



CHALLENGES, CHANGES AND CHOICES AHEAD

RECOMMENDED OPERATIONAL PLAN

Santa Barbara County

Fiscal Years 2016-17 and 2017-18



Front Cover

The cover art of this budget book is titled “Yellow Sunrise, 9/11/15” and is the colorful vision of Chris Potter. The painting is of Old San Marcos Road in Santa Barbara County, which is known for its breathtaking beauty and steep mountain pathways. Sunrises in Santa Barbara County are always stunning and provide a picturesque horizon for contemplation of the day to come.

The contrast of a bright sunrise above a mountainous horizon captures the feeling of the “Challenges, Changes and Choices Ahead” budget theme. A theme chosen knowing the many issues that are influencing multi-layered budget decisions. This theme reflects the future of things to come, the horizon. Although no one can see the future, the budget is a financial plan that attempts to provide for known circumstances while also anticipating the inevitable – the many challenges, changes, and choices ahead.

Cover art copyright of the artist, Chris Potter.

His art can be found at www.chrispotterart.com

COUNTY OF SANTA BARBARA
OPERATIONAL PLAN
FISCAL YEAR 2016-17 RECOMMENDED BUDGET
FISCAL YEAR 2017-18 PROPOSED BUDGET*

Presented in June 2016 to the

BOARD OF SUPERVISORS

Salud Carbajal
Janet Wolf
Doreen Farr, Vice Chair
Peter Adam, Chair
Steve Lavagnino

First District
Second District
Third District
Fourth District
Fifth District

By

Mona Miyasato
County Executive Officer

Theodore A. Fallati, CPA
Auditor-Controller

* The Proposed year is for informational purposes only and is presented to help provide a future perspective. It is not adopted.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**Santa Barbara County
California**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Santa Barbara, California for its annual budget for the fiscal year beginning July 1, 2015. 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 sixteenth 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 2016-17 RECOMMENDED BUDGET

FISCAL YEAR 2017-2018 PROPOSED BUDGET*

Acknowledgements:

County Executive Office

Tom Alvarez
Budget Director

Paul Clementi
Richard Morgantini
Shawna Jorgensen (Interim)

John Jayasinghe
Adriana Zidek

Terri Maus-Nisich, Assistant CEO
Joseph Toney, Interim Deputy CEO

Human Resources

Auditor-Controller

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Financial Reporting Division Chief

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Rochelle Zanini

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* The Proposed year is for informational purposes only and is presented to help provide a future perspective. It is not adopted.

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Directory of Elected & Appointed County Officials

First District

Salud Carbajal, Supervisor

www.countyofsb.org/bos/carbajal

Second District

Janet Wolf, Supervisor, Chair

www.countyofsb.org/bos/wolf

Third District

Doreen Farr, Supervisor, Vice Chair

www.countyofsb.org/bos/farr

Fourth District

Peter Adam, Supervisor, Chair

<http://countyofsb.org/bos/adam>

Fifth District

Steve Lavagnino, Supervisor

www.countyofsb.org/bos/lavagnino

Agricultural Commissioner/ Weights & Measures

Cathleen Fisher, Agricultural Commissioner

www.countyofsb.org/agcomm

Behavioral Wellness

Alice Gleghorn, Ph.D.

www.countyofsb.org/admhs

Auditor-Controller

Theodore A. Fallati, CPA, CPFO (Elected)

www.countyofsb.org/auditor

Child Support Services

Carrie Topliffe, CPA, Director

www.countyofsb.org/dcsc

Community Services

George Chapjian, Director

www.sbparks.org

www.countyofsb.org/housing

County Executive Officer – Clerk of the Board

Mona Miyasato, County Executive Officer

www.countyofsb.org/ceo

County Clerk-Recorder-Assessor

Joseph E. Holland, CPFO (Elected)

www.sbcassessor.com

County Counsel

Michael C. Ghizzoni

www.countyofsb.org/counsel

Court Special Services

Darrel Parker, Executive Officer

www.sbcourts.org

District Attorney

Joyce E. Dudley (Elected)

www.countyofsb.org/da

Fire Department

Eric Peterson, Chief

www.sbcfire.com

General Services

Matthew P. Pontes, Director

www.countyofsb.org/gc

Human Resources

Lori Gentles, Director

www.countyofsb.org/gc

Planning and Development

Glenn Russell, Director

www.sbcountyplanning.org

Probation Department

Guadalupe Rabago, Chief Probation Officer

www.countyofsb.org/probation

Public Defender

Kenneth Clayman, Interim Public Defender

www.publicdefendersb.org

Public Health Department

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

www.sbcphd.org

Public Works/Flood Control

Scott McGolpin, Director

www.countyofsb.org/pwd

Sheriff - Coroner

William F. Brown (Elected)

www.sbsheriff.org

Social Services

Daniel Nielson, Director

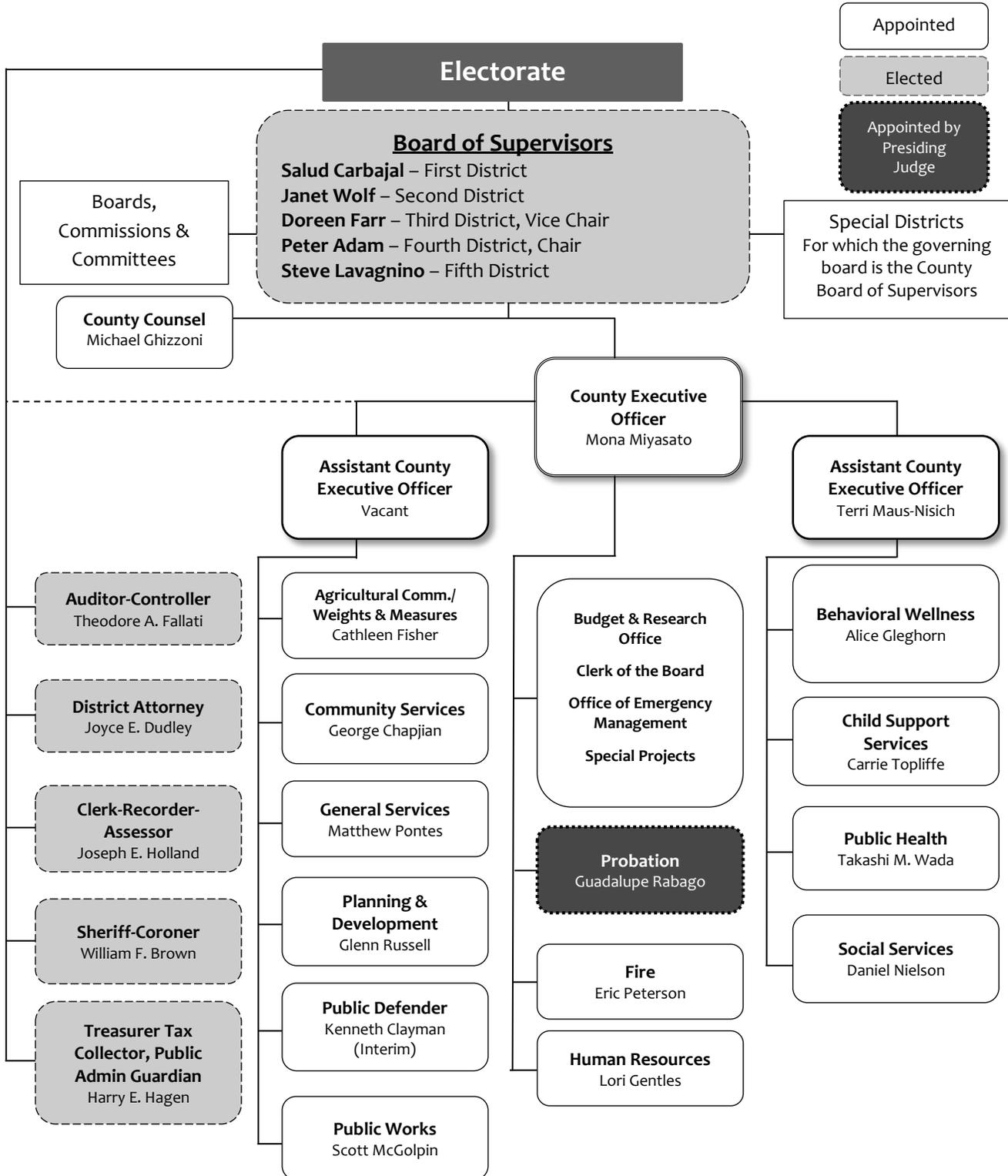
www.countyofsb.org/social_services

Treasurer-Tax Collector-Public Administrator

Harry E. Hagen, CPA, CPFO (Elected)

www.countyofsb.org/ttcpag/index.asp

Organization Chart





Section A



Transmittal Letter



County Of Santa Barbara



Mona Miyasato
County Executive Officer

105 East Anapamu Street, Room 406
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805-568-3400 • Fax 805-568-3414
www.countyofsb.org

Executive Office

May 6, 2016

The Honorable Board of Supervisors
County of Santa Barbara
105 East Anapamu Street
Santa Barbara, CA 93101-2065

Chair Adam and Board Members:

The Recommended Fiscal Year (FY) 2016-17 County of Santa Barbara Operating Plan is submitted for your consideration, possible amendment and eventual adoption. This Operating Plan, which includes a balanced Recommended Budget, is the result of a thorough development process involving participation from all departments and adherence to budget policies, development schedule and the General Fund allocation methodology approved by the Board of Supervisors over the past several months.

In compliance with California Government Code (Section 29062) and Santa Barbara County Code (Chapter 2, Article X, Section 2-71 k), I am submitting to you the recommended operating and capital budgets for FY 2016-17 and have determined that the budget development process is compatible with approved County policies and long-range plans through the thorough evaluation of departmental requests for expenditures, revenues and fund balance.

I welcome and encourage our community members to participate in the discussions and decisions that affect the County's spending priorities. In addition to Budget Workshops held in April, public hearings on the Recommended Fiscal Year 2016-17 Operating Plan are scheduled for June 13, 2016 and will continue if necessary, through Friday June 17, 2016, with specific hearings scheduled for Monday, June 13, 2016 and Wednesday, June 15, 2016 and only if needed Friday, June 17, 2016. The public budget hearings will be conducted at the County Administration Building's Fourth Floor Hearing Room located at 105 E. Anapamu Street in Santa Barbara and will be able to receive remote testimony from the Board Hearing Room, Joseph Centeno Betteravia Government Center, 511 East Lakeside Parkway in Santa Maria.

I want to thank the Board of Supervisors for successfully guiding the organization over the past year. I also want to thank our department directors and their staff for assisting in the budget process. In particular, I would like to express my appreciation to the Auditor-Controller's Office and the County Executive Office staff for their efforts in preparing this document and making improvements. Lastly, I want to express my gratitude to our employees for their dedication in serving our community and commitment to a financially sound and vibrant organization.

Sincerely,

Mona Miyasato
County Executive Officer

Terri Maus-Nisich
Assistant County Executive Officer
tmaus@countyofsb.org



Section B



Executive Summary



Executive Summary

Challenges, Changes, and Choices Ahead

Chair Adam and Board Members,

As we look to the upcoming 2016-17 Fiscal Year, the County's fiscal situation is projected to be positive, and continues to improve at a moderate pace. As federal, state and local revenues have strengthened, the past two budgets have allowed for our ability to restore some previous budget cuts and enabled the expansion of some services to address mandated or emerging needs. In this time period, the County fully funded its General Fund strategic reserve (or 30-day operating reserve) and developed plans to address long-term liabilities, such as paying down unfunded pension and retiree health liabilities over the next two decades, and annually increasing funding toward deferred maintenance needs.

All of this is good news, but caution is still required. In the past, the Board has made difficult choices and tradeoffs to ensure a balanced budget. After reducing 580 positions and cutting operations by approximately \$60 million during the Great Recession, financial and operational challenges continue. Maintaining fiscal stability and ensuring a balanced budget in the coming years requires continued prudence, realistic expectations and restraint.

This year's budget theme, "Challenges, Choices and Changes Ahead," reflects the need to maintain existing levels of service amid growing demands and high expectations. Given limited available revenues and the need to address existing liabilities and prior funding commitments, we face continued challenges. These prior commitments, which obligate future ongoing revenue, reduce our capacity for significant expansions of programs and services, or other expenditure increases, in the near term. These challenges will require a continued commitment to responsible choices to deliver the level and quality of programs and services desired by the residents of Santa Barbara County. Next year also signifies important changes in the County, with newly elected and appointed leadership, in addition to expected employee retirements.

Yet even with these challenges, your County government continues to strive to provide high quality work, advancing major initiatives and fulfilling priorities to serve Santa Barbara County residents. Significant services are provided day in and day out by County departments, and all have made substantial progress to accomplish goals set by the Board to better serve our communities. These achievements are listed in their budget narratives.

General Priorities to guide the budget development process. Similar to last year, general priorities to guide the budget development process are as follows:

- Continue the Board's prior commitments
- Rebuild our financial reserves and incrementally address organizational needs, addressing the highest needs that meet mandates and core missions
- Create a thriving and engaged workforce
- Create efficiencies through technology and process improvements
- Strategically plan for the future
- Minimize service reductions and impacts to the public, to the extent possible
- Address new and emerging needs

Executive Summary

Key Issues in FY 2016-17 and Near Term. While this Recommended Operating Plan is largely a status quo budget, several key factors have influenced our operations next year.

- State funding to the County for roads continues to decline. As was the case last year, the State provided \$2.7 million less to the County for roads. Funding shortfalls caused by reduction in State funding has put pressure on the General Fund to contribute towards maintaining our roads. If no relief is provided by the State, this is an unsustainable situation for local roads, faced by all local governments in California. In addition, State funding is flat (not growing) or has a cap (spending limit) for some programs, such as Child Support Services, and programs in Social Services. This means no additional funding is provided by the State to cover normal increases in labor costs or supplies and expenses.
- We continue to experience a higher demand for inpatient mental health services than in the recent past, although the addition of new services to assist those in crisis appear to be helping reduce this pressure.
- As County services have expanded in the last few years, largely due to state and federal programs such as the Affordable Care Act, there has been a greater demand on internal service departments.
- A recent increase in violent crime in North County has affected our public safety and justice departments. According to the District Attorney's office, the caseload for serious and violent crimes in North County (defined as murder, non-negligent manslaughter, rape, robbery, and aggravated assault) increased 42% between calendar years 2012 and 2015.
- We also continue to face increased employee-related costs, such as a higher health care and general liability costs. Pension costs have stabilized for now but could be increased in FY 17-18 pending the performance of the pension portfolio and decisions by the retirement board in the fall. Contracts for our largest labor groups terminate at the end of fiscal year 2016, and negotiations for these successor agreements begin this spring. This is a significant factor that is unknown at this time.
- Departments are experiencing retirements of experienced employees, necessitating the need for increased efforts in workforce (succession) planning, retention and recruitment.
- Recent events have also put a spotlight on employee security and safety; as a result, since January 2016, an interdepartmental work group has been meeting to develop short, medium and longer-term recommendations. Facility improvements in public areas have been requested and General Services has been coordinating those evaluations.
- During the Recession, few new capital projects funded by the General Fund were possible. Prior to the recession, the General Fund contributed \$0.5 million annually for various capital projects, and several larger projects employed debt financing. The County stopped allocating funding for capital and shifted these funds for maintenance needs. With a growing list of capital needs, work has resumed to identify high priority needs and adequate funding to begin addressing them.

To address some of these issues, the CEO is recommending enhancing services in select areas using available, discretionary General Fund revenue. (See table – CEO Recommended Budget Expansions.). Departments are also reallocating resources within their operations to address these and other emerging needs. Unfortunately, the County's capacity for significant expansions of programs, services, staff or other increases is limited in the near term given our projected revenue growth and prior funding commitments.

Executive Summary

Continued commitments to Board priorities. The FY2016-17 Recommended Budget continues prior funding commitments.

- The County has significant deferred maintenance needs. In recognition of our aging infrastructure and facilities, the Board approved a plan to allocate 18% of unallocated, discretionary General Fund revenue each year, allowing it to incrementally grow over time so that in ten years an estimated \$100 million will have been accumulated. Maintenance funding will increase pursuant to the “18% funding policy” by \$1.2 million (to \$2.5 million). This is in addition to \$2.8 million of discretionary General Fund revenue that is already allocated to maintenance, pursuant to another Board policy. The County’s maintenance need for roads, buildings, and park structures continue to be a significant challenge, and staff continues to effectively prioritize the use of these funds.
- For several years, the County has proceeded in developing the Northern Branch Jail, a 376-bed new jail outside of Santa Maria. While the State is providing most of the construction funding, the operations are expected to cost \$17 million annually beginning in FY 2018-19, funded by the General Fund. The County’s funding plan guides setting aside increasing amounts of General Fund revenues each year to cover the operating costs. The Recommended Budget includes \$7.6 million for the eventual operations, per the funding plan. In April 2016, construction bids for the project were received and exceeded staff’s estimates. As of the release of this Recommended Budget, staff is continuing to work on options for the Board’s review to address this issue.
- The Board had also committed an ongoing shift of property tax revenue to the Fire District to ensure adequate staffing, equipment and facilities for this service. One quarter percent of property tax growth that would have otherwise been allocated to the General Fund is shifted to the Fire District until the District’s allocation reaches a 17% share of property taxes (from 14.3% in FY 2012-13). This shift continues, resulting in an additional \$6.5 million in revenue to the Fire District in FY 16-17.
- Employee agreements are being satisfied. The Recommended Budget for FY 2016-17 includes increases for employee salary and benefits, pursuant to negotiated labor agreements approved to date and expected costs.

Financial stability and Planning for the Future. The Recommended FY 2016-17 Budget continues to place the County on the path of fiscal prudence and long-term financial sustainability.

- The Strategic Reserve in the General Fund is recommended to be fully funded (\$31.0 million or 8% of operating revenues).
- Plans are in place to eliminate the unfunded pension and retiree health liabilities, assuming investment returns meet expectations. The Recommended Budget funds the required contributions per these plans.
- The County Executive Office began a countywide, internal-facing strategic planning initiative in FY2015-16 which will continue in FY 2016-17 to improve the efficiency and effectiveness of the County’s operations. Several departments are also revising or initiating strategic planning for their departments.

Executive Summary

Budget Savings (Efficiencies) Departments continue to be efficient through process improvements, technology, and innovation to better serve the public. Departments also propose efficiencies, or budget reductions, that may reduce their resources but does not result in a reduction of service to the public or clients.

In FY 2016-17, the following efficiencies (budget reductions without service impacts) are proposed:

- Behavioral Wellness has a reduced need of certain Community Based Organization (CBO) services since implementation of the Affordable Care Act (ACA).
- Probation has a reduced need for the word processing function. In addition, at the Alternative Report and Resource Centers (ARRC), Probation will increase the level of staffing from Community Based Organizations (CBO's) to provide enhanced programming and treatment opportunities in a more cost efficient manner. Probation will have a plan in place for programming before the beginning of the new fiscal year

Service Level Reductions. Recommended Service Level Reductions necessary to balance select departments' budgets are proposed each year. (See table - Service Level Reduction Summary). As in the prior year, with an improving fiscal situation, there are fewer proposed budget reductions than in past years. No layoffs of staff are currently anticipated. Service Level Reductions are proposed in the budgets for Behavioral Wellness, Child Support, County Counsel, Public Works and Sheriff. **To minimize impacts to the public, however, the CEO's Recommended Expansions mitigate all of these service level reductions except for the loss of State gas tax in Public Works. The CEO is recommending offsetting some of the State revenue loss but not backfilling the entire loss.**

- Behavioral Wellness is proposing a \$2.8 million reduction in current level of inpatient beds (existing funding is insufficient for current demand) but the department is only requesting \$1.6 million to help restore (given that new crisis services and safe and stable housing beds will help abate the demand).
- Child Support is reducing their costs by \$146 thousand (1.7 FTEs) through attrition as retirements occur to meet increased expenses but fixed State funding.
- County Counsel was proposing a \$257 thousand (1 vacant FTE) reduction related to a vacant Senior Deputy County Counsel position. However, given discussion at the Budget Workshops and need for the immediate hire, the CEO directed the early restoration of the position. Therefore, the position is now included in the Recommended Budget as part of the department's baseline budget.
- Public Works is reducing their costs by \$3.3 million (3 vacant FTEs) through a \$2.5 million reduction in contracted road maintenance plan and \$0.8 million reduction in staff, supplies, and equipment used for Road Operations (due to loss of gas tax funding).
- The Sheriff is proposing to a \$1.0 million reduction (6 vacant FTEs) by closing the Santa Maria Branch Jail.

Executive Summary

Figure 1: FY 2016-17 Service Level Reduction Summary

Service Level Reduction Summary			
Department	Amount	FTE	Description
Behavioral Wellness	\$ 2,800,000	0.00	Reduction of contracted out of county services (\$2,500,000): Short term acute bed usage from 11 beds/day to 3 beds/day and Reduction of contracted out of county services (\$300,000): Long term IMD bed usage from 43 beds/day to 38.3 beds/day
Child Support Services	146,000	1.70	Case Management and Collections Program: Child support officers retirements
Public Works	2,500,000	0.00	Reductions in Road Maintenance Annual Plan of \$3,000,000 resulting in the reduction of approximately 23 lane miles of pavement preservation that will be deferred
Public Works	800,000	3.00	Road Operations - Reduction of 3 vacant maintenance workers, reductions of Services & Supplies, and reductions in Capital Equipment
Sheriff	951,898	6.00	Close the Santa Maria Branch Jail for all Custodial and booking activities. All staff are shifted to the Main Jail and 6 Custody Deputy positions are zero-funded
Total \$ 7,197,898 10.70			

CEO Recommended Expansions. For FY 2016-17, departments requested a total of \$17.3M ongoing and \$11.8 one-time General Fund increases to their budgets. CEO Recommended Expansions for FY 2016-17 are shown in Figure 2. Expansion requests were evaluated and recommendations made based on the following: new or existing mandates or requirements; Board established priorities and policies; significant financial, legal, health or safety risk or liability; well documented need based on past studies or data; or self-funded or cost-covering initiatives. As stated earlier, to minimize impacts to the public, expansions are also recommended to mitigate service level reductions.

The FY 2016-17 and FY 2017-18 Operational Plan continues to represent financially prudent choices while addressing critical needs, mitigating risks, and delivering on the Board’s highest priorities. The County is in a positive financial position but faces “Challenges, Choices and Changes Ahead.” We are in better financial shape than in the most recent years and continue to face funding challenges and greater expectations, requiring diligence in managing expectation and prioritizing the most critical needs. As we look to FY 2016-17 and FY 2017-18, the County remains optimistic but realistic about what we can achieve and dedicated to providing high-quality services through an engaged and accountable workforce.

Executive Summary

The Plan was prepared in accordance with the Board's adopted Budget and General Fund Allocation Policies with consideration of the Board's six goals adopted on April 21, 1998, and revised on November 21, 2006. These adopted organizational goals help to unify, focus, and align the wide variety of services provided by the County of Santa Barbara and identifies how the organization should operate. The goals are:

- 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.

Executive Summary

Figure 2: CEO FY 2016-17 Recommended Expansions

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
General Fund Expansions					
Auditor - Controller	Accountant Auditor - This adjustment funds one Accountant-Auditor for the New Auditor Training & Development program, which will maintain and enhance the Auditor's commitment to the development of strong fiscal staff throughout the County. It will be partially offset by payments through the cost allocation plan in the future.	1.00	\$ 94,000		
Behavioral Wellness	*Inpatient beds - This expansion will provide funding to cover anticipated demand for inpatient contracted acute and long term beds.			1,606,556	
CEO	Development Impact Fee - This adjustment would fund a Development Impact Fee (AB1600) study by outside consultants to ensure that County assessed fees are reflective of the current cost structure and that the County is achieving full cost recovery.			250,000	
	Everbridge - This adjustment would fund software licensing fees (\$82,000 ongoing) for the continuation of the Everbridge mass notification system as the County's primary tool for emergency public information and warning; and fund a half time staff position (\$45,000 onetime) for expanded Everbridge implementation.	0.50	82,000	45,000	
Child Support Services	*Child Support Officers - This adjustment will enable the Department to hire (replace) two Child Support Officers for a two-year period by using a 2-1 match of Federal dollars. Total General Fund cost for <i>each</i> position is \$25,000 per year, for a total of \$100,000 over two years. Federal matching funds will be approximately \$200,000 over the two-year period. The department will reduce staff or take other cost reduction measures after two years if more state funding is not provided.	2.00		100,000	
Clerk-Recorder-Assessor	VoteCal System - This expansion will allow the Elections Division of the Clerk-Recorder-Assessor's office to increase temporary staff costs needed to process voter registration under the new VoteCal rules, which now require continual processing of voter registration.		120,000		
	Appraiser - This adjustment provides on-going funding for 1 property appraiser position to assist with property appraisals and timely completion of the County's annual property tax roll.	1.00	88,900		
Community Services	Libraries - This adjustment adds an additional \$33,135 to a total award of \$3,414,578 to maintain the libraries per capita funding at \$7.80, per the Board's previous direction last year to maintain this dollar level of per capita funding.		33,135		
	Cuyama Pool Operations - This adjustment will fund on-going operations for the Cuyama Pool, scheduled to re-open in FY16-17.		170,000		
	Goleta Beach - This adjustment will allow the department to fulfill it's 20 year conditional permit and obligation to the California Coastal Commission (CCC) for required monitoring, surveys, and maintenance (including cover of the revetment) of Goleta Beach Park's revetment.		130,000		
	Dead Tree Clearing - This adjustment will help address Parks' significant need for maintenance of dead and dying trees, which are a safety concern countywide. Parks plans on leveraging these funds by applying for a CAL FIRE grant in early 2017.			100,000	
	Homeless Count - This adjustment will fund the County's share of the bi-annual Point in Time Count for the Homeless Program required by HUD.			15,000	

*Service Level Reduction Restoration

Executive Summary

Figure 2: CEO FY 2016-17 Recommended Expansions (Continued)

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
General Fund Expansions					
Community Services	Emergency Solutions Grant Administration - This adjustment funds 0.50 FTE for part-time assistance administering the State's Emergency Solutions Grant program, offset by administration fee revenue of \$8,000 annually, as directed by the Board on May 3, 2016.	0.50	46,000		
County Counsel	Flexible Promotions - This adjustment reflects positions within the salary model for FY 2016-17 which are eligible for flexible promotion.		28,000		
District Attorney	North County Deputy DA - This adjustment will add 1.0 Deputy District Attorney in the North County to assist with the increased workload and complexity associated with the 42% increase in violent crime cases over the past 4 years.	1.00	171,000		
	Translation & Transcription Costs - This adjustment will fund increasing costs for translations and transcription services. The department is experiencing an increase in costs primarily due to an increase in discoverable digital evidence used to prosecute criminal cases.			80,000	
General Services	Security Enhancements - This will provide funds for installation of security-related upgrades to front reception areas of high use or high profile across several departments countywide. No funding is shown here as it is anticipated to be funded by debt financing (see General County Programs).				
	Real Property Assistance - This adjustment will add 1.0 FTE in Real Property to assist in the day to day operation and management of the increasing workload (the division recently assumed responsibility for all Public Works real property work). The funding source is General Fund Contribution of \$68,000 and revenue for services charged to County departments (mostly State and Federal sources) of \$68,000. The request is for one-time funds until extra help can be reduced in FY 2017-18 to offset the General Fund Contribution.	1.00		68,000	
	Water Reduction Measures - This adjustment will provide water reduction measures which, due to the extended drought, will continue to be reviewed at all facilities to identify cost efficiencies. This investment is estimated to have a two-year payback, and would save 5 million gallons of water annually.			100,000	
	Facility Manager Assistance - This adjustment will add 0.5 FTE to assist the Facility Manager with contract administration, permits, annual reporting to regulatory agencies, and budget preparation. There has been an increase in workload associated with additional projects, including deferred maintenance.	0.50	47,000		
Human Resources	HR Recruiter - This adjustment adds funding for an additional recruiter position to address the increasing needs of Human Resources' customers and to upgrade HR's recruiting capacity to meet the significant increase in needed services and tightening labor market.	1.00	134,096		
	Labor Relations Manager - This adjustment adds funding for an additional Labor Relations Manager to handle increasing workload in labor relations and investigations. This adjustment will also allow HR to be more proactive and responsive in resolving Employee Relations issues.	1.00	155,369		

Executive Summary

Figure 2: CEO FY 2016-17 Recommended Expansions (Continued)

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
General Fund Expansions					
Probation	Deputy Probation Officer - This adjustment will add 1.0 Deputy Probation Officer to supervise caseloads. This will allow better alignment of caseloads to evidence-based standards.	1.00	131,666		
Public Defender	Writs & Appeals - This adjustment creates a Writs and Appeals attorney/training director position for the Office of the Public Defender. The position will serve as a resource for the trial attorneys in the Office. Additionally, this position will function as the attorney training director, ensuring that newly hired attorneys are quickly and appropriately trained, as well as providing on-going best practices training for all the attorneys.	1.00	158,700		
	Data Management - This adjustment funds extra help for implementation of a new case management system (\$40,000) and increased contract costs related to electronic discoverable digital data management (\$40,000).				80,000
Public Health	Animal Control Officer - This adjustment will add 1.0 FTE Animal Control Officer position to act as the Dispatcher for officer field services. This position will assign field service calls and monitor officers in the field for efficiency and safety purposes and was identified as a key finding in the AHA assessment.	1.00	92,119		
	Animal Services Extra Help Conversion - This adjustment is requesting general fund contribution to convert 1.0 FTE extra help Animal Services Attendant to a regular position. This position was identified by the Animal Services Oversight Committee as a necessary addition.			31,386	
Public Works - Roads	*Maintenance for Roads - This adjustment would provide \$1.25M to the Road Maintenance Annual Plan for pavement preservation program deferred maintenance work; reductions resulted from State Board of Equalization approval of gas tax rate reductions (new HUTA). This will bring the total General Fund for Roads to \$3M (an increase of \$500,000 over last year).			1,250,000	
Sheriff	*Santa Maria Branch Jail - This budget expansion restores, on a one-time basis for FY 2016-17, the Service Level Reduction (SLR) included in the Sheriff's Recommended Budget that would otherwise close the Santa Maria Branch Jail.	6.00		951,898	
General County Programs	Employee/Pension Costs Reserve - This adjustment will set aside funds to be used in the event of unexpected increases to employee costs, or changes to pension contributions.		1,250,000		
	Debt Service - This adjustment will set aside funds necessary for annual debt service of approximately \$20 million in proceeds to be used for needed capital improvements. This amount may be paired with non-General Fund capital needs for a larger debt issuance.			1,400,000	
General Fund Subtotals		18.50	\$ 4,363,371	\$ 4,646,454	\$ -

*Service Level Reduction Restoration

Executive Summary

Figure 2: CEO FY 2016-17 Recommended Expansions (Continued)

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
Non-General Fund Expansions					
Fire	Helicopter Fire Captain - This adjustment adds a staff Fire Captain to the Helicopter program and is necessary to ensure continuity of effective daily operations plus after hours response capabilities 7 days per week.	1.00			204,969
	Inspection Services - This adjustment adds 2 civilian inspectors to the Inspection Services/Investigations section and is necessary to ensure that critical fire code inspections are completed within established timelines, leading to improved safety of lives and property.	2.00			291,658
	Inspection Services AOP - This adjustment adds an Administrative Office Professional to the Inspections Services/Investigations section. This position provides critical administrative support, ensuring data is recorded, compiled and reported accurately, and inspections are scheduled appropriately.	1.00			78,514
Human Resources	Benefits Division - This adjustment increases a 0.5 FTE position in the Employee Benefits Division to 0.75 FTE to accommodate increased workload due to monitoring 400+ Extra Help employees to determine eligibility under the Affordable Care Act and managing their enrollment. Commissions received from the discount prescription drug card program will be utilized to cover the cost of this addition.	0.25			29,045
Public Health	Health Education Associate - This adjustment will add 1.0 FTE Health Education Associate, offset by a reduction in extra help, to replace the current use of contracted services and will provide surveillance activities and linkages to care to clients at risk of or newly diagnosed with HIV/AIDS through our Surveillance and Prevention HIV Disease Programs. There will be no additional costs. (Funded through State and Federal grants)	1.00			-
	Health Educator - This adjustment will add 1.0 FTE Health Educator position, offset by a reduction in extra help, and will provide core public health promotion activities and assist with chronic disease prevention and awareness of emerging issues. (Funded with Tobacco Settlement Funds)	1.00			-
	Health Care Practitioner - This adjustment will add 0.50 Health Care Practitioner (HCP) to the OB/GYN practice at the Santa Maria Health Care Center. The current 0.50 FTE HCP will be retiring and the patient volume will support the additional 0.50 FTE. (Primarily funded through Medi-Cal/Medicare)	0.50			41,415
	Lompoc Medical Assistant and AOP - This adjustment will add 1.0 FTE Medical Assistant and 1.0 AOP in the Lompoc Health Care Center. Grant enhancements have allowed for the hiring of additional provider staff that will require these additional support staff. (Primarily funded through Medi-Cal/Medicare)	2.00			46,446

Executive Summary

Figure 2: CEO FY 2016-17 Recommended Expansions (Continued)

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
Non-General Fund Expansions					
Public Health	Santa Barbara Staff Nurse - This adjustment will add 1.0 FTE Staff Nurse to the Santa Barbara Health Care Center to cover expanded specialty care, such as OBGYN and other services. (Primarily funded through Medi-Cal/Medicare)	1.00			51,022
	Franklin Center AOP - This adjustment will add a 1.0 FTE Administrative Office Professional (AOP) to the Franklin Health Care Center for patient registration at the Care Center and the two South County Homeless Shelter clinics. The addition of this AOP will free up provider staff to see more patients. (Primarily funded through Medi-Cal/Medicare)	1.00			24,196
	Family Health Admin AOP - This adjustment will add 1.0 FTE Administrative Office Professional, offset by a reduction in extra help, for Primary Care and Family Health Administration for the support, maintenance, and implementation of the izi Tracks software system necessary for quality, utilization, and other reporting. (Funded through CenCal ACE Program)	1.00			-
	Santa Maria Center Clinical Social Worker - This adjustment will add a 1.0 FTE Licensed Clinical Social Worker (LCSW) Behavioral Health Specialist at the Santa Maria Health Care Center to provide behavioral health services for integrated care for PHD patients. (Primarily funded through Medi-Cal/Medicare)	1.00			48,340
	Team Project Leader - This adjustment will add a Team Project Leader as part of a restructuring of the PHD Fiscal programs due to increased workload, increased federal and other regulatory requirements, and increased audit/other risk from grant and healthcare programs. (Primarily funded through Medi-Cal/Medicare)	1.00			157,631
	Department Business Specialist - This adjustment will add a 1.0 Department Business Specialist (DBS) to the Public Health Administration Division to provide support for new initiatives, capital and maintenance projects, and to monitor and maintain systems around new federal requirements. (Primarily funded through Medi-Cal/Medicare)	1.00			99,374
	Environmental Health Interns - This adjustment will add 2 - 0.50 positions to hire paid interns in the Environmental Health Services programs for a one-time six month project to digitize plan checks and records for storage purposes. (Funded with Fund Balance)	1.00			25,000
	Non-General Fund Subtotals	15.75	\$ -	\$ -	\$ 1,097,610
Total	34.25	\$ 4,363,371	\$ 4,646,454	\$ 1,097,610	

Executive Summary

Fiscal Year 2016-17 At-A-Glance

The CEO Recommended Operational Plan for Fiscal Years 2016-17 and 2017-18 presents a balanced budget, with FY 2016-17 Operating Revenues of \$1,018.5 million and Operating Expenditures of \$1,008.1 million resulting in an operating surplus of \$10.4 million. Improving revenues, up \$46.9 million (4.8%), and measured expenditure growth, \$28.9 million (3.0%), have helped to develop a balanced Recommended Budget.

In FY 2017-18, Operating Revenues are projected to grow by \$30.7 million (3.0%) to \$1,049.3 million and Operating Expenditures are project to increase by \$27.1 million (2.7%) to \$1,035.2 million, resulting an operating surplus of \$14.1 million in the FY 2017-18 Proposed Budget .

The FY 2016-17 Recommended Staffing levels will modestly increase by 9.1 Full Time Equivalents (FTEs) from 4,340.9 in the FY 2015-16 Adopted Budget, to 4,350.0 FTEs in the FY 2016-17 Recommended Plan. A 10 year history of Countywide FTE's can be found in Section C.

Figure 3: FY 2016-18 Recommended and Proposed Budgets at a Glance
(\$'s in millions)

	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Recommended	FY 2017-18 Proposed
Total Operating Revenues	924.9	971.6	1,018.5	1,049.3
Total Operating Expenditures	882.9	979.2	\$ 1,008.1	1,035.2
Net Operating Impact*	\$ 42.0	\$ (7.6)	\$ 10.4	\$ 14.1
Staffing FTE's	4,141.4	4,340.9	4,350.0	4,348.0

*Net Operating Impact is funded by Other Financing Sources or use of Fund Balances

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Fiscal Year 2016-17 Recommended Budget

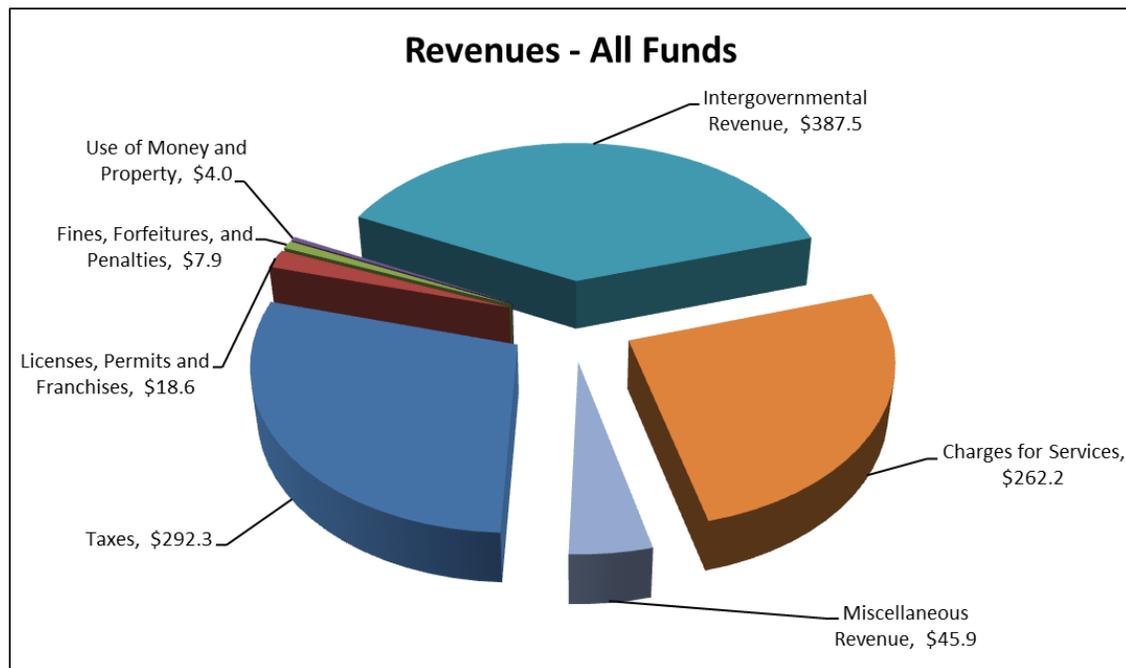
Operating Revenues: All Funds

Figure 4: All Funds – Revenue by Category

Budget By Categories of Revenues	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Taxes	\$ 269,399,429	\$ 279,148,006	\$ 13,174,102	\$ 292,322,108	\$ 305,423,531
Licenses, Permits and Franchises	16,891,218	18,053,768	587,647	18,641,415	19,106,194
Fines, Forfeitures, and Penalties	9,579,252	7,960,844	(30,027)	7,930,817	7,817,160
Use of Money and Property	5,892,070	4,015,819	17,504	4,033,323	4,125,908
Intergovernmental Revenue	344,784,302	373,026,761	14,425,906	387,452,667	397,502,261
Charges for Services	229,964,379	245,604,661	16,629,932	262,234,593	267,016,673
Miscellaneous Revenue	48,364,904	43,785,647	2,134,069	45,919,716	48,282,137
Total Operating Revenues	924,875,555	971,595,506	46,939,133	1,018,534,639	1,049,273,864

The Operating Revenues for all funds is \$1,018.5 million, reflecting an increase of \$46.9 million or 4.8% from the FY 2015-16 Adopted Budget. The graph below identifies the major categories of County revenues.

Figure 5: Operating Revenue - All Funds \$1,018.5 million
(Dollars in millions)



Executive Summary

Revenues by Category - Significant Areas of Revenue Change

Revenues from all taxes are projected to increase by \$13.2 million or 4.7% from the FY 2015-16 Adopted Budget for total Recommended Tax revenue of \$292.3 million; and as a percent of operating revenues is 28.7%. The primary drivers of the increase are Property Taxes from Secured, In-Lieu of Vehicle License Fee (VLF), and Local Sales Taxes. Secured Property Taxes are projected to increase by \$9.0 million or 5.1% and is the largest source of the tax category. The growth reflects continued increases in the assessed value of local real estate that has been occurring for the last few years. Property Taxes In-Lieu of VLF are projected to increase by 4.8% or \$2.4 million and Local Sales Tax is expected to increase by \$1.4 million or 15.6% from the FY 2015-16 Adopted Budget.

Intergovernmental revenues are comprised of State, Federal and other governmental sources and are projected to increase by \$14.4 million or 3.9% to \$387.5 million. The increase reflects anticipated State Revenue from the Board of State and Community Corrections (BSCC) Conditional Award for the construction of a Northern Branch Jail. The project's one-time funding is anticipated to be \$30.0 million in FY 2016-17, see discussion on the Jail later in this Executive Summary.

Charges for Services are expected to grow \$16.6 million or 6.8% over FY 2015-16 Adopted Budget figures. The growth is spread across many different sources. Charges for Services include revenue such as, but not limited to, Medi-Cal and Medicare services performed, allocated costs for administrative and other services, State Federally Qualified Health Centers (FGHC), and Development Fees.

Fines, Forfeitures, and Penalties are projected to remain relatively flat, with a decrease of \$30.0 thousand or -0.4% from the FY 2015-16 Adopted Budget. The main reason for the decrease is a reduction in Penalties related to Property Taxes. This trend is usual when the real estate market improves and property values increase.

Miscellaneous Revenue is comprised of numerous sources that do not fall into a specific category. It is estimated that Miscellaneous Revenues will increase by \$2.1 million or 4.9% in FY 2016-17. The main drivers are increased insurance premium contributions.

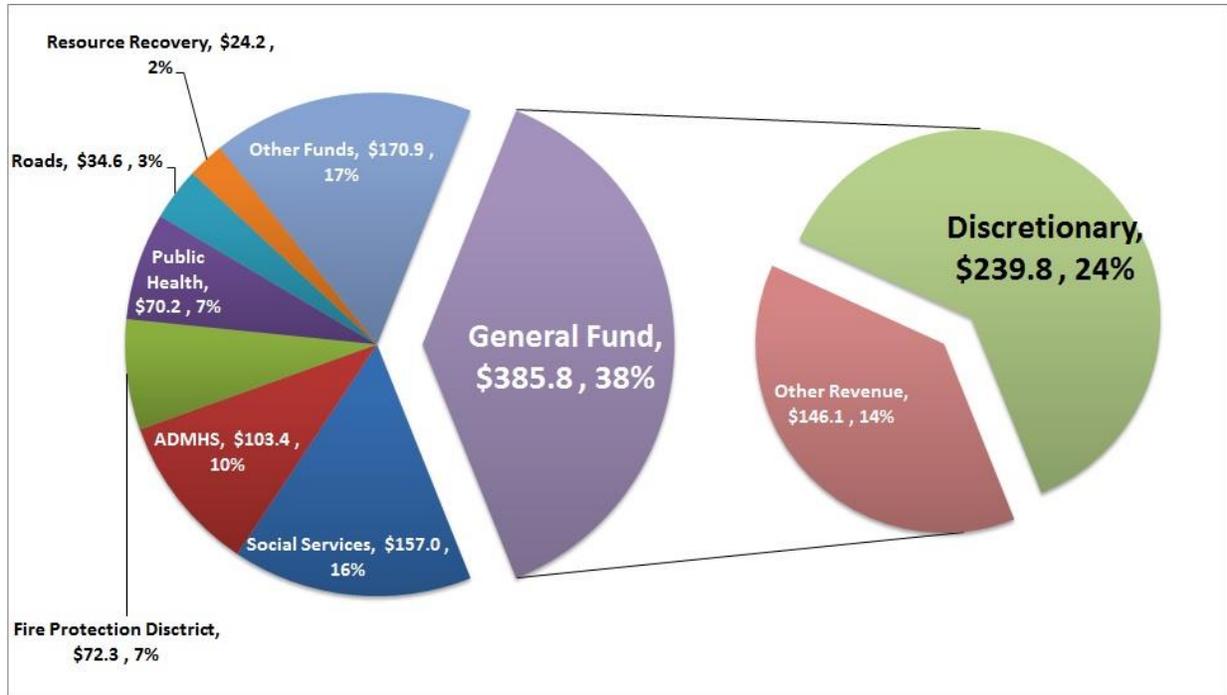
Revenues by Fund

Countywide revenues can also be viewed by fund. The majority of revenues are derived in the General Fund and Special Revenue Funds. The General Fund is the chief operating fund of the County and Special Revenue Funds are typically used when revenues are provided for a specific purpose, such as gasoline tax for road maintenance or specific funding for food stamp programs. A description of Government Funds can be found in Section F, Annual Budgetary Processes, Policies and Fund Structure.

The table below displays the Recommended Revenues for FY 2016-17 by major funds, the largest of which is the General Fund representing 38% of countywide revenues. The General Fund can be further broken down into Discretionary General Revenues and Other Revenues.

Executive Summary

Figure 6: Operating Revenues by Fund, \$1,085.5 million
(In millions)



Local Discretionary Revenues

The Fiscal Year 2016-17 Recommended All Funds Operating Revenues are \$1,018.5 million. Of these total revenues, the locally elected Board of Supervisors has some discretion over the allocation of about 23.5% or \$239.8 million. This latter revenue figure, predominately from local taxes, is called local discretionary revenue.

The table below summarizes the General Fund discretionary revenues available in FY 2016-17 and compares them with prior fiscal periods. Property taxes, sales taxes, and Transient Occupancy Taxes (TOT) are the three major local sources of revenue generated from the performance of the local economy. Significant property taxes (including secured, unsecured, In-Lieu of Vehicle License Fees, and property transfer taxes) make up 82.6% of total discretionary revenues and 85.0% if RDA proceeds are included.

In the Recommended Fiscal Year 2016-17 budget, local discretionary revenues increased \$9.3 million from the Fiscal Year 2015-16 adopted revenues, for a total of \$239.8 million. This increase is most notably from property taxes, sales tax, and Transient Occupancy Tax (TOT). Cost Allocation Services reflect charges for support services provided by General Fund departments and are projected to decrease \$0.7 million in FY 2016-17 to \$11.2 million.

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Figure 7: FY 2014-15 through FY 2017-18 Discretionary Revenue
(in millions)

Source (Dollars in Millions)	FY 2014-15 Actual	Adopted FY 2015-16	FY 2016-17 Recommend	FY 2017-18 Proposed
Significant Property Taxes	\$ 185.3	\$ 188.1	\$ 198.1	\$ 205.7
RDA Dissolution Proceeds - One time	-	-	-	-
RDA Prop. Tax - Ongoing	5.2	5.4	5.7	5.9
Subtotal Property Taxes	\$ 190.5	\$ 193.5	\$ 203.8	\$ 211.6
Cost Allocation Services	9.3	11.9	11.2	11.3
Local Sales Tax	7.8	8.8	10.2	10.5
Transient Occupancy Tax	8.6	8.0	9.4	9.8
Payments in Lieu of Tax	1.7	-	-	-
All Other (Franchise, interest, misc State)	14.0	8.3	5.2	5.3
Total Discretionary Revenues	\$ 231.8	\$ 230.5	\$ 239.8	\$ 248.5
Growth Year over Year			\$ 9.3	\$ 8.7
Rate of Growth			4.0%	3.6%

The main drivers of the revenue changes depicted above are as follows:

Property Tax Growth

Property values are a key component of the local economy, and modest growth is expected to continue, thereby providing increased property tax revenue. Property taxes are the largest source of funds for the County's budget. The FY 2016-17 Recommended Budget of \$203.8 million projects that there will be 5.3% growth (\$10.3 million) over FY 2015-16 Adopted amount of \$193.5 million. The FY 2017-18 Proposed Budget is expected to have a 3.8% growth (\$7.8 million) over the FY 2016-17 Recommended Budget.

Dissolved Redevelopment Agencies (RDA)

The County General Fund will receive \$5.7 million in FY 2016-17 and \$5.9 million in FY 2017-18 from ongoing Redevelopment Property Tax Trust Funds that distribute RDA dissolution proceeds from the seven dissolved redevelopment agencies in the County. These ongoing revenues are ultimately expected to grow to approximately \$9.0 million dollars in annual taxes for the County's General Fund, once all outstanding RDA debt obligations of the dissolved agencies are paid.

Local Sales Tax

Local retail sales tax represents the local portion of the retail sales tax collected by the State from sales generated within the unincorporated areas of the County. Retail sales tax is an economically sensitive revenue source that is used to support the general operations of the County.

Sales taxes are expected to have significant growth in FY 2016-17, up \$1.4 million (15.9%) for the Recommended Budget. Included in the growth in Sales Tax for FY 2016-17 is the mid-year restoration of the sales taxes rate from 0.75% to 1.00% as the Triple Flip program comes to an end. The Triple Flip was a complex series of revenue exchanges to repay \$15 billion in state deficit financing bonds or economic recovery bonds (ERBs) from the 2004 Proposition 57. This method reimbursed cities and counties with property tax proceeds "In-Lieu of Local

Executive Summary

Sales Tax” to compensate for the sales tax revenue being redirected to the State to pay off the ERBs. This increase will be offset in FY 2016-17 by a reduction of In-Lieu of Local Sales Tax revenue as this is where the proceeds of the Triple Flip were recorded. Sales tax growth is expected to return to a more normal growth rate of 2.9% (\$0.3 million) in the FY 2017-18 Proposed Budget.

Transient Occupancy Tax (TOT)

This source of revenue is highly dependent on tourism and the quantity of lodging in the unincorporated County. TOT is taxed at a 10% rate in the unincorporated areas and is related to consumer spending and tourism that should continue to increase if the economy continues to grow and remains stable. Thus, TOT is estimated to increase by \$1.4 million (17.5%) in FY 2016-17 over FY 2015-16, and another 4.3% or \$400 thousand in FY 2017-18. The County is placing a ballot measure before the voters on the November 8, 2016 ballot to increase the TOT from 10% to 12% to more closely align with rates of most cities within the county.

Payments In-Lieu of Tax (PILT)

PILT are Federal payments to local governments that help offset losses in property taxes due to non-taxable Federal lands within their boundaries. The Federal Budget during FY 2015-16 did not originally have any PILT funding and was not included in the County’s Adopted Budget. Funding has now been appropriated and thus included in the FY 2015-16 projected year end results; however, due to the uncertainty of PILT funding, it is again not included as ongoing revenue in the FY 2016-17 Recommended or the FY 2017-18 Proposed budgets but it is included in our FY 2015-16 projections. Nevertheless, the County is advocating for full PILT funding through its Legislative Advocates.

All Other Revenues

This category is made up of Franchise Fees, Interest Income, State, and Federal Payments. These revenues will decrease in FY 2016-17 Recommended, but will stay relatively flat in the Proposed Budget year. In-Lieu of Local Sales Tax is expected to decrease by \$2.5 million in FY 2016-17 with an offsetting increase in Local Sales Tax; In-Lieu of Local Sales Tax represents the Property Taxes given to the County in-lieu of the 0.25% Sales Tax that was given up as part of the “Triple Flip” as discussed above. The decrease is the result of the ending of the program and the restoration of 1.00% County Sales Tax rate.

Significant Property Taxes depicted in Figure 7 above include but are not limited to secured and unsecured property taxes, property taxes in-lieu of vehicle license fees, and fines and penalties.

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Operating Expenditures: All Funds

Significant Changes from FY 2015-16 Adopted Budget

The County's Recommended FY 2016-17 operating expenditures are \$1,008.1 million, a \$28.9 million (3.0%) increase over the FY 2015-16 Adopted Budget of \$979.2 million. The rate of expenditure increase is down from the 4.8% that occurred in FY 2015-16, with the majority of the projected increase (\$15.8 million) in Salaries and Benefits. While Contractual Services, in FY 2016-17, are stable, there was a large increase in this object level in FY 2015-16; of the \$39.5 million increase in Contractual and Special Services, in FY 2015-16, \$18.8 million is due to budgeted capital expenditures for the North County Jail and \$13.5 million is due to various Public Works projects. The table below identifies significant categories of these expenditures.

Figure 8: Significant Changes from FY 2015-16 Adopted Budget:

(Dollars in millions)	Change from			FY 2016-17 Recommend	FY 2017-18 Proposed
	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2015-16 to FY 2016-17		
Salaries and Employee Benefits					
Regular Salaries	\$ 293.8	\$ 332.2	\$ 15.1	\$ 347.3	\$ 359.5
Budgeted Salary Savings	0.0	(14.8)	\$ (4.1)	(18.9)	(20.2)
Retirement Contribution	113.0	122.2	0.8	123.0	127.0
Retiree Medical OPEB	9.1	12.7	1.3	14.0	15.4
Health Insurance Contrib	27.7	36.0	4.1	40.1	44.4
Workers Compensation	14.8	16.5	0.9	17.4	19.2
Other Salaries & Benefits	53.5	52.5	(2.3)	50.2	50.9
Total Salaries and Benefits	\$ 511.9	\$ 557.3	\$ 15.8	\$ 573.1	\$ 596.2
% Change			2.8%		
Services and Supplies					
Contractual & Special Services	83.5	123.0	1.7	124.7	127.6
All Other Services & Supplies	157.1	176.8	7.4	184.2	178.6
Total Services and Supplies	\$ 240.6	\$ 299.8	\$ 9.1	\$ 308.9	\$ 306.2
% Change			3.0%		
Other Charges					
Cash Assistance Payments	48.3	49.7	1.7	51.4	52.2
All Other Charges	82.0	72.4	2.3	74.7	80.6
Total Other Charges	\$ 130.3	\$ 122.1	\$ 4.0	\$ 126.1	\$ 132.8
% Change			3.3%		
Total Operating Expenditures	\$ 882.8	\$ 979.2	\$ 28.9	\$ 1,008.1	\$ 1,035.2
% Change			3.0%		

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Salary Costs in line with Growth in Employees:

Recommended salaries of \$573.1 million represent a 2.8% increase over FY 2015-16, mostly comprised of a projected increase in the cost per employee of 2.5% and the impact of adding 9 new employees (0.2% increase) which will be added throughout FY 2016-17. The blended impact of these factors results in the majority of the 2.5% increase.

Figure 9A illustrates the trend in County staff and historic salary costs. Note that salaries were relatively flat from FY 2008-09 (\$279.9 million) to FY 2013-14 (\$284.2 million) and that the 4,341 employees as of 2015-16 is effectively the same number as in 2007-08.

Figure 9A: Change in FTE (All Funds) FY 2007-08 to 2016-17

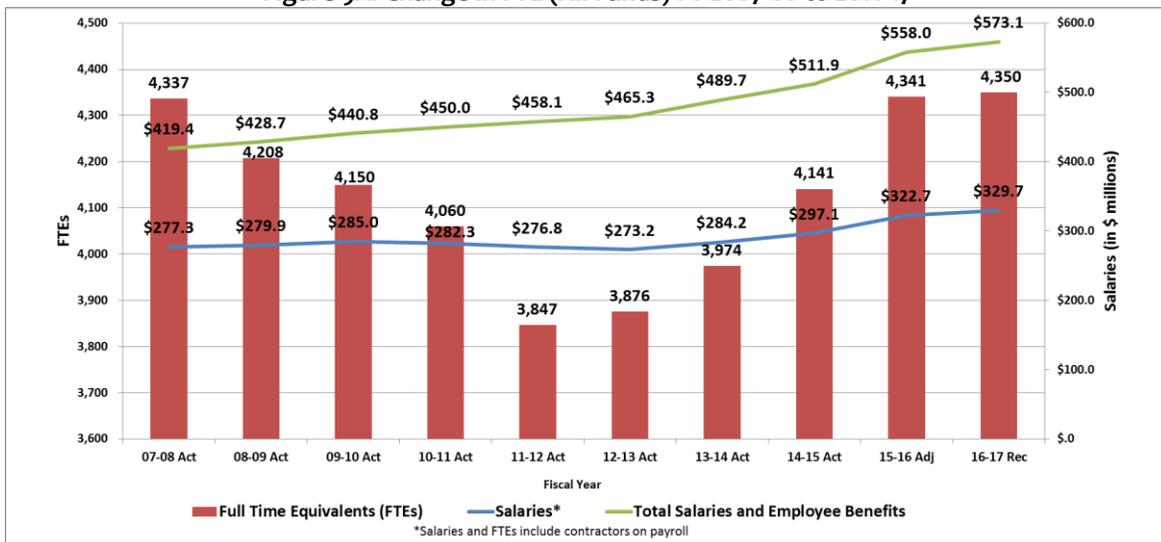
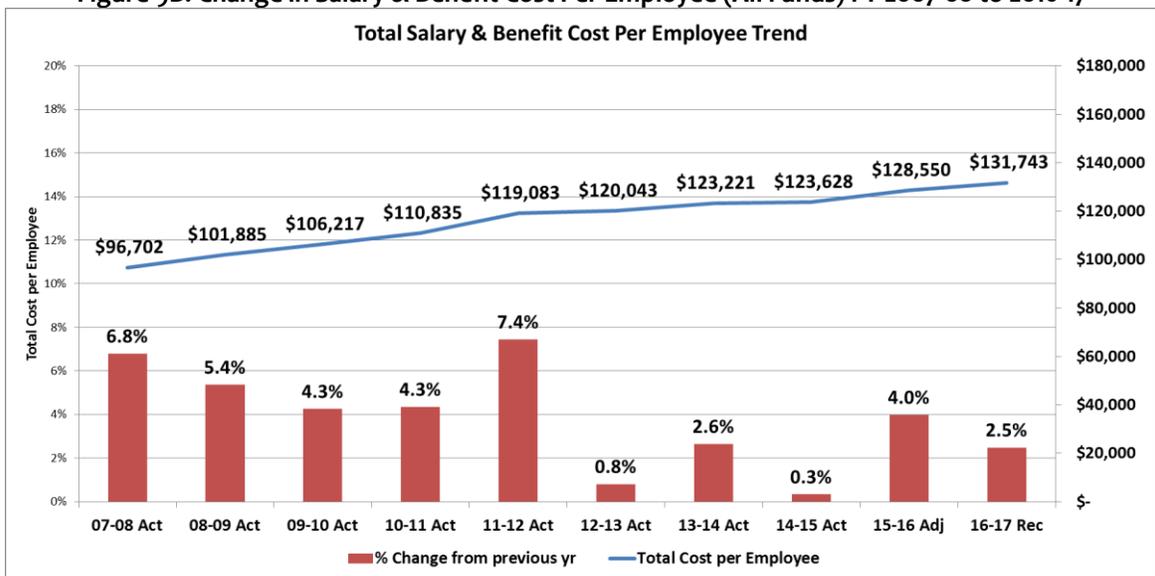


Figure 9B: Change in Salary & Benefit Cost Per Employee (All Funds) FY 2007-08 to 2016-17

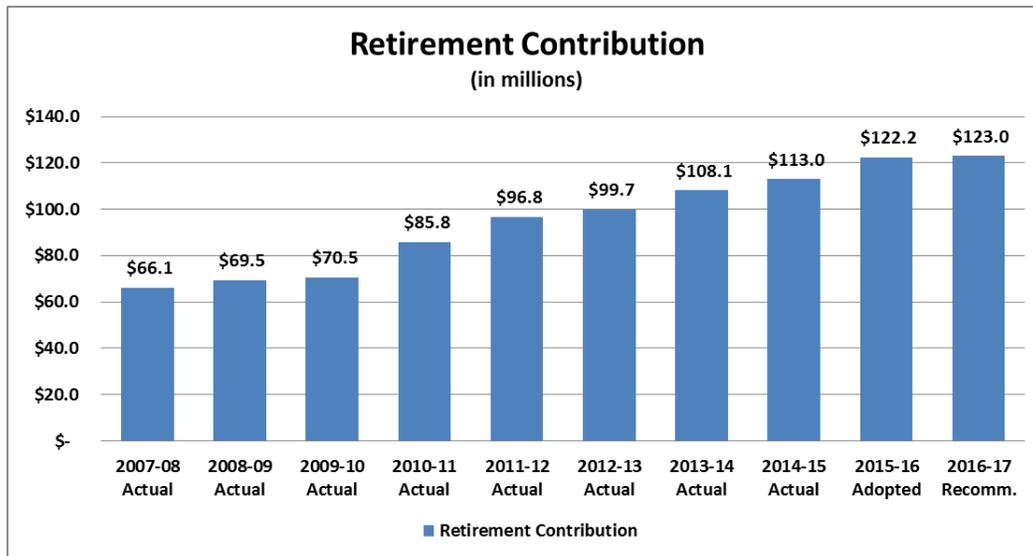


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Retirement - Pension Costs Stabilizing

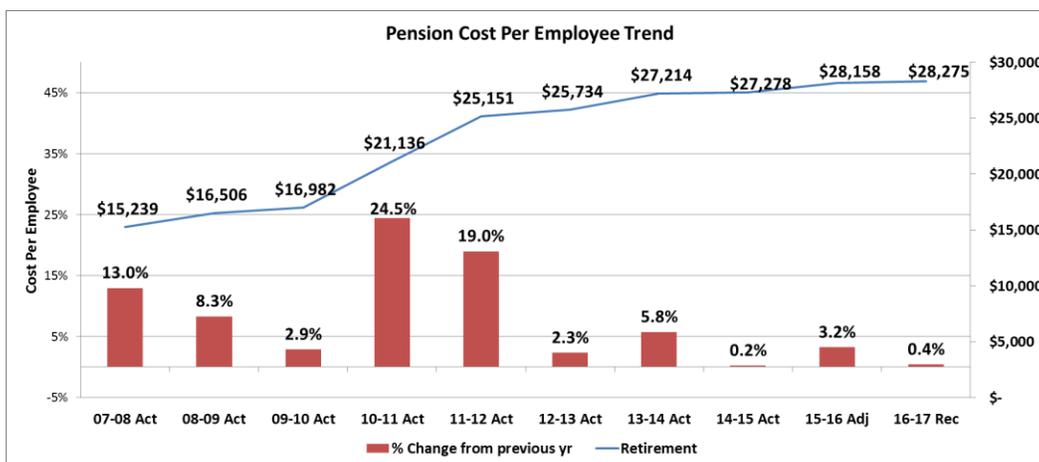
The annual County pension contribution is budgeted to remain relatively flat, with an increase of \$800 thousand (0.65%) to \$123.0 million in the FY 2016-17 Recommended Budget. Like most other public entities, pension costs have been one of the fastest growing cost elements in recent years but have stabilized in recent years.

Figure 10: FY 2007-08 to FY 2016-17; Countywide Retirement Contribution



The total pension costs as shown above may increase or decreasing based on the change in the number of employees. To normalize the data, it can be helpful to view these costs as pension cost per employee. As can be seen in the graph below, the pension cost per employee increased significantly between 2010-11 through FY 2013-14, but has been relatively stable since then.

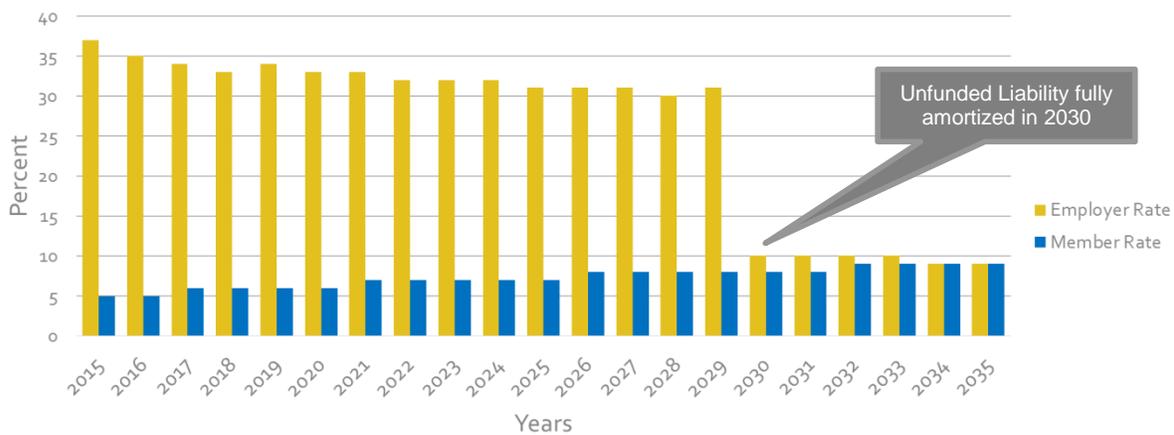
Figure 11: FY 2007-08 to FY 2016-17; Countywide Pension Cost per Employee



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Employer contribution rates are set by the independent Santa Barbara County Employee's Retirement System (SBCERS) Board and paid by the County and shown in the graph below. The rate of growth in pension contributions accelerated between FY 2009-10 and FY 2013-14 due to investment losses that 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% to 7.75% for FY 2011-12 and from 7.75% to 7.50% for FY 2014-15. Additionally, the unfunded liability as of 6/30/2013 was fixed and is being amortized over 15 years starting with the pension rates for FY 2014-15 and will be fully amortized by 2030, at which time the employer rate will significantly decrease (if other assumptions are met). Future gains and losses will be amortized over a 19 year period. As of June 30, 2015, the pension fund had a funded ratio of 78.4%.

Figure 12: FY 2014-34 Actuary's Projected Countywide Retirement Contribution Rate



Finally, should the pension board change its assumed rate of return (currently at 7.5%), this would require more funding from the County. The pension board will make its decision this coming fall, after it conducts its three-year experience study. These changes could potentially result in a 1% to 2% increase in FY2017-18, equating to \$3.3 million to \$6.6 million in additional County costs (\$1 million to \$2 million in Discretionary General Revenues).

Other Post-Employment Benefits (Retiree Health Care Costs)

The Santa Barbara County Employees' Retirement System (SBCERS) administers a cost sharing multiple-employer defined benefit post-employment healthcare plan, which the County participates in. This Other Post-Employment Benefit (OPEB) Plan provides medical benefits to eligible retired County employees and their eligible dependents. In recent years, the Board approved a budget policy to address current requirements and the unfunded liability. This year, the Board formalized that policy and approved a plan to pay down the unfunded liability by contributing 4% of payroll annually. This plan would eliminate the unfunded OPEB liability by 2034, if all investment return assumptions are met. In next year's budget, the 4% funding is included to reflect this policy.

Employee Healthcare Costs - Fastest Growing Cost in Salaries & Benefits Category:

The County's Health insurance costs are budgeted to increase by \$4.1 million to \$40.1 million (11.4%) in the Recommended Budget for Fiscal Year 2016-17, with continued increases projected for the FY 2017-18 period. This represents the largest percentage increase in the Salaries and Benefits category of expenditures.

Executive Summary

All Funds Operating Expenditures by Functional Area

The County's Recommended FY 2016-17 expenditures can also be viewed by Functional area. The increases were primarily in the functions of Public Safety, Health & Human Services, and General Government & Support Services. General Government & Support Services illustrates a large increase due to the anticipated first year of construction of the North County Jail. The main drivers of the increase in these functions are summarized below by department. Significant changes are explained more fully in Section D of this book.

Figure 13: Total Operating Expenditures by Functional Group/by Department

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive					
Board of Supervisors	\$ 2,705,673	\$ 2,953,300	\$ 85,000	\$ 3,038,300	\$ 3,155,864
County Executive Office	28,553,772	34,990,536	2,585,381	37,575,917	39,084,755
County Counsel	7,033,154	7,438,480	367,216	7,805,696	8,219,968
Sub-Total	38,292,598	45,382,316	3,037,597	48,419,913	50,460,587
Public Safety					
Court Special Services	15,315,695	15,378,930	(130,030)	15,248,900	15,360,636
District Attorney	21,251,342	22,202,535	1,128,583	23,331,118	24,383,798
Fire	56,728,327	62,321,675	4,071,773	66,393,448	68,864,971
Probation	49,558,503	51,892,606	1,776,076	53,668,682	55,558,728
Public Defender	10,522,775	11,044,299	307,495	11,351,794	11,885,638
Sheriff	124,832,897	124,657,785	2,856,986	127,514,771	131,314,214
Sub-Total	278,209,538	287,497,830	10,010,883	297,508,713	307,367,985
Health & Human Services					
Behavioral Wellness	101,949,720	104,881,405	4,159,357	109,040,762	114,327,443
Child Support Services	9,432,468	9,436,946	(199)	9,436,747	9,769,962
First 5, Children & Families	4,991,550	4,657,421	(707,331)	3,950,090	3,522,380
Public Health	77,430,371	82,383,565	7,038,811	89,422,376	91,104,781
Social Services	159,241,201	172,878,314	1,332,884	174,211,198	179,152,585
Sub-Total	353,045,311	374,237,651	11,823,522	386,061,173	397,877,151
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	4,507,324	5,049,098	96,673	5,145,771	5,423,705
Community Services	21,748,486	24,848,580	440,462	25,289,042	23,632,256
Planning & Development	14,728,660	19,240,543	(112,304)	19,128,239	19,204,581
Public Works	87,849,086	108,310,722	(6,493,309)	101,817,413	97,596,027
Sub-Total	128,833,557	157,448,943	(6,068,478)	151,380,465	145,856,569
General Government & Support Services					
Auditor-Controller	7,875,469	8,626,702	280,298	8,907,000	9,249,000
Clerk-Recorder-Assessor	14,118,053	16,542,401	278,894	16,821,295	17,165,321
Debt Service	2,606,053	2,128,362	(112,732)	2,015,630	1,902,641
General Services	38,607,847	44,433,291	2,208,802	46,642,093	46,440,080
Human Resources	8,820,363	8,471,046	(317,121)	8,153,925	8,171,945
North County Jail	2,516,095	24,071,489	8,317,713	32,389,202	41,497,323
Treasurer-Tax Collector-Public	6,696,519	7,296,789	151,212	7,448,001	7,767,820
Sub-Total	81,240,399	111,570,080	10,807,066	122,377,146	132,194,130
General County Programs					
General County Programs	3,234,985	3,019,048	(702,606)	2,316,442	1,444,251
Sub-Total	3,234,985	3,019,048	(702,606)	2,316,442	1,444,251
Operating Appropriations Total	\$ 882,856,388	\$ 979,155,868	\$ 28,907,984	\$ 1,008,063,852	\$ 1,035,200,673

Executive Summary

Policy & Executive

County Executive Office: The FY 16-17 Budget increases by \$2.6 million (7.4%) to \$37.6 million from the FY 2015-16 Adopted Budget of \$35.0 million due primarily to increases to Risk Management insurance costs.

Public Safety

District Attorney: The FY 2016-17 Budget increases by \$1.1 million (5.1%) to \$23.3 million from the FY 2015-16 Adopted Budget of \$22.2 million due primarily to anticipated increases in salaries, retirement costs, health insurance, and workers compensation costs.

Fire: The FY 2016-17 Budget increases by \$4.1 million (6.6%) to \$66.4 million from the FY 2015-16 Adopted Budget of \$62.3 million due primarily to anticipated increases in labor agreements, retirement costs, health insurance, vehicle expenditures and workers compensation costs. The increases are more than offset by increases in revenue from property taxes, including the County Property Tax Shift to Fire.

Probation: The FY 2016-17 budget increases by \$1.8 million to \$54.7 million from the FY 2015-16 Adopted Budget of \$52.9 million due primarily to anticipated increases in salaries, retirement costs, health insurance, and workers compensation costs along with increased costs for Services & Supplies for health care for incarcerated juveniles and contracts for services with Community Based Organizations for Adult and Juvenile programs. These increased costs are partially offset by increases in Federal and State revenues for Public Safety Realignment and Public Safety sales tax distributions.

Sheriff: The FY 2016-17 budget increases by \$2.9 million (2.3%) to \$127.5 million from the FY 2015-16 Adopted budget of \$124.7 million due primarily to anticipated increases in labor agreements and an increase in liability insurance premiums.

Health & Human Services Function

Public Health: The FY 2016-17 budget increases by \$7.0 million (8.5%) to \$89.4 million from the FY 2015-16 Adopted Budget of \$82.4 million due primarily to increased staffing, insurance costs, and an increase in pharmaceutical expenditures.

Behavioral Wellness: The FY 2016-17 budget increases by \$4.2 million (4.0%) to \$109.0 million from the FY 2015-16 Adopted budget of \$104.9 million due to implementation of the Crisis Stabilization unit and overall salary and benefit rate increases.

Social Services: The FY 2016-17 Budget increases by \$1.3 million (0.8%) to \$174.2 million from the FY 2015-16 Adopted Budget of \$172.9 million due primarily to increases in cash assistance payments. These increases are funded primarily through state and federal sources.

Community Resources & Public Assistance Function

Public Works: The FY 2016-17 budget decreases by \$6.5 million (-6.0%) to \$101.8 million from the FY 2015-16 Adopted Budget of \$108.3 million mostly due to decrease for capital projects and maintenance in Transportation.

Executive Summary

General Government & Support Services

The increases in this functional group are primarily derived from construction costs associated with the Northern Branch Jail Project.

General County Programs

General County Programs is made up of programs and projects that are not directly associated with one specific department. The FY 2016-17 budget decreases by \$702 thousand to \$2.3 million as a result of a prior year one-time allocation of \$431 thousand to outside agencies and a \$225 thousand reduction in funding of the Children's Healthcare Initiative as children will soon qualify for full scope Medi-Cal under AB-75.

Executive Summary

Five Year Forecast of Discretionary General Funds

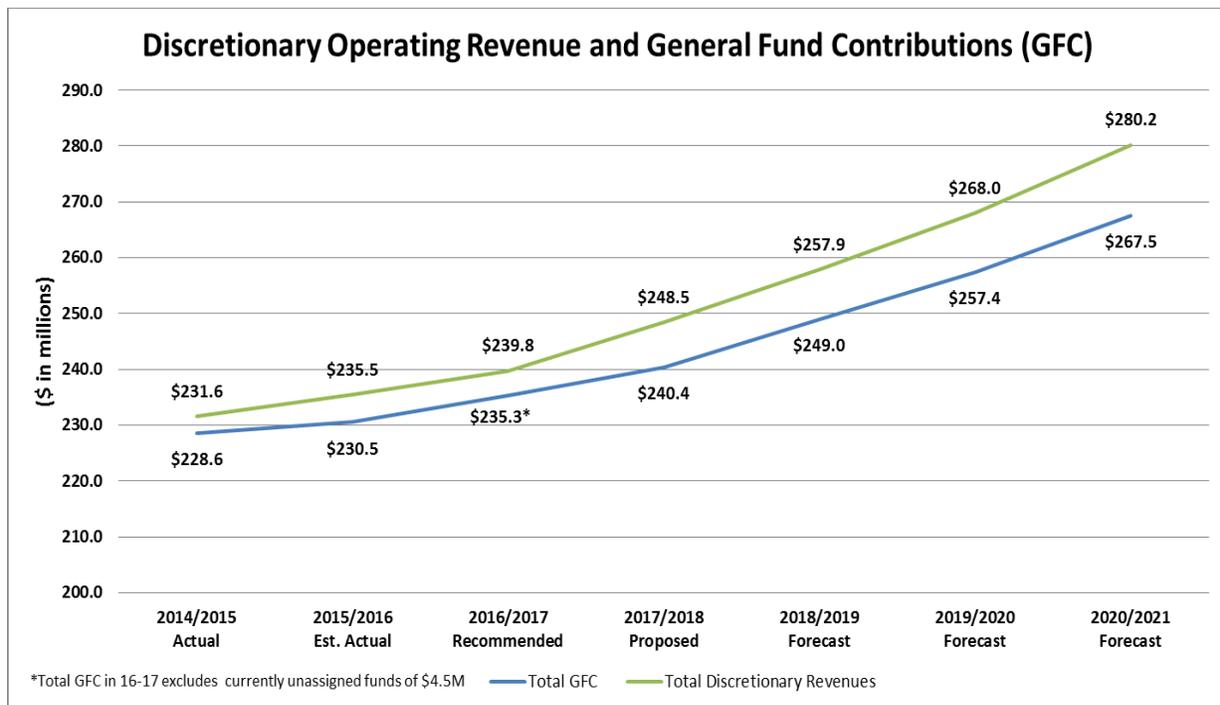
This five year forecast is intended to provide additional information that may be helpful in weighing the financial consequences of current year decisions and understanding commitments that have already been made. The Discretionary General Fund Forecast focuses on Discretionary Revenues, General Fund Allocations or Contributions (GFC's), and additions to Committed Fund Balances; all of which are described below.

Discretionary Revenues

Discretionary Revenues are those revenues which the locally elected Board of Supervisors has some discretion over their ultimate allocation and represent about 24.0% of Countywide revenues or \$239.8 million in the FY 2016-17 Recommended Budget. These revenues, predominantly from local taxes, are called local discretionary revenue.

The major source of discretionary revenue is taxes on property and property transactions. The growth rate assumed for property and other taxes is 4.5% (before the Fire Tax Shift) and is comparable to current property tax estimates reflecting changes to assessed property values, recent inflationary trends and other market factors. Other revenues include Sales Tax, Transient Occupancy Tax, and cost allocation recovery from non-General Fund entities. Projected local discretionary revenues are displayed as the top line in the graph below. This discretionary revenue is \$231.6 million in FY 2014-15, \$235.5 million in FY 2015-16, \$239.8 million in FY 2016-17 and so on. The line below that displays discretionary expenditures, which are discussed in more detail in the following section.

Figure 14– Local Discretionary Operating Revenues and Expenditures



Executive Summary

Discretionary Expenditures

Discretionary expenditures are those costs not fixed in amount by legal obligation prior to adoption of the annual budget by the Board of Supervisors. The forecast in Figure 16 is comprised of four main categories and are displayed as stacked bars on the graph:

1. General Fund Allocations or Contributions to all departments (shown as base GFC in graph).
2. Incremental Changes to Salaries and Benefits funded with discretionary revenues (i.e. requiring additional General Fund allocations, shown as S&B on the graph), and
3. Board identified funding priorities. These priorities are funded by increases to the Committed Fund balance accounts, shown with separate stacked bars on the graph below and will be discussed in more detail. These include:
 - Fire Tax Shift
 - North Branch Jail Operations Funding
 - Maintenance Funding (Base of \$2.8 million, plus 18 % of unallocated discretionary revenues)
4. Unallocated discretionary revenues are those remaining funds available for funding Board priorities or other necessary matters.

General Fund Allocations or Contributions (GFCs)

General Fund Contributions (shown as “Base GFC” on the graph) are the most significant revenue source for General Fund departments in the delivery of services to the community. Other funds are allocated GFC based on Federal and State maintenance of effort requirements or payments for specific purposes, such as local match for transportation funding in the Roads Fund. Projected General Fund Contributions assume the prior year’s allocation plus incremental changes to salaries and benefits (S&B) and any other necessary changes.

Salary and Benefit Changes

Salary and Employee Benefit changes include anticipated personnel related expenditures. They are primarily 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.

Generally, salaries for FY 2016-17 and 2017-18 are based on detailed positions by department (salary model), existing wages, and any scheduled wage increases per MOU with the various bargaining units or anticipated increases for unrepresented employees.

Total employee salary and benefit costs are expected to increase at 2.8% in FY 2016-17; however, contracts for the County’s largest employee labor groups terminate at the end of fiscal year 2015-16. Labor negotiations for many of these successor contracts are currently underway or will soon begin. This is a significant financial factor that is unknown at this time. The chart below lists the expiration dates of MOUs by Employee Organization.

Executive Summary

Figure 15: Memoranda of Understanding (MOU); Listing by Expiration Date

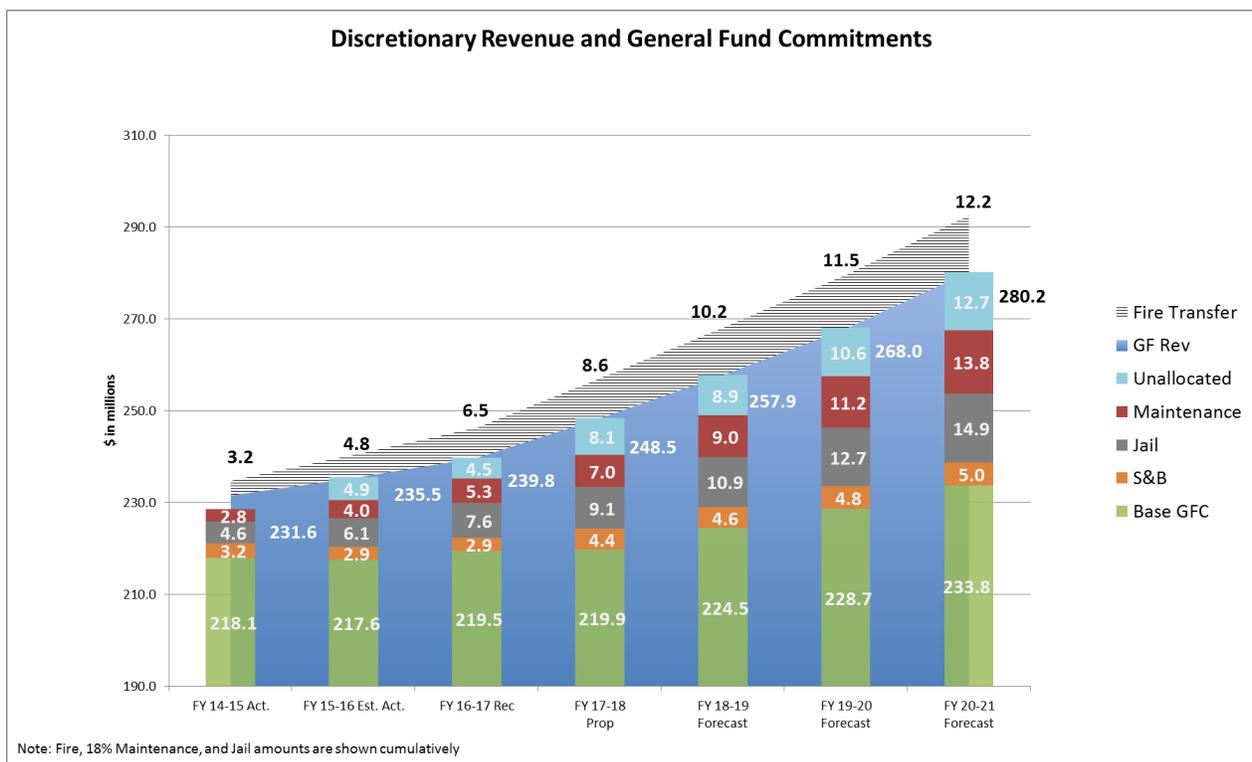
Group	Current MOU Expires
Deputy Sheriffs' Association	Expired 2/15/2015
Sheriff's Managers Association	Expired 4/12/2015
Fire Fighters Local 2046	Expired 2/28/2016
Engineers and Technicians Association	7/3/2016
SEIU Local 620	7/3/2016
SEIU Local 721	7/3/2016
Civil Attorneys Association	12/18/2016
Deputy District Attorneys' Association	12/18/2016
Probation Peace Officers' Association	9/24/2017
Union of American Physicians and Dentists	11/19/2017

Committed Fund Balance

Committed fund balances are used to set aside General Funds for Board priorities, such as deferred maintenance, Northern Branch Jail operations funding, building of the strategic reserve, or other funding requirements that arise over time.

The graph below displays the Five Year Forecast of discretionary revenues, property tax revenue shifted to the Fire District, General Fund Contributions, and the various increases to committed fund balances.

Figure 16: Five-Year Forecast of Local Discretionary Revenue and Expenditures



Executive Summary

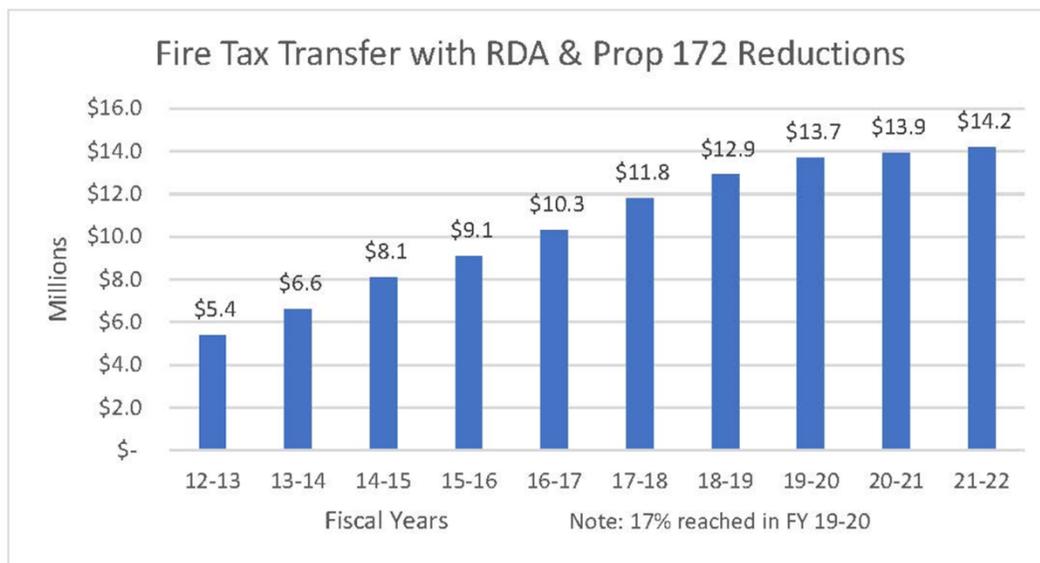
Long Term Funding Commitments Impacting the Five Year Forecast

Fire Tax Shift Allocates 25% of Property Tax Growth to the Fire District

Fire services are vital to Santa Barbara County, and its history of fires are reminders of the constant danger given our geography and climate. To ensure adequate staffing, equipment and fire station facilities, the County shifted future property tax revenue from the General Fund to the Fire District. The target is 17% of property taxes to the Fire District (from about 14.3% in FY 2012-13). To do this, a formula was developed that shifts a quarter growth in property taxes until the 17% target is reached (projected in FY 2019-20). The new revenue gained by the Fire District through this shift of taxes would otherwise have been General Fund revenue. As part of this tax shift agreement, the Fire District also forgoes a share of other revenue it had previously received.

The current allocation of property taxes in FY 2015-16 is 15.7%. In FY 2016-17 the shift will result in \$6.5 million more to the Fire District than would have occurred without the tax shift. The shift is expected to result in an additional \$11.5 million annually to the Fire District by the time the 17% target is reached in FY 2019-20. To date, this new revenue has been used to improve fire safety throughout the County. Future expenditures are anticipated to largely address significant capital needs of the department. The Fire Department will provide a progress report on use of these funds as a “Special Issues” presentation at the Budget Workshops.

Figure 17: Fire Property Tax Shift



North Branch Jail (AB 900), Construction and Operations Funding

The Northern Branch Jail (NBJ) Project is located near the City of Santa Maria, California; when completed, the facility will provide capacity to hold 376 individuals, of which 32 beds are reserved in a separate housing unit for individuals with medical and mental health challenges. The entire jail complex is composed of several buildings estimated to be approximately 139,000 square feet for inmate housing and ancillary support functions. The facility will be built on a ten-acre portion of a 50-acre County-owned property located at Black and Betteravia Roads.

Executive Summary

On January 15, 2013, the Board of Supervisors approved a Project Construction and Delivery Agreement with the State of California that stipulated the terms of an \$80 million award of funds towards the construction of a new Northern Branch jail near the City of Santa Maria. The cost to build the jail was originally anticipated to be \$96 million. In April 2016, construction bids received were significantly greater than the original budget and additional funds have not yet been approved. The Board will hear options and consider alternatives in May 2016 and may continue any decisions into the June 2016 budget hearings. Prior to the receipt of bids, the planned opening was November 2018.

In November 2015, the consulting firm of Carter, Goble, and Lee estimated the additional operating costs of the new jail, including shift relief at \$16.8 million in the first full year of operation. If we include additional maintenance staff and costs, the total annual operating cost of the new facility would be \$17.6 million. The County adopted a funding plan in FY 2011-12 to annually allocate an increasing amount of General Funds towards the ultimate operating costs. Funding for the NBJ operating costs has been occurring per the original funding plan (shown below) and is accumulating in a NBJ Operations fund balance.

Figure 18: Plan for Future Jail Operations Funding

Fiscal Year	GFC Base	GFC Increase	Total Annual GFC	Construction Match	Annual Operating Costs	Year End Op. Fund Balance
2011-12	\$ -	\$ 1.0	\$ 1.0	\$ -	\$ -	\$ 1.0
2012-13	1.0	1.0	2.0	(3.0)	-	-
2013-14	2.0	1.3	3.3	-	-	3.3
2014-15	3.3	1.3	4.6	-	-	7.9
2015-16	4.6	1.5	6.1	-	(0.3)	13.7
2016-17	6.1	1.5	7.6	-	(2.7)	18.6
2017-18	7.6	1.5	9.1	-	(10.5)	17.2
2018-19	9.1	1.8	10.9	-	(17.3)	10.7
2019-20	10.9	1.8	12.7	-	(17.9)	5.6
2020-21	12.7	2.2	14.9	-	(18.4)	2.1
2021-22	14.9	2.2	17.1	-	(19.0)	0.2
2022-23	\$ 17.1	\$ 2.2	\$ 19.3	\$ -	\$ (19.5)	\$ 0.0

Maintenance Funding Plan Accumulates Additional Funds Incrementally for Maintenance Needs

In recognition of our aging infrastructure and facilities, the Board developed a policy of annually setting aside 18 percent of available revenue to fund deferred maintenance needs. This has resulted in \$2.5 million of ongoing, dedicated maintenance funding in FY 2016-17, which is in addition to a minimum of \$3 million annual funding previously authorized by Board policy for these needs. It is envisioned that the ongoing funding will build over time as additional General Fund is added annually, so that \$100 million will have been accumulated over 10 years (see Figure 19 below).

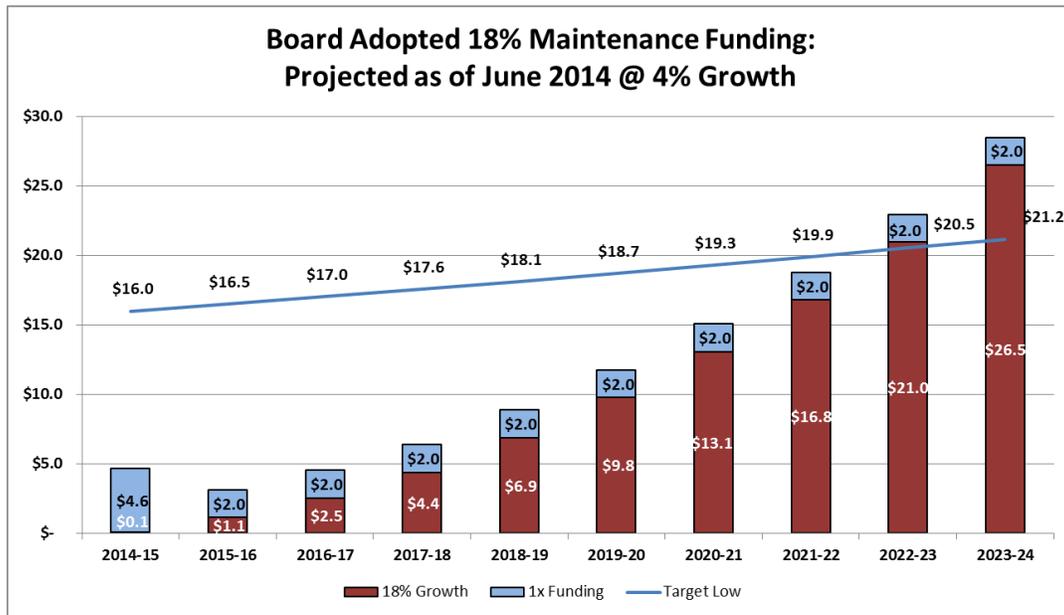
Unbudgeted emergency repairs for County buildings, however, have increased \$1.3 million this past year for items such as transformer replacements, generators and sewer lines. These unplanned emergency repairs will likely continue in the near future until ongoing funding builds and deferred maintenance levels stabilize. More one-time funding will likely be needed in the near term for these needs.

Executive Summary

Road maintenance also has seen a need for increased funding. In the past, the County's roads were funded from federal, state and regional funding sources. Measure A, passed in 2008, provides regional funds to the County, but it is less than local road funding provided by its predecessor, Measure D. The state provides Gas Tax (Highway User Tax Account or HUTA) funds, which have diminished in the last two years. As a result, many counties are in the same predicament as Santa Barbara. Over 77% of California Counties have Pavement Condition Index ratings in the 50-70 range ("at risk"). (In Santa Barbara County, the overall PCI is 59, with a higher PCI rating in more urban areas (66) to compared rural areas (55)).

To help ensure roads are maintained at a safe level, in FY 2015-16 the County provided one-time General Funds to road maintenance of \$1.4 million in addition to the dedicated 18% maintenance funding. While the issue is being debated in the State Legislature, there is no certainty of improved funding. Without improved state assistance in FY 2016-17, contribution from the General Fund again is being requested and \$1.25 million in one-time funds is being recommended for the FY 2016-17 budget.

Figure 19: Plan for Maintenance Funding



Executive Summary

Capital Summary

The County has a large list of unfunded capital items; some are new capital improvements, such as new facilities, while others are capital replacement of systems to address significant deferred maintenance. Prior to the recession, the General Fund contributed \$0.5 million annually for various capital projects, and several larger projects employed debt financing. Many of the capital projects were improvements to replace aging or obsolete buildings and fix major systems. In FY 2013-14, the County stopped allocating \$0.5 million for capital and shifted these funds for maintenance needs.

The County now has a long list of capital projects requiring significant funding. A Capital Executive Committee was re-established this year to establish criteria for ranking non-Public Works capital projects (buildings, parks etc.) in an effort to prioritize needs. The results of a preliminary evaluation identified 12 high priority projects totaling \$22.3 million. (There are significantly more unfunded projects but these are considered the highest need). Available one-time funding and/or potential use of debt is being considered to start rebuilding a capital improvement program for the County.

A complete summary of projects and recommended appropriations for Capital Expenditures can be found in Section E of this document. The following is a summary of the County's Five Year Capital Improvement Program (CIP).

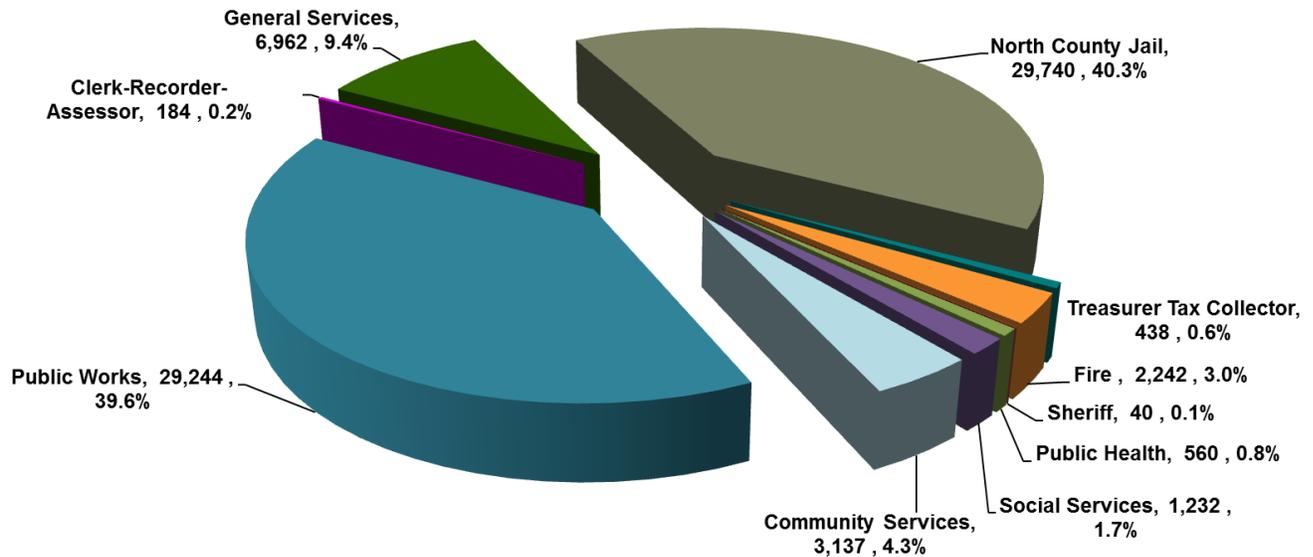
The Fiscal Year 2016-2021 CIP contains 181 capital projects and 12 maintenance projects. This includes 38 projects that are new this year. Of this total, 73 projects are fully funded, 33 are partially funded, and 75 are currently unfunded. A funded project is one that has identified specific funding, including ongoing/existing sources to fully implement the project. A partially funded project has funding to accomplish various portions of the project but lacks sufficient funding to fully complete the project. An unfunded project is one that has been identified in the CIP as a need but has no funding secured to implement the program.

Figure 20: Five Year CIP – Funded/Unfunded Totals by Fiscal Year Ending June 30, 2021
(In thousands of dollars)

Fiscal Year	Funded	Unfunded*	Total
2016-17	\$73,779	\$20,422	\$94,201
2017-18	83,452	46,982	130,434
2018-19	65,766	60,198	125,964
2019-20	36,339	43,377	79,716
2020-21	19,822	134,572	154,394
Five Year Total	\$279,158	\$305,551	\$584,709

Executive Summary

Figure 21: One Year CIP for Recommended Fiscal Year Ending June 30, 2017, by Department
(In thousands of dollars)



Fiscal Year 2015-2016 Significant Completed Projects

Significant projects are detailed in Section E of this book and are summarized below:

- **Cathedral Oaks Road Bridge**
Total cost of the project: \$5.1 million
- **Countywide Telephone System Modernization**
Total cost of the project: \$6.8 million
- **Livescan Fingerprint Equipment**
Total cost of the project: \$0.8 million.
- **Jalama Road Bridge Replacement**
Total cost of the project: \$6.8 million
- **Arroyo Burro Park Improvements**
Total cost of the project: \$1.3 million

Fiscal Year 2016-2018 Significant Funded Projects

The proposed CIP continues to address the significant public infrastructure needs identified in various strategies and long-range plans adopted by the County, including funding for the proposed new North County Jail, the maintenance and repair of public buildings, and the transportation infrastructure system maintenance. Significant projects planned for FY 2016-17 are:

- Northern Branch County Jail AB-900
- Goleta Beach Access Bridge
- Fire Station 21 Rebuild – Cuyama
- Landfill Heavy Equipment Replacement
- Jalama Beach Affordable Overnight Accommodations
- Lower Mission Creek Flood Control Project

Section C



Summary Schedules



Summary Schedules



Summary Schedules



Summary Schedules

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Summary Schedules



Summary Schedules

Introduction

This part of the Recommended Operating Plan (budget book) views budget data on a Countywide level. There are six distinct types of data that are presented that focus on different aspects of the budget. The following table lists the six types of data and their focus.

I. Countywide Budget Overview	This section includes specific schedules showing the “standard format *” for 1) all funds combined, 2) just the General Fund, 3) each major fund, and 4) all other funds. Please see below for a description of the “standard format”.
II. Appropriations	This section provides Countywide summary schedules that focus on appropriations only. Appropriations are the budgeted amounts for expenditures and other necessary outflows.
III. Revenues	This section provides Countywide summary schedules that focus on revenues only. Revenues include all sources of available inflows.
IV. General Fund Contribution	This section provides Countywide summary schedules that focus on General Fund Contribution (GFC). General Fund Contribution represents the amount of available general revenue proceeds that are allocable to departments to support their programs.
V. Fund Balances	This section provides schedules on fund balance amounts by fund and purpose.
VI. Staffing	This section provides schedules on staffing trends.

* The “standard format” provides for four groupings of data:

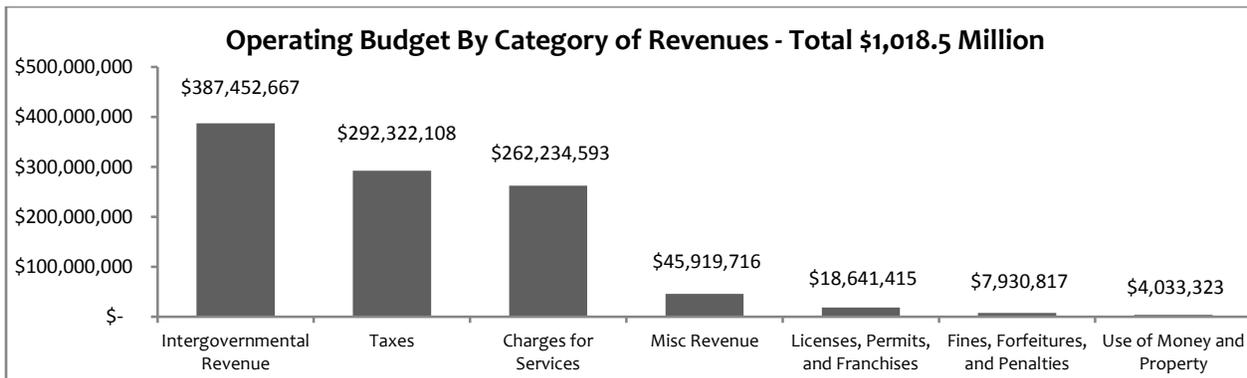
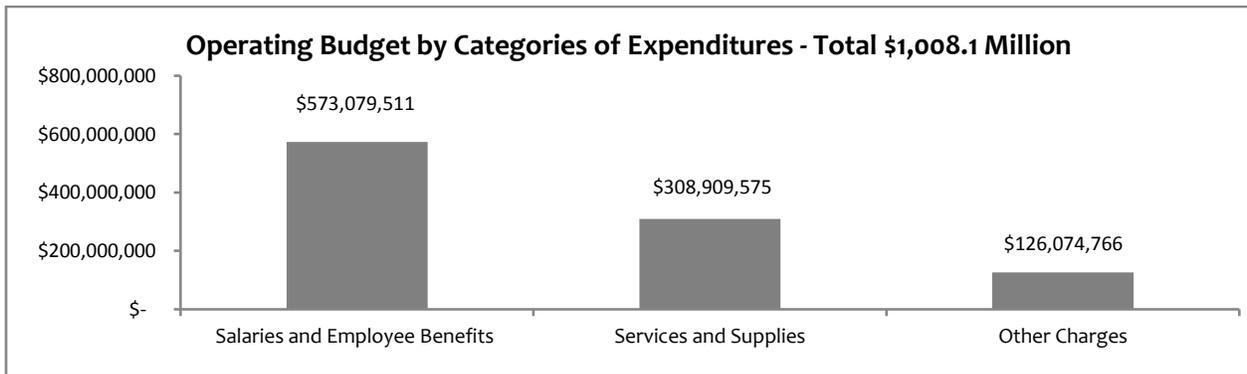
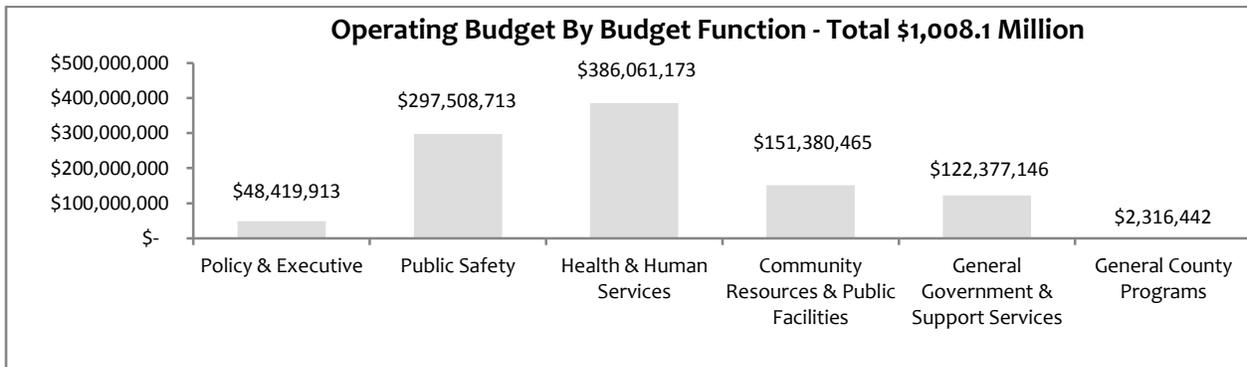
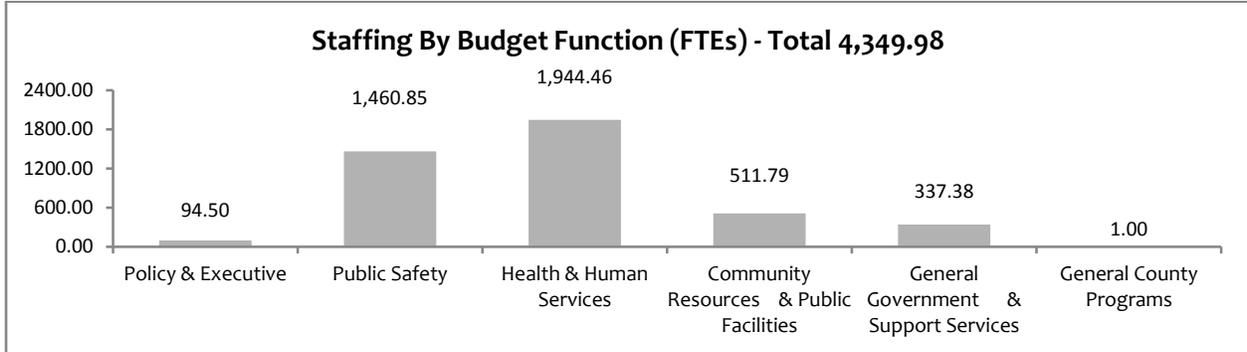
1. **Staffing** – this shows staffing full-time equivalents for the level being reflected (e.g. Function, Budget Program, etc.)
2. **Operating Budget** – this shows the expenditure budget for the level being reflected (e.g. Function, Budget Program, etc.). Please note that these Summary Schedules only show amounts for operating expenditures.
3. **Budget by Categories of Expenditures** – this shows the nature or category of the expenditure budget (e.g. Salaries & Benefits, Services & Supplies, etc.)
4. **Budget by Categories of Revenues** – this shows the nature or category of the revenue budget (e.g. Taxes, Charges for Services, etc.)

A review of the standard format will show that the totals for groupings 3 & 4 are equal. Also, groupings 3 & 4 provide subtotals to differentiate “operating amounts” from total amounts. For the most part, operating amounts represent amounts that are ongoing in nature. Non-operating amounts primarily include transfers and changes to fund balances. For expenditures, non-operating amounts also include capital outflows. The Department detail pages in Section D of this budget book also follow this standard format. The standard format for the “Summary Schedules” includes a net change to fund balance section.

Summary Schedules

Countywide Budget Overview

All Funds Budget Charts



Summary Schedules

All Funds Summary

This schedule shows amounts for the County as a whole and includes all budgeted funds. This schedule is useful in understanding the primary components of the County's expenditures and revenues.

Staffing By Budget Function	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive	91.81	93.50	1.00	94.50	94.50
Public Safety	1,419.50	1,462.66	(1.81)	1,460.85	1,460.85
Health & Human Services	1,826.51	1,936.27	8.19	1,944.46	1,942.48
Community Resources & Public Fac.	476.57	511.40	0.39	511.79	511.79
General Government & Support Services	326.08	336.08	1.30	337.38	337.38
General County Programs	0.92	1.00	-	1.00	1.00
Total	4,141.39	4,340.90	9.07	4,349.98	4,348.00
Operating Budget By Budget Function					
Policy & Executive	\$ 38,292,598	\$ 45,382,316	\$ 3,037,597	\$ 48,419,913	\$ 50,460,587
Public Safety	278,209,538	287,497,830	10,010,883	297,508,713	307,367,985
Health & Human Services	353,045,311	374,237,651	11,823,522	386,061,173	397,877,151
Community Resources & Public Fac.	128,833,557	157,448,943	(6,068,478)	151,380,465	145,856,569
General Government & Support Services	81,240,399	111,570,080	10,807,066	122,377,146	132,194,130
General County Programs	3,234,985	3,019,048	(702,606)	2,316,442	1,444,251
Total Operating Expenditures	\$ 882,856,388	\$ 979,155,868	\$ 28,907,984	\$ 1,008,063,852	\$ 1,035,200,673
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 511,944,175	\$ 557,278,110	\$ 15,801,401	\$ 573,079,511	\$ 596,226,559
Services and Supplies	240,628,636	299,820,068	9,089,507	308,909,575	306,207,659
Other Charges	130,283,577	122,057,690	4,017,076	126,074,766	132,766,455
Total Operating Expenditures	882,856,388	979,155,868	28,907,984	1,008,063,852	1,035,200,673
Capital Assets	28,069,739	39,622,629	(699,642)	38,922,987	33,009,854
Other Financing Uses	84,847,347	66,790,936	4,750,051	71,540,987	58,129,117
Intrafund Expenditure Transfers (+)	208,747,093	204,031,474	13,656,977	217,688,451	217,570,911
Increases to Fund Balances	78,580,540	41,002,143	11,965,480	52,967,623	43,135,165
Fund Balance Impact (+)	8,723,766	-	-	-	8,400,718
Total Expenditures	\$ 1,291,824,873	\$ 1,330,603,050	\$ 58,580,850	\$ 1,389,183,900	\$ 1,395,446,438
Budget By Categories of Revenues					
Taxes	\$ 269,399,429	\$ 279,148,006	\$ 13,174,102	\$ 292,322,108	\$ 305,423,531
Licenses, Permits and Franchises	16,891,218	18,053,768	587,647	18,641,415	19,106,194
Fines, Forfeitures, and Penalties	9,579,252	7,960,844	(30,027)	7,930,817	7,817,160
Use of Money and Property	5,892,070	4,015,819	17,504	4,033,323	4,125,908
Intergovernmental Revenue	344,784,302	373,026,761	14,425,906	387,452,667	397,502,261
Charges for Services	229,964,379	245,604,661	16,629,932	262,234,593	267,016,673
Miscellaneous Revenue	48,364,904	43,785,647	2,134,069	45,919,716	48,282,137
Total Operating Revenues	924,875,555	971,595,506	46,939,133	1,018,534,639	1,049,273,864
Other Financing Sources	50,347,244	31,885,244	4,086,176	35,971,420	22,017,017
Intrafund Expenditure Transfers (-)	7,894,347	3,029,438	4,740,213	7,769,651	7,547,573
Decreases to Fund Balances	78,173,532	93,547,862	(6,499,672)	87,048,190	56,781,739
General Fund Contribution	228,600,046	230,545,000	9,315,000	239,860,000	240,372,738
Fund Balance Impact (-)	1,934,149	-	-	-	19,453,507
Total Revenues	\$ 1,291,824,873	\$ 1,330,603,050	\$ 58,580,850	\$ 1,389,183,900	\$ 1,395,446,438
Beginning Fund Balance	\$ 411,610,874	\$ 414,645,605	\$ (22,532,502)	\$ 392,113,103	\$ 358,032,536
Net Change in Sources Over Uses	7,196,624	(52,545,719)	18,465,152	(34,080,567)	(24,699,363)
Ending Fund Balance	\$ 418,807,498	\$ 362,099,886	\$ (4,067,350)	\$ 358,032,536	\$ 333,333,173

Summary Schedules

General Fund Summary

This schedule shows amounts only for the General Fund. The General Fund is the largest fund of the County. This schedule has been created in order to highlight budget items and changes relevant only to the General Fund.

Staffing By Budget Function	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive	85.71	87.50	1.00	88.50	88.50
Public Safety	1,169.36	1,181.24	(4.00)	1,177.24	1,177.24
Health & Human Services	76.58	79.50	0.50	80.00	80.00
Community Resources & Public Fac.	219.84	241.65	2.89	244.54	244.54
General Government & Support Services	272.62	279.08	1.30	280.38	280.38
General County Programs	0.92	1.00	-	1.00	1.00
Total	1,825.02	1,869.96	1.69	1,871.65	1,871.65
Operating Budget By Budget Function					
Policy & Executive	\$ 15,660,595	\$ 16,520,589	\$ 947,087	\$ 17,467,676	\$ 18,325,014
Public Safety	205,218,994	208,610,225	6,039,638	214,649,863	221,891,204
Health & Human Services	9,903,159	11,120,041	230,983	11,351,024	11,711,306
Community Resources & Public Fac.	38,986,110	45,532,551	128,369	45,660,920	46,416,724
General Government & Support Services	46,044,580	51,588,556	1,787,491	53,376,047	53,407,892
General County Programs	3,224,695	3,005,328	(696,916)	2,308,412	1,444,251
Total Operating Expenditures	\$ 319,038,134	\$ 336,377,290	\$ 8,436,652	\$ 344,813,942	\$ 353,196,391
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 253,366,971	\$ 267,565,070	\$ 5,559,121	\$ 273,124,191	\$ 284,159,623
Services and Supplies	46,726,441	49,749,411	610,009	50,359,420	47,056,057
Other Charges	18,944,723	19,062,809	2,267,522	21,330,331	21,980,711
Total Operating Expenditures	319,038,134	336,377,290	8,436,652	344,813,942	353,196,391
Capital Assets	2,189,972	1,407,464	(447,987)	959,477	3,159,490
Other Financing Uses	49,567,340	40,130,594	(1,705,234)	38,425,360	35,924,502
Intrafund Expenditure Transfers (+)	203,240,344	203,231,989	9,382,379	212,614,368	212,549,571
Increases to Fund Balances	38,081,115	20,938,687	3,945,463	24,884,150	19,215,715
Fund Balance Impact (+)	4,733,404	-	-	-	8,336,254
Total Expenditures	\$ 616,850,309	\$ 602,086,024	\$ 19,611,273	\$ 621,697,297	\$ 632,381,923
Budget By Categories of Revenues					
Taxes	\$ 204,310,646	\$ 210,718,000	\$ 9,613,000	\$ 220,331,000	\$ 228,583,000
Licenses, Permits and Franchises	13,037,761	14,357,709	542,907	14,900,616	15,313,395
Fines, Forfeitures, and Penalties	5,576,611	3,624,100	347,021	3,971,121	4,126,658
Use of Money and Property	3,094,348	1,677,259	337,368	2,014,627	2,105,266
Intergovernmental Revenue	77,865,364	72,649,944	233,189	72,883,133	73,617,763
Charges for Services	61,626,132	67,663,820	1,207,180	68,871,000	68,706,741
Miscellaneous Revenue	4,546,995	2,793,373	65,134	2,858,507	3,293,977
Total Operating Revenues	370,057,857	373,484,205	12,345,799	385,830,004	395,746,800
Other Financing Sources	7,013,636	4,594,237	1,276,769	5,871,006	4,579,281
Intrafund Expenditure Transfers (-)	2,387,598	2,229,953	465,615	2,695,568	2,526,233
Decreases to Fund Balances	34,990,947	20,775,593	(3,393,674)	17,381,919	9,601,214
General Fund Contribution	200,852,746	201,002,036	8,916,764	209,918,800	210,023,338
Fund Balance Impact (-)	1,547,526	-	-	-	9,905,057
Total Revenues	\$ 616,850,309	\$ 602,086,024	\$ 19,611,273	\$ 621,697,297	\$ 632,381,923
Beginning Fund Balance	\$ 92,805,935	\$ 99,081,982	\$ 5,282,550	\$ 104,364,532	\$ 111,866,763
Net Change in Sources Over Uses	6,276,047	163,094	7,339,137	7,502,231	8,045,698
Ending Fund Balance	\$ 99,081,982	\$ 99,245,076	\$ 12,621,687	\$ 111,866,763	\$ 119,912,461

Summary Schedules

Flood Control Districts Major Fund Summary

Staffing By Budget Function	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Community Resources & Public Fac.	38.09	39.00	-	39.00	39.00
Total	38.09	39.00	-	39.00	39.00
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 10,068,622	\$ 12,267,315	\$ 1,920,436	\$ 14,187,751	\$ 13,204,612
Total Operating Expenditures	\$ 10,068,622	\$ 12,267,315	\$ 1,920,436	\$ 14,187,751	\$ 13,204,612
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 4,504,996	\$ 5,032,152	\$ 185,687	\$ 5,217,839	\$ 5,384,421
Services and Supplies	5,221,330	6,843,296	1,727,144	8,570,440	7,414,264
Other Charges	342,296	391,867	7,605	399,472	405,927
Total Operating Expenditures	10,068,622	12,267,315	1,920,436	14,187,751	13,204,612
Capital Assets	3,209,022	13,508,000	(5,281,000)	8,227,000	13,553,000
Other Financing Uses	36,747	1,070,000	(570,000)	500,000	500,000
Increases to Fund Balances	5,773,784	3,677,490	336,944	4,014,434	3,504,009
Total Expenditures	\$ 19,088,174	\$ 30,522,805	\$ (3,593,620)	\$ 26,929,185	\$ 30,761,621
Budget By Categories of Revenues					
Taxes	\$ 9,678,628	\$ 9,802,234	\$ 442,361	\$ 10,244,595	\$ 10,706,620
Use of Money and Property	319,002	123,850	34,264	158,114	159,514
Intergovernmental Revenue	4,818,989	4,693,075	623,734	5,316,809	5,448,960
Charges for Services	3,572,820	3,460,444	102,463	3,562,907	3,663,190
Miscellaneous Revenue	38,840	37,980	(35,480)	2,500	-
Total Operating Revenues	18,428,279	18,117,583	1,167,342	19,284,925	19,978,284
Other Financing Sources	198,837	1,205,650	(566,050)	639,600	639,931
Decreases to Fund Balances	461,058	11,199,572	(4,194,912)	7,004,660	10,143,406
Total Revenues	\$ 19,088,174	\$ 30,522,805	\$ (3,593,620)	\$ 26,929,185	\$ 30,761,621
Beginning Fund Balance	\$ 62,475,695	\$ 67,788,420	\$ (5,648,808)	\$ 62,139,612	\$ 59,149,386
Net Change in Sources Over Uses	5,312,725	(7,522,082)	4,531,856	(2,990,226)	(6,639,397)
Ending Fund Balance	\$ 67,788,420	\$ 60,266,338	\$ (1,116,952)	\$ 59,149,386	\$ 52,509,989

Summary Schedules

Public Health Major Fund Summary

<u>Staffing By Budget Function</u>	<u>Actual FY 14-15</u>	<u>Adopted FY 15-16</u>	<u>Change from FY15-16 Ado to FY16-17 Rec</u>	<u>Recommended FY 16-17</u>	<u>Proposed FY 17-18</u>
Health & Human Services	416.13	435.80	12.49	448.29	448.29
Total	416.13	435.80	12.49	448.29	448.29
<hr/>					
<u>Operating Budget By Budget Function</u>					
Health & Human Services	\$ 67,527,212	\$ 71,263,524	\$ 6,807,828	\$ 78,071,352	\$ 79,393,475
Total Operating Expenditures	\$ 67,527,212	\$ 71,263,524	\$ 6,807,828	\$ 78,071,352	\$ 79,393,475
<hr/>					
<u>Budget By Categories of Expenditures</u>					
Salaries and Employee Benefits	\$ 48,370,020	\$ 52,236,955	\$ 3,422,380	\$ 55,659,335	\$ 57,566,213
Services and Supplies	16,604,054	16,427,208	3,273,073	19,700,281	19,032,400
Other Charges	2,553,138	2,599,361	112,375	2,711,736	2,794,862
Total Operating Expenditures	67,527,212	71,263,524	6,807,828	78,071,352	79,393,475
Capital Assets	378,900	232,555	(7,055)	225,500	689,000
Other Financing Uses	3,247,003	3,807,772	1,091,692	4,899,464	3,902,964
Intrafund Expenditure Transfers (+)	12,804	10,184	43,115	53,299	14,274
Increases to Fund Balances	6,644,993	4,491,869	(238,399)	4,253,470	3,984,276
Total Expenditures	\$ 77,810,913	\$ 79,805,904	\$ 7,697,181	\$ 87,503,085	\$ 87,983,989
<hr/>					
<u>Budget By Categories of Revenues</u>					
Licenses, Permits and Franchises	\$ 41,808	\$ 45,910	\$ 11,049	\$ 56,959	\$ 56,959
Fines, Forfeitures, and Penalties	655,869	684,965	(141,669)	543,296	274,102
Use of Money and Property	110,899	85,797	16,395	102,192	102,192
Intergovernmental Revenue	19,984,575	19,027,702	752,125	19,779,827	19,762,436
Charges for Services	41,415,250	40,572,058	5,354,512	45,926,570	47,175,281
Miscellaneous Revenue	4,018,032	3,868,299	(101,226)	3,767,073	3,767,073
Total Operating Revenues	66,226,434	64,284,731	5,891,186	70,175,917	71,138,043
Other Financing Sources	449,190	3,009,203	(96,279)	2,912,924	2,987,924
Intrafund Expenditure Transfers (-)	12,804	10,184	43,115	53,299	14,274
Decreases to Fund Balances	4,093,785	5,367,886	1,703,359	7,071,245	6,341,729
General Fund Contribution	7,028,700	7,133,900	155,800	7,289,700	7,448,200
Fund Balance Impact (-)	-	-	-	-	53,819
Total Revenues	\$ 77,810,913	\$ 79,805,904	\$ 7,697,181	\$ 87,503,085	\$ 87,983,989
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Beginning Fund Balance	\$ 22,909,109	\$ 25,460,316	\$ 1,606,290	\$ 27,066,606	\$ 24,248,831
Net Change in Sources Over Uses	2,551,207	(876,017)	(1,941,758)	(2,817,775)	(2,411,272)
Ending Fund Balance	\$ 25,460,316	\$ 24,584,299	\$ (335,468)	\$ 24,248,831	\$ 21,837,559

Summary Schedules

Roads Major Fund Summary

	Actual FY 13-14	Adopted FY 14-15	Change from FY14-15 Ado to FY15-16 Rec	Recommended FY 15-16	Proposed FY 16-17
Staffing By Budget Function					
Community Resources & Public Fac.	112.05	120.00	(3.00)	117.00	117.00
Total	112.05	120.00	(3.00)	117.00	117.00
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 36,607,443	\$ 45,038,095	\$ (7,003,974)	\$ 38,034,121	\$ 33,776,614
Total Operating Expenditures	\$ 36,607,443	\$ 45,038,095	\$ (7,003,974)	\$ 38,034,121	\$ 33,776,614
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 12,303,133	\$ 14,747,653	\$ 61,539	\$ 14,809,192	\$ 15,438,992
Services and Supplies	21,215,897	28,310,465	(7,145,121)	21,165,344	16,154,007
Other Charges	3,088,413	1,979,977	79,608	2,059,585	2,183,615
Total Operating Expenditures	36,607,443	45,038,095	(7,003,974)	38,034,121	33,776,614
Capital Assets	687,282	1,235,000	2,031,243	3,266,243	1,291,500
Other Financing Uses	4,152,452	2,766,827	1,818,436	4,585,263	657,000
Intrafund Expenditure Transfers (+)	93,637	380,000	(10,000)	370,000	370,000
Increases to Fund Balances	5,723,532	4,406,000	6,098,532	10,504,532	4,847,867
Total Expenditures	\$ 47,264,347	\$ 53,825,922	\$ 2,934,237	\$ 56,760,159	\$ 40,942,981
Budget By Categories of Revenues					
Taxes	\$ 7,504,520	\$ 8,234,972	\$ (779,972)	\$ 7,455,000	\$ 7,689,000
Licenses, Permits and Franchises	453,292	327,500	-	327,500	377,500
Use of Money and Property	116,446	55,000	34,050	89,050	89,050
Intergovernmental Revenue	19,525,455	19,825,917	1,369,215	21,195,132	15,923,582
Charges for Services	4,245,208	5,448,376	14,687	5,463,063	5,102,687
Miscellaneous Revenue	210,173	72,000	(2,000)	70,000	70,000
Total Operating Revenues	32,055,093	33,963,765	635,980	34,599,745	29,251,819
Other Financing Sources	7,387,257	5,266,827	1,197,436	6,464,263	1,757,000
Intrafund Expenditure Transfers (-)	93,637	380,000	(10,000)	370,000	370,000
Decreases to Fund Balances	5,892,760	12,367,630	1,096,521	13,464,151	7,685,262
General Fund Contribution	1,835,600	1,847,700	14,300	1,862,000	1,878,900
Total Revenues	\$ 47,264,347	\$ 53,825,922	\$ 2,934,237	\$ 56,760,159	\$ 40,942,981
Beginning Fund Balance	\$ 21,590,493	\$ 21,421,265	\$ (5,231,957)	\$ 16,189,308	\$ 13,229,689
Net Change in Sources Over Uses	(169,228)	(7,961,630)	5,002,011	(2,959,619)	(2,837,395)
Ending Fund Balance	\$ 21,421,265	\$ 13,459,635	\$ (229,946)	\$ 13,229,689	\$ 10,392,294

Summary Schedules

Capital Projects Major Fund Summary

<u>Staffing By Budget Function</u>	<u>Actual FY 14-15</u>	<u>Adopted FY 15-16</u>	<u>Change from FY15-16 Ado to FY16-17 Rec</u>	<u>Recommended FY 16-17</u>	<u>Proposed FY 17-18</u>
Total	-	-	-	-	-
<hr/>					
<u>Operating Budget By Budget Function</u>					
Public Safety	6,780	-	35,000	35,000	35,000
General Government & Support Services	2,516,095	24,071,489	8,317,713	32,389,202	41,497,323
Total Operating Expenditures	\$ 2,522,875	\$ 24,071,489	\$ 8,352,713	\$ 32,424,202	\$ 41,532,323
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<u>Budget By Categories of Expenditures</u>					
Services and Supplies	\$ 2,522,875	\$ 24,071,489	\$ 8,352,713	\$ 32,424,202	\$ 41,532,323
Total Operating Expenditures	2,522,875	24,071,489	8,352,713	32,424,202	41,532,323
Capital Assets	6,793,020	5,604,044	1,666,956	7,271,000	4,095,000
Other Financing Uses	1,892,061	-	178,822	178,822	-
Intrafund Expenditure Transfers (+)	1,003,802	-	14,744	14,744	-
Increases to Fund Balances	6,640,147	278,400	13,600	292,000	294,240
Fund Balance Impact (+)	588	-	-	-	-
Total Expenditures	\$ 18,852,493	\$ 29,953,933	\$ 10,226,835	\$ 40,180,768	\$ 45,921,563
<hr/>					
<u>Budget By Categories of Revenues</u>					
Use of Money and Property	\$ 26,994	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	1,020,126	20,586,428	10,039,655	30,626,083	41,438,423
Charges for Services	192,954	193,411	(158,411)	35,000	-
Miscellaneous Revenue	2,005,631	534,533	(429,533)	105,000	-
Total Operating Revenues	3,245,705	21,314,372	9,451,711	30,766,083	41,438,423
Other Financing Sources	8,411,911	3,492,990	3,831,831	7,324,821	4,448,140
Intrafund Expenditure Transfers (-)	1,003,802	-	14,744	14,744	-
Decreases to Fund Balances	6,190,487	5,146,571	(3,071,451)	2,075,120	35,000
Fund Balance Impact (-)	588	-	-	-	-
Total Revenues	\$ 18,852,493	\$ 29,953,933	\$ 10,226,835	\$ 40,180,768	\$ 45,921,563
<hr/>					
Beginning Fund Balance	\$ 11,092,588	\$ 11,542,249	\$ (1,970,636)	\$ 9,571,613	\$ 7,788,493
Net Change in Sources Over Uses	449,660	(4,868,171)	3,085,051	(1,783,120)	259,240
Ending Fund Balance	\$ 11,542,249	\$ 6,674,078	\$ 1,114,415	\$ 7,788,493	\$ 8,047,733

Summary Schedules

Fire Protection District Major Fund Summary

Staffing By Budget Function	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Public Safety	243.45	273.42	2.19	275.62	275.62
Total	243.45	273.42	2.19	275.62	275.62
Operating Budget By Budget Function					
Public Safety	\$ 56,728,327	\$ 62,321,675	\$ 4,071,773	\$ 66,393,448	\$ 68,864,971
Total Operating Expenditures	\$ 56,728,327	\$ 62,321,675	\$ 4,071,773	\$ 66,393,448	\$ 68,864,971
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 49,290,316	\$ 53,012,682	\$ 2,019,515	\$ 55,032,197	\$ 57,466,345
Services and Supplies	3,959,698	5,446,983	531,529	5,978,512	5,891,126
Other Charges	3,478,312	3,862,010	1,520,729	5,382,739	5,507,500
Total Operating Expenditures	56,728,327	62,321,675	4,071,773	66,393,448	68,864,971
Capital Assets	1,325,591	500,850	741,600	1,242,450	345,000
Other Financing Uses	3,258,173	8,172,180	3,537,251	11,709,431	6,038,771
Increases to Fund Balances	3,977,285	1,020,000	(1,000,000)	20,000	338,635
Total Expenditures	\$ 65,289,376	\$ 72,014,705	\$ 7,350,624	\$ 79,365,329	\$ 75,587,377
Budget By Categories of Revenues					
Taxes	\$ 43,208,685	\$ 45,592,000	\$ 3,681,000	\$ 49,273,000	\$ 53,227,000
Licenses, Permits and Franchises	19,700	20,000	-	20,000	20,000
Use of Money and Property	27,615	-	-	-	-
Intergovernmental Revenue	3,440,164	3,203,696	(359,308)	2,844,388	2,583,790
Charges for Services	16,210,348	16,510,415	3,623,209	20,133,624	18,922,853
Miscellaneous Revenue	410,310	22,603	(9,203)	13,400	13,400
Total Operating Revenues	63,316,823	65,348,714	6,935,698	72,284,412	74,767,043
Other Financing Sources	889,086	1,362,640	(151,630)	1,211,010	800,334
Decreases to Fund Balances	1,083,467	5,303,351	566,556	5,869,907	20,000
Total Revenues	\$ 65,289,376	\$ 72,014,705	\$ 7,350,624	\$ 79,365,329	\$ 75,587,377
Beginning Fund Balance	\$ 8,239,108	\$ 11,132,925	\$ 670,446	\$ 11,803,371	\$ 5,953,464
Net Change in Sources Over Uses	2,893,817	(4,283,351)	(1,566,556)	(5,849,907)	318,635
Ending Fund Balance	\$ 11,132,925	\$ 6,849,574	\$ (896,110)	\$ 5,953,464	\$ 6,272,099

Summary Schedules

Behavioral Wellness Major Fund Summary

<u>Staffing By Budget Function</u>	<u>Actual FY 14-15</u>	<u>Adopted FY 15-16</u>	<u>Change from FY15-16 Ado to FY16-17 Rec</u>	<u>Recommended FY 16-17</u>	<u>Proposed FY 17-18</u>
Health & Human Services	328.20	433.26	(1.16)	432.10	432.10
Total	328.20	433.26	(1.16)	432.10	432.10
<hr/>					
<u>Operating Budget By Budget Function</u>					
Health & Human Services	\$ 101,949,720	\$ 104,881,405	\$ 4,159,357	\$ 109,040,762	\$ 114,327,443
Total Operating Expenditures	\$ 101,949,720	\$ 104,881,405	\$ 4,159,357	\$ 109,040,762	\$ 114,327,443
<hr/>					
<u>Budget By Categories of Expenditures</u>					
Salaries and Employee Benefits	\$ 38,084,824	\$ 47,497,112	\$ 4,601,245	\$ 52,098,357	\$ 54,371,191
Services and Supplies	54,733,299	54,774,475	(204,873)	54,569,602	57,538,416
Other Charges	9,131,597	2,609,818	(237,015)	2,372,803	2,417,836
Total Operating Expenditures	101,949,720	104,881,405	4,159,357	109,040,762	114,327,443
Capital Assets	(366)	1,154,994	(1,108,994)	46,000	46,000
Other Financing Uses	979,421	2,216,704	97,198	2,313,902	2,173,042
Intrafund Expenditure Transfers (+)	4,357,107	329,853	4,177,328	4,507,181	4,513,207
Increases to Fund Balances	1,923,365	88,648	13,766	102,414	103,950
Total Expenditures	\$ 109,209,248	\$ 108,671,604	\$ 7,338,655	\$ 116,010,259	\$ 121,163,642
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<u>Budget By Categories of Revenues</u>					
Fines, Forfeitures, and Penalties	\$ 3,439	\$ 2,679	\$ 821	\$ 3,500	\$ 3,500
Use of Money and Property	163,939	230,945	1,482	232,427	228,164
Intergovernmental Revenue	48,231,721	47,702,935	2,837,641	50,540,576	49,025,150
Charges for Services	42,400,587	48,618,748	3,689,096	52,307,844	55,564,304
Miscellaneous Revenue	465,814	342,549	9,865	352,414	353,950
Total Operating Revenues	91,265,499	96,897,856	6,538,905	103,436,761	105,175,068
Other Financing Sources	9,393,504	4,264,681	(2,145,556)	2,119,125	1,678,681
Intrafund Expenditure Transfers (-)	4,357,107	329,853	4,177,328	4,507,181	4,513,207
Decreases to Fund Balances	1,127,039	3,053,514	(1,273,222)	1,780,292	1,594,325
General Fund Contribution	3,066,100	4,125,700	41,200	4,166,900	4,233,100
Fund Balance Impact (-)	-	-	-	-	3,969,261
Total Revenues	\$ 109,209,248	\$ 108,671,604	\$ 7,338,655	\$ 116,010,259	\$ 121,163,642
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Beginning Fund Balance	\$ 7,351,826	\$ 8,148,153	\$ (2,038,122)	\$ 6,110,031	\$ 4,432,153
Net Change in Sources Over Uses	796,327	(2,964,866)	1,286,988	(1,677,878)	(5,459,636)
Ending Fund Balance	\$ 8,148,153	\$ 5,183,287	\$ (751,134)	\$ 4,432,153	\$ (1,027,483)

Summary Schedules

Affordable Housing Major Fund Summary

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Staffing By Budget Function					
Community Resources & Public Fac.	3.95	4.00	-	4.00	4.00
Total	3.95	4.00	-	4.00	4.00
Operating Budget By Budget Function					
Community Resources & Public Fac.	3,740,461	5,281,649	501,525	5,783,174	3,747,636
Total Operating Expenditures	\$ 3,740,461	\$ 5,281,649	\$ 501,525	\$ 5,783,174	\$ 3,747,636
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 489,383	\$ 571,226	\$ 61,141	\$ 632,367	\$ 671,586
Services and Supplies	2,667,664	3,752,115	592,292	4,344,407	2,269,650
Other Charges	583,413	958,308	(151,908)	806,400	806,400
Total Operating Expenditures	3,740,461	5,281,649	501,525	5,783,174	3,747,636
Other Financing Uses	1,352,571	511,487	84,023	595,510	493,141
Intrafund Expenditure Transfers (+)	-	49,448	49,411	98,859	93,859
Increases to Fund Balances	2,443,379	487,293	46,157	533,450	443,784
Total Expenditures	\$ 7,536,410	\$ 6,329,877	\$ 681,116	\$ 7,010,993	\$ 4,778,420
Budget By Categories of Revenues					
Use of Money and Property	32,512	7,700	6,000	13,700	13,700
Intergovernmental Revenue	2,878,470	3,620,921	(916,319)	2,704,602	2,199,992
Charges for Services	144,347	53,000	50,000	103,000	103,000
Miscellaneous Revenue	3,282,862	2,306,174	(183,743)	2,122,431	2,152,488
Total Operating Revenues	6,338,192	5,987,795	(1,044,062)	4,943,733	4,469,180
Intrafund Expenditure Transfers (-)	-	49,448	49,411	98,859	93,859
Decreases to Fund Balances	1,198,219	292,634	1,675,767	1,968,401	205,000
Fund Balance Impact (-)	-	-	-	-	10,381
Total Revenues	\$ 7,536,410	\$ 6,329,877	\$ 681,116	\$ 7,010,993	\$ 4,778,420
Beginning Fund Balance	\$ 4,810,175	\$ 6,055,335	\$ 242,454	\$ 6,297,789	\$ 4,862,838
Net Change in Sources Over Uses	1,245,160	194,659	(1,629,610)	(1,434,951)	228,403
Ending Fund Balance	\$ 6,055,335	\$ 6,249,994	\$ (1,387,156)	\$ 4,862,838	\$ 5,091,241

Summary Schedules

Social Services Major Fund Summary

Staffing By Budget Function	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Health & Human Services	905.57	886.75	-	886.75	886.75
Total	905.57	886.75	-	886.75	886.75
Operating Budget By Budget Function					
Health & Human Services	\$ 151,916,097	\$ 165,074,309	\$ 1,045,045	\$ 166,119,354	\$ 170,772,445
Total Operating Expenditures	\$ 151,916,097	\$ 165,074,309	\$ 1,045,045	\$ 166,119,354	\$ 170,772,445
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 75,712,527	\$ 83,234,815	\$ (988,627)	\$ 82,246,188	\$ 85,877,538
Services and Supplies	21,090,598	24,899,171	(440,112)	24,459,059	24,580,462
Other Charges	55,112,972	56,940,323	2,473,784	59,414,107	60,314,445
Total Operating Expenditures	151,916,097	165,074,309	1,045,045	166,119,354	170,772,445
Capital Assets	80,345	743,500	489,000	1,232,500	207,500
Other Financing Uses	211,051	111,233	23,267	134,500	97,000
Increases to Fund Balances	1,986,082	1,978,990	16,912	1,995,902	1,995,902
Total Expenditures	\$ 154,193,576	\$ 167,908,032	\$ 1,574,224	\$ 169,482,256	\$ 173,072,847
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 79,837	\$ 66,000	\$ -	\$ 66,000	\$ 66,000
Fines, Forfeitures, and Penalties	5,174	13,200	-	13,200	13,200
Use of Money and Property	200,160	263,814	3,773	267,587	267,866
Intergovernmental Revenue	144,380,478	155,565,721	645,543	156,211,264	158,532,940
Miscellaneous Revenue	904,633	525,501	(37,453)	488,048	488,048
Total Operating Revenues	145,570,283	156,434,236	611,863	157,046,099	159,368,054
Other Financing Sources	480,029	112,840	1,199,070	1,311,910	87,840
Decreases to Fund Balances	1,477,665	4,103,356	(118,632)	3,984,724	2,004,100
General Fund Contribution	6,665,600	7,257,600	(118,077)	7,139,523	7,580,800
Fund Balance Impact (-)	-	-	-	-	4,032,053
Total Revenues	\$ 154,193,576	\$ 167,908,032	\$ 1,574,224	\$ 169,482,256	\$ 173,072,847
Beginning Fund Balance	\$ 3,451,546	\$ 3,959,963	\$ (1,086,774)	\$ 2,873,189	\$ 884,367
Net Change in Sources Over Uses	508,418	(2,124,366)	135,544	(1,988,822)	(4,040,251)
Ending Fund Balance	\$ 3,959,963	\$ 1,835,597	\$ (951,230)	\$ 884,367	\$ (3,155,884)

Summary Schedules

Resource Recovery Enterprise Major Fund Summary

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Staffing By Budget Function					
Community Resources & Public Fac.	76.68	78.25	1.00	79.25	79.25
Total	76.68	78.25	1.00	79.25	79.25
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 26,253,881	\$ 29,135,900	\$ 1,804,304	\$ 30,940,204	\$ 27,521,038
Total Operating Expenditures	\$ 26,253,881	\$ 29,135,900	\$ 1,804,304	\$ 30,940,204	\$ 27,521,038
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,870,209	\$ 9,064,543	\$ 213,197	\$ 9,277,740	\$ 9,636,749
Services and Supplies	8,801,045	16,054,556	1,185,811	17,240,367	13,819,678
Other Charges	9,582,627	4,016,801	405,296	4,422,097	4,064,611
Total Operating Expenditures	26,253,881	29,135,900	1,804,304	30,940,204	27,521,038
Capital Assets	5,590,484	4,514,000	(1,047,000)	3,467,000	2,511,000
Other Financing Uses	694,495	717,125	35,225	752,350	774,963
Increases to Fund Balances	-	-	1,078,097	1,078,097	1,082,045
Total Expenditures	\$ 32,538,859	\$ 34,367,025	\$ 1,870,626	\$ 36,237,651	\$ 31,889,046
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 3,231,820	\$ 3,179,999	\$ 40,341	\$ 3,220,340	\$ 3,221,340
Use of Money and Property	511,492	464,800	5,000	469,800	469,800
Intergovernmental Revenue	308,058	305,500	(38,453)	267,047	267,000
Charges for Services	17,479,281	17,579,972	568,447	18,148,419	18,523,800
Miscellaneous Revenue	2,685,080	2,717,230	(583,410)	2,133,820	2,118,820
Total Operating Revenues	24,215,730	24,247,501	(8,075)	24,239,426	24,600,760
Other Financing Sources	(37,274)	-	-	-	-
Decreases to Fund Balances	8,360,403	10,119,524	1,878,701	11,998,225	7,288,286
Total Revenues	\$ 32,538,859	\$ 34,367,025	\$ 1,870,626	\$ 36,237,651	\$ 31,889,046
Beginning Fund Balance	\$ 57,160,876	\$ 46,544,888	\$ (9,292,800)	\$ 37,252,088	\$ 26,331,960
Net Change in Sources Over Uses	(8,360,403)	(10,119,524)	(800,604)	(10,920,128)	(6,206,241)
Ending Fund Balance	\$ 48,800,474	\$ 36,425,364	\$ (10,093,404)	\$ 26,331,960	\$ 20,125,719

Summary Schedules

Laguna Sanitation Enterprise Major Fund Summary

Staffing By Budget Function	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Community Resources & Public Fac.	15.46	16.00	-	16.00	16.00
Total	15.46	16.00	-	16.00	16.00
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 6,239,480	\$ 7,145,663	\$ 20,248	\$ 7,165,911	\$ 6,684,059
Total Operating Expenditures	\$ 6,239,480	\$ 7,145,663	\$ 20,248	\$ 7,165,911	\$ 6,684,059
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 1,767,234	\$ 1,987,038	\$ 151,717	\$ 2,138,755	\$ 2,204,832
Services and Supplies	2,954,991	3,499,259	(402,559)	3,096,700	2,586,643
Other Charges	1,517,254	1,659,366	271,090	1,930,456	1,892,584
Total Operating Expenditures	6,239,480	7,145,663	20,248	7,165,911	6,684,059
Capital Assets	664,881	2,580,000	1,125,000	3,705,000	1,850,000
Other Financing Uses	740,942	757,485	16,820	774,305	791,410
Increases to Fund Balances	3,633,373	1,613,757	1,061,634	2,675,391	5,364,812
Total Expenditures	\$ 11,278,675	\$ 12,096,905	\$ 2,223,702	\$ 14,320,607	\$ 14,690,281
Budget By Categories of Revenues					
Use of Money and Property	\$ 90,559	\$ 57,344	\$ 15,000	\$ 72,344	\$ 72,344
Intergovernmental Revenue	103,256	99,061	(8,448)	90,613	90,613
Charges for Services	11,068,817	11,935,500	816,430	12,751,930	13,515,050
Miscellaneous Revenue	16,288	5,000	-	5,000	5,000
Total Operating Revenues	11,278,921	12,096,905	822,982	12,919,887	13,683,007
Other Financing Sources	(246)	-	-	-	-
Decreases to Fund Balances	-	-	1,400,720	1,400,720	1,007,274
Total Revenues	\$ 11,278,675	\$ 12,096,905	\$ 2,223,702	\$ 14,320,607	\$ 14,690,281
Beginning Fund Balance	\$ 39,033,003	\$ 41,974,181	\$ 5,213,371	\$ 47,187,552	\$ 48,462,223
Net Change in Sources Over Uses	3,633,373	1,613,757	(339,086)	1,274,671	4,357,538
Ending Fund Balance	\$ 42,666,376	\$ 43,587,938	\$ 4,874,285	\$ 48,462,223	\$ 52,819,761

Summary Schedules

Non-Major Funds Summary

Staffing By Budget Function	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive	6.10	6.00	-	6.00	6.00
Public Safety	6.69	8.00	-	8.00	8.00
Health & Human Services	100.02	100.96	(3.63)	97.33	95.35
Community Resources & Public Fac.	10.50	12.50	(0.50)	12.00	12.00
General Government & Support Services	53.47	57.00	-	57.00	57.00
Total	176.78	184.46	(4.13)	180.33	178.35
Operating Budget By Budget Function					
Policy & Executive	\$ 22,632,003	\$ 28,861,727	\$ 2,090,510	\$ 30,952,237	\$ 32,135,573
Public Safety	16,255,437	16,565,930	(135,528)	16,430,402	16,576,810
Health & Human Services	21,749,122	21,898,372	(419,691)	21,478,681	21,672,482
Community Resources & Public Fac.	6,937,561	13,047,770	(3,439,386)	9,608,384	14,505,886
General Government & Support Services	32,679,724	35,910,035	701,862	36,611,897	37,288,915
General County Programs	10,290	13,720	(5,690)	8,030	-
Total Operating Expenditures	\$ 100,264,137	\$ 116,297,554	\$ (1,207,923)	\$ 115,089,631	\$ 122,179,666
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 20,184,561	\$ 22,328,864	\$ 514,486	\$ 22,843,350	\$ 23,449,069
Services and Supplies	54,130,744	65,991,640	1,009,601	67,001,241	68,332,633
Other Charges	25,948,832	27,977,050	(2,732,010)	25,245,040	30,397,964
Total Operating Expenditures	100,264,137	116,297,554	(1,207,923)	115,089,631	122,179,666
Capital Assets	7,150,608	8,142,222	1,138,595	9,280,817	5,262,364
Other Financing Uses	18,715,091	6,529,529	142,551	6,672,080	6,776,324
Intrafund Expenditure Transfers (+)	39,400	30,000	-	30,000	30,000
Increases to Fund Balances	1,753,485	2,021,009	592,774	2,613,783	1,959,930
Fund Balance Impact (+)	3,989,774	-	-	-	64,464
Total Expenditures	\$ 131,912,494	\$ 133,020,314	\$ 665,997	\$ 133,686,311	\$ 136,272,748
Budget By Categories of Revenues					
Taxes	\$ 4,696,950	\$ 4,800,800	\$ 217,713	\$ 5,018,513	\$ 5,217,911
Licenses, Permits and Franchises	27,001	56,650	(6,650)	50,000	51,000
Fines, Forfeitures, and Penalties	3,338,160	3,635,900	(236,200)	3,399,700	3,399,700
Use of Money and Property	1,198,104	1,049,310	(435,828)	613,482	618,012
Intergovernmental Revenue	22,227,646	25,745,861	(752,668)	24,993,193	28,611,612
Charges for Services	31,608,635	33,568,917	1,362,319	34,931,236	35,739,767
Miscellaneous Revenue	29,780,245	30,560,405	3,441,118	34,001,523	36,019,381
Total Operating Revenues	92,876,741	99,417,843	3,589,804	103,007,647	109,657,383
Other Financing Sources	16,161,315	8,576,176	(459,415)	8,116,761	5,037,886
Intrafund Expenditure Transfers (-)	39,400	30,000	-	30,000	30,000
Decreases to Fund Balances	13,297,703	15,818,231	(2,769,405)	13,048,826	10,856,143
General Fund Contribution	9,151,300	9,178,064	305,013	9,483,077	9,208,400
Fund Balance Impact (-)	386,036	-	-	-	1,482,936
Total Revenues	\$ 131,912,494	\$ 133,020,314	\$ 665,997	\$ 133,686,311	\$ 136,272,748
Beginning Fund Balance	\$ 80,690,520	\$ 71,535,928	\$ (10,278,516)	\$ 61,257,412	\$ 50,822,369
Net Change in Sources Over Uses	(7,940,480)	(13,797,222)	3,362,179	(10,435,043)	(10,314,685)
Ending Fund Balance	\$ 72,750,040	\$ 57,738,706	\$ (6,916,337)	\$ 50,822,369	\$ 40,507,684

Summary Schedules

Departmental Budget Summary

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
POLICY & EXECUTIVE					
Board of Supervisors					
Staffing	19.9	20.0	-	20.0	20.0
Operating Expenditures	\$ 2,705,673	\$ 2,953,300	\$ 85,000	\$ 3,038,300	\$ 3,155,864
Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Contribution	\$ 2,888,600	\$ 2,992,300	\$ 86,000	\$ 3,078,300	\$ 3,165,500
County Executive Office					
Staffing	34.5	35.0	1.0	36.0	36.0
Operating Expenditures	\$ 28,553,772	\$ 34,990,536	\$ 2,585,381	\$ 37,575,917	\$ 39,084,755
Operating Revenues	\$ 25,186,064	\$ 25,327,064	\$ 3,731,588	\$ 29,058,652	\$ 31,250,967
General Fund Contribution	\$ 4,478,328	\$ 4,988,528	\$ 368,572	\$ 5,357,100	\$ 5,525,600
County Counsel					
Staffing	37.4	38.5	-	38.5	38.5
Operating Expenditures	\$ 7,033,154	\$ 7,438,480	\$ 367,216	\$ 7,805,696	\$ 8,219,968
Operating Revenues	\$ 3,733,095	\$ 3,913,380	\$ 9,400	\$ 3,922,780	\$ 3,937,780
General Fund Contribution	\$ 2,797,200	\$ 3,275,100	\$ 357,816	\$ 3,632,916	\$ 3,789,916
PUBLIC SAFETY					
Court Special Services					
Staffing	-	-	-	-	-
Operating Expenditures	\$ 15,315,695	\$ 15,378,930	\$ (130,030)	\$ 15,248,900	\$ 15,360,636
Operating Revenues	\$ 5,997,300	\$ 6,578,784	\$ 41,916	\$ 6,620,700	\$ 6,620,700
General Fund Contribution	\$ 8,536,800	\$ 8,536,800	\$ 50,000	\$ 8,586,800	\$ 8,586,800
District Attorney					
Staffing	133.7	132.2	1.0	133.2	133.2
Operating Expenditures	\$ 21,251,342	\$ 22,202,535	\$ 1,128,583	\$ 23,331,118	\$ 24,383,798
Operating Revenues	\$ 8,009,690	\$ 8,276,565	\$ 193,395	\$ 8,469,960	\$ 8,612,556
General Fund Contribution	\$ 12,807,200	\$ 13,288,600	\$ 352,400	\$ 13,641,000	\$ 14,092,200
Fire					
Staffing	243.4	273.4	2.2	275.6	275.6
Operating Expenditures	\$ 56,728,327	\$ 62,321,675	\$ 4,071,773	\$ 66,393,448	\$ 68,864,971
Operating Revenues	\$ 63,316,832	\$ 65,348,714	\$ 6,935,698	\$ 72,284,412	\$ 74,767,043
General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -
Probation					
Staffing	335.5	339.0	(5.0)	334.0	334.0
Operating Expenditures	\$ 49,558,503	\$ 51,892,606	\$ 1,776,076	\$ 53,668,682	\$ 55,558,728
Operating Revenues	\$ 26,719,459	\$ 26,386,664	\$ 764,434	\$ 27,151,098	\$ 27,412,956
General Fund Contribution	\$ 25,568,600	\$ 26,020,500	\$ 478,800	\$ 26,499,300	\$ 27,117,900
Public Defender					
Staffing	69.1	66.5	1.0	67.5	67.5
Operating Expenditures	\$ 10,522,775	\$ 11,044,299	\$ 307,495	\$ 11,351,794	\$ 11,885,638
Operating Revenues	\$ 3,413,348	\$ 3,576,015	\$ 26,185	\$ 3,602,200	\$ 3,740,900
General Fund Contribution	\$ 6,828,700	\$ 7,242,300	\$ 213,200	\$ 7,455,500	\$ 7,706,300
Sheriff					
Staffing	637.8	651.5	(1.0)	650.5	650.5
Operating Expenditures	\$ 124,832,897	\$ 124,657,785	\$ 2,856,986	\$ 127,514,771	\$ 131,314,214
Operating Revenues	\$ 51,608,539	\$ 52,934,378	\$ 197,621	\$ 53,131,999	\$ 53,577,812
General Fund Contribution	\$ 70,407,100	\$ 70,858,000	\$ 927,800	\$ 71,785,800	\$ 73,137,500

Summary Schedules

Departmental Budget Summary (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
HEALTH & HUMAN SERVICES					
Behavioral Wellness					
Staffing	328.2	433.3	(1.2)	432.1	432.1
Operating Expenditures	\$ 101,949,720	\$ 104,881,405	\$ 4,159,357	\$ 109,040,762	\$ 114,327,443
Operating Revenues	\$ 91,265,499	\$ 96,897,856	\$ 6,538,905	\$ 103,436,761	\$ 105,175,068
General Fund Contribution	\$ 3,066,100	\$ 4,125,700	\$ 41,200	\$ 4,166,900	\$ 4,233,100
Child Support Services					
Staffing	77.0	75.0	(1.6)	73.3	73.3
Operating Expenditures	\$ 9,432,468	\$ 9,436,946	\$ (199)	\$ 9,436,747	\$ 9,769,962
Operating Revenues	\$ 9,393,160	\$ 9,436,946	\$ (199)	\$ 9,436,747	\$ 9,436,747
General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -
First 5, Children & Families					
Staffing	14.5	13.0	(2.0)	11.0	9.1
Operating Expenditures	\$ 4,991,550	\$ 4,657,421	\$ (707,331)	\$ 3,950,090	\$ 3,522,380
Operating Revenues	\$ 4,693,735	\$ 4,256,350	\$ (657,800)	\$ 3,598,550	\$ 3,464,123
General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -
Public Health					
Staffing	492.7	515.3	13.0	528.3	528.3
Operating Expenditures	\$ 77,430,371	\$ 82,383,565	\$ 7,038,811	\$ 89,422,376	\$ 91,104,781
Operating Revenues	\$ 75,055,392	\$ 73,300,238	\$ 5,781,204	\$ 79,081,442	\$ 80,141,287
General Fund Contribution	\$ 8,467,200	\$ 8,907,400	\$ 187,200	\$ 9,094,600	\$ 9,292,500
Social Services					
Staffing	914.1	899.8	-	899.8	899.8
Operating Expenditures	\$ 159,241,201	\$ 172,878,314	\$ 1,332,884	\$ 174,211,198	\$ 179,152,585
Operating Revenues	\$ 151,836,875	\$ 162,910,032	\$ 1,198,391	\$ 164,108,423	\$ 166,761,802
General Fund Contribution	\$ 6,665,600	\$ 7,257,600	\$ 161,400	\$ 7,419,000	\$ 7,580,800
COMMUNITY RESOURCES & PUBLIC FACILITIES					
Agricultural Commissioner/W&M					
Staffing	32.1	33.0	(0.0)	33.0	33.0
Operating Expenditures	\$ 4,507,324	\$ 5,049,098	\$ 96,673	\$ 5,145,771	\$ 5,423,705
Operating Revenues	\$ 2,861,242	\$ 3,251,890	\$ 148,481	\$ 3,400,371	\$ 3,665,805
General Fund Contribution	\$ 1,575,700	\$ 1,616,500	\$ 17,200	\$ 1,633,700	\$ 1,657,900
Community Services					
Staffing	94.1	105.7	(0.2)	105.5	105.5
Operating Expenditures	\$ 21,748,486	\$ 24,848,580	\$ 440,462	\$ 25,289,042	\$ 23,632,256
Operating Revenues	\$ 15,552,893	\$ 14,359,446	\$ (1,338,983)	\$ 13,020,463	\$ 12,516,852
General Fund Contribution	\$ 7,941,300	\$ 9,825,400	\$ 94,000	\$ 9,919,400	\$ 9,990,200
Planning & Development					
Staffing	81.6	89.9	2.1	92.0	92.0
Operating Expenditures	\$ 14,728,660	\$ 19,240,543	\$ (112,304)	\$ 19,128,239	\$ 19,204,581
Operating Revenues	\$ 10,629,869	\$ 13,684,365	\$ 108,881	\$ 13,793,246	\$ 13,661,243
General Fund Contribution	\$ 4,428,500	\$ 4,664,400	\$ 55,400	\$ 4,719,800	\$ 4,779,900
Public Works					
Staffing	268.8	282.8	(1.5)	281.3	281.3
Operating Expenditures	\$ 87,849,086	\$ 108,310,722	\$ (6,493,309)	\$ 101,817,413	\$ 97,596,027
Operating Revenues	\$ 95,170,271	\$ 101,148,622	\$ 88,504	\$ 101,237,126	\$ 102,682,777
General Fund Contribution	\$ 3,064,100	\$ 3,106,700	\$ 22,200	\$ 3,128,900	\$ 3,156,500

Summary Schedules

Departmental Budget Summary (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
GENERAL GOVERNMENT & SUPPORT SERVICES					
Auditor-Controller					
Staffing	51.4	49.2	0.1	49.3	49.3
Operating Expenditures	\$ 7,875,469	\$ 8,626,702	\$ 280,298	\$ 8,907,000	\$ 9,249,000
Operating Revenues	\$ 1,007,836	\$ 912,700	\$ 97,700	\$ 1,010,400	\$ 1,021,400
General Fund Contribution	\$ 7,025,400	\$ 7,370,800	\$ 202,600	\$ 7,573,400	\$ 7,761,300
Clerk-Recorder-Assessor					
Staffing	97.1	96.4	1.8	98.1	98.1
Operating Expenditures	\$ 14,118,053	\$ 16,542,401	\$ 278,894	\$ 16,821,295	\$ 17,165,321
Operating Revenues	\$ 5,296,830	\$ 5,009,163	\$ 1,044,558	\$ 6,053,721	\$ 5,080,052
General Fund Contribution	\$ 9,730,900	\$ 10,493,000	\$ 97,600	\$ 10,590,600	\$ 10,805,700
Debt Service					
Staffing	-	-	-	-	-
Operating Expenditures	\$ 2,606,053	\$ 2,128,362	\$ (112,732)	\$ 2,015,630	\$ 1,902,641
Operating Revenues	\$ 1,386,481	\$ 1,410,787	\$ 3,700	\$ 1,414,487	\$ 1,411,887
General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -
General Services					
Staffing	113.8	120.0	-	120.0	120.0
Operating Expenditures	\$ 38,607,847	\$ 44,433,291	\$ 2,208,802	\$ 46,642,093	\$ 46,440,080
Operating Revenues	\$ 32,387,716	\$ 33,636,943	\$ 2,418,313	\$ 36,055,256	\$ 35,717,727
General Fund Contribution	\$ 8,612,200	\$ 8,972,045	\$ 60,355	\$ 9,032,400	\$ 9,115,900
North County Jail					
Staffing	-	-	-	-	-
Operating Expenditures	\$ 2,516,095	\$ 24,071,489	\$ 8,317,713	\$ 32,389,202	\$ 41,497,323
Operating Revenues	\$ -	\$ 19,587,428	\$ 10,454,577	\$ 30,042,005	\$ 41,258,423
General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -
Human Resources					
Staffing	23.5	26.5	(0.5)	26.0	26.0
Operating Expenditures	\$ 8,820,363	\$ 8,471,046	\$ (317,121)	\$ 8,153,925	\$ 8,171,945
Operating Revenues	\$ 2,743,616	\$ 3,222,386	\$ (340,839)	\$ 2,881,547	\$ 2,881,547
General Fund Contribution	\$ 3,765,272	\$ 4,199,842	\$ 308,958	\$ 4,508,800	\$ 4,655,500
Treasurer-Tax Collector-Public					
Staffing	40.4	44.0	-	44.0	44.0
Operating Expenditures	\$ 6,696,519	\$ 7,296,789	\$ 151,212	\$ 7,448,001	\$ 7,767,820
Operating Revenues	\$ 3,342,558	\$ 3,702,799	\$ 72,182	\$ 3,774,981	\$ 3,828,554
General Fund Contribution	\$ 3,372,700	\$ 3,453,100	\$ 53,000	\$ 3,506,100	\$ 3,578,100
GENERAL COUNTY PROGRAMS					
General County Programs					
Staffing	0.9	1.0	-	1.0	1.0
Operating Expenditures	\$ 3,234,985	\$ 3,019,048	\$ (702,606)	\$ 2,316,442	\$ 1,444,251
Operating Revenues	\$ 2,665,513	\$ 2,243,500	\$ (64,200)	\$ 2,179,300	\$ 2,172,856
General Fund Contribution	\$ 26,572,546	\$ 19,350,385	\$ 5,179,299	\$ 24,529,684	\$ 20,643,622
General Revenues					
Staffing	-	-	-	-	-
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Revenues	\$ 231,601,744	\$ 230,282,491	\$ 9,485,521	\$ 239,768,012	\$ 248,475,000
General Fund Contribution	\$ -	\$ -	\$ -	\$ -	\$ -
REPORT TOTALS					
Total Staffing	4,141.4	4,340.9	9.1	4,350.0	4,348.0
Total Operating Expenditures	\$ 882,856,388	\$ 979,155,868	\$ 28,907,984	\$ 1,008,063,852	\$ 1,035,200,673
Total Operating Revenues	\$ 924,875,555	\$ 971,595,506	\$ 46,939,133	\$ 1,018,534,639	\$ 1,049,273,864
Total Geneneral Fund Contribution	\$ 228,600,046	\$ 230,545,000	\$ 9,315,000	\$ 239,860,000	\$ 240,372,738

Summary Schedules

Appropriations

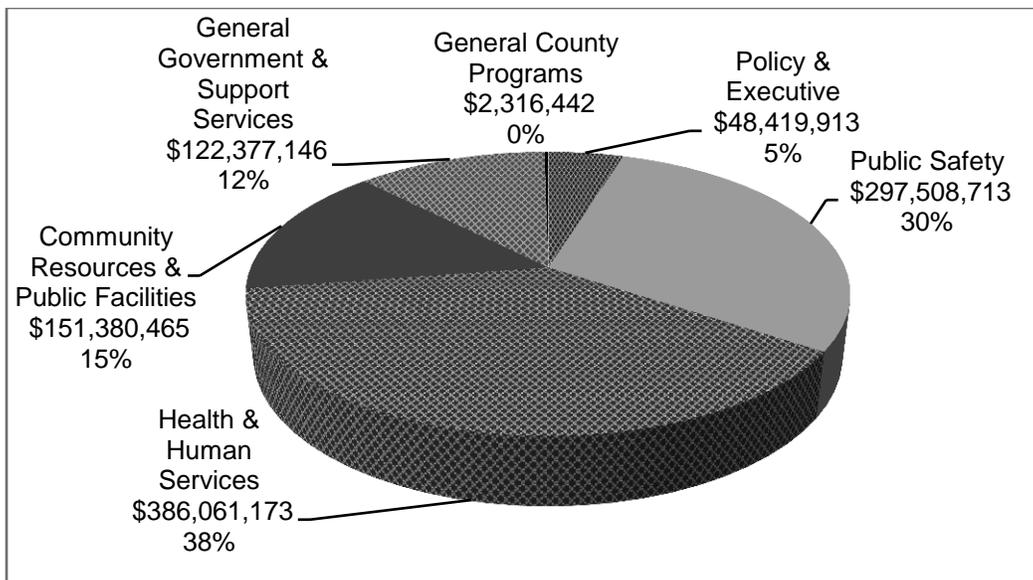
Appropriations are the legally budgeted amount for expenditures. Although two years of anticipated budgets are presented, the Board of Supervisors only adopts the Recommended budget. The Proposed budget column is provided to help show a future perspective for planning needs. This section of the Summary Schedules focuses on appropriations by showing them with different sorts and groupings on a Countywide level. "Total Appropriations" includes Operating Expenditures, such as Salaries & Employee Benefits and Services & Supplies, as well as appropriations needed for Capital Assets, Transfers, and Changes to Fund Balances.

Total Appropriations by Category

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Salaries and Employee Benefits	\$ 511,944,175	\$ 557,278,110	\$ 15,801,401	\$ 573,079,511	\$ 596,226,559
Services and Supplies	240,628,636	299,820,068	9,089,507	308,909,575	306,207,659
Other Charges	130,283,577	122,057,690	4,017,076	126,074,766	132,766,455
Operating Expenditures	882,856,388	979,155,868	28,907,984	1,008,063,852	1,035,200,673
Capital Assets	28,069,739	39,622,629	(699,642)	38,922,987	33,009,854
Other Financing Uses	84,847,347	66,790,936	4,750,051	71,540,987	58,129,117
Intrafund Expenditure Transfers (+)	208,747,093	204,031,474	13,656,977	217,688,451	217,570,911
Increase To Fund Balance	78,580,540	41,002,143	11,965,480	52,967,623	43,135,165
Fund Balance Impact(+)	8,723,766	-	-	-	8,400,718
Appropriations Total	\$1,291,824,873	\$ 1,330,603,050	\$ 58,580,850	\$ 1,389,183,900	\$1,395,446,438

Operating Appropriations by Function

The detail for this pie chart can be found on page C-25.

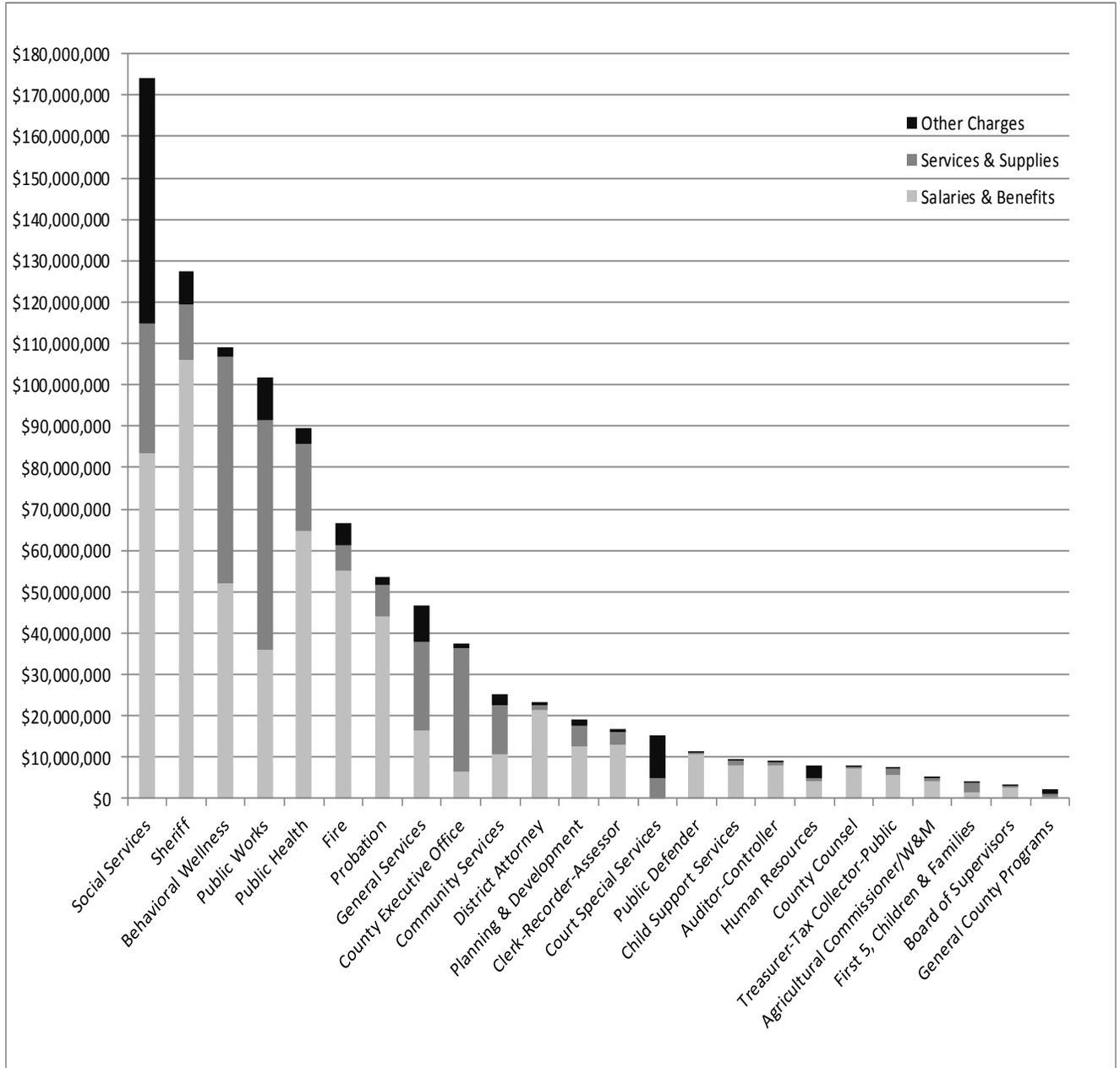


Summary Schedules

Operating Appropriations by Department

The detail for this chart can be found on the Departmental D Pages.

FY 16-17 Operating Expenditures By Department



Summary Schedules

Operating Appropriations by Function & Department

This schedule shows operating appropriations only by organizational function, and with the departments that make up the function. This schedule EXCLUDES appropriations needed for Capital Assets, Transfers, and Changes to Fund Balances. The categories of appropriations by function and department are provided in the introduction pages of each function in Section D of the budget book.

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive					
Board of Supervisors	\$ 2,705,673	\$ 2,953,300	\$ 85,000	\$ 3,038,300	\$ 3,155,864
County Executive Office	28,553,772	34,990,536	2,585,381	37,575,917	39,084,755
County Counsel	7,033,154	7,438,480	367,216	7,805,696	8,219,968
Sub-Total	38,292,598	45,382,316	3,037,597	48,419,913	50,460,587
Public Safety					
Court Special Services	15,315,695	15,378,930	(130,030)	15,248,900	15,360,636
District Attorney	21,251,342	22,202,535	1,128,583	23,331,118	24,383,798
Fire	56,728,327	62,321,675	4,071,773	66,393,448	68,864,971
Probation	49,558,503	51,892,606	1,776,076	53,668,682	55,558,728
Public Defender	10,522,775	11,044,299	307,495	11,351,794	11,885,638
Sheriff	124,832,897	124,657,785	2,856,986	127,514,771	131,314,214
Sub-Total	278,209,538	287,497,830	10,010,883	297,508,713	307,367,985
Health & Human Services					
Behavioral Wellness	101,949,720	104,881,405	4,159,357	109,040,762	114,327,443
Child Support Services	9,432,468	9,436,946	(199)	9,436,747	9,769,962
First 5, Children & Families	4,991,550	4,657,421	(707,331)	3,950,090	3,522,380
Public Health	77,430,371	82,383,565	7,038,811	89,422,376	91,104,781
Social Services	159,241,201	172,878,314	1,332,884	174,211,198	179,152,585
Sub-Total	353,045,311	374,237,651	11,823,522	386,061,173	397,877,151
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	4,507,324	5,049,098	96,673	5,145,771	5,423,705
Community Services	21,748,486	24,848,580	440,462	25,289,042	23,632,256
Planning & Development	14,728,660	19,240,543	(112,304)	19,128,239	19,204,581
Public Works	87,849,086	108,310,722	(6,493,309)	101,817,413	97,596,027
Sub-Total	128,833,557	157,448,943	(6,068,478)	151,380,465	145,856,569
General Government & Support Services					
Auditor-Controller	7,875,469	8,626,702	280,298	8,907,000	9,249,000
Clerk-Recorder-Assessor	14,118,053	16,542,401	278,894	16,821,295	17,165,321
Debt Service	2,606,053	2,128,362	(112,732)	2,015,630	1,902,641
General Services	38,607,847	44,433,291	2,208,802	46,642,093	46,440,080
Human Resources	8,820,363	8,471,046	(317,121)	8,153,925	8,171,945
North County Jail	2,516,095	24,071,489	8,317,713	32,389,202	41,497,323
Treasurer-Tax Collector-Public	6,696,519	7,296,789	151,212	7,448,001	7,767,820
Sub-Total	81,240,399	111,570,080	10,807,066	122,377,146	132,194,130
General County Programs					
General County Programs	3,234,985	3,019,048	(702,606)	2,316,442	1,444,251
Sub-Total	3,234,985	3,019,048	(702,606)	2,316,442	1,444,251
Operating Appropriations Total	\$ 882,856,388	\$ 979,155,868	\$ 28,907,984	\$ 1,008,063,852	\$ 1,035,200,673

Summary Schedules

Operating Appropriations by Department & Program

This schedule shows operating appropriations by organizational department, and the programs that make up the department. The categories of appropriations (Salaries & Employee Benefits, Services & Supplies, etc.) by department and program are provided in the Section D of the budget book.

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive					
Board of Supervisors					
First District	\$ 552,495	\$ 583,399	\$ 15,545	\$ 598,944	\$ 624,055
Second District	431,549	501,992	10,985	512,977	534,545
Third District	601,227	637,110	23,259	660,369	689,256
Fourth District	443,237	523,325	15,060	538,385	553,825
Fifth District	445,950	438,676	9,865	448,541	467,127
Board Support	231,215	268,798	10,286	279,084	287,056
Sub-Total	2,705,673	2,953,300	85,000	3,038,300	3,155,864
County Executive Office					
County Management	4,153,513	4,698,092	275,229	4,973,321	5,262,764
Emergency Management	1,768,256	1,430,717	219,642	1,650,359	1,686,418
Not Found	-	-	-	-	-
Risk Management	22,632,003	28,861,727	2,090,510	30,952,237	32,135,573
Unallocated	-	-	-	-	-
Sub-Total	28,553,772	34,990,536	2,585,381	37,575,917	39,084,755
County Counsel					
Legal Services	7,033,154	7,438,480	367,216	7,805,696	8,219,968
Unallocated	-	-	-	-	-
Sub-Total	7,033,154	7,438,480	367,216	7,805,696	8,219,968
Function Total	\$ 38,292,598	\$ 45,382,316	\$ 3,037,597	\$ 48,419,913	\$ 50,460,587
Public Safety					
Court Special Services					
Grand Jury	\$ 234,593	\$ 233,990	\$ (22,442)	\$ 211,548	\$ 214,484
Court Special Services	12,497,516	12,727,424	1,225	12,728,649	12,775,535
Conflict Defense Representation	2,583,586	2,417,516	(108,813)	2,308,703	2,370,617
Sub-Total	15,315,695	15,378,930	(130,030)	15,248,900	15,360,636
District Attorney					
Administration & Support	1,505,696	1,596,419	60,111	1,656,530	1,733,128
Criminal Prosecution	19,730,842	20,442,596	1,046,975	21,489,571	22,459,131
Civil Prosecution	14,804	163,520	21,497	185,017	191,539
Unallocated	-	-	-	-	-
Sub-Total	21,251,342	22,202,535	1,128,583	23,331,118	24,383,798
Fire					
Administration & Support	6,827,769	8,204,928	1,020,853	9,225,781	9,390,513
Fire Prevention	1,945,005	2,403,914	40,203	2,444,117	2,558,045
Emergency Operations	47,955,552	51,712,833	3,010,717	54,723,550	56,916,413
Unallocated	-	-	-	-	-
Sub-Total	56,728,327	62,321,675	4,071,773	66,393,448	68,864,971

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Public Safety (cont'd)					
Probation					
Administration & Support	\$ 5,599,282	\$ 5,413,780	\$ 561,270	\$ 5,975,050	\$ 6,152,156
Institutions	17,236,944	17,391,775	161,987	17,553,762	18,213,881
Juvenile Services	8,495,682	9,135,239	251,561	9,386,800	9,713,220
Adult Services	18,226,594	19,951,812	801,258	20,753,070	21,479,471
Sub-Total	49,558,503	51,892,606	1,776,076	53,668,682	55,558,728
Public Defender					
Administration & Support	2,454,247	2,696,516	92,397	2,788,913	2,894,917
Adult Legal Services	7,587,721	7,904,968	249,311	8,154,279	8,560,591
Juvenile Legal Services	480,807	442,815	(34,213)	408,602	430,130
Sub-Total	10,522,775	11,044,299	307,495	11,351,794	11,885,638
Sheriff					
Administration & Support	9,532,652	9,637,472	515,472	10,152,944	10,500,434
Custody Operations	47,992,241	46,350,183	1,076,743	47,426,926	49,074,439
Countywide Law Enforcement	58,954,454	60,434,487	1,467,720	61,902,207	63,464,521
Court Security Services	8,352,786	8,235,643	(202,949)	8,032,694	8,274,820
Unallocated	764	-	-	-	-
Sub-Total	124,832,897	124,657,785	2,856,986	127,514,771	131,314,214
Function Total	\$ 278,209,538	\$ 287,497,830	\$ 10,010,883	\$ 297,508,713	\$ 307,367,985
Health & Human Services					
Behavioral Wellness					
Administration & Support	\$ 15,682,988	\$ 10,442,836	\$ (6,121)	\$ 10,436,715	\$ 10,864,009
Mental Health Inpatient Services	10,104,545	9,822,923	336,632	10,159,555	10,025,068
Mental Health Outpatient Services	3,966,399	6,003,663	(242,722)	5,760,941	5,986,657
Mental Health Community Services Programs	60,409,685	66,363,788	3,425,372	69,789,160	72,065,146
Alcohol & Drug Programs	11,786,464	12,248,195	646,196	12,894,391	15,386,563
Unallocated	(361)	-	-	-	-
Sub-Total	101,949,720	104,881,405	4,159,357	109,040,762	114,327,443
Child Support Services					
Case Management & Collections	9,432,468	9,436,946	(199)	9,436,747	9,769,962
Sub-Total	9,432,468	9,436,946	(199)	9,436,747	9,769,962
First 5, Children & Families					
Administration & Support	756,002	645,427	11,449	656,876	642,609
Program Evaluation and Research	282,852	231,515	(13,065)	218,450	179,388
Children's Wellness and Support	3,952,696	3,780,479	(705,715)	3,074,764	2,700,383
Sub-Total	4,991,550	4,657,421	(707,331)	3,950,090	3,522,380
Public Health					
Administration & Support	8,442,797	9,126,104	(102,495)	9,023,609	9,373,350
Health Care Centers	38,758,798	40,363,508	6,713,990	47,077,498	47,657,570
Indigent Health Programs	5,872,615	6,544,204	(550,119)	5,994,085	5,899,827
Disease Prevention & Health Promotion	12,360,625	12,894,248	831,925	13,726,173	14,171,658
Regulatory Programs & Emergency Preparedness	7,599,342	8,401,242	(1,547)	8,399,695	8,615,022
Animal Services	4,396,195	5,054,259	147,057	5,201,316	5,387,354
Sub-Total	77,430,371	82,383,565	7,038,811	89,422,376	91,104,781

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Health & Human Services (cont'd)					
Social Services					
Administration & Support	\$ 19,280,974	\$ 20,629,283	\$ 445,504	\$ 21,074,787	\$ 21,974,538
Public Assistance and Welfare to Work Activities	63,352,282	67,205,364	893,983	68,099,347	69,002,486
Medi-Cal Eligibility	21,763,282	25,239,379	(427,383)	24,811,996	25,999,815
Protective Services for Children, Adults, Disabled	54,797,145	59,804,288	420,780	60,225,068	62,175,746
Unallocated	47,518	-	-	-	-
Sub-Total	159,241,201	172,878,314	1,332,884	174,211,198	179,152,585
Function Total	\$ 353,045,311	\$ 374,237,651	\$ 11,823,522	\$ 386,061,173	\$ 397,877,151
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	\$ 359,677	\$ 372,654	\$ 95,267	\$ 467,921	\$ 492,848
Agriculture	3,396,272	3,804,925	97,866	3,902,791	4,056,673
Weights & Measures	751,375	871,519	(96,460)	775,059	874,184
Sub-Total	4,507,324	5,049,098	96,673	5,145,771	5,423,705
Community Services					
Administration & Support	501,116	888,827	40,607	929,434	977,734
Parks & Open Spaces	11,486,934	11,702,758	(310,144)	11,392,614	11,320,529
Housing & Community Development	3,755,286	4,675,985	622,332	5,298,317	3,302,533
Community Support (Arts & Libraries)	4,440,137	4,757,326	(30,209)	4,727,117	4,745,678
Energy and Sustainability Initiatives	1,565,013	2,823,684	117,876	2,941,560	3,285,782
Sub-Total	21,748,486	24,848,580	440,462	25,289,042	23,632,256
Planning & Development					
Administration & Support	2,294,095	2,783,180	(59,079)	2,724,101	2,856,670
Permitting	9,058,499	12,073,795	384,200	12,457,995	12,671,082
Coastal Mitigation	659,864	1,214,604	(173,936)	1,040,668	1,106,011
Code Enforcement	446,605	548,532	6,786	555,318	573,217
Long Range Planning	2,269,598	2,620,432	(270,275)	2,350,157	1,997,601
Sub-Total	14,728,660	19,240,543	(112,304)	19,128,239	19,204,581
Public Works					
Administration & Support	3,528,260	4,476,942	(282,806)	4,194,136	4,330,932
Transportation	36,612,133	45,068,595	(6,988,974)	38,079,621	33,807,114
Surveyor	859,713	880,640	28,323	908,963	939,337
Water Resources/Flood Control	14,355,621	21,602,982	(1,074,404)	20,528,578	24,313,547
Resource Recovery & Waste Management	32,492,047	36,281,563	1,824,552	38,106,115	34,205,097
Unallocated	1,313	-	-	-	-
Sub-Total	87,849,086	108,310,722	(6,493,309)	101,817,413	97,596,027
Function Total	\$ 128,833,557	\$ 157,448,943	\$ (6,068,478)	\$ 151,380,465	\$ 145,856,569
General Government & Support Services					
Auditor-Controller					
Administration & Support	\$ 709,080	\$ 700,552	\$ 179,944	\$ 880,496	\$ 912,439
Audit Services	710,684	830,349	81,971	912,320	954,339
Accounting Services	5,426,908	5,950,553	34,281	5,984,834	6,210,516
Financial Reporting	1,028,797	1,145,248	(15,898)	1,129,350	1,171,706
Sub-Total	7,875,469	8,626,702	280,298	8,907,000	9,249,000

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	\$ 1,128,583	\$ 1,305,452	\$ (157,418)	\$ 1,148,034	\$ 1,186,668
Elections	3,004,684	3,662,201	434,182	4,096,383	3,889,787
Clerk-Recorder	2,203,628	2,799,180	(2,873)	2,796,307	2,893,546
Assessor	7,781,158	8,775,568	5,003	8,780,571	9,195,320
Sub-Total	14,118,053	16,542,401	278,894	16,821,295	17,165,321
Debt Service					
Long Term Debt	2,606,053	2,128,362	(112,732)	2,015,630	1,902,641
Sub-Total	2,606,053	2,128,362	(112,732)	2,015,630	1,902,641
General Services					
Administration and Finance	1,762,503	2,072,578	(121,249)	1,951,329	2,009,868
Capital Planning and Improvements	1,280,993	1,240,751	156,185	1,396,936	1,460,943
Facilities and Real Estate Management	15,111,504	16,505,508	882,658	17,388,166	16,296,553
Fleet Operations	9,815,749	12,303,000	222,880	12,525,880	12,855,297
Information and Communications Technology	9,788,112	11,263,207	1,116,598	12,379,805	12,744,861
Purchasing, Surplus and Mail	848,987	1,048,247	(48,270)	999,977	1,072,558
Sub-Total	38,607,847	44,433,291	2,208,802	46,642,093	46,440,080
Human Resources					
Administration	1,340,983	1,802,011	196,958	1,998,969	1,979,537
Employee Relations/Benefits	1,056,582	1,155,244	72,370	1,227,614	1,268,719
Recruiting and Classification	662,500	1,058,248	(69,737)	988,511	974,345
Employees' University	367,393	455,266	11,337	466,603	467,762
Shared Services	581,206	607,396	(311,607)	295,789	305,831
Employee Insurance	4,810,135	3,392,881	(216,442)	3,176,439	3,175,751
Unallocated	1,564	-	-	-	-
Sub-Total	8,820,363	8,471,046	(317,121)	8,153,925	8,171,945
North County Jail AB900					
North Branch Main Jail Project	1,697,481	22,409,489	9,979,713	32,389,202	41,497,323
North Branch STAR Project	818,614	1,662,000	(1,662,000)	-	-
Sub-Total	2,516,095	24,071,489	8,317,713	32,389,202	41,497,323
Treasurer-Tax Collector-Public					
Administration & Support	1,291,567	1,768,620	25,770	1,794,390	1,877,356
Treasury	1,876,511	1,975,576	(75,647)	1,899,929	2,004,798
Tax & Collections	1,900,720	1,690,226	158,207	1,848,433	1,923,628
Public Assistance	1,627,721	1,862,367	42,882	1,905,249	1,962,038
Sub-Total	6,696,519	7,296,789	151,212	7,448,001	7,767,820
Function Total	\$ 81,240,399	\$ 111,570,080	\$ 10,807,066	\$ 122,377,146	\$ 132,194,130
General County Programs					
General County Programs					
Support to Other Governments & Organizations	\$ 2,610,122	\$ 2,318,828	\$ (274,916)	\$ 2,043,912	\$ 1,179,751
Reserved & Committed Funds	14,000	-	-	-	-
Ancillary Services	610,863	700,220	(427,690)	272,530	264,500
Sub-Total	3,234,985	3,019,048	(702,606)	2,316,442	1,444,251
Fuction Total	\$ 3,234,985	\$ 3,019,048	\$ (702,606)	\$ 2,316,442	\$ 1,444,251
Operating Appropriations Total	\$ 882,856,388	\$ 979,155,868	\$ 28,907,984	\$ 1,008,063,852	\$ 1,035,200,673

Summary Schedules

Capital Budget Summary by Class and Department

The following schedule provides appropriations for capital items by capital asset class and by department. Definitions for each class and more complete Capital Budget information is provided in Section E.

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Land					
Behavioral Wellness	\$ -	\$ 1,099,994	\$ (1,099,994)	\$ -	\$ -
Community Services	-	-	82,000	82,000	-
Public Works	2,802	145,000	1,910,000	2,055,000	230,000
Sub-Total	2,802	1,244,994	892,006	2,137,000	230,000
Land Improvements					
Community Services	-	-	321,000	321,000	-
Sub-Total	-	-	321,000	321,000	-
Structures & Structures Improvements					
Community Services	-	-	411,000	411,000	695,000
General Services	591,302	-	7,491,571	7,491,571	3,190,000
Public Works	4,076,655	3,832,000	578,000	4,410,000	1,800,000
Social Services	-	-	135,000	135,000	-
Sub-Total	4,667,957	3,832,000	8,615,571	12,447,571	5,685,000
Equipment					
Agricultural Commissioner/W&M	26,018	-	60,000	60,000	-
Auditor-Controller	40,944	10,000	(10,000)	-	-
Behavioral Wellness	-	16,000	-	16,000	16,000
Board of Supervisors	6,795	-	-	-	-
Clerk-Recorder-Assessor	122,078	-	-	-	2,785,000
Community Services	208,501	50,000	10,000	60,000	60,000
County Executive Office	58,195	221,862	(66,862)	155,000	155,000
Fire	1,300,719	470,850	56,600	527,450	345,000
General Services	6,096,283	6,627,000	(317,500)	6,309,500	3,594,030
Probation	21,832	-	-	-	-
Public Health	32,594	45,011	(45,011)	-	-
Public Works	3,291,518	4,775,000	(623,757)	4,151,243	3,709,500
Sheriff	713,532	146,400	(99,400)	47,000	47,000
Social Services	-	58,500	(6,000)	52,500	37,500
Treasurer-Tax Collector-Public	14,999	15,000	(15,000)	-	-
Sub-Total	11,934,009	12,435,623	(1,056,930)	11,378,693	10,749,030

Summary Schedules

Capital Budget Summary by Class and Department (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
IT Hardware > \$5K / Software > \$100K					
Auditor-Controller	-	-	15,000	15,000	15,000
Behavioral Wellness	(366)	39,000	(9,000)	30,000	30,000
Clerk-Recorder-Assessor	85,641	153,000	(28,000)	125,000	125,000
Court Special Services	-	11,400	(11,400)	-	-
District Attorney	79,984	240,000	(240,000)	-	-
Fire	24,872	30,000	685,000	715,000	-
General Services	1,015,241	1,508,822	110,414	1,619,236	1,667,814
North County Jail	-	-	-	-	150,000
Planning & Development	13,194	36,000	(19,000)	17,000	17,010
Public Health	361,157	220,555	43,945	264,500	689,000
Public Works	-	21,000	5,500	26,500	9,000
Sheriff	83,831	816,000	(800,000)	16,000	16,000
Social Services	80,345	685,000	360,000	1,045,000	170,000
Treasurer-Tax Collector-Public	17,450	30,000	438,487	468,487	-
Sub-Total	1,761,350	3,790,777	550,946	4,341,723	2,888,824
Infrastructure					
Community Services	-	-	257,000	257,000	-
Public Works	-	-	8,040,000	8,040,000	13,457,000
Sub-Total	-	-	8,297,000	8,297,000	13,457,000
Work In Progress (1)					
Community Services	1,738,225	2,012,200	(2,012,200)	-	-
General Services	4,297,594	2,830,844	(2,830,844)	-	-
Public Works	2,780,694	13,064,000	(13,064,000)	-	-
Treasurer-Tax Collector-Public	887,109	412,191	(412,191)	-	-
Sub-Total	9,703,622	18,319,235	(18,319,235)	-	-
Capital Appropriations SubTotal	\$ 28,069,739	\$ 39,622,629	\$ (699,642)	\$ 38,922,987	\$ 33,009,854
Operating Expenditures Found In The Capital Funds					
Sheriff - Capital Outlay Fund	6,780	-	35,000	35,000	35,000
North County Jail - North County Jail AB900 Fund	1,697,481	22,409,489	9,979,713	32,389,202	41,497,323
North County Jail - North County Jail STAR SB1022 Fund	818,614	1,662,000	(1,662,000)	-	-
Sub-Total	2,522,875	24,071,489	8,352,713	32,424,202	41,532,323
Capital Appropriations SubTotal	\$ 30,592,615	\$ 63,694,118	\$ 7,653,071	\$ 71,347,189	\$ 74,542,177

(1) Beginning in Fiscal Year 2016/17, the Work in Progress account will no longer be used by departments to budget capital expenditures. Departments will instead budget all capital expenditures to the accounts that reflect the classification of each project (i.e. infrastructure, Structures, etc.)

Summary Schedules

Revenues

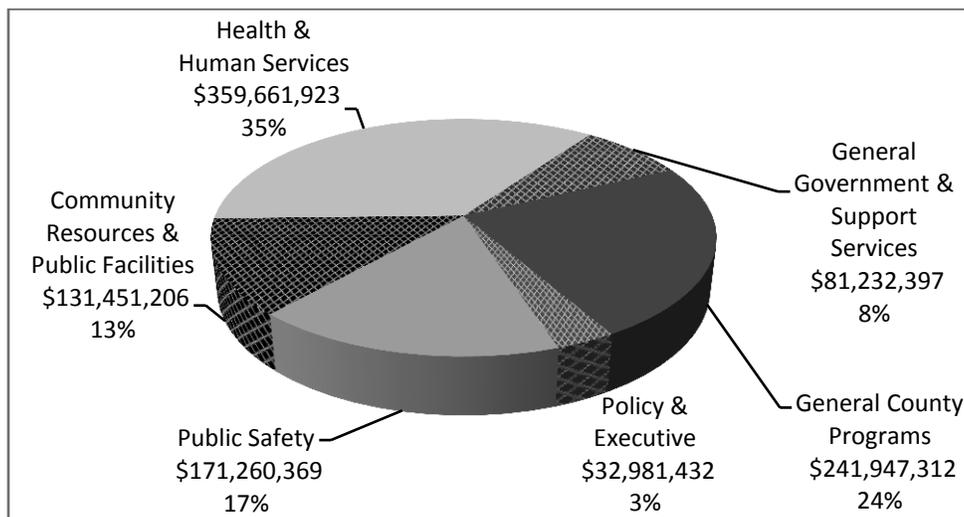
Budgets for revenues are adopted in order to help manage, anticipate, and compare revenue estimates with actual. Additionally, the County Budget Act requires the County to adopt a “balanced budget”, which means that appropriations cannot be adopted without an equal source of revenue. This section of the Summary Schedules focuses on revenues only by showing them with different sorts and groupings on a Countywide level. “Total Revenues” include Operating Revenues, such as Taxes and Charges for Services, as well as amounts anticipated from Transfers, Changes to Fund Balances, and General Fund Contributions.

Total Revenues by Character

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Taxes	\$ 269,399,429	\$ 279,148,006	\$ 13,174,102	\$ 292,322,108	\$ 305,423,531
Licenses, Permits and Franchises	16,891,218	18,053,768	587,647	18,641,415	19,106,194
Fines, Forfeitures, and Penalties	9,579,252	7,960,844	(30,027)	7,930,817	7,817,160
Use of Money and Property	5,892,070	4,015,819	17,504	4,033,323	4,125,908
Intergovernmental Revenue	344,784,302	373,026,761	14,425,906	387,452,667	397,502,261
Charges for Services	229,964,379	245,604,661	16,629,932	262,234,593	267,016,673
Miscellaneous Revenue	48,364,904	43,785,647	2,134,069	45,919,716	48,282,137
Operating Revenue	924,875,555	971,595,506	46,939,133	1,018,534,639	1,049,273,864
Other Financing Sources	50,347,244	31,885,244	4,086,176	35,971,420	22,017,017
Intrafund Expenditure Transfers (-)	7,894,347	3,029,438	4,740,213	7,769,651	7,547,573
Release of Fund Balance	78,173,532	93,547,862	(6,499,672)	87,048,190	56,781,739
Fund Balance Impact(-)	1,934,149	-	-	-	19,453,507
General Fund Contribution	228,600,046	230,545,000	9,315,000	239,860,000	240,372,738
Revenues Total	\$ 1,291,824,873	\$ 1,330,603,050	\$ 58,580,850	\$ 1,389,183,900	\$ 1,395,446,438

Operating Revenues by Function

The detail for this pie chart can be found on page C-34.

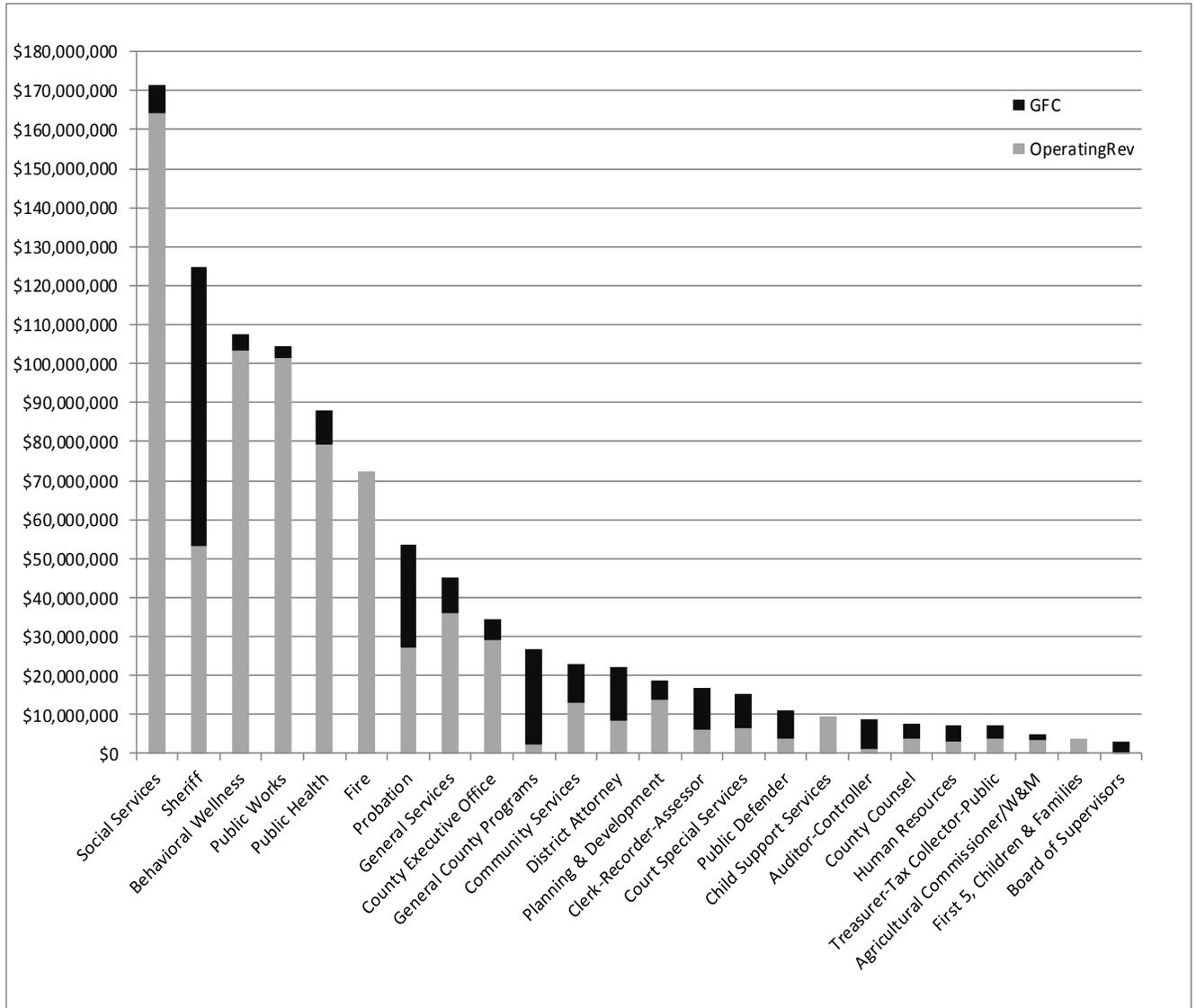


Summary Schedules

Operating Revenues by Department

The detail for this chart can be found on the Departmental D Pages.

FY 16-17 Operating Expenditures By Department



Summary Schedules

Operating Revenues by Function & Department

This schedule shows operating revenues by organizational function, and with the departments that make up the function. This schedule excludes Other Financing Sources, Transfers, General Fund Contributions, and Changes to Fund Balances. The categories of revenues by function and department are provided in the introduction pages of each function in the Detail Section of the budget book.

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive					
Board of Supervisors	\$ -	\$ -	\$ -	\$ -	\$ -
County Executive Office	25,186,064	25,327,064	3,731,588	29,058,652	31,250,967
County Counsel	3,733,095	3,913,380	9,400	3,922,780	3,937,780
Sub-Total	28,919,159	29,240,444	3,740,988	32,981,432	35,188,747
Public Safety					
Court Special Services	5,997,300	6,578,784	41,916	6,620,700	6,620,700
District Attorney	8,009,690	8,276,565	193,395	8,469,960	8,612,556
Fire	63,316,832	65,348,714	6,935,698	72,284,412	74,767,043
Probation	26,719,459	26,386,664	764,434	27,151,098	27,412,956
Public Defender	3,413,348	3,576,015	26,185	3,602,200	3,740,900
Sheriff	51,608,539	52,934,378	197,621	53,131,999	53,577,812
Sub-Total	159,065,168	163,101,120	8,159,249	171,260,369	174,731,967
Health & Human Services					
Behavioral Wellness	91,265,499	96,897,856	6,538,905	103,436,761	105,175,068
Child Support Services	9,393,160	9,436,946	(199)	9,436,747	9,436,747
First 5, Children & Families	4,693,735	4,256,350	(657,800)	3,598,550	3,464,123
Public Health	75,055,392	73,300,238	5,781,204	79,081,442	80,141,287
Social Services	151,836,875	162,910,032	1,198,391	164,108,423	166,761,802
Sub-Total	332,244,660	346,801,422	12,860,501	359,661,923	364,979,027
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	2,861,242	3,251,890	148,481	3,400,371	3,665,805
Community Services	15,552,893	14,359,446	(1,338,983)	13,020,463	12,516,852
Planning & Development	10,629,869	13,684,365	108,881	13,793,246	13,661,243
Public Works	95,170,271	101,148,622	88,504	101,237,126	102,682,777
Sub-Total	124,214,275	132,444,323	(993,117)	131,451,206	132,526,677
General Government & Support Services					
Auditor-Controller	1,007,836	912,700	97,700	1,010,400	1,021,400
Clerk-Recorder-Assessor	5,296,830	5,009,163	1,044,558	6,053,721	5,080,052
Debt Service	1,386,481	1,410,787	3,700	1,414,487	1,411,887
General Services	32,387,716	33,636,943	2,418,313	36,055,256	35,717,727
Human Resources	2,743,616	3,222,386	(340,839)	2,881,547	2,881,547
North County Jail	-	19,587,428	10,454,577	30,042,005	41,258,423
Treasurer-Tax Collector-Public	3,342,558	3,702,799	72,182	3,774,981	3,828,554
Sub-Total	46,165,036	67,482,206	13,750,191	81,232,397	91,199,590
General County Programs					
General County Programs	2,665,513	2,243,500	(64,200)	2,179,300	2,172,856
General Revenues	231,601,744	230,282,491	9,485,521	239,768,012	248,475,000
Sub-Total	234,267,257	232,525,991	9,421,321	241,947,312	250,647,856
Operating Revenues Total	\$ 924,875,555	\$ 971,595,506	\$ 46,939,133	\$ 1,018,534,639	\$ 1,049,273,864

Summary Schedules

Operating Revenues by Department & Program

This schedule shows operating revenues by organizational department, and the programs that make up the department. The categories of revenues (Taxes, Charges for Services, etc.) by department and program are provided in the Detail Section of the budget book.

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive					
Board of Supervisors					
First District	\$ -	\$ -	\$ -	\$ -	\$ -
Second District	-	-	-	-	-
Third District	-	-	-	-	-
Fourth District	-	-	-	-	-
Fifth District	-	-	-	-	-
Board Support	-	-	-	-	-
Sub-Total	-	-	-	-	-
County Executive Office					
County Management	351,551	325,799	21,458	347,257	349,765
Emergency Management	1,063,250	807,576	86,174	893,750	798,750
Risk Management	23,771,262	24,193,689	3,623,956	27,817,645	30,102,452
Sub-Total	25,186,064	25,327,064	3,731,588	29,058,652	31,250,967
County Counsel					
Legal Services	3,733,095	3,913,380	9,400	3,922,780	3,937,780
Advisory	-	-	-	-	-
Litigation	-	-	-	-	-
Sub-Total	3,733,095	3,913,380	9,400	3,922,780	3,937,780
Function Total	\$ 28,919,159	\$ 29,240,444	\$ 3,740,988	\$ 32,981,432	\$ 35,188,747
Public Safety					
Court Special Services					
Grand Jury	\$ -	\$ -	\$ -	\$ -	\$ -
Court Special Services	5,997,300	6,578,784	41,916	6,620,700	6,620,700
Conflict Defense Representation	-	-	-	-	-
Sub-Total	5,997,300	6,578,784	41,916	6,620,700	6,620,700
District Attorney					
Administration & Support	208,498	-	-	-	-
Criminal Prosecution	7,778,192	8,226,565	193,395	8,419,960	8,562,556
Civil Prosecution	23,000	50,000	-	50,000	50,000
Sub-Total	8,009,690	8,276,565	193,395	8,469,960	8,612,556
Fire					
Administration & Support	3,035,225	2,753,300	7,845,526	10,598,826	10,462,308
Fire Prevention	477,073	537,003	1,952,114	2,489,117	2,603,045
Emergency Operations	59,804,534	62,058,411	(2,861,942)	59,196,469	61,701,690
Sub-Total	63,316,832	65,348,714	6,935,698	72,284,412	74,767,043

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Public Safety (cont'd)					
Probation					
Administration & Support	\$ 158,277	\$ 159,405	\$ (29,705)	\$ 129,700	\$ 129,700
Institutions	6,671,430	6,641,259	212,722	6,853,981	6,954,237
Juvenile Services	3,774,652	3,954,291	116,967	4,071,258	3,997,450
Adult Services	16,115,099	15,631,709	464,450	16,096,159	16,331,569
Sub-Total	26,719,459	26,386,664	764,434	27,151,098	27,412,956
Public Defender					
Administration & Support	-	821,097	(821,097)	-	-
Adult Legal Services	3,413,348	2,614,788	978,959	3,593,747	3,732,278
Juvenile Legal Services	-	140,130	(131,677)	8,453	8,622
Sub-Total	3,413,348	3,576,015	26,185	3,602,200	3,740,900
Sheriff					
Administration & Support	1,651,740	1,777,004	10,134	1,787,138	1,840,969
Custody Operations	17,948,046	18,551,347	(115,416)	18,435,931	18,667,301
Countywide Law Enforcement	24,851,980	25,104,464	205,399	25,309,863	25,470,475
Court Security Services	7,156,774	7,501,563	97,504	7,599,067	7,599,067
Sub-Total	51,608,539	52,934,378	197,621	53,131,999	53,577,812
Function Total	\$ 159,065,168	\$ 163,101,120	\$ 8,159,249	\$ 171,260,369	\$ 174,731,967
Health & Human Services					
Behavioral Wellness					
Administration & Support	\$ 15,902,023	\$ 14,496,378	\$ (2,612,215)	\$ 11,884,163	\$ 12,142,528
Mental Health Inpatient Services	3,814,905	6,091,974	1,960,042	8,052,016	8,068,194
Mental Health Outpatient Services	3,567,878	3,235,597	(949,210)	2,286,387	2,295,535
Mental Health Community Services Programs	56,552,775	61,558,939	7,377,613	68,936,552	68,261,298
Alcohol & Drug Programs	11,427,918	11,514,968	762,675	12,277,643	14,407,513
Sub-Total	91,265,499	96,897,856	6,538,905	103,436,761	105,175,068
Child Support Services					
Case Management & Collections	9,393,160	9,436,946	(199)	9,436,747	9,436,747
Sub-Total	9,393,160	9,436,946	(199)	9,436,747	9,436,747
First 5, Children & Families					
Administration & Support	3,766,102	3,758,167	(3,481,271)	276,896	555,912
Program Evaluation and Research	-	-	218,450	218,450	179,388
Children's Wellness and Support	927,633	498,183	2,605,021	3,103,204	2,728,823
Sub-Total	4,693,735	4,256,350	(657,800)	3,598,550	3,464,123
Public Health					
Administration & Support	3,820,571	3,195,755	(368,463)	2,827,292	3,243,329
Health Care Centers	40,239,791	39,881,313	6,016,256	45,897,569	46,652,436
Indigent Health Programs	8,637,876	9,101,950	(595,469)	8,506,481	8,407,964
Disease Prevention & Health Promotion	11,463,895	9,943,410	784,150	10,727,560	10,676,560
Regulatory Programs & Emergency Preparedness	7,803,786	7,814,813	(46,828)	7,767,985	7,796,258
Animal Services	3,089,473	3,362,997	(8,442)	3,354,555	3,364,740
Sub-Total	75,055,392	73,300,238	5,781,204	79,081,442	80,141,287

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Health & Human Services (cont'd)					
Social Services					
Administration & Support	\$ (18,173,310)	\$ 59,900	\$ 3,060	\$ 62,960	\$ 62,960
Public Assistance and Welfare to Work Activities	74,450,612	71,585,477	431,437	72,016,914	71,986,179
Medi-Cal Eligibility	38,110,127	36,307,176	(722,169)	35,585,007	36,620,329
Protective Services for Children, Adults, Disabled	57,449,446	54,957,479	1,486,063	56,443,542	58,092,334
Sub-Total	151,836,875	162,910,032	1,198,391	164,108,423	166,761,802
Function Total	\$ 332,244,660	\$ 346,801,422	\$ 12,860,501	\$ 359,661,923	\$ 364,979,027
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	\$ 52,960	\$ 104,098	\$ 27,892	\$ 131,990	\$ 131,970
Agriculture	2,348,428	2,700,892	112,089	2,812,981	3,078,435
Weights & Measures	459,853	446,900	8,500	455,400	455,400
Sub-Total	2,861,242	3,251,890	148,481	3,400,371	3,665,805
Community Services					
Parks & Open Spaces	8,320,972	7,473,831	(392,363)	7,081,468	6,545,740
Housing & Community Development	5,046,247	4,183,274	(1,034,358)	3,148,916	2,646,814
Community Support (Arts & Libraries)	557,070	555,957	24,862	580,819	580,819
Energy and Sustainability Initiatives	1,628,603	2,146,384	62,876	2,209,260	2,743,479
Sub-Total	15,552,893	14,359,446	(1,338,983)	13,020,463	12,516,852
Planning & Development					
Administration & Support	1,023,838	1,016,651	63,114	1,079,765	1,110,015
Permitting	8,174,477	10,950,962	408,875	11,359,837	11,656,798
Coastal Mitigation	750,545	744,765	685	745,450	460,646
Code Enforcement	207,929	266,837	(56,837)	210,000	214,000
Long Range Planning	473,081	705,150	(306,956)	398,194	219,784
Sub-Total	10,629,869	13,684,365	108,881	13,793,246	13,661,243
Public Works					
Administration & Support	4,583,221	5,122,839	(287,783)	4,835,056	4,979,625
Transportation	32,081,905	33,987,909	635,935	34,623,844	29,275,888
Surveyor	310,564	368,725	1,503	370,228	396,024
Water Resources/Flood Control	22,699,931	25,324,743	(1,076,058)	24,248,685	29,747,473
Resource Recovery & Waste Management	35,494,651	36,344,406	814,907	37,159,313	38,283,767
Sub-Total	95,170,271	101,148,622	88,504	101,237,126	102,682,777
Function Total	\$ 124,214,275	\$ 132,444,323	\$ (993,117)	\$ 131,451,206	\$ 132,526,677
General Government & Support Services					
Auditor-Controller					
Administration & Support	\$ 83,960	\$ 22,463	\$ (22,463)	\$ -	\$ -
Audit Services	27,500	27,500	(20,000)	7,500	7,500
Accounting Services	878,959	862,737	140,163	1,002,900	1,013,900
Financial Reporting	17,416	-	-	-	-
Sub-Total	1,007,836	912,700	97,700	1,010,400	1,021,400

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	\$ 3,800	\$ -	\$ -	\$ -	\$ -
Elections	525,546	92,765	712,235	805,000	35,000
Clerk-Recorder	2,768,068	2,420,190	175,710	2,595,900	2,595,900
Assessor	1,999,416	2,496,208	156,613	2,652,821	2,449,152
Sub-Total	5,296,830	5,009,163	1,044,558	6,053,721	5,080,052
Debt Service					
Tax & Revenue Anticipation Notes	-	-	-	-	-
Long Term Debt	1,386,481	1,410,787	3,700	1,414,487	1,411,887
Sub-Total	1,386,481	1,410,787	3,700	1,414,487	1,411,887
General Services					
Administration and Finance	920,455	1,122,708	(92,841)	1,029,867	1,060,763
Capital Planning and Improvements	2,545,212	1,245,605	721,416	1,967,021	706,315
Facilities and Real Estate Management	7,283,338	8,323,841	(141,158)	8,182,683	8,328,695
Fleet Operations	10,604,567	11,832,922	692,958	12,525,880	12,901,656
Information and Communications Technology	11,034,142	11,111,867	1,237,938	12,349,805	12,720,298
Purchasing, Surplus and Mail	2	-	-	-	-
Sub-Total	32,387,716	33,636,943	2,418,313	36,055,256	35,717,727
Human Resources					
Administration	(165)	-	-	-	-
Employee Relations/Benefits	31,755	-	-	-	-
Employees' University	92,894	128,000	(8,000)	120,000	120,000
Shared Services	297,282	469,182	(469,182)	-	-
Employee Insurance	2,321,849	2,625,204	136,343	2,761,547	2,761,547
Sub-Total	2,743,616	3,222,386	(340,839)	2,881,547	2,881,547
North County Jail					
North Branch Main Jail Project	-	19,587,428	10,454,577	30,042,005	41,258,423
Sub-Total	-	19,587,428	10,454,577	30,042,005	41,258,423
Treasurer-Tax Collector-Public					
Administration & Support	46	2,500	(2,500)	-	-
Treasury	2,341,096	2,476,501	24,391	2,500,892	2,489,815
Tax & Collections	781,434	1,014,994	48,835	1,063,829	1,128,479
Public Assistance	219,981	208,804	1,456	210,260	210,260
Sub-Total	3,342,558	3,702,799	72,182	3,774,981	3,828,554
Function Total	\$ 46,165,036	\$ 67,482,206	\$ 13,750,191	\$ 81,232,397	\$ 91,199,590
General County Programs					
General County Programs					
Support to Other Governments & Organizations	\$ 16,174	\$ -	\$ -	\$ -	\$ -
Reserved & Committed Funds	2,205,013	1,804,000	(100,000)	1,704,000	1,703,998
Ancillary Services	444,326	439,500	35,800	475,300	468,858
Northern Branch Jail Project	-	-	-	-	-
Sub-Total	2,665,513	2,243,500	(64,200)	2,179,300	2,172,856
General Revenues					
General Revenues	231,601,744	230,282,491	9,485,521	239,768,012	248,475,000
General Fund Contributions	-	-	-	-	-
Sub-Total	231,601,744	230,282,491	9,485,521	239,768,012	248,475,000
Function Total	\$ 234,267,257	\$ 232,525,991	\$ 9,421,321	\$ 241,947,312	\$ 250,647,856
Operating Revenues Total	\$ 924,875,555	\$ 971,595,506	\$ 46,939,133	\$1,018,534,639	\$ 1,049,273,864

Summary Schedules

General County Revenues

General County Revenues are revenues that are not specific to a department and are used to support Countywide programs that do not otherwise have a committed funding source. This schedule shows the County's General County Revenues which are reflected in the General Fund.

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Taxes					
Property Tax-Current Secured	\$ 118,293,709	\$ 120,958,000	\$ 5,487,000	\$ 126,445,000	\$ 130,713,000
Property Tax-Unitary	2,608,754	2,660,000	53,000	2,713,000	2,767,000
Property Tax In-Lieu of VLF	47,221,567	49,346,000	2,390,000	51,736,000	54,064,000
PT PY Corr/Escapes Secured	(357,462)	-	(392,000)	(392,000)	(412,000)
Property Tax-Current Unsecd	5,607,301	4,877,000	253,000	5,130,000	5,284,000
Prop Tax-Curr Unsec Aircraft	604,045	603,000	(53,000)	550,000	550,000
RDA Pass-through Payments	408,978	430,000	73,000	503,000	531,000
RDA RPTTF Resid Distributions	5,185,767	5,419,000	301,000	5,720,000	5,949,000
Property Tax-Prior Secured	(108,528)	(600,000)	-	(600,000)	(600,000)
Property Tax-Prior Unsecured	(705,188)	-	-	-	-
Prop Tax-PY Unsec Aircraft	21,282	-	-	-	-
Supplemental Pty Tax-Current	2,549,162	3,543,000	324,000	3,867,000	4,060,000
Supplemental Pty Tax-Prior	34,305	-	-	-	-
Sales and Use Retail Tax State	7,796,637	8,837,000	1,379,000	10,216,000	10,523,000
In-Lieu Local Sales Tax	2,257,847	2,543,000	(2,543,000)	-	-
Transient Occupancy Tax	8,550,000	8,008,000	1,421,000	9,429,000	9,759,000
Racehorse Taxation	4,293	4,000	-	4,000	4,000
Property Transfer Taxes	4,083,149	3,835,000	920,000	4,755,000	5,136,000
Sub-Total	204,055,619	210,463,000	9,613,000	220,076,000	228,328,000
Licenses, Permits and Franchises					
Franchises	3,301,232	3,314,000	37,000	3,351,000	3,418,000
Sub-Total	3,301,232	3,314,000	37,000	3,351,000	3,418,000
Fines, Forfeitures, and Penalties					
PT-Delinquent Penalty-CY	1,909,435	1,217,000	(297,000)	920,000	975,000
PT-Redemption Penalty-PY	2,182,908	1,050,000	851,000	1,901,000	2,015,000
PT-Delinquent Penalty-PY	802,781	652,000	9,000	661,000	701,000
Sub-Total	4,895,124	2,919,000	563,000	3,482,000	3,691,000
Use of Money and Property					
Interest Income	1,524,874	349,000	26,000	375,000	422,000
Unrealized Gain/Loss Invstmnts	135,752	-	-	-	-
Other Rental of Bldgs and Land	311,741	309,000	22,000	331,000	342,000
Sub-Total	1,972,366	658,000	48,000	706,000	764,000
Intergovernmental Revenue-State					
Motor Vhcle In-Lieu In Excess	150,012	150,000	-	150,000	150,000
Homeowners Property Tax Relief	765,931	781,000	(47,000)	734,000	719,000
SB 90 Mandated Costs	5,172,881	-	-	-	-
State Off Hwy Mtr Veh Lic Fees	595	-	-	-	-
Federal Grazing Fees	38	-	-	-	-
Payments In Lieu of Taxes	1,671,650	-	18,000	18,000	18,000
Sub-Total	7,761,106	931,000	(29,000)	902,000	887,000
Charges for Services					
Cost Allocation Services	8,252,333	10,567,513	(439,449)	10,128,064	10,349,900
Cost Allocation Use Allowance	1,091,764	1,309,958	(285,529)	1,024,429	988,100
Sub-Total	9,344,097	11,877,471	(724,978)	11,152,493	11,338,000
Miscellaneous Revenue					
Unclaimed Money In Co.Treasury	271,581	120,000	(22,000)	98,000	49,000
Other Miscellaneous Revenue	619	20	499	519	-
Sub-Total	272,200	120,020	(21,501)	98,519	49,000
Intrafund Expenditure Transfers (-)					
ltrf (-) Cost Allocations	154,683	262,509	(170,521)	91,988	93,000
Sub-Total	154,683	262,509	(170,521)	91,988	93,000
Revenue Total	\$ 231,756,427	\$ 230,545,000	\$ 9,315,000	\$ 239,860,000	\$ 248,568,000

Summary Schedules

General Fund Contribution

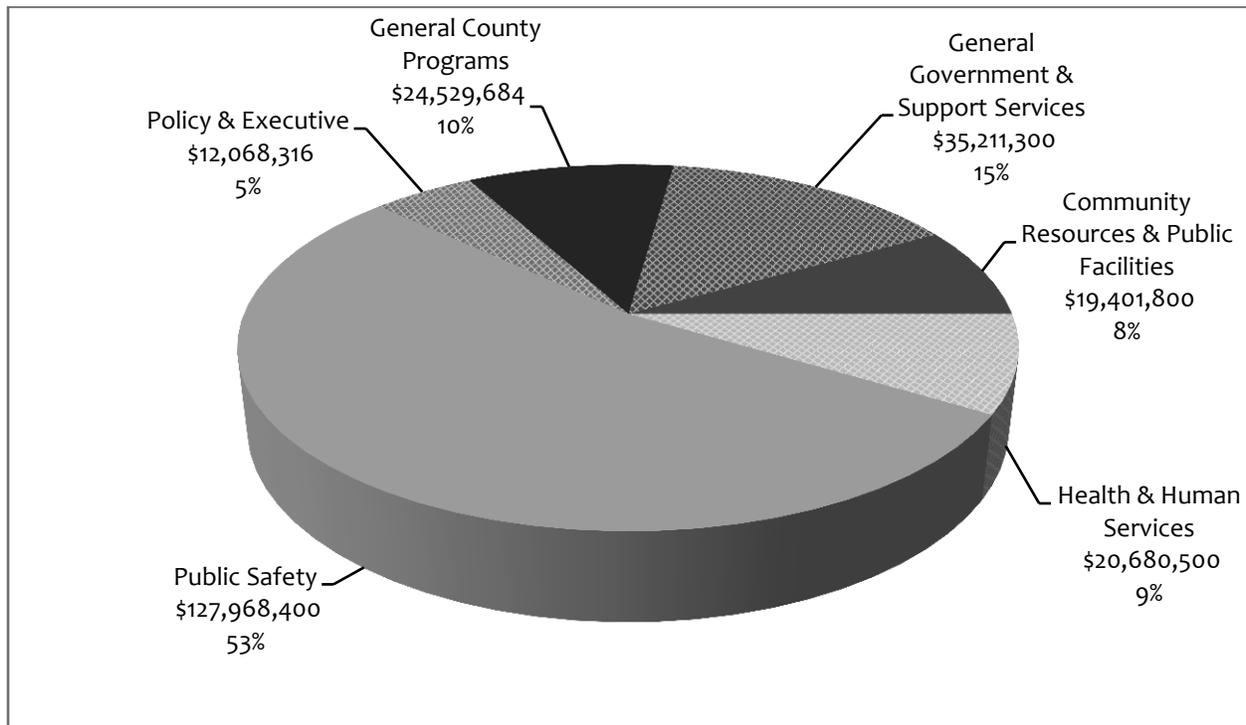
This section of the Summary Schedules shows the amount of “General Fund Contribution (GFC)” allocated to the various County departments. The allocation methodology (i.e. the determination of how much a department will receive in GFC) is based on principles adopted by the Board of Supervisors before each budget cycle. The budget principles for this budget cycle are provided in Section F.

The sources of the “General Fund Contribution” are the amounts shown in the earlier “General County Revenues” schedule. Unused or unexpected General County Revenues from prior years may also be a source of General Fund Contribution. These prior year amounts are referred to as “Fund Balances.” Information on Fund Balances is provided later in these Summary Schedules.

It should also be noted that many State and Federal grant programs require that their funding be matched at certain levels in order for the grant to be received. These matching requirements are usually funded with General Fund Contribution, and are considered when the Board of Supervisors adopts the General Fund Contribution allocation principles.

General Fund Contribution Chart by Function

The following pie chart shows the amount and percentage of General Fund Contribution allocated to each Function. The detail for the pie chart can be found on the following pages.



Summary Schedules

General Fund Contribution by Function & Department

This schedule shows the amount of General Fund Contribution allocated to each department.

	Actual FY 14-15	Adopted FY 15-16	Change from FY15-16 Ado to FY16-17 Rec	Recommended FY 16-17	Proposed FY 17-18
Policy & Executive					
Board of Supervisors	\$ 2,888,600	\$ 2,992,300	\$ 86,000	\$ 3,078,300	\$ 3,165,500
County Executive Office	4,478,328	4,988,528	368,572	5,357,100	5,525,600
County Counsel	2,797,200	3,275,100	357,816	3,632,916	3,789,916
Sub-Total	10,164,128	11,255,928	812,388	12,068,316	12,481,016
Public Safety					
Court Special Services	8,536,800	8,536,800	50,000	8,586,800	8,586,800
District Attorney	12,807,200	13,288,600	352,400	13,641,000	14,092,200
Fire	-	-	-	-	-
Probation	25,568,600	26,020,500	478,800	26,499,300	27,117,900
Public Defender	6,828,700	7,242,300	213,200	7,455,500	7,706,300
Sheriff	70,407,100	70,858,000	927,800	71,785,800	73,137,500
Sub-Total	124,148,400	125,946,200	2,022,200	127,968,400	130,640,700
Health & Human Services					
Behavioral Wellness	3,066,100	4,125,700	41,200	4,166,900	4,233,100
Child Support Services	-	-	-	-	-
First 5, Children & Families	-	-	-	-	-
Public Health	8,467,200	8,907,400	187,200	9,094,600	9,292,500
Social Services	6,665,600	7,257,600	161,400	7,419,000	7,580,800
Sub-Total	18,198,900	20,290,700	389,800	20,680,500	21,106,400
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	1,575,700	1,616,500	17,200	1,633,700	1,657,900
Community Services	7,941,300	9,825,400	94,000	9,919,400	9,990,200
Planning & Development	4,428,500	4,664,400	55,400	4,719,800	4,779,900
Public Works	3,064,100	3,106,700	22,200	3,128,900	3,156,500
Sub-Total	17,009,600	19,213,000	188,800	19,401,800	19,584,500
General Government & Support Services					
Auditor-Controller	7,025,400	7,370,800	202,600	7,573,400	7,761,300
Clerk-Recorder-Assessor	9,730,900	10,493,000	97,600	10,590,600	10,805,700
General Services	8,612,200	8,972,045	60,355	9,032,400	9,115,900
Human Resources	3,765,272	4,199,842	308,958	4,508,800	4,655,500
Treasurer-Tax Collector-Public	3,372,700	3,453,100	53,000	3,506,100	3,578,100
Sub-Total	32,506,472	34,488,787	722,513	35,211,300	35,916,500
General County Programs					
General County Programs	26,572,546	19,350,385	5,179,299	24,529,684	20,643,622
General Revenues	-	-	-	-	-
Sub-Total	26,572,546	19,350,385	5,179,299	24,529,684	20,643,622
General Fund Contributions Total	\$ 228,600,046	\$ 230,545,000	\$ 9,315,000	\$ 239,860,000	\$ 240,372,738

Summary Schedules

Fund Balances

Fund balances represent unspent amounts from prior years within a fund. Fund balances can be caused by timing issues (projects not completed as expected) or they can be planned for, such as setting aside monies for future or contingent events. The County has developed fund balance policies for the General Fund that guide how much in fund balances should be maintained in the General Fund. When developing a “balanced budget,” available fund balances are combined with estimated revenues to comprise the total sources available to fund appropriations.

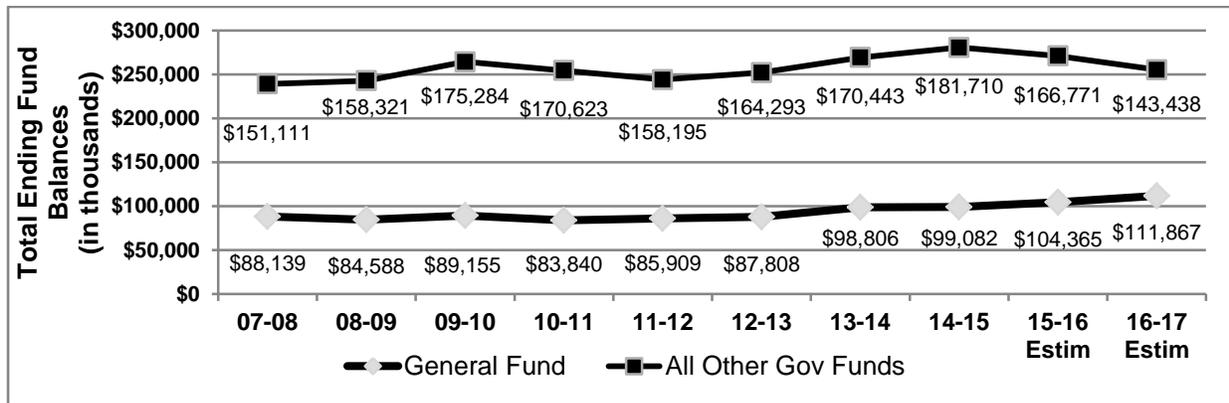
There are two schedules in this section that focus on the fund balances of the County’s budgeted funds. The first schedule lists the County’s budgeted funds and provides estimates on beginning and ending fund balances based on estimated activity for the current fiscal year and the estimated activity for the Recommended budget year. The second schedule provides the estimated fund balances by account for the General Fund only.

Please note that the fund types (Governmental, Proprietary), fund classifications (Major, Nonmajor), and fund balance components (Non-Spendable, Restricted, Committed) are established by the Governmental Accounting Standards Board (GASB). Fund Balance components represent amounts that are limited in their use.

- **Non-spendable** fund balances cannot be spent because they are either (a) not spendable in form or (b) legally or contractually required to be maintained intact.
- **Restricted** fund balances are 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. Although **restricted** fund balances have external spending conditions, which appear to be nondiscretionary, the Board of Supervisors (BOS) may have some powers over such balances. For example, if there are restricted fund balances for “Prop 172,” the BOS does have discretion on the programs to be funded by “Prop 172” fund balances as long as the programs under consideration are Prop 172-related.
- **Committed** fund balance is the portion of fund balance 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.

Fund Balance Trend Chart For Governmental Funds Only

This chart represents the trend in fund balances for the General Fund and all other Governmental Funds. Proprietary funds have been excluded for comparison consistency. The estimated values for fiscal years 2015-16 and 2016-17 can be found on the following Fund Balance Summary schedule.



Summary Schedules



Summary Schedules

Fund Balance Summary

	Estimated Fund Balances as of June 30, 2016	Recommended Revenues & Other Financing Sources	Recommended Expenditures & Other Financing Uses	Estimated Fund Balances as of June 30, 2017
Governmental Funds				
Major Funds				
General Fund	\$ 104,364,533	\$ 604,315,378	\$ 596,813,147	\$ 111,866,764
Flood Control Districts	62,139,612	19,924,525	22,914,751	59,149,386
Public Health	27,066,606	80,431,840	83,249,615	24,248,831
Roads Fund	16,189,308	43,296,008	46,255,627	13,229,689
Capital Projects	9,571,613	38,105,648	39,888,768	7,788,493
Fire Protection District	11,803,371	73,495,422	79,345,329	5,953,464
Affordable Housing	6,297,789	5,042,592	6,477,543	4,862,838
Alcohol, Drug, & Mental Health Services	6,110,031	114,229,967	115,907,845	4,432,153
Social Services	2,873,189	165,497,532	167,486,354	884,367
Sub-Total	246,416,052	1,144,338,912	1,158,338,979	232,415,985
Non-Major Funds				
Water Agencies	7,005,861	5,580,560	6,446,377	6,140,044
First 5 Children and Families Commission	4,320,794	3,598,550	3,978,530	3,940,814
County Service Areas	3,177,412	1,854,949	1,704,688	3,327,673
Courthouse Construction	1,772,495	854,000	221,080	2,405,415
Inmate Welfare	1,733,003	896,400	1,181,502	1,447,901
Muni Finance - Debt Service	1,348,187	5,916,592	5,887,342	1,377,437
Public and Educational Access	1,012,420	2,799	8,030	1,007,189
Coastal Resources Enhancement	1,194,042	680,500	941,602	932,940
Community Facilities District	603,526	532,543	555,896	580,173
Lighting Districts	505,943	474,669	505,384	475,228
Fishermen Assistance	398,530	11,950	35,549	374,931
Court Operations	292,107	15,267,500	15,278,900	280,707
Petroleum	383,092	432,560	555,654	259,998
Child Support Services	187,697	9,436,747	9,436,747	187,697
Special Aviation	140,819	1,286,521	1,360,858	66,482
IHSS Public Authority	555,285	7,579,582	8,091,844	43,023
Fish and Game	59,797	8,400	36,217	31,980
Criminal Justice Construction	5,006	1,018,375	1,018,375	5,006
Seawalls	24,196	55	20,000	4,251
Sub-Total	24,720,211	55,433,252	57,264,575	22,888,888
Total Governmental Funds	271,136,263	1,199,772,164	1,215,603,554	255,304,873
Proprietary Funds				
Major Funds				
Laguna Sanitation Enterprise	47,187,552	12,919,887	11,645,216	48,462,223
Resource Recovery Enterprise	37,252,088	24,239,426	35,159,554	26,331,960
Non-Major Funds				
Vehicle Operations ISF	28,690,952	15,434,380	17,785,380	26,339,952
Communications ISF	8,844,854	4,350,655	5,150,655	8,044,854
Data Processing ISF	2,146,495	8,299,150	9,898,386	547,259
Utilities ISF	279,701	6,540,856	6,844,856	(24,299)
Risk Management	(3,424,801)	30,579,192	34,128,676	(6,974,285)
Total Proprietary Funds	120,976,842	102,363,546	120,612,723	102,727,665
Total All Funds	\$ 392,113,104	\$ 1,302,135,710	\$ 1,336,216,277	\$ 358,032,537

Summary Schedules

Financial Analysis of the County's Estimated Fund Balances

The planned use of estimated fund balances within a budget are frequently expected in order to balance individual funds within the County. For FY 2016-17, the fund balances for all funds are anticipated to decrease by 8.6% or \$33.8 million and the major funds as a whole are projected to decrease by 7.1% or \$23.4 million. However, due to legal controls on appropriations, conservative revenue estimates, and favorable outcomes, the actual draws on fund balances are generally less than budgeted.

Explanations for significant changes (10% or more) are provided below.

Governmental Major Funds

The General Fund is the main operating fund of the County and the fund balance is estimated to increase by 7% or \$7.5 million mainly due to setting aside funds for future North County Jail operations. Other major funds are projected to decrease 15% or \$21.5 million. The Flood Control Districts fund is estimated to decrease 5% or \$3.0

	Est. Fund Balance as of June 30, 2016	Est. Fund Balance as of June 30, 2017	Difference	Percent
Governmental Major Funds Detail				
General Fund	\$ 104,364,533	\$ 111,866,764	\$ 7,502,231	7%
Flood Control Districts	62,139,612	59,149,386	(2,990,226)	-5%
Public Health	27,066,606	24,248,831	(2,817,775)	-10%
Roads Fund	16,189,308	13,229,689	(2,959,619)	-18%
Capital Projects	9,571,613	7,788,493	(1,783,120)	-19%
Fire Protection District	11,803,371	5,953,464	(5,849,907)	-50%
Affordable Housing	6,297,789	4,862,838	(1,434,951)	-23%
Behavioral Wellness	6,110,031	4,432,153	(1,677,878)	-27%
Social Services	2,873,189	884,367	(1,988,822)	-69%
Total Other Governmental Major Funds	\$ 142,051,519	\$ 120,549,221	(21,502,298)	-15%
Total Governmental Major Funds	\$ 246,416,052	\$ 232,415,985	\$(14,000,067)	-6%

million for the capital creeks projects. The Roads fund is estimated to decrease 18% or \$3.0 million due to decreasing State gas taxes. The Capital Projects fund balance is estimated to decrease 19% or \$1.8 million to fund the construction of the North County Jail. The Fire Protection District fund is estimated to decrease 58% or \$5.8 million primarily due to capital projects. The Behavioral Wellness fund is estimated to decrease 27% or \$1.7 million primarily due to increasing salaries & benefits. The Social Services fund is estimated to decrease 69% or \$2.0 million due to increased salaries & benefits costs and increased operating costs.

Proprietary Major Funds

The proprietary fund balances are projected to decrease 11% or \$9.6 million. Resource Recovery is estimated to decrease 29% or \$10.9 million due to funding post closure liabilities and capital expenditures.

Proprietary Major Funds Detail				
Laguna Sanitation Enterprise	\$ 47,187,552	\$ 48,462,223	\$ 1,274,671	3%
Resource Recovery Enterprise	37,252,088	26,331,960	(10,920,128)	-29%
Total Proprietary Major Funds	\$ 84,439,640	\$ 74,794,183	(9,645,457)	-11%

Non-Major Funds

Other Governmental Non-Major Fund changes include a decrease in the Water Agencies' fund balance of 12% or \$0.9 million for use on capital infrastructure; the

Non-Major Funds Detail				
Risk Management	(3,424,801)	(6,974,285)	(3,549,484)	104%
Other Governmental Non-Major Funds	24,720,211	22,888,888	(1,831,323)	-7%
Other Proprietary Non-Major Funds	39,962,002	34,907,766	(5,054,236)	-13%
Total Non-major Funds	\$ 61,257,412	\$ 50,822,369	\$(10,435,043)	-17%

IHSS Public Authority fund is expected to decrease 92.3% or \$0.5 million to fund mandated IHSS MOE; and, Other Proprietary Non-Major Fund changes include a decrease in the Risk Management fund where deficit fund balances were expected to increase due to workers compensation and general liability estimates. However, the actual actuary numbers came in better than expected but were received too late into the budget process.

Summary Schedules

Fund Balance Accounts – General Fund Only

Please see introductory pages of this section and the Glossary for descriptions on the fund balance account types: Nonspendable, Restricted, and Committed.

	Balance 7/1/2015	Estimated Balance 6/30/2016	Change From 6/30/2016	Recommended Balance 6/30/2017
Fund Balance Nonspendable				
Teeter Tax Losses	\$ 7,442,385	\$ 7,442,385	\$ -	\$ 7,442,385
Receivables	3,570,964	3,570,964	-	3,570,964
Prepays/Deposits	50,000	50,000	-	50,000
Nonspendable Total	11,063,349	11,063,349	-	11,063,349
Fund Balance Restricted				
Local Realignment 2011	6,031,652	7,239,845	(215,627)	7,024,218
Sheriff Categorical Grants	1,809,458	1,746,684	141,346	1,888,030
Public Safety Prop 172	2,057,335	2,001,388	(190,186)	1,811,202
P&D Offsite Mitigation	2,196,844	2,059,376	(411,000)	1,648,376
Recorder Modernization	1,408,983	1,549,451	(110,395)	1,439,056
Probation YOBG	1,109,134	1,425,954	(43,595)	1,382,359
Purpose of Fund	673,664	841,664	148,515	990,179
Recorder Operations	920,819	860,891	(114,859)	746,032
Forfeiture Penalty	683,761	650,492	-	650,492
Los Prietos Donation	640,000	640,000	-	640,000
Maintenance-Casa Nueva Bldg	569,285	603,285	34,000	637,285
Probation LESF/COPS	879,581	835,708	(230,263)	605,445
Survey Monument	348,523	348,523	-	348,523
Gaviota Bikeway	320,282	319,428	-	319,428
Public Arts Program	356,652	315,852	(3,497)	312,355
PHD Special Projects	257,584	242,372	15,000	257,372
District Attorney Programs	343,772	307,127	(66,000)	241,127
Recorder Micrographics	293,670	315,981	(91,112)	224,869
Assessor AB818	503,770	394,770	(183,904)	210,866
Recorder Redaction	213,780	231,004	(59,317)	171,687
Probation Programs	140,937	153,904	13,470	167,374
State Off Hwy Fee	146,927	146,927	-	146,927
CalVet Subvention Program	111,708	149,390	(7,920)	141,470
Recorder ERDS	123,034	134,435	(5,917)	128,518
Donations	139,460	123,514	(8,251)	115,263
Consumer/Environmental	101,400	101,400	-	101,400
Animal Control Programs	49,449	76,449	16,000	92,449
Real Estate Fraud	117,423	117,423	(66,207)	51,216
DARE	40,384	40,384	-	40,384
Vital Records	137,568	98,159	(72,851)	25,308
Weights and Measures	217,976	117,976	(100,000)	17,976
Allocated for Capital Outlay	841	841	-	841
Restricted Total	22,945,654	24,190,595	(1,612,570)	22,578,025

Summary Schedules

Fund Balance Accounts – General Fund Only (cont'd)

	Balance <u>7/1/2015</u>	Estimated Balance <u>6/30/2016</u>	Change From <u>6/30/2016</u>	Recommended Balance <u>6/30/2017</u>
Fund Balance Committed				
Strategic Reserve	29,555,616	29,865,000	1,089,805	30,954,805
New Jail Operations	7,900,000	13,752,431	6,958,343	20,710,774
Contingencies	3,393,256	2,732,762	(420,000)	2,312,762
Clerk Record Assessor Projects	1,036,635	1,036,635	358,549	1,395,184
Mental Health	2,000,000	-	1,000,000	1,000,000
Audit Exceptions	982,295	982,295	-	982,295
Litigation	883,153	908,153	-	908,153
Auditor Systems Maint/Develop	1,547,558	1,196,096	(338,200)	857,896
North County Jail Contingency	802,000	802,000	-	802,000
P&D Land Use System	793,509	793,509	-	793,509
Elections Voting Equipment	915,748	915,748	(150,136)	765,612
Planning/Development Projects	1,009,787	889,212	(146,759)	742,453
County Executive Programs	496,556	598,053	(8,500)	589,553
Facilities Maintenance	117,384	5,997	500,000	505,997
Treas Tax Collector Projects	958,867	958,867	(478,487)	480,380
Salary & Retirement Offset	888,347	1,238,347	(758,696)	479,651
General County Programs	489,994	455,599	-	455,599
Human Resources Programs	684,192	684,192	(289,767)	394,425
Maintenance Policy 18%	-	-	382,000	382,000
Program Restoration	3,541,015	9,001	312,336	321,337
Public Defender Programs	221,274	221,274	-	221,274
Purpose of Fund	581,498	556,498	(335,000)	221,498
Sheriff Projects	201,291	198,150	(5,841)	192,309
Rental Maintenance	126,986	126,986	-	126,986
Probation Programs	93,601	93,601	-	93,601
Maintenance-Montecito Com Hall	56,070	63,570	10,000	73,570
Ag Commissioner Projects	67,805	67,805	-	67,805
Building & Safety Permitting	40,000	40,000	-	40,000
Imprest Cash	22,580	22,680	-	22,680
Housing Programs	21,324	21,324	-	21,324
Toxic Waste Monitoring	10,152	10,152	-	10,152
Parks Projects	876,772	432,572	(430,000)	2,572
General Services Projects	498,200	240,000	(240,000)	-
District Attorney Programs	300,126	150,000	(150,000)	-
FY 12/13,13/14 Operating Plans	696,711	202,912	(202,912)	0
Road Projects	(0)	(0)	-	(0)
Unrealized Gains	76,802	(22,815)	-	(22,815)
Committed Total	61,887,101	60,248,603	6,656,735	66,905,338
Fund Balance Residual				
Fund Balance-Residual	3,185,879	9,911,372	-	9,911,372
Residual Fund Balance-Inc/Dec	-	(3,185,879)	-	(3,185,879)
Unassigned Fund Balance	-	2,136,494	2,458,066	4,594,560
Residual Total	3,185,879	8,861,987	2,458,066	11,320,053
Fund Balance Total	\$ 99,081,982	\$ 104,364,533	\$ 7,502,231	\$ 111,866,764

Summary Schedules

Staffing

This section of the Summary Schedules provides a view of staffing counts over the past several years. The counts represent funded “full-time equivalents (FTEs)”. 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 contactor-on-payroll.

Ten Year Staffing Trend by Function & Department

	Adopted FY 07-08	Adopted FY 08-09	Adopted FY 09-10	Adopted FY 10-11	Adopted FY 11-12
Policy & Executive					
Board of Supervisors	23.00	22.50	22.75	21.75	21.50
County Counsel	46.38	43.58	38.30	38.10	38.10
County Executive Office	24.00	22.84	20.00	30.00 (2)	25.63
Sub-Total	93.38	88.92	81.05	89.85	85.23
Public Safety					
District Attorney	140.18	132.91	120.44	122.10	116.10
Fire	285.27	285.27	285.27	278.77	258.00
Probation	397.52	393.02	359.22	351.72	327.72
Public Defender	72.90	69.75	63.08	69.42	62.00
Sheriff	708.90	688.50	679.00	663.57	617.62
Sub-Total	1,604.76	1,569.44	1,507.00	1,485.57	1,381.43
Health & Human Services					
Behavioral Wellness	357.85	311.03	316.18	282.50	283.18
Child Support Services	109.75	97.25	90.00	84.25	82.50
First 5, Children & Families	-	-	-	-	-
Public Health	559.00	542.65	523.53	523.39	513.17
Social Services	681.69	675.25	660.75	684.25	647.44
Sub-Total	1,708.29	1,626.18	1,590.46	1,574.39	1,526.29
Community Resources & Public Fac.					
Agricultural Commissioner/W&M	33.13	33.25	31.00	27.13	28.00
Community Services	100.07	97.70	98.54	96.11	91.72
Planning & Development	158.46	120.55	98.94	102.50	96.50
Public Works	339.61	314.00	308.28	293.00	288.40
Sub-Total	631.27	565.50	536.76	518.74	504.62
General Government & Support Services					
Auditor-Controller	57.85	54.25	51.25	49.25	45.25
Clerk-Recorder-Assessor	123.00	112.62	110.38	104.38	97.38
General Services	159.10	122.73 (1)	114.73	140.13 (3)	122.53
Human Resources	31.80	30.80	28.00	25.00	23.25
Information Technology	-	46.00 (1)	46.00	- (3)	-
Treasurer-Tax Collector-Public	51.00	50.00	49.00	46.00	40.50
Sub-Total	422.75	416.39	399.35	364.75	328.90
General County Programs					
General County Programs	35.00	31.01 (1)	31.00	14.00 (2)	14.00
Sub-Total	35.00	31.01	31.00	14.00	14.00
FTE Total	4,495.45	4,297.43	4,145.62	4,047.29	3,840.47

Summary Schedules

Explanations for significant staffing changes during this 10-year period can found on the next page. The explanations are referenced by number on this trend chart to the numbered explanation.

Adopted FY 12-13	Adopted FY 13-14	Adopted FY 14-15	Adopted FY 15-16	Recommended FY 16-17	
21.50	21.00	21.00	20.00	20.00	Policy & Executive
38.20	37.80	38.60	38.50	38.50	Board of Supervisors
57.88 (4)	57.88	57.88	61.50	36.00 (8)	County Counsel
117.58	116.68	117.48	120.00	94.50	County Executive Office
					Sub-Total
122.10	127.50	127.50	132.20	133.20	Public Safety
255.00	239.00 (7)	258.50	273.42	275.62	District Attorney
360.72	356.50	344.00	339.00	334.00	Fire
62.50	65.25	65.25	66.50	67.50	Probation
641.50	643.54	646.54	651.54	650.54	Public Defender
1,441.82	1,431.79	1,441.79	1,462.66	1,460.85	Sheriff
					Sub-Total
297.23	410.19	410.19	433.26	432.10	Health & Human Services
85.00	78.56	78.56	74.96	73.33	Behavioral Wellness
14.00 (5)	14.00	14.00	13.00	11.00	Child Support Services
499.47	490.16 (7)	490.16	515.30	528.29	First 5, Children & Families
677.25	803.94	882.75	899.75	899.75	Public Health
1,572.95	1,796.85	1,875.66	1,936.27	1,944.46	Social Services
					Sub-Total
28.00	32.00	33.00	33.00	33.00	Community Resources & Public Fac.
94.79 (6)	96.71	99.66	105.71	105.51	Agricultural Commissioner/W&M
86.15	85.01	89.49	89.94	92.03	Community Services
281.45	280.25	280.25	282.75	281.25	Planning & Development
490.39	493.97	502.40	511.40	511.79	Public Works
					Sub-Total
46.25	48.15	49.15	49.20	49.25	General Government & Support Services
92.76	95.38	95.38	96.38	98.13	Auditor-Controller
121.35	117.50	117.50	120.00	120.00	Clerk-Recorder-Assessor
- (4)	-	-	-	26.00 (8)	General Services
-	-	-	-	-	Human Resources
43.00	42.50	43.00	44.00	44.00	Information Technology
303.36	303.53	305.03	309.58	337.38	Treasurer-Tax Collector-Public
					Sub-Total
1.00 (4)	1.00	1.00	1.00	1.00	General County Programs
1.00	1.00	1.00	1.00	1.00	General County Programs
					Sub-Total
3,927.10	4,143.82	4,243.34	4,340.89	4,349.98	FTE Total

Summary Schedules

Significant Changes in Permanent Position Staffing

Most of the changes in the FTEs over the 10-year period reflect the growth or decline of FTEs due to workload changes or new or discontinued programs within a department. However, some of the changes, including certain large fluctuations from one year to the next, reflect shifting functions from one department to another as the County reorganizes itself to enhance program performance.

Significant changes of this latter type include the following:

(1) 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.

(2) Increase 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.

(3) Information Technology staff of 35 FTEs consolidated with General Services Department.

(4) 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.

(5) Variances due to the separation of the First 5 Children & Families Commission department (14.0 FTE) from General County Programs.

(6) 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.

(7) These variances reflect the transfer of 16 FTEs related to the Hazardous Materials program from the Fire Department to the Public Health Department.

(8) Human Resources was separated from the County Executive Office. This results in an a net reduction of 23.3 FTE from the prior year.

Summary Schedules

Recommended Full-Time Equivalents (FTEs) by Function & Department

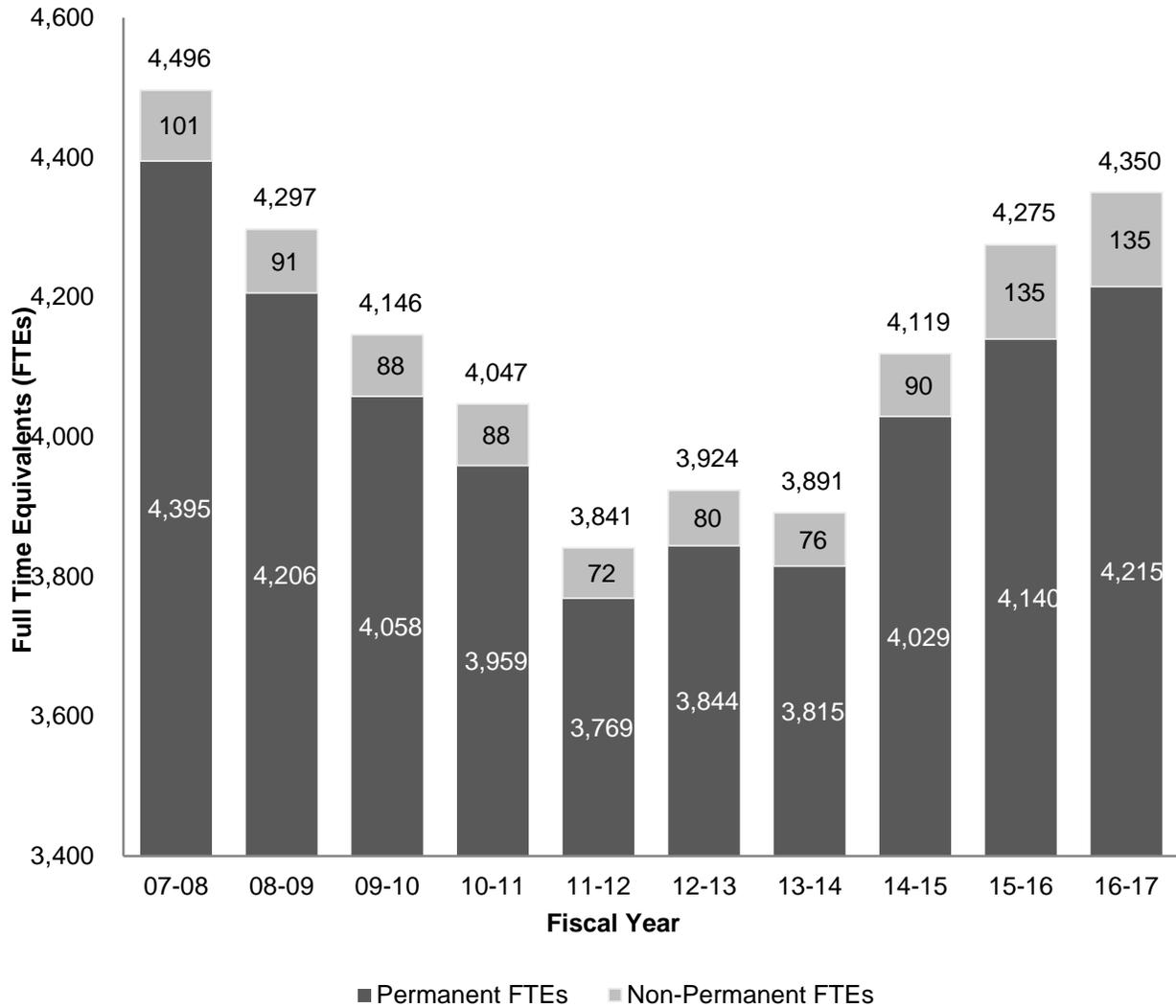
	Permanent	Nonpermanent	Total
Policy & Executive			
Board of Supervisors	20.00	-	20.00
County Executive Office	36.00	-	36.00
County Counsel	38.00	0.50	38.50
Sub-Total	94.00	0.50	94.50
Public Safety			
District Attorney	131.50	1.70	133.20
Fire	250.00	25.62	275.62
Probation	323.00	11.00	334.00
Public Defender	66.00	1.50	67.50
Sheriff	650.54	-	650.54
Sub-Total	1,421.04	39.82	1,460.85
Health & Public Assistance			
Behavioral Wellness	368.88	63.22	432.10
Child Support Services	73.08	0.25	73.33
First 5, Children & Families	11.00	-	11.00
Public Health	523.24	5.05	528.29
Social Services	898.75	1.00	899.75
Sub-Total	1,874.94	69.52	1,944.46
Community Resources & Public Fac.			
Agricultural Commissioner/W&M	33.00	-	33.00
Community Services	80.55	24.96	105.51
Planning & Development	91.99	0.04	92.03
Public Works	281.25	-	281.25
Sub-Total	486.79	25.00	511.79
General Government & Support Services			
Auditor-Controller	49.25	-	49.25
Clerk-Recorder-Assessor	98.13	-	98.13
General Services	120.00	-	120.00
Human Resources	26.00	-	26.00
Treasurer-Tax Collector-Public	44.00	-	44.00
Sub-Total	337.38	-	337.38
General County Programs			
General County Programs	1.00	-	1.00
Total FTE	4,215.14	134.84	4,349.98

Note:

For a list of funded FTEs by job title, see 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 contactors-on-payroll.

Summary Schedules

Ten Year Recommended¹ Staffing Trend – Countywide



Notes:

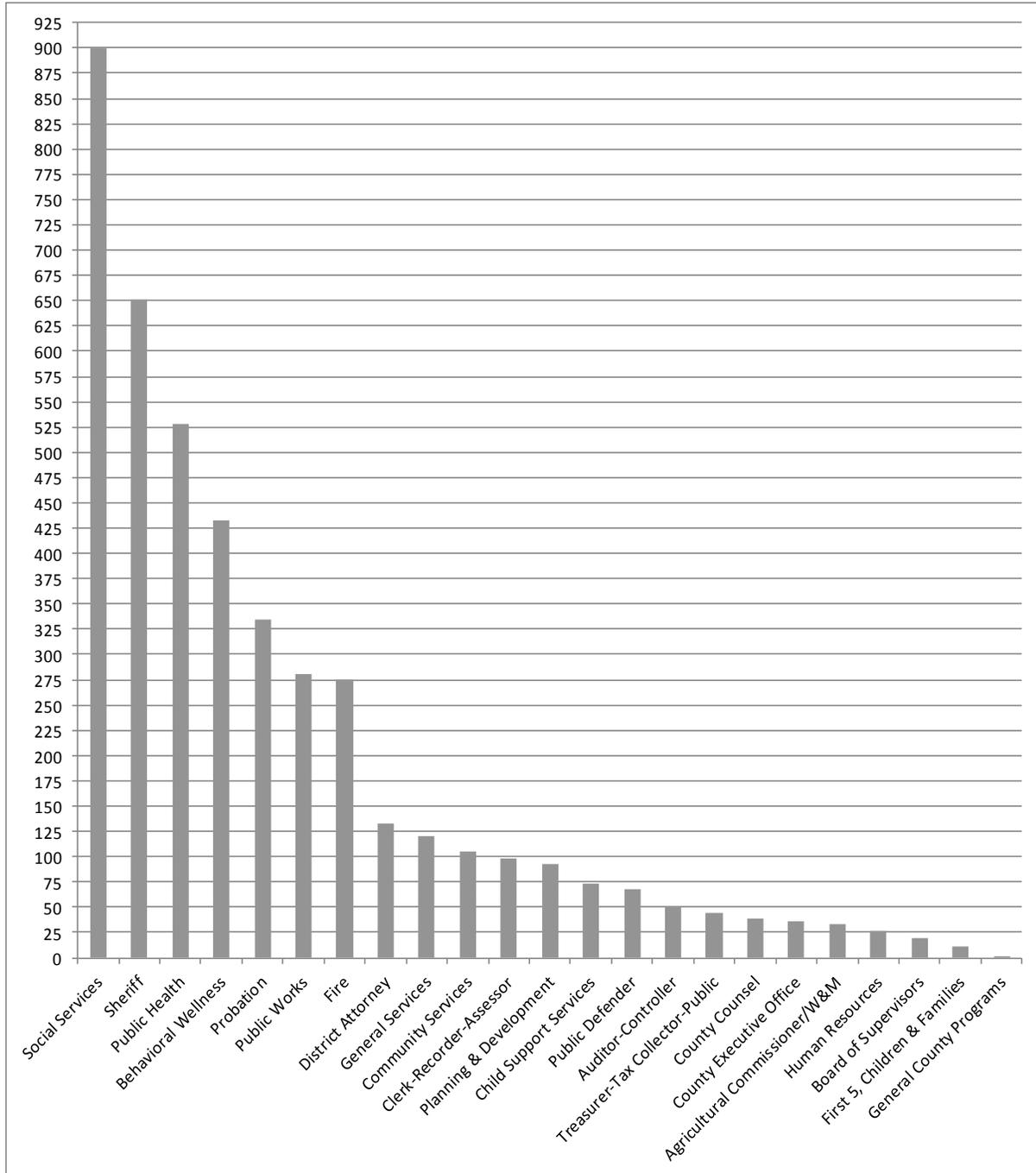
- This schedule is based on the Recommended budget figures. Refer to pages C-42 and C-43 to view the Adopted budget figures.
- Contractors-on-payroll working 50% or greater are counted as permanent.
- Beginning in 2005-06 all contractors-on-payroll and Extra Help are counted as non-permanent.

Summary Schedules

Full Time Equivalents By Department

The detail for this chart can be found on Page C-49.

FY 16-17 FTE Totals By Department



Summary Schedules



Section D



Operating Plan
Budget Detail



Policy & Executive



Policy & Executive

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, Risk Management and Emergency Management.

Strategic Values

The group promotes quality public service that is accountable, transparent, results-oriented, and customer-focused. Maintaining public trust is essential.

Strategic Purpose

The purpose is to provide needed policy and legal guidance for the delivery of quality public services to the people of Santa Barbara County in response to their need for safety, health, and a sustainable physical and economic environment through the development of an engaged and diverse workforce. This is achieved through:

- Developing public policy through transparent and accountable public processes
- Aligning available financial and human resources with highest priority needs
- Advocating for State and Federal legislative decisions guided by adopted principles
- Promoting an accountable, customer-focused, and efficient organizational culture
- Maintaining the civil legal integrity of the County
- Planning and coordinating emergency response and recovery
- Looking ahead at opportunities and risks

Strategic Goals

- Develop and maintain a structurally balanced budget.
- Identify legislative priorities that increase the quality and effectiveness of County public services and communicate those priorities to the State Legislature and agencies, as well as Congress and Federal agencies.
- Improve the consistent flow of high quality communication with the residents of Santa Barbara County and within the organization.
- Proactively assess the threats and hazards for Santa Barbara County, increase shared capabilities, and effectively provide critical services to the residents of Santa Barbara County before, during, and after emergencies.
- Provide necessary training to all County workers to be prepared for their role as Disaster Service Workers.
- Maintain close legal support relationships with the Board of Supervisors, County departments, and commissions, for early identification of legal risks, “problem prevention,” consistent advice, and practical solutions.
- Support improvements in the risk assessment, compliance monitoring, and legal defensibility of the County’s contracts.
- Reduce general liability and Workers’ Compensation expenses through employee wellness, safety, and effective claim management.

Policy & Executive

Functional Summary

Staffing By Department	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Board of Supervisors	19.93	20.00	-	20.00	20.00
County Executive Office	34.51	35.00	1.00	36.00	36.00
County Counsel	37.37	38.50	-	38.50	38.50
Total	91.81	93.50	1.00	94.50	94.50
Budget By Department					
Board of Supervisors	\$ 2,705,673	\$ 2,953,300	\$ 85,000	\$ 3,038,300	\$ 3,155,864
County Executive Office	28,553,772	34,990,536	2,585,381	37,575,917	39,084,755
County Counsel	7,033,154	7,438,480	367,216	7,805,696	8,219,968
Total	\$ 38,292,598	\$ 45,382,316	\$ 3,037,597	\$ 48,419,913	\$ 50,460,587
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 13,955,161	\$ 15,352,396	\$ 806,473	\$ 16,158,869	\$ 17,069,149
Services and Supplies	22,350,667	28,258,437	2,417,688	30,676,125	31,767,661
Other Charges	1,986,770	1,771,483	(186,564)	1,584,919	1,623,777
Total Operating Expenditures	38,292,598	45,382,316	3,037,597	48,419,913	50,460,587
Capital Assets	64,990	221,862	(66,862)	155,000	155,000
Other Financing Uses	-	25,000	(25,000)	-	-
Intrafund Expenditure Transfers (+)	63,000	39,000	1,000	40,000	40,000
Increases to Fund Balances	21,104	105,342	276,916	382,258	82,211
Fund Balance Impact (+)	2,900,030	-	-	-	-
Total	\$ 41,341,722	\$ 45,773,520	\$ 3,223,651	\$ 48,997,171	\$ 50,737,798
Budget By Categories of Revenues					
Use of Money and Property	\$ 103,415	\$ 65,000	\$ (27,000)	\$ 38,000	\$ 43,000
Intergovernmental Revenue	883,594	482,826	117,174	600,000	525,000
Charges for Services	4,349,194	4,550,660	(28,916)	4,521,744	4,547,762
Miscellaneous Revenue	23,582,957	24,141,958	3,679,730	27,821,688	30,072,985
Total Operating Revenues	28,919,159	29,240,444	3,740,988	32,981,432	35,188,747
Other Financing Sources	26,039	-	-	-	-
Intrafund Expenditure Transfers (-)	39,465	42,000	1,000	43,000	43,000
Decreases to Fund Balances	2,192,931	5,235,148	(1,330,725)	3,904,423	2,365,332
General Fund Contribution	10,164,128	11,255,928	812,388	12,068,316	12,481,016
Fund Balance Impact (-)	-	-	-	-	659,703
Total	\$ 41,341,722	\$ 45,773,520	\$ 3,223,651	\$ 48,997,171	\$ 50,737,798

Policy & Executive

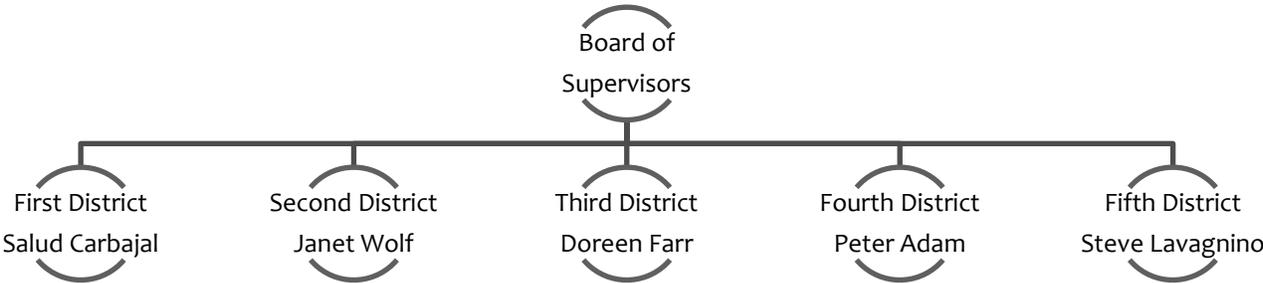


Board of Supervisors



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 3,038,300
Capital	\$ 0
FTEs	20.0



Board of Supervisors

Department

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 approximately 436,000 residents. Each board member is elected for a four-year term and represents a geographic district. The position of Chairperson is elected 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 \$1.0 billion and adopts ordinances on local matters, as well as land use policies that affect unincorporated areas (areas outside of cities).

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 ½ 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.

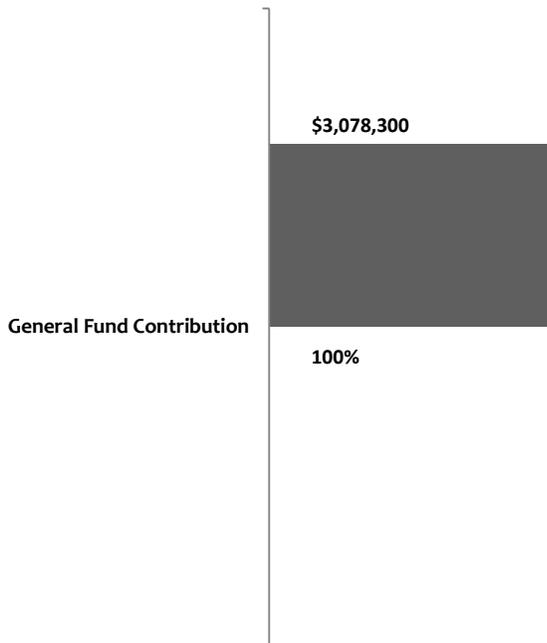
The fifth supervisorial district includes the rural areas of Garey, Sisquoc, and Tepusquet, as well as the City of Santa Maria.

Board of Supervisors

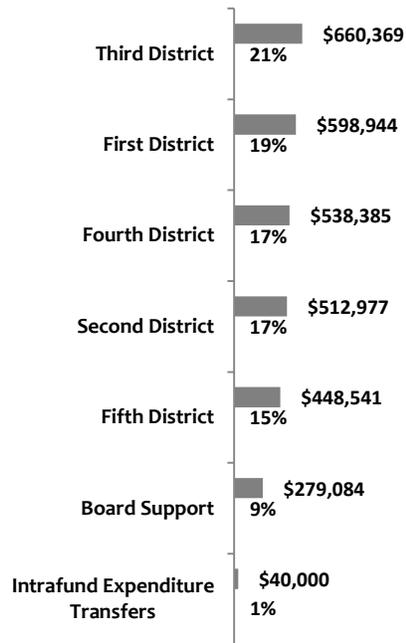
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$3,078,300

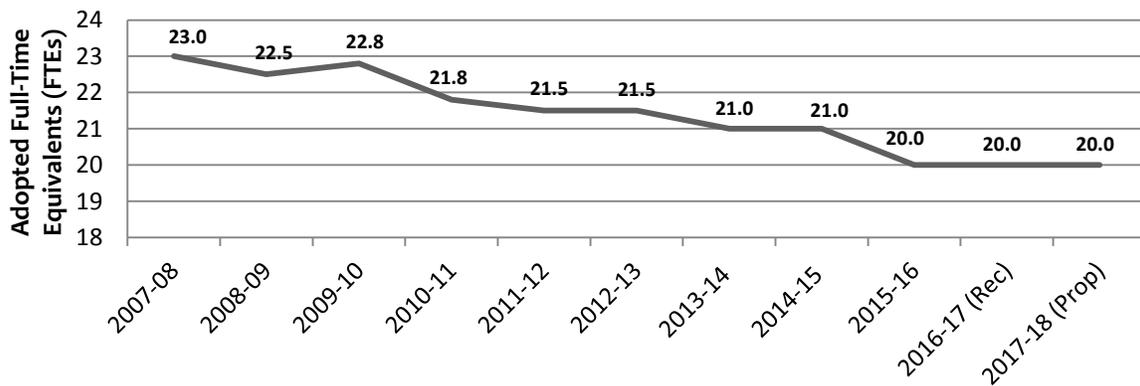


Use of Funds - \$3,078,300



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Board of Supervisors

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
First District	4.00	4.00	-	4.00	4.00
Second District	3.00	3.50	-	3.50	3.50
Third District	4.50	4.50	-	4.50	4.50
Fourth District	3.90	4.00	-	4.00	4.00
Fifth District	3.25	2.75	-	2.75	2.75
Board Support	1.28	1.25	-	1.25	1.25
Total	<u>19.93</u>	<u>20.00</u>	<u>-</u>	<u>20.00</u>	<u>20.00</u>
<hr/>					
Budget By Budget Program					
First District	\$ 552,495	\$ 583,399	\$ 15,545	\$ 598,944	\$ 624,055
Second District	431,549	501,992	10,985	512,977	534,545
Third District	601,227	637,110	23,259	660,369	689,256
Fourth District	443,237	523,325	15,060	538,385	553,825
Fifth District	445,950	438,676	9,865	448,541	467,127
Board Support	231,215	268,798	10,286	279,084	287,056
Total	<u>\$ 2,705,673</u>	<u>\$ 2,953,300</u>	<u>\$ 85,000</u>	<u>\$ 3,038,300</u>	<u>\$ 3,155,864</u>
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 2,430,715	\$ 2,634,668	\$ 62,833	\$ 2,697,501	\$ 2,807,845
Services and Supplies	108,687	133,675	(306)	133,369	133,675
Other Charges	166,271	184,957	22,473	207,430	214,344
Total Operating Expenditures	<u>2,705,673</u>	<u>2,953,300</u>	<u>85,000</u>	<u>3,038,300</u>	<u>3,155,864</u>
Capital Assets	6,795	-	-	-	-
Other Financing Uses	-	25,000	(25,000)	-	-
Intrafund Expenditure Transfers (+)	63,000	39,000	1,000	40,000	40,000
Fund Balance Impact (+)	140,442	-	-	-	-
Total	<u>\$ 2,915,910</u>	<u>\$ 3,017,300</u>	<u>\$ 61,000</u>	<u>\$ 3,078,300</u>	<u>\$ 3,195,864</u>
<hr/>					
Budget By Categories of Revenues					
Decreases to Fund Balances	\$ 27,310	\$ 25,000	\$ (25,000)	\$ -	\$ -
General Fund Contribution	2,888,600	2,992,300	86,000	3,078,300	3,165,500
Fund Balance Impact (-)	-	-	-	-	30,364
Total	<u>\$ 2,915,910</u>	<u>\$ 3,017,300</u>	<u>\$ 61,000</u>	<u>\$ 3,078,300</u>	<u>\$ 3,195,864</u>

Board of Supervisors

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- There are no changes to staffing.

Expenditures

- Net operating expenditure increase of \$85,000 primarily due to:
 - +\$63,000 increase in Salaries and Employee Benefits due to merit increases and increases in County retirement and health insurance contributions.
 - +\$22,000 increase Other Charges due primarily to increased general liability insurance premiums experienced across the County.
- Net non-operating expenditure decrease of \$24,000:
 - -\$25,000 decrease in Other Financing Uses due to Child Welfare Safety (CWS) Task Force funding for 15-16 that was not continued in 16-17.
 - +\$1,000 increase in the Intrafund Expenditure Transfer to the County Executive Office for information technology (IT) support.

These changes result in Recommended operating expenditures of \$3,038,000, non-operating expenditures of \$40,000, resulting in total expenditures of \$3,078,000. Non-operating expenditures include Other Financing Uses and Intrafund Expenditure Transfers.

Board of Supervisors

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

Revenues

- Net non-operating revenue increase of \$61,000:
 - +\$86,000 increase in General Fund Contribution which reflects the recommended increase to the GFC target for expenditures in Salaries and Employee Benefits, Other Charges, and Intrafund Expenditure Transfers.
 - -\$25,000 decrease to release of fund balance.

These changes result in Recommended operating revenues of \$0, non-operating revenues of \$3,078,000, resulting in total revenues of \$3,078,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balance.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2016-17 Proposed expenditures reflect a \$118,000 increase over the FY 2015-16 Recommended budget that is primarily the result of:

- +\$110,000 increase to Salaries and Employee Benefits primarily due to merit increases, increases to employee and retiree health costs, and increases in retirement costs.
- +\$7,000 increase in utility costs.

RELATED LINKS

For more information on the Board of Supervisors, please refer to the Website at <http://www.countyofsb.org/bos>

Board of Supervisors



Board of Supervisors

Program

FIRST DISTRICT

The First District Supervisor is elected for a four-year term and represents 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.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	2.00	2.00	-	2.00	2.00
Total	4.00	4.00	-	4.00	4.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 525,345	\$ 551,020	\$ 12,702	\$ 563,722	\$ 587,963
Services and Supplies	9,063	10,400	1	10,401	10,400
Other Charges	18,086	21,979	2,842	24,821	25,692
Total Operating Expenditures	552,495	583,399	15,545	598,944	624,055
Intrafund Expenditure Transfers (+)	5,650	5,800	148	5,948	5,948
Total Expenditures	\$ 558,145	\$ 589,199	\$ 15,693	\$ 604,892	\$ 630,003
Budget By Categories of Revenues					
Decreases to Fund Balances	2,138	-	-	-	-
General Fund Contribution	549,599	589,199	15,693	604,892	623,303
Total Revenues	\$ 551,737	\$ 589,199	\$ 15,693	\$ 604,892	\$ 623,303

2015-16 Anticipated Accomplishments

- Worked to ensure accessible, customer focused and fiscally responsible County government including adopting a balanced budget and increasing strategic reserves.
- Responded timely to constituent concerns, partnered with other local governments and community organizations and conducted targeted outreach including office hours in the Carpinteria and Cuyama communities.
- Maintained and enhanced funding for public health and safety services for the most vulnerable residents of our community including the Childrens Health Initiative and additional mental health treatment services for children and families in Carpinteria.
- Received a report and recommendations from the Child Welfare Safety Net Task Force.

Board of Supervisors

Program

FIRST DISTRICT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Coordinated the fourth annual community collaborative Health Fair and Family Day on the Eastside of Santa Barbara, established a partnership with Santa Barbara Open Streets to expand the scope of the event, and transitioned leadership to a community based clinic for long term sustainability.
- Enhanced fire prevention and response efforts through increased funding for fuels reduction crews and the funding and initiation of improvements to the Cuyama Fire Station.
- Partnered to implement Highway 166 safety improvements through construction of bus turnouts, increased CHP enforcement, and participation in the Highway 166 Safety Task Force.
- Continued funding for and partnership with private sector Chambers of Commerce on the County Economic Vitality Team to promote an economic development strategy for Santa Barbara County including efforts to create enhanced broadband access in our County.
- Initiated a summer youth employment program for youth in at-risk situations in collaboration with the Santa Barbara Region Chamber of Commerce and other local Chambers.
- Supported continued implementation of a strategic ten year funding plan to address our deferred infrastructure maintenance of County roads and facilities.
- Initiated and Co-Chaired a stakeholder driven effort with Ventura County Supervisor Steve Bennett to promote and enhance bike tourism opportunities in our region.
- Co-Chaired a multi-stakeholder effort to create a Countywide Food Action Plan to ensure the long term sustainability and viability of all aspects of our local food system.
- Supported efforts to respond to and mitigate the impacts of the Refugio Oil Spill including working to recoup the costs incurred by local governments as a result of the spill.
- Responded to increased pollution from improperly abandoned oil infrastructure on Summerland Beach by convening a community meeting with local, State, and Federal agencies, and partnered with our State representatives to secure funding for the re-abandonment of the Becker Well.
- Worked to protect our environment, promoted sustainability through funding, and initiated a study of Community Choice Energy which would make voluntary alternative energy procurement choices available to area residents.
- Coordinated with the Federal and State governments, and local water purveyors, to address the drought emergency including supporting the completion of the County Long Term Water Supply Alternatives study.

Supervisor Carbajal serves on the following Boards and Commissions –

- President's State, Local and Tribal Leaders Task Force on Climate Preparedness and Resilience
- U.S. Environmental Protection Agency (EPA) Local Government Advisory Committee (LGAC)
- Santa Barbara County Association of Governments (SBCAG)
- Los Angeles, San Diego, San Luis Obispo Rail Corridor Agency (LOSSAN)
- Santa Barbara County Air Pollution Control District (APCD)
- National Association of Counties (NACo)
- NACo Transportation Committee
- NACo Energy, Environment, and Land Use Committee (EELU)
- Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)

Board of Supervisors

Program

FIRST DISTRICT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Multi-jurisdictional Solid Waste Task Force
- Joint Affordable Housing Task Force
- Santa Barbara County Adult and Aging Network – Co-Chair
- South Coast Task Force on Youth Gangs – Co-Chair
- Santa Barbara County Truancy Subcommittee
- Santa Barbara County Community Action Commission
- California State Association of Counties (CSAC) Coastal Counties Caucus

2016-18 Objectives

- Continue to make customer service the primary focus of County government while working to enhance responsiveness, efficiency, and accountability including efforts to promote diversity, expand outreach, and partnerships.
- Work to maintain the long-term fiscal health and sustainability of our County.
- Maintain and enhance services provided to the most vulnerable residents of our County including continued funding of the Children's Health Initiative and continued implementation of recommendations from the Poverty Study and Child Welfare Safety Net Task Force.
- Promote the public safety of our County through maintaining and enhancing front line law enforcement services and fire fuels reduction and response including initiation of construction of the new North County Jail.
- Continue to invest in maintaining and improving our County roads and other infrastructure.
- Work to protect our open spaces and enhance recreational opportunities including securing funding for construction of Santa Claus Lane Beach Access Improvements and regional bikeway improvements from Rincon Park to Carpinteria Avenue and Carpinteria Avenue to Santa Claus Lane.
- Partner to establish on-line resources to promote bike tourism in our region.
- Complete the final phase of the Franklin Trail project to enhance recreational opportunities in the Carpinteria Valley.
- Continue to work on the planning and implementation of both regional and local transportation enhancements including the Highway 101 HOV Widening Project, parallel infrastructure improvements in the Montecito community and establishment of Commuter Rail service from Ventura to Goleta.
- Address the challenge of Climate Change by continued implementation of energy efficiency improvements and sustainable practices in county building and facilities, the County Climate Action Plan and the EMPOWER program and initiate implementation of a Community Choice Energy program.
- Allocate resources to implement the County Food Action Plan.
- Move forward with implementation of the Resource Recovery Project to increase recycling, generate green energy and ensure long-term management of our solid waste.
- Continue to coordinate with Federal and State government and local water purveyors to address the drought emergency through increased water conservation efforts, promoting sustainable use of groundwater resources, direct and indirect reuse, and desalination.

Board of Supervisors

Program

SECOND DISTRICT

The Second District Supervisor is elected for a four-year term and represents unincorporated areas of the eastern Goleta Valley (and its foothills), and over ½ of the City of Goleta, including Goleta Old Town, portions of the City of Santa Barbara, and the Channel Islands.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	1.00	1.50	-	1.50	1.50
Total	3.00	3.50	-	3.50	3.50

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 404,318	\$ 474,656	\$ 9,323	\$ 483,979	\$ 504,877
Services and Supplies	11,137	11,125	-	11,125	11,125
Other Charges	16,094	16,211	1,662	17,873	18,543
Total Operating Expenditures	431,549	501,992	10,985	512,977	534,545
Intrafund Expenditure Transfers (+)	3,930	5,800	149	5,949	5,949
Total Expenditures	\$ 435,479	\$ 507,792	\$ 11,134	\$ 518,926	\$ 540,494
Budget By Categories of Revenues					
General Fund Contribution	472,907	507,792	11,134	518,926	537,184
Total Revenues	\$ 472,907	\$ 507,792	\$ 11,134	\$ 518,926	\$ 537,184

2015-16 Anticipated Accomplishments

- Maintained relationships and awareness of issues with the neighboring cities of Santa Barbara, Goleta, community members, mobile home owners, and HOAs in the unincorporated communities.
- Published bi-annual e-Newsletter to communicate with Second District constituents on issues of concern inviting participation and response.
- Updated website and Facebook page to provide important Second District information to constituents.
- Appointed new members to Boards and Commissions with an emphasis on expertise and diversity.
- Conducted frequent visits to elementary, junior, and senior high schools in the Second District to speak to classes, youth groups, and at special functions.
- Continued to host ongoing “Second District Student Art Gallery” in the Second District office.

Board of Supervisors

Program

SECOND DISTRICT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

Served on several Boards and Commissions, including:

- Air Pollution Control District (APCD);
 - Beach Erosion Authority for Clean Oceans and Nourishment (BEACON), Chair;
 - California State Association of Counties (CSAC);
 - CenCal Health;
 - Community Corrections Partnership;
 - County/City South Coast Gang Task Force, Co-chair;
 - 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), Chair;
 - South Coast Sub-regional Committee for SBCAG.
-
- As a member of the SB County Retirement Board, attended meetings dealing with sound investment strategies, governance and policy matters.
 - Participated as a panelist at a legislative summit hosted by the Goleta Chamber of Commerce.
 - Remained engaged in issues regarding maternal mental health, child safety, community well-being, and the Affordable Care Act.
 - Supported water conservation efforts to help mitigate the impacts of the current drought.
 - Worked with Parks to improve and enhance pocket parks, which will implement water saving measures in addition to other improvements.
 - Remained engaged with issues pertaining to Goleta Beach County Park and the permitting process with the California Coastal Commission.
 - Worked collaboratively with Public Works to:
 - Repair sidewalks and streets and replace trees on several streets throughout the Second District.
 - Enhance the medians on Hollister Avenue.
 - Continue to prioritize safe routes to school and pedestrian and bicyclist safety.
 - Continued to support efforts of Public Health Department and Animal Services to implement recommendations from the American Humane Association evaluation to encourage more animal adoptions and reduce euthanasia.
 - Remained engaged with issues pertaining to AB109 and realignment, and initiated effort to secure a five-year independent evaluation of the County's Realignment Plan.
 - As Chair of the Board of Supervisors, monitored response to Plains Oil Spill to insure that County agencies and community were duly represented.
 - As Chair of the Board, welcomed public safety officials to the EOC in preparation of initial "after action" report on response to Plains Oil Spill.
 - Convened a meeting with San Luis Obispo and Ventura County Supervisors and staff to review progress of Community Choice Energy [CCE] program.

Board of Supervisors

Program

SECOND DISTRICT (CONT'D)

2016-18 Objectives

- Monitor the Coastal Commission's review of the Goleta Beach Park permit.
- Continue to maintain a Second District office that is responsive to and respectful of all constituents.
- Continue to monitor the progress of the Goleta Valley Community Plan environmental review processes.
- Remain engaged and insure stakeholder engagement in the ongoing progress of implementation of the San Marcos Foothills Park Management Plan.
- Monitor progress on the State St. /Hollister Ave Corridor Improvement Plan.
- Monitor implementation of Eastern Goleta Valley Community Plan policies and programs.
- 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.
- As the Board's liaison to the Community Corrections Partnership, remain engaged in the progress and challenges posed by AB 109/Realignment, and advocate for adequate funding for needed resources.
- Continue to advocate for the rights of our County's most vulnerable constituents.
- Continue to work closely with Public Health officials and staff on issues concerning tobacco use, Affordable Care Act implementation, and improved conditions and adoptions in animal services.
- Work with local business partners to enhance and develop business opportunities on the South Coast.
- Continue to ensure that environmental protections are in place within the County.
- Monitor ongoing compliance with Phases III and IV of the Plains Oil Spill at Refugio Beach recovery and response.

Board of Supervisors

Program

THIRD DISTRICT

The Third District Supervisor is elected for a four-year term and represents 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.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	2.50	2.50	-	2.50	2.50
Total	4.50	4.50	-	4.50	4.50

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 564,322	\$ 597,233	\$ 18,946	\$ 616,179	\$ 643,996
Services and Supplies	13,838	13,900	-	13,900	13,900
Other Charges	23,067	25,977	4,313	30,290	31,360
Total Operating Expenditures	601,227	637,110	23,259	660,369	689,256
Intrafund Expenditure Transfers (+)	6,725	6,800	174	6,974	6,974
Total Expenditures	\$ 607,952	\$ 643,910	\$ 23,433	\$ 667,343	\$ 696,230
Budget By Categories of Revenues					
Decreases to Fund Balances	172	-	-	-	-
General Fund Contribution	593,483	643,910	23,433	667,343	681,181
Total Revenues	\$ 593,655	\$ 643,910	\$ 23,433	\$ 667,343	\$ 681,181

2015-16 Anticipated Accomplishments

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.
- 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.

Board of Supervisors

Program

THIRD DISTRICT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- 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.

Current Year Accomplishments:

- In partnership with Adult and Aging Network, lead community efforts to fill gaps in the continuum of care for our most vulnerable seniors.
- Secure funding for programs that will serve the indigent and severely mentally ill including an emergency day shelter program and initiation of Laura's Law pilot program.
- As C3H Policy Council appointee, successfully recruited and hired new staff to assist with homeless outreach and housing county-wide.
- In the wake of the May Refugio Oil Spill, worked closely with local, State and Federal partners to communicate updates to the public and ensure local County staff was integral to the spill response and clean up.
- Continue to closely monitor Refugio Oil Spill after action report development, strengthen local emergency response procedures, and advocate for more robust pipeline safety regulation.
- As Legislative Committee appointee, advocate for additional State and Federal resources to strengthen County services and craft legislation that would foster more efficient and effective government.
- Secure funding to restore, preserve, and digitize the Board of Supervisor Meeting Minute Books dating back to 1850 to ensure these unique records are available to the public.
- Continued to explore enhanced recreational amenities at Lake Cachuma which would benefit the public and raise revenue for the County.
- Continued to work with Isla Vista Park District and Public Works Department to implement County policies to improve cleanliness in private and public properties.
- Explored and promoted expanded self-governance options for Isla Vista.
- Continued to advocate for increased roadway safety improvements on Highway 154 including increased California Highway Patrol enforcement.
- Continued to assess and restructure, when necessary, Santa Barbara County government.
- Continued to promote an efficient, constituent-oriented, and cost effective departmental process while promoting transparency and accountability.

Board of Supervisors

Program

THIRD DISTRICT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Promoted fiscal responsibility and, to the extent possible, kept proposed budget cuts as far from front line services as possible.
- Supported maintaining agricultural viability in the Third District and throughout the County and continued to advocate for State and County funding for the Williamson Act.
- Worked with County departments and local agencies to optimize the stewardship of water resources.
- 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.
- Regularly held meetings with business, neighborhood, environmental, agricultural, educational, social justice, 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 repairs in the Third District.
- Supported all of the libraries in the district. Also strengthened financial stability and visibility of the Countywide Library system, and provided leadership to constituents interested in improvements to Third District libraries.
- Continued implementation of corrective and preventive road maintenance program on Third District roads.
- Worked with County departments, including Public Works and Planning & Development, to help facilitate meetings with constituents on a wide array of issues.
- Continued to work with the community to investigate planning options for Los Olivos Wastewater Treatment.
- Continued 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.
- Continued communication and outreach through community forums and participation with neighborhood associations and business partners.
- Continued to work towards solutions for the preservation of Goleta Beach and the Gaviota Coast.
- Supported the allocation of funds to finance the Santa Barbara Rape Crisis Center's Sexual Assault Counseling and Education Program in Isla Vista (SACE IV).
- Collaborated with key stakeholders to secure funding for a Community Resource Deputy to design and implement various community wide programs on health and safety, and improve communication between law enforcement and residents.
- Amended Chapter 23, Section 23-13.12 to prohibit oversized vehicles from parking between the hours of 10pm and 6am in the Isla Vista area. This will reduce blight, prevent public nuisance and increase public safety.
- Continued to meet with UCSB Administration and Police Dept., Santa Barbara City College Administration and various County Departments to improve public safety in Isla Vista.
- Secured funding to rehabilitate 976 Embarcadero Del Mar for a Community Center.
- Collaborated with various Isla Vista business owners to create the Isla Vista Downtown Association to promote general welfare through inter-business relations and collaboration.

Board of Supervisors

Program

THIRD DISTRICT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Collaborated with County Public Works Department to develop a sidewalk plan for the entire Isla Vista area. The plan will allow for the construction of sidewalks in areas currently missing them and will create a contiguous sidewalk.
- Proposed the Isla Vista Storm Drain Improvement Project. This project consists of installing approximately 1,000 linear feet of new storm drain pipe and new catch basins.
- Proposed the improvement of a public alley right-of-way extending from Pasado Road to Del Playa Drive to increase emergency access to adjacent neighborhoods.
- Proposed the Pardall Intersection Improvement project at the corner of Embarcadero Del Norte and Pardall Road. The project consists of installing a traffic light to ease traffic flow and reduce bike and vehicle collisions.
- Collaborated with multiple stakeholder groups to address and improve bike safety through an annual educational event in the Isla Vista area.
- Continued to collaborate with community stakeholders to open a Sobering Center Program in Isla Vista. The program would provide safety from dangers such as sexual assault and other physical or psychological trauma, while also providing effective clinical intervention and referrals to various clinical service agencies.

Working for You—Supervisor Farr serves on a variety of County Boards and Commissions including:

- Member, Santa Barbara County Air Pollution Control District (APCD)
- Co-Chair, Adult and Aging Network
- Member, Santa Barbara County Association of Governments (SBCAG)
- Member, Santa Barbara County Flood Control and Water Conservation District
- Member, Santa Barbara County Water Agency
- Board Appointee, California State Association of Counties
- Member, In-home Supportive Services (IHSS) Public Agency
- Member, Indian Gaming Local Community Benefit Committee
- Member, Santa Barbara Local Agency Formation Commission (LAFCO)
- Member, Multi-Jurisdictional Solid Waste Task Force
- Member Policy Council, Central Coast Collaborative on Homelessness (C3H)
- Member, Legislative Program Committee
- Member, Cities-County Joint Affordable Housing Task Group
- Chair, Tribal Ad Hoc Committee

2016-18 Objectives

- Continue to preserve public safety and make sure resources are prioritized to keep our community safe.
- Continue to promote fiscal responsibility so that we are using public resources efficiently and effectively.
- Continue to protect safety net services for our most vulnerable community members.
- Continue to provide timely, responsive, and professional constituent service that responds to issues important to constituents.
- Continue to plan for the future by encouraging strong neighborhood and environmental planning.

Board of Supervisors

Program

FOURTH DISTRICT

The Fourth District Supervisor is elected for a four-year term and represents the City of Lompoc, the southwest portion of Los Alamos, the unincorporated community of Orcutt, and portions of the Santa Maria Valley.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	-	1.00	-	1.00	1.00
EXTRA HELP	0.90	-	-	-	-
Total	3.90	4.00	-	4.00	4.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 406,644	\$ 487,310	\$ 11,134	\$ 498,444	\$ 513,365
Services and Supplies	20,740	20,000	-	20,000	20,000
Other Charges	15,853	16,015	3,926	19,941	20,460
Total Operating Expenditures	443,237	523,325	15,060	538,385	553,825
Intrafund Expenditure Transfers (+)	6,400	6,500	167	6,667	6,667
Total Expenditures	\$ 449,637	\$ 529,825	\$ 15,227	\$ 545,052	\$ 560,492
Budget By Categories of Revenues					
General Fund Contribution	499,530	529,825	15,227	545,052	560,492
Total Revenues	\$ 499,530	\$ 529,825	\$ 15,227	\$ 545,052	\$ 560,492

2015-16 Anticipated Accomplishments

Supervisor Peter Adam is a tireless advocate of fiscal responsibility. As a fifth generation Santa Maria Valley farmer and successful business owner, Peter understands that every new regulation has the potential to negatively impact the people of Santa Barbara County. It is with this attitude that Peter approaches County government—the actions of the Supervisors can, and often do, affect our local business owners, farmers, ranchers, and most importantly: taxpayers.

Board of Supervisors

Program

FOURTH DISTRICT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

The Fourth District encompasses the City of Lompoc, the Orcutt area, and portions of Los Alamos and the City of Santa Maria, and provides Peter with the opportunity to represent a highly diverse constituency. Peter and his staff are problem solvers who can assess the needs of his constituents—and the County as a whole—in a highly effective manner. Our office excels in its ability to help taxpayers navigate the often intricate and daunting inner workings of County bureaucracy.

Peter is committed to sustainably balancing the budget by increasing revenue the old fashion way: by streamlining the permitting process, bringing certainty in both time and cost to applicants, and encouraging and supporting all types of business and development.

Besides attending and partaking in numerous community events, Supervisor Peter Adam is the 2016 Chair of the Board of Supervisors and currently serves on the following boards and commissions:

- Air Pollution Control District (APCD) –Chair 2016
- CenCal Health (Alternate)
- Debt Advisory Committee
- Juvenile Justice Coordinating Council
- KIDS Network Policy Council – Chair
- Mental Health Commission (Alternate)
- North County Sub-Regional (Division of SBCAG)
- Santa Barbara County Association of Governments (SBCAG)

2016-18 Objectives

Infrastructure maintenance will continue to be a high priority for Peter in the next fiscal year. He is committed to pressuring the Board to fully fund their annual maintenance responsibilities for roads, parks, and public buildings, and plans to address the over \$300 million of deferred maintenance.

Board of Supervisors

Program

FIFTH DISTRICT

The Fifth District Supervisor is elected for a four-year term and represents the rural areas of Garey, Sisquoc, and Topusquet, as well as the City of Santa Maria.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	0.95	0.75	-	0.75	0.75
EXTRA HELP	0.30	-	-	-	-
Total	3.25	2.75	-	2.75	2.75

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 414,825	\$ 402,346	\$ 7,155	\$ 409,501	\$ 427,124
Services and Supplies	6,131	10,050	-	10,050	10,050
Other Charges	24,994	26,280	2,710	28,990	29,953
Total Operating Expenditures	445,950	438,676	9,865	448,541	467,127
Intrafund Expenditure Transfers (+)	6,127	7,400	190	7,590	7,590
Total Expenditures	\$ 452,078	\$ 446,076	\$ 10,055	\$ 456,131	\$ 474,717
Budget By Categories of Revenues					
General Fund Contribution	508,140	446,076	10,055	456,131	471,896
Total Revenues	\$ 508,140	\$ 446,076	\$ 10,055	\$ 456,131	\$ 471,896

Supervisor Steve Lavagnino represents the Fifth District which includes Santa Maria, Santa Barbara County's largest city, as well as the bucolic communities of Garey, Sisquoc, and Topusquet. This 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. For more information, please visit <http://www.countyofsb.org/bos/lavagnino/>

Board of Supervisors

Program

FIFTH DISTRICT (CONT'D)

2015-16 Anticipated Accomplishments

- Hosted 4th annual Santa Barbara County Stand Down for veterans, with more donations, more volunteers and more veterans served than ever before.
- Worked to increase the strategic reserve during a balanced budget process.
- Testified before U.S. House Subcommittee on Indian, Insular and Alaska Native Affairs regarding the relationship between the County and the Santa Ynez Band of Chumash Indians.
- Partnered with Supervisor Carbajal and local Chambers of Commerce to initiate a summer youth employment program for youth in at-risk situations.
- Worked with Supervisor Farr to enhance the existing warming center program by adding daytime shelter facilities in Santa Barbara and Santa Maria.

2016-18 Objectives

- Continue to work with Sheriff, Fire, and the County Executive Office (CEO) to review emergency dispatch operations and implement any necessary changes.
- Continue to work with Santa Barbara County Economic Vitality Team to create new economic development opportunities in the Fifth District.
- Continue to work with the Department of Behavioral Wellness, Marian Medical Center and other partners to develop one or more new mental health facilities in North County.
- Continue to work with our onshore oil producers to increase property tax revenue and high paying jobs to the County.
- Continue to work with Supervisor Farr and staff on water capacity and recreation issues at Lake Cachuma; develop new water conservation programs Countywide.

Board of Supervisors

Program

BOARD SUPPORT

The Board Support Program provides support to the Board of Supervisors and contains those expenditures that are not specific to any one Board Office but benefit the entire Board of Supervisors.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ADMN OFFICE PRO	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	0.28	0.25	-	0.25	0.25
Total	1.28	1.25	-	1.25	1.25

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 115,260	\$ 122,103	\$ 3,573	\$ 125,676	\$ 130,520
Services and Supplies	47,778	68,200	(307)	67,893	68,200
Other Charges	68,177	78,495	7,020	85,515	88,336
Total Operating Expenditures	231,215	268,798	10,286	279,084	287,056
Capital Assets	6,795	-	-	-	-
Other Financing Uses	-	25,000	(25,000)	-	-
Intrafund Expenditure Transfers (+)	34,167	6,700	172	6,872	6,872
Total Expenditures	\$ 272,177	\$ 300,498	\$ (14,542)	\$ 285,956	\$ 293,928
Budget By Categories of Revenues					
Decreases to Fund Balances	25,000	25,000	(25,000)	-	-
General Fund Contribution	264,941	275,498	10,458	285,956	291,444
Total Revenues	\$ 289,941	\$ 300,498	\$ (14,542)	\$ 285,956	\$ 291,444

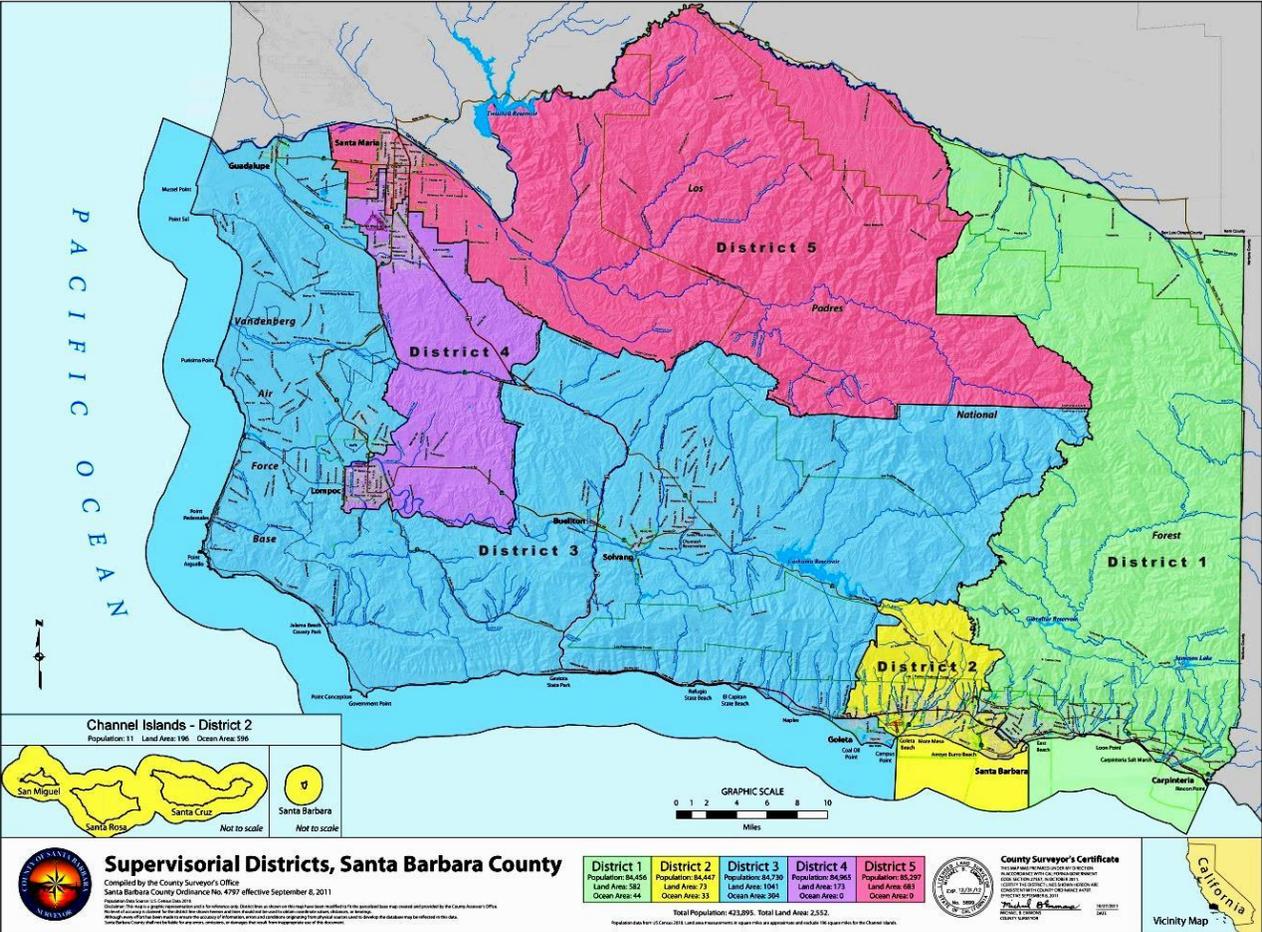
2015-16 Anticipated Accomplishments

- Provided outstanding customer support to constituents, County departments, and Board staff.
- Assisted the CEO and Clerk of the Board staff by completing special projects, as time allowed.

2016-18 Objectives

- Continue to provide outstanding customer support to constituents, departments, and Board offices.

Board of Supervisors



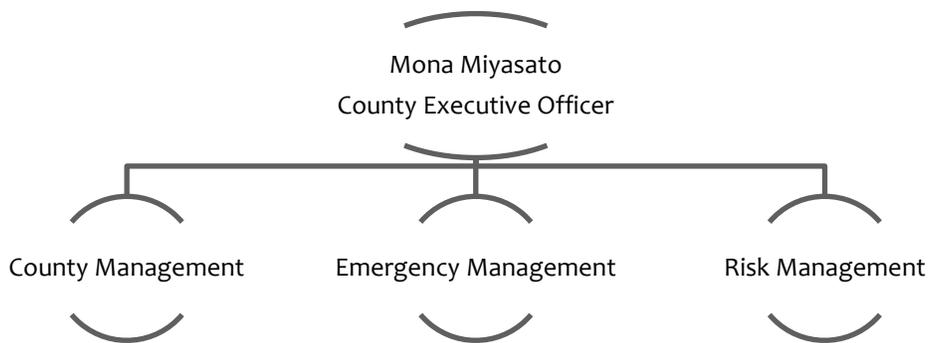


County Executive Office



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 37,575,917
Capital	\$ 155,000
FTEs	36.0



County Executive Office

Department

MISSION STATEMENT

Through collaboration, effective management, and organizational leadership, ensure delivery of high quality and responsive County services in accordance with the Board of Supervisors' strategic goals, operational priorities, and budgeted leadership.

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 three budget programs:

1. **County Management** – This budget program is made up of Executive Management, Budget & Research, Clerk of the Board, Legislative Advocacy, Communications Office, and the Equal Employment Opportunities (EEO) Office. This program provides leadership, strategic planning, and oversight to the County and implements the Board of Supervisors' policy directives.
2. **Emergency Management** – This budget program provides facilities, equipment, leadership, coordination, and training in preparing for and administering disaster response throughout the County.
3. **Risk Management** – This budget program consists of the different risk management programs which mitigate the County's risk of financial losses in the areas of medical malpractice, workers' compensation, and general liability.

HIGHLIGHTS OF 2016-18 OBJECTIVES

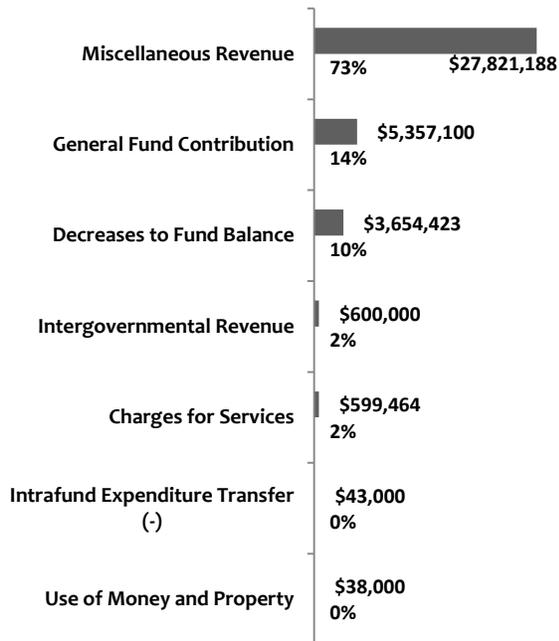
- Complete an internal-facing, organizational Strategic Plan to guide priorities and goals for a high-performing organization
- Establish capital funding criteria and establish recommended priority projects
- Coordinate a review and recommendations for improvements to the County's dispatch services for emergency response
- Fully operationalize internal and external Aware and Prepare Alert communications program
- Conduct an internal program review and complete a Strategic Plan for the Santa Barbara County Office of Emergency Management
- Complete the 5 year upgrade to the multi-jurisdiction Hazard Mitigation Plan
- Develop a customized Workers' Compensation Dashboard, for each department, to enhance trend analysis, and injury prevention
- Increase Safety/Security awareness by delivering *Situation-Awareness* training to all Departments
- Establish a robust internal and external communications program and implement the recommendations of the Strategic Communications Plan; provide appropriate public information on potential Transient Occupancy Tax (TOT) measure

County Executive Office

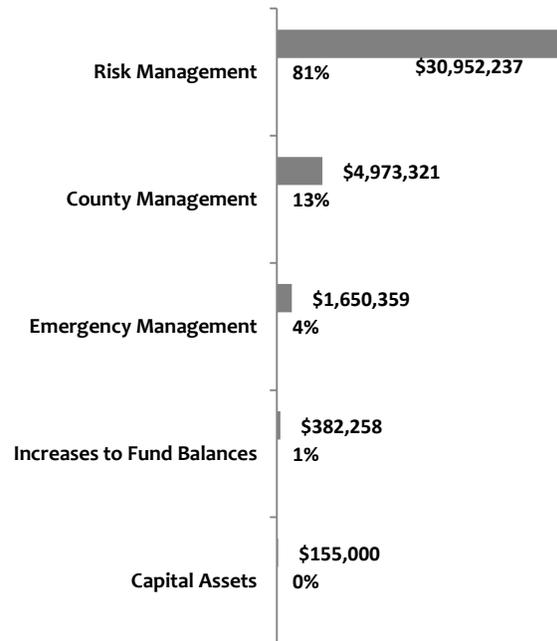
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$38,113,175

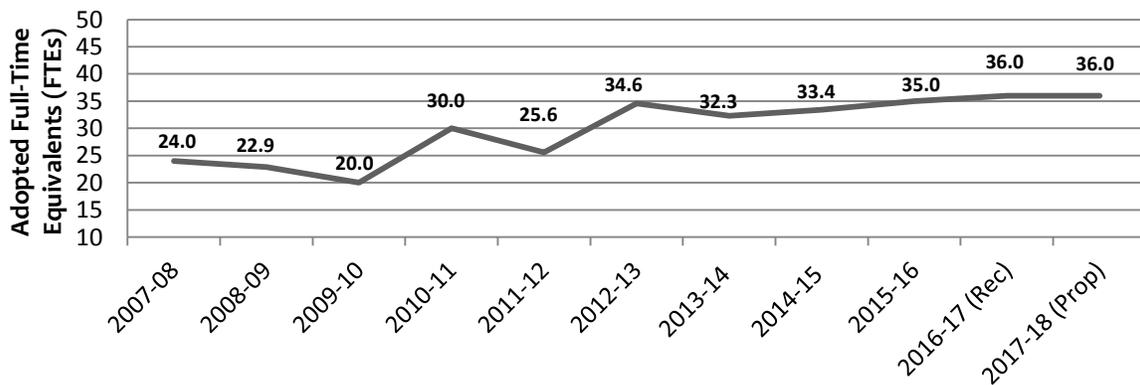


Use of Funds - \$38,113,175



STAFFING TREND*

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



*This trend chart has been adjusted to reflect that Human Resources is now its own department.

County Executive Office

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
County Management	20.47	22.00	1.00	23.00	23.00
Emergency Management	7.94	7.00	-	7.00	7.00
Risk Management	6.10	6.00	-	6.00	6.00
Total	34.51	35.00	1.00	36.00	36.00
<hr/>					
Budget By Budget Program					
County Management	\$ 4,153,513	\$ 4,698,092	\$ 275,229	\$ 4,973,321	\$ 5,262,764
Emergency Management	1,768,256	1,430,717	219,642	1,650,359	1,686,418
Risk Management	22,632,003	28,861,727	2,090,510	30,952,237	32,135,573
Total	\$ 28,553,772	\$ 34,990,536	\$ 2,585,381	\$ 37,575,917	\$ 39,084,755
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 5,103,220	\$ 5,950,138	\$ 388,580	\$ 6,338,718	\$ 6,731,393
Services and Supplies	21,791,580	27,629,792	2,413,184	30,042,976	31,133,526
Other Charges	1,658,972	1,410,606	(216,383)	1,194,223	1,219,836
Total Operating Expenditures	28,553,772	34,990,536	2,585,381	37,575,917	39,084,755
Capital Assets	58,195	221,862	(66,862)	155,000	155,000
Increases to Fund Balances	21,104	105,342	276,916	382,258	82,211
Fund Balance Impact (+)	2,717,733	-	-	-	-
Total	\$ 31,350,804	\$ 35,317,740	\$ 2,795,435	\$ 38,113,175	\$ 39,321,966
<hr/>					
Budget By Categories of Revenues					
Use of Money and Property	\$ 103,415	\$ 65,000	\$ (27,000)	\$ 38,000	\$ 43,000
Intergovernmental Revenue	883,594	482,826	117,174	600,000	525,000
Charges for Services	616,172	637,780	(38,316)	599,464	610,482
Miscellaneous Revenue	23,582,884	24,141,458	3,679,730	27,821,188	30,072,485
Total Operating Revenues	25,186,064	25,327,064	3,731,588	29,058,652	31,250,967
Other Financing Sources	26,039	-	-	-	-
Intrafund Expenditure Transfers (-)	38,000	42,000	1,000	43,000	43,000
Decreases to Fund Balances	1,622,373	4,960,148	(1,305,725)	3,654,423	2,115,332
General Fund Contribution	4,478,328	4,988,528	368,572	5,357,100	5,525,600
Fund Balance Impact (-)	-	-	-	-	387,067
Total	\$ 31,350,804	\$ 35,317,740	\$ 2,795,435	\$ 38,113,175	\$ 39,321,966

County Executive Office

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Increase of 1.0 FTE:
 - + 1.0 FTE increase to County Management due to the funding for a previously unfunded Assistant County Executive Officer. The new position will provide much needed support for complex projects and Board initiatives.

Expenditures

- Net operating expenditure increase of \$2,585,000:
 - +\$389,000 increase to Salaries and Employee Benefits due primarily the addition of the Assistant CEO (+\$275,000), the balance of the increase is due to merit, retirement contributions, health insurance contributions, and retiree medical OPEB.
 - +\$2,413,000 increase to Services and Supplies due primarily to increases to Risk Management insurance costs (+\$2,743,000), increase to disability medical costs (+\$600,000), increase to legal fees (+\$230,000), increase to safety member expenses (+\$182,500), increase to illness & injury prevention (+\$102,000), decrease to cost allocation (-\$766,000), decrease to indemnity expenses (-\$550,000), and a decrease to County Counsel for assistance with legal matters for Risk Management (-\$231,600).
 - -\$216,000 decrease to Other Charges due primarily to the decrease to the cost and number of insurance and malpractice claims within the Countywide Risk Management programs (-\$330,000), the overall decrease in utilities of (-\$7,000), the decrease in motor pool charges (-\$5,000) and the increase in general liability insurance (+\$129,000).
- Net non-operating expenditure increase of \$210,000:
 - +\$277,000 increase to Increase to Retained Earnings account for Risk Management.
 - -\$67,000 reduction to the purchase of capital assets due to the revenue from the Homeland Security Grant equally distributed between Capital Assets and Services and Supplies.

These changes result in Recommended operating expenditures of \$37,576,000, non-operating expenditures of \$537,000, and total expenditures of \$38,113,000. Non-operating expenditures primarily include capital assets and increases to fund balances.

County Executive Office

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

Revenues

- Net operating revenue increase of \$3,732,000:
 - +\$3,680,000 increase to Miscellaneous Revenue primarily due to reimbursements from County departments for Risk Management insurance costs (+\$3,838,000) and a decrease in malpractice contributions from Public Health and Behavioral Wellness (-\$250,000).
 - +\$117,000 increase in Intergovernmental Revenue due to grant awards for the Homeland Security Grant, the Emergency Management Grant, and the Hazard Mitigation Grant.
 - -\$38,000 decrease to Charges for Services, due primarily to a reduction in planning studies services in OEM for their Oil and Gas programs.
 - -\$27,000 decrease to Use of Money and Property as a result of a decrease in the interest earned for Risk Management funds.
- Net non-operating revenue decrease of \$936,000:
 - -\$1,306,000 decrease to Decrease to Fund Balance due to the insurance premium charges from Risk Management to the department covering the costs of providing the insurance without having to use Fund Balance.
 - +\$369,000 increase to the General Fund Contribution primarily to fund the Assistant CEO position and department wide increases in merit, health insurance contributions, retirement contributions, and retiree medical OPEB.
 - +\$1,000 increase to Intrafund Expenditure Transfers to recover the cost of providing the Board of Supervisors Information Technology support.

These changes result in Recommended Operating Revenues of \$29,059,000, Non-Operating Revenues of \$9,055,000, and Total Revenues of \$38,113,000. Non-operating revenues primarily include General Fund Contribution, transfers and changes to fund balances.

County Executive Office

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2017-18 proposed expenditures reflect a \$1,209,000 increase over the FY 2016-17 Recommended budget that is primarily the result of:

- +\$1,091,000 increase to Services & Supplies driven primarily by an increase in insurance expense of (+\$1,857,000), a decrease in indemnity expense of (-\$484,000), and a decrease in disability medical expenses (-\$471,000).
- +\$393,000 increase Salaries & Benefits for increases to retirement, health insurance and employee salaries.
- -\$300,000 decrease to Increase to Retained Earnings and Committed Fund Balance as lower Risk Management savings are projected.

RELATED LINKS

For more information on the County Executive Office, please refer to the website at <http://www.countyofsb.org/ceo/>.

County Executive Office

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
County Management					
Percentage of County's General Fund Operating Revenues that exceed Operating Expenditures*	107% 355.3/331.1	107% 370.1/346.8	104% 379.1/364.9	103% 385.8/374.5	103% 395.7/384.1
Percentage of EEO complaints concluded in ninety days or less	90% 19/21	80% 16/20	82% 14/17	85% 17/20	90% 17/19
Percentage of Board of Supervisor Meeting Summaries posted on the County website within three working days	95% 35/37	95% 38/40	97% 37/38	100% 37/37	100% 37/37
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date	Not Used in Prior Years	84% 27/32	97% 34/35	100% 36/36	100% 36/36
Emergency Management					
Number of Emergency Operations Center exercises	4	4	4	4	4
Number of certified Emergency Operations Center personnel	30	30	50	80	80
Risk Management & Employee Insurance					
Percentage of compliance with safety audit recommendations within sixty days	96% 23/24	96% 23/24	92% 22/24	100% 24/24	100% 24/24
Percentage of Workers Compensation cases closed vs. opened within the year	103% 419/407	102% 394/385	94% 402/429	100% 406/406	100% 406/406

* This performance measure changed from prior years. The calculation now includes General Fund Contributions to Special Revenue Funds in the percentages.

County Executive Office



County Executive Office

Program

COUNTY MANAGEMENT

This budget program is composed of Executive Management, Budget & Research, Office of Emergency Management, Risk Management, Clerk of the Board, Legislative Advocacy, Communications Office, and the Equal Employment Opportunities (EEO) Office. This program provides strategic leadership and oversight of County functions and implements the Board of Supervisors' policy direction.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
COUNTY EXECUTIVE OFFICER	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.00	1.00	1.00	2.00	2.00
ASST DIRECTOR	2.00	2.00	-	2.00	2.00
DEPUTY COUNTY EXEC OFFICER	-	1.00	-	1.00	1.00
PROJECT MANAGER	0.23	-	-	-	-
PROGRAM MANAGER	-	1.00	-	1.00	1.00
FISCAL & POLICY ANALYST	3.42	4.00	-	4.00	4.00
EEO/AA OFFICER	0.99	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
CHF DEP CLK OF BD OF SUPV	1.00	1.00	-	1.00	1.00
CSBTVMANAGER	0.88	1.00	-	1.00	1.00
ADMN OFFICE PRO	1.15	1.00	-	1.00	1.00
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	2.54	3.00	-	3.00	3.00
EXTRA HELP	1.25	-	-	-	-
Total	20.47	22.00	1.00	23.00	23.00

County Executive Office

Program

COUNTY MANAGEMENT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 3,327,848	\$ 3,852,711	\$ 356,717	\$ 4,209,428	\$ 4,500,827
Services and Supplies	451,952	620,967	(83,297)	537,670	528,170
Other Charges	373,713	224,414	1,809	226,223	233,767
Total Operating Expenditures	4,153,513	4,698,092	275,229	4,973,321	5,262,764
Capital Assets	31,455	30,000	-	30,000	30,000
Increases to Fund Balances	21,104	43,605	(43,605)	-	-
Total Expenditures	\$ 4,206,071	\$ 4,771,697	\$ 231,624	\$ 5,003,321	\$ 5,292,764
Budget By Categories of Revenues					
Charges for Services	349,640	324,099	21,458	345,557	348,065
Miscellaneous Revenue	1,912	1,700	-	1,700	1,700
Total Operating Revenues	351,551	325,799	21,458	347,257	349,765
Other Financing Sources	29,471	-	-	-	-
Intrafund Expenditure Transfers (-)	38,000	42,000	1,000	43,000	43,000
Decreases to Fund Balances	100,000	150,000	(150,000)	-	-
General Fund Contribution	3,869,617	4,253,898	359,166	4,613,064	4,758,030
Total Revenues	\$ 4,388,639	\$ 4,771,697	\$ 231,624	\$ 5,003,321	\$ 5,150,795

2015-16 Anticipated Accomplishments

- Achieved the Strategic Reserve target of \$29.9 million in FY 2015-16
- Established Communications Public Information Team and implemented Countywide communications training
- Based on Board direction, added a new Budget Policy for maintenance funding and increased funding by \$1.2 million
- Completed development of the 2016 Legislative Platform and implemented the 2015 Legislative Program
- Coordinated a study to evaluate and project the estimated jail population and the required inmate beds; assessed the staffing levels and cost estimates developed by the Sheriff for the existing and new jail facilities
- Organized an evaluation of the County's local criminal justice services (Public Safety Realignment) to provide strategic input/recommendations for future plan programs and spending
- Provided CEO oversight on the AB 900 portion of the Northern Branch Jail project
- Received GFOA award for distinguished County Budget documents for 18th consecutive year
- Provided ongoing guidance, analysis and support to Department of Behavioral Wellness (DBW) for the system change effort and establishment of new crisis stabilization and residential facilities
- Provided continued analytical support to the Sheriff (overtime/staffing issue) and DBW (inpatient/billing issues) departments to identify, communicate, and find solutions for budgetary issues
- Highlighted County's history through an exhibit of historical Board of Supervisors records from 1850 to present and digitization of these records for online public access
- Assisted with various annexations, Public Records Requests, and Public Safety Air Support projects

County Executive Office

Program

COUNTY MANAGEMENT (CONT'D)

- Evaluated retiree health obligations and developed a revised funding plan to eliminate the unfunded liability over time
- Continued support assessment and funding of maintenance needs and evaluated the potential use of debt for capital and capital replacement needs
- Provided regular communication to the Board of Supervisors and the public on key budgetary issues through the Fiscal Outlook Report, Quarterly Financial Reviews, Five-Year Forecast, Budget Workshops, and Budget Hearings
- Led recruitment efforts for the Public Defender, the Director of Emergency Management and the Communications Manager/PIO
- Replaced the existing outdated and unsupported Assessment Appeals system with new software which will allow greater public functionality
- Provided support to the Adhoc Subcommittee of the Board of Supervisors regarding discussions with the Santa Ynez Band of the Chumash Mission Indians on Fee to Trust and other related matters
- Provided guidance to the overall response and recovery efforts from the Refugio Oil Spill
- Led process to establish the inaugural board of the new federally mandated Workforce Development Board
- Initiated the Aware and Prepare Alert communication system for both internal and public mass notification
- Through CEO Office leadership, the multi-departmental County Oil Response (COR) Team worked with Unified Command to finalize the Refugio Oil monitoring and clean-up plan, and lead multi-jurisdictional after action reports to identify ways to work more effectively in the future

2016-18 Objectives

- Maintain appropriate reserve balances to enhance financial stability
- Continue to increase ongoing funding for maintenance needs
- Continue to anticipate, communicate, and mitigate risk
- Ensure successful implementation of the Behavioral Wellness system change effort
- Continue activities of the Drought Task Force
- Fully operationalize internal and external Aware and Prepare Alert communications program
- Implement the 2016 Legislative Program
- Establish a robust internal and external communications program and implement the recommendations of the Strategic Communications Plan; provide appropriate public information on potential Transient Occupancy Tax (TOT) measure
- Establish capital funding criteria and establish recommended priority projects
- Coordinate a review and recommendations for improvements to the County's dispatch services for emergency response
- Complete an internal-facing, organizational Strategic Plan to guide priorities and goals for a high-performing organization
- Continue to strive for excellent service to the public, departments, Board members, and community partners

County Executive Office

Program

EMERGENCY MANAGEMENT

This budget program provides facilities, equipment, leadership, coordination, and training in preparing for and administering disaster response throughout the County.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	0.46	1.00	-	1.00	1.00
PROGRAM MANAGER	4.08	4.00	-	4.00	4.00
DEPT BUS SPEC	-	1.00	-	1.00	1.00
EXTRA HELP	2.40	-	-	-	-
Total	7.94	7.00	-	7.00	7.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 918,522	\$ 1,094,263	\$ (19,979)	\$ 1,074,284	\$ 1,121,884
Services and Supplies	636,044	136,941	121,762	258,703	241,594
Other Charges	213,690	199,513	117,859	317,372	322,940
Total Operating Expenditures	1,768,256	1,430,717	219,642	1,650,359	1,686,418
Capital Assets	19,875	191,862	(66,862)	125,000	125,000
Total Expenditures	\$ 1,788,131	\$ 1,622,579	\$ 152,780	\$ 1,775,359	\$ 1,811,418
Budget By Categories of Revenues					
Intergovernmental Revenue	846,556	482,826	117,174	600,000	525,000
Charges for Services	215,032	248,000	(51,000)	197,000	197,000
Miscellaneous Revenue	1,662	76,750	20,000	96,750	76,750
Total Operating Revenues	1,063,250	807,576	86,174	893,750	798,750
Decreases to Fund Balances	116,170	80,373	57,200	137,573	-
General Fund Contribution	608,711	734,630	9,406	744,036	767,570
Total Revenues	\$ 1,788,131	\$ 1,622,579	\$ 152,780	\$ 1,775,359	\$ 1,566,320

County Executive Office

Program

EMERGENCY MANAGEMENT (CONT'D)

2015-16 Anticipated Accomplishments

- Worked in partnership with County departments to develop a three-team Emergency Operations Center (EOC) response roster totaling 108 persons and continues to conduct trainings to certify personnel
- Established an OEM office in Santa Maria and hired sufficient staff to ensure that OEM maintains a full-time presence in the North County, and to offer an additional venue for training, exercise, and Operational Area outreach
- Completed full scale EOC exercise (Coastal Trident 2016 with local, State, and Federal agencies) and activated in support of two real-world emergencies in the Refugio Oil Spill, and forward deployed OEM responders to the Gibraltar Fire, Solimar Fire, Isla Vista Halloween weekend, and Deltopia
- Fulfilled designated role as Local On-Scene Coordinator for all three phases of Refugio Oil spill response – active cleanup, as well as ongoing evaluation and monitoring
- Completed initial implementation of the Everbridge mass notification system as County's primary tool for emergency public information and warning
- Made improvements to address audit findings and recommendations regarding grant procedures and record keeping
- Provided a new and improved Awareandprepare.org web site, to serve as the primary preparedness site for the Santa Barbara County Operational Area
- Finalization of the first Santa Barbara County Threat and Hazard Identification and Risk Assessment (THIRA)

2016-18 Objectives

- Conduct an internal program review and complete a Strategic Plan for the Santa Barbara County Office of Emergency Management
- Complete the 5 year upgrade to the multi-jurisdiction Hazard Mitigation Plan
- Complete required steps to determine if and when Phase III monitoring is met and complete After Action Reports for the 2015 Refugio Oil Spill
- Utilizing funding from the Homeland Security Grant Program, continue the build-out of the Santa Cruz Island Public Safety Communications Project
- Maintain efficiencies and safeguards through sustained regulatory oversight of Oil & Gas activities throughout the Operational Area
- Sustain necessary training and exercise activities for the Red, White, and Blue EOC Response Teams.
- Provide excellent customer service when providing support to local jurisdictions and day-to-day activities at the Emergency Operations Center
- Complete required updates to departmental Continuity of Operations Plans (COOP)
- Participate in nuclear preparedness drills, exercises and outreach programs fulfilling our obligation as part of the requirements of the Diablo Canyon Nuclear Power Plant program
- Continue monitoring drought situation and active pursuit of emergency response, as needed

County Executive Office

Program

RISK MANAGEMENT & EMPLOYEE INSURANCE

This budget program consists of Risk Management programs (Medical Malpractice Insurance, Workers' Compensation Insurance, and General Liability Insurance) and Employee Insurance programs (County Unemployment Self-Funded Insurance and Dental Self-Funded Insurance).

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
RISK ANALYST	2.00	3.00	(1.00)	2.00	2.00
TEAM/PROJECT LDR-GEN	0.31	-	1.00	1.00	1.00
ADMINISTRATIVE LDR-GEN	0.69	-	-	-	-
SAFETY OFFICER	1.00	1.00	-	1.00	1.00
ACCOUNTANT	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.10	-	-	-	-
Total	6.10	6.00	-	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 856,850	\$ 1,003,164	\$ 51,842	\$ 1,055,006	\$ 1,108,682
Services and Supplies	20,703,583	26,871,884	2,374,719	29,246,603	30,363,762
Other Charges	1,071,569	986,679	(336,051)	650,628	663,129
Total Operating Expenditures	22,632,003	28,861,727	2,090,510	30,952,237	32,135,573
Capital Assets	6,866	-	-	-	-
Increases to Fund Balances	-	61,737	320,521	382,258	82,211
Total Expenditures	\$ 22,638,868	\$ 28,923,464	\$ 2,411,031	\$ 31,334,495	\$ 32,217,784
Budget By Categories of Revenues					
Use of Money and Property	103,415	65,000	(27,000)	38,000	43,000
Intergovernmental Revenue	37,038	-	-	-	-
Charges for Services	51,500	65,681	(8,774)	56,907	65,417
Miscellaneous Revenue	23,579,310	24,063,008	3,659,730	27,722,738	29,994,035
Total Operating Revenues	23,771,262	24,193,689	3,623,956	27,817,645	30,102,452
Other Financing Sources	(3,432)	-	-	-	-
Decreases to Fund Balances	1,406,203	4,729,775	(1,212,925)	3,516,850	2,115,332
Total Revenues	\$ 25,174,033	\$ 28,923,464	\$ 2,411,031	\$ 31,334,495	\$ 32,217,784

County Executive Office

Program

RISK MANAGEMENT & EMPLOYEE INSURANCE (CONT'D)

2015-16 Anticipated Accomplishments

- Successfully returned 91% of disabled employees with work restrictions back to work within 30 days
- Developed *Disability Management Guidelines* to educate departments on the process of returning disabled employees back to work
- Established a new job development service to assist disabled employees in transitioning to reassignment within the County or other appropriate options
- Implemented new data base applications to provide more robust reports for the General Liability and Workers' Compensation Programs enhancing the ability to capture an extensive loss history for analysis
- Stabilized Workers' Compensation rates through various cost containment strategies
- Reach a 100% closing ratio for Workers' Compensation claims
- Created a Critical Incident Response training program available to all County Departments
- Provided a 3-Day Course for Safety Management Certification for all the Safety Representatives/Officers and their assistants. There were 25 attendees and 8 participants who obtained certification

2016-18 Objectives

- Develop a customized Workers' Compensation Dashboard, for each department, to enhance trend analysis, and injury prevention
- Sustain a 100% closing ratio for Workers' Compensation and General Liability Programs
- Maintain Workers' Compensation rate stabilization
- Increase Safety/Security awareness by delivering *Situation-Awareness* training to all Departments
- Implement Corrective Action plans to address safety concerns

County Counsel



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 7,805,696
Capital	\$ 0
FTEs	38.5

Michael Ghizzoni
County Counsel

Legal Services

County Counsel

Department

MISSION STATEMENT

By statute, County Counsel is the legal adviser to the Board of Supervisors. Our attorneys and support staff advance and defend the County's civil policies and actions by: looking ahead, advising and litigating. We work closely with the Board of Supervisors and other County Officers to maintain the civil legal integrity of the County of Santa Barbara.

DEPARTMENT DESCRIPTION

We defend or prosecute all civil litigation in which the County, or its officers or employees in their official capacities, are parties. This regularly includes: federal civil rights and state tort cases; "dependency" actions to protect minor children; property tax assessment appeals; land use actions; statutory financial cases, by or against the Auditor-Controller or Treasurer; defense against State audits; mental health commitments and conservatorships; cases involving contracts; employment cases; and motions and writs for the Sheriff's Office.

We provide civil legal advice and services to: the Board of Supervisors, other County Officers, Departments, Boards, Commissions, Committees, and Special Districts. This legal advice involves many subjects, including: land use, public works, real property, contracts, public safety, regulatory, financial, elections, social services, housing, healthcare and personnel.

All of this advances the County's public service objectives, while helping to protect the County from loss and risk.

HIGHLIGHTS OF 2016-18 OBJECTIVES

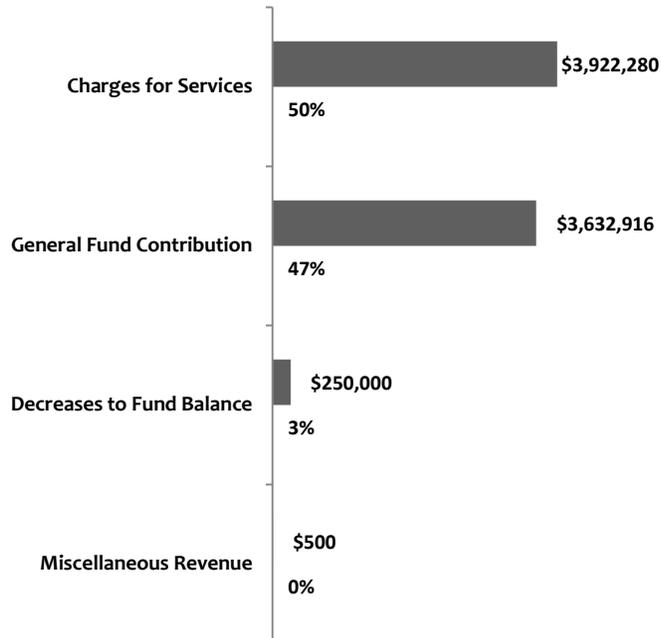
- Litigate against: 1) United Launch Alliance's property tax appeals, where the total 9-year valuation dispute is \$3.56 billion; 2) civil rights and tort cases, including four already set for trial before March 2017; 3) FY 06/07-08/09 Medi-Cal program audits, which disallowed about \$8.2 million of County costs; 4) "Camp 4" and "Mooney and Escobar" Fee-To-Trust decisions; 5) Zoom Properties' challenge to the Eastern Goleta Valley Community Plan; 6) District Court's denial of "qualified immunity" in *Shafer*; 7) *Mosby* appeal of the Superior Court's decision upholding the Board's denial of a Conditional Use Permit; and 8) Any Refugio Oil Spill damages that the County does not recover through claims (the County already has collected 100% of the \$1.7 million that the County has claimed to date for its "removal costs" and "increased costs of government services" from the May 2015 spill.)
- Provide timely legal support, concurrently, to two major construction projects: 1) \$96 million Northern Branch Jail project; and 2) \$125 million Tajiguas Resource Recovery Project.
- Investigate and respond to: 1) Channelkeeper's Clean Water Act allegations about County's Transfer Station; and 2) Disability Rights California's Report on Inspection of the Santa Barbara County Jail.
- Provide timely legal support about multiple, high-visibility "land use" projects and "water" issues, including "Groundwater Sustainability Agency" decisions that are due by June 30, 2017.

County Counsel

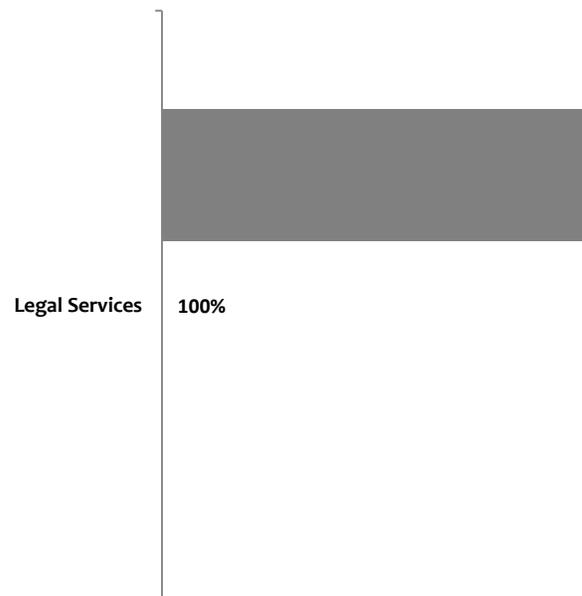
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$7,805,696

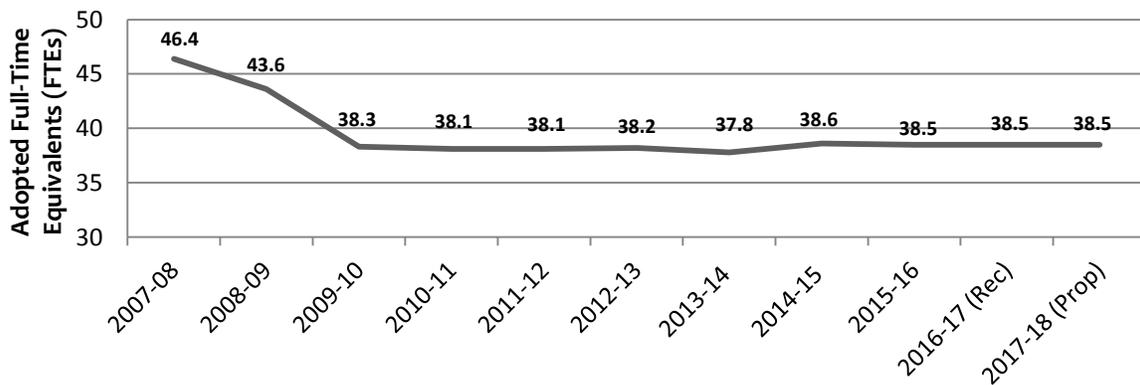


Use of Funds - \$7,805,696



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



County Counsel

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Legal Services	37.37	38.50	-	38.50	38.50
Total	37.37	38.50	-	38.50	38.50
<hr/>					
Budget By Budget Program					
Legal Services	\$ 7,033,154	\$ 7,438,480	\$ 367,216	\$ 7,805,696	\$ 8,219,968
Total	\$ 7,033,154	\$ 7,438,480	\$ 367,216	\$ 7,805,696	\$ 8,219,968
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 6,421,226	\$ 6,767,590	\$ 355,060	\$ 7,122,650	\$ 7,529,911
Services and Supplies	450,400	494,970	4,810	499,780	500,460
Other Charges	161,527	175,920	7,346	183,266	189,597
Total Operating Expenditures	7,033,154	7,438,480	367,216	7,805,696	8,219,968
Fund Balance Impact (+)	41,855	-	-	-	-
Total	\$ 7,075,008	\$ 7,438,480	\$ 367,216	\$ 7,805,696	\$ 8,219,968
<hr/>					
Budget By Categories of Revenues					
Charges for Services	\$ 3,733,022	\$ 3,912,880	\$ 9,400	\$ 3,922,280	\$ 3,937,280
Miscellaneous Revenue	73	500	-	500	500
Total Operating Revenues	3,733,095	3,913,380	9,400	3,922,780	3,937,780
Intrafund Expenditure Transfers (-)	1,465	-	-	-	-
Decreases to Fund Balances	543,248	250,000	-	250,000	250,000
General Fund Contribution	2,797,200	3,275,100	357,816	3,632,916	3,789,916
Fund Balance Impact (-)	-	-	-	-	242,272
Total	\$ 7,075,008	\$ 7,438,480	\$ 367,216	\$ 7,805,696	\$ 8,219,968

County Counsel

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- No staffing changes.

Expenditures

- Net operating expenditure increase of +\$367,216 due to:
 - +\$355,055 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs, workers compensation premiums, and employee salaries.
 - +\$12,200 increase in Services and Supplies.

These changes result in Recommended operating expenditures of \$7.80M and non-operating expenditures of \$0.

Revenues

- Net operating revenue increase of +\$9,400. All County Counsel billing was impacted by a 6.24% decrease in the overhead rate for Fiscal Year 2016-17. The following Charges for Services accounts were affected;
 - -\$231,600 decrease in Legal Services to Other Funds due to reduced billings to Workers' Compensation.
 - +\$227,400 increase in Legal Services other than Risk Management.
 - +\$13,600 in Other Services.
- Net non-operating revenue increase of +\$357,816 due to:
 - +\$357,816 increase in General Fund Contribution which reflects the recommended increase to the GFC target.

These changes result in Recommended operating revenues for FY2016-17 of \$3,922,780 and non-operating revenues of \$3,882,916, resulting in total revenues of \$7,805,696. Non-operating revenues primarily include General Fund Contribution, transfers, and Decreases to Committed.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2016-17 Recommended to 2017-18 Proposed shows: an increase of about +\$414,272 in operating expenditures, primarily due to expected increases in Salaries and Employee Benefits; and a +\$15,000 increase in operating revenues.

The FY 2016-17 Recommended to 2017-18 Proposed General Fund Contribution shows an increase of +\$157,000 leaving a negative fund balance impact of -\$242,272, primarily due to expected increases in Salaries and Employee Benefits.

RELATED LINKS

For more information on the County Counsel's Office, refer to the Web site at <http://countyofsb.org/counsel/>

County Counsel

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
The percentage of litigated cases which resolve at 85% or less than the amount reserved by Risk: Target=90%.	95% 18/19	86% 6/7	96% 22/23	91% 21/23	91% 21/23
The percentage of litigated cases resolved without payment to plaintiff: Target=60%.	70% 14/20	68% 13/19	61% 14/23	65% 11/17	65% 11/17
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	Not used in prior years	Not used in prior years	84% 31/37	100% 37/37	100% 37/37

County Counsel



County Council

Program

LEGAL SERVICES

Through this single Budget Program, the Office of County Counsel: 1) provides civil law legal advice to statutory clients, including the Board of Supervisors; and 2) defends or prosecutes all civil litigation in which the County, or its officers or employees in their official capacities, are parties.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
COUNTY COUNSEL	1.00	1.00	-	1.00	1.00
CHIEF ASST COUNTY COUNSEL	1.00	1.00	-	1.00	1.00
DEPUTY COUNTY COUNSEL SR	11.58	11.00	-	11.00	11.00
CHIEF DEPUTY	1.00	1.00	-	1.00	1.00
DEPUTY COUNTY COUNSEL SR-RES	1.00	1.00	-	1.00	1.00
DEPUTY COUNTY COUNSEL	9.35	11.00	-	11.00	11.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO SR-RES	3.38	4.00	6.00	10.00	10.00
PARALEGAL-RES	5.94	6.00	(6.00)	-	-
LEGAL OFFICE PRO III-RES	0.62	-	-	-	-
EXTRA HELP	0.51	0.50	-	0.50	0.50
Total	<u>37.37</u>	<u>38.50</u>	<u>-</u>	<u>38.50</u>	<u>38.50</u>

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 6,421,226	\$ 6,767,590	\$ 355,060	\$ 7,122,650	\$ 7,529,911
Services and Supplies	450,400	494,970	4,810	499,780	500,460
Other Charges	161,527	175,920	7,346	183,266	189,597
Total Operating Expenditures	<u>7,033,154</u>	<u>7,438,480</u>	<u>367,216</u>	<u>7,805,696</u>	<u>8,219,968</u>
Total Expenditures	<u>\$ 7,033,154</u>	<u>\$ 7,438,480</u>	<u>\$ 367,216</u>	<u>\$ 7,805,696</u>	<u>\$ 8,219,968</u>
Budget By Categories of Revenues					
Charges for Services	3,733,022	3,912,880	9,400	3,922,280	3,937,280
Miscellaneous Revenue	73	500	-	500	500
Total Operating Revenues	<u>3,733,095</u>	<u>3,913,380</u>	<u>9,400</u>	<u>3,922,780</u>	<u>3,937,780</u>
Intrafund Expenditure Transfers (-)	1,465	-	-	-	-
Decreases to Fund Balances	543,248	250,000	-	250,000	250,000
General Fund Contribution	2,797,200	3,275,100	357,816	3,632,916	3,789,916
Total Revenues	<u>\$ 7,075,008</u>	<u>\$ 7,438,480</u>	<u>\$ 367,216</u>	<u>\$ 7,805,696</u>	<u>\$ 7,977,696</u>

County Counsel

Program

LEGAL SERVICES (CONT'D)

2015-16 Anticipated Accomplishments

- Refugio Oil Spill: Beginning on the first day of the May 2015 spill, we emphasized thinking ahead to actions that -- 6-12 months later -- the County would wish to have taken. Examples:
 - Protected County land use controls: We persuaded the Coast Guard to support the County's requirement that Plains obtain County emergency permits and follow-on permits for site remediation and restoration plans. Ongoing.
 - Interim claims against Plains: We identified part of the Oil Pollution Act that allowed the County to claim now, for less than the full damages to which the County may ultimately be entitled, without being barred later from recovering those further damages. We then worked closely with Auditor-Controller for claims that yielded 100% of the \$1.7 million that the County has claimed to date for its "removal costs" and "increased costs of government services." Ongoing.
 - Participated in recurring meetings with the Petroleum and Hazardous Materials Safety Administration, to improve information flow to the County. Ongoing.
 - Natural Resource Damage Assessment (NRDA): Working with the U.S. Department of Justice and the California Department of Fish and Wildlife, we obtained the County a "seat at the table" within the multi-year NRDA process. Ongoing.
- United Launch Alliance ("ULA") property tax assessment appeals: ULA is a joint venture for space launch activities, with significant taxable property at Vandenberg Air Force Base. For the disputed years 2007-2015, their total valuation dispute with the County Assessor is about \$3.56 billion. Among the County, County Fire Protection District and other taxing entities -- primarily education -- this represents a total potential one-time property tax revenue payment of about \$36 million. For context, a 100% recovery by the County Assessor would mean that at stake here is:
 - For the County General Fund alone: a one-time payment of about \$7 million, and then about \$500,000 per year thereafter, declining each year.
 - For the County Fire Protection District alone: another one-time payment of between \$2 million and \$4 million, and then smaller annual property tax revenues.

For the hearing on the "first" disputed "escape assessment," the Assessment Appeals Board in Fall 2015 found, for the Assessor, that the County's \$234 million assessed value within the "escape assessment" for 2008 was not duplicative of the 2008 "regular assessments," since costs of the property within the escape assessment were not reported and the property was not previously assessed in 2008. Ongoing.

County Counsel

Program

LEGAL SERVICES (CONT'D)

2015-16 Anticipated Accomplishments (Cont'd)

- Northern Branch Jail Project: Continued to provide extensive and time-critical legal support, including moving the \$96 million AB900 phase forward to bidding and the potential award of construction contracts. Provided legal support for the orderly closeout of the \$44 million SB1022 phase. Ongoing.
- Tajiguas Resource Recovery Project: Provided intensive support to CEQA, contracting and potential public financing issues with this \$125 million project that proposes to use conversion technology to extend the life of the Tajiguas Landfill. Ongoing.
- Chumash and “Fee-To-Trust” issues: On December 24, 2014, the Bureau of Indian Affairs issued a Notice of Decision (NOD) to accept the about 1,428-acre “Camp 4” property into trust. On February 16, 2016, the Bureau of Indian Affairs issued a Notice of Decision to accept the about 2.3-acre “Mooney and Escobar” properties into trust. Throughout FY 2015-16, we continued to provide extensive and time-sensitive legal support for: 1) filing and briefing administrative appeals of these NOD’s; 2) discussions about the new Gaming Compact; and 3) intensive support of the Ad Hoc Subcommittee’s negotiations toward a potential Memorandum of Agreement with the Tribe. Ongoing.
- Federal civil rights, state tort and Workers’ Compensation litigation since March 1, 2015:
 - Successfully resolved 25 civil rights and tort cases for approximately \$1.2 million less than Risk Management’s reserves. Thirteen of those cases were resolved with no County payouts, including through summary judgments or motions to dismiss:
 - Example: After motion practice, obtained dismissal of all four lawsuits arising from the May 2014 shootings in Isla Vista, without any County payouts: *Chen; Cherchian; Cooper; and Cheung.*
 - Self-insured workers’ compensation “tail claims” litigation: Economically resolved 8 litigated cases under the County’s self-insured workers’ compensation program for injuries occurring before July 2010 (effective 7/01/10, the County replaced this self-insured program with insurance through CSAC-EIA’s Primary Workers’ Compensation Program). Those 8 settlements freed up more than \$1.7 million of Risk Management’s reserves.

County Counsel

Program

LEGAL SERVICES (CONT'D)

2015-16 Anticipated Accomplishments (Cont'd)

- Other litigation outside of the General Liability Fund and Workers' Compensation Fund:
 - Superior Court upheld the decision by the Board of Supervisors to deny the Conditional Use Permit in the Mosby Sports and Outdoor Recreation Facility Project. Petitioner has filed a Notice of Appeal to the Court of Appeal. Ongoing.
 - Stopped Cottage Rehabilitation Hospital's attempt to compel the use of County funds for the long-term placement of a Medi-Cal beneficiary who was under Cottage's care. The patient ultimately was placed in a long-term care facility that accepted Medi-Cal reimbursement alone. We protected Public Guardian's discretion for placements, and avoided the compelled expenditure of about \$42,500/year, recurring, of County funds.
 - PharMerica v. County of Santa Barbara: Economically settled this contract dispute for about 16% of the \$107,870 demanded by this vendor, who provided pharmacy services at the Psychiatric Health Facility. Dispute began after Department of Behavioral Wellness properly withheld partial payments to the vendor, pending proof of vendor's appropriate billing to third party payors. Contract terminated.
 - Court of Appeal of California: Prevailed in 10 of 11 appellate cases. The Court of Appeal: 1) upheld termination of parental rights and/or denial of reunification services in 7 of 8 Child Welfare Services cases; and 2) upheld trial court decisions for the County in all 3 other cases: Conservatorship of B.C. (upheld Public Guardian's conservatorship for a gravely disabled person); Bjorklund v. Dudley (upheld dismissal of suit over funds confiscated in a drug raid); and Stevens v. Santa Barbara County Sheriff's Office (upheld dismissal of wrongful foreclosure action brought as a taxpayer suit).
 - State audit of County Medi-Cal programs: Continued litigation of State's FY 06/07-08/09 audits of Medi-Cal programs, involving about \$8.2 million of disallowed County costs. FY 06/07: awaiting results of the writ petition that the County filed in December 2015 in Los Angeles County Superior Court, challenging a decision by State Department of Health Care Services. FY 07/08: expect to complete administrative formal hearing in July 2016. FY 08/09: completed administrative informal hearing and awaiting findings and decision. Ongoing.
- Legal support for the County's consideration of significant land use projects, including:
 - 1) Eastern Goleta Valley Community Plan;
 - 2) Rice Ranch Proposed Recorded Map Modification and Specific Plan Amendments;
 - 3) Medical Marijuana Ordinance;
 - 4) Westmont College Master Plan Revision;
 - 5) Key Site 30 Bradley Village Annexation;
 - 6) Las Varas Ranch Project;
 - 7) ExxonMobil Emergency Permit (following the prolonged shutdown of Plains Line 901, this was a one-time emptying of about 425,000 barrels of crude oil from tanks at Las Flores Canyon, to prevent release during any natural disaster).

County Counsel

Program

LEGAL SERVICES (CONT'D)

2016-18 Objectives

- \$96.1 million Northern Branch Jail Project: Continue time-sensitive and intensive legal support: 1) for potential award of construction contracts in Spring-Summer 2016; and 2) through scheduled substantial completion in June 2018. Because of the State’s notification and/or concurrence requirements involving AB900 bond financing, legal support will continue to be more complicated for this project than for non-AB900 projects:
 - We expect to see a 6-month spike in legal support during the upcoming bid and contract award processes.
 - After that, we expect to see a sustained, heavy demand for legal support throughout the next four years for: 1) supporting the 9 separate contracts within this project (2 State agreements; separate contracts for onsite construction and offsite construction; and 5 consultant agreements [construction management; architect; project expert; Inspector of Record; and testing and special inspections]); 2) construction “change orders;” and 3) any construction claims, litigation, closeouts and audits.
- United Launch Alliance property tax assessment appeals: As discussed under “Accomplishments,” the Assessment Appeals Board in 2015 found that the County’s \$234 million “escape assessment” for 2008 was not duplicative of the 2008 “regular assessments,” since the property within the escape assessment was not reported and not previously assessed in 2008. That said, we expect that during the next 2-plus years, ULA will continue to vigorously litigate each of the assessment years within this \$3.56 billion valuation dispute.
- Refugio Oil Spill: If the County sees further damages from the oil spill – beyond the \$1.7 million that the County already has recovered – we will be prepared to bring litigation concerning that loss. Our success in working closely with the Petroleum and Hazardous Materials Safety Administration and the separate Natural Resource Damage Assessment process also means that we will be providing legal support to the County’s role in those functions for about the next 1-3 years.
- \$125 million Tajiguas Resource Recovery Project: Continue timely and intensive legal support for this project that proposes to use conversion technology to extend the life of the Tajiguas Landfill. In 2015 and 2016, Public Works informed the Board of Supervisors about contracting changes that they are recommending, including: 1) a shift from private to public financing; 2) a changed role for Mustang Renewable Power Ventures; and 3) using flow contracts with other jurisdictions, instead of forming a Joint Powers Authority. This is a complex area of law, where implementing these changes will require extensive additional attorney time.

County Counsel

Program

LEGAL SERVICES (CONT'D)

2016-18 Objectives (Cont'd)

- Federal civil rights, state tort and Workers' Compensation litigation:
 - Federal civil rights and state tort litigation: Defend civil actions for damages against the County and its employees, including four cases that already are set for trial before March 2017: *Dettamanti* (alleges Sheriff's deputy used excessive force in making an arrest); *Fewell* (alleges Sheriff's deputy used excessive force in shooting plaintiff); *Markee* (alleges that dangerous condition of public property caused fatal fall from Sea Lookout Park); *Bordegaray* (alleges Sheriff's deputies used excessive force in shooting plaintiff, then failed to provide necessary medical care). Litigate County's appeal of the District Court's denial of "qualified immunity" in *Shafer*, involving an excessive force claim against a Sheriff's deputy, where Plaintiff's damages, attorney's fees and costs total about \$397,000.
 - Self-insured workers' compensation "tail claims" litigation: Continue to reduce the County's self-insured workers' compensation liability for injuries occurring before July 2010, by economically resolving the 17 remaining litigated cases, which include some of the most costly and difficult to resolve.
- Other litigation outside of the General Liability Fund and Workers' Compensation Fund:
 - *Zoom Properties* Superior Court litigation: On October 20, 2015, the Board of Supervisors adopted the Eastern Goleta Valley Community Plan and certified the Final Environmental Impact Report for that project. Challenging the new Mixed Use (MU) zoning on the Hollister Avenue – State Street corridor, Petitioner filed litigation concerning: 1) California Environmental Quality Act; 2) Planning and Zoning law; and 3) "takings." We expect to be defending against this case throughout FY 2016-17.
 - *Mosby* appellate litigation: On November 13, 2015, the Superior Court upheld the actions by the Board of Supervisors to deny the Conditional Use Permit in the Mosby Sports and Outdoor Recreation Project. Mr. Mosby has filed a Notice of Appeal to the Court of Appeal of California. We expect that the Court of Appeal will hear this case before January 2017.
 - State audit of County Medi-Cal programs: We expect that our litigation to challenge about \$8.2 million of disallowed County costs for FY06/07-FY08/09 will be ongoing throughout FY 2016-17.
 - Fee-To-Trust litigation, concerning both the about 1,428-acre "Camp 4" property and the about 2.3-acre "Mooney and Escobar" property: For the Camp 4 property: 1) in January 2015, the County filed an appeal with the Interior Board of Indian Appeals, contesting both the "Finding of No Significant Impact" and the Notice of Decision of intent to accept this property into trust; and 2) we expect to receive the appeal decision during Spring 2016 and are prepared to litigate further in U.S. District Court if needed, to protect the County's land use, regulatory, environmental and property tax interests. For the "Mooney and Escobar" property: 1) in response to the February 2016 Notice of Decision by Bureau of Indian Affairs to take this

County Counsel

Program

LEGAL SERVICES (CONT'D)

2016-18 Objectives (Cont'd)

property into trust, the County on March 17, 2016 filed its appeal with the Interior Board of Indian Appeals; and 2) we expect substantive filings and the potential hearing for this appeal to last throughout most of FY 2016-17.

- **PEPRA Implementation:** The California Public Employees' Pension Reform Act of 2013 (PEPRA) addresses the sharing of "normal costs" between public employers and public employees. Since a key subdivision of PEPRA becomes operative on January 1, 2018, CEO and Human Resources have requested additional legal support during the next year.
- **Water:** Provide timely legal support to the Board of Supervisors and County staff about:
 - Potential extension of the 1963 Water Supply Agreement between the State and the Santa Barbara County Flood Control and Water Conservation District. This would be complicated by 19 Water Supply Retention Agreements executed between 1983-1988, involving the Flood Control and Water Conservation District; and a Transfer of Financial Responsibility Agreement in 1991, between the Flood Control and Water Conservation District, and the Central Coast Water Authority.
 - Proposed Bay Delta Conservation Plan.
 - Central Coast Water Agency's requested re-acquisition of 12,214 acre-feet/year of State water.
 - Preparation of required planning and actions under the 2014 "Sustainable Groundwater Management Act," including: 1) "Groundwater Sustainability Agency" decisions that are due by June 30, 2017; 2) the first "Groundwater Sustainability Plan" in Santa Barbara County is due for Cuyama Valley by January 31, 2020; and 3) Groundwater Sustainability Plans for San Antonio Creek Valley and Santa Ynez River Valley are due by January 31, 2022.
- Provide advisory legal support for other significant "land use" projects, including: Gaviota Coast Plan; Short-Term Rental Ordinance; Medical Marijuana Regulations; GPS River Rock Expansion Project; "Hoop Structures" Zoning Amendments; and Pacific Coast Energy Company's request for an Oil Drilling and Production Plan (ODPP).
- **Contract Improvement Workgroup:** Provide legal support to this group's work to: identify and implement contract process improvements, propose policies, assist departments in monitoring contracts, and provide training.

County Counsel

Program

LEGAL SERVICES (CONT'D)

2016-18 Objectives (Cont'd)

- “Laura’s Law:” As previously reported, if the Board chooses to implement “Assisted Outpatient Treatment Services:” 1) we have completed background research and outreach to other counties about standards and procedures, and are prepared to move forward; but 2) would require the additional resources of a 60% FTE Senior Deputy County Counsel and 50% supporting paralegal to provide legal support to Department of Behavioral Wellness for: their development administrative procedures; any necessary training for their Staff; petition filing; and in-court advocacy for orders authorizing and continuing assisted outpatient treatment.



Public Safety



Public Safety

Public Safety Functional Group

The Public Safety Functional Group includes Fire, Probation, Sheriff's Office, Court Special Services, District Attorney's Office, and Public Defender's Office.

Strategic Values

The tenet of the Public Safety Functional Group is the protection of life and property through highly competent delivery of emergency response, fire prevention services, constitutional and effective law enforcement, custody, and rehabilitation services that provide a high level of safety to residents and visitors. Additionally, the group believes that the public is well served when victims of crime are protected and individuals charged with a crime have equal access to justice, are prosecuted and defended diligently and ethically, and all involved parties receive a fair and timely resolution of their case.

Strategic Purpose

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

- Safeguarding them from the impacts of crime, fires, medical emergencies, and disasters
- Providing information and recommendations to the Courts
- Enforcing the laws and providing correctional services
- Enforcing court orders and post-release community supervision conditions
- Requiring offender responsibility and accountability
- Delivering safe and effective juvenile detention, treatment, and rehabilitation services
- Prosecuting the guilty, protecting the innocent, and preventing crime
- Ensuring constitutional rights of all
- Delivering effective and timely law enforcement services

Strategic Goals

- Preserve and restore public safety resources and infrastructure.
- Continue succession planning efforts to ensure all personnel have a guide/roadmap to enhance their leadership, emergency operations, and management skills.
- Upgrade information technology infrastructure and interoperability (dispatch, records management, patient care, and inspections).
- Develop and provide large scale emergency incident command training.
- Ensure properties have defensible space between structures and flammable vegetation.
- Increase rehabilitation and reduce recidivism through the use of evidence-based practices, targeted interventions and treatment services for offenders who are in custody or released under community supervision. Success is defined as those under probation supervision completing probation without committing a new crime.
- Support the resolution of disputes arising under the law in a fair, accessible, effective, timely, and efficient manner.
- Provide court-ordered defense of indigent defendants when the Public Defender has determined there is a conflict of interest.
- In conjunction with the Human Trafficking Task Force, increase the understanding of human trafficking in Santa Barbara County to prevent and eradicate this crime.
- Perform outreach to educate youth at local schools about the negative consequences inherent in criminal activities, fire misuse, gang association, and substance abuse.
- Collaborate on regional efforts to reduce gang and gun violence, and narcotic sale and usage.
- Enhance the prosecution and investigation of the underground economy including fraud of workers' compensation, insurance, payroll, tax, and construction cases.
- Provide for improved collaboration between public safety and mental health providers to minimize the impact of mental illness-related safety concerns in the community.
- Improving public safety and quality of life in North County.

Public Safety

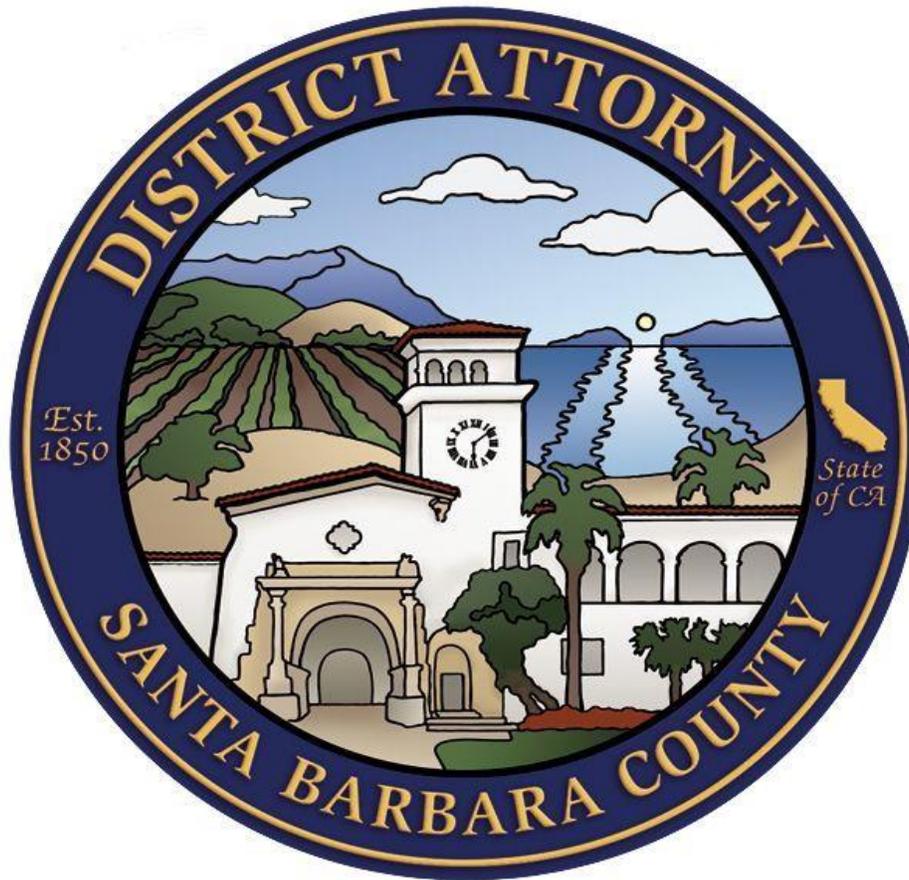
Functional Summary

Staffing By Department	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
District Attorney	133.71	132.20	1.00	133.20	133.20
Probation	335.46	339.00	(5.00)	334.00	334.00
Public Defender	69.07	66.50	1.00	67.50	67.50
Fire	243.45	273.42	2.19	275.62	275.62
Sheriff	637.80	651.54	(1.00)	650.54	650.54
Total	<u>1,419.50</u>	<u>1,462.66</u>	<u>(1.81)</u>	<u>1,460.85</u>	<u>1,460.85</u>
Budget By Department					
District Attorney	\$ 21,251,342	\$ 22,202,535	\$ 1,128,583	\$ 23,331,118	\$ 24,383,798
Probation	49,558,503	51,892,606	1,776,076	53,668,682	55,558,728
Public Defender	10,522,775	11,044,299	307,495	11,351,794	11,885,638
Court Special Services	15,315,695	15,378,930	(130,030)	15,248,900	15,360,636
Fire	56,728,327	62,321,675	4,071,773	66,393,448	68,864,971
Sheriff	124,832,897	124,657,785	2,856,986	127,514,771	131,314,214
Total	<u>\$ 278,209,538</u>	<u>\$ 287,497,830</u>	<u>\$ 10,010,883</u>	<u>\$ 297,508,713</u>	<u>\$ 307,367,985</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 224,435,486	\$ 231,528,653	\$ 5,266,978	\$ 236,795,631	\$ 246,276,218
Services and Supplies	30,290,108	32,131,115	1,497,058	33,628,173	33,509,868
Other Charges	23,483,944	23,838,062	3,246,847	27,084,909	27,581,899
Total Operating Expenditures	<u>278,209,538</u>	<u>287,497,830</u>	<u>10,010,883</u>	<u>297,508,713</u>	<u>307,367,985</u>
Capital Assets	2,224,771	1,714,650	(409,200)	1,305,450	408,000
Other Financing Uses	9,841,241	9,238,512	3,531,099	12,769,611	7,104,621
Intrafund Expenditure Transfers (+)	599,980	590,281	95,814	686,095	666,095
Increases to Fund Balances	7,794,962	2,650,797	(1,549,818)	1,100,979	1,417,502
Fund Balance Impact (+)	69,875	-	-	-	-
Total	<u>\$ 298,740,367</u>	<u>\$ 301,692,070</u>	<u>\$ 11,678,778</u>	<u>\$ 313,370,848</u>	<u>\$ 316,964,203</u>
Budget By Categories of Revenues					
Taxes	\$ 43,208,685	\$ 45,592,000	\$ 3,681,000	\$ 49,273,000	\$ 53,227,000
Licenses, Permits and Franchises	19,700	20,000	-	20,000	20,000
Fines, Forfeitures, and Penalties	2,167,699	2,530,000	(354,379)	2,175,621	2,122,158
Use of Money and Property	744,820	633,230	(399,530)	233,700	233,700
Intergovernmental Revenue	68,307,859	70,285,371	159,805	70,445,176	70,908,274
Charges for Services	39,717,126	40,204,405	4,765,896	44,970,301	44,048,176
Miscellaneous Revenue	4,899,280	3,836,114	306,457	4,142,571	4,172,659
Total Operating Revenues	<u>159,065,168</u>	<u>163,101,120</u>	<u>8,159,249</u>	<u>171,260,369</u>	<u>174,731,967</u>
Other Financing Sources	3,533,364	4,023,030	(29,545)	3,993,485	3,585,049
Intrafund Expenditure Transfers (-)	634,391	612,945	102,450	715,395	695,395
Decreases to Fund Balances	9,811,519	8,008,775	1,424,424	9,433,199	2,378,118
General Fund Contribution	124,148,400	125,946,200	2,022,200	127,968,400	130,640,700
Fund Balance Impact (-)	1,547,526	-	-	-	4,932,974
Total	<u>\$ 298,740,367</u>	<u>\$ 301,692,070</u>	<u>\$ 11,678,778</u>	<u>\$ 313,370,848</u>	<u>\$ 316,964,203</u>

Public Safety

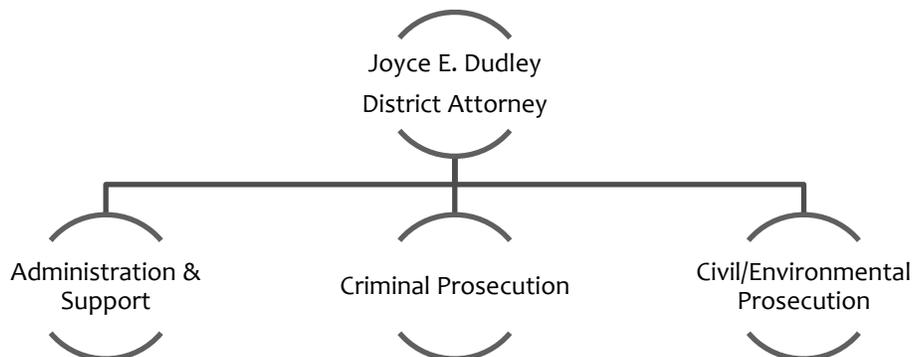


District Attorney



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 23,331,118
Capital	\$ 0
FTEs	133.2



District Attorney

Department

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 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 the 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” (California Constitution, Art. I § 28 and Marsy’s Law).

The District Attorney is 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 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 three budget programs: Administration and Support, Criminal Prosecution, and Civil/Environmental Prosecution, as described below.

HIGHLIGHTS OF 2016-18 OBJECTIVES

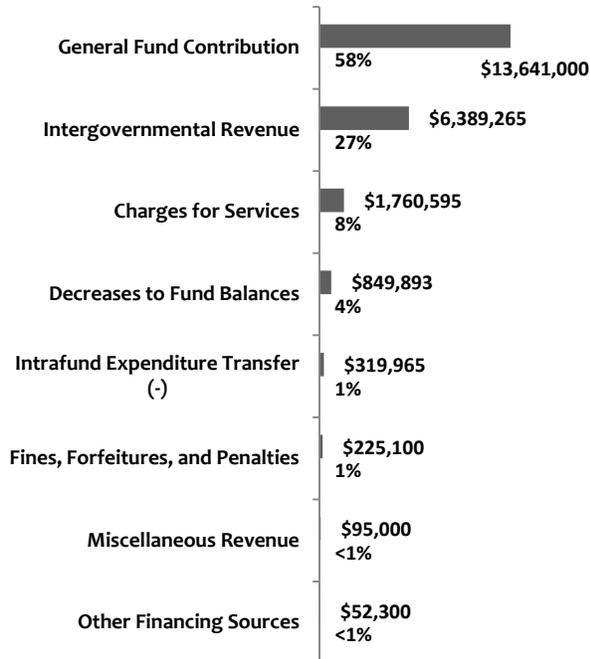
- Assist allied agencies with the investigation and prosecution of those responsible for committing violent crimes that have resulted in an increase in homicides and gang-related murders in North County. In calendar year 2015, the City of Santa Maria’s murder rate has increased to one of the highest in the state per capita.
- Continue criminal investigations of the Refugio Oil Spill and initiate complaints as appropriate.
- Pursue the expansion of the Misdemeanor Diversion Program (MDP) to include Proposition 47 cases for serious and high-risk drug offenders, which would provide therapeutic resources for certain drug offenses.
- Continue to successfully manage witness safety and availability in gang violence cases.
- Work collaboratively with countywide partners to develop protocols and provide outreach and education to abate human trafficking.
- Reduce sexual exploitation among youth offenders through the creation of CSEC (Commercially Sexually Exploited Children) Court, a multi-agency collaboration designed to target females at high risk of exploitation and recidivism.
- Continue to work with Real Estate Advisory Team of real estate professionals with the goal of identifying trends in order to deter fraudulent activity.
- Expand victim services to meet the needs of underserved victims of crime in Santa Maria.

District Attorney

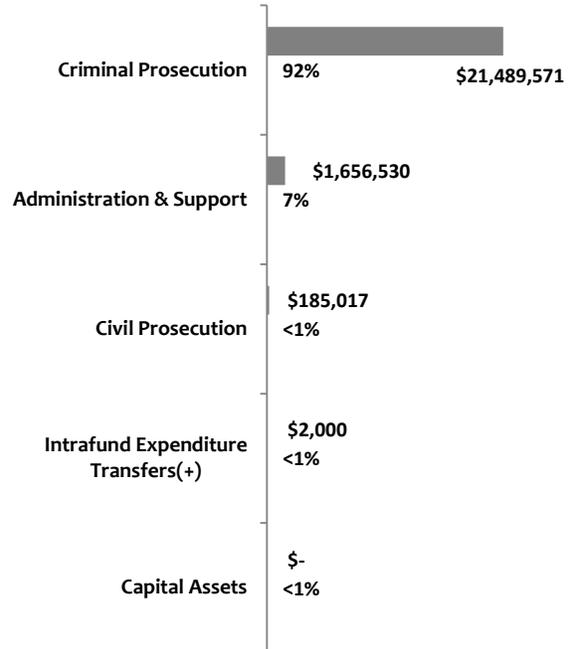
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$23,333,118

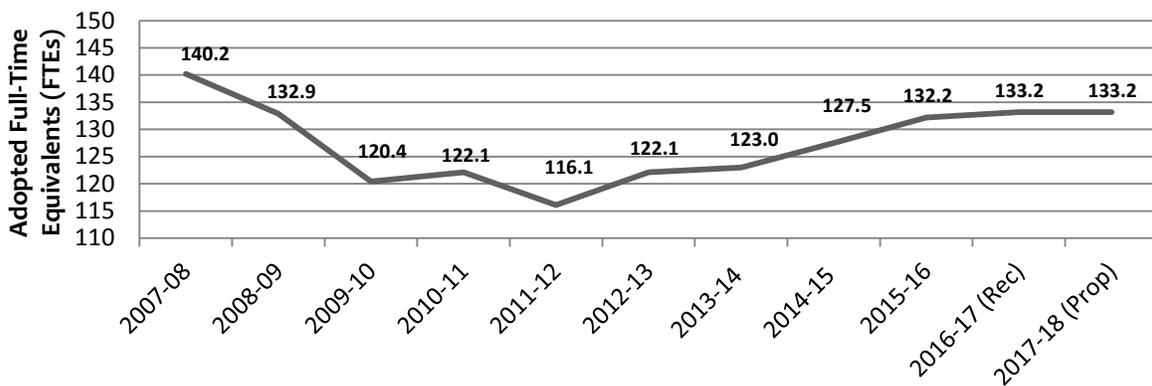


Use of Funds - \$23,333,118



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



District Attorney

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	8.31	9.00	-	9.00	9.00
Criminal Prosecution	125.31	122.20	1.00	123.20	123.20
Civil Prosecution	0.09	1.00	-	1.00	1.00
Total	133.71	132.20	1.00	133.20	133.20
<hr/>					
Budget By Budget Program					
Administration & Support	\$ 1,505,696	\$ 1,596,419	\$ 60,111	\$ 1,656,530	\$ 1,733,128
Criminal Prosecution	19,730,842	20,442,596	1,046,975	21,489,571	22,459,131
Civil Prosecution	14,804	163,520	21,497	185,017	191,539
Total	\$ 21,251,342	\$ 22,202,535	\$ 1,128,583	\$ 23,331,118	\$ 24,383,798
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 19,372,371	\$ 20,483,001	\$ 899,721	\$ 21,382,722	\$ 22,454,621
Services and Supplies	1,065,548	938,400	66,819	1,005,219	986,000
Other Charges	813,423	781,134	162,043	943,177	943,177
Total Operating Expenditures	21,251,342	22,202,535	1,128,583	23,331,118	24,383,798
Capital Assets	79,984	240,000	(240,000)	-	-
Intrafund Expenditure Transfers (+)	2,193	3,740	(1,740)	2,000	2,000
Fund Balance Impact (+)	1	-	-	-	-
Total	\$ 21,333,521	\$ 22,446,275	\$ 886,843	\$ 23,333,118	\$ 24,385,798
<hr/>					
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 198,729	\$ 225,100	\$ -	\$ 225,100	\$ 171,658
Intergovernmental Revenue	5,983,831	6,236,696	152,569	6,389,265	6,585,303
Charges for Services	1,730,708	1,694,769	65,826	1,760,595	1,760,595
Miscellaneous Revenue	96,421	120,000	(25,000)	95,000	95,000
Total Operating Revenues	8,009,690	8,276,565	193,395	8,469,960	8,612,556
Other Financing Sources	50,118	52,300	-	52,300	52,300
Intrafund Expenditure Transfers (-)	290,098	292,039	27,926	319,965	319,965
Decreases to Fund Balances	176,415	536,771	313,122	849,893	101,216
General Fund Contribution	12,807,200	13,288,600	352,400	13,641,000	14,092,200
Fund Balance Impact (-)	-	-	-	-	1,207,561
Total	\$ 21,333,521	\$ 22,446,275	\$ 886,843	\$ 23,333,118	\$ 24,385,798

District Attorney

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Increase of 1.0 FTE:
 - This increase is due to the addition of 1.0 Victim Witness Program Advocate. The department recently received a Human Trafficking Grant from the Governor's Office of Emergency Services which includes funding for 1.0 FTE Victim Witness Program Advocate. The Human Trafficking position was approved by the Board in October 2015.

Expenditures

- Net operating expenditure increase of \$1,128,583:
 - +\$899,721 increase in Salaries and Employee Benefits due to salary increases of the adopted Deputy District Attorney union contract, health insurance costs, and workers' compensation premiums.
 - +\$66,819 increase in Services and Supplies due to significant growth in gang cases and related costs, particularly witness expenses, translation and transcription services, and copier and computer replacements.
 - +\$162,043 increase in Other Charges due to an increase in general liability insurance costs.
- Net non-operating expenditure decrease of \$241,740:
 - -\$ 150,000 decrease due to a shift in timing for a one-time purchase of a case management system web enhancement from Fiscal Year 15-16 to Fiscal Year 17-18.
 - -\$90,000 decrease due to one-time purchase of software licensing and computer hardware.
 - -\$1,740 decrease due to change in Auditor-Controller audit fees.

These changes result in Recommended operating expenditures of \$23,331,118 and non-operating expenditures of \$2,000, resulting in total expenditures of \$23,333,118. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$193,395 due to:
 - +\$152,569 increase in Intergovernmental Revenue due to \$93,044 in new State and Federal grant revenue; \$30,100 in Public Safety Sales Tax (Proposition 172); \$10,425 in Local Realignment revenue, and \$19,000 in revenue to offset expenses for the California Witness Relocation and Assistance Program.
 - -\$25,000 decrease in Miscellaneous Revenue due to a decrease in volume of Misdemeanor Diversion Program cases.
 - +\$65,826 increase in Charges for Services due to \$95,826 increase in funding for the Welfare Fraud Program funded by the Department of Social Services, offset by a (\$30,000) decrease in recording fees collected for the Real Estate Fraud Prosecution Unit.
- Net non-operating revenue increase of \$693,448:
 - +\$352,400 increase in General Fund Contribution for Salary and Employee Benefit increases.
 - +\$27,926 increase in Local Realignment funding.

District Attorney

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

o+\$313,122 increase in the use of one-time Fund Balance. The department increased its use of Fund Balance for structural balancing by \$487,122, which is offset by a (\$174,000) decrease in IT enhancements. These changes reflect a significant increase in the department's use of one-time fund balances to cover operations. In addition, the department received one-time program restoration. Total one-time uses to cover operations are \$849,893.

These changes result in Recommended operating revenues of \$8,470,960 and non-operating revenues of \$14,862,158, resulting in total revenues of \$23,333,118. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The 2017-18 Proposed Budget contains \$1,052,680 in total expenditure increases due to the increasing cost of employee salaries and benefits, workers' compensation premiums, health insurance, computer replacement costs, and increases in charges from other departments. This is partially offset by increases in operating revenues of \$142,596. The department will face a budget shortfall in FY2017-18 of \$1,207,561 in order to maintain existing service levels.

RELATED LINKS

For more information on the Office of the District Attorney, please refer to the website at <http://www.countyofsb.org/da/index.html>.

District Attorney

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Department-Wide					
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	66% 6,564/9,965	64% 7,287/11,347	62% 7,532/12,174	65% 8,125/12,500	65% 8,125/12,500
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings.	80% 230/286	71% 277/388	82% 286/350	80% 280/350	80% 280/350
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances.	63% 2,008/3,181	61% 1,514/2,499	62% 1,612/2,612	65% 1,625/2,500	65% 1,625/2,500
Percent of new Victims of Violent Crime claims verified and filed within 90 days of application thereby expediting reimbursements.	99% 897/909	100% 804/804	100% 900/900	100% 900/900	100% 900/900
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	Not used in prior years	80% 105/132	78% 103/132	100% 133/133	100% 133/133

District Attorney

Program

ADMINISTRATION & SUPPORT

Provide administrative, financial/budgetary, and information technology support as well as policy development to further the District Attorney's mission.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DISTRICT ATTORNEY	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.88	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	0.99	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.98	1.00	-	1.00	1.00
ADMN OFFICE PRO	-	-	1.00	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	0.41	1.00	(1.00)	-	-
ADMN OFFICE PRO III-RES	0.08	-	-	-	-
DEPT BUS SPEC	0.97	1.00	-	1.00	1.00
Total	8.31	9.00	-	9.00	9.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,348,463	\$ 1,544,994	\$ 35,888	\$ 1,580,882	\$ 1,657,480
Services and Supplies	132,495	25,925	25,394	51,319	51,319
Other Charges	24,739	25,500	(1,171)	24,329	24,329
Total Operating Expenditures	1,505,696	1,596,419	60,111	1,656,530	1,733,128
Total Expenditures	\$ 1,505,696	\$ 1,596,419	\$ 60,111	\$ 1,656,530	\$ 1,733,128
Budget By Categories of Revenues					
Intergovernmental Revenue	199,761	-	-	-	-
Miscellaneous Revenue	8,736	-	-	-	-
Total Operating Revenues	208,498	-	-	-	-
General Fund Contribution	1,155,229	1,596,419	60,111	1,656,530	1,656,530
Total Revenues	\$ 1,363,727	\$ 1,596,419	\$ 60,111	\$ 1,656,530	\$ 1,656,530

District Attorney

Program

ADMINISTRATION & SUPPORT (CONT'D)

2015-16 Anticipated Accomplishments

Advancements for Justice

- **Business Process Review:** The department enlisted an outside vendor to review its business processes to identify efficiencies and automation opportunities within its current case management system and surrounding legal processes. Several recommendations were implemented to improve the current legal process, which in turn will help to support the transition to a new case management system.
- **Electronic Motions:** Implemented a procedure with the Public Defender that allows motions and other paper documents, which were formerly personally served, to be sent electronically between the two offices. Electronic motion service expedites processes and conserves the use of equipment, paper, and staff time.
- **Electronic Discovery:** The department finalized the implementation of electronic transfer of ongoing discovery to private defense attorneys and the Public Defender. This has streamlined the process from burning CDs to sending information online in a stable and secure manner. Electronic discovery conserves the use of equipment, paper, and staff time.

2016-18 Objectives

- Create a focus group to identify new case management improvements to ensure final product meets all department needs, including ease of use and comprehensive detail of information and reporting.
- Upgrade the current 20-year-old case management system to a new web-based interface. The case management upgrade will provide improved technology for data entry and retrieval, detailed case reporting, and ensure that evidence based reporting requirements are met.

District Attorney

Program

CRIMINAL PROSECUTION

Criminal Prosecution consists of various units:

- **General Felony/Misdemeanor Prosecution:** Attorneys prosecute a wide range of felony and misdemeanor violations of California law in Santa Barbara Superior Courts. Criminal prosecution is initiated against a defendant by the filing of a formal document alleging charges or a violation of probation, parole or post-release community supervision. Prosecution culminates with a dismissal, trial, plea, or a hearing in a superior court. The process terminates once the defendant has been sentenced, and victim restitution, if appropriate, has been ordered.
- **Vertical Prosecution Units:** Attorneys, investigators, law enforcement partners, legal support staff and victim advocates work as an integrated team during the felony prosecution of complex cases ranging from child molestation and domestic violence to criminal street gangs.
- **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. Truancy Program staff also works with schools countywide.
- **Drug and Alcohol Crimes and Rehabilitative Efforts:** Prosecution of misdemeanor and felony cases involving those whose criminal activity is related to abuse of alcohol and prescription or illegal drugs. Programs include the following Courts: DUI, Drug, Proposition 36 Treatment, Mental Health Treatment, and Veterans' and Restorative Justice.
- **Real Estate Fraud, Workers' Compensation Fraud and Automobile Insurance Fraud:** An attorney and investigator are assigned these cases from the beginning of the investigation through prosecution.
- **Arraignment Court:** Attorneys staffed in the Santa Barbara and Santa Maria arraignment courts are responsible for setting appropriate bail for defendants, requesting protective orders for victims, and resolving criminal prosecution at an initial stage of the proceedings.
- **Appellate Prosecution:** Attorneys file petitions for appellate review of dismissed criminal charges and adverse court orders, or respond to habeas corpus petitions filed by in-custody defendants. With the implementation of Proposition 36 and Proposition 47, attorneys handle the resentencing of criminal defendants who have been previously sentenced to life in prison or who are petitioning for a reduction of their sentence from a felony to a misdemeanor. When appropriate, attorneys also appear at state prison parole hearings to advocate against the release of criminals who are serving life sentences.
- **Bureau of Investigations:** This unit consists primarily of sworn peace officers who are responsible for providing investigative and technical support services to prosecutions. District Attorney Investigators assist in the detection of crime and the gathering of evidence to be used in the prosecution of criminal cases. There are two major missions of the Bureau of Investigations. The first is the traditional function of criminal investigation and trial preparation (development of evidence of proof beyond a reasonable doubt). The second is specialized investigative assignments in areas such as real estate fraud, public assistance fraud, insurance fraud, consumer and environmental protection, parental child abduction, arson, internet crimes against children, complex theft offenses, and misconduct by public officials.
- **Welfare Fraud Investigations and Prosecution:** This is presently a contracted 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.
- **Victim Witness Assistance Program:** This program provides comprehensive services to over 3,500 crime victims annually to mitigate the aftermath of crime, as well as to 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 Assistance Program provides administrative oversight for the Sexual Assault Response Team (SART), which facilitates forensic medical and legal services to sexual assault victims.

District Attorney

Program

CRIMINAL PROSECUTION (CONT'D)

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
CHIEF DEPUTY	3.00	3.00	1.00	4.00	4.00
DEPUTY DISTRICT ATTY SR	13.54	14.00	(2.00)	12.00	12.00
ASST DISTRICT ATTORNEY	1.00	1.00	(1.00)	-	-
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00	1.00
DEPUTY DISTRICT ATTY	29.50	30.00	2.00	32.00	32.00
DA INVESTIGATOR SUPV	2.96	3.00	-	3.00	3.00
DA INVESTIGATOR	11.77	12.00	1.00	13.00	13.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	0.01	-	-	-	-
EDP SYS & PROG ANLST SR	0.02	-	-	-	-
LEGAL OFFICE PRO	20.14	20.00	-	20.00	20.00
ADMN OFFICE PRO	0.81	0.50	-	0.50	0.50
ADMN OFFICE PRO SR	1.69	2.00	-	2.00	2.00
LEGAL OFFICE PRO SR	16.57	20.00	-	20.00	20.00
PARALEGAL	1.00	1.00	-	1.00	1.00
VICTIM WITNESS PROG SUPV	1.65	2.00	-	2.00	2.00
ADMN OFFICE PRO SR-RES	0.43	-	-	-	-
ADMN OFFICE PRO III-RES	0.08	-	-	-	-
DEPT BUS SPEC	0.03	-	-	-	-
VICTIM WITNESS PROG ASST	8.98	9.00	1.00	10.00	10.00
EXTRA HELP	7.74	-	-	-	-
CONTRACTOR	2.38	2.70	(1.00)	1.70	1.70
Total	<u>125.31</u>	<u>122.20</u>	<u>1.00</u>	<u>123.20</u>	<u>123.20</u>

District Attorney

Program

CRIMINAL PROSECUTION (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 18,011,286	\$ 18,776,787	\$ 842,681	\$ 19,619,468	\$ 20,608,247
Services and Supplies	933,054	912,475	41,425	953,900	934,681
Other Charges	786,502	753,334	162,869	916,203	916,203
Total Operating Expenditures	19,730,842	20,442,596	1,046,975	21,489,571	22,459,131
Capital Assets	79,984	240,000	(240,000)	-	-
Intrafund Expenditure Transfers (+)	2,193	3,740	(1,740)	2,000	2,000
Total Expenditures	\$ 19,813,019	\$ 20,686,336	\$ 805,235	\$ 21,491,571	\$ 22,461,131
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	175,729	175,100	-	175,100	121,658
Intergovernmental Revenue	5,784,070	6,236,696	152,569	6,389,265	6,585,303
Charges for Services	1,730,708	1,694,769	65,826	1,760,595	1,760,595
Miscellaneous Revenue	87,685	120,000	(25,000)	95,000	95,000
Total Operating Revenues	7,778,192	8,226,565	193,395	8,419,960	8,562,556
Other Financing Sources	50,118	52,300	-	52,300	52,300
Intrafund Expenditure Transfers (-)	290,098	292,039	27,926	319,965	319,965
Decreases to Fund Balances	176,415	536,771	313,122	849,893	101,216
General Fund Contribution	11,398,002	11,578,661	270,792	11,849,453	12,300,653
Total Revenues	\$ 19,692,825	\$ 20,686,336	\$ 805,235	\$ 21,491,571	\$ 21,336,690

District Attorney

Program

CRIMINAL PROSECUTION (CONT'D)

2015-16 Anticipated Accomplishments

Promises Delivered

- **Truancy Program:** Established in FY 2012-13, the District Attorney Truancy Program achieved remarkable results in FY 2014-15 and is expected to achieve similar results in FY2015-16. This dynamic program ensures that children in our community receive a high school education and provides connections to essential services for the underlying social, familial, academic, mental, and physical health issues that are often the root causes of truancy. These issues frequently place children at risk for being both perpetrators and victims of crime. Statewide truancy continues to rise; however, Santa Barbara County's truancy rate has fallen well below the State average since the program was reinstated. In total, less than 1% of cases were referred to the Probation Department and District Attorney for legal action. In California, the Santa Barbara District Attorney's Truancy Program continues to be a leading example among truancy programs.
- **Misdemeanor Diversion Program:** The Misdemeanor Diversion Program (MDP) continues to clear over 1,000 criminal cases annually from our congested courts. In 2015, over 1,200 minor offenders completed rehabilitative programs that have been shown to reduce recidivism. Offenders pay for the cost of programs themselves, thereby removing the burden from the taxpayer. This year, offenders paid \$46,386 in victim restitution and \$72,500 in cost recovery fees. MDP provides a criminal justice "win-win", combining better outcomes in criminal cases while providing huge savings in County resources.
- **Workers' Compensation Unit:** The Workers' Compensation Unit continued to aggressively seek out and prosecute workers' compensation fraud with a historic number of new cases. Recently, Santa Barbara County Risk Management reported that Workers' Compensation claims for the County of Santa Barbara are at their lowest level in 20 years. Given that the County of Santa Barbara is self-insured, this drop translates to significant cost savings to the County. The success of the Workers' Compensation Fraud Unit has resulted in successes within other specialty units, including Annuity Insurance Fraud. By forging a strong bond with the California Department of Insurance, the Annuity Fraud Prosecution Unit has produced a significant conviction in the case of *People v. Joseph Mele*, who received a 10-year prison sentence after a 12 month investigation revealed that he had been "churning" accounts of elder abuse victims and had stolen over \$880,000 from them. It continues to be this office's goal to protect honest workers and business owners from workers' compensation fraud, and to protect our community's elderly individuals from financial predators.
- **Human Trafficking:** Increased community education efforts in order to better inform the public, and more effectively prevent and eradicate these types of crimes. The Human Trafficking Task Force works to identify and serve victims, develop response protocols, and promote opportunities for cross-training. Since the task force began, the District Attorney has increased its successful prosecution of these cases.
- **Automobile Theft and Insurance Fraud:** Reduce automobile theft and automobile insurance fraud through the formation of a task force in collaboration with the Santa Maria Police Department. The District Attorney has received grant funding from the Department of Insurance for the investigation and prosecution of automobile insurance fraud. The joint goal is to make County roads safer and ensure a reduction in these crimes.

Programs Created and Enhanced

- **IV Safe:** Created and chaired by District Attorney Dudley, the Isla Vista Safe Committee is a senior-level leadership coalition focused on implementing strategic policies and sustainable actions to promote safety and security, civic responsibility, and community well-being in Isla Vista.

District Attorney

Program

CRIMINAL PROSECUTION (CONT'D)

Programs Created and Enhanced

- Task Forces: The Arson, Human Trafficking, and Anti-Animal Abuse Task Forces continue to collaborate with law enforcement partners and community groups to combat these crimes. The Arson Task Force focuses on ways to improve the investigation and prosecution of arson fires and arsonists. The Human Trafficking Task Force consists of over 70 members that work together to identify and serve victims of human trafficking and promote greater understanding of this crime. The Anti-Animal Abuse Task Force continues in its effort to reduce the number of abused animals, and prevent those who are cruel to animals from engaging in other forms of abuse such as domestic violence and child or elder abuse.
- Real Estate Fraud Prosecution Program: The Real Estate Fraud Advisory Team was established during Fiscal Year 2015-2016. The team consists of real estate professionals who assist the unit in identifying real estate fraud trends and practices in the County of Santa Barbara. The unit performed more than 59 investigations, filed 10 cases, and obtained 6 convictions resulting in state prison sentences and over \$13,500,000 in restitution to 56 victims.
- CSEC (Commercially Sexually Exploited Children) Court: Launched in the second half of 2015, CSEC is a District Attorney led, multi-agency collaborative effort designed to target youth offenders who are sexually exploited or at high risk of exploitation and recidivism. Collaboration between the District Attorney and numerous County departments and community agencies helps to identify those at high risk. Participants receive programming and services specific to their unique needs under supervision of the Santa Maria Juvenile Court.
- Proposition 47: Proposition 47 reduced certain felonies to misdemeanors in order to fund prevention and support of programs in schools, victim services and mental health and drug treatment. Deputy District Attorneys thoroughly reviewed and processed all Prop. 47 petitions filed within Santa Barbara County, each of which must be litigated in a manner similar to that of new law enforcement referrals for prosecution.
- Proposition 36: Continued prosecution of Proposition 36 petitions. Proposition 36 modified elements of California's Three-Strikes law. Attorneys litigated the most dangerous Three-Strikes prisoners' petitions for resentencing of their Three-Strikes offenses.

2016-18 Objectives

- Assist allied agencies with the investigation and prosecution of those responsible for homicides and gang-related murders. The City of Santa Maria and County of Santa Barbara's murder rate has increased to one of the highest in the state per capita. Such crimes disproportionately strain this office's financial resources, and impede its ability to accomplish its mission of public safety and attain other necessary objectives.
- Continue criminal investigations of the Refugio Oil Spill and initiate complaints as appropriate.
- Explore expansion of the Misdemeanor Diversion Program (MDP) to include Proposition 47 cases for serious and high-risk drug offenders, which would provide therapeutic resources for certain drug offenses.
- Continue to successfully manage witness safety and availability in gang violence cases.
- Continue to investigate and prosecute suspects who are accessing and disseminating child pornography.
- Continue outreach efforts and education in order to combat elder abuse in Santa Barbara County.
- Obtain additional grant funding to meet the needs of victims of violent crime in Santa Maria.
- Develop internal protocols and performance measurements to identify opportunities for the earlier disposition of cases, which would free up resources for the entire criminal justice system.
- The Real Estate Fraud Unit will continue to work with the Santa Barbara County Real Estate Fraud Advisory Team, in order to identify real estate fraud trends and practices in the County of Santa Barbara.

District Attorney

Program

CIVIL/ENVIRONMENTAL PROSECUTION

Complex cases involving consumer and environmental crimes are investigated and prosecuted, including companies or individuals who engage in fraudulent or unlawful business practices.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEPUTY DISTRICT ATTY	0.04	1.00	-	1.00	1.00
LEGAL OFFICE PRO	0.01	-	-	-	-
LEGAL OFFICE PRO SR	0.05	-	-	-	-
Total	0.09	1.00	-	1.00	1.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 12,622	\$ 161,220	\$ 21,152	\$ 182,372	\$ 188,894
Other Charges	2,181	2,300	345	2,645	2,645
Total Operating Expenditures	14,804	163,520	21,497	185,017	191,539
Total Expenditures	\$ 14,804	\$ 163,520	\$ 21,497	\$ 185,017	\$ 191,539
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	23,000	50,000	-	50,000	50,000
Total Operating Revenues	23,000	50,000	-	50,000	50,000
General Fund Contribution	253,969	113,520	21,497	135,017	135,017
Total Revenues	\$ 276,969	\$ 163,520	\$ 21,497	\$ 185,017	\$ 185,017

District Attorney

Program

CIVIL/ENVIRONMENTAL PROSECUTION (CONT'D)

2015-16 Anticipated Accomplishments

Successful Partnerships

- **Civil Violations:** Continue to partner with the Weights and Measures Division of the Agricultural Commissioner's Office on the investigation and enforcement of false and misleading advertising and unlawful business practices. In FY 2015-16 the District Attorney has been investigating and anticipates filing at least three short weight packaging cases, two of which will likely have state-wide participation, in addition to other cases involving overpricing at large retail chains.
- **Civil Penalties:** Approximately \$23,000 in civil penalty revenue was secured in FY 2014-15 through settlements of civil cases countywide. In the current fiscal year, the District Attorney has collected \$42,500 in civil penalties with an expected increase of more than \$100,000 in pending case settlements.
- **Civil/Environmental Investigations and Prosecutions:** The District Attorney continues to partner with local environmental agencies such as the CA Coastal Commission, Certified Unified Program Agency (CUPA), and Air Pollution Control District (APCD) in litigation against environmental violators in Santa Barbara County. A major investigation in this area involves the Refugio Oil Spill perpetrated by Plains All American LLC.
- **Improper Disposal of Hazardous Waste and Health Information:** Collaborated with statewide prosecutors and investigators in several multi-county environmental cases against large retail chains that were found to be improperly disposing of hazardous waste and patients' protected health information.

2016-18 Objectives

- Continue partnerships with allied agencies to identify and prosecute violators in the areas of consumer fraud and environmental crimes.
- Engage more investigative and prosecutorial resources in consumer fraud and environmental cases at earlier stages.
- Continue civil investigations of the Refugio Oil Spill and initiate complaints as appropriate.

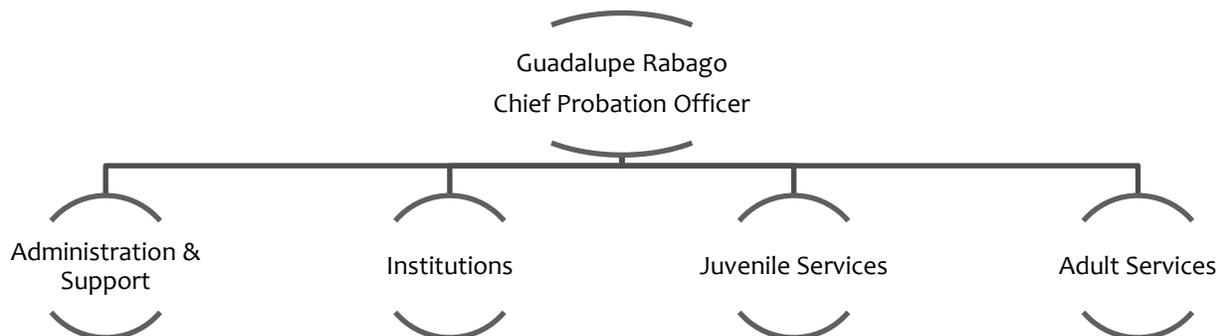
Probation



“Leading the Way to a Safer Community”

BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 53,668,682
Capital	\$ 0
FTEs	334.0



Probation

Department

MISSION STATEMENT

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 and post release community supervision conditions, requiring offender responsibility/accountability, and supporting rehabilitation; and supporting victims of crimes by facilitating reparation and restitution collection.

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 youth detained at the Santa Maria Juvenile Hall (SMJH) and the Los Prietos Boys Camp (LPBC). 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.

HIGHLIGHTS OF 2016-18 OBJECTIVES

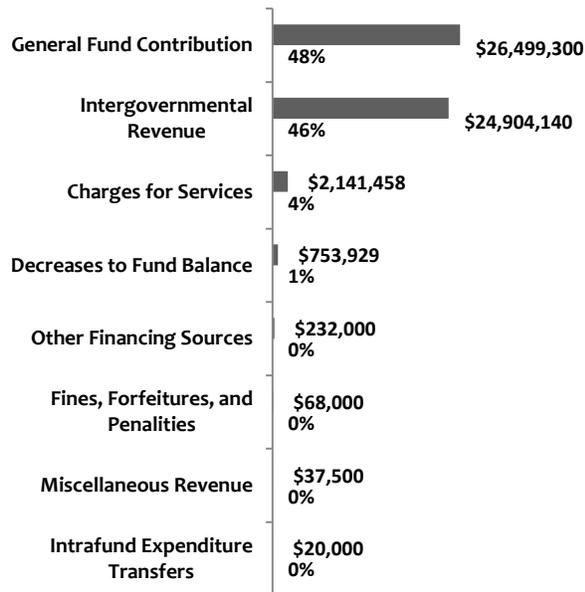
- Increase the number of eligible medium and high risk offenders enrolled under the affordable care act.
- Develop a process for tracking employment and education enrollment for high risk adult offenders.
- Enhance employment partnership for justice involved individuals with the Workforce Development Board.
- Streamline and automate the booking process at the Santa Maria Juvenile Hall.
- Automate the juvenile Child and Adolescent Needs and Strengths (CANS) assessment tool.
- Increase community understanding of, and access to, the many aspects of probation services through effective community outreach and the use of technology and social media.

Probation

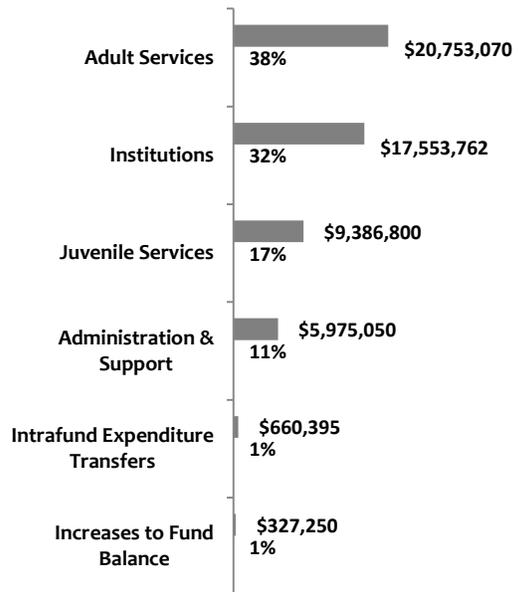
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$54,656,327

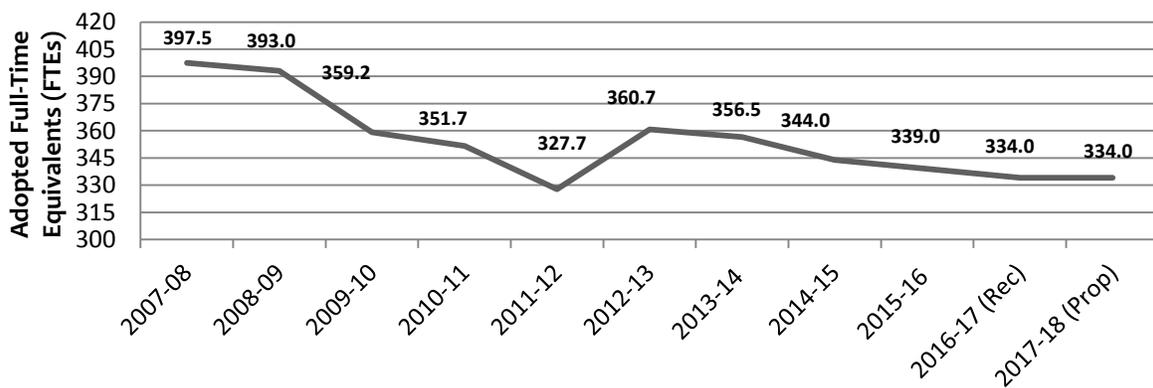


Use of Funds - \$54,656,327



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Probation

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	32.61	31.25	2.25	33.50	33.50
Institutions	112.92	111.75	(3.75)	108.00	108.00
Juvenile Services	61.07	63.50	(2.50)	61.00	61.00
Adult Services	126.21	132.50	(1.00)	131.50	131.50
Unallocated	2.65	-	-	-	-
Total	<u>335.46</u>	<u>339.00</u>	<u>(5.00)</u>	<u>334.00</u>	<u>334.00</u>
Budget By Budget Program					
Administration & Support	\$ 5,599,282	\$ 5,413,780	\$ 561,270	\$ 5,975,050	\$ 6,152,156
Institutions	17,236,944	17,391,775	161,987	17,553,762	18,213,881
Juvenile Services	8,495,682	9,135,239	251,561	9,386,800	9,713,220
Adult Services	18,226,594	19,951,812	801,258	20,753,070	21,479,471
Total	<u>\$ 49,558,503</u>	<u>\$ 51,892,606</u>	<u>\$ 1,776,076</u>	<u>\$ 53,668,682</u>	<u>\$ 55,558,728</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 41,258,772	\$ 43,037,802	\$ 889,068	\$ 43,926,870	\$ 45,783,640
Services and Supplies	6,400,636	6,908,320	757,106	7,665,426	7,623,770
Other Charges	1,899,095	1,946,484	129,902	2,076,386	2,151,318
Total Operating Expenditures	<u>49,558,503</u>	<u>51,892,606</u>	<u>1,776,076</u>	<u>53,668,682</u>	<u>55,558,728</u>
Capital Assets	21,832	-	-	-	-
Other Financing Uses	96,760	-	-	-	-
Intrafund Expenditure Transfers (+)	583,050	582,876	77,519	660,395	660,395
Increases to Fund Balances	2,435,848	463,043	(135,793)	327,250	327,250
Fund Balance Impact (+)	69,873	-	-	-	-
Total	<u>\$ 52,765,867</u>	<u>\$ 52,938,525</u>	<u>\$ 1,717,802</u>	<u>\$ 54,656,327</u>	<u>\$ 56,546,373</u>
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 84,112	\$ 84,000	\$ (16,000)	\$ 68,000	\$ 68,000
Use of Money and Property	3,761	-	-	-	-
Intergovernmental Revenue	24,856,423	24,773,820	130,320	24,904,140	25,165,998
Charges for Services	1,732,442	1,488,064	653,394	2,141,458	2,141,458
Miscellaneous Revenue	42,720	40,780	(3,280)	37,500	37,500
Total Operating Revenues	<u>26,719,459</u>	<u>26,386,664</u>	<u>764,434</u>	<u>27,151,098</u>	<u>27,412,956</u>
Other Financing Sources	174,971	232,000	-	232,000	232,000
Intrafund Expenditure Transfers (-)	6,891	-	20,000	20,000	-
Decreases to Fund Balances	295,946	299,361	454,568	753,929	939,631
General Fund Contribution	25,568,600	26,020,500	478,800	26,499,300	27,117,900
Fund Balance Impact (-)	-	-	-	-	843,886
Total	<u>\$ 52,765,867</u>	<u>\$ 52,938,525</u>	<u>\$ 1,717,802</u>	<u>\$ 54,656,327</u>	<u>\$ 56,546,373</u>

Probation

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Net decrease of 5.0 FTEs:
 - Decrease of 4.0 FTEs as a result of reorganization of the Alternative Report and Resource Center (ARRC) programs.
 - Decrease of 1.0 FTE as a result of elimination of a word processor position.

Expenditures

- Net operating expenditures increase of \$1,776,000 primarily due to:
 - +\$889,000 increase in Salaries and Employee Benefits due to increases in negotiated labor agreements (+\$571,000) workers compensation (+\$385,000), health insurance (+236,000), overtime (+\$55,000) and partially offset by a decrease in retirement costs (-\$366,000).
 - +\$757,000 increase in Services and Supplies due primarily to increases in Professional and Special services related to expenditures related to reorganization of the ARRC programs, contract for Federal Title IV-E billing, and second year funding of the Reducing Racial and Ethnic Disparity grant (+\$378,000 total), increased expenditures for medical and mental health costs for juveniles (+\$228,000), and increased travel and training costs (+\$45,000).
 - +\$130,000 increase in Other Charges primarily reflects an increase in liability insurance (+\$78,000) and an increase in Information and Technology Service charges (+\$47,000).
- Net non-operating expenditures decrease of \$58,000 primarily due to:
 - +\$78,000 increase in Intrafund Expenditure Transfers due to increased Public Safety Realignment Funding to the Public Defender (+\$68,000) and the District Attorney (+\$28,000), and decreased cost for GPS and polygraph services provided by the Sheriff's Department (-\$14,000).
 - -\$136,000 decrease in Increases to Fund Balances due to fully expending Senate Bill 678 funding.

These changes result in Recommended operating expenditures of \$53,669,000, non-operating expenditures of \$988,000, and total expenditures of \$54,657,000. Non-operating expenditures primarily include Intrafund Transfers and Increases to Fund Balances.

Revenues

- Net operating revenues increase of \$764,000 primarily due to:
 - +\$130,000 increase in Intergovernmental Revenue primarily due to:
 - +\$210,000 increase to 2011 Public Safety Realignment revenue related to increases in statewide allocation.
 - +\$55,000 increase in Proposition 172 Public Safety Sales Tax.
 - +\$23,000 increase in Federal meal reimbursement due to an under projection of FY 2015-16 revenue.
 - -\$135,000 decrease in Federal Title IV-E revenue due to decreased reimbursable activities and a decreased rate of Federal eligibility.
 - -\$18,000 decrease in Federal Grant revenue due to the termination of the Veteran's Treatment Court Grant (-\$64,000), increase due to full year funding for the Reducing Racial and Ethnic Disparity grant (+\$36,000), and an increase in Office of Traffic Safety grant for a DUI caseload (+\$10,000).
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Probation

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

- +\$653,000 increase in Charges for Services primarily due to:
 - +\$548,000 increase in investigation and monthly supervision fees collection.
 - +\$84,000 increase in collections for youth housed at probation institutions.
 - +\$23,000 increase restitution surcharge collection.
- Net non-operating revenues increase of \$954,000 due to:
 - +479,000 increase in General Fund Contribution consisting of \$363,000 for Salary and Employee Benefits increase and \$116,000 to maintain mental health services at the Los Prietos Boys Camp.
 - +\$454,000 increase in use of Fund Balance for programs funded with 2011 Public Safety Realignment funds.
 - +\$20,000 increase in Other Financing Sources funding provided by the Sheriff Department related to Byrne Justice Assistance Grant.

These changes result in Recommended operating revenues of \$27,151,000, non-operating revenues of \$27,505,000, and total revenues of \$54,656,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2017-18 Proposed budget assumes no change in staffing levels from the FY 2016-17 Recommended budget and reflects a \$1,890,000 increase in operating expenditures primarily due to:

- +\$752,000 increase in salary costs associated with negotiated labor agreements.
- +\$447,000 increase in retirement costs.
- +\$348,000 in Workers Compensation premiums.
- +\$330,000 in increased Health Insurance costs.
- -\$73,000 decrease in payments to community based organizations due to expiring grants.
- +\$38,000 increase in utility charges.
- +\$30,000 increase in payments to County Information Technology Services and Motor Pool charges.
- +\$27,000 increase in cost of medical and mental health services in Probation institutions.
- -\$20,000 decrease in overtime costs.

RELATED LINKS

For more information on Probation, please refer to the website at <http://www.countyofsb.org/probation>.

Probation

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Collect restitution, fines and fees from adult and juvenile offenders (Target => \$3,500,000)	\$2,126,770	\$2,844,622	\$3,306,000	\$3,500,000	\$3,500,000
Arrange for youthful and adult offenders to provide Community Service Work hours (Projection = 15,000)	24,493	13,407	15,000	15,000	15,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target = 100%)	84.6% 285/337	84.6% 241/285	85.2% 259/304	100% 333/333	100% 333/333
Institutions					
Average number of youth housed on daily basis at the Santa Maria Juvenile Hall and the Los Prietos Boys Camp (Projection = < 105)*	106	97	106	105	105
Number of Home Detention Supervision days provided to youth in lieu of Juvenile Hall (Projection => 16,000)	12,932	15,861	16,000	16,000	16,500
Productive work hours provided to the County and community by youth assigned to the Alternative Detention Program, Juvenile Hall and Los Prietos Boys Camp (Projection = 34,000) *	37,809	30,075	33,000	34,000	35,000
Successful completion rate for youth committed to the Los Prietos Boys Camp (Target => 90%) *	89.5% 94 / 105	70.2% 66 / 94	85% 85 / 100	90% 90 / 100	90% 90 / 100

* Los Prietos Boys Camp combined with Los Prietos Boys Academy in October 2013.

Probation

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Juvenile Services					
Rate of youthful offenders who will not have a new sustained petition or conviction for a felony offense while they are on probation (Target => 80%)	79% 331 / 418	76% 289 / 380	80% 314 / 392	80% 312 / 390	80% 312 / 390
Rate of youthful offenders who will not have a new sustained petition or conviction for a felony offense within one year of successfully completing probation (Target => 95%)	98.1% 360 / 367	96.7% 290 / 300	93.6% 276 / 295	95.2% 295 / 310	94.5% 307 / 325
Rate of average number of youth in group-foster home placement (Target => 8.0%)	6.1% 37.5 / 613	8.0% 41.9 / 527	6.4% 35 / 550	8.0% 44 / 550	8.0% 46 / 570
Adult Services					
Number of Sentencing Investigations completed on all adult offenders assigned by the Superior Court (Projection = 1,200)	1,613	1,360	1,100	1,200	1,200
Number of felony adult offenders receiving supervision services (Projection = 2,200)	2,622	2,201	2,175	2,200	2,225
Number of AB 109 realigned adult offenders receiving supervision services (Projection = 430)	516	488	435	430	425
Rate at which High Risk Felony Offenders are supervised at the recommended level (Target =>95%)	New in FY 2014-15	96.9% 1,286/1,327	95.0% 1,235/1,300	95.0% 1,259-1325	95.0% 1,283/1,350

Probation



Probation

Program

ADMINISTRATION & SUPPORT

The Administration Division provides a wide range of infrastructure services to the Department, including fiscal management, human resources and employee development, arming for sworn officers, facilities and fleet management, and information technology. The Administrative Division assists staff in the achievement of the department's mission through policy direction, planning, financial and managerial control, personnel staff support, training, collections, information systems, safety programs, equipment and the Community Services Work program.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
CHIEF PROBATION OFFICER	1.00	1.00	-	1.00	1.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CHIEF INNOVATION OFFICER	1.00	1.00	-	1.00	1.00
PROBATION MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	-	-	1.00	1.00	1.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
COLLECTIONS MANAGER	1.00	1.00	-	1.00	1.00
DEP PROBATION OFFICER SUP	1.00	1.00	1.00	2.00	2.00
EDP SYS & PROG ANLST	3.00	3.00	1.00	4.00	3.00
COST ANALYST	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	7.40	7.00	0.50	7.50	7.50
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
DEP PROBATION OFFICER SR	3.97	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	2.00	2.00	(1.00)	1.00	2.00
DEP PROBATION OFFICER	0.01	-	-	-	-
ACCOUNTANT	1.00	1.00	-	1.00	1.00
JUVENILE INST OFFICER SR	0.08	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
JUVENILE INST OFFICER	0.04	-	-	-	-
ADMN OFFICE PRO SR	4.24	5.00	-	5.00	5.00
EXTRA HELP	0.86	0.25	(0.25)	-	-
Total	32.61	31.25	2.25	33.50	33.50

Probation

Program

ADMINISTRATION & SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 4,187,528	\$ 4,122,855	\$ 382,677	\$ 4,505,532	\$ 4,688,591
Services and Supplies	872,008	728,990	121,306	850,296	825,956
Other Charges	539,746	561,935	57,287	619,222	637,609
Total Operating Expenditures	5,599,282	5,413,780	561,270	5,975,050	6,152,156
Intrafund Expenditure Transfers (+)	19,859	19,126	(5,990)	13,136	13,136
Increases to Fund Balances	741	-	-	-	-
Total Expenditures	\$ 5,619,882	\$ 5,432,906	\$ 555,280	\$ 5,988,186	\$ 6,165,292
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	20,035	25,000	(16,000)	9,000	9,000
Use of Money and Property	(22)	-	-	-	-
Intergovernmental Revenue	136,108	130,625	(9,925)	120,700	120,700
Miscellaneous Revenue	2,156	3,780	(3,780)	-	-
Total Operating Revenues	158,277	159,405	(29,705)	129,700	129,700
Decreases to Fund Balances	763	-	-	-	-
General Fund Contribution	4,962,624	5,273,501	584,985	5,858,486	5,803,697
Total Revenues	\$ 5,121,664	\$ 5,432,906	\$ 555,280	\$ 5,988,186	\$ 5,933,397

2015-16 Anticipated Accomplishments

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

- Virtualized all Probation Web and File Servers to reduce maintenance cost and increase fault tolerance.
- Converted treatment and chronological notes modules in the Department's case management system to the latest vendor update.
- In conjunction with the Revenue Recovery Unit, developed online collections reports to assist officers in monitoring client payments for victim restitution, fines, and fees.

Focus Area: Providing Quality Staffing for Departmental Operations

- Continued to oversee the mentorship of staff to achieving proficiency in Motivational Interviewing.
- Developed the department slogan "Leading the Way to a Safer to Community" to guide staff on the priority for the department.

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

- Collected and distributed \$590,000 of restitution to victims of crime.
- Implemented the use of the Franchise Tax Board Court Order Debt program for restitution collection on a limited basis.
- Increased collections by \$460,000 (16%) from prior year.

Probation

Program

ADMINISTRATION & SUPPORT (CONT'D)

2016-18 Objectives

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

- Replicate case management database to the cloud to improve data redundancy.
- Update Probation Case Management System to the latest release.
- Implement Client Appointment Text Notification System “in-house”.
- Streamline and automate booking process at Santa Maria Juvenile Hall.
- Automate Juvenile Child and Adolescent Needs and Strengths assessment tool.
- Develop interface between Probation Case Management Systems and the Courts.

Focus Area: Providing Quality Staffing for Departmental Operations

- Reviews the Department’s Administrative Policy Manual and develops a process to ensure ongoing updates.
- Develop a Survival Skills for Supervisors training during the 2016-2017 training year.

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

- Assess feasibility of online payment portal that is integrated with the Department’s RevQ collection software.
- Continue to refine workflow within the Revenue Recovery Unit related to Franchise Tax Board Court Ordered Debt collections referrals for adult offender victim restitution accounts that are delinquent by 90 or more days.

Probation

Program

INSTITUTIONS

The Juvenile Institutions Division serves and protects the community by operating safe and secure detention and treatment facilities, providing alternative programs to custody for offenders and contracting for shelter care services for status offenders. The Santa Barbara County Probation Department operates one 24-hour maximum security juvenile hall. The Susan J. Gionfriddo Juvenile Justice Center is located in Santa Maria. This facility houses up to 140 male and female offenders. These offenders may be awaiting Court proceedings, serving a court ordered commitment in the juvenile hall or awaiting transportation to placement.

The Probation Department operates Los Prietos Boys Camp which is located in the Los Padres National Forest. The Los Prietos program is a 24-hour minimum security facility. Los Prietos Boys Camp was established in 1944 and currently houses up to 56 youth. Los Prietos offers a 120 or a 180 day program. The goal of Los Prietos is to return youth to the community as responsible and productive members of society. Discipline, respect and responsibility are the motto of the facility. The program embraces a zero-gang tolerance philosophy and strives to provide pro-social training, opportunities and life experiences that help to broaden a boy's world view, as well as his attitude toward all community. The program provides work and vocational training, counseling, drug and alcohol programming, religious and spiritual expression, and promotes volunteer and community work service.

The Probation Department utilizes several programs as alternatives to detention in the high security juvenile hall, including three separate Home Detention programs: Electronic Monitoring, House Arrest and Home Supervision. Each option provides a varying degree of supervision to insure youth are monitored on the least restrictive option appropriate. The Alternative Report and Resource Center (ARRC) is designed to provide community based alternatives to detention and to redirect teen delinquency through various activities and programming. During programming hours, juveniles participate in specialized work details, community cleanup projects, various programming, recreational sports, homework, arts and crafts, and educational field trips

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEP CHIEF PROBATION OFFCR	1.00	1.00	-	1.00	1.00
PROBATION MANAGER	1.97	2.00	-	2.00	2.00
DEP PROBATION OFFICER SUP	2.99	3.00	-	3.00	3.00
ADMN OFFICE PRO	4.81	5.00	-	5.00	5.00
DEP PROBATION OFFICER SR	7.95	8.00	-	8.00	8.00
DEP PROBATION OFFICER	0.10	-	-	-	-
JUVENILE INST OFFICER SR	16.99	17.00	5.00	22.00	19.00
JUVENILE INST OFFICER	57.04	57.00	(9.00)	48.00	51.00
ADMN OFFICE PRO SR	0.87	1.00	-	1.00	1.00
FOOD SERVICES SUPERVISOR	0.96	1.00	-	1.00	1.00
COOK	2.00	2.50	-	2.50	2.50
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
FOOD SERVICES WORKER	2.50	2.50	-	2.50	2.50
EXTRA HELP	12.75	10.75	0.25	11.00	11.00
Total	<u>112.92</u>	<u>111.75</u>	<u>(3.75)</u>	<u>108.00</u>	<u>108.00</u>

Probation

Program

INSTITUTIONS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 13,445,991	\$ 13,563,258	\$ (168,450)	\$ 13,394,808	\$ 13,994,486
Services and Supplies	3,062,907	3,049,467	343,290	3,392,757	3,418,415
Other Charges	728,046	779,050	(12,853)	766,197	800,980
Total Operating Expenditures	17,236,944	17,391,775	161,987	17,553,762	18,213,881
Capital Assets	21,832	-	-	-	-
Intrafund Expenditure Transfers (+)	3,031	8,131	(4,931)	3,200	3,200
Total Expenditures	\$ 17,261,807	\$ 17,399,906	\$ 157,056	\$ 17,556,962	\$ 18,217,081
Budget By Categories of Revenues					
Intergovernmental Revenue	6,659,481	6,623,259	218,722	6,841,981	6,942,237
Charges for Services	11,949	18,000	(6,000)	12,000	12,000
Total Operating Revenues	6,671,430	6,641,259	212,722	6,853,981	6,954,237
Other Financing Sources	1,525	12,000	-	12,000	12,000
Decreases to Fund Balances	25,944	22,000	(340)	21,660	21,660
General Fund Contribution	10,832,498	10,724,647	(55,326)	10,669,321	10,888,520
Total Revenues	\$ 17,531,397	\$ 17,399,906	\$ 157,056	\$ 17,556,962	\$ 17,876,417

Probation

Program

INSTITUTIONS (CONT'D)

2015-16 Anticipated Accomplishments

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

- Staff participation in Thinking Trauma class, a collaborative training by Department of Behavioral Wellness, Corizon and Probation for institution staff on the effects of life trauma on the juvenile population in the facilities.
- Improved systems with SBCEO to increase classroom time for all eligible youth and collaborative 'Child Find' training for institution, school, and Behavioral Wellness to insure all staff understand Special Education requirements and rights of youth.
- Enhanced programming in the institutions through implementation of Domestic Violence prevention programming at LPBC and increased delivery of Moral Reconciliation Therapy (MRT) at LPBC and SMJH.

2016-18 Objectives

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

- In collaboration with the Department of Behavioral Wellness and community partners enhance drug and alcohol treatment for youth committed to the Los Prietos Boys Camp.
- Develop and implement an enhanced Incentive-Sanction Behavioral Response Matrix in the Santa Maria Juvenile Hall.
- Utilize technology to maximize efficiencies and effectively track data and outcomes for youth entering the juvenile institutions.

Probation

Program

JUVENILE SERVICES

The Juvenile Services Division serves and protects the community by providing investigation and offender supervision services for the courts and providing treatment opportunities to youth and their families through maximizing collaborative partnerships within the community.

The Santa Barbara County Juvenile Probation Division consists of intake, court investigation, and field supervision. Services include Victim Restitution, Restorative Justice programs and juvenile services such as Out of Home Placement, mental health assessments, and juvenile drug court. Orders of probation require a wide variety of activities, including drug testing, the collection of fees, fines and victim restitution, probation searches, the monitoring of school performance and referrals of youth and families to various community treatment interventions.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEP CHIEF PROBATION OFFCR	1.00	1.00	-	1.00	1.00
PROBATION MANAGER	1.03	2.00	(1.00)	1.00	1.00
DEP PROBATION OFFICER SUP	4.00	5.00	(1.00)	4.00	4.00
ADMN OFFICE PRO	14.33	15.00	(1.50)	13.50	13.50
DEP PROBATION OFFICER SR	8.17	8.00	-	8.00	8.00
DEP PROBATION OFFICER	23.52	23.00	-	23.00	23.00
ADMN OFFICE PRO SR	3.72	4.50	-	4.50	4.50
PROBATION ASSISTANT	4.77	5.00	1.00	6.00	6.00
EXTRA HELP	0.52	-	-	-	-
Total	61.07	63.50	(2.50)	61.00	61.00

Probation

Program

JUVENILE SERVICES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 7,610,380	\$ 8,197,094	\$ (14,993)	\$ 8,182,101	\$ 8,542,000
Services and Supplies	631,516	707,330	218,564	925,894	884,113
Other Charges	253,786	230,815	47,990	278,805	287,107
Total Operating Expenditures	8,495,682	9,135,239	251,561	9,386,800	9,713,220
Increases to Fund Balances	263,515	37,000	-	37,000	37,000
Total Expenditures	\$ 8,759,197	\$ 9,172,239	\$ 251,561	\$ 9,423,800	\$ 9,750,220
Budget By Categories of Revenues					
Use of Money and Property	3,783	-	-	-	-
Intergovernmental Revenue	3,420,834	3,647,091	32,473	3,679,564	3,605,756
Charges for Services	309,986	270,200	84,494	354,694	354,694
Miscellaneous Revenue	40,049	37,000	-	37,000	37,000
Total Operating Revenues	3,774,652	3,954,291	116,967	4,071,258	3,997,450
Other Financing Sources	60,587	85,000	-	85,000	85,000
Decreases to Fund Balances	94,764	275,011	717	275,728	373,145
General Fund Contribution	4,992,944	4,857,937	133,877	4,991,814	5,117,618
Total Revenues	\$ 8,922,947	\$ 9,172,239	\$ 251,561	\$ 9,423,800	\$ 9,573,213

2015-16 Anticipated Accomplishments

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

- Fully implemented Child and Adolescent Needs and Strengths (CANS) assessment on all female youth in custody and all youth in Los Prietos Boys Camp to develop case plans and reduce recidivism.
- Awarded second year Racial and Ethnic Disparity (RED) funding to address Probation and collaborative partner infrastructure including resources needed to implement and improve data collection and analysis efforts and educate schools, Department of Social Services (DSS), Department of Behavior Wellness (DBW) and the Courts to address RED in the Juvenile Justice System.
- In collaboration with our juvenile justice partners, continue to refine the implementation of a court specifically for victims of human trafficking.

2016-18 Objectives

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

- Continue to collaborate with the DBW and lead agency, DSS in the development and implementation of the Commercially Sexually Exploited Children (CSEC) Interagency Protocol Development Team.
- Work in partnership with DSS to address foster care reform that emphasizes shorter term, local programs for probation youth and the recruitment and retention of resource families for traditional or specialized foster care.
- Work with DBW and DSS in the development and implementation of a community based program to assist victims of human trafficking.

Probation

Program

ADULT SERVICES

The Adult Services Division serves and protects the community by providing sentencing recommendations to the court in accordance with sentencing laws, monitoring offenders and providing offenders with the opportunity for treatment and to maintain law abiding behavior while in the community under supervision.

The Division provides all adult services (court investigation, case management, and field supervision) for adult offenders under the court's jurisdiction as well as those being released from prison on community supervision. Special services include electronic monitoring through GPS, Substance Abuse Treatment Court (SATC), Mental Health Treatment Court (MHTC), Veterans Treatment Court (VTC), Dual Diagnosis Treatment Court (DDX), Re-Entry Drug Court (RDC), jail discharge planning, the Probation Report and Resource Centers (PRRC), Compliance Response Teams (CRT) and specialized caseloads and services for sex offenders, gang members and domestic violence.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEP CHIEF PROBATION OFFCR	1.00	1.00	-	1.00	1.00
PROBATION MANAGER	2.81	3.00	-	3.00	3.00
DEP PROBATION OFFICER SUP	7.90	8.00	-	8.00	8.00
ADMN OFFICE PRO	22.49	25.00	(1.00)	24.00	24.00
DEP PROBATION OFFICER SR	23.30	23.00	(1.00)	22.00	22.00
DEP PROBATION OFFICER	57.14	62.00	1.00	63.00	63.00
ADMN OFFICE PRO SR	2.10	2.50	-	2.50	2.50
FOOD SERVICES SUPERVISOR	0.04	-	-	-	-
PROBATION ASSISTANT	8.00	8.00	-	8.00	8.00
EXTRA HELP	1.44	-	-	-	-
Total	126.21	132.50	(1.00)	131.50	131.50

Probation

Program

ADULT SERVICES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 16,034,872	\$ 17,154,595	\$ 689,834	\$ 17,844,429	\$ 18,558,563
Services and Supplies	1,814,206	2,422,533	73,946	2,496,479	2,495,286
Other Charges	377,516	374,684	37,478	412,162	425,622
Total Operating Expenditures	18,226,594	19,951,812	801,258	20,753,070	21,479,471
Other Financing Uses	96,760	-	-	-	-
Intrafund Expenditure Transfers (+)	560,160	555,619	88,440	644,059	644,059
Increases to Fund Balances	2,171,592	426,043	(135,793)	290,250	290,250
Total Expenditures	\$ 21,055,107	\$ 20,933,474	\$ 753,905	\$ 21,687,379	\$ 22,413,780
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	64,077	59,000	-	59,000	59,000
Intergovernmental Revenue	14,640,000	14,372,845	(110,950)	14,261,895	14,497,305
Charges for Services	1,410,506	1,199,864	574,900	1,774,764	1,774,764
Miscellaneous Revenue	515	-	500	500	500
Total Operating Revenues	16,115,099	15,631,709	464,450	16,096,159	16,331,569
Other Financing Sources	112,859	135,000	-	135,000	135,000
Intrafund Expenditure Transfers (-)	6,891	-	20,000	20,000	-
Decreases to Fund Balances	174,475	2,350	454,191	456,541	544,826
General Fund Contribution	4,780,534	5,164,415	(184,736)	4,979,679	5,308,065
Total Revenues	\$ 21,189,858	\$ 20,933,474	\$ 753,905	\$ 21,687,379	\$ 22,319,460

Probation

Program

ADULT SERVICES (CONT'D)

2015-16 Anticipated Accomplishments

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

- Fully implemented Wraparound staffing for Realigned offenders. These staffings allow for multi-disciplinary treatment and case-planning.
- Began implementation of incentives to reward positive behaviors and achievement of case-plan goals in adult high risk offenders.
- Deployed medium supervision officers and began providing “step-down” supervision to ensure high risk offenders ready for supervision reductions received the support they required to ensure their success.

2016-18 Objectives

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

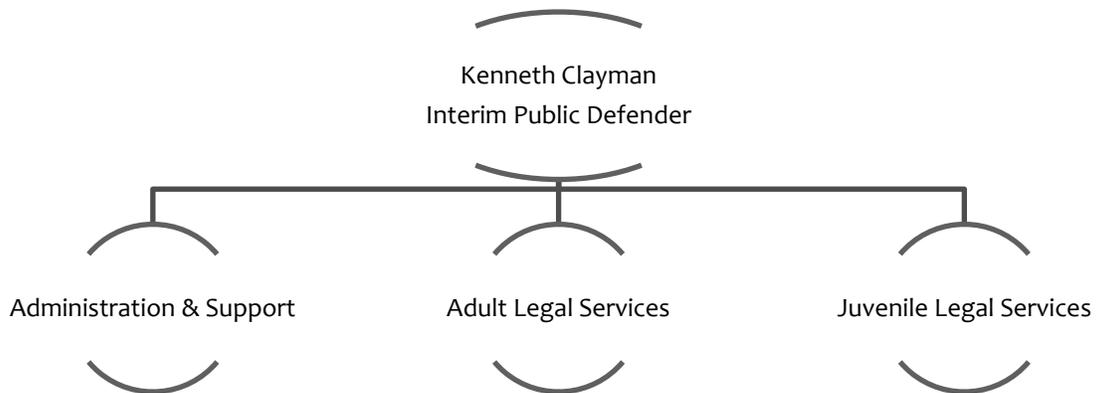
- Increase the use of medication assisted treatment, detox, Secure Continuous Remote Alcohol Monitoring (SCRAM), and outpatient treatment in lieu of incarceration for the severely addicted.
- Increase the fidelity and availability of evidence-based program slots in the community by completing assessments and evaluations on all adult programs and identify use of evidence-based models and fidelity to the model.
- Refine the implementation of the Violation Sanction Matrix and begin focusing on the development of Incentives to enhance the protocol.

Public Defender



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 11,351,794
Capital	\$ 0
FTEs	67.5



Public Defender

Department

MISSION STATEMENT

To provide constitutionally mandated professional legal representation of the highest quality to all clients at the least expense to the County in an environment that motivates and enables all employees to share this mission.

DEPARTMENT DESCRIPTION

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

- Defend adults charged with crimes triable in the Superior Court;
- Defend persons charged with Death Penalty crimes;
- Defend minors in the Juvenile Court;
- Defend persons charged with Contempt of Court;
- Protect County residents who can no longer care for themselves for reasons such as: physically disabled, suffer from mental illness, Alzheimer's, or dementia;
- 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.

Each day, the Public Defender appears in 15 different courtrooms in our Santa Barbara, Santa Maria, and Lompoc Superior Courts.

HIGHLIGHTS OF 2016-18 OBJECTIVES

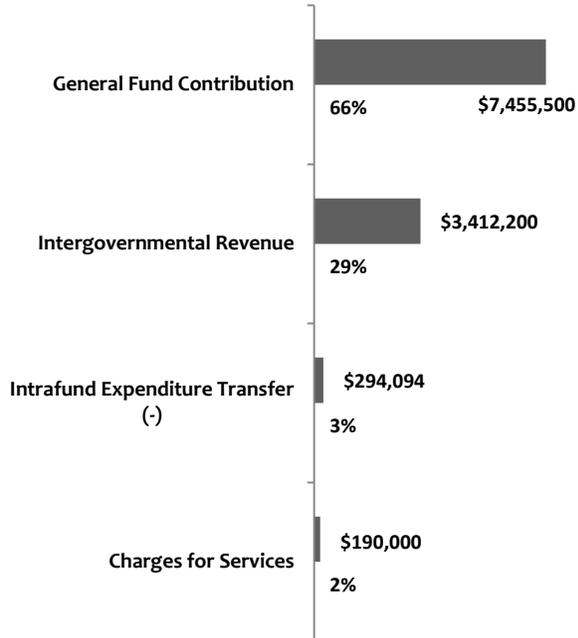
- Represent court-appointed clients in all matters where there is no legal impediment to doing so.
- Process all resentencing petitions for Proposition 47 applicants expeditiously.
- Implement our new case management system and integrate it with the systems used by our other justice partners.
- Collaborate with the Community Corrections Partnership, the Juvenile Justice Coordinating Council, and community providers to improve the functioning of our Adult and Juvenile justice systems.
- Process almost 300 new expungements, facilitating clients' finding employment and housing.
- Accept a grant through the Santa Barbara Family Services Agency to provide holistic services to certain Public Defender clients.

Public Defender

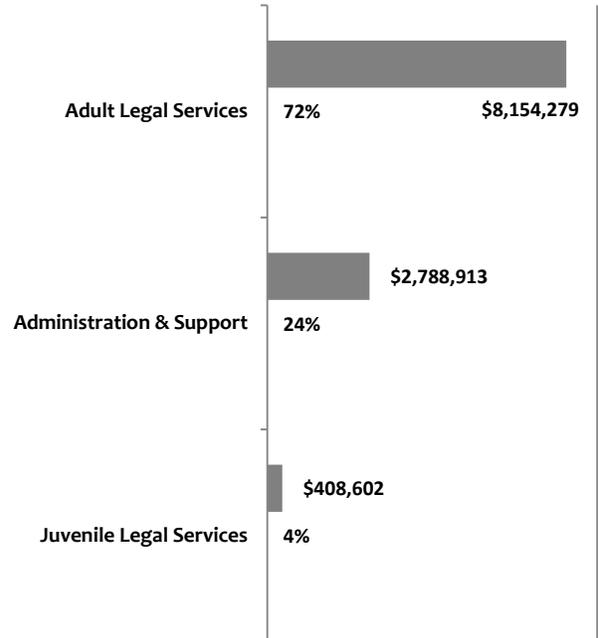
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$11,351,794

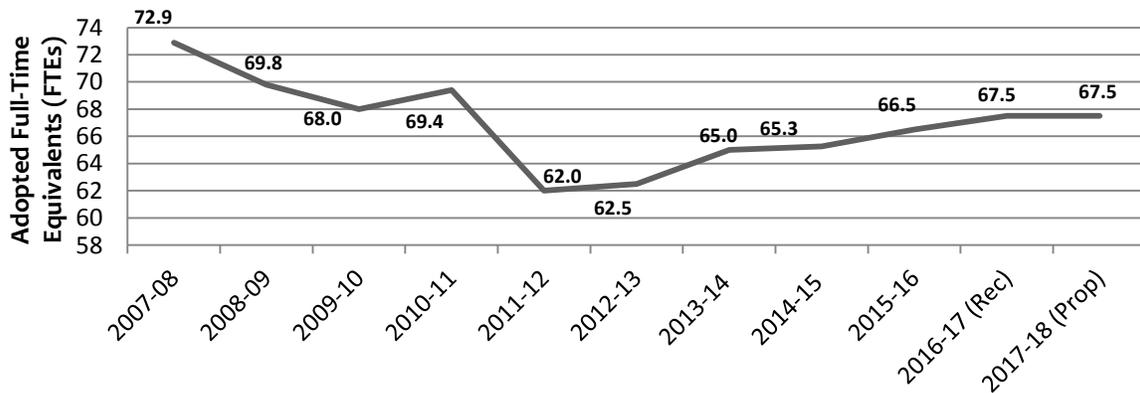


Use of Funds - \$11,351,794



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Public Defender

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	24.04	20.80	0.20	21.00	21.00
Adult Legal Services	42.94	43.70	0.80	44.50	44.50
Juvenile Legal Services	2.09	2.00	-	2.00	2.00
Total	69.07	66.50	1.00	67.50	67.50
Budget By Budget Program					
Administration & Support	\$ 2,454,247	\$ 2,696,516	\$ 92,397	\$ 2,788,913	\$ 2,894,917
Adult Legal Services	7,587,721	7,904,968	249,311	8,154,279	8,560,591
Juvenile Legal Services	480,807	442,815	(34,213)	408,602	430,130
Total	\$ 10,522,775	\$ 11,044,299	\$ 307,495	\$ 11,351,794	\$ 11,885,638
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 9,712,588	\$ 10,296,724	\$ 241,252	\$ 10,537,976	\$ 11,055,205
Services and Supplies	468,959	421,255	13,086	434,341	438,090
Other Charges	341,228	326,320	53,157	379,477	392,343
Total Operating Expenditures	10,522,775	11,044,299	307,495	11,351,794	11,885,638
Fund Balance Impact (+)	0	-	-	-	-
Total	\$ 10,522,775	\$ 11,044,299	\$ 307,495	\$ 11,351,794	\$ 11,885,638
Budget By Categories of Revenues					
Intergovernmental Revenue	\$ 3,243,254	\$ 3,390,299	\$ 21,901	\$ 3,412,200	\$ 3,547,100
Charges for Services	170,094	185,716	4,284	190,000	193,800
Total Operating Revenues	3,413,348	3,576,015	26,185	3,602,200	3,740,900
Intrafund Expenditure Transfers (-)	182,001	225,984	68,110	294,094	294,094
Decreases to Fund Balances	98,726	-	-	-	-
General Fund Contribution	6,828,700	7,242,300	213,200	7,455,500	7,706,300
Fund Balance Impact (-)	-	-	-	-	144,344
Total	\$ 10,522,775	\$ 11,044,299	\$ 307,495	\$ 11,351,794	\$ 11,885,638

Public Defender

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Increase of 1.0 FTEs:
 - This increase is due to a 1.0 AB 109 extra help position fully funded by non-GFC sources that will transport clients to rehabilitation programs throughout the state.

Expenditures

- Net operating expenditure increase of \$307,500 due to:
 - +\$241,300 increase in Salaries and Employee Benefits primarily due to negotiated labor agreements and an increase in benefit costs.
 - +\$13,100 increase in Services and Supplies for miscellaneous costs.
 - +\$53,200 increase in Other Charges for miscellaneous costs.

These changes result in recommended operating expenditures of \$11,351,800, non-operating expenditures of \$0, and total expenditures of \$11,351,800.

Revenues

- Net operating revenue increase of \$26,200 due to:
 - +\$21,900 increase in Intergovernmental Revenue from Proposition 172 Sales Tax Revenues.
 - +\$4,300 increase in Charges for Services due to an increase in the collection of court-ordered Public Defender Fees.
- Net non-operating revenue increase of \$281,300 due to:
 - +\$68,100 increase in Intrafund Expenditure Transfers due to AB 109 funding.
 - +\$213,200 increase in General Fund Contribution for Salary and Employee Benefit increases.

These changes result in recommended operating revenues of \$3,602,200, non-operating revenues of \$7,749,600, and total revenues of \$11,351,800. Non-operating revenues include General Fund Contribution and intra-fund transfers.

Public Defender

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

Staffing

- No change in staffing is proposed in FY 2017-18.

Expenditures

- Net operating expenditure increase of \$533,800 due to:
 - +\$517,200 increase in Salaries and Employee Benefits due to negotiated labor agreements and an increase in benefit costs.
 - +\$3,700 increase in Services and Supplies for miscellaneous costs.
 - +\$12,900 increase in Other Charges for miscellaneous costs.

Revenues

- Net operating revenue increase of \$138,700 due to:
 - +\$134,900 increase in Intergovernmental Revenue due to increases in Proposition 172 Sales Tax Revenues.
 - +\$3,800 increase in Charges for Services due to increases in Public Defender Fees.
- Net non-operating revenue increase of \$250,800 due to:
 - \$250,800 increase in General Fund Contribution for Salary and Benefit increases.

These changes result in a \$144,300 budget deficit, assuming the same level of service as recommended in FY 2016-17.

RELATED LINKS

For more information on Public Defender, refer to the website at www.countyofsb.org/defender.

Public Defender

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Combat California drought conditions by aggressively recycling material, saving at least 100,000 verifiable gallons of water per year.	106,930	116,606	127,800	125,000	125,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	Not Used in Prior Years	50% 33/66	50% 33/66	100% 67/67	100% 67/67
Adult Legal Services					
Percentage of clients requesting records' clearing whose petitions will be acted upon within 30 days of the request (Target = >75%).	Data Not Recorded in Prior Years	100% 209 requested, 209 opened	100% 294 requested, 294 opened	100% 300 requested, 300 opened	100% 300 requested, 300 opened
Percent of patients in the County's Psychiatric Health Facility visited for their statutory access to Court (Target = 100%).	Data Not Recorded in Prior Years	100% 109 Clients	100% 146 Clients	100% 145 Clients	100% 145 Clients
Percent of new felony cases resolved within the current Fiscal Year (Target = >70%).	Data Not Recorded in Prior Years	76% 2547 Opened and 1936 Closed	79% 1867 Opened and 1470 Closed	70% 1900 Opened and 1330 Closed	70% 1900 Opened and 1330 Closed
Percent of new misdemeanor cases resolved within the current Fiscal Year (Target = >80%).	Data Not Recorded in Prior Years	78% 7971 Opened and 6186 Closed	90% 9354 Opened and 8398 Closed	80% 9000 Opened and 7200 Closed	80% 9000 Opened and 7200 Closed
Juvenile Legal Services					
Percent of new juvenile criminal filings resolved within the current Fiscal Year (Target = >70%).	Data Not Recorded in Prior Years	69% 706 Opened and 486 Closed	65% 770 Opened and 501 Closed	70% 750 Opened and 525 Closed	70% 750 Opened and 525 Closed

Public Defender

Program

ADMINISTRATION & SUPPORT

This program provides oversight, direction, and office support to our department's attorneys, as well as interacting with clients contacting our office.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PUBLIC DEFENDER	0.94	0.80	0.20	1.00	1.00
DEP PUBLIC DEFENDER	1.00	-	-	-	-
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	8.69	8.00	-	8.00	8.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO SR	5.42	8.00	-	8.00	8.00
EXTRA HELP	3.99	-	-	-	-
Total	24.04	20.80	0.20	21.00	21.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 2,390,905	\$ 2,478,308	\$ 72,199	\$ 2,550,507	\$ 2,652,058
Services and Supplies	4,727	136,756	4,251	141,007	142,163
Other Charges	58,615	81,452	15,947	97,399	100,696
Total Operating Expenditures	2,454,247	2,696,516	92,397	2,788,913	2,894,917
Total Expenditures	\$ 2,454,247	\$ 2,696,516	\$ 92,397	\$ 2,788,913	\$ 2,894,917
Budget By Categories of Revenues					
Intergovernmental Revenue	-	821,097	(821,097)	-	-
Total Operating Revenues	-	821,097	(821,097)	-	-
General Fund Contribution	1,751,814	6,861,524	(4,072,611)	2,788,913	2,750,573
Total Revenues	\$ 1,751,814	\$ 7,682,621	\$ (4,893,708)	\$ 2,788,913	\$ 2,750,573

Public Defender

Program

ADMINISTRATION & SUPPORT (CONT'D)

2015-16 Anticipated Accomplishments

- Continued collaboration with the Community Corrections Partnership and the Juvenile Justice Coordinating Council to improve the functioning of our Adult and Juvenile Justice Systems.
- Continued participation and collaboration with local agencies and groups working to improve our Justice System: Fighting Back, Superior Court Therapeutic Court Core Committees, Day Reporting Center Board, Superior Court Criminal Justice Coordinating Committee, Results First Group, and Transitions from Jail to the Community Advisory Group.
- Selected a vendor and signed a contract for replacement of our outdated case management system (CMS). Initiated implementation of new CMS.
- Twenty three support staff volunteers were provided valuable training and experience. This helped mitigate the financial challenges faced by the Department through providing valuable resources at no additional cost to the County.

2016-18 Objectives

- Finalize installation of CMS and leverage operational efficiencies through its usage.
- Continue use of volunteers to meet non-core functions, freeing support staff to focus on higher-priority matters.
- Continue successful implementation of 2011 Criminal Justice Realignment (AB 109) through collaboration with the Courts, Sheriff, Probation and defense attorneys to find and place clients in appropriate alternative sentencing programs. Through this collaboration, each agency is able to serve a different segment of the jail population to achieve the best outcome for individual clients.
- Expansion of Proposition 47 outreach to ensure all persons eligible for Proposition 47 relief are identified and appropriately processed through the system.

Public Defender

Program

ADULT LEGAL SERVICES

This program provides in-court representation to clients appearing in the Superior Court when their life or liberty is at stake, as well as investigative services for these clients, and alternative sentencing options as required for these clients.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PUBLIC DEFENDER	0.06	0.20	(0.20)	-	-
CHIEF DEPUTY	3.00	3.00	-	3.00	3.00
DEP PUBLIC DEFENDER SR	3.00	5.00	-	5.00	5.00
DEP PUBLIC DEFENDER	24.57	25.00	-	25.00	25.00
PD INVESTIGATOR	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	1.00	1.00	-	1.00	1.00
PUBLIC DEFENDER INVEST	6.00	6.00	-	6.00	6.00
SOCIAL SVCS WORKER SR	-	2.00	(2.00)	-	-
SOCIAL SERVICES WORKER	-	-	2.00	2.00	2.00
EXTRA HELP	4.31	0.50	1.00	1.50	1.50
Total	42.94	43.70	0.80	44.50	44.50

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 6,889,529	\$ 7,430,420	\$ 201,450	\$ 7,631,870	\$ 8,025,686
Services and Supplies	461,755	242,727	10,153	252,880	256,233
Other Charges	236,437	231,821	37,708	269,529	278,672
Total Operating Expenditures	7,587,721	7,904,968	249,311	8,154,279	8,560,591
Total Expenditures	\$ 7,587,721	\$ 7,904,968	\$ 249,311	\$ 8,154,279	\$ 8,560,591
Budget By Categories of Revenues					
Intergovernmental Revenue	3,243,254	2,438,968	973,232	3,412,200	3,547,100
Charges for Services	170,094	175,820	5,727	181,547	185,178
Total Operating Revenues	3,413,348	2,614,788	978,959	3,593,747	3,732,278
Intrafund Expenditure Transfers (-)	182,001	225,984	68,110	294,094	294,094
Decreases to Fund Balances	98,726	-	-	-	-
General Fund Contribution	5,076,886	380,776	3,885,662	4,266,438	4,534,219
Total Revenues	\$ 8,770,961	\$ 3,221,548	\$ 4,932,731	\$ 8,154,279	\$ 8,560,591

Public Defender

Program

ADULT LEGAL SERVICES (CONT'D)

2015-16 Anticipated Accomplishments

- Represented clients in over 23,000 matters brought to the Superior Court with no declaration of unavailability.
- Resolved the majority of new felonies opened this year (79%) as well as new misdemeanor cases opened this year (90%).
- Continued to process over 1,700 Proposition 47 applications, passed by California votes in November 2014, reducing many nonviolent felonies to misdemeanors.
- Continued using volunteer attorneys and interns, where appropriate. Two attorneys or aspiring attorneys were provided valuable training and experience. This helped mitigate the financial challenges faced by the Department through providing valuable resources at no additional cost to the County.
- Five investigative interns, subsidized by a local business college, were provided valuable investigation training and made a substantial contribution towards relieving the Public Defender's investigative workload.
- Helped 288 in-custody clients locate alternatives to incarceration through the efforts of our Rehabilitation Services Coordinators by finding residential treatment facilities, sober living housing, or other programs and thereby reducing jail overcrowding.
- Worked with Justice Partners to accommodate increased workload to justice agencies accompanying the transfer of parole revocation hearings to the Courts as of July 1, 2013.

2016-18 Objectives

- Expand the Volunteer Attorney program to enable staff attorneys to focus on higher-priority core tasks.
- Investigate creation of a post-Bar fellowship program to provide additional in-depth support to the attorneys on a cost-effective basis.
- Expand use of outside speakers and experts on various legal, ethical, and trial practices topics to provide high quality training to the attorney staff at minimal cost to the County.
- Continue partnership with other Public Defender Offices to participate in web-based legal education and to require attorneys within the office to provide continuing legal education to other attorneys in our office on a regular basis.
- Continue to collaborate with the Courts, Mental Health, Probation, Sheriff, District Attorney, and various community organizations to improve the functioning of the Therapeutic Courts. These court programs have proven to be successful at rehabilitation, reducing recidivism, enhancing public safety, and helping individuals to become productive members of the community. This helps reduce jail overcrowding and saves the County money.

Public Defender

Program

JUVENILE LEGAL SERVICES

This program provides representation to minors charged with felonies or misdemeanors in the Juvenile Court.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEP PUBLIC DEFENDER	2.09	2.00	-	2.00	2.00
Total	2.09	2.00	-	2.00	2.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 432,154	\$ 387,996	\$ (32,397)	\$ 355,599	\$ 377,461
Services and Supplies	2,477	41,772	(1,318)	40,454	39,694
Other Charges	46,176	13,047	(498)	12,549	12,975
Total Operating Expenditures	480,807	442,815	(34,213)	408,602	430,130
Total Expenditures	\$ 480,807	\$ 442,815	\$ (34,213)	\$ 408,602	\$ 430,130
Budget By Categories of Revenues					
Intergovernmental Revenue	-	130,234	(130,234)	-	-
Charges for Services	-	9,896	(1,443)	8,453	8,622
Total Operating Revenues	-	140,130	(131,677)	8,453	8,622
General Fund Contribution	-	-	400,149	400,149	421,508
Total Revenues	\$ -	\$ 140,130	\$ 268,472	\$ 408,602	\$ 430,130

2015-16 Anticipated Accomplishments

- Represented juvenile clients in over 1,300 matters brought to the Superior Court.
- Assisted juvenile clients in sealing their records once probation was successfully completed.
- Public Defender attorneys have volunteered to serve as judges for the Teen Court and as Board Members for the Teen Court Advisory Board.

2016-18 Objectives

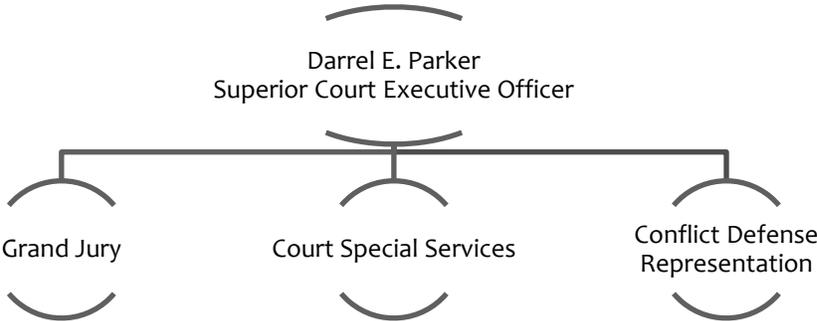
- Ensure compliance with new statutes regarding increased training and education for attorneys assigned to Juvenile Court and proper representation of juveniles through the “post dispositional phase.”
- Work with school districts to identify areas where outcomes in the juvenile court can be improved by increased collaboration between the two agencies.
- Work with the Truancy Program to encourage both minors and parents to recognize the importance of participating in school programs.

Court Special Services



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 15,248,900
Capital	\$ 0
FTEs	-



Court Special Services

Department

MISSION STATEMENT

Court Special Services supports the Court's mission to resolve disputes arising under the law in a fair, accessible, effective, and efficient manner, and to interpret and apply the law consistently, impartially, and independently 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 from the County to the State. As a result of this shift, the County is required to make a Maintenance of Effort (MOE) financial contribution to the State for court funding, which is fixed by statute and determined using the County's Fiscal Year (FY) 1994-95 base year expenditures. Along with the shift of financial responsibility, most of the Court's operating budget also shifted to the State. The budget presented here for Court Special Services includes the County's obligation for funding the annual MOE contribution to the State of approximately \$10.4 million. This contribution is comprised of \$8.5 million in General Fund and approximately \$2.0 million from County's share of Fees, Fines & Penalties.

Court Special Services are budgeted in three Programs: Grand Jury, Court Special Services, and Conflict Defense. The Grand Jury is comprised of both the Civil and Criminal Grand Jury programs. Court Special Services are comprised of Pretrial Services, Enhanced Collections, Court Administered Dispute Resolution (CADRe), Juvenile Justice Commission/Delinquency Prevention Commission, Family & Children Services, and Small Claims Advisory programs. Conflict Defense is contract defense attorneys appointed to represent indigent defendants when the public defender declares a conflict of interest.

HIGHLIGHTS OF 2016-18 OBJECTIVES

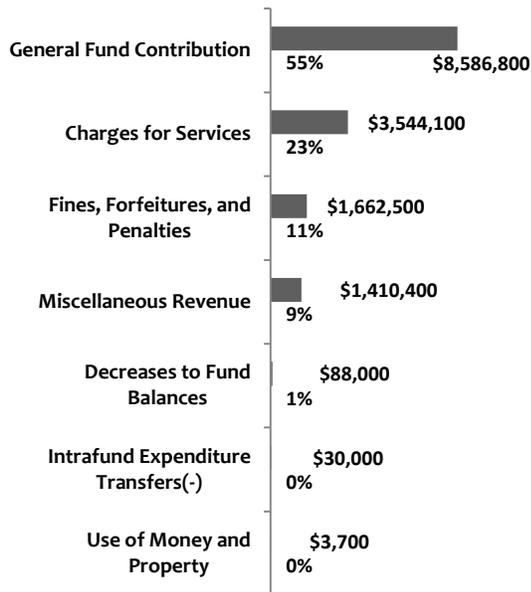
- Grand Jury: The Santa Barbara County Grand Jury will continue its major role of: government oversight; investigation into citizen complaints; and determination of whether evidence presented by the District Attorney is of a sufficient nature to warrant a person to stand trial in court when a Criminal Grand Jury is impaneled.
- Pretrial Services: Begin using the Virginia Pretrial Risk Assessment Instrument (VPRAI) to determine arrestee's probability of appearing at the next scheduled hearing and likelihood of re-offending if released on their own recognizance. The Department will explore additional possibilities for supervised pretrial release through partnerships with Probation and the Sheriff's Department in employing electronic monitoring, alcohol monitoring, GPS tracking, home visitation, and substance abuse testing.
- Enhanced Collections: The Enhanced Collections Unit continues to explore options in the use of Interactive Voice Response (IVR) systems that will interface with the Court's new case management system enabling better collection methods for the County and Court. Additionally, the Court will relocate the North County collection office to the Santa Maria courthouse increasing accessibility for payers addressing their delinquent accounts.
- Conflict Defense: The Court is pursuing a one year extension of the Conflict Defense contracts on both ends of the county with the respective teams of lawyers.

Court Special Services

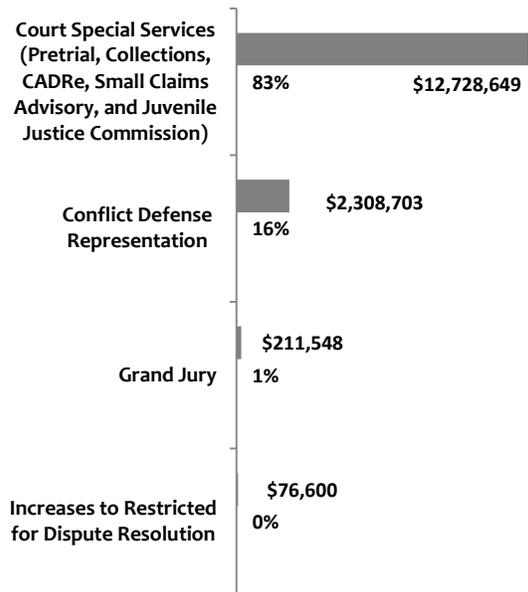
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$15,325,500



Use of Funds - \$15,325,500



STAFFING TREND

Court Special Services Department has no County Employees. All positions are Superior Court Employees.

Court Special Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Budget By Budget Program					
Grand Jury	\$ 234,593	\$ 233,990	\$ (22,442)	\$ 211,548	\$ 214,484
Court Special Services	12,497,516	12,727,424	1,225	12,728,649	12,775,535
Conflict Defense Representation	2,583,586	2,417,516	(108,813)	2,308,703	2,370,617
Total	<u>\$ 15,315,695</u>	<u>\$ 15,378,930</u>	<u>\$ (130,030)</u>	<u>\$ 15,248,900</u>	<u>\$ 15,360,636</u>
Budget By Categories of Expenditures					
Services and Supplies	\$ 5,085,008	\$ 5,037,906	\$ 8,334	\$ 5,046,240	\$ 5,137,976
Other Charges	10,230,687	10,341,024	(138,364)	10,202,660	10,222,660
Total Operating Expenditures	<u>15,315,695</u>	<u>15,378,930</u>	<u>(130,030)</u>	<u>15,248,900</u>	<u>15,360,636</u>
Capital Assets	-	11,400	(11,400)	-	-
Increases to Fund Balances	72,677	76,600	-	76,600	76,600
Total	<u>\$ 15,388,373</u>	<u>\$ 15,466,930</u>	<u>\$ (141,430)</u>	<u>\$ 15,325,500</u>	<u>\$ 15,437,236</u>
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 1,474,219	\$ 1,800,900	\$ (138,400)	\$ 1,662,500	\$ 1,662,500
Use of Money and Property	(114,658)	3,230	470	3,700	3,700
Charges for Services	3,675,175	3,599,000	(54,900)	3,544,100	3,544,100
Miscellaneous Revenue	962,563	1,175,654	234,746	1,410,400	1,410,400
Total Operating Revenues	<u>5,997,300</u>	<u>6,578,784</u>	<u>41,916</u>	<u>6,620,700</u>	<u>6,620,700</u>
Intrafund Expenditure Transfers (-)	39,400	30,000	-	30,000	30,000
Decreases to Fund Balances	814,873	321,346	(233,346)	88,000	88,000
General Fund Contribution	8,536,800	8,536,800	50,000	8,586,800	8,586,800
Fund Balance Impact (-)	-	-	-	-	111,736
Total	<u>\$ 15,388,373</u>	<u>\$ 15,466,930</u>	<u>\$ (141,430)</u>	<u>\$ 15,325,500</u>	<u>\$ 15,437,236</u>

Court Special Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Not applicable as employees in this Department are employed by the Court.

Expenditures

- Net operating expenditure decrease of \$130,030 primarily due to:
 - +\$8,334 increase in Services and Supplies due to an increase in cost for contractual services with the Court for Pre-Trial Services, Enhanced Collections, Alternative Dispute Resolution, and cost allocation for the County to Court Special Services which is offset by a potential decrease in indigent defense fees.
 - -\$138,364 decrease in Other Charges based on a reduction in estimated payments due to the state for the calculated 50/50 split portion.
- Net non-operating expenditure decrease of \$11,400 due to a decrease in Capital Assets purchases.

These changes result in Recommended operating expenditures of \$15,248,900, non-operating expenditures of \$76,600, resulting in total expenditures of \$15,325,500. Non-operating expenditures primarily include capital assets, transfers, and increases in fund balances.

Revenues

- Net operating revenue increase of \$41,916 primarily due to:
 - +\$234,746 increase in Miscellaneous Revenue due to an increase to state reimbursement revenue.
 - +\$470 increase in Use of Money and Property due to an increase in interest income.
 - -\$138,400 decrease in Fines and Forfeitures due a reduction in payments collected at the Court.
 - -\$54,900 decrease in Charges for Services due to a decrease in fees.
- Net Non-operating revenue decrease of \$183,346 due to:
 - +\$50,000 increase in the general fund contribution expenses for contracted experts.
 - -\$233,346 decrease in the Use of Fund Balance from prior year one-time expenditures.

These changes result in Recommended operating revenues of \$6,620,700, non-operating revenues of \$8,704,800, resulting in total revenues of \$15,325,500. Non-operating revenues primarily include General Fund Contribution, intrafund transfers, and Decreases to Fund Balance.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

Criminal defense contracts conclude in June of 2017. Replacement services must be addressed. Further, recent multiple defendant gang related cases will likely result in larger than anticipated investigative costs.

RELATED LINKS

For more information on the Court's Office and the County Grand Jury, please refer to the websites at www.sbcourts.org and www.sbcgi.org. For more information on the Court Administered Dispute Resolution (CADRe) Program, please refer to the websites at www.sbcourts.org and www.sbcadre.org.

Court Special Services

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Grand Jury					
Review all detention facilities throughout the county.	100% 16/16	100% 17/17	100% 17/17	100% 17/17	100% 17/17
Court Special Services					
Percent and amount of non-warrant bookings reviewed within 48 hours for probable cause.	100% 3,362	100% 3,212	100% 3,200	100% 4,470	100% 4,470
Percent and amount of detainees eligible for release on their own recognizance/reduced bail interviewed within 24 hours of being booked into jail to reduce overcrowding. Based on number of bookings.	100% 16,528	100% 17,476	100% 17,500	100% 17,760	100% 17,089
Percent and amount of detainees released on their own recognizance/reduced bail that fail to appear in court.	N/A	2% 12/616	2% 12/600	4% 24/612	4% 24/612
Conflict Defense Representation within Contract					
Number of Adult cases represented	1,506	1,611	1,605	1,511	1,600
Number of Juvenile cases represented	372	387	402	402	418

Court Special Services



Court Special Services

Program

GRAND JURY

The Civil Grand Jury is a watchdog agency overseeing government agencies, cities, and special districts throughout Santa Barbara County. Made up of volunteers from the County's five supervisorial districts, the Civil Grand Jury may investigate, evaluate, and make recommendations to any city, county, or special district agency, which receives county funds. They are required to inspect County and city jails and detention facilities and review County financial accounts and records.

The Criminal Grand Jury consists of 19 members and a designated number of alternates. The Criminal Grand Jury is selected at random from the petit jury list to ensure that a reasonable representative cross-section of the entire county is eligible for this jury service. All persons qualified for Criminal Grand Jury service have an obligation to serve when summoned.

The Criminal Grand Jury hears evidence brought by a prosecutor's office to the direction of the Presiding Judge and the Jury Commissioner to determine on the basis of the evidence whether a crime has been committed and whether a certain person should be charged with a crime and required to stand trial in the Superior Court.

Staffing

There are no County employees for this budget program.

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Services and Supplies	\$ 231,670	\$ 230,090	\$ (22,442)	\$ 207,648	\$ 210,584
Other Charges	2,923	3,900	-	3,900	3,900
Total Operating Expenditures	234,593	233,990	(22,442)	211,548	214,484
Capital Assets	-	11,400	(11,400)	-	-
Total Expenditures	\$ 234,593	\$ 245,390	\$ (33,842)	\$ 211,548	\$ 214,484
Budget By Categories of Revenues					
General Fund Contribution	-	-	211,548	211,548	214,484
Total Revenues	\$ -	\$ -	\$ 211,548	\$ 211,548	\$ 214,484

2015-16 Anticipated Accomplishments

The Civil Grand Jury investigates various governmental entities within Santa Barbara County in addition to their inspection of county detention facilities. The Civil Grand Jury and the Court are exploring ways to expand opportunities for residents to serve throughout the county.

Court Special Services

Program

GRAND JURY (CONT'D)

2016-18 Objectives

Functions of the Civil and Criminal Grand Jury

The Santa Barbara County Grand Jury will continue its three predominant functions:

- Government oversight;
- Investigation into citizen complaints;
- Determination of whether evidence presented by the District Attorney is of a sufficient nature to warrant a person to stand trial in court when a Criminal Grand Jury is impaneled.

Court Special Services

Program

COURT SPECIAL SERVICES

Pretrial Services

The Pretrial Services Division of the Court Special Services is responsible for determining eligibility for a pretrial detainee's release on their own recognizance or an appropriate adjustment of bail given the offenses charged. In recent years, courts throughout the United States have been relying upon more evidence based risk assessment instruments to assist own recognizance officers in evaluating a defendant's risk of re-offending if released on their own recognizance or the likelihood that they will appear in court as ordered and promised.

Enhanced Collection Unit

In compliance with California Penal Code section 1463.010, Santa Barbara's County and Court maintain a collection program to provide prompt, efficient, and effective imposition and collection of court-ordered fees, fines, forfeitures, penalties, restitution, and assessments. The Collection Unit serves the public by providing assistance for those paying debt owed to the Court by setting up payment plans, mailing out payment reminders, allowing acceptance of payment via the phone, over the web, and in person. The Collection Unit works directly with the DMV, FTB, and Alliance One to ensure the best and timely methods of collecting delinquent debt.

Senate Bill 85 (Stats. 2015, ch 26) authorized a one-time mandatory amnesty program that reduces bail and fine amounts for vehicle and some non-vehicle code infractions beginning October 1, 2015 and ending March 31, 2017. The purpose of this amnesty program is to provide relief to qualified individuals who previously defaulted on their court ordered debt.

Alternative Dispute Resolution

Santa Barbara County offers a variety of Alternative Dispute Resolution (ADR) mechanisms. These programs coordinate and provide ADR resources to serve parties engaged in a wide range of civil and other disputes. ADR programs offer litigants a variety of problem solving approaches as an alternative to a court trial or even filing a court case, and have proven to save time, money, increase participant control over the outcome, preserve relationships and increase participant satisfaction. Some programs are provided at the referral of a judge after a court case has been filed or at the option of the parties. Others are aimed to assist residents in resolving their disputes prior to filing a court case.

Staffing

There are no County employees for this budget program.

Court Special Services

Program

COURT SPECIAL SERVICES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Services and Supplies	\$ 2,269,752	\$ 2,390,300	\$ 139,589	\$ 2,529,889	\$ 2,556,775
Other Charges	10,227,764	10,337,124	(138,364)	10,198,760	10,218,760
Total Operating Expenditures	12,497,516	12,727,424	1,225	12,728,649	12,775,535
Increases to Fund Balances	72,677	76,600	-	76,600	76,600
Total Expenditures	\$ 12,570,193	\$ 12,804,024	\$ 1,225	\$ 12,805,249	\$ 12,852,135
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,474,219	1,800,900	(138,400)	1,662,500	1,662,500
Use of Money and Property	(114,658)	3,230	470	3,700	3,700
Charges for Services	3,675,175	3,599,000	(54,900)	3,544,100	3,544,100
Miscellaneous Revenue	962,563	1,175,654	234,746	1,410,400	1,410,400
Total Operating Revenues	5,997,300	6,578,784	41,916	6,620,700	6,620,700
Intrafund Expenditure Transfers (-)	39,400	30,000	-	30,000	30,000
Decreases to Fund Balances	814,873	321,346	(233,346)	88,000	88,000
General Fund Contribution	8,536,800	8,536,800	(2,470,251)	6,066,549	6,001,699
Total Revenues	\$ 15,388,373	\$ 15,466,930	\$ (2,661,681)	\$ 12,805,249	\$ 12,740,399

2015-16 Anticipated Accomplishments

Pretrial Services

- Complete review of differences in practices and procedures between the two units of the pretrial services division and standardize where appropriate.
- Work with jail and transportation staff in ensuring that arrestees are provided equal opportunity to be interviewed for potential pretrial release in a timely manner.
- The Santa Barbara Superior Court Pretrial Services Division has been evaluating the Virginia Pretrial Risk Assessment Instrument (VPRAI) to determine its efficacy if used in Santa Barbara County.
- In November of 2015 a team of Court and County Justice Partners attended a Pretrial Summit in Sacramento. With a grant from the Judicial Council, funds from the Community Corrections Partnership and technical assistance from the National Institute of Corrections the team has secured the services of consultant with expertise in this field. The justice partners will work together to reach a written agreement on the appropriateness and use of supervised pretrial release establishing a matrix of options available depending upon a defendant's offense and risk assessment score.

Enhanced Collection Unit

The County and Court continue to improve its process for collecting delinquent fees and fines utilizing the Enhanced Collections Unit. In FY 2015-16 the Enhanced Collections Unit is anticipating the collection of \$7.2 million. In addition, through the use of outside collection agencies, such as the Franchise Tax Board Court Ordered Debt Program and

Court Special Services

Program

COURT SPECIAL SERVICES (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

Alliance One, it is, anticipated that a combined total of \$9.8 million in delinquent revenues will be collected by the Unit.

The Court has developed a cost recovery process where the County implemented PC 1463.007, which state in part "...a comprehensive collection program may deduct the costs of operating that program, excluding capital expenditures, from any revenues collected under that program". The program reimbursement revenue from the State for FY 2014-15 is estimated at \$1.1 million. This revenue is reported in Miscellaneous Revenue.

The mandatory amnesty program will have an effect on the outstanding debt that the Enhanced Collection Unit manages. It is estimated that in FY 2015-16 \$100K could result in write offs due to the participants' eligibility in this program. Also, in the first four months of this program the Court has seen 4 in defaults to the 7 payment plans. These defaulted cases have already been sent to the Franchise Tax Board for Court Ordered Debt collections to see if we can collect this through the participant's tax return refund.

2016-18 Objectives

Pretrial Services

- Begin using calibrated VPRAI in determining arrestee's probability of appearing at the next scheduled hearing and likelihood of reoffending if released on their own recognizance.
- Consolidate supervision of different pretrial units under one pretrial program services supervisor.
- Standardize practices, procedures, and opportunities for pretrial release countywide.
Explore additional possibilities for supervised pretrial release through partnerships with Probation and the Sheriff's Department in employing electronic monitoring, alcohol monitoring, GPS tracking, home visitation, and substance abuse testing.

Enhanced Collections

Court Special Services will begin the revision of the Memorandum of Understanding (MOU) with the County that implements and enhances the collection of court-ordered debt and other monies owed under a court order.

The Enhanced Collection Unit is looking into the cost and benefits of employing an Interactive Voice Response (IVR) system that will interface with the Court's new case management system (CMS) (Odyssey) to enable better collection methods for the County and Court. The Court has transitioned into a temporary IVR system that works with the old CMS but is still researching the best IVR system to work with the new CMS.

Court Special Services

Program

CONFLICT DEFENSE REPRESENTATION

The County is required to pay for indigent defense expenses under Penal Code Section 987.2. The Court administers this contract for the County for those defendants where the Public Defender has declared that a conflict of interest has arisen legally preventing the Public Defender from representing the defendant. In order to fix costs the Court negotiates on behalf of the County with a qualified team of criminal defense attorneys to represent defendants in those instances where the Public Defender has declared a conflict. Up to five defendants on a case will be represented by the qualified team under the terms of the contract. If there are more defendants in a case than can be covered by representation of the Public Defender and the five attorneys under the contract, independent attorneys are appointed at an agreed upon rate outside of the contract.

Increases in multiple defendant cases and rising numbers of cases proceeding to trial has affected the cost of representing indigent defendants. Additionally, escalating investigative costs associated with egregious offenses and gang related activity have affected the Court Special Service's budget.

Staffing

There are no County employees for this budget program.

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Services and Supplies	\$ 2,583,586	\$ 2,417,516	\$ (108,813)	\$ 2,308,703	\$ 2,370,617
Total Operating Expenditures	2,583,586	2,417,516	(108,813)	2,308,703	2,370,617
Total Expenditures	<u>\$ 2,583,586</u>	<u>\$ 2,417,516</u>	<u>\$ (108,813)</u>	<u>\$ 2,308,703</u>	<u>\$ 2,370,617</u>
Budget By Categories of Revenues					
General Fund Contribution	-	-	2,308,703	2,308,703	2,370,617
Total Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,308,703</u>	<u>\$ 2,308,703</u>	<u>\$ 2,370,617</u>

2015-16 Anticipated Accomplishments

The Court is pursuing a one year extension available under the current terms of the for indigent defense representation in both the North and South County.

2016-18 Objectives

- Closely monitor investigative costs to ensure consistency in approval of payment and recommend caps on the authorized expenditures.
- Establish guidelines for various investigative expenses and expert witnesses by reviewing other counties' practices.
-

Court Special Services

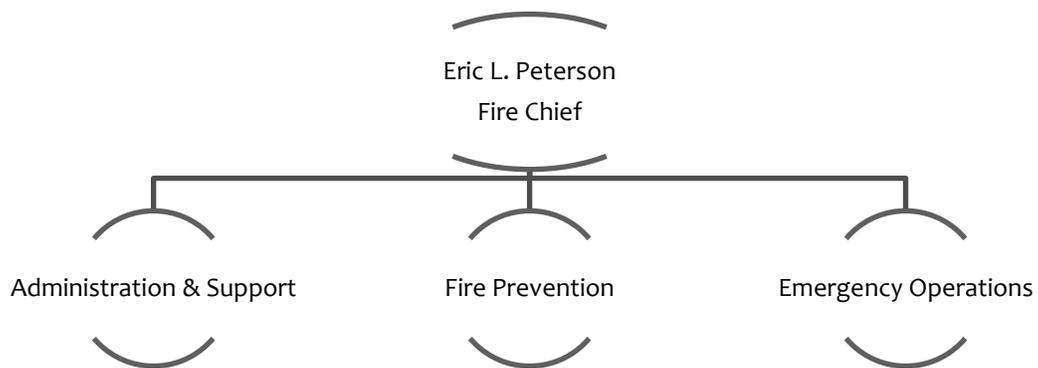


Fire



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 66,393,448
Capital	\$ 1,242,450
FTEs	275.6



Fire

Department

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 172,000. This includes the unincorporated areas of the County as well as the cities of Buellton, Solvang, and Goleta.

The Fire Department responds from 16 fire station locations to all types of emergencies, including: fire, medical, rescue, and hazardous materials incidents. Each fire station is staffed around the clock with a minimum of 3 firefighters and a Type I (structure) engine. Specialized equipment such as Type III (wildland) fire engines, water tenders, paramedic rescue ambulances, technical rescue and water rescue equipment are strategically placed throughout the County and are cross-staffed with existing engine personnel. In addition to fire station response capabilities, the Department staffs and responds with helicopters, bulldozers and hand crews to fire, pre-fire, flood, and other disasters.

The Fire Department maximizes the services provided to the community by cross-training firefighters and operating specialized programs out of crucial locations. Specialized programs include: paramedic services, ambulance transport services, water rescue services, urban search and rescue services, a search dog program, an arson dog program, and child car seat safety checks and installations. Safety personnel are also deployed in specialized Support Services and Fire Prevention staff assignments.

HIGHLIGHTS OF 2016-18 OBJECTIVES

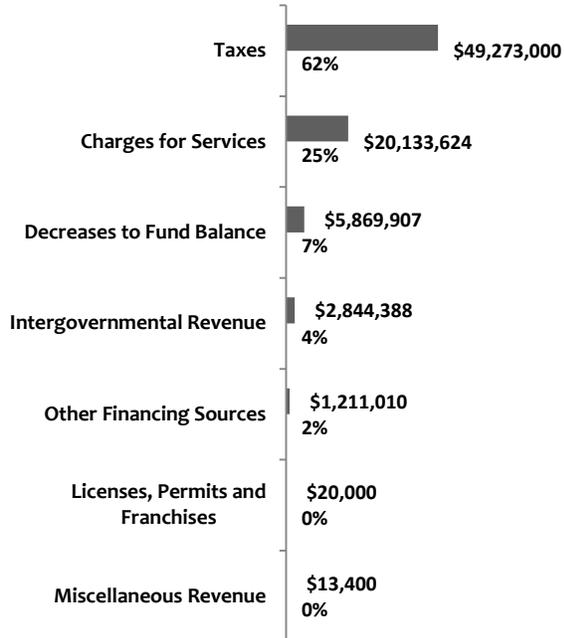
- Continue to implement recommendations identified in the 2012 Citygate Deployment and Departmental Performance Audit Report to enhance critical emergency service delivery.
- Address the longstanding capital projects backlog.
- Explore Dispatch Center improvements and options.
- Participate with the Emergency Medical Services Agency (EMSA) and Operational Area Fire Chiefs to work towards a new ambulance service contract that fully utilizes the Fire Department's infrastructure, personnel and equipment within the transport system.
- Develop a Santa Barbara County Type III Incident Management Team to manage local emergency incidents.
- Continue contract helicopter service at Santa Barbara Airport for Red Flag or High Fire Danger days.
- Revise the Santa Barbara County Code Chapter 15 (local fire code) to include adoption of the 2016 California Fire Code and better align the County Code with State Title XIV Fire Safe Regulations.

Fire

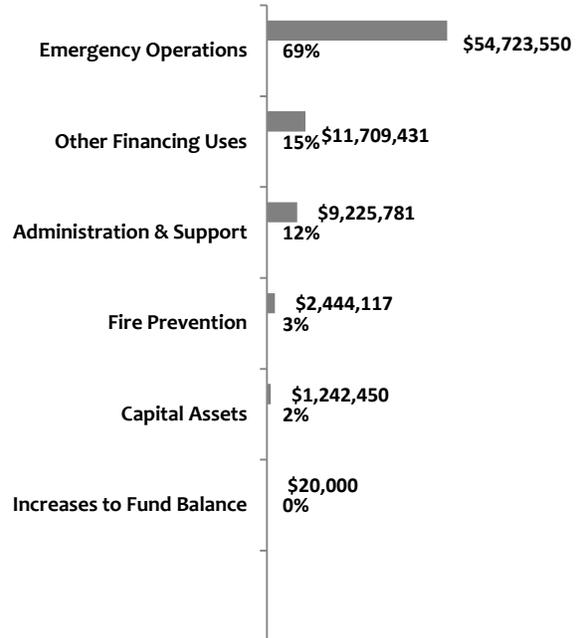
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$79,365,329

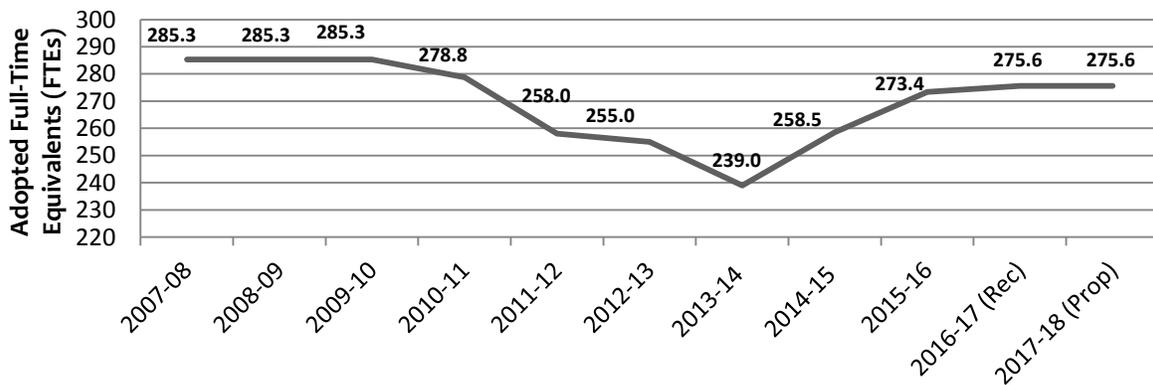


Use of Funds - \$79,365,329



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Fire

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	33.26	33.45	-	33.45	33.45
Fire Prevention	10.48	12.05	-	12.05	12.05
Emergency Operations	199.47	227.92	2.19	230.12	230.12
Unallocated	0.23	-	-	-	-
Total	243.45	273.42	2.19	275.62	275.62
Budget By Budget Program					
Administration & Support	\$ 6,827,769	\$ 8,204,928	\$ 1,020,853	\$ 9,225,781	\$ 9,390,513
Fire Prevention	1,945,005	2,403,914	40,203	2,444,117	2,558,045
Emergency Operations	47,955,552	51,712,833	3,010,717	54,723,550	56,916,413
Total	\$ 56,728,327	\$ 62,321,675	\$ 4,071,773	\$ 66,393,448	\$ 68,864,971
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 49,290,316	\$ 53,012,682	\$ 2,019,515	\$ 55,032,197	\$ 57,466,345
Services and Supplies	3,959,698	5,446,983	531,529	5,978,512	5,891,126
Other Charges	3,478,312	3,862,010	1,520,729	5,382,739	5,507,500
Total Operating Expenditures	56,728,327	62,321,675	4,071,773	66,393,448	68,864,971
Capital Assets	1,325,591	500,850	741,600	1,242,450	345,000
Other Financing Uses	3,267,919	8,172,180	3,537,251	11,709,431	6,038,771
Increases to Fund Balances	3,977,294	1,020,000	(1,000,000)	20,000	338,635
Total	\$ 65,299,132	\$ 72,014,705	\$ 7,350,624	\$ 79,365,329	\$ 75,587,377
Budget By Categories of Revenues					
Taxes	\$ 43,208,685	\$ 45,592,000	\$ 3,681,000	\$ 49,273,000	\$ 53,227,000
Licenses, Permits and Franchises	19,700	20,000	-	20,000	20,000
Use of Money and Property	27,624	-	-	-	-
Intergovernmental Revenue	3,440,164	3,203,696	(359,308)	2,844,388	2,583,790
Charges for Services	16,210,348	16,510,415	3,623,209	20,133,624	18,922,853
Miscellaneous Revenue	410,310	22,603	(9,203)	13,400	13,400
Total Operating Revenues	63,316,832	65,348,714	6,935,698	72,284,412	74,767,043
Other Financing Sources	889,086	1,362,640	(151,630)	1,211,010	800,334
Decreases to Fund Balances	1,093,214	5,303,351	566,556	5,869,907	20,000
Total	\$ 65,299,132	\$ 72,014,705	\$ 7,350,624	\$ 79,365,329	\$ 75,587,377

Fire

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Increase of 2.19 in total FTEs reflects the full year staffing of the 4th firefighter/paramedic post position at Station 30 in Solvang. The FY 2015-16 Adopted budget only included the three firefighters (1 post position) for 3 months out of the fiscal year, reflecting the April 2016 start date for the staffing as per the terms of the agreement between the Fire Department and the Santa Ynez Band of Chumash Indians.

Expenditures

- Net operating expenditure increase of \$4,072,000:
 - +\$2,020,000 increase in Salaries and Employee Benefits due to:
 - +\$1.5 million increase in regular salaries, benefits and overtime as a result of estimated cost of living, merit and retirement cost increases;
 - +\$0.4 million increase in regular salaries, benefits and overtime due to the full-year staffing of the firefighter/paramedic post position at Station 30 in Solvang;
 - +\$0.3 million increase in health insurance and employee health clinic costs;
 - -\$0.1 million decrease in unemployment insurance and workers compensation premiums;
 - +\$2,052,000 increase in Services and Supplies & Other Charges primarily due to:
 - +\$0.8 million increase due to the transfer of development impact mitigation fees to the City of Goleta for the Station 10 construction project;
 - -\$0.6 million decrease due to the completion of the department-wide fire hose replacement;
 - +\$0.5 million increase for motor pool charges due to increased replacement rates for emergency response vehicles;
 - +\$0.3 million increase for cost allocation charges;
 - +\$0.3 million increase for estimated property tax administration charges;
 - +0.2 million increase for special facilities related projects such as headquarters security improvements, and various fire station bathroom, office and kitchen updates;
 - +0.2 million increase for information technology and communication internal service fund charges;
 - +\$0.1 million increase for liability insurance;
 - +\$0.1 million increase for employee physicals;
 - +\$0.2 million increase across many Services and Supplies line items;
- Net non-operating expenditure increase of \$3,279,000:
 - +\$3,537,000 increase in Other Financing Uses due to:
 - +\$4.2 million increase to transfer funds to General Services to complete the Station 41 rebuild project in Cuyama and to begin design work on the Buellton Operations and Administrative Center project;
 - -\$0.7 million decrease for transfers to the Vehicle Operations Fund due to the completed purchases of a dump/chipper truck, a crew buggy, a stakeside pick-up, an ambulance, a bulldozer transport tractor and two pick-ups for new staff positions in Training and Fire Planning and Engineering;
 - -\$1,000,000 decrease in Increases to Fund Balances due to a decrease in additions to the Fire District Capital Outlay restricted fund balance compared to the prior year;
 - +\$742,000 increase in Capital Asset equipment purchases, primarily due to the replacement of mobile data computers in the front line emergency response vehicles and the replacement of a lowbed trailer for the heavy equipment in the Construction section.

Fire

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

Expenditures (cont'd)

These changes result in Recommended operating expenditures of \$66,393,000, non-operating expenditures of \$12,972,000, and total expenditures of \$79,365,000.

Revenues

- Net operating revenue increase of \$6,936,000:
 - +\$3,681,000 increase in Taxes consists of four main components:
 - +\$1.5 million increase in the natural property tax growth increment for the Fire District based on a 4.5% estimated growth rate;
 - +\$1.6 million increase represents the 25% allocation of the estimated growth in General Fund property tax revenues to the Fire District. This tax revenue growth allocation to the Fire District was directed by the Board of Supervisors in May 2012;
 - +\$0.4 million increase in supplemental property taxes;
 - +\$0.2 million increase in Redevelopment Agency (RDA) distributions reflects the estimated pass-through payments and ongoing portion of the RDA dissolution impacts;
 - +\$3,623,000 increase in Charges for Services primarily due to:
 - +\$1.1 million increase associated with the State fire protection services contract based on the increased contract allocation and drought funding received in FY 2015-16;
 - +\$1.0 million increase for reimbursements associated with federal and state fire incidents;
 - +\$0.8 million increase due to the recognition of development impact mitigation fee revenues associated with the Goleta Community Planning Area. These revenue funds will subsequently be transferred to the City of Goleta for the Station 10 construction project (see Expenditure section);
 - +\$0.4 million increase associated with the full-year funding of the firefighter/paramedic post position (3 FTEs) at Station 30 in Solvang in FY 2016-17 by the Santa Ynez Band of Chumash Indians as compared to the one quarter funding provided in FY 2015-16 due to the April 2016 start date for the post position;
 - +\$0.2 million increase associated with the UCSB Long Range Development Plan growth agreement;
 - +\$0.1 million increase in ambulance transport revenues;
 - -\$359,000 decrease in Intergovernmental Revenues reflecting Fire's reduced proportional share of Proposition 172 Public Safety Sales Tax revenues;
 - -\$9,000 decrease in Miscellaneous Revenue.
- Net non-operating revenue increase of \$415,000:
 - +\$0.6 million increase in the use of one-time Fund Balance primarily due to capital needs;
 - -\$0.2 million decrease in Other Financing Sources due to a reduction in the General Fund's share of Fire's cost allocation charges.

These changes result in recommended operating revenues of \$72,284,000, non-operating revenues of \$7,081,000 and total revenues of \$79,365,000.

Fire

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2017-18 Proposed Budget assumes no change in staffing levels from the FY 2016-17 Recommended Budget.

Expenditures

The \$2,472,000 increase in operating expenditures is primarily due to:

- +\$2.4 million increase in Salaries and Employee Benefits as a result of estimated labor agreement, retirement, health insurance and workers compensation costs;
- +\$0.1 million increase in Other Charges due to Motor Pool charges and various increases in utilities, information technology and communications internal service fund charges;
- -\$0.1 million decrease in Services and Supplies primarily due to the estimated reduction in cost allocation charges in FY 2017-18.

The \$6,249,000 decrease in non-operating expenditures is primarily due to:

- -\$5.7 million decrease in Other Financing Uses as a result of the completion of two ladder truck purchases (-\$2.4 million) and the replacement of five Type I engines (-\$0.4 million) along with a reduction in capital projects (-\$3.0 million) reflecting the completion of the Station 41 (Cuyama) rebuild project in FY 2016-17;
- -\$0.9 million decrease in Capital Assets as a result of the completion of the replacement of mobile data computers in the front line emergency response vehicles in FY 2016-17 (-\$0.7 million) and the completion of the equipment purchases related to the two ladder trucks purchased in FY 2016-17 (-\$0.3 million);
- +\$0.3 million increase in the Fire District restricted fund balance.

Revenues

The FY 2017-18 Proposed operating revenue increase of \$2,483,000 over the FY 2016-17 Recommended Budget is primarily the result of:

- +\$4.0 million increase in property tax revenues;
- -\$1.2 million decrease in Charges for Services primarily due to the completion of the reimbursement from the Santa Ynez Band of Chumash Indians for the ladder truck purchase in FY 2016-17;
- -\$0.3 million decrease in Intergovernmental Revenues reflecting Fire's decreased share of Proposition 172 Public Safety Sales Tax revenues as a result of Board direction in May 2012.

The FY 2017-18 Proposed non-operating revenue decrease of \$6,261,000 is primarily the result of:

- -\$5.8 million decrease in the use of fund balance for one-time capital projects and vehicle purchases;
- -\$0.4 million decrease in Other Financing Sources as a result of the reduction in the General Fund's share of the Fire cost allocation charges.

RELATED LINKS

For more information on the Fire Department, refer to the Web site at <http://www.sbctfire.com>.

Fire

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration and Support					
Dispatch cost per call.	\$131	\$137	\$129	\$133	\$134
Percentage of Advanced Life Support (ALS) responses that are in compliance with County protocols.	Not used in prior years	n/a	n/a	100% 4,700	100% 4,700
Percentage of Basic Life Support (BLS) responses that are in compliance with County protocols.	Not used in prior years	n/a	n/a	100% 4,290	100% 4,290
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	60% 119/199	61% 116/191	60% 134/225	100% 230/230	100% 230/230
Fire Prevention					
Percentage of fire code inspections conducted that meet the Department's target cycle time.	Not used in prior years	74% 2,000	75% 2,000	90% 3,000	90% 3,000
Structure fire rate per 1,000 inspectable properties (may exclude intentional fires). Target is 3.0 or less	Not used in prior years	1.9	2.4	3.0	3.0
Percentage of building and wildland fires with a determination of cause to improve prevention and public education programs.	Not used in prior years	59% 88/149	80% 160/200	80% 160/200	80% 160/200

Fire

Department

PERFORMANCE MEASURES (CONT'D)

Emergency Operations					
Total number of calls.	13,842	13,723	14,000	14,500	14,500
Percentage of medical calls versus total calls.	61% 8,409/ 13,842	60% 8,293/ 13,723	62% 8,680/ 14,000	62% 8,990/ 14,500	62% 8,990/ 14,500
Percentage of all wildland fires contained to 10 acres or less to protect life and property.	95% 84/88	98% 58/59	98% 86/88	95% 84/88	95% 84/88
Percentage of all structure fires confined to the room of origin to protect life and property.	60% 28/47	78% 70/90	85% 55/65	80% 52/65	80% 52/65
Percentage of medical calls arrived at within the Emergency Medical Services Agency (EMSA) response time standards.	Not used in prior years	92% 7,607/8,293	90% 7,812/8,680	90% 8,091/8,990	90% 8,091/8,990

Fire

Program

ADMINISTRATION & SUPPORT

Administer, direct, and support the department through personnel management, employee training, financial management, purchasing, facilities maintenance, emergency medical services administration, public education, information technology, and communication. Promote effective community relations and provide accurate and timely information to the news media, business, and the general public.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
FIRE CHIEF	0.96	1.00	-	1.00	1.00
DEPUTY CHIEF	0.85	1.00	-	1.00	1.00
DIVISION CHIEF	1.81	2.00	-	2.00	2.00
CHIEF FINANCIAL OFFICER	-	1.00	-	1.00	1.00
BATTALION CHIEF	1.92	2.00	-	2.00	2.00
DP MANAGER-DEPT	-	1.00	-	1.00	1.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.69	1.00	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.19	-	-	-	-
FIRE CAPTAIN STAFF	5.34	6.00	-	6.00	6.00
EMERGENCY MED SVCS ADMINISTRATOR	0.62	-	-	-	-
FIRE ENG INSPECTOR STAFF	0.41	-	-	-	-
ADMN OFFICE PRO	2.65	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO	0.58	-	1.00	1.00	1.00
COST ANALYST	-	1.00	-	1.00	1.00
ACCOUNTANT	2.00	2.00	-	2.00	2.00
COMPUTER SYSTEMS SPEC	0.50	2.00	-	2.00	2.00
FIREFIGHTER STAFF	0.27	-	-	-	-
FIRE CAPTAIN SHIFT	1.10	-	-	-	-
EXECUTIVE SECRETARY	1.04	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	2.15	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	3.67	4.95	(1.00)	3.95	3.95
FIRE ENG INSPECTOR SHIFT	0.37	-	-	-	-
FIREFIGHTER SHIFT	0.48	-	-	-	-
PUBLIC INFO ASSISTANT	0.42	1.00	-	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
EXTRA HELP	3.24	0.50	-	0.50	0.50
Total	33.26	33.45	-	33.45	33.45

Fire

Program

ADMINISTRATION & SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 5,259,346	\$ 5,921,722	\$ 160,269	\$ 6,081,991	\$ 6,409,778
Services and Supplies	1,018,020	1,787,789	566,897	2,354,686	2,173,973
Other Charges	550,403	495,417	293,687	789,104	806,762
Total Operating Expenditures	6,827,769	8,204,928	1,020,853	9,225,781	9,390,513
Capital Assets	93,946	30,000	685,000	715,000	-
Other Financing Uses	1,461,488	1,388,910	8,445	1,397,355	1,397,355
Total Expenditures	\$ 8,383,203	\$ 9,623,838	\$ 1,714,298	\$ 11,338,136	\$ 10,787,868
Budget By Categories of Revenues					
Taxes	-	-	8,208,276	8,208,276	8,364,058
Intergovernmental Revenue	2,993,003	2,747,700	(364,300)	2,383,400	2,091,100
Miscellaneous Revenue	42,222	5,600	1,550	7,150	7,150
Total Operating Revenues	3,035,225	2,753,300	7,845,526	10,598,826	10,462,308
Other Financing Sources	398,481	909,640	(170,330)	739,310	325,560
Total Revenues	\$ 3,433,706	\$ 3,662,940	\$ 7,675,196	\$ 11,338,136	\$ 10,787,868

2015-16 Anticipated Accomplishments

- Completed a 911 dispatch study to address the quality, capability, cost and efficiency associated with the current 911 dispatch center.
- Completed the planning phase for the Fire Station 41 (Cuyama) rebuild project.
- Entered into a Memorandum of Understanding with the City of Goleta to construct Station 10 in Goleta.
- Eliminated gaps in emergency radio communications coverage from Buellton to Orcutt by upgrading repeater equipment and adding additional command communication channels.
- Completed the installation of a new alerting system in the fire stations and Battalion Chiefs' quarters to improve response times.

2016-18 Objectives

- Continue to follow Citygate recommendations to enhance critical emergency service delivery.
- Participate with the Emergency Medical Services Agency (EMSA) and Operational Area Fire Chiefs to work towards a new ambulance service contract that fully utilizes the Fire Department's infrastructure, personnel and equipment within the transport system.
- Complete the rebuild of Fire Station 41 in Cuyama.
- Continue to prioritize and address the longstanding capital projects backlog.
- Evaluate recommendations from the dispatch study and develop a plan to improve emergency 911 dispatch services within the County.
- Update the department's strategic plan.
- Continue succession planning efforts and update the Career Development Guide to ensure sworn personnel have a guide/roadmap to strengthen their leadership, emergency operations, and management skills.

Fire

Program

ADMINISTRATION & SUPPORT (CONT'D)

2016-18 Objectives (cont'd)

- Develop an outreach program to explore new avenues for attracting and recruiting female firefighters through Allan Hancock and other local colleges.
- Analyze the fiscal and logistical processes within the department.

Fire

Program

FIRE PREVENTION

Promote public safety through the continuous application and monitoring of regulatory codes and standards to ensure a safely built and maintained community. Strive to be accessible, user friendly and still meet the intent of the safety codes. Provide fire cause and origin investigation services, code enforcement services where voluntary compliance cannot be obtained, and inspection of sensitive or hazardous facilities. Mitigate the impacts of devastating wildland fires through pre-emptive vegetation management planning and fuels reduction activities.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
FIRE CAPTAIN STAFF	3.65	4.00	-	4.00	4.00
FIRE ENG INSPECTOR STAFF	3.94	4.00	-	4.00	4.00
ADMN OFFICE PRO	-	1.00	-	1.00	1.00
FIRE CAPTAIN SHIFT	0.14	-	-	-	-
MAPPING/GIS ANALYST	-	1.00	-	1.00	1.00
PETROLEUM INSP TECH	0.42	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	-	0.05	-	0.05	0.05
ADMN OFFICE PRO SR	-	1.00	-	1.00	1.00
FIRE ENG INSPECTOR SHIFT	0.40	-	-	-	-
FIREFIGHTER SHIFT	0.02	-	-	-	-
MAPPING/GIS TECH	0.65	-	-	-	-
EXTRA HELP	1.25	-	-	-	-
Total	10.48	12.05	-	12.05	12.05

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,717,950	\$ 2,144,792	\$ 77,843	\$ 2,222,635	\$ 2,329,737
Services and Supplies	100,706	140,398	(37,115)	103,283	106,386
Other Charges	126,349	118,724	(525)	118,199	121,922
Total Operating Expenditures	1,945,005	2,403,914	40,203	2,444,117	2,558,045
Capital Assets	84,293	30,000	15,000	45,000	45,000
Other Financing Uses	7,324	26,000	(26,000)	-	-
Total Expenditures	\$ 2,036,623	\$ 2,459,914	\$ 29,203	\$ 2,489,117	\$ 2,603,045
Budget By Categories of Revenues					
Taxes	-	-	1,957,867	1,957,867	2,064,995
Licenses, Permits and Franchises	19,700	20,000	-	20,000	20,000
Intergovernmental Revenue	(4,717)	-	-	-	-
Charges for Services	461,820	506,000	5,000	511,000	517,800
Miscellaneous Revenue	270	11,003	(10,753)	250	250
Total Operating Revenues	477,073	537,003	1,952,114	2,489,117	2,603,045
Total Revenues	\$ 477,073	\$ 537,003	\$ 1,952,114	\$ 2,489,117	\$ 2,603,045

Fire

Program

FIRE PREVENTION (CONT'D)

2015-16 Anticipated Accomplishments

- Installed remote automated weather system (RAWS) equipment in the Refugio and San Marcos Pass areas to provide real-time weather data and forecasting.
- Obtained state grant funding to remove hazardous fuels in Mission Canyon.
- Updated fire analysis and hazard assessment information in the State's database.
- Recertified the arson dog to continue to improve arson investigation responses.

2016-18 Objectives

- Revise the Santa Barbara County Code Chapter 15 to include adoption of the 2016 California Fire Code and better align the County Code with State Title XIV Fire Safe Regulations.
- Review, perform a time study and update Fire Prevention inspection and permit fees.
- Identify hazardous fuel reduction projects in the State Responsibility Areas (SRA) to implement pending CEQA guidelines.
- Ensure that Local Responsibility Area defensible space inspections comply with Public Resources Code 4291 to mirror inspections done in the State Responsibility Areas.
- Implement a new electronic storage and tracking system for all new land use and building development projects occurring within the Fire Department's jurisdiction.
- Enhance engine company inspections of businesses and occupancies through training and education.

Fire

Program

EMERGENCY OPERATIONS

Reduce the loss of life and damage to the environment and property by responding promptly to all emergencies with effective complements of personnel and equipment to mitigate emergencies. Prevent the loss of life and reduce the consequences of injury and illness to citizens and emergency personnel by responding promptly to all medical/rescue emergencies with well-trained and equipped personnel and raise the level of emergency medical capabilities.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIVISION CHIEF	1.00	1.00	-	1.00	1.00
BATTALION CHIEF	7.00	7.00	-	7.00	7.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00	1.00
FIRE CAPTAIN STAFF	4.36	3.00	-	3.00	3.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00	3.00
EMERGENCY MED SVCS ADMINISTRATOR	-	1.00	-	1.00	1.00
FIRE ENG INSPECTOR STAFF	0.96	1.00	-	1.00	1.00
FIREFIGHTER STAFF	2.04	-	-	-	-
FIRE CAPTAIN SHIFT	46.91	53.00	-	53.00	53.00
FIRE ENG INSPECTOR SHIFT	46.00	54.00	-	54.00	54.00
FIREFIGHTER SHIFT	61.15	77.81	2.19	80.00	80.00
FIRE EQUIPMENT OPER ASST	1.00	1.00	-	1.00	1.00
FIREFIGHTER TRAINEE	5.27	-	-	-	-
EXTRA HELP	19.78	25.12	-	25.12	25.12
Total	199.47	227.92	2.19	230.12	230.12

Fire

Program

EMERGENCY OPERATIONS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 42,313,020	\$ 44,946,168	\$ 1,781,403	\$ 46,727,571	\$ 48,726,830
Services and Supplies	2,840,971	3,518,796	1,747	3,520,543	3,610,767
Other Charges	2,801,561	3,247,869	1,227,567	4,475,436	4,578,816
Total Operating Expenditures	47,955,552	51,712,833	3,010,717	54,723,550	56,916,413
Capital Assets	1,147,352	440,850	41,600	482,450	300,000
Other Financing Uses	1,799,108	6,757,270	3,554,806	10,312,076	4,641,416
Increases to Fund Balances	3,977,294	1,020,000	(1,000,000)	20,000	338,635
Total Expenditures	\$ 54,879,306	\$ 59,930,953	\$ 5,607,123	\$ 65,538,076	\$ 62,196,464
Budget By Categories of Revenues					
Taxes	43,208,685	45,592,000	(6,485,143)	39,106,857	42,797,947
Use of Money and Property	27,624	-	-	-	-
Intergovernmental Revenue	451,878	455,996	4,992	460,988	492,690
Charges for Services	15,748,528	16,004,415	3,618,209	19,622,624	18,405,053
Miscellaneous Revenue	367,818	6,000	-	6,000	6,000
Total Operating Revenues	59,804,534	62,058,411	(2,861,942)	59,196,469	61,701,690
Other Financing Sources	490,605	453,000	18,700	471,700	474,774
Decreases to Fund Balances	1,093,214	5,303,351	566,556	5,869,907	20,000
Total Revenues	\$ 61,388,352	\$ 67,814,762	\$ (2,276,686)	\$ 65,538,076	\$ 62,196,464

2015-16 Anticipated Accomplishments

- Provided large scale emergency incident command training to all Chief Officers and Executive Team members.
- Participated with State and local Fire, EMS and Law officials to develop active shooter protocols and training for all first responders.
- Purchased safety helmets and vests (body armor) for active shooter incidents.
- Obtained a hazardous materials response support vehicle through the OEM Homeland Security Grant Program.
- Established and provided a Captain's Academy to develop and mentor future leaders of the Fire Department.

2016-18 Objectives

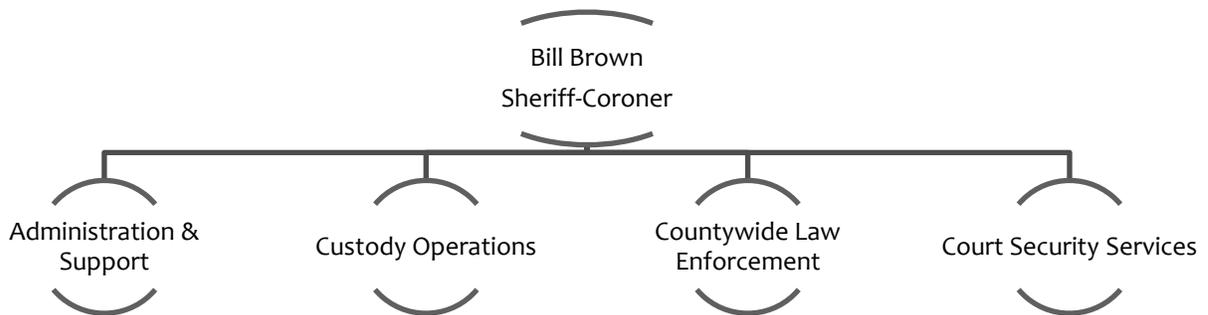
- Update the Santa Barbara County Operational Area Response Plan, ensuring consistent communications and timely emergency response.
- Develop a Santa Barbara County Type III Incident Management Team to manage local emergency incidents.
- Continue contract helicopter service at Santa Barbara Airport for Red Flag or High Fire Danger days.
- Strengthen the oil spill and hazardous materials response to Baaken oil through enhanced training programs.
- Strengthen the Fire Department's Emergency Medical Technician (EMT) and Paramedic programs through enhanced training programs, administrative oversight and a continuous quality improvement (CQI) program.

Sheriff



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 127,514,771
Capital	\$ 63,000
FTEs	650.5



Sheriff

Department

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 County of Santa Barbara covers 2,737 square miles. The Sheriff's Office provides law enforcement services for the unincorporated area of the County, plus the cities of Buellton, Carpinteria, Goleta, and Solvang by contract. The Sheriff's Office provides correctional services for the entire County. The Sheriff's Office has a staffing level of 650.5 full time employees who work at 28 different work sites throughout the County.

The Sheriff's Office has four budget programs, (1) Administration & Support, (2) Custody Operations, (3) Law Enforcement Operations, and (4) Court Security Services.

HIGHLIGHTS OF 2016-18 OBJECTIVES

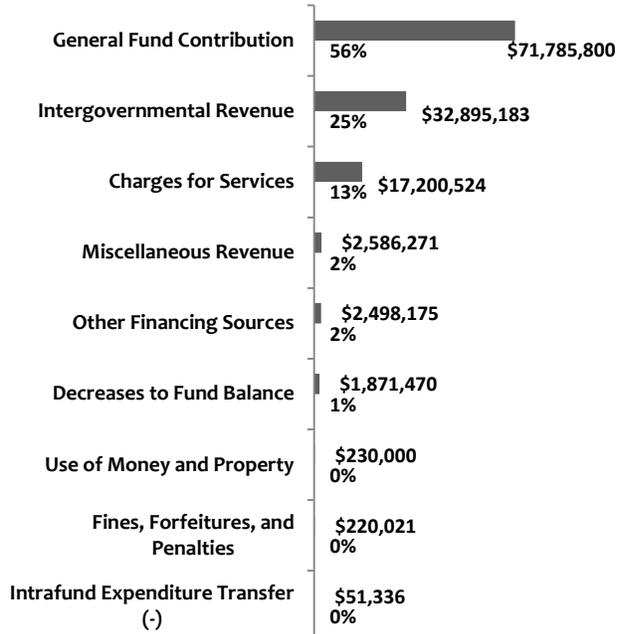
- Implement *Smart Justice* application to allow access to state-wide criminal justice data while in the field.
- Successfully bid and break ground for the Northern Branch Jail.
- Initiate and continue the hiring plan to staff the Northern Branch Jail.
- Replace outdated Jail Management System to allow for future growth and data extraction in the Jail system.
- Acquire and install an inmate Electronic Medical Records database for the Jail system.
- Continue to work cooperatively with the County Fire Department in the operation of the Air Support Unit (ASU).

Sheriff

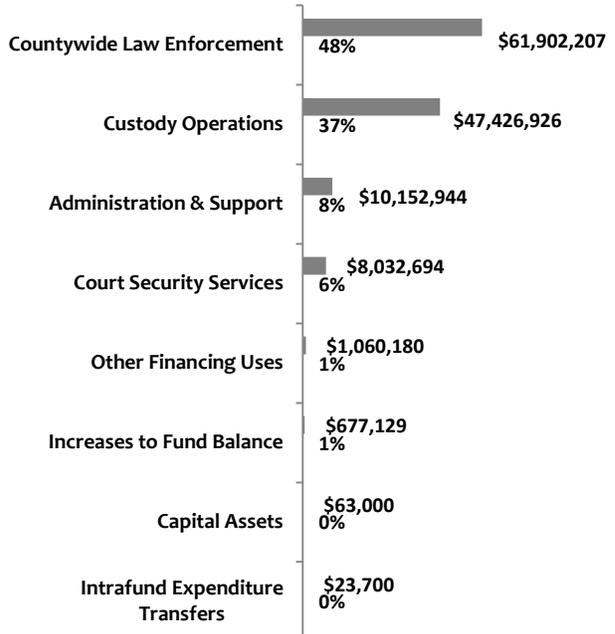
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$129,338,780

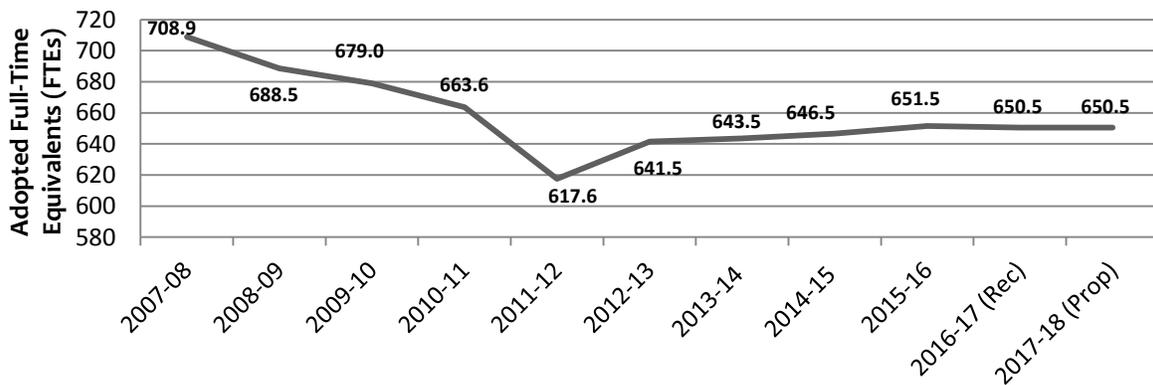


Use of Funds - \$129,338,780



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Sheriff

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	46.87	44.75	1.00	45.75	45.75
Custody Operations	248.47	252.06	(2.00)	250.06	250.06
Countywide Law Enforcement	290.26	309.85	1.00	310.85	310.85
Court Security Services	52.16	44.88	(1.00)	43.88	43.88
Unallocated	0.04	-	-	-	-
Total	<u>637.80</u>	<u>651.54</u>	<u>(1.00)</u>	<u>650.54</u>	<u>650.54</u>
Budget By Budget Program					
Administration & Support	\$ 9,532,652	\$ 9,637,472	\$ 515,472	\$ 10,152,944	\$ 10,500,434
Custody Operations	47,992,241	46,350,183	1,076,743	47,426,926	49,074,439
Countywide Law Enforcement	58,954,454	60,434,487	1,467,720	61,902,207	63,464,521
Court Security Services	8,352,786	8,235,643	(202,949)	8,032,694	8,274,820
Unallocated	764	-	-	-	-
Total	<u>\$ 124,832,897</u>	<u>\$ 124,657,785</u>	<u>\$ 2,856,986</u>	<u>\$ 127,514,771</u>	<u>\$ 131,314,214</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 104,801,439	\$ 104,698,444	\$ 1,217,422	\$ 105,915,866	\$ 109,516,407
Services and Supplies	13,310,259	13,378,251	120,184	13,498,435	13,432,906
Other Charges	6,721,199	6,581,090	1,519,380	8,100,470	8,364,901
Total Operating Expenditures	<u>124,832,897</u>	<u>124,657,785</u>	<u>2,856,986</u>	<u>127,514,771</u>	<u>131,314,214</u>
Capital Assets	797,363	962,400	(899,400)	63,000	63,000
Other Financing Uses	6,476,561	1,066,332	(6,152)	1,060,180	1,065,850
Intrafund Expenditure Transfers (+)	14,736	3,665	20,035	23,700	3,700
Increases to Fund Balances	1,309,142	1,091,154	(414,025)	677,129	675,017
Total	<u>\$ 133,430,700</u>	<u>\$ 127,781,336</u>	<u>\$ 1,557,444</u>	<u>\$ 129,338,780</u>	<u>\$ 133,121,781</u>
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 410,638	\$ 420,000	\$ (199,979)	\$ 220,021	\$ 220,000
Use of Money and Property	828,093	630,000	(400,000)	230,000	230,000
Intergovernmental Revenue	30,784,187	32,680,860	214,323	32,895,183	33,026,083
Charges for Services	16,198,357	16,726,441	474,083	17,200,524	17,485,370
Miscellaneous Revenue	3,387,265	2,477,077	109,194	2,586,271	2,616,359
Total Operating Revenues	<u>51,608,539</u>	<u>52,934,378</u>	<u>197,621</u>	<u>53,131,999</u>	<u>53,577,812</u>
Other Financing Sources	2,419,189	2,376,090	122,085	2,498,175	2,500,415
Intrafund Expenditure Transfers (-)	116,001	64,922	(13,586)	51,336	51,336
Decreases to Fund Balances	7,332,345	1,547,946	323,524	1,871,470	1,229,271
General Fund Contribution	70,407,100	70,858,000	927,800	71,785,800	73,137,500
Fund Balance Impact (-)	1,547,526	-	-	-	2,625,447
Total	<u>\$ 133,430,700</u>	<u>\$ 127,781,336</u>	<u>\$ 1,557,444</u>	<u>\$ 129,338,780</u>	<u>\$ 133,121,781</u>

Sheriff

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- FTEs decrease 1.0 from 651.5 to 650.5 due to the closure of the Santa Maria Branch Jail and zero-funding of 6 Custody Deputy positions partially offset by the addition of 5 positions for the North Branch Jail project.

Expenditures

- Net operating expenditure increase of \$2.9 million due to:
 - +\$1.2 million increase in Salaries and Employee Benefits primarily due to:
 - +\$2.1 million increase in Regular Salaries due to negotiated increases in hourly rates.
 - -\$0.9 million decrease in Retirement Offset due to the anticipated elimination of the benefit from represented employees.
 - +\$0.5 million increase in Medical Insurance premiums due to an anticipated increase in rates.
 - -\$0.5 million decrease in Overtime due to closure of Santa Maria Branch Jail.
 - +\$120,000 increase in Services and Supplies primarily due to:
 - +\$149,000 increase in Food costs due to CPI increases with the vendor.
 - -\$50,000 decrease in Medical, Dental & Lab costs due to lower PHF (Psychiatric Health Facility) rates.
 - +\$42,000 increase in Training costs to fund additional training for sworn personnel.
 - -\$37,000 decrease in Gasoline-Oil-Fuel costs for the Air Support Unit (ASU) due to lower per gallon rates.
 - +\$1.5 million increase in Other Charges primarily due to:
 - +\$834,000 increase in the Liability Insurance premiums.
 - +\$317,000 increase in Motor Pool costs due to higher replacement costs for law enforcement vehicles and maintenance costs for inmate transportation busses.
 - +\$256,000 increase in the cost of water due to rate increases and surcharges from the Goleta Water District primarily for the Main Jail campus.
 - +\$117,000 increase in charges for services from the Information & Communication Technology (ICT) unit of the General Services Department.
- Net non-operating expenditures decrease of \$1.3 million due to:
 - -\$0.9 million decrease in Capital Assets primarily due to:
 - -\$800,000 decrease due to the replacement of Live Scan system in the prior year.
 - -\$99,000 decrease in capital equipment needs funded by grants.
 - -\$414,000 decrease in Other Financing Uses primarily due to:
 - -\$200,000 decrease in transfers to Asset Forfeiture accounts due to suspension of program.
 - -\$180,000 decrease in Fund Balances for grant programs due to lower levels of grant activity.
 - -\$36,000 decrease in Committed Fund balance due to completed projects.

These changes result in Recommended operating expenditures of \$127,515,000, non-operating expenditures of \$1,824,000 and total expenditures of \$129,339,000. Non-operating expenditures include capital assets, transfers to other departments, debt service, and increases to fund balances.

Sheriff

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

Revenues

- Net operating revenue increase of \$197,000 due to:
 - +\$474,000 increase in Charges for Services primarily due to:
 - +\$379,000 increase in Contract City Law Enforcement Services agreements.
 - +\$95,000 increase in Other Law Enforcement Services.
 - -\$400,000 decrease in Use of Money & Property due primarily to the loss of Asset Forfeiture funds.
 - +214,000 increase in Intergovernmental Revenue primarily due to:
 - -\$400,000 decrease in Public Phone revenue for the Inmate Welfare Fund due to changes in the FCC rates & charges schedule.
 - +\$133,000 increase in AB 109 revenue.
 - +\$178,000 increase in State Other revenue due to increases in various State grants.
 - +\$113,000 increase in Proposition 172 revenue.
 - -\$91,000 net decrease in other operating revenues.
- Net non-operating revenue increase of \$1.4 million due to:
 - +\$0.9 million increase in General Fund Contribution.
 - -\$765,000 decrease due to completion of the Live Scan project in the prior year.
 - +\$642,000 increase in New Jail Operations funds for the initial round of staffing hiring.
 - -\$452,000 decrease in one-time funds earmarked for the Santa Maria Branch Jail.
 - +\$628,000 increase in one-time funds for assistance with the increase in the Liability insurance premium.
 - +\$285,000 increase in Fund Balance for the Inmate Welfare fund due to funded vacancies within the program.

These changes result in Recommended operating revenues of \$53.1 million, non-operating revenues of \$76.2 million, and total revenues of \$129.3 million. Non-operating revenues include primarily General Fund Contribution, transfers and decreases to fund balances.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

Expenditures

The FY 2017-18 Proposed Budget includes no changes in staffing levels from the FY 2016-17 Recommended Budget. The increase of \$3.8 million in the operating budget for FY 2017-18 compared to FY 2016-17 is due to \$3.6 million increase in Salaries & Employee Benefits due primarily to increases in Medical Insurance premiums and a \$0.2 million increase in Services & Supplies due to contractual increases for inmate medical and food services.

Revenues

Operating revenues are expected to increase \$446,000 in FY 2017-18 over the FY 2016-17 Recommended Budget, driven primarily by increases in contract cities revenue and Proposition 172 revenue.

RELATED LINKS

For more information on the Sheriff's Office, refer to the web site at <http://www.sbsheriff.org/>.

Sheriff

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support Budget Program					
Complete 95% of all employee evaluations prior to the probationary/annual date of each active employee.	90% 811/889	95% 806/849	76% 676/890	95% 846/890	95% 846/890
Process 80% of all "Law" calls within 55 seconds.	55 seconds 23,854 / 29,744	65 seconds 25,401 / 31,752	65 seconds 24,800 / 31,000	51 seconds 24,000 / 30,000	51 seconds 24,000 / 30,000
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% of 8,760 hours per year.	0.28% 24.5 hours	0.24% 21.25 hours	0.11% 10 hours	2.00% 175 hours	2.00% 175 hours
Answer 90% of 911 calls within 10 seconds.	98% 57,083 / 58,451	99% 60,025 / 60,826	99% 59,400 / 60,000	90% 54,000 / 60,000	90% 54,000 / 60,000
Custody Operations Budget Program					
Sheriff's detention health provider shall meet and maintain the agreed upon state or national accreditation standards for Medical Services, Mental Health Services, and Dental Services provided at Sheriff's Detention Facilities at 100%.	0.00% No data	0.00% No data	0.00% No data	100% 1/1	100% 1/1
Maintain enrollment in the Sheriff's Treatment Program at or above 80% of capacity.	84.03% No data	N/A No data	N/A No data	N/A No data	N/A No data
Maintain or exceed an 80% passing rate for inmates enrolled in the GED program.	NA Not measured	0.00% Not implemented	8.33% 1/12	80% 10/12	80% 10/12
Provide 100% of all inmates with information regarding Prison Rape Elimination Act (PREA) and how they can report a PREA incident while in custody.	NA Not measured	10% 1,600/16,000	65% 9,600/16,000	100% 16,000/16,000	100% 16,000/16,000

Sheriff

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Countywide Law Enforcement Budget Program					
Deputies will arrive at 90% of in-progress calls (person or property) within 8 minutes of being dispatched.	69% 13,029 / 18,816	71% 15,044 / 21,153	72% 14,400 / 20,000	90% 18,000 / 20,000	90% 18,000 / 20,000
Maintain or exceed the UCR "clearance by arrest" rate of 60% for aggravated assault cases. (FBI average is 55%)	67% 198/290	79% 186/235	65% 162/250	60% 162/250	60% 162/250
Maintain or exceed a filing rate of 65% of all cases submitted to the DA's office by the Criminal Investigations Division.	66% 277/420	72% 313/437	65% 276/425	65% 276/425	65% 276/425

Sheriff



Sheriff

Program

ADMINISTRATION & SUPPORT

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, Crime Analysis, Criminal Records, Felony Fugitive Detail, Human Resources, Public Safety Dispatch, and Systems and Technology.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
UNDERSHERIFF	0.46	1.00	-	1.00	1.00
SHERIFF-CORONER	1.00	1.00	-	1.00	1.00
SHERIFFS LIEUTENANT	2.90	2.75	-	2.75	2.75
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	4.00	4.00	-	4.00	4.00
SHERIFFS SERGEANT	3.08	3.00	-	3.00	3.00
FISCAL MANAGER	-	-	1.00	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY S/DUTY	8.06	7.00	1.00	8.00	8.00
ACCOUNTANT SUPERVISING	1.00	1.00	(1.00)	-	-
ADMN OFFICE PRO	3.86	3.00	1.00	4.00	4.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
POLYGRAPH EXAMINER	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY	0.13	-	-	-	-
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
ACCOUNTANT	-	1.00	(1.00)	-	-
COMPUTER SYSTEMS SPEC	4.00	4.00	-	4.00	4.00
COST ANALYST	-	-	1.00	1.00	1.00
CUSTODY DEPUTY S/DUTY	1.27	1.00	(1.00)	-	-
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.08	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	3.08	4.00	-	4.00	4.00
SHERIFFS DEPUTY TR	0.11	-	-	-	-
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
CUSTODIAN	2.00	2.00	-	2.00	2.00
EXTRA HELP	2.00	-	-	-	-
Total	46.87	44.75	1.00	45.75	45.75

Sheriff

Program

ADMINISTRATION & SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 7,353,046	\$ 7,448,045	\$ 314,504	\$ 7,762,549	\$ 8,070,356
Services and Supplies	1,152,359	1,109,733	73,248	1,182,981	1,183,041
Other Charges	1,027,247	1,079,694	127,720	1,207,414	1,247,037
Total Operating Expenditures	9,532,652	9,637,472	515,472	10,152,944	10,500,434
Capital Assets	67,516	816,000	(800,000)	16,000	16,000
Other Financing Uses	1,470,087	748,332	(6,152)	742,180	747,850
Increases to Fund Balances	368,355	378,400	(86,400)	292,000	294,240
Total Expenditures	\$ 11,438,611	\$ 11,580,204	\$ (377,080)	\$ 11,203,124	\$ 11,558,524
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	111,171	100,000	(100,000)	-	-
Use of Money and Property	10,921	-	-	-	-
Intergovernmental Revenue	1,318,737	1,480,334	53,177	1,533,511	1,586,186
Charges for Services	201,290	189,314	57,153	246,467	247,623
Miscellaneous Revenue	9,621	7,356	(196)	7,160	7,160
Total Operating Revenues	1,651,740	1,777,004	10,134	1,787,138	1,840,969
Other Financing Sources	107,284	98,400	13,600	112,000	114,240
Intrafund Expenditure Transfers (-)	19,859	19,126	(5,990)	13,136	13,136
Decreases to Fund Balances	716,562	800,000	(687,737)	112,263	35,000
General Fund Contribution	8,701,045	8,710,723	467,864	9,178,587	8,990,947
Total Revenues	\$ 11,196,489	\$ 11,405,253	\$ (202,129)	\$ 11,203,124	\$ 10,994,292

2015-16 Anticipated Accomplishments

- Answered 64,245 “911 Calls” in 2015 – 5,858 more (10%) than the 2014 total of 58,387.
- Replaced Live Scan system with current technology to maximize the ability to acquire finger and palm prints for comparison with State database.

2016-18 Objectives

- Research best practices for Records Management Systems and replace current outdated system, to conform to updated technologies and become more efficient in preparing, processing, and disseminating reports.
- Implement Smart Justice application for the department to allow Law Enforcement access to state-wide criminal justice data while in the field.

Sheriff

Program

CUSTODY OPERATIONS

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 successful reentry into the community.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
CHIEF DEPUTY SHERIFF	1.00	1.00	-	1.00	1.00
SHERIFFS COMMANDER	0.50	-	-	-	-
CUSTODY COMMANDER	1.50	2.00	-	2.00	2.00
CUSTODY LIEUTENANT	6.76	7.00	-	7.00	7.00
SHERIFFS SERGEANT	0.04	-	-	-	-
SHERIFFS DEPUTY S/DUTY	1.12	1.00	-	1.00	1.00
SHERIFFS DEPUTY S/DUTY-M	0.01	-	-	-	-
FINANCIAL OFFICE PRO	0.92	1.00	-	1.00	1.00
ADMN OFFICE PRO	24.15	28.00	-	28.00	28.00
CUSTODY SERGEANT	15.36	15.37	2.00	17.37	17.37
SHERIFFS DEPUTY	3.02	-	-	-	-
ACCOUNTANT	2.00	2.00	-	2.00	2.00
DEPT BUS SPEC	0.85	1.00	-	1.00	1.00
CUSTODY DEPUTY S/DUTY	25.76	26.25	4.00	30.25	30.25
INMATE PROG SUPV-CORR FAC	0.23	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
CUSTODY DEPUTY	122.09	129.44	(8.00)	121.44	121.44
ADMN OFFICE PRO SR	4.86	6.00	1.00	7.00	7.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
ALC/DRUG COUN-CORR FAC	3.35	4.00	-	4.00	4.00
SHERIFF PRNTSHP CSTDY SUP	1.00	1.00	-	1.00	1.00
SOCIAL SERVICES WORKER	0.73	2.00	(1.00)	1.00	1.00
MAINTENANCE PAINTER	0.12	-	1.00	1.00	1.00
COOK SHERIFFS INSTITUTIONS	7.00	7.00	-	7.00	7.00
PARK RANGER I, GROUNDS	-	1.00	-	1.00	1.00
LAUNDRY COORDINATOR	2.00	2.00	-	2.00	2.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
UTILITY WORKER, INSTITUTIONS	9.69	10.00	(1.00)	9.00	9.00
EXTRA HELP	10.57	-	-	-	-
Total	<u>248.47</u>	<u>252.06</u>	<u>(2.00)</u>	<u>250.06</u>	<u>250.06</u>

Sheriff

Program

CUSTODY OPERATIONS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 36,686,836	\$ 34,944,795	\$ 190,896	\$ 35,135,691	\$ 36,538,357
Services and Supplies	9,188,253	9,349,508	247,264	9,596,772	9,704,458
Other Charges	2,117,152	2,055,880	638,583	2,694,463	2,831,624
Total Operating Expenditures	47,992,241	46,350,183	1,076,743	47,426,926	49,074,439
Capital Assets	29,216	23,000	-	23,000	23,000
Other Financing Uses	4,688,474	-	-	-	-
Intrafund Expenditure Transfers (+)	2,448	3,060	-	3,060	3,060
Increases to Fund Balances	445,040	-	-	-	-
Total Expenditures	\$ 53,157,419	\$ 46,376,243	\$ 1,076,743	\$ 47,452,986	\$ 49,100,499
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	60,187	15,000	-	15,000	15,000
Use of Money and Property	817,172	630,000	(400,000)	230,000	230,000
Intergovernmental Revenue	15,768,308	16,725,947	182,584	16,908,531	17,138,401
Charges for Services	701,282	599,400	(5,400)	594,000	594,000
Miscellaneous Revenue	601,097	581,000	107,400	688,400	689,900
Total Operating Revenues	17,948,046	18,551,347	(115,416)	18,435,931	18,667,301
Other Financing Sources	1,125	-	-	-	-
Intrafund Expenditure Transfers (-)	25,688	7,596	(7,596)	-	-
Decreases to Fund Balances	5,734,891	452,000	715,485	1,167,485	944,452
General Fund Contribution	27,109,666	27,139,820	709,750	27,849,570	28,012,907
Total Revenues	\$ 50,819,416	\$ 46,150,763	\$ 1,302,223	\$ 47,452,986	\$ 47,624,660

2015-16 Anticipated Accomplishments

- Booked 16,899 inmates at County Jail in 2015, 89 less (1%) than the 2014 total of 16,988.
- Completed Bid Process stage of the Northern Branch Jail project.
- Initiated the plan to hire and train additional staff necessary for the Northern Branch Jail.

2016-18 Objectives

- Initiate construction for the Northern Branch Jail.
- Replace the Jail Management System with current technologies.
- Acquire and install an inmate Electronic Medical Records database.

Sheriff

Program

COUNTYWIDE LAW ENFORCEMENT

Law Enforcement Operations is responsible for providing primary law enforcement services to approximately 44% 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's unit, Special Investigation Bureau, Training Bureau, and the Air Support Unit.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
FORENSIC PATHOLOGIST	0.04	-	1.00	1.00	1.00
UNDERSHERIFF	0.31	-	-	-	-
CHIEF DEPUTY SHERIFF	1.08	1.00	-	1.00	1.00
SHERIFFS COMMANDER	3.85	4.00	-	4.00	4.00
SHERIFFS LIEUTENANT	8.14	8.75	-	8.75	8.75
CUSTODY LIEUTENANT	0.01	-	-	-	-
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00	1.00
SHERIFFS SERGEANT	32.17	32.35	-	32.35	32.35
SHERIFFS HELICOPTER PILOT	0.77	1.00	1.00	2.00	2.00
HELICOPTER PILOT	0.85	1.00	(1.00)	-	-
SHERIFFS DEPUTY S/DUTY	63.11	65.00	3.00	68.00	68.00
SHERIFFS DEPUTY S/DUTY-M	1.01	1.00	-	1.00	1.00
LEGAL OFFICE PRO	3.00	3.00	1.00	4.00	4.00
ADMN OFFICE PRO	25.64	25.50	(2.00)	23.50	23.50
SHERIFFS DEPUTY	94.87	102.00	1.00	103.00	103.00
DEPT BUS SPEC	0.85	1.00	-	1.00	1.00
COMMUNICATIONS DISP SUPV	4.88	6.00	-	6.00	6.00
CRIME SCENE TECHNICIAN SENIOR	-	-	3.00	3.00	3.00
FORENSIC TECHNICIAN SR	2.81	3.00	(3.00)	-	-
CUSTODY DEPUTY	0.04	-	-	-	-
COMMUNICATIONS DISP	20.12	24.00	-	24.00	24.00
FORENSIC TECHNICIAN	1.00	1.00	(1.00)	-	-
AIRCRAFT MECHANIC	0.65	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	10.26	11.25	-	11.25	11.25
LEGAL OFFICE PRO SR	1.69	2.00	-	2.00	2.00
SHERIFFS DEPUTY TR	3.93	12.00	(3.00)	9.00	9.00
ADMN OFFICE PRO III-RES	0.15	-	-	-	-
MAPPING/GIS TECH	1.00	1.00	-	1.00	1.00
CRIME SCENE TECHNICIAN	-	-	1.00	1.00	1.00
PARKING ENFORCEMENT OFFCR	0.77	1.00	-	1.00	1.00
EXTRA HELP	6.27	-	-	-	-
Total	290.26	309.85	1.00	310.85	310.85

Sheriff

Program

COUNTYWIDE LAW ENFORCEMENT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 52,588,077	\$ 54,225,352	\$ 1,041,294	\$ 55,266,646	\$ 56,920,055
Services and Supplies	2,965,961	2,914,630	(200,388)	2,714,242	2,540,967
Other Charges	3,400,415	3,294,505	626,814	3,921,319	4,003,499
Total Operating Expenditures	58,954,454	60,434,487	1,467,720	61,902,207	63,464,521
Capital Assets	700,631	123,400	(99,400)	24,000	24,000
Other Financing Uses	318,000	318,000	-	318,000	318,000
Intrafund Expenditure Transfers (+)	12,288	605	20,035	20,640	640
Increases to Fund Balances	495,747	712,754	(327,625)	385,129	380,777
Total Expenditures	\$ 60,481,120	\$ 61,589,246	\$ 1,060,730	\$ 62,649,976	\$ 64,187,938
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	239,280	305,000	(99,979)	205,021	205,000
Intergovernmental Revenue	6,620,761	7,074,579	(121,438)	6,953,141	6,801,496
Charges for Services	15,215,391	15,836,164	424,826	16,260,990	16,544,680
Miscellaneous Revenue	2,776,547	1,888,721	1,990	1,890,711	1,919,299
Total Operating Revenues	24,851,980	25,104,464	205,399	25,309,863	25,470,475
Other Financing Sources	2,310,780	2,277,690	108,485	2,386,175	2,386,175
Intrafund Expenditure Transfers (-)	70,455	38,200	-	38,200	38,200
Decreases to Fund Balances	880,892	295,946	288,064	584,010	249,819
General Fund Contribution	33,727,848	34,137,950	193,778	34,331,728	35,236,167
Total Revenues	\$ 61,841,955	\$ 61,854,250	\$ 795,726	\$ 62,649,976	\$ 63,380,836

2015-16 Anticipated Accomplishments

- Handled 162,118 incidents in 2015, which is 24,778 more (18%) than the 2014 total of 137,340.
- Completed 20,467 original reports in 2015, 721 more (3.66%) than the 2014 total of 19,746.
- Effected 9,556 arrests in 2015, 844 less (8%) than the 2014 total of 10,400.
- Initiated the replacement of the Crown Victoria patrol vehicle platform with the Ford Interceptor, to be completed over the next three years.
- Initiated Community Resource Deputy position in Isla Vista.

2016-18 Objectives

- Enhance Countywide communications to deliver consistent levels of radio traffic for officer safety concerns.
- Develop and implement an on-line citizen reporting tool. This web-based reporting system will leverage limited resources and help make crime reporting efficient.

Sheriff

Program

COURT SECURITY SERVICES

Serves the Superior Court of Santa Barbara County by providing transportation and supervision of inmates to and from the courts and provides direct courtroom supervision and security.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
SHERIFFS LIEUTENANT	1.00	0.50	-	0.50	0.50
SHERIFFS SERGEANT	1.94	2.00	-	2.00	2.00
SHERIFFS DEPUTY S/DUTY	3.21	3.00	1.00	4.00	4.00
SHERIFFS DEPUTY S/DUTY-M	0.75	1.00	(1.00)	-	-
CUSTODY SERGEANT	0.98	0.63	-	0.63	0.63
SHERIFFS DEPUTY	24.10	23.00	(1.00)	22.00	22.00
SHERIFFS DEPUTY-M	1.00	1.00	(1.00)	-	-
CUSTODY DEPUTY S/DUTY	0.85	0.75	-	0.75	0.75
CUSTODY DEPUTY	9.72	13.00	1.00	14.00	14.00
EXTRA HELP	8.61	-	-	-	-
Total	<u>52.16</u>	<u>44.88</u>	<u>(1.00)</u>	<u>43.88</u>	<u>43.88</u>

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 8,172,715	\$ 8,080,252	\$ (329,272)	\$ 7,750,980	\$ 7,987,639
Services and Supplies	3,686	4,380	60	4,440	4,440
Other Charges	176,385	151,011	126,263	277,274	282,741
Total Operating Expenditures	<u>8,352,786</u>	<u>8,235,643</u>	<u>(202,949)</u>	<u>8,032,694</u>	<u>8,274,820</u>
Total Expenditures	<u>\$ 8,352,786</u>	<u>\$ 8,235,643</u>	<u>\$ (202,949)</u>	<u>\$ 8,032,694</u>	<u>\$ 8,274,820</u>
Budget By Categories of Revenues					
Intergovernmental Revenue	7,076,380	7,400,000	100,000	7,500,000	7,500,000
Charges for Services	80,394	101,563	(2,496)	99,067	99,067
Total Operating Revenues	<u>7,156,774</u>	<u>7,501,563</u>	<u>97,504</u>	<u>7,599,067</u>	<u>7,599,067</u>
Decreases to Fund Balances	-	-	7,712	7,712	-
General Fund Contribution	868,541	869,507	(443,592)	425,915	897,479
Total Revenues	<u>\$ 8,025,315</u>	<u>\$ 8,371,070</u>	<u>\$ (338,376)</u>	<u>\$ 8,032,694</u>	<u>\$ 8,496,546</u>

2015-16 Anticipated Accomplishments

- Provided enhanced security for a large, multi-defendant trial including jury selection at an off-site location.

2016-18 Objectives

- Continue to implement “best practices” for security in the Courts, including good communication with Courts personnel and the District Attorney’s Office.

Health & Human Services



Health & Human Services

Health & Human Services Functional Group

The Health and Human Services Functional Group includes the Behavioral Wellness, Child Support Services, First Five, Public Health, and Social Services Departments. County staff, in partnership with over 350 contractors, forms a safety net of services to assist many of the most vulnerable County residents.

Strategic Values

The Health and Human Services Departments promote the strategic values of accountability, customer focus, and efficiency by working collaboratively to prevent disease and promote health, prevent abuse, to provide for accessible physical and behavioral healthcare, address poverty and to advance the overall wellbeing of the Community.

Strategic Purpose

The Health and Human Services Group implements data-driven strategies through collaborative decision making that results in a high quality, efficient, effective, seamless health, and public assistance service system providing:

- Access to high quality primary and specialty care services for Medi-Cal, Medicare, low-income, homeless, and uninsured clients
- Child and elder abuse investigations and interventions
- In-Home Supportive Services to low-income elderly, blind, and disabled adults so that they can remain safely in their homes and avoid costly nursing home care
- Child and adult mental health and substance abuse treatment services leading to recovery, including prevention, screening, referral services, inpatient care, and crisis intervention
- Communicable disease investigation, response, treatment, and follow up
- Financial assistance for low-income families and children, food assistance, and short-term aid to indigent adults for basic living needs

- Establishment and enforcement of child support orders and collection of payments so that children receive financial support from both parents
- Animal shelters and animal control response services
- Results-based funding to enhance outcomes for children and kindergarten readiness

Strategic Goals

- Ensure collaboration and communication among departments maximizing and strengthening the safety net system. Strengthen mental health services, substance abuse services, physical health care services, and child support services, in order to better serve clients with complex needs.
- Enhance communication and collaboration with community-based organizational providers to define and improve coordination and client outcomes and services.
- Divert individuals from jail, and reduce acute hospitalizations by enhancing continuum of care for people with addictions, people without homes, and people with psychiatric challenges.
- Ensure foster children and children at risk of entering the foster care system receive individualized critical wrap around services as mandated by California's Katie A. settlement.
- Invest in child development and education to increase the effectiveness of the education and health and human services sectors while also leveraging public and private funding.
- Continue a quality assurance campaign with line staff aimed at reducing audit exceptions, case errors and improving accuracy rates in all areas.
- Continue to identify and address gaps in the overall health and human services system of care, develop strategies to evaluate and improve the effectiveness of services, communicate outcomes, ensure accountability, sustainability and promote continuous quality improvement of programs and services.

Health & Human Services

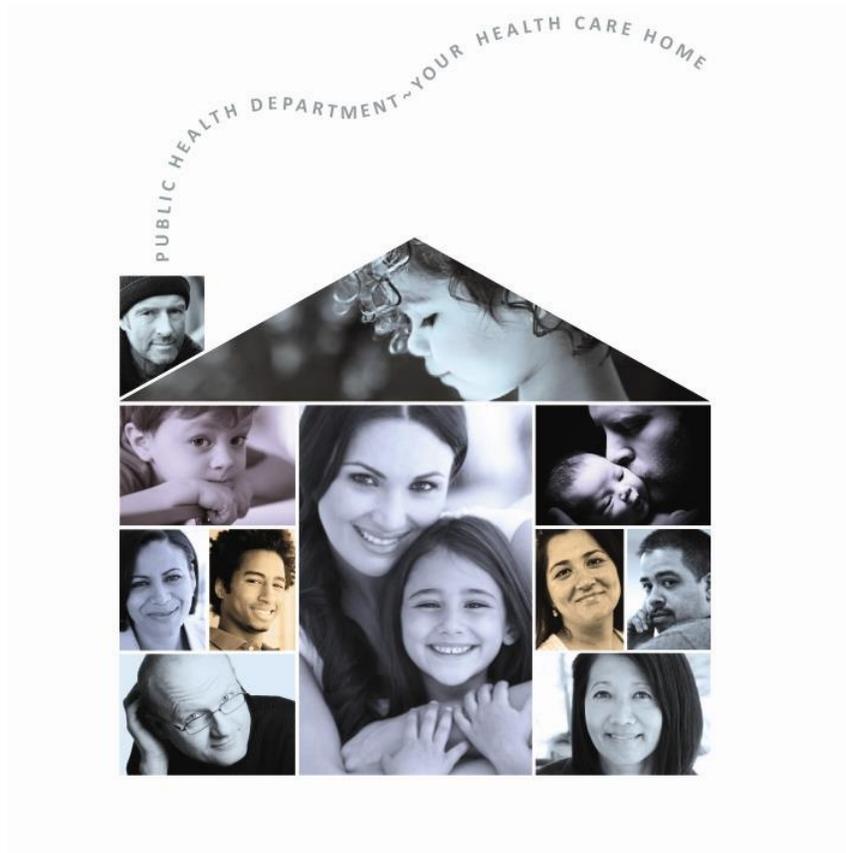
Functional Summary

Staffing By Department	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Public Health	492.71	515.30	12.99	528.29	528.29
Behavioral Wellness	328.20	433.26	(1.16)	432.10	432.10
Social Services	914.07	899.75	-	899.75	899.75
Child Support Services	77.04	74.96	(1.63)	73.33	73.25
First 5, Children & Families	14.50	13.00	(2.00)	11.00	9.10
Total	<u>1,826.51</u>	<u>1,936.27</u>	<u>8.19</u>	<u>1,944.46</u>	<u>1,942.48</u>
Budget By Department					
Public Health	\$ 77,430,371	\$ 82,383,565	\$ 7,038,811	\$ 89,422,376	\$ 91,104,781
Behavioral Wellness	101,949,720	104,881,405	4,159,357	109,040,762	114,327,443
Social Services	159,241,201	172,878,314	1,332,884	174,211,198	179,152,585
Child Support Services	9,432,468	9,436,946	(199)	9,436,747	9,769,962
First 5, Children & Families	4,991,550	4,657,421	(707,331)	3,950,090	3,522,380
Total	<u>\$ 353,045,311</u>	<u>\$ 374,237,651</u>	<u>\$ 11,823,522</u>	<u>\$ 386,061,173</u>	<u>\$ 397,877,151</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 180,385,117	\$ 202,395,209	\$ 7,077,225	\$ 209,472,434	\$ 217,784,796
Services and Supplies	104,832,060	108,602,068	2,184,040	110,786,108	113,262,851
Other Charges	67,828,134	63,240,374	2,562,257	65,802,631	66,829,504
Total Operating Expenditures	<u>353,045,311</u>	<u>374,237,651</u>	<u>11,823,522</u>	<u>386,061,173</u>	<u>397,877,151</u>
Capital Assets	473,731	2,164,060	(621,060)	1,543,000	942,500
Other Financing Uses	4,520,647	6,172,189	1,209,757	7,381,946	6,207,086
Intrafund Expenditure Transfers (+)	4,369,911	340,037	4,220,443	4,560,480	4,527,481
Increases to Fund Balances	11,103,583	6,730,307	(137,706)	6,592,601	6,166,128
Fund Balance Impact (+)	-	-	-	-	-
Total	<u>\$ 373,513,183</u>	<u>\$ 389,644,244</u>	<u>\$ 16,494,956</u>	<u>\$ 406,139,200</u>	<u>\$ 415,720,346</u>
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 1,357,824	\$ 1,485,120	\$ 85,870	\$ 1,570,990	\$ 1,588,977
Fines, Forfeitures, and Penalties	677,181	700,844	(140,848)	559,996	290,802
Use of Money and Property	506,120	593,556	20,650	614,206	605,222
Intergovernmental Revenue	233,006,036	242,763,583	4,492,519	247,256,102	248,246,958
Charges for Services	90,286,078	96,018,485	8,987,799	105,006,284	109,591,187
Miscellaneous Revenue	6,411,422	5,239,834	(585,489)	4,654,345	4,655,881
Total Operating Revenues	<u>332,244,660</u>	<u>346,801,422</u>	<u>12,860,501</u>	<u>359,661,923</u>	<u>364,979,027</u>
Other Financing Sources	10,498,675	7,881,862	(450,096)	7,431,766	5,120,971
Intrafund Expenditure Transfers (-)	4,379,875	350,617	4,224,591	4,575,208	4,542,209
Decreases to Fund Balances	8,191,073	14,319,643	(529,840)	13,789,803	10,077,851
General Fund Contribution	18,198,900	20,290,700	389,800	20,680,500	21,106,400
Fund Balance Impact (-)	-	-	-	-	9,893,888
Total	<u>\$ 373,513,183</u>	<u>\$ 389,644,244</u>	<u>\$ 16,494,956</u>	<u>\$ 406,139,200</u>	<u>\$ 415,720,346</u>

Health & Human Services

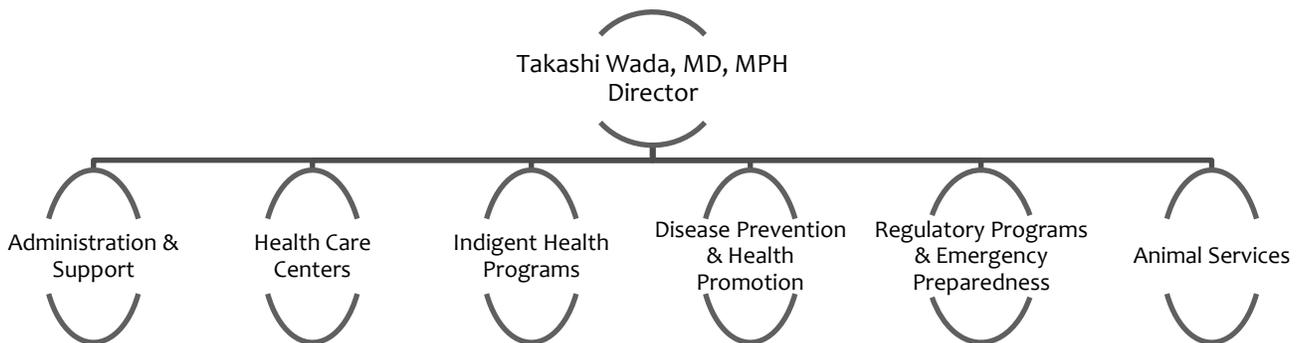


Public Health



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 89,422,376
Capital	\$ 264,500
FTEs	528.29



Public Health

Department

MISSION STATEMENT

To improve the health of our communities by preventing disease, promoting wellness, ensuring access to needed health care, and maintaining a safe and healthy environment.

DEPARTMENT DESCRIPTION

The Public Health Department (PHD) has six Budget Programs, Health Care Centers, Indigent Health Programs, Disease Prevention and Health Promotion, Regulatory Programs and Emergency Preparedness, Administration and Support, and Animal Services. Through these programs, the PHD:

- Provides preventative, primary, and specialty health care at five Federally Qualified Health Centers and three satellite homeless shelter locations. Ensures access to necessary medical care for adults, children, low-income families, and individuals with special needs.
- Provides support, enrollment assistance, and case management to a variety of programs for the uninsured, the indigent, and the specific serious health needs of children.
- Prevents outbreaks and promotes healthy behaviors for the entire community by investigating, monitoring, and testing for communicable diseases. Informs and empowers people about nutrition, maternal, child, and family health, chronic diseases, and other health issues.
- Protects the health and well-being of the community by controlling environmental hazards and ensuring the highest quality medical care through an integrated and coordinated system of services.
- Establishes and maintains a safe and healthy environment between humans and animals. Protects the animal population from the dangers of the street, the wild, disease, and from other potential harm.

HIGHLIGHTS OF 2016-18 OBJECTIVES

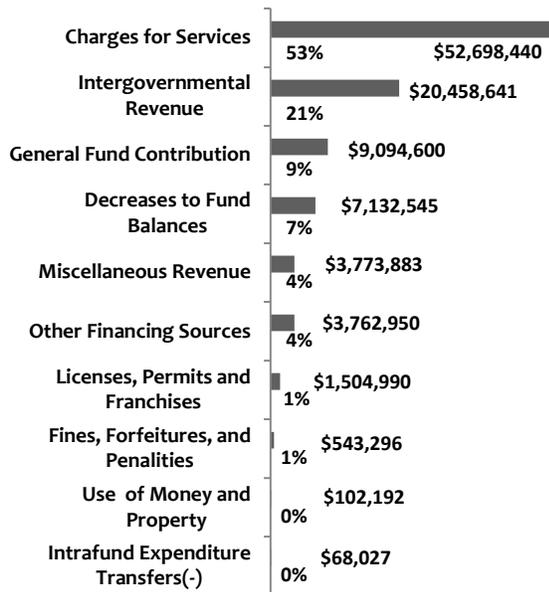
- Submit a successful Health Resources and Services Administration (HRSA) Service Area Competition (SAC) grant application for continued federal support and Federally Qualified Health Center (FQHC) status.
- Initiate the process for National Public Health Accreditation by completing all three prerequisites: a Community Health Assessment, a Department Strategic Plan, and a Community Health Improvement Plan.
- Collaborate with CenCal Health on the “Whole Child Model” for the California Children’s Services Program.
- Work with County and Community partners on the “Health for all Kids Act” that will extend Medi-Cal coverage to all children under the age of 18.
- Clarify and establish agreements with Animal Adoption partners to improve animal welfare.
- Perform outreach to all County HIV infected/AIDS patients for linkages to care, case management, and partner services.

Public Health

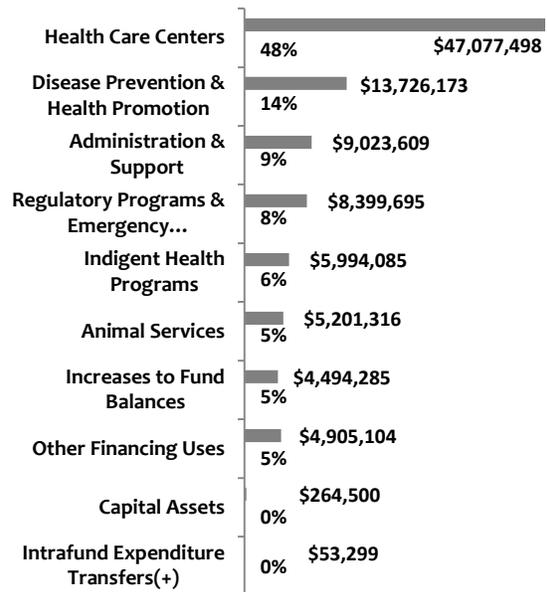
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$99,139,564

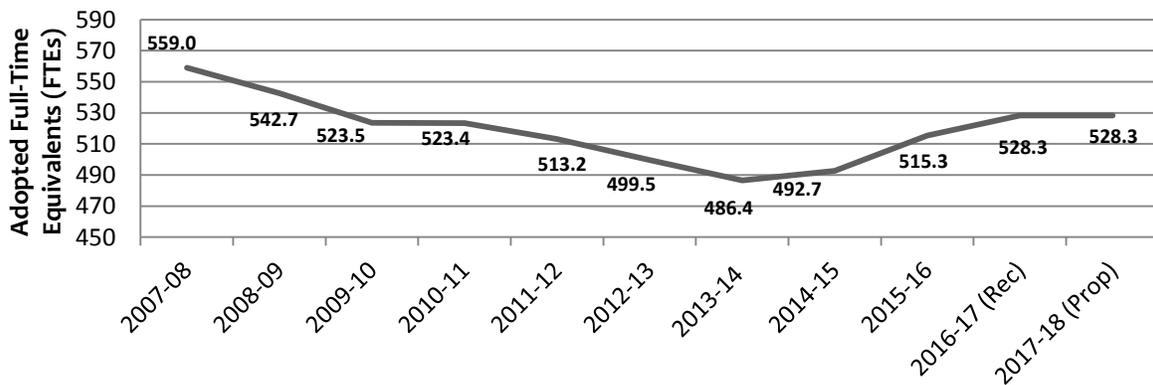


Use of Funds - \$99,139,564



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Public Health

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	57.31	58.83	1.85	60.68	60.68
Health Care Centers	215.65	229.42	14.18	243.60	243.60
Indigent Health Programs	37.98	40.92	(3.19)	37.73	37.73
Disease Prevention & Health Promotion	91.20	93.51	0.17	93.68	93.68
Regulatory Programs & Emergency Preparedness	51.59	55.44	-	55.44	55.44
Animal Services	36.94	37.19	(0.02)	37.17	37.17
Unallocated	2.04	-	-	-	-
Total	492.71	515.30	12.99	528.29	528.29
Budget By Budget Program					
Administration & Support	\$ 8,442,797	\$ 9,126,104	\$ (102,495)	\$ 9,023,609	\$ 9,373,350
Health Care Centers	38,758,798	40,363,508	6,713,990	47,077,498	47,657,570
Indigent Health Programs	5,872,615	6,544,204	(550,119)	5,994,085	5,899,827
Disease Prevention & Health Promotion	12,360,625	12,894,248	831,925	13,726,173	14,171,658
Regulatory Programs & Emergency Preparedness	7,599,342	8,401,242	(1,547)	8,399,695	8,615,022
Animal Services	4,396,195	5,054,259	147,057	5,201,316	5,387,354
Total	\$ 77,430,371	\$ 82,383,565	\$ 7,038,811	\$ 89,422,376	\$ 91,104,781
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 56,179,448	\$ 60,899,576	\$ 3,568,980	\$ 64,468,556	\$ 66,749,513
Services and Supplies	18,071,376	18,120,110	3,252,410	21,372,520	20,661,097
Other Charges	3,179,547	3,363,879	217,421	3,581,300	3,694,171
Total Operating Expenditures	77,430,371	82,383,565	7,038,811	89,422,376	91,104,781
Capital Assets	393,751	265,566	(1,066)	264,500	689,000
Other Financing Uses	3,299,334	3,813,412	1,091,692	4,905,104	3,908,604
Intrafund Expenditure Transfers (+)	12,804	10,184	43,115	53,299	14,274
Increases to Fund Balances	7,189,574	4,662,669	(168,384)	4,494,285	4,066,276
Total	\$ 88,325,835	\$ 91,135,396	\$ 8,004,168	\$ 99,139,564	\$ 99,782,935
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 1,277,987	\$ 1,419,120	\$ 85,870	\$ 1,504,990	\$ 1,522,977
Fines, Forfeitures, and Penalties	668,568	684,965	(141,669)	543,296	274,102
Use of Money and Property	112,170	85,797	16,395	102,192	102,192
Intergovernmental Revenue	21,041,334	19,820,250	638,391	20,458,641	20,441,250
Charges for Services	47,885,491	47,399,737	5,298,703	52,698,440	54,026,883
Miscellaneous Revenue	4,069,842	3,890,369	(116,486)	3,773,883	3,773,883
Total Operating Revenues	75,055,392	73,300,238	5,781,204	79,081,442	80,141,287
Other Financing Sources	625,143	3,490,108	272,842	3,762,950	3,354,450
Intrafund Expenditure Transfers (-)	22,768	20,764	47,263	68,027	29,002
Decreases to Fund Balances	4,155,333	5,416,886	1,715,659	7,132,545	6,392,729
General Fund Contribution	8,467,200	8,907,400	187,200	9,094,600	9,292,500
Fund Balance Impact (-)	-	-	-	-	572,967
Total	\$ 88,325,835	\$ 91,135,396	\$ 8,004,168	\$ 99,139,564	\$ 99,782,935

Public Health

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Net increase of 13 FTEs funded by a combination of non-general fund sources:
 - Increase of 8.75 FTE physician, mid-level, nursing, and support staff to expand primary care capacity through a new Health Resources and Services Administration (HRSA) grant for the health care centers.
 - Increase of 2.0 FTE Health Education Associates to provide medical case management to clients enrolled in HIV/AIDS disease programs.
 - Increase of 1.25 FTEs in Administration and Finance for enhanced Safety and Human Resource activities.
 - Increase of 1.0 FTE in the Electronic Health Record (EHR) support team to provide training to optimize efficiencies afforded by the system.

Expenditures

- Net operating increase of \$7,039,000:
 - +\$3,569,000 increase in Salaries and Employee Benefits, due to increases in FTEs and rates for retirement costs, health insurance costs, workers compensation premiums, and cost of living and merit increases for employees.
 - +\$3,525,000 increase in Services and Supplies:
 - +\$3,522,000 increase in pharmaceutical expenditures for the successful 340B Contract Pharmacy Network program with CenCal Health.
 - -\$311,000 decrease in countywide cost allocation plan charges.
 - +\$213,000 increase in Information Technology costs, associated with purchases and maintenance for new software and hardware.
 - -\$208,000 decrease in Tobacco Settlement funding to Emergency Department physicians and the Doorway to Health program, due to the access to new funding opportunities through Medi-Cal program benefit expansions.
 - -\$189,000 decrease in costs for county provided services due to the transfer back of the Human Resources function to the department.
 - +\$170,000 increase in medical and laboratory supplies costs.
 - -\$159,000 decrease in costs for outside contracts for HIV/AIDS medical case management due to bringing the services in-house.
 - -\$140,000 decrease in Maddy Fund disbursements.
 - +\$139,000 increase in outside physician costs for internal specialty clinics.
 - +\$121,000 increase in non-capital building projects, including remodels at the Franklin, Lompoc, and Santa Barbara Health Care Centers.
 - +\$94,000 increase in costs for non-medical supplies, office supplies, and travel and training.
 - +\$217,000 increase in Other Charges:
 - +\$239,000 increase in costs for Information Technology and Communication services
 - -\$22,000 decrease in premiums for liability insurance.

Public Health

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

- Net non-operating expenditure increase of \$966,000:
 - +1,091,000 increase in Capital Assets and Other Financing Uses:
 - +\$767,000 increase in transfers to General Services for project management of necessary health center remodels and facility upgrades.
 - +\$350,000 increase for a one-time transfer of Tobacco Settlement funds to balance the Animal Services and Environmental Health FY 16-17 program budgets.
 - -\$124,000 decrease in use of designated one-time SB90 funding for Animal Services staffing.
 - +\$98,000 increase in use of designated one-time funds for Environmental Health Services operations.
 - +\$43,000 increase in Intrafund Operating Transfers (+) for an allocation of indirect costs.
 - -\$168,000 decrease in Increases to Fund Balance:
 - -\$142,000 decrease in Maddy Fund designations, due to the sunset of enabling legislation.
 - +\$70,000 increase in designations of categorical Environmental Health revenues that must be used in the program earned.
 - -\$96,000 decrease in designated Tobacco Settlement allocations for future disbursement.

These changes result in Recommended operating expenditures of \$89,422,000 and non-operating expenditures of \$9,717,000, resulting in total expenditures of \$99,140,000. Non-operating expenditures primarily include Capital Assets, Other Financing Uses, and Increases in Fund Balance.

Revenues

- Net operating revenue increase of \$5,781,000:
 - +\$86,000 increase in Licenses, Permits, and Franchises:
 - +\$118,000 increase in permits and on-demand services in Environmental Health Services for building plan checks.
 - -\$32,000 decrease in canvassing and animal license fees.
 - -\$142,000 decrease in Fines, Forfeitures, and Penalties from Maddy Fund receipts.
 - +\$16,000 increase in Use of Money and Property due to an increase in charges for rent of department facilities.
 - +\$638,000 increase in Intergovernmental Revenues:
 - +\$321,000 increase in Health Resources and Services Administration (HRSA) grants to expand primary care medical capacity.
 - +\$235,000 increase in Medi-Cal Administrative Activities (MAA) funding, mostly due to the participation of the County Education Office in claiming for these services.
 - +\$126,000 increase in Women Infant and Children (WIC) grant funding.
 - -\$95,000 decrease in Hazardous Materials Program Leaky Underground Fuel Tank (LUFT) program funding to match planned program expenditures.
 - +\$65,000 increase in grant funding for the California Children's Services (CCS) program.

Public Health

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

- -\$42,000 decrease in 1991 Health Realignment funding.
- -\$35,000 decrease in Maternal Child Adolescent Health (MCAH) program funding.
- +\$34,000 increase in CenCal Health incentive funding for certain medical quality measures.
- +\$29,000 increase in State Family Planning service revenues.
- +\$5,299,000 increase in Charges for Services:
 - +\$3,446,000 increase in 340 Contract Network Pharmacy revenues, due to a successful partnership with CenCal Health.
 - +\$1,917,000 increase in Health Center patient service revenues from Medi-Cal, Medicare, and other public programs.
 - -\$112,000 decrease in Environmental Health and Hazardous Materials program fees, due to estimated lower numbers of new facilities.
 - +\$28,000 increase in Animal Services revenues.
 - +\$20,000 increase in Emergency Medical Services revenues.
- -\$116,000 decrease in Miscellaneous Revenue:
 - -\$100,000 decrease in anticipated Master Tobacco Settlement receipts.
 - -\$16,000 decrease in Animal Services donations.
- Net non-operating revenue increase of +\$2,223,000:
 - +\$273,000 increase in Other Financing Sources, due primarily to increase in the one-time use of Tobacco Settlement funds for shortfalls in the Animal Services and Environmental Health Services programs.
 - +\$47,000 increase in Intrafund Expenditure Transfers (-), due to an allocation of indirect costs.
 - +1,716,000 increase in the Decreases to Fund Balance:
 - +\$1,649,000 increase for planned capital, maintenance, and other refurbishing and equipment replacement projects at the Health Centers and other department facilities.
 - +\$67,000 increase in support of the Environmental Health Services program.
 - +187,000 increase in General Fund Contribution for Salary and Benefit increases.

These changes result in Recommended operating revenues of \$79,081,000, non-operating revenues of \$20,058,000 resulting in total revenues of \$99,140,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Public Health

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

- Net expenditure increase of \$643,000 primarily due to:
 - +\$2,281,000 increase in Salaries and Employee Benefits, which includes increases in health and retirement contributions.
 - -\$712,000 decrease in Services and Supplies, primarily due to reductions from the prior year in Information Technology software and hardware purchases, maintenance and non-capital projects, and Maddy Fund distributions.
 - +\$113,000 increase in Other Charges due to anticipated increases in rates for utilities, information Technology Services, and communications.
 - +\$425,000 increase in Capital Assets for the anticipated migration to a new Health Center Practice Management system.
 - -\$1,036,000 decrease in Other Financing Uses for reductions in anticipated transfers to the General Services Department for project management and Tobacco Settlement funding support transfers to Animal Services and Environmental Health Services.
 - -\$428,000 decrease in Increase to Fund Balances, due to anticipated reductions in Maddy Fund receipts due to previous enabling legislation sunsets.

Revenues

- Net revenue increase of \$70,000 primarily due to:
 - +\$18,000 increase in Licenses, Permits, and Franchises due to Animal License sales.
 - -\$269,000 decrease due to anticipated Maddy Fund reductions.
 - +\$1,311,000 increase in Intergovernmental Revenues and Charges for Services from increased Medi-Cal and Medicare revenues.
 - -\$409,000 decrease in Other Financing Sources due to reduced support for Animal Services and Environmental Health programs from Tobacco Settlement and other one-time funds.
 - -\$779,000 decrease in Decreases to Fund Balance:
 - -\$350,000 decrease due to decreases in the one-time use of Tobacco Settlement funds for shortfalls in the Animal Services and Environmental Health Services programs.
 - -\$187,000 decrease due to due to anticipated reductions in Maddy Fund receipts due to previous enabling legislation sunsets.
 - -\$242,000 decrease due to decrease in use of one-time sources for Environmental Health Services.
 - +\$198,000 increase in General Fund Contribution for Salary and Employee Benefit increases.
 - +\$573,000 increase in Fund Balance Impact (-) due to the growing budget deficit in Animal Services and Environmental Health Services programs.

RELATED LINKS

For more information on Public Health Department, please refer to the website at <http://www.countyofsb.org/phd/>.

Public Health

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Preventing Disease and Injury					
Percent of PHD patients who give birth to infants at full term weighing 5.5 pounds (2500 grams) or more to reduce medical and developmental complications.	92% 906 / 989	91% 803 / 879	92% 825 / 900	92% 825 / 900	92% 825 / 900
Percent of infected TB contacts that will receive a chest x-ray to rule out active TB disease within 14 days of tuberculin skin or blood test result.	92% 54 / 59	90% 46 / 51	90% 45 / 50	90% 45 / 50	90% 45 / 50
Percent of age appropriate women (40-69) that will have a screening mammogram (exceeding the national standard of 50%) at the County Health Care Centers.	27% 1,434 / 5,349	37% 1,303 / 3,528	55% 2,550 / 4,600	55% 2,530 / 4,600	55% 2,530 / 4,600
Promoting Wellness					
Number of dogs that are currently licensed to improve rabies vaccination rates and return rates for dogs that stray from their owners.	22,776	26,339	25,110	26,366	26,366
Percent of foodborne illness complaints that are responded to within one working day to reduce the risk of others becoming ill.	100% 40 / 40	96% 22 / 23	100% 55 / 55	100% 55 / 55	100% 55 / 55
Percent of infants in the Women, Infants, Children (WIC) program each month that will be exclusively breastfed.	35% 1,234 / 3,574	37% 1,303 / 3,528	37% 1,338 / 3,580	38% 1,364 / 3,590	38% 1,364 / 3,590
Percent of family cases referred to Maternal Child Adolescent Health with a high risk factor that receive a PHD in-home assessment within 10 working days of initial referral.	82% 1,088 / 1,322	85% 1,010 / 1,184	85% 850 / 1,000	85% 935 / 1,100	85% 935 / 1,100

Public Health

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Ensuring Access to Health Care					
Percent of PHD adult diabetic patients who achieve hemoglobin A1C levels of 9% or lower to improve the health of our diabetic patients.	72% 2,298 / 3,201	72% 2,257 / 3,149	77% 2,520 / 3,275	77% 2,520 / 3,275	77% 2,520 / 3,275
Number of Medi-Cal eligible residents who select a County Health Care Center as their medical home.	16,522	22,340	23,000	24,000	25,000
Number of California Children's Services patients receiving medical therapy sessions to improve health care access of children with special needs.	409	406	415	415	415
Administration and Support					
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	61% 273 / 449	71% 269 / 379	68% 306 / 450	100% 450 / 450	100% 450 / 450

Public Health



Public Health

Program

ADMINISTRATION & SUPPORT

Provide a strategic executive focus on community partnerships, leadership, and medical science that is responsive to both internal and external demands for financial planning and accounting, information technology development, human resource guidance, safety and compliance, and facility management.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PUBLIC HLTH DIR/HLTH OFFCR	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.33	-	-	-	-
PROJECT MANAGER	0.62	1.00	-	1.00	1.00
ASST DEPT LDR-EXEC	0.40	-	-	-	-
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.88	2.00	-	2.00	2.00
EDP OFFICE AUTO SPEC	2.97	3.00	-	3.00	3.00
HR MANAGER	-	-	1.00	1.00	1.00
PH PERFORM IMPROVE COORD	0.15	-	-	-	-
EDP SYS & PROG ANLST	2.84	2.97	0.22	3.19	3.19
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
COST ANALYST	4.28	4.32	0.25	4.57	4.57
STAFF NURSE SR	0.09	1.00	(0.50)	0.50	0.50
ADMN OFFICE PRO	5.03	4.75	-	4.75	4.75
FINANCIAL OFFICE PRO	15.17	14.71	0.82	15.53	15.53
HEALTH CARE PROGRAM COORDINATOR	2.08	2.25	(0.25)	2.00	2.00
ACCOUNTANT	1.33	2.30	(1.13)	1.17	1.17
COMPUTER SYSTEMS SPEC	4.00	4.00	1.00	5.00	5.00
DEPT BUS SPEC	2.00	2.00	1.00	3.00	3.00
ADMN OFFICE PRO SR	1.69	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	2.22	2.79	0.18	2.97	2.97
SAFETY OFFICER-DEPT	-	0.75	(0.75)	-	-
SAFETY/PRIVACY OFFICER-DEPT	-	-	1.00	1.00	1.00
BUILDING MAINT WORKER	1.00	0.98	0.02	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
HEALTH EDUCATION ASST	0.01	-	-	-	-
UTILITY CLERK-DEPT	2.00	2.00	-	2.00	2.00
EXTRA HELP	2.22	1.00	(1.00)	-	-
Total	57.31	58.83	1.85	60.68	60.68

Public Health

Program

ADMINISTRATION & SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 7,075,659	\$ 7,570,291	\$ 406,453	\$ 7,976,744	\$ 8,302,823
Services and Supplies	1,052,131	1,252,164	(551,119)	701,045	716,637
Other Charges	315,006	303,649	42,171	345,820	353,890
Total Operating Expenditures	8,442,797	9,126,104	(102,495)	9,023,609	9,373,350
Capital Assets	104,417	21,000	5,000	26,000	-
Other Financing Uses	13,600	10,000	450,000	460,000	10,000
Increases to Fund Balances	17,167	-	-	-	-
Total Expenditures	\$ 8,577,980	\$ 9,157,104	\$ 352,505	\$ 9,509,609	\$ 9,383,350
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	19,557	20,092	(4,250)	15,842	7,766
Use of Money and Property	83,154	65,000	11,400	76,400	76,400
Intergovernmental Revenue	2,467,652	2,532,326	(202,197)	2,330,129	2,754,262
Charges for Services	1,189,203	513,337	(173,416)	339,921	339,901
Miscellaneous Revenue	61,006	65,000	-	65,000	65,000
Total Operating Revenues	3,820,571	3,195,755	(368,463)	2,827,292	3,243,329
Other Financing Sources	-	2,059,859	(37,629)	2,022,230	2,097,230
Intrafund Expenditure Transfers (-)	12,804	10,184	43,115	53,299	14,274
Decreases to Fund Balances	3,562	-	667,001	667,001	423,322
General Fund Contribution	4,617,865	3,891,503	48,284	3,939,787	3,605,195
Total Revenues	\$ 8,454,803	\$ 9,157,301	\$ 352,308	\$ 9,509,609	\$ 9,383,350

2015-16 Anticipated Accomplishments

- Implemented the International Classification of Diseases 10th Revision (ICD-10) on October 1, 2015 with a very smooth and successful transition, including staff training, system upgrades, and minimal impact to patient access to services.
- Finalized the Department's Strategic Plan incorporating input from all levels of staff and the Health Center Board. The Plan will set direction and priorities for the department and its programs by the articulation of objectives and timelines for the next three years through the end of Calendar Year 2018.
- Developed plans, evaluated, and implemented a more robust safety and infection control program for staff, clients, and patients to ensure proper immunizations, training, and the availability of protective equipment; implemented and developed more robust emergency response plans including collaboration countywide to address active shooter situations.
- Secured funding from CenCal Health from the Access, Collaboration, and Expansion (ACE) program for mission-driven projects and initiatives for the department's health Center programs and patients.
- Engaged a consultant to perform a security assessment of all internal systems that contain electronic protected health information (ePHI). Developed plans to enhance the safeguarding of and restrict access to confidential information.

Public Health

Program

ADMINISTRATION & SUPPORT (CONT'D)

2016-18 Objectives

- Expand and Improve the PHD's Compliance Program including multi-agency collaborations for privacy, security and staff training.
- Develop and implement the Department's Facilities Master Plan in alignment with the Department's Strategic Plan and Mission.
- Collaborate with County CEO's office, General Services and Risk Management to evaluate and implement facility and operational improvements to ensure the safety of County staff and our clients.
- Implement improvements to the Department's website, signage, and "branding" as part of a strategic plan initiative to educate and inform our patients, clients, and the community to the range of services provided by the Department.

Public Health

Program

HEALTH CARE CENTERS

Provide preventative, primary, and specialty health care at five Federally Qualified Health Centers and three satellite homeless shelter locations. Ensure access to necessary medical care for adults, children, low-income families, and individuals with special needs.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DEPT LDR-ATTY/PHY	0.05	-	-	-	-
MEDICAL DIRECTOR	0.85	1.00	-	1.00	1.00
STAFF PHYSICIAN SUPV	2.54	4.00	-	4.00	4.00
STAFF PHYSICIAN	14.92	17.82	2.39	20.21	20.21
PHARMACIST SUPV	1.00	1.00	-	1.00	1.00
PHARMACIST-IN-CHARGE	3.23	3.00	-	3.00	3.00
PROGRAM MANAGER	0.01	-	-	-	-
PROJECT MANAGER	0.77	1.00	-	1.00	1.00
DEPUTY DIRECTOR	0.81	1.00	-	1.00	1.00
ASST DEPT LDR-EXEC	0.21	-	-	-	-
REGIONAL CLINIC MANAGER	3.62	4.00	-	4.00	4.00
HEALTH CARE PRACTITIONER	7.49	11.80	(2.25)	9.55	9.55
HEALTH SERVICES LAB SUPV	1.00	1.00	-	1.00	1.00
STAFF NURSE SUPV	6.52	6.80	1.20	8.00	8.00
PROGRAM/BUS LDR-GEN	0.31	-	-	-	-
PH PERFORM IMPROVE COORD	1.45	1.84	(0.16)	1.68	1.68
PUBLIC HEALTH NURSE SUPV	0.07	0.07	0.03	0.10	0.10
COST ANALYST	0.01	-	-	-	-
OPERATIONS MANAGER	0.15	-	1.00	1.00	1.00
STAFF NURSE SR	0.50	-	-	-	-
FINANCIAL OFFICE PRO	20.88	21.00	(2.00)	19.00	19.00
ADMN OFFICE PRO	30.08	33.27	2.68	35.95	35.95
HEALTH CARE PROGRAM COORDINATOR	1.52	2.65	1.23	3.88	3.88
PUBLIC HEALTH NURSE	3.04	3.51	0.49	4.00	4.00
CLINICAL LAB SCIENTIST SR	2.92	4.00	(1.00)	3.00	3.00
STAFF NURSE	14.52	17.25	2.00	19.25	19.25
CLINICAL LAB SCIENTIST	0.27	-	1.00	1.00	1.00
NUTRITION SITE SUPV	0.18	0.17	(0.01)	0.16	0.16
BEHAVIORAL HEALTH SPECIALIST	-	-	2.00	2.00	2.00
MEDICAL SOC SVC PRACT	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	9.30	11.01	-	11.01	11.01
NUTRITIONIST	1.62	1.68	(0.06)	1.62	1.62
LICENSED VOCATIONAL NURSE	2.00	3.00	(1.00)	2.00	2.00
BUILDING MAINT WORKER	-	0.02	(0.02)	-	-
HEALTH EDUC ASSOC	1.50	1.50	-	1.50	1.50
PHARMACY TECHNICIAN	8.73	9.00	-	9.00	9.00
MEDICAL ASSISTANT	49.81	53.79	5.46	59.25	59.25
HEALTH EDUCATION ASST	0.37	-	0.66	0.66	0.66
HEALTH SERVICES AIDE SR	1.29	1.30	0.02	1.32	1.32
LABORATORY ASSISTANT	6.58	8.00	(0.50)	7.50	7.50
HEALTH SERVICES AIDE	1.00	1.00	0.50	1.50	1.50
EXTRA HELP	13.54	1.95	0.50	2.45	2.45
Total	215.65	229.42	14.18	243.60	243.60

Public Health

Program

HEALTH CARE CENTERS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 25,579,490	\$ 27,619,087	\$ 2,353,847	\$ 29,972,934	\$ 30,805,319
Services and Supplies	11,572,339	11,099,681	4,351,438	15,451,119	15,140,089
Other Charges	1,606,969	1,644,740	8,705	1,653,445	1,712,162
Total Operating Expenditures	38,758,798	40,363,508	6,713,990	47,077,498	47,657,570
Capital Assets	46,500	55,500	97,500	153,000	689,000
Other Financing Uses	243,452	-	328,000	328,000	190,000
Increases to Fund Balances	1,538,847	-	-	-	-
Total Expenditures	\$ 40,587,597	\$ 40,419,008	\$ 7,139,490	\$ 47,558,498	\$ 48,536,570
Budget By Categories of Revenues					
Use of Money and Property	-	-	1,200	1,200	1,200
Intergovernmental Revenue	2,448,592	2,581,691	719,445	3,301,136	2,877,003
Charges for Services	37,538,269	37,297,372	5,295,361	42,592,733	43,771,733
Miscellaneous Revenue	252,929	2,250	250	2,500	2,500
Total Operating Revenues	40,239,791	39,881,313	6,016,256	45,897,569	46,652,436
Other Financing Sources	18,566	322,805	(124,610)	198,195	198,195
Decreases to Fund Balances	175	214,891	1,247,843	1,462,734	1,685,939
General Fund Contribution	341,983	-	-	-	-
Total Revenues	\$ 40,600,515	\$ 40,419,009	\$ 7,139,489	\$ 47,558,498	\$ 48,536,570

Public Health

Program

HEALTH CARE CENTERS (CONT'D)

2015-16 Anticipated Accomplishments

- Maintained Level III Patient Centered Medical Home (PCMH) status for the Carpinteria and Franklin Health Care Centers from the National Centers on Quality Assurance (NCQA). Secured additional grant funding as a result.
- Continued to lead efforts in the County to enroll and re-enroll patients in health care coverage through the Affordable Care Act with projections exceeding 12,000 client assists and more than 6,000 client enrollments.
- Expanded provider capacity at our Santa Barbara, Santa Maria and Lompoc Health Care Centers through new Expanded Medical Services grants from the Health Resources and Services Administration (HRSA).
- Implemented iziTracks, a computer system to better facilitate population health management to improve the health of our patient population by addressing a broad range of factors that impact health on a population level.

2016-18 Objectives

- Complete and submit a successful HRSA Service Area Competition (SAC) grant application for continued federal funding in support of our Federally Qualified Health Center (FQHC) status for the provision of comprehensive primary care services to our underserved communities.
- Implementation of patient electronic access to their providers and medical record through a Patient Portal known as “My Medical Home”.
- Expand the successful Pharmacy Diabetes Clinic to the Santa Barbara, Lompoc and Santa Maria Health Centers to help diabetic patients better manage their care and treatment.
- Provide substance abuse screening, brief intervention, and referral to treatment (SBIRT) services for eligible patients at the SBC HCCs with personnel certified through an approved SBIRT training; and successfully document screening, brief intervention, treatment/referral coordination planning in the patient’s medical record.
- Pursue achievement of Level III Patient Centered Medical Home accreditation at the Lompoc, Santa Maria and Santa Barbara Health Care Centers.

Public Health

Program

INDIGENT HEALTH PROGRAMS

Provide support, enrollment assistance, and case management to a variety of programs for the uninsured, the indigent, and the specific serious health needs of children.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
STAFF PHYSICIAN	0.51	0.51	-	0.51	0.51
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
PH PERFORM IMPROVE COORD	0.02	0.16	0.16	0.32	0.32
PUBLIC HEALTH NURSE SUPV	-	-	1.00	1.00	1.00
CCS SUPERVISING THERAPIST	3.23	3.00	-	3.00	3.00
STAFF NURSE SR	0.01	-	-	-	-
CCS OCC/PHYS THERAPIST	9.89	11.50	(0.75)	10.75	10.75
ADMN OFFICE PRO	6.31	6.00	(0.95)	5.05	5.05
HEALTH CARE PROGRAM COORDINATOR	1.00	1.00	(0.98)	0.02	0.02
PUBLIC HEALTH NURSE	2.41	2.75	(1.00)	1.75	1.75
STAFF NURSE	2.58	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	1.70	2.00	-	2.00	2.00
MEDICAL SOC SVC WKR SR	0.69	0.75	-	0.75	0.75
CCS CASEWORKER	5.00	6.00	-	6.00	6.00
HEALTH EDUCATION ASST	-	0.75	(0.66)	0.09	0.09
THERAPY ATTENDANT	2.50	2.50	-	2.50	2.50
EXTRA HELP	1.13	-	-	-	-
Total	<u>37.98</u>	<u>40.92</u>	<u>(3.19)</u>	<u>37.73</u>	<u>37.73</u>

Public Health

Program

INDIGENT HEALTH PROGRAMS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 4,367,199	\$ 4,896,413	\$ (172,593)	\$ 4,723,820	\$ 4,908,278
Services and Supplies	1,419,977	1,564,077	(390,033)	1,174,044	892,995
Other Charges	85,439	83,714	12,507	96,221	98,554
Total Operating Expenditures	5,872,615	6,544,204	(550,119)	5,994,085	5,899,827
Capital Assets	-	-	39,000	39,000	-
Other Financing Uses	2,935,530	3,545,827	318,761	3,864,588	3,589,588
Increases to Fund Balances	4,372,206	4,486,229	(238,399)	4,247,830	3,978,636
Total Expenditures	\$ 13,180,351	\$ 14,576,260	\$ (430,757)	\$ 14,145,503	\$ 13,468,051
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	505,323	519,050	(108,168)	410,882	202,663
Use of Money and Property	27,745	20,797	3,795	24,592	24,592
Intergovernmental Revenue	4,002,463	4,380,254	(352,670)	4,027,584	4,087,286
Charges for Services	406,346	385,400	(37,900)	347,500	397,500
Miscellaneous Revenue	3,695,999	3,796,449	(100,526)	3,695,923	3,695,923
Total Operating Revenues	8,637,876	9,101,950	(595,469)	8,506,481	8,407,964
Other Financing Sources	117,132	310,965	(50,000)	260,965	260,965
Decreases to Fund Balances	3,980,858	4,716,962	29,972	4,746,934	4,171,392
General Fund Contribution	444,485	446,383	184,740	631,123	627,730
Total Revenues	\$ 13,180,351	\$ 14,576,260	\$ (430,757)	\$ 14,145,503	\$ 13,468,051

2015-16 Anticipated Accomplishments

- Collaborated with CenCal Health to successfully transition and automate the data collection system for the Child Health and Disability Prevention (CHDP) program. Modernized a paper-based system to an electronic data-mining system for surveillance and nursing follow up of issues identified at a CHDP visit.
- Obtained State grant funding and implemented a partnership with Community Based Organizations to provide outreach and enrollment assistance to indigent clients with projections of more than 2,000 client assists and 800 client enrollments.
- Enrolled the Department as a Certified Application Entity (CAE) and re-certified more than 75 staff and contractors as Certified Application Counselors (CAC) to assist and enroll clients in health care coverage through the Affordable Care Act (ACA).
- Continued to expand and redefine the Benefits and Referral Center to improve relations and communications with referral providers in the community.

Public Health

Program

INDIGENT HEALTH PROGRAMS (CONT'D)

2016-18 Objectives

- Collaborate with CenCal Health in the design and implementation of the new “Whole Child Model” for the California Children’s Services (CCS) program. Evaluate the County staffing structure necessary as the State transitions the utilization review, case management, provider contracting, and referral tracking functions of CSS to CenCal Health to coordinate client service delivery.
- Continue coordination with the Department of Social Services to identify patients with medical necessity for “fast-tracking” into Medi-Cal coverage in order to assist with gaining prompt access to critical specialty services.
- Partner with County and community organizations on the implementation of the “Health for all Kids Act” that will extend and expand Medi-Cal coverage to all children under the age of 18.

Public Health

Program

DISEASE PREVENTION & HEALTH PROMOTION

Prevent outbreaks and promote healthy behaviors for the entire community by investigating, monitoring, and testing for communicable diseases. Inform and empower people about nutrition, maternal, child, and family health, chronic diseases, and other health issues.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DEPT LDR-ATTY/PHY	0.86	-	-	-	-
STAFF PHYSICIAN	0.33	1.11	0.12	1.24	1.24
PROGRAM MANAGER	2.99	3.00	-	3.00	3.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	0.89	0.89	(0.09)	0.80	0.80
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE SUPV	3.93	3.93	(0.03)	3.90	3.90
EPIDEMIOLOGIST SR	0.08	-	-	-	-
EDP SYS & PROG ANLST	0.01	-	-	-	-
COST ANALYST	0.13	0.12	(0.12)	-	-
ADMN OFFICE PRO	7.12	7.00	0.50	7.50	7.50
FINANCIAL OFFICE PRO	-	-	0.02	0.02	0.02
HEALTH CARE PROGRAM COORDINATOR	4.30	4.00	-	4.00	4.00
NUTRITION SERVICES SUPV	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE	12.61	13.74	0.01	13.75	13.75
PUBLIC HEALTH MICROB SR	1.88	1.00	(0.25)	0.75	0.75
COMMUNITY HEALTH NURSE	0.60	0.60	-	0.60	0.60
EPIDEMIOLOGIST/BIOSTAT	0.50	0.50	-	0.50	0.50
STAFF NURSE	-	1.00	-	1.00	1.00
ACCOUNTANT	0.04	0.06	(0.03)	0.03	0.03
NUTRITION SITE SUPV	3.82	3.83	0.01	3.84	3.84
PUBLIC HEALTH MICROB	2.11	3.67	0.33	4.00	4.00
HEALTH EDUCATOR	3.50	4.50	-	4.50	4.50
ADMN OFFICE PRO SR	2.54	2.99	-	2.99	2.99
FINANCIAL OFFICE PRO SR	0.02	0.02	(0.02)	-	-
LACTATION CONSULTANT	1.60	1.60	-	1.60	1.60
NUTRITIONIST	4.72	4.32	0.05	4.37	4.37
HEALTH EDUC ASSOC	1.00	1.00	2.00	3.00	3.00
HEALTH EDUCATION ASST SR	5.96	6.00	-	6.00	6.00
MEDICAL ASSISTANT	0.96	2.00	0.50	2.50	2.50
HEALTH EDUCATION ASST	11.77	12.00	2.00	14.00	14.00
HEALTH SERVICES AIDE SR	5.15	5.20	(0.52)	4.68	4.68
LABORATORY ASSISTANT	1.00	1.00	-	1.00	1.00
EXTRA HELP	7.77	5.42	(4.32)	1.10	1.10
Total	91.20	93.51	0.17	93.68	93.68

Public Health

Program

DISEASE PREVENTION & HEALTH PROMOTION (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 9,858,201	\$ 10,456,822	\$ 804,983	\$ 11,261,805	\$ 11,741,232
Services and Supplies	2,066,414	1,987,412	3,463	1,990,875	1,946,316
Other Charges	436,010	450,014	23,479	473,493	484,110
Total Operating Expenditures	12,360,625	12,894,248	831,925	13,726,173	14,171,658
Capital Assets	213,984	156,055	(156,055)	-	-
Other Financing Uses	50,118	52,300	-	52,300	52,300
Increases to Fund Balances	713,216	-	-	-	-
Total Expenditures	\$ 13,337,943	\$ 13,102,603	\$ 675,870	\$ 13,778,473	\$ 14,223,958
Budget By Categories of Revenues					
Licenses, Permits and Franchises	41,808	45,910	11,049	56,959	56,959
Intergovernmental Revenue	10,415,449	8,904,117	536,030	9,440,147	9,389,147
Charges for Services	998,538	988,783	238,021	1,226,804	1,226,804
Miscellaneous Revenue	8,099	4,600	(950)	3,650	3,650
Total Operating Revenues	11,463,895	9,943,410	784,150	10,727,560	10,676,560
Other Financing Sources	298,714	298,714	116,000	414,714	414,714
Decreases to Fund Balances	-	147,055	(147,055)	-	-
General Fund Contribution	1,577,103	2,713,423	(77,224)	2,636,199	3,132,684
Total Revenues	\$ 13,339,712	\$ 13,102,602	\$ 675,871	\$ 13,778,473	\$ 14,223,958

Public Health

Program

DISEASE PREVENTION & HEALTH PROMOTION (CONT'D)

2015-16 Anticipated Accomplishments

- Completed the Title V Five Year Plan on the five priority areas identified in the community assessment promoting health for high risk mothers and children.
- Implemented Women, Infant and Children (WIC) quality improvement teams to complete a “Plan-Do-Study-Act” process making positive changes to improve services to our WIC participants.
- Completed an in-depth investigation and closed a local medical practice involving over 1,000 patients who were at risk of Hepatitis C due to unsafe practices at the medical practice.
- Revised the County tobacco ordinance to include e-cigarettes and vaping.

2016-18 Objectives

- Initiate the process for National Public Health Accreditation by completing all three prerequisites: a Community Health Assessment, a Department Strategic Plan, and a Community Health Improvement Plan.
- Perform outreach to all HIV infected/AIDS patients in Santa Barbara County to offer linkages to care, partner services, and HIV/AIDS case management.
- Promote alternate Latent Tuberculosis (TB) treatment regimens to help reduce the incidence of TB through educational outreach campaigns for providers serving at-risk populations.
- Create a calendar of topics to communicate health related activities and events with our community.
- Promote Santa Barbara County as a Healthy Eating Active Living (HEAL) community.

Public Health

Program

REGULATORY PROGRAMS & EMERGENCY PREPAREDNESS

Protect the health and well-being of the community by controlling environmental hazards and ensuring the highest quality medical care through an integrated and coordinated system of services.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
STAFF PHYSICIAN	0.05	-	-	-	-
PROGRAM MANAGER	2.96	3.00	-	3.00	3.00
DEPUTY DIRECTOR	0.03	0.04	0.02	0.06	0.06
EDP OFFICE AUTO SPEC	0.02	-	-	-	-
HAZARD MATERIALS SUPV	2.00	2.00	-	2.00	2.00
PH PERFORM IMPROVE COORD	1.46	2.00	-	2.00	2.00
GEOLOGIST REGISTERED	1.00	1.00	-	1.00	1.00
ENVIRON HEALTH SPEC SUPV	3.00	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	0.84	1.01	(0.22)	0.79	0.79
COST ANALYST	0.31	0.27	(0.07)	0.20	0.20
STAFF NURSE SR	0.15	-	1.00	1.00	1.00
ADMN OFFICE PRO	7.88	8.00	-	8.00	8.00
FINANCIAL OFFICE PRO	1.06	1.04	-	1.04	1.04
PUBLIC HEALTH MICROB SR	-	-	0.25	0.25	0.25
HAZ MATERIALS SPEC SR	2.00	2.00	-	2.00	2.00
EPIDEMIOLOGIST/BIOSTAT	0.50	0.50	-	0.50	0.50
ENVIRON HEALTH SPEC SR	5.27	5.00	-	5.00	5.00
STAFF NURSE	-	1.00	(1.00)	-	-
ACCOUNTANT	0.89	0.89	0.21	1.10	1.10
DEPT BUS SPEC	0.50	0.50	-	0.50	0.50
ENVIRON HEALTH SPEC	10.56	11.00	(1.50)	9.50	9.50
PUBLIC HEALTH MICROB	0.37	0.33	(0.33)	-	-
HAZ MATERIALS SPEC	5.81	9.00	-	9.00	9.00
FINANCIAL OFFICE PRO SR	0.10	0.06	(0.06)	-	-
ENVIRON HEALTH SPEC TR	-	-	2.00	2.00	2.00
EMERG SVCS PLANNER	1.46	2.00	-	2.00	2.00
ENVIRONMENTAL HEALTH TECH	0.04	1.00	-	1.00	1.00
ANIMAL SHELTER ATTENDANT	0.04	-	-	-	-
CONTRACTOR	0.07	-	-	-	-
EXTRA HELP	3.21	0.80	(0.30)	0.50	0.50
Total	51.59	55.44	-	55.44	55.44

Public Health

Program

REGULATORY PROGRAMS & EMERGENCY PREPAREDNESS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 6,135,938	\$ 6,781,434	\$ 97,313	\$ 6,878,747	\$ 7,167,271
Services and Supplies	1,094,291	1,195,393	(138,998)	1,056,395	968,774
Other Charges	369,112	424,415	40,138	464,553	478,977
Total Operating Expenditures	7,599,342	8,401,242	(1,547)	8,399,695	8,615,022
Capital Assets	14,000	9,000	11,500	20,500	-
Other Financing Uses	52,331	38,670	118,735	157,405	19,405
Intrafund Expenditure Transfers (+)	12,804	10,184	43,115	53,299	14,274
Increases to Fund Balances	510,985	136,440	68,015	204,455	45,640
Total Expenditures	\$ 8,189,461	\$ 8,595,536	\$ 239,818	\$ 8,835,354	\$ 8,694,341
Budget By Categories of Revenues					
Licenses, Permits and Franchises	472,979	542,000	108,000	650,000	650,000
Fines, Forfeitures, and Penalties	142,546	145,823	(29,251)	116,572	63,673
Use of Money and Property	1,272	-	-	-	-
Intergovernmental Revenue	1,705,493	1,420,111	(62,223)	1,357,888	1,331,795
Charges for Services	5,434,432	5,706,559	(63,334)	5,643,225	5,750,490
Miscellaneous Revenue	47,065	320	(20)	300	300
Total Operating Revenues	7,803,786	7,814,813	(46,828)	7,767,985	7,796,258
Other Financing Sources	14,777	169,700	248,885	418,585	130,585
Intrafund Expenditure Transfers (-)	9,964	10,580	4,148	14,728	14,728
Decreases to Fund Balances	126,492	162,363	24,702	187,065	38,765
General Fund Contribution	395,791	438,009	8,982	446,991	474,591
Total Revenues	\$ 8,350,810	\$ 8,595,465	\$ 239,889	\$ 8,835,354	\$ 8,454,927

Public Health

Program

REGULATORY PROGRAMS & EMERGENCY PREPAREDNESS (CONT'D)

2015-16 Anticipated Accomplishments

- Received approval of the Local Area Management Plan (LAMP) by both the County Board of Supervisors and the Regional Water Board to assure safe wastewater systems throughout the County. This is the first plan in our region and the second plan in the state to have achieved such approval.
- Initiation of a county-wide Stroke program to improve outcomes for stroke victims.

2016-18 Objectives

- Improve and prioritize systems in Environmental Health Services (EHS) for initial contacts with customers.
- Ensure public health disaster response plans and procedures include Spanish language written materials and bilingual staff for public information and field operations.
- Enhance EMS, and Fire medical call screening in addition to Hazardous Materials call screening as part of the Sheriff Dispatch center.
- Develop streamlined Hazardous Materials release & Proposition 65 reporting procedures for use by business community and Environmental Health Services.
- Develop recommendations for the safe disposal of medications.

Public Health

Program

ANIMAL SERVICES

Establish and maintain a safe and healthy environment between humans and animals. Protect the animal population from the dangers of the street, the wild, disease, and from other potential harm.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEPUTY DIRECTOR	0.07	0.07	0.07	0.14	0.14
ANIMAL HEALTH & REG DIR	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.04	0.02	-	0.02	0.02
COST ANALYST	0.08	0.09	(0.06)	0.03	0.03
OPERATIONS MANAGER	-	-	1.00	1.00	1.00
FINANCIAL OFFICE PRO	0.96	1.21	(0.96)	0.25	0.25
ADMN OFFICE PRO	5.00	5.00	-	5.00	5.00
ACCOUNTANT	0.75	0.75	(0.05)	0.70	0.70
COMM OTRCH CRD ANML HLTH	1.27	2.00	-	2.00	2.00
ANIMAL CONTROL OFF SUPV	4.00	4.00	-	4.00	4.00
FINANCIAL OFFICE PRO SR	0.04	0.05	(0.02)	0.03	0.03
PUBLIC INFO ASSISTANT	0.96	1.00	-	1.00	1.00
REGISTERED VET TECH	1.00	2.00	-	2.00	2.00
ANIMAL CONTROL OFF	8.38	8.00	-	8.00	8.00
COMMUNICATIONS DISP	-	1.00	(1.00)	-	-
HEALTH EDUC ASSOC	1.00	1.00	-	1.00	1.00
ANIMAL SHELTER ATTENDANT	7.34	9.00	1.00	10.00	10.00
EXTRA HELP	5.04	1.00	-	1.00	1.00
Total	<u>36.94</u>	<u>37.19</u>	<u>(0.02)</u>	<u>37.17</u>	<u>37.17</u>

Public Health

Program

ANIMAL SERVICES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 3,164,389	\$ 3,575,529	\$ 78,977	\$ 3,654,506	\$ 3,824,590
Services and Supplies	864,795	1,021,383	(22,341)	999,042	996,286
Other Charges	367,011	457,347	90,421	547,768	566,478
Total Operating Expenditures	4,396,195	5,054,259	147,057	5,201,316	5,387,354
Capital Assets	14,851	24,011	1,989	26,000	-
Other Financing Uses	4,303	166,615	(123,804)	42,811	47,311
Increases to Fund Balances	37,154	40,000	2,000	42,000	42,000
Total Expenditures	\$ 4,452,503	\$ 5,284,885	\$ 27,242	\$ 5,312,127	\$ 5,476,665
Budget By Categories of Revenues					
Licenses, Permits and Franchises	763,200	831,210	(33,179)	798,031	816,018
Fines, Forfeitures, and Penalties	1,142	-	-	-	-
Intergovernmental Revenue	1,683	1,751	6	1,757	1,757
Charges for Services	2,318,703	2,508,286	39,971	2,548,257	2,540,455
Miscellaneous Revenue	4,745	21,750	(15,240)	6,510	6,510
Total Operating Revenues	3,089,473	3,362,997	(8,442)	3,354,555	3,364,740
Other Financing Sources	175,953	328,065	120,196	448,261	252,761
Decreases to Fund Balances	44,246	175,615	(106,804)	68,811	73,311
General Fund Contribution	1,089,973	1,418,082	22,418	1,440,500	1,452,300
Total Revenues	\$ 4,399,645	\$ 5,284,759	\$ 27,368	\$ 5,312,127	\$ 5,143,112

2015-16 Anticipated Accomplishments

- Revised the Animal ordinance, Animals and Fowl code, Chapter 7, including the dangerous dog section, to protect animals and the public.
- Implemented improvements to our Animal Services program through a comprehensive assessment, establishment of an Oversight Team, addition of new staff and many system changes to provide safe care for animals and protect the community.

2016-18 Objectives

- Provide Animal Services staff and volunteers with policies and procedural training.
- Clarify and establish agreements with animal adoption partners to improve animal welfare.

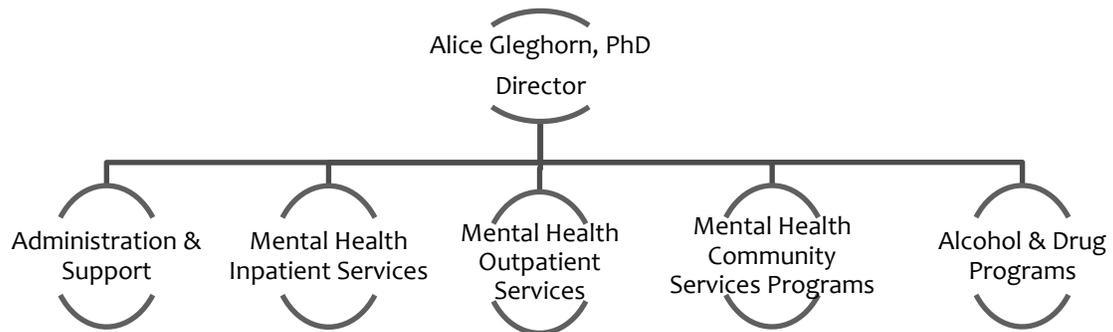
Behavioral Wellness



Garden Fountain by Bridget Hochman

BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 109,040,762
Capital	\$ 46,000
FTEs	432.10



Behavioral Wellness

Department

MISSION STATEMENT

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, integrated, accessible, and culturally competent services.

DEPARTMENT DESCRIPTION

The Department of Behavioral Wellness promotes the prevention of, and recovery from, addiction and mental illness among individuals, families and communities, by providing effective leadership and delivery of state-of-the-art, culturally competent services. In FY 14-15, 7,600 individuals of all ages received specialty mental health services throughout three key age groups: Children, Transition Age Youth and Adults, and 4,500 people served were in our Alcohol and other Drug programs. A variety of tailored services are offered including inpatient, outpatient and crisis.

In June 2013, at the direction of the Board of Supervisors, a comprehensive “Systems Change” initiative began based on two commissioned reports from TriWest Group and Health Management Associates (HMA). “Systems Change” remains active within Behavioral Wellness and uses a continuous quality improvement (CQI) approach to address problems documented by the comprehensive reports. The unprecedented Countywide “Systems Change” effort has focused on access to services, welcoming clients, increasing cultural competence, the integration of peer staff, improved services for children and individuals in crisis, and enhanced forensic services. The most recent change resulting from Systems Change efforts is the name and identity change of the department, that occurred in February, 2016.

HIGHLIGHTS OF 2016-18 OBJECTIVES

Alcohol and Other Drug Program

- Development of Screening, Brief Intervention and Referral to Treatment (SBIRT) services in Isla Vista.
 - Continued integration of alcohol and other drug (AOD) with mental health and primary care services by Drug Medi-Cal (DMC) Certifying existing mental health clinics.
 - Establishment of Intensive Outpatient Treatment (IOT) services in every region of the county and sobering center in Isla Vista
- #### Administration and Support
- Creation of a comprehensive, integrated, behavioral health system
 - The Office of Strategy Management supports creating, communicating, executing and sustaining strategic initiatives; improvement in communications, outcome measurement, and staff development.
 - Established departmental metrics developed and approved by the BOS for semi-annual distribution.
 - Departmental identity and name change.

Mental Health Community Services Program

- Implement crisis stabilization units in North. Crisis stabilization unit and Crisis Residential House in South County now open
- Continue to improve access to health care through Mental Health Services Act funding and Affordable Care Act that allowed us to serve all based on clinical need.

Mental Health Inpatient Services

- Complete planning of a Consolidated Mental Health Treatment Center to provide for additional inpatient beds in Santa Maria in conjunction with Marian Medical Center.
- Improve client outcomes and reduce lengths of stay through the expansion of the crisis service system (SB 82)

Mental Health Outpatient Services

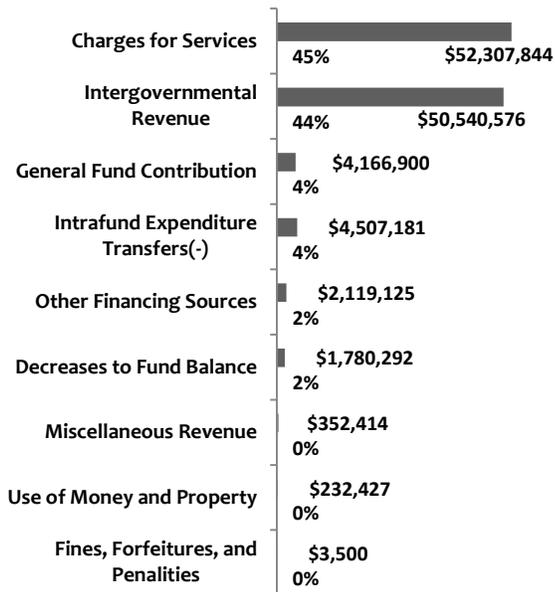
- Establish evidence-based practices delivered through specialty teams at all adult and children’s outpatient clinics to individualize services based on unique needs.
- Expand Forensic programming and Homeless services countywide.

Behavioral Wellness

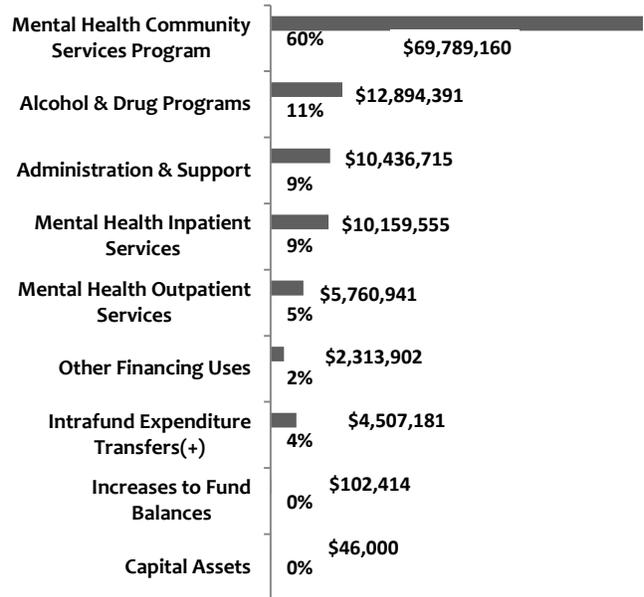
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$116,010,259

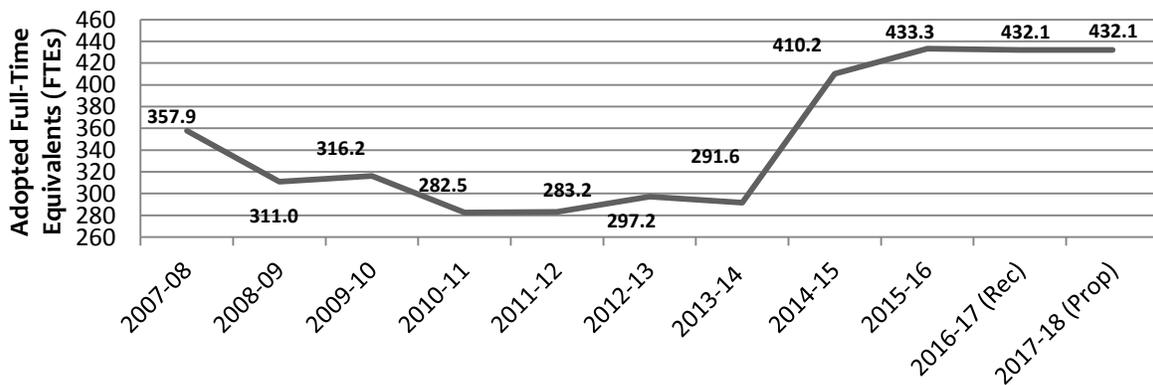


Use of Funds - \$116,010,259



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Behavioral Wellness

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	64.78	67.85	(1.00)	66.85	66.85
Mental Health Inpatient Services	38.92	46.60	(1.11)	45.50	45.50
Mental Health Outpatient Services	22.41	30.57	(1.80)	28.77	28.77
Mental Health Community Services Program	188.21	275.99	2.74	278.73	278.73
Alcohol & Drug Programs	9.74	12.25	-	12.25	12.25
Unallocated	4.16	-	-	-	-
Total	328.20	433.26	(1.16)	432.10	432.10
Budget By Budget Program					
Administration & Support	\$ 15,682,988	\$ 10,442,836	\$ (6,121)	\$ 10,436,715	\$ 10,864,009
Mental Health Inpatient Services	10,104,545	9,822,923	336,632	10,159,555	10,025,068
Mental Health Outpatient Services	3,966,399	6,003,663	(242,722)	5,760,941	5,986,657
Mental Health Community Services Program	60,409,685	66,363,788	3,425,372	69,789,160	72,065,146
Alcohol & Drug Programs	11,786,464	12,248,195	646,196	12,894,391	15,386,563
Unallocated	(361)	-	-	-	-
Total	\$ 101,949,720	\$ 104,881,405	\$ 4,159,357	\$ 109,040,762	\$ 114,327,443
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 38,084,824	\$ 47,497,112	\$ 4,601,245	\$ 52,098,357	\$ 54,371,191
Services and Supplies	54,733,299	54,774,475	(204,873)	54,569,602	57,538,416
Other Charges	9,131,597	2,609,818	(237,015)	2,372,803	2,417,836
Total Operating Expenditures	101,949,720	104,881,405	4,159,357	109,040,762	114,327,443
Capital Assets	(366)	1,154,994	(1,108,994)	46,000	46,000
Other Financing Uses	979,421	2,216,704	97,198	2,313,902	2,173,042
Intrafund Expenditure Transfers (+)	4,357,107	329,853	4,177,328	4,507,181	4,513,207
Increases to Fund Balances	1,923,365	88,648	13,766	102,414	103,950
Total	\$ 109,209,248	\$ 108,671,604	\$ 7,338,655	\$ 116,010,259	\$ 121,163,642
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 3,439	\$ 2,679	\$ 821	\$ 3,500	\$ 3,500
Use of Money and Property	163,939	230,945	1,482	232,427	228,164
Intergovernmental Revenue	48,231,721	47,702,935	2,837,641	50,540,576	49,025,150
Charges for Services	42,400,587	48,618,748	3,689,096	52,307,844	55,564,304
Miscellaneous Revenue	465,814	342,549	9,865	352,414	353,950
Total Operating Revenues	91,265,499	96,897,856	6,538,905	103,436,761	105,175,068
Other Financing Sources	9,393,504	4,264,681	(2,145,556)	2,119,125	1,678,681
Intrafund Expenditure Transfers (-)	4,357,107	329,853	4,177,328	4,507,181	4,513,207
Decreases to Fund Balances	1,127,039	3,053,514	(1,273,222)	1,780,292	1,594,325
General Fund Contribution	3,066,100	4,125,700	41,200	4,166,900	4,233,100
Fund Balance Impact (-)	-	-	-	-	3,969,261
Total	\$ 109,209,248	\$ 108,671,604	\$ 7,338,655	\$ 116,010,259	\$ 121,163,642

Behavioral Wellness

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Decrease of 1.16 extra help FTEs that primarily supported a one time project to create electronic health records by archiving and scanning all paper medical charts.

Expenditures

- Net operating expenditure increase of \$4,200,000:
 - \$4,600,000 increase in Salaries and Employee Benefits due to implementation of the Crisis Stabilization unit and overall salary and benefit rate increases.
 - -\$200,000 decrease in Services and Supplies primarily due to lower community based organization costs.
 - -\$200,000 decrease in Other Charges due to reduction in human resource services provided by another department.
- Net non-operating expenditures increase of \$3,200,000 primarily due to:
 - \$4,200,000 increase in the Intrafund Expenditure Transfers that allocates clinical supervision to programs.
 - -\$1,100,000 decrease in capital assets from utilizing funding in FY 15-16 from rehabbing county facilities for Crisis Stabilization South and purchase of Crisis Stabilization North.

These changes result in Recommended operating expenditures of \$109,040,762, non-operating expenditures of \$6,969,497, and total expenditures of \$116,010,259. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$6,500,000:
 - +\$3,700,000 increase in Charges for Services primarily due to:
 - +\$2,600,000 increase in Medi-Cal related revenue,
 - +\$300,000 increase in Administrative revenue between ADMHS funds, and
 - +\$140,000 increase in third party insurance revenue.
 - +\$2,800,000 increase in Intergovernmental Revenue primarily due to:
 - +\$2,500,000 increase in Mental Health Service Act revenue,
 - +\$900,000 increase in 2011 Realignment revenues, and
 - -\$500,000 decrease in State grant funds due to use of one time grant award for capital.
- Net non-operating revenue increase of \$800,000 primarily due to:
 - -\$2,100,000 decrease in Other Financial Sources primarily due to one time Tobacco Settlement (TSAC) and General funding for the Inpatient System of Care and Laura's Law implementation plan,
 - -\$1,300,000 decrease in the Department's use of fund balances, and
 - \$4,200,000 increase in Intrafund Expenditure Transfers that allocates clinical supervision to programs.

These changes result in Recommended operating revenues of \$103,436,761, non-operating revenues of \$13,373,248, and total revenues of \$116,810,009. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Behavioral Wellness

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

Expenditures

- Net expenditure increase of \$5,200,000 primarily due to:
 - +\$2,300,000 increase in Salaries and Employee Benefits reflects increases in County retirement and health insurance contributions along with negotiated labor agreements.
 - +\$3,000,000 increase in Services and Supplies primarily due to increase of community based organization and out of county contracted inpatient services costs.
 - +\$45,000 increase in Other Charges due to higher costs for services provided by other departments.
 - +\$140,000 decrease in Other Financing Uses between ADMHS funds.

Revenues

- Total operating revenues are increasing \$1,700,000 and non-operating revenue is increasing by \$3,400,000 for a combined net total revenue increase of \$5,100,000 primarily due to:
 - -\$1,500,000 decrease in Intergovernmental Revenue reflects a decrease primarily from Senate Bill 82 Grant revenue targeted to end which will require review of ongoing sustainable structure and possible alternative funding mechanisms.
 - +\$3,300,000 increase in Charges for Service from higher Mental Health and Drug Medi-Cal revenue.
 - -\$180,000 decrease in Restricted Fund Balance due to a decrease in the Department's use of fund balances in FY 2017-18.
 - +\$4,000,000 increase in Fund Balance Impact (-) due to a projected deficit in FY 2017-18 resulting primarily from:
 - +\$2,500,000 decrease of Senate Bill 82 Grant revenue targeted to end, and
 - +\$900,000 increase of out of county inpatient services costs.

RELATED LINKS

For more information on the Behavioral Wellness, refer to the website at <http://countyofsb.org/behavioral-wellness/>

Behavioral Wellness

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	Not Used in Prior Years	25.60% 53/207	37.80% 96/254	80%	80%
The percentage of "high cost" Medi-Cal beneficiaries (greater than \$30k per beneficiary, per year). (Goal: reduce by 7.5% per year)	4.76% 273/5,740	4.18% 282/6,745	4.00% 240/6,000	3.7% 220/6,000	3.7% 220/6,000
Mental Health Inpatient Services					
The percentage of clients who are readmitted to the PHF within 30 days of discharge. (Goal: decrease by 20% per year)	10% 42/421	12.8% 37/290	12.40% 46/372	10% 37/372	8% 37/372
The average acute inpatient length of stay. (VDM, Hillmont, PHF) (Goal: decrease to 7 days)	10 days	10 days	11 days	7 days	7 days
Mental Health Outpatient Services:					
Percentage of children referred for mental health screenings and receiving mental health services, will receive specialty mental health services (Katie A class and subclass criteria). (Goal: 50%)	58%* 364/628 *1/14-6/30/14	61% 280/459	48%* 118/245 *7/1/15-4/19/16	50%	50%
The time between admission and the first psychiatrist appointment for adults (Goal: reduce by 20% per year)	30 days	37 days	30 days	24 days	24 days
The time between admission and the first psychiatrist appointment for children (Goal: reduce by 20% per year)	32 days	45 days	41 days	33 days	33days

Behavioral Wellness

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Mental Health Community Service Programs:					
Percentage of adult clients served by the Crisis Stabilization Unit that stabilize in the community without need for involuntary inpatient care. (Goal: 85%)	N/A	N/A	85%	85%	85%
Alcohol and Drug Programs					
Percentage of adults in substance abuse treatment will stay 90 days or more. (Goal: 60%)	58% 1,548/2	57% 1,633/2,847	53% 1,684/3,194	60%	60%
Percentage of adults receiving services in substance abuse programs will successfully complete treatment. (Goal: 50%)	40% 1,078/2,689	44% 1,262/2,847	40% 1,276/3,194	50%	50%
Percentage of youth in substance abuse treatment will stay 90 days or more. (Goal: 75%)	77% 529/687	76% 529/696	75% 525/700	75%	75%
Percentage of youth receiving services in substance abuse programs will successfully complete treatment. (Goal: 70%)	57% 392/687	61% 423/696	60% 420/700	70%	70%

Behavioral Wellness



Behavioral Wellness

Program

ADMINISTRATION & SUPPORT

The Administration & Support services include administrative leadership, patient rights, and business operations comprised of human resources, fiscal, management information systems, and facility oversight.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	0.54	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.00	1.00	1.00	2.00	2.00
ASST DIRECTOR	0.71	1.35	-	1.35	1.35
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.02	1.00	1.00	2.00	2.00
FISCAL MANAGER	0.65	1.00	-	1.00	1.00
HR MANAGER	-	-	1.00	1.00	1.00
PROGRAM/BUS LDR-GEN	0.69	-	-	-	-
IT MANAGER	1.63	2.00	(1.00)	1.00	1.00
EDP OFFICE AUTO SPEC	0.19	1.50	(0.50)	1.00	1.00
EDP SYS & PROG ANLST SR	2.27	3.00	(0.50)	2.50	2.50
FACILITIES MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.65	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
COST ANALYST	3.01	4.00	-	4.00	4.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	14.51	14.50	-	14.50	14.50
FINANCIAL OFFICE PRO	2.27	2.00	-	2.00	2.00
ACCOUNTANT	2.99	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	5.27	6.00	-	6.00	6.00
DEPT BUS SPEC	2.94	3.00	-	3.00	3.00
MEDICAL RECORDS ADMIN	1.00	1.00	-	1.00	1.00
PATIENTS RIGHTS ADVOCATE	0.77	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	1.69	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	3.61	5.00	(1.00)	4.00	4.00
SAFETY OFFICER-DEPT	0.02	-	-	-	-
BUILDING MAINT WORKER	0.98	1.50	-	1.50	1.50
ADMHS RECOVERY ASSISTANT	0.34	-	-	-	-
EXTRA HELP	10.02	5.00	(1.00)	4.00	4.00
Total	64.78	67.85	(1.00)	66.85	66.85

Behavioral Wellness

Program

ADMINISTRATION & SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 7,056,638	\$ 7,950,502	\$ 500,719	\$ 8,451,221	\$ 8,832,483
Services and Supplies	1,921,231	1,871,293	(356,448)	1,514,845	1,554,410
Other Charges	6,705,119	621,041	(150,392)	470,649	477,116
Total Operating Expenditures	15,682,988	10,442,836	(6,121)	10,436,715	10,864,009
Capital Assets	-	16,000	-	16,000	16,000
Other Financing Uses	263,621	310,543	(5,039)	305,504	302,854
Increases to Fund Balances	3,040	-	-	-	-
Total Expenditures	\$ 15,949,649	\$ 10,769,379	\$ (11,160)	\$ 10,758,219	\$ 11,182,863
Budget By Categories of Revenues					
Use of Money and Property	4,239	(7,000)	10,913	3,913	-
Intergovernmental Revenue	6,714,485	5,425,384	(2,927,848)	2,497,536	2,497,536
Charges for Services	9,003,849	9,077,994	304,720	9,382,714	9,644,992
Miscellaneous Revenue	179,450	-	-	-	-
Total Operating Revenues	15,902,023	14,496,378	(2,612,215)	11,884,163	12,142,528
Other Financing Sources	4,867,944	1,000,000	(1,000,000)	-	-
Decreases to Fund Balances	3	-	-	-	-
General Fund Contribution	3,018,100	3,057,700	41,200	3,098,900	3,165,100
Total Revenues	\$ 23,788,070	\$ 18,554,078	\$ (3,571,015)	\$ 14,983,063	\$ 15,307,628

2015-16 Anticipated Accomplishments

- Developed Organizational Leadership structure and filled vacant leadership positions allowing for greater organizational and management support of the service system and direct staff.
- Reduced overall vacancy rate to 16% allowing for overall increase in staffing capacity impacting increase in services.
- Initiated ProtoCall contract for after-hours behavioral health access call response & access data collection.
- Established new departmental identity and name change approved by the Board of Supervisors.
- Implemented data dashboard and client reports used to gauge client milestones, document deadlines & monitor staff workload.

Behavioral Wellness

Program

ADMINISTRATION & SUPPORT (CONT'D)

2016-18 Objectives

- Enhance service to clients with complex needs, continue the multi-year process to create a comprehensive and integrated behavioral health system that includes mental health services, substance abuse services, physical health care services, and support services.
- Create, execute and sustain strategic initiatives within the Department through continual measures of outcomes of care, program evaluation, and enhance training opportunities.
- Increase collaborative efforts to transform organizational culture with ongoing outreach and involvement in program development to staff, clients, families, and community-based providers, resulting in improved client outcomes.
- Augment capacity to measure and evaluate systems, programs, and individual outcomes.
- Provide structure and establish a framework for care and recovery by development of defined long-term organizational strategic plans.
- Improve management of care for high need, high utilization, high cost, and legal system involved clients.
- Present annual system report inclusive of annual metrics.

Behavioral Wellness

Program

MENTAL HEALTH INPATIENT SERVICES

Mental Health Inpatient Services include the Psychiatric Health Facility (PHF), out of County short and long term acute contracted beds, and inpatient residential mental health programs.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PSYCHIATRIST	1.93	2.00	-	2.00	2.00
MEDICAL DIRECTOR	0.91	1.00	-	1.00	1.00
STAFF PHYSICIAN	0.50	0.50	-	0.50	0.50
PROGRAM MANAGER	0.08	-	-	-	-
PSYCHIATRIC NURSE SUPV	1.65	2.00	-	2.00	2.00
PSYCHIATRIC NURSE SR	0.01	-	-	-	-
ADMHS TEAM SUPV-RN	2.15	4.00	-	4.00	4.00
ADMN OFFICE PRO	1.54	1.50	-	1.50	1.50
PSYCHIATRIC NURSE	5.44	6.00	-	6.00	6.00
DEPT BUS SPEC	-	-	0.50	0.50	0.50
HEALTH CARE PROGRAM COORDINATOR	0.92	2.00	-	2.00	2.00
ADMHS PRACTITIONER	1.81	2.00	-	2.00	2.00
NUTRITIONIST	0.58	1.00	-	1.00	1.00
ADMHS TEAM SUPV-PSYCH TECH	0.88	1.00	-	1.00	1.00
ADMHS PSYCHIATRIC TECH	6.66	5.50	-	5.50	5.50
RECREATIONAL THERAPIST	1.17	1.25	-	1.25	1.25
ADMHS RECOVERY ASSISTANT	6.05	8.00	-	8.00	8.00
EXTRA HELP	6.61	8.65	(1.75)	6.90	6.90
CONTRACTOR	0.02	0.20	0.14	0.34	0.34
Total	38.92	46.60	(1.11)	45.50	45.50

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 5,450,480	\$ 5,936,179	\$ 298,478	\$ 6,234,657	\$ 6,479,660
Services and Supplies	4,378,454	3,680,956	(1,716)	3,679,240	3,295,396
Other Charges	275,611	205,788	39,870	245,658	250,012
Total Operating Expenditures	10,104,545	9,822,923	336,632	10,159,555	10,025,068
Total Expenditures	\$ 10,104,545	\$ 9,822,923	\$ 336,632	\$ 10,159,555	\$ 10,025,068
Budget By Categories of Revenues					
Intergovernmental Revenue	73,175	1,328,136	1,241,714	2,569,850	2,577,328
Charges for Services	3,740,404	4,763,838	718,328	5,482,166	5,490,866
Miscellaneous Revenue	1,326	-	-	-	-
Total Operating Revenues	3,814,905	6,091,974	1,960,042	8,052,016	8,068,194
Other Financing Sources	2,154,208	500,000	(59,556)	440,444	-
Total Revenues	\$ 5,969,113	\$ 6,591,974	\$ 1,900,486	\$ 8,492,460	\$ 8,068,194

Behavioral Wellness

Program

MENTAL HEALTH INPATIENT SERVICES (CONT'D)

2015-16 Anticipated Accomplishments

- Improved utilization management system at the Psychiatric Health Facility (PHF), improvements made in access to inpatient care as well as reductions in lengths of stay by utilization of expediency in step down options in care.
- Integrated and increased use of Electronic Health record to ensure continuity of care between inpatient and outpatient setting.
- Focused inpatient treatment on recovery and re-entry into the community by incorporating peer recovery specialists into program operations.
- Expanded the capacity to treat complex conditions by integration of alcohol and drug assessments and services in the inpatient setting.
- Opening of South County Crisis Stabilization Unit.

2016-18 Objectives

- Improve client outcomes and reduce lengths of stay through the expansion of the crisis service system through new crisis system resources, funded through SB 82.
- Increase access to inpatient care by improved utilization management of the PHF reducing lengths of stay and stepping down level of care as quickly as possible.
- Complete planning of a Consolidated Mental Health Treatment Center to provide for additional inpatient beds in Santa Maria.
- Increase access to services by the creation of additional housing options within the community to allow for restoration of competency on an outpatient basis, when clinically appropriate, rather than extending inpatient lengths of stay.
- Open Crisis Stabilization Unit in North County.

Behavioral Wellness

Program

MENTAL HEALTH OUTPATIENT SERVICES

Mental Health Outpatient Services delivers quality assurance and quality improvement activities in conjunction with strategic management. In addition, this program provides direct clinical services through partnerships with county departments, such as Probation and Social Services.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PSYCHIATRIST	0.46	0.46	0.01	0.47	0.47
DIVISION CHIEF	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.08	2.00	(1.00)	1.00	1.00
IT MANAGER	0.22	-	-	-	-
EDP SYS & PROG ANLST SR	-	-	0.50	0.50	0.50
EPIDEMIOLOGIST SR	0.11	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.01	-	-	-	-
CLIN PSYCHOLOGIST	0.97	1.00	-	1.00	1.00
PSYCHIATRIC NURSE SR	1.62	2.00	-	2.00	2.00
QUALITY ASSURANCE COORD	1.15	3.00	1.00	4.00	4.00
ADMN OFFICE PRO	0.56	1.00	-	1.00	1.00
EPIDEMIOLOGIST/BIOSTAT	-	1.00	-	1.00	1.00
DEPT BUS SPEC	2.31	1.00	-	1.00	1.00
ADMHS TEAM SUPV-PRACTITIONER	1.00	1.00	-	1.00	1.00
HEALTH CARE PROGRAM COORDINATOR	1.27	2.00	-	2.00	2.00
ADMHS PRACTITIONER	2.77	6.00	(4.00)	2.00	2.00
SAFETY OFFICER-DEPT	0.21	1.00	(1.00)	-	-
SAFETY/PRIVACY OFFICER-DEPT	-	-	1.00	1.00	1.00
ADMHS PRACTITIONER INTERN	1.99	1.00	3.00	4.00	4.00
ADMHS PSYCHIATRIC TECH	1.09	1.65	-	1.65	1.65
CONTRACTOR	0.47	0.81	(0.31)	0.50	0.50
EXTRA HELP	4.12	3.65	(1.00)	2.65	2.65
Total	22.41	30.57	(1.80)	28.77	28.77

Behavioral Wellness

Program

MENTAL HEALTH OUTPATIENT SERVICES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 2,770,044	\$ 3,723,149	\$ 20,520	\$ 3,743,669	\$ 3,923,613
Services and Supplies	1,059,295	2,120,617	(268,192)	1,852,425	1,895,867
Other Charges	137,060	159,897	4,950	164,847	167,177
Total Operating Expenditures	3,966,399	6,003,663	(242,722)	5,760,941	5,986,657
Other Financing Uses	-	99,102	(84,851)	14,251	14,222
Total Expenditures	\$ 3,966,399	\$ 6,102,765	\$ (327,573)	\$ 5,775,192	\$ 6,000,879
Budget By Categories of Revenues					
Use of Money and Property	58,132	50,000	9,168	59,168	59,168
Intergovernmental Revenue	30,973	721,693	(721,693)	-	-
Charges for Services	3,469,562	2,463,904	(236,685)	2,227,219	2,236,367
Miscellaneous Revenue	9,212	-	-	-	-
Total Operating Revenues	3,567,878	3,235,597	(949,210)	2,286,387	2,295,535
Other Financing Sources	122,463	1,486,647	(121,000)	1,365,647	1,365,647
General Fund Contribution	-	1,020,000	-	1,020,000	1,020,000
Total Revenues	\$ 3,690,341	\$ 5,742,244	\$ (1,070,210)	\$ 4,672,034	\$ 4,681,182

2015-16 Anticipated Accomplishments

- Development of the Katie A. program to ensure screening and individualized treatment for foster care children.
- Creation of specialty treatment teams in all outpatient clinics to provide levels of care based on individualized needs within a full array of recovery-based treatment services.
- Expansion of Crisis Services & Facilities, and Forensic Team.
- Progression of the Forensic Programming and Homeless Services Countywide to improve continuity of care, divert individuals from jail, and reduce acute hospitalizations.

2016-18 Objectives

- Establish evidence-based practices, delivered through specialty teams at all adult and children's outpatient clinics, to individualize services based on unique needs.
- Equip all outpatient adult clinics with fully developed co-occurring services to serve individuals with serious mental health, substance use, and medical conditions through a comprehensive system of recovery and resiliency.
- Expand community care resources by increasing the number of homeless shelter and board and care bed resources.
- Enhance communication and collaboration with Community Based Organizations (CBO) providers to review and update all outpatient service contracts to define and improve clinical client outcomes.

Behavioral Wellness

Program

MENTAL HEALTH COMMUNITY SERVICES PROGRAMS

Mental Health Community Services programs are services provided within Behavioral Wellness clinics and throughout community including partnerships with organizational providers.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PSYCHIATRIST	9.07	16.52	0.34	16.85	16.85
MEDICAL DIRECTOR	0.09	-	-	-	-
STAFF PHYSICIAN	-	0.25	-	0.25	0.25
ASST DIRECTOR	0.56	0.65	-	0.65	0.65
DIVISION CHIEF	1.04	2.00	-	2.00	2.00
PROGRAM MANAGER	1.12	3.00	-	3.00	3.00
REGIONAL CLINIC MANAGER	3.00	3.00	-	3.00	3.00
ADMHS TEAM SUPV-CLIN PSYCH	1.50	2.00	(1.00)	1.00	1.00
OPERATIONS MANAGER	-	-	1.00	1.00	1.00
TEAM/PROJECT LDR-GEN	0.07	-	-	-	-
CLIN PSYCHOLOGIST	2.84	3.75	(2.00)	1.75	1.75
PSYCHIATRIC NURSE SR	1.99	2.00	-	2.00	2.00
ADMHS TEAM SUPV-RN	-	1.00	-	1.00	1.00
ADMN OFFICE PRO	10.00	11.00	0.50	11.50	11.50
PSYCHIATRIC NURSE	10.65	21.50	(0.60)	20.90	20.90
DEPT BUS SPEC	1.09	2.50	(1.50)	1.00	1.00
ADMHS TEAM SUPV-PRACTITIONER	10.58	12.00	1.00	13.00	13.00
HEALTH CARE PROGRAM COORDINATOR	-	1.00	-	1.00	1.00
ADMHS PRACTITIONER	29.38	41.50	(14.00)	27.50	27.50
CLIN PSY POST DOC INTERN	1.92	2.00	2.00	4.00	4.00
ADMN OFFICE PRO SR	0.85	1.00	-	1.00	1.00
ADMHS REHABILITATION SPEC	3.54	5.00	-	5.00	5.00
ADMHS PRACTITIONER INTERN	19.38	23.00	13.00	36.00	36.00
ALCOHOL & DRUG SERVICE SPEC	3.42	3.00	1.00	4.00	4.00
ADMHS PSYCHIATRIC TECH	15.69	17.75	0.25	18.00	18.00
ADMHS TEAM SUPV-CASE WKR	-	1.00	-	1.00	1.00
ADMHS CASE WORKER	20.69	28.50	1.00	29.50	29.50
ADMHS RECOVERY ASSISTANT	16.50	24.00	-	24.00	24.00
CONTRACTOR	2.43	3.30	(0.10)	3.20	3.20
EXTRA HELP	20.83	43.77	1.85	45.62	45.62
Total	188.21	275.99	2.74	278.73	278.73

Behavioral Wellness

Program

MENTAL HEALTH COMMUNITY SERVICES PROGRAMS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 21,716,670	\$ 28,315,335	\$ 3,725,055	\$ 32,040,390	\$ 33,436,496
Services and Supplies	36,936,176	36,639,296	(313,322)	36,325,974	37,175,441
Other Charges	1,756,839	1,409,157	13,639	1,422,796	1,453,209
Total Operating Expenditures	60,409,685	66,363,788	3,425,372	69,789,160	72,065,146
Capital Assets	(366)	1,138,994	(1,108,994)	30,000	30,000
Other Financing Uses	507,668	1,672,059	187,088	1,859,147	1,720,966
Intrafund Expenditure Transfers (+)	3,902,557	-	4,105,420	4,105,420	4,105,420
Increases to Fund Balances	1,825,109	-	-	-	-
Total Expenditures	\$ 66,644,654	\$ 69,174,841	\$ 6,608,886	\$ 75,783,727	\$ 77,921,532
Budget By Categories of Revenues					
Use of Money and Property	98,524	185,332	(16,541)	168,791	168,496
Intergovernmental Revenue	34,665,932	33,649,937	5,552,184	39,202,121	37,730,223
Charges for Services	21,612,744	27,473,670	1,841,970	29,315,640	30,112,579
Miscellaneous Revenue	175,575	250,000	-	250,000	250,000
Total Operating Revenues	56,552,775	61,558,939	7,377,613	68,936,552	68,261,298
Other Financing Sources	2,248,889	1,278,034	(965,000)	313,034	313,034
Intrafund Expenditure Transfers (-)	3,902,557	-	4,105,420	4,105,420	4,105,420
Decreases to Fund Balances	513,141	2,140,672	(1,166,542)	974,130	424,325
Total Revenues	\$ 63,217,362	\$ 64,977,645	\$ 9,351,491	\$ 74,329,136	\$ 73,104,077

2015-16 Anticipated Accomplishments

- Opened South County Crisis Residential Program to allow a step down from inpatient acute hospitalizations as well as an alternative to hospitalization for individuals willing to voluntarily receive this level of support.
- Established countywide Triage teams.
- Established Lompoc Mobile Crisis team.
- Opened 6 bed residential facility in South County.

Behavioral Wellness

Program

MENTAL HEALTH COMMUNITY SERVICES PROGRAMS (CONT'D)

2016-18 Objectives

- Continue the integration of the principles of MHSa into all outpatient programs and services that includes adherence to established evidence-based practices delivered through specialty teams at all adult and children's outpatient clinics.
- Implement a crisis stabilization unit in the North County.
- Reduce length of stay within psychiatric health facility through development of appropriate community supports and housing.
- Utilize MHSa housing funds to create permanent housing units.
- Develop strategies to expand safe and stable housing options within Santa Barbara County for complex clients.
- Coordination with community partners to address needs of high utilizers.

Behavioral Wellness

Program

ALCOHOL & DRUG PROGRAMS

The Alcohol and Drug programs deliver publicly funded alcohol and drug prevention, early intervention, treatment, and recovery support services provided primary by community based organizations (CBOs).

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
CLIN PSYCHOLOGIST	0.12	0.25	-	0.25	0.25
COST ANALYST	0.26	-	-	-	-
QUALITY ASSURANCE COORD	-	2.00	-	2.00	2.00
ADMN OFFICE PRO	0.78	-	-	-	-
ACCOUNTANT	0.01	-	-	-	-
ADMHS TEAM SUPV-PRACTITIONER	2.00	2.00	-	2.00	2.00
HEALTH CARE PROGRAM COORDINATOR	2.81	3.00	-	3.00	3.00
ADMHS PRACTITIONER	0.56	2.00	(1.00)	1.00	1.00
ADMN OFFICE PRO SR	0.01	-	-	-	-
ADMHS PRACTITIONER INTERN	0.54	1.00	1.00	2.00	2.00
ALCOHOL & DRUG SERVICE SPEC	1.50	1.00	-	1.00	1.00
ADMHS CASE WORKER	0.01	-	-	-	-
EXTRA HELP	0.09	-	-	-	-
CONTRACTOR	0.07	-	-	-	-
Total	9.74	12.25	-	12.25	12.25

Behavioral Wellness

Program

ALCOHOL & DRUG PROGRAMS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,091,352	\$ 1,571,947	\$ 56,473	\$ 1,628,420	\$ 1,698,939
Services and Supplies	10,438,144	10,462,313	734,805	11,197,118	13,617,302
Other Charges	256,968	213,935	(145,082)	68,853	70,322
Total Operating Expenditures	11,786,464	12,248,195	646,196	12,894,391	15,386,563
Other Financing Uses	208,133	135,000	-	135,000	135,000
Intrafund Expenditure Transfers (+)	454,549	329,853	71,908	401,761	407,787
Increases to Fund Balances	95,216	88,648	13,766	102,414	103,950
Total Expenditures	\$ 12,544,362	\$ 12,801,696	\$ 731,870	\$ 13,533,566	\$ 16,033,300
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	3,439	2,679	821	3,500	3,500
Use of Money and Property	3,044	2,613	(2,058)	555	500
Intergovernmental Revenue	6,747,156	6,577,785	(306,716)	6,271,069	6,220,063
Charges for Services	4,574,028	4,839,342	1,060,763	5,900,105	8,079,500
Miscellaneous Revenue	100,251	92,549	9,865	102,414	103,950
Total Operating Revenues	11,427,918	11,514,968	762,675	12,277,643	14,407,513
Intrafund Expenditure Transfers (-)	454,549	329,853	71,908	401,761	407,787
Decreases to Fund Balances	613,895	912,842	(106,680)	806,162	1,170,000
General Fund Contribution	48,000	48,000	-	48,000	48,000
Total Revenues	\$ 12,544,362	\$ 12,805,663	\$ 727,903	\$ 13,533,566	\$ 16,033,300

2015-16 Anticipated Accomplishments

- Integrated co-occurring capacity at outpatient Mental Health clinics with use of Screenings, Brief Intervention, and Referral to Treatment for alcohol and drug issues (SBIRT).
- Developed capacity to care for medically compromised individuals by establishing Medicated Assisted Treatment (MAT) teams at two outpatient clinics.
- Sustained and expanded treatment services for drug court in the South County and for adolescents throughout the county.
- Expanded the Narcotic Treatment Programs (NTP) - now serving over 700 opioid dependent clients countywide.
- Enriched the Behavioral Wellness training program and issuance of hundreds of naloxone (opioid antidote) kits throughout the county to reverse ODs.

2016-18 Objectives

- Further integrate substance abuse services with the outpatient MHSA-funded programs.
- Implement State approved and expanded Drug Medi-Cal services.

Behavioral Wellness

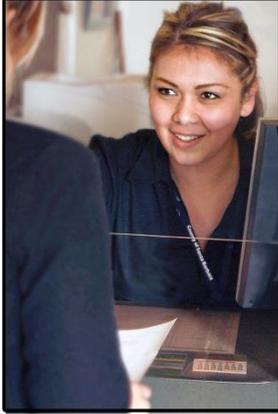
Program

ALCOHOL & DRUG PROGRAMS (CONT'D)

2016-18 Objectives (cont'd)

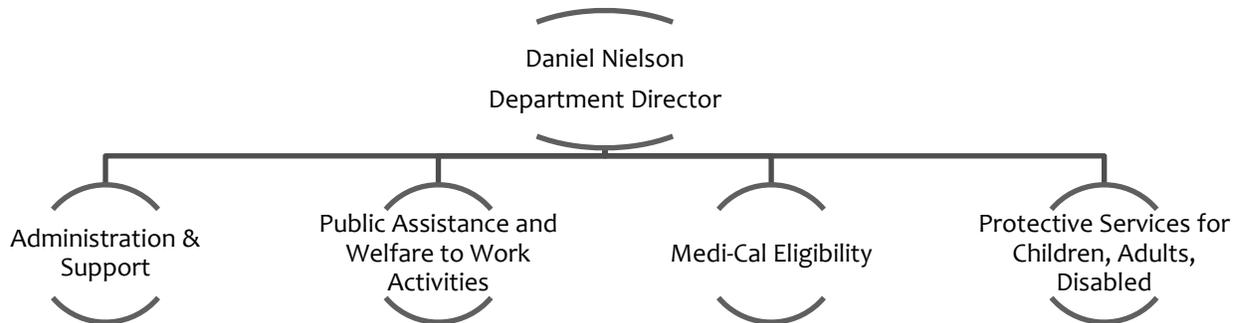
- Increase the opportunity for female specific programming and interventions for youth in the Santa Maria Juvenile Hall and at the Alternative Report and Resource Centers (ARRCs).
- Develop and initiate the Santa Barbara County Outpatient Delivery System for Alcohol and Drug Programs.
- Develop substance abuse treatment programming within the Juvenile Hall including SBIRT and linkage to community treatment upon release.
- Develop substance abuse treatment programming at the Los Prietos Boys Academy through the Strengthening Families Program.
- Coordinate and facilitate the Pew-MacArthur Results First Initiative which is designed to help assess the costs and benefits of intervention options available to the criminal justice system and allow for the use of data to make decisions based on proven results.

Social Services



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 174,211,198
Capital	\$ 1,232,500
FTEs	899.8



Social Services

Department

MISSION STATEMENT

Helping our community be safe, supported, and self-sufficient.

DEPARTMENT DESCRIPTION

Governed primarily by Federal and State mandates, the Department of Social Services provides services and programs critical to delivering a Countywide system of health, security, and safety for vulnerable County residents. For purposes of this document, our activities are separated into four budget programs:

- Administration & Support provides the infrastructure needed to effectively and efficiently operate the direct service areas of the Department. This includes management, policy, fiscal, human resources, quality assurance, technology, staff development, facility management, and disaster response.
- Public Assistance and Welfare to Work Activities includes our programs for food aid (CalFresh—formerly Food Stamps), cash aid (CalWORKs, General Relief), and job services (Welfare to Work, Workforce Resource Centers, Workforce Innovation and Opportunity Act, and the Workforce Development Board).
- Medi-Cal Eligibility includes our activities to provide affordable health coverage (Medi-Cal, Covered California).
- Protective Services for Children, Adults, and the Disabled includes our programs to investigate and respond to allegations of abuse or neglect of children (Child Welfare Services) and seniors or dependent adults (Adult Protective Services), our In-Home Supportive Services program for seniors or disabled adults who need help in order to stay safely in their home, and the Adult and Aging and KIDS Networks that coordinate programs and services that impact the well-being of children, seniors, and disabled adults.

The Department serves the community with full-service offices in Santa Maria, Lompoc, and Santa Barbara; and utilizes technology, out-stationed staff, and community partnerships to provide services to clients countywide.

HIGHLIGHTS OF 2016-18 OBJECTIVES

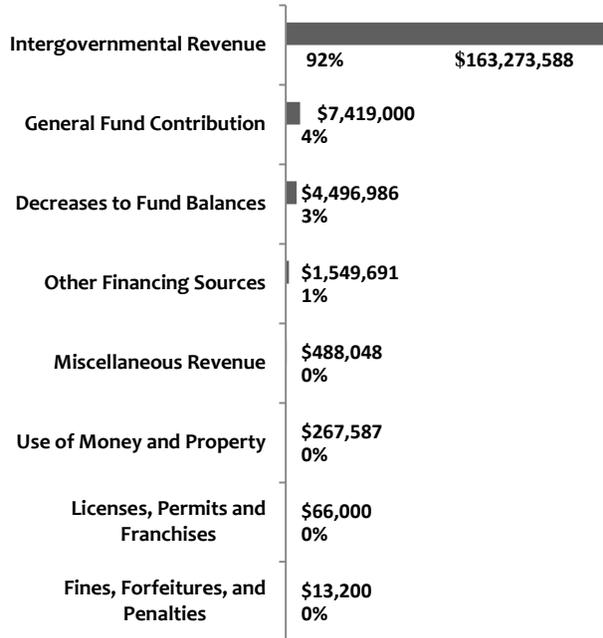
- Refine and standardize strategies for staff to continue meeting state mandates. Streamline business processes to improve service delivery and ensure timely and accurate benefit determinations are made.
- Implement legislative programmatic changes in the Child Welfare, Adult Protective Services, In-Home Supportive Services, and CalFresh programs that will require extensive collaboration with other County Departments and/or Community Partners.
- Implement several technology enhancements and modernization improvements to comply with Federal security requirements, increase departmental efficiencies, and improve client services.
- Continue to develop innovative strategies that support Welfare to Work participants and assist them in overcoming employment barriers so they can attain and retain unsubsidized employment.
- Utilize data collected to identify specific interventions needed to ensure CalWORKs children and families have the support, opportunities, and resources necessary to thrive.

Social Services

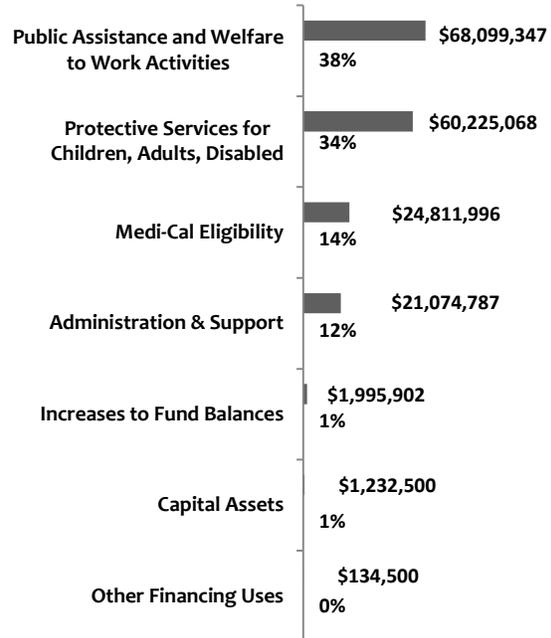
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$177,574,100

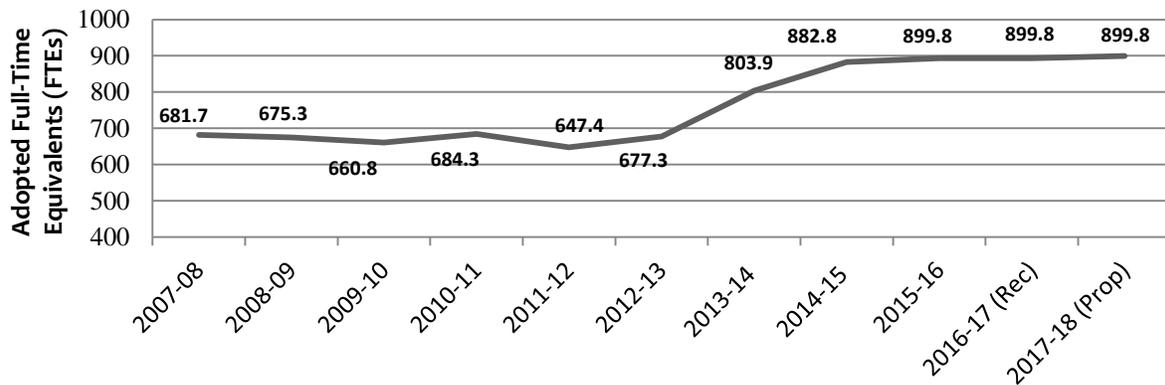


Use of Funds - \$177,574,100



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Social Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	151.80	159.63	(1.31)	158.32	158.32
Public Assistance and Welfare to Work Acti	342.66	266.91	5.36	272.27	272.27
Medi-Cal Eligibility	227.47	263.41	(5.90)	257.51	257.51
Protective Services for Children, Adults, Dis	189.14	209.80	1.85	211.65	211.65
Unallocated	3.00	-	-	-	-
Total	914.07	899.75	-	899.75	899.75
Budget By Budget Program					
Administration & Support	\$ 19,280,974	\$ 20,629,283	\$ 445,504	\$ 21,074,787	\$ 21,974,538
Public Assistance and Welfare to Work Acti	63,352,282	67,205,364	893,983	68,099,347	69,002,486
Medi-Cal Eligibility	21,763,282	25,239,379	(427,383)	24,811,996	25,999,815
Protective Services for Children, Adults, Dis	54,797,145	59,804,288	420,780	60,225,068	62,175,746
Unallocated	47,518	-	-	-	-
Total	\$ 159,241,201	\$ 172,878,314	\$ 1,332,884	\$ 174,211,198	\$ 179,152,585
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 76,596,587	\$ 84,333,179	\$ (972,346)	\$ 83,360,833	\$ 87,037,381
Services and Supplies	27,529,616	31,600,099	(215,050)	31,385,049	31,749,550
Other Charges	55,114,998	56,945,036	2,520,280	59,465,316	60,365,654
Total Operating Expenditures	159,241,201	172,878,314	1,332,884	174,211,198	179,152,585
Capital Assets	80,345	743,500	489,000	1,232,500	207,500
Other Financing Uses	211,051	111,233	23,267	134,500	97,000
Increases to Fund Balances	1,986,383	1,978,990	16,912	1,995,902	1,995,902
Total	\$ 161,518,981	\$ 175,712,037	\$ 1,862,063	\$ 177,574,100	\$ 181,452,987
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 79,837	\$ 66,000	\$ -	\$ 66,000	\$ 66,000
Fines, Forfeitures, and Penalties	5,174	13,200	-	13,200	13,200
Use of Money and Property	204,088	263,814	3,773	267,587	267,866
Intergovernmental Revenue	150,642,174	162,041,517	1,232,071	163,273,588	165,926,688
Miscellaneous Revenue	905,602	525,501	(37,453)	488,048	488,048
Total Operating Revenues	151,836,875	162,910,032	1,198,391	164,108,423	166,761,802
Other Financing Sources	480,029	127,073	1,422,618	1,549,691	87,840
Decreases to Fund Balances	2,536,478	5,417,332	(920,346)	4,496,986	2,004,100
General Fund Contribution	6,665,600	7,257,600	161,400	7,419,000	7,580,800
Fund Balance Impact (-)	-	-	-	-	5,018,445
Total	\$ 161,518,981	\$ 175,712,037	\$ 1,862,063	\$ 177,574,100	\$ 181,452,987

Social Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- No net increase from 899.8 FTEs in the 2015-16 Adopted Budget to the 2016-17 Recommended Budget.

Expenditures

- Net Operating Expenditures increase of \$1,333,000 primarily due to:
 - -\$973,000 net decrease in Salaries and Employee Benefits is due to a reduction in the net Salaries, payroll taxes, extra help and overtime costs of -\$2,722,000 based on the need to control the hiring of vacated positions based on funding projections, offset by increased retirement contributions (\$581,000), health insurance costs (\$887,000), and workers compensation costs (\$270,000).
 - -\$215,000 decrease in Services and Supplies primarily due to:
 - +\$318,000 increase in Postage primarily due to caseload increases and mandated notifications required to be sent to clients.
 - +\$300,000 increase in Purchase of Social Services primarily due to the new Child Welfare Services Foster Parent Recruitment, Retention, and Support program and additional counseling and drug testing.
 - +\$230,000 increase in the Department's level of mandated funding in the In-Home Supportive Services program due to a mandated annual increase.
 - +\$215,000 increase primarily for Technology Software Maintenance costs incurred due to the purchase of a Microsoft software package.
 - +\$203,000 increase in Office Expense due to staffing increases the past two years.
 - +\$202,000 increase in Communications due to an increase in costs relating to mobile devices as well as network connection costs for two satellite offices not included in the FY 15-16 Adopted budget.
 - -\$249,000 decrease in Technology Hardware purchases due to fewer purchases of equipment under \$5K. Additionally, purchases originally anticipated to be less than \$5K will be capitalized as part of a project.
 - -\$422,000 decrease in County Cost Allocation Plan as a result of charges in FY 15-16 for past years that were not included in the FY 16-17 County Cost Allocation Plan, however, overall costs have been on an upward trend.
 - -\$477,000 decrease in Contractual Services primarily due to the change in the CalWORKs Family Stabilization program plan.
 - -\$596,000 decrease in Consulting and Management Fees due to consulting phase for new Information Technology projects being completed in FY 15-16 and an anticipated decrease in CalWIN Consulting and Management Fees.
 - +\$2,520,000 increase in Other Charges primarily due to:
 - +\$1,654,000 net increase in Cash Assistance payments primarily due to an increase in Adoption Assistance payments due to caseloads and cost per case increases of 4% and 2.17%, respectively, increase in Foster Care-Probation Assistance payments as a result of longer placement at higher rates despite caseload decreases, Kinship Guardianship (KinGAP) program increase in eligible children living with relative legal guardian, and an increase in Work Incentive Nutritional Supplement (WINS) program Assistance payments due to a State budget enhancement. The WINS program provides supplemental food benefits for working families who are CalFresh but not CalWORKs eligible.
 - +\$390,000 increase in Information Technology Service due to an increase in data processing services provided by General Services.

Social Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

Expenditures (cont'd)

- +\$259,000 increase in Supportive Services due to new funding received for the Housing Support Program.
- +\$230,000 net increase in General Services rates for liability insurance, telephone services, and work orders.
- +\$103,000 increase in Motor Pool charges due to anticipated purchase of new assigned vehicles as well as increased motor pool rates.
- Net Non-Operating Expenditure increase of \$529,000:
 - +\$489,000 increase in Capital Assets includes an additional \$354,000 for new Information Technology hardware and software projects and \$135,000 for carpet replacement for the Lompoc office (Total Capital Assets of \$1.2 million).
 - +\$23,000 increase in Other Financing Uses due to a transfer to General Services for additional assigned vehicles.
 - +\$17,000 increase in Restricted Fund Balance due to additional revenue in the SB163 Wraparound program.

These changes result in Recommended Operating Expenditures of \$174,211,000, Non-Operating Expenditures of \$3,363,000, resulting in Total Expenditures of \$177,574,000. Non-Operating Expenditures primarily include Capital Asset, Other Financing Uses, and Increases in Fund Balances.

Revenues

- Net Operating Revenue increase of \$1,198,000 primarily due to:
 - +\$1,232,000 net increase in Intergovernmental Revenue primarily due to:
 - +\$800,000 increase in the Department's 1991 Realignment revenue.
 - +\$711,000 increase in Federal revenue for Workforce Innovation and Opportunity Act.
 - +\$660,000 increase in Federal and State revenue for Child Welfare Services.
 - +\$371,000 increase in Federal revenue for administration of Foster Care.
 - +\$246,000 increase in Federal revenue for Adoption Assistance.
 - +\$202,000 increase in Federal and State revenue for the CalWORKs Assistance.
 - +\$77,000 increase in Federal revenue for Foster Care Assistance.
 - +\$70,000 increase in Federal and State revenue to administer the CalWORKs program.
 - -\$33,000 decrease in Federal revenue for Adult Protective Services.
 - -\$70,000 decrease in 2011 Realignment revenue used for realigned programs: Foster Care, Adoptions, CWS, Child Abuse Prevention, and Adult Protective Services.
 - -\$86,000 decrease in Federal and State revenue for CalFresh.
 - -\$271,000 decrease in Federal and State revenue for Licensing.
 - -\$385,000 decrease in Federal and State revenue for CalWIN.
 - -\$398,000 decrease in Federal and State revenue for In-Home Supportive Services.
 - -\$723,000 decrease in Federal and State revenue to administer the Medi-Cal program and the Affordable Care Act.

Social Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

- Net Non-Operating Revenue increase of \$664,000 primarily due to:
 - +\$1,423,000 increase in Other Financing Sources primarily for a one-time offset for a 5% Eligibility Worker raise and increases in general liability, workers compensation, and mandated local share in Social Service programs in FY 2016-17.
 - +\$161,000 increase in General Fund Contribution for Salary and Employee Benefit increases.
 - -\$920,000 decrease to Purpose of Fund due to complete utilization of available fund balance.

These changes result in Recommended Operating Revenues of \$164,108,000, Non-Operating Revenues of \$13,466,000 resulting in Total Revenues of \$177,574,000. Non-operating Revenues primarily include General Fund Contribution, Transfers, and Decreases to Fund Balances.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

- Salaries and Employee Benefits are expected to increase primarily due to COLA and merit increases.
- Public assistance payments are anticipated to increase based on the recent caseload trends.

RELATED LINKS

For more information on the Department of Social Services, please refer to the Department's website, located at http://www.countyofsb.org/social_services/default.aspx.

Social Services

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Percent of staff training delivered through online, video conferencing, and other resource-saving technologies. (Dept. Target = >40%)	43% 3,956/9,196	39% 3,252/8,297	40% 2,660/6,650	40% 2,660/6,650	40% 2,660/6,650
Number of internal program reviews conducted and summarizing reports produced (Dept. Target = 16 reports)	8	16	16	16	16
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date. (County Target = 100%)	Not used in prior years	91% 801/879	95% 756/824	100% 824/824	100% 824/824
Public Assistance & Welfare to Work Activities					
Percent of CalWORKs cases processed within mandated timeframes. (Dept. Target = >98%)	99% 7,160/7,262	98% 7,527/7,658	99% 8,366/8,416	99% 8,366/8,416	99% 8,366/8,416
Percent of Welfare to Work participants engaged in activities leading to self-sufficiency. (Dept. Target = >81%)	75% 948/1,264	81% 1,043/1,295	84% 1,057/1,255	84% 1,057/1,255	84% 1,057/1,255
Percent of CalFresh cases processed within mandated timeframes. (Federal Target = >90%)	86% 13,557/15,805	91% 14,618/16,122	90% 15,961/17,734	90% 17,556/19,507	90% 19,312/21,458
Percent of General Relief cases processed within mandated timeframes. (Dept. Target = >95%)	93% 4,029/4,342	95% 4,411/4,619	95% 4,391/4,622	95% 4,391/4,622	95% 4,391/4,622

Social Services

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Medi-Cal Eligibility					
Percent of Medi-Cal cases processed within mandated timeframes. (State Target = >90%)	55% 22,246/40,092	73% 21,650/29,825	90% 23,859/26,510	90% 26,245/29,161	90% 28,869/32,077
Percent of Medi-Cal Redeterminations processed within mandated timeframes. (State Target = >90%)	66% 15,462/23,432	59% 25,003/42,273	75% 37,896/50,528	90% 47,749/53,054	90% 50,136/55,707
Protective Services for Children, Adults, Disabled					
Percent of child abuse and neglect allegations receiving timely contact. (Dept. Target = 100%) (State Target = >90%)	97% 2,961/3,048	92% 2,854/3,088	94% 3,000/3,206	100% 3,206/3,206	100% 3,206/3,206
Percent of children under the supervision of CWS visited by a social worker, for whom a monthly in-person visit is required. (Dept. Target = 100%) (State Target = >90%)	96% 8,297/8,603	94% 7,315/7,818	98% 7,706/7,902	100% 7,902/7,902	100% 7,902/7,902
Percent of monthly In-Home Supportive Services recipients that are placed in long term care facilities. (Dept. Target = <1%)	0.15% 5/3,228	0.18% 6/3,381	0.23% 8/3,546	0.23% 8/3,546	0.23% 8/3,546

Social Services

Program

ADMINISTRATION & SUPPORT

The Administration and Support budget program supports staff in the achievement of the Department's mission through policy direction, financial planning and accounting, human resource guidance, employee relations, development of staff, quality assurance, technology, facilities management, and special projects; and serves as a liaison with other County departments and State and Federal agencies.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	3.81	4.00	-	4.00	4.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	4.73	5.10	(0.10)	5.00	5.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	3.59	3.95	-	3.95	3.95
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	5.04	6.00	-	6.00	6.00
COMPUTER SYSTEMS SPEC SUPV	0.45	0.98	-	0.98	0.98
PROJECT MANAGER	0.15	1.00	-	1.00	1.00
COST ANALYST	3.62	4.00	(1.00)	3.00	3.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
HR ANALYST	-	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	7.31	8.00	-	8.00	8.00
ADMN OFFICE PRO	42.39	39.50	(2.00)	37.50	37.50
ACCOUNTANT	9.42	11.00	1.00	12.00	12.00
COMPUTER SYSTEMS SPEC	8.68	10.00	-	10.00	10.00
DEPT BUS SPEC	11.70	12.10	1.90	14.00	14.00
EXECUTIVE SECRETARY	0.62	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	2.54	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	12.24	15.00	(1.00)	14.00	14.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00	2.00
ELIGIBILITY SUPERVISOR	2.00	3.00	(1.00)	2.00	2.00
ELIGIBILITY WORKER	13.30	12.00	1.00	13.00	13.00
UTILITY CLERK-DEPT	8.26	10.00	(1.11)	8.89	8.89
STOREKEEPER	1.00	1.00	1.00	2.00	2.00
EXTRA HELP	2.95	-	-	-	-
Total	151.80	159.63	(1.31)	158.32	158.32

Social Services

Program

ADMINISTRATION & SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 16,304,979	\$ 17,798,586	\$ 420,541	\$ 18,219,127	\$ 19,029,493
Services and Supplies	2,246,862	2,237,192	(40,786)	2,196,406	2,266,488
Other Charges	729,133	593,505	65,749	659,254	678,557
Total Operating Expenditures	19,280,974	20,629,283	445,504	21,074,787	21,974,538
Capital Assets	18,432	132,795	84,112	216,907	36,518
Other Financing Uses	24,623	-	6,600	6,600	-
Increases to Fund Balances	28,711	-	-	-	-
Total Expenditures	\$ 19,352,740	\$ 20,762,078	\$ 536,216	\$ 21,298,294	\$ 22,011,056
Budget By Categories of Revenues					
Use of Money and Property	(13,150)	17,600	-	17,600	17,600
Intergovernmental Revenue	(18,690,061)	-	-	-	-
Miscellaneous Revenue	529,901	42,300	3,060	45,360	45,360
Total Operating Revenues	(18,173,310)	59,900	3,060	62,960	62,960
Other Financing Sources	100,555	111,840	76,775	188,615	86,840
Decreases to Fund Balances	386	774,155	150,593	924,748	-
General Fund Contribution	(86,269)	(34,469)	247,618	213,149	61,158
Total Revenues	\$ (18,158,638)	\$ 911,426	\$ 478,046	\$ 1,389,472	\$ 210,958

2015-16 Anticipated Accomplishments

- Achieved a structurally balanced budget by maximizing revenues and controlling costs.
- Supported the Department's various programs and improved service to our clients by conducting 16 internal program reviews. Fostered transparency by facilitating 26 audits and reviews by outside agencies. Ensured 492 clients received due process in any benefit or service dispute. Reviewed over 10,000 reports for potential discrepancies and possible overpayment recoupment, and reviewed over 14,000 transactions and claims for accuracy.
- Completed 320 In-Home Supportive Services (IHSS) desk reviews, 60 home visits, and developed two Targeted Reviews (Minor Services and Protective Supervision).
- Processed approximately 1,500 personnel changes, 23,400 timesheets, 1,000 employee evaluations, 300 new hires, 150 job assignment changes, 100 separations, and 13 recruitments.
- Supported the Information Technology (IT) infrastructure for approximately 900 staff, 1,600 networked devices, 200 laptops, 300 iPhones or iPads, 100 computer applications, and 50 types of Microsoft software applications and modules to ensure staff has the tools to provide timely services to our clients.
- Upgraded the network, firewall, and flash memory to provide staff and Community-Based Organizations efficient access to the MyBenefits CalWIN portal.
- Continued the migration of physical servers to virtual servers enabling more memory for better IT infrastructure performance. Set-up a new satellite office in Lompoc with workstations and IT infrastructure, and upgraded the network and IT infrastructure at the Cuyama Family Resource Center and the Carpinteria satellite office. These satellite offices provide greater access to services for our clients in remote areas of our county

Social Services

Program

ADMINISTRATION & SUPPORT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Implemented a major update of our Benefit Service Center's Interactive Voice Response (IVR) system to provide a higher level of customer support.
- Provided 109,595 induction training hours to new staff in MediCal, CalFresh, CalWORKs, Child Welfare Services (CWS), and Adult Services programs.
- Conducted Supervisor Trainings that provided tools to help supervisors increase their skills and abilities and remain successful.
- Developed and implemented a training feedback process that includes a training survey to be utilized as a tool for improving quality of trainings.
- Incorporated the Safety Organized Practices (SOP) model into CWS Social Worker training, which provides tools and strategies for creating constructive working partnerships between social workers, the families they work with, and community resources while maintaining a primary focus on actual and potential harm to children.
- Planned and conducted three Trauma Informed Practice Symposiums to train CWS Social Workers on how to screen for trauma exposure, use culturally sensitive evidence-based assessment and treatment for traumatic stress, and strengthen the resilience and protective factors of children and families.
- Successfully completed the Tele-working Pilot Project, with policies to help attract and retain diverse employees, decrease employee commute, and reduce the need for office space and associated overhead costs.
- Collaborated with General Services, Probation, and Public Health to identify and implement a plan to increase parking and designate client parking spaces at the Betteravia complex.

2016-18 Objectives

- Continue to achieve a structurally balanced budget by maximizing revenues and controlling costs.
- Replace and modernize an antiquated employee records database to increase efficiency and add critical tracking elements.
- Expand the IVR system capabilities to allow for call recording for quality assurance reviews and verbal attestation to eliminate the need for a wet signature from clients served by the Betteravia and Lompoc offices.
- Work with program staff to use the newly completed Computer Information Systems Replication Project to provide enhanced data that identifies various client and caseload trends, demographics, and emerging department data needs.
- Transition to a new remote access platform to comply with Federal security requirements.

Social Services

Program

PUBLIC ASSISTANCE AND WELFARE TO WORK ACTIVITIES

The Public Assistance and Welfare to Work (WTW) Activities budget program helps families and individuals meet their basic needs, and assist them in becoming self-sufficient. It includes food aid from CalFresh, cash aid from General Relief and CalWORKS, WTW services, job-related services from the multi-agency Workforce Resource Centers (WRC), and employment programs.

In addition, the Public Assistance and WTW budget program also includes the federal Workforce Innovation and Opportunity Act (WIOA), and the Workforce Development Board (WDB), which develops innovative workforce strategies that help businesses, individuals, and industries achieve and sustain economic vitality.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIVISION CHIEF	5.86	5.50	0.10	5.60	5.60
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.10	0.05	-	0.05	0.05
OPERATIONS MANAGER	-	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	0.24	0.02	-	0.02	0.02
ADMN OFFICE PRO	27.99	26.40	1.95	28.35	28.35
COMPUTER SYSTEMS SPEC	0.44	-	-	-	-
DEPT BUS SPEC	18.81	20.25	0.55	20.80	20.80
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	5.14	5.29	1.71	7.00	7.00
CAREER EMP SPECIALIST SUPV	8.86	9.45	0.20	9.65	9.65
ELIGIBILITY SUPERVISOR	15.99	15.25	1.30	16.55	16.55
SOCIAL SERVICES WORKER	0.05	1.00	1.00	2.00	2.00
CAREER EMP SPECIALIST SR	27.95	31.25	(2.00)	29.25	29.25
ELIGIBILITY WORKER	134.26	130.45	(0.56)	129.89	129.89
CAREER EMP SPECIALIST	14.23	18.00	1.00	19.00	19.00
UTILITY CLERK-DEPT	0.16	-	0.11	0.11	0.11
EXTRA HELP	79.60	-	-	-	-
Total	<u>342.66</u>	<u>266.91</u>	<u>5.36</u>	<u>272.27</u>	<u>272.27</u>

Social Services

Program

PUBLIC ASSISTANCE AND WELFARE TO WORK ACTIVITIES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 23,474,767	\$ 24,530,626	\$ 388,164	\$ 24,918,790	\$ 25,849,642
Services and Supplies	10,010,734	11,646,412	(457,163)	11,189,249	11,032,796
Other Charges	29,866,781	31,028,326	962,982	31,991,308	32,120,048
Total Operating Expenditures	63,352,282	67,205,364	893,983	68,099,347	69,002,486
Capital Assets	28,717	217,048	155,501	372,549	62,719
Other Financing Uses	80,408	-	11,334	11,334	-
Total Expenditures	\$ 63,461,407	\$ 67,422,412	\$ 1,060,818	\$ 68,483,230	\$ 69,065,205
Budget By Categories of Revenues					
Use of Money and Property	217,118	246,214	3,773	249,987	250,266
Intergovernmental Revenue	74,041,420	71,339,263	425,414	71,764,677	71,733,663
Miscellaneous Revenue	192,074	-	2,250	2,250	2,250
Total Operating Revenues	74,450,612	71,585,477	431,437	72,016,914	71,986,179
Other Financing Sources	35,922	-	618,232	618,232	-
Decreases to Fund Balances	-	36,954	(36,954)	-	-
General Fund Contribution	3,159,029	3,047,351	149,218	3,196,569	3,654,968
Total Revenues	\$ 77,645,563	\$ 74,669,782	\$ 1,161,933	\$ 75,831,715	\$ 75,641,147

2015-16 Anticipated Accomplishments

- Implemented recommendations from the CalFresh Utilization Workgroup charged with identifying strategies to decrease churn and increase awareness of CalFresh, resulting in a 16% growth in caseload in 2015.
- Rolled out text messaging to CalFresh recipients via the CalWIN system in August 2015.
- Fully implemented Family Advocacy Services to help WTW families in crisis.
- Increased the WTW subsidized employment placements from 91 to 141 from the prior year.
- Implemented WIOA to transform federally funded job training programs to increase the employment, retention, and earnings of participants through skills training and education.
- Secured and implemented additional one-year, competitive-based funding that allowed expansion of the existing CalWORKs Homeless Assistance Programs, as well as assistance with emergency housing, emergency repairs, utility assistance, and security deposits, geared to stabilize and sustain safe housing.
- Implemented the Approved Relative Caregiver (ARC) program that provides funding equal to the basic foster care rate to CalWORKs families with relative children who are not eligible for federal foster care funding, providing increased placement stability, improved child outcomes, and cost savings to the County by reducing reliance on more expensive foster care placements.
- Continued improvement in audit results: CalWORKs had zero findings in the last two fiscal years of Single Audit. CalFresh improved significantly in the biennial Management Evaluation Review, and had only one finding in Single Audit as compared to three the previous year.

Social Services

Program

PUBLIC ASSISTANCE AND WELFARE TO WORK ACTIVITIES (CONT'D)

2016-18 Objectives

- Continue the quality assurance campaign for line staff on Income & Eligibility Verification System (IEVS) processing to improve case accuracy and audit performance and to respond to audit findings.
- Collaborate with the County Office of Education to enter into a Memorandum of Understanding (MOU) under Assembly Bill (AB) 402 to share information regarding school lunch participants who may be eligible to receive CalFresh benefits so they can obtain and retain the food aid they need.
- Gather and utilize comprehensive family-level needs data using the Family Development Matrix (FDM) outcome tool in order to provide specific interventions needed to ensure CalWORKs children and families have the support, opportunities, and resources necessary to thrive.
- Continue to develop innovative strategies that support Welfare to Work participants and assist them in overcoming employment barriers so they can attain and retain unsubsidized employment.

Social Services

Program

MEDI-CAL ELIGIBILITY

The Medi-Cal Eligibility budget program helps low-income individuals and families obtain free or low-cost health care coverage for those who qualify. Special programs are available to help pregnant women, the terminally ill, those needing long-term care, and the aged, blind, and disabled. If an applicant does not qualify for Medi-Cal, we can help them obtain affordable health insurance from Covered California.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIVISION CHIEF	2.88	3.40	-	3.40	3.40
ADMN OFFICE PRO	19.95	21.85	(0.95)	20.90	20.90
DEPT BUS SPEC	7.24	7.65	(1.45)	6.20	6.20
ADMN OFFICE PRO SR	2.89	3.71	0.29	4.00	4.00
CAREER EMP SPECIALIST SUPV	0.18	0.55	(0.20)	0.35	0.35
ELIGIBILITY SUPERVISOR	21.15	22.25	0.20	22.45	22.45
SOCIAL SERVICES WORKER	0.22	-	-	-	-
ELIGIBILITY WORKER	171.31	204.00	(3.79)	200.21	200.21
EXTRA HELP	1.66	-	-	-	-
Total	227.47	263.41	(5.90)	257.51	257.51

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 18,367,079	\$ 20,886,450	\$ (387,381)	\$ 20,499,069	\$ 21,542,771
Services and Supplies	2,533,442	3,373,566	(123,519)	3,250,047	3,363,041
Other Charges	862,761	979,363	83,517	1,062,880	1,094,003
Total Operating Expenditures	21,763,282	25,239,379	(427,383)	24,811,996	25,999,815
Capital Assets	18,392	219,125	130,582	349,707	58,879
Other Financing Uses	23,669	-	10,641	10,641	-
Total Expenditures	\$ 21,805,343	\$ 25,458,504	\$ (286,160)	\$ 25,172,344	\$ 26,058,694
Budget By Categories of Revenues					
Intergovernmental Revenue	38,110,127	36,307,176	(722,169)	35,585,007	36,620,329
Total Operating Revenues	38,110,127	36,307,176	(722,169)	35,585,007	36,620,329
Other Financing Sources	-	-	499,887	499,887	-
General Fund Contribution	(3,555)	-	-	-	-
Total Revenues	\$ 38,106,572	\$ 36,307,176	\$ (222,282)	\$ 36,084,894	\$ 36,620,329

Social Services

Program

MEDI-CAL ELIGIBILITY (CONT'D)

2015-16 Anticipated Accomplishments

- By the end of May 2015, cleared the application backlog created with the implementation of the Affordable Care Act (peaking in May 2014 with nearly 10,000 applications pending) and have consistently remained timely in processing applications.
- Continued improvement in audit results: decreased from nine findings in prior year to only one finding in current year Single Audit.
- Enrolled nearly 20,000 additional residents in Medi-Cal in a one-year period (Dec. 2014 - Dec. 2015) due to the continued implementation of the Affordable Care Act.
- Pursuant to the implementation of the Affordable Care Act, successfully applied Horizontal Integration efforts ensuring that all public assistance applicants are offered an array of safety net programs. Over 94% of CalFresh recipients in Santa Barbara County also receive Medi-Cal, compared to a statewide average of 86%.

2016-18 Objectives

- Focus on streamlining business processes and conducting refresher training to ensure timely and accurate benefit determinations are made and customer service is improved.
- Building upon the modernized IVR implemented in FY 2015/16, pursue additional telephone infrastructure solutions for the estimated 150,000 annual calls to the Benefit Service Center to improve customer service and agency efficiency by implementing recent regulatory changes to streamline application and renewal processes, such as call recording/verbal attestation, which would expedite the signature process and eliminate thousands of mailings each month saving time and postage/office expenses.
- Continue Horizontal Integration efforts to ensure health coverage and other safety net programs are offered to all public assistance recipients, focusing on vulnerable populations such as those who receive General Relief, In-Home Supportive Services, and Extended Foster Care.

Social Services

Program

PROTECTIVE SERVICES FOR CHILDREN, ADULTS, DISABLED

The Protective Services for Children, Adults, and Disabled budget program provides services to individuals and families which allow them to either remain safely in their home or obtain out-of-home placement, through the provision of Child Welfare Services (CWS), Adult Protective Services (APS), and In-Home Supportive Services (IHSS).

In addition, the Protective Services for Children, Adults, and Disabled budget program includes the Adult and Aging and KIDS Networks. These community networks coordinate, improve upon, and report on programs and services that impact the well-being of children and their families, seniors, and individuals with disabilities.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEPUTY DIRECTOR	0.15	-	-	-	-
DIVISION CHIEF	4.54	5.00	-	5.00	5.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	31.06	35.25	-	35.25	35.25
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
PUBLIC HEALTH NURSE	1.00	2.00	-	2.00	2.00
DEPT BUS SPEC	5.83	10.00	-	10.00	10.00
SOCIAL SERVICES SUPV	18.27	20.00	1.00	21.00	21.00
SOCIAL SVCS PRACTITIONER	28.08	35.00	(3.00)	32.00	32.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	4.15	6.00	-	6.00	6.00
SOC SVCS WORKER SR PS/L	31.35	31.50	1.50	33.00	33.00
ELIGIBILITY SUPERVISOR	1.32	1.50	0.50	2.00	2.00
SOCIAL SVCS WORKER SR	0.65	1.00	(1.00)	-	-
SOCIAL SERVICES WORKER	30.58	42.00	(0.50)	41.50	41.50
ELIGIBILITY WORKER	7.98	6.55	3.35	9.90	9.90
SOCIAL SERVICES CASE AIDE	8.50	9.00	-	9.00	9.00
EXTRA HELP	10.83	-	-	-	-
CONTRACTOR	1.00	1.00	-	1.00	1.00
Total	189.14	209.80	1.85	211.65	211.65

Social Services

Program

PROTECTIVE SERVICES FOR CHILDREN, ADULTS, DISABLED (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 18,442,244	\$ 21,117,517	\$ (1,393,670)	\$ 19,723,847	\$ 20,615,475
Services and Supplies	12,698,578	14,342,929	406,418	14,749,347	15,087,225
Other Charges	23,656,323	24,343,842	1,408,032	25,751,874	26,473,046
Total Operating Expenditures	54,797,145	59,804,288	420,780	60,225,068	62,175,746
Capital Assets	14,805	174,532	118,805	293,337	49,384
Other Financing Uses	82,351	111,233	(5,308)	105,925	97,000
Increases to Fund Balances	1,957,672	1,978,990	16,912	1,995,902	1,995,902
Total Expenditures	\$ 56,851,973	\$ 62,069,043	\$ 551,189	\$ 62,620,232	\$ 64,318,032
Budget By Categories of Revenues					
Licenses, Permits and Franchises	79,837	66,000	-	66,000	66,000
Fines, Forfeitures, and Penalties	5,174	13,200	-	13,200	13,200
Use of Money and Property	119	-	-	-	-
Intergovernmental Revenue	57,180,689	54,395,078	1,528,826	55,923,904	57,572,696
Miscellaneous Revenue	183,627	483,201	(42,763)	440,438	440,438
Total Operating Revenues	57,449,446	54,957,479	1,486,063	56,443,542	58,092,334
Other Financing Sources	343,552	15,233	227,724	242,957	1,000
Decreases to Fund Balances	2,536,092	4,606,223	(1,033,985)	3,572,238	2,004,100
General Fund Contribution	3,596,395	4,244,718	(235,436)	4,009,282	3,864,674
Total Revenues	\$ 63,925,484	\$ 63,823,653	\$ 444,366	\$ 64,268,019	\$ 63,962,108

2015-16 Anticipated Accomplishments

- Implemented a qualitative case review process for CWS to examine the continuum of Child Welfare services using a framework focused on safety, permanency, and well-being.
- Expanded the successful Family Drug Treatment Court program to South County to improve Family Reunification outcomes for CWS clients.
- Coordinated and developed local interagency protocols with other members of the Human Trafficking Task Force for the provision of services to children who are victims of commercial sexual exploitation.
- Fully developed the countywide APS Multi-Disciplinary Team (MDT) on Crime by bringing together those public agencies that can directly impact the discovery and investigation of crimes involving dependent and elderly adults in order to remediate injury and convict criminal offenders.
- Implemented a MOU between APS and the local Public Guardian program for coordination of services regarding the investigation and disposition of suspected elder and dependent adult abuse.
- Continued improvement in audit results: IHSS decreased from thirteen findings in prior year to three findings in current year Single Audit, while the Adoptions Assistance Program and Foster Care achieved zero findings for the current year Single Audit.

Social Services

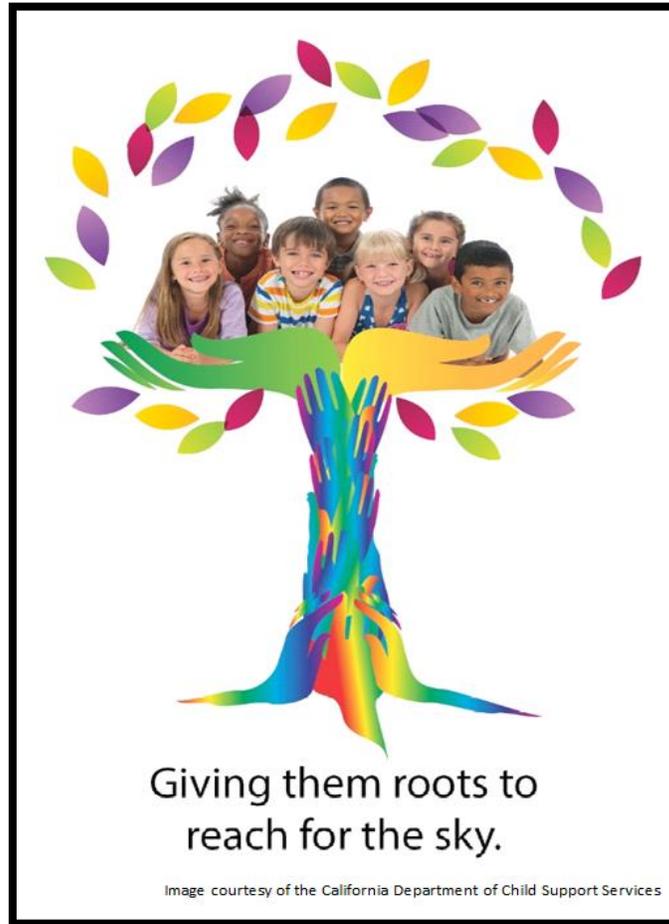
Program

PROTECTIVE SERVICES FOR CHILDREN, ADULTS, DISABLED (CONT'D)

2016-18 Objectives

- Implement changes to the APS program as a result of Senate Bill (SB) 196, which permits APS Social Workers to initiate restraining orders on behalf of vulnerable adults.
- Implement and enforce changes in the IHSS program related to provisions of SB 855 and SB 873, which establish overtime pay for IHSS providers, limit the number of hours they may work each week, and specify compensation for travel time and wait time.
- Collaborate as a member of the Human Trafficking Task Force with community partners to expand and develop education, outreach, prevention, and intervention programs for youth who are victims of, or at risk of, commercial sexual exploitation in Santa Barbara County.
- Prepare for implementation of the new CWS California Common Core Curriculum, a mandated statewide standardized training program for new child welfare workers and supervisors.
- Implement changes to the CWS program as a result of AB 403, Continuum of Care Reform, with a comprehensive framework that supports children, youth, and families across placement settings in achieving safety, permanency, and well-being.

Child Support Services



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 9,436,747
Capital	\$ -0-
FTEs	73.3

Carrie Topliffe, CPA
Child Support
Services Director

Case Management &
Collections

Child Support Services

Department

MISSION STATEMENT

To serve children and families by establishing parentage and enforcing support orders in a fair and equitable manner.

DEPARTMENT DESCRIPTION

In 1975, Congress amended the Social Security Act of 1935 to create the Child Support program, because the security of every family rests on financial support from both parents. Santa Barbara County's Department of Child Support Services (CSS) works within a national network of agencies to establish parentage, establish and enforce financial and medical support orders, and collect and distribute court-ordered payments. Child Support services are available to all families, regardless of income or immigration status and can be accessed through www.countyofsb.org/css or in person at 201 S. Miller #206 in Santa Maria or 4 E. Carrillo in Santa Barbara. The program is funded by State and Federal funds, with centralized authority residing in Sacramento in the State Department of Child Support Services.

HIGHLIGHTS OF 2016-18 OBJECTIVES

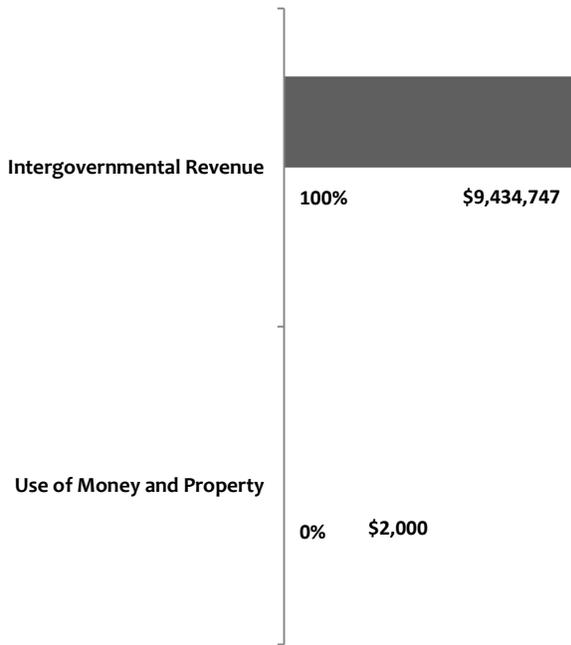
- Continual process improvement through teamwork, emerging technology and careful analysis of work flow impediments.
- Training in complex case management issues and continual evaluation of promising practices being developed throughout the state.
- Improve case opening processes by creating electronic filters to screen out duplicative referrals from Social Services.
- Shorten the timeline between case opening and the receipt of Child Support through active case management strategies.
- Implement electronic lien processing with the Clerk-Recorder-Assessor.
- Expand electronic court filing to include default judgments.
- Cooperation with community and county service providers to assist customers in overcoming barriers to success.

Child Support Services

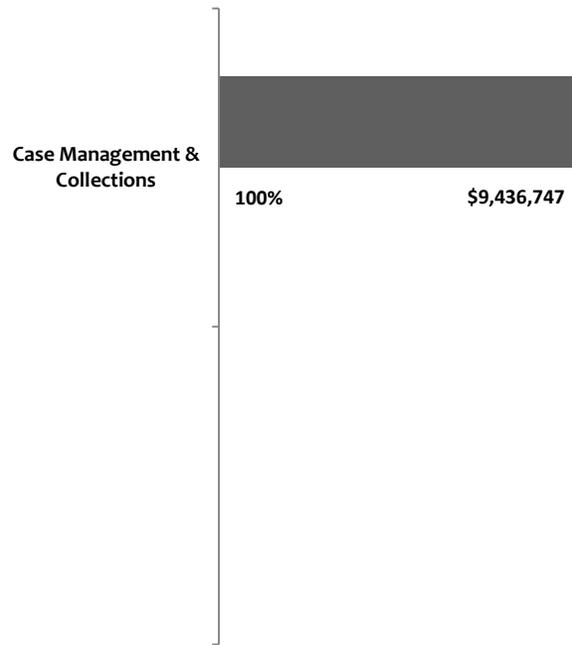
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$9,436,747

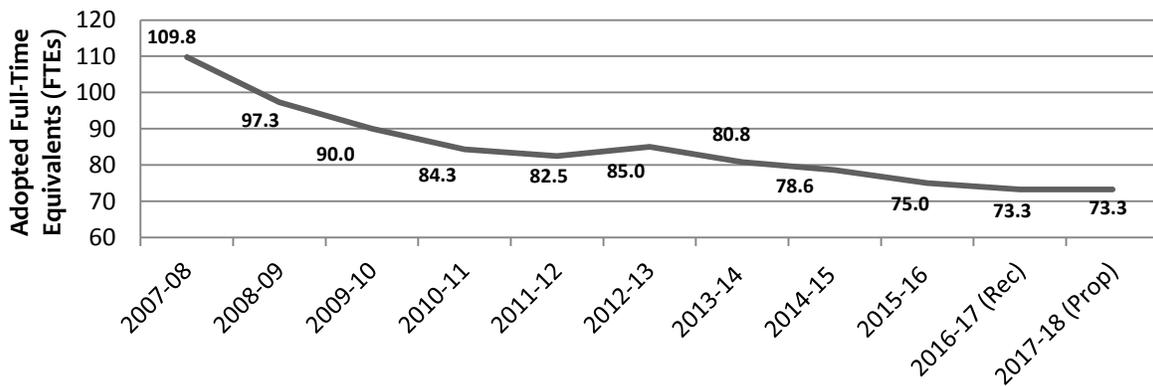


Use of Funds - \$9,436,747



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Child Support Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Case Management & Collections	76.23	74.96	(1.63)	73.33	73.25
Unallocated	0.81	-	-	-	-
Total	77.04	74.96	(1.63)	73.33	73.25
<hr/>					
Budget By Budget Program					
Case Management & Collections	\$ 9,432,468	\$ 9,436,946	\$ (199)	\$ 9,436,747	\$ 9,769,962
Total	\$ 9,432,468	\$ 9,436,946	\$ (199)	\$ 9,436,747	\$ 9,769,962
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,876,771	\$ 7,978,456	\$ 35,705	\$ 8,014,161	\$ 8,293,721
Services and Supplies	1,218,913	1,185,068	(73,386)	1,111,682	1,157,646
Other Charges	336,783	273,422	37,482	310,904	318,595
Total Operating Expenditures	9,432,468	9,436,946	(199)	9,436,747	9,769,962
Increases to Fund Balances	607	-	-	-	-
Total	\$ 9,433,075	\$ 9,436,946	\$ (199)	\$ 9,436,747	\$ 9,769,962
<hr/>					
Budget By Categories of Revenues					
Use of Money and Property	\$ 4,035	\$ 3,000	\$ (1,000)	\$ 2,000	\$ 2,000
Intergovernmental Revenue	9,389,085	9,433,946	801	9,434,747	9,434,747
Miscellaneous Revenue	40	-	-	-	-
Total Operating Revenues	9,393,160	9,436,946	(199)	9,436,747	9,436,747
Decreases to Fund Balances	39,916	-	-	-	-
Fund Balance Impact (-)	-	-	-	-	333,215
Total	\$ 9,433,075	\$ 9,436,946	\$ (199)	\$ 9,436,747	\$ 9,769,962

Child Support Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Decrease of 1.7 FTEs through retirements.
- Department is reducing staff and not filling vacancies due to increased Salaries & Employee Benefits costs and no increase in State and Federal funding.

Expenditures

- Net operating expenditure remain the same. Changes due to:
 - +\$35,000 increase in Salaries and Employee Benefits primarily due to increase in Health Insurance Contributions (\$55,000), increase in Worker's Compensation (\$31,000), offset by a reduction in Retirement (-\$59,000), and 1.7 FTE's.
 - -\$73,000 decrease in Services and Supplies primarily due to decreased cost allocation (\$49,000), decreased communications (\$11,000), and decreased miscellaneous professional services (\$12,000).
 - +\$37,000 increase in Other Charges due to increased Data Processing charges (\$19,000) and liability insurance (\$20,000).

These changes result in recommended operating expenditures and total expenditures of \$9,436,747.

Revenues

- Net operating revenue remain the same:
 - State and Federal revenues mirror claimed expenditures. Department's revenues cannot exceed expenditures and adjust based on projected expenditures.

These changes result in recommended operating revenues and total revenues of \$9,436,747.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

There remains a projected net financial impact of \$333,215 in FY2017-18. The Department does not receive a General Fund contribution. Therefore, the increased costs in FY2017-18 must be absorbed within the existing budget allocation from the State. It is not yet known how this cost will be absorbed.

RELATED LINKS

For more information on the Child Support Services Department, refer to the Web site at <http://www.countyofsb.org/dcsc/index.asp>.

Child Support Services

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Case Management & Collections					
Percent of child support cases with court-established orders. Statewide average = 89.4%	93.5% 11,771/12,583	92.3% 11,387/12,336	92.0% 11,353/12,340	92.0% 11,353/12,340	92.0% 11,353/12,340
Percent of current court ordered child support payments collected and distributed. Statewide average = 66.5%	67.1% \$18.8M/\$28M	68.2% \$18.7M/\$27.5M	68.7% \$18.9M/\$27.5M	68.7% \$18.9M/\$27.5M	68.7% \$18.9M/27.5M
Percent of cases with arrears that have past-due payments collected and distributed. Statewide average = 66.2%	71.9% 6,891/9,584	72.5% 6,745/9,304	72.5% 6,742/9,300	72.5% 6,742/9,300	72.5% 6,742/9,300
Percent of paternity establishment for children born out-of-wedlock. Note: Compares current year resolved caseload to prior year open. Statewide average = 102%	106.6% 9,840/9,231	108.7% 9,557/8,791	100% 8,643/8,643	100% 8,500/8,500	100% 8,400/8,400
Child support payments collected and distributed, divided by operating dollars expended. Statewide average = \$2.51	\$2.90	\$2.90	\$3.00	\$3.00	\$3.00
Child support payment dollars collected and distributed. Department Target = \$27.4M	\$27,268,000	\$27,401,000	\$27,200,000	\$27,200,000	\$27,200,000
Dollars collected and distributed to Federal, State, and Local Governments for reimbursement of public assistance expended.	\$4,271,000	\$3,968,000	\$3,700,000	\$3,700,000	\$3,700,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	100% 72/72	100% 71/71	100% 70/70	100% 72/72	100% 72/72

Child Support Services



Child Support Services

Program

CASE MANAGEMENT & COLLECTIONS

Case Management and Collections comprises the entirety of Child Support Services Department: Administration, Case Creation, Establishment, Enforcement, and Collections.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
CHILD SUPPORT ATTY SUPV	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
CHILD SUPPORT ATTY	2.00	2.00	(0.25)	1.75	1.75
BUSINESS MANAGER	1.00	1.00	0.08	1.08	1.00
CHILD SUPPORT MANAGER	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO	4.67	4.50	0.25	4.75	4.75
FINANCIAL OFFICE PRO	4.62	4.00	-	4.00	4.00
LEGAL OFFICE PRO	1.58	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT OFFICER SUPV	5.85	6.00	-	6.00	6.00
FINANCIAL OFFICE PRO SR	3.38	4.00	-	4.00	4.00
ADMN OFFICE PRO SR	0.85	1.00	-	1.00	1.00
LEGAL OFFICE PRO SR	3.14	3.00	-	3.00	3.00
CHILD SUPPORT OFFICER SR	6.90	6.21	0.54	6.75	6.75
CHILD SUPPORT INVEST SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT OFFICER	32.79	33.25	(2.50)	30.75	30.75
EXTRA HELP	0.45	-	0.25	0.25	0.25
Total	<u>76.23</u>	<u>74.96</u>	<u>(1.63)</u>	<u>73.33</u>	<u>73.25</u>

Child Support Services

Program

CASE MANAGEMENT & COLLECTIONS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 7,876,771	\$ 7,978,456	\$ 35,705	\$ 8,014,161	\$ 8,293,721
Services and Supplies	1,218,913	1,185,068	(73,386)	1,111,682	1,157,646
Other Charges	336,783	273,422	37,482	310,904	318,595
Total Operating Expenditures	9,432,468	9,436,946	(199)	9,436,747	9,769,962
Increases to Fund Balances	607	-	-	-	-
Total Expenditures	\$ 9,433,075	\$ 9,436,946	\$ (199)	\$ 9,436,747	\$ 9,769,962
Budget By Categories of Revenues					
Use of Money and Property	4,035	3,000	(1,000)	2,000	2,000
Intergovernmental Revenue	9,389,085	9,433,946	801	9,434,747	9,434,747
Miscellaneous Revenue	40	-	-	-	-
Total Operating Revenues	9,393,160	9,436,946	(199)	9,436,747	9,436,747
Decreases to Fund Balances	39,916	-	-	-	-
Total Revenues	\$ 9,433,075	\$ 9,436,946	\$ (199)	\$ 9,436,747	\$ 9,436,747

2015-16 Anticipated Accomplishments

- Collected and distributed over \$27.4 M for child support in the Federal Fiscal Year ending September 30, 2015. Of this amount, \$23.4M (85.5%) went directly to families; \$12.7M of these funds went to families who previously were, but no longer are, in receipt of public assistance. Collected and returned \$3.7M (13.5%) of dollars distributed to the Federal and State Governments and \$260K (1%) to Local Government to reimburse expenditures for public assistance grants.
- Provided interactive on-line application, a more efficient and user friendly way for customers to apply for services.
- Employed a high tech scanning system that automatically interfaces scanned documents with electronic case management system.
- Implemented a system to electronically transfer and file legal Court documents.
- Trained Child Support Officers in specialized techniques for collecting from trusts and retirement accounts.
- Trained staff on new international standards for complex cases.
- Initiated campaign to migrate cash paying customers to alternative forms of payments, such as Moneygram and PayNearMe, as well as phone app, website, credit card, and other easy to use options.
- Partnered with Social Services, First 5 and 11 independent members that make up the Network of Family Resource Centers (FRC) to provide training on how to open child support cases and complete documentation.
- Expanded outreach activities in North and South County, reaching a broad range of the community to increase awareness of the Child Support program and the resources available to them.
- Passed Federal Financial Single Audit for FY14-15 with a clean opinion.

Child Support Services

Program

CASE MANAGEMENT & COLLECTIONS (CONT'D)

2016-18 Objectives

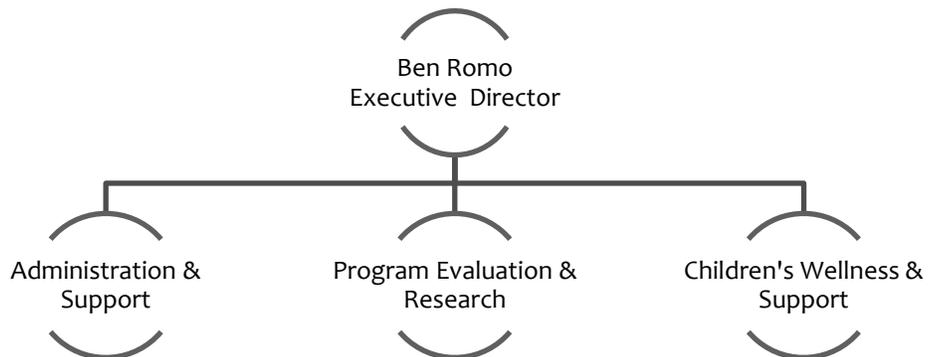
- Continue ongoing efforts to strengthen partnerships and build referral systems to community providers who can help our customers.
- Further educate staff in changing regulations and provide more in-depth understanding of county programs and processes to better assist customers referred to other county agencies for services.
- Reach out to other departments to help them better understand what Child Support Services can do for their customers.
- Implement electronic lien processing system with the Clerk-Recorder-Assessor.
- Expand electronic court filing to include default judgments.
- Increase stipulated orders from 28% to 30% by extending attorney's "office hours" and discussing advantages with both parties.
- Analyze reasons for redundant automatic Service Requests being initiated by Social Services, and strengthen process for eliminating duplicate efforts.
- Shorten the timeline between case opening and the receipt of Child Support through active case management strategies.
- Monitor and assess activities related to case management by utilizing statistical data being provided by the State.
- Analyze success of efforts to attract new customers to help focus future outreach activities.
- Continue process improvement and technology enhancement strategies to improve performance and overcome technical barriers.

First 5



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 3,950,090
Capital	\$ 0
FTEs	11.0



First 5

Department

MISSION STATEMENT

To help all children prepare for kindergarten by supporting families to be healthy and strong and by enhancing the availability of high quality childcare and preschool.

DEPARTMENT DESCRIPTION

First 5 Santa Barbara County (First 5) was established in 1999 with the passage of Proposition 10, which imposed a sales tax on tobacco products and designated those funds for programs and services that support the healthy and successful development of children; prenatal through age 5.

The First 5 Children and Families Commission is governed by a nine member and four alternate Board of Commissioners, appointed by the County Board of Supervisors. As the governing body, the First 5 Children and Families Commission is responsible for the operations of the Commission. The elected County Treasurer and Auditor Controller serve as ex officio officers of the Commission. Santa Barbara County Counsel serves as the Commission's legal Counsel

The department is organized into three budget programs: Administration and Support, Program Evaluation & Research, and Children's Wellness and Support. Administration and Support comprises fiscal oversight and all programmatic contracts, funding, and allocations. Program Evaluation and Research ensures programmatic quality and accountability for contracts, technical assistance and training, service integration and coordination, and comprehensive results based evaluation. Children's Wellness and Support invest programmatic funding in direct services for children and families, systems changes and capacity building and communications.

HIGHLIGHTS OF 2016-18 OBJECTIVES

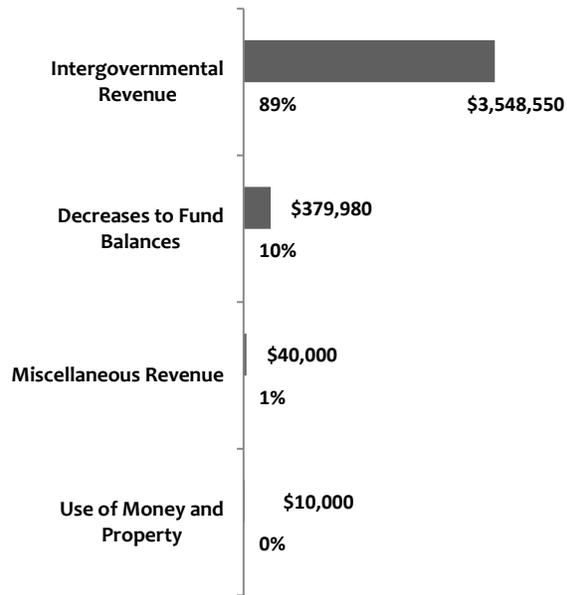
- Continue to invest in high level of fiscal reporting and accountability.
- Promote evidence based strategies that help children become ready for kindergarten and report on investment outcomes and impacts through a robust evaluation system.
- Continue to improve the quality of preschool and child care programs including the number of programs achieving national accreditation.
- Expand the number of high-quality preschool and child care spaces in the County.
- Implement new communications strategies that help parents and key stakeholders understand their role in supporting the healthy development of children in the first five years of life.
- Leverage First 5's funding and impact through collaboration with, and direct support of, partner agencies so they may to continue to serve with strength as the local leaders serving 0-5 year olds and their families.
- Proactively plan for anticipated decreasing revenue in ways that preserve First 5's impact in the long-term.

First 5

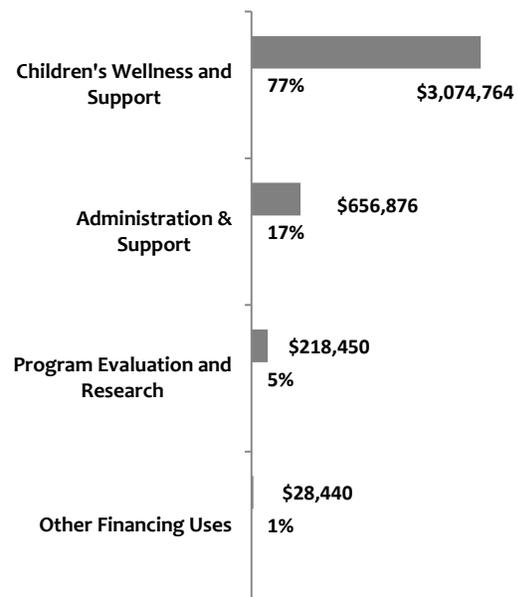
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$3,978,530

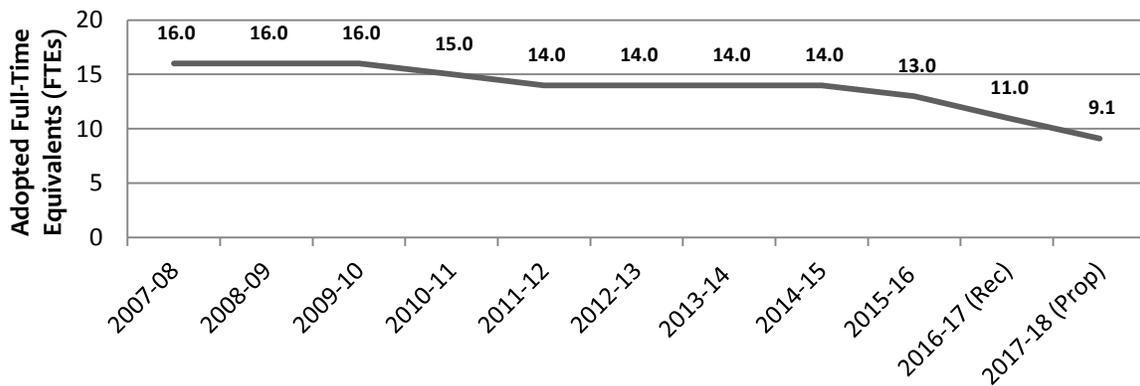


Use of Funds - \$3,978,530



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



First 5

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	4.00	3.25	(0.26)	2.99	2.82
Program Evaluation and Research	0.47	0.47	0.03	0.50	0.50
Children's Wellness and Support	10.03	9.28	(1.77)	7.51	5.78
Total	14.50	13.00	(2.00)	11.00	9.10
Budget By Budget Program					
Administration & Support	\$ 756,002	\$ 645,427	\$ 11,449	\$ 656,876	\$ 642,609
Program Evaluation and Research	282,852	231,515	(13,065)	218,450	179,388
Children's Wellness and Support	3,952,696	3,780,479	(705,715)	3,074,764	2,700,383
Unallocated	-	-	-	-	-
Total	\$ 4,991,550	\$ 4,657,421	\$ (707,331)	\$ 3,950,090	\$ 3,522,380
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 1,647,487	\$ 1,686,886	\$ (156,359)	\$ 1,530,527	\$ 1,332,990
Services and Supplies	3,278,855	2,922,316	(575,061)	2,347,255	2,156,142
Other Charges	65,209	48,219	24,089	72,308	33,248
Total Operating Expenditures	4,991,550	4,657,421	(707,331)	3,950,090	3,522,380
Other Financing Uses	30,840	30,840	(2,400)	28,440	28,440
Increases to Fund Balances	3,653	-	-	-	-
Fund Balance Impact (+)	-	-	-	-	-
Total	\$ 5,026,043	\$ 4,688,261	\$ (709,731)	\$ 3,978,530	\$ 3,550,820
Budget By Categories of Revenues					
Use of Money and Property	\$ 21,889	\$ 10,000	\$ -	\$ 10,000	\$ 5,000
Intergovernmental Revenue	3,701,722	3,764,935	(216,385)	3,548,550	3,419,123
Miscellaneous Revenue	970,125	481,415	(441,415)	40,000	40,000
Total Operating Revenues	4,693,735	4,256,350	(657,800)	3,598,550	3,464,123
Decreases to Fund Balances	332,308	431,911	(51,931)	379,980	86,697
Total	\$ 5,026,043	\$ 4,688,261	\$ (709,731)	\$ 3,978,530	\$ 3,550,820

First 5

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Funded FTEs reduced from 13 to 11 due to vacant positions being eliminated.

Expenditures

- Net operating expenditure decrease of \$707,331 due to:
 - -\$156,359 decrease in Salaries and Employee Benefits for employee salaries, workers compensation premiums, retirement rate, and health insurance increases.
 - -\$575,061 decrease in Services and Supplies due to: -\$223,100 decrease in contractual services, -\$119,625 decrease in Early Care and Education grants to the community, -\$114,141 decrease in professional special services, -\$78,000 decrease in contract administration fees for external grants, -\$30,392 decrease in special projects, +\$24,904 increase in Cost Allocation Plan costs, and -\$34,707 net decrease in other line items accounts.
 - +\$24,089 increase in Other Charges due to: +\$15,946 understatement of motor pool cost, +\$6,266 increase in IT, +\$1,820 increase in Liability, +\$57 net increase in telephone services and work orders.
- Net non-operating expenditure decrease of \$2,400 primarily due to:
 - -\$2,400 of maintenance fees for Betteravia Childcare Center no longer being received by and therefore no longer be transferred from First 5. This Function is now being handled by General Services Department.

These changes result in recommended operating expenditures of \$3,950,090, non-operating expenditures of \$28,440, resulting in total expenditures of \$3,978,530. Non-operating expenditures primarily include Transfer to Social Services for 211 Help Line Services.

Revenues

- Net operating revenue decrease of \$657,800 due to:
 - -\$179,851 decrease in Prop 10 State Allocation per Department of Finance projections, -\$36,534 decrease in Local governmental contract.
 - -\$441,415 decrease in Miscellaneous Revenue, grants sun setting and decrease in revenue from external contract oversight fees.
- Net non-operating revenue decrease of \$51,931 due to: decrease in fund balance

These changes result in recommended operating revenues of \$3,598,550 and non-operating revenues of \$379,980 resulting in total revenues of \$3,978,530. Non-operating revenues primarily include transfers and changes to fund balances.

First 5

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

First 5 funding comes from taxes collected on tobacco products. As the number of smokers has decreased, so too has First 5's annual funding. The Commission has spent from reserves in past years in order to maintain programs and services. The Commission has a policy of maintaining \$2 million in the reserve fund in case Prop 10 is repealed and the agency must shut down.

In its current Strategic Plan, the Commission made significant budget cuts to preserve programs and impact while also ensuring long-term stability and an adequate reserve. Barring additional revenues, budget cuts will be required in both program and operational investments in the next Strategic Plan, which begins in FY 2017-2018. To help prepare for this fiscal reality, staff reductions have been made through attrition and there are no plans to fill empty positions currently. Extra-help employees and contractors have been hired temporarily, to complete work that is funded by grants, many of which will sunset at the end of FY 2015-2016. These positions will, for the most part, not continue in FY 2016-2017.

During FY 2016-2017 the Commission will go through the process of updating its current Strategic Plan to again identify the fiscal strategies necessary to preserve impact while also maintaining reserve funds and long-term stability, this will likely lead to reductions in workforce beginning in FY 2017-2018.

RELATED LINKS

For more information on the First 5 Department, please refer to the website at <http://first5santabarbaracounty.org/>.

First 5

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Number of community reports and presentations providing transparency and communication of results and/or engaging parents, providers, stakeholders and the community in efforts to support 0-5 year olds	8	8	20	20	20
Percent of contracted agencies receiving site visits to ensure fiscal accountability	100% 12/12	100% 15/15	100% 13/13	100% 13/13	100% 13/13
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	Not Used in Prior Years	Not Used in Prior Years	100% 14/14	100% 11/11	100% 10/10
Program Evaluation and Research					
Percentage of families reporting being involved in planning at the service level	Not Used in Prior Years	95% 400/421	90% 450/500	90% 450/500	90% 450/500
Percentage of families reporting that funded programs provide quality services	Not Used in Prior Years	95% 400/421	90% 450/500	90% 450/500	90% 450/500
Children's Wellness and Support					
Number of Early Childhood Education Programs nationally accredited with First 5 funded services	37	48	56	62	62
Percentage of First 5 funded Family Support & Early Care and Education service goals achieved	Not Used in Prior Years	88% 44/50	90% 45/50	95% 45/48	95% 45/48
New dollars leveraged with First 5 funds and services	Not Used in Prior Years	Not Used in Prior Years	\$560,000	\$600,000	\$600,000
Number of new parents and /or community members signed up as members of First 5	Not Used in Prior Years	Not Used in Prior Years	1260	500	500

First 5

Program

ADMINISTRATION & SUPPORT

Provide administrative and fiscal oversight of the department and all programmatic contracts, funding, and allocations; work with County departments, outside auditors, State First 5 and other partners to ensure compliance with Proposition 10 and the will of California voters. Manage the County's internal budgeting process, complex budget and accounting systems, and requirements that are highly specific to First 5 and the specific regulatory requirements in Proposition 10. Provide general operating support to effectively run the organization including facilities, HR, safety, and emergency planning. Plays key role in providing contract monitoring for fiscal accountability of funded partners.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	0.80
ADMN OFFICE PRO	0.15	-	0.26	0.26	0.30
ADMN OFFICE PRO SR	0.85	0.85	(0.51)	0.34	0.34
FINANCIAL OFFICE PRO SR	0.84	0.40	(0.01)	0.39	0.37
FINANCIAL OFFICE PRO	0.15	-	-	-	-
Total	4.00	3.25	(0.26)	2.99	2.82

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 528,070	\$ 496,469	\$ (19,443)	\$ 477,026	\$ 473,385
Services and Supplies	206,725	132,570	28,725	161,295	157,659
Other Charges	21,207	16,388	2,167	18,555	11,565
Total Operating Expenditures	756,002	645,427	11,449	656,876	642,609
Increases to Fund Balances	3,653	-	-	-	-
Total Expenditures	\$ 759,655	\$ 645,427	\$ 11,449	\$ 656,876	\$ 642,609
Budget By Categories of Revenues					
Use of Money and Property	21,889	10,000	-	10,000	5,000
Intergovernmental Revenue	3,592,188	3,668,401	(3,401,505)	266,896	550,912
Miscellaneous Revenue	152,026	79,766	(79,766)	-	-
Total Operating Revenues	3,766,102	3,758,167	(3,481,271)	276,896	555,912
Decreases to Fund Balances	124,326	284,629	95,351	379,980	86,697
Total Revenues	\$ 3,890,428	\$ 4,042,796	\$ (3,385,920)	\$ 656,876	\$ 642,609

First 5

Program

ADMINISTRATION & SUPPORT (CONT'D)

2015-16 Anticipated Accomplishments

- First 5 administered and maintained 20 grants and/or contracts totaling \$3.1 million with nonprofits, agencies, school districts, and businesses to serve 0-5 year olds and their families and ensured the highest level of accountability and the proper and effective use of funds in accordance with the intent of Proposition 10 and the will of California voters.
- First 5 ensured a high level of fiscal control, transparency, accounting, and reporting, meeting all requirements of state law, the rules and regulations of First 5 of California, the County's auditing and fiscal control processes, and an independent third party audit and review of finances.
- The Commission ensures fiscal accountability and transparency first through its Fiscal Committee made up of Commissioners and members of the First 5 Advisory Board and also through an annual third party, independent audit of the agencies finances and activities.

2016-18 Objectives

- Support the First 5 Children and Families Commission in their key role of overseeing Proposition 10 expenditures in accordance with the priorities detailed in First 5's strategic plan.
- Explore opportunities to decrease administrative operating costs in response to anticipated decreasing revenue while preserving as much as possible First 5's programmatic impacts.
- Ensure a high level of fiscal accountability and oversight in relation to the granting of funds for program purposes and reporting on outcomes to ensure the effective and efficient use of tax payer dollars; compliance with State, local, and other accounting and reporting requirements; and adherence to the will of California voters and Proposition 10.
- Engage with partners in an effort to streamline fiscal and administrative accountability processes in a manner that preserves accountability and oversight, but that also simplifies First 5's work, and reduces burdens on partners.
- Secure new, less expensive office space in South County.

First 5

Program

PROGRAM EVALUATION AND RESEARCH

Ensures programmatic quality and accountability for contracts, technical assistance, training for grantees, service integration and coordination, and comprehensive results based evaluation directed by key outcomes identified in the First 5 Strategic Plan. Maintains a relational database shared, and used, by all funded partners to collect data and outcomes among children and families served and uses that data to measure and report on results of programmatic investments.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PROJECT MANAGER	0.46	0.47	0.03	0.50	0.50
PUBLIC INFO SPECIALIST	0.01	-	-	-	-
Total	0.47	0.47	0.03	0.50	0.50

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 79,133	\$ 81,398	\$ 6,822	\$ 88,220	\$ 94,111
Services and Supplies	203,594	150,000	(20,000)	130,000	84,999
Other Charges	125	117	113	230	278
Total Operating Expenditures	282,852	231,515	(13,065)	218,450	179,388
Total Expenditures	\$ 282,852	\$ 231,515	\$ (13,065)	\$ 218,450	\$ 179,388
Budget By Categories of Revenues					
Intergovernmental Revenue	-	-	218,450	218,450	179,388
Total Operating Revenues	-	-	218,450	218,450	179,388
Total Revenues	\$ -	\$ -	\$ 218,450	\$ 218,450	\$ 179,388

2015-16 Anticipated Accomplishments

- Revised current set of indicators that track results so that they are easier to gather, better to communicate, and more accurately reflect, the desired results that are hoped to be achieved.
- Secured feedback from community partners to modify and update evaluation framework.
- Worked with community partners to host a workshop on using evaluation results for continuous program improvement.
- Worked to improve the reporting capabilities of our current database so that partners can more easily utilize this information for program improvement as well as reporting purposes.

First 5

Program

PROGRAM EVALUATION AND RESEARCH (CONT'D)

2016-18 Objectives

- Provide greater access and transparency to interested parties by publishing data, results, and outcomes on an ongoing basis on the Commission's website and other direct communications venues.
- In anticipation of new Strategic Plan, work on developing a research brief that outlines new and emerging areas that impact the work of the Commission in serving children and families.
- Revise current set of program indicators that track results so that they are easier to gather, better to communicate, and more accurately reflect, the desired results that are hoped to be achieved.
- Increase the ability within First 5 and the broader community to measure outcomes and results on a longitudinal basis.
- Engage partners and funded agencies in effort to streamline contracting/grant making processes so as to simplify First 5's work internally and also reduce unnecessary burdens on First 5's partners.
- Engage partners, stakeholders, and funded agencies in effort to improve data collection, alignment, and evaluation so as to better inform strategies and move toward aligned data systems throughout the 0-5 sector and connected with the K-12 system so measurements of kindergarten readiness are possible on a regional or even county-wide basis.

First 5

Program

CHILDREN'S WELLNESS AND SUPPORT

First 5 invests programmatic funding to help all children prepare for kindergarten by supporting families to be healthy and strong and by enhancing the availability of high quality childcare and preschool.

In accordance with its 2014-2017 Strategic Plan, First 5 invests in two primary focus areas:

1. Family Support

- Parent education and support
- Intensive case management
- Information and referral/linkages to services with follow up
- Child and maternal health access

2. Early Care and Education (ECE)

- Improving the quality of existing childcare and preschool services
- Creating new quality childcare and preschool services and expanding access to them

Additionally, First 5 invests programmatically in three secondary focus areas:

- Capacity Building and Systems Change
- Communications
- Health Insurance and Access for Children

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PROJECT MANAGER	0.54	0.53	(0.03)	0.50	0.50
PROGRAM MANAGER	1.00	1.00	-	1.00	-
ADMN OFFICE PRO	0.61	-	0.74	0.74	0.20
PUBLIC INFO SPECIALIST	0.72	1.00	-	1.00	0.80
FIRST 5 PROGRAM SPECIALIST	2.35	2.00	1.00	3.00	3.00
FINANCIAL OFFICE PRO SR	-	0.60	0.01	0.61	0.63
ADMN OFFICE PRO SR	2.23	3.15	(2.49)	0.66	0.66
CONTRACTOR	1.00	1.00	(1.00)	-	-
EXTRA HELP	1.58	-	-	-	-
Total	10.03	9.28	(1.77)	7.51	5.78

First 5

Program

CHILDREN WELLNESS AND SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,040,284	\$ 1,109,019	\$ (143,738)	\$ 965,281	\$ 765,494
Services and Supplies	2,868,536	2,639,746	(583,786)	2,055,960	1,913,484
Other Charges	43,877	31,714	21,809	53,523	21,405
Total Operating Expenditures	3,952,696	3,780,479	(705,715)	3,074,764	2,700,383
Other Financing Uses	30,840	30,840	(2,400)	28,440	28,440
Total Expenditures	\$ 3,983,536	\$ 3,811,319	\$ (708,115)	\$ 3,103,204	\$ 2,728,823
Budget By Categories of Revenues					
Intergovernmental Revenue	109,535	96,534	2,966,670	3,063,204	2,688,823
Miscellaneous Revenue	818,099	401,649	(361,649)	40,000	40,000
Total Operating Revenues	927,633	498,183	2,605,021	3,103,204	2,728,823
Decreases to Fund Balances	207,982	147,282	(147,282)	-	-
Total Revenues	\$ 1,135,615	\$ 645,465	\$ 2,457,739	\$ 3,103,204	\$ 2,728,823

2015-16 Anticipated Accomplishments

- Partners increased their internal capacity to better serve the diverse children and families in Santa Barbara County utilizing funding from a new result area, that was focused on increasing the capacity of funded partners to address their work.
- Increased funding to mid-county as well as northern Santa Barbara County, resulting in increased service numbers for those areas.
- The continued strong partnership between First 5, the County's Child Welfare System (CWS), Community Action Commission (CAC), and Child Abuse Listening and Mediation (CALM) is working to ensure that children are growing up in safer home environments. Resulting clients participating in the Front Porch program within the Family Strengthening Focus Areas continue to show a drop in recidivism for child abuse reports.
- Children continued to achieve greater school readiness through increased number of child care centers that are nationally accredited and through maintaining or expanding the number of child care providers who have Bachelor's Degrees.
- First 5's investments to increase the level of quality in preschool and childcare services, resulted in 5,000 plus children receiving higher quality early care and education services, which helps improve school readiness. A total of 56 child care centers in the County have met the highest standard for early care and education programs with national accreditation, an increase of eight centers from this past year, and a total rate seven times higher than the State average. Additionally, of approximately 2,000 child care providers in Santa Barbara County, 36% now have Bachelor's degrees, another marker of quality. Moreover, since 2000, First 5 has helped increase the rate of licensed child care spaces per 100 children from 24% to 30%, by providing technical assistance and resources.

First 5

Program

CHILDREN'S WELLNESS AND SUPPORT (CONT'D)

2016-18 Objectives

- Invest in evidence based programs and strategies serving children and families who are most in need.
- Promote, improve, and create systems of evaluating outcomes and results within the social service and educational system serving children age 0-5 to allow for increased longitudinal measurement of program success and to better inform future strategies.
- Implement a new strategy within First 5, in partnership with other funders and providers, to create increased capacity and parental access to high quality preschool and childcare services.
- Explore and create new communications and strategies to increase revenue within the system serving 0-5 year olds and their families to support healthy child development, kindergarten readiness, and increased public support for efforts to meet the needs of children in the early years.
- Leverage First 5 funds and secure additional funding to build the long term capacity of the 0-5 serving sector so that their impact can last beyond the life of First 5 funding.
- Implement new communications strategies that help parents and key stakeholders understand their key role in supporting the healthy development of children in the first five years of life.
- Expand the number of high-quality preschool and child care spaces.
- Fully implement the new program to provide scholarships to parents who cannot currently afford high quality preschool and child care services.

Community Resources & Public Facilities



Community Resources & Public Facilities

Community Resources and Public Facilities Functional Group

The Community Resources and Public Facilities Functional Group includes the Agriculture/Weights & Measures, 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, affordable housing, energy conservation 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 use 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 provide outstanding customer service and to enhance residents' quality of life by:

- Unifying and balancing land use, public infrastructure, affordable housing, public health, and agriculture needs.
- Maintaining safe roads, parks, and public facilities.
- Collaborating with communities to design plans for residential, commercial, affordable housing and agricultural uses.
- Preserving agriculture, our natural resources, and enhance the health and safety of all residents through the just administration of laws and regulations.
- Fostering consumer confidence and fairness in the business community.
- Providing natural, cultural, and recreational resources for public use.
- Empowering residents and organizations in transitional and affordable housing.

- Planning, permitting, and building sustainable communities.
- Promoting the County as a cultural arts destination.
- Promoting countywide energy efficiency, and conservation.
- Funding libraries in cities and the County.

Strategic Goals

- Implement Housing Element and Federal grant Programs in order to provide housing opportunities for our diverse communities.
- Divert over 73% of the County's overall waste to recycling and implement a long-term waste management solution.
- Implement requirements of the Sustainable Groundwater Management Act (SGMA) with input from the CEO and the Board of Supervisors.
- Reduce homeowner's energy usage by 25% for those who participate in EmPowerSBC.
- Increase visitorship at Cachuma Lake and Jalama Beach through the expanded online reservation system and marketing.
- Continue to increase the number of affordable housing units.
- Implement the Energy and Climate Action Plan to reduce Greenhouse Gases and achieve energy savings.
- Monitor for early detection of invasive pests which are detrimental to agriculture and our natural resources.
- Inspect 100% of commercial weighing and measuring devices annually.
- Improve compliance rate with pesticide monitoring inspections by developing a compliance based training program.
- Complete Board of Supervisors adoption of the Gaviota Coast Plan, Hollister Street Scape Plan, and Santa Claus Lane Design.
- Pursue adequate and sustainable infrastructure maintenance funding.

Community Resources & Public Facilities

Functional Summary

Staffing By Department	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Agricultural Commissioner/W&M	32.08	33.00	(0.01)	32.99	32.99
Planning & Development	81.60	89.93	2.10	92.03	92.03
Public Works	268.79	282.75	(1.50)	281.25	281.25
Community Services	94.10	105.71	(0.20)	105.51	105.51
Total	476.57	511.40	0.39	511.79	511.79
Budget By Department					
Agricultural Commissioner/W&M	\$ 4,507,324	\$ 5,049,098	\$ 96,673	\$ 5,145,771	\$ 5,423,705
Planning & Development	14,728,660	19,240,543	(112,304)	19,128,239	19,204,581
Public Works	87,849,086	108,310,722	(6,493,309)	101,817,413	97,596,027
Community Services	21,748,486	24,848,580	440,462	25,289,042	23,632,256
Total	\$ 128,833,557	\$ 157,448,943	\$ (6,068,478)	\$ 151,380,465	\$ 145,856,569
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 53,003,409	\$ 61,760,131	\$ 1,554,338	\$ 63,314,469	\$ 65,957,672
Services and Supplies	56,143,929	78,430,719	(5,654,326)	72,776,393	59,688,173
Other Charges	19,686,219	17,258,093	(1,968,490)	15,289,603	20,210,724
Total Operating Expenditures	128,833,557	157,448,943	(6,068,478)	151,380,465	145,856,569
Capital Assets	12,137,606	23,935,200	(4,044,457)	19,890,743	19,977,510
Other Financing Uses	10,584,086	10,089,239	710,484	10,799,723	6,271,598
Intrafund Expenditure Transfers (+)	1,246,094	982,060	(106,681)	875,379	791,620
Overhead Transfers	-	-	-	-	-
Increases to Fund Balances	20,055,913	12,120,859	9,025,451	21,146,310	17,237,525
Fund Balance Impact (+)	269,881	-	-	-	-
Total	\$ 173,127,137	\$ 204,576,301	\$ (483,681)	\$ 204,092,620	\$ 190,134,822
Budget By Categories of Revenues					
Taxes	\$ 21,880,098	\$ 22,838,006	\$ (119,898)	\$ 22,718,108	\$ 23,613,531
Licenses, Permits and Franchises	11,870,266	12,929,648	444,777	13,374,425	13,753,017
Fines, Forfeitures, and Penalties	56,410	6,000	2,200	8,200	8,200
Use of Money and Property	1,337,147	908,338	165,403	1,073,741	1,075,344
Intergovernmental Revenue	32,602,267	36,742,849	(1,912,171)	34,830,678	33,578,649
Charges for Services	49,029,706	52,714,972	1,226,025	53,940,997	54,895,888
Miscellaneous Revenue	7,438,380	6,304,510	(799,453)	5,505,057	5,602,048
Total Operating Revenues	124,214,275	132,444,323	(993,117)	131,451,206	132,526,677
Other Financing Sources	9,770,391	8,475,419	641,949	9,117,368	4,544,211
Intrafund Expenditure Transfers (-)	855,365	688,871	60,631	749,502	664,383
Decreases to Fund Balances	21,277,507	43,754,688	(381,944)	43,372,744	32,124,785
General Fund Contribution	17,009,600	19,213,000	188,800	19,401,800	19,584,500
Fund Balance Impact (-)	-	-	-	-	690,266
Total	\$ 173,127,137	\$ 204,576,301	\$ (483,681)	\$ 204,092,620	\$ 190,134,822

Community Resources & Public Facilities

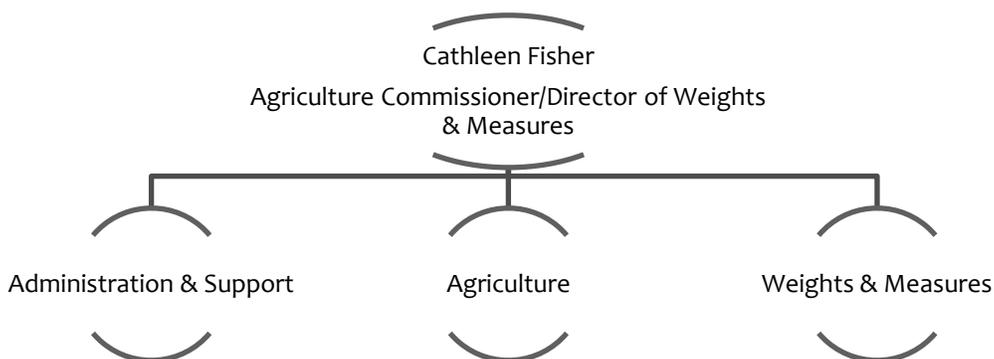


Agricultural Commissioner



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 5,145,771
Capital	\$ 60,000
FTEs	33.0



Agricultural Commissioner

Department

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 enforces laws and regulations in our agricultural and weights & measures programs. The Pesticide use enforcement and pest prevention are the main components of the Agriculture budget program. These programs are designed to ensure the safe and legal use of pesticides and to prevent the introduction of harmful exotic pests. The Department also issues over 9,000 Phytosanitary certificates a year that enable local agricultural products to enter the global marketplace.

The Weights & Measures budget program protects businesses and consumers by ensuring fairness in the marketplace. Inspectors check the accuracy of over 6,500 commercial devices in the County each year and check over 750 stores with point-of-sale (scanner) systems for pricing accuracy.

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 the University of California Cooperative Extension (UCCE) for \$162,000. This funding helps support the services of their Farm Advisors, Master Gardener Program, 4-H Program, and their Youth and Adult Nutrition Education Program.

HIGHLIGHTS OF 2016-18 OBJECTIVES

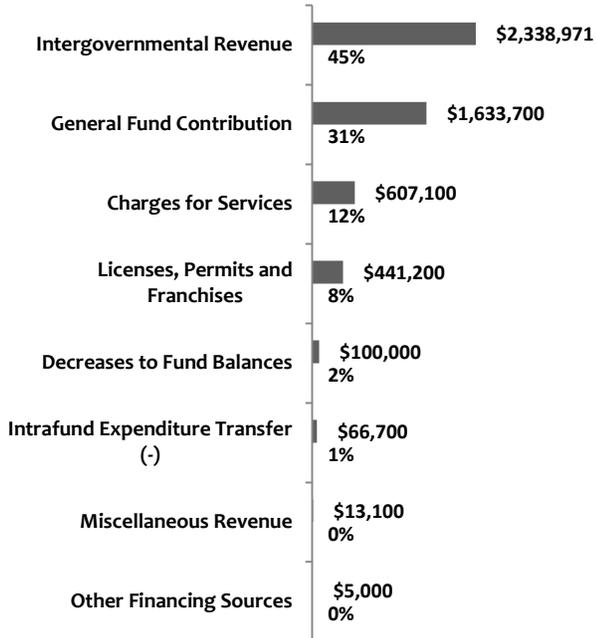
- The department was awarded a contract for a detection dog team program through the California Department of Food and Agriculture fully funded by the Federal Farm Bill. This dog team will enhance current department inspection and detection activities of plant material entering the County through parcel delivery facilities such as the United States Postal Service, United Parcel Service and Federal Express.
- Assure staff is prepared to become certified through the U.S. Department of Agriculture Export Services program as Accredited Certifying Officials for the U.S. Department of Agriculture and provide phytosanitary certification services to the local agricultural industry in order to export their products to other countries.
- Increase consumer protection by adding a credit card theft device inspection procedure to existing retail motor fuel meter (gas pumps) annual inspection program.
- Achieve 100% pesticide use reporting by the agricultural and pest control industry directly into the CalAg System.

Agricultural Commissioner

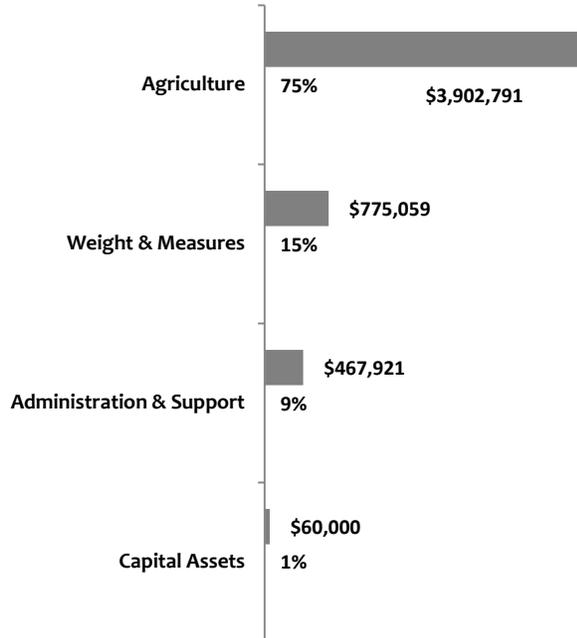
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$5,205,771

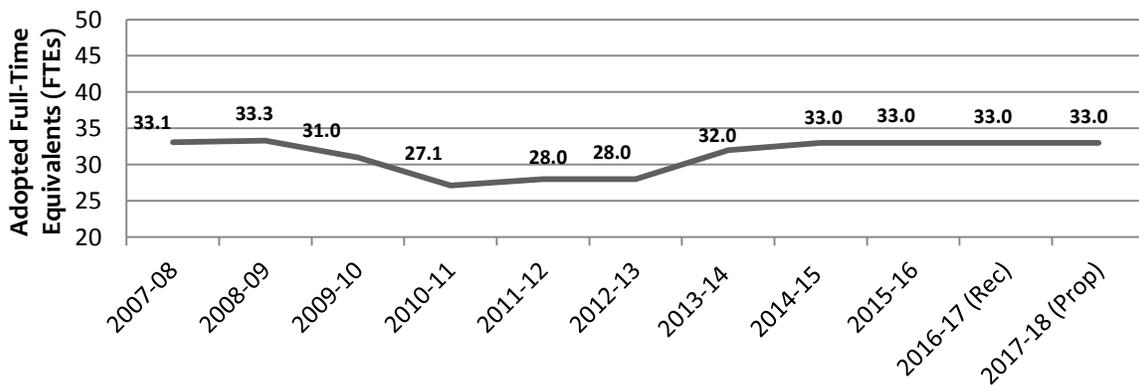


Use of Funds - \$5,205,771



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Agricultural Commissioner

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	1.92	2.30	(0.29)	2.02	2.02
Agriculture	23.78	24.13	1.22	25.35	25.35
Weights & Measures	6.38	6.56	(0.94)	5.63	5.63
Total	32.08	33.00	(0.01)	32.99	32.99
Budget By Budget Program					
Administration & Support	\$ 359,677	\$ 372,654	\$ 95,267	\$ 467,921	\$ 492,848
Agriculture	3,396,272	3,804,925	97,866	3,902,791	4,056,673
Weights & Measures	751,375	871,519	(96,460)	775,059	874,184
Total	\$ 4,507,324	\$ 5,049,098	\$ 96,673	\$ 5,145,771	\$ 5,423,705
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 3,586,785	\$ 3,945,598	\$ 130,098	\$ 4,075,696	\$ 4,285,912
Services and Supplies	586,297	676,200	(17,300)	658,900	713,900
Other Charges	334,243	427,300	(16,125)	411,175	423,893
Total Operating Expenditures	4,507,324	5,049,098	96,673	5,145,771	5,423,705
Capital Assets	26,018	-	60,000	60,000	-
Other Financing Uses	108,350	-	-	-	-
Total	\$ 4,641,691	\$ 5,049,098	\$ 156,673	\$ 5,205,771	\$ 5,423,705
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 461,032	\$ 430,000	\$ 11,200	\$ 441,200	\$ 441,200
Intergovernmental Revenue	1,905,889	2,212,290	126,681	2,338,971	2,597,205
Charges for Services	462,582	589,300	17,800	607,100	614,300
Miscellaneous Revenue	31,740	20,300	(7,200)	13,100	13,100
Total Operating Revenues	2,861,242	3,251,890	148,481	3,400,371	3,665,805
Other Financing Sources	4,692	5,000	-	5,000	-
Intrafund Expenditure Transfers (-)	66,708	66,708	(8)	66,700	-
Decreases to Fund Balances	133,350	109,000	(9,000)	100,000	17,976
General Fund Contribution	1,575,700	1,616,500	17,200	1,633,700	1,657,900
Fund Balance Impact (-)	-	-	-	-	82,024
Total	\$ 4,641,691	\$ 5,049,098	\$ 156,673	\$ 5,205,771	\$ 5,423,705

Agricultural Commissioner

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Net Increase of '0' FTE:
 - Current staffing level is at 33.0 FTEs.
 - As a result of our current recruitments, we will be fully staffed.
 - One staff member is working 80% of time in Agricultural Programs and 20% in the Weights & Measures Program.

Expenditures

- Net operating expenditures increase of \$97,000 due to:
 - +\$130,100 increase in Salaries and Employee Benefits reflects an increase in regular salaries and filling of all FTE vacancies and an increase in retirement, Social Security, medical insurance costs and unemployment insurance costs.
 - -\$17,300 decrease in Services and Supplies due to:
 - -\$33,300 decrease in IT Hardware Purchases.
 - -\$18,600 decrease in Special Projects.
 - +\$11,000 increase in Contractual Services.
 - +23,600 increase in Other Services and Supplies.
 - -\$16,100 decrease in Other Charges for Utilities and Other Services.
- Net non-operating expenditure increase of \$60,000.
 - +\$60,000 increase Capital Assets due to purchase of equipment for the Weights & Measures program.

These changes result in Recommended operating expenditures of \$5,145,771, non-operating expenditures of \$60,000 and total expenditures of \$5,205,771. Non-operating expenditure primarily include capital assets.

Revenues

- Net operating revenue increase of \$148,000 due to:
 - +\$126,000 increase in Intergovernmental Revenue for our agricultural programs
 - +\$18,000 increase in Charges for Services due to an increase in Phytosanitary Certifications and in Certified Producer Certifications.
 - +\$11,000 increase in Licenses, Permits and Franchises due to new businesses being added to the Weights and Measures database.
 - -\$7,000 decrease in Miscellaneous Revenue due to less activity in the CalPEATS and CalAg Technical Advisory Committee.

These changes result in Recommended operating revenues of \$3,400,371, non-operating revenues of \$1,805,400 and total revenues of \$5,205,771. Non-operating revenues primarily include General Fund Contribution and transfers from another department.

Agricultural Commissioner

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

Operating expenditures in FY 2017-2018 are expected to increase \$278,000, primarily in the area of Salaries and Employee Benefits due to increases in retirement and health insurance costs and Other Charges primarily due to increases in utility charges and increases in motor pool charges.

Operating revenue is projected to increase by \$265,000 primarily due to increased State revenue for agricultural programs.

Non-operating revenue is expected to have a decrease of \$136,000 due to a reduction of Interfund and Fund Balance transfers offset by an increase in the general fund contribution allocation formula.

The combination of increased operating expenditures and an increase in operating and non-operating revenue in FY 2016-2017 will result in a projected budget deficit of \$82,000 in order to maintain existing service levels.

RELATED LINKS

For more information on the Agricultural Commissioner, refer to the website at <http://www.agcommissioner.com>.

Agricultural Commissioner

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Percent of 1700 Weights & Measures registration permits processed	100% 1,700/1,700	100% 1,700/1,700	100% 1,700/1,700	100% 1,700/1,700	100% 1,750/1,750
Percent of Agricultural Commissioner's Office deposits processed error free	98% 192/195	100% 101/101	100% 140/140	100% 140/140	100% 200/200
Percent of pesticide use report data entry and filing without error	99.9% 33,352/33,354	100% 30,000/30,000	100% 20,000/20,000	100% 15,000/15,000	100% 10,000/10,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	Not Used in Prior Years	48% 16/33	100% 45/45	100% 33/33	100% 33/33
Agriculture					
Percent of 9200 Phytosanitary certificates for exporting agricultural goods issued without error	99.9% 9,193/9,200	99.9% 9,191/9,200	100% 9,200/9,200	100% 9,200/9,200	100% 9,200/9,200
Percent of 400 planned pesticide monitoring inspections conducted	112% 448/400	104% 414/400	105% 420/400	100% 400/400	100% 400/400
Percent of pesticide monitoring inspections with no non-compliances	78% 349/448	80% 331/414	95% 399/420	100% 400/400	100% 400/400
Weights & Measures					
Percent of 6,500 commercial weighing and measuring devices inspected for compliance	100% 6,500/6,500	100% 6,500/6,500	100% 6,500/6,500	100% 6,500/6,500	100% 6,500/6,500
Percent of 750 business locations with point-of-sale (scanner) pricing systems inspected	55% 412/750	100% 750/750	100% 750/750	100% 750/750	100% 750/750
Percent of inspected business locations with point-of-sale pricing systems with no overcharges	80% 330/412	85% 638/750	80% 600/750	100% 750/750	100% 750/750

Agricultural Commissioner

Program

ADMINISTRATION & SUPPORT

The Agricultural Commissioner/Weights and Measures Administration & Support are the front line staff of the department. A wide variety of essential functions are performed in support of the department's diverse programs and responsibilities.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
AG COMM/SEALER WGTS-MEAS	0.70	0.67	0.05	0.72	0.72
ASST DIRECTOR	0.15	0.02	0.64	0.66	0.66
DEPUTY DIRECTOR	-	-	0.01	0.01	0.01
TEAM/PROJECT LDR-GEN	0.18	-	0.22	0.22	0.22
EDP SYS & PROG ANLST	0.35	0.45	(0.14)	0.31	0.31
AGRI COMMISSIONER-DEPT	-	0.15	(0.11)	0.04	0.04
ADMN OFFICE PRO	0.05	1.02	(0.97)	0.04	0.04
AGRI BIOLOGIST	-	-	0.02	0.02	0.02
EXTRA HELP	0.47	-	-	-	-
Total	1.92	2.30	(0.29)	2.02	2.02

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 297,930	\$ 337,054	\$ 85,260	\$ 422,314	\$ 447,038
Services and Supplies	28,505	14,000	7,600	21,600	21,600
Other Charges	33,242	21,600	2,407	24,007	24,210
Total Operating Expenditures	359,677	372,654	95,267	467,921	492,848
Total Expenditures	\$ 359,677	\$ 372,654	\$ 95,267	\$ 467,921	\$ 492,848
Budget By Categories of Revenues					
Intergovernmental Revenue	52,960	104,098	27,892	131,990	131,970
Total Operating Revenues	52,960	104,098	27,892	131,990	131,970
Other Financing Sources	4,692	5,000	-	5,000	-
Intrafund Expenditure Transfers (-)	66,708	66,708	(8)	66,700	-
General Fund Contribution	67,375	80,800	183,431	264,231	360,878
Total Revenues	\$ 191,735	\$ 256,606	\$ 211,315	\$ 467,921	\$ 492,848

2015-16 Anticipated Accomplishments

Established a Safety Team to review updates to the Department's Illness Injury Policy and Procedures (IIPP), develop safety policies, investigate employee accidents and develop a database to track department safety.

Agricultural Commissioner

Program

ADMINISTRATION & SUPPORT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

Administrative staff will continue to train agriculture businesses in the use of two online systems: California Agricultural (CalAg) Permits for pesticide use reporting and the Phytosanitary Certificate Issuance and Tracking (PCIT) system for requesting Phytosanitary certificates. Administrative staff will contact interested businesses and will conduct training over the phone, at the Department's facilities or at the business location. These trainings will allow the agricultural industry to take advantage of more efficient technologies while allowing Agricultural Biologists to increase their time in other programs.

Implemented suggestions from our County Employee Voice Survey such as mobile smart phones and alternative work schedules to improve department morale.

2016-18 Objectives

Administrative staff will continue to ensure 100% of the agricultural and pest control industry are making the transition to entering their pesticide use reports into the CalAg Permit system directly.

Also, the Administrative staff will work with the agricultural industry to ensure they are entering inspection data directly into the Phytosanitary Certificate Issuance & Tracking System.

Agricultural Commissioner

Program

AGRICULTURE

This program is divided into two main components, Pesticide Use Enforcement and Pest Prevention. These programs are designed to ensure the safe and legal use of pesticides in the agricultural and structural settings and to prevent the introduction of harmful exotic pests into this county through inspection of incoming agricultural products.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
AG COMM/SEALER WGTS-MEAS	0.28	0.30	(0.15)	0.15	0.15
ASST DIRECTOR	0.92	0.95	(0.67)	0.28	0.28
DEPUTY DIRECTOR	0.20	-	0.01	0.01	0.01
TEAM/PROJECT LDR-GEN	0.82	-	0.78	0.78	0.78
EDP SYS & PROG ANLST	0.57	0.50	0.12	0.62	0.62
AGRI COMMISSIONER-DEPT	1.45	2.85	(0.89)	1.96	1.96
ADMN OFFICE PRO	2.25	1.69	0.95	2.64	2.64
AGRICULTURAL INTEGRATED PEST MANAGEMEN	-	-	1.00	1.00	1.00
PLANT PATHOLOGIST	1.00	0.50	(0.50)	-	-
ENTOMOLOGIST	1.00	0.50	(0.50)	-	-
AGRI BIOLOGIST SUPV	1.88	2.00	-	2.00	2.00
WGTS-MEASURES INSP	0.28	-	1.04	1.04	1.04
AGRI BIOLOGIST	10.68	14.00	(0.02)	13.98	13.98
ADMN OFFICE PRO SR	0.66	0.84	0.04	0.89	0.89
EXTRA HELP	1.79	-	-	-	-
Total	23.78	24.13	1.22	25.35	25.35

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 2,651,298	\$ 2,894,625	\$ 108,498	\$ 3,003,123	\$ 3,148,328
Services and Supplies	532,613	590,100	2,000	592,100	597,100
Other Charges	212,361	320,200	(12,632)	307,568	311,245
Total Operating Expenditures	3,396,272	3,804,925	97,866	3,902,791	4,056,673
Capital Assets	7,924	-	-	-	-
Other Financing Uses	108,350	-	-	-	-
Total Expenditures	\$ 3,512,546	\$ 3,804,925	\$ 97,866	\$ 3,902,791	\$ 4,056,673
Budget By Categories of Revenues					
Licenses, Permits and Franchises	22,902	6,000	(1,000)	5,000	5,000
Intergovernmental Revenue	1,852,929	2,108,192	98,789	2,206,981	2,465,235
Charges for Services	453,504	576,500	21,800	598,300	605,500
Miscellaneous Revenue	19,094	10,200	(7,500)	2,700	2,700
Total Operating Revenues	2,348,428	2,700,892	112,089	2,812,981	3,078,435
Decreases to Fund Balances	113,350	9,000	(9,000)	-	-
General Fund Contribution	1,190,825	1,212,400	(122,590)	1,089,810	978,238
Total Revenues	\$ 3,652,603	\$ 3,922,292	\$ (19,501)	\$ 3,902,791	\$ 4,056,673

Agricultural Commissioner

Program

AGRICULTURE (CONT'D)

2015-16 Anticipated Accomplishments

The department, through recent recruitments is filling all vacant Agricultural Biologist positions in our Santa Barbara and Santa Maria offices.

The department's leadership team of managers and supervisors continue to meet on a regular basis for process improvement and to propose recommendations to the department's executives. The team assists with formulating policies, identifying areas of needed improvement and actively participates in the department's decision making process.

The department successfully added a new fully funded Detector Dog inspection program to the County. The program enhances our current department inspection and detection activities of plant products entering Santa Barbara County via the United States Postal Service, United Parcel Service and Federal Express delivery facilities.

A Department Deputy Agricultural Commissioner has become part of a new working group of pesticide enforcement deputies from different regions throughout the state to assist with the review and development of new and revised regulation proposals. This is the first group of its kind that has been very successful with providing the Department of Pesticide Regulation with local perspective of new regulation proposals.

The department established monthly agricultural stakeholder roundtable meetings. The meetings are intended to share information and enhance discussion about local and statewide issues that impact our agricultural industry. Stakeholders from each commodity group throughout the County are invited along with State and Federal political representatives.

Our Deputy staff is participating in a Certified Farmers' Market (CFM) statewide taskforce concentrating on recent changes in legislation and a renewed focus on enforcement. Staff is currently investigating several CFM violations. These new regulations will provide reimbursement for investigative costs.

Coordinated and participated in several invasive weed eradication projects including; completion of a Carnation Spurge removal project in Mission Canyon, continued projects to control Pampas grass along Jalama Road, Onion weed on Old San Marcos Road, Japanese Dodder in Lompoc and Artichoke Thistle along the Gaviota Coast, San Marcos Foothills and Happy Canyon. Other multi-year projects included the removal of Arundo in Carpinteria Creek, San Ynez River, Arroyo Burro Creek and Rincon Creek

Continue administrative support to the Agricultural Advisory Committee.

Department staff continues to Chair the Agricultural Preserve Advisory Committee.

Agricultural Commissioner

Program

AGRICULTURE (CONT'D)

2016-18 Objectives

Collaborate with the citrus growers, the public and beekeeper associations on outreach and education on the Asian Citrus Psyllid (ACP) pest that spreads Huanglongbing (HLB), the devastating disease of citrus trees.

Assist CDFA in monitoring the effectiveness of two biological control agents which have been released in Santa Barbara County to combat the ACP.

Assist the United States Department of Agriculture (USDA) in early detection efforts by deploying and maintaining trapping equipment for the Gold-Spotted Oak Borer (GSOB), the Kuroshio Shot Hole Borer (KSHB) and the Polyphagous Shot Hole Borer (PSHB), which are deadly to hundreds of tree species including Oak and Avocado varieties.

Acquire the required licensing as Agricultural Biologists, and assure that staff is prepared to become certified through the USDA Export Services program as Accredited Certifying Officials in order to provide phytosanitary certification services to our local agricultural industry so they can export their local agricultural products.

Improve customer service for the Cuyama Valley growers, by scheduling appointments for issuance of Restricted Material permits at the Cuyama Valley Family Resource Center.

Plan and participate in the second Spray Safe Event (2017) in Santa Barbara County. This event is a commitment to safe farming developed by growers and applicators to ensure worker safety and to protect public health.

Prepare and train department staff for the November 2016 Diablo Canyon Nuclear Power Plant Emergency Response Exercise.

Our department will participate in a newly developed CalPEAT's statewide pesticide use enforcement data management system to be implemented by 2017. This new database and technology will enable our biologists to conduct paperless pesticide use monitoring inspections using tablets in the field. This will provide greater efficiencies for the pesticide enforcement program.

Integrate our Detection Dog Team into existing inspections at all County parcel facilities. The team will also conduct public education and outreach events to emphasize the importance of preventing invasive pests from entering the County and State.

Based on feedback from commodity groups, our Agricultural Integrated Pest Management Specialist (AIPMS) will provide education and outreach by developing "tailgate" trainings targeting agricultural pest identification and IPM principles to our local industry.

Implement and maintain pesticide container recycling events throughout the county for the agriculture and pest control industry. This event is to help prevent and/or minimize plastic containers from entering the county landfills.

Agricultural Commissioner

Program

WEIGHTS & MEASURES

The Weights and Measures Program protects businesses and consumers by ensuring the consumer is receiving full and fair measure and to provide equity in the marketplace for business.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
AG COMM/SEALER WGTS-MEAS	0.02	0.03	0.10	0.13	0.13
ASST DIRECTOR	0.04	0.03	0.04	0.06	0.06
DEPUTY DIRECTOR	0.95	1.00	(0.02)	0.98	0.98
EDP SYS & PROG ANLST	0.08	0.06	0.02	0.08	0.08
ADMN OFFICE PRO	0.39	0.29	0.02	0.31	0.31
WGTS-MEASURES INSP	4.72	5.00	(1.04)	3.96	3.96
ADMN OFFICE PRO SR	0.18	0.16	(0.04)	0.11	0.11
Total	6.38	6.56	(0.94)	5.63	5.63

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 637,557	\$ 713,919	\$ (63,660)	\$ 650,259	\$ 690,546
Services and Supplies	25,178	72,100	(26,900)	45,200	95,200
Other Charges	88,640	85,500	(5,900)	79,600	88,438
Total Operating Expenditures	751,375	871,519	(96,460)	775,059	874,184
Capital Assets	18,094	-	60,000	60,000	-
Total Expenditures	\$ 769,469	\$ 871,519	\$ (36,460)	\$ 835,059	\$ 874,184
Budget By Categories of Revenues					
Licenses, Permits and Franchises	438,130	424,000	12,200	436,200	436,200
Charges for Services	9,078	12,800	(4,000)	8,800	8,800
Miscellaneous Revenue	12,645	10,100	300	10,400	10,400
Total Operating Revenues	459,853	446,900	8,500	455,400	455,400
Decreases to Fund Balances	20,000	100,000	-	100,000	17,976
General Fund Contribution	317,500	323,300	(43,641)	279,659	318,784
Total Revenues	\$ 797,353	\$ 870,200	\$ (35,141)	\$ 835,059	\$ 792,160

Agricultural Commissioner

Program

WEIGHTS & MEASURES (CONT'D)

2015-16 Anticipated Accomplishments

Staff inspected 100% of the commercial weighing and measuring devices in the County, resulting in a 93% compliance rate. Some of the categories of devices inspected include:

- 3,000 retail motor fuel meters (gas pumps) were inspected and resulted in a 92% compliance rate;
- 1,500 small capacity scales (grocery store scales, farmers markets, recycling and shipping scales) were inspected and resulted in a 90% compliance rate;
- 200 heavy capacity scales (vehicle scales, livestock and winery scales) were inspected and resulted in an 80% compliance rate;
- 250 taxi meters were inspected and resulted in an 82% compliance rate.

Continue undercover test purchase program and undercover California Recycle Value (CRV) sales program. The undercover test purchases are another type of price verification inspection which is intended to determine whether the business is identifying the product correctly and charging the correct advertised price. The undercover CRV inspection involves recycling businesses and is intended to determine whether a recycling business is calculating the CRV reimbursement correctly for the consumer.

Continue a working partnership with the District Attorney's (DA) office. The Deputy Sealer maintains regular communication with DA staff on our enforcement activities and the possible cooperation in future consumer protection cases.

The Department's Deputy Sealer has become part of a new working group of Weights and Measures enforcement deputies from different regions throughout the state to assist with the review and development of new and revised regulation proposals. This is the first group of its kind that has been very successful with providing the California Division of Measurement Standards with a local perspective.

Hosted compliance hearings for local businesses. These informal office hearings are intended to provide outreach and educate businesses regarding pricing and packaging requirements. The hearings are scheduled after the initial inspection discovered inaccurate pricing issues and packaging and labeling issues.

The Department's Weights & Measures Deputy Sealer has served as Chair for the Southern California Weights & Measures Deputy Association. This group serves to promote uniformity and cooperation amongst weights and measures departments to discuss and resolve local and statewide issues.

The Department's Deputy Sealer also served as a voting delegate at the 2015 National Conference of Weights and Measures and the Western Weights and Measures Conference. These conferences are a forum for debate in the development of consensus standards for commercial devices and price and quantity verifications, which are then adopted into State regulations.

Additional staff members obtained Class "B" Commercial driver's license. This license is required to drive the Department's heavy capacity weight truck which is used in the livestock, winery and vehicle scale inspection program.

Agricultural Commissioner

Program

WEIGHTS & MEASURES (CONT'D)

2016-18 Objectives

Replace the aging 20-gallon Liquefied Petroleum Gas (LPG) inspection equipment prover unit with a more efficient and safer 25-gallon prover unit in order to ensure appropriate testing of LPG meters.

Explore other resources and venues for developing broader outreach to educate the public on the Weights and Measures program and how it affects everyone's daily lives through their consumer protection programs.

Work with other agencies on developing testing procedures for alternative energy fuel sources, such as Hydrogen, Compressed and Liquefied Natural Gas and electrical vehicle charging stations.

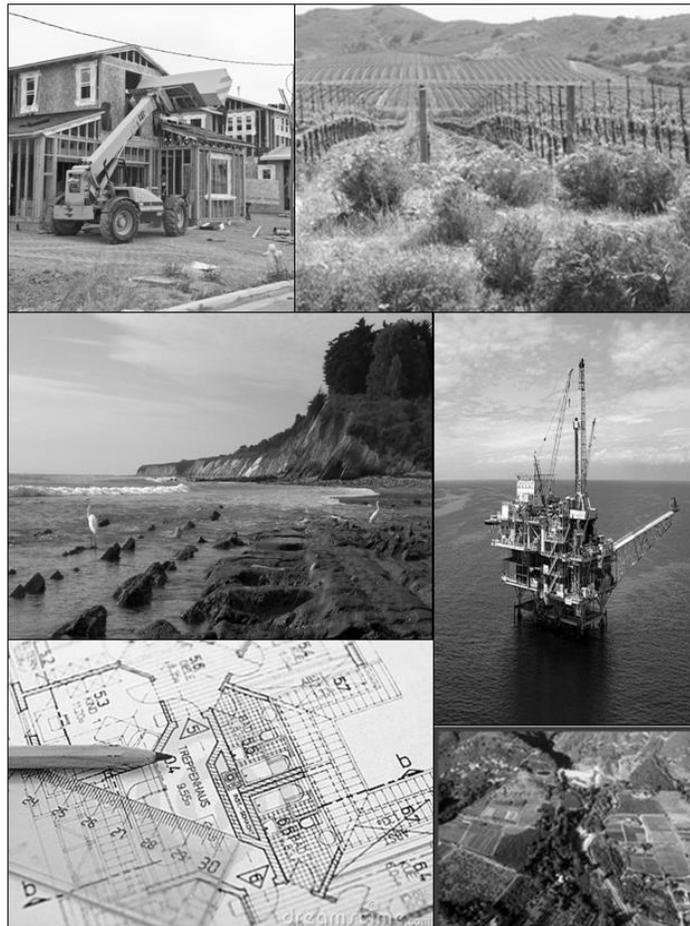
Continue to survey businesses, which include agricultural processing plants and wineries, to increase the number of businesses that qualify for the County Wholesale Packer Program.

The California Agricultural Commissioner's and Sealers Association (CACASA) drafted a legislative bill requiring Service Agents to submit illegal and suspicious devices found on retail motor fuel meters directly to the Agricultural Commissioner's Office or law enforcement. This new legislation along with our credit card theft device inspection procedure on retail motor fuel meters (gas pumps) is an increase in consumer protection from credit card data theft which has become a national threat to consumers nationwide.

Agricultural Commissioner

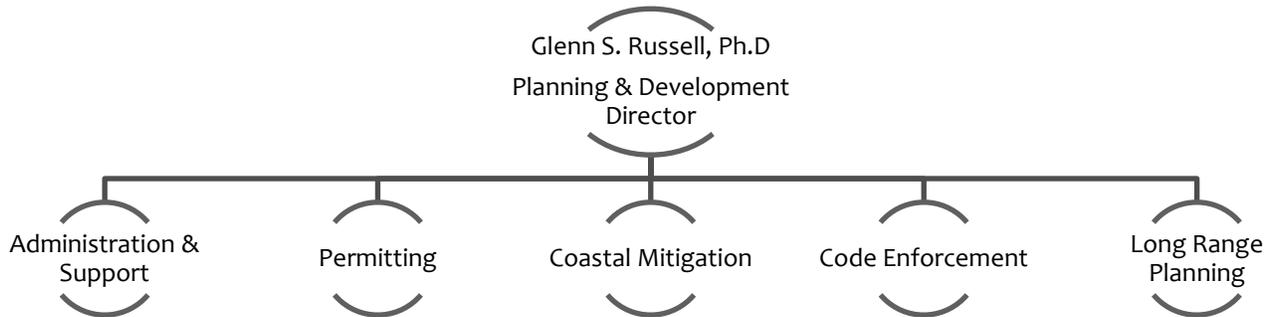


Planning & Development



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 19,128,239
Capital	\$ 17,000
FTEs	92.0



Planning & Development

Department

MISSION STATEMENT

To plan for and promote reasonable, productive, safe, and sustainable use of land to foster economic, social, cultural, and environmental vitality across the County by providing quality policy development, planning, permitting, and inspection services under the policy direction of the Board of Supervisors and Planning Commissions.

DEPARTMENT DESCRIPTION

The Planning and Development Department has five Budget Programs:

- Administration & Support
- Permitting
- Coastal Mitigation
- Code Enforcement
- Long Range Planning

The Department strives to create great communities, including a quality built and natural environment, through its programs. The Department:

- Provides information to the public 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 regarding building, grading, petroleum, and zoning issues.
- Reviews private development projects to ensure consistency with State Law, Comprehensive Plans, and Zoning Ordinances.
- Ensures compliance with permit conditions.
- Oversees oil and gas and mining development, including permitting facilities and ensuring facilities comply with permits.
- Manages and updates the Comprehensive Plan. 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.

HIGHLIGHTS OF 2016-18 OBJECTIVES

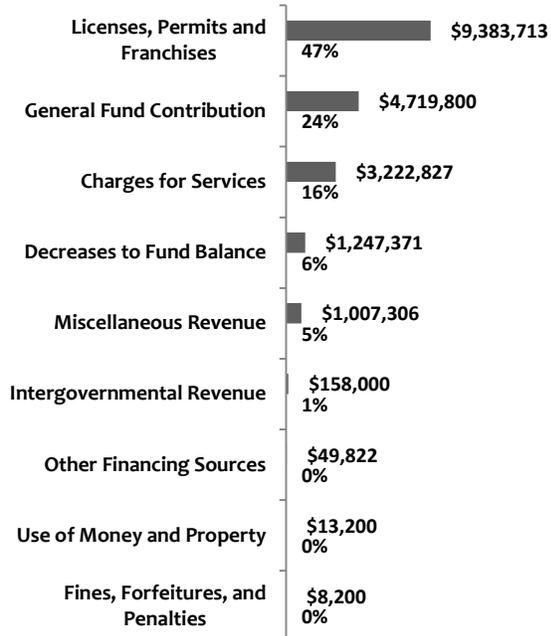
- Complete local adoption of the Gaviota Community Plan.
- Implement key measures of the 2015-23 Housing Element:
 - Evaluate and adopt modifications to the Design Residential zone district standards to encourage and incentivize the provision of affordable, special needs, and senior housing.
 - Evaluate and adopt modifications to the Zoning Ordinances to allow combined emergency shelters, single room occupancy projects, treatment facilities, and temporary housing with a ministerial permit in some zones.
- Complete the adoption of zoning regulations to address the use of Short Term Rentals.
- Complete conversion of microfiche records for online access for the public on the Department's website.
- Ensure continued success of the Department through recruitment, development, and retention of staff.

Planning & Development

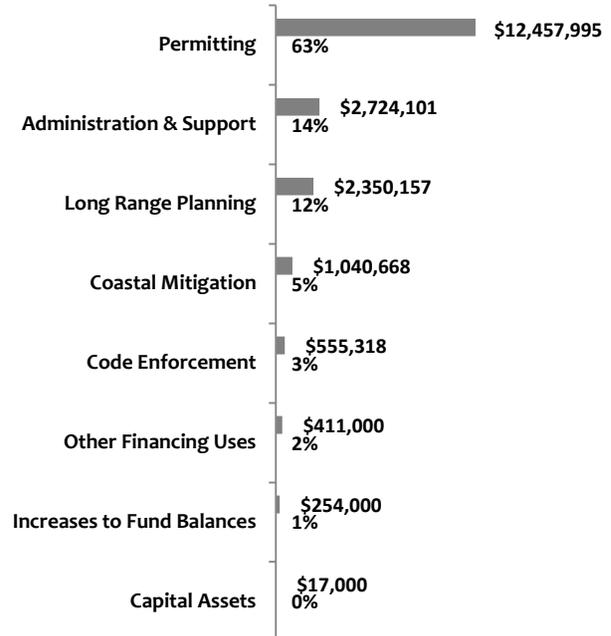
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$19,810,239

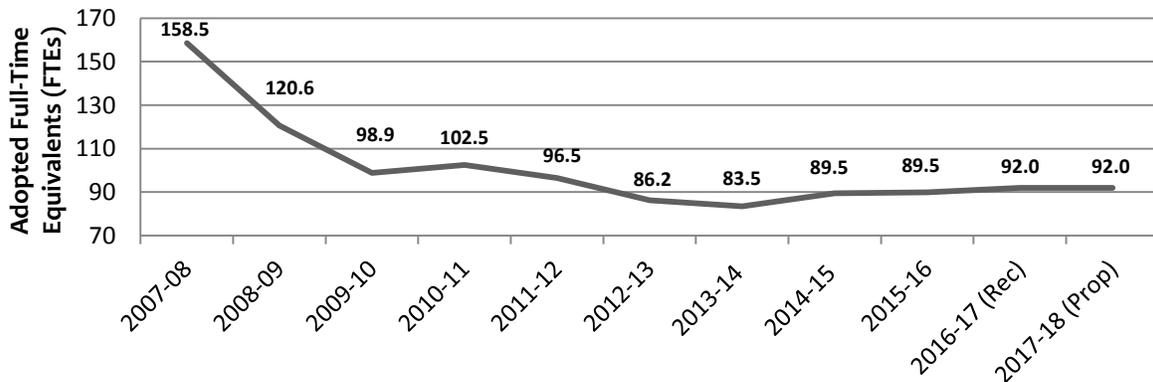


Use of Funds - \$19,810,239



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Planning & Development

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	14.01	15.78	0.10	15.87	15.87
Permitting	54.13	58.61	1.97	60.58	60.58
Coastal Mitigation	0.15	0.17	-	0.16	0.16
Code Enforcement	3.06	3.85	-	3.86	3.86
Long Range Planning	10.25	11.53	0.03	11.56	11.56
Total	81.60	89.93	2.10	92.03	92.03
Budget By Budget Program					
Administration & Support	\$ 2,294,095	\$ 2,783,180	\$ (59,079)	\$ 2,724,101	\$ 2,856,670
Permitting	9,058,499	12,073,795	384,200	12,457,995	12,671,082
Coastal Mitigation	659,864	1,214,604	(173,936)	1,040,668	1,106,011
Code Enforcement	446,605	548,532	6,786	555,318	573,217
Long Range Planning	2,269,598	2,620,432	(270,275)	2,350,157	1,997,601
Total	\$ 14,728,660	\$ 19,240,543	\$ (112,304)	\$ 19,128,239	\$ 19,204,581
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 10,921,308	\$ 12,241,893	\$ 517,709	\$ 12,759,602	\$ 13,274,428
Services and Supplies	2,578,372	5,217,266	(425,313)	4,791,953	4,269,698
Other Charges	1,228,979	1,781,384	(204,700)	1,576,684	1,660,455
Total Operating Expenditures	14,728,660	19,240,543	(112,304)	19,128,239	19,204,581
Capital Assets	13,194	36,000	(19,000)	17,000	17,010
Other Financing Uses	54,876	554,000	(143,000)	411,000	695,000
Increases to Fund Balances	402,239	265,000	(11,000)	254,000	258,750
Fund Balance Impact (+)	52,811	-	-	-	-
Total	\$ 15,251,780	\$ 20,095,543	\$ (285,304)	\$ 19,810,239	\$ 20,175,341
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 7,722,034	\$ 8,990,524	\$ 393,189	\$ 9,383,713	\$ 9,711,305
Fines, Forfeitures, and Penalties	56,410	6,000	2,200	8,200	8,200
Use of Money and Property	23,307	24,223	(11,023)	13,200	13,330
Intergovernmental Revenue	555,191	495,536	(337,536)	158,000	-
Charges for Services	1,300,004	3,224,156	(1,329)	3,222,827	3,231,668
Miscellaneous Revenue	972,922	943,926	63,380	1,007,306	696,740
Total Operating Revenues	10,629,869	13,684,365	108,881	13,793,246	13,661,243
Other Financing Sources	15,891	-	49,822	49,822	-
Intrafund Expenditure Transfers (-)	11,164	-	-	-	-
Decreases to Fund Balances	166,356	1,746,778	(499,407)	1,247,371	1,734,198
General Fund Contribution	4,428,500	4,664,400	55,400	4,719,800	4,779,900
Total	\$ 15,251,780	\$ 20,095,543	\$ (285,304)	\$ 19,810,239	\$ 20,175,341

Planning & Development

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Increase of 2.10 FTE:
 - The 2.10 FTE increase reflects the addition of a Civil Engineer and a Building Permit Technician, which occurred mid-year in FY 2014-15, as well as a 0.10 FTE increase in a part-time employee.

Expenditures

- Net operating expenditure decrease of \$112,000:
 - +\$518,000 in Salaries and Employee Benefits due general salary and benefit cost increases and the mid-year addition of a Civil Engineer and a Building Permit Technician.
 - -\$425,000 decrease in Services and Supplies comprised of a \$351,000 decrease in consultant services, reflecting a reduction in Long Range Planning grant projects and other contract-based projects, a \$32,000 reduction in recruitment expenditures, and a \$42,000 reduction in miscellaneous office expenses such as printing and office supplies.
 - -\$205,000 decrease in Other Charges primarily due to a \$175,000 decrease in Oil and Gas Mitigation Contribution to fund expected Coastal Resource Enhancement Fund grant awards. These grant awards are paid on a reimbursement basis and fluctuate from year to year. Decrease of \$28,000 in electricity expenditures per rates provided by General Services.
- Net non-operating expenditure decrease of \$173,000:
 - -\$143,000 decrease in Other Financing Uses reflecting a reduced transfer to the Community Services Department for expenditures related to the Jalama Beach affordable overnight accommodations.
 - -\$19,000 decrease in Capital Assets representing changing equipment replacement needs.
 - -\$11,000 minor decrease in Increases to Fund Balances.

These changes result in Recommended operating expenditures of \$19,128,000 and non-operating expenditures of \$682,000, for total expenditures of \$19,810,000.

Revenues

- Net operating revenue increase of \$109,000:
 - +\$393,000 increase in Licenses, Permits and Franchises reflects projected increases in building permit revenues offset by decreases in land use permit revenue and code violation revenue based on current year trends.
 - -\$338,000 decrease in Intergovernmental Revenue reflecting reduced funding from Long Range Planning grant projects.
 - +\$63,000 increase in Miscellaneous Revenue reflects a change in amount of CREF grant revenue for Long Range Planning projects and increase in Technology Fee revenue based on current year trends.
 - -\$11,000 increase in Use of Money and Property for Interest Income.
 - +\$2,000 increase in Fines, Forfeitures, and Penalties reflecting activity in the Fish and Game Fund.
 - -\$1,000 decrease in Charges for Services reflecting activity in the Petroleum Fund.

Planning & Development

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

- Net non-operating revenue increase of \$394,000:
 - -\$499,000 decrease in use of Fund Balances includes a reduced transfer to the Community Services Department for expenditures related to the Jalama Beach affordable overnight accommodations and reduced use of fund balance in the Coastal Resource Enhancement Fund for payment of grant awards.
 - +\$55,000 increase in General Fund Contribution reflects additional General Fund allocation per Board-adopted allocation policies.
 - +\$50,000 increase in Other Financing Sources reflecting the use of CIAP grant resources for the Santa Claus Lane project in Long Range Planning.

These changes result in Recommended operating revenues of \$13,793,000, non-operating revenues of \$6,017,000, for total revenues of \$19,810,000.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The Long Range Planning budget for FY 2016-17 includes \$133,000 in one-time use of fund balance for ongoing operations. This funding will be used for consultant services on work program projects. To maintain historic funding levels for consultant services, additional revenue of \$133,000 must be identified in FY 2017-18.

RELATED LINKS

For more information about the Planning & Development Department, refer to the website at <http://sbcountyplanning.org/>.

Planning & Development

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration					
Percent of lost time at 4% or less, providing a productive workforce.	4.5% 164,388/ 172,161	3% 169,821/ 174,848	3% 166,192/ 171,332	Target < 4%	Target < 4%
Percent of departmental Employee Performance Reviews completed by the due date.	34% 29/83	65% 58/89	93% ~84/90	Target = 100% ~92/92	Target = 100% ~92/92
Permitting					
Provide initial planner feedback on ministerial permit applications within ten working days of application submittal.	81% 462/572	86% 471/545	81% ~418/514	Target = 100% ~545/545	Target = 100% ~545/545
Issue complete or incomplete letters on discretionary project submittals within 30 days of submittal or re-submittal by the project applicant.	95% 175/185	94% 180/191	99% ~140/142	Target = 100% ~140/140	Target = 100% ~140/140
Approve ministerial permits within 60 days of application submittal.	64% 372/584	60% 365/605	62% ~410/664	Target = 80% ~532/665	Target = 80% ~532/665
Present to decision maker within four months of application completeness on planning projects that require a CEQA Exemption.	69% 34/49	69% 35/51	88% ~44/50	Target = 95% ~57/60	Target = 95% ~57/60
Present to decision maker within six months of application completeness on planning projects that require a Negative Declaration or addendum to Negative Declaration.	53% 10/19	52% 13/25	67% ~4/6	Target = 80% ~8/10	Target = 80% ~8/10
Conduct pre-construction meetings on projects requiring permit compliance monitoring within five working days of an applicant's requested date.	100% 25/25	100% 23/23	94% ~32/34	Target = 85% ~34/40	Target = 85% ~34/40
For planning permits requiring a security deposit, provide applicants an estimate of total costs where 90% of estimates are within 10% of actual costs.	N/A	N/A	65% ~204/315	Target = 90% ~360/400	Target = 90% ~360/400

Planning & Development

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Conduct final inspections on projects for sign-off on conditions of approval within five working days of an applicant's requested date.	95% 19/20	94% 62/66	98% ~110/112	Target = 85% ~85/100	Target = 85% ~85/100
Complete first plan check review for grading plans <1,500 cubic yards within two weeks of application acceptance.	88% 99/112	86% 96/111	84% ~114/136	Target = 100% ~135/135	Target = 100% ~135/135
Complete inspections within one business day of requested date.	99.7% 20,794/20,855	99.5% 22,371/22,489	99.7% ~22,452/22,522	Target = 100% ~22,000/22,000	Target = 100% ~22,000/22,000
Complete first plan check review for medium to large projects (>600 sq ft) within 30 calendar days of completed prep review.	81% 515/638	84% 537/636	93% ~540/578	Target = 100% ~600/600	Target = 100% ~600/600
Perform oil well and tank farm inspections on all well and tank farm sites monitored by the Petroleum Unit.	3,351	2,671	2,631	Target = 2,631	Target = 2,631
Code Enforcement					
Make a determination of whether a violation exists within 60 days of receiving the complaint.	89% 344/388	88% 500/566	94% ~536/570	Target = 100% ~260/260	Target = 100% ~260/260
Send initial advisory contact letter to property owners within one business day for non-health and safety or ongoing construction complaints.	97% 267/274	96% 411/429	99% ~261/264	Target = 100% ~260/260	Target = 100% ~260/260

Planning & Development



Planning & Development

Program

ADMINISTRATION & SUPPORT

Provides centralized support services for the Department, including clerical, fiscal, personnel, process improvement, training, automation, mapping, graphics, and public hearing support.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	0.98	1.00	(0.04)	0.96	0.96
ASST DIRECTOR	0.35	0.35	-	0.35	0.35
DIVISION CHIEF	0.71	0.61	0.05	0.66	0.66
EXECUTIVE STAFF ASST	0.02	-	-	-	-
ENERGY SPECIALIST	0.03	-	-	-	-
PLANNING PROCESS ANALYST	0.96	0.94	-	0.94	0.94
BUSINESS MANAGER	0.44	0.52	0.06	0.58	0.58
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
PLANNER	0.01	-	0.01	0.01	0.01
FINANCIAL OFFICE PRO	1.19	2.00	-	2.00	2.00
ADMN OFFICE PRO	2.18	1.67	0.28	1.95	1.95
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST	0.81	0.86	0.01	0.87	0.87
EDP SYS & PROG ANLST	0.42	1.00	-	1.00	1.00
ACCOUNTANT	0.81	0.90	-	0.90	0.90
EXECUTIVE SECRETARY	0.76	0.85	-	0.85	0.85
ADMN OFFICE PRO SR	1.65	2.08	(0.28)	1.80	1.80
FINANCIAL OFFICE PRO SR	0.68	1.00	-	1.00	1.00
Total	<u>14.01</u>	<u>15.78</u>	<u>0.10</u>	<u>15.87</u>	<u>15.87</u>

Planning & Development

Program

ADMINISTRATION & SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,961,393	\$ 2,239,155	\$ 82,552	\$ 2,321,707	\$ 2,426,071
Services and Supplies	273,884	489,586	(143,864)	345,722	372,422
Other Charges	58,817	54,439	2,233	56,672	58,177
Total Operating Expenditures	2,294,095	2,783,180	(59,079)	2,724,101	2,856,670
Capital Assets	1,979	30,000	(26,600)	3,400	3,400
Increases to Fund Balances	295,135	251,000	-	251,000	251,000
Total Expenditures	\$ 2,591,209	\$ 3,064,180	\$ (85,679)	\$ 2,978,501	\$ 3,111,070
Budget By Categories of Revenues					
Licenses, Permits and Franchises	435,408	754,475	15,090	769,565	794,087
Fines, Forfeitures, and Penalties	56,410	6,000	2,200	8,200	8,200
Use of Money and Property	227	200	-	200	200
Intergovernmental Revenue	255,878	-	-	-	-
Charges for Services	12,942	6,400	9,000	15,400	15,400
Miscellaneous Revenue	262,973	249,576	36,824	286,400	292,128
Total Operating Revenues	1,023,838	1,016,651	63,114	1,079,765	1,110,015
Other Financing Sources	15,891	-	-	-	-
Intrafund Expenditure Transfers (-)	1,460	-	-	-	-
Decreases to Fund Balances	-	446,422	(197,605)	248,817	247,450
General Fund Contribution	1,288,722	1,601,107	48,812	1,649,919	1,753,605
Total Revenues	\$ 2,329,911	\$ 3,064,180	\$ (85,679)	\$ 2,978,501	\$ 3,111,070

2015-16 Anticipated Accomplishments

- Initiated employee engagement efforts, including implementation of a Mentorship Program.
- Completed a comprehensive fee study for permitting and inspection services to provide consistent billing practices and methodologies, and reduce complexity of the fee process.
- Deployed field mobility software for inspectors to record and upload inspections from a smart phone in the field as they occur.
- Converted approximately 75% of historic microfiche planning permit records and provided online access of these records for customers and staff.

2016-18 Objectives

- Convert remaining historic microfiche planning permit records for online access.
- Begin digitizing paper permitting records for online access for customers and staff.
- Continue department training program. Develop and implement internal Supervisor Training Program as part of succession planning efforts.
- Implement credit card option for online and direct permit and invoice payments.

Planning & Development

Program

PERMITTING

Provides permit information and permitting services for ministerial planning and building permits. Performs plan reviews and inspects construction projects for compliance with building codes and the grading ordinance. Through a transparent public process, recommends actions on development projects, including oil and gas projects, and associated legislative requests. Recommendations provided to the Director, Zoning Administrator, Planning Commissions, and/or Board of Supervisors for deliberation, based on consistency with General Plan policies, local ordinances, and State and federal law. Ensure compliance with zoning regulations, environmental mitigation measures, and conditions of approval.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	0.01	-	-	-	-
ASST DIRECTOR	0.49	0.45	(0.03)	0.42	0.42
DIVISION CHIEF	0.14	0.13	(0.05)	0.08	0.08
DEPUTY DIRECTOR	1.91	1.92	0.01	1.94	1.94
EXECUTIVE STAFF ASST	0.98	0.99	-	0.99	0.99
ENERGY SPECIALIST	0.98	0.96	-	0.96	0.96
PLANNER SUPERVISING	3.32	3.30	(0.01)	3.29	3.29
PLANNING PROCESS ANALYST	0.04	0.06	-	0.06	0.06
BUSINESS MANAGER	0.09	0.01	-	0.01	0.01
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.88	2.00	1.00	3.00	3.00
PLAN CHECK ENGINEER	0.04	-	-	-	-
PLANNER	19.82	20.38	(0.09)	20.29	20.29
BLDG ENGR INSPECTOR SUPV	3.51	3.88	(0.06)	3.82	3.82
ADMN OFFICE PRO	4.12	3.50	0.74	4.24	4.24
FINANCIAL OFFICE PRO	0.11	-	-	-	-
PETROLEUM SPECIALIST	1.99	2.00	-	2.00	2.00
ASST PLAN CHECKER	2.00	2.00	-	2.00	2.00
BLDG ENGR INSPECTOR SPEC	0.15	1.00	-	1.00	1.00
MAPPING/GIS ANALYST	0.01	-	-	-	-
GRADING INSPECTOR SR	1.97	1.96	(0.01)	1.95	1.95
ACCOUNTANT	0.19	0.10	-	0.10	0.10
BLDG ENGR INSPECTOR	5.76	9.07	0.18	9.25	9.25
EXECUTIVE SECRETARY	0.08	0.15	-	0.15	0.15
ADMN OFFICE PRO SR	1.87	2.71	(0.71)	2.00	2.00
FINANCIAL OFFICE PRO SR	0.16	-	-	-	-
BUILDING PERMIT TECH	2.00	2.00	1.00	3.00	3.00
CONTRACTOR	-	0.04	-	0.04	0.04
EXTRA HELP	0.51	-	-	-	-
Total	<u>54.13</u>	<u>58.61</u>	<u>1.97</u>	<u>60.58</u>	<u>60.58</u>

Planning & Development

Program

PERMITTING (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 7,071,377	\$ 7,803,468	\$ 404,716	\$ 8,208,184	\$ 8,519,602
Services and Supplies	1,463,863	3,735,967	10,289	3,746,256	3,632,366
Other Charges	523,259	534,360	(30,805)	503,555	519,114
Total Operating Expenditures	9,058,499	12,073,795	384,200	12,457,995	12,671,082
Capital Assets	8,576	6,000	5,390	11,390	11,400
Other Financing Uses	54,876	554,000	(143,000)	411,000	695,000
Increases to Fund Balances	14,022	10,000	(10,000)	-	-
Total Expenditures	\$ 9,135,972	\$ 12,643,795	\$ 236,590	\$ 12,880,385	\$ 13,377,482
Budget By Categories of Revenues					
Licenses, Permits and Franchises	6,915,435	7,773,998	430,832	8,204,830	8,493,434
Use of Money and Property	13,236	15,208	(11,708)	3,500	3,570
Charges for Services	1,233,671	3,157,756	(10,329)	3,147,427	3,155,632
Miscellaneous Revenue	12,136	4,000	80	4,080	4,162
Total Operating Revenues	8,174,477	10,950,962	408,875	11,359,837	11,656,798
Intrafund Expenditure Transfers (-)	9,192	-	-	-	-
Decreases to Fund Balances	155,210	643,047	(78,953)	564,094	844,298
General Fund Contribution	1,199,259	1,049,786	(93,332)	956,454	876,386
Total Revenues	\$ 9,538,138	\$ 12,643,795	\$ 236,590	\$ 12,880,385	\$ 13,377,482

2015-16 Anticipated Accomplishments

- Coordinated and carried out regulatory responsibilities associated with the Refugio/Plains All American Pipeline oil spill and response: actively participated in the incident command group to ensure appropriate regulatory response to the spill; provided ongoing oversight of beach monitoring and cleanup compliance; processed and issued an Emergency Permit for the spill response; and continued to work with operator to process the follow-on Coastal Development Permit.
- Processed and issued an Emergency Permit to allow removal of crude oil via truck transport from ExxonMobil's Las Flores Canyon onsite storage tanks, as a result of the Plains All American Oil Pipeline shutdown.
- Processed and approved approximately 1,250 zoning permits and nearly 3,100 building permits with a valuation of \$260,000,000.
- Maintained 99% on-time inspection rate.
- Provided a report on earthquake vulnerability of buildings in the County.
- Implemented new streamlined rooftop solar energy permitting process and ordinance amendments.
- Began customer outreach process to review current building permitting procedures to increase efficiency and enhance customer satisfaction.
- Introduced electronic plan check for architects and engineers.

Planning & Development

Program

PERMITTING (CONT'D)

- Conducted disaster training to test current procedures and update current documentation for conducting damage assessments following natural disasters. This project ensures the Department remains ready to assist its constituents in the post-disaster recovery process.
- Consistently implemented a pre-construction protocol to ensure that all critical personnel attend onsite pre-construction meetings to secure compliance with conditions during all project phases, including demolition and grading.
- Performed compliance inspections of nearly all telecommunication facilities countywide to determine and remedy any deficiencies with respect to required conditions.
- Continued to work with State and Federal wildlife agencies on the project review process for addressing impacts to the California Tiger Salamander and other listed species.
- Completed processing a number of major projects, including:
 - Miramar Hotel Revision
 - Westmont College Master Plan Revision
 - Valley Gardens Mobile Home Park Expansion: 24 new homes added to the 42 existing affordable units
 - Las Varas Ranch: Tentative Parcel Map and two Lot Line Adjustments to reconfigure a coastal ranch
 - Rice Ranch Specific Plan Revisions
 - Oasis General Plan Amendment
 - Wireless Communication Facilities (numerous)
 - E&B Natural Resources Pipeline Project
 - Phillips 66 Cal-Coast Pipeline Replacement Project
 - Pacific Coast Energy Company Orcutt Hill Project

2016-18 Objectives

- Review and update the procedures and oversight mechanisms for the permit compliance program countywide, ensuring projects are built according to approved plans and mitigation measures and that conditions implementing the County's Comprehensive Plan are completed.
- Continue to focus on providing accurate initial cost and time estimates for large planning projects.
- Complete implementation of electronic plan check to all customers to enhance customer service.
- Complete assessment and property owner outreach for earthquake-prone structures.
- Continue customer outreach on building permitting processes to enhance coordination of multi-agency review, increasing efficiency and enhancing customer satisfaction.
- Provide information or workshops for engineers and architects on most common construction plan issues and suggestions for improvements.
- Continue to provide feedback to permitting staff from post-approval observations in the field to improve conditioning of projects.
- Continue building on the cooperative relationships with staff of the Division of Oil, Gas and Geothermal Resources, the Regional Water Quality Control Board, and Federal Pipeline Hazardous Materials Safety Administration to facilitate more efficient permitting and compliance oversight for oil and gas projects, including remediation.
- Continue building on the cooperative relationships with the Federal Bureau of Safety and Environmental Enforcement and Bureau of Ocean Energy Management to ensure that offshore operators maintain permit compliance of related onshore facilities to ensure the protection of human health and the environment.

Planning & Development

Program

COASTAL MITIGATION

Oversees mitigation programs, including the Coastal Resource Enhancement Fund, the Fisheries Enhancement Fund, and the Local Fishermen's Contingency Fund. These funds were established to partially address the impacts of onshore facilities related to offshore oil and gas development.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
EXECUTIVE STAFF ASST	-	0.01	-	0.01	0.01
ENERGY SPECIALIST	-	0.04	-	0.04	0.04
PLANNER	0.15	0.10	-	0.10	0.10
ADMN OFFICE PRO	-	-	0.01	0.01	0.01
ADMN OFFICE PRO SR	-	0.01	(0.01)	-	-
Total	0.15	0.17	-	0.16	0.16

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 21,955	\$ 30,278	\$ 239	\$ 30,517	\$ 31,361
Services and Supplies	56,435	63,296	652	63,948	63,275
Other Charges	581,473	1,121,030	(174,827)	946,203	1,011,375
Total Operating Expenditures	659,864	1,214,604	(173,936)	1,040,668	1,106,011
Increases to Fund Balances	93,082	4,000	(1,000)	3,000	7,750
Total Expenditures	\$ 752,946	\$ 1,218,604	\$ (174,936)	\$ 1,043,668	\$ 1,113,761
Budget By Categories of Revenues					
Use of Money and Property	9,844	8,815	685	9,500	9,560
Charges for Services	53,051	50,000	-	50,000	50,636
Miscellaneous Revenue	687,649	685,950	-	685,950	400,450
Total Operating Revenues	750,545	744,765	685	745,450	460,646
Decreases to Fund Balances	1,146	463,839	(176,138)	287,701	642,450
General Fund Contribution	-	10,000	517	10,517	10,665
Total Revenues	\$ 751,691	\$ 1,218,604	\$ (174,936)	\$ 1,043,668	\$ 1,113,761

Planning & Development

Program

COASTAL MITIGATION (CONT'D)

2015-16 Anticipated Accomplishments

- Administered the Coastal Resource Enhancement Fund (CREF) Grant Program, including preparing the annual status report and conducting the competitive grant evaluation process for the 2016 cycle. These grants are available to fund acquisition of coastal properties for recreation and conservation purposes, and various coastal projects, including capital improvements, planning and research, and educational exhibits.
- Executed multiple agreements with CREF grant awardees.
- Monitored grant awards funded through CREF to ensure that the projects comply with their contracts/grant proposals and provide expected public benefits.

2016-18 Objectives

- Administer the CREF Grant Program, including preparing the annual status report and conducting the 2017 competitive grant cycle process.
- Execute multiple agreements with CREF grant awardees.
- Monitor grant awards funded through CREF to ensure that the projects comply with their contracts/grant proposals and provide expected public benefits.
- Reassess participating operators' CREF fee requirements to account for reduced production while Plains All American Pipeline is shut down.

Planning & Development

Program

CODE ENFORCEMENT

Ensures compliance with building, grading, and zoning ordinances and codes by investigating and responding to complaints.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIVISION CHIEF	0.15	0.25	-	0.25	0.25
DEPUTY DIRECTOR	0.09	0.08	(0.01)	0.06	0.06
PLANNER SUPERVISING	0.68	0.70	0.01	0.71	0.71
PLANNER	1.20	1.74	(0.89)	0.85	0.85
BLDG ENGR INSPECTOR SUPV	0.10	0.12	0.06	0.18	0.18
PETROLEUM SPECIALIST	0.01	-	-	-	-
GRADING INSPECTOR SR	0.03	0.04	0.01	0.05	0.05
BLDG ENGR INSPECTOR	0.77	0.93	0.82	1.75	1.75
EXECUTIVE SECRETARY	0.01	-	-	-	-
Total	3.06	3.85	-	3.86	3.86

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 437,872	\$ 539,751	\$ 7,677	\$ 547,428	\$ 565,126
Services and Supplies	1,563	1,188	7	1,195	1,195
Other Charges	7,169	7,593	(898)	6,695	6,896
Total Operating Expenditures	446,605	548,532	6,786	555,318	573,217
Total Expenditures	\$ 446,605	\$ 548,532	\$ 6,786	\$ 555,318	\$ 573,217
Budget By Categories of Revenues					
Licenses, Permits and Franchises	207,929	256,837	(56,837)	200,000	204,000
Charges for Services	-	10,000	-	10,000	10,000
Total Operating Revenues	207,929	266,837	(56,837)	210,000	214,000
General Fund Contribution	347,216	281,695	63,623	345,318	359,217
Total Revenues	\$ 555,145	\$ 548,532	\$ 6,786	\$ 555,318	\$ 573,217

Planning & Development

Program

CODE ENFORCEMENT (CONT'D)

2015-16 Anticipated Accomplishments

- Addressed substantial increase in violations within current resources.
- Trained two additional staff in code enforcement procedures, providing staff with new opportunities in the Department.

2016-18 Objectives

- Pursue additional enforcement resolution options for longstanding complex enforcement cases.
- Seek amendments to State law to increase financial disincentives for one-time violations.
- Provide materials to and/or conduct workshops for Isla Vista tenants to explain the code enforcement process.

Planning & Development

Program

LONG RANGE PLANNING

Develops, researches, analyzes, and communicates land use policies that meet Federal and State mandates in a manner that fosters long range economic, social, cultural, and environmental prosperity throughout the County. Provides significant level of support to other departments and divisions with annexation reviews, Capital Improvement Plan conformity reviews, responsible agency reviews, inter-agency coordination and regional planning, grant research and writing, and legislative reviews.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	0.01	-	0.04	0.04	0.04
ASST DIRECTOR	0.15	0.20	0.03	0.23	0.23
DIVISION CHIEF	0.01	0.01	-	0.01	0.01
PROGRAM MANAGER	0.69	1.00	-	1.00	1.00
PLANNER SUPERVISING	2.00	2.00	1.00	3.00	3.00
BUSINESS MANAGER	0.07	0.07	0.03	0.10	0.10
PLANNER	6.35	7.28	(1.03)	6.25	6.25
ADMN OFFICE PRO	0.79	0.83	(0.03)	0.80	0.80
MAPPING/GIS ANALYST	0.18	0.14	(0.01)	0.13	0.13
Total	10.25	11.53	0.03	11.56	11.56

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,429,710	\$ 1,629,241	\$ 22,525	\$ 1,651,766	\$ 1,732,268
Services and Supplies	781,628	927,229	(292,397)	634,832	200,440
Other Charges	58,260	63,962	(403)	63,559	64,893
Total Operating Expenditures	2,269,598	2,620,432	(270,275)	2,350,157	1,997,601
Capital Assets	2,639	-	2,210	2,210	2,210
Total Expenditures	\$ 2,272,237	\$ 2,620,432	\$ (268,065)	\$ 2,352,367	\$ 1,999,811
Budget By Categories of Revenues					
Licenses, Permits and Franchises	163,263	205,214	4,104	209,318	219,784
Intergovernmental Revenue	299,313	495,536	(337,536)	158,000	-
Charges for Services	341	-	-	-	-
Miscellaneous Revenue	10,164	4,400	26,476	30,876	-
Total Operating Revenues	473,081	705,150	(306,956)	398,194	219,784
Other Financing Sources	-	-	49,822	49,822	-
Intrafund Expenditure Transfers (-)	512	-	-	-	-
Decreases to Fund Balances	10,000	193,470	(46,711)	146,759	-
General Fund Contribution	1,593,303	1,721,812	35,780	1,757,592	1,780,027
Total Revenues	\$ 2,076,895	\$ 2,620,432	\$ (268,065)	\$ 2,352,367	\$ 1,999,811

Planning & Development

Program

LONG RANGE PLANNING (CONT'D)

2015-16 Anticipated Accomplishments

- Completed local adoption hearing for the Eastern Goleta Valley Community Plan and submitted the plan to the Coastal Commission for review and certification.
- Completed adoption of the Winery Ordinance update.
- Began implementation phase of the County's Energy and Climate Action Plan, including the initiation of high priority measures and tracking of greenhouse gas reductions to monitor the effectiveness of the plan.
- Began implementation of the 2015-23 Housing Element, including a series of zoning ordinance amendments to ensure consistency with State law and modifications to the Zoning Ordinance to encourage affordable special needs and senior housing projects in the Design Residential zone.
- Completed adoption of the Conservation Element amendments addressing changes through the State rulemaking process regarding important minerals.
- Completed adoption of revised Montecito Design Guidelines to ensure the guidelines are responsive to emerging design issues.
- Managed the Alternative Fuels grant project, including attending regional task force meetings. Completed a regional plan which addresses alternative fuels infrastructure permitting, deployment, maintenance, inspection, and incentives.
- Completed the Coastal Resiliency (Phase I) grant project, a multi-jurisdictional collaboration to model sea level rise and potential hazards. Completed a Coastal Hazard Vulnerability Assessment and developed policies and programs to mitigate impacts from coastal hazards.
- Completed the consistency rezoning of rural lands still under Ordinance 661 to appropriate zone districts in the Land Use and Development Code. This project eliminates the need for individual property owners to pursue consistency rezones when applying for discretionary land use permits.
- Prepared and submitted an application to the US Census Bureau to designate Eastern Goleta Valley as a Census Designated Place prior to the next decennial (10-year) census (in 2020).
- Completed California Coastal Commission certification process for the Summerland Community Plan.
- Completed a Medical Marijuana Cultivation Ordinance to address the implementation of newly enacted State legislation.

2016-18 Objectives

- Complete local adoption hearings for the Gaviota Community Plan and submit the plans to the Coastal Commission for review and certification.
- Complete the Hollister–State Street streetscape plan.
- Complete the Santa Claus Lane Project, a master plan for streetscape improvements, safe beach access, and parking improvements to enhance recreation and business opportunities along Santa Claus Lane.
- Continue implementation phase of the County's Energy and Climate Action Plan, including the initiation of high priority measures and completion of a GHG inventory/forecast update.
- Continue implementation of the 2015-23 Housing Element, including evaluation and adoption of modifications to the Zoning Ordinances to allow combined emergency shelters, single room occupancy projects, treatment facilities, and temporary housing with a ministerial permit in some zones.

Planning & Development

Program

LONG RANGE PLANNING (CONT'D)

- Conduct public outreach, prepare draft ordinance, and environmental review to streamline permitting for agriculture and other uses on agriculturally zoned properties.
- Manage the Coastal Resiliency (Phase II) grant project, a multi-jurisdictional collaboration to model sea level rise and potential hazards. Complete a Coastal Hazard Vulnerability Assessment and develop policies and programs to mitigate impacts from coastal hazards.
- Complete the Airport Land Use Compatibility (ALUP) project to amend the Comprehensive Plan and Land Use and Development Code to achieve consistency with the ALUP.
- Prepare and submit a Scenic Highway Designation application to Caltrans for a segment of Highway 101 through Gaviota.
- Pursue grants to fund additional long range planning work prioritized in the work program.
- Conduct research and public outreach for update of the Circulation Element.
- Complete California Coastal Commission certification process for the Eastern Goleta Valley Community Plan.
- Complete adoption of an ordinance to address the use of Short Term Rentals.
- Support the County's multiyear effort to implement the Sustainable Groundwater Management Act through the updating of land use policies and regulations.
- Complete adoption of regulations for the cultivation of Medical Marijuana. The project will include licensing, tax and other revenue generating models for Board consideration.
- Complete the Eastern Goleta Valley Community Plan (EGVCP) Focused ESH/RC Overlay Mapping project. This project will update the ESH/RC Overlay Map within the Rural Area of the EGVCP plan area.

Planning & Development



Public Works

Lower Mission Creek Overview



Falcon at the Tajiguas Landfill



Laguna Sanitation



Jalama Road over Jalama Creek

BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 101,817,413
Capital	\$18,682,743
FTEs	281.25

Scott D. McGolpin
Department Director

Administration & Support

Transportation

Surveyor

Water Resources

Resource Recovery & Waste Management

Public Works

Department

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 special purpose funds. The Public Works Department consists of five Budget Programs: Administration & Support, Transportation, Surveyor, Water Resources, and Resource Recovery & Waste Management - with approximately 283 full-time equivalent (FTE) staffing at sixteen locations throughout the County. Public Works is responsible for: County-maintained roads, traffic engineering, review and permitting of private land development, design engineering and construction management, land surveying and map processing, water supply planning, storm water permitting activities and flood protection, solid waste planning, engineering and management, inactive landfill management, wastewater systems management, and special districts.

HIGHLIGHTS OF 2016-18 OBJECTIVES

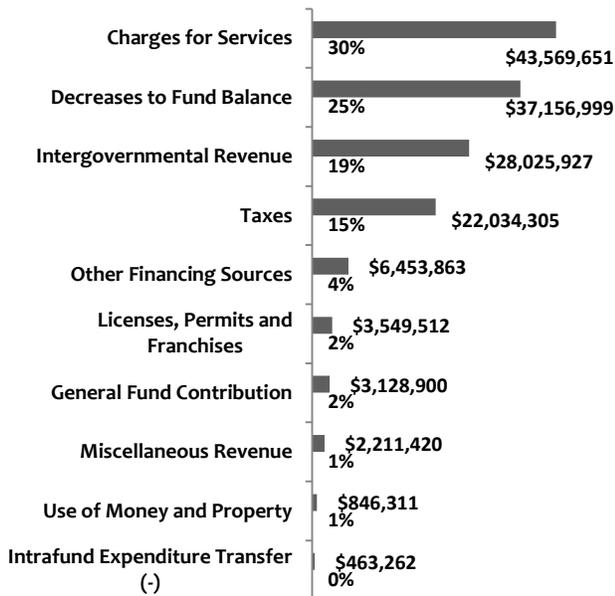
- Developed Strategic Plan for drought contingencies.
- Address State Water Project issues with input from the CEO and Board of Supervisors.
- Complete Water Supply review to determine available options.
- Certify the Tajiguas Resource Recovery Project EIR.
- Create waste commitment agreements for the Tajiguas Resource Recovery Project.
- Complete the design of the Laguna County Sanitation District Master Plan.
- Prepare for and implement in a timely manner the additional funding the Board has designated to deferred maintenance.
- Continue pursuing partnerships with the private sector to determine and utilize cost effective pavement preservation strategies to maximize the use of funds.
- Implement the new permits accounting system with tracking controls and create metrics for effectiveness.
- Continue working with UCSB on developing internship program to increase number, completeness, and consistency of dataset available to the general public and professional surveyors.
- Construct projects to address deferred maintenance with Board provided funding.

Public Works

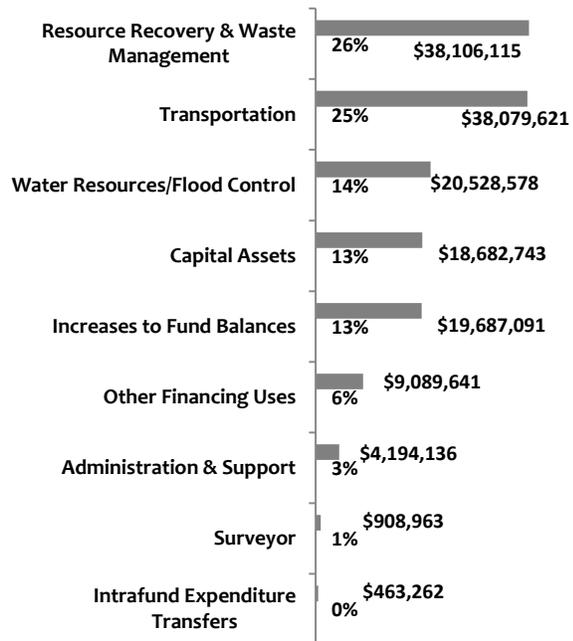
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$149,740,150

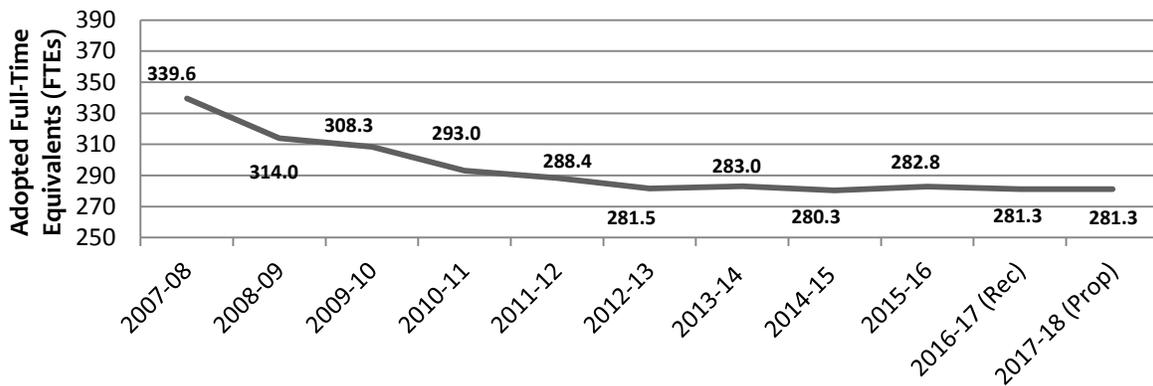


Use of Funds - \$149,740,150



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Public Works

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	14.03	15.00	1.00	16.00	16.00
Transportation	109.92	120.00	(3.00)	117.00	117.00
Surveyor	4.97	5.00	-	5.00	5.00
Water Resources/Flood Control	45.57	48.50	(0.50)	48.00	48.00
Resource Recovery & Waste Management	91.91	94.25	1.00	95.25	95.25
Unallocated	2.38	-	-	-	-
Total	268.79	282.75	(1.50)	281.25	281.25
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Budget By Budget Program					
Administration & Support	\$ 3,528,260	\$ 4,476,942	\$ (282,806)	\$ 4,194,136	\$ 4,330,932
Transportation	36,612,133	45,068,595	(6,988,974)	38,079,621	33,807,114
Surveyor	859,713	880,640	28,323	908,963	939,337
Water Resources/Flood Control	14,355,621	21,602,982	(1,074,404)	20,528,578	24,313,547
Resource Recovery & Waste Management	32,492,047	36,281,563	1,824,552	38,106,115	34,205,097
Unallocated	1,313	-	-	-	-
Total	\$ 87,849,086	\$ 108,310,722	\$ (6,493,309)	\$ 101,817,413	\$ 97,596,027
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Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 30,139,409	\$ 35,303,199	\$ 613,578	\$ 35,916,777	\$ 37,349,469
Services and Supplies	42,012,961	60,834,781	(5,492,059)	55,342,722	44,945,074
Other Charges	15,696,716	12,172,742	(1,614,828)	10,557,914	15,301,484
Total Operating Expenditures	87,849,086	108,310,722	(6,493,309)	101,817,413	97,596,027
Capital Assets	10,151,668	21,837,000	(3,154,257)	18,682,743	19,205,500
Other Financing Uses	8,280,962	8,544,652	544,989	9,089,641	4,552,044
Intrafund Expenditure Transfers (+)	162,984	481,385	(18,123)	463,262	464,587
Increases to Fund Balances	15,985,094	10,744,409	8,942,682	19,687,091	15,858,782
Total	\$ 122,429,796	\$ 149,918,168	\$ (178,018)	\$ 149,740,150	\$ 137,676,940
<hr/>					
Budget By Categories of Revenues					
Taxes	\$ 21,241,929	\$ 22,203,043	\$ (168,738)	\$ 22,034,305	\$ 22,916,408
Licenses, Permits and Franchises	3,687,201	3,509,124	40,388	3,549,512	3,600,512
Use of Money and Property	1,096,310	732,585	113,726	846,311	847,784
Intergovernmental Revenue	26,101,089	29,396,202	(370,275)	29,025,927	28,580,652
Charges for Services	40,059,962	42,475,358	1,094,293	43,569,651	44,543,501
Miscellaneous Revenue	2,983,780	2,832,310	(620,890)	2,211,420	2,193,920
Total Operating Revenues	95,170,271	101,148,622	88,504	101,237,126	102,682,777
Other Financing Sources	7,579,382	6,472,477	631,386	7,103,863	2,396,931
Intrafund Expenditure Transfers (-)	162,984	481,385	(18,123)	463,262	464,587
Decreases to Fund Balances	16,453,058	38,708,984	(901,985)	37,806,999	28,976,145
General Fund Contribution	3,064,100	3,106,700	22,200	3,128,900	3,156,500
Total	\$ 122,429,796	\$ 149,918,168	\$ (178,018)	\$ 149,740,150	\$ 137,676,940

Public Works

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Decrease of 1.5 FTEs:
 - -3.0 positions in Transportation: reductions in road yards due to lack of funding.
 - -0.5 position in Water Resources/Water Agency: reduce vacant Program Specialist Senior.
 - +1.0 position in Administration & Support: Manage the public information requirements of the department.
 - +1.0 position in Resource Recovery & Waste Management: Cost Analyst II to account for the Tajiguas Resource Recovery Project (TRRP).

Expenditures

- Net operating expenditure decrease of \$6,493,000 due to:
 - +\$614,000 increase in Salaries and Employee Benefits consisting of:
 - +\$743,000 increase in salary, retirement and health costs.
 - -\$129,000 decrease due to changes in staffing.
 - -\$5,492,000 decrease in Services and Supplies due to:
 - -\$7,821,000 decrease for capital projects and maintenance in Transportation, including deferred maintenance projects.
 - -\$585,000 decrease in Water Agency for ground water studies.
 - -\$419,000 decrease in CSA 12 Mission Canyon Sewer due to revised Joint Powers Agreement (JPA) with the City of Santa Barbara.
 - -\$403,000 decrease in Laguna Sanitation for project management over capital projects.
 - +\$260,000 increase in other funds for additional maintenance costs.
 - +\$480,000 increase in Flood District for USGS stream gaging (\$229,000) and cost allocation (\$251,000).
 - +\$676,000 increase in Transportation consisting of repairs to Isla Vista alleys and clean water projects.
 - +\$1,134,000 increase in Flood Zone for Goleta Slough dredging and related expenditures.
 - +\$1,186,000 increase in Resource Recovery for Tajiguas Landfill phased post closure project.
 - -\$1,615,000 decrease in Other Charges due to:
 - -\$2,020,000 decrease in capital project pass-through to other agencies funded by Proposition 84 - 2006 Safe Water Drinking Act grant to offset local share of Levee Construction.
 - +\$405,000 increase in Resource Recovery for depreciation costs.
- Net non-operating expenditure decrease of \$6,315,000 due to:
 - -\$3,154,000 decrease in Capital Assets consisting of:
 - -\$5,024,000 decrease in Flood Zone projects due to completion of Orcutt Airport Ditch channel improvements and Las Vega/Encina Drainage project.
 - +\$1,125,000 increase for the implementation of the Laguna County Sanitation District's plant expansion.
 - +\$745,000 increase in equipment replacement.
 - +\$545,000 increase in Other Financing Uses due to:
 - +\$2,705,000 increase in transfers between Transportation funds.
 - -\$2,160,000 decrease in transfers between General Fund and Transportation Funds.
 - These uses are offset by Other Financing Sources and Decreases to Fund Balances, which are related to capital project financing activities.

Public Works

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

- -\$18,000 decrease in Intrafund Expenditure Transfers (+) for transfers between divisions within Public Works offset with corresponding Intrafund Expenditure Transfers (-).
- +\$8,943,000 increase in contribution to Fund Balances, from \$10,744,000 in FY 2015-16 to \$19,687,000 in FY 2016-17, consisting of:
 - +\$6,099,000 increase to Transportation funds for capital projects.
 - +\$1,078,000 increase to Resource Recovery for depreciation expenses.
 - +\$1,062,000 increase in Laguna Sanitation for capital projects.
 - +\$400,000 increase in CSA 12 Mission Canyon Sewer for JPA with the City of Santa Barbara.
 - +\$324,000 increase in Flood Zone funds for capital projects.
 - -\$20,000 decrease in Project Clean Water due to increased salaries and benefits.
 - These decreases are partially offset with decreases in fund balances as project funds are required.

These changes result in Recommended operating expenditures of \$101,817,000, non-operating expenditures of \$47,923,000, and total expenditures of \$149,740,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$89,000 primarily due to:
 - -\$169,000 decrease in Taxes due to:
 - -\$585,000 decrease of Measure "A" Sales Tax for Transportation.
 - -\$195,000 decrease of Transportation Development Act (TDA) Tax for Alternative Transportation.
 - +\$611,000 increase in property taxes primarily in Flood funds.
 - +\$40,000 increase in Licenses, Permits, and Franchises due to increased franchise fee and roll-off revenue from haulers.
 - +\$113,000 increase in Use of Money and Property across all funds due to reduced interest rates.
 - -\$370,000 decrease in Intergovernmental Revenues consisting of:
 - -\$2,358,000 decrease in Water Resources Prop 84 pass-through grants associated with the recently completed Integrated Regional Water Management Plan.
 - +\$361,000 increase in transportation related revenues.
 - +\$619,000 increase in reimbursements from flood zones.
 - +\$1,008,000 increase in capital grants for transportation.
 - +\$1,094,000 increase in Charges for Services due to:
 - +\$15,000 increase in Transportation service charges for capital projects.
 - +\$816,000 increase to rates at Laguna Sanitation consistent with the Master Plan.
 - +\$568,000 increase to Resource Recovery for on-going operations.
 - +\$133,000 increase in various funds for services provided.
 - -\$438,000 decrease in CSA 31 Mission Canyon Sewer rates.
 - -\$621,000 decrease in Miscellaneous Revenue in Resource Recovery for recyclable sales.

Public Works

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

- Net non-operating revenue decrease of \$267,000:
 - +\$631,000 increase in Other Financing Sources due to:
 - +\$566,000 increase in transfers between Flood Control and Water Agency funds.
 - +\$65,000 increase in transfers between Transportation funds.
 - These sources are offset by Other Financing Uses.
 - -\$18,000 decrease in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works offset with corresponding expenditures.
 - -\$902,000 decrease in Decreases to Fund Balances consisting of:
 - -\$3,432,000 decrease in South Coast Flood Zone fund.
 - -\$750,000 decrease to Transportation funds for reduction in General Fund support.
 - +\$1,401,000 increase in Laguna Sanitation for capital projects.
 - +\$1,879,000 increase to Resource Recovery for phased closure costs.
 - +\$22,000 increase in General Fund Contribution for Salaries and Employee Benefits increases to Surveyor, Project Clean Water and Measure “A” road improvement efforts.

These changes result in Recommended operating revenues of \$101,237,000, non-operating revenues of \$48,503,000, and total revenues of \$149,740,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Public Works

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

- Operating expenditures are decreasing \$4,221,000 and total net expenditures are projected to decrease \$12,063,000. These decreases are comprised of:
 - +\$1,433,000 increase in Salaries and Employee Benefits, which includes increases in health and retirement contributions.
 - -\$10,398,000 decrease in Services and Supplies due to:
 - -\$5,011,000 decrease in Transportation for capital infrastructure and operations.
 - -\$3,420,000 decrease in Resource Recovery for post closure costs.
 - -\$1,120,000 decrease in Flood Zone for Goleta Slough dredging.
 - -\$510,000 decrease in Laguna Sanitation District for maintenance projects.
 - -\$337,000 decrease in Water Agency special projects.
 - +\$4,744,000 increase in Other Charges primarily due to the completion of Proposition 84 pass-through grants.
 - +\$523,000 increase in Capital Assets due to:
 - +\$5,417,000 increase for flood projects.
 - -\$258,000 decrease in equipment purchases.
 - -\$956,000 decrease in Resource Recovery for equipment and structure improvements.
 - -\$1,825,000 decrease in Transportation capital project.
 - -\$1,855,000 decrease in Laguna Sanitation District projects.
 - -\$4,538,000 decrease in Other Financing Uses due to a reduction in transfers between Transportation funds for capital related project activities.
 - -\$1,000 decrease in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works offset with corresponding expenditures.
 - -\$3,828,000 decrease in Fund Balances due to:
 - -\$5,607,000 decrease in Transportation capital projects and operations.
 - -\$510,000 decrease in flood zones capital projects.
 - -\$400,000 decrease in CSA 12 Mission Canyon Sewer Fund.
 - +\$2,689,000 increase in Laguna Sanitation capital projects for implementing Master Plan.

RELATED LINKS

For more information on the Public Works Department, refer to the department's web site at <http://www.countyofsb.org/pwd> or "Like" us on Facebook at County of SB - Public Works <https://www.facebook.com/CountyOfSbPublicWorks>.

Public Works

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Percentage of department workforce "Lost Time"	5.2% 29,139/557,778	5.7% 32,468/568,822	5.4% 31,852/589,860	4.8% 28,288/589,338	4.8% 28,288/589,338
Percentage of departmental Information Technology requests resolved within 4 working hours	97.9% 1558/1592	96.9% 1484/1531	97.4% 1549/1590	98.0% 1572/1604	98.0% 1535/1604
Percentage of randomly selected employees tested for Drugs & Alcohol within the quarter	92% 80/87	91% 79/87	99% 86/87	100% 87/87	100% 87/87
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	N/A	78% 207/265	86% 244/282.5	100% 281.25/281.25	100% 282.25/281.25
Transportation					
Average Pavement Condition Index (PCI) for the County Maintained Road System	61	60	60	59	59
Percentage of Transportation service requests responded to within 48 hours	100% 932/932	99.9% 1043/1044	97.0% 956/986	95% 855/900	95% 855/900
Percentage of design and construction administration costs for completed pavement preservation project costs (New Measure FY 14/15)	N/A	22%	15%	20%	20%
Percentage of school zone traffic control pavement markings refreshed annually	52% 23/44	57% 25/44	54% 24/44	25% 11/44	25% 11/44

Public Works

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Surveyor					
Percentage of Record of Surveys & Corner Records reviewed within 20 days per Government Code requirements	41% 81/197	70% 161/230	51% 131/256	100% 256/256	100% 256/256
Average number of days to complete development project reviews	26	30	28	30	30
Average number of days to publish recorded maps on the County web site	40	73	10	30	30
Water Resources					
Percentage of planned flood control maintenance projects completed	97% 77/79	98% 62/63	100% 37/37	95% 62/65	95% 62/65
Percentage of water quality inquiries responded to within 24 hours	100% 32/32	100% 10/10	96% 48/50	90% 45/50	90% 45/50
Percentage of flood control maintenance requests responded to within 48 hours	99% 92/93	95% 95/100	97% 340/350	95% 95/100	95% 95/100
Percentage of plan check submittals completed within two weeks	100% 48/48	100% 60/60	92% 23/25	90% 27/30	90% 27/30
Resource Recovery & Waste Management					
Percentage of waste diversion (recycling) as calculated by Cal Recycle	73% 11/15	73% 11/15	73% 11/15	73% 11/15	73% 11/15
Percentage of Laguna County Sanitation's sewer system flushed and/or videoed annually	31.0% 49.5/160	33.4% 53/160	55.6% 89/160	33% 53/160	33% 53/160
Average annual cost per pound of household hazardous waste disposed	\$1.64	\$1.64	\$1.75	\$1.78	\$1.80
Achieve 1,000 pounds compaction at the Tajiguas Landfill to maximize capacity	1,230	1,225	1,200	1,000	1,000

Public Works



Public Works

Program

ADMINISTRATION & SUPPORT

Provide prudent fiscal management, staff support, and other required resources that ensure each division of Public Works fulfills its mission.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER SPECIALIST	0.96	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	(1.00)	-	-
HR MANAGER	-	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	2.19	2.00	1.00	3.00	3.00
ACCOUNTANT	-	-	1.00	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
REAL PROPERTY AGENT	0.12	-	-	-	-
DEPT BUS SPEC	-	-	2.00	2.00	2.00
EXECUTIVE SECRETARY	0.77	1.00	(1.00)	-	-
ADMN OFFICE PRO SR	0.50	1.00	-	1.00	1.00
SAFETY OFFICER-DEPT	1.00	1.00	(1.00)	-	-
SAFETY OFFICER-DIVISIONAL	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.49	-	-	-	-
Total	14.03	15.00	1.00	16.00	16.00

Public Works

Program

ADMINISTRATION & SUPPORT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,919,036	\$ 2,331,064	\$ 65,861	\$ 2,396,925	\$ 2,509,072
Services and Supplies	1,530,104	1,814,898	(339,181)	1,475,717	1,494,667
Other Charges	79,120	330,980	(9,486)	321,494	327,193
Total Operating Expenditures	3,528,260	4,476,942	(282,806)	4,194,136	4,330,932
Capital Assets	-	-	17,500	17,500	-
Other Financing Uses	854,969	621,855	318	622,173	623,171
Intrafund Expenditure Transfers (+)	-	-	(2,103)	(2,103)	(2,100)
Increases to Fund Balances	306,612	362,062	407,520	769,582	410,024
Total Expenditures	\$ 4,689,840	\$ 5,460,859	\$ 140,429	\$ 5,601,288	\$ 5,362,027
Budget By Categories of Revenues					
Taxes	1,518,305	1,587,172	78,515	1,665,687	1,732,810
Use of Money and Property	18,200	11,351	(1,551)	9,800	9,800
Intergovernmental Revenue	16,216	7,649	48	7,697	7,697
Charges for Services	2,999,662	3,516,667	(364,795)	3,151,872	3,229,318
Miscellaneous Revenue	30,838	-	-	-	-
Total Operating Revenues	4,583,221	5,122,839	(287,783)	4,835,056	4,979,625
Other Financing Sources	30,808	-	-	-	-
Intrafund Expenditure Transfers (-)	69,347	101,385	(8,123)	93,262	94,587
Decreases to Fund Balances	644	220,635	436,335	656,970	271,815
General Fund Contribution	(1,100)	16,000	-	16,000	16,000
Total Revenues	\$ 4,682,920	\$ 5,460,859	\$ 140,429	\$ 5,601,288	\$ 5,362,027

2015-16 Anticipated Accomplishments

- Continued changes to reimbursement procedures for FEMA reimbursements for future disaster recovery and conducted two days of training for all county staff prior to El Nino Winter Storm.
- In response to Employee Voice Survey and Leadership Training created and published quarterly Public Works newsletter to communicate the department's purpose, mission and current events.
- Active participation in the County Engineers Association of California (CEAC) as immediate past president to influence for the County on State Legislation.
- Provided financial review of the Resource Recovery & Waste Management Conversion Technology (CT) proposals and assisted with negotiations.
- Assumed role of CEAC's National Association of Engineers (NACE) Representative for the State of California.
- Initiated fee study of Transportation Encroachment Permits, flood fees and Surveyor fees.
- Achieved an 86% on time rate for performance reviews compared to 78% in previous year.

Public Works

Program

ADMINISTRATION & SUPPORT (CONT'D)

2016-18 Objectives

- Complete organizational issues associated with the Public Works disaster recovery process training and response.
- Complete fee study of Transportation Encroachment Permits and County Surveyors Office.
- In response to Employee Voice Survey and Leadership training, develop a higher level of public information for the public through greater communications in writing, through news organizations and through social media.
- Conduct leadership training for all supervisors in Public Works.

Public Works

Program

TRANSPORTATION

Provide a clear path, smooth ride, and safe trip for the traveling public.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	2.00	2.00	-	2.00	2.00
CIVIL ENGINEER SPECIALIST	1.04	3.00	-	3.00	3.00
TRANSPORTATION PLANNER SUPV	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	2.00	3.00	-	3.00	3.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.65	2.00	(1.00)	1.00	1.00
ENGINEERING GEOLOGIST	1.00	1.00	1.00	2.00	2.00
PROJECT MANAGER	1.00	3.00	1.00	4.00	4.00
ROAD MAINT MANAGER	1.00	1.00	-	1.00	1.00
MAINT SUPERINTENDENT	2.96	3.00	-	3.00	3.00
RISK ANALYST	0.76	1.00	(1.00)	-	-
GEOLOGIST REGISTERED	1.00	1.00	(1.00)	-	-
ENG ENVIRON PLANNER SR.	1.00	1.00	-	1.00	1.00
COST ANALYST	1.00	-	-	-	-
FINANCIAL OFFICE PRO	0.81	1.00	-	1.00	1.00
ADMN OFFICE PRO	4.31	5.00	-	5.00	5.00
CIV ENGINEERING ASSOC	10.00	11.00	1.00	12.00	12.00
ACCOUNTANT	2.00	2.00	-	2.00	2.00
ENGINEERING TECH SPEC	7.73	9.00	-	9.00	9.00
URBAN FORESTRY SUPV	1.00	1.00	-	1.00	1.00
MAINTENANCE SUPV	3.77	4.00	-	4.00	4.00
MAINTENANCE LEADER	10.00	10.00	-	10.00	10.00
ADMN OFFICE PRO SR	1.73	2.00	1.00	3.00	3.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
ENGINEERING TECH	3.02	4.00	-	4.00	4.00
URBAN FORESTRY INSP	1.00	1.00	-	1.00	1.00
HEAVY EQUIP OPERATOR	6.54	7.00	-	7.00	7.00
MAINTENANCE WORKER	33.54	35.00	(4.00)	31.00	31.00
TRAFFIC SIGNAL TECHNICIAN	1.00	1.00	-	1.00	1.00
MAINT WORKER APPRENTICE	0.46	3.00	-	3.00	3.00
EXTRA HELP	3.75	-	-	-	-
Total	<u>109.92</u>	<u>120.00</u>	<u>(3.00)</u>	<u>117.00</u>	<u>117.00</u>

Public Works

Program

TRANSPORTATION (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 12,305,711	\$ 14,747,653	\$ 61,539	\$ 14,809,192	\$ 15,438,992
Services and Supplies	21,218,009	28,340,965	(7,130,121)	21,210,844	16,184,507
Other Charges	3,088,413	1,979,977	79,608	2,059,585	2,183,615
Total Operating Expenditures	36,612,133	45,068,595	(6,988,974)	38,079,621	33,807,114
Capital Assets	687,282	1,235,000	2,031,243	3,266,243	1,291,500
Other Financing Uses	5,837,452	5,266,827	1,068,436	6,335,263	1,757,000
Intrafund Expenditure Transfers (+)	93,637	380,000	(10,000)	370,000	370,000
Increases to Fund Balances	5,747,358	4,431,100	6,098,487	10,529,587	4,872,892
Total Expenditures	\$ 48,977,863	\$ 56,381,522	\$ 2,199,192	\$ 58,580,714	\$ 42,098,506
Budget By Categories of Revenues					
Taxes	7,504,520	8,234,972	(779,972)	7,455,000	7,689,000
Licenses, Permits and Franchises	453,292	327,500	-	327,500	377,500
Use of Money and Property	117,081	55,440	34,005	89,445	89,415
Intergovernmental Revenue	19,525,455	19,825,917	1,369,215	21,195,132	15,923,582
Charges for Services	4,271,385	5,472,080	14,687	5,486,767	5,126,391
Miscellaneous Revenue	210,173	72,000	(2,000)	70,000	70,000
Total Operating Revenues	32,081,905	33,987,909	635,935	34,623,844	29,275,888
Other Financing Sources	7,387,257	5,266,827	1,197,436	6,464,263	1,757,000
Intrafund Expenditure Transfers (-)	93,637	380,000	(10,000)	370,000	370,000
Decreases to Fund Balances	7,579,358	14,899,086	361,521	15,260,607	8,816,718
General Fund Contribution	1,835,600	1,847,700	14,300	1,862,000	1,878,900
Total Revenues	\$ 48,977,757	\$ 56,381,522	\$ 2,199,192	\$ 58,580,714	\$ 42,098,506

2015-16 Anticipated Accomplishments

- Finalized a new haul route agreement with the City of Santa Maria, bringing \$820,000 in projected revenue to fix haul route roads.
- Prepared all roads for El Nino winter storm and trained staff on FEMA purchasing and reporting requirements.
- Completed delivery of CDBG Calle Real sidewalks – Phase I adjacent to County Campus in Goleta.
- Received State Association of Counties (CSAC) 2015 Outstanding Local Streets and Roads Needs Assessment Award for the Hollister Avenue Cold-In-Place Recycle Project.
- Received the National Association of Counties (NACo) 2015 Achievement Award for the Santa Barbara's County's "Safe Routes to School Tatum Multi-Use Trail Project" in the category of Transportation.
- Completed replacement of Bridge 52C-001 on Cathedral Oaks Road near Turnpike Road.
- Completed replacement of Bridge 51C-0017 on Jalama Road using an innovative spliced bulb-tee girder system allowing for early completion.
- Responded to over 1,000 service requests.

Public Works

Program

TRANSPORTATION (CONT'D)

2016-18 Objectives

- Update development review and permit fees to increase cost recovery where possible.
- Complete the Goleta Transportation Improvement Program (GTIP) update by end of 2016.
- Update and improve all division's websites.
- Construct CDBG Calle Real Sidewalk – Phase II adjacent to County Campus in Goleta.
- Update and create performance metrics for each section to track customer service, efficiency and effectiveness.
- Complete over \$1,000,000 in Isla Vista structure improvements.
- Start construction of the Goleta Beach Access Bridge.
- Start construction of Jalama Bridge 51C-0013 rehabilitation project.

Public Works

Program

SURVEYOR

Provide quality surveying services through the creation, maintenance, and protection of land based records for public and private uses.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
COUNTY SURVEYOR	1.00	1.00	-	1.00	1.00
SURVEY SUPERVISOR	1.00	1.00	-	1.00	1.00
SURVEY PARTY CHIEF	0.27	-	-	-	-
SURVEY SPECIALIST	2.27	3.00	-	3.00	3.00
ENGINEERING TECH	0.15	-	-	-	-
EXTRA HELP	0.28	-	-	-	-
Total	4.97	5.00	-	5.00	5.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 736,569	\$ 751,053	\$ 35,216	\$ 786,269	\$ 815,023
Services and Supplies	31,211	40,809	(1)	40,808	40,560
Other Charges	91,934	88,778	(6,892)	81,886	83,754
Total Operating Expenditures	859,713	880,640	28,323	908,963	939,337
Intrafund Expenditure Transfers (+)	69,347	101,385	(6,020)	95,365	96,687
Increases to Fund Balances	14,110	40,000	(20,000)	20,000	25,000
Total Expenditures	\$ 943,171	\$ 1,022,025	\$ 2,303	\$ 1,024,328	\$ 1,061,024
Budget By Categories of Revenues					
Licenses, Permits and Franchises	2,090	1,625	47	1,672	1,672
Use of Money and Property	6,000	-	24,000	24,000	24,000
Charges for Services	302,235	367,000	(22,544)	344,456	370,252
Miscellaneous Revenue	239	100	-	100	100
Total Operating Revenues	310,564	368,725	1,503	370,228	396,024
Decreases to Fund Balances	24,352	25,000	(5,000)	20,000	25,000
General Fund Contribution	615,100	628,300	5,800	634,100	640,000
Total Revenues	\$ 950,016	\$ 1,022,025	\$ 2,303	\$ 1,024,328	\$ 1,061,024

2015-16 Anticipated Accomplishments

- Led process of amending Chapter 21 County Code for Notice of Violation of Subdivision Map Act.
- Led and completed hydrographic survey of the Goleta Slough prior to the El Nino winter season.
- Provided outstanding customer service through on-line interactive GIS web page and at the public counter.
- Performed over 580 project reviews for compliance with state laws and local ordinances.
- Recorded or filed over 290 maps, corner records and documents.
- Fostered internship program with the UCSB Geography Department for recorded map index.

Public Works

Program

SURVEYOR (CONT'D)

2016-18 Objectives

- Provide mandated surveying services to County Government, survey professionals and general public.
- Perform County Surveyors Office fee study and implement new schedule.
- Continue working with UCSB on developing internship program to increase number, completeness and consistency of dataset available to the general public and professional surveyors using the Interactive GIS Surveyor Information System customer service tool.
- Manage County Surveyor's budget to insure the division finishes with a positive balance at the end of the fiscal year.

Public Works

Program

WATER RESOURCES

Provide and promote flood protection, water conservation and, water supplies for the residents and visitors of Santa Barbara County.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER SPECIALIST	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.50	2.00	1.00	3.00	3.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.12	-	-	-	-
PROJECT MANAGER	-	-	1.00	1.00	1.00
WATER AGENCY MANAGER	1.69	2.00	-	2.00	2.00
MAINT SUPERINTENDENT	1.00	1.00	-	1.00	1.00
HYDROLOGIST SENIOR	2.00	3.00	(1.00)	2.00	2.00
ENG ENVIRON PLANNER SR.	2.00	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO	0.15	-	-	-	-
ADMN OFFICE PRO	2.92	3.00	-	3.00	3.00
ENGINEERING TECH SUPV	1.00	1.00	-	1.00	1.00
CIV ENGINEERING ASSOC	3.38	3.00	(1.00)	2.00	2.00
PUBLIC WORKS PRGM SPEC SR	1.79	2.50	(0.50)	2.00	2.00
ACCOUNTANT	0.73	1.00	-	1.00	1.00
ENGINEERING TECH SPEC	2.38	3.00	-	3.00	3.00
MAINTENANCE SUPV	3.00	2.00	-	2.00	2.00
PUBLIC WORKS PRGM SPEC	1.00	1.00	-	1.00	1.00
MAINTENANCE LEADER	5.00	5.00	-	5.00	5.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
ENGINEERING TECH	1.09	1.00	-	1.00	1.00
HEAVY EQUIP OPERATOR	4.15	5.00	-	5.00	5.00
MAINT WELDER-MECHANIC	1.00	1.00	-	1.00	1.00
PESTICIDE SPECIALIST	1.00	1.00	-	1.00	1.00
MAINTENANCE WORKER	1.23	1.00	1.00	2.00	2.00
MAINT WORKER APPRENTICE	2.08	3.00	(1.00)	2.00	2.00
EXTRA HELP	0.49	-	-	-	-
Total	45.57	48.50	(0.50)	48.00	48.00

Public Works

Program

WATER RESOURCES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 5,540,651	\$ 6,421,848	\$ 86,048	\$ 6,507,896	\$ 6,744,801
Services and Supplies	7,477,602	11,084,294	1,193,992	12,278,286	10,819,019
Other Charges	1,337,368	4,096,840	(2,354,444)	1,742,396	6,749,727
Total Operating Expenditures	14,355,621	21,602,982	(1,074,404)	20,528,578	24,313,547
Capital Assets	3,209,022	13,508,000	(5,281,000)	8,227,000	13,553,000
Other Financing Uses	153,104	1,181,360	(575,810)	605,550	605,500
Increases to Fund Balances	6,283,642	4,297,490	316,944	4,614,434	4,104,009
Total Expenditures	\$ 24,001,388	\$ 40,589,832	\$ (6,614,270)	\$ 33,975,562	\$ 42,576,056
Budget By Categories of Revenues					
Taxes	12,219,104	12,380,899	532,719	12,913,618	13,494,598
Use of Money and Property	352,978	143,650	37,272	180,922	182,425
Intergovernmental Revenue	6,148,105	9,158,075	(1,692,637)	7,465,438	12,291,760
Charges for Services	3,938,583	3,604,139	82,068	3,686,207	3,778,690
Miscellaneous Revenue	41,162	37,980	(35,480)	2,500	-
Total Operating Revenues	22,699,931	25,324,743	(1,076,058)	24,248,685	29,747,473
Other Financing Sources	198,837	1,205,650	(566,050)	639,600	639,931
Decreases to Fund Balances	488,301	13,444,739	(4,974,262)	8,470,477	11,567,052
General Fund Contribution	614,500	614,700	2,100	616,800	621,600
Total Revenues	\$ 24,001,569	\$ 40,589,832	\$ (6,614,270)	\$ 33,975,562	\$ 42,576,056

2015-16 Anticipated Accomplishments

- The Flood Control District focused on El Nino preparations completing establishment of sand bag location, completion of the 2015-16 annual maintenance plan, and coordinating winter response with all participating agencies.
- Long Term Water Supply Availability Study was initiated and funded by the County Water Agency. This effort is designed to fold into the County led Integrated Regional Water Management Plan (IRWMP) for possible funding of feasible elements.
- Sustainable Groundwater Management Act (SGMA) Initiation due to State of California legislated groundwater regulations that fall first on local government structure to comply. Water Agency and Planning have increased coordination looking to address this issue that stands to have large-scale unfunded costs and responsibilities to the County.
 - Cuyama Groundwater Study was completed after a multi-year process and study. Public Works places the County ahead of the process of complying with SGMA.
 - Completion of the San Pedro / Las Vegas Creek Capacity Project construction of \$20 Million in improvements to the bridges on US 101.
 - Received American Public Works Association (APWA) 2015-2016 Project of the Year Award Over \$15 Million For Las Vegas/San Pedro Creek Capacity Improvement Project.
 - Received American Public Works Association (APWA) 2015-2016 Project of the Year Award \$2-\$5 Million For Mission Creek Reaches 1A 1B and 2 Improvement Project.

Public Works

Program

WATER RESOURCES (CONT'D)

- Completion of Lower Mission Creek Reaches 1A & 1B working with the City of Santa Barbara for construction of the remaining work below the freeway.
- Initiation of the San Antonio Groundwater Study - Following the successful Cuyama model, Public Works is teaming with USGS as the respected expert and upon completion we will be in a position to address SGMA as well.

2016-18 Objectives

- Address Drought issues with leadership and technical competence.
- Monitor water supply / drought issues closely; support CEO as needed.
- Facilitate Central Coast Water Agency's (CCWA) request of the Board to re-acquisition of suspended Table A water.
- Strategic planning if the 2015-16 Winter and Spring seasons remain dry.
- Continue towards completion of the Lower Mission Creek Project construction below US 101.
- Complete Isla Vista storm drain improvements.
- Initiate discussions on a Cachuma Contract renewal process.

Public Works

Program

RESOURCE RECOVERY & WASTE MANAGEMENT

Protect the public health and environment of our community by efficiently managing waste products and utilities with a focus on resource conservation.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	1.58	2.00	-	2.00	2.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	0.42	-	-	-	-
PERMITTING-ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
ENG ENVIRON PLANNER SR.	1.00	1.00	-	1.00	1.00
STAFF ANALYST	1.00	1.00	-	1.00	1.00
WASTEWTR PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
COST ANALYST	-	-	1.00	1.00	1.00
FINANCIAL OFFICE PRO	1.15	1.00	-	1.00	1.00
ADMN OFFICE PRO	2.46	3.00	-	3.00	3.00
CIV ENGINEERING ASSOC	-	1.00	-	1.00	1.00
PUBLIC WORKS PRGM SPEC SR	1.50	2.00	-	2.00	2.00
SURVEY PARTY CHIEF	0.96	1.00	-	1.00	1.00
ACCOUNTANT	1.00	1.00	-	1.00	1.00
WASTEWTR PLANT OPER SUPV	1.00	1.00	2.00	3.00	3.00
ENGINEERING TECH SPEC	1.00	2.00	-	2.00	2.00
REFUSE SUPERVISOR	3.00	3.00	1.00	4.00	4.00
WASTEWTR PLANT OPER	7.69	8.00	(2.00)	6.00	6.00
REFUSE LEADER	5.00	5.00	-	5.00	5.00
PUBLIC WORKS PRGM SPEC	3.25	2.75	-	2.75	2.75
ADMN OFFICE PRO SR	2.54	3.00	(1.00)	2.00	2.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
SHOP SUPERVISOR	0.73	1.00	(1.00)	-	-
ENGINEERING TECH	1.00	1.00	-	1.00	1.00
EQUIPMENT MECHANIC	3.77	4.00	1.00	5.00	5.00
HEAVY EQUIP OPERATOR	10.62	11.00	-	11.00	11.00
REFUSE INSPECTOR	2.00	2.00	-	2.00	2.00
HEAVY TRUCK DRIVER	10.85	11.00	1.00	12.00	12.00
REFUSE CHECKER SUPERVISOR	1.00	1.00	-	1.00	1.00
WASTEWTR PLANT OPER TR	0.96	1.00	-	1.00	1.00
MAINTENANCE WORKER	5.38	6.00	(1.00)	5.00	5.00
REFUSE CHECKER	7.92	8.50	-	8.50	8.50
STOREKEEPER	0.77	1.00	(1.00)	-	-
RECYCLE WORKER	2.00	2.00	-	2.00	2.00
MAINT WORKER APPRENTICE	-	-	1.00	1.00	1.00
EXTRA HELP	3.50	-	-	-	-
Total	91.91	94.25	1.00	95.25	95.25

Public Works

Program

RESOURCE RECOVERY & WASTE MANAGEMENT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 9,636,130	\$ 11,051,581	\$ 364,914	\$ 11,416,495	\$ 11,841,581
Services and Supplies	11,756,036	19,553,815	783,252	20,337,067	16,406,321
Other Charges	11,099,881	5,676,167	676,386	6,352,553	5,957,195
Total Operating Expenditures	32,492,047	36,281,563	1,824,552	38,106,115	34,205,097
Capital Assets	6,255,364	7,094,000	78,000	7,172,000	4,361,000
Other Financing Uses	1,435,437	1,474,610	52,045	1,526,655	1,566,373
Increases to Fund Balances	3,633,373	1,613,757	2,139,731	3,753,488	6,446,857
Total Expenditures	\$ 43,816,220	\$ 46,463,930	\$ 4,094,328	\$ 50,558,258	\$ 46,579,327
Budget By Categories of Revenues					
Licenses, Permits and Franchises	3,231,820	3,179,999	40,341	3,220,340	3,221,340
Use of Money and Property	602,051	522,144	20,000	542,144	542,144
Intergovernmental Revenue	411,314	404,561	(46,901)	357,660	357,613
Charges for Services	28,548,098	29,515,472	1,384,877	30,900,349	32,038,850
Miscellaneous Revenue	2,701,368	2,722,230	(583,410)	2,138,820	2,123,820
Total Operating Revenues	35,494,651	36,344,406	814,907	37,159,313	38,283,767
Other Financing Sources	(37,520)	-	-	-	-
Decreases to Fund Balances	8,360,403	10,119,524	3,279,421	13,398,945	8,295,560
Total Revenues	\$ 43,817,534	\$ 46,463,930	\$ 4,094,328	\$ 50,558,258	\$ 46,579,327

2015-16 Anticipated Accomplishments

- Completed project development of the Resource Recovery Conversion Technology (CT) project at Tajiguas Landfill to provide a sustainable future alternative to burying the communities' municipal solid waste.
- Obtained approximately 44 acres of neighboring property for the buffer zone for the Tajiguas Landfill.
- Prepared the Engineering Design, Plans and Specifications for the Tajiguas Landfill Gas Treatment System Project which included all regulatory agency approvals.
- Received Board approval of the Single Use Plastic Bag Ban Ordinance.
- Increased enforcement of solid waste ordinances in Isla Vista leading to the reduction in the number of couch burnings, as an example, during annual move out from 56 to 2.
- Completed installation of Isla Vista street lights.
- Executed Mission Canyon Sewer management agreement with the City of Santa Barbara and County Service Area (CSA) 12 with regards to Mission Canyon Sewer Rates and revisions to the existing agreement.

2016-18 Objectives

- Complete the design of the Laguna County Sanitation District (LCSD) Master Plan.
- Continue moving forward on detailed design and environmental review of the Phase I LCSD plant upgrade including the Habitat Conservation Plan (HCP).
- Finalize contracts with vendor for the Resource Recovery Project proposed at Tajiguas including preparation of necessary documents and review of financial and technical information.

Public Works

Program

RESOURCE RECOVERY & WASTE MANAGEMENT (CONT'D)

- Work on developing the future plans for the Tajiguas Landfill Gas Contract as Fortistar Lease Agreement will expire in March 2018 and their Purchase Power Agreement will expire in 2021.
- Pursue funding for recycled water projects including Waller Park, Rancho Santa Maria and Santa Maria Energy.

Public Works

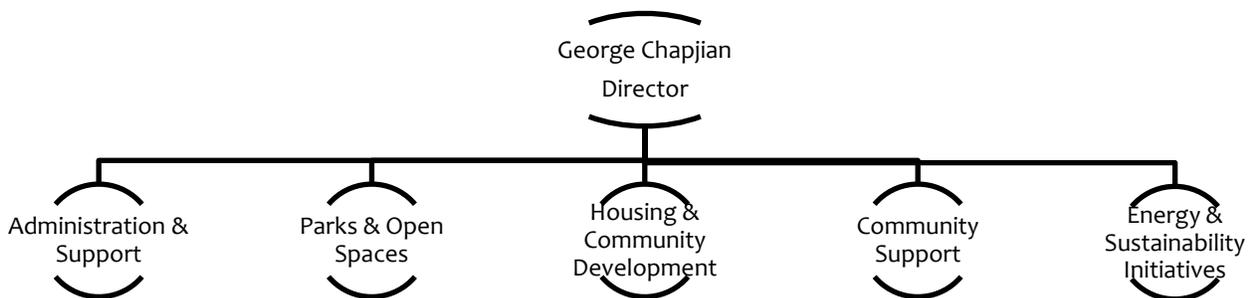


Community Services



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 25,289,042
Capital	\$ 1,131,000
FTEs	105.50



Community Services

Department

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 the 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 2011-12 to improve operational efficiency and promote collaboration between previous stand-alone divisions 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 combined operating and capital budgets are presented as budget programs: Administration & Support, Parks and Open Spaces, Housing & Community Development, Community Support, and Energy & Sustainability Initiatives.

HIGHLIGHTS OF 2016-18 OBJECTIVES

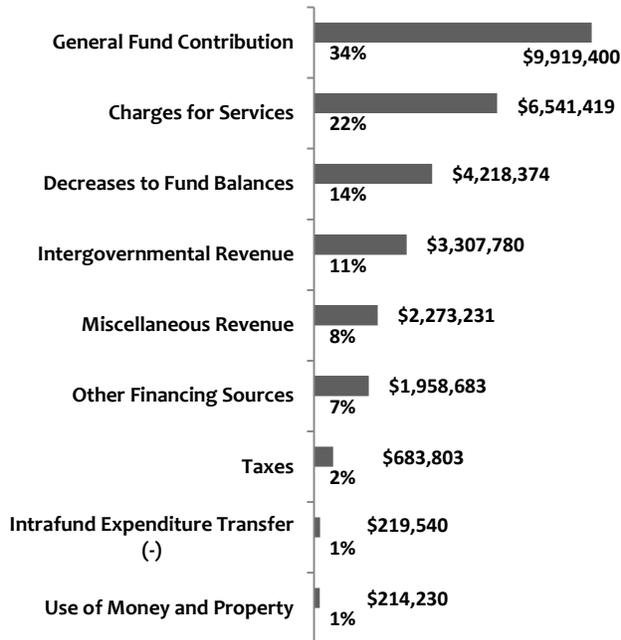
- Provide oversight and direction in the development of capital and deferred maintenance improvements.
- Complete construction of the Arroyo Burro Boardwalk project.
- Advance technologies to provide more simplified check-in and cash management processes at our camping facilities.
- Continue to administer over \$6 million in HUD federal grant programs, including the CDBG, HOME, ESG and Continuum of Care (CoC) funds, which provide vital public services and capital improvements to community infrastructure.
- Continue the “Lunch and Learn” series and develop other methods of getting information out to a broader segment of the community to maximize participation of eligible individuals and families in the affordable housing program.
- Continue to partner with the Santa Barbara Bowl Foundation to promote arts outreach to rural and underserved communities and advocate for increased arts education opportunities. Revise Community Arts Enrichment (CAE) grant application based on increased funding support from Arts Subsidy to maximize community impact and community engagement.
- Organize community outreach efforts to increase participation in arts exhibitions at the County’s Channing Peake and Betteravia Galleries.
- Pursue additional funding sources for ECAP and sustainability program implementation, both in support of other department’s efforts and to expand emPower’s service model to help more consumers save more energy.
- Facilitate greater interagency and cross-sector collaboration on sustainability activities to accelerate progress and reporting towards ECAP 2020 targets.
- Initiate Phase 2 implementation activities in collaboration with as many as 27 other participating jurisdictions, if County BOS wishes to proceed with CCE.

Community Services

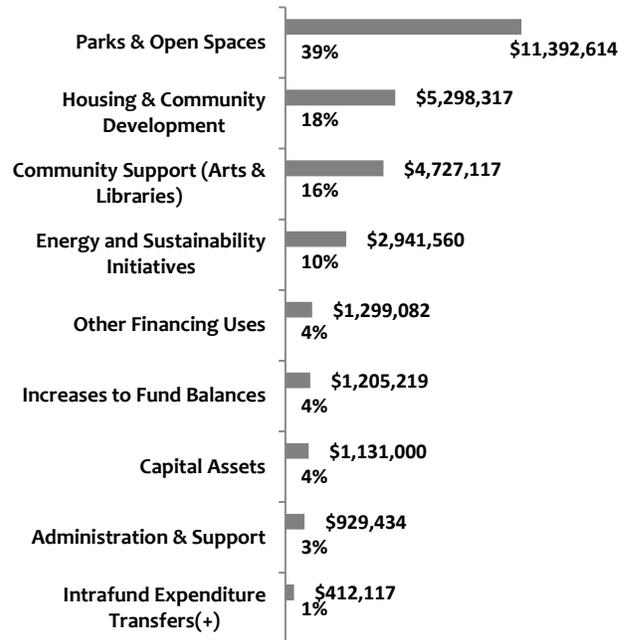
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$29,336,460

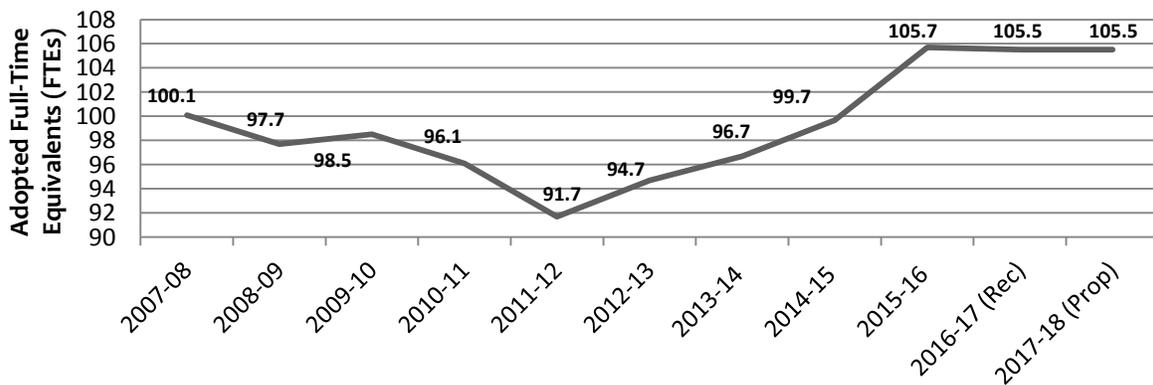


Use of Funds - \$29,336,460



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Community Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	2.47	5.00	1.00	6.00	6.00
Parks & Open Spaces	74.29	79.71	(1.00)	78.71	78.71
Housing & Community Development	10.28	11.85	0.15	12.00	12.00
Community Support (Arts & Libraries)	3.16	3.15	(0.35)	2.80	2.80
Energy and Sustainability Initiatives	3.90	6.00	-	6.00	6.00
Total	94.10	105.71	(0.20)	105.51	105.51

Budget By Budget Program					
Administration & Support	\$ 501,116	\$ 888,827	\$ 40,607	\$ 929,434	\$ 977,734
Parks & Open Spaces	11,486,934	11,702,758	(310,144)	11,392,614	11,320,529
Housing & Community Development	3,755,286	4,675,985	622,332	5,298,317	3,302,533
Community Support (Arts & Libraries)	4,440,137	4,757,326	(30,209)	4,727,117	4,745,678
Energy and Sustainability Initiatives	1,565,013	2,823,684	117,876	2,941,560	3,285,782
Total	\$ 21,748,486	\$ 24,848,580	\$ 440,462	\$ 25,289,042	\$ 23,632,256

Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 8,355,907	\$ 10,269,441	\$ 292,953	\$ 10,562,394	\$ 11,047,863
Services and Supplies	10,966,299	11,702,472	280,346	11,982,818	9,759,501
Other Charges	2,426,280	2,876,667	(132,837)	2,743,830	2,824,892
Total Operating Expenditures	21,748,486	24,848,580	440,462	25,289,042	23,632,256
Capital Assets	1,946,726	2,062,200	(931,200)	1,131,000	755,000
Other Financing Uses	2,139,899	990,587	308,495	1,299,082	1,024,554
Intrafund Expenditure Transfers (+)	1,083,110	500,675	(88,558)	412,117	327,033
Increases to Fund Balances	3,668,579	1,111,450	93,769	1,205,219	1,119,993
Fund Balance Impact (+)	217,070	-	-	-	-
Total	\$ 30,803,870	\$ 29,513,492	\$ (177,032)	\$ 29,336,460	\$ 26,858,836

Budget By Categories of Revenues					
Taxes	\$ 638,170	\$ 634,963	\$ 48,840	\$ 683,803	\$ 697,123
Use of Money and Property	217,530	151,530	62,700	214,230	214,230
Intergovernmental Revenue	4,040,097	4,638,821	(1,331,041)	3,307,780	2,400,792
Charges for Services	7,207,158	6,426,158	115,261	6,541,419	6,506,419
Miscellaneous Revenue	3,449,938	2,507,974	(234,743)	2,273,231	2,698,288
Total Operating Revenues	15,552,893	14,359,446	(1,338,983)	13,020,463	12,516,852
Other Financing Sources	2,170,426	1,997,942	(39,259)	1,958,683	2,147,280
Intrafund Expenditure Transfers (-)	614,508	140,778	78,762	219,540	199,796
Decreases to Fund Balances	4,524,743	3,189,926	1,028,448	4,218,374	1,396,466
General Fund Contribution	7,941,300	9,825,400	94,000	9,919,400	9,990,200
Fund Balance Impact (-)	-	-	-	-	608,242
Total	\$ 30,803,870	\$ 29,513,492	\$ (177,032)	\$ 29,336,460	\$ 26,858,836

Community Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- 0.2 net decrease in FTE due to an Arts Department Business Specialist position reduced from 1.0 FTE to 0.8 FTE.

Expenditures

- Net operating expenditure increase of \$440,000:
 - +\$293,000 increase in Salaries and Employee Benefits due to increases in salaries and benefits.
 - +\$280,000 net increase in Services and Supplies primarily to provide financing for the following:
 - -\$520,000 net decrease in Parks due to the following:
 - -\$560,000 decrease primarily due to expiration of one-time funding to address deferred maintenance projects countywide.
 - +\$40,000 increase to fund maintenance agreement of Richardson Park by Cuyama Valley Recreation District.
 - +\$551,000 net increase in Housing due to the following:
 - +\$604,000 increase in HOME project expenditures driven by the use of accumulated program income.
 - +\$177,000 increase in Emergency Solutions Grant project expenditures due to the programs two year funding cycle.
 - +\$61,000 increase in Housing operating expenditures driven by consulting services required for grant compliance.
 - -\$235,000 decrease in CDBG project expenditures largely attributable to Lompoc withdrawing from the Urban County Partnership.
 - +\$221,000 net increase in Energy and Sustainability Initiatives due to the following:
 - +\$105,000 increase in Community Choice Energy implementation costs.
 - +\$100,000 increase due to an accounting methodology change to account for labor transfers between divisions.
 - +\$44,000 increase in Cost Allocation Plan charges.
 - -\$60,000 decrease in advertising expense due to change in program implementation strategy.
 - +\$28,000 increase in Community Support Arts primarily due to an increase to the Santa Barbara Bowl Art Subsidy grant passed through to the community.
 - -\$133,000 net decrease in Other Charges primarily due to:
 - -\$152,000 decrease in Energy and Sustainability Initiatives due to a decrease in grant monies being passed through to Ventura and San Luis Obispo Counties due to a change in emPower Tri-County program implementation strategy.
 - +\$28,000 net increase in Parks due to the following:
 - +\$103,000 increase in liability insurance rates due to the expiration of a rate holiday.
 - -\$75,000 decrease in utilities due to various efficiency upgrades being realized.
- Net non-operating expenditure decrease of \$617,000:
 - -\$931,000 decrease in Capital Assets. Projected budgets and timing of capital projects differ from year to year dependent upon the phase of the project and related permit requirements. Projects completed in FY 2015-16 include Arroyo Burro Restroom Relocation and site improvements, ADA pathway through Falcon Open Space, four new Vacation Rental Cabins at Cachuma Lake, upgrades at Cachuma Lake to the waste water treatment plant and upgrades to water lines to the Marina area. Projects scheduled during FY 2016-17 include

Community Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

the Point Sal access road culvert repair, Goleta Beach Rock Revetment, Walter Capps Park improvements, Arroyo Burro Boardwalk, Arroyo Burro Lift Station upgrades, Arroyo Burro Ranger Office and Storage Area improvements, Jalama Affordable Accommodations, Jalama Waterline replacement, and new Jalama Beach restrooms.

- +\$308,000 increase in Other Financing Uses primarily due to the following:
 - +\$182,000 increase in Parks transfer to Public Works Department for work to be completed on Santa Claus Lane.
 - +\$126,000 increase in Housing due to the following:
 - +\$84,000 increase in administrative funds available to transfer to Housing general fund for operating costs driven by a reduction in Cost Allocation Plan charges.
 - +\$42,000 increase in Orcutt Community Facilities District transfers to Fire, Sheriff, Flood, and Parks.
- -\$89,000 net decrease in Intrafund Expenditure Transfers primarily due to the following:
 - -\$137,000 decrease in Parks largely driven by a decrease in Cost Allocation Plan charges.
 - +\$49,000 increase in Energy and Sustainability Initiatives due to an accounting change to better track overhead costs.
- +\$93,000 increase in Fund Balances primarily due to the following:
 - +\$65,000 increase in Housing due to anticipated Cost Allocation Plan credits.
 - +\$25,000 increase in Community Support Arts due to an increase to the Santa Barbara Bowl Art Subsidy grant passed through to the community.

These changes result in Recommended operating expenditures of \$25,289,000, non-operating expenditures of \$4,047,000, and total expenditures of \$29,336,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue decrease of \$1,339,000:
 - -\$1,331,000 net decrease in Intergovernmental Revenue primarily due to:
 - -\$1,010,000 decrease in Housing due to the following:
 - -\$1,045,000 decrease in HOME Federal Award driven by the use of accumulated program income.
 - -\$114,000 decrease in CDBG Federal Award attributable to Lompoc withdrawing from the Urban County Partnership and timing of capital projects.
 - +\$148,000 increase primarily due to Emergency Solutions Grant program's two year funding cycle.
 - -\$415,000 decrease in Parks Federal Coastal Impact Assistance Program Grant funding for capital projects nearing completion. Projects include Point Sal Management Plan, Santa Claus Lane Beach Access, and Goleta Beach Rock Revetment.
 - +\$94,000 increase in Energy and Sustainability Initiatives due to anticipated expansion of California Energy Commission Los Angeles County program.
 - +\$115,000 net increase in Charges For Services primarily due:
 - +\$100,000 increase in Energy and Sustainability Initiatives due to an accounting methodology change to account for labor transfers between divisions.
 - +\$25,000 increase in Community Support Arts due to an increase in the Santa Barbara Bowl Art Subsidy grant passed through to the community.

Community Services

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CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

- -\$20,000 decrease in Housing due to less anticipated fiscal and administrative services provided to Energy and Sustainability Initiatives.
- +\$49,000 increase in Taxes primarily due to an increase in Orcutt Community Facilities District special assessment revenue.
- +\$63,000 increase in Use of Money and Property in Parks largely driven by cell phone tower revenue at Tucker's Grove Park and Music Festival revenue at Live Oak Campgrounds.
- -\$235,000 decrease in Miscellaneous Revenue primarily due to:
 - -\$131,000 decrease in Energy and Sustainability Initiatives Southern California Gas grant funded program due to a change in advertising and marketing implementation strategy.
 - -\$52,000 decrease in Housing anticipated loan repayments.
 - -\$51,000 decrease in Parks due to a decrease in Coastal Resource Enhancement Fund related to Walter Capps Park improvements.
- Net non-operating revenue increase of \$1,162,000:
 - +\$1,028,000 net increase in decreases to Fund Balances largely due to:
 - +\$1,721,000 increase in Housing largely due to use of Program Income for HOME project expenditures.
 - -\$735,000 decrease in Parks mainly due to the expiration of one-time funding for deferred maintenance.
 - +\$94,000 increase in General Fund Contribution (GFC) to partially offset increases in Salaries and Benefits.
 - +\$79,000 increase in Intrafund Expenditure Transfers (-) primarily due to an accounting change within the Energy and Sustainability Initiatives to better track overhead costs.
 - -\$39,000 net decrease in Other Financing Sources primarily due to the following:
 - -\$123,000 decrease in Parks transfer in from the Planning and Development Department for the capital project Jalama Affordable Accommodations.
 - +\$84,000 increase in administrative funds available to transfer to Housing's general fund for operating costs, driven by a reduction in Cost Allocation Plan charges.

These changes result in recommended operating revenues of \$13,020,000, non-operating revenues of \$16,316,000, and total revenues of \$29,336,000. Non-operating revenues primarily include General Fund Contribution, transfers, and Decreases to Fund Balances.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2017-18 proposed expenditures reflect a \$2,478,000 decrease compared to the FY 2016-17 recommended budget that is primarily the result of:

- -\$2,223,000 decrease in Services and Supplies largely driven within Housing due to the anticipated use of Program Income for HOME project expenditures totaling \$1,646,000 in FY2016-17.
 - +\$485,000 increase in Salaries and Employee Benefits department-wide.
 - -\$376,000 decrease in Capital Assets within Parks due to timing of capital projects.
- \$275,000 decrease in Other Financing Uses within Parks related to the anticipated completion of the Santa Claus Lane project within FY2016-17.

Community Services

Department

RELATED LINKS

For more information on the Community Services Department, refer to the website at <http://www.countyofsb.org/csd>.

For more information on the Park Division, refer to their website at <http://www.sbparcs.org>.

For more information on the Housing Division, refer to their website at <http://www.countyofsb.org/housing>.

For more information on the Energy and Sustainability Division, refer to their website at <http://cosb.countyofsb.org/csd/esi/>.

For more information on the Arts Commission, refer to their website at <http://www.sbartscommission.org/>.

Community Services

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Percent of staff EPRs completed on time. (Target: 100%)	Not used in Prior Years	Not used in Prior Years	65%	100%	100%
Percentage of reservations booked online. (Target: 75%)	62% 19,865/ 32,203	66% 21,474/ 32,327	69% 18,761/ 27,257	75% 22,500/ 30,000	80% 25,600/ 32,000
Number of visits to the Community Services website. (Target: 600,000)	557,000	637,000	577,000	600,000	625,000
Parks & Open Spaces					
Percentage of occupancy at Cachuma Lake Recreation Area utilizing tented, partial hookup, and full hookup camp sites. (Target: 20%)	27.0%	24.0%	21.9%	20.0%	25.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing cabins and yurts. (Target: 70%)	72.7%	69.9%	67.7%	70.0%	75.0%
Percentage of occupancy at Jalama Beach utilizing cabins. (Target: 95%)	90.5%	94.1%	93.4%	95.0%	96.0%
Number of Camping and Day Use Park visitors. (Target: 7,000,000)	6,969,000	6,886,000	6,890,000	7,000,000	7,100,000
Housing & Community Development					
Total number of households assisted with Tenant-Based Rental Assistance (TBRA).	76	164	223	263	262
Total number of affordable housing units produced.	150	35	92	53	172
Number of County restricted Affordable Housing units monitored.	615	568	538	548	569

Community Services

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Community Support (Arts & Libraries)					
Number of regional artists that provided public art exhibition opportunities.	140	170	170	175	180
Number of applications submitted for Community Arts Enrichment Grants (CAEG).	37	31	45	50	50
Library circulation in Santa Barbara County.	2,608,969	2,530,946	2,304,178	2,575,000	2,595,000
Amount of per capita library funding.	\$6.900	\$6.895	\$7.802	\$7.727	\$7.727
Energy & Sustainability Initiatives					
Percentage of energy use saved by project participating in the emPower Central Coast Program.	30%	29%	25%	27%	25%
Number of Energy "Coach" home site visits conducted.	134	373	300	275	200
Percentage of cumulative emission reductions reported by County departments towards 2020 ECAP targets (Target: 166,950 Metric Tons).	Not used in Prior Years	Not used in Prior Years	Not used in Prior Years	10%	30%

Community Services



Community Services

Program

ADMINISTRATION & SUPPORT

Administration and Support provides general guidance and direction for all budget programs within the Community Services Department. This includes the development and monitoring of the Department budget, and developing policies and procedures to improve Departmental operations.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	-	1.00	-	1.00	1.00
CHIEF FINANCIAL OFFICER	0.69	1.00	-	1.00	1.00
BUSINESS MANAGER	0.35	1.00	(1.00)	-	-
EDP SYS & PROG ANLST	-	1.00	-	1.00	1.00
ADMN OFFICE PRO	-	-	1.00	1.00	1.00
COST ANALYST	0.27	-	-	-	-
EXECUTIVE SECRETARY	0.65	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	-	-	1.00	1.00	1.00
EXTRA HELP	0.50	-	-	-	-
Total	2.47	5.00	1.00	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 324,429	\$ 856,431	\$ 44,703	\$ 901,134	\$ 948,985
Services and Supplies	159,482	11,896	4	11,900	11,900
Other Charges	17,205	20,500	(4,100)	16,400	16,849
Total Operating Expenditures	501,116	888,827	40,607	929,434	977,734
Capital Assets	17,987	-	-	-	-
Total Expenditures	\$ 519,104	\$ 888,827	\$ 40,607	\$ 929,434	\$ 977,734
Budget By Categories of Revenues					
Intrafund Expenditure Transfers (-)	8,236	91,330	14,607	105,937	105,937
General Fund Contribution	724,303	797,497	26,000	823,497	837,497
Total Revenues	\$ 732,539	\$ 888,827	\$ 40,607	\$ 929,434	\$ 943,434

2015-16 Anticipated Accomplishments

Accomplishments include the following:

- Hired a new Director, George Chapjian.
- Developed and monitored budget for all divisions within Community Services Department.
- Calculated department wide indirect rate for external billings.
- Overhauled website with emphasis on improved distribution of information to constituents and customers.
- Implemented a call center to centralize large call volumes from customers and reduce response time.
- Expanded the online reservation system to allow online cancellations, which reduced processing time.

Community Services

Program

ADMINISTRATION & SUPPORT (CONT'D)

2016-18 Objectives

In the next fiscal year, the Administration and Support division will complete projects and explore new opportunities to improve Departmental operations, staff training, and program implementation.

- Expand the online reservation system to allow online modifications which would create greater efficiencies.
- Provide oversight and direction in the development of capital and deferred maintenance improvements.
- Continue to improve and enhance loan, compliance and fiscal monitoring for all Housing and grant programs, including HOME, Community Development Block Grants (CDBG), and Emergency Solutions Grant programs (ESG).
- Update and provide revisions to the Park policies manual and begin the development of a Community Services Department policies and procedures manual.
- Implement training workshops to improve customer service and relations and provide professional training opportunities for staff.

Community Services

Program

PARKS & OPEN SPACES

The Parks division provides safe, affordable, and enjoyable recreational locations for community members and visitors. Of the 70 parks and open spaces operated by Parks, the most highly visited are Cachuma Lake and Jalama Beach camping parks, and the most visited day use parks are Arroyo Burro Beach, Goleta Beach, and Waller Park.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	-	-	1.00	1.00	1.00
OPERATIONS MANAGER	2.42	3.00	-	3.00	3.00
PLANNER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	1.00	2.00	(1.00)	1.00	1.00
DEPT BUS SPEC	0.66	1.00	-	1.00	1.00
WTR/SEW PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
MAINTENANCE LEADER	2.00	3.00	-	3.00	3.00
ADMN OFFICE PRO SR-RES	0.85	1.00	(1.00)	-	-
AQUATICS MANAGER	0.75	0.75	-	0.75	0.75
ADMN OFFICE PRO III-RES	0.15	-	-	-	-
MECHANIC/WELDER	1.00	1.00	-	1.00	1.00
PARK RANGER	23.42	27.00	-	27.00	27.00
WTR & SEWAGE PLANT OPER	1.00	1.00	-	1.00	1.00
MAINTENANCE SUPV	0.50	-	-	-	-
MAINTENANCE PLUMBER	1.88	2.00	-	2.00	2.00
NATURALIST	1.00	1.00	-	1.00	1.00
ASST NATURALIST	1.00	1.00	-	1.00	1.00
PARK MAINTENANCE WORKER	5.35	6.00	-	6.00	6.00
EXTRA HELP	26.30	24.96	-	24.96	24.96
Total	<u>74.29</u>	<u>79.71</u>	<u>(1.00)</u>	<u>78.71</u>	<u>78.71</u>

Community Services

Program

PARKS & OPEN SPACES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 5,946,201	\$ 6,642,438	\$ 181,558	\$ 6,823,996	\$ 7,090,552
Services and Supplies	4,277,155	3,622,220	(520,332)	3,101,888	2,684,435
Other Charges	1,263,578	1,438,100	28,630	1,466,730	1,545,542
Total Operating Expenditures	11,486,934	11,702,758	(310,144)	11,392,614	11,320,529
Capital Assets	1,928,739	2,062,200	(931,200)	1,131,000	755,000
Other Financing Uses	535,310	178,600	182,822	361,422	182,600
Intrafund Expenditure Transfers (+)	860,726	435,519	(137,961)	297,558	233,174
Increases to Fund Balances	592,261	69,400	3,150	72,550	76,990
Total Expenditures	\$ 15,403,970	\$ 14,448,477	\$ (1,193,333)	\$ 13,255,144	\$ 12,568,293
Budget By Categories of Revenues					
Taxes	316,015	328,900	6,260	335,160	341,810
Use of Money and Property	180,942	141,030	57,100	198,130	198,130
Intergovernmental Revenue	1,161,628	1,017,900	(414,722)	603,178	200,800
Charges for Services	6,498,482	5,784,201	9,999	5,794,200	5,759,200
Miscellaneous Revenue	163,906	201,800	(51,000)	150,800	45,800
Total Operating Revenues	8,320,972	7,473,831	(392,363)	7,081,468	6,545,740
Other Financing Sources	1,416,584	1,481,955	(122,782)	1,359,173	1,645,139
Intrafund Expenditure Transfers (-)	606,272	-	14,744	14,744	-
Decreases to Fund Balances	2,302,630	2,046,903	(734,646)	1,312,257	588,750
General Fund Contribution	2,868,713	3,445,788	41,714	3,487,502	3,504,481
Total Revenues	\$ 15,515,171	\$ 14,448,477	\$ (1,193,333)	\$ 13,255,144	\$ 12,284,110

2015-16 Anticipated Accomplishments

Accomplishments include the following:

- Completed major facility improvements to Toro Canyon Park, Manning Park, Tuckers Grove, Goleta Beach Park, Cachuma Lake, Los Alamos Park, Santa Ynez Park, Santa Rosa Park, Miguelito Park, Jalama Beach, Orcutt Community Park, Rice Ranch Open Space, Waller Park and Guadalupe Dunes through the deferred and preventative maintenance programs.
- Completed energy efficiency water upgrades at Manning Park, Cachuma Lake, Los Alamos Park and the Santa Barbara Courthouse grounds.
- At Cachuma Lake, Parks accomplished the following:
 - Completed installation of four new cabins.
 - Completed upgrades to the waste water treatment plant.
 - Completed installation of PG&E and water line upgrades to the Marina area.
- Obtained permits to retain and maintain the Goleta Beach Rock Revetment.
- Obtained emergency permits to install and maintain a winter sand berm at Goleta Beach Park as a protective measure through the anticipated El Nino season.
- Installed a new ADA pathway through Falcon Open Space.

Community Services

Program

PARKS & OPEN SPACES (CONT'D)

- Completed a tree inventory and maintenance report for Waller Park to address trees affected by drought conditions and insect incursion.
- Removed eighty-four dead trees at Waller Park for public safety.
- Completed installation of the sidewalk at Walter Capps Park for enhanced public safety.
- Completed construction of a new restroom and site improvements at Arroyo Burro Park.
- Completed design of the Arroyo Burro Boardwalk project.
- Replaced two lifeguard towers at Goleta Beach and Jalama Beach for safety personnel.
- Completed the environmental review and construction of the Point Sal access road improvements.

2016-18 Objectives

The Parks Division will improve public access and user experience at County parks:

- Continue to make improvements to the Park policies manual and development of a Community Services Department policies and procedures manual.
- Implement a countywide safety inspection program for County parks and open spaces to ensure health and safety of park visitors.
- Improve and leverage technologies to provide simpler check-in and cash management processes at our camping facilities.
- Complete the design of various facilities at Cachuma Lake including the water treatment plants and electrical upgrades at RV hookup sites.
- At Jalama Beach, Parks will do the following:
 - Design upgrades to include affordable accommodations and provide additional facilities for the public.
 - Design and replace the restrooms to better serve the public.
 - Work with Pacific Railroad to obtain permits, design, and completely replace the only fresh water supply line to the park.
- Complete construction of the Arroyo Burro Boardwalk project.
- Complete design and construction of the Arroyo Burro Sewer Lift Station upgrades.
- Complete design and construction of the Arroyo Burro Ranger Office and Storage Area improvements.
- Complete design of the Santa Claus Lane Beach Access parking area.
- Obtain permits from the California Public Utilities Commission and the California Coastal Commission for an at-grade crossing for the Santa Claus Lane Beach Access project.
- Complete construction of the Point Sal access road culvert repair.

Community Services

Program

HOUSING & COMMUNITY DEVELOPMENT

The Housing and Community Development division uses Federal, State, and local funding to provide a variety of public service programs and public facility projects including Affordable Housing, Grants Administration, and Redevelopment Successor Agency Housing Fund activities.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.05	1.00	-	1.00	1.00
ADMN OFFICE PRO	1.00	1.00	-	1.00	1.00
COST ANALYST	1.00	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC SR	2.00	2.95	0.05	3.00	3.00
DEPT BUS SPEC	0.02	-	-	-	-
HOUSING PROGRAM SPEC	3.62	3.90	0.10	4.00	4.00
ACCOUNTANT	0.54	1.00	-	1.00	1.00
EXTRA HELP	0.05	-	-	-	-
Total	10.28	11.85	0.15	12.00	12.00

Revenues & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,263,907	\$ 1,485,142	\$ 77,939	\$ 1,563,081	\$ 1,662,594
Services and Supplies	2,344,530	3,142,343	551,493	3,693,836	1,597,391
Other Charges	146,849	48,500	(7,100)	41,400	42,548
Total Operating Expenditures	3,755,286	4,675,985	622,332	5,298,317	3,302,533
Other Financing Uses	1,599,898	806,987	125,673	932,660	841,954
Intrafund Expenditure Transfers (+)	16,884	15,708	(8)	15,700	-
Increases to Fund Balances	2,461,325	430,393	65,357	495,750	406,084
Total Expenditures	\$ 7,833,392	\$ 5,929,073	\$ 813,354	\$ 6,742,427	\$ 4,550,571
Budget By Categories of Revenues					
Taxes	322,155	306,063	42,580	348,643	355,313
Use of Money and Property	26,648	800	6,000	6,800	6,800
Intergovernmental Revenue	2,789,295	3,399,134	(1,010,845)	2,388,289	1,879,517
Charges for Services	154,021	88,000	(20,000)	68,000	68,000
Miscellaneous Revenue	1,754,129	389,277	(52,093)	337,184	337,184
Total Operating Revenues	5,046,247	4,183,274	(1,034,358)	3,148,916	2,646,814
Other Financing Sources	573,879	515,987	83,523	599,510	502,141
Decreases to Fund Balances	1,413,722	122,634	1,720,767	1,843,401	85,000
General Fund Contribution	920,498	1,107,178	43,422	1,150,600	1,172,366
Total Revenues	\$ 7,954,346	\$ 5,929,073	\$ 813,354	\$ 6,742,427	\$ 4,406,321

Community Services

Program

HOUSING & COMMUNITY DEVELOPMENT (CONT'D)

2015-16 Anticipated Accomplishments

Accomplishments include the following:

- Achieved the United States Department of Housing and Urban Development (HUD) required annual expenditure goals for federal Community Development Block Grant (CDBG), HOME, and Emergency Solutions Grants Program (ESG) funds.
- Successfully closed out Office of Inspector General HUD Audit.
- Submitted a renewal application for \$1.7 million in funding to HUD for 18 projects on behalf of the Santa Barbara County Continuum of Care (CoC).
- Completed the following capital improvements through the CDBG Program: the Calle Real Sidewalk Phase II Camino Del Remedio to San Antonio Road Project (\$134,151), Family Care Network's Gray St. Transitional Housing Project Rehabilitation (\$200,000), Santa Ynez Valley People Helping People ADA and Energy Efficiency improvements (\$166,359), St. Vincent's Senior Housing Emergency Railing Project (\$30,000), and Women's Economic Ventures Self Employment Training Program (\$50,000).
- Passed through CDBG funding to the City of Lompoc for City sponsored projects, including code enforcement in low- moderate-income areas (\$74,341), improvements to the Lompoc Fire Department Emergency Call Alerting System (\$64,100), Anderson Recreation Center improvements (\$84,000) and the Mobile home Emergency Repair Grant Program (\$35,000).
- Celebrated the grand openings of Casas De Las Flores, a 43 unit affordable housing project in Carpinteria developed by People's Self-Help Housing, which received \$1.2 million in County HOME funds in 2014; and the Solvang Senior Apartments a 45 unit project for seniors developed by Corporation for Better Housing, which received \$200,000 in HOME funds.
- Administered over \$1.9 million in federal and local homeless assistance funding, including six General Fund contracts with local homeless service providers.
- Developed and administered the new Homeless Day Center Program, approved by the Board of Supervisors in response to the El Nino weather crisis, which provided \$91,000 to operate day center programs in North and South County.
- Held a 'Lunch and Learn' Homebuyer Education Workshop on the County's Inclusionary Affordable Housing Program. 45 prospective homebuyers attended the workshop held in Santa Barbara. With second workshop for North County to be held later in the year.
- Administered \$195,000 in Chamber of Commerce contracts with 12 Chambers from across the County. Funds are used to promote County tourism, trade and commerce of all the County's economic sectors.
- Utilized the Homeless Management Information System (HMIS), 55 end users at 16 organizations received training and technical assistance from the Housing Community Development staff. These organizations operated 54 homelessness assistance and prevention projects.
- Identified all County-restricted affordable housing units under the Inclusionary Housing Ordinance (IHO) program and conducted annual monitoring of 398 units in Spring 2016.

Community Services

Program

HOUSING & COMMUNITY DEVELOPMENT (CONT'D)

2016-18 Objectives

The Housing and Community Development division will continue to administer various Federal, State, and local funding sources to provide public services for eligible populations, including homeless services, affordable housing, and public infrastructure development and renovation.

- Continue to administer over \$6 million in HUD federal grant programs, including the CDBG, HOME, ESG and Continuum of Care (CoC) funds, which provide vital public services and capital improvements to community infrastructure.
- Provide programmatic support to the Santa Barbara County Continuum of Care as Collaborative Applicant, which annually applies for \$1.7 million in funds on behalf of the CoC, and as administrator of the Homeless Management Information System (HMIS).
- Administer the County's Inclusionary Housing Ordinance (IHO) Program, by monitoring units under affordability covenants, certifying households, and calculating the annual In Lieu fee.
- Conduct a housing lottery to advertise the availability of three affordable housing units at The Preserves at San Marcos and 18 units at the Cavalletto Tree Farms housing development in Goleta. Both projects developed affordable housing units under the County's Inclusionary Housing Program (IHO).
- Certify households for remaining IHO units at the Preserves at San Marcos and the Cavalletto Tree Farm development, both projects in Goleta.
- Continue to improve and enhance monitoring for all Federal programs, including HOME, Emergency Solutions Grant (ESG), and Community Development Block Grants (CDBG).
- Continue the implementation of the Santa Barbara County Homeless Management Information System (HMIS) to collect and analyze client, service, and housing data for individuals and families served by homeless assistance and prevention programs countywide.
- Develop guidelines for the monitoring of General Fund homeless assistance grants for Shelter Operations and Warming Centers. Continue monitoring of HCD's Emergency Solutions Grant and Continuum of Care Program-funded projects.
- Continue the Lunch and Learn series and develop other methods of distributing information to a broader segment of the community to maximize participation of eligible individuals and families in the affordable housing program.
- Continue to monitor owners of affordable units and rental properties to ensure compliance and address non-compliance promptly, ensuring the maximum number of affordable units remain available to the community.
- Continue affordable housing monitoring as required for U.S. Department of Housing and Urban Development (HUD) regulatory compliance.

Community Services

Program

COMMUNITY SUPPORT (ARTS & LIBRARIES)

Community Support includes the Arts Commission, Libraries, and Shelter Services.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
EXEC DIR-ARTS COMM	1.00	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC SR	0.04	0.05	(0.05)	-	-
DEPT BUS SPEC	0.85	1.00	(0.20)	0.80	0.80
HOUSING PROGRAM SPEC	0.07	0.10	(0.10)	-	-
VISUAL ARTS COORDINATOR	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.20	-	-	-	-
Total	3.16	3.15	(0.35)	2.80	2.80

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 338,997	\$ 406,204	\$ (59,881)	\$ 346,323	\$ 364,231
Services and Supplies	3,685,905	3,939,863	28,031	3,967,894	3,967,894
Other Charges	415,235	411,259	1,641	412,900	413,553
Total Operating Expenditures	4,440,137	4,757,326	(30,209)	4,727,117	4,745,678
Intrafund Expenditure Transfers (+)	205,500	-	-	-	-
Increases to Fund Balances	563,222	553,957	25,262	579,219	579,219
Total Expenditures	\$ 5,208,859	\$ 5,311,283	\$ (4,947)	\$ 5,306,336	\$ 5,324,897
Budget By Categories of Revenues					
Use of Money and Property	2,415	2,000	(400)	1,600	1,600
Charges for Services	554,655	553,957	25,262	579,219	579,219
Total Operating Revenues	557,070	555,957	24,862	580,819	580,819
Other Financing Sources	179,964	-	-	-	-
Decreases to Fund Balances	808,391	595,389	(12,673)	582,716	582,716
General Fund Contribution	3,427,786	4,159,937	(17,136)	4,142,801	4,160,856
Total Revenues	\$ 4,973,211	\$ 5,311,283	\$ (4,947)	\$ 5,306,336	\$ 5,324,391

Community Services

Program

COMMUNITY SUPPORT (ARTS & LIBRARIES) (CONT'D)

2015-16 Anticipated Accomplishments

Arts

- Hired and trained three new staff members Sarah Rubin, Executive Director; Hannah Rubalcava, Grants and Contracts Manager; and Maiza Hixson, Visual Arts Coordinator/Curator of County Collections.
- Provided technical support and administered two Community Arts Enrichment grant cycles that provided \$39,200 in grant funding support to 20 projects and programs in rural and underserved communities throughout Santa Barbara County.
- Administered and re-granted \$303,070 Cultural Arts funds from the City of Santa Barbara; to 65 city-based cultural arts programs through three grant categories: Community Art Grants, Organizational Development Grants, and Community Events & Festivals.
- Secured a \$43,500 California Creative Communities Grant from the California Arts Council through a partnership with UC Santa Barbara Arts Department for LightWorks Isla Vista.
- Hosted a Brown Bag Lunch to discuss Arts Education grant opportunities in Santa Maria with over 40 local arts advocates in attendance.
- Awarded the Leadership in Arts Award to Children's Creative Project and Executive Director Kathy Koury for their dedication to quality arts education throughout Santa Barbara County and for creating the concept of the iconic I Madonnari, Italian Street Painting competition that takes place each Memorial Day weekend.
- Increased access to the arts and community engagement through a series of free cultural activities including nine exhibitions in four public galleries/spaces resulting in exhibition opportunities for 140 regional artists.
- Administered and promoted the Regional Poetry Out Loud Competition. Over twenty students from high schools throughout Santa Barbara County participated in the countywide recitation contest on February 11, 2016 in the Board of Supervisors Hearing Room. Camila Lemere of Laguna Blanca High School will compete in the state competition in Sacramento.
- Amended "Guidelines for the Channing Peake and Betteravia Galleries".
- Contracted with Americans for the Arts to participate in the 2016 Economic Prosperity Study V.
- Increased staff efficiencies include a streamlined system for tracking status of City Grants, Organizational Development, Community Arts, Events & Festivals grants and Community Arts Enrichment grants; transitions to a more user-friendly, comprehensive e-blast platform called "Tockify"; and began to update curatorial guidelines, resource materials, and website.
- Administered and promoted the California State Summer School for the Arts (CSSSA) Program. Seven Arts scholars from throughout Santa Barbara County who attended the State Summer School for the Arts at Cal Arts were acknowledged and awarded at a reception in the Mural Room of the County Courthouse in September.

Libraries

- Prepared and obtained approval of the annual library operations agreement.
- Coordinated quarterly library zone administration meetings to improve communication and library system operations.
- Worked with all appropriate parties and directly with County Surveyor to provide Library Zone change options to the Library Advisory Committee, and ultimately to the Board of Supervisors.
- Established a Los Alamos Library branch.

Community Services

Program

COMMUNITY SUPPORT (ARTS & LIBRARIES) (CONT'D)

- Explored future funding strategies for the County library system.
- Began exploring various types of operational and funding structures for a potential tax levy for the County library system.

Shelter Services

- Provided funding to the following providers for shelters and warming centers:
 - Good Samaritan Bridgehouse Shelter, \$108,095.
 - Good Samaritan Santa Maria Emergency Shelter, \$142,522.
 - PATH Santa Barbara Emergency Shelter, \$94,383.
 - Unitarian Society Freedom Warming Centers \$87,000, of which \$37,000 was one-time:
- Provided one-time funding to the following providers for the temporary day shelter program;
 - Unitarian Society of Santa Barbara for the South County Temporary Day Sheltering Program, \$50,050.
 - Good Samaritan Bridgehouse Shelter North County Temporary Day Sheltering Program, \$32,000

2016-18 Objectives

Arts

- Organize and engage 100 County cultural nonprofits in the Americans for the Arts “Arts and Economic Prosperity V” study defining the economic impact of nonprofit arts and cultural organizations and their audiences in Santa Barbara County.
- Continue to partner with the Santa Barbara Bowl Foundation to promote arts outreach to rural and underserved communities and advocate for increased arts education opportunities. Revise Community Arts Enrichment (CAE) grant application based on increased funding support from Arts Subsidy to maximize community impact and community engagement.
- Develop a Public Art plan for the North County Jail Project Percent for Art funds through the ad hoc committee of major stakeholders, County Art in Public Places and the Arts Commission.
- Redesign website and increase online presence and traffic to the Arts Commission’s website. Employ more social media to engage a more diverse audience.
- Develop specific goals and objectives to achieve the Arts Commissions vision set out in the 3-5 Year Strategic Plan.
- Organize community outreach efforts to increase participation in arts exhibitions at the County’s Channing Peake and Betteravia Galleries.

Libraries

- Prepare and obtain approval of the annual library operations agreement.
- Continue to coordinate quarterly library zone administration meetings to improve communication and library system operations.
- Continue to explore various types of operational and funding structures for a potential tax levy for the County library system.

Shelter Services

- Continue to provide funding for shelter and warming centers.

Community Services

Program

ENERGY AND SUSTAINABILITY INITIATIVES

The Energy and Sustainability Initiatives (ESI) Division collaborates regionally to design cross-sector solutions that achieve a thriving, resource-efficient economy and community built on a foundation of clean energy, air and water. ESI was developed in July 2015 and currently operates 3 programs: 1) emPower Central Coast, 2) Energy Climate Action Implementation, and 3) Community Choice Energy.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PROGRAM MANAGER	0.95	1.00	-	1.00	1.00
OPERATIONS MANAGER	-	1.00	-	1.00	1.00
PROGRAM ADMINISTRATOR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	1.65	3.00	-	3.00	3.00
EXTRA HELP	0.30	-	-	-	-
Total	3.90	6.00	-	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 482,372	\$ 879,226	\$ 48,634	\$ 927,860	\$ 981,501
Services and Supplies	499,228	986,150	221,150	1,207,300	1,497,881
Other Charges	583,413	958,308	(151,908)	806,400	806,400
Total Operating Expenditures	1,565,013	2,823,684	117,876	2,941,560	3,285,782
Other Financing Uses	4,692	5,000	-	5,000	-
Intrafund Expenditure Transfers (+)	-	49,448	49,411	98,859	93,859
Increases to Fund Balances	51,771	57,700	-	57,700	57,700
Total Expenditures	\$ 1,621,476	\$ 2,935,832	\$ 167,287	\$ 3,103,119	\$ 3,437,341
Budget By Categories of Revenues					
Use of Money and Property	7,526	7,700	-	7,700	7,700
Intergovernmental Revenue	89,174	221,787	94,526	316,313	320,475
Charges for Services	-	-	100,000	100,000	100,000
Miscellaneous Revenue	1,531,903	1,916,897	(131,650)	1,785,247	2,315,304
Total Operating Revenues	1,628,603	2,146,384	62,876	2,209,260	2,743,479
Intrafund Expenditure Transfers (-)	-	49,448	49,411	98,859	93,859
Decreases to Fund Balances	-	425,000	55,000	480,000	140,000
General Fund Contribution	-	315,000	-	315,000	315,000
Total Revenues	\$ 1,628,603	\$ 2,935,832	\$ 167,287	\$ 3,103,119	\$ 3,292,338

Community Services

Program

ENERGY AND SUSTAINABILITY INITIATIVES (CONT'D)

2015-16 Anticipated Accomplishments

emPower Central Coast

- Since inception, provided direct education and assistance to nearly 13,000 customers.
- Conducted 750 Energy Coach home visits and received over \$2.4M in loan applications to date. It is estimated that emPower has generated \$9M in economic impact since 2011.
- Generated approximately 400 energy project leads for 32 participating contractors in 2015-2016.
- Recruited and enrolled 17 new contractors this year.
- Engaged in significant process improvement strategies, such as realizing efficiencies in the Energy Coach and outreach services, and developing new information systems to increase transparency and efficiency.
- Retained external sources of funds to build upon Tri-County program model, and received Board authorization for additional grant funding (\$1.35M) from SoCalGas to support program operations for 2016.

Energy and Climate Action Implementation

- As a new program for ESI, important early progress has been made in setting up processes to implement and track emission reduction measures across departments, including forming a formal County Sustainability Committee and is the conduit to coordinated efforts amongst departments. Coordinated interdepartmental efforts include pursuing funding opportunities, collaborating on implementation strategies and reporting progress towards ECAP targets.
- Developed a work plan to assist departments in planning for and reporting the ECAP's 50 emission reduction measures, conducted trainings with each department and developed a written protocol.
- Began identifying and reporting emission data from 2007 in coordination with staff from across departments.

Community Choice Energy

- As a new program for ESI, important early progress has been made towards completion of Phase 1 of potential CCA development, including coordinating 27 eligible jurisdictions across the Tri-County to participate in the feasibility study. Those that contributed toward the study have representation on an Advisory Work Group that meets at least monthly to provide input on items including the Request for Proposals and selection of the study consultant.
- Executed a feasibility study consultant contract which is currently underway.

2016-18 Objectives

emPower Central Coast

- Pursue structural and technological efficiencies in delivery of continued program services in collaboration with the State.
- Increase number of participating contractors and number of completed and reported projects.
- Pursue additional funding contracts to extend and enhance services to help more consumers save more energy (i.e. commercial properties).

Community Services

Program

ENERGY AND SUSTAINABILITY INITIATIVES (CONT'D)

Energy and Climate Action Implementation

- Facilitate greater interdepartmental collaboration on sustainability activities, pursue additional funding sources for ECAP implementation, and accelerate progress towards ECAP 2020 targets.

Community Choice Energy

- Complete Phase 1 and bring feasibility study to County Board of Supervisors and other participating jurisdiction's Boards and Councils.
- Initiate Phase 2 with as many as 27 other participating jurisdictions, if County BOS wishes to implement CCE. Phase 2 includes activities such as adoption of resolution, preparing an implementation/business plan including power purchase and financing strategy (often with a consultant), agency start up (i.e. JPA), CPUC approval of implementation plan, establishing a cost responsibility surcharge, public outreach, and RFP for energy services.

Community Services



General Government & Support Services

COUNTY OF SANTA BARBARA

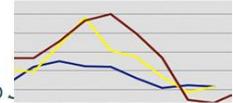


OFFICE OF THE AUDITOR-CONTROLLER



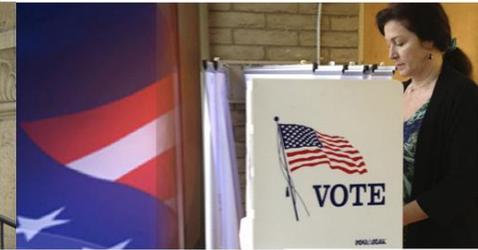
COMPREHENSIVE ANNUAL FINANCIAL REPORT

FISCAL YEAR ENDED



Assessor

- What we do
- How we can help
- Property Value Notice
- Property Tax Programs
- Recent Home Sales



PUBLIC ADMINISTRATION



TAX COLLECTOR

OTHER EXEMPTION

BASIC PROPERTY TAXES

SPECIAL DISTRICT FIXED CHARGES

FIRST INSTALLMENT \$1,134.93

SECOND \$1

DUE NOV. 1, 2017 DELINQUENT AFTER DEC. 31, 2017

DUE FEB. 1 AFTER

VETERANS SERVICES

Expenditures by Department

Department	Percentage
ITD	31.9%
Social Services	15.7%
Public Health	8.3%
Sheriff	7.9%
ADMHS	5.0%
Clerk-Recorder	4.6%
Auditor-Controller	4.7%
Public Works	3.3%
Probation	3.2%
Fire	2.0%
Treasurer	2.5%
Planning and Development	2.1%
Other Depts (12)	8.7%

General Government & Support Services

General Government and Support Services Functional Group

The General Government and Support Services Functional Group includes the Auditor-Controller (A-C), Clerk-Recorder-Assessor (CRA), General Services (GS), Human Resources (HR), and Treasurer-Tax Collector/Public Administrator Departments (TTC). They provide the financial infrastructure and central support services to County departments. The elected officers also provide a variety of General Governmental Services by statute to numerous other county government agencies including schools, cities, and special districts. Property tax administration, investment services, and election services are good examples.

The General Government and Support Services Group provides essential financial, budget, accounting, audit, human resource support, investment, payroll, tax administration, public administrator, public guardian, veterans services, vital records maintenance, document recording, election services, purchasing, mail services, information technology support and infrastructure for information technology and communication, fleet operations, facilities, and land management including infrastructure maintenance and capital project management.

Strategic Values

The Functional Group believes in honoring and maintaining the public's trust by providing superior, courteous, and professional services at reasonable costs. The aim is to promote high-quality business services that provide for fairness, accountability, and effectiveness for all County departments and the other public entities they serve.

Strategic Purpose

To provide the financial, physical, and administrative services, human capital and infrastructure that allows the County organization and other public entities to accomplish their mission, goals, and objectives related to delivery of services to the public

Strategic Goals

- Complete the replacement of the 35 year old mainframe property tax system used by the A-C and TTC. Upgrade and integrate several other systems including the Assessor valuation systems, TTC payment applications, and A-C FIN accounting system.
- GS is leading on one of the County's largest capital projects, constructing a 376-bed, Northern Branch Jail. This involves a State grant of \$90 million dollars and requires project team expertise from the CEO, GS, Sheriff, County Counsel, the A-C and consultants, and contractors to build, finance, and operate the new facility.
- GS, the Community Services Department and CEO are ensuring all resources are maximized to address the maintenance needs of County facilities and Parks that seek to replace antiquated infrastructure in Capital Planning.
- This group maintains and develops financial applications and systems that support the delivery of County services. The group combined, has well over a 100 applications.
- The County, through the Debt Advisory Committee, manages the County debt levels throughout the year and leverages debt financing when appropriate.
- Property Tax generates the County's largest tax sources and the A-C, TTC, and CRA annually are required to implement legislative changes.
- Elections are complex and driven by details and timelines. The CRA is constantly focused on ensuring accurate elections. The next two elections will occur in June 2016 and November 2016.
- GS is conducting a comprehensive evaluation for the County's Public Safety Microwave Radio Communications Network and continues to work collaboratively on achieving goals from the County's Internet Technologies and Strategic Plan.
- Implement policy and programs to enhance the recruitment and retention of qualified, diverse staff to meet the needs of the community.

General Government & Support Services

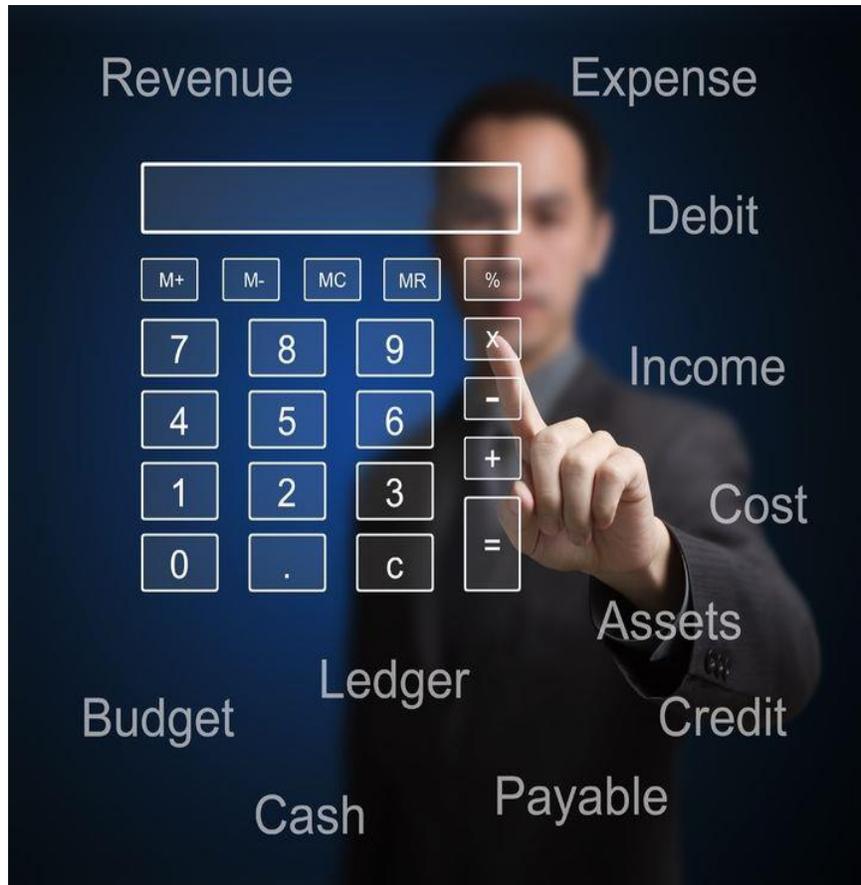
Functional Summary

Staffing By Department	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Auditor-Controller	51.39	49.20	0.05	49.25	49.25
Clerk-Recorder-Assessor	97.09	96.38	1.75	98.12	98.12
General Services	113.77	120.00	-	120.00	120.00
Human Resources	23.47	26.50	(0.50)	26.00	26.00
Treasurer-Tax Collector-Public	40.37	44.00	-	44.00	44.00
Total	<u>326.08</u>	<u>336.08</u>	<u>1.30</u>	<u>337.38</u>	<u>337.38</u>
Budget By Department					
Auditor-Controller	\$ 7,875,469	\$ 8,626,702	\$ 280,298	\$ 8,907,000	\$ 9,249,000
Clerk-Recorder-Assessor	14,118,053	16,542,401	278,894	16,821,295	17,165,321
General Services	38,607,847	44,433,291	2,208,802	46,642,093	46,440,080
Human Resources	8,820,363	8,471,046	(317,121)	8,153,925	8,171,945
Treasurer-Tax Collector-Public	6,696,519	7,296,789	151,212	7,448,001	7,767,820
North County Jail	2,516,095	24,071,489	8,317,713	32,389,202	41,497,323
Debt Service	2,606,053	2,128,362	(112,732)	2,015,630	1,902,641
Total	<u>\$ 81,240,399</u>	<u>\$ 111,570,080</u>	<u>\$ 10,807,066</u>	<u>\$ 122,377,146</u>	<u>\$ 132,194,130</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 40,012,299	\$ 46,065,762	\$ 1,060,024	\$ 47,125,786	\$ 49,063,724
Services and Supplies	25,415,986	50,739,838	9,376,047	60,115,885	67,777,217
Other Charges	15,812,114	14,764,480	370,995	15,135,475	15,353,189
Total Operating Expenditures	<u>81,240,399</u>	<u>111,570,080</u>	<u>10,807,066</u>	<u>122,377,146</u>	<u>132,194,130</u>
Capital Assets	13,168,641	11,586,857	4,441,937	16,028,794	11,526,844
Other Financing Uses	18,183,025	4,644,098	112,757	4,756,855	4,852,148
Intrafund Expenditure Transfers (+)	1,365,362	1,075,060	529,637	1,604,697	1,519,377
Increases to Fund Balances	6,937,737	392,389	221,727	614,116	179,273
Fund Balance Impact (+)	2,624,706	-	-	-	64,464
Total	<u>\$ 123,519,871</u>	<u>\$ 129,268,484</u>	<u>\$ 16,113,124</u>	<u>\$ 145,381,608</u>	<u>\$ 150,336,236</u>
Budget By Categories of Revenues					
Taxes	\$ 255,027	\$ 255,000	\$ -	\$ 255,000	\$ 255,000
Licenses, Permits and Franchises	342,197	305,000	20,000	325,000	326,200
Fines, Forfeitures, and Penalties	7,160	5,000	-	5,000	5,000
Use of Money and Property	1,218,898	1,153,695	207,182	1,360,877	1,400,644
Intergovernmental Revenue	1,834,761	21,441,132	11,591,579	33,032,711	42,971,380
Charges for Services	37,222,005	40,238,668	2,404,106	42,642,774	42,595,660
Miscellaneous Revenue	5,284,988	4,083,711	(472,676)	3,611,035	3,645,706
Total Operating Revenues	<u>46,165,036</u>	<u>67,482,206</u>	<u>13,750,191</u>	<u>81,232,397</u>	<u>91,199,590</u>
Other Financing Sources	24,341,875	11,502,533	3,757,893	15,260,426	8,598,231
Intrafund Expenditure Transfers (-)	1,600,068	1,072,496	522,062	1,594,558	1,509,586
Decreases to Fund Balances	18,519,796	14,722,462	(2,639,535)	12,082,927	9,835,653
General Fund Contribution	32,506,472	34,488,787	722,513	35,211,300	35,916,500
Fund Balance Impact (-)	386,624	-	-	-	3,276,676
Total	<u>\$ 123,519,871</u>	<u>\$ 129,268,484</u>	<u>\$ 16,113,124</u>	<u>\$ 145,381,608</u>	<u>\$ 150,336,236</u>

General Government & Support Services

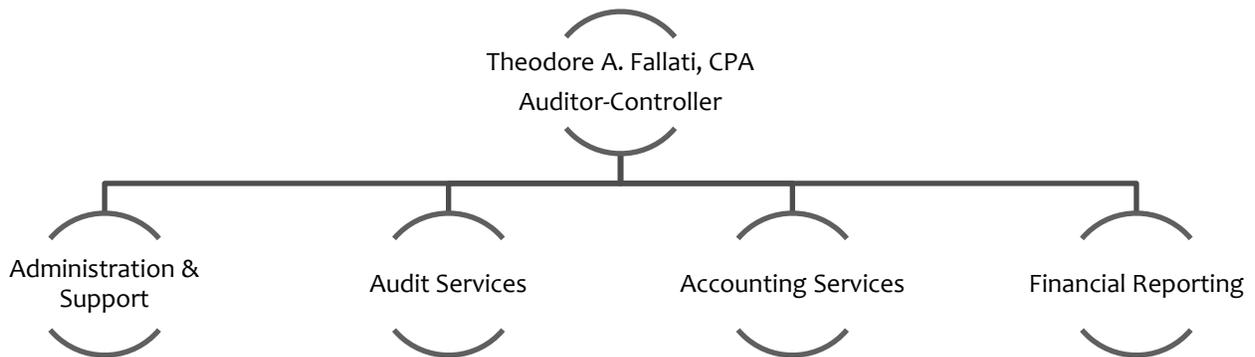


Auditor-Controller



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 8,907,000
Capital	\$ 15,000
FTEs	49.25



Auditor-Controller

Department

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

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. Governed by the overriding principles of fiscal integrity, objectivity, customer service, and continuous improvement, the Auditor-Controller's (A-C) Department:

- Maintains accounts and records of the financial transactions for all departments and agencies whose funds are kept in the County Treasury in accordance with California Statutes and Generally Accepted Accounting Principles (GAAP).
- Provides reports and systems necessary to manage the County's financial operations utilizing modern financial applications as part of the Controller function.
- Levies, apportions, and distributes property taxes to the County, Schools, Cities, Special Districts, and Redevelopment Successor Agencies as part of the Auditor function.
- Furnishes customer focused financial decision support to the Board of Supervisors, the County Executive Officer, and Department Directors to advance the strategic goals and principles of the organization.
- Provides independent, objective, and cost-effective audit services.
- Performs advanced and specialty accounting services to Departments, Schools, and Special Districts.

HIGHLIGHTS OF 2016-18 OBJECTIVES

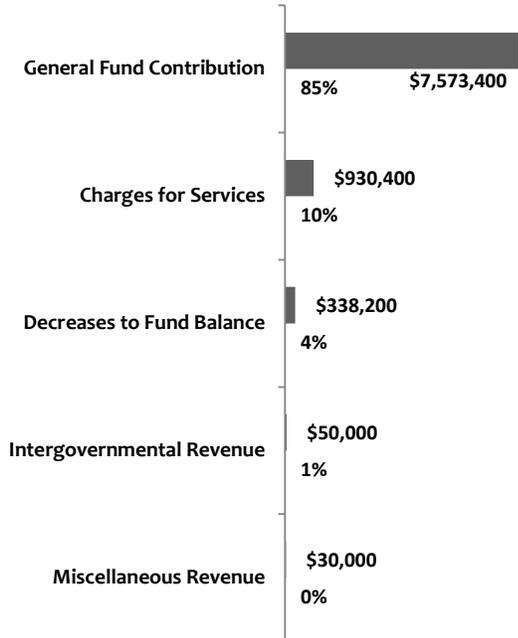
- The Department's top priority is to complete the second phase of the implementation of the Property Tax System.
- Deploy a web-based Countywide time capture system.
- Plan for the administration of the consolidated RDA Oversight Board and RDA dissolution process.
- Provide accounting support/training, grant compliance, and review of the Northern Branch Jail project.
- Maintain and enhance the 65 applications in the A-C that serve multiple departments and County agencies.
- Distribute an estimated \$850 to \$875 million in property taxes to local agencies annually.
- Manage biweekly payroll process for approximately 4,500 employees.
- Validate and record 105,000 transactional documents, an average of almost 500 per day, which include claim payments, vendor changes, general ledger accounting transactions, budget entries, deposit entries, and journal entries.

Auditor-Controller

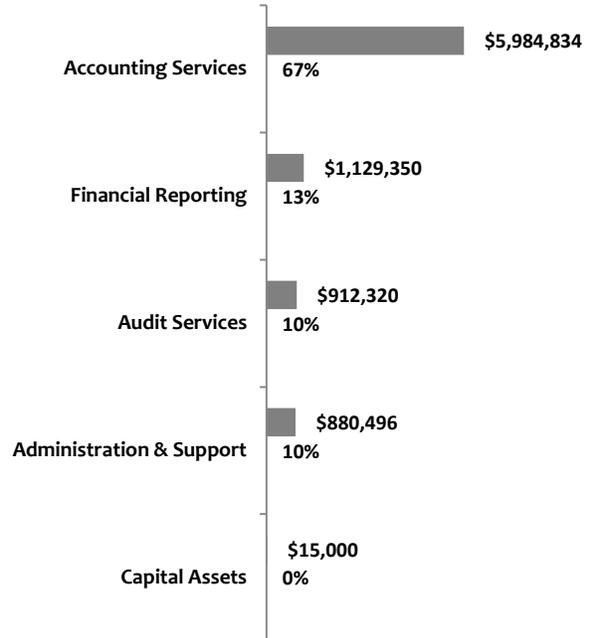
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$8,922,000

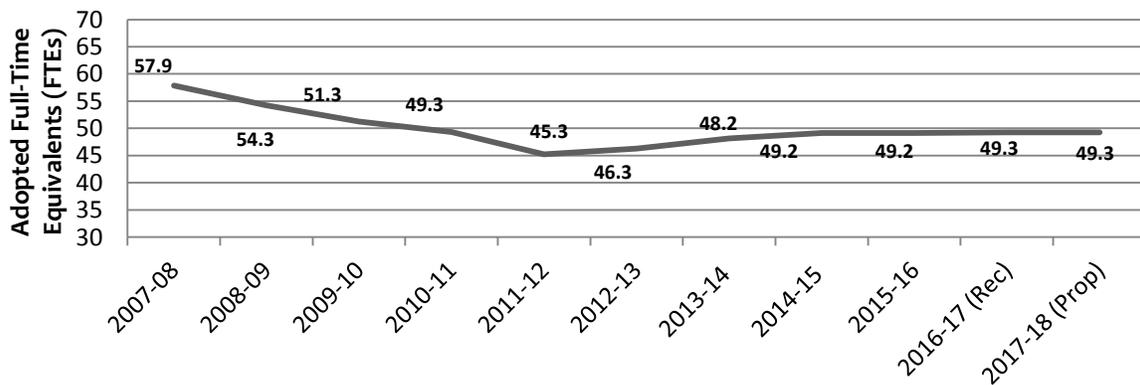


Use of Funds - \$8,922,000



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Auditor-Controller

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	3.93	2.36	1.07	3.43	3.43
Audit Services	5.11	5.01	-	5.01	5.01
Accounting Services	36.14	35.62	(1.02)	34.60	34.60
Financial Reporting	6.20	6.21	(0.01)	6.20	6.20
Total	51.39	49.20	0.05	49.25	49.25
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Budget By Budget Program					
Administration & Support	\$ 709,080	\$ 700,552	\$ 179,944	\$ 880,496	\$ 912,439
Audit Services	710,684	830,349	81,971	912,320	954,339
Accounting Services	5,426,908	5,950,553	34,281	5,984,834	6,210,516
Financial Reporting	1,028,797	1,145,248	(15,898)	1,129,350	1,171,706
Total	\$ 7,875,469	\$ 8,626,702	\$ 280,298	\$ 8,907,000	\$ 9,249,000
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Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,093,386	\$ 7,720,402	\$ 271,598	\$ 7,992,000	\$ 8,318,000
Services and Supplies	544,988	646,000	(4,000)	642,000	642,000
Other Charges	237,094	260,300	12,700	273,000	289,000
Total Operating Expenditures	7,875,469	8,626,702	280,298	8,907,000	9,249,000
Capital Assets	40,944	10,000	5,000	15,000	15,000
Intrafund Expenditure Transfers (+)	125,071	-	-	-	-
Increases to Fund Balances	200,000	-	-	-	-
Fund Balance Impact (+)	43,492	-	-	-	-
Total	\$ 8,284,976	\$ 8,636,702	\$ 285,298	\$ 8,922,000	\$ 9,264,000
<hr/>					
Budget By Categories of Revenues					
Intergovernmental Revenue	\$ 69,662	\$ 49,400	\$ 600	\$ 50,000	\$ 50,000
Charges for Services	813,989	833,300	97,100	930,400	941,400
Miscellaneous Revenue	124,185	30,000	-	30,000	30,000
Total Operating Revenues	1,007,836	912,700	97,700	1,010,400	1,021,400
Intrafund Expenditure Transfers (-)	251,740	1,740	(1,740)	-	-
Decreases to Fund Balances	-	351,462	(13,262)	338,200	340,000
General Fund Contribution	7,025,400	7,370,800	202,600	7,573,400	7,761,300
Fund Balance Impact (-)	-	-	-	-	141,300
Total	\$ 8,284,976	\$ 8,636,702	\$ 285,298	\$ 8,922,000	\$ 9,264,000

Auditor-Controller

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- There are no FTE changes from 2015-16 Adopted to 2016-17 Recommended; however we are requesting ongoing GFC funding to restore one position.
- The Department has a current projected staff of 49.2 employees. The Department has 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 eight years from 57.9 FTE in FY 2007-08 to a recommended staffing level of 49.3 FTE in FY 2016-17. During the economic recession for a period of eight years, the Department held positions vacant, returned funds to the General Fund at year end, and reduced or maintained positions to offset increases in salary, retirement, and benefit costs. This resulted in the reduction of 8.6 FTEs or a 15% decrease in positions since FY 2007-08.

The Department has submitted a budget expansion request to restore one Accountant-Auditor for our New Auditor Training and Development program funded with ongoing General Fund Contribution (see discussion of Cost Allocation Revenue in Departmental Revenues section) to increase our staffing level to 50.3.

Although not included in the Recommended or Proposed Budget, for optimal long-term staffing, the office requires at least 52.0 FTEs which includes the restoration of the following positions:

- Financial Accounting Analyst for the Advanced and Specialty Accounting Division.
- Accountant-Auditor I for the New Auditor Training and Development program (NATD).

Expenditures

- Net operating expenditure increase of \$280,300 due to:
 - +\$271,600 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs, unemployment and workers compensation premiums, and employee salaries;
 - -\$4,000 decrease in Services and Supplies is primarily due to decreases in Professional and Special Services;
 - +\$12,700 increase in Other Charges primarily due to increases in Information Technology and Telephone Services.
- Net non-operating expenditure increase of \$5,000 due to:
 - +\$5,000 increase in Capital Asset purchase for computer equipment.

These changes result in recommended operating expenditures of \$8,907,000, non-operating expenditures of \$15,000 and total expenditures of \$8,922,000. Non-operating expenditures are for capital assets.

Auditor-Controller

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

Revenues

- Net operating revenue increase of \$97,700 primarily due to:
 - +\$97,100 increase in Charges for Services due to increased Property Tax Administration Fees.
- Net non-operating revenue increase of \$187,600 primarily due to:
 - -\$13,300 reduction in the use of A-C Automation Committed Fund Balance;
 - +\$202,600 increase in General Fund Contribution for Salary and Employee Benefit increases.

Although not reflected in the Auditor-Controller department budget, cost allocation for Auditor services, recorded as General Revenues (a policy change in FY 2011-12), will increase \$537,000 to \$3,420,000 in FY 2016-17. This is in addition to a \$675,000 increase in FY 2015-16. This represents increased A-C cost reimbursement from Federal and State programs. The Department has submitted a FY 2016-17 budget expansion to increase General Fund Contribution by \$94,000 due to the increase in these reimbursement revenues to fund an Accountant-Auditor.

These changes result in recommended operating revenues of \$1,010,400, non-operating revenues of \$7,911,600 and total revenues of \$8,922,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2017-18 proposed expenditures reflect a \$342,000 increase over the FY 2016-17 recommended budget that is primarily the result of:

- +\$326,000 increase in salaries, retirement contributions and other benefits;
- +\$16,000 increase in Other Charges for Utilities costs.

RELATED LINKS

For more information on the Auditor-Controller's Office, refer to the Web site at <http://www.countyofsb.org/auditor/default.aspx>.

Auditor-Controller

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
A Well-Run County: with goals of maintaining independence and objectivity, and constantly improving processes					
Percentage of A-C mandatory audits completed by legal due date	85% 11/13	100% 5/5	100% 4/4	100% 5/5	100% 5/5
Number of revenue allocations made legally, accurately, and timely - Distribution of Property Taxes to all taxing entities	36	25	30	30	30
Number of revenue allocations made legally, accurately, and timely - Specialty & Advanced Accounting	324	337	342	342	342
Percentage of annual payroll disbursements to employees through Direct Deposit	98% 4,149/4,229	98% 4,310/4,392	98% 4,403/4,472	100% 4,500/4,500	100% 4,500/4,500
Percentage of employees using automated time entry system	86% 3,622/4,210	88% 3,837/4,376	92% 4,069/4,441	95% 4,275/4,500	95% 4,275/4,500
A Financially Sound County: with goals of providing high-quality financial services and support of the County's financial infrastructure					
Complete the County's Comprehensive Annual Financial Report within 60 days and receive the GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Percentage of annual disbursements to County vendors through direct deposit (ACH)	55% 65K/119K	57% 66K/166K	58% 67K/115K	59% 68K/115K	60% 69K/115K
Percentage of total dollar disbursements to County vendors paid through direct deposit (ACH), rather than Warrant	80% \$449K/\$561K	82% \$480K/\$587K	83% \$486K/\$586K	84% \$492K/\$586K	85% \$498K/\$586K
Number of published newsletters/surveys related to policy and training	2	3	7	8	8

Auditor-Controller

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
An Informed Public: with goals of providing useful and timely information and increase access and awareness					
Number of financial reports viewable by interested parties (Public/County employees) that will increase transparency of the County's fiscal position and availability of financial information.	65	68	88	88	88
Number of popular annual financial highlight reports produced timely.	5	4	4	5	5
Knowledgeable and Effective Staff: with the goal of investing in our employees					
Percentage of department budget expended on training	1% \$77K/\$7.7M	1% \$82K/\$8.2M	1% \$86K/\$8.6M	1% \$89K/\$8.9M	1% \$93K/\$9.3M
Percentage of staff with one or more professional licenses or designations	49% 22/45	50% 24/48	56% 27/48	59% 29/49	61% 30/49
Model County Department: with the goal of managing the Auditor-Controller's office effectively					
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date	100% 48/48	94% 45/48	100% 48/48	100% 49/49	100% 49/49
Percentage of technical disaster recovery plans for mission critical systems updated per year	100% 1/1	100% 1/1	100% 1/1	100% 1/1	100% 1/1
Percentage of internal Computer Service Requests (CSR's) completed within the FY requested	93% 515/554	95% 481/508	90% 402/447	90% 450/500	90% 450/500

Auditor-Controller



Auditor-Controller

Program

ADMINISTRATION & SUPPORT

Advise the Board of Supervisors and County management regarding financial matters. Provide leadership and direction to the Department. Provide department employees with support, training, equipment and facilities.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
AUDITOR-CONTROLLER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.39	0.36	0.07	0.43	0.43
DIVISION CHIEF	0.01	-	-	-	-
FINANCIAL SYS ANALYST	0.07	-	-	-	-
FINANCIAL ACCT ANALYST	-	-	-	-	-
FINANCIAL OFFICE PRO	0.92	1.00	1.00	2.00	2.00
ACCOUNTANT-AUDITOR	0.01	-	-	-	-
EXTRA HELP	1.52	-	-	-	-
Total	3.93	2.36	1.07	3.43	3.43

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 526,497	\$ 570,433	\$ 96,512	\$ 666,945	\$ 689,652
Services and Supplies	124,407	45,349	86,883	132,232	132,232
Other Charges	58,177	84,770	(3,451)	81,319	90,555
Total Operating Expenditures	709,080	700,552	179,944	880,496	912,439
Capital Assets	10,922	-	-	-	-
Total Expenditures	\$ 720,002	\$ 700,552	\$ 179,944	\$ 880,496	\$ 912,439
Budget By Categories of Revenues					
Miscellaneous Revenue	83,960	22,463	(22,463)	-	-
Total Operating Revenues	83,960	22,463	(22,463)	-	-
Decreases to Fund Balances	-	-	-	-	10,200
General Fund Contribution	761,618	678,089	202,407	880,496	912,439
Total Revenues	\$ 845,578	\$ 700,552	\$ 179,944	\$ 880,496	\$ 922,639

2015-16 Anticipated Accomplishments

- Hired and trained a permanent front office position (FOP I) to provide administrative and fiscal support to department managers and provide service to clients and citizens. This position replaced two part-time extra help positions.
- Completed a break room remodel to provide departmental staff with a quality facility that includes running water for breaks and lunches.
-
- Authored a report for the Board of Supervisors on Isla Vista governance options and a second report for options to finance enhanced services and infrastructure in Isla Vista.

Auditor-Controller

Program

ADMINISTRATION & SUPPORT (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Department management was featured in a series of Forbes online articles focusing on how our office has embraced and implemented the Deming management philosophy.
- Created a new and more efficient onboarding process for new hires.

2016-18 Objectives

- Manage the A-C office effectively by submission of timely budgets that include the resources necessary to carry out the duties of the office.
- Recruit and hire well-qualified staff.
- Conduct a recruitment for a new class of Accountant-Auditors for the New Auditor Training and Development Program.
- Encourage staff performance.
- Support staff training.
- Provide modern technology.
- Promote employee health, wellness, and quality of life.
- Rewrite the County credit card policy and procedures.
- Transition leadership resulting from the retirement of Auditor-Controller with 25 years of service as the elected Auditor.

Auditor-Controller

Program

AUDIT SERVICES

Assist the management of the County and Special Districts in carrying out their responsibilities by providing professional audit services such as: attestation services (financial, grant & compliance audits), internal control reviews, performance reviews (effectiveness/efficiency), fraud/loss investigations, consulting, and special projects.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	0.01	0.01	-	0.01	0.01
AUDIT MANAGER	1.00	1.00	-	1.00	1.00
AUDIT SUPERVISOR	1.00	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST	0.01	-	-	-	-
COST ANALYST	0.73	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	2.06	2.00	-	2.00	2.00
EXTRA HELP	0.30	-	-	-	-
Total	5.11	5.01	-	5.01	5.01

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 621,322	\$ 755,301	\$ 57,321	\$ 812,622	\$ 854,205
Services and Supplies	82,788	67,173	25,413	92,586	92,586
Other Charges	6,573	7,875	(763)	7,112	7,548
Total Operating Expenditures	710,684	830,349	81,971	912,320	954,339
Total Expenditures	\$ 710,684	\$ 830,349	\$ 81,971	\$ 912,320	\$ 954,339
Budget By Categories of Revenues					
Charges for Services	27,500	27,500	(20,000)	7,500	7,500
Total Operating Revenues	27,500	27,500	(20,000)	7,500	7,500
Intrafund Expenditure Transfers (-)	1,740	1,740	(1,740)	-	-
Decreases to Fund Balances	-	90,000	(90,000)	-	-
General Fund Contribution	887,221	711,109	193,711	904,820	946,839
Total Revenues	\$ 916,461	\$ 830,349	\$ 81,971	\$ 912,320	\$ 954,339

2015-16 Anticipated Accomplishments

- Transitioned Internal Audit from performing primarily financial statement audits of Special Districts to performing internal audits of departments while maintaining beneficial training opportunities for new staff.
- Ensured that legally mandated audits/reviews of the County Treasury and Tax Redemption Officer were completed.
- Performed internal control investigations of departments reporting lost or stolen property to the Auditor-Controller's Office as required by the County Fraud Policy.

Auditor-Controller

Program

AUDIT SERVICES (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Performed departmental cash counts to increase Auditor presence and to test internal controls as theft deterrence measures.
- Continued enhanced reporting to the Board of Supervisors with reports on External Monitoring of County Departments, Lost Property, and Vendors Paid Amounts Greater than \$100,000.
- Participated in the Contracts Improvement Group to enhance contracting policies and collaboration between departments. Completed a compliance audit of an external contractor to increase contract monitoring.
- Completed the following audits:
 - Sheriff take-home vehicles as recommended by a Grand Jury report.
 - Office of Emergency Management's billing practices.
 - The Sheriff's allocation methodology for distributing dispatch center costs to other departments and agencies.
 - Phase one of a series of benefits audits which included a payment risk analysis of Memorandum of Understanding negotiations and covered the execution of retroactive merit increases.
- Participated in a successful recruitment for Accountant-Auditors and continued to develop engaging materials (brochures, etc.) to attract applicants.
- Provided an audit plan to the Board of Supervisors as required under Internal Audit standards.

2016-18 Objectives

- Focus on completing mandated audits, training staff, and continue to provide enhanced reporting to the Board of Supervisors.
- Complete projects to assist departments in improving processes. Our currently anticipated projects include:
 - Continuing our audit series of employee benefits. The audits will evaluate the inventory of benefits and address any identified process improvements in adding, removing, and managing benefits; as well as internal controls over disbursing these benefits.
 - Examine departmental processes for assets held on behalf of others; this includes the Public Administrator/Guardian and the Sheriff's seizure/forfeiture process.
 - County cell phone use to review departmental policies and identify cost reduction opportunities.
- As resources exist, perform audits to increase contractor monitoring.
- Perform projects listed in our Internal Audit Plan, including:
 - Cash and Investment Reviews
 - Tax Redemption Officer Audits
 - County Fraud/Loss Activities
 - External Bank Accounts

Auditor-Controller

Program

ACCOUNTING SERVICES

Prepare accurate, complete, and timely financial records; operate, maintain and enhance Countywide financial and payroll systems, pay all employees in a timely manner, control disbursements to vendors, timely record the deposit of funds; manage the County's cash position; provide revenue distribution services, continuously improve customer service to County Departments and other agencies by utilizing new technologies to enhance processes, improve accuracy, and timeliness; allocate and distribute property taxes to all County tax agencies within established timelines, provide professional service assistance for general accounting, disaster accounting, budgeting, systems, and fiscal advisory services. Provide regular and updated accounting and payroll training for employees throughout the organization.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	0.51	0.54	(0.04)	0.50	0.50
CHIEF DEPUTY CONTROLLER	0.75	0.75	0.25	1.00	1.00
DIVISION CHIEF	5.67	6.57	0.34	6.91	6.91
FINANCIAL SYS ANALYST SR-R	6.00	6.00	-	6.00	6.00
FINANCIAL SYS ANALYST	4.35	4.75	1.19	5.94	5.94
FINANCIAL ACCT ANALYST	2.90	3.00	-	3.00	3.00
COST ANALYST	2.01	2.00	(1.00)	1.00	1.00
FINANCIAL OFFICE PRO	1.31	1.00	-	1.00	1.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	5.89	6.00	(1.75)	4.25	4.25
FINANCIAL OFFICE PRO SR	1.69	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR-RES	1.69	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO III-RES	0.31	-	-	-	-
EXTRA HELP	2.06	-	-	-	-
Total	<u>36.14</u>	<u>35.62</u>	<u>(1.02)</u>	<u>34.60</u>	<u>34.60</u>

Auditor-Controller

Program

ACCOUNTING SERVICES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 5,013,060	\$ 5,373,499	\$ 126,730	\$ 5,500,229	\$ 5,719,780
Services and Supplies	247,824	416,198	(109,331)	306,867	306,867
Other Charges	166,024	160,856	16,882	177,738	183,869
Total Operating Expenditures	5,426,908	5,950,553	34,281	5,984,834	6,210,516
Capital Assets	30,022	10,000	5,000	15,000	15,000
Intrafund Expenditure Transfers (+)	125,071	-	-	-	-
Increases to Fund Balances	200,000	-	-	-	-
Total Expenditures	\$ 5,782,001	\$ 5,960,553	\$ 39,281	\$ 5,999,834	\$ 6,225,516
Budget By Categories of Revenues					
Intergovernmental Revenue	52,245	49,400	600	50,000	50,000
Charges for Services	786,489	805,800	117,100	922,900	933,900
Miscellaneous Revenue	40,224	7,537	22,463	30,000	30,000
Total Operating Revenues	878,959	862,737	140,163	1,002,900	1,013,900
Intrafund Expenditure Transfers (-)	250,000	-	-	-	-
Decreases to Fund Balances	-	261,462	76,738	338,200	329,800
General Fund Contribution	4,194,597	4,836,354	(137,120)	4,699,234	4,771,116
Total Revenues	\$ 5,323,556	\$ 5,960,553	\$ 79,781	\$ 6,040,334	\$ 6,114,816

2015-16 Anticipated Accomplishments

Applications Development and Systems

- Completed initial development of a web based Countywide time capture system deployed in January 2016.
- Maintained 65 departmental and Countywide financial applications and related support hardware.
 - Continued to implement the Auditor-Controller's functionality in the new property tax system for roll corrections, supplemental billing, and distribution;
 - Implemented new equipment and workstation sharing policies to better accommodate telecommuting and alternative work schedules, while using resources efficiently;
 - Provided additional budget development and reporting functionality to the Financial Information Network (FIN) Web allowing for an advanced process to load and analyze the County budget.
- Completed the development of a public portal for the County Recommended and Adopted budgets.

Property Tax Administration

- Administered the distribution of \$821 million in taxes to 8 cities, the County, 24 schools, 49 special districts, and 7 RDA successor agencies.
- Continued the long-term implementation of the Redevelopment Dissolution Act that dissolves Redevelopment Agencies (RDA), pays down their outstanding debt obligations, and reallocates property tax dollars to other local tax agencies.

Auditor-Controller

Program

ACCOUNTING SERVICES (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Continued the implementation of the multi-year tax exchange agreement between the County and the Fire Protection District
- Worked jointly with the Treasurer-Tax Collector to complete the last phases of implementation of a new vendor purchased property tax system (Aumentum) that went live in early FY 2014-15. Worked on reducing backlogs of transactions caused by the implementation of the new tax system. Five FTE Systems Development staff are dedicated to this effort. The A-C applications within this vendor system will have to be supplemented with additional subsystem components or require further development within Aumentum outside the scope of the current project.

Payroll Operations

- Timely and accurately processed approximately 122,200 County payroll payments, 34 total federal and state quarterly payroll tax returns, and 82 total payroll tax deposits to federal and state authorities.
- Facilitated the transition of approximately 4,500 employees onto a new web-based Timesheet capture system within 16 weeks; including the publication of training materials.
- Published quarterly policy and training newsletters for department payroll administrators.
- Provided live training on newly developed Payroll Adjustment Forms that adhere to increasing financial requirements for cost analysis, FSLA Overtime requirements, and pension legislation.
- Implemented the Affordable Care Act payroll reporting requirements.
- Implemented State legislation mandating paid sick leave for all employees, including extra help.
- Continued to review Countywide compliance of the Fair Labor Standards Act overtime laws.

Financial Accounting and Customer Support

- Validated and recorded 105,000 transactional documents, which included claim payments, vendor changes, general ledger accounting transactions, budget entries, deposit entries, and journal entries.
- Provided full time customer support to both internal and external customers through the Auditor Help Desk, assisting with a wide range of system, claim, and reporting related questions.
- Implemented withholding functionality into the vendor payment process, as well as published a FIN Withholding User Guide.
- Improved employee vendor data maintenance process, as well as automated the direct deposit change notification, resulting in considerable time savings and improved internal controls.
- Provided multiple trainings to FIN users, including Introduction to FIN, Travel Claim reimbursement training, Fiscal Year-end training and many department-specific trainings.

Advanced and Specialty Accounting

- Generated, reconciled, and managed the expense reimbursement process for the Refugio Oil Spill.
- Assimilated financial data from all departments to produce a financial analysis report of Isla Vista including current services and infrastructure and anticipated future needs.

Auditor-Controller

Program

ACCOUNTING SERVICES (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Managed a variety of complex revenue and tax distributions throughout the year including Public Safety Realignment 2011 and continued changes to realignment distributions.
- Continued the implementation of new workflow and internal control enhancements and processes for reviewing Board Letters, Grants, Contracts, and Leases for A-C concurrence prior to submission for Board action.
- Continued with the complex accounting and reporting for the dissolution of the County's Isla Vista Redevelopment Agency and transferred assets to the Successor Agency and County Housing Successor Agency.
- Continued to assist with the design and implementation of accounting policies and reporting structure for the North County Jail capital grants.

2016-18 Objectives

Applications Development and Systems

- Finishing the implementation of the Property Tax System will be the Department's top priority.
- Develop additional controls and capabilities (e.g. overtime and leave management) for the time capture system deployed in January 2016.
- Extend our current strategic plan for application maintenance and development to 5 and 10 year periods.
- Maintain and enhance the 65 applications in the A-C that serve multiple departments and County agencies.

Property Tax Administration

- Distribute an estimated \$850 to \$875 million in property taxes to local agencies annually.
- Plan for the administration of the consolidated RDA Oversight Board (July 1, 2018) and the RDA dissolution process.
- Eliminate any remaining transaction backlogs caused by the implementation of the new system.
- Implement necessary subsystems to better interface with the new core Aumentum property tax system and create more efficient processing (Phase 2).

Payroll Operations

- Manage biweekly payroll process for approximately 4,500 employees.
- Continue to work with the Human Resources Benefits Division to review the evolving requirements of the Affordable Care Act (ACA); aide eligibility determination reporting; maintain ongoing payroll reporting to fulfill IRS annual reporting requirements.
- Participate in constant improvement of technology supporting new-hire onboarding, employee changes, payroll cost accounting, payroll calculations, and reporting.
- Continue publishing periodic newsletters for up-to-date Payroll compliance.
- Provide Countywide department-level training to HR/Payroll administrators for accuracy, efficiency, and compliance with MOUs, employment laws, and Civil Service Rules.
- Division cross-training and rotation of duties for enhanced internal controls.
- Collaborate with Applications Development Division to enhance time capture system improvements.

Auditor-Controller

Program

ACCOUNTING SERVICES (CONT'D)

2016-18 Objectives (cont'd)

Financial Accounting and Customer Support

- Provide additional FIN training offerings utilizing expanded platforms.
- Automate the update of vendor data from Payroll to FIN.
- Continue to seek out improved efficiencies and controls in the processing of claims and general ledger transactions.
- Validate, process, and record all annual general ledger accounting transactions including a high volume of deposit entries, journal entries, and claim payments.
- Respond to customer service requests in a timely and efficient manner.

Advanced and Specialty Accounting

- Support and enhance the County's contract review process.
- Provide accounting and grant compliance oversight for the Northern Branch Jail project.
- Assist departments and agencies in the complex allocations of inter-agency revenues and taxes.
- Report timely and accurate information on Sales Tax, TOT, and financial information to the State for Special Districts.
- Document revenue streams as a system and utilize tools to increase the reliability of information used to create forecasts and predictions for Sales Taxes, Transient Occupancy Taxes, Realignments Revenues, and Court Fines & Fees.
- Support cost recovery for disasters and extraordinary incidents and implement procedures that allow for more timely reporting and claiming for such events.
- Develop the framework for managing the final phases of closing the redevelopment agencies within the County and the future consolidation into a single Oversight Board.

Auditor-Controller

Program

FINANCIAL REPORTING

Provide meaningful and timely financial reports and cost analysis to management, the Board of Supervisors, and the public. Comply with State and Federal reporting requirements and generally accepted accounting principles. Operate, maintain, enhance, and support the County's budget development system.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	0.10	0.08	(0.03)	0.06	0.06
DIVISION CHIEF	1.22	1.18	(0.09)	1.09	1.09
AUDIT SUPERVISOR	0.50	0.50	-	0.50	0.50
FINANCIAL SYS ANALYST	0.84	0.95	0.11	1.06	1.06
FINANCIAL ACCT ANALYST	1.48	1.50	-	1.50	1.50
COST ANALYST	1.45	2.00	(1.00)	1.00	1.00
ACCOUNTANT-AUDITOR	0.27	-	1.00	1.00	1.00
EXTRA HELP	0.34	-	-	-	-
Total	6.20	6.21	(0.01)	6.20	6.20

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 932,507	\$ 1,021,169	\$ (8,965)	\$ 1,012,204	\$ 1,054,363
Services and Supplies	89,969	117,280	(6,965)	110,315	110,315
Other Charges	6,321	6,799	32	6,831	7,028
Total Operating Expenditures	1,028,797	1,145,248	(15,898)	1,129,350	1,171,706
Total Expenditures	\$ 1,028,797	\$ 1,145,248	\$ (15,898)	\$ 1,129,350	\$ 1,171,706
Budget By Categories of Revenues					
Intergovernmental Revenue	17,416	-	-	-	-
Total Operating Revenues	17,416	-	-	-	-
General Fund Contribution	1,181,964	1,145,248	(56,398)	1,088,850	1,130,906
Total Revenues	\$ 1,199,380	\$ 1,145,248	\$ (56,398)	\$ 1,088,850	\$ 1,130,906

2015-16 Anticipated Accomplishments

- Earned the twenty-fifth consecutive Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the twenty-first consecutive GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication.
- Maintained a commitment to keep the public informed on matters concerning public finances by publishing and distributing the following concise, reader-friendly publications:
 - Financial Highlights
 - Annual Retail Sales & Use Tax Report
 - Annual Transient Occupancy Tax (TOT) Report

Auditor-Controller

Program

FINANCIAL REPORTING (CONT'D)

2015-16 Anticipated Accomplishments (cont'd)

- Special District Annual Compliance Report
- Property Tax Highlights
- Received the GFOA award for the County Budget.
- Continued working with the CEO on making improvements to budget development processes, tools, and policies.
- Conducted beginning, intermediate, and advanced accounting courses at the Employee University.
- Continued the projects to transform the budget process with the CEO to include:
 - budget workshops;
 - a five-year financial forecast;
 - a two-year operational plan; and
 - a one-year legally required adopted budget.
- Designed, developed, and implemented a CAFR database compilation system which accelerates the completion of the financial statements and audit.

2016-18 Objectives

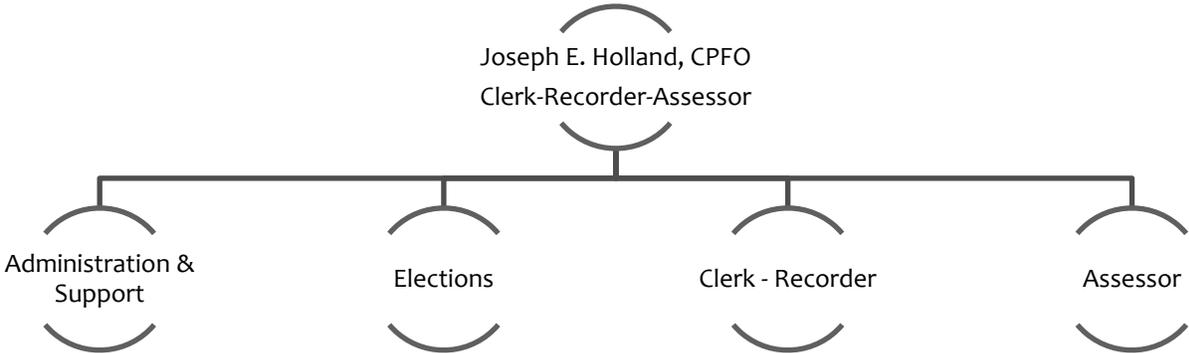
- Prepare timely and accurate financial documents that include the County's Comprehensive Annual Financial Report, County Budget, Cost Allocation Plan, and a variety of financial reporting and compliance documents to State Agencies.
- Provide the Board of Supervisors, CEO, and management with the financial information necessary to make decisions that impact services to the community.
- Implement significant new GASB reporting pronouncements, including Other Post Employment Benefits (OPEB).

Clerk-Recorder-Assessor



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 16,821,295
Capital	\$ 125,000
FTEs	98.1



Clerk-Recorder-Assessor

Department

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 budget programs: Assessor, Clerk-Recorder, and Elections.

Within the official duties as prescribed by the Revenue and Taxation Code, the Assessor Program 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 the funding of public services.

In accordance with various sections of the California Government Code, the Clerk-Recorder Program records all official documents 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 Election Code, the Elections Program 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 election process.

The Administration and Support Program provides support functions to the Department's direct service programs by providing leadership and direction in support of the Department's overall mission and goals.

HIGHLIGHTS OF 2016-18 OBJECTIVES

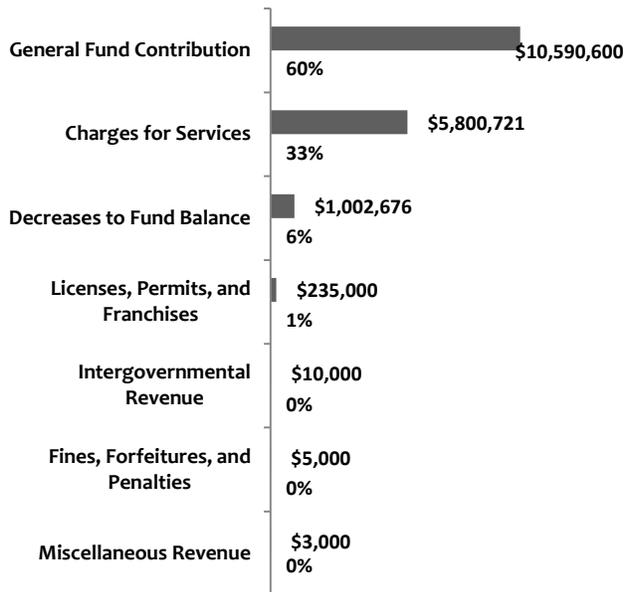
- The Assessor will complete 97% of all assessment work items by close of the annual tax roll, which becomes the base upon which local property taxes are levied, collected, and distributed to cities, the County, and special districts to fund government services.
- The Assessor will continue the process of analyzing the requirements to modernize the Assessor Property System.
- Elections will conduct the 2016 Presidential General Election, the 2018 Direct Primary Election, and any local elections as requested by local agencies.
- Elections, through voter outreach and support, will strive to materially maintain or increase the voter turnout rate related to the last comparable election.
- The Clerk-Recorder will record 75,000 official documents per Fiscal Year and index 100% of those documents the same day.
- The Clerk-Recorder plans to complete the mandated redaction of Social Security Numbers in all official records dating back to 1980.

Clerk-Recorder-Assessor

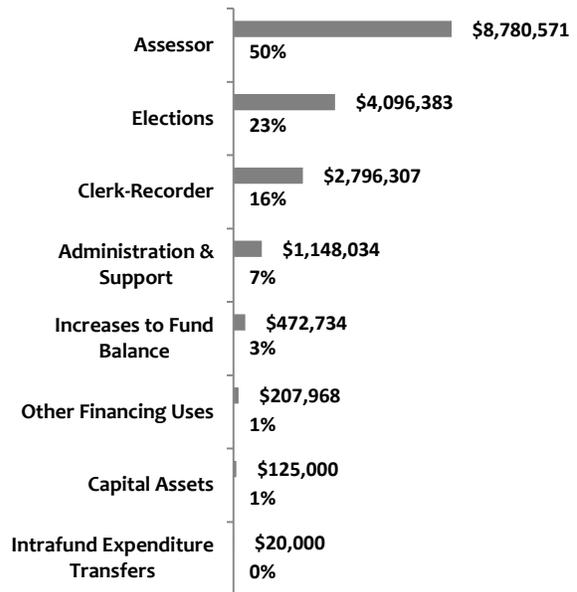
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$17,646,997

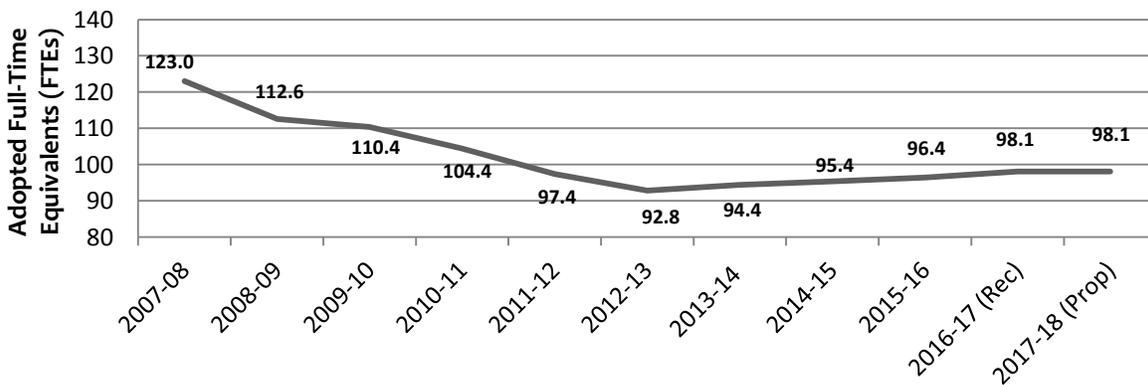


Use of Funds - \$17,646,997



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Clerk-Recorder-Assessor

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	6.19	6.80	(1.00)	5.80	5.80
Elections	14.71	10.50	2.00	12.50	12.50
Clerk-Recorder	17.58	17.15	0.25	17.40	17.40
Assessor	58.61	61.92	0.50	62.42	62.42
Total	97.09	96.38	1.75	98.12	98.12
<hr/>					
Budget By Budget Program					
Administration & Support	\$ 1,128,583	\$ 1,305,452	\$ (157,418)	\$ 1,148,034	\$ 1,186,668
Elections	3,004,684	3,662,201	434,182	4,096,383	3,889,787
Clerk-Recorder	2,203,628	2,799,180	(2,873)	2,796,307	2,893,546
Assessor	7,781,158	8,775,568	5,003	8,780,571	9,195,320
Total	\$ 14,118,053	\$ 16,542,401	\$ 278,894	\$ 16,821,295	\$ 17,165,321
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 11,146,214	\$ 12,667,482	\$ 118,279	\$ 12,785,761	\$ 13,300,712
Services and Supplies	2,298,290	3,080,482	234,940	3,315,422	3,116,555
Other Charges	673,549	794,437	(74,325)	720,112	748,054
Total Operating Expenditures	14,118,053	16,542,401	278,894	16,821,295	17,165,321
Capital Assets	207,719	153,000	(28,000)	125,000	2,910,000
Other Financing Uses	276,697	207,968	-	207,968	207,968
Intrafund Expenditure Transfers (+)	10,770	20,000	-	20,000	20,000
Increases to Fund Balances	240,452	157,889	314,845	472,734	36,571
Fund Balance Impact (+)	302,716	-	-	-	-
Total	\$ 15,156,407	\$ 17,081,258	\$ 565,739	\$ 17,646,997	\$ 20,339,860
<hr/>					
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 252,175	\$ 207,000	\$ 28,000	\$ 235,000	\$ 235,000
Fines, Forfeitures, and Penalties	7,160	5,000	-	5,000	5,000
Use of Money and Property	1	-	-	-	-
Intergovernmental Revenue	131,451	67,765	(57,765)	10,000	10,000
Charges for Services	4,898,309	4,726,398	1,074,323	5,800,721	4,827,052
Miscellaneous Revenue	7,733	3,000	-	3,000	3,000
Total Operating Revenues	5,296,830	5,009,163	1,044,558	6,053,721	5,080,052
Decreases to Fund Balances	128,678	1,579,095	(576,419)	1,002,676	2,092,407
General Fund Contribution	9,730,900	10,493,000	97,600	10,590,600	10,805,700
Fund Balance Impact (-)	-	-	-	-	2,361,701
Total	\$ 15,156,407	\$ 17,081,258	\$ 565,739	\$ 17,646,997	\$ 20,339,860

Clerk-Recorder-Assessor

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Net increase of 1.75 FTEs resulting from the addition of one full time Administrative Office Professional (AOP) position in the Elections division and converting an existing part time AOP position in the Recorder division to full time.

The Department's budgeted staff has decreased by 25 FTE's since FY 2007-08. Over this period of time, workload in some programs decreased, reducing the level of staff needed. However, other staff reductions were necessary to absorb the impact of decreasing revenues, increasing costs, and County implemented budget reductions. This challenge has been compounded in recent years by the loss of experienced staff in the Assessor's office. The sub-optimal FY 2016-17 Recommended staffing level continues to impact service delivery of the Department, specifically in the Assessor and Elections Programs. Without optimal long-term staffing, the Assessor's ability to timely and accurately assess the value on all taxable property will continue to be impacted and the Assessor may continue to experience increases in assessment work backlog. Due to mandated changes in the Elections Program, additional staffing may be required to support mandated voter registration activities required by VoteCal, a statewide voter registration database, as well as potential impacts of the forthcoming conditional voter registration requirements.

The Department has and will continue to make budget expansion requests for incremental staff increases until an optimal staffing level is achieved.

Expenditures

- Net operating expenditure increase of \$279,000:
 - +\$235,000 net increase in Services and Supplies primarily in the Elections division due to:
 - +\$42,000 increased costs associated with a Presidential General Election in FY 2016-17.
 - +\$150,000 in one-time expenses in the Elections Division funded with one-time sources of funding.
 - +\$118,000 net increase in Salaries and Employee Benefits costs to fund 98.1 FTEs.
 - -\$74,000 net decrease in Other Charges primarily related to a decrease in Information Technology Department data service and Electricity charges.
- Net non-operating expenditure increase of \$287,000 primarily due to:
 - +\$315,000 operating revenue surplus designated for future use by the Department, created by an increase in Election cost reimbursements from the Presidential General Election.

These changes result in Recommended operating expenditures of \$16,821,000, non-operating expenditures of \$826,000, and total expenditures of \$17,647,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balance components.

Clerk-Recorder-Assessor

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

Revenues

- Net operating revenue increase of \$1,045,000:
 - +\$1,074,000 increase in Charges for Services, primarily due to:
 - +\$770,000 increase in recoverable election costs from local agencies due to FY 2016-17 being a Presidential General Election with budgeted local agency consolidation.
 - +\$157,000 increase in property tax and supplemental administration fees (Assessor's Program).
 - +\$148,000 increase in Clerk-Recorder charges for services from anticipated increase in document recordings and vital certificate requests.
 - +\$28,000 increase in Licenses, Permits and Franchises for annual fluctuations in the number of estimated marriage licenses issued.
 - -\$58,000 decrease in Election grant funds due to grant expiration.
- Net non-operating revenue decrease of \$479,000 primarily due to:
 - -\$576,000 net decrease in use of fund balances.
 - -\$467,000 decrease in budgeted use of committed fund balances to balance the Department's budget. Increased recoverable election costs in FY 2016-17 will replace the use of fund balance.
 - -\$185,000 decrease in use of the Clerk-Recorder restricted fund balances needed to fund Clerk-Recorder program costs estimated to be lower in FY 2016-17.
 - -\$75,000 decrease in use of Departmental fund balance to fund New Assessor Property System project costs estimated to be lower in FY 2016-17.
 - +\$150,000 increase in use of Elections fund balance to fund one-time office equipment acquisitions in the Elections division.
 - +\$98,000 increase in General Fund Contribution for Salary and Benefit increases.

These changes result in Recommended operating revenue of \$6,054,000, non-operating revenues of \$11,593,000, and total sources of \$17,647,000. Non-operating revenues primarily include General Fund Contribution and decreases to fund balance components.

Clerk-Recorder-Assessor

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

Expenditures

The FY 2017-18 Proposed Budget includes no changes in staffing from the FY 2016-17 Recommended Budget; however, there will be a \$515,000 increase in the cost of Salary and Employee Benefits for funding the same level of staff. Services and Supplies are estimated to decrease by \$229,000 the majority of which is due to a reduction of one-time expenditures in the Elections Division. It is anticipated that voting system and conditional voter registration equipment in the Elections Division will be replaced in FY 2017-18, which represents a one-time budgeted cost increase of \$2,785,000.

Revenues

Departmental net operating revenue is expected to decrease by \$974,000 in FY 2017-18. In the Elections Program, a decrease of \$770,000 is anticipated and related to the FY 2017-18 Direct Primary Election, where no recoverable costs are received due to no local agency consolidation in this type of election. In the Assessor Program, property tax administration fees are expected to decrease by \$204,000 due to an anticipated decrease in recoverable property tax administration costs.

2017-18 Budget Gap

To maintain FY 2016-17 service levels, \$20,340,000 of funding will be required in FY 2017-18. Of this amount, \$17,978,000 will be funded by departmental revenues, funding sources and General Fund contribution, leaving a \$2,362,000 structural imbalance. The imbalance consists of an Operational budget gap of \$343,000 primarily due to increases in employee salary and benefits and decreases in departmental revenues. The remaining \$2,019,000 is the unfunded component of the cost of the voting system and conditional voter registration equipment in the Elections Division. While there is a potential for grant funds to cover this one-time expenditure, a General Fund contribution may be required should the grant funds not be available.

RELATED LINKS

For more information on the Clerk-Recorder-Assessor's Department refer to their website at <http://sbcassessor.com/ClerkRecorder/ClerkRecorder.aspx>.

Clerk-Recorder-Assessor

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration and Support					
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	Not Used in Prior Years	Not Used in Prior Years	82%	100%	100%
Elections					
Number of voter registration transactions (adds, deletes, and changes) processed for the Fiscal Year.	93,773	101,697	98,000	150,000	95,000
Number of Federal, State, and Local Elections conducted in the Fiscal Year.	2	3	2	2	1
Percentage and number of Permanent Vote By Mail Voters.	57% 110,990	58% 113,449	60% 116,000	57% 118,000	60% 118,000
Percentage of and number of registered voters that voted in the statewide election for the Fiscal Year.	38% 73,136	57% 114,106	50% 98,000	80% 163,200	38% 73,000
Clerk Recorder					
Percentage and number of official documents recorded and indexed the same day.	100% 78,793	100% 78,339	100% 77,500	100% 75,000	100% 75,000
Percentage and number of documents recorded electronically (E-Recorded).	29% 22,494	30% 23,399	30% 23,000	30% 23,000	30% 23,000
Number of marriage licenses issued.	3,942	3,777	3,800	3,800	3,800
Assessor					
Percentage of required property tax assessments completed by July 1 st each year to provide basis for tax distribution to all property tax receiving entities.	96%	98%	97%	97%	97%
Retention rate and retained value of property under appeal.	83% \$2.2 Billion	88% \$1.9 Billion	95% \$1.0 Billion	94% Unknown	90% Unknown

Clerk-Recorder-Assessor



Clerk-Recorder-Assessor

Program

ADMINISTRATION & SUPPORT

The Administration and Support Program serves as support functions to the Department's direct service programs by providing leadership and direction in support of the Department's overall mission and goals.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY CLERK-RECORDER	0.06	-	-	-	-
PROGRAM MANAGER	0.35	0.20	-	0.20	0.20
EDP OFFICE AUTO SPEC	0.85	1.00	-	1.00	1.00
HR MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.02	-	-	-	-
ADMN OFFICE PRO	0.01	-	-	-	-
FISCAL MANAGER	0.32	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	0.82	1.00	-	1.00	1.00
DEPT BUS SPEC	0.55	1.00	(1.00)	-	-
APPRAISER	0.29	-	-	-	-
FINANCIAL OFFICE PRO SR	0.59	0.60	-	0.60	0.60
ADMINISTRATIVE LDR-GEN	0.21	-	-	-	-
FINANCIAL OFFICE PRO III-RES	0.11	-	-	-	-
Total	6.19	6.80	(1.00)	5.80	5.80

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,006,271	\$ 1,124,476	\$ (137,131)	\$ 987,345	\$ 1,025,144
Services and Supplies	87,123	147,700	(23,500)	124,200	124,200
Other Charges	35,189	33,276	3,213	36,489	37,324
Total Operating Expenditures	1,128,583	1,305,452	(157,418)	1,148,034	1,186,668
Capital Assets	39,611	50,000	-	50,000	50,000
Total Expenditures	\$ 1,168,194	\$ 1,355,452	\$ (157,418)	\$ 1,198,034	\$ 1,236,668
Budget By Categories of Revenues					
Miscellaneous Revenue	3,800	-	-	-	-
Total Operating Revenues	3,800	-	-	-	-
Decreases to Fund Balances	-	-	229,044	229,044	229,044
General Fund Contribution	1,291,820	1,355,452	(386,462)	968,990	1,007,624
Total Revenues	\$ 1,295,620	\$ 1,355,452	\$ (157,418)	\$ 1,198,034	\$ 1,236,668

Clerk-Recorder-Assessor

Program

ADMINISTRATION & SUPPORT (CONT'D)

2015-16 Anticipated Accomplishments

- Developed and implemented an attainable budget with the least impact on program service levels.
- Coordinated recruitment efforts to fill departmental vacancies due to staff attrition.

2016-18 Objectives

- Prepare, monitor, and execute a FY 2016-17 Budget in support of the Department's FY 2016-17 goals and objectives.
- Provide administrative support in the timely recruitment of new staff as attrition occurs to minimize impact on service levels and ensure business continuity.

Clerk-Recorder-Assessor

Program

ELECTIONS

The Elections Program 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 election process.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
CHIEF DEPUTY REGISTRAR OF VOTERS	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY ASSESSOR	0.01	-	-	-	-
PROGRAM MANAGER	1.01	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	0.07	-	-	-	-
EDP SYS & PROG ANLST	0.50	0.25	0.25	0.50	0.50
ASSESSMENT SUPERVISOR	0.02	-	-	-	-
ADMN OFFICE PRO	2.79	1.75	0.25	2.00	2.00
COMPUTER SYSTEMS SPEC	0.02	-	-	-	-
DEPT BUS SPEC	1.39	2.00	-	2.00	2.00
MAPPING/GIS ANALYST	0.19	-	-	-	-
APPRAISER	0.04	-	-	-	-
ADMN OFFICE PRO SR	3.88	4.50	1.50	6.00	6.00
FINANCIAL OFFICE PRO SR	0.01	-	-	-	-
EXTRA HELP	3.77	-	-	-	-
Total	<u>14.71</u>	<u>10.50</u>	<u>2.00</u>	<u>12.50</u>	<u>12.50</u>

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,462,877	\$ 1,615,719	\$ 259,083	\$ 1,874,802	\$ 1,887,754
Services and Supplies	1,385,720	1,838,442	191,510	2,029,952	1,801,085
Other Charges	156,086	208,040	(16,411)	191,629	200,948
Total Operating Expenditures	<u>3,004,684</u>	<u>3,662,201</u>	<u>434,182</u>	<u>4,096,383</u>	<u>3,889,787</u>
Capital Assets	76,425	30,000	-	30,000	2,815,000
Other Financing Uses	207,966	207,968	-	207,968	207,968
Intrafund Expenditure Transfers (+)	10,770	20,000	-	20,000	20,000
Total Expenditures	<u>\$ 3,299,845</u>	<u>\$ 3,920,169</u>	<u>\$ 434,182</u>	<u>\$ 4,354,351</u>	<u>\$ 6,932,755</u>
Budget By Categories of Revenues					
Intergovernmental Revenue	131,451	67,765	(57,765)	10,000	10,000
Charges for Services	394,095	25,000	770,000	795,000	25,000
Total Operating Revenues	<u>525,546</u>	<u>92,765</u>	<u>712,235</u>	<u>805,000</u>	<u>35,000</u>
Decreases to Fund Balances	-	-	150,136	150,136	765,612
General Fund Contribution	3,155,091	3,827,404	(428,189)	3,399,215	4,112,755
Total Revenues	<u>\$ 3,680,637</u>	<u>\$ 3,920,169</u>	<u>\$ 434,182</u>	<u>\$ 4,354,351</u>	<u>\$ 4,913,367</u>

Clerk-Recorder-Assessor

Program

ELECTIONS (CONT'D)

2015-16 Anticipated Accomplishments

- Conduct the Presidential Primary Election to be held on June 7, 2016.
- Elections went live on VoteCal, a statewide voter registration database, in August of 2015. Due to our staff's diligent work to prepare our data, this transition occurred two months earlier than anticipated and moved our County into the "pilot" phase from phase 1 of 6 scheduled deployment waves. We also participated in a Mock Election in the Spring of 2016 to test VoteCal functionality.
- Redacted campaign finance disclosure forms online, allowing the public to search for campaign finance reports required by the Fair Political Practices Commission, and providing enhanced transparency and increased service to our customers.
- Continued to research new vote tabulation systems with a goal to acquire and implement a new system by FY 2017-18.

2016-18 Objectives

- Conduct the 2016 Presidential General Election, the 2018 Direct Primary Election, and any local elections as requested by local agencies.
- Through voter outreach and support, strive to materially maintain or increase the voter turnout rate related to the last comparable election.
- Establish efficient processes and procedures for the implementation of Conditional Voter Registration, which will allow voters to register to vote and vote on the same day, up to and including Election Day. Conditional Voter Registration is effective January of the year following the certification of VoteCal, the State of California's statewide voter registration database. Anticipated effective date is January 2017.
- Update our website to make it more accessible to all viewers.
- Adopt a revised Single Comprehensive Code, which will align with the reporting categories required by the Political Reform Act.
- Continue to research new vote tabulation systems with a goal to acquire and implement a new system by FY 2017-18.

Clerk-Recorder-Assessor

Program

CLERK-RECORDER

The Clerk-Recorder Program records all official documents 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.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
CHIEF DEPUTY CLERK-RECORDER	0.94	1.00	-	1.00	1.00
DIVISION CHIEF	-	-	1.00	1.00	1.00
PROGRAM MANAGER	0.78	1.00	(1.00)	-	-
DIVISION MANAGER	1.00	1.00	(1.00)	-	-
EDP OFFICE AUTO SPEC	0.07	-	-	-	-
EDP SYS & PROG ANLST	0.50	0.75	(0.25)	0.50	0.50
ADMN OFFICE PRO	8.11	9.50	-	9.50	9.50
FISCAL MANAGER	0.02	-	-	-	-
DEPT BUS SPEC	0.01	-	-	-	-
APPRAISER	0.01	-	-	-	-
ADMN OFFICE PRO SR	3.40	3.50	1.50	5.00	5.00
FINANCIAL OFFICE PRO SR	0.27	0.40	-	0.40	0.40
ADMINISTRATIVE LDR-GEN	0.01	-	-	-	-
FINANCIAL OFFICE PRO III-RES	0.05	-	-	-	-
EXTRA HELP	2.44	-	-	-	-
Total	17.58	17.15	0.25	17.40	17.40

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,704,074	\$ 2,089,277	\$ (3,317)	\$ 2,085,960	\$ 2,178,399
Services and Supplies	371,585	562,320	6,530	568,850	568,850
Other Charges	127,969	147,583	(6,086)	141,497	146,297
Total Operating Expenditures	2,203,628	2,799,180	(2,873)	2,796,307	2,893,546
Capital Assets	52,741	53,000	(28,000)	25,000	25,000
Other Financing Uses	68,731	-	-	-	-
Increases to Fund Balances	240,452	157,889	(43,704)	114,185	36,571
Total Expenditures	\$ 2,565,552	\$ 3,010,069	\$ (74,577)	\$ 2,935,492	\$ 2,955,117
Budget By Categories of Revenues					
Licenses, Permits and Franchises	252,175	207,000	28,000	235,000	235,000
Fines, Forfeitures, and Penalties	7,160	5,000	-	5,000	5,000
Charges for Services	2,504,802	2,205,190	147,710	2,352,900	2,352,900
Miscellaneous Revenue	3,931	3,000	-	3,000	3,000
Total Operating Revenues	2,768,068	2,420,190	175,710	2,595,900	2,595,900
Decreases to Fund Balances	35,531	753,339	(413,747)	339,592	359,217
Total Revenues	\$ 2,803,598	\$ 3,173,529	\$ (238,037)	\$ 2,935,492	\$ 2,955,117

Clerk-Recorder-Assessor

Program

CLERK-RECORDER (CONT'D)

2015-16 Anticipated Accomplishments

- Record approximately 77,500 official documents in the current Fiscal Year and index 100% of the records in the same day.
- Began to index additional trustor names on Substitution of Trustee documents which provides better customer service and more transparency for the records.
- Replaced the hardware environment comprised of many servers and improved the ability to restore operations in the event of a major disaster.
- Purchased a new microfilm digital scanner and is performing various automation projects to digitize the vital and official records.
- Began the process of replacing master microfilm for the official records for the period of recording from 1959-1974. The project will result in film that will last 200 years, data entry for this historic index and creation of a database to search and access the records digitally. This is a multi-year project that will be completed in phases and the work with the vendor has begun in creating the digital images and enhancing the quality of the images.

2016-18 Objectives

- Complete the mandated redaction of Social Security Numbers in all official records dating back to 1980.
- Pursue updating the Documentary Tax Ordinance to clarify and include recent updates from the legislature regarding the tax.
- Pursue standardizing Indexing practices with other counties, create a new training manual, and provide training for the staff.
- Continue automating the historic birth certificates which currently reside on microfilm and paper books, which will decrease the wait time for customers requesting birth records from the 1960's.

Clerk-Recorder-Assessor

Program

ASSESSOR

The Assessor Program 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 the funding of public services.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
CHIEF DEPUTY ASSESSOR	0.99	1.00	-	1.00	1.00
PROGRAM MANAGER	3.64	3.80	-	3.80	3.80
PROJECT MANAGER	0.50	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST SR	1.00	2.00	-	2.00	2.00
EDP OFFICE AUTO SPEC	0.01	-	-	-	-
EDP SYS & PROG ANLST SR	2.82	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	0.88	1.00	-	1.00	1.00
MAPPING/GIS ANALYST SUPV	1.00	1.00	-	1.00	1.00
ASSESSMENT SUPERVISOR	5.48	6.00	-	6.00	6.00
ADMN OFFICE PRO	9.84	11.12	(0.50)	10.62	10.62
MAPPING/GIS ANALYST	2.81	3.00	-	3.00	3.00
AUDITOR-APPRAISER	5.00	5.00	(1.00)	4.00	4.00
APPRAISER	17.89	18.00	1.00	19.00	19.00
FINANCIAL OFFICE PRO SR	0.63	1.00	(1.00)	-	-
ADMN OFFICE PRO SR	4.49	5.00	1.00	6.00	6.00
FINANCIAL OFFICE PRO	0.15	-	-	-	-
ADMINISTRATIVE LDR-GEN	0.20	-	-	-	-
ACCOUNTANT-AUDITOR	-	-	1.00	1.00	1.00
EXTRA HELP	1.28	-	-	-	-
Total	<u>58.61</u>	<u>61.92</u>	<u>0.50</u>	<u>62.42</u>	<u>62.42</u>

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 6,972,992	\$ 7,838,010	\$ (356)	\$ 7,837,654	\$ 8,209,415
Services and Supplies	453,862	532,020	60,400	592,420	622,420
Other Charges	354,305	405,538	(55,041)	350,497	363,485
Total Operating Expenditures	<u>7,781,158</u>	<u>8,775,568</u>	<u>5,003</u>	<u>8,780,571</u>	<u>9,195,320</u>
Capital Assets	38,942	20,000	-	20,000	20,000
Increases to Fund Balances	-	-	358,549	358,549	-
Total Expenditures	<u>\$ 7,820,100</u>	<u>\$ 8,795,568</u>	<u>\$ 363,552</u>	<u>\$ 9,159,120</u>	<u>\$ 9,215,320</u>
Budget By Categories of Revenues					
Use of Money and Property	1	-	-	-	-
Charges for Services	1,999,412	2,496,208	156,613	2,652,821	2,449,152
Miscellaneous Revenue	3	-	-	-	-
Total Operating Revenues	<u>1,999,416</u>	<u>2,496,208</u>	<u>156,613</u>	<u>2,652,821</u>	<u>2,449,152</u>
Decreases to Fund Balances	93,147	825,756	(541,852)	283,904	738,534
General Fund Contribution	5,283,989	5,310,144	912,251	6,222,395	5,685,321
Total Revenues	<u>\$ 7,376,552</u>	<u>\$ 8,632,108</u>	<u>\$ 527,012</u>	<u>\$ 9,159,120</u>	<u>\$ 8,873,007</u>

Clerk-Recorder-Assessor

Program

ASSESSOR (CONT'D)

2015-16 Anticipated Accomplishments

- Completed 97% of all secured and unsecured assessment work items by close of the annual tax roll (July 1) to create the assessment roll, which becomes the base upon which local property taxes are levied, collected and distributed to the cities, County and special districts to fund government services.
- Performed timely resolution of assessment appeals within the statutory timeframe while adequately defending the disputed roll value at risk.
- Completed review of all parcels subject to Section 51 of the Revenue and Taxation Code, which require property values to be enrolled at the lesser of factored base value or market value as of the January 1st tax lien date, by June 30th as part of the assessment roll.
- Continued analyzing the system requirements for updating and modernizing the Assessor Property System.

2016-18 Objectives

- Complete 97% of all assessment work items by close of the annual tax roll, which becomes the base upon which local property taxes are levied, collected, and distributed to cities, the County and special districts to fund government services.
- Perform timely resolution of assessment appeals within the statutory timeframe while adequately defending the disputed roll value at risk.
- Complete review of all parcels subject to Section 51 of the Revenue and Taxation Code, which require property values to be enrolled at the lesser of factored base value or market value as of the January 1st tax lien date, by June 30th as part of the assessment roll.
- Continue the process of analyzing the requirements to modernize the Assessor Property System.

Clerk-Recorder-Assessor

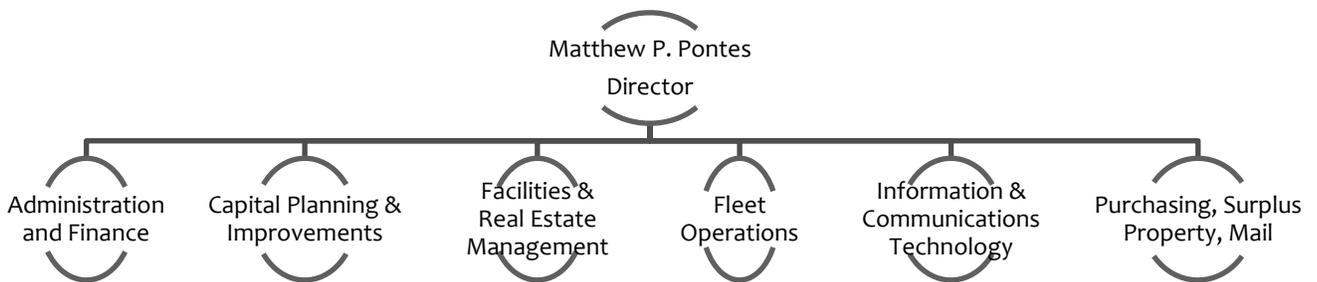


General Services



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 46,642,093
Capital	\$ 15,420,307
FTEs	120.0



General Services

Department

MISSION STATEMENT

General Services provides a full range of services, guidance, and expertise that enables County government to deliver public services effectively.

DEPARTMENT DESCRIPTION

The General Services Department delivers an array of support services to the other County departments. The Department's vision is to provide excellent customer service and exceptional value in supporting the delivery of County services. These are the keystones to the Department's business culture. These services include the following:

Administration and Finance

Administration and Finance Services provides financial and administrative services within the Department.

Capital Planning and Improvements

Capital Planning and Improvements provides full service planning, design, and construction of new County facilities, including remodels and related projects for all County departments.

Facilities & Real Estate Management

Facilities & Land Management promotes a safe and healthy environment for County employees and visitors.

Fleet Operations

Fleet Operations meets all of the transportation needs of County departments by procuring, maintaining and disposing of all light, medium and heavy duty vehicles and equipment.

Information & Communications Technology

Information & Communications Technology enables County departments to provide effective services to citizens through innovative technology solutions.

Purchasing, Surplus Property, Mail

Purchasing provides centralized procurement and disposal of County commodities and supplies.

HIGHLIGHTS OF 2016-18 OBJECTIVES

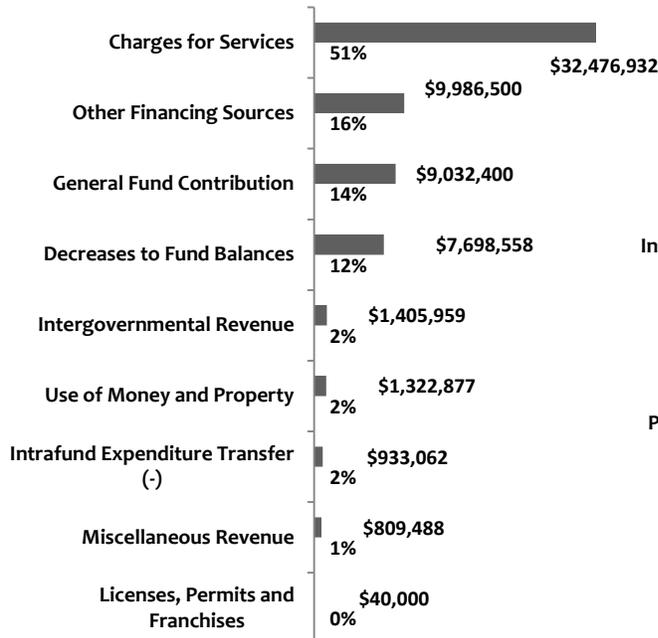
- Continue to meet all State and County milestones for the Northern Branch Jail (AB900) facility.
- Integrate facility condition consultant reports into deferred maintenance and capital project planning.
- Implement the Countywide IT strategic plan update establishing information technology governance.
- Complete a five year Countywide strategic plan for the public safety microwave radio communication network.
- Finish the North County Crisis Stabilization Unit for Behavioral Wellness.
- Accomplish the rehabilitation and renovations at the Isla Vista Community Center by upgrade to existing restroom facilities, interior painting, flooring, upgrades to address ADA compliance issues, installation of additional windows and doors, and installation of audio-visual equipment.
- Finalize New Cuyama Community Pool reconstruction. In 2012, the community pool complex failed due to liquefying soils conditions.

General Services

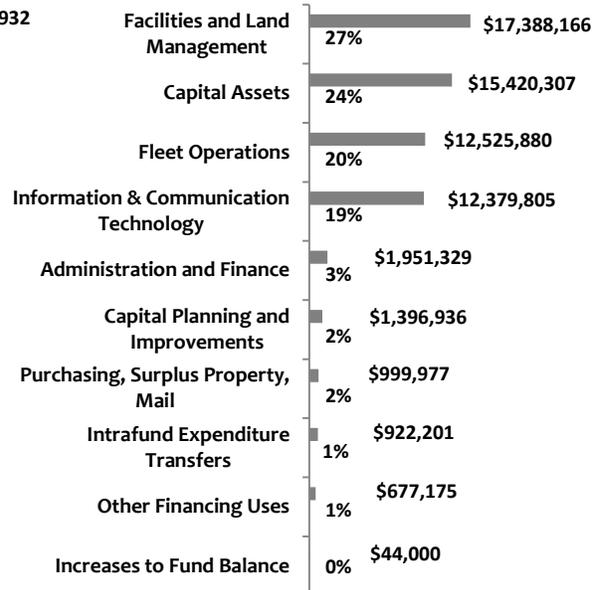
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$63,705,776

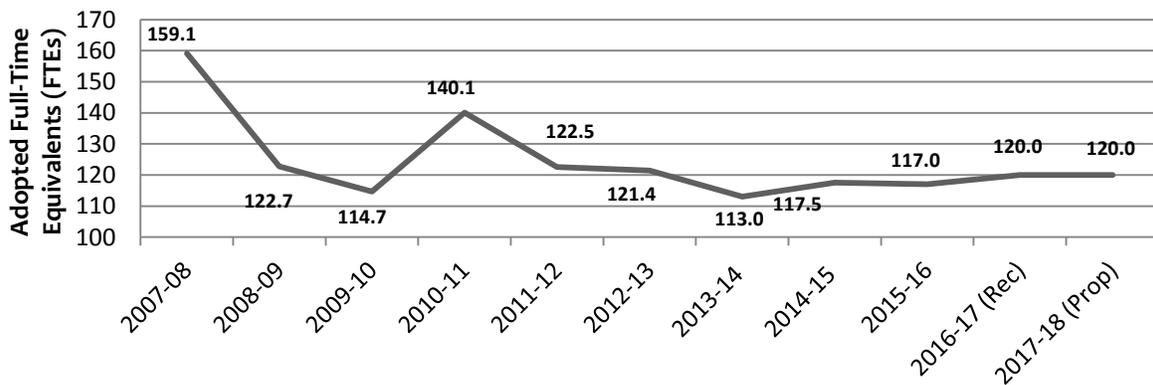


Use of Funds - \$63,705,776



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



General Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration and Finance	9.41	12.00	(1.00)	11.00	11.00
Capital Planning and Improvements	6.73	8.00	-	8.00	8.00
Facilities and Real Estate Management	37.84	36.80	1.00	37.80	37.80
Fleet Operations	19.75	21.20	-	21.20	21.20
Information and Communications Technolo	31.72	34.00	-	34.00	34.00
Purchasing, Surplus and Mail	7.33	8.00	-	8.00	8.00
Unallocated	1.00	-	-	-	-
Total	113.77	120.00	-	120.00	120.00
Budget By Budget Program					
Administration and Finance	\$ 1,762,503	\$ 2,072,578	\$ (121,249)	\$ 1,951,329	\$ 2,009,868
Capital Planning and Improvements	1,280,993	1,240,751	156,185	1,396,936	1,460,943
Facilities and Real Estate Management	15,111,504	16,505,508	882,658	17,388,166	16,296,553
Fleet Operations	9,815,749	12,303,000	222,880	12,525,880	12,855,297
Information and Communications Technolo	9,788,112	11,263,207	1,116,598	12,379,805	12,744,861
Purchasing, Surplus and Mail	848,987	1,048,247	(48,270)	999,977	1,072,558
Total	\$ 38,607,847	\$ 44,433,291	\$ 2,208,802	\$ 46,642,093	\$ 46,440,080
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 13,491,604	\$ 15,891,194	\$ 666,336	\$ 16,557,530	\$ 17,234,277
Services and Supplies	17,746,651	20,541,118	837,199	21,378,317	20,228,946
Other Charges	7,369,592	8,000,979	705,267	8,706,246	8,976,857
Total Operating Expenditures	38,607,847	44,433,291	2,208,802	46,642,093	46,440,080
Capital Assets	12,000,420	10,966,666	4,453,641	15,420,307	8,451,844
Other Financing Uses	2,588,448	673,012	4,163	677,175	694,853
Intrafund Expenditure Transfers (+)	1,228,651	1,054,060	(131,859)	922,201	949,844
Increases to Fund Balances	2,641,405	41,500	2,500	44,000	45,320
Fund Balance Impact (+)	1,751,508	-	-	-	64,464
Total	\$ 58,818,279	\$ 57,168,529	\$ 6,537,247	\$ 63,705,776	\$ 56,646,405
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 38,214	\$ 48,000	\$ (8,000)	\$ 40,000	\$ 41,200
Use of Money and Property	1,191,141	1,110,695	212,182	1,322,877	1,362,644
Intergovernmental Revenue	112,230	216,948	1,189,011	1,405,959	130,810
Charges for Services	28,238,623	30,837,793	1,639,139	32,476,932	33,338,914
Miscellaneous Revenue	2,807,507	1,423,507	(614,019)	809,488	844,159
Total Operating Revenues	32,387,716	33,636,943	2,418,313	36,055,256	35,717,727
Other Financing Sources	4,633,788	6,235,000	3,751,500	9,986,500	3,590,000
Intrafund Expenditure Transfers (-)	1,231,493	1,070,756	(137,694)	933,062	961,053
Decreases to Fund Balances	11,628,568	7,253,785	444,773	7,698,558	6,689,978
General Fund Contribution	8,612,200	8,972,045	60,355	9,032,400	9,115,900
Fund Balance Impact (-)	324,514	-	-	-	571,747
Total	\$ 58,818,279	\$ 57,168,529	\$ 6,537,247	\$ 63,705,776	\$ 56,646,405

General Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- There are no changes to staffing.

Expenditures

- Net operating expenditure increase of \$2,209,000 due to:
 - \$666,000 increase in Salaries and Employee Benefits primarily due to negotiated labor agreements, and an add in IT for 2 network security positions and a Radio Systems Engineer in Communications.
 - \$705,000 increase in Other Charges primarily reflects increases in depreciation due to the replacement of fully depreciated assets.
 - \$837,000 increase in Services and Supplies primarily due to increasing deferred maintenance projects.
- Net non-operating expenditure increase of \$4,329,000 due to:
 - \$4,454,000 increase in Capital Assets reflects progress that will take place on the Fire Station 41 New Cuyama Replacement project.
 - \$4,000 increase in Other Financing Uses.
 - \$3,000 increase to "Increases to Fund Balances".
 - -\$132,000 decrease in Intrafund Expenditure Transfers (+) reflects decreases in the pool of costs for administrative allocation.

These changes result in Recommended operating expenditures of \$46,642,000, non-operating expenditures of \$17,063,000, resulting in total expenditures of \$63,706,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

General Services

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)

Revenues

- Net operating revenue decrease of \$2,418,000 due to:
 - \$1,639,000 increase in Charges for Services primarily due to increases in Assigned Vehicle Charges driven by the replacement of fully depreciated vehicles.
 - \$1,189,000 increase in Intergovernmental Revenue reflects federal receipt of funding for capital improvements at the Santa Ynez Airport.
 - \$212,000 increase in Use of Money and Property reflects increases for rental of buildings.
 - -\$614,000 decrease in Miscellaneous Revenue reflects the decrease of insurance proceeds for the New Cuyama Pool project and the completion of the SCE grant reimbursements.
 - -\$8,000 decrease in Licenses, Permits and Franchises reflects decreases for oil and gas franchises.

- Net non-operating revenue increase of \$4,119,000 due to:
 - \$3,752,000 increase in Other Financing Sources primarily reflects increased transfers in from Fire for the Fire Station 41 New Cuyama Replacement project.
 - \$60,000 increase in General Fund Contribution (GFC) to partially offset increases in Salaries and Employee Benefits.
 - \$445,000 increase to Fund Balances primarily reflects an increase in the Maintenance Policy 18% funding.
 - -\$138,000 decrease in Intrafund Expenditure Transfers (-) reflects decreases in the pool of costs for administrative allocation.

These changes result in Recommended operating revenues of \$36,055,000, non-operating revenues of \$27,651,000 resulting in total revenues of \$63,706,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

General Services

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

There is no change budgeted for staffing in FY 2017-18. It is anticipated that operating expenditures will decrease by \$202,000 and operating revenues will decrease by \$337,000. **With the exclusion of Internal Service Funds, there is a budget gap of \$555,000 in FY 2017-18, to maintain FY 2016-17 levels of service.** An additional source of funding would need to be identified to prevent the need for service level reductions.

RELATED LINKS

For more information on the General Services' Office, refer to the Web site at <http://www.countyofsb.org/gs>.

General Services

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration and Finance					
Percentage of customers who are satisfied or highly satisfied with services provided by the Department.	n/a	n/a	92% 506/550	92% 506/550	92% 506/550
Percent of Departmental Employee Performance Reviews (EPR's) Completed by the due date.	n/a	n/a	85% 102/120	100% 120/120	100% 120/120
Capital Planning and Improvements					
Percentage of projects that are completed within expected time estimates and according to project customer expectations.	n/a	n/a	n/a	90% 45/50	90% 45/50
Facilities and Real Estate Management					
Percentage of customers who rate facility repair services as satisfactory or better for completed work orders.	n/a	n/a	n/a	90% 4500/5000	90% 4500/5000
Percentage of customers who rate real property services as satisfactory or better for large and complex completed transactions.	n/a	n/a	n/a	90% 27/30	90% 27/30
Fleet Operations					
Assigned Fleet Availability	97.67% Weighted Avg	97.67% Weighted Avg	97.67% Weighted Avg	97.67% Weighted Avg	97.67% Weighted Avg

General Services

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Information and Communications Technology					
Percentage of responses to Customer Satisfaction Survey rating the ICT Operations Center incident handling process as "Satisfactory" or better. Annual estimated total incidents is 737.	n/a	n/a	90% 60/66	90% 60/66	90% 60/66
Percentage of uptime for Countyofsb.org website	99.15%	99.61%	99.6% 523k/525k minutes	99.9% 525k/525.6k minutes	99.9% 525k/525.6k minutes
Percentage of Countywide telephone system service repair calls resolved within one business day.	100% 754/754	99% 737/743	90% 382/425	95% 403/425	95% 403/425
Purchasing, Surplus Property, Mail					
Percentage of dollars spent annually with County of Santa Barbara local vendors for County services and supplies .	61% \$96M/\$157M	62% \$106M/\$171M	62% \$106M/\$171M	60% \$103M/\$171M	60% \$103M/\$171M
Percentage of formal bids awarded within 60 days of requisition receipt for purchases in excess of \$25,000.	94% 31/33	100% 30/30	100% 26/26	100% 30/30	100% 30/30

General Services

Program

ADMINISTRATION AND FINANCE

Administration and Finance Services provides financial and administrative services within the Department, including accounting, budgeting, financial reporting, accounts payable, accounts receivable, grant management, human resources support and payroll operations.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	2.00	3.00	(1.00)	2.00	2.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.01	1.00	(1.00)	-	-
FINANCIAL OFFICE PRO	0.15	-	1.00	1.00	1.00
COST ANALYST	0.35	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
ACCOUNTANT	0.77	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	0.07	-	-	-	-
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
EXTRA HELP	0.22	-	-	-	-
Total	9.41	12.00	(1.00)	11.00	11.00

General Services

Program

ADMINISTRATION AND FINANCE (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,476,661	\$ 1,869,792	\$ (147,666)	\$ 1,722,126	\$ 1,773,789
Services and Supplies	190,739	101,620	14,730	116,350	119,840
Other Charges	95,102	101,166	11,687	112,853	116,239
Total Operating Expenditures	1,762,503	2,072,578	(121,249)	1,951,329	2,009,868
Other Financing Uses	131,201	-	-	-	-
Total Expenditures	\$ 1,893,704	\$ 2,072,578	\$ (121,249)	\$ 1,951,329	\$ 2,009,868
Budget By Categories of Revenues					
Charges for Services	919,354	1,122,708	(92,841)	1,029,867	1,060,763
Miscellaneous Revenue	1,101	-	-	-	-
Total Operating Revenues	920,455	1,122,708	(92,841)	1,029,867	1,060,763
Intrafund Expenditure Transfers (-)	831,122	1,054,060	(132,598)	921,462	949,105
Decreases to Fund Balances	228,750	389,417	(389,417)	-	-
General Fund Contribution	(30,100)	196,445	(196,445)	-	-
Total Revenues	\$ 1,950,227	\$ 2,762,630	\$ (811,301)	\$ 1,951,329	\$ 2,009,868

2015-16 Anticipated Accomplishments

- Manage the Northern Branch Jail executive oversight, financial operations and annual audits in a successful manner.
- Review the department's financial resources to ensure that expenditures are accurately recorded and reported in compliance with county, state and federal requirements.
- Ensure timely review and payment of accounts payables.
- Support timely departmental recruitments, submission of employee performance reports and human resource requirements.

2016-18 Objectives

- Manage the Northern Branch Jail executive oversight, financial operation and annual audits.
- Focus on strategic planning, team building, performance management, and succession planning to ensure that County and Departmental goals are achieved.
- Review all departmental accounting processes and procedures to ensure compliance with all county, state and federal requirements.

General Services

Program

CAPITAL PLANNING AND IMPROVEMENTS

Capital Planning and Improvements provides full service planning, design, and construction of new County facilities, including remodels and related projects for all County departments. Services include: feasibility and cost studies for proposed projects, architectural and operational programming, and assisting with development of the County's Capital Improvement Plan. Capital Improvements also includes the Office of the County Architect which provides services related to space planning and utilization in addition to management of historical projects.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PROJECT MANAGER	2.00	3.00	-	3.00	3.00
ARCHITECT	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	0.15	-	-	-	-
PURCHASING MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
CAPITAL PROJECTS COORD	0.73	2.00	-	2.00	2.00
ENGINEERING TECH	0.27	-	-	-	-
EXTRA HELP	0.27	-	-	-	-
CONTRACTOR	0.46	-	-	-	-
Total	6.73	8.00	-	8.00	8.00

General Services

Program

CAPITAL PLANNING AND IMPROVEMENTS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 876,478	\$ 1,171,757	\$ 3,028	\$ 1,174,785	\$ 1,236,294
Services and Supplies	386,887	39,561	5,376	44,937	42,119
Other Charges	17,627	29,433	147,781	177,214	182,530
Total Operating Expenditures	1,280,993	1,240,751	156,185	1,396,936	1,460,943
Capital Assets	4,983,670	2,830,844	4,660,727	7,491,571	3,190,000
Other Financing Uses	1,491,509	-	-	-	-
Intrafund Expenditure Transfers (+)	534,622	165,344	(20,801)	144,543	148,879
Increases to Fund Balances	2,446,322	-	-	-	-
Total Expenditures	\$ 10,737,117	\$ 4,236,939	\$ 4,796,111	\$ 9,033,050	\$ 4,799,822
Budget By Categories of Revenues					
Use of Money and Property	12,842	-	-	-	-
Intergovernmental Revenue	(18,344)	86,761	1,199,760	1,286,521	5,400
Charges for Services	619,721	779,311	(98,811)	680,500	700,915
Miscellaneous Revenue	1,930,994	379,533	(379,533)	-	-
Total Operating Revenues	2,545,212	1,245,605	721,416	1,967,021	706,315
Other Financing Sources	3,212,354	2,183,000	3,937,000	6,120,000	3,190,000
Intrafund Expenditure Transfers (-)	397,529	-	-	-	-
Decreases to Fund Balances	5,847,786	1,455,000	(508,971)	946,029	435,493
General Fund Contribution	-	442,072	(442,072)	-	468,014
Total Revenues	\$ 12,002,882	\$ 5,325,677	\$ 3,707,373	\$ 9,033,050	\$ 4,799,822

2015-16 Anticipated Accomplishments

- Accomplished the Northern Branch Jail Project (AB900) milestones included securing approval of the plans and specifications from the State and other authorities having jurisdiction, securing permission to bid from the County Board of Supervisors and State agencies, successfully bidding the project, finalizing the construction budget to proceed towards the construction phase. With regards to the STAR (SB1022) Project, which was canceled by the Board on January 19, 2016, accomplishments included progressing the plans and specifications to the level of design development in preparation for State approval. The STAR project will be closed out prior to June 30, 2016.
- Completed the Arroyo Burro project which replaced aged facilities into a new central facility with full ADA compliance, lower utility usage and combined men and women's restrooms. The building was constructed of durable, sustainable materials. The building is also plumbed to be converted to recycled water once it becomes available. The existing restrooms have been remodeled and are available to address the future needs of the park.
- Finished the Santa Barbara Courthouse Tower Elevator, the Santa Barbara Main Jail Kitchen Renovation and Sewer Replacement, and anticipated completion of the Public Defender Roof repairs. Awarded contract for New Cuyama pool reconstruction. Completed the South County Crisis Stabilization Unit for Behavioral Wellness within budget and on schedule.

General Services

Program

CAPITAL PLANNING AND IMPROVEMENTS (CONT'D)

2016-18 Objectives

- Secure all approvals to award the Northern Branch Jail (AB900) contract, construct the Jail complex and offsite utilities packages, and complete all steps required to receive State reimbursements in accordance with the conditional award.
- Integrate facilities condition consultant reports into maintenance and capital project planning.
- Prioritize and integrate sustainable design principles into project planning, design, and construction.
- Finalize the rehabilitation and renovations at the Isla Vista Community Center.
- Accomplish New Cuyama Community Pool reconstruction, using an enhanced design and durable construction materials.
- Complete improvements to the Santa Ynez Airport by adding runway edge and threshold lights, taxiway edge lights, guidance signs and a new backup generator.

General Services

Program

FACILITIES & REAL ESTATE MANAGEMENT

Facilities & Real Estate Management promotes a safe and healthy environment for County employees and visitors. It provides a full range of maintenance services and coordinates contracts for custodial and landscaping services for County-owned structures. Staff maintains over 2.3 million square feet of space in approximately 430 County-owned buildings. The Real Property Division provides professional real estate services to meet the needs of County departments and also prepares and negotiates real property transactions including leases, sales, and acquisitions. This function also includes Energy Management efforts to improve the efficiency of the County's utilities and facilities.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	-	-	1.00	1.00	1.00
ENERGY MANAGER	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	1.49	1.50	-	1.50	1.50
DEPT BUS SPEC	0.73	2.00	-	2.00	2.00
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
FACILITIES MANAGER	2.00	2.00	-	2.00	2.00
ACCOUNTANT	1.00	0.80	-	0.80	0.80
REAL PROPERTY AGENT	2.58	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	1.70	2.00	-	2.00	2.00
BUILDING MAINT SUPV	3.42	7.00	(3.00)	4.00	4.00
FACILITIES SUPERVISOR	-	1.00	-	1.00	1.00
HVAC SPECIALIST	2.38	2.00	-	2.00	2.00
MAINT ELECTRICIAN	1.00	1.00	-	1.00	1.00
MAINTENANCE PLUMBER	2.38	2.00	1.00	3.00	3.00
MAINTENANCE CARPENTER	1.00	1.00	(1.00)	-	-
BUILDING MAINT WORKER	9.04	9.00	3.00	12.00	12.00
CUSTODIAN	-	0.50	-	0.50	0.50
EXTRA HELP	7.11	-	-	-	-
Total	<u>37.84</u>	<u>36.80</u>	<u>1.00</u>	<u>37.80</u>	<u>37.80</u>

General Services

Program

FACILITIES & REAL ESTATE MANAGEMENT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 3,753,884	\$ 4,226,853	\$ 220,544	\$ 4,447,397	\$ 4,646,992
Services and Supplies	9,210,612	10,003,863	609,236	10,613,099	9,242,636
Other Charges	2,147,008	2,274,792	52,878	2,327,670	2,406,925
Total Operating Expenditures	15,111,504	16,505,508	882,658	17,388,166	16,296,553
Capital Assets	105,226	-	-	-	-
Other Financing Uses	878,411	673,012	4,163	677,175	694,853
Intrafund Expenditure Transfers (+)	574,073	723,373	(90,997)	632,376	651,347
Increases to Fund Balances	95,083	41,500	2,500	44,000	45,320
Total Expenditures	\$ 16,764,297	\$ 17,943,393	\$ 798,324	\$ 18,741,717	\$ 17,688,073
Budget By Categories of Revenues					
Licenses, Permits and Franchises	38,214	48,000	(8,000)	40,000	41,200
Use of Money and Property	921,895	868,345	220,482	1,088,827	1,121,572
Intergovernmental Revenue	130,574	130,187	(10,749)	119,438	125,410
Charges for Services	5,609,459	6,436,556	(108,405)	6,328,151	6,405,672
Miscellaneous Revenue	583,197	840,753	(234,486)	606,267	634,841
Total Operating Revenues	7,283,338	8,323,841	(141,158)	8,182,683	8,328,695
Other Financing Sources	388,256	-	658,000	658,000	-
Intrafund Expenditure Transfers (-)	2,842	16,696	(5,096)	11,600	11,948
Decreases to Fund Balances	130,000	804,128	823,180	1,627,308	1,222,707
General Fund Contribution	8,499,100	7,709,990	552,136	8,262,126	8,262,563
Total Revenues	\$ 16,303,536	\$ 16,854,655	\$ 1,887,062	\$ 18,741,717	\$ 17,825,913

2015-16 Anticipated Accomplishments

- Assumed maintenance and management responsibility for the Lompoc Bridge House facility and brought the buildings up to current codes.
- Received maintenance, leasing and management responsibility for the Isla Vista Solar Parking Lot, the Isla Vista Clinic Building, and the Isla Vista Church Building and renovated the IV Clinic Building creating rentable space for non-profit groups to support the IV residents and students.
- Responded to over 50 major emergency work requests for broken water lines, HVAC failures, and roof leaks totaling over \$1.4 million dollars.
- Accepted responsibility for the real property needs of the various divisions of the Public Works Department, including property acquisitions, easement acquisitions and dispositions, and road vacations. These projects include flood control and road easements and acquisitions, including those acquired or anticipated to be acquired through the eminent domain process.

General Services

Program

FACILITIES & REAL ESTATE MANAGEMENT (CONT'D)

2016-18 Objectives

- Integrate the facility condition consultant reports with the County deferred maintenance priorities. Once the data has been compiled it will be used for deferred maintenance and capital project planning.
- Complete reclassification of several departmental positions to improve customer service, accountability and efficiency.
- Determine new water-efficient solutions to implement at County facilities to reduce water cost and consumption.
- Improve the Real Property software to facilitate improved tracking of leases and agreements.
- Identify opportunities and implementation plans for County energy and utility commissioning initiatives (Green-energy options).

General Services

Program

FLEET OPERATIONS

Fleet Operations meets all of the transportation needs of the County procuring, maintaining and disposing of all light, medium and heavy duty vehicles and equipment, administration of the motor pool, and the fuel station operations.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
FLEET MANAGER	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.15	-	-	-	-
DEPT BUS SPEC	2.00	2.00	-	2.00	2.00
ACCOUNTANT	-	0.20	-	0.20	0.20
ADMN OFFICE PRO SR	0.85	2.00	-	2.00	2.00
EQUIPMENT MECHANIC	5.00	5.00	-	5.00	5.00
AUTOMOTIVE MECHANIC	9.12	10.00	-	10.00	10.00
MOTOR POOL DISPATCH	1.63	1.00	-	1.00	1.00
Total	19.75	21.20	-	21.20	21.20

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,983,184	\$ 2,313,351	\$ 16,831	\$ 2,330,182	\$ 2,407,660
Services and Supplies	4,857,937	6,731,737	(146,930)	6,584,807	6,728,420
Other Charges	2,974,628	3,257,912	352,979	3,610,891	3,719,217
Total Operating Expenditures	9,815,749	12,303,000	222,880	12,525,880	12,855,297
Capital Assets	4,748,383	5,777,000	(517,500)	5,259,500	2,521,530
Other Financing Uses	57,856	-	-	-	-
Total Expenditures	\$ 14,621,988	\$ 18,080,000	\$ (294,620)	\$ 17,785,380	\$ 15,376,827
Budget By Categories of Revenues					
Use of Money and Property	79,112	48,300	(8,300)	40,000	41,200
Charges for Services	10,309,762	11,654,622	701,258	12,355,880	12,726,556
Miscellaneous Revenue	215,693	130,000	-	130,000	133,900
Total Operating Revenues	10,604,567	11,832,922	692,958	12,525,880	12,901,656
Other Financing Sources	962,321	3,536,000	(627,500)	2,908,500	100,000
Decreases to Fund Balances	3,627,557	2,711,556	(360,556)	2,351,000	2,421,530
Total Revenues	\$ 15,194,445	\$ 18,080,478	\$ (295,098)	\$ 17,785,380	\$ 15,423,186

General Services

Program

FLEET OPERATIONS (CONT'D)

2015-16 Anticipated Accomplishments

- Installed GPS technology on selected County vehicles.
- Upgraded the County's motor pool reservation software.
- Increased number of chargers for electric vehicles. This brings the total count of locations to 8 with a total of 27 chargers. All chargers can be viewed at PLUGSHARE.COM.

2016-18 Objectives

- Continue efforts towards right sizing the County's vehicle fleet, right sizing the total number of vehicles operated by the County and always procuring the most efficient vehicle possible for the vehicle's intended use.
- Work to set fleet fossil fuel reduction goal.

General Services

Program

INFORMATION & COMMUNICATIONS TECHNOLOGY

Information & Communications Technology enables County departments to provide effective services to citizens through innovative technology solutions. This Division delivers reliable information technology, telephone, and public safety radio network systems. Services include: telephone and voicemail services, Windows infrastructure and email services, web and application hosting, network security services, portable, mobile and base station radios, microwave communications, security systems, and audio video conferencing systems. These services are used by Santa Barbara County employees and partners.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	11.85	13.00	-	13.00	13.00
COMMUNICATIONS MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	0.15	-	-	-	-
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
EDP NETWORK TECH	5.73	6.00	-	6.00	6.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
COMM SYSTEMS SUPV	1.00	1.00	-	1.00	1.00
COMM EQUIP TECH SR	2.00	3.00	-	3.00	3.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00	1.00
COMM EQUIP TECH	2.00	2.00	-	2.00	2.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
EXTRA HELP	0.14	-	-	-	-
Total	<u>31.72</u>	<u>34.00</u>	<u>-</u>	<u>34.00</u>	<u>34.00</u>

General Services

Program

INFORMATION & COMMUNICATIONS TECHNOLOGY (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 4,656,642	\$ 5,388,731	\$ 617,193	\$ 6,005,924	\$ 6,223,528
Services and Supplies	3,076,107	3,631,037	353,787	3,984,824	4,060,605
Other Charges	2,055,364	2,243,439	145,618	2,389,057	2,460,728
Total Operating Expenditures	9,788,112	11,263,207	1,116,598	12,379,805	12,744,861
Capital Assets	2,163,142	2,258,822	410,414	2,669,236	2,740,314
Other Financing Uses	29,471	-	-	-	-
Total Expenditures	\$ 11,980,724	\$ 13,522,029	\$ 1,527,012	\$ 15,049,041	\$ 15,485,175
Budget By Categories of Revenues					
Use of Money and Property	177,293	194,050	-	194,050	199,872
Charges for Services	10,780,328	10,844,596	1,237,938	12,082,534	12,445,008
Miscellaneous Revenue	76,521	73,221	-	73,221	75,418
Total Operating Revenues	11,034,142	11,111,867	1,237,938	12,349,805	12,720,298
Other Financing Sources	70,857	516,000	(216,000)	300,000	300,000
Decreases to Fund Balances	1,694,475	1,893,684	505,552	2,399,236	2,471,213
Total Revenues	\$ 12,799,474	\$ 13,521,551	\$ 1,527,490	\$ 15,049,041	\$ 15,491,511

2015-16 Anticipated Accomplishments

- Developed support for wireless devices including printers, cameras and environmental monitoring devices on the County network.
- Finished the Countywide Telephone system upgrade which included provisioning of a high availability system with better disaster recovery features, a new voice mail system, automated call distribution.
- Accomplished installation of the second Point to Point microwave system to provide remote office communication services.
- Finalized Countywide Information Technology Strategic Plan update.
- Upgraded environmental controls and power supplies for the North County data center to support additional computing infrastructure.

2016-18 Objectives

- Prepare a five year countywide strategic plan for the public safety microwave radio communication network.
- Establish the Governing Board of Information Technology Systems to improve countywide governance processes.
- Produce a plan and report on progress regarding improving the County's Cybersecurity posture.
- Develop the use of an electronic signage system for County events, building and campus information.
- Research, establish and support departments as they complete the required steps to migrate to Windows 10.
- Launch an enterprise video surveillance service with centralized mass storage and flexible retention options.
- Complete the Countywide email system upgrade.

General Services

Program

PURCHASING, SURPLUS AND MAIL

Purchasing provides centralized procurement of County commodities and supplies. Surplus Property provides for standards of disposal for the County's surplus property. Mail services include mail delivery to departments throughout the County.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEPT BUS SPEC	0.92	1.00	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.08	-	-	-	-
PURCHASING MANAGER	-	1.00	-	1.00	1.00
BUYER	3.00	3.00	-	3.00	3.00
MAIL CENTER SUPERVISOR	1.00	1.00	-	1.00	1.00
MAIL CENTER WORKER	2.00	2.00	-	2.00	2.00
EXTRA HELP	0.33	-	-	-	-
Total	7.33	8.00	-	8.00	8.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 744,755	\$ 920,710	\$ (43,594)	\$ 877,116	\$ 946,014
Services and Supplies	24,369	33,300	1,000	34,300	35,326
Other Charges	79,863	94,237	(5,676)	88,561	91,218
Total Operating Expenditures	848,987	1,048,247	(48,270)	999,977	1,072,558
Capital Assets	-	100,000	(100,000)	-	-
Intrafund Expenditure Transfers (+)	119,956	165,343	(20,061)	145,282	149,618
Increases to Fund Balances	100,000	-	-	-	-
Total Expenditures	\$ 1,068,943	\$ 1,313,590	\$ (168,331)	\$ 1,145,259	\$ 1,222,176
Budget By Categories of Revenues					
Miscellaneous Revenue	2	-	-	-	-
Total Operating Revenues	2	-	-	-	-
Decreases to Fund Balances	100,000	-	374,985	374,985	139,035
General Fund Contribution	143,200	623,538	146,736	770,274	385,323
Total Revenues	\$ 243,202	\$ 623,538	\$ 521,721	\$ 1,145,259	\$ 524,358

General Services

Program

PURCHASING, SURPLUS AND MAIL (CONT'D)

2015-16 Anticipated Accomplishments

- Processed 2,900 contracts that comply with regulatory statutes, codes and ordinances, and processed 100% of all contracts within seven working days of receipt of the requisition.
- Continued promotion of the Local Vendor Outreach Program that achieved a 61.3% expenditure rate during 2015.
- Identified and implemented countywide procurement process for certain vendors who provide services across County departments.
- Analyzed and evaluated options for the countywide purchasing system upgrade.
- Evaluated and implemented new surplus property disposal procedures.

2016-18 Objectives

- Implement County wide purchasing system ensuring integration with County's financial system and departmental reporting requirements. This process will include a review of centralized purchasing policies and procedures to identify operational efficiencies that can be included with the system.
- Incorporate State and County green initiatives into procurement documents, as permitted by regulatory requirements.
- Increase efforts to target local vendors for bidding opportunities and educate them on how to do business with the County, in an effort to expand the Local Vendor Outreach Program and increase local vendor participation rates.

General Services



Northern Branch Jail Project



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 32,389,202
Capital	\$ -
FTEs	-

AB900 Northern Branch Jail Team
(General Services and Sheriff's Office)

Northern Branch Jail Project

Department

MISSION STATEMENT

The Mission of the Northern Branch Jail project is to construct a modern and efficient AB900 Northern Branch Jail on time and within budget.

DEPARTMENT DESCRIPTION

The Northern Branch Jail Campus is located near the City of Santa Maria, California. The facility will be built on a fifty acre County-owned parcel located at the intersection of Black and Betteravia Roads.

In the Northern Branch Jail (AB900) Project, we are constructing a 134,000 square foot facility with capacity to hold 376 individuals. Estimated completion of the facility is November 2018 for the project.

HIGHLIGHTS OF 2016-18 OBJECTIVES

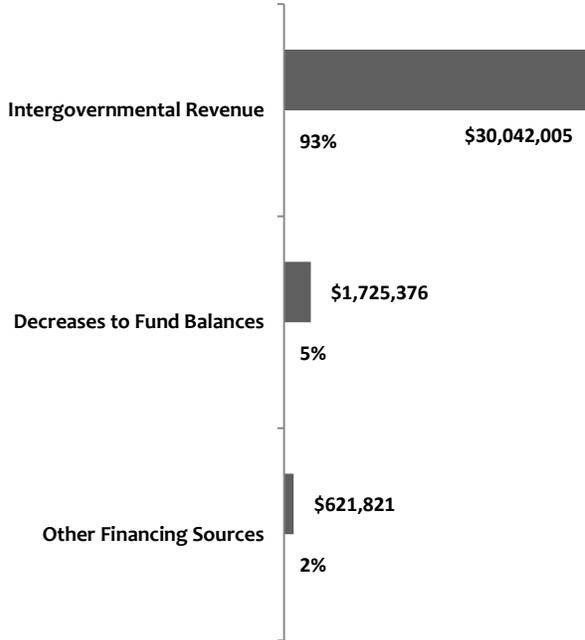
- Successfully bid, select a pre-qualified contractor and begin the construction phase of the project.
- Continue to meet all State and County milestones within established time frames.

Northern Branch Jail Project

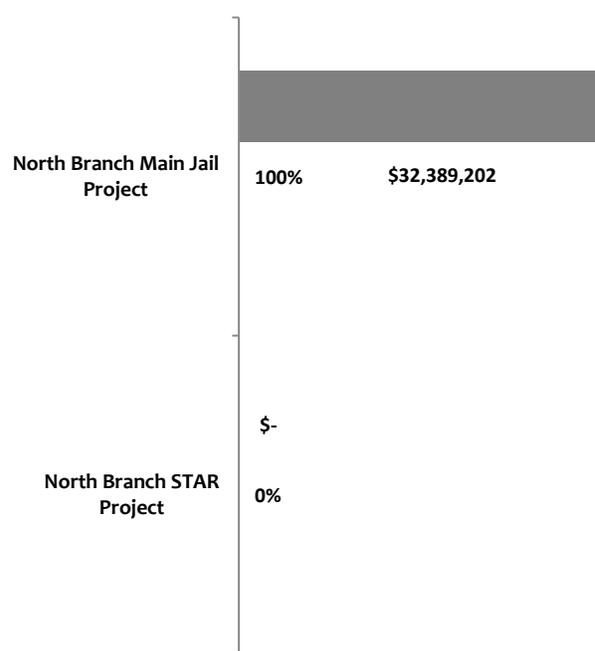
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$32,389,202



Use of Funds - \$32,389,202



Northern Branch Jail Project

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Budget By Budget Program					
North Branch Main Jail Project	\$ 1,697,481	\$ 22,409,489	\$ 9,979,713	\$ 32,389,202	\$ 41,497,323
North Branch STAR Project	818,614	1,662,000	(1,662,000)	-	-
Total	<u>\$ 2,516,095</u>	<u>\$ 24,071,489</u>	<u>\$ 8,317,713</u>	<u>\$ 32,389,202</u>	<u>\$ 41,497,323</u>
Budget By Categories of Expenditures					
Services and Supplies	\$ 2,516,095	\$ 24,071,489	\$ 8,317,713	\$ 32,389,202	\$ 41,497,323
Total Operating Expenditures	2,516,095	24,071,489	8,317,713	32,389,202	41,497,323
Capital Assets	-	-	-	-	150,000
Increases to Fund Balances	3,680,100	-	-	-	-
Total	<u>\$ 6,196,195</u>	<u>\$ 24,071,489</u>	<u>\$ 8,317,713</u>	<u>\$ 32,389,202</u>	<u>\$ 41,647,323</u>
Budget By Categories of Revenues					
Intergovernmental Revenue	\$ -	\$ 19,587,428	\$ 10,454,577	\$ 30,042,005	\$ 41,258,423
Total Operating Revenues	-	19,587,428	10,454,577	30,042,005	41,258,423
Other Financing Sources	4,587,327	607,590	14,231	621,821	388,900
Decreases to Fund Balances	1,608,868	3,876,471	(2,151,095)	1,725,376	-
Total	<u>\$ 6,196,195</u>	<u>\$ 24,071,489</u>	<u>\$ 8,317,713</u>	<u>\$ 32,389,202</u>	<u>\$ 41,647,323</u>

Northern Branch Jail Project

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Expenditures

- Net operating expenditure increase of \$8,318,000 due to:
 - +\$8,318,000 increase to Services and Supplies comprised almost entirely of the anticipated progress of the Northern Branch Jail (AB900) project. Construction is expected to begin in the 2016-17 Fiscal Year. The Contractual Services costs are budgeted to reflect the expected progress of the project.

These changes result in recommended operating expenditures of \$32,389,000, non-operating expenditures of \$0 and total expenditures of \$32,389,000.

Revenues

- Net operating revenues increase of \$10,455,000 due to:
 - +\$10,455,000 increase to Intergovernmental Revenue which is comprised entirely of the planned initial receipt of State AB900 award funding.
- Net non-operating revenue decrease of \$2,137,000 primarily due to:
 - +\$2,151,000 decrease to Use of Fund Balance for to the anticipated draw of committed fund balance due to project progression.

These changes result in recommended operating revenues of \$30,042,000, non-operating revenues of \$2,347,000 and total revenues of \$32,389,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2017-18 budget is increasing by \$9,258,000. This is primarily due to the anticipated progress of the AB900 project construction which is expected to begin in the 2016-17 Fiscal Year and increase during the 2017-18 Fiscal Year. The Contractual Services costs are budgeted to reflect the expected progress of the project.

Northern Branch Jail Project

Program

NORTH BRANCH MAIN JAIL PROJECT

On May 23, 2007, the Governor signed into law Assembly Bill No. 900 (AB900) in order to relieve the significant overcrowding problems facing state prisons allocating about \$1.2 billion to help counties construct local jail facilities.

On January 15, 2013, the Board of Supervisors approved a Project Construction and Delivery Agreement with the State of California that stipulated the terms of an \$80 million funding award towards the construction of the AB900 Northern Branch Jail Project, the cost of which is currently estimated to be \$96 million.

APRIL 2016 UPDATE: Construction bids were received on April 7, 2016, and came in significantly higher than anticipated. The County is currently evaluating all options for how best to move forward with this project and will provide an update for the Board of Supervisors in May 2016; however, the presentation will be after the printing of this Recommended Operational Plan.

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Services and Supplies	\$ 1,697,481	\$ 22,409,489	\$ 9,979,713	\$ 32,389,202	\$ 41,497,323
Total Operating Expenditures	1,697,481	22,409,489	9,979,713	32,389,202	41,497,323
Capital Assets	-	-	-	-	150,000
Total Expenditures	\$ 1,697,481	\$ 22,409,489	\$ 9,979,713	\$ 32,389,202	\$ 41,647,323
Budget By Categories of Revenues					
Intergovernmental Revenue	-	19,587,428	10,454,577	30,042,005	41,258,423
Total Operating Revenues	-	19,587,428	10,454,577	30,042,005	41,258,423
Other Financing Sources	687,227	607,590	14,231	621,821	388,900
Decreases to Fund Balances	1,010,254	2,214,471	(489,095)	1,725,376	-
Total Revenues	\$ 1,697,481	\$ 22,409,489	\$ 9,979,713	\$ 32,389,202	\$ 41,647,323

2015-16 Anticipated Accomplishments

- Securing approval of the plans and specifications from the State, including the Board of State and Community Corrections (BSCC), California Department of Corrections and Rehabilitation (CDCR), State Fire Marshal (SFM), and other authorities having jurisdiction
- Securing permission to bid from the County Board of Supervisors and State agencies
- Securing utility agreements including supplemental water agreements in order to ensure services are in place for the project
- Successfully bidding the project in order to present to the Board of Supervisors a proposed construction contract award
- Reconciling all expenses to date, ensuring all projected costs to construct and complete the facility have been included in the final construction budget, and presenting to the County the cash flow analysis forecasting construction expenses which will need to be floated during the construction phase prior to State reimbursement and release of State retention in accordance with the terms of the AB900 conditional award.

Northern Branch Jail Project

Program

NORTH BRANCH MAIN JAIL PROJECT – (CONT'D)

2016-18 Objectives

- Upon Board of Supervisors' approval, securing the State's approval to execute the construction contract for the AB900 project
- Commencing the construction phase of the project and initiating State reimbursements with the goal of a less than 60 day turnaround on AB900 reimbursements
- Overseeing the construction phase of the onsite and offsite construction packages.
- Continue to meet all State and County milestones.
- Continue to deliver the project within the \$96.1 project budget.

Northern Branch Jail Project

Program

North Branch STAR Project

On November 14, 2014, the State Public Works Board established the STAR Project, with a conditional award of \$38.976 million from the Senate Bill No. 1022 (SB1022) Adult Local Criminal Justice Facilities Construction Financing Program towards the estimated project cost of \$43.6 million for expansion of the Northern Branch Jail Project.

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Services and Supplies	\$ 818,614	\$ 1,662,000	\$ (1,662,000)	\$ -	\$ -
Total Operating Expenditures	818,614	1,662,000	(1,662,000)	-	-
Increases to Fund Balances	3,680,100	-	-	-	-
Total Expenditures	\$ 4,498,714	\$ 1,662,000	\$ (1,662,000)	\$ -	\$ -
Budget By Categories of Revenues					
Other Financing Sources	3,900,100	-	-	-	-
Decreases to Fund Balances	598,614	1,662,000	(1,662,000)	-	-
Total Revenues	\$ 4,498,714	\$ 1,662,000	\$ (1,662,000)	\$ -	\$ -

2015-16 Anticipated Accomplishments

- Accomplishments include progressing the plans and specifications to the level of design development in preparation for State approval.
- On November 17, 2015 the County Board of Supervisors voted to discontinue the BSCC SB1022 Adult Local Criminal Justice Facilities Construction Project and directed County staff to continue with only the AB900 North Branch Jail Construction Project. On January 19, 2016, the County Board of Supervisors directed County staff to complete all tasks necessary to close out the BSCC SB 1022 Adult Local Criminal Justice Facilities Construction Project. This closeout process will be completed by June 30, 2016.

2016-18 Objectives

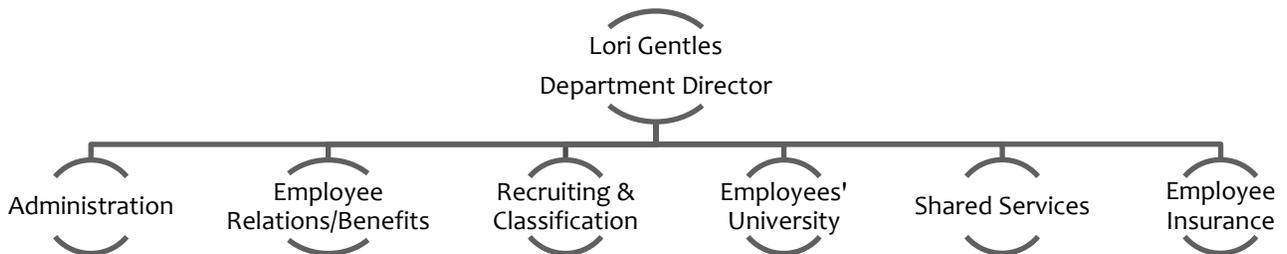
- N/A

Human Resources



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 8,153,925
Capital	\$0
FTEs	26



Human Resources

Department

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.

DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for implementing strategic workforce policies that support the directives of the Board of Supervisors, CEO, and the mission, goals, and objectives of the various County Departments. Human Resources works as a consultative partner with all departments to create a County government that is accountable, customer-focused and efficient.

The Human Resources Department is comprised of six budget programs:

1. **Administration** – This budget program provides executive, fiscal, and operational oversight and services to the HR Department to ensure that HR is responsive to the needs of the Board of Supervisors, CEO, and our customers.
2. **Employee Relations/Benefits** – This budget program is responsible for overseeing HR's relationship and negotiations with labor organizations and the provision and administration of the various County benefit programs.
3. **Recruiting and Classification** – This budget program assists County departments in meeting their goals by acquiring highly qualified candidates to fill a wide variety of County positions and assisting County departments in meeting their objectives by appropriately classifying positions.
4. **Employees' University** – This budget program focuses on expanding and enhancing organizational capacity by delivering relevant and effective employee development programs.
5. **Shared Services** – This budget program provides HR management services and consultation to the various County Departments to provide responsive, consistent, and high-quality services.
6. **Employee Insurance** – This budget program contains the funds for the County's Unemployment and Self-Funded Dental Plan. Employee Benefit staff oversee these funds, but there are no FTEs budgeted to the program.

HIGHLIGHTS OF 2016-18 OBJECTIVES

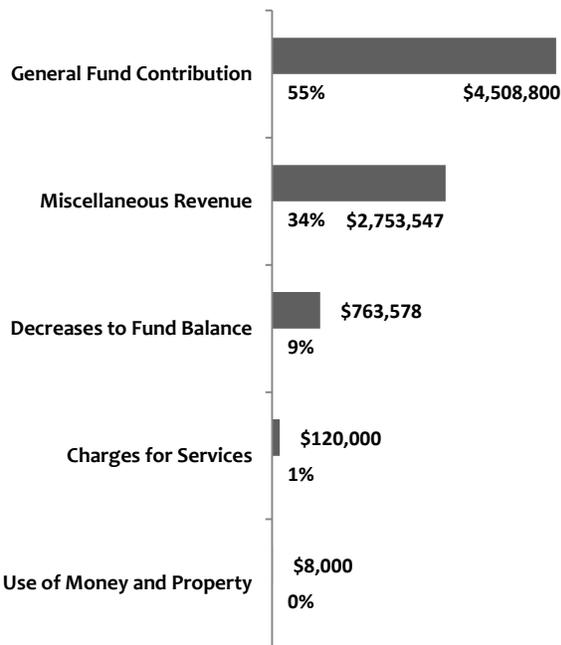
- In collaboration with our customer departments, conduct a thorough review of existing Human Resources practices and implement strategies to streamline and improve efficiency and provide increased levels of customer service
- Develop and implement programs and strategies to proactively address changing trends in the County workforce
- Increase the utilization of technology to improve operational efficiency and to improve access to and analysis of workforce data that can be used to guide policy and/or program changes

Human Resources

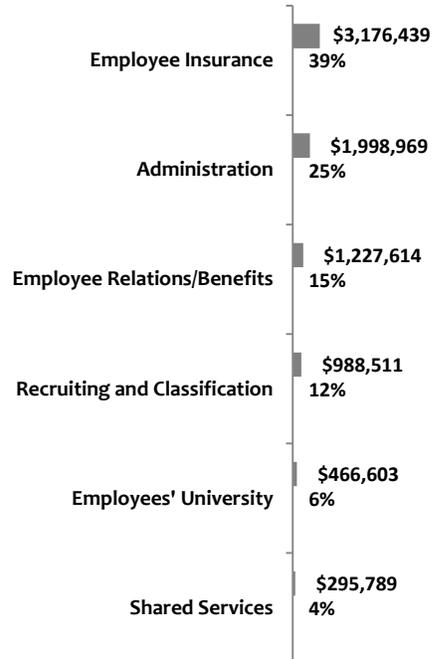
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$8,153,925

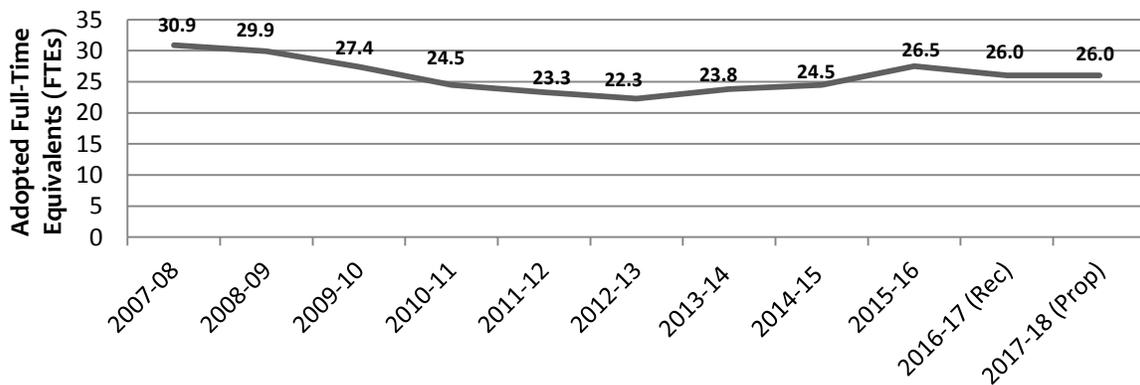


Use of Funds - \$8,153,925



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Human Resources

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration	5.38	6.50	1.50	8.00	8.00
Employee Relations/Benefits	7.24	7.50	0.50	8.00	8.00
Recruiting and Classification	4.68	6.50	(0.50)	6.00	6.00
Employees' University	2.01	2.00	-	2.00	2.00
Shared Services	4.14	4.00	(2.00)	2.00	2.00
Unallocated	0.01	-	-	-	-
Total	23.47	26.50	(0.50)	26.00	26.00
Budget By Budget Program					
Administration	\$ 1,340,983	\$ 1,802,011	\$ 196,958	\$ 1,998,969	\$ 1,979,537
Employee Relations/Benefits	1,056,582	1,155,244	72,370	1,227,614	1,268,719
Recruiting and Classification	662,500	1,058,248	(69,737)	988,511	974,345
Employees' University	367,393	455,266	11,337	466,603	467,762
Shared Services	581,206	607,396	(311,607)	295,789	305,831
Employee Insurance	4,810,135	3,392,881	(216,442)	3,176,439	3,175,751
Unallocated	1,564	-	-	-	-
Total	\$ 8,820,363	\$ 8,471,046	\$ (317,121)	\$ 8,153,925	\$ 8,171,945
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 3,345,827	\$ 4,197,006	\$ (154,347)	\$ 4,042,659	\$ 4,215,616
Services and Supplies	683,993	931,146	(6,729)	924,417	763,227
Other Charges	4,790,543	3,342,894	(156,045)	3,186,849	3,193,102
Total Operating Expenditures	8,820,363	8,471,046	(317,121)	8,153,925	8,171,945
Increases to Fund Balances	-	67,094	(67,094)	-	-
Fund Balance Impact (+)	245,896	-	-	-	-
Total	\$ 9,066,259	\$ 8,538,140	\$ (384,215)	\$ 8,153,925	\$ 8,171,945
Budget By Categories of Revenues					
Use of Money and Property	\$ 21,026	\$ 13,000	\$ (5,000)	\$ 8,000	\$ 8,000
Charges for Services	390,177	597,182	(477,182)	120,000	120,000
Miscellaneous Revenue	2,332,414	2,612,204	141,343	2,753,547	2,753,547
Total Operating Revenues	2,743,616	3,222,386	(340,839)	2,881,547	2,881,547
Decreases to Fund Balances	2,495,261	1,115,912	(352,334)	763,578	634,898
General Fund Contribution	3,765,272	4,199,842	308,958	4,508,800	4,655,500
Fund Balance Impact (-)	62,110	-	-	-	-
Total	\$ 9,066,259	\$ 8,538,140	\$ (384,215)	\$ 8,153,925	\$ 8,171,945

Human Resources

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Decrease of -.5 FTEs:
 - -2.0 FTE as a result of transferring HR Manager positions to Public Health and Behavioral Wellness
 - +.5 FTE utilizing existing salary and benefits to restore an administrative support position to serve as executive assistant to the new HR Director.
 - +1 FTE as a result of adding an additional Recruiter position as an adjustment to our FY15-16 budget.

Expenditures

- Net operating expenditure decrease of \$317,000:
 - -\$156,000 decrease to Other Charges due primarily to anticipated reductions in Unemployment Insurance Claims (-\$150,000) and Self-Funded Dental Claims (-\$74,000) based on an actuarial assessment of the insurance programs. These decreases are partially offset by increases to Utilities and Liability Insurance (+\$67,000).
 - -\$154,000 decrease to Salaries and Benefits due primarily to transferring Human Resource Manager positions to the Public Health and Behavioral Wellness Departments.
- Net non-operating expenditure increase of \$67,000 due to:
 - -\$67,000 reduction to the Increases to Fund Balances account for the Self-Funded Dental plan based on an actuarial assessment of anticipated premiums and claims for that fund.

These changes result in recommended operating expenditures and total expenditures of \$8,154,000.

Revenues

- Net operating revenue decrease of \$341,000:
 - -\$477,000 decrease to Charges for Services due primarily to the transfer of Human Resources Manager functions to the Public Health and Behavioral Wellness Departments
 - +\$141,000 increase to Miscellaneous Revenue due to reducing the use of fund balance for the Unemployment Insurance fund as a result of the refund granted to departments in FY2014-15.
- Net non-operating revenue decrease of \$52,000:
 - +\$309,000 increase to the General Fund Contribution for salary and benefit increases
 - -\$361,000 decrease to the release of retained earnings for Unemployment Insurance Fund (-\$535,000), partially offset by an increase in the release of retained earnings for the Dental Self-Insurance Fund (+\$115,000), and a one-time increase to cover increased Liability Insurance costs (+\$59,000)

These changes result in Recommended Operating Revenues of \$2,882,000, Non-Operating Revenues of \$5,272,000 and Total Revenues of \$8,154,000. Non-operating revenues primarily include General Fund Contribution and changes to fund balances.

Human Resources

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2016-17 proposed expenditures reflect a \$27,000 increase over the FY 2016-17 Recommended budget that is primarily the result of:

- +\$173,000 increase to Salaries & Employee Benefits for increases to retirement, health insurance and employee salaries.
- -\$152,000 decrease to Services & Supplies that is primarily due to the decrease to outside consulting fees (-\$88,000), decreases due to one-time purchases of furniture, computers, and supplies (-\$63,000)

RELATED LINKS

For more information on the Human Resources Department, please refer to the Web site at <http://cosb.countyofsb.org/hr/>

Human Resources

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration					
Average number of business days between approval of a recruitment requisition and certification of list	76 Days	80 Days	69 Days	65 Days	60 Days
High employee satisfaction of new hire/onboarding process	N/A	N/A	75% rated 5 out of 6 or better 56/75	80% rated 5 out of 6 or better 240/300	95% rated 5 out of 6 or better 240/300
Employee Relations/Benefits					
Provide Total Rewards Statements to all employees	N/A	N/A	N/A	100% of eligible employees 3938/3938	100% of eligible employees 3938/3938
Participation in Wellvolution employee wellness program	N/A	N/A	N/A	40% of eligible employees 1576/3938	At least 75% retention rate 1182/1576
Recruitment and Classification					
Average number of business days between approval of a recruitment requisition and the date a list is certified to a hiring department	76 Days	80 Days	69 Days	65 Days	60 Days
High client satisfaction with the recruitment process based on survey responses	N/A	97% 31/32	93% 43/46	95% 48/50	95% 48/50

Human Resources

Program

ADMINISTRATION

This budget program provides executive, fiscal, and operational oversight and services to the HR Department to ensure that HR is responsive to the needs of the Board of Supervisors, CEO, and our customers.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	-	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	2.00	2.00	-	2.00	2.00
PROGRAM MANAGER	0.09	-	1.00	1.00	1.00
FISCAL MANAGER	0.63	1.00	-	1.00	1.00
HR MANAGER	0.02	-	-	-	-
EDP SYS & PROG ANLST	0.98	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.07	-	-	-	-
DEPT BUS SPEC	0.06	-	-	-	-
EXECUTIVE SECRETARY	-	-	1.00	1.00	1.00
ADMN OFFICE PRO SR-RES	0.52	0.50	(0.50)	-	-
ADMN OFFICE PRO III-RES	0.02	-	-	-	-
Total	5.38	6.50	1.50	8.00	8.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 948,921	\$ 1,372,694	\$ 138,136	\$ 1,510,830	\$ 1,581,222
Services and Supplies	232,146	272,320	10,759	283,079	187,577
Other Charges	159,915	156,997	48,063	205,060	210,738
Total Operating Expenditures	1,340,983	1,802,011	196,958	1,998,969	1,979,537
Total Expenditures	\$ 1,340,983	\$ 1,802,011	\$ 196,958	\$ 1,998,969	\$ 1,979,537
Budget By Categories of Revenues					
Miscellaneous Revenue	(165)	-	-	-	-
Total Operating Revenues	(165)	-	-	-	-
Decreases to Fund Balances	-	234,200	(73,514)	160,686	220,694
General Fund Contribution	1,255,870	1,588,500	249,783	1,838,283	1,758,843
Total Revenues	\$ 1,255,705	\$ 1,822,700	\$ 176,269	\$ 1,998,969	\$ 1,979,537

Human Resources

Program

ADMINISTRATION (CONT'D)

2015-16 Anticipated Accomplishments

- Developed a County-wide new employee orientation program to enhance new employees' experience of joining the County workforce and to positively impact productivity and engagement. Set a target of orienting 70 new employees by fiscal year end
- Increase dialogue and interaction with departments to increase HR capacity and agility in meeting specialized departmental needs.
- Implement a new service delivery model to provide tailored and consistent HR services (e.g., recruitment) and improve coordination and collaboration with departments.
Improve HR responsiveness to employees, departments, and the public by increasing accessibility of HR staff (expansion of office hours and elimination of third-party phone service).

2016-18 Objectives

- Through cross department collaboration, implement strategies to systematically review and ensure consistent application of current HR practices
- Leverage technology to enhance the onboarding process and experience for new employees
- Realigning HR administrative/clerical functions to eliminate redundancy, increase productivity, and better manage expenditures (supplies/services)
- Establish new, collaborative and integrated processes for HR service delivery to avoid repetition and ensure a seamless customer and employee experience.

Human Resources

Program

EMPLOYEE RELATIONS/BENEFITS

This budget program is responsible for overseeing HR's relationship and negotiations with labor organizations and the provision and administration of the various County benefit programs.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.91	1.00	-	1.00	1.00
FISCAL MANAGER	0.01	-	-	-	-
EEO/AA OFFICER	0.01	-	-	-	-
EMPLOYEE BENEFITS MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.02	-	-	-	-
ADMN OFFICE PRO	1.06	1.00	-	1.00	1.00
DEPT BUS SPEC	1.75	2.00	-	2.00	2.00
ADMN OFFICE PRO SR-RES	1.14	1.50	0.50	2.00	2.00
ADMN OFFICE PRO III-RES	0.20	-	-	-	-
EXTRA HELP	0.14	-	-	-	-
Total	7.24	7.50	0.50	8.00	8.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,004,936	\$ 1,115,976	\$ 63,700	\$ 1,179,676	\$ 1,220,779
Services and Supplies	44,977	34,420	7,730	42,150	42,150
Other Charges	6,669	4,848	940	5,788	5,790
Total Operating Expenditures	1,056,582	1,155,244	72,370	1,227,614	1,268,719
Total Expenditures	\$ 1,056,582	\$ 1,155,244	\$ 72,370	\$ 1,227,614	\$ 1,268,719
Budget By Categories of Revenues					
Miscellaneous Revenue	31,755	-	-	-	-
Total Operating Revenues	31,755	-	-	-	-
Decreases to Fund Balances	-	-	35,000	35,000	-
General Fund Contribution	980,487	1,155,244	37,370	1,192,614	1,268,719
Total Revenues	\$ 1,012,242	\$ 1,155,244	\$ 72,370	\$ 1,227,614	\$ 1,268,719

Human Resources

Program

EMPLOYEE RELATIONS/BENEFITS (CONT'D)

2015-16 Anticipated Accomplishments

- Initiated unrepresented executive and management classification salary plan
- Initiated a review of the Civil Services Rules to improve clarity, application consistency, and update terminology to reflect industry standards
- Negotiated equity adjustments to bring salaries for approximately 560 employees in 40 job classifications, represented by 3 unions closer to market rates to enhance recruitment and retention.
- Implemented innovative compensation incentives for UAPD-represented County physicians to assist the Public Health and Behavioral Wellness Departments begin to address a critical shortage of doctors
- Implemented a Surgical Medical Travel program which is estimated to result in a 45% - 60% decrease in surgery costs for major surgeries undertaken through this program. This will result in direct savings to the health insurance program
- Implement an annual Total Rewards Compensation Statement for all employees to emphasize the total value of all compensation and rewards received from the County

2016-18 Objectives

- Finalize changes to Civil Service Rules, update policies and procedures impacted by these changes, and communicate impact to HR professionals and other key stakeholders
- Negotiate 8 fair successor collective bargaining agreements within Board of Supervisors budgetary authority
- Relaunch Employee Assistance Program as an extension of HR services
- Launch Wellvolution - a County-wide employee wellness program

Human Resources

Program

RECRUITING & CLASSIFICATION

This budget program assists County departments in meeting their goals by acquiring highly qualified candidates to fill a wide variety of County positions and assisting County departments in meeting their objectives by appropriately classifying positions.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
HR ANALYST	1.88	2.00	-	2.00	2.00
FISCAL MANAGER	0.35	-	-	-	-
HR MANAGER	-	1.00	-	1.00	1.00
ADMN OFFICE PRO	1.13	2.00	(1.00)	1.00	1.00
ADMINISTRATIVE LDR-GEN	0.15	-	-	-	-
PROGRAM ADMINISTRATOR	-	-	1.00	1.00	1.00
ADMN OFFICE PRO SR-RES	0.87	1.50	(0.50)	1.00	1.00
ADMN OFFICE PRO III-RES	0.16	-	-	-	-
EXTRA HELP	0.14	-	-	-	-
Total	4.68	6.50	(0.50)	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 543,058	\$ 817,295	\$ (48,220)	\$ 769,075	\$ 804,845
Services and Supplies	115,844	238,250	(22,050)	216,200	166,200
Other Charges	3,598	2,703	533	3,236	3,300
Total Operating Expenditures	662,500	1,058,248	(69,737)	988,511	974,345
Total Expenditures	\$ 662,500	\$ 1,058,248	\$ (69,737)	\$ 988,511	\$ 974,345
Budget By Categories of Revenues					
Decreases to Fund Balances	-	-	88,000	88,000	-
General Fund Contribution	649,817	990,618	(90,107)	900,511	974,345
Total Revenues	\$ 649,817	\$ 990,618	\$ (2,107)	\$ 988,511	\$ 974,345

Human Resources

Program

RECRUITING & CLASSIFICATION (CONT'D)

2015-16 Anticipated Accomplishments

- Initiated social media recruitment and outreach campaign, including weekly e-mail to all County employees and achieved great success with 1686 likes on Facebook, 2339 connections on LinkedIn, and 158 Twitter followers
- Recruited and placed 352 new employees.
- Redesigned the recruitment model to assign recruiters to specific departments to provide departments with a consistent contact point and to ensure that HR Staff truly understand the business needs of the departments

2016-18 Objectives

- Implement talent acquisition and engagement strategies to attract and retain top talent
- Review recruitment policies and strategies and implement strategies to streamline the recruitment process
- Develop and implement proactive talent acquisition tools and strategies to improve HR's ability to recruit for hard-to-fill positions
- Utilizing the new recruitment structure, develop stronger relationships with customer departments and expand each recruiter's knowledge of his/her assigned departments

Human Resources

Program

EMPLOYEES' UNIVERSITY

This budget program focuses on expanding and enhancing organizational capacity by delivering relevant and effective employee development programs

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	0.99	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	0.02	-	-	-	-
Total	2.01	2.00	-	2.00	2.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 269,143	\$ 285,634	\$ 3,447	\$ 289,081	\$ 304,772
Services and Supplies	90,872	160,000	(11,100)	148,900	133,900
Other Charges	7,378	9,632	18,990	28,622	29,090
Total Operating Expenditures	367,393	455,266	11,337	466,603	467,762
Total Expenditures	\$ 367,393	\$ 455,266	\$ 11,337	\$ 466,603	\$ 467,762
Budget By Categories of Revenues					
Charges for Services	92,894	128,000	(8,000)	120,000	120,000
Total Operating Revenues	92,894	128,000	(8,000)	120,000	120,000
Decreases to Fund Balances	-	46,941	18,059	65,000	-
General Fund Contribution	392,065	327,266	(45,663)	281,603	347,762
Total Revenues	\$ 484,959	\$ 502,207	\$ (35,604)	\$ 466,603	\$ 467,762

2015-16 Anticipated Accomplishments

- Delivered 320 hours of live, instructor-led training and 2,109 unlimited access licenses to on-line training content to employees and managers
- Provided AB1825 sexual harassment compliance training to all leads, supervisors, and managers. Targeting a completion rate of 100% within the mandated 24 month training period

2016-18 Objectives

- Revitalize training and expand organizational development efforts to provide intentional and strategic programming that engages and develops diverse county-wide talent.
- Identify skill gaps between talent in place and talent needed for future.

Human Resources

Program

SHARED SERVICES

This budget program provides HR management services and consultation to the various County Departments to provide responsive, consistent, and high-quality services

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PROGRAM MANAGER	0.85	1.00	(1.00)	-	-
HR MANAGER	1.25	1.00	-	1.00	1.00
DEPT BUS SPEC	2.05	2.00	(1.00)	1.00	1.00
Total	4.14	4.00	(2.00)	2.00	2.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 578,235	\$ 605,407	\$ (311,410)	\$ 293,997	\$ 303,998
Services and Supplies	1,031	-	-	-	-
Other Charges	1,939	1,989	(197)	1,792	1,833
Total Operating Expenditures	581,206	607,396	(311,607)	295,789	305,831
Total Expenditures	\$ 581,206	\$ 607,396	\$ (311,607)	\$ 295,789	\$ 305,831
Budget By Categories of Revenues					
Charges for Services	297,282	469,182	(469,182)	-	-
Total Operating Revenues	297,282	469,182	(469,182)	-	-
General Fund Contribution	487,033	138,214	157,575	295,789	305,831
Total Revenues	\$ 784,315	\$ 607,396	\$ (311,607)	\$ 295,789	\$ 305,831

2015-16 Anticipated Accomplishments

- Provided core services to business center partners despite a 50% reduction in staffing

2016-18 Objectives

- Through cross department collaboration, implement strategies to systematically review and ensure consistent application of current HR practices
- Provide guidance to departments on strategies to address changes in the workforce in terms of generational change, succession planning, and knowledge transfer
- As changes are made to existing HR policies and strategies, ensure that departments are aware and trained on how to implement changes and serve as a resource to departments to address any issues that may arise

Human Resources

Program

EMPLOYEE INSURANCE

This budget program contains the funds for the County's Unemployment and Self-Funded Dental Plan. Employee Benefit staff oversee these funds, but there are no FTEs budgeted to the program

Staffing

- Not applicable as there are no employees in this program.

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Services and Supplies	\$ 199,121	\$ 226,156	\$ 7,932	\$ 234,088	\$ 233,400
Other Charges	4,611,014	3,166,725	(224,374)	2,942,351	2,942,351
Total Operating Expenditures	4,810,135	3,392,881	(216,442)	3,176,439	3,175,751
Increases to Fund Balances	-	67,094	(67,094)	-	-
Total Expenditures	\$ 4,810,135	\$ 3,459,975	\$ (283,536)	\$ 3,176,439	\$ 3,175,751
Budget By Categories of Revenues					
Use of Money and Property	21,026	13,000	(5,000)	8,000	8,000
Miscellaneous Revenue	2,300,824	2,612,204	141,343	2,753,547	2,753,547
Total Operating Revenues	2,321,849	2,625,204	136,343	2,761,547	2,761,547
Decreases to Fund Balances	2,495,261	834,771	(419,879)	414,892	414,204
Total Revenues	\$ 4,817,111	\$ 3,459,975	\$ (283,536)	\$ 3,176,439	\$ 3,175,751

2015-16 Anticipated Accomplishments

- Successfully managed the Unemployment and Self-Funded Dental insurance plans to ensure adequate revenue to cover claims and maintain an appropriate fund reserve

2016-18 Objectives

- Continue to ensure that the Unemployment and Self-Funded Dental insurance plans have adequate revenue to cover anticipated claims and to maintain an appropriate fund reserve

Treasurer – Tax Collector – Public Adm.

HARRY E. HAGEN, CPA
 TREASURER TAX COLLECTOR
 COUNTY OF SANTA BARBARA
 Federal Tax ID #95-0002833

P.O. BOX 579
 SANTA BARBARA, CA 93102-0579
 (805) 568-2920 SANTA BARBARA
 (805) 344-8130 SANTA MARIA

SECURED 2014-2015
PROPERTY TAX STATEMENT
 FOR FISCAL YEAR JULY 1, 2014 TO JUNE 30, 2015
 CORTAC SUBSCRIBER BILL NUMBER

ASSESSOR ON (JANUARY 1, 2014)

PARCEL NUMBER: 043-345-067 PUBLIC, JOHN Q. ASSESSED VALUE: 20141001234

ADDRESS OF PROPERTY: 12345 MAIN ST, SANTA BARBARA, CA 93111

CSC10088 5-DIGIT 93111
 7909022777 00.0047 0218 20975/1 012-345-067

PUBLIC, JOHN Q.
 PUBLIC, JANE
 12345 MAIN ST
 SANTA BARBARA, CA 93111

LAND/MINERAL RIGHTS	361,530
IMPROVEMENTS	379,605
PERSONAL PROPERTY	0
GROSS TOTAL	741,135
HOMEOWNER'S EXEMPTION	7,800
OTHER EXEMPTION	0
NET TOTAL	734,335

TAX AMOUNTS	
BASIC PROPERTY TAX	7,646.68
SPECIAL DISTRICTS	0.00
FIXED CHARGES	581.54
TOTAL TAX	8,228.22

TAX RATE AREA	TAX RATE PERCENT	DELINQUENT PRIOR YEAR TAXES	FIRST INSTALLMENT	SECOND INSTALLMENT	TOTAL DUE
066004	1.04159	NONE	4,114.11	4,114.11	8,228.22

DELINQUENT PRIOR YEAR TAXES: NONE
 DUE NOV. 1, 2014 DELINQUENT AFTER DEC. 05, 2014
 DUE FEB. 1, 2015 DELINQUENT AFTER APRIL 10, 2015

TREASURER-TAX COLLECTOR



PUBLIC ADMINISTRATION



VETERANS SERVICES

BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating \$ 7,448,001
 Capital \$ 468,487
 FTEs 44.0

Harry E. Hagen, CPA, CPFO, ACPFIM, CFIP
 Treasurer-Tax Collector-Public Administrator

Administration & Support

Treasury

Tax & Collections

Public Assistance

Treasurer – Tax Collector – Public Adm.

Department

MISSION STATEMENT

Our mission is to bill and collect all property taxation, and process all payments; to provide banking services; to invest revenue received by the County, schools, and special districts; and to administer the County's debt program, deferred compensation plan, decedents' estates, public conservatorships, and veterans' services.

DEPARTMENT DESCRIPTION

The budget programs of the Treasurer-Tax Collector-Public Administrator Department (TTCPA) are Administration & Support, Treasury, Tax & Collections, and Public Assistance. The TTCPA has staff that provides services in Santa Barbara, Santa Maria, and Lompoc.

The focus of the TTCPA is the continuation and enhancement of the following broad range of services:

- Property tax billing and collection,
- Banking services for County departments, schools, and special districts,
- Investing public funds with goals of preservation of public agency funds, protection of capital, maintenance of sufficient cash flow to meet daily warrant demands and earning a market rate of return at minimum risk,
- 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.

HIGHLIGHTS OF 2016-18 OBJECTIVES

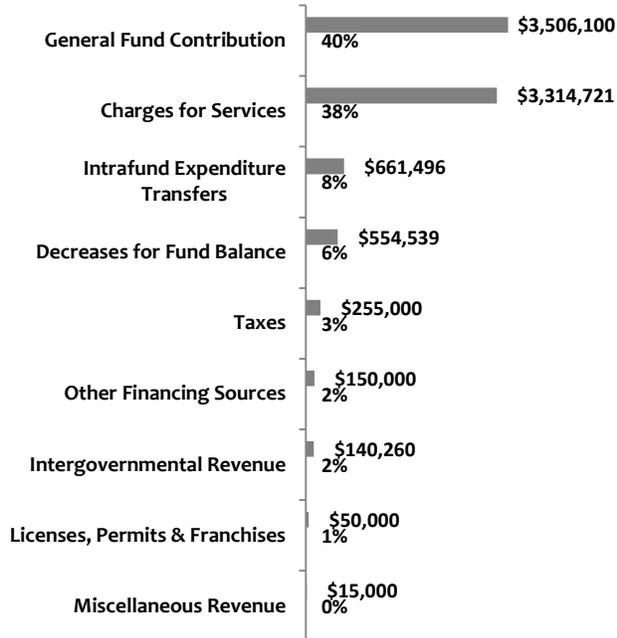
- Working closely with the Auditor-Controller's office the TTCPA will complete the roll-out of the new property tax system during its second year of go-live. It will take a significantly longer period for full system implementation to maximize the efficiencies and outcomes of the new system.

Treasurer – Tax Collector – Public Adm.

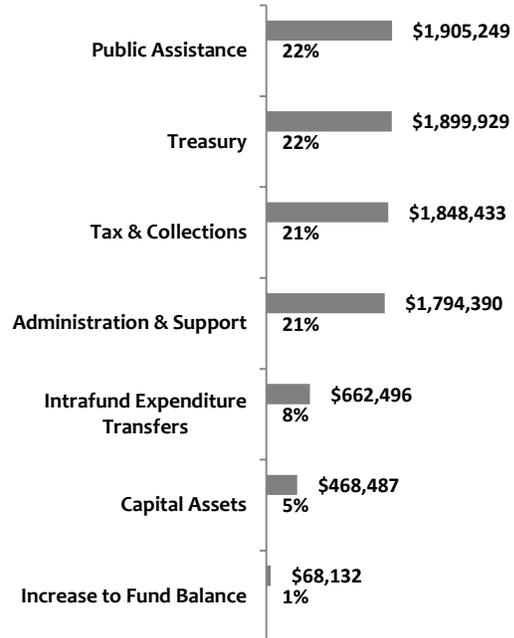
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$8,647,116

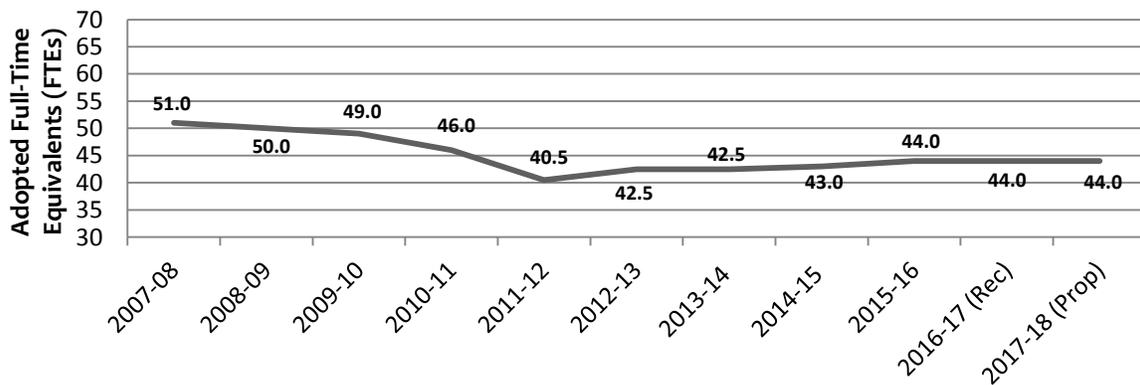


Use of Funds - \$8,647,116



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Treasurer – Tax Collector – Public Adm.

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	5.95	7.30	1.76	9.06	9.05
Treasury	9.39	10.01	(1.26)	8.75	8.76
Tax & Collections	9.90	10.21	(0.14)	10.07	10.07
Public Assistance	15.14	16.47	(0.36)	16.11	16.11
Total	40.37	44.00	-	44.00	44.00
Budget By Budget Program					
Administration & Support	\$ 1,291,567	\$ 1,768,620	\$ 25,770	\$ 1,794,390	\$ 1,877,356
Treasury	1,876,511	1,975,576	(75,647)	1,899,929	2,004,798
Tax & Collections	1,900,720	1,690,226	158,207	1,848,433	1,923,628
Public Assistance	1,627,721	1,862,367	42,882	1,905,249	1,962,038
Total	\$ 6,696,519	\$ 7,296,789	\$ 151,212	\$ 7,448,001	\$ 7,767,820
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 4,935,268	\$ 5,589,678	\$ 158,158	\$ 5,747,836	\$ 5,995,119
Services and Supplies	1,536,399	1,452,711	(72)	1,452,639	1,515,278
Other Charges	224,853	254,400	(6,874)	247,526	257,423
Total Operating Expenditures	6,696,519	7,296,789	151,212	7,448,001	7,767,820
Capital Assets	919,557	457,191	11,296	468,487	-
Intrafund Expenditure Transfers (+)	870	1,000	661,496	662,496	549,533
Increases to Fund Balances	171,748	71,748	(3,616)	68,132	68,132
Fund Balance Impact (+)	280,507	-	-	-	-
Total	\$ 8,069,202	\$ 7,826,728	\$ 820,388	\$ 8,647,116	\$ 8,385,485
Budget By Categories of Revenues					
Taxes	\$ 255,027	\$ 255,000	\$ -	\$ 255,000	\$ 255,000
Licenses, Permits and Franchises	51,808	50,000	-	50,000	50,000
Intergovernmental Revenue	141,667	138,804	1,456	140,260	140,260
Charges for Services	2,880,907	3,243,995	70,726	3,314,721	3,368,294
Miscellaneous Revenue	13,149	15,000	-	15,000	15,000
Total Operating Revenues	3,342,558	3,702,799	72,182	3,774,981	3,828,554
Other Financing Sources	150,000	150,000	-	150,000	150,000
Intrafund Expenditure Transfers (-)	116,835	-	661,496	661,496	548,533
Decreases to Fund Balances	1,087,109	520,829	33,710	554,539	78,370
General Fund Contribution	3,372,700	3,453,100	53,000	3,506,100	3,578,100
Fund Balance Impact (-)	-	-	-	-	201,928
Total	\$ 8,069,202	\$ 7,826,728	\$ 820,388	\$ 8,647,116	\$ 8,385,485

Treasurer – Tax Collector – Public Adm.

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

The TTCPA has a projected staff of 44.0 employees with centralized operations in Santa Barbara, and satellite operations in Santa Maria and Lompoc. There are no staffing changes for fiscal year 2016-17.

Expenditures

- Net operating expenditure increase of \$151,000 primarily due to:
 - +\$158,000 increase in Salaries and Employee Benefits due to increases in departmental retirement costs, health insurance costs, workers' compensation premiums, and employee salaries;
 - -\$7,000 decrease in Other Charges, primarily due to a decrease in electricity charges.

- Net non-operating expenditure increase of \$669,000 primarily due to:
 - +\$661,000 increase in intra-department transfers to display balanced programs;
 - +\$11,000 increase in Capital Assets, from \$457,000 to \$468,000, reflects continuation of the new property tax system implementation. Remaining expenditures of \$468,000 for final project implementation will be expended in FY 2016-17.

These changes result in Recommended operating expenditures of \$7,448,000, non-operating expenditures of \$1,199,000, and total expenditures of \$8,647,000. Non-operating expenditures are primarily Intrafund expenditure transfers and capital assets.

Revenues

- Net operating revenue increase of \$72,000 which primarily consists of:
 - +\$71,000 increase in Charges for Services due to a higher projected indirect cost rate.

- Net non-operating revenue increase of \$748,000 which primarily consists of:
 - +\$661,000 increase in intra-departmental transfers to display balanced programs;
 - +\$53,000 increase in General Fund contribution;
 - +30,000 increase in the release of Fund Balance for purchase of new property tax server.

These changes result in Recommended operating revenues of \$3,775,000, non-operating revenues of \$4,872,000, resulting in total revenues of \$8,647,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Treasurer – Tax Collector – Public Adm.

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2017-18 Proposed expenditures reflect a \$262,000 decrease from the FY 2016-17 Recommended budget which is primarily the result of:

- -\$468,000 decrease in Capital Assets due to the completion of the new Property Tax System conversion project
- +\$247,000 increase in salaries, retirement contributions and other benefits
- -\$113,000 decrease in intra-department transfers resulting from a decreased indirect cost rate
- +\$61,000 increase in software maintenance
- +\$5,000 increase in information technology services

RELATED LINKS

For more information on the Treasurer-Tax Collector-Public Administrator, refer to the Web site at <http://www.countyofsb.org/ttcpapg/index.asp>.

Treasurer – Tax Collector – Public Adm.

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration & Support					
Amount of Transient Occupancy Tax (TOT) Collected-non vacation rental	\$6,476,000	\$7,185,000	\$7,475,000	\$7,475,000	\$7,475,000
Amount of Transient Occupancy Tax (TOT) Collected-vacation rental	\$1,075,000	\$1,406,000	\$1,600,000	\$1,600,000	\$1,600,000
Number of participants in County Deferred Compensation Plan	3,635	3,720	3,750	3,790	3,825
Number of debt, trustee and arbitrage payments made on behalf of County departments and school districts	130	128	135	135	135
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	83% 36	90% 38	90% 39	100% 44	100% 44
Treasury					
Amount of monies processed through the County Treasury	\$7.7 Billion	\$11.3 Billion	\$8.4 Billion	\$8.4 Billion	\$8.4 Billion
Monitor and project liquidity requirements as evidenced by zero securities sold at a loss to meet the cash flow needs of pool participants	Zero	Zero	Zero	Zero	Zero
Investment compliance with the Government Code and the Treasurer's Investment Policy	100%	100%	100%	100%	100%

Treasurer – Tax Collector – Public Adm.

Department

PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Tax & Collections					
Percent & amount of annual secured taxes collected	99.3% \$ 704 Million	99.2% \$ 741 Million	99.2% \$ 777 Million	99.1% \$ 783 Million	99.1% \$ 792 Million
Percent & amount of annual unsecured taxes collected	98.0% \$ 33.5 Million	97.1% \$ 34 Million	96.7% \$ 36 Million	97.0% \$ 36.5 Million	97.1% \$ 37 Million
Public Assistance					
Percent & number of probate conservatees visited in the past twelve months	100% 190	100% 215	100% 250	100% 275	100% 275
Number of Veterans Benefit Claims filed	1,824	1,601	1,886	1,900	1,900
Number of Lanterman Petris Short (LPS) clients case managed	124	124	130	130	130
Number of Representative Payee clients case managed	249	269	294	300	300
Number of Probate clients case managed	46	43	55	60	68

Treasurer – Tax Collector – Public Adm.



Treasurer – Tax Collector – Public Adm.

Program

ADMINISTRATION & SUPPORT

Provide budgetary and administrative activities, general accounting, debt administration, deferred compensation plan administration, and automation. Plan, coordinate, and implement all information system applications (both hardware and software) for all divisions. Administer bonded indebtedness issued by the County or districts for the purpose of funding or refunding needed revenue, temporary borrowing, and special improvement/assessment bonds.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
TREAS/TAX COLL/PUB ADMIN	0.50	0.50	-	0.50	0.50
INVESTMENT MANAGER	0.54	0.45	0.06	0.51	0.50
ASST DIRECTOR	0.64	0.55	(0.05)	0.50	0.50
FINANCE CHIEF	0.84	0.95	(0.08)	0.87	0.87
IT MANAGER	-	0.08	0.02	0.10	0.10
OPERATIONS MANAGER	-	-	0.25	0.25	0.25
EDP SYS PROGRAMMER	0.59	0.21	0.58	0.79	0.79
FINANCIAL SYS ANALYST	1.15	1.78	0.67	2.45	2.45
FINANCIAL OFFICE PRO	-	-	1.00	1.00	1.00
BUSINESS MANAGER	0.68	0.75	0.25	1.00	1.00
ACCOUNTANT	0.01	1.02	0.08	1.10	1.10
EXECUTIVE SECRETARY	1.00	1.00	(1.00)	-	-
Total	5.95	7.30	1.76	9.06	9.05

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,021,111	\$ 1,301,714	\$ 206,884	\$ 1,508,598	\$ 1,580,423
Services and Supplies	90,023	265,241	(175,051)	90,190	93,190
Other Charges	180,434	201,665	(6,063)	195,602	203,743
Total Operating Expenditures	1,291,567	1,768,620	25,770	1,794,390	1,877,356
Capital Assets	17,450	-	-	-	-
Total Expenditures	\$ 1,309,017	\$ 1,768,620	\$ 25,770	\$ 1,794,390	\$ 1,877,356
Budget By Categories of Revenues					
Charges for Services	46	2,500	(2,500)	-	-
Total Operating Revenues	46	2,500	(2,500)	-	-
Intrafund Expenditure Transfers (-)	-	-	661,496	661,496	548,533
Decreases to Fund Balances	200,000	-	-	-	-
General Fund Contribution	3,372,700	3,453,100	(2,320,206)	1,132,894	1,157,430
Total Revenues	\$ 3,572,746	\$ 3,455,600	\$ (1,661,210)	\$ 1,794,390	\$ 1,705,963

Treasurer – Tax Collector – Public Adm.

Program

ADMINISTRATION & SUPPORT (CONT'D)

2015-16 Anticipated Accomplishments

- Worked jointly with the Auditor-Controller to complete the last phases of implementation of a new vendor purchased property tax system (Aumentum) that went live in early FY 2014-15 and continued to integrate subsidiary TTCPA systems.
- Filed six Return for Credit Payments to Issuers of Qualified Bonds which enabled the County to receive over \$625,000 in interest subsidies from the Internal Revenue Service.
- Coordinated recruitment efforts to fill five vacancies.
- Upgraded the department's data warehouse server to support applications that interface with the Aumentum Property Tax System.
- Decommissioned 40 year old mainframe system which was previously used by Treasurer-Tax Collector, Auditor-Controller, Clerk-Recorder, District Attorney, Fire, Human Resources, Probation, Public Works, Behavioral Wellness, Courts, Schools, Sheriff, Social Services and Information Technology. The decommissioning included the disposal of furniture, manuals, digital media and conventional computer hardware. In addition, over 11,000 mainframe tapes were securely destroyed after the shutdown of the mainframe.

2016-18 Objectives

- The TTCPA will continue to analyze the feasibility of refunding prior year debt issuances. Potential savings from this refinancing would be achieved through lower interest rates.
- Prepare, submit and monitor a timely budget that includes resources necessary to carry out the duties of the office.
- Recruit and hire well-qualified staff.

Treasurer – Tax Collector – Public Adm.

Program

TREASURY

Receive and steward, apply and pay out all monies belonging to the County, schools and special districts, and all other monies as directed by law. Invest County, school and special district funds not required for immediate expenditure. The investment of these funds must comply with state statutes and other legal constraints, with goals of preservation of public agency funds, protection of capital, maintenance of sufficient cash flow to meet daily warrant demands, and earning a market rate of return at minimum risk.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	-	0.25	0.25
INVESTMENT MANAGER	0.46	0.55	(0.06)	0.49	0.50
ASST DIRECTOR	0.20	0.18	0.07	0.25	0.25
FINANCE CHIEF	0.09	0.05	0.07	0.12	0.12
IT MANAGER	0.22	0.20	(0.10)	0.10	0.10
OPERATIONS MANAGER	0.45	0.38	(0.13)	0.25	0.25
EDP SYS PROGRAMMER	0.03	0.02	0.06	0.08	0.08
FINANCIAL SYS ANALYST	0.12	0.10	-	0.10	0.10
PUBLIC ADMIN/CONS VETS MANAGER	0.02	-	0.05	0.05	0.05
FINANCIAL OFFICE PRO	3.84	4.41	(1.08)	3.33	3.33
ACCOUNTANT	1.64	1.68	(0.12)	1.56	1.56
FINANCIAL OFFICE PRO SR	2.06	2.20	(0.03)	2.17	2.17
Total	9.39	10.01	(1.26)	8.75	8.76

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,134,887	\$ 1,194,881	\$ (68,323)	\$ 1,126,558	\$ 1,182,969
Services and Supplies	737,054	775,650	(8,960)	766,690	814,950
Other Charges	4,570	5,045	1,636	6,681	6,879
Total Operating Expenditures	1,876,511	1,975,576	(75,647)	1,899,929	2,004,798
Capital Assets	88,711	41,219	2,630	43,849	-
Intrafund Expenditure Transfers (+)	-	-	600,963	600,963	485,017
Total Expenditures	\$ 1,965,222	\$ 2,016,795	\$ 527,946	\$ 2,544,741	\$ 2,489,815
Budget By Categories of Revenues					
Charges for Services	2,341,096	2,476,501	24,391	2,500,892	2,489,815
Total Operating Revenues	2,341,096	2,476,501	24,391	2,500,892	2,489,815
Decreases to Fund Balances	88,711	41,219	2,630	43,849	-
Total Revenues	\$ 2,429,807	\$ 2,517,720	\$ 27,021	\$ 2,544,741	\$ 2,489,815

Treasurer – Tax Collector – Public Adm.

Program

TREASURY (CONT'D)

2015-16 Anticipated Accomplishments

- The County Treasury processes over \$7.9 billion annually. The County Treasury holds funds for the County, schools and special districts.
- Successfully billed and collected supplemental property taxes on the new property tax system.
- Successfully billed and collected unsecured property taxes on the new property tax system.
- Upgraded credit card terminals countywide to meet new compliance standards.

2016-18 Objectives

- County revenues are currently processed utilizing paper deposit tickets which are manually entered into the TTCPA cashiering system. A file is then created and uploaded to the Auditor-Controller financial system. The Treasury Program will evaluate and analyze the cost/benefit of developing an electronic deposit ticket. This enhancement will serve County departments and agencies. It will also facilitate the recording of revenue into the County's financial system in a more timely manner.

Treasurer – Tax Collector – Public Adm.

Program

TAX & COLLECTIONS

Provide billing, collection, and maintenance of accounting records for all secured, supplemental, and unsecured property taxes levied by the taxing agencies within the County, and the collection and redemption of prior year secured delinquent taxes. Mail notices of delinquent taxes, publish Notice of Impending Default, sell delinquent property after five years at a public auction, and process tax roll corrections, cancellations and refunds. Provide assistance and response to taxpayer inquiries.

Provide for the collection of unsecured and delinquent unsecured tax payments, Public Health Department patient accounts, Department of Social Services accounts, franchise fees, business licenses, transient occupancy taxes, and miscellaneous accounts.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	-	0.25	0.25
ASST DIRECTOR	0.13	0.21	0.04	0.25	0.25
FINANCE CHIEF	0.07	-	0.01	0.01	0.01
IT MANAGER	0.78	0.72	0.08	0.80	0.80
OPERATIONS MANAGER	0.55	0.62	(0.12)	0.50	0.50
FINANCIAL SYS ANALYST SR	-	-	1.00	1.00	1.00
EDP SYS PROGRAMMER	0.38	0.77	(0.64)	0.13	0.13
FINANCIAL SYS ANALYST	1.72	1.12	(0.67)	0.45	0.45
FINANCIAL OFFICE PRO	1.89	1.59	0.07	1.67	1.67
BUSINESS MANAGER	0.12	-	-	-	-
ACCOUNTANT	1.15	1.13	0.05	1.18	1.18
FINANCIAL OFFICE PRO SR	2.86	3.80	0.03	3.83	3.83
Total	9.90	10.21	(0.14)	10.07	10.07

Treasurer – Tax Collector – Public Adm.

Program

TAX & COLLECTIONS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,341,712	\$ 1,435,521	\$ 6,145	\$ 1,441,666	\$ 1,505,435
Services and Supplies	551,586	245,905	153,456	399,361	410,570
Other Charges	7,422	8,800	(1,394)	7,406	7,623
Total Operating Expenditures	1,900,720	1,690,226	158,207	1,848,433	1,923,628
Capital Assets	806,434	415,972	8,666	424,638	-
Intrafund Expenditure Transfers (+)	870	1,000	60,533	61,533	64,516
Total Expenditures	\$ 2,708,024	\$ 2,107,198	\$ 227,406	\$ 2,334,604	\$ 1,988,144
Budget By Categories of Revenues					
Taxes	255,027	255,000	-	255,000	255,000
Licenses, Permits and Franchises	51,808	50,000	-	50,000	50,000
Charges for Services	461,471	694,994	48,835	743,829	808,479
Miscellaneous Revenue	13,129	15,000	-	15,000	15,000
Total Operating Revenues	781,434	1,014,994	48,835	1,063,829	1,128,479
Intrafund Expenditure Transfers (-)	116,835	-	-	-	-
Decreases to Fund Balances	798,398	407,864	26,774	434,638	-
General Fund Contribution	-	-	836,137	836,137	852,860
Total Revenues	\$ 1,696,667	\$ 1,422,858	\$ 911,746	\$ 2,334,604	\$ 1,981,339

2015-16 Anticipated Accomplishments

- TTCPA maintained a high secured tax collection ratio of 99.0%, which places Santa Barbara County in the top three for tax collection among all of the 58 California counties.
- Reduced the redemption amount due by over 25% since July of 2015, making it the lowest percentage of the tax roll in over 10 years.
- Beginning in Fiscal Year 2008-09, the TTCPA began actively searching for vacation rental properties. Since that time the TTCPA has collected over \$6.5 million in TOT for the County solely from vacation rentals. Annual TOT revenues total over \$1.6 million on 494 vacation rental properties.
- Collected \$2,329,000 for the Santa Barbara South Coast and Santa Ynez Tourism Business Improvement Districts in the first six years of the program. Current annual revenues total \$576,000. This revenue is used to promote the local tourism industry. The economic impacts include increased sales tax and TOT revenues.

2016-18 Objectives

- Working closely with the Auditor-Controller's office, the TTCPA will complete the roll-out of the new property tax system during its second year of go-live. It will take a significantly longer period for full system implementation to maximize the efficiencies and outcomes of the new system.
- Identify and implement business process improvements to the manual bankruptcy procedures.

Treasurer – Tax Collector – Public Adm.

Program

PUBLIC ASSISTANCE

Assist veterans and their families file claims for Veterans' Administration and other state and federal benefits. Act as administrator/executor of a decedent's estate, as required by Probate Code or Court appointment, and provide services for indigent decedents. Provide conservatorship investigation, and when appointed by the Court, conservatorship case management for those mentally unable to manage their personal needs of health, food, clothing, shelter, and financial resources. Provide payee services to vulnerable adults who are unable to manage their financial benefits.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	0.03	0.05	(0.05)	-	-
PUBLIC ADMIN/CONS VETS MANAGER	0.98	1.00	(0.05)	0.95	0.95
FINANCIAL OFFICE PRO	2.19	2.00	-	2.00	2.00
ADMN OFFICE PRO	1.58	3.00	-	3.00	3.00
BUSINESS MANAGER	0.20	0.25	(0.25)	-	-
ACCOUNTANT	0.20	0.17	(0.01)	0.16	0.16
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	0.85	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
PUBLIC ADM/CONSERVATOR	5.65	6.00	-	6.00	6.00
EXTRA HELP	0.61	-	-	-	-
Total	15.14	16.47	(0.36)	16.11	16.11

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,437,558	\$ 1,657,562	\$ 13,452	\$ 1,671,014	\$ 1,726,292
Services and Supplies	157,736	165,915	30,483	196,398	196,568
Other Charges	32,427	38,890	(1,053)	37,837	39,178
Total Operating Expenditures	1,627,721	1,862,367	42,882	1,905,249	1,962,038
Capital Assets	6,963	-	-	-	-
Increases to Fund Balances	171,748	71,748	(3,616)	68,132	68,132
Total Expenditures	\$ 1,806,432	\$ 1,934,115	\$ 39,266	\$ 1,973,381	\$ 2,030,170
Budget By Categories of Revenues					
Intergovernmental Revenue	141,667	138,804	1,456	140,260	140,260
Charges for Services	78,294	70,000	-	70,000	70,000
Miscellaneous Revenue	20	-	-	-	-
Total Operating Revenues	219,981	208,804	1,456	210,260	210,260
Other Financing Sources	150,000	150,000	-	150,000	150,000
Decreases to Fund Balances	-	71,746	4,306	76,052	78,370
General Fund Contribution	-	-	1,537,069	1,537,069	1,567,810
Total Revenues	\$ 369,981	\$ 430,550	\$ 1,542,831	\$ 1,973,381	\$ 2,006,440

Treasurer – Tax Collector – Public Adm.

Program

PUBLIC ASSISTANCE (CONT'D)

2015-16 Anticipated Accomplishments

- The Public Guardian's division served over 130 Lanterman Petris Short (LPS) mental health conservatorships, 295 representative payees, and 53 probate clients this fiscal year, providing investigation and case management for individuals unable to provide their own basic needs.
- The Veterans' Services program assists County veterans and their families in obtaining benefits. County veterans received approximately \$8.5 million in new and retroactive benefits, lump sum awards, college fee waivers, and prior awards. In addition, approximately \$2 million was brought into the County for GI Bill students and Aid & Attendance assistance.
- The Veterans' Services program completed the rollout of the verification process and paperwork for the new veterans' driver license program.
- Satellite office opened at Santa Barbara Veterans Memorial building.

2016-18 Objectives

- The Veterans' Services program will continue to move toward a paperless office through a multi-year scanning project to digitally file veteran records.

Treasurer – Tax Collector – Public Adm.



Debt Service



Debt Service

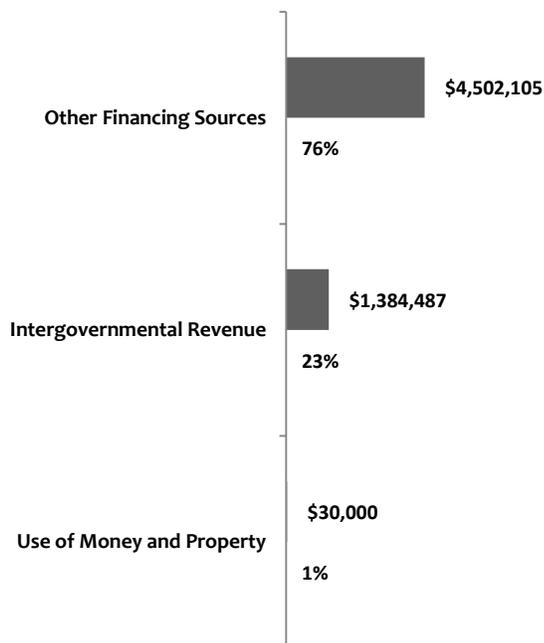
Department

DEPARTMENT DESCRIPTION

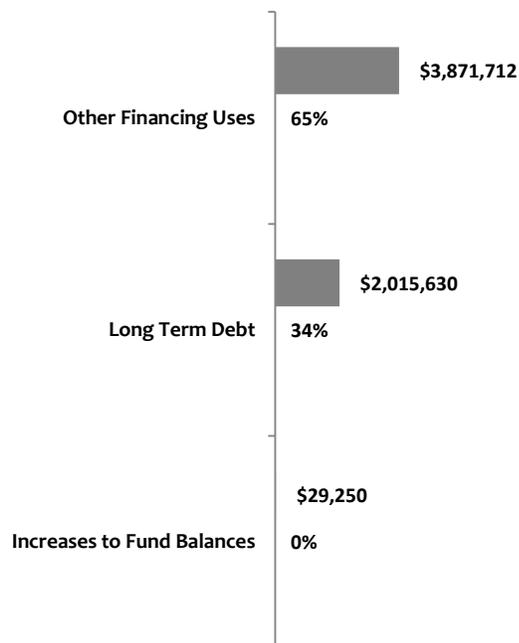
Debt Service payments, both principal and interest, which are budgeted in various departments for Certificates of Participation (COPs) and other authorized long-term debt instruments, are consolidated here for oversight and payment by the Treasurer-Tax Collector-Public Administrator Department. Internal Service Funds and Enterprise Funds are separate accounting entities that budget their debt directly in their own funds. The Debt Service budget also includes the short-term Tax and Revenue Anticipation Notes (TRAN) debt payments.

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$5,916,592



Use of Funds - \$5,916,592



Debt Service

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Budget By Budget Program					
Long Term Debt	\$ 2,606,053	\$ 2,128,362	\$ (112,732)	\$ 2,015,630	\$ 1,902,641
Total	<u>\$ 2,606,053</u>	<u>\$ 2,128,362</u>	<u>\$ (112,732)</u>	<u>\$ 2,015,630</u>	<u>\$ 1,902,641</u>
Budget By Categories of Expenditures					
Services and Supplies	\$ 89,569	\$ 16,892	\$ (3,004)	\$ 13,888	\$ 13,888
Other Charges	2,516,484	2,111,470	(109,728)	2,001,742	1,888,753
Total Operating Expenditures	<u>2,606,053</u>	<u>2,128,362</u>	<u>(112,732)</u>	<u>2,015,630</u>	<u>1,902,641</u>
Other Financing Uses	15,317,881	3,763,118	108,594	3,871,712	3,949,327
Increases to Fund Balances	4,032	54,158	(24,908)	29,250	29,250
Fund Balance Impact (+)	588	-	-	-	-
Total	<u>\$ 17,928,553</u>	<u>\$ 5,945,638</u>	<u>\$ (29,046)</u>	<u>\$ 5,916,592</u>	<u>\$ 5,881,218</u>
Budget By Categories of Revenues					
Use of Money and Property	\$ 6,730	\$ 30,000	\$ -	\$ 30,000	\$ 30,000
Intergovernmental Revenue	1,379,751	1,380,787	3,700	1,384,487	1,381,887
Total Operating Revenues	<u>1,386,481</u>	<u>1,410,787</u>	<u>3,700</u>	<u>1,414,487</u>	<u>1,411,887</u>
Other Financing Sources	14,970,760	4,509,943	(7,838)	4,502,105	4,469,331
Decreases to Fund Balances	1,571,312	24,908	(24,908)	-	-
Total	<u>\$ 17,928,553</u>	<u>\$ 5,945,638</u>	<u>\$ (29,046)</u>	<u>\$ 5,916,592</u>	<u>\$ 5,881,218</u>

Debt Service

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- This department is administered by the Treasurer-Tax Collector-Public Administrator.

Expenditures

- Net operating expenditure decrease of \$113,000 which primarily consists of:
 - -\$113,000 decrease in annual interest payments on long term debt.
- Net non-operating expenditure increase of \$84,000 which primarily consists of:
 - +\$109,000 increase in principal payments.
 - -\$25,000 increase is due to prior year reallocation of fund balance component.

These changes result in recommended operating expenditures of \$2,016,000, non-operating expenditures of \$3,901,000, for total expenditures of \$5,917,000. Non-operating expenditures primarily include long-term debt principal repayment.

Revenues

- Net operating revenue increase of \$4,000 which primarily consists of:
 - +\$4,000 reflects increased revenue, transferred from other departments for debt service payments as payments increase.
- Net non-operating revenue decrease of \$33,000 which primarily consists of:
 - -\$8,000 reflects decreased revenue, transferred from other departments for debt service payments as payments decline.
 - -\$25,000 is due to prior year reallocation of fund balance component.

These changes result in recommended operating revenues of \$1,415,000, non-operating revenues of \$4,502,000, resulting in total revenues of \$5,917,000. Non-operating revenues primarily include transfers from General Fund Departments and Special Revenue Funds for debt service obligations.

Debt Service

Department

FINANCIAL RECONCILIATION OF LONG-TERM DEBT

The table on the following page, “Long-term Debt Payment Schedule by Project/Fund” provides detail of principal and interest payments by Project. Information shown includes the beginning “Total Debt Service” due, scheduled “Payments FY 16-17” and the “Remaining Debt Service” balance. A reconciliation of this detail Long-term Debt schedule (line “Subtotal General and Operating Funds”) to the Budget Overview schedule (line “Total Expenditures”) is provided below

Total Debt Service Expenditures	\$5,916,592
Less LTD Cost & Fees	(13,912)
Less ADMHS and CRA Leases	(485,396)
Less Increase to Fund Balance	(29,250)
Net Government Funds Principal and Interest Payments	\$5,388,034

Debt Service

Department

SANTA BARBARA COUNTY

LONG-TERM DEBT PAYMENT SCHEDULE BY PROJECT/FUND

JUNE 30, 2017

DESCRIPTION	FUND	DEPT	TOTAL DEBT SERVICE	NET RENTAL PAYMENTS	PAYMENTS FY 16-17	REMAINING DEBT SERVICE
GENERAL AND OPERATING FUNDS						
2008 COP						
REDEVELOPMENT AGENCY	3120	725	19,209,991	17,779,511	1,380,883	16,398,628
2010 COP						
PUBLIC DEFENDER REMODEL	0001	990	13,260,389	9,915,149	435,707	9,479,442
BETTERAVIA ADMINISTRATION	0001	990	4,798,481	3,629,531	168,024	3,461,507
EMERGENCY OPERATIONS CENTER	0001	990	13,056,897	9,771,625	445,710	9,325,915
SUBTOTAL			31,115,766	23,316,305	1,049,441	22,266,864
2011 PP						
CASA NUEVA - GENERAL SERVICES	0001	063	2,024,653	2,024,653	336,802	1,687,851
CASA NUEVA - SOCIAL SERVICES	0001	990	820,959	820,959	136,567	684,392
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	949,418	949,418	157,664	791,754
JUVENILE HALL	0070	990	2,427,633	2,427,633	404,765	2,022,868
JUVENILE COURT - EXPANSION	0071	990	713,350	713,350	118,507	594,843
JUVENILE COURT - ATTORNEYS	0070	990	521,743	521,743	86,778	434,965
DISTRICT ATTORNEY	0070	990	3,057,654	3,057,654	508,990	2,548,664
SHERIFF - HVAC	0070	990	99,653	99,653	16,720	82,933
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	608,943	608,943	102,079	506,864
SUBTOTAL			11,224,006	11,224,006	1,868,872	9,355,134
2014 PP						
LOMPOC SUBSTATION - FIRE	0001	031	2,161,602	2,161,602	240,426	1,921,176
LOMPOC SUBSTATION - SHERIFF	0001	032	1,333,528	1,333,528	144,931	1,188,597
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	2,828,250	2,828,250	312,891	2,515,359
TECHNICAL BUILDING - SHERIFF	0001	032	2,530,979	2,530,979	282,299	2,248,680
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	979,850	979,850	108,291	871,559
SUBTOTAL			9,834,209	9,834,209	1,088,838	8,745,371
SUBTOTAL GENERAL AND OPERATING FUNDS			71,383,973	62,154,031	5,388,034	56,765,998
2008 COP ENTERPRISE FUND						
TAJIGUAS LANDFILL LINER	1930	054	5,192,175	4,636,812	580,260	4,056,552
2010 COP ENTERPRISE FUND						
TAJIGUAS LANDFILL LINER	1930	054	1,861,003	1,629,814	375,310	1,254,503
2011 PP ENTERPRISE FUND						
LAGUNA SANITATION SOLAR PROJECT	2870	054	4,163,615	3,619,177	419,317	3,199,860
2011 PP INTERNAL SERVICE FUND						
CALLE REAL SOLAR PROJECT	1920	063	5,316,534	4,618,859	493,150	4,125,709
TOTAL COP DEBT			\$87,917,299	\$76,658,693	\$7,256,071	\$69,402,622

Debt, Obligations and Debt Management Policies



***Debt, Obligations
and Debt Management Policies***



Debt, Obligations and Debt Management Policies

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4. Credit Ratings	D-469
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6. Short Term Obligations	D-470
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Debt, Obligations and Debt Management Policies

Introduction

This section of the operating plan presents:

- an overview of County outstanding debt obligations,
- the objectives of its debt management policy,
- certain obligations overseen by the County Debt Advisory Committee (DAC),
- a description of the various types of the significant short-term and long-term obligations,
- assets set-aside to fund the obligations,
- an overview of the funding status of the obligations, and
- budget policy and practices to fund the annual debt payments.

We have also provided a summary table of the County's liabilities net of accumulated resources. A significant amount of these obligations involve appropriations throughout the County fund structure.

Net Debt Obligations

<i>in millions</i>	<u>6/30/2015</u>	<u>Estimated 6/30/2016</u>	<u>Payments</u>		<u>Expected Incr/(Decr)</u>	<u>Estimated 6/30/2017</u>
			<u>Principal</u>	<u>Interest</u>		
Short-term Obligations:						
TRAN	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Long-term Obligations:						
Certificates of Participation (COPs)	35.7	34.1	(1.6)	(1.7)	0	32.5
Capital Bonds & Notes	31.0	27.4	(3.7)	(0.7)	0	23.7
Capital Leases	2.7	2.3	(0.4)	(0.1)	0	1.9
Pension Unfunded Actuarial Liability (UAL)	781.7	584.4	(23.2)	(41.4)	137.4	698.6
Other Post Employment Benefits (OPEB) UAAL	175.3	175.3	0	0	0	175.3
Self-Insurance:						
Workers' Compensation Ins	3.0	0.8	0	0	(0.3)	0.5
Other Self-Insurance	(4.7)	1.6	0	0	(0.4)	1.2
Compensated Absences	32.2	32.3	0	0	0.1	32.4
Landfill Closure	26.8	26.4	0	0	0	26.4
Total	\$ 1,083.7	\$ 884.6	\$ (28.9)	\$ (43.9)	\$ 136.8	\$ 992.5

Debt

The County of Santa Barbara uses debt financing to:

- 1) fund certain capital assets that support the provision of services by the County; and
- 2) provide for short-term cash flow requirements.

The decisions to use debt financing are governed by several factors including the nature of the project to be financed, availability of other financing, and the current economic climate. The County's financings adhere to a Board of Supervisors approved debt policy and are subject to reviews by the County Debt Advisory Committee. Also, when entering into public market financings they undergo the scrutiny of the credit rating agencies. This policy, the County's current credit ratings and the various forms of debt financing utilized by the County are described in more detail below.

Debt, Obligations and Debt Management Policies

Certain other long-term obligations are now being required or will be required by the Governmental Accounting Standards Board (GASB) to be included on the County balance sheet including the County Pension Liabilities and Other Post-Employment Benefits (OPEB). These outstanding obligations are also described in more detail below.

Objectives of the County Debt Management Policy

- **To Provide Benefits to the Public:**

Identify the benefits, cost savings and the prudent use of debt financing. Invest cash to use municipal assets most effectively and to finance or refinance to maintain the lowest practical cost (i.e. to maximize the use of municipal assets to determine pay-as-you-go or debt financing alternatives).

- **Debt Repayment:**

Establish debt payment schedules that accommodate the ability to pay and synchronize the cost with the benefits or useful life.

- **Capital Outlay:**

Identify the level of debt which the responsible agency is able to carry to use debt most effectively as one among several available financial tools. Closely coordinate with the responsible agency's capital and operating budget processes.

- **Debt Overview:**

Take into account on a continuing basis the impact of debt on the County's credit rating and total debt burden.

Credit Ratings

The County maintains a Standard & Poor's 'SP-1+' rating for short-term notes and a Standard & Poor's 'AA+' for long-term certificates of participation.

Standard & Poor's in its June 12, 2013 credit profile affirmed its 'AA+' rating to the County's appropriation debt.

The rationale behind the rating reflects the rating agency's view of:

- The long-term general creditworthiness of the County; and
- The County's covenants to budget and appropriate lease payments.

The 'AA+' rating is based on the following long-term strengths of the County:

- A stable, moderately growing economic base with access to the broader Ventura and Los Angeles area economies;
- Consistent maintenance of very strong unreserved general fund balances despite limited financial flexibility due to state mandates;
- An experienced management team that has implemented strong financial policies and prudent expenditure controls; and
- Low overall debt levels.

Debt, Obligations and Debt Management Policies

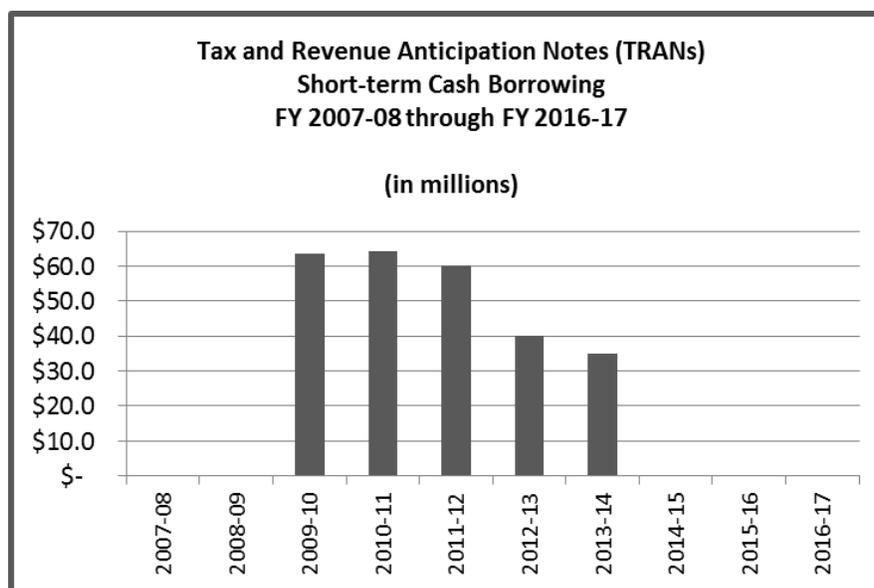
Standard & Poor's, in its May 29, 2013 rating of the County's FY 13-14 \$35.0 million Tax and Revenue Anticipation Notes (TRAN), states that the 'SP-1+' short-term rating "reflects the County's very strong underlying general credit characteristics, as well as strong County-projected note repayment coverage of 1.78x at maturity; and very strong County-projected coverage of 3.21x at maturity if including additional borrowable liquidity of various other funds".

Debt Service Ratios

The following bonded debt service ratios include the County's Certificates of Participation (COP's), Capital Bonds and Capital Leases. The ratio of total budgeted debt service to revenue estimates for all County Funds is 0.81% and for the General Fund is 0.00%. The General Fund's share of budgeted total debt service is 0% of \$17.8 million. The ratio of outstanding net bonded debt to Assessed Value is 0.10%.

Short Term Obligations

During the course of the fiscal year, the County may experience a temporary shortfall in cash because of the unequal timing of expenditures and the receipt of revenues. The biggest factor is that the majority of property taxes for the fiscal year are collected in December and April while expenditures such as payroll occur throughout the year. To mitigate these cash flow imbalances, the County borrows cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within twelve months after date of issuance and are therefore considered short-term obligations. The County borrows and repays the TRAN within each fiscal year. The chart shows TRAN borrowings since FY 2007-08. FY 2016-17 available cash balances will be sufficient to provide for operational cash requirements and a TRAN will not be issued.

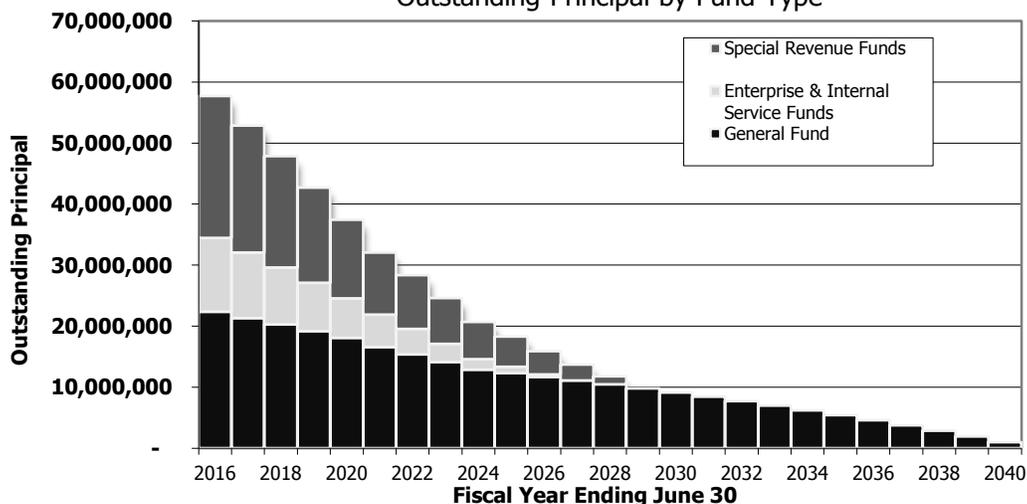


Debt, Obligations and Debt Management Policies

Long Term Obligations

- **General Obligation Bonds (GO Bonds)** are debt instruments issued by local governments for the acquisition or improvement of real property. The repayment stream is an additional ad valorem property tax to pay annual debt service. Since the passage of Proposition 13 in 1978, they require a supermajority voter approval. The County has no outstanding General Obligation Bonds.
- **Certifications of Participation (COPs), Capital Bonds and Notes** are sold to investors to raise funds for the financing of capital infrastructure. The repayment of these COPs, Capital Bonds and Notes are secured by pledged revenues of the County annually appropriated as part of the County budget. The outstanding principal amounts as of 6/30/2015 are COPS \$35.7 million, Capital Bonds and Notes \$31.0 million. The repayment of the total outstanding principal of \$66.7 is displayed on the following graph by fund type as part of the annual operating budget. The graph indicates a rapid repayment schedule. In addition to principal, \$21.7 million of interest will be paid over the life of the bonds.

Certificates of Participation and Private Placement
Outstanding Principal by Fund Type



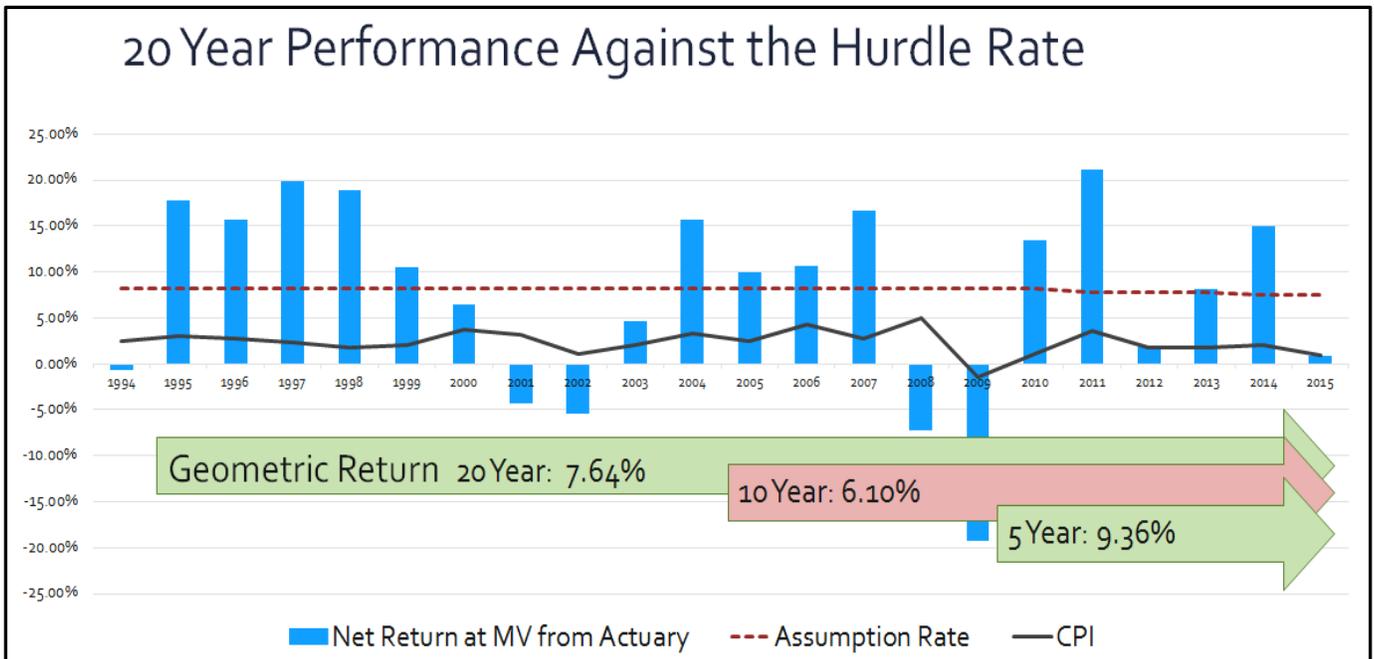
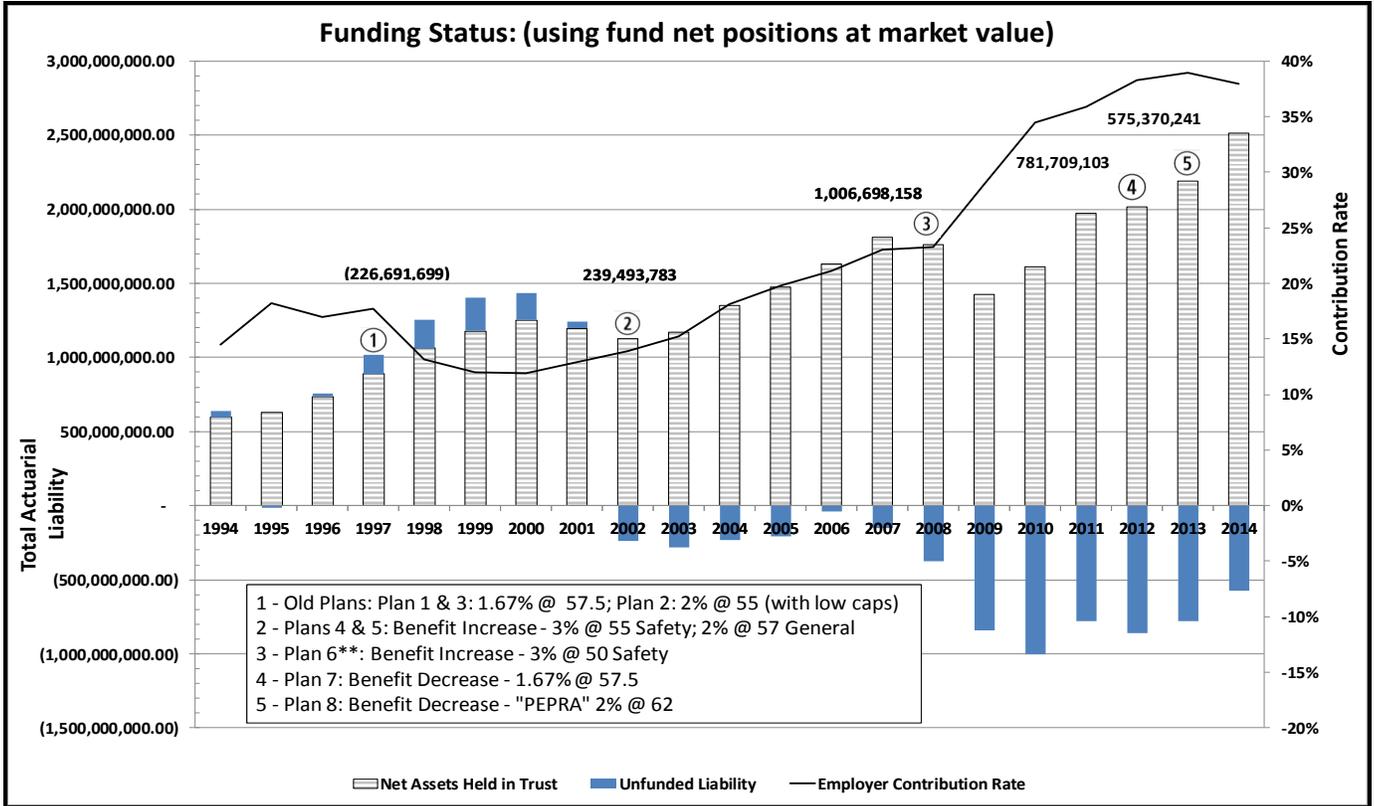
- **Capital Leases** are financing instruments sold to investors or leasing finance companies to raise cash to acquire capital assets. When all the lease terms and conditions are met, the related asset becomes the property of the County. At June 30, 2015, capital lease liabilities totaled \$2.7 million, not including financing costs. Outstanding interest for the remainder for capital leases totaled \$0.7 million. Annual lease payments are appropriated in the operating budget.
- **Pension Obligation Bonds (POBs)** are financing instruments used to pay some or all of an entity's unfunded pension liability. The bonds must be issued on a taxable basis and the proceeds are transferred to the issuer's pension system as a prepayment of all or part of the issuer's unfunded pension liability. The proceeds are then invested by the pension system. These bonds function as arbitrage instruments and come with interest rate return risks. The County of Santa Barbara has no outstanding Pension Obligation Bonds.

Debt, Obligations and Debt Management Policies

- Unfunded Pension Obligations** are required to be financed by the provisions of the 1937 California Retirement Act and are subject to appropriation as part of the County Annual Budget. As of June 30, 2015, the date of the most recent actuarial report of the Santa Barbara County Employees Retirement System (SBCERS), the Unfunded Actuarial Liability (UAL) based on the market value of assets was \$698.6 million. This liability is being amortized over a fixed period of 17 years, effective June 30, 2013, and is paid as a level percentage of the County's annual payroll. The following table provides a summary with respect to assets, liabilities, and UAL and funding ratios and employer contribution rates for the current year and subsequent plan year. See the budget's Executive Summary for a twenty year projection of member and employer contributions.

Santa Barbara County Employee's Retirement System			
Summary of Key Valuation Results			
(in millions)			
Validation Date	June 30, 2014	June 30, 2015	Relative %
Fiscal Year End	2016	2017	Change
Actuarial Liability	\$ 3,098.0	\$ 3,231.1	4.3%
Market Value of Assets	\$ 2,513.6	\$ 2,532.5	0.8%
Unfunded Actuarial Liability (UAL)			
Based on Market Value of Assets	\$ 584.4	\$ 698.6	19.5%
			Absolute %
			Change
Funding Ratio - Market Value	81.1%	78.4%	-2.7%
Net Employer Contribution Rate			
New Asset / Amortization Method	37.94%	36.55%	-1.390%

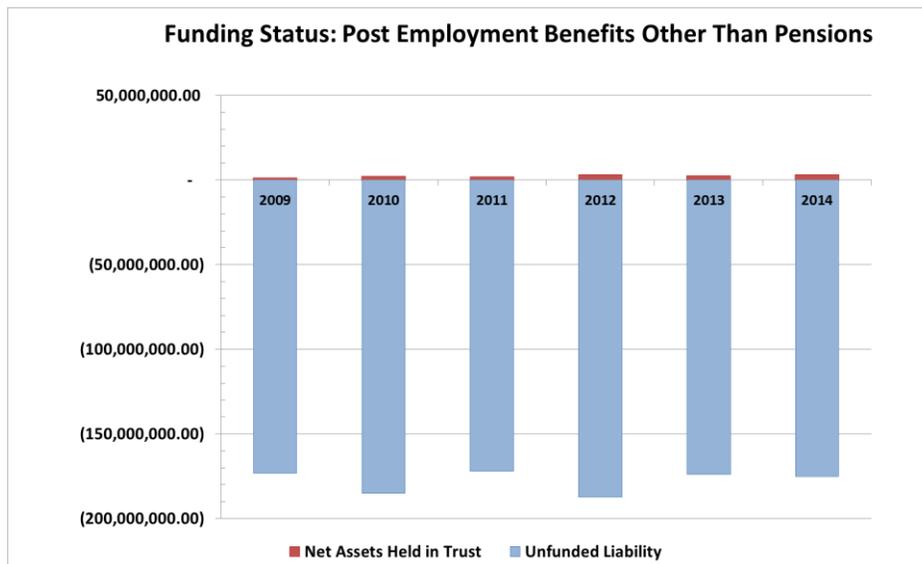
Debt, Obligations and Debt Management Policies



Debt, Obligations and Debt Management Policies

- Unfunded Other Post Employment Benefits (OPEB)** The County OPEB plan pays retirees either a portion of their monthly insurance premiums (\$15 per month per year of service) or makes a contribution to a health reimbursement account (\$4 per month per year of service). The plan was closed to new general members hired after 1/1/13. The current rate of contribution to the OPEB plan is a level percentage of the County's annual payroll which only funds the cost of the current year's benefit, but does not amortize the UAAL. The contribution rate is being increased annually to begin to reduce the UAAL. As of June 30, 2014, the date of the most recent OPEB actuarial study of the Santa Barbara County Employees Retirement System (SBCERS), the Unfunded Actuarial Accrued Liability (UAAL) was \$175.3 million. OPEB actuarial valuations are performed on a biennial basis. The following table provides a summary with respect to assets and liabilities, UAAL, funding ratios. The employer contribution rate for FY 2015-16 is expected to increase from 3.25% to 3.75% of covered payroll.

OPEB Cost and Net OPEB Obligation		
(in millions)		
Fiscal Year End	2013	2014
Actuarial Accrued Liability (AAL)	\$ 176.4	\$ 178.5
Actuarial Value of Plan Assets	2.5	3.2
Unfunded Actuarial Accrued Liability (UAAL)	\$ 173.9	\$ 175.3
Funded Ratio (actuarial value)	1.4%	1.8%



- Self-Insurance Liabilities** result from various risk of losses related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; natural disasters; and medical malpractice. For these risks, the County has chosen to establish self-insurance internal service funds to accumulate assets for losses up to certain limits. Excess coverage (coverage above the County limits) is

Debt, Obligations and Debt Management Policies

provided by the California State Association of Counties (CSAC) Excess Insurance Authority. Effective July 1, 2010, the County discontinued self-insurance for workers' compensation and began purchasing coverage through CSAC. In addition, the County has established separate self-insurance financing funds for unemployment claims and dental insurance benefits for employees and their dependents. The following chart shows the claims and other liabilities in the self-insurance internal service funds, compared to assets accumulated to pay the claims, for the prior two fiscal years. The County has a seven year budgetary plan to increase rates to eliminate the deficit caused by the remaining self-insurance workers' compensation claims.

Self-Insurance Liabilities		
(in millions)		
Worker's Compensation		
Fiscal Year End	June 30, 2014	June 30, 2015
Self-insurance claim and other liabilities	\$ 20.3	\$ 16.8
Assets available to pay liabilities	16.0	13.8
Unfunded claim and other liabilities	\$ 4.3	\$ 3.0
Funded Ratio	78.8%	82.1%
Other Self-Insurance		
Fiscal Year End	June 30, 2014	June 30, 2015
Self-insurance claim and other liabilities	\$ 8.9	\$ 9.3
Assets available to pay liabilities	17.1	14.0
Unfunded claim and other liabilities	\$ (8.2)	\$ (4.7)
Funded Ratio	192.1%	150.5%

- **Compensated Absences** are related to unused employee vacation balances that could be paid out upon termination. At June 30, 2015 the balance was \$32.2 million. These payments are typically absorbed in each department's operating budget on a pay-as-you-go basis.
- **Landfill closure and post closure care liabilities** result from the County's requirements to close landfills once their capacities are reached and to monitor and maintain the sites for 30 subsequent years. The County funds these costs with a combination of a pledge of future tipping fee revenues and an accumulation of restricted cash and investment assets. As of June 30, 2015, the total liability was \$26.4 million and \$16.6 million is currently accumulated and restricted for this use in the Resource Recovery & Waste Management Enterprise Fund. Annual increases to restricted assets are appropriated in the Enterprise Fund's operating budget.

***Debt, Obligations
and Debt Management Policies***



General County Programs & General Revenues



General County Programs & General Revenues



General County Programs & General Revenues

Functional Summary

	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Staffing By Department					
General County Programs	0.92	1.00	-	1.00	1.00
Total	0.92	1.00	-	1.00	1.00
Budget By Department					
General County Programs	\$ 3,234,985	\$ 3,019,048	\$ (702,606)	\$ 2,316,442	\$ 1,444,251
Total	\$ 3,234,985	\$ 3,019,048	\$ (702,606)	\$ 2,316,442	\$ 1,444,251
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 152,704	\$ 175,959	\$ 36,363	\$ 212,322	\$ 75,000
Services and Supplies	1,595,886	1,657,891	(731,000)	926,891	201,889
Other Charges	1,486,396	1,185,198	(7,969)	1,177,229	1,167,362
Total Operating Expenditures	3,234,985	3,019,048	(702,606)	2,316,442	1,444,251
Other Financing Uses	41,718,347	36,621,898	(789,046)	35,832,852	33,693,664
Intrafund Expenditure Transfers (+)	201,102,746	201,005,036	8,916,764	209,921,800	210,026,338
Increases to Fund Balances	32,667,241	19,002,449	4,128,910	23,131,359	18,052,526
Fund Balance Impact (+)	2,859,274	-	-	-	8,336,254
Total	\$ 281,582,593	\$ 259,648,431	\$ 11,554,022	\$ 271,202,453	\$ 271,553,033
Budget By Categories of Revenues					
Taxes	\$ 204,055,619	\$ 210,463,000	\$ 9,613,000	\$ 220,076,000	\$ 228,328,000
Licenses, Permits and Franchises	3,301,232	3,314,000	37,000	3,351,000	3,418,000
Fines, Forfeitures, and Penalties	6,670,803	4,719,000	463,000	5,182,000	5,391,000
Use of Money and Property	1,981,669	662,000	50,799	712,799	767,998
Intergovernmental Revenue	8,149,786	1,311,000	(23,000)	1,288,000	1,272,000
Charges for Services	9,360,271	11,877,471	(724,978)	11,152,493	11,338,000
Miscellaneous Revenue	747,878	179,520	5,500	185,020	132,858
Total Operating Revenues	234,267,257	232,525,991	9,421,321	241,947,312	250,647,856
Other Financing Sources	2,176,900	2,400	165,975	168,375	168,555
Intrafund Expenditure Transfers (-)	385,183	262,509	(170,521)	91,988	93,000
Decreases to Fund Balances	18,180,707	7,507,146	(3,042,052)	4,465,094	-
General Fund Contribution	26,572,546	19,350,385	5,179,299	24,529,684	20,643,622
Fund Balance Impact (-)	-	-	-	-	-
Total	\$ 281,582,593	\$ 259,648,431	\$ 11,554,022	\$ 271,202,453	\$ 271,553,033

General County Programs & General Revenues

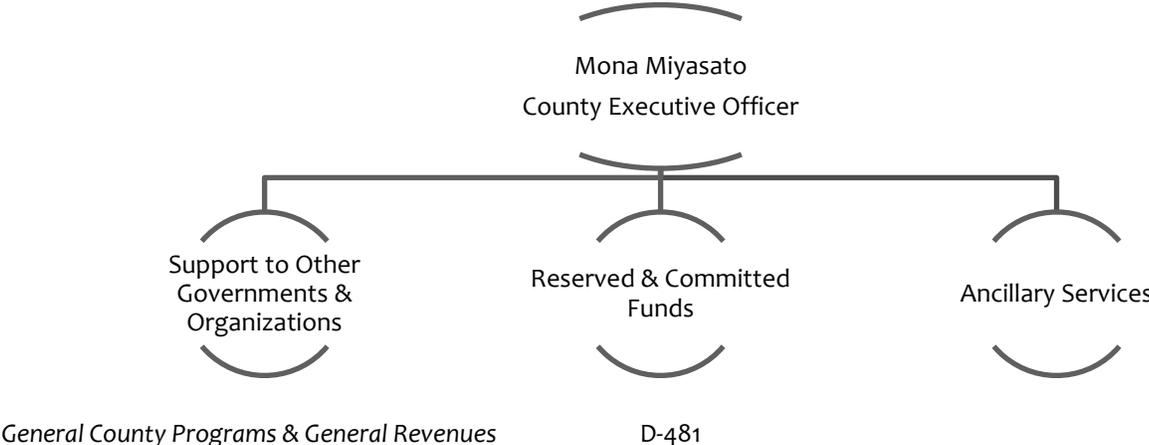


General County Programs



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 2,316,442
Capital	\$ 0
FTEs	1.0



General County Programs

Department

MISSION STATEMENT

Deliver County services in accordance with the Board of Supervisors' (Board) 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 department structure is identified. These General County programs currently include:

- Support to Other Governments & Organizations including the Children's Health Initiative, Human Services Commission, LAFCO, Montecito Fire Westmont Annexation, and support to the Betteravia Child Care Center.
- Reserved & Committed Funds consisting of increases and decreases to committed fund balances (including increased funding for maintenance, North Branch Jail operations and the Strategic Reserve), Criminal Justice Facilities and Courthouse Construction debt service payments.
- Ancillary Services which consists of debt service payments for General Fund projects, Public and Educational Access, Board support, South Coast Task Force on Youth Safety support, and general administration.

HIGHLIGHTS OF 2016-18 OBJECTIVES

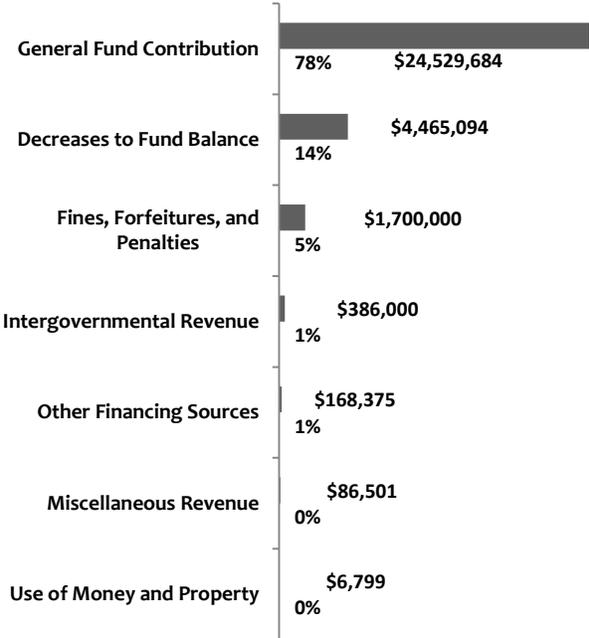
- Funding the Northern Branch Jail Operations in accordance with the established funding plan; \$7,600,000 in FY 2016-17 and \$9,100,000 in FY 2017-18.
- Support the Central Coast Coalition on Homelessness and the South Coast Task Force on Youth Safety projects at the current level of funding.
- Increase the Strategic Reserve to the targeted level, per Board policy.
- Increase existing maintenance funding levels through the Board approved 18% Maintenance Funding Policy.

General County Programs

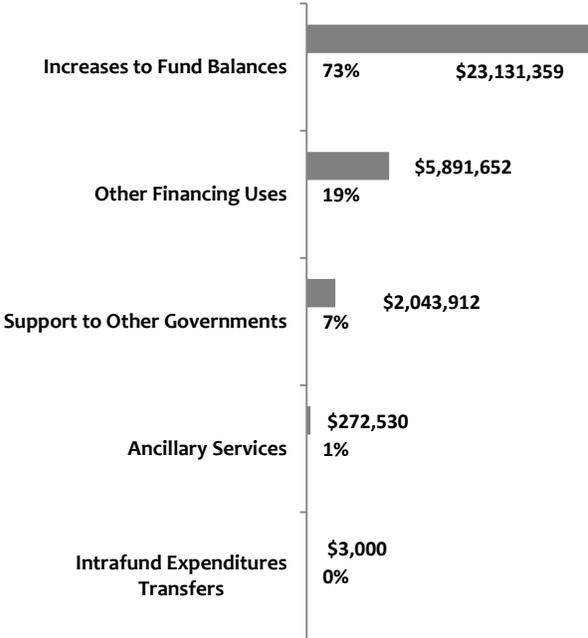
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$31,342,453



Use of Funds - \$31,342,453



General County Programs

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Support to Other Governments & Organiza	0.92	1.00	-	1.00	1.00
Total	0.92	1.00	-	1.00	1.00
<hr/>					
Budget By Budget Program					
Support to Other Governments & Organiza	\$ 2,610,122	\$ 2,318,828	\$ (274,916)	\$ 2,043,912	\$ 1,179,751
Reserved & Committed Funds	14,000	-	-	-	-
Ancillary Services	610,863	700,220	(427,690)	272,530	264,500
Total	\$ 3,234,985	\$ 3,019,048	\$ (702,606)	\$ 2,316,442	\$ 1,444,251
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 152,704	\$ 175,959	\$ 36,363	\$ 212,322	\$ 75,000
Services and Supplies	1,595,886	1,657,891	(731,000)	926,891	201,889
Other Charges	1,486,396	1,185,198	(7,969)	1,177,229	1,167,362
Total Operating Expenditures	3,234,985	3,019,048	(702,606)	2,316,442	1,444,251
Other Financing Uses	13,971,047	7,078,934	(1,187,282)	5,891,652	3,344,264
Intrafund Expenditure Transfers (+)	-	3,000	-	3,000	3,000
Increases to Fund Balances	32,590,439	19,002,449	4,128,910	23,131,359	18,052,526
Fund Balance Impact (+)	29,695	-	-	-	140,992
Total	\$ 49,826,166	\$ 29,103,431	\$ 2,239,022	\$ 31,342,453	\$ 22,985,033
<hr/>					
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 1,775,679	\$ 1,800,000	\$ (100,000)	\$ 1,700,000	\$ 1,700,000
Use of Money and Property	9,302	4,000	2,799	6,799	3,998
Intergovernmental Revenue	388,680	380,000	6,000	386,000	385,000
Charges for Services	16,174	-	-	-	-
Miscellaneous Revenue	475,678	59,500	27,001	86,501	83,858
Total Operating Revenues	2,665,513	2,243,500	(64,200)	2,179,300	2,172,856
Other Financing Sources	2,176,900	2,400	165,975	168,375	168,555
Intrafund Expenditure Transfers (-)	230,500	-	-	-	-
Decreases to Fund Balances	18,180,707	7,507,146	(3,042,052)	4,465,094	-
General Fund Contribution	26,572,546	19,350,385	5,179,299	24,529,684	20,643,622
Total	\$ 49,826,166	\$ 29,103,431	\$ 2,239,022	\$ 31,342,453	\$ 22,985,033

General County Programs

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- There are no FTE changes.

Expenditures

- Net operating expenditure decrease of \$703,000 primarily due to:
 - -\$731,000 decrease to Services & Supplies for the elimination of one-time allocation to outside agencies (-\$431,000) and reducing costs for the Children's Health Care Initiative as children now qualify for full scope Medi-Cal under AB-75 which extends health care coverage to all children regardless of immigration status (-\$225,000).
 - -\$8,000 decrease to Other Charges for the decrease in utility costs for the Santa Maria Child Care Center as well as a decrease to the allocation for governmental access television
 - +\$36,000 to Salaries & Employee Benefits for the replacement benefits plan
- Net non-operating expenditure increase of \$2,944,000 primarily due to:
 - +1,510,000 increase in Unassigned Fund Balance
 - +1,500,000 increase to New Jail Operations funding plan
 - +1,186,000 increase to 18% Maintenance Funding Policy (brings the total annual 18% maintenance contribution to \$2.5 million in FY 2016-17)
 - +\$780,000 increase to Strategic Reserves to use in future years
 - -\$2,136,000 decrease to Emerging Issues fund balance for one-time allocations

These changes result in Recommended operating expenditures of \$2,316,000, non-operating expenditures of \$29,026,000, and total expenditures of \$31,342,000. Non-operating expenditures primarily include transfers and increases to fund balances.

Revenues

- Net operating revenue decrease of \$64,000 primarily due to :
 - -\$100,000 decrease to Forfeitures and Penalties for reduced revenue collected from fines and parking tickets
 - +\$27,000 increase to Miscellaneous Revenue for the increase to the replacement benefits plan expenditures
 - +6,000 increase to Intergovernmental Revenue for the Federal subsidy the County receives for debt refinancing
- Net non-operating revenue increase of \$2,303,000 primarily due to:
 - +\$4,391,000 increase in Unassigned Fund Balance
 - +\$456,000 increase in General Fund Contribution
 - -\$3,042,000 decrease in use of Fund Balance (Residual Fund Balance, Operating Plans, Emerging Issues) for projects (see Fund Balance Component schedule on following pages for more detail).

These changes result in Recommended operating revenues of \$2,179,000, non-operating revenues of \$29,163,000, and total revenues of \$31,342,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

General County Programs

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2017-18 Proposed Budget is decreasing by \$8,357,000. This is primarily due to decreased Unassigned Fund Balance of (-\$4,391,000) which is determined at the end of the year and only shown for FY2016-17, a decrease in Emerging Issues to cover the 3 year costs of the Northern Branch Jail account of (-\$420,000) and reallocate resources to fund one-time needs in FY 2016-17 (\$2,136,000), a decrease in the set aside for the Children's Health Initiative Fund Balance (-\$775,000), a decrease in the Fire Cost Allocation Plan sharing of (-\$344,000), a decrease to the Northern Branch Jail Cost Allocation Plan sharing of (-\$233,000), a decrease of the 2 year equity adjustment for Social Services (-\$962,000), a decrease to Committed Fund Balance to cover the increase in General Liability Insurance for Department of Social Services and Behavioral Wellness (-\$941,000), a decrease in Committed Fund Balance to cover one-time General Services maintenance costs (-\$420,000), offset by increases to the New Jail Operations fund (+\$1,500,000).

General County Programs



General County Programs

Department

FUND BALANCE COMPONENT DETAIL

General Fund Key Discretionary Fund Balance Components Detail				
FY 2015-16				
Fund Balance Component	Beginning Balance	Estimated Changes	Estimated Changes Detail	Estimated Ending Balance
Roads	-	-	1,400,000 CEO Recommend Expansion 1x funding 500,000 Per Budget Development Policies (1,900,000) Public Works - Roads Projects	-
Litigation	883,153	25,000	250,000 Per Budget Development Policies (125,000) County Counsel - Outside Counsel fees (100,000) Clerk-Recorder-Assessor	908,153
Salary, Benefit, & Pension Cost Increases	1,585,058	(143,799)	465,512 Per CEO Rec. for unforeseen and emerging needs (609,311) DSS first year equity adjustments	1,441,259
Deferred Maintenance	117,384	(111,387)	3,090,613 Per Budget Policy, CEO Rec., and Board Adjusted Budget (2,352,000) General Services - \$1.3m per policy, \$150k CEO Rec., & \$902k Adj. (850,000) Parks - \$500k per policy, \$150k CEO Rec., & \$200k BOS	5,997
18% Deferred Maintenance	-	-	1,321,000 CEO Recommended Expansion (600,000) Public Works (421,000) General Services (300,000) Parks	-
Audit Exceptions	982,295	-	-	982,295
Mental Health	2,000,000	(2,000,000)	1,500,000 Per Budget Policy (2,500,000) Behavioral Wellness (1,000,000) Behavioral Wellness	-
New Jail Operations	7,900,000	5,852,431	6,100,000 Per Jail Operations funding plan (247,569) Sheriff draw for transition staffing	13,752,431
Emerging Issues (one-time funding)	3,541,015	(3,532,014)	(1,043,797) Board Adopted source for CEO Rec. expansions & Board adjustments (700,000) CEO Rec. allocation for emerging needs (471,000) Outside Agency funding see Budget Workshop Tab 3.2 for details (452,000) Sheriff (305,000) Community Services (200,000) District Attorney (181,217) General Services (includes NBJ accountant) (150,000) CEO (20,000) Planning (9,000) Ag Commissioner	9,001
Contingencies	3,393,256	(660,494)	750,000 \$500k per policy and \$250k CEO Rec. (1,087,892) Behavioral Wellness potential need for inpatient costs (227,502) General Services generators, roofs and transformer budget adj. (95,000) Jail Staffing and Operating Cost Analysis consultant (100) Public Health Imprest Cash	2,732,762
Strategic Reserve	29,555,616	309,384	309,384 Per Budget Development Policies	29,865,000
Fund Balance-Residual (One-time)	-	2,136,494	3,136,494 Residual Fund Balance (FY 2014-15 savings) (1,000,000) Behavioral Wellness	2,136,494
Unassigned Fund Balance (Ongoing)	-	-	-	-
TOTAL	49,957,777	1,875,615		51,833,392

General County Programs

Department

FUND BALANCE COMPONENT DETAIL (CONT'D)

General Fund Key Discretionary Fund Balance Components Detail				
Fund Balance Component	Recommended FY 2016-17			
	Beginning Balance	Recommended Changes	Recommended Changes Detail	Estimated Ending Balance/ Available to Allocate
Roads	-	-	500,000 Per Budget Development Policies (500,000) Public Works - Roads Projects	-
Litigation	908,153	-	350,000 Per Budget Development Policies (250,000) County Counsel - Outside Counsel fees (100,000) Clerk-Recorder-Assessor	908,153
Salary, Benefit, & Pension Cost Increases	1,441,259	(961,608)	(961,608) DSS 2nd year of a 2 year equity adjustment	479,651
Deferred Maintenance	5,997	500,000	2,300,000 Per Budget Development Policies (1,300,000) General Services (500,000) CSD-Parks	505,997
18% Deferred Maintenance	-	7,000	2,507,000 Per Budget Development Policies (1,250,000) Public Works (875,000) General Services (375,000) Parks	7,000
Audit Exceptions	982,295	-	-	982,295
Mental Health	-	1,000,000	1,000,000 Per Budget Policy (from Unassigned FB FY 2014-15 savings for 1x use)	1,000,000
New Jail Operations	13,752,431	6,958,343	7,600,000 Per Jail Operations funding plan (641,657) Sheriff draw for transition staffing	20,710,774
Emerging Issues (one-time funding)	9,001	312,336	2,136,000 Allocated from Unassigned FB (FY 2014-15 savings) for 1x use 420,000 General Services, 16-19 remaining 3yr allocation for NBJ acctnt. (628,500) Sheriff - One time for insurance increases (500,687) DSS one-time for insurance increases (440,000) Behavioral Wellness one time for insurance increases (351,500) District Attorney - One time for insurance increases (134,985) General Services, 16-17 allocation for NBJ accountant (129,073) CEO - One time for insurance increases (58,919) Human Resources - One time for insurance increases	321,337
Contingencies	2,732,762	(420,000)	(420,000) Trans to Emerging Issues for one-time GS NBJ accountant	2,312,762
Strategic Reserve	29,865,000	1,089,805	1,089,805 Per Budget Development Policies	30,954,805
Fund Balance-Residual (One-time)	2,136,494	(2,136,000)	(2,136,000) Funding for Emerging Issues (from FY 2014-15 savings)	494
Unassigned Fund Balance (Ongoing)	-	4,594,066	4,594,066 Unassigned fund balance	4,594,066
	51,833,392	10,943,942		62,777,334

General County Programs

Program

SUPPORT TO OTHER GOVERNMENTS & ORGANIZATIONS

Support to Other Governments & Organizations including the Children's Health Initiative, Human Services Commission, LAFCO, Montecito Fire Westmont Annexation, and support to the Betteravia Child Care Center.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DEPT BUS SPEC	0.85	1.00	-	1.00	1.00
EXTRA HELP	0.07	-	-	-	-
Total	0.92	1.00	-	1.00	1.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 125,489	\$ 135,959	\$ 2,363	\$ 138,322	\$ 1,000
Services and Supplies	1,008,527	1,011,391	(275,000)	736,391	11,389
Other Charges	1,476,106	1,171,478	(2,279)	1,169,199	1,167,362
Total Operating Expenditures	2,610,122	2,318,828	(274,916)	2,043,912	1,179,751
Other Financing Uses	9,907,898	2,651,000	(2,621,000)	30,000	30,000
Intrafund Expenditure Transfers (+)	-	3,000	-	3,000	3,000
Increases to Fund Balances	2,000,000	1,000,000	(1,000,000)	-	-
Total Expenditures	\$ 14,518,020	\$ 5,972,828	\$ (3,895,916)	\$ 2,076,912	\$ 1,212,751
Budget By Categories of Revenues					
Charges for Services	16,174	-	-	-	-
Total Operating Revenues	16,174	-	-	-	-
Other Financing Sources	2,020,800	2,400	(2,400)	-	-
Intrafund Expenditure Transfers (-)	205,500	-	-	-	-
Decreases to Fund Balances	9,877,898	1,000,000	(1,000,000)	-	-
General Fund Contribution	2,323,024	3,349,428	(1,272,516)	2,076,912	1,353,743
Total Revenues	\$ 14,443,396	\$ 4,351,828	\$ (2,274,916)	\$ 2,076,912	\$ 1,353,743

2015-16 Anticipated Accomplishments

- 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.

2016-18 Objectives

Pursuant to AB-75, which extends health care coverage to all children regardless of immigration status, adjust the level of support required for the Children's Healthcare Initiative. The transition starts in FY 2016-17 and is projected to be complete by FY 2017-18.

General County Programs

Program

RESERVED & COMMITTED FUNDS

Reserved & Committed Funds consisting of increases and decreases to committed fund balances, Criminal Justice Facilities and Courthouse Construction debt service payments.

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Services and Supplies	\$ 14,000	\$ -	\$ -	\$ -	\$ -
Total Operating Expenditures	14,000	-	-	-	-
Other Financing Uses	2,847,299	3,238,486	1,432,770	4,671,256	2,124,488
Increases to Fund Balances	30,552,854	18,002,449	5,127,342	23,129,791	18,052,526
Total Expenditures	<u>\$ 33,414,153</u>	<u>\$ 21,240,935</u>	<u>\$ 6,560,112</u>	<u>\$ 27,801,047</u>	<u>\$ 20,177,014</u>
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,775,679	1,800,000	(100,000)	1,700,000	1,700,000
Use of Money and Property	4,335	4,000	-	4,000	3,998
Miscellaneous Revenue	425,000	-	-	-	-
Total Operating Revenues	2,205,013	1,804,000	(100,000)	1,704,000	1,703,998
Other Financing Sources	156,100	-	168,375	168,375	168,555
Decreases to Fund Balances	7,746,976	6,022,426	(1,564,131)	4,458,295	-
General Fund Contribution	23,333,262	15,035,509	6,434,868	21,470,377	18,304,461
Total Revenues	<u>\$ 33,441,351</u>	<u>\$ 22,861,935</u>	<u>\$ 4,939,112</u>	<u>\$ 27,801,047</u>	<u>\$ 20,177,014</u>

2015-16 Anticipated Accomplishments

- Funded future operations of the Northern Branch Jail in the amount of \$6,100,000, a \$1,600,000 increase from the \$4,500,000 set aside the previous year.
- Adopted the Board's new 18% Maintenance Funding Policy, whereby 18% of unallocated Discretionary General Funds will be allocated to Public Works, General Services and Community Service – Parks Division to provide additional funding for maintenance needs. Funding in FY 2015-16 provided an additional \$1.3 million of ongoing General Funds to these departments. This is the first year of the policy and it is anticipated that these funds will grow over time.
- Established funding for Board priorities including the Strategic Reserve, mental health inpatient needs, road projects, fixed maintenance funds for buildings and parks, and contingencies. (See Fund Balance Component Detail.

2016-18 Objectives

- Continue to fund the Northern Branch Jail Operations fund in the amounts of \$7,600,000 in FY 2016-17 and \$9,100,000 in FY 2017-18.
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy (estimated at \$2.5 million in FY 2016-17).
- Fund capital/infrastructure projects based on identified needs, priorities, and available funding sources.

General County Programs

Program

ANCILLARY SERVICES

Ancillary Services which consists of debt service payments for General Fund projects, Public and Educational Access, Board support, South Coast Task Force on Youth Safety support, and administrative support for the Human Services Commission.

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 27,214	\$ 40,000	\$ 34,000	\$ 74,000	\$ 74,000
Services and Supplies	573,359	646,500	(456,000)	190,500	190,500
Other Charges	10,290	13,720	(5,690)	8,030	-
Total Operating Expenditures	610,863	700,220	(427,690)	272,530	264,500
Other Financing Uses	1,215,850	1,189,448	948	1,190,396	1,189,776
Increases to Fund Balances	37,586	-	1,568	1,568	-
Total Expenditures	\$ 1,864,299	\$ 1,889,668	\$ (425,174)	\$ 1,464,494	\$ 1,454,276
Budget By Categories of Revenues					
Use of Money and Property	4,968	-	2,799	2,799	-
Intergovernmental Revenue	388,680	380,000	6,000	386,000	385,000
Miscellaneous Revenue	50,678	59,500	27,001	86,501	83,858
Total Operating Revenues	444,326	439,500	35,800	475,300	468,858
Intrafund Expenditure Transfers (-)	25,000	-	-	-	-
Decreases to Fund Balances	555,833	484,720	(477,921)	6,799	-
General Fund Contribution	916,260	965,448	16,947	982,395	985,418
Total Revenues	\$ 1,941,419	\$ 1,889,668	\$ (425,174)	\$ 1,464,494	\$ 1,454,276

2015-16 Anticipated Accomplishments

- Continued support of the South Coast Task Force on Youth Safety and the Central Coast Collaborative on Homelessness projects.
- Administered and monitored the grants awarded through the Human Services Commission.

2016-18 Objectives

- Support the Central Coast Coalition on Homelessness, the Human Services Commission, and the South Coast Task Force on Youth Safety projects.

General Revenues

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Budget By Budget Program					
Budget By Categories of Expenditures					
Other Financing Uses	\$ 27,747,300	\$ 29,542,964	\$ 398,236	\$ 29,941,200	\$ 30,349,400
Intrafund Expenditure Transfers (+)	201,102,746	201,002,036	8,916,764	209,918,800	210,023,338
Increases to Fund Balances	76,802	-	-	-	-
Fund Balance Impact (+)	2,829,579	-	-	-	8,195,262
Total	<u>\$ 231,756,427</u>	<u>\$ 230,545,000</u>	<u>\$ 9,315,000</u>	<u>\$ 239,860,000</u>	<u>\$ 248,568,000</u>
Budget By Categories of Revenues					
Taxes	\$ 204,055,619	\$ 210,463,000	\$ 9,613,000	\$ 220,076,000	\$ 228,328,000
Licenses, Permits and Franchises	3,301,232	3,314,000	37,000	3,351,000	3,418,000
Fines, Forfeitures, and Penalties	4,895,124	2,919,000	563,000	3,482,000	3,691,000
Use of Money and Property	1,972,366	658,000	48,000	706,000	764,000
Intergovernmental Revenue	7,761,106	931,000	(29,000)	902,000	887,000
Charges for Services	9,344,097	11,877,471	(724,978)	11,152,493	11,338,000
Miscellaneous Revenue	272,200	120,020	(21,501)	98,519	49,000
Total Operating Revenues	<u>231,601,744</u>	<u>230,282,491</u>	<u>9,485,521</u>	<u>239,768,012</u>	<u>248,475,000</u>
Intrafund Expenditure Transfers (-)	154,683	262,509	(170,521)	91,988	93,000
Total	<u>\$ 231,756,427</u>	<u>\$ 230,545,000</u>	<u>\$ 9,315,000</u>	<u>\$ 239,860,000</u>	<u>\$ 248,568,000</u>

General Revenues



Section E



Capital Budget Summary



Capital Budget Summary



Capital Budget Summary

Introduction

Capital Budget

The Capital Budget is the appropriations approved annually by the Board of Supervisors as part of the annual Operating Budget process. It differs from the Capital Improvement Program (CIP) as the CIP is an estimate of the cost of projects and the Capital Budget is the actual funding for approved projects in the fiscal year covered by the operating plan.

How does the Capital Budget differ from the Capital Improvement Program (CIP)?

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. Since the CIP includes estimates of all capital needs, it provides the basis for setting priorities, reviewing schedules, developing funding policy for proposed improvements, monitoring and evaluating the progress of capital projects, and informing the public of projected capital improvements and unfunded needs. Projects included in the CIP are non-recurring, have a long service life, are generally over \$100,000, and will be underway (or should be underway, but are partially or entirely unfunded) during Fiscal Years 2016-17 through FY 2020-21.

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 CIP itself does not appropriate funds; rather it serves as a budgeting tool, resulting in Capital Budget appropriations to be recommended for adoption within the County's FY 2016-17 Operating Budget.

DIFFERENCES BETWEEN THE CAPITAL BUDGET AND THE CIP - RECONCILIATION

Appropriations are separated into operating and capital budgets. The Capital Budget in this Operating Plan does not include salaries and benefits paid to County staff or payments for services and supplies, such as to contractors and tradesmen, for services conducted within County construction funds; these are captured in the operating budget.

In the CIP, these costs are shown as capital costs and create a difference between these two sources. The operating budget, as identified in Section C of this book, is reporting \$71.3 million, compared to \$73.8 million in the CIP Capital Projects Budget table. The reconciliation of these differences is shown in the following table:

FY 2016-17 Operating Budget To CIP Reconciliation	
\$ 71,347,189	Section C Capital Budget Summary
\$ 73,779,000	Section E CIP Budget Summary Table
\$ (2,431,811)	Difference
\$ 2,378,004	Section C Capital Budget accounts do not include Salaries & Benefits for in-house design, environmental or inspection costs for certain transportation projects. These costs are captured within the operating expenditures budget accounts as work is performed and subsequently capitalized after completion of the projects.
\$ 53,807	Small projects not within the CIP thresholds
\$ -	

Capital Budget Summary

Overview of the Recommended Capital Budget

Total Five Year CIP through Fiscal Year Ending June 30, 2021
 Class Summary Funded and Unfunded
 (In thousands of dollars)

Class Summary	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Land	594	5,100	6,913	6,321	1,940	20,868
Land Improvements	5,452	9,291	7,642	12,482	50,119	84,986
Building & Building Improvements	54,454	77,368	54,957	15,143	76,746	278,667
Equipment	6,014	8,332	8,603	7,705	8,835	39,489
IT Hardware/Software	1,812	1,155	2,028	624	479	6,098
Infrastructure	25,875	29,188	45,821	37,441	16,275	154,600
Five Year Total	94,201	130,434	125,964	79,716	154,394	584,709

The FY 2016-2021 CIP contains **181 capital projects and 12 maintenance programs**. This includes 38 projects that are new this year. Of this total, **73 projects are fully funded**, 33 are partially funded, and 75 are currently unfunded. A funded project is one that has identified specific funding, including ongoing-existing sources to fully implement the project. A partially funded project has funding to accomplish various portions of the project but lacks sufficient funding to fully complete the project. An unfunded project is one that has been identified in the CIP as a need but has no funding secured to implement the program.

A major portion of the project totals (both funded and unfunded) in the Five Year CIP are made up of large projects including \$97.81 million for the New County Jail (see further comments on jail below), \$86 million for the Lower Mission Creek Flood Control project, Landfill Heavy Equipment Replacement \$16.8 million, \$5.9 million for Station 41 Rebuild (Cuyama), and \$6 million for the Goleta Beach Access Bridge.

Of the County's \$584.7 million five year capital needs, as presented by the Departments, **\$279.2 million or 47.7% have identified funding sources**.

Capital Budget Summary

CIP projects are also categorized by Classes (see definitions starting on E-12). The Five Year CIP is broken down by each class or category, as shown in the table below. Of the \$279.2 million funded total, 96% of the expenditures are in three classes, \$132.9 million in Infrastructure, \$110 million in Building and Building Improvements and \$27 million in Equipment.

\$279 Million in Funded Projects; shown by Asset Class

Five Year CIP through Fiscal Year Ending June 30, 2021

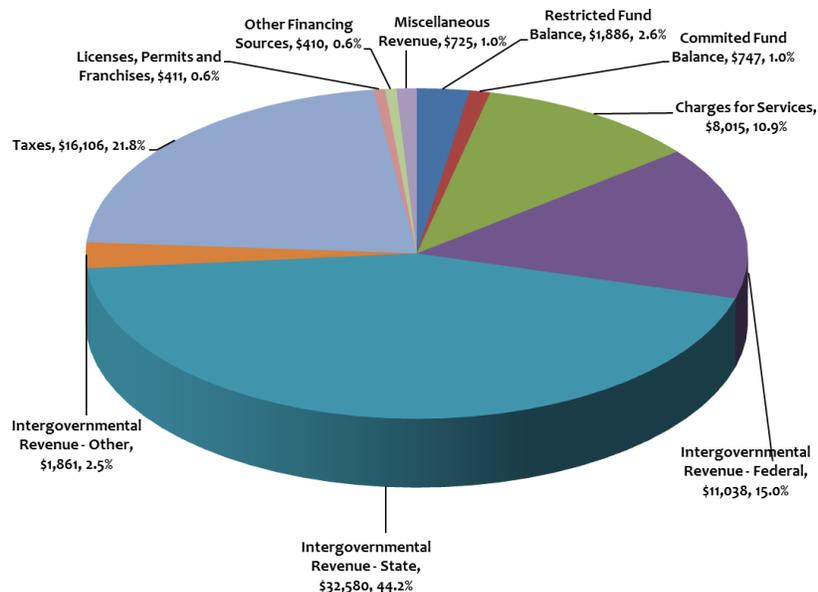
Class Summary Funded

(In thousands of dollars)

Class Summary	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Land	\$ 94	\$ 10	\$ 13	\$ 205	\$ 1,590	\$ 1,912
Land Improvements	1,849	60	260	426	376	2,971
Building & Building Improvements	38,273	50,939	16,856	3,343	600	110,011
Equipment	6,006	5,863	6,393	4,705	4,035	27,002
IT Hardware/Software	1,682	600	1,148	469	479	4,378
Infrastructure	25,875	25,980	41,096	27,191	12,742	132,884
Five Year Total	\$ 73,779	\$ 83,452	\$ 65,766	\$ 36,339	\$ 19,822	\$ 279,158

Majority of Funding from Taxes and Federal/State Sources Identified for FY 2016-17

Fiscal Year Funding by Object Level (In thousands of dollars)

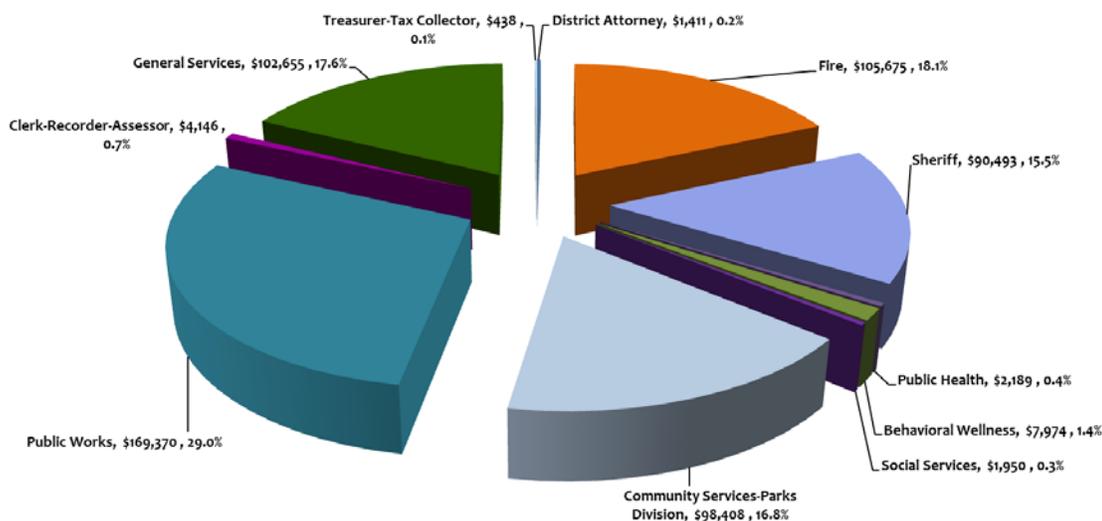


Capital Budget Summary

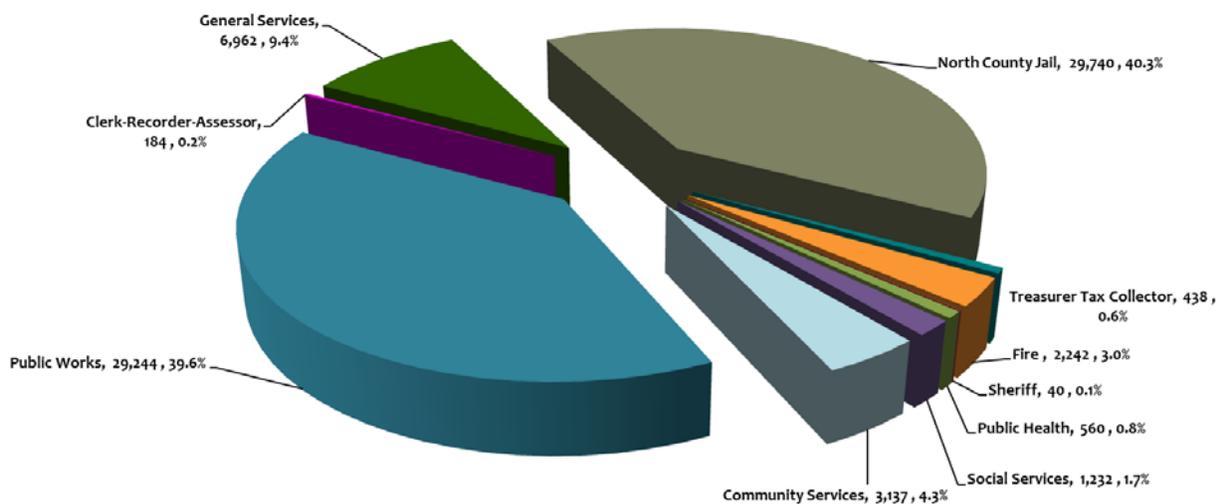
CAPITAL PROJECTS BY DEPARTMENT

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 and listed in alphabetical order. The following chart shows the FY 2016-2021- CIP by department total including both funded/partially funded and unfunded projects.

**Five Year CIP through Fiscal Year Ending June 30, 2021, by Department
(In thousands of dollars)**



**One Year CIP for Recommended Fiscal Year Ending June 30, 2017, by Department
(In thousands of dollars)**



Capital Budget Summary

Overview of Maintenance

Does it include Maintenance?

Starting in FY 2015-16 and continuing for FY 2016-17, a Maintenance Funding Policy has been implemented as approved by the Board of Supervisors in FY 2014-15. This policy allocates 18% of the unallocated general revenue growth for ongoing maintenance needs. The annual distribution of the new funding is decided as part of the budget development process.

There are 12 Maintenance programs in the Capital Improvement Program for FY 2016-21, totaling \$355 million. Of these programs \$36.3 million are funded and \$318.7 million are currently listed as unfunded. Those programs are listed in the table on page E-7 of this section.

Also, there are no maintenance programs included in the summary schedules starting on page E-14. Maintenance programs are detailed in Section F in the Capital Improvement Program book and summarized on page E-7 of this section.

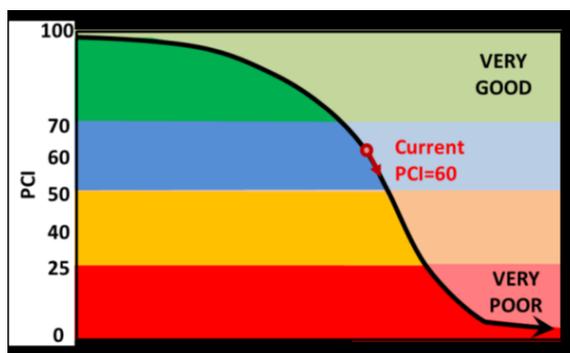
DEFERRED MAINTENANCE

The proposed CIP continues to address the significant public infrastructure needs identified in various strategies and long-range plans adopted by the County. The County buildings, parks, and roads maintenance information that follows is based upon the CIP for Fiscal Years 2016-17 through 2020-21 and the 2016-2018 Budget Workshops *Special Issue: Update on Maintenance* held on April 15, 2016.

The County, like many other public entities, has seen an increase in deferred maintenance of buildings, parks, and roads (“County Assets”). Inventories of facilities, deferred maintenance, and condition assessments of County assets are maintained by departments. A majority of County Assets are managed by Public Works (roads), General Services (buildings), and Community Services (parks).

The Public Works Department has a robust system to evaluate the inventory and condition of County maintained roads. Monitoring the Pavement Condition Index (PCI) is an existing practice within Public Works and the PCI is annually reported to the Board. As shown in the following graph, a lower PCI reading indicates a worse condition of pavement and a higher value indicates a better condition.

The current PCI of the County’s Transportation Infrastructure System is 59. In Santa Barbara County, the overall PCI is 59, with a higher PCI in more urban areas (66) to compared rural areas (55). To maintain the current condition would require an estimated \$12 million annually. On average, the Department spends between \$3.0 and \$3.5 million on pavement preservation, leaving an annual need of approximately \$9 million. In FY 2015-16, the Road Fund sustained a \$2.7 million loss of State Gas Taxes and an additional \$3.3 million reduction is expected for FY 2016-17.



Capital Budget Summary

Accumulated deferred maintenance is the total deferred maintenance over a number of budget cycles. Staff has identified possible approaches to address the identified funding need. These approaches are illustrated through several options, which propose the use of ongoing and/or one-time General Fund dollars and are phased over time. These different approaches can be adapted to various funding levels and timeframes to balance maintenance funding needs with other Board priorities. A summary of deferred maintenance is shown in the table below.

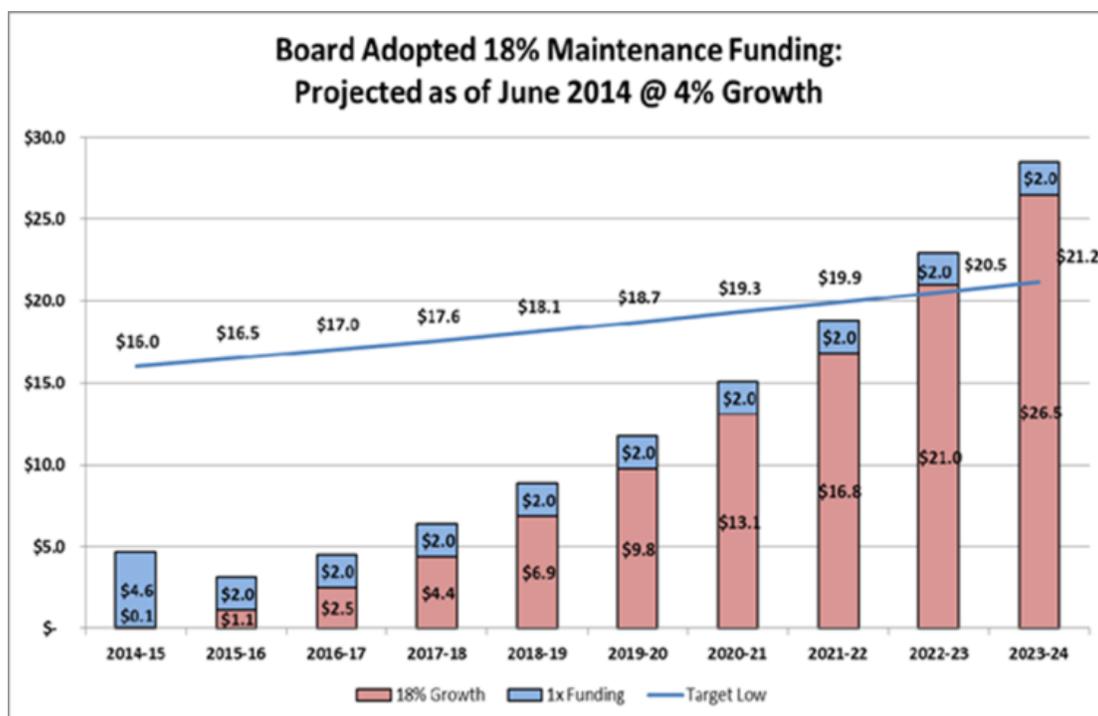
Departmental Estimated Unfunded Deferred Maintenance Backlog	
Source: CIP Database	
(\$'s in millions)	
Public Works:	
<i>Prev. Maint - 5 Year Countywide Concrete program</i>	37.800
<i>Prev. Maint- 5 year Countywide Surface Treatment Program</i>	109.200
<i>Prev. Maint- 5 year Bridge Repair & Rehabilitation program</i>	62.500
<i>Prev. Maint- 5 Year Repair/Replace Traffic Devices program</i>	6.300
<i>Prev. Maint- 5 Year Culvert Repair & Rehabilitation Program</i>	43.300
Total Public Works	\$ 259.100
General Services	
<i>FM-5 Year Countywide Maintenance Program</i>	43.098
Total General Services	\$ 43.098
Community Services-Parks	
<i>Park 5 Year Infrastructure Maintenance Program</i>	8.090
<i>Park 5 Year Repaving/Restriping Maintenance Program</i>	24.473
Total Parks	\$ 32.563
Total	\$ 334.761

MAINTENANCE FUNDING PLAN

The County of Santa Barbara's deferred maintenance has grown over time while funding has remained relatively static. Historically, the County's baseline funding was \$2.8 million for deferred maintenance. In June 2014, the Board directed staff to implement a maintenance funding policy that would increase ongoing General Fund Contributions (GFC) for maintenance, by allocating 18% of unallocated Discretionary General Revenues towards maintenance projects. It is projected that the ongoing funding will build over time as a new layer of additional GFC is added annually. If funds are available, it is envisioned (but does not require) additional one-time funding for maintenance projects.

The Board of Supervisors approved the Maintenance Funding Policy as part of the FY 2015-16 Budget Development Policies and projects \$36.7 million in accumulated new funding during the 5 year CIP period from FY 2016-17 to FY 2020-21 (excluding the estimated \$2.0 million per year of one-time funding and existing departmental funding). These projections were based on projected property tax increases of 4% per year (before the 25% Fire District Tax shift). As described in the Policy, these funds will be calculated annually and allocated to departments based on current needs.

Capital Budget Summary



The proposed 18% Maintenance Policy allocations for FY 2016-17 are based on existing needs and priorities. The budgeted new funding for FY 2016-17 is \$2.5 million and is allocated as: 50% to Public Works, 35% to General Services, and 15% to Parks. The following table is the proposed allocation for all departments:

	FY 2014-15	FY 2015-16	FY 2016-17
Baseline *	\$ 2,300,000	\$ 2,300,000	\$ 2,300,000
18% Maintenance Growth Allocation	-	1,200,000	2,500,000
One Time Funds For Maintenance ²	3,400,000	1,950,000	TBD ¹
Subtotal	<u>\$ 5,700,000</u>	<u>\$ 5,450,000</u>	<u>\$ 4,800,000</u>
Unanticipated Maintenance Needs	-	1,273,000 ¹	500,000 ³
Total	<u>\$ 5,700,000</u>	<u>\$ 6,723,000</u>	<u>\$ 5,300,000</u>

Notes:

- * Additional GFC historically allocated for maintenance.
- ¹ Based upon available one time funds the CEO may propose additional allocations within the recommended budget.
- ² One time funds allocated within the budget development process.
- ³ \$500k is being added to General County Programs, Maintenance Committed Fund Balance in FY 2016-17 for unanticipated and unfunded maintenance needs.

Capital Budget Summary

Overview of Debt Financing for Capital Projects

DEBT FINANCING FOR CAPITAL PROJECTS

The information that follows is based upon the CIP for Fiscal Years 2016-17 through 2020-21 and the 2016-2018 Budget Workshops *Special Issue: Debt Financing for Capital Projects* held on April 15, 2016.

In the 2000s, the County issued Certificates of Participation (COPs) for major capital projects, such as fire stations, office buildings, and clinics. Recently, focus has been placed on deferred maintenance. However, the CIP contains 193 projects and of this total, 75 projects are fully funded, 40 are partially funded, and 78 are currently unfunded. The FY 2016-17 unfunded need totals over \$20.4 million and the five year unfunded capital needs totals over \$305.6 million. The unfunded capital projects, identified by departments, include new facilities, upgrades or remodels, and replacement of systems to address deferred maintenance needs.

This year, the Capital Executive Committee (CEC) comprised of staff from the CEO, County Counsel, Auditor-Controller, and General Service's departments, was reestablished to review capital needs submitted by departments in order to evaluate and assess priorities.

Criteria for ranking projects was established based on mandates, health, safety, and legal risks. Unfunded and partially funded projects were reviewed and a preliminary evaluation identified high priority projects totaling 22.3 million. The high priority projects consist of mostly capital replacement projects, primarily resulting from accumulated deferred maintenance. These include the following: SB Jail facility improvements, Calle Real Water Systems Replacement, Parking Lots, Building Safety Enhancements, and other priority projects.

Funding options, including debt, are being evaluated.. Should debt be feasible, the final list of projects would be brought to the Board for approval, and could include other projects. In prior years, debt has been used for capital maintenance, such as elevator replacements, roofs, and HVAC systems. Debt is an obligation of the General Fund regardless of which funds are designated to pay the debt service. Therefore, if any funding source does not materialize in any given year of the debt term, the General Fund must make up the difference. That said, various funding sources were evaluated including funds generated from the 18% Maintenance Funding Policy and expiring General Fund debt service. Those options were discussed with the Debt Advisory Committee in March 2016 and found to be infeasible in the immediate term. However, the CEO's office is currently evaluating options and will report further findings as they become available.

Capital Budget Summary

Fiscal Year 2015-16 Significant Completed Projects

CATHEDRAL OAKS ROAD BRIDGE

This project is located on Cathedral Oaks Road at San Antonio Creek and is one of the eleven County maintained structures that were analyzed for seismic vulnerability per Caltrans seismic retrofit guidelines. The two-structure bridge consists of an older structure that was found to be deficient and recommended for replacement, while the newer structure was recommended for retrofit. However, during the design process, it was discovered that the existing bridge abutments contained deficient concrete (reactive aggregate). As a result, the entire structure has been replaced. The new structure is designed per current standards and will include 12-foot traffic lanes, Class II bike lanes, and a 5-foot sidewalk.

Total project cost: \$5.1 million, 88.5% funded by Federal Highway Bridge Program, and 11.5% funded by State Proposition 1B (bonds) and local Measure A funds

JALAMA ROAD BRIDGE REPLACEMENT

This project was originally funded to retrofit the Jalama Road Bridge over Jalama Creek, as it was determined to be seismically deficient and the support piles were in need of repairs. Further study indicated that retrofitting the support piles would result in significant environmental impacts and it would be more cost-effective to replace the bridge completely, as it was functionally obsolete. This replacement strategy was approved and this project was moved into the Highway Bridge Program (HBP) as a replacement project.

Total project cost: \$6.8 million, 88.5% funded by Federal Highway Bridge Program, and 11.5% funded by State Proposition 1B (bonds) and local Measure A funds

COUNTYWIDE TELEPHONE SYSTEM MODERNIZATION

Migration was completed for the County's telephone system to Voice over Internet Protocol (VoIP); this enabled the convergence of voice and data networks. The following systems have been upgraded: 9 PBX systems, voicemail to a Unified Messaging system capable of providing voice mail and email integration, Microsoft LCS to Lync for instant messaging, audio, video and remote desktop sharing capabilities.

Total project cost: \$2.5 million, funded by the Communications Internal Service Fund

REPLACEMENT OF LIVSCAN FINGERPRINT EQUIPMENT

This project updated the Livescan Fingerprint equipment to capture palm prints which can now be electronically stored at the State. The Sheriff's Department and several other policing agencies in the County collect fingerprints and mug shots electronically. The State of California desires a consolidated and consistent system statewide so that this information can be shared electronically statewide among the various law enforcement agencies. Vehicle Code section 9250.19 provides that a \$1.00 fee is to be collected by the Department of Motor Vehicles for every vehicle registered and paid to the County law enforcement agencies to be expended exclusively to fund programs that enhance the capacity of law enforcement to provide automated mobile and fixed location fingerprint identification of individuals who may be involved in vehicle-related crimes and other crimes committed while operating a motor vehicle.

Total project cost: \$0.8 million, funded by State DMV \$1 Registration Fees

Capital Budget Summary

ARROYO BURRO RESTROOM RELOCATION AN PARK IMPROVEMENTS

This project included the construction of a new men's and women's restroom facility to replace the existing men's and women's restrooms which were previously located in separate facilities. The existing 530 square foot women's restroom building was converted to concession space and is expected to increase revenue to Community Services - Parks operations. The men's restroom, currently part of the existing restaurant structure, was relocated to accommodate additional storage space for the restaurant. The relocation of the public restroom facilities to the new structure increased the ease of maintenance, cleaning, and security.

Total project cost: \$1.3 million, funded by Development Impact Fees, Coastal Resource Enhancement Fund, and Clean Beach Initiative funds

Fiscal Year 2016-17 Significant Funded Projects

NORTHERN BRANCH COUNTY JAIL AB-900

The Northern Branch Jail Project is located near the City of Santa Maria, California; when completed, the facility will provide capacity to hold 376 individuals, of which 32 beds are reserved in a separate housing unit for individuals with medical and mental health needs. The entire jail estimated to be approximately 139,000 square foot for inmate housing and ancillary support functions. The facility will be built on a ten-acre portion of a 50-acre County-owned property located Betteravia Road.

On January 15, 2013, the Board of Supervisors approved a Project Construction and Delivery Agreement with the State of California that stipulated the terms of an \$80 million award of funds. When fully completed and staffed, the total projected annual operating cost to the County for the Northern Branch Jail was last estimated at \$17.3 million. A review of the projected operating costs was completed in November 2015 by an outside consultant. The total cost to construct the jail is currently being assessed due to the bids exceeding the original estimates.

Budgeted project cost in FY 16-17: \$29.7 million
*Total budgeted project cost: \$97.8 million**
Source of funds: 90% funded by AB900 State Funding Conditional Award and 10% match General Fund
**Estimate prior to the receipt of bids.*

STATION 41 (CUYAMA) REBUILD

Rebuilding Fire Station 41 in Cuyama is one of the highest capital project priorities for the Fire Department. The current station was built in 1952 and is inadequate to support the current staffing and operations at this station. It also does not meet the building standard requirements for fire facilities under the Essential Facilities Act of 1986. A replacement 8,500 square foot station will be constructed at the current site.

In addition to the need to upgrade the aging facility for the personnel assigned to this station, the remote location and extreme weather conditions in Cuyama create a pressing need to protect and secure the significant investments in the apparatus and equipment at this station. At this time, the apparatus room at the station cannot accommodate all of the vehicles and equipment necessary at Station 41.

Total budgeted project cost in FY 16-17: \$5.0 million
Total budgeted project cost: \$5.9 million
Source of funds: Fire District

Capital Budget Summary

GOLETA BEACH ACCESS BRIDGE

This project will replace the existing bridge over Goleta Slough that serves as the sole access point to Goleta Beach County Park facilities. The current structure has been found to be structurally deficient. The proposed project will replace the existing bridge on a new alignment approximately 60 feet to the west of the existing bridge. The bridge replacement on a new alignment will allow the existing bridge to remain in service during construction of the new bridge. Anticipated expenditures in FY 2016-17 consist of the reconfiguration of the bike/pedestrian path, and bridge construction.

Budgeted project cost in FY 16-17: \$4.1 million
Total budgeted project cost: \$6.0 million
Source of funds: 88.5% Highway Bridge Program and 11.5% Developer Fees

LOWER MISSION CREEK FLOOD CONTROL PROJECT

This project is located along Mission Creek from Canon Perdido St. to State St. in the City of Santa Barbara. The Lower Mission Creek project will widen the channel in order to improve capacity. This project is being coordinated with several bridge reconstructions being undertaken by the City of Santa Barbara. A natural open space environment is incorporated in the design. Completion of this project will reduce flooding and property damage adjacent to lower Mission Creek during large storm events.

Budgeted project cost in FY 16-17: \$3.9 million
Total budgeted project cost: \$86.0 million
Source of funds: South Coast Flood Zone Funds

LANDFILL HEAVY EQUIPMENT REPLACEMENT

Replacement of heavy equipment for the Resource Recovery and Waste Management Division's Tajiguas Landfill, Santa Ynez Valley Recycling and Transfer Station, South Coast Recycling and Transfer Station, and two Cuyama Valley Transfer Stations is planned in the upcoming years. The periodic replacement of heavy equipment is critical to the efficient management and ongoing operation of these facilities.

Budgeted project cost in FY 16-17: \$2.6 million
Total Budgeted project cost: \$16.8 million
Source of funds: Resourcing Recovery and Waste Management Fund

*Other funded projects are listed in the table on pages E-14 and E-15.

The Capital Improvement Program (CIP) Project Classes

The CIP is a countywide program covering all capital needs. Project classes are consistently updated to enhance consistency with other County financial systems to better align with County capital asset policies and guidelines as follows:

I. Land

Land includes all investments in real estate other than structures and land improvements.

Threshold: All land projects, regardless of cost.

Capital Budget Summary

II. Land Improvements

Land Improvements are non-building assets that enhance the quality or facilitate the use of land. Examples of depreciable land improvements include parking lots, driveways, sidewalks, retaining walls, fencing, outdoor lighting, landscaping, irrigation systems, recreation areas, athletic fields and courts, and fountains.

Threshold: Land Improvement projects are valued at or over \$100,000.

III. Buildings & Building Improvements

Buildings are structures that are physical property of a permanent nature that enclose people, equipment, services, or functions. Buildings may include major high cost components such as boilers, elevators, HVAC systems, and roofs. Building Improvements materially extend the useful life or increase the value of a building, or both (materiality is 20% or more). Examples include replacing major building components, structural additions to a building, major energy conservation projects, installation of upgraded plumbing or electrical systems, and major renovations of exterior structural deterioration.

Threshold: Buildings and Building Improvement projects are valued at or over \$100,000.

IV. Equipment

Equipment includes physical moveable personal property such as machines, tools, vehicles, aircraft, mobile home/office trailers, and furniture. Equipment does not include major systems integrated into a building or structure such as elevators, boilers, roofs, or HVAC.

Threshold: Individual units valued at or over \$5,000 and a useful life of over one (1) year.

V. IT Hardware/Software

Information Technology (IT) Equipment includes equipment such as; desktops, laptops, servers, scanners, copiers, and other devices accessing the network.

Threshold: Individual units valued at or over \$5,000 and a useful life of over one (1) year. Software projects valued at or over \$100,000.

VI. Infrastructure

Infrastructure is categorized as community service assets that are long-lived, generally stationary in nature, and normally preserved for a significantly greater number of years than most capital assets. Examples are pavement, curbs, gutter, and sidewalks associated with roadways, bridges, water distribution systems, sewer systems, and water drainage systems.

Threshold: Additions, expansions, and/or improvement projects are valued at or over \$100,000.

VII. Maintenance Projects

Projects that 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; systems; interior/exterior painting and paint repair; parking lots/sidewalks/fence, plumbing repair and replacement.

Threshold: Maintenance projects are valued at or over \$100,000.

Capital Budget Summary

FY 2016-17 Capital Projects Budget (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	2015-16 Estimated Actual	FY 2016-17 Recommended	Project Total All Years	FY 2016-17 Net Operating Costs*
Public Safety					
Fire					
Buellton Operations and Administrative Center	\$ -	\$ -	\$ 1,000	\$ 8,639	\$ -
Miscellaneous Equipment	-	501	1,242	5,038	-
Department Totals	\$ -	\$ 501	\$ 2,242	\$ 13,677	\$ -
Sheriff					
Replace Computer Server Equipment	\$ -	\$ -	\$ 16	\$ 16	\$ -
Sheriff's Office Capital Equipment Replacement	176	62	24	262	-
Department Totals	\$ 176	\$ 62	\$ 40	\$ 278	\$ -
Health & Human Services					
Public Health					
Building 1 HVAC Assessment and Installation	\$ -	\$ 30	\$ 450	480	\$ 171
Santa Barbara Health Care Center Remodel	-	10	100	110	(1)
Santa Maria Health Care Center Remodel	-	-	10	200	-
Department Totals	\$ -	\$ 40	\$ 560	\$ 790	\$ 170
Social Services					
Facility Machine Replacement	\$ -	\$ 53	\$ 53	\$ 144	\$ -
IT Hardware Replacement Program	-	210	1,044	1,934	-
Lompoc Carpet Replacement	-	-	135	135	-
Department Totals	\$ -	\$ 263	\$ 1,232	\$ 2,213	\$ -
Community Resources & Public Facilities					
Community Services					
Cachuma Lake Recreations Enhancements & Infrastructure Upgrades	\$ 17	\$ 270	\$ 700	\$ 17,200	\$ 5
Arroyo Burro Restroom Relocation	-	40	360	400	-
Goleta Beach Project	829	650	241	4,810	-
Jalama Beach affordable Overnight Accommodations	75	110	1,011	3,395	-
Jalama Beach Park -Water Line	17	58	305	380	-
Park 5-Year Equipment Program	-	150	50	400	-
Park Restroom ADA Upgrade Program	-	-	120	5,100	-
Point Sal Coastal Access Improvements	220	49	84	10,500	-
Santa Claus Lane Beach Access	324	152	161	3,644	-
Walter Capps Park	2,583	50	105	3,507	-
Department Totals	\$ 4,065	\$ 1,529	\$ 3,137	\$ 49,336	\$ 5
Public Works					
Basin - Maria Ygnacio East Debris Basin Modification	\$ 1	\$ 49	\$ 100	\$ 2,990	\$ -
Basin - Cold Springs Debris Basin Modification	9	44	40	593	-
Basin - Maria Ygnacio Main Debris Basin Modification	-	115	70	885	-
Basin - Rattlesnake Debris Basin Modification	2	44	50	196	-
Basin - San Ysidro Debris Basin Modification	1	44	100	1,490	-
Bike Lanes: San Jose Creek Class I (North Segment)	119	47	722	1,005	-
Channel - Airport Ditch Lining, Orcutt	-	20	245	1,135	-
Channel - Lower Mission Creek Flood Control Proj. S.B.	14,501	5,089	3,900	85,972	-
Channel - Montecito Creek Channel Improvements, Mont.	-	-	75	8,350	-
Channel - Sycamore Cr. Improvement Proj, Santa Barbara	-	-	250	56,875	-
Channel - Unit Two Channel Improvements, Santa Maria	439	933	485	3,602	-
Culverts - Las Vegas/San Pedro Crks at Calle Real, Goleta	5,260	5,400	900	11,560	-
Equipment Replacement Program - Flood Control District	-	271	190	1,261	-
Equipment Replacement Program - PW Transportation	-	1,069	1,565	5,718	-

Capital Budget Summary

FY 2016-17 Capital Projects Budget (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	2015-16 Estimated Actual	FY 2016-17 Recommended	Project Total All Years	FY 2016-17 Net Operating Costs*
Flood - Stockpile Area - South Coast	96	5	10	1,929	-
Landfill - Heavy Equipment Replacement Program	1,842	2,750	2,582	16,787	-
Landfill - Tajiguas Landfill Maintenance Shop	56	-	152	208	-
LCSD - Plant Capacity Expansion	300	1,000	1,100	38,500	-
LCSD - Sewer System Improvements	-	-	650	2,690	-
LCSD - Solids Handling Expansion	46	-	1,775	1,821	-
Patterson Widening	-	20	575	595	-
Planning - Mission Cyn Master Drainage Plan, S.B.	-	-	150	150	-
Roadway Improv - Bradley Underground Utility Project	-	38	77	115	-
Roadway Improv - Clark Avenue at Highway 101	99	108	215	2,422	-
Roadway Improvements - Hollister Ave/State Street	870	400	790	53,295	-
Roadway Improv - IV Infrastructure Improvements Program	-	780	373	2,753	-
Roadway Improv - Santa Claus Ln Streetscape Improvement	-	91	153	4,434	-
Storm Drain - Faraday Storm Drain, Santa Ynez	-	-	500	1,570	-
Storm Drain - Isla Vista	-	193	805	998	-
Storm Drain - North Ave Storm Drain Improvement, East Phase	42	-	60	582	-
Storm Drain - Tunnel Road - Mission Creek Debris Basin	-	110	350	460	-
Storm Drain - West Green Cyn 72" Extension, Santa Maria	178	70	40	863	-
Structure R&R - Ashely Road Scour Countermeasures	50	79	108	1,118	-
Structure R&R - Bella Vista Drive LWC Replacement	140	120	310	2,960	-
Structure R&R - Bonita School Road Bridge Replacement	203	264	265	36,904	-
Structure R&R - East Mountain Drive LWC Replacement	136	163	305	3,499	-
Structure R&R - Fernald Pt. BR. 51c-137 Replacement	643	195	1,925	3,864	-
Structure R&R - Floradale Avenue Br. No. 51C-006	1,200	50	365	13,873	-
Structure R&R - Foothill Rd. LWC Replacement	706	450	1,065	18,944	-
Structure R&R - Goleta Beach Access Br. 51c-158	1,249	415	4,140	6,034	-
Structure R&R - Jalama Rd Brdg 16 Scour Repair	47	97	117	1,155	-
Structure R&R - Jalama Road Br. No. 51c-013	463	323	795	1,581	-
Structure R&R - Refugio Road MP 0.3 LWC Replacement	132	260	200	3,564	-
Structure R&R - Refugio Road MP 1.8 LWC Replacement	124	120	250	2,857	-
Structure R&R - Rincon Hill Road Br. No. 51c-039	249	612	10	871	-
Structure R&R - Scour Countermeasures Br No 51c-0163	125	25	41	414	-
Structure R&R - Scour Countermeasure Bridge No. 51c-081	27	49	64	351	-
Transfer Stations - Various Improvements	-	-	235	235	-
Department Totals	\$ 29,355	\$ 21,912	\$ 29,244	\$ 410,028	\$ -
General Government & Support Services					
Clerk-Recorder-Assessor					
New APS System	\$ 62	\$ 110	\$ 184	\$ 1,533	\$ -
Department Totals	\$ 62	\$ 110	\$ 184	\$ 1,533	\$ -
General Services					
CP-Isla Vista Community Center	\$ -	\$ 183	\$ 300	\$ 483	\$ -
CP-New Cuyama Community Pool Reconstruction	317	2,244	20	2,581	-
CP-Santa Ynez Airport Improvements (ACIP Grant 15)	-	-	1,342	1,342	-
ICT-Communications Infrastructure Upgrade	-	-	300	10,000	-
Station 41 (Cuyama) Rebuild	-	900	5,000	5,900	-
Department Totals	\$ 317	\$ 3,327	\$ 6,962	\$ 20,306	\$ -
North County Jail					
County Jail - Northern Branch	\$ 11,445	\$ 928	\$ 29,740	\$ 97,830	\$ -
Department Totals	\$ 11,445	\$ 928	\$ 29,740	\$ 97,830	\$ -
Treasurer-Tax Collector-Public					
Property Tax Management System Replacement	\$ 1,996	\$ -	\$ 438	\$ 2,434	\$ 170
Department Totals	\$ 1,996	\$ -	\$ 438	\$ 2,434	\$ 170
GRAND TOTALS	\$ 47,416	\$ 28,672	\$ 73,779	\$ 598,425	\$ 345

* Net Operating Costs will be \$0 for any projects that are not anticipated to be completed in FY 2016-17. This is result of projects not being completed within one FY and not placed into operation.

Capital Budget Summary



Section F



Annual Budgetary
Processes, Policies,
& Fund Structure



Budget Processes, Policies, & Fund Structure



***Budget Processes, Policies,
& Fund Structure***



Budget Processes, Policies, & Fund Structure

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Budget Processes, Policies, & Fund Structure

Introduction

This section of the operational plan presents the major budget processes, policies, and fund structure that guide the strategic direction of the County. Certain budget-related operational processes included in this section show how budget policies are supported and reinforced in the County. We have also provided information identifying the funds that are budgeted under the authority of the Board of Supervisors and their relationship within the County organization.

Budget Processes

Annual Budget Process

Authority & Composition

The annual budget is prepared, reviewed, and approved in accordance with the County Budget Act (California Government Code Sections 29000 through 30200), which can be found online at http://www.sco.ca.gov/Files-ARD/pubs_cba_appx_b.pdf. The annual operating budget, the Comprehensive Annual Financial Report (CAFR) and the County Financial Information Network (FIN) follow Generally Accepted Accounting Principles (GAAP) for governments. Budgets are prepared on the modified accrual basis of accounting consistent with GAAP.

Each year, two budgets are prepared; the *annual operating budget* and the *capital budget*. The *annual operating budget* includes all operating, capital, and debt service appropriation requirements of the County for the fiscal year, which runs from July 1 to June 30. In addition, the budget document provides for the following:

- Revenue and expense assumptions upon which the budget is based.
- Number of budgeted full-time equivalent employees.
- 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 revenues by department. The recommended budget will become the adopted budget and the proposed budget is for informational purposes only.
- Descriptions 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 estimated 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.

Budget Processes, Policies, & Fund Structure

Budget Process Phases & Schedule

<p>Phase I (Jul – Nov)</p>	<p style="text-align: center;">Establish Budget Priorities & Policies</p> <p>The County Executive Officer develops the operating and capital budget priorities and the budget policies for the next fiscal year. These policies and priorities are based upon analysis of relevant economic, social, and demographic trends, and are presented in the Fiscal Outlook Report to the Board of Supervisors for approval.</p>
<p>Phase II (Sep – Jan)</p>	<p style="text-align: center;">Develop Capital Budget</p> <p>The County Executive Office develops the annual capital budget instructions based on the priorities and policies adopted by the Board in Phase I. Capital budget instructions are distributed to department directors who are responsible for identifying and developing annual capital budget requests.</p>
<p>Phase III (Dec – Apr)</p>	<p style="text-align: center;">Develop Operating Budget</p> <p>The County Executive Office develops and distributes the annual operating budget instructions and General Fund Allocations 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.</p> <p>In addition to the operating budget for the recommended and proposed years, an additional 3 years is created for forecast purposes.</p>
<p>Phase IV (April & June)</p>	<p style="text-align: center;">Approve Budget</p> <p>In April, a series of Budget Workshops are held to anticipate issues on the budget prior to the formal presentation in June.</p> <p>In June, after a series of public meetings, the Annual Budget must be approved by a three-fifths majority of the Board of Supervisors.</p>
<p>Phase V</p>	<p style="text-align: center;">Amend the Budget</p> <p>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.</p>

Budget Processes, Policies, & Fund Structure

Budget Controls, Adjustments, and Accountability

Legal Level of Budgetary Control

The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is maintained at the fund, department, and object level. More stringent control is applied to capital assets and fund balance accounts, which are maintained at the line-item level. Except for payroll, the County's financial system does not process payments and disbursements when over-expenditure of object levels would result. For capital asset and fund balance transactions, payments are not processed if over-expenditure would result at the line-item level.

Budget Adjustments

Budget adjustments may be approved throughout the year in accordance with the following procedures:

Revisions Approved by the Auditor-Controller*

- Appropriation and revenue estimate revisions within an object level within a budget unit.**
- Appropriation and revenue estimate revisions up to \$1,000 between object levels within a budget unit.

Revisions Approved by the County Executive Office*

- Appropriation and revenue estimate revisions of more than \$1,000 between object levels within a budget unit.

Revisions Approved by the Board of Supervisors

- Administrative Agenda – Majority Vote***
 - a. Appropriation and revenue estimate revisions between budget units within a fund if overall appropriations are not increased.
 - b. Capital asset revisions between budget units within a fund if overall appropriations are not increased.
 - c. Capital asset revisions between projects for Capital Outlay Funds if overall appropriations are not increased.
- Administrative Agenda - 4/5 Vote
 - a. Appropriation and revenue estimate revisions if appropriations are increased.
 - b. All appropriation and revenue estimate revisions between funds.
 - c. All fund balance revisions.
- Departmental Agenda - With Accompanying Board Letter
 - a. Budget revisions as part of a Board Letter addressing a new or existing policy/program or other items recommended to go before the Board, the vote should be appropriately set based on the approval authority outlined above.

* Excluded: capital asset and fund balance revisions

** In this context a budget unit is defined as a “department/fund” combination

***Excluded: fund balance revisions

Budget Processes, Policies, & Fund Structure

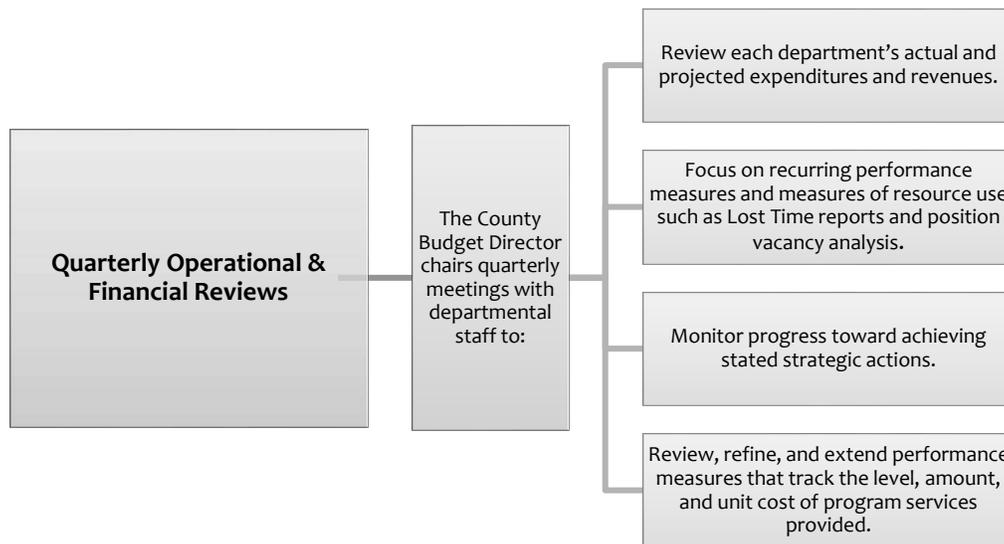
Budget Accountability

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. 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 end, explaining the reasons.

Budget Reviews

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 formal reporting and review processes to monitor and evaluate progress and assist in achieving stated objectives and priorities.



Additionally, it is 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 provides a fiscal year end projection of expenditures and revenues by department. It includes recommendations and proposed corrective actions. Furthermore, the County Executive Officer and Auditor-Controller submit a fiscal year-end Financial Status Report to the Board of Supervisors in August.

Budget Processes, Policies, & Fund Structure

Policies

The following fiscal policies have been excerpted from various County documents because of their importance in guiding, developing, and monitoring the budget. When developing budget policies, the County places emphasis on the following core values known as: A – C – E.



Budget Policies for Fiscal Year 2016-2018

As part of the annual budget process, policy priority areas are developed to help guide decision-making for the upcoming year's budget issues. These policy areas provide the necessary structure and framework to enable the CEO and departmental staff to develop their budgets in line with Board priorities. The presented policies and strategies will help build a more accountable government and provide services to the community efficiently and effectively within the parameters of economic constraints.

These policies were approved by the Board of Supervisors on Nov. 3, 2015. Included with each policy are specific strategies, which have been omitted here since they are quite lengthy and detailed. The complete text for the specific strategies can be found online at:

<https://santabarbara.legistar.com/LegislationDetail.aspx?ID=2506058&GUID=7003BED3-9CDC-4260-AA4B-CB6589A06801>.

Accountable Government Policy Areas:

1. *Accountability/Transparency*

Information about how public monies are spent and the outcomes they achieve are to be clear, transparent, and understandable.

2. *Policy-based Budgeting*

Allocations from the General Fund to departments will be distributed according to Board policy direction, historical spending, and State and Federal mandates.

3. *Balanced Budget/Fiscal Stability*

A structurally balanced budget (ongoing revenues equal to ongoing expenditures) for all County operating funds will be presented to the Board of Supervisors for scheduled public hearings.

4. *Identify & Mitigate Future Risks*

The Chief Executive Office, in coordination with County departments, will identify issues, events, and circumstances which pose significant risks and reduce the impact of those risks.

5. *Reserves*

Establish and maintain a reserve equal to 8% of the General Fund operating revenue (approximately 30 days working capital). Once the target is achieved, any excess fiscal year-end unassigned General Funds will lapse to the Unassigned Fund Balance account for future Board appropriation.

Budget Processes, Policies, & Fund Structure

Customer-Focus Policy Areas:

6. Service Levels

Service level impacts, positive or negative, will be identified in departmental budget requests and communicated to the public.

7. Capital and Infrastructure

Provide funding for necessary capital improvements and maintenance of existing facilities.

8. Employee Retention

Attract, retain, and develop a high performing workforce committed to excellent customer service.

Fiscal Year 2016-18 General Fund Allocation Policy

The Fiscal Year 2016-18 General Fund Allocation Policy sets a framework and establishes guidelines for the allocation of the County's local discretionary revenue (primarily property, sales, and transient occupancy taxes) to departments to support their programs, also known as General Fund Contributions. This new policy is designed to increase the clarity, consistency, and transparency of establishing General Fund Contributions. Additionally, the General Fund Allocation Policy is intended to support the matching of available General Fund resources with the needs of County departments so that departments can provide services in alignment with the goals of the Board of Supervisors. The General Fund Allocation Policy also prescribes certain administrative processes for departments to follow for submission of their FY 2016-18 budget requests. The processes have been omitted here in order to focus on policies. The processes along with the policy can be viewed at <https://santabarbara.legistar.com/LegislationDetail.aspx?ID=2506058&GUID=7003BED3-9CDC-4260-AA4B-CB6589A06801>.

General Fund Contributions apply to departments receiving General Fund dollars within the General Fund and in certain Special Revenue Funds, in accordance with the overall budget policies (Accountable Government Policy Area #2 above) approved by the Board of Supervisors on Nov. 3, 2015. This General Fund Allocation Policy for fiscal year 2016-18 was approved by the Board of Supervisors at the same time on Nov. 3, 2015.

Policy Statement:

Allocations from the General Fund to departments will be distributed according to Board policy direction, historical spending, and Federal/State mandates.

Fiscal Strategy:

Allocate resources in a manner that supports Board strategic and programmatic goals without across-the-board reductions or increases.

Calculations:

1. Each department's base General Fund Contribution for the Fiscal Year 2016-2017 budget will be the adopted contribution for Fiscal Year 2015-2016, reduced by one-time allocations during the FY 2015-2016 Board adoption hearings. (Ongoing expansions will have already been added to the GFC base; one-time allocations will be deducted if they were included in the base).

Budget Processes, Policies, & Fund Structure

2. Where not prohibited by law, departments must use all non-General Fund revenues, such as special revenues, grants and agency funds, before General Fund Contribution amounts will be allocated to fund programs and anticipated liabilities. Unanticipated revenues should be used to eliminate departmental use of one-time funds for ongoing operations.
3. In general, the base General Fund Contribution will be adjusted by an amount equal to the proportional FY 2016-2017 impact of approved wage and employee benefit adjustments, not otherwise funded, that were included in the adopted Fiscal Year 2015-2016 amount. For example, if the wage increases and benefit cost impacts total \$100, and the General Fund Contribution makes up 30% of the department's funding, then the increase would be no more than \$30.
4. In the event that projected Countywide General revenues do not meet the General Fund Contribution allocation, the departmental allocations will be reduced as necessary to balance the budget

Capital Improvement Program Policies

1. The County will develop an annual five-year plan for capital improvements; it will include project design, development, implementation, and operation and maintenance costs.
2. Each project in the Capital Improvement Program (CIP) shall show the estimated capital and ongoing 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.
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 include funds for maintenance of the County's buildings and maintenance and replacement of the County's capital equipment, based on available funding.
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).

Budget Processes, Policies, & Fund Structure

Debt Policies

Debt Management Policy

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.

In 1991, the County established the Debt Advisory Committee (DAC) to provide advice to the Board of Supervisors on debt issuance and management. 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	<ul style="list-style-type: none">• Total outstanding and per capita debt, as well as future borrowing plans and sources of revenue.
Financial	<ul style="list-style-type: none">• Trends of past operations and current conditions, budget analysis, and fund balance projections.
Administrative	<ul style="list-style-type: none">• Management policies and adequate provision of mandated services.
Economic	<ul style="list-style-type: none">• 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, 2015, is estimated at \$72.0 billion, making the debt limit approximately \$906.8 million.

Comprehensive Fund Balance Policy

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 minimum level of unrestricted fund balance is dependent on the fund type, and operational and capital replacement needs.

The limits defined in the County's fund balance policy are intended 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).

Budget Processes, Policies, & Fund Structure

The full text of the County's fund balance policy can be found at: <http://sbchome.co.santa-barbara.ca.us/auditor/reports/FundBalancePolicy.pdf>.

The comprehensive fund balance policy provides guidance on the following:

- Appropriate Level of Unrestricted Fund Balance in the General Fund
- Fund Balance in the Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds
- Enterprise Funds
- Internal Service Funds
- Circumstances in which Unrestricted Fund Balance can be "Spent Down"
- Year-end Fund Balances
- Replenishment
- Strategic Reserve Policy
- Monitoring and Reporting
- Review

Strategic Reserve Policy

The County's Strategic Reserve Policy reads as follows:

There shall be established a separate committed fund balance account known as the County's Strategic Reserve.

The Board shall approve the establishment of a Strategic Reserve with the intent of limiting the use of Strategic Reserve funds for the purposes set below. The initial funding level shall be equivalent to the amount set aside in the County's Strategic Reserve designation at the date of GASB 54 implementation.

The target funding level for the committed Strategic Reserve fund balance shall be an amount equivalent to 8% of operating revenue (approximately 30 days working capital) for the General Fund. Funding for the Strategic Reserve shall be 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.
5. Absorb liability settlements in excess of available resources in the County's litigation designation.

The monies in the Strategic Reserve are separate monies to be used only for the purposes stated above. The Strategic Reserve should only be used to support the operating budget when general revenue increases less than 3% from the prior fiscal year.

Any transfer of funds shall be approved by the Board of Supervisors and shall not exceed the amount sufficient to balance the General Fund. Transfers shall 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.

Budget Processes, Policies, & Fund Structure

Fund Structures

Countywide Funds

The County maintains the following fund types: Governmental Funds, Proprietary Funds, and Fiduciary Funds.

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
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds

Proprietary Funds

These funds are used to account for a government's ongoing activities that are similar to those often found in the private sector. 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
- Internal Service Funds

Fiduciary Funds

These funds account for resources held by the County for the benefit of parties outside the County. Fiduciary funds are not budgeted. The following are the County's fiduciary fund types:

- Agency Funds
- Investment Trust Funds
- Private Purpose Trust Fund

For a complete list of fund descriptions and definitions, please refer to the Comprehensive Annual Financial Report (CAFR). The CAFR is available to view and download online at <http://www.countyofsb.org/auditor/default.aspx?id=1234#cafr> in the Auditor-Controller department webpages.

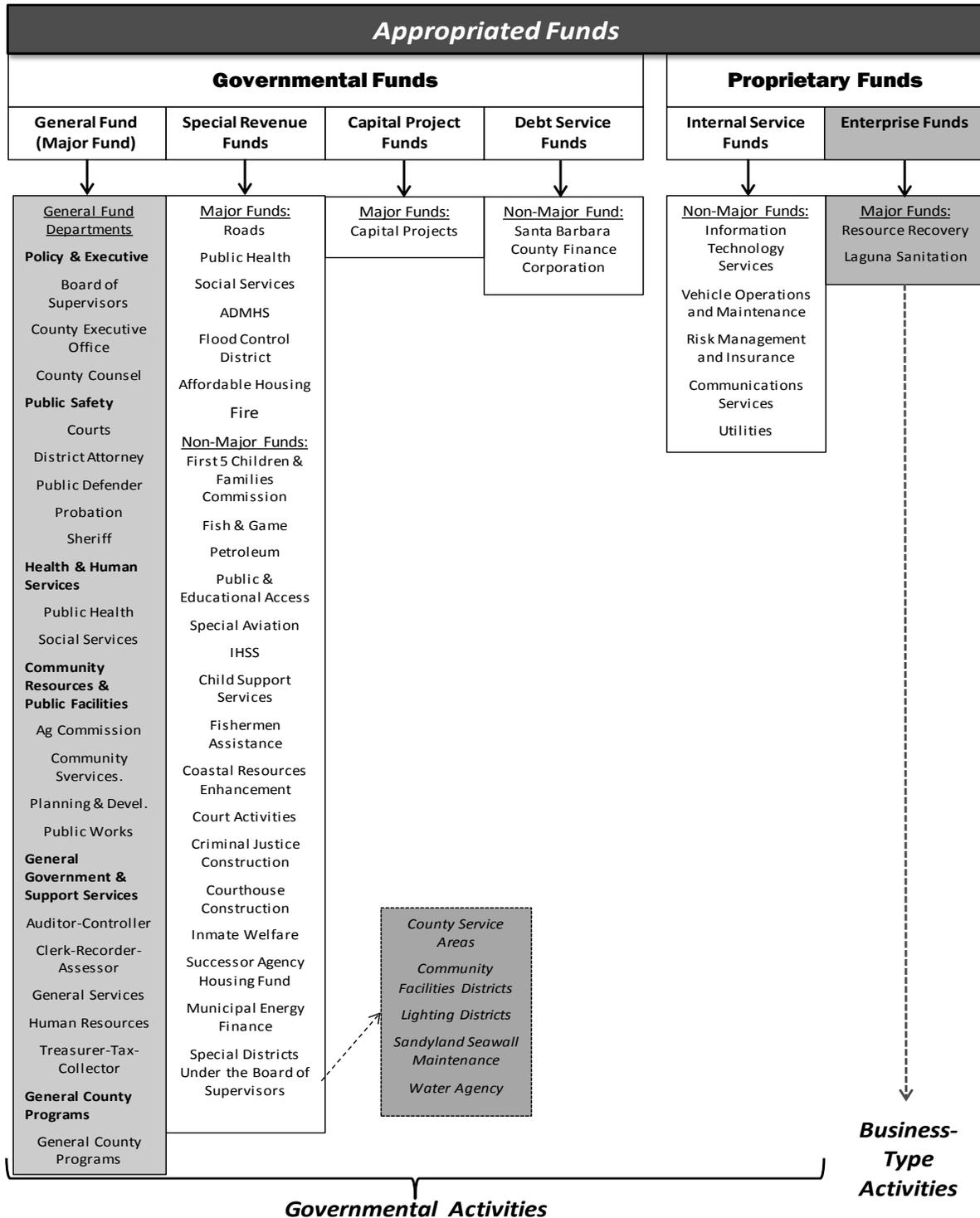
Fund Accounting

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. Governmental fund types (i.e., the General Fund, Special Revenue funds, and Debt Service funds) use the modified accrual basis, while Proprietary funds use the full accrual basis. For detailed information on all County funds, please refer to the County's Comprehensive Annual Financial Report online at <http://www.countyofsb.org/auditor/default.aspx?id=1234#cafr>.

Budget Processes, Policies, & Fund Structure

The following depicts the County's budgeted funds and how they fit in the organization for budget and accounting purposes. Note that departments in the General Fund may also have budget responsibility for other funds.



Section G



County Statistical Profile

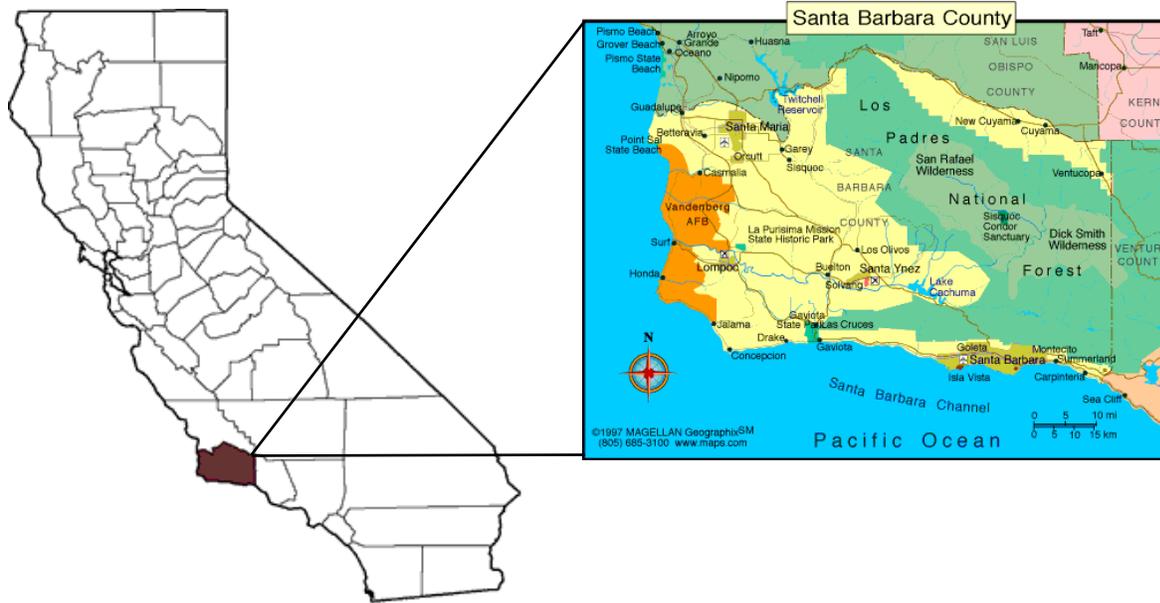


County Statistical Profile



County Statistical Profile

Map of Santa Barbara County



County Statistical Profile Breakdown

The County Statistical Profile presents a graphical and statistical view of local demographic, economic, land, environmental, and social factors impacting budget and public policy making.

Sources for the data presented and a list of figures can be found on page G-12

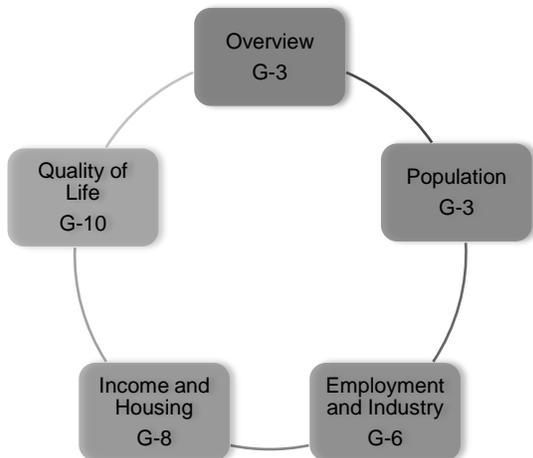


Figure 1: Santa Barbara County Fast Facts

FAST FACTS	
FOUNDED:	February 18, 1850
SIZE:	2,745 square miles ¹
INCORPORATED CITIES:	8
POPULATION:	437,643 ²
UNEMPLOYMENT RATE:	4.8% ¹
PER CAPITA INCOME:	\$51,088 ¹
MEDIAN HOUSEHOLD INCOME:	\$63,409 ³
ASSESSED VALUE OF PROPERTY:	\$69.45 billion ⁴
TAXABLE SALES:	\$6.8 billion in FY2014-15 ⁴

County Statistical Profile

Santa Barbara County Overview

Santa Barbara County is located approximately 100 miles north of Los Angeles and 300 miles south of San Francisco. Eight incorporated cities are located within the County: Santa Barbara, Santa Maria, Lompoc, Goleta, Carpinteria, Guadalupe, Solvang, and Buellton.

The largest employment categories include services, wholesale and retail trade, public administration, and manufacturing. The mild climate, picturesque coastline, scenic mountains, and numerous parks and beaches make the County a popular tourist and recreational area.

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 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.

Figure 2²

Benchmark Counties Population										
Total Population										
Rank	County	1/1/2014	1/1/2015	Change %	Rank	County	1/1/2014	1/1/2015	Change %	
1	Los Angeles	10,054,852	10,136,559	0.8%	30	Imperial	180,998	183,429	1.3%	
2	San Diego	3,192,457	3,227,496	1.1%	31	Shasta	178,742	178,673	0.0%	
3	Orange	3,114,209	3,147,655	1.1%	32	Madera	154,354	155,878	1.0%	
4	Riverside	2,280,191	2,308,441	1.2%	33	Kings	149,942	149,721	-0.1%	
5	San Bernardino	2,084,151	2,104,291	1.0%	34	Napa	139,074	140,362	0.9%	
6	Santa Clara	1,868,038	1,889,638	1.2%	35	Humboldt	134,790	134,398	-0.3%	
7	Alameda	1,574,497	1,594,569	1.3%	36	Nevada	97,823	98,193	0.4%	
8	Sacramento	1,456,230	1,470,912	1.0%	37	Sutter	95,739	95,948	0.2%	
9	Contra Costa	1,089,219	1,102,871	1.3%	38	Mendocino	88,615	88,863	0.3%	
10	Fresno	963,375	972,297	0.9%	39	Yuba	73,690	74,076	0.5%	
11	Kern	868,610	874,264	0.7%	40	Lake	64,759	64,918	0.2%	
12	Ventura	842,385	848,073	0.7%	41	Tehama	64,209	64,323	0.2%	
13	San Francisco	834,903	845,602	1.3%	42	San Benito	57,909	58,344	0.8%	
14	San Mateo	745,635	753,123	1.0%	43	Tuolumne	54,150	54,337	0.3%	
15	San Joaquin	708,678	719,511	1.5%	44	Calaveras	45,567	45,668	0.2%	
16	Stanislaus	528,157	532,297	0.8%	45	Siskiyou	45,311	45,119	-0.4%	
17	Sonoma	492,320	496,253	0.8%	46	Amador	36,143	36,312	0.5%	
18	Tulare	458,827	462,189	0.7%	47	Lassen	32,367	32,092	-0.8%	
19	Santa Barbara	434,510	437,643	0.7%	48	Glenn	28,694	28,728	0.1%	
20	Solano	425,169	429,552	1.0%	49	Del Norte	28,051	28,031	-0.1%	
21	Monterey	424,774	425,413	0.2%	50	Colusa	21,783	21,715	-0.3%	
22	Placer	366,678	369,454	0.8%	51	Plumas	19,682	19,560	-0.6%	
23	San Luis Obispo	272,955	274,293	0.5%	52	Inyo	18,614	18,574	-0.2%	
24	Santa Cruz	269,322	271,646	0.9%	53	Mariposa	17,843	17,791	-0.3%	
25	Merced	264,567	266,134	0.6%	54	Mono	14,625	14,695	0.5%	
26	Marin	257,153	258,972	0.7%	55	Trinity	13,623	13,571	-0.4%	
27	Butte	222,901	224,323	0.6%	56	Modoc	9,481	9,399	-0.9%	
28	Yolo	208,246	209,393	0.6%	57	Sierra	3,125	3,105	-0.6%	
29	El Dorado	183,287	184,917	0.9%	58	Alpine	1,122	1,121	-0.1%	
							California	38,357,121	38,714,725	0.9%

County Statistical Profile

Cities and Unincorporated Area

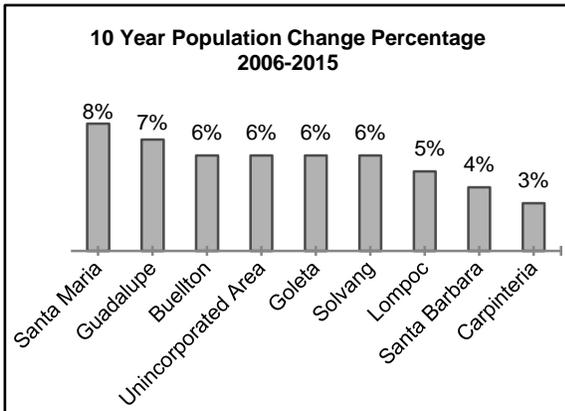
As of January 1, 2015, the estimated County population was 437,643². This includes an estimated 139,052 residents living within the unincorporated communities of Burton Mesa, Casmalia, Cuyama, Eastern Goleta Valley, Gaviota, Isla Vista, Los Alamos, Los Olivos, Montecito, Orcutt, Santa Ynez, Summerland, and Vandenberg Village.

Figure 3²

Estimated Population 2015	
City	Est. Population (Jan 1, 2015)
Buellton	4,931
Solvang	5,489
Guadalupe	7,205
Carpinteria	13,547
Goleta	30,765
Lompoc	43,479
Santa Barbara	91,088
Santa Maria	102,087
Unincorporated	139,052
Total	437,643

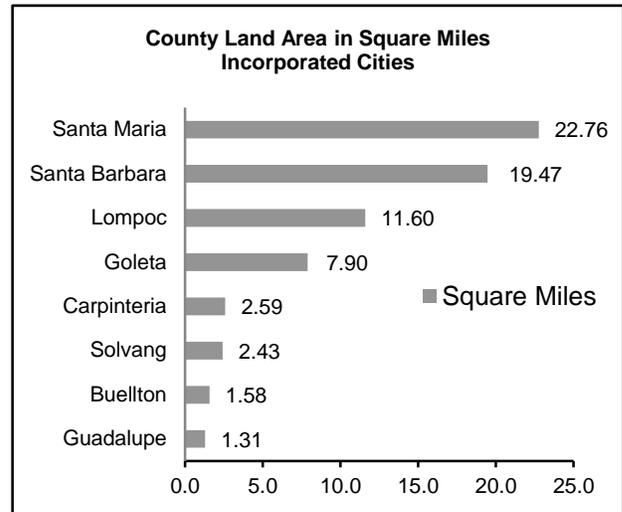
While Santa Barbara and Santa Maria have the largest populations, the areas with the most change in population rate over the past ten years have been Santa Maria, Buellton, and Guadalupe.

Figure 4²



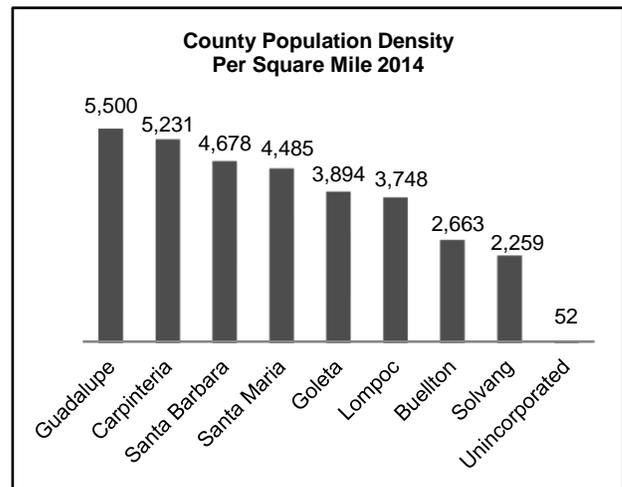
The County spans over 2,700 square miles, of which incorporated cities occupy almost 70 square miles, or 2.6%. Each city's respective square mile occupancy is provided in the graph below.

Figure 5³



Although the City of Guadalupe shows the smallest land area at only 1.31 square miles, they have the greatest amount of density of residents within their city according to the chart below.

Figure 6^{2,3}



County Statistical Profile

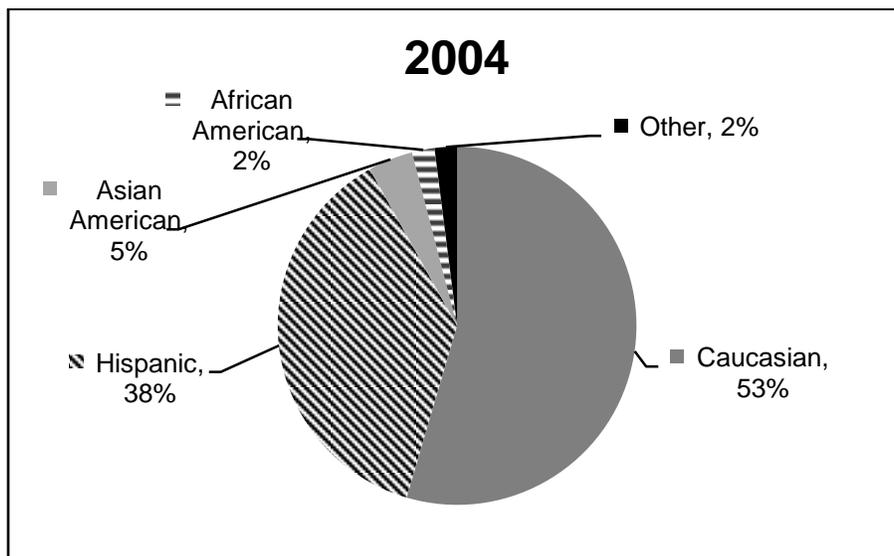
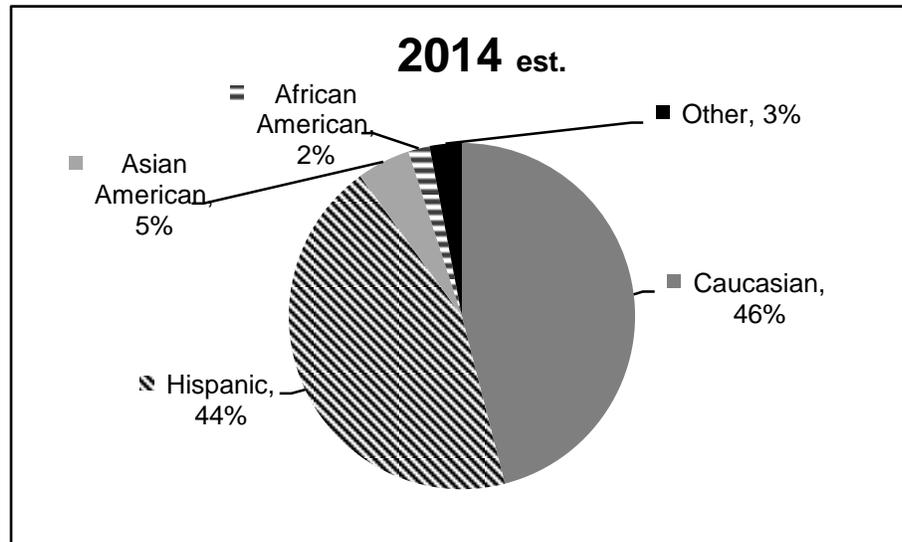
Population by Ethnicity

Changes in Santa Barbara County's ethnicity are illustrated in the pie charts below.

While the changes are relatively gradual from year-to-year, over a ten-year period ending in 2014, the Caucasian population declined by 7% relative to the total population. The African American population remained constant at 2%; the Hispanic population increased 6%, and the Asian American population remained constant at 5%, while other ethnic populations increased by 1%.

Additionally, the graph is showing how in 2014 the Hispanic population at 44% is almost equal to the Caucasian population at 46%.

Figure 7: County Ethnic Distribution 10 Year Comparison ²



County Statistical Profile

Employment and Industry

During FY 14-15, the County for the fifth consecutive year saw positive trends in some economic segments, led by consumer spending and tourism. Additionally, the real estate housing market and labor market are showing a conservative rebound.

The following tables present data on local employment and industry trends.

Figure 8 ⁵

Average Salary and Growth by Sector Santa Barbara County FY 2014			
Sector	Salary in 2013	Salary in 2014	Percent Change
Mining	114,654	111,536	-2.7%
Management of Companies and Enterprises	96,995	108,748	12.1%
Finance and Insurance	92,710	89,435	-3.5%
Professional and Technical Services	79,752	83,753	5.0%
Information	79,360	81,912	3.2%
Utilities	74,226	80,640	8.6%
Manufacturing	65,826	66,637	1.2%
Wholesale Trade	61,850	65,133	5.3%
Construction	51,445	52,294	1.7%
Healthcare and Social Assistance	48,315	49,264	2.0%
Education Services	42,242	43,381	2.7%
Transportation & Warehousing	41,864	41,738	-0.3%
Real Estate and Rental and Leasing	41,342	42,223	2.1%
Administrative and Waste Services	38,188	38,787	1.6%
Retail Trade	31,660	32,952	4.1%
Other Services, except Public Administration	30,050	31,297	4.1%
Agriculture, Forestry, Fishing and Hunting	27,667	29,214	5.6%
Arts, Entertainment and Recreation	26,002	27,074	4.1%
Accommodation and Food Services	20,443	21,094	3.2%
Government			
Federal	62,736	66,600	6.2%
State	63,386	64,386	1.6%
Local	51,271	52,380	2.2%
All Industry Average	46,614	47,678	2.3%



County Statistical Profile

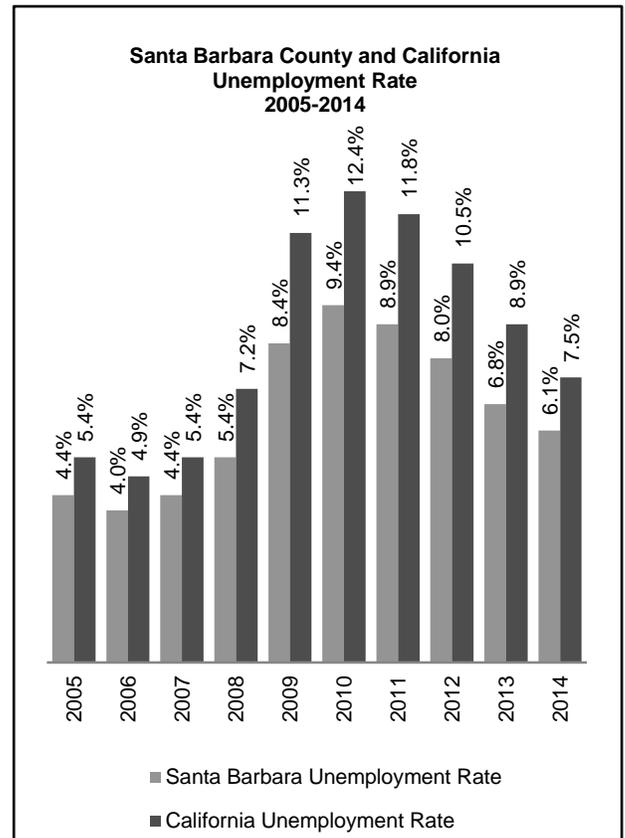
Figure 9 ¹

Job Growth by Sector Santa Barbara County				
Sector	Jobs in 2013	Jobs in 2014	Jobs Created/(Lost)	Percent Change
Government	37,900	38,300	400	1%
Trade, Transportation & Utilities	26,800	27,500	700	3%
Educational & Health Services	24,600	25,100	500	2%
Leisure & Hospitality	24,400	25,500	1100	5%
Professional & Business Services	23,300	22,700	-600	-3%
Goods Producing	20,500	21,000	500	2%
Farm	19,300	21,000	1700	9%
Financial Activities	6,500	6,400	-100	-2%
Other Services	5,500	5,700	200	4%
Information	4,300	4,400	100	2%
Total, All Industries	193,100	197,600	4500	2%

Figure 10 ⁵

Major Employers in Santa Barbara County, FY 2015 (Over 1,000 Employees)				
Rank	Company	Location	Industry	FTEs
1	University of California, Santa Barbara	Goleta	Higher Education	10,827
2	Vandenberg Air Force Base	Lompoc	Defense	6,800
3	County of Santa Barbara	Santa Barbara	Government	4,945
4	Santa Barbara Cottage Hospital	Santa Barbara	Healthcare	3,760
5	Santa Barbara City College	Santa Barbara	Education	2,348
6	Santa Barbara Unified School District	Santa Barbara	Education	2,000
7	City of Santa Barbara	Santa Barbara	Government	1,768
8	Marian Medical Center	Santa Maria	Education	1,734
9	Chumash Casino Resort	Santa Ynez	Recreation	1,673
10	Santa Maria Bonita School District	Santa Maria	Education	1,560
11	Sansum Santa Barbara Medical Foundation	Santa Barbara	Healthcare	1,300
12	C & D Zodiac	Santa Maria	Aircraft Interiors	1,100
13	Allan Hancock College	Santa Maria	Education	1,042

Figure 11 ¹



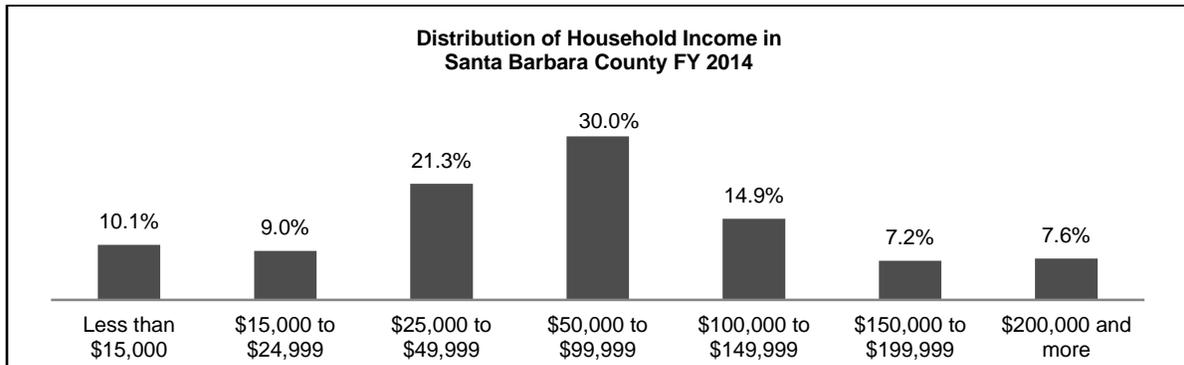
County Statistical Profile

Income and Housing

Income

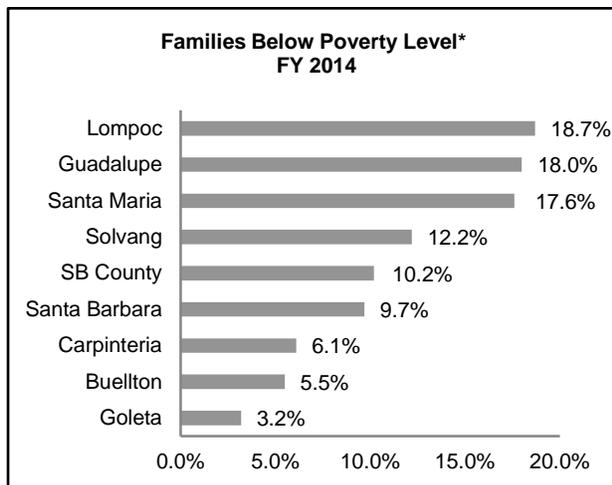
Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 40% of households earning below \$49,999 per year; and 30% of households earning \$100,000 per year or more.

Figure 12³



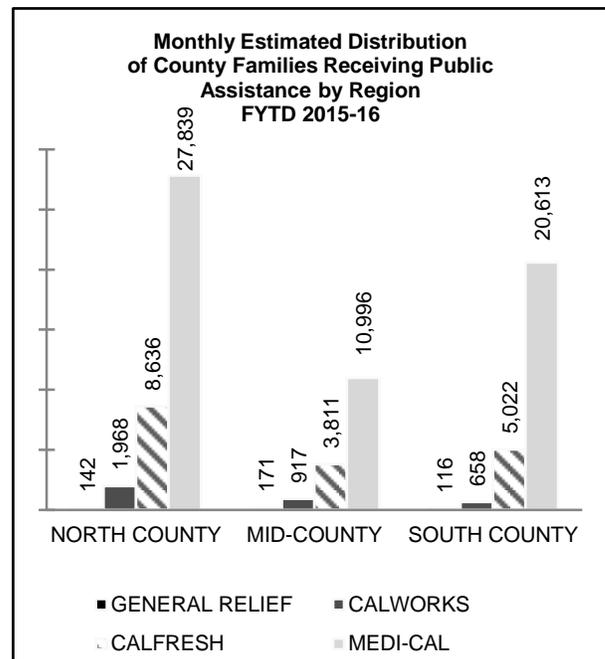
The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

Figure 13³



*Federal Poverty level: about \$24,250 for a family of four.

Figure 14⁶

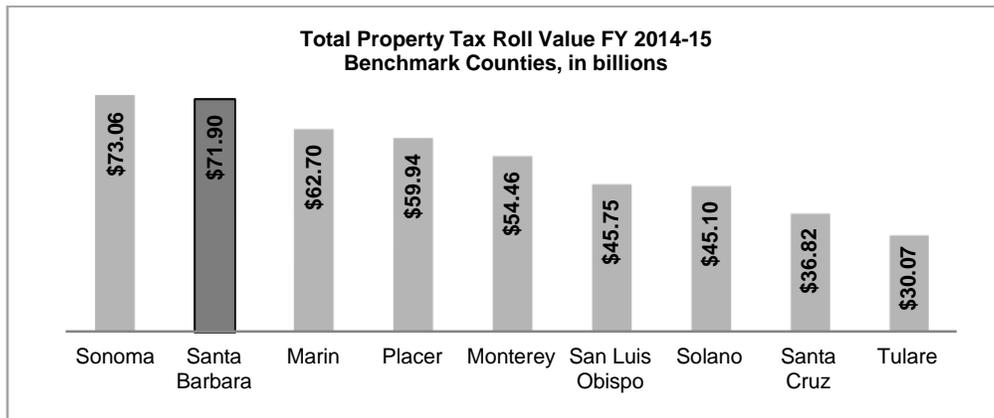


County Statistical Profile

Housing

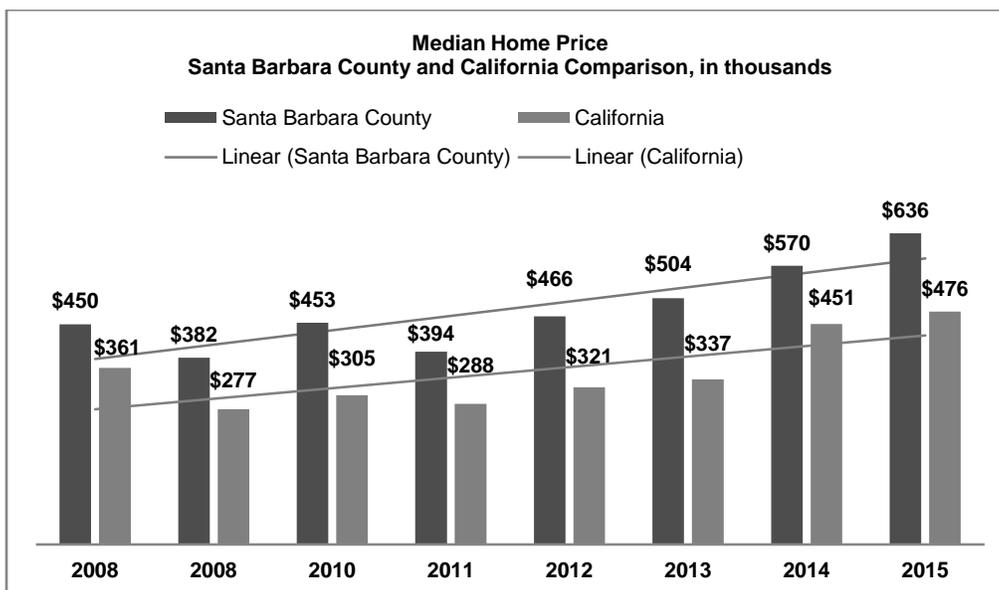
Santa Barbara County's greatest inflow of expendable revenue (for all jurisdictions) comes from collections of property taxes, including secured, unsecured, stated assessed property, and supplemental taxes. The total value of the County's property tax roll in FY 2014-15 was \$71.90 billion, the second highest value after Sonoma, when compared to benchmark counties.

Figure 15 ⁷



The median home price in Santa Barbara County has stabilized and shows a 12% increase over the prior year. The statewide median home price increased 6% over the prior year.

Figure 16 ⁸



County Statistical Profile

Quality of Life

Health

According to the 2014 Community Health Status Report released by the County of Santa Barbara Public Health Department, County residents are healthier than other California residents in several categories, such as lower mortality rates for cancer and a smaller percentage of individuals' age 1 year and older ever diagnosed with asthma. There are also a number of areas where the county has displayed improvement over time.

However, Santa Barbara County residents need to make improvements in several areas. Poor diet, physical inactivity, and tobacco use are behaviors that we can change to prevent premature death and chronic disease.

Figure 17⁹

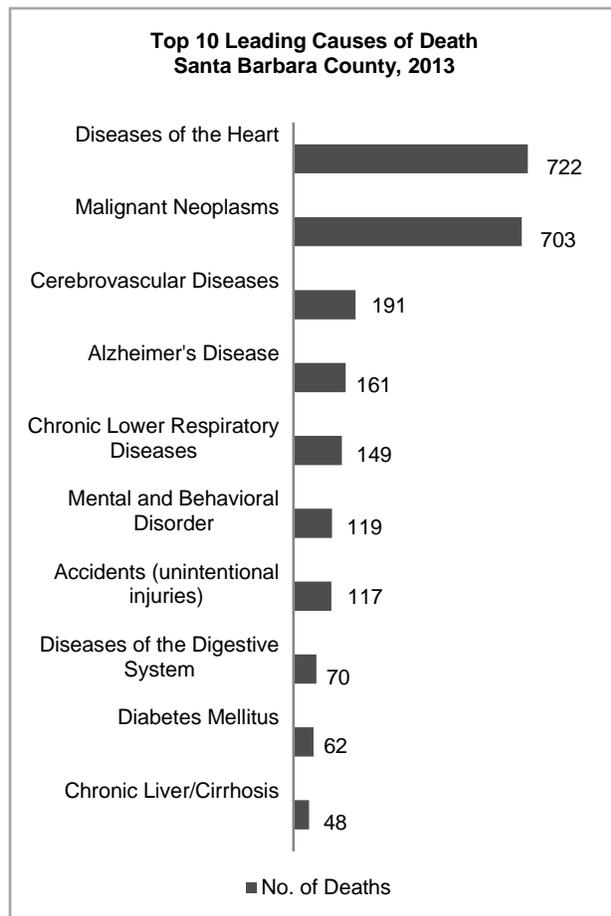
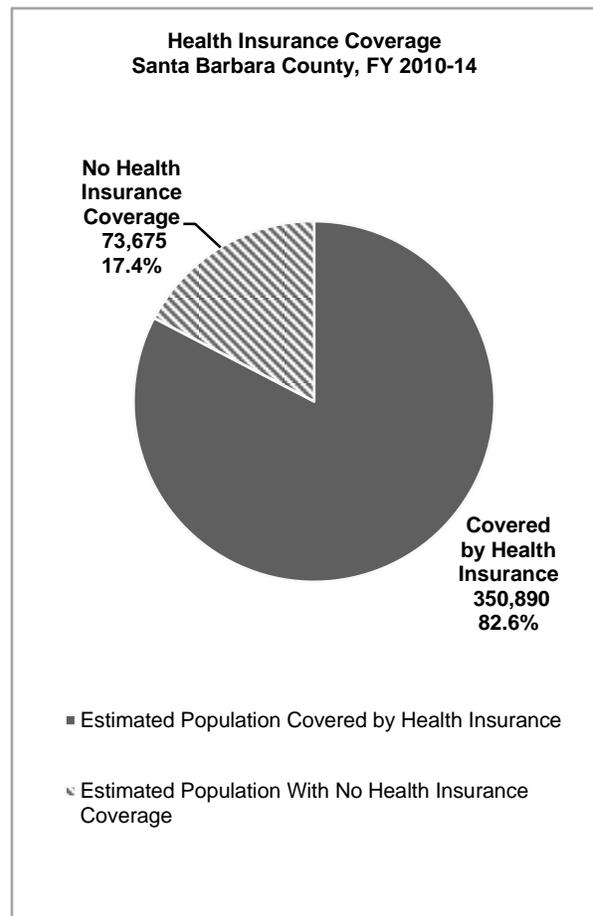


Figure 18³



County Statistical Profile

Education

The County has twenty (20) K-12 School Districts and two Community College Districts. There were 5,055 high school seniors enrolled in FY 2014-15 with a graduation rate of 84%, according to the California Department of Education.

Figure 19³

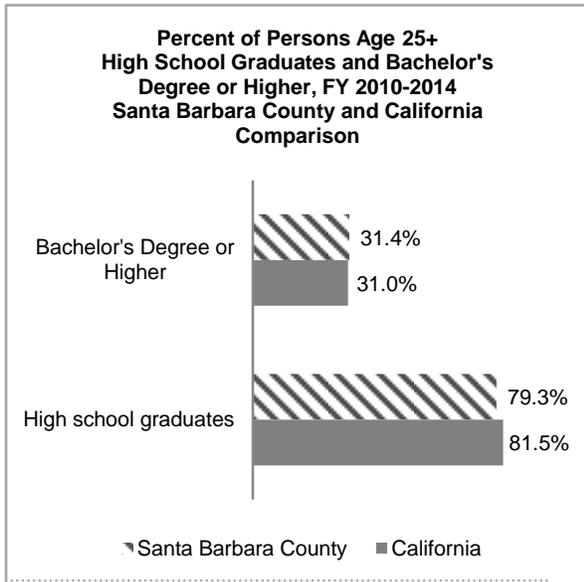


Figure 20¹⁰

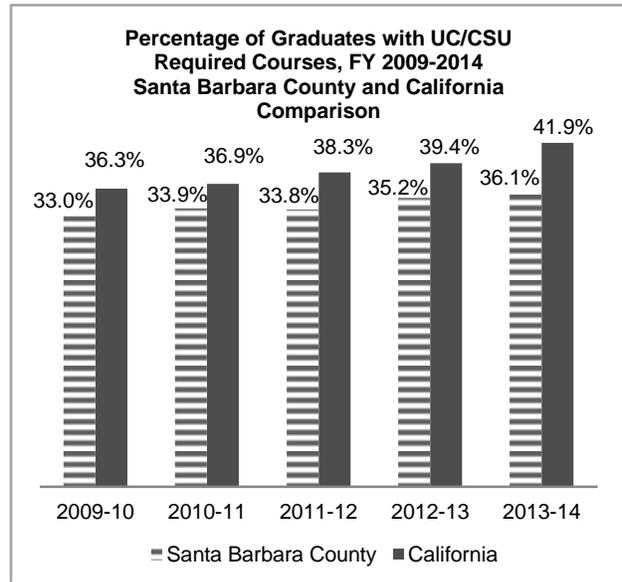
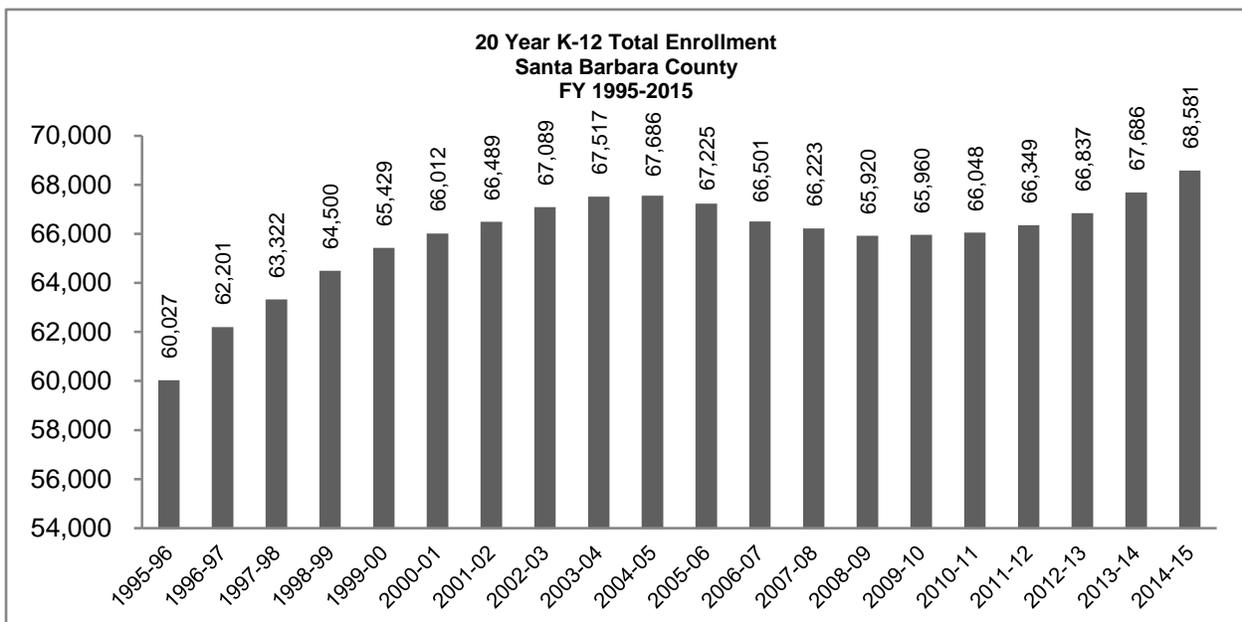


Figure 21¹⁰



County Statistical Profile

List of Sources

1. State of California Employment Development Department - County Info report, FY 2015
2. California Department of Finance, FY 2015
3. United States Census Bureau, FY 2014-2015
4. County of Santa Barbara, Auditor-Controller's Office, FY 2015-2016
5. The California Economic Forecast, FY 2014-2015
6. County of Santa Barbara, Department of Social Services, FY 2015-2016
7. California State Board of Equalization, FY 2014-2015
8. California Association of Realtors, FY 2015
9. County of Santa Barbara, Public Health Department, FY 2015
10. California Department of Education, FY 2015

Section H



FTE Summary &
Department
Position Summary



Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Agricultural Commissioner/W&M					
ADMN OFFICE PRO	2.69	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	0.84	1.00	-	1.00	1.00
AG COMM/SEALER WGTS-MEAS	1.00	1.00	-	1.00	1.00
AGRI BIOLOGIST	10.68	14.00	-	14.00	14.00
AGRI BIOLOGIST SUPV	1.88	2.00	-	2.00	2.00
AGRI COMMISSIONER-DEPT	1.45	3.00	(1.00)	2.00	2.00
AGRICULTURAL INTEGRATED PEST MANAGEMENT	-	-	1.00	1.00	1.00
ASST DIRECTOR	1.12	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.15	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
ENTOMOLOGIST	1.00	0.50	(.50)	-	-
EXTRA HELP	2.26	-	-	-	-
PLANT PATHOLOGIST	1.00	0.50	(.50)	-	-
TEAM/PROJECT LDR-GEN	1.00	-	1.00	1.00	1.00
WGTS-MEASURES INSP	5.00	5.00	-	5.00	5.00
Agricultural Commissioner/W&M Department Total	<u>32.08</u>	<u>33.00</u>	<u>(.01)</u>	<u>33.00</u>	<u>33.00</u>
Auditor-Controller					
ACCOUNTANT-AUDITOR	8.23	8.00	(.75)	7.25	7.25
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
AUDIT MANAGER	1.00	1.00	-	1.00	1.00
AUDIT SUPERVISOR	1.50	1.50	-	1.50	1.50
AUDITOR-CONTROLLER	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY CONTROLLER	0.75	0.75	0.25	1.00	1.00
COST ANALYST	4.19	5.00	(2.00)	3.00	3.00
DIVISION CHIEF	6.90	7.75	0.25	8.00	8.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00	1.00
EXTRA HELP	4.23	-	-	-	-
FINANCIAL ACCT ANALYST	4.38	4.50	-	4.50	4.50
FINANCIAL OFFICE PRO	2.23	2.00	1.00	3.00	3.00
FINANCIAL OFFICE PRO III-RES	0.31	-	-	-	-
FINANCIAL OFFICE PRO SR	1.69	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR-RES	1.69	2.00	-	2.00	2.00
FINANCIAL SYS ANALYST	5.28	5.70	1.30	7.00	7.00
FINANCIAL SYS ANALYST SR-R	6.00	6.00	-	6.00	6.00
Auditor-Controller Department Total	<u>51.39</u>	<u>49.20</u>	<u>0.05</u>	<u>49.25</u>	<u>49.25</u>
Behavioral Wellness					
ACCOUNTANT	3.00	3.00	-	3.00	3.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
ADMHS CASE WORKER	20.94	28.50	1.00	29.50	29.50
ADMHS PRACTITIONER	35.15	51.50	(19.00)	32.50	32.50
ADMHS PRACTITIONER INTERN	21.95	25.00	17.00	42.00	42.00
ADMHS PSYCHIATRIC TECH	24.10	24.90	0.25	25.15	25.15
ADMHS RECOVERY ASSISTANT	23.31	32.00	-	32.00	32.00
ADMHS REHABILITATION SPEC	3.54	5.00	-	5.00	5.00
ADMHS TEAM SUPV-CASE WKR	-	1.00	-	1.00	1.00
ADMHS TEAM SUPV-CLIN PSYCH	1.54	2.00	(1.00)	1.00	1.00
ADMHS TEAM SUPV-PRACTITIONER	13.58	15.00	1.00	16.00	16.00
ADMHS TEAM SUPV-PSYCH TECH	0.88	1.00	-	1.00	1.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Behavioral Wellness					
ADMHS TEAM SUPV-RN	2.23	5.00	-	5.00	5.00
ADMN OFFICE PRO	27.89	28.00	0.50	28.50	28.50
ADMN OFFICE PRO SR	4.46	6.00	(1.00)	5.00	5.00
ALCOHOL & DRUG SERVICE SPEC	5.19	4.00	1.00	5.00	5.00
ASST DIRECTOR	1.27	2.00	-	2.00	2.00
BUILDING MAINT WORKER	0.98	1.50	-	1.50	1.50
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
CLIN PSY POST DOC INTERN	2.00	2.00	2.00	4.00	4.00
CLIN PSYCHOLOGIST	3.92	5.00	(2.00)	3.00	3.00
COMPUTER SYSTEMS SPEC	5.27	6.00	-	6.00	6.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
CONTRACTOR	2.98	4.31	(.26)	4.05	4.05
COST ANALYST	3.27	4.00	-	4.00	4.00
DEPT BUS SPEC	6.35	6.50	(1.00)	5.50	5.50
DEPUTY DIRECTOR	1.00	1.00	1.00	2.00	2.00
DIRECTOR	0.54	1.00	-	1.00	1.00
DIVISION CHIEF	2.04	3.00	-	3.00	3.00
EDP OFFICE AUTO SPEC	0.19	1.50	(.50)	1.00	1.00
EDP SYS & PROG ANLST	1.65	3.00	-	3.00	3.00
EDP SYS & PROG ANLST SR	2.27	3.00	-	3.00	3.00
EPIDEMIOLOGIST SR	0.11	1.00	-	1.00	1.00
EPIDEMIOLOGIST/BIOSTAT	-	1.00	-	1.00	1.00
EXTRA HELP	41.66	61.07	(1.90)	59.18	59.18
FACILITIES MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.27	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	1.69	2.00	-	2.00	2.00
FINANCIAL SYS ANALYST	1.00	1.00	-	1.00	1.00
FISCAL MANAGER	0.65	1.00	-	1.00	1.00
HEALTH CARE PROGRAM COORDINATOR	5.00	8.00	-	8.00	8.00
HR MANAGER	-	-	1.00	1.00	1.00
IT MANAGER	1.85	2.00	(1.00)	1.00	1.00
MEDICAL DIRECTOR	1.00	1.00	-	1.00	1.00
MEDICAL RECORDS ADMIN	1.00	1.00	-	1.00	1.00
NUTRITIONIST	0.58	1.00	-	1.00	1.00
OPERATIONS MANAGER	-	-	1.00	1.00	1.00
PATIENTS RIGHTS ADVOCATE	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	3.31	6.00	-	6.00	6.00
PROGRAM/BUS LDR-GEN	0.69	-	-	-	-
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
PSYCHIATRIC NURSE	17.02	27.50	(.60)	26.90	26.90
PSYCHIATRIC NURSE SR	3.62	4.00	-	4.00	4.00
PSYCHIATRIC NURSE SUPV	1.65	2.00	-	2.00	2.00
PSYCHIATRIST	11.49	18.98	0.34	19.33	19.33
QUALITY ASSURANCE COORD	1.15	5.00	1.00	6.00	6.00
RECREATIONAL THERAPIST	1.17	1.25	-	1.25	1.25
REGIONAL CLINIC MANAGER	3.00	3.00	-	3.00	3.00
SAFETY OFFICER-DEPT	0.23	1.00	(1.00)	-	-
SAFETY/PRIVACY OFFICER-DEPT	-	-	1.00	1.00	1.00
STAFF PHYSICIAN	0.50	0.75	-	0.75	0.75
TEAM/PROJECT LDR-GEN	0.08	-	-	-	-

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Behavioral Wellness					
Behavioral Wellness Department Total	328.20	433.26	(1.16)	432.10	432.10
Board of Supervisors					
ADMN OFFICE PRO	2.00	2.00	-	2.00	2.00
BOS ADMIN ASST	6.73	8.00	-	8.00	8.00
EXECUTIVE STAFF ASST	5.00	5.00	-	5.00	5.00
EXTRA HELP	1.20	-	-	-	-
SUPERVISOR ELECTIVE	5.00	5.00	-	5.00	5.00
Board of Supervisors Department Total	19.93	20.00	-	20.00	20.00
Child Support Services					
ADMN OFFICE PRO	4.67	4.50	0.25	4.75	4.75
ADMN OFFICE PRO SR	0.85	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	0.08	1.08	1.00
CHILD SUPPORT ATTY	2.00	2.00	(.25)	1.75	1.75
CHILD SUPPORT ATTY SUPV	1.00	1.00	-	1.00	1.00
CHILD SUPPORT INVEST SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT MANAGER	2.00	2.00	-	2.00	2.00
CHILD SUPPORT OFFICER	33.60	33.25	(2.50)	30.75	30.75
CHILD SUPPORT OFFICER SR	6.90	6.21	0.54	6.75	6.75
CHILD SUPPORT OFFICER SUPV	5.85	6.00	-	6.00	6.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00	2.00
DIRECTOR	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.45	-	0.25	0.25	0.25
FINANCIAL OFFICE PRO	4.62	4.00	-	4.00	4.00
FINANCIAL OFFICE PRO SR	3.38	4.00	-	4.00	4.00
LEGAL OFFICE PRO	1.58	1.00	-	1.00	1.00
LEGAL OFFICE PRO SR	3.14	3.00	-	3.00	3.00
Child Support Services Department Total	77.04	74.96	(1.63)	73.33	73.25
Clerk-Recorder-Assessor					
ACCOUNTANT-AUDITOR	-	-	1.00	1.00	1.00
ADMINISTRATIVE LDR-GEN	0.42	-	-	-	-
ADMN OFFICE PRO	20.74	22.38	(.25)	22.13	22.13
ADMN OFFICE PRO SR	11.77	13.00	4.00	17.00	17.00
APPRAISER	18.23	18.00	1.00	19.00	19.00
ASSESSMENT SUPERVISOR	5.50	6.00	-	6.00	6.00
AUDITOR-APPRAISER	5.00	5.00	(1.00)	4.00	4.00
CHIEF DEPUTY ASSESSOR	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY CLERK-RECORDER	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY REGISTRAR OF VOTERS	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	0.85	1.00	-	1.00	1.00
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	1.94	3.00	(1.00)	2.00	2.00
DIVISION CHIEF	-	-	1.00	1.00	1.00
DIVISION MANAGER	1.00	1.00	(1.00)	-	-
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.88	2.00	-	2.00	2.00
EDP SYS & PROG ANLST SR	2.85	3.00	-	3.00	3.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Clerk-Recorder-Assessor					
EXTRA HELP	7.49	-	-	-	-
FINANCIAL OFFICE PRO	0.15	-	-	-	-
FINANCIAL OFFICE PRO III-RES	0.15	-	-	-	-
FINANCIAL OFFICE PRO SR	1.50	2.00	(1.00)	1.00	1.00
FINANCIAL SYS ANALYST SR	1.00	2.00	-	2.00	2.00
FISCAL MANAGER	0.35	1.00	-	1.00	1.00
HR MANAGER	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST	3.00	3.00	-	3.00	3.00
MAPPING/GIS ANALYST SUPV	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	5.77	6.00	(1.00)	5.00	5.00
PROJECT MANAGER	0.50	1.00	-	1.00	1.00
Clerk-Recorder-Assessor Department Total	<u>97.09</u>	<u>96.38</u>	<u>1.75</u>	<u>98.13</u>	<u>98.13</u>
Community Services					
ACCOUNTANT	0.54	1.00	-	1.00	1.00
ADMN OFFICE PRO	2.00	3.00	-	3.00	3.00
ADMN OFFICE PRO III-RES	0.15	-	-	-	-
ADMN OFFICE PRO SR-RES	0.85	1.00	-	1.00	1.00
AQUATICS MANAGER	0.75	0.75	-	0.75	0.75
ASST DIRECTOR	2.00	2.00	-	2.00	2.00
ASST NATURALIST	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	0.35	1.00	-	1.00	1.00
CHIEF FINANCIAL OFFICER	0.69	1.00	-	1.00	1.00
COST ANALYST	1.27	1.00	-	1.00	1.00
DEPT BUS SPEC	3.19	5.00	(.20)	4.80	4.80
DIRECTOR	-	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	-	1.00	-	1.00	1.00
EXEC DIR-ARTS COMM	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	0.65	1.00	-	1.00	1.00
EXTRA HELP	27.35	24.96	-	24.96	24.96
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC	3.69	4.00	-	4.00	4.00
HOUSING PROGRAM SPEC SR	2.04	3.00	-	3.00	3.00
MAINTENANCE LEADER	2.00	3.00	-	3.00	3.00
MAINTENANCE PLUMBER	1.88	2.00	-	2.00	2.00
MAINTENANCE SUPV	0.50	-	-	-	-
MECHANIC/WELDER	1.00	1.00	-	1.00	1.00
NATURALIST	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	2.42	4.00	-	4.00	4.00
PARK MAINTENANCE WORKER	5.35	6.00	-	6.00	6.00
PARK RANGER	23.42	27.00	-	27.00	27.00
PLANNER	1.00	1.00	-	1.00	1.00
PROGRAM ADMINISTRATOR	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	2.00	2.00	-	2.00	2.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
VISUAL ARTS COORDINATOR	1.00	1.00	-	1.00	1.00
WTR & SEWAGE PLANT OPER	1.00	1.00	-	1.00	1.00
WTR/SEW PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
Community Services Department Total	<u>94.10</u>	<u>105.71</u>	<u>(.20)</u>	<u>105.51</u>	<u>105.51</u>

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
County Counsel					
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHIEF ASST COUNTY COUNSEL	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
COUNTY COUNSEL	1.00	1.00	-	1.00	1.00
DEPUTY COUNTY COUNSEL	9.35	11.00	-	11.00	11.00
DEPUTY COUNTY COUNSEL SR	11.58	11.00	-	11.00	11.00
DEPUTY COUNTY COUNSEL SR-RES	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.51	0.50	-	0.50	0.50
LEGAL OFFICE PRO III-RES	0.62	-	-	-	-
LEGAL OFFICE PRO SR-RES	3.38	4.00	6.00	10.00	10.00
PARALEGAL-RES	5.94	6.00	(6.00)	-	-
County Counsel Department Total	<u>37.37</u>	<u>38.50</u>	<u>-</u>	<u>38.50</u>	<u>38.50</u>
County Executive Office					
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMINISTRATIVE LDR-GEN	0.69	-	-	-	-
ADMN OFFICE PRO	1.15	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	2.54	3.00	-	3.00	3.00
ASST DIRECTOR	3.00	3.00	-	3.00	3.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHF DEP CLK OF BD OF SUPV	1.00	1.00	-	1.00	1.00
COUNTY EXECUTIVE OFFICER	1.00	1.00	-	1.00	1.00
CSBTV MANAGER	0.88	1.00	-	1.00	1.00
DEPT BUS SPEC	1.00	2.00	-	2.00	2.00
DEPUTY COUNTY EXEC OFFICER	-	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.00	1.00	1.00	2.00	2.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EEO/AA OFFICER	0.99	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
EXTRA HELP	3.76	-	-	-	-
FISCAL & POLICY ANALYST	3.42	4.00	-	4.00	4.00
PROGRAM MANAGER	4.08	5.00	-	5.00	5.00
PROJECT MANAGER	1.69	2.00	-	2.00	2.00
RISK ANALYST	2.00	3.00	(1.00)	2.00	2.00
SAFETY OFFICER	1.00	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.31	-	1.00	1.00	1.00
County Executive Office Department Total	<u>34.51</u>	<u>35.00</u>	<u>1.00</u>	<u>36.00</u>	<u>36.00</u>
District Attorney					
ADMN OFFICE PRO	0.81	0.50	1.00	1.50	1.50
ADMN OFFICE PRO III-RES	0.15	-	-	-	-
ADMN OFFICE PRO SR	1.69	2.00	-	2.00	2.00
ADMN OFFICE PRO SR-RES	0.85	1.00	(1.00)	-	-
ASST DIRECTOR	0.88	1.00	-	1.00	1.00
ASST DISTRICT ATTORNEY	1.00	1.00	(1.00)	-	-
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY	3.00	3.00	1.00	4.00	4.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
CONTRACTOR	2.38	2.70	(1.00)	1.70	1.70

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
District Attorney					
DA INVESTIGATOR	11.77	12.00	1.00	13.00	13.00
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00	1.00
DA INVESTIGATOR SUPV	2.96	3.00	-	3.00	3.00
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
DEPUTY DISTRICT ATTY	29.54	31.00	2.00	33.00	33.00
DEPUTY DISTRICT ATTY SR	13.54	14.00	(2.00)	12.00	12.00
DISTRICT ATTORNEY	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	7.74	-	-	-	-
IT MANAGER	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	20.15	20.00	-	20.00	20.00
LEGAL OFFICE PRO SR	16.62	20.00	-	20.00	20.00
PARALEGAL	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
VICTIM WITNESS PROG ASST	8.98	9.00	1.00	10.00	10.00
VICTIM WITNESS PROG SUPV	1.65	2.00	-	2.00	2.00
District Attorney Department Total	<u>133.71</u>	<u>132.20</u>	<u>1.00</u>	<u>133.20</u>	<u>133.20</u>
Fire					
ACCOUNTANT	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO	2.65	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	2.15	3.00	-	3.00	3.00
BATTALION CHIEF	8.92	9.00	-	9.00	9.00
CHIEF FINANCIAL OFFICER	-	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	0.50	2.00	-	2.00	2.00
COST ANALYST	-	1.00	-	1.00	1.00
DEPUTY CHIEF	0.85	1.00	-	1.00	1.00
DIVISION CHIEF	2.81	3.00	-	3.00	3.00
DP MANAGER-DEPT	-	1.00	-	1.00	1.00
EMERGENCY MED SVCS ADMINISTRATOR	0.62	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.04	1.00	-	1.00	1.00
EXTRA HELP	24.27	25.62	-	25.62	25.62
FINANCIAL OFFICE PRO	0.58	-	1.00	1.00	1.00
FINANCIAL OFFICE PRO SR	3.68	5.00	(1.00)	4.00	4.00
FIRE CAPTAIN SHIFT	48.35	53.00	-	53.00	53.00
FIRE CAPTAIN STAFF	13.35	13.00	-	13.00	13.00
FIRE CHIEF	0.96	1.00	-	1.00	1.00
FIRE ENG INSPECTOR SHIFT	46.81	54.00	-	54.00	54.00
FIRE ENG INSPECTOR STAFF	5.31	5.00	-	5.00	5.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00	3.00
FIRE EQUIPMENT OPER ASST	1.00	1.00	-	1.00	1.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00	1.00
FIREFIGHTER SHIFT	61.65	77.81	2.19	80.00	80.00
FIREFIGHTER STAFF	2.31	-	-	-	-
FIREFIGHTER TRAINEE	5.27	-	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST	-	1.00	-	1.00	1.00
MAPPING/GIS TECH	0.65	-	-	-	-
PETROLEUM INSP TECH	0.42	1.00	-	1.00	1.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Fire					
PROGRAM MANAGER	0.69	1.00	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.19	-	-	-	-
PUBLIC INFO ASSISTANT	0.42	1.00	-	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
Fire Department Total	<u>243.45</u>	<u>273.42</u>	<u>2.19</u>	<u>275.62</u>	<u>275.62</u>
First 5, Children & Families					
ADMN OFFICE PRO	0.77	-	1.00	1.00	0.50
ADMN OFFICE PRO SR	3.07	4.00	(3.00)	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	0.80
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00	1.00
CONTRACTOR	1.00	1.00	(1.00)	-	-
EXTRA HELP	1.58	-	-	-	-
FINANCIAL OFFICE PRO	0.15	-	-	-	-
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
FIRST 5 PROGRAM SPECIALIST	2.35	2.00	1.00	3.00	3.00
PROGRAM MANAGER	1.00	1.00	-	1.00	-
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
PUBLIC INFO SPECIALIST	0.73	1.00	-	1.00	0.80
First 5, Children & Families Department Total	<u>14.50</u>	<u>13.00</u>	<u>(2.00)</u>	<u>11.00</u>	<u>9.10</u>
General County Programs					
DEPT BUS SPEC	0.85	1.00	-	1.00	1.00
EXTRA HELP	0.07	-	-	-	-
General County Programs Department Total	<u>0.92</u>	<u>1.00</u>	<u>-</u>	<u>1.00</u>	<u>1.00</u>
General Services					
ACCOUNTANT	1.77	2.00	-	2.00	2.00
ADMN OFFICE PRO	1.65	2.50	(1.00)	1.50	1.50
ADMN OFFICE PRO SR	2.62	4.00	-	4.00	4.00
ARCHITECT	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	3.00	4.00	-	4.00	4.00
AUTOMOTIVE MECHANIC	9.12	10.00	-	10.00	10.00
BUILDING MAINT SUPV	4.42	7.00	(3.00)	4.00	4.00
BUILDING MAINT WORKER	9.04	9.00	3.00	12.00	12.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
BUYER	3.00	3.00	-	3.00	3.00
CAPITAL PROJECTS COORD	0.73	2.00	-	2.00	2.00
COMM EQUIP TECH	2.00	2.00	-	2.00	2.00
COMM EQUIP TECH SR	2.00	3.00	-	3.00	3.00
COMM SYSTEMS SUPV	1.00	1.00	-	1.00	1.00
COMMUNICATIONS MANAGER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
CONTRACTOR	0.46	-	-	-	-
COST ANALYST	0.35	1.00	-	1.00	1.00
CUSTODIAN	-	0.50	-	0.50	0.50
DEPT BUS SPEC	3.65	5.00	-	5.00	5.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	2.00	2.00	-	2.00	2.00
EDP NETWORK TECH	5.73	6.00	-	6.00	6.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
General Services					
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	11.85	13.00	-	13.00	13.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	2.00	2.00	-	2.00	2.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	-	1.00	1.00
ENERGY MANAGER	1.00	1.00	-	1.00	1.00
ENGINEERING TECH	0.27	-	-	-	-
EQUIPMENT MECHANIC	5.00	5.00	-	5.00	5.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	8.06	-	-	-	-
FACILITIES MANAGER	2.00	2.00	-	2.00	2.00
FACILITIES SUPERVISOR	-	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	0.46	-	1.00	1.00	1.00
FINANCIAL OFFICE PRO SR	2.54	3.00	-	3.00	3.00
FLEET MANAGER	1.00	1.00	-	1.00	1.00
HVAC SPECIALIST	2.38	2.00	-	2.00	2.00
MAIL CENTER SUPERVISOR	1.00	1.00	-	1.00	1.00
MAIL CENTER WORKER	2.00	2.00	-	2.00	2.00
MAINT ELECTRICIAN	1.00	1.00	-	1.00	1.00
MAINTENANCE CARPENTER	1.00	1.00	(1.00)	-	-
MAINTENANCE PLUMBER	2.38	2.00	1.00	3.00	3.00
MOTOR POOL DISPATCH	1.63	1.00	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.08	-	-	-	-
PROJECT MANAGER	3.00	4.00	-	4.00	4.00
PURCHASING MANAGER	1.00	2.00	-	2.00	2.00
REAL PROPERTY AGENT	2.58	3.00	-	3.00	3.00
General Services Department Total	<u>113.77</u>	<u>120.00</u>	<u>-</u>	<u>120.00</u>	<u>120.00</u>
Human Resources					
ADMINISTRATIVE LDR-GEN	0.15	-	-	-	-
ADMN OFFICE PRO	2.27	3.00	(1.00)	2.00	2.00
ADMN OFFICE PRO III-RES	0.38	-	-	-	-
ADMN OFFICE PRO SR-RES	2.53	3.50	(.50)	3.00	3.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	4.85	5.00	(1.00)	4.00	4.00
DIRECTOR	-	1.00	-	1.00	1.00
DIVISION MANAGER	4.00	4.00	-	4.00	4.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
EEO/AA OFFICER	0.01	-	-	-	-
EMPLOYEE BENEFITS MANAGER	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	-	-	1.00	1.00	1.00
EXTRA HELP	0.28	-	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
HR ANALYST	1.88	2.00	-	2.00	2.00
HR MANAGER	1.27	2.00	-	2.00	2.00
PROGRAM ADMINISTRATOR	-	-	1.00	1.00	1.00
PROGRAM MANAGER	1.85	2.00	-	2.00	2.00
Human Resources Department Total	<u>23.47</u>	<u>26.50</u>	<u>(.50)</u>	<u>26.00</u>	<u>26.00</u>
Planning & Development					

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Planning & Development					
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	7.09	6.00	1.00	7.00	7.00
ADMN OFFICE PRO SR	3.52	4.80	(1.00)	3.80	3.80
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
ASST PLAN CHECKER	2.00	2.00	-	2.00	2.00
BLDG ENGR INSPECTOR	6.54	10.00	1.00	11.00	11.00
BLDG ENGR INSPECTOR SPEC	0.15	1.00	-	1.00	1.00
BLDG ENGR INSPECTOR SUPV	3.62	4.00	-	4.00	4.00
BUILDING PERMIT TECH	2.00	2.00	1.00	3.00	3.00
BUSINESS MANAGER	0.60	0.60	0.09	0.69	0.69
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.88	2.00	1.00	3.00	3.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
CONTRACTOR	-	0.04	-	0.04	0.04
DEPUTY DIRECTOR	2.00	2.00	-	2.00	2.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.42	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
ENERGY SPECIALIST	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	0.85	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.51	-	-	-	-
FINANCIAL OFFICE PRO	1.31	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	0.85	1.00	-	1.00	1.00
GRADING INSPECTOR SR	2.00	2.00	-	2.00	2.00
MAPPING/GIS ANALYST	1.00	1.00	-	1.00	1.00
PETROLEUM SPECIALIST	2.00	2.00	-	2.00	2.00
PLAN CHECK ENGINEER	0.04	-	-	-	-
PLANNER	27.54	29.50	(2.00)	27.50	27.50
PLANNER SUPERVISING	6.00	6.00	1.00	7.00	7.00
PLANNING PROCESS ANALYST	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.69	1.00	-	1.00	1.00
Planning & Development Department Total	<u>81.60</u>	<u>89.93</u>	<u>2.10</u>	<u>92.03</u>	<u>92.03</u>
Probation					
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	51.04	52.00	(2.00)	50.00	50.00
ADMN OFFICE PRO SR	10.92	13.00	-	13.00	13.00
CHIEF INNOVATION OFFICER	1.00	1.00	-	1.00	1.00
CHIEF PROBATION OFFICER	1.00	1.00	-	1.00	1.00
COLLECTIONS MANAGER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	2.00	2.00	(1.00)	1.00	2.00
COOK	2.00	2.50	-	2.50	2.50
COST ANALYST	1.00	1.00	-	1.00	1.00
DEP CHIEF PROBATION OFFCR	3.00	3.00	-	3.00	3.00
DEP PROBATION OFFICER	80.96	85.00	1.00	86.00	86.00
DEP PROBATION OFFICER SR	43.38	42.00	(1.00)	41.00	41.00
DEP PROBATION OFFICER SUP	15.88	17.00	-	17.00	17.00
EDP SYS & PROG ANLST	3.00	3.00	1.00	4.00	3.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Probation					
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	15.58	11.00	-	11.00	11.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
FOOD SERVICES WORKER	2.50	2.50	-	2.50	2.50
JUVENILE INST OFFICER	57.53	57.00	(9.00)	48.00	51.00
JUVENILE INST OFFICER SR	17.08	17.00	5.00	22.00	19.00
PROBATION ASSISTANT	12.77	13.00	1.00	14.00	14.00
PROBATION MANAGER	6.81	8.00	(1.00)	7.00	7.00
PROJECT MANAGER	-	-	1.00	1.00	1.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
Probation Department Total	<u>335.46</u>	<u>339.00</u>	<u>(5.00)</u>	<u>334.00</u>	<u>334.00</u>
Public Defender					
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY	3.00	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
DEP PUBLIC DEFENDER	27.65	27.00	-	27.00	27.00
DEP PUBLIC DEFENDER SR	3.00	5.00	-	5.00	5.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	8.30	0.50	1.00	1.50	1.50
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	9.69	9.00	-	9.00	9.00
LEGAL OFFICE PRO SR	5.42	8.00	-	8.00	8.00
PD INVESTIGATOR	1.00	1.00	-	1.00	1.00
PUBLIC DEFENDER	1.00	1.00	-	1.00	1.00
PUBLIC DEFENDER INVEST	6.00	6.00	-	6.00	6.00
SOCIAL SERVICES WORKER	-	-	2.00	2.00	2.00
SOCIAL SVCS WORKER SR	-	2.00	(2.00)	-	-
Public Defender Department Total	<u>69.07</u>	<u>66.50</u>	<u>1.00</u>	<u>67.50</u>	<u>67.50</u>
Public Health					
ACCOUNTANT	3.00	4.00	(1.00)	3.00	3.00
ADMN OFFICE PRO	61.58	64.02	2.23	66.25	66.25
ADMN OFFICE PRO SR	15.54	18.00	-	18.00	18.00
ANIMAL CONTROL OFF	8.38	8.00	-	8.00	8.00
ANIMAL CONTROL OFF SUPV	4.00	4.00	-	4.00	4.00
ANIMAL HEALTH & REG DIR	1.00	1.00	-	1.00	1.00
ANIMAL SHELTER ATTENDANT	7.38	9.00	1.00	10.00	10.00
ASST DEPT LDR-ATTY/PHY	0.91	-	-	-	-
ASST DEPT LDR-EXEC	0.62	-	-	-	-
BEHAVIORAL HEALTH SPECIALIST	-	-	2.00	2.00	2.00
BUILDING MAINT WORKER	1.00	1.00	-	1.00	1.00
CCS CASEWORKER	5.00	6.00	-	6.00	6.00
CCS OCC/PHYS THERAPIST	9.89	11.50	(.75)	10.75	10.75
CCS SUPERVISING THERAPIST	3.23	3.00	-	3.00	3.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
CLINICAL LAB SCIENTIST	0.27	-	1.00	1.00	1.00
CLINICAL LAB SCIENTIST SR	2.92	4.00	(1.00)	3.00	3.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Public Health					
COMM OUTRCH CRD ANML HLTH	1.27	2.00	-	2.00	2.00
COMMUNICATIONS DISP	-	1.00	(1.00)	-	-
COMMUNITY HEALTH NURSE	0.60	0.60	-	0.60	0.60
COMPUTER SYSTEMS SPEC	5.00	4.00	1.00	5.00	5.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
CONTRACTOR	0.07	-	-	-	-
COST ANALYST	4.80	4.80	-	4.80	4.80
DEPT BUS SPEC	2.50	2.50	1.00	3.50	3.50
DEPUTY DIRECTOR	1.81	2.00	-	2.00	2.00
EDP OFFICE AUTO SPEC	3.00	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	3.73	4.00	-	4.00	4.00
EDP SYS & PROG ANLST SR	1.88	2.00	-	2.00	2.00
EMERG SVCS PLANNER	1.46	2.00	-	2.00	2.00
ENVIRON HEALTH SPEC	10.56	11.00	(1.50)	9.50	9.50
ENVIRON HEALTH SPEC SR	5.27	5.00	-	5.00	5.00
ENVIRON HEALTH SPEC SUPV	3.00	3.00	-	3.00	3.00
ENVIRON HEALTH SPEC TR	-	-	2.00	2.00	2.00
ENVIRONMENTAL HEALTH TECH	0.04	1.00	-	1.00	1.00
EPIDEMIOLOGIST SR	0.08	-	-	-	-
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	-	1.00	1.00
EXTRA HELP	32.90	10.18	(5.13)	5.05	5.05
FINANCIAL OFFICE PRO	38.08	37.96	(2.12)	35.85	35.85
FINANCIAL OFFICE PRO SR	2.38	2.92	0.08	3.00	3.00
GEOLOGIST REGISTERED	1.00	1.00	-	1.00	1.00
HAZ MATERIALS SPEC	5.81	9.00	-	9.00	9.00
HAZ MATERIALS SPEC SR	2.00	2.00	-	2.00	2.00
HAZARD MATERIALS SUPV	2.00	2.00	-	2.00	2.00
HEALTH CARE PRACTITIONER	7.49	11.80	(2.25)	9.55	9.55
HEALTH CARE PROGRAM COORDINATOR	8.90	9.90	-	9.90	9.90
HEALTH EDUC ASSOC	3.50	3.50	2.00	5.50	5.50
HEALTH EDUCATION ASST	12.14	12.75	2.00	14.75	14.75
HEALTH EDUCATION ASST SR	5.96	6.00	-	6.00	6.00
HEALTH EDUCATOR	3.50	4.50	-	4.50	4.50
HEALTH SERVICES AIDE	1.00	1.00	0.50	1.50	1.50
HEALTH SERVICES AIDE SR	6.44	6.50	(.50)	6.00	6.00
HEALTH SERVICES LAB SUPV	1.00	1.00	-	1.00	1.00
HR MANAGER	-	-	1.00	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
LABORATORY ASSISTANT	7.58	9.00	(.50)	8.50	8.50
LACTATION CONSULTANT	1.60	1.60	-	1.60	1.60
LICENSED VOCATIONAL NURSE	2.00	3.00	(1.00)	2.00	2.00
MEDICAL ASSISTANT	50.77	55.79	5.96	61.75	61.75
MEDICAL DIRECTOR	0.85	1.00	-	1.00	1.00
MEDICAL SOC SVC PRACT	1.00	1.00	-	1.00	1.00
MEDICAL SOC SVC WKR SR	0.69	0.75	-	0.75	0.75
NUTRITION SERVICES SUPV	1.00	1.00	-	1.00	1.00
NUTRITION SITE SUPV	4.00	4.00	-	4.00	4.00
NUTRITIONIST	6.35	6.00	-	6.00	6.00
OPERATIONS MANAGER	0.15	-	2.00	2.00	2.00
PH PERFORM IMPROVE COORD	3.08	4.00	-	4.00	4.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Public Health					
PHARMACIST SUPV	1.00	1.00	-	1.00	1.00
PHARMACIST-IN-CHARGE	3.23	3.00	-	3.00	3.00
PHARMACY TECHNICIAN	8.73	9.00	-	9.00	9.00
PROGRAM MANAGER	7.29	7.00	-	7.00	7.00
PROGRAM/BUS LDR-GEN	0.31	-	-	-	-
PROJECT MANAGER	2.38	3.00	-	3.00	3.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH MICROB	2.48	4.00	-	4.00	4.00
PUBLIC HEALTH MICROB SR	1.88	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE	18.11	20.00	(.50)	19.50	19.50
PUBLIC HEALTH NURSE SUPV	4.00	4.00	1.00	5.00	5.00
PUBLIC HLTH DIR/HLTH OFFCR	1.00	1.00	-	1.00	1.00
PUBLIC INFO ASSISTANT	0.96	1.00	-	1.00	1.00
REGIONAL CLINIC MANAGER	3.62	4.00	-	4.00	4.00
REGISTERED VET TECH	1.00	2.00	-	2.00	2.00
SAFETY OFFICER-DEPT	-	0.75	(.75)	-	-
SAFETY/PRIVACY OFFICER-DEPT	-	-	1.00	1.00	1.00
STAFF NURSE	17.25	22.25	1.00	23.25	23.25
STAFF NURSE SR	0.75	1.00	0.50	1.50	1.50
STAFF NURSE SUPV	6.52	6.80	1.20	8.00	8.00
STAFF PHYSICIAN	15.81	19.44	2.51	21.95	21.95
STAFF PHYSICIAN SUPV	2.92	4.00	-	4.00	4.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
THERAPY ATTENDANT	2.50	2.50	-	2.50	2.50
UTILITY CLERK-DEPT	2.00	2.00	-	2.00	2.00
Public Health Department Total	<u>492.71</u>	<u>515.30</u>	<u>12.99</u>	<u>528.29</u>	<u>528.29</u>
Public Works					
ACCOUNTANT	3.73	4.00	1.00	5.00	5.00
ADMN OFFICE PRO	11.88	13.00	1.00	14.00	14.00
ADMN OFFICE PRO SR	4.77	6.00	-	6.00	6.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
CIV ENGINEERING ASSOC	13.38	15.00	-	15.00	15.00
CIVIL ENGINEER SPECIALIST	3.00	5.00	-	5.00	5.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	4.15	5.00	-	5.00	5.00
CIVIL ENGINEERING MANAGER	4.58	5.00	-	5.00	5.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
COST ANALYST	1.00	-	1.00	1.00	1.00
COUNTY SURVEYOR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	-	-	2.00	2.00	2.00
DEPUTY DIRECTOR	3.00	3.00	-	3.00	3.00
DIRECTOR	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
ENG ENVIRON PLANNER SR.	4.00	4.00	-	4.00	4.00
ENGINEERING GEOLOGIST	1.00	1.00	1.00	2.00	2.00
ENGINEERING TECH	6.12	6.00	-	6.00	6.00
ENGINEERING TECH SPEC	11.12	14.00	-	14.00	14.00
ENGINEERING TECH SUPV	1.00	1.00	-	1.00	1.00
EQUIPMENT MECHANIC	3.77	4.00	1.00	5.00	5.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Public Works					
EXECUTIVE SECRETARY	0.77	1.00	(1.00)	-	-
EXTRA HELP	8.52	-	-	-	-
FINANCIAL OFFICE PRO	2.12	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	2.54	3.00	-	3.00	3.00
GEOLOGIST REGISTERED	1.00	1.00	(1.00)	-	-
HEAVY EQUIP OPERATOR	21.31	23.00	-	23.00	23.00
HEAVY TRUCK DRIVER	10.85	11.00	1.00	12.00	12.00
HR MANAGER	-	1.00	-	1.00	1.00
HYDROLOGIST SENIOR	2.00	3.00	(1.00)	2.00	2.00
IT MANAGER	1.00	1.00	-	1.00	1.00
MAINT SUPERINTENDENT	3.96	4.00	-	4.00	4.00
MAINT WELDER-MECHANIC	1.00	1.00	-	1.00	1.00
MAINT WORKER APPRENTICE	2.54	6.00	-	6.00	6.00
MAINTENANCE LEADER	15.00	15.00	-	15.00	15.00
MAINTENANCE SUPV	6.77	6.00	-	6.00	6.00
MAINTENANCE WORKER	41.15	42.00	(4.00)	38.00	38.00
OPERATIONS MANAGER	1.42	1.00	-	1.00	1.00
PERMITTING-ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
PESTICIDE SPECIALIST	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	3.31	4.00	-	4.00	4.00
PROGRAM/BUS LDR-GEN	0.12	-	-	-	-
PROJECT MANAGER	3.00	5.00	1.00	6.00	6.00
PUBLIC WORKS PRGM SPEC	4.25	3.75	-	3.75	3.75
PUBLIC WORKS PRGM SPEC SR	3.29	4.50	(.50)	4.00	4.00
REAL PROPERTY AGENT	0.12	-	-	-	-
RECYCLE WORKER	2.00	2.00	-	2.00	2.00
REFUSE CHECKER	7.96	8.50	-	8.50	8.50
REFUSE CHECKER SUPERVISOR	1.00	1.00	-	1.00	1.00
REFUSE INSPECTOR	2.00	2.00	-	2.00	2.00
REFUSE LEADER	5.00	5.00	-	5.00	5.00
REFUSE SUPERVISOR	3.00	3.00	1.00	4.00	4.00
RISK ANALYST	0.76	1.00	(1.00)	-	-
ROAD MAINT MANAGER	1.00	1.00	-	1.00	1.00
SAFETY OFFICER-DEPT	1.00	1.00	(1.00)	-	-
SAFETY OFFICER-DIVISIONAL	1.00	1.00	-	1.00	1.00
SHOP SUPERVISOR	0.92	1.00	(1.00)	-	-
STAFF ANALYST	1.00	1.00	-	1.00	1.00
STOREKEEPER	0.77	1.00	(1.00)	-	-
SURVEY PARTY CHIEF	1.23	1.00	-	1.00	1.00
SURVEY SPECIALIST	2.27	3.00	-	3.00	3.00
SURVEY SUPERVISOR	1.00	1.00	-	1.00	1.00
TRAFFIC SIGNAL TECHNICIAN	1.00	1.00	-	1.00	1.00
TRANSPORTATION PLANNER SUPV	1.00	1.00	-	1.00	1.00
URBAN FORESTRY INSP	1.00	1.00	-	1.00	1.00
URBAN FORESTRY SUPV	1.00	1.00	-	1.00	1.00
WASTEWTR PLANT OPER	7.69	8.00	(2.00)	6.00	6.00
WASTEWTR PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
WASTEWTR PLANT OPER SUPV	1.00	1.00	2.00	3.00	3.00
WASTEWTR PLANT OPER TR	0.96	1.00	-	1.00	1.00
WATER AGENCY MANAGER	1.69	2.00	-	2.00	2.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Public Works					
Public Works Department Total	<u>268.79</u>	<u>282.75</u>	<u>(1.50)</u>	<u>281.25</u>	<u>281.25</u>
Sheriff					
ACCOUNTANT	2.00	3.00	(1.00)	2.00	2.00
ACCOUNTANT SUPERVISING	1.00	1.00	(1.00)	-	-
ADMN OFFICE PRO	53.69	56.50	(1.00)	55.50	55.50
ADMN OFFICE PRO III-RES	0.15	-	-	-	-
ADMN OFFICE PRO SR	18.19	21.25	1.00	22.25	22.25
AIRCRAFT MECHANIC	0.65	2.00	-	2.00	2.00
ALC/DRUG COUN-CORR FAC	3.35	4.00	-	4.00	4.00
CHIEF DEPUTY SHERIFF	2.08	2.00	-	2.00	2.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00	1.00
COMMUNICATIONS DISP	20.12	24.00	-	24.00	24.00
COMMUNICATIONS DISP SUPV	4.88	6.00	-	6.00	6.00
COMPUTER SYSTEMS SPEC	4.00	4.00	-	4.00	4.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
COOK SHERIFFS INSTITUTIONS	7.00	7.00	-	7.00	7.00
COST ANALYST	-	-	1.00	1.00	1.00
CRIME SCENE TECHNICIAN	-	-	1.00	1.00	1.00
CRIME SCENE TECHNICIAN SENIOR	-	-	3.00	3.00	3.00
CUSTODIAN	2.00	2.00	-	2.00	2.00
CUSTODY COMMANDER	1.50	2.00	-	2.00	2.00
CUSTODY DEPUTY	131.85	142.44	(7.00)	135.44	135.44
CUSTODY DEPUTY S/DUTY	27.88	28.00	3.00	31.00	31.00
CUSTODY LIEUTENANT	6.77	7.00	-	7.00	7.00
CUSTODY SERGEANT	16.34	16.00	2.00	18.00	18.00
DEPT BUS SPEC	1.69	2.00	-	2.00	2.00
EDP OFFICE AUTO SPEC	4.00	4.00	-	4.00	4.00
EXECUTIVE SECRETARY	2.08	2.00	-	2.00	2.00
EXTRA HELP	27.46	-	-	-	-
FINANCIAL OFFICE PRO	1.92	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	1.69	2.00	-	2.00	2.00
FISCAL MANAGER	-	-	1.00	1.00	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
FORENSIC PATHOLOGIST	0.04	-	1.00	1.00	1.00
FORENSIC TECHNICIAN	1.00	1.00	(1.00)	-	-
FORENSIC TECHNICIAN SR	2.81	3.00	(3.00)	-	-
HELICOPTER PILOT	0.85	1.00	(1.00)	-	-
INMATE PROG SUPV-CORR FAC	0.23	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
LAUNDRY COORDINATOR	2.00	2.00	-	2.00	2.00
LEGAL OFFICE PRO	3.00	3.00	1.00	4.00	4.00
LEGAL OFFICE PRO SR	1.69	2.00	-	2.00	2.00
MAINTENANCE PAINTER	0.12	-	1.00	1.00	1.00
MAPPING/GIS TECH	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
PARK RANGER I, GROUNDS	-	1.00	-	1.00	1.00
PARKING ENFORCEMENT OFFCR	0.77	1.00	-	1.00	1.00
POLYGRAPH EXAMINER	1.00	1.00	-	1.00	1.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Sheriff					
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
SHERIFF PRNTSHP CSTDY SUP	1.00	1.00	-	1.00	1.00
SHERIFF-CORONER	1.00	1.00	-	1.00	1.00
SHERIFFS COMMANDER	4.35	4.00	-	4.00	4.00
SHERIFFS DEPUTY	122.11	125.00	-	125.00	125.00
SHERIFFS DEPUTY S/DUTY	75.50	76.00	5.00	81.00	81.00
SHERIFFS DEPUTY S/DUTY-M	1.77	2.00	(1.00)	1.00	1.00
SHERIFFS DEPUTY TR	4.04	12.00	(3.00)	9.00	9.00
SHERIFFS DEPUTY-M	1.00	1.00	(1.00)	-	-
SHERIFFS HELICOPTER PILOT	0.77	1.00	1.00	2.00	2.00
SHERIFFS LIEUTENANT	12.04	12.00	-	12.00	12.00
SHERIFFS SERGEANT	37.23	37.35	-	37.35	37.35
SOCIAL SERVICES WORKER	0.73	2.00	(1.00)	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
UNDERSHERIFF	0.77	1.00	-	1.00	1.00
UTILITY WORKER, INSTITUTIONS	10.69	11.00	(1.00)	10.00	10.00
Sheriff Department Total	<u>637.80</u>	<u>651.54</u>	<u>(1.00)</u>	<u>650.54</u>	<u>650.54</u>
Social Services					
ACCOUNTANT	9.42	11.00	1.00	12.00	12.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	122.35	123.00	(1.00)	122.00	122.00
ADMN OFFICE PRO SR	24.42	30.00	1.00	31.00	31.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00	2.00
CAREER EMP SPECIALIST	14.23	18.00	1.00	19.00	19.00
CAREER EMP SPECIALIST SR	27.95	31.25	(2.00)	29.25	29.25
CAREER EMP SPECIALIST SUPV	9.04	10.00	-	10.00	10.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	9.12	10.00	-	10.00	10.00
COMPUTER SYSTEMS SPEC SUPV	0.69	1.00	-	1.00	1.00
CONTRACTOR	1.00	1.00	-	1.00	1.00
COST ANALYST	3.62	4.00	(1.00)	3.00	3.00
DEPT BUS SPEC	43.58	50.00	1.00	51.00	51.00
DEPUTY DIRECTOR	3.96	4.00	-	4.00	4.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	18.00	19.00	-	19.00	19.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	5.04	6.00	-	6.00	6.00
EDP SYS & PROG ANLST SR	3.69	4.00	-	4.00	4.00
ELIGIBILITY SUPERVISOR	40.46	42.00	1.00	43.00	43.00
ELIGIBILITY WORKER	328.04	353.00	-	353.00	353.00
EXECUTIVE SECRETARY	1.62	2.00	-	2.00	2.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
EXTRA HELP	95.04	-	-	-	-
FINANCIAL OFFICE PRO	9.31	10.00	-	10.00	10.00
FINANCIAL OFFICE PRO SR	3.38	4.00	-	4.00	4.00
HR ANALYST	-	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	1.00	2.00	-	2.00	2.00
PROGRAM MANAGER	2.00	2.00	-	2.00	2.00

Department FTE Summary

	2014-15 Actual	2015-16 Adopted	Change From FY 15-16 Ado to FY 16-17 Rec	2016-17 Recommended	2017-18 Proposed
Social Services					
PROJECT MANAGER	0.15	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE	1.00	2.00	-	2.00	2.00
SOC SVCS WORKER SR PS/L	31.35	31.50	1.50	33.00	33.00
SOCIAL SERVICES CASE AIDE	8.50	9.00	-	9.00	9.00
SOCIAL SERVICES SUPV	18.27	20.00	1.00	21.00	21.00
SOCIAL SERVICES WORKER	30.92	43.00	0.50	43.50	43.50
SOCIAL SVCS PRACTITIONER	28.08	35.00	(3.00)	32.00	32.00
SOCIAL SVCS WORKER SR	0.65	1.00	(1.00)	-	-
STOREKEEPER	1.00	1.00	1.00	2.00	2.00
UTILITY CLERK-DEPT	9.19	10.00	(1.00)	9.00	9.00
Social Services Department Total	<u>914.07</u>	<u>899.75</u>	<u>-</u>	<u>899.75</u>	<u>899.75</u>
Treasurer-Tax Collector-Public					
ACCOUNTANT	3.00	4.00	-	4.00	4.00
ADMN OFFICE PRO	1.58	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	0.85	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS PROGRAMMER	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	(1.00)	-	-
EXTRA HELP	0.61	-	-	-	-
FINANCE CHIEF	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	7.92	8.00	-	8.00	8.00
FINANCIAL OFFICE PRO SR	5.77	7.00	-	7.00	7.00
FINANCIAL SYS ANALYST	3.00	3.00	-	3.00	3.00
FINANCIAL SYS ANALYST SR	-	-	1.00	1.00	1.00
INVESTMENT MANAGER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00	2.00
PUBLIC ADM/CONSERVATOR	5.65	6.00	-	6.00	6.00
PUBLIC ADMIN/CONS VETS MANAGER	1.00	1.00	-	1.00	1.00
TREAS/TAX COLL/PUB ADMIN	1.00	1.00	-	1.00	1.00
Treasurer-Tax Collector-Public Department Total	<u>40.37</u>	<u>44.00</u>	<u>-</u>	<u>44.00</u>	<u>44.00</u>
Grand Total	<u>4,141.39</u>	<u>4,340.90</u>	<u>9.07</u>	<u>4,349.98</u>	<u>4,348.00</u>

Lost Time

Lost Time Report – 3 Year Functional Summary

Lost Time

The table below identifies the County organization-wide lost time rate by Functional Group and department. Lost time is defined as the proportion of total employee time spent away from regular work hours for sick leave, workers' compensation leave, and/or other types of leaves and absences. Time off for vacation is excluded from the lost time calculation.

Functional Group:	2013-14	2014-15	2015-16*
Countywide	5.3%	5.0%	5.4%
Policy & Executive	2.3%	2.5%	2.7%
Board of Supervisors	2.2%	1.2%	3.4%
County Executive Office	2.2%	2.6%	2.4%
County Counsel	2.3%	3.0%	2.6%
Public Safety	5.0%	4.6%	4.9%
District Attorney	4.6%	3.9%	3.9%
Probation	6.0%	6.3%	6.2%
Public Defender	4.6%	5.4%	5.0%
Fire	3.4%	3.3%	3.9%
Sheriff	5.2%	4.3%	5.0%
Health & Human Services	6.3%	5.9%	6.2%
Public Health	6.2%	5.6%	5.7%
Behavioral Wellness	5.1%	5.0%	6.0%
Social Services	6.7%	6.4%	6.4%
Child Support Services	6.8%	7.4%	7.9%
First 5	6.3%	2.4%	4.3%
Community Resources & Public Facilities	5.0%	4.3%	5.0%
Agricultural Commissioner	3.9%	3.7%	4.2%
Parks	3.1%	3.4%	3.4%
Planning & Development	4.5%	2.9%	3.2%
Public Works	5.7%	5.1%	6.2%
Housing & Community Development	1.9%	2.0%	2.7%
Community Services	1.5%	2.8%	3.0%
General Government & Support Services	3.5%	4.0%	4.6%
Auditor-Controller	3.5%	4.3%	4.0%
Clerk-Recorder-Assessor	3.7%	3.6%	4.6%
General Services	2.9%	4.0%	4.7%
Human Resources	4.0%	3.0%	2.7%
Treasurer-Tax Collector	3.5%	4.0%	4.6%

* - Represents actual results for the current year through 4/24/2016.

Lost Time



Section I



Glossary



Glossary of Terms

- A -

AB

An acronym referring to a California State “Assembly Bill”.

ACCRUAL BASIS (of Accounting)

The accrual basis of accounting matches revenues to the time period in which they are earned (and measurable), and matches expenses to the time period in which they are incurred as set forth by generally accepted accounting principles (GAAP). Accrual accounting is also referred to as “full-accrual” accounting. See also “Basis (of Accounting)”, “Modified Accrual Basis (of Accounting)”, and “Budgetary Basis (of Accounting)”.

ACTIVITY

A specific and distinguishable service performed by one or more organizational components of the County to accomplish a function for which the government is responsible (ex. law enforcement is an activity within the public safety function).

ADOPTED BUDGET

The financial plan (operating and capital budgets) approved by resolution by the Board of Supervisors.

APPROPRIATION

The legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. An appropriation is limited in amount and time (one fiscal year) it may be expended.

ASSESSMENT ROLL

The public record containing the legal description of each parcel of property in a taxing jurisdiction (the County) and its assessed value.

ASSET

Tangible or intangible items owned by the County having probable economic benefits.

ASSIGNED FUND BALANCE

The portion of fund balance that reflects the County’s intended use of resources. The intent can be established by the County Board of Supervisors (BOS), or by a body or an official designated by the BOS for that purpose. This is also the classification for residual funds in the County’s special revenue funds.

AVAILABLE FINANCING

The dollar amount available for appropriations. Available amounts can be from revenues, fund balances, or other sources.

- B -

BALANCED BUDGET

A financial plan demonstrating that funding sources are equal to appropriations.

BASIS (of Accounting)

The “Basis” of accounting refers to the time frame in which revenues and expenses are recorded and reported. See also “Accrual Basis (of Accounting)”, “Modified Accrual Basis (of Accounting)”, and “Budgetary Basis (of Accounting)”.

“BONDED” INDEBTEDNESS

Normally, this term refers to the amount of debt associated with “bonds” that the County is liable for. However, in this document, the term refers to the amount of all debt held by the County that may include certificates of participation, capital leases, and notes.

BUDGET

A financial plan consisting of an estimate of expenditures, their purpose for a given period of time, and the expected means of financing them.

Glossary of Terms

BUDGET DEPARTMENT

A budget department is the organizational budget entity for which budgets are presented in the annual operating plan. For the most part, a single budget department follows the County's department leadership and organizational structure.

BUDGET PROGRAM

A budget program is a specific activity within a budget department that requires appropriations to accomplish its purpose and is ongoing in nature.

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 BASIS (of Accounting)

The "Budgetary Basis" of accounting refers to the time frame in which revenues and expenses are recorded and reported *for the budget*. For the County, the budgetary basis is mostly on the modified accrual basis. See also "Accrual Basis (of Accounting)", "Modified Accrual Basis (of Accounting)", and "Basis (of Accounting)".

BUDGETARY CONTROL

Controlling and monitoring financial transactions through the establishment of a formalized budget in order to keep expenditures within the limitations of available appropriations and available revenues.

- C -

CAFR

Comprehensive Annual Financial Report. The official annual financial report of the County that follows the presentation standards set forth by the Government Finance Officers Association.

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 (one year) and that meet policy valuation thresholds.

CAPITAL BUDGET

A plan for capital expenditures and the means of financing them. The first year of the CIP is the capital budget included as part of the associated annual financial plan.

CAPITAL EXPENDITURES

Expenditures resulting in the acquisition of or addition to the County's general capital assets. Normally, these expenditures are one-time in nature and are for large dollar amounts.

CAPITAL IMPROVEMENT PROGRAM (CIP)

The CIP is a compilation of desired capital projects intended to implement various plans, including community plans, facilities plans, and the County Comprehensive (General) Plan. Projects in the 5 year CIP indicate current and future capital needs. The first year of the CIP is the capital budget included as part of the associated annual financial plan.

CAPITAL MAINTENANCE

The costs of maintaining the County's capital assets.

Glossary of Terms

CAPITAL PROJECT

A capital project is usually a long-term, one-time investment project requiring relatively large sums to acquire, develop, improve, and/or maintain a capital asset. Capital projects include land acquisition, buildings, facilities construction, major equipment, major improvements to existing buildings and facilities, transportation projects, water resources projects (ex. storm drains), resource recovery and waste management projects (ex. landfills), and major maintenance. Capital projects may also include the acquisition of technology systems, including both hardware and software.

CAPITAL PROJECTS FUND

A fund created to account for financial resources to be used for the acquisition or construction of major capital assets (other than those financed by proprietary funds and trust funds).

CAPITALIZATION POLICY

The criteria used by the County to determine which outlays should be reported as capital assets (versus normal operating expenditures) in the County's accounting records.

CASH

Term that includes currency on hand, and demand deposits with banks or other financial institutions.

CERTIFICATES OF PARTICIPATION (COP)

A type of debt security issued when the County as the lessee enters into an agreement with another party to lease an asset over a specified period of time at a predetermined annual cost.

COMMITTED FUND BALANCE

The portion of fund balance 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.

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, generally to finance infrastructure.

CONTINGENCY

An amount of money appropriated for unforeseen expenditures. By County policy, 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 with the County is based on a contract rather than being covered by civil service system rules or pay scales.

COST ALLOCATION PLAN (CAP)

A State of California approved methodology for identifying and allocating overhead (indirect) costs incurred by central service functions to direct service programs.

COUNTYWIDE PROGRAMS

Programs that provide services to all areas of the County, both within and outside city boundaries. (ex. Court Services, Health Care, Social Services, and the County Jail).

COUNTY SERVICE AREAS

A method of providing extended governmental services by the County to distinct geographical areas within the unincorporated portions of the County for services such as street lighting, local open space maintenance, enhanced library services, sewer systems, and road maintenance.

COMMUNITY SERVICE DISTRICT

A form of independent local government used to provide services such as water, sewer, security, and fire protection in unincorporated areas of a county.

Glossary of Terms

- D -

DEBT

An obligation resulting from the borrowing of money, or from the purchase of goods and services. Debts of the County are shown in the debt section of this budget

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.

DEFERRED MAINTENANCE

The necessary postponing of maintenance activities such as repairs on both real property (i.e. infrastructure) and personal property (i.e. machinery) in order to save costs, meet budget funding levels, or realign available budget monies.

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. (3) Shortfall of actual revenue in comparison to estimated.

DEPRECIATION

(1) A method of allocating the cost of certain capital assets over their useful life. (2) A decrease in an asset's value caused by unfavorable market conditions.

- E -

EMPLOYEE BENEFITS

Monetary or non-monetary compensation provided to employees in addition to salaries which may include: medical and dental insurance; cafeteria plan options such as health care and dependent care; flexible spending accounts; and term life, long-term disability and accident insurance. Varies by employee bargaining unit.

ENCUMBRANCES

Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed. The County currently does not use encumbrances.

ENTERPRISE FUND

A fund established to account for operations financed and operated in a manner similar to private business enterprises. For these funds, the County intends that costs (ex. expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The County has two enterprise funds: Resource Recovery and Laguna Sanitation.

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.

EXPENDITURES

The use of appropriations in a governmental fund type to purchase goods and services (including services of employees) necessary to carry out the responsibilities of a department. Expenditures are decreases in net financial resources.

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, within a proprietary fund type.

Glossary of Terms

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.

- F -

FIDUCIARY FUND TYPE

The trust and agency funds used to account for assets held by the County in a trustee capacity or as an agent for: individuals, private organizations, other government units and/or other funds. Funds held in this capacity are not available for appropriation by the County.

FIN

FIN (Financial Information Network) is the County's financial and budgetary accounting system.

FIN DEPARTMENT

A FIN department is a section of the County's account coding that supports the County's financial and budgetary accounting system for purposes of financial reporting.

FIN PROGRAM

A FIN program is an accounting unit within a FIN department that is used to track tasks for management and financial reporting purposes.

FINAL BUDGET

See Adopted Budget.

FISCAL ACCOUNTABILITY

The responsibility of the County to justify that their actions have complied with public decisions concerning the raising and spending of public monies.

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 equivalent to a full-time worker, while an FTE of 0.5 signals that the position is half-time.

FUNCTION

A group of services aimed at accomplishing a major governmental purpose, such as Policy and Executive or Public Safety. Functions, for the most part, 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, liabilities, and fund equity that are classified under a specific Fund Type category (see Fund Type). Examples are the General Fund, Road Fund, Capital Outlay Fund, and Public Health Fund.

FUND BALANCE

The difference between assets and liabilities reported in a fund.

FUND TYPE

Categories into which all funds used in governmental accounting are classified. Fund types are: Governmental Fund Types, consisting of the General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Funds; Proprietary Fund Types consisting of Enterprise Funds and Internal Service Funds; Fiduciary Funds consisting of Trust Funds and Agency Funds.

Glossary of Terms

G -

GENERAL FUND

The General Fund is one of five governmental fund types and serves as the chief discretionary operating fund of the County. The General Fund is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL FUND CONTRIBUTION (AKA GF ALLOCATION)

The use of local discretionary revenue (predominately property, retail sales, and transient occupancy taxes) given as a subsidy to enable the receiving fund or department 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 practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)

The authoritative accounting and financial reporting standard-setting body for State and Local government entities.

GRANT

A contribution or gift of cash or other assets, primarily from another governmental unit, to be used or expended for a specified purpose, activity, or facility.

- H -

- I -

INTERFUND TRANSFER

A transfer of monies between two different funds.

INTERNAL SERVICE FUND

A fund used to account for the financing of goods or services provided by one County department to other County departments on a cost-reimbursement basis.

INTRAFUND TRANSFER

A transfer of service costs with an associated service cost reduction between departments in the same fund.

- J -

- K -

- L -

LAPSE

The non-carryover of any remaining appropriations at the end of a budget or fiscal period.

LEGAL LEVEL OF BUDGETARY CONTROL

The level at which spending in excess of budgeted amounts would be a violation of law. For the County, the legal level of budgetary control is maintained at the fund, FIN department, and object level, with more stringent control over capital assets and fund balance accounts which are maintained at the line-item level.

Glossary of Terms

LIABILITIES

A financial obligation caused by past transactions or events.

LINE-ITEM

A separate line or account itemized for specific identification purposes that may or may not have its own appropriation.

LOCAL TAX REVENUES

Discretionary, general-purpose revenues derived from local sources received by the General Fund. The largest components of local tax revenue for the County 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 time spent away from regular work hours for sick leave, workers' compensation leave, and/or other types of leaves and absences.

M -

MAINTENANCE OF EFFORT (MOE)

A Federal and/or State requirement that the County provide a certain level of financial support for a program from the County's own discretionary 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, some costs of State mandates are required by the California Constitution to be reimbursed to local governments, often referred to as SB90 reimbursable costs.

MODIFIED ACCRUAL BASIS (of Accounting)

The modified accrual bases of accounting is a mixture of the cash and accrual bases. Under the modified accrual basis, in order for revenue to be recognized, it has to meet accrual criteria of being earned and measurable, plus actually be "available". Expenditures are still recognized when the liability is incurred (the same as the accrual basis). See also "Accrual Basis (of Accounting)", "Basis (of Accounting)", and "Budgetary Basis (of Accounting)".

- N -

NONSPENDABLE FUND BALANCE

The portion of fund balance that cannot be spent because they are either (a) not spendable in form, or (b) legally or contractually required to be maintained intact.

- O -

OBJECT (LEVEL)

A term used in connection with the classification of related or similar types of expenditures (ex. Salaries and Employee Benefits, Services and Supplies).

OPERATING PLAN

A financial plan that's designed to support county programs and operations for the upcoming fiscal year(s).

OPERATING TRANSFERS

A transfer of monies between two different funds.

OTHER FINANCING SOURCES

An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. The use of the other financing sources category is limited to items so classified by GAAP.

Glossary of Terms

OTHER FINANCING USES

A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. The use of the other financing uses category is limited to items so classified by GAAP.

- P -

PERFORMANCE MEASUREMENT

The process of establishing parameters to determine if programs are reaching desired results. Measuring performance requires the use of statistical evidence to determine progress toward specifically defined objectives.

PROGRAM BUDGET

A budget based primarily on program services and associated performance measures and secondarily on line items and object levels.

PROGRAMS

A set of ongoing coordinated activities established for the purpose of accomplishing one or more service objectives.

PROPOSED BUDGET

The County's second or "out-year" budget for a fiscal year as presented by the County Executive Officer to the Board of Supervisors. The second year budget is only informational when presented with the Recommended Budget.

PROPRIETARY FUND TYPES

The classification of funds used to account for ongoing activities that are similar to those often found in the private sector (ex. enterprise and internal service funds).

- Q -

- R -

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.

RECOMMENDED BUDGET

The County budget for a fiscal year as recommended by the County Executive Officer to the Board of Supervisors (BOS), based on County department requests.

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 usually reimbursed through intra- or inter-fund transfers.

RESTRICTED FUND BALANCE

The portion of fund balance 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

Proceeds from taxes, fees, other charges, Federal or State government, excluding interfund transfers, fund balance, or debt issuance proceeds.

Glossary of Terms

S -

SB

An acronym referring to a 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 1997 and 2 CFR Part 200 “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.” 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 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.

STATUTE

An enacted bill, which is chaptered by the Secretary of State in the order in which it became law.

STRATEGIC RESERVE

Money set aside by County policy that is to be approximately equal to about 30 days of working capital within the General Fund.

- T -

TAX AND REVENUE ANTICIPATION NOTES (TRAN)

Notes issued in anticipation of the collection of taxes and revenues, usually retireable 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

An 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 current year taxes to the agencies in exchange for the penalties and interest that would be due should any taxes become delinquent. This plan provides agencies with timely receipt of their full proportionate share of property taxes and the County manages the delinquencies and eventually collects all property taxes due.

TEMPORARY POSITION

See Extra Help.

TRUST (and AGENCY) FUNDS

Funds used to account for assets held in a trustee capacity for individuals, private organizations, other governments, and/or other funds.

Glossary of Terms

- U -

UNASSIGNED FUND BALANCE

The portion of fund balance or the residual classification for the County's General Fund that includes amounts not contained in the other classifications (i.e. non spendable, restricted, committed, etc.).

UNINCORPORATED AREA

Those geographic portions of Santa Barbara County that are not within incorporated cities.

- V -

VEHICLE LICENSE FEE (VLF)

The VLF is an annual fee on the ownership of a registered vehicle in California, in place (aka in lieu) of taxing vehicles as personal property.

- W -

WIP

Work in Progress refers to all capital items not placed in service, and partly finished capital projects that are at various stages, at the end of one fiscal year crossing over to the beginning of the next fiscal year.

- X - Y - Z



Challenges, Changes and Choices Ahead



Recommended Operational Plan - Fiscal Years 2016-17 & 2017-18