--
CHIEF FINANCIAL OFFICER	0.1	--	--	--
CIV ENGINEERING ASSOC I	3.0	3.0	3.0	3.0
CIV ENGINEERING ASSOC II	3.2	3.3	2.0	2.0
CIV ENGINEERING ASSOC III	5.6	7.0	6.0	6.0
CIVIL ENGINEER	3.6	5.5	6.0	6.0
CIVIL ENGINEER SPECIALIST	3.2	5.0	5.0	5.0
CIVIL ENGINEERING MANAGER	4.5	5.0	6.0	6.0
COMPUTER SYSTEMS SPEC I	1.0	--	--	--
COMPUTER SYSTEMS SPEC II	--	1.0	1.0	1.0
CONTRACT	--	0.2	--	--
COST ANALYST I	--	--	1.0	1.0
COST ANALYST II	1.5	2.0	2.0	2.0
COUNTY SURVEYOR	1.0	1.0	1.0	1.0
DEPT BUS SPEC II-RES	0.1	--	--	--
DEPUTY COUNTY SURVEYOR	2.0	1.0	1.0	0.5
DEPUTY DIRECTOR	3.3	4.0	3.0	3.0
DIRECTOR	1.0	1.0	1.0	1.0
DIVISION MANAGER	0.8	1.8	0.8	1.0
EDP SYS & PROG ANLST I	1.0	1.0	--	--
EDP SYS & PROG ANLST II	--	--	1.0	1.0
EDP SYS & PROG ANLST SR	1.0	1.0	1.0	1.0
ENG ENVIRON PLANNER	1.0	--	--	1.0
ENG ENVIRON PLANNER SR.	3.0	4.0	4.0	4.0
ENGINEERING GEOLOGIST	2.0	2.0	1.0	1.0
ENGINEERING TECH I	1.0	2.5	4.0	4.0
ENGINEERING TECH II	6.0	5.0	4.5	4.5
ENGINEERING TECH SPEC	8.0	10.0	10.0	10.0
ENGINEERING TECH SUPV	1.0	1.0	1.0	1.0
EQUIPMENT MECHANIC I	1.0	1.0	--	--
EQUIPMENT MECHANIC II	3.0	3.0	4.0	4.0
EXECUTIVE SECRETARY	1.0	1.0	1.0	1.0

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Public Works - continued				
FINANCIAL OFFICE PRO	4.8	5.0	5.0	5.0
GEOLOGIST REGISTERED	1.0	1.0	1.0	1.0
HEAVY EQUIP OPERATOR	21.9	23.0	24.0	24.0
HEAVY TRUCK DRIVER	11.5	12.0	11.0	11.0
HYDROLOGIST SENIOR	2.0	2.0	2.0	2.0
IT MANAGER	1.0	1.0	1.0	1.0
MAINT SUPERINTENDENT	4.0	4.0	4.0	4.0
MAINT WELDER-MECHANIC	1.0	1.0	1.0	1.0
MAINT WORKER APPRENTICE	1.6	3.0	5.0	5.0
MAINTENANCE LEADER	17.8	18.0	18.0	17.0
MAINTENANCE SUPV	5.0	5.0	5.0	5.0
MAINTENANCE WORKER I	4.8	4.0	9.0	9.0
MAINTENANCE WORKER II	40.7	43.0	35.0	35.0
MAPPING/GIS ANALYST	1.0	1.0	1.0	1.0
MAPPING/GIS TECH	1.0	--	--	--
OPERATIONS MANAGER	2.0	2.0	2.0	2.0
PERMITTING-ENGINEERING MANAGER	1.0	1.0	1.0	1.0
PESTICIDE SPECIALIST	1.0	1.0	1.0	1.0
PROGRAM MANAGER	--	1.5	4.0	2.0
PROGRAM/BUS LDR-ENG	0.8	--	--	--
PROJECT MANAGER	4.8	3.8	3.0	4.0
PUBLIC WORKS PRGM SPEC I	0.8	1.0	2.0	2.0
PUBLIC WORKS PRGM SPEC II	3.8	4.0	2.8	2.8
PUBLIC WORKS PRGM SPEC SR	3.0	3.0	3.0	3.0
REAL PROPERTY AGENT III	1.0	1.0	--	--
RECYCLE WORKER II	2.0	2.0	2.0	2.0
RECYCLE WORKER LEADER	1.0	--	--	--
REFUSE CHECKER	7.8	8.5	8.5	8.5
REFUSE CHECKER SUPERVISOR	1.0	1.0	1.0	1.0
REFUSE INSPECTOR	2.0	2.0	2.0	2.0
REFUSE LEADER	5.0	5.0	5.0	5.0
REFUSE SUPERVISOR	3.0	4.0	3.0	3.0
ROAD MAINT MANAGER	1.0	1.0	1.0	1.0
SAFETY OFFICER-DEPT	1.0	1.0	1.0	1.0
SAFETY OFFICER-DIVISIONAL	1.0	1.0	1.0	1.0
SHOP SUPERVISOR	1.0	1.0	1.0	1.0
STAFF ANALYST	1.0	1.0	1.0	2.0
STOREKEEPER	1.0	1.0	1.0	1.0
SURVEY PARTY CHIEF	2.0	2.0	2.0	2.5
SURVEY SPECIALIST	3.0	3.0	2.0	2.0
TRAFFIC SIGNAL TECHNICIAN I	1.0	1.0	1.0	1.0
TRANSPORTATION PLANNER SUPV	1.0	1.0	1.0	1.0
URBAN FORESTRY INSP	1.0	1.0	1.0	1.0
URBAN FORESTRY SUPV	1.0	1.0	1.0	1.0
WASTEWTR PLANT OPER CHIEF	1.0	1.0	1.0	1.0
WASTEWTR PLANT OPER II	4.2	2.0	3.0	3.0
WASTEWTR PLANT OPER III	4.8	7.0	6.0	6.0
WASTEWTR PLANT OPER SUPV	1.0	1.0	1.0	1.0
WATER AGENCY MANAGER	1.0	1.0	1.0	1.0
<i>Total Public Works</i>	<u>274.8</u>	<u>288.4</u>	<u>281.5</u>	<u>281.7</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Community Services				
ADMIN OFFICE PRO	4.4	4.0	4.0	4.0
ADMIN PROFESSIONAL	1.0	--	--	--
ASST DEPT LDR-EXEC	0.3	--	--	--
ASST DIRECTOR	--	1.0	1.0	1.0
ASST NATURALIST	1.0	1.1	1.0	1.0
CHIEF FINANCIAL OFFICER	1.0	1.0	1.0	1.0
CIV ENGINEERING ASSOC III	1.0	1.0	--	--
CONTRACT	--	0.1	--	--
COST ANALYST I	--	--	1.0	1.0
COST ANALYST II	1.0	1.0	1.0	1.0
DEPT BUS SPEC I	--	0.0	--	--
DEPT BUS SPEC II	1.1	2.8	2.8	2.8
DEPT/CORP LDR-EXEC	0.2	--	--	--
DEPUTY DIRECTOR	1.6	--	1.0	1.0
DIRECTOR	0.9	2.0	1.0	1.0
DIVISION MANAGER	0.2	1.0	1.0	1.0
ENTERPRISE LDR-GEN	0.2	--	--	--
EXEC DIR-ARTS COMM	1.0	1.0	1.0	1.0
EXECUTIVE SECRETARY	--	1.0	1.0	1.0
EXTRA HELP	--	6.5	51.2	51.2
FINANCIAL OFFICE PRO	1.0	1.0	1.0	1.0
FISCAL & POLICY ANALYST	1.0	--	--	--
HOUSING PROGRAM SPEC I	0.8	2.0	--	--
HOUSING PROGRAM SPEC II	2.7	2.0	3.0	3.0
HOUSING PROGRAM SPEC SR	1.1	2.0	2.0	2.0
MAINTENANCE LEADER	2.0	2.0	2.0	2.0
MAINTENANCE PLUMBER	2.0	2.0	--	--
MAINTENANCE SUPV	1.0	1.0	1.0	1.0
MECHANIC/WELDER	1.0	1.0	--	--
NATURALIST	1.0	1.0	1.0	1.0
OPERATIONS MANAGER	1.0	4.0	4.0	4.0
PARK MAINTENANCE WORKER	7.6	7.0	7.0	7.0
PARK RANGER I	--	3.0	--	--
PARK RANGER II	21.3	18.0	17.0	17.0
PARK RANGER III	5.3	5.0	5.0	5.0
PARK RANGER TRAINEE	--	11.2	--	--
PLANNER III	1.0	1.0	1.0	1.0
PROGRAM MANAGER	--	1.0	--	--
PROGRAM/BUS LDR-GEN	1.5	--	--	--
PROJECT MANAGER	1.3	1.0	1.0	1.0
VISUAL ARTS COORDINATOR	1.0	1.0	1.0	1.0
WTR & SEWAGE PLANT OPER II	1.0	1.0	--	--
WTR/SEW PLANT OPER CHIEF	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
<i>Total Community Services</i>	<u>70.4</u>	<u>91.7</u>	<u>115.0</u>	<u>115.0</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
Auditor-Controller				
ACCOUNTANT-AUDITOR I	2.5	2.0	2.0	2.0
ACCOUNTANT-AUDITOR II	2.5	3.0	3.0	3.0
ACCOUNTANT-AUDITOR III	4.2	4.0	4.0	4.0
ASST DIRECTOR	1.0	1.0	1.0	1.0
AUDIT MANAGER	2.0	1.0	1.0	1.0
AUDIT SUPERVISOR	1.0	1.0	1.0	1.0
AUDITOR-CONTROLLER	1.0	1.0	1.0	1.0
CHIEF DEPUTY CONTROLLER	0.8	0.8	0.8	0.8
COST ANALYST II	2.5	2.0	2.0	2.0
DIVISION CHIEF	6.0	8.0	7.0	7.0
EDP COMPUTER OPER III	1.0	--	--	--
EDP OFFICE AUTO COORD SR	1.0	1.0	1.0	1.0
EDP OFFICE AUTO SPEC II	1.0	1.0	1.0	1.0
ENTERPRISE LDR-GEN	0.8	--	--	--
FINANCIAL ACCT ANALYST	2.0	2.0	3.0	3.0
FINANCIAL ACCT ANALYST-R	1.0	1.0	1.0	1.0
FINANCIAL OFFICE PRO	8.0	8.0	7.0	7.0
FINANCIAL SYS ANALYST I	0.5	0.5	1.5	1.5
FINANCIAL SYS ANALYST II	1.3	1.0	1.0	1.0
FINANCIAL SYS ANALYST SR-R	4.0	4.0	4.0	4.0
FINANCIAL SYS ANALYST I-R	0.5	1.0	1.0	1.0
FINANCIAL SYS ANALYST II-R	2.0	2.0	2.0	2.0
<i>Total Auditor-Controller</i>	<u>46.7</u>	<u>45.3</u>	<u>45.3</u>	<u>45.3</u>
Clerk Recorder Assessor				
ADMIN OFFICE PRO	39.5	39.6	36.6	36.6
APPRAISER I	1.3	1.0	2.0	2.0
APPRAISER II	14.1	12.8	11.8	11.8
APPRAISER III	4.0	4.0	4.0	4.0
ASSESSMENT SUPERVISOR	5.0	5.0	5.0	5.0
ASST DIRECTOR	1.0	1.0	1.0	1.0
AUDITOR-APPRAISER I	0.6	--	--	--
AUDITOR-APPRAISER II	4.0	4.0	4.0	4.0
CHIEF APPRAISER	1.0	1.0	1.0	1.0
COMPUTER SYSTEMS SPEC II	2.0	2.0	1.0	1.0
COUNTY CLK-REC-ASSESSOR	1.0	1.0	1.0	1.0
DEPT BUS SPEC II	0.0	--	--	--
DEPT BUS SPEC II-RES	1.0	1.0	0.4	0.4
DIVISION MANAGER	5.0	6.0	6.0	6.0
EDP OFFICE AUTO SPEC II	1.0	1.0	1.0	1.0
EDP SYS & PROG ANLST II	2.0	2.0	2.0	2.0
EDP SYS & PROG ANLST SR	3.0	3.0	3.0	3.0
ENTERPRISE LDR-GEN	1.0	--	--	--
FINANCIAL OFFICE PRO	2.0	2.0	2.0	2.0
FINANCIAL SYS ANALYST SR	2.0	2.0	2.0	2.0
FISCAL MANAGER	1.0	1.0	1.0	1.0
HR MANAGER	1.0	1.0	1.0	1.0
MAPPING/GIS ANALYST	3.8	4.0	3.0	3.0
MAPPING/GIS ANALYST SUPV	1.0	1.0	1.0	1.0
PROJECT MANAGER	2.0	2.0	2.0	2.0
<i>Total Clerk Recorder Assessor</i>	<u>99.2</u>	<u>97.4</u>	<u>91.8</u>	<u>91.8</u>

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
General Services				
ACCOUNTANT II	2.0	2.0	2.0	2.0
ACCOUNTANT III	1.0	1.0	1.0	1.0
ADMIN OFFICE PRO	10.0	5.9	5.7	5.7
ADMINISTRATIVE LDR-GEN	1.7	--	--	--
ARCHITECT	1.0	1.0	1.0	1.0
ASST DIRECTOR	1.4	2.0	3.0	3.0
AUTOMOTIVE MECHANIC II	8.0	8.0	7.0	7.0
BUILDING MAINT SUPV	3.0	3.0	3.0	3.0
BUILDING MAINT WORKER	15.5	11.0	11.0	11.0
BUSINESS MANAGER	1.0	1.0	2.0	2.0
BUYER I	1.0	1.0	1.0	1.0
BUYER II	2.0	2.0	2.0	2.0
BUYER SENIOR	--	1.0	--	--
CAPITAL PROJECTS COORD	2.0	2.0	2.0	2.0
COMM EQUIP TECH II	2.0	2.0	2.0	2.0
COMM EQUIP TECH SR	3.0	3.0	3.0	2.6
COMM SYSTEMS SUPV	1.0	1.0	1.0	1.0
COMMUNICATIONS MANAGER	1.0	1.0	1.0	1.0
COMPUTER SYSTEMS SPEC II	1.0	1.0	1.0	1.0
CONTRACT	--	1.0	1.0	1.0
CONTRACT W/RETIRE PLAN	2.0	--	--	--
DEPT BUS SPEC II	3.0	2.0	3.0	3.0
DIRECTOR	1.0	1.0	1.0	1.0
DIVISION MANAGER	3.1	3.0	3.0	3.0
EDP NETWORK TECH I	1.0	1.0	1.0	1.0
EDP NETWORK TECH II	2.0	2.0	1.0	1.0
EDP NETWORK TECH III	3.0	3.0	4.0	4.0
EDP OFFICE AUTO COORD	1.0	1.0	1.0	1.0
EDP OFFICE AUTO SPEC I	1.2	3.0	1.0	1.0
EDP OFFICE AUTO SPEC II	11.8	9.0	11.0	11.0
EDP SYS & PROG ANLST I	1.0	1.0	1.0	1.0
EDP SYS & PROG ANLST II	2.0	--	--	--
EDP SYS & PROG ANLST SR	2.0	2.0	2.0	2.0
ELECTRONICS SYSTEMS TECH	1.0	1.0	1.0	0.5
ENERGY MANAGER	--	--	1.0	1.0
ENGINEERING TECH II	1.0	1.0	1.0	1.0
ENTERPRISE LDR-GEN	0.8	--	--	--
EQUIPMENT MECHANIC II	5.0	4.0	5.0	5.0
EXECUTIVE SECRETARY	1.0	1.0	1.0	1.0
FACILITIES MANAGER	1.0	1.0	1.0	1.0
FACILITIES SUPERVISOR	1.0	1.0	1.0	1.0
FINANCIAL OFFICE PRO	3.0	4.0	4.0	3.0
FLEET MANAGER	1.0	1.0	1.0	1.0
HVAC SPECIALIST	3.0	3.0	3.0	3.0
MAIL CENTER SUPERVISOR	1.0	1.0	1.0	1.0
MAIL CENTER WORKER	3.3	2.0	2.0	2.0
MAINT ELECTRICIAN	3.0	1.0	1.0	1.0
MAINTENANCE CARPENTER	2.0	2.0	2.0	2.0
MAINTENANCE PLUMBER	3.0	3.0	3.0	3.0
MOTOR POOL DISPATCH	4.0	3.0	3.0	3.0

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
General Services - continued				
PURCHASING MANAGER	--	--	1.0	1.0
REAL PROPERTY AGENT III	2.6	2.6	2.6	2.6
REPROGRAPHICS SUPERVISOR	1.0	--	--	--
RISK ADMINISTRATOR	0.2	2.0	3.0	3.0
RISK ANALYST	5.0	5.0	5.0	5.0
SAFETY OFFICER	1.0	1.0	1.0	1.0
SHOP SUPERVISOR	2.0	2.0	2.0	2.0
TEAM/PROJECT LDR-GEN	1.0	--	--	--
<i>Total General Services</i>	<u>138.5</u>	<u>119.5</u>	<u>124.3</u>	<u>122.4</u>
Treasurer Tax Collector				
ACCOUNTANT I	1.0	--	--	--
ACCOUNTANT II	1.0	2.0	2.0	2.0
ACCOUNTANT III	2.0	2.0	2.0	2.0
ADMIN OFFICE PRO	2.4	2.0	1.3	1.0
ASST DIRECTOR	0.5	1.0	1.0	1.0
BUSINESS MANAGER	1.0	1.0	1.0	1.0
CHIEF FINANCIAL OFFICER	0.9	--	--	--
COMPUTER SYSTEMS SPEC II	0.2	--	--	--
DEPT/CORP LDR-ELECTED	0.5	--	--	--
EDP COMPUTER OPER III	--	0.5	0.5	0.5
EDP SYS PROGRAMMER III	1.0	1.0	1.0	1.0
EXECUTIVE SECRETARY	1.0	1.0	1.0	1.0
FINANCE CHIEF	1.0	1.0	1.0	1.0
FINANCIAL OFFICE PRO	15.7	14.0	12.0	12.0
FINANCIAL SYS ANALYST II	2.8	3.0	3.0	3.0
INVESTMENT MANAGER	0.0	1.0	1.0	1.0
IT MANAGER	0.0	--	--	--
OPERATIONS MANAGER	1.0	1.0	1.0	1.0
PUBLIC ADM/CON VETS SUPV	2.0	2.0	2.0	2.0
PUBLIC ADM/CONSERVATOR I	0.5	1.0	--	--
PUBLIC ADM/CONSERVATOR II	5.5	5.0	6.0	6.0
PUBLIC ADMIN/CONS VETS MANAGER	1.0	1.0	1.0	1.0
TREAS/TAX COLL/PUB ADMIN	0.5	1.0	1.0	1.0
<i>Total Treasurer Tax Collector</i>	<u>41.6</u>	<u>40.5</u>	<u>37.8</u>	<u>37.5</u>
General County Programs				
ADMIN OFFICE PRO	5.0	5.0	--	--
BUSINESS MANAGER	1.0	1.0	--	--
CABLE TV STAFF ASSISTANT	0.0	--	--	--
CHILDREN & FAMILY SVCS DIR	1.0	1.0	--	--
COMMUNICATIONS DIRECTOR	0.0	--	--	--
CSBTV MANAGER	0.0	--	--	--
DEPT BUS SPEC I	1.0	1.0	--	--
ELECTRONICS SYSTEMS TECH	0.0	--	--	--
EMERGENCY OPERATIONS CHIEF	0.0	--	--	--
EXTRA HELP	--	1.0	--	--
FINANCIAL OFFICE PRO	0.2	--	--	--

	Actual FY 10-11	Adopted FY 11-12	Recommended FY 12-13	Proposed FY 13-14
General County Programs - continued				
PROGRAM MANAGER	1.1	1.0	--	--
PROJECT MANAGER	1.0	1.0	--	--
REDEVELOPMENT SPECIALIST II	0.1	--	--	--
<i>Total General County Programs</i>	<u>10.7</u>	<u>11.0</u>	<u>--</u>	<u>--</u>
First 5 Children & Families Commission				
ADMIN OFFICE PRO	--	--	5.0	5.0
BUSINESS MANAGER	--	--	1.0	1.0
CHILDREN & FAMILY SVCS DIR	--	--	1.0	1.0
EXTRA HELP	--	--	1.0	0.2
FINANCIAL OFFICE PRO	--	--	1.0	1.0
FIRST 5 PROGRAM SPECIALIST	--	--	3.0	3.0
PROGRAM MANAGER	--	--	1.0	1.0
PROJECT MANAGER	--	--	1.0	1.0
<i>Total First 5 Children & Families</i>	<u>--</u>	<u>--</u>	<u>14.0</u>	<u>13.2</u>
	<u>3,746.6</u>	<u>3,834.5</u>	<u>3,899.0</u>	<u>3,896.1</u>

Note: These counts are on a "gross" basis, which means the counts have not been reduced for anticipated salary savings.