Recommended Operational Plan

Santa Barbara County

Fiscal Years 2017-18 and 2018-19

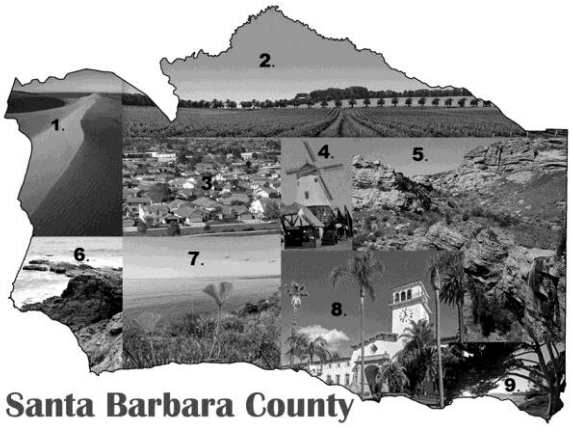
Front Cover

With this coming year's budget, the County has the opportunity to address financial challenges and make decisions that will position the County for success in the future. For this year's budget, our theme is "One County. One Future." We recognize that to successfully serve our communities and manage our fiscal and operational challenges we will need to do so as a coordinated and interconnected organization building upon the strengths of individual departments and staff that comprise our County organization. We have started a rebalancing process to reshape the organization and strategically realign services and costs to provide those services. There will be difficult choices in the coming months and years for the County, but we will continue to look to make the right decisions today to position ourselves for success in the future.

The Santa Barbara County landscape is as diverse as its people. The cover photo was created using images that capture that cultural and geographic diversity, from our early Spanish roots to mountain ranges, lush agriculture, and some of the most picturesque beaches in the world. All together, we are one County, with one future.

Key to Images:

1. Guadalupe Dunes
2. Agriculture of North County
3. Santa Maria neighborhood
4. Danish Village of Solvang
5. Alcove Falls, San Rafael Wilderness
6. Rocky Point, Vandenberg Air Force Base
7. More Mesa Bluffs in Goleta
8. Santa Barbara Courthouse
9. Butterfly Beach, Montecito



Credit: Photo composite created by Teñell Matlovsky, County Public Works

COUNTY OF SANTA BARBARA

OPERATIONAL PLAN

FISCAL YEAR 2017-18 RECOMMENDED BUDGET

FISCAL YEAR 2018-19 PROPOSED BUDGET*

Presented in June 2017 to the

BOARD OF SUPERVISORS

Das Willams, Vice Chair	First District
Janet Wolf	Second District
Joan Hartmann, Chair	Third District
Peter Adam	Fourth District
Steve Lavagnino	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.

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, 2016. 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 seventeenth 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 2017-18 RECOMMENDED BUDGET

FISCAL YEAR 2018-19 PROPOSED BUDGET*

Acknowledgements:

<u>County Executive Office</u>

Jeff Frapwell
Assistant CEO / Budget Director

Paul Clementi
Richard Morgantini
Andrew Myung (Interim)
John Jayasinghe
Shawna Jorgensen
A.J. Quinoveva (Interim)

Terri Maus-Nisich, Assistant CEO
Matthew Pontes, Assistant CEO
Dennis Bozanich, Deputy CEO

Human Resources

<u>Auditor-Controller</u>

Kyle Slattery
Financial Reporting Division Chief

Robert Geis
Amy Tom
Rochelle Zanini
Wyeth Jorgensen
Jeremy Sturz

***** 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
Das Williams, Supervisor, Vice Chair
http://www.countyofsb.org/bos/williams.sbc

Second District
Janet Wolf, Supervisor
http://www.countyofsb.org/bos/wolf.sbc

Third District
Joan Hartmann, Supervisor, Chair
http://www.countyofsb.org/bos/hartmann.sbc

Fourth District
Peter Adam, Supervisor
http://countyofsb.org/bos/adam.sbc

Fifth District
Steve Lavagnino, Supervisor
http://www.countyofsb.org/bos/lavagnino.sbc

Agricultural Commissioner/ Weights & Measures
Cathleen Fisher, Agricultural Commissioner
http://cosb.countyofsb.org/agcomm/

Auditor-Controller
Theodore A. Fallati, CPA, CPFO (Elected)
http://cosb.countyofsb.org/auditor/

Behavioral Wellness
Alice Gleghorn, Ph.D.
https://www.countyofsb.org/behavioral-wellness

Child Support Services
Joni Maiden, Director (Interim)
http://www.countyofsb.org/css

Community Services
George Chapjian, Director
http://www.countyofsb.org/csd

County Clerk-Recorder-Assessor
Joseph E. Holland, CPFO (Elected)
http://sbcassessor.com

County Counsel
Michael C. Ghizzoni
http://countyofsb.org/counsel

County Executive Officer – Clerk of the Board
Mona Miyasato, County Executive Officer
http://www.countyofsb.org/ceo

Court Special Services
Darrel Parker, Executive Officer
http://www.sbcourts.org

District Attorney
Joyce E. Dudley (Elected)
http://countyofsb.org/da

Fire Department
Eric Peterson, Chief
http://www.sbcfire.com

General Services
Janette Pell, Director
http://countyofsb.org/gs

Human Resources
Lori Gentles, Director
http://cosb.countyofsb.org/hr

Planning and Development
Glenn Russell Ph.D., Director
http://sbcountyplanning.org

Probation Department
Beverly A. Taylor, Chief Probation Officer (Interim)
http://countyofsb.org/probation

Public Defender
Tracy M. Macuga, Public Defender
http://countyofsb.org/defender

Public Health Department
Carrie Topliffe, CPA, Director (Interim)
http://cosb.countyofsb.org/phd

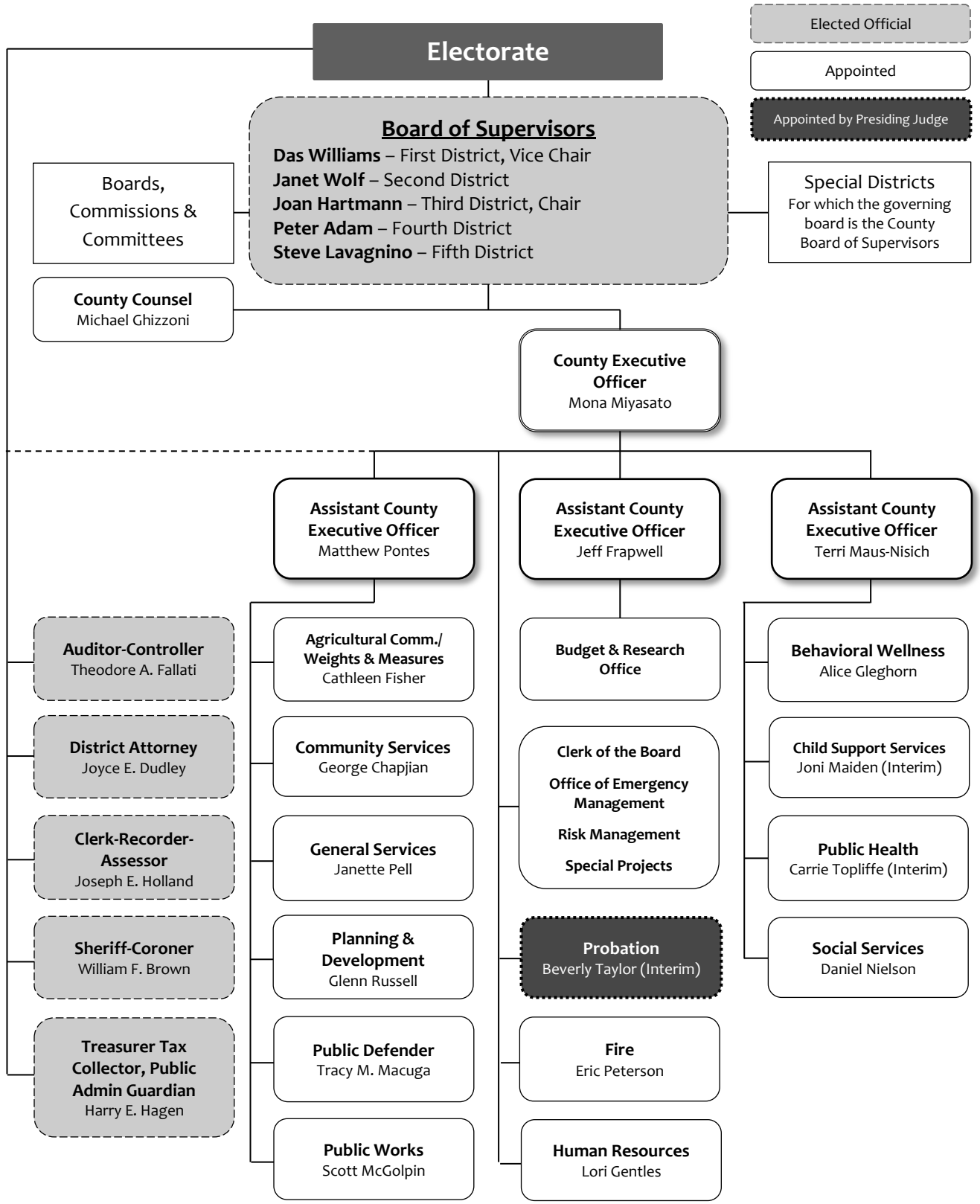
Public Works/Flood Control
Scott McGolpin, Director
http://cosb.countyofsb.org/pwd

Sheriff - Coroner
William F. Brown (Elected)
http://www.sbsheriff.org

Social Services
Daniel Nielson, Director
http://cosb.countyofsb.org/social_services

Treasurer-Tax Collector-Public Administrator
Harry E. Hagen, CPA, CPFO (Elected)
http://www.countyofsb.org/ttcpapg/index.aspx

Organization Chart



COUNTY OF SANTA BARBARA
CALIFORNIA

Section A

Transmittal Letter

COUNTY OF SANTA BARBARA
CALIFORNIA

County Of Santa Barbara

Mona Miyasato
County Executive Officer

105 East Anapamu Street, Room 406
Santa Barbara, California 93101
805-568-3400 • Fax 805-568-3414
www.countyofsb.org

Executive Office

May 19, 2017

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

Chair Hartmann and Board Members:

The Recommended Fiscal Year (FY) 2017-18 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 2017-18 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 2017-18 Operating Plan are scheduled for June 12, 2017 and will continue if necessary, on Wednesday, June 14, 2017 and Friday, June 16, 2017. 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.

Over the next several years, we will be undergoing significant financial and operational changes. I want to thank the Board of Supervisors for its leadership and commitment to ensuring a financially sustainable organization next year and into the future. I also want to thank our department directors and their staff for assisting in the budget process and making difficult choices to adapt to our new reality. I also want to express my appreciation to the Auditor-Controller's Office and the County Executive Office staff for their efforts in preparing this document. Lastly, I want to express my gratitude to our employees for their dedication in serving our community, being committed to our long-term success, and exhibiting excellence in public service every day.

Sincerely,

Mona Miyasato
County Executive Officer

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

Matthew Pontes
Assistant County Executive Officer
mpontes@countyofsb.org

Jeff Frapwell
Assistant County Executive Officer
jfrapwell@countyofsb.org

COUNTY OF SANTA BARBARA
CALIFORNIA

Section B

Executive Summary

COUNTY OF SANTA BARBARA
CALIFORNIA

Executive Summary

One County. One Future

Chair Hartmann and Board Members,

As we approach the 2017-18 Fiscal Year, the County is faced with budgetary challenges that are expected to continue for the next few years, requiring rebalancing among existing uses, service reductions or new revenue. Next year, for the first time in several years, the necessary costs of maintaining current service levels are anticipated to exceed available resources. This impact will affect segments of the organization differently, with some departments minimally impacted and others facing significant shortfalls and budget cuts. These effects will vary depending on the nature of departments' funding sources for these services and type of operations.

Unlike in the Great Recession, local revenues are growing at a modest rate, but are outpaced by increasing expenditure demands. Federal, State and other local revenues have increased overall, but recent State program reductions and funding caps in some areas are significantly impacting our ability to provide the same level of service next year, particularly in the Department of Social Services. Many of these services were historically funded by intergovernmental revenues, with minimal General Fund contribution.

Over the years, the County has strived to maintain a 30-day operating General Fund Strategic Reserve. This year, this reserve is recommended to be at 93% of its targeted level of funding due to limited financial resources. This equates to about $2.4 million below a targeted level of $32.2 million. We will continue planning for the future by addressing long-term liabilities, such as paying down unfunded pension and retiree health liabilities over the next two decades, and annually increasing contributions toward the County's deferred maintenance needs.

This year's budget theme, "One County. One Future", recognizes that to successfully address our challenges ahead we will need to increase our coordination and recognize our interconnectedness, building upon the strengths of individual County departments and community partners. Our fiscal challenges also call for a reallocation of limited discretionary revenue not just within but among our departments to ensure the Board's highest priorities for the community and organization are met. 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. Maintaining fiscal stability and ensuring a balanced budget in the coming years will require continued prudence, realistic expectations, and restraint.

Executive Summary

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
- Maintain our financial reserves at prudent levels
- Address priority organizational needs and mandates
- 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

Continued commitments to Board priorities. The FY2017-18 Recommended Budget continues prior funding commitments. 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.

- Northern Branch Jail - For several years, the County has proceeded in developing the Northern Branch Jail, a 376-bed new jail outside of Santa Maria. Construction has begun, and the new jail is scheduled to be in operation spring 2019. While the State is providing most of the construction funding, the operations are expected to cost $17.9 million annually beginning in FY 2019-20 (the first full year of operations), 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 $9.1 million for the eventual operations, per the Board-adopted funding plan.

- Fire Tax Shift - The Board has committed an ongoing shift of property tax revenue to the Fire District to ensure adequate staffing, equipment and facilities for this service. Since its adoption, the Fire District has been able to increase staffing, enhance administrative functions, and enhance inspection capability. One quarter 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 $8.0 million in revenue to the Fire District in FY 2017-18.

- Maintenance - 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. Maintenance funding will increase pursuant to the "18% funding policy" by $0.5 million (to $3.0 million) in FY 2017-18. 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, as well as funding received from State, federal and local sources (such as Measure A funding for Roads). In recognition of these maintenance needs, $3.4 million in one-time appropriations is added in the Recommended Budget for road, facility and park maintenance. Additionally, $1.0 million from the Strategic Reserve has been appropriated to be used as local match for emergency storm damage repairs.

- Bargaining Unit Agreements - Employee agreements are being satisfied. The Recommended Budget for FY 2017-18 includes increases for employee salary and benefits, pursuant to negotiated labor agreements.

Also, the Board in March reviewed the following FY 2017-18 countywide work initiatives that involve multiple departments:

- Working with the Board ad-hoc committee, development of a possible ordinance to allow cultivation of cannabis in certain areas and potential ballot measure in FY 2017-18
- Review and enhancement of Public Safety Dispatch services
- Reduction of the inmate jail population where feasible, and in particular, reduction of mentally ill individuals in the jail
- Reduction of costs of mental health inpatient services
- Continued improvement in the organization through:
  - Implementation of the internal-facing Strategic Plan (which includes improvements in Human Resources, Information Technology practices, etc.)
  - Greater technology investments where feasible
  - One-time funding for program audits or evaluations/other Budget Rebalancing suggestions

Key Issues in FY 2017-18 and Near Term. This Recommended Operating Plan reflects several key factors impacting our operations.

- Pension funding – In FY 2016-17, the County Board of Retirement moved to reduce the assumed rate of return from 7.5% to 7.0%, phased in over a 5-year period, per its policy. This determination was based on actuarial studies, historical performance and future expectations of investment returns, and expected inflation rates. The change in assumption will significantly increase the County's retirement contribution rate for the next five years. The increase in costs to the County, if staffing was maintained at FY 2016-17 levels, was estimated to be $10.8 million in FY 2017-18. However, because of reductions in staffing levels, the actual increase in pension costs to the County is $7.3 million, or a 5.9% increase (from $123.8 million to $131.1 million).

- Road funding - In the past few years, funding shortfalls caused by reduction in State funding has put pressure on the General Fund to contribute towards maintaining our roads. The State legislature recently approved a new gas tax that will result in approximately $4.5 million in additional revenue to the County in FY 2017-18, which represents the most significant increase in statewide investment for transportation infrastructure in many years.

- Mental Health Inpatient Services - We continue to experience a higher demand for inpatient mental health services than in the recent past. The recent addition of new services to assist those in crisis have helped address this demand, but there continues to be a need for greater numbers of psychiatric beds to serve severely mentally ill individuals. The increased demand is caused by variety factors,

including longer stays in the Psychiatric Health Facility (PHF) for non-acute conditions and more court-ordered placements than in prior years.

- Succession Planning - Departments are experiencing retirements of experienced employees, necessitating the need for increased efforts in workforce (succession) planning, retention and recruitment.

- Public Safety Dispatch - In efforts to improve our dispatch services, the County has been working with a consultant on a dispatch study. $1.1 million of Prop 172 funds has been set aside to address some of the needs that are anticipated from the results of this study.

- Capital Needs - 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.

- Public Safety Radio Communications - The County of Santa Barbara has a diverse public safety radio communications environment, with several different land/mobile radio systems deployed to meet specific operational needs of County departments. These systems are in different stages of their lifecycle, and each has diverse technologies and capabilities. There are known areas where radio coverage has not kept pace with development. In the near term, the General Services Department will be implementing several system upgrades to address these areas of inadequate coverage and initiating a radio equipment replacement plan to enhance the safety of the County staff. The department's longer term objective, in conjunction with the Sheriff's, Probation and Fire departments, is to develop and implement a more comprehensive system replacement/upgrade project in order to improve the capabilities of the system and to achieve interoperability with outside agencies.

- Social Safety Net – State program reductions and funding caps are impacting our ability to provide the same level of service next year for some safety net programs. While State and federal revenues will increase overall compared to the prior year, funding for certain programs is not keeping pace with the cost of providing those services. In addition, the State's allocation for FY 2017-18 for the CalWORKs and CalFresh programs are being reduced. These factors result in significant service reductions in the Department of Social Services in FY 2017-18.

Despite the challenges, we are charting a course to address these issues and make strategic decisions that will position the County for long-term success. 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.

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 do not result in a reduction of service to the public or clients.

Service Level Reductions. Departments were asked to examine their operations and identify service level reductions necessary to balance their respective budgets. (See Figure 1: FY 2017-18 Service Level Reduction Summary). Unlike prior years, service level reductions are unavoidable in many departments due to the issues mentioned above. Service level reductions identified by departments total $39.5 million and 304.3 FTE; however, not all reductions are being recommended for implementation. The following chart indicates what restorations (in full or partial) are included in the Recommended Budget.

Figure 1: FY 2017-18 Service Level Reduction Summary

Department	Description	FTE	Amount
General Fund Departments			
County Executive Office	Unfund a Program Manager in Office of Emergency Management.	1.00	$ 131,274
	Unfund a Department Business Specialist in the County Executive Office.	1.00	129,188
County Counsel	Reduce attorney support to General Fund programs, projects, and litigation. ***Restored in CEO Recommendations.***	0.50	89,208
District Attorney	Eliminates Welfare Fraud Investigator due to declining number of reported cases.	1.00	175,926
	Eliminates Welfare Fraud Investigative Assistant due to declining number of reported cases.	1.00	64,336
	Unfunds position responsible for locating and serving witness subpoenas.	1.00	65,808
	Unfunds trial preparation support position.	1.00	98,049
	Unfunds two DA Investigator positions.	2.00	488,370
Probation	Create a restitution collection procedure for unsupervised cases. Unfund 2.0 PAs and refund 1.0 AOP.	2.00	86,709
	Realign home supervision and electronic monitoring duties to juvenile field services. Unfund 1 JIO Sr and 1 JIO.	2.00	277,090
	Reduce staffing to the Community Service Work Program and the Revenue Recovery Unit by 1.0. Unfund 1.0 AOP.	1.00	97,386
	Eliminate funding for Alcohol and Drug Counseling. Unfund 2.0 positions in the Department of Behavioral Wellness.	2.00	486,730
	Restructure north county juvenile supervision and redirect staffing from Lompoc to Santa Maria. Unfund 1.0 SPO, 1 DPO, and 1 PA.	3.00	415,586
	Reduce Juvenile Court Services support staffing by 1.0 PA. Unfund 1.0 PA.	1.00	91,654
	Reduce staffing for Administrative "banked" cases by 1.0 DPO. Unfund 1.0 DPO.	1.00	147,017
	Reduce Juvenile Field Supervision Staffing by 2.0 DPOs. Unfund 2.0 DPO.	2.00	259,076
	Eliminate supervision of all misdemeanor and all low and medium risk felony Prop 36 offenders. Unfund 2.0 DPO. ***Restored in CEO Recommendations.***	-	298,513
Sheriff	Eliminate use of Lompoc Jail.	-	70,000
	Unfund the Sheriff Drug Resistance Education D.A.R.E.	-	95,750
	Unfund 4 Sheriff Special Duty Deputy and 1 Sheriff Sergeant position in Special Investigation Bureau.	5.00	998,184

Executive Summary

Department	Description	FTE	Amount
Sheriff (continued)	Unfund 6 Custody Deputy positions and reduce extra help in Santa Maria Branch Jail.	6.00	$ 939,642
	Unfund 7 Sheriff Deputy positions providing bailiff services within the Civil courts. ***Partially restored in CEO Recommendations.***	7.00	1,217,965
	Unfund 3 Sheriff Special Duty Deputy positions at Santa Ynez, Cabrillo, and San Marcos High Schools, as well as the Community Resource Deputy in Isla Vista. ***Partially restored in CEO Recommendations.***	3.00	539,667
	Unfund 2 Sheriff Special Duty Deputy positions in the Aviation Support Unit.	2.00	519,546
	Unfund 10 Custody Deputy positions at the Main Jail.	10.00	1,325,525
	Unfund 3 Sheriff Sergeants, 2 Sheriff Special Duty Deputies, and 4 Sheriff Deputies and reduce Overtime on the Isla Vista Foot Patrol. ***Partially restored in CEO Recommendations.***	9.00	1,888,917
Community Services	Reduce pass-through funding for Chambers of Commerce and other tourism related agencies.	-	10,000
	Reduce pass-through funding for homeless shelters and warming centers. ***Restored in CEO Recommendations.***	-	19,750
	Unfund 1 Mechanic Welder Position.	1.00	108,000
	Unfund AOP position in Housing and Community Development.	1.00	60,000
	Reduction of pass-through funding for Libraries Administration - per capita. ***Restored in CEO Recommendations.***	-	70,800
	Reduction of pass-through funding for Libraries Administration. ***Restored in CEO Recommendations.***	-	170,689
	Reduction of Landscape Maintenance at Orcutt Community Park. ***Restored in CEO Recommendations.***	-	60,000
Auditor-Controller	Unfund 0.25 Vacant FTE - Accountant-Auditor I.	0.25	24,400
	Unfund 1.0 Vacant FTE - Financial Systems Analyst I.	1.00	131,700
Clerk-Recorder-Assessor	Unfund an Extra Help position for Assessor IT programs.	0.45	50,000
	Unfund an Administrative Office Professional responsible for drafting architectural floor plans to develop accurate building records for assessments.	0.63	60,800
	Unfund an Appraiser added by the BOS in FY 16-17 budget.	1.00	92,296
General Services	Unfund EDP Office Auto Spec I - Network.	1.00	137,469
	Unfund EDP Office Auto Spec I - Security.	1.00	137,469
	Unfund an AOP Sr, Reduces the Administrative Support in Fleet.	1.00	99,319
	Unfund a Facilities Supervisor from South County Maintenance.	1.00	105,887
	Unfund an Administrative Office Professional 0.5 from Facilities Administration.	0.50	32,917
	Unfund the Vacant Capital Facilities Planning Manager position (Program Business Leader) and delete the vacant program.	1.00	178,119
	Reducing the amount of budgeted maintenance in the North County. ***Restored in CEO Recommendations.***	-	68,000
	Reducing the amount of budgeted maintenance in the South County. ***Restored in CEO Recommendations.***	-	100,000
Treasurer-Tax Collector	Unfund one EDP Systems Programmer III.	1.00	165,101
General Fund Departments Subtotal		**76.33**	**$ 12,879,832**

Executive Summary

Department	Description	FTE	Amount
Non-General Fund Departments			
Behavioral Wellness	Reduce Non Drug Medi-Cal service Contracts.	-	$ 103,830
	Eliminate one vacant AOP position.	1.00	112,166
	Eliminate one vacant administrative Manager position.	1.00	176,424
	Eliminate two positions Department Business Specialist, ADMHS Supervisor.	2.00	226,491
	Do not fund Year 2 of 3 of AB 1421 Pilot. (Previously referred to as Laura's Law.)	-	606,888
	Reduce Screening, Brief Intervention and Referral to Treatment (SBIRT) Contract.	-	240,000
	Limit the number of Out of County Acute Inpatient Psychiatric Hospital Beds to an average of 5 per day. ***Restored in CEO Recommendations.***	-	599,750
	Limit availability of beds for Institute for Mental Disease and Augmented Board and Care services to 28. ***Restored in CEO Recommendations.***	-	1,518,422
Social Services	Reduction of vacant FTEs across all programs	80.00	7,400,000
	Reduce staffing levels by 43.28 FTEs in CalFresh. ***Partially restored in CEO Recommendations.***	43.28	6,682,765
	Reduce staffing levels by 44.30 FTEs in CalWORKs.	44.30	3,949,447
	Reduce staffing levels by 29.98 FTEs in Medi-Cal.	29.98	1,762,496
	Reduce staffing levels by 6.56 FTEs in IHSS Administration.	6.56	398,988
	Reduce staffing levels by 0.99 FTEs in IHSS.	0.99	101,867
	Reduce staffing levels by 5.12 FTEs in Child Welfare Services.	5.12	228,573
	Reduce staffing levels by 3.13 FTEs in Adult Protective Services.	3.13	379,858
	Reduce staffing levels by 3.75 FTEs in Foster Care.	3.75	571,964
	Reduce Staffing levels by 1.66 FTEs and/or reduce Direct Services in Expanded Subsidized Employment.	1.66	1,053,134
	Reduce staffing levels by 0.42 FTEs in General Relief.	0.42	60,279
Child Support Services	Reduce 2.3 FTE Child Support Officers, 1.0 FTE Supervisor, and 0.5 FTE IT Support.	3.80	313,878
First 5	Unfund One Enterprise Leader.	1.00	173,383
Non-General Fund Departments Subtotal		**227.98**	**$ 26,660,603**

Total	**304.31**	**$ 39,540,434**

To address some of these issues, the County Executive Office reduced General Fund allocations to all departments to create a pool of discretionary General Fund revenue to be reallocated to the areas of greatest need. Additionally, the CEO identified various sources such as federal Property In Lieu of Tax revenues, capital and maintenance balances, TSAC Fund Balance, Strategic Reserve, and prior year-end savings to help address major issues and board priorities.

The CEO is recommending restoring, and in some cases enhancing, services in select areas using the available, discretionary General Fund revenue. (See Figure 2 – CEO FY 2017-18 Recommended Budget Restorations/Expansions). Departments are also reallocating resources within their operations to address these and other emerging needs. Unfortunately, the County's capacity for addressing the needs of all programs and services is limited, and service level reductions are necessary in many County Departments.

Executive Summary

Pre-Budget Workshop Restorations/Expansions. These appropriations were included in Departmental budgets, and presented at the time of Budget Workshops.

Department	Description	GFC	
		Ongoing	One-time
General Fund Departments			
Sheriff	**Jail Medical Contract-** Covers increased cost of the new board-approved medical services contract with CFMG	$1.9 M	
Probation	**Jail Medical Contract-** Covers increased cost of the new board-approved medical services contract with CFMG	$0.1 M	
	Prison Rape Elimination Act - Covers additional cost of adhering to federal law passed dealing with the sexual assault of prisoners with funding for 4.0 FTE.	$0.5 M	
Social Services	**IHSS MOE Increases -** Covers increases to the County's IHSS costs due to changes in the Governor's January budget		$2.0 M
	CalFresh & IHSS MOE Increases - Covers increasing costs of the County match.	$0.9 M	
Courts	**Courts Maintenance of Effort** - Restore to meet full MOE	$0.4 M	
Total		**$3.8 M**	**$2.0 M**

CEO Recommended Restorations/Expansions. CEO Recommended Restorations/Expansions for FY 2017-18 are shown in Figure 2 below, totaling $14.7 million in General Fund ($5.7 million of ongoing funding and $9.5 of one-time funding) and adding 60.1 FTE to Departments, which are largely to restore positions in the Social Services Department . 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.

Figure 2: CEO FY 2017-18 Recommended Restorations/Expansions

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
General Fund Departments					
County Counsel	**Deputy County Counsel** - Restoration of 0.5 FTE attorney to support General Fund programs, projects, and litigation	0.50	$ 89,207	-	-
District Attorney	**Extra-Help Deputy DA** - Addition of one extra-help Deputy District Attorney to support prosecution efforts of multi-defendant gang murder case in North County, bringing total funding to $380,000.	-	-	80,000	-
	Data Management - Replacement of existing case management system with a new web-based application. The Department is also using $150,000 in fund balance towards this purchase.	-	-	400,000	-
Probation	**Deputy Probation Officers** - Restoration of 2.0 FTE Deputy Probation Officers to supervise Proposition 36 Substance Abuse Crime Prevention Act caseloads	2.00	298,513	-	-
	Los Prietos Boys Camp Remodel - Remodel of bathroom and replacement of carpet at the Los Prietos Boys Camp using Los Prietos Donation Fund Balance	-	-	-	175,000

Executive Summary

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
Sheriff	**Lost Time Mitigation** - Creates a pool of funds for the department to draw on to help mitigate employee lost time due to illness or injury in order to reduce the need for overtime. This will allow the Department to fund 8 previously unfunded positions and adds 2 additional positions.	10.00	-	$1,250,000	-
	IV Foot Patrol Station - Restoration of 3.0 FTE Sheriff Sergeants, 2.0 FTE Sheriff Special Duty Deputies, and 4.0 FTE Sheriff Deputies for the Isla Vista Foot Patrol Station for three quarters of the fiscal year.	6.60	1,416,675	-	-
	IV Community Resource Deputy - Restoration of 1.0 FTE Sheriff Special Duty Deputy for Isla Vista	1.00	178,200	-	-
	Court Bailiffs - Creation of a pool of funds to staff civil courtrooms with security on an as-needed basis		500,000	-	-
Community Services	**Orcutt Community Park Maintenance** - Ongoing maintenance for Orcutt Community Park	-	60,000	-	-
	CCE Launch - Expansion to begin Phase 3/Program Launch of Community Choice Energy implementation activities	-	-	300,000	-
	Libraries - Addition of $241,489 in ongoing funding for a total award of $3,485,349 to maintain library per capita funding at $7.80	-	241,489	-	-
	Dead Tree Clearing - Removal of dying and dead trees at parks and trails	-	-	200,000	-
	Parks Deferred Maintenance - Address back log of Parks deferred maintenance needs	-	75,000	310,000	-
	Homeless Shelters - Restoration of pass-through to full funding of homeless shelters and warming centers	-	19,750	-	-
General Services	**Maintenance** - Restoration of maintenance funding from FY 2017-18 proposed service level reduction	-	175,000	-	-
	Maintenance - Increase of maintenance funding to address deferred needs	-	-	1,190,000	-
	IVCC Maintenance - Ongoing maintenance funding for the Isla Vista Community Center	-	18,000	-	-
	Public Safety Radio System - Funding for critical public safety radio system and equipment replacement needs	-	-	925,000	-
Public Works	**Winter Storm Road Repairs** - Expansion to provide local match toward the cost of repairing damage to the County's road system due to the 2017 Winter Storms from the Strategic Reserve	-	-	1,000,000	-
	Roads Maintenance - Restoration of funding for road deferred maintenance	-	250,000	1,700,000	-
General County Programs	**Cannabis** - Expansion to fund the preparation of an Environmental Impact Report and election costs associated with proposed County cannabis ordinance	-	-	430,000	-
General Fund Departments Subtotal		**20.10**	**$3,321,834**	**$7,785,000**	**$ 175,000**

Executive Summary

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
Non-General Fund Departments					
Fire	**Fire Division Chief** - Addition of State-funded 1.0 FTE Fire Division Chief to oversee Dispatch and Logistics and increase command and control on large fire incidents	1.00	-	-	$ 392,000
	Civilian Inspector - Addition of 1.0 FTE Civilian Inspector for inspections, plan reviews, and land use project support	1.00	-	-	147,437
Behavioral Wellness	**IMD Beds** - Restoration of 19 Institute for Mental Disease (IMD) beds to increase total beds from 28 to 47 per day	-	1,500,000	-	-
	IMD Beds - Addition of 7 IMD beds to increase total beds from 47 to 54 per day	-	-	600,000	-
	Inpatient Hospital Beds - Addition of 2 hospital beds to increase total beds from 5 to 7 per day	-	-	600,000	-
	Crisis Residential Treatment - Development of new 6-bed Crisis Residential Treatment (CRT) program with grant funds	-	-	-	1,100,000
Social Services	**IHSS Wage Increases** - Addition of $450,000 in ongoing matching funds to cover the local-mandated share of costs associated with the FY 2017-18 In-Home Supportive Services Individual Provider wage increase	-	450,000	-	-
	CalFresh Match - Addition of one-time matching funds required to maximize CalFresh program allocation by drawing down additional State and federal funds totaling $764,000	10.00	-	106,000	764,000
	CalFresh Match - Addition of one-time matching funds required to draw down additional State and federal Redistribution funds for CalFresh totaling $2,190,000	28.00	-	386,000	2,190,000
Non-General Fund Departments Subtotal		**40.00**	**$1,950,000**	**$1,692,000**	**$4,593,437**
Total		**60.10**	**$5,271,834**	**$9,477,000**	**$4,768,437**

Financial Stability and Planning for the Future. The challenge today is balancing immediate financial needs and high priorities with future reductions. It is likely that service level reductions and rebalancing efforts will be required in FY 2018-19 and beyond, given current assumptions of revenue and expenditure growth. This Recommended Budget attempts to strike a balance of meeting the most immediate, critical needs and planning for the future. Ongoing restorations and expansions of General Fund dollars are limited to the Board's highest priorities, and one-time funding is recommended for necessary one-time expenses or to provide transition time to phase down or revamp programs or services. Even with this approach, it is likely that costs in some of the special revenue funded areas, such as Social Services or Behavioral Wellness, will continue to rise at a rate faster than State and federal funding provides, which will continue to prove challenging in future years.

Even with these issues, the FY 2017-18 and FY 2018-19 Operational Plan continues to represent financially prudent choices while addressing critical needs, mitigating risks, and delivering on the Board's highest priorities. With this coming year's budget, we have the opportunity to address these challenges and make decisions that will position the County for success in the future.

Executive Summary

- The County Executive Office began a countywide, internal-facing strategic planning initiative in FY 15-16 which will continue in FY 2017-18 to improve the efficiency and effectiveness of the County's operations.

- The County continues its plans to reduce the unfunded pension and retiree health liabilities, assuming investment returns meet expectations, with the projection that they will be paid down by 2034. The Recommended Budget funds the required contributions per these plans.

- The County Executive Office and Steering Committee of department directors started a Budget Rebalancing project in fall 2016 to reshape the organization and strategically realign services and costs to provide those services. These efforts will continue into the coming year with recommendations to the Board for the FY 2018-19 year.

- The Board has prudently rebuilt the Strategic Reserve over the last few years to help address future economic downturns, and the County has not incurred much debt.

- Departments are collaborating, making their organizations more efficient, and reducing costs or maximizing revenue.

As we look to FY 2017-18 and FY 2018-19, the County remains optimistic but realistic about what we can achieve and dedicated to providing high-quality services through an engaged and accountable workforce. All of these actions allow us to chart a course for a sustainable and sound future so that we can continue to serve our community and meet your Board's highest priorities, and make responsible decisions that balance short-term and long-term impacts.

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

Fiscal Year 2017-18 At-A-Glance

The CEO Recommended Operational Plan for Fiscal Years 2017-18 and 2018-19 presents a balanced budget, with Total Operating Revenues of $1,079.1 million (5.8% increase) and Operating Expenditures of $1,073.7 million (5.3% increase). Improving revenues, up $59.4 million (5.9%), and expenditure constraints have helped to develop a balanced Recommended Budget.

In FY 2018-19, Operating Expenditures are projected to decrease by $50.5 million (5.4%) to $1,023.2 million and in the FY 2018-19 Proposed Budget largely due North County Jail construction expenditures in FY 2017-18 that will not reoccur in FY 2018-19.

The FY 2017-18 Recommended Staffing levels will be reduced by 187.7 Full Time Equivalents (FTEs) (4.3%) from 4,400.9 in the FY 2016-17 Adopted Budget, to 4,213.2 FTEs in the FY 2017-18 Recommended Plan. A 10 year history of Countywide FTEs can be found in Section C.

Figure 3: FY 2017-19 Recommended and Proposed Budgets at a Glance
(in millions)

	FY 2015-16 Actual	FY 2016-17 Adopted	FY 2017-18 Recommended	FY 2018-19 Proposed
Total Operating Revenues	968.1	1,019.7	1,079.1	1,036.5
Total Operating Expenditures	910.1	1,019.5	$ 1,073.7	1,023.2
Net Operating Impact*	$ 58.0	$ 0.2	$ 5.4	$ 13.3
Staffing FTE's	4,207.0	4,400.9	**4,213.2**	4,156.8

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

Executive Summary

Fiscal Year 2017-18 Recommended Budget

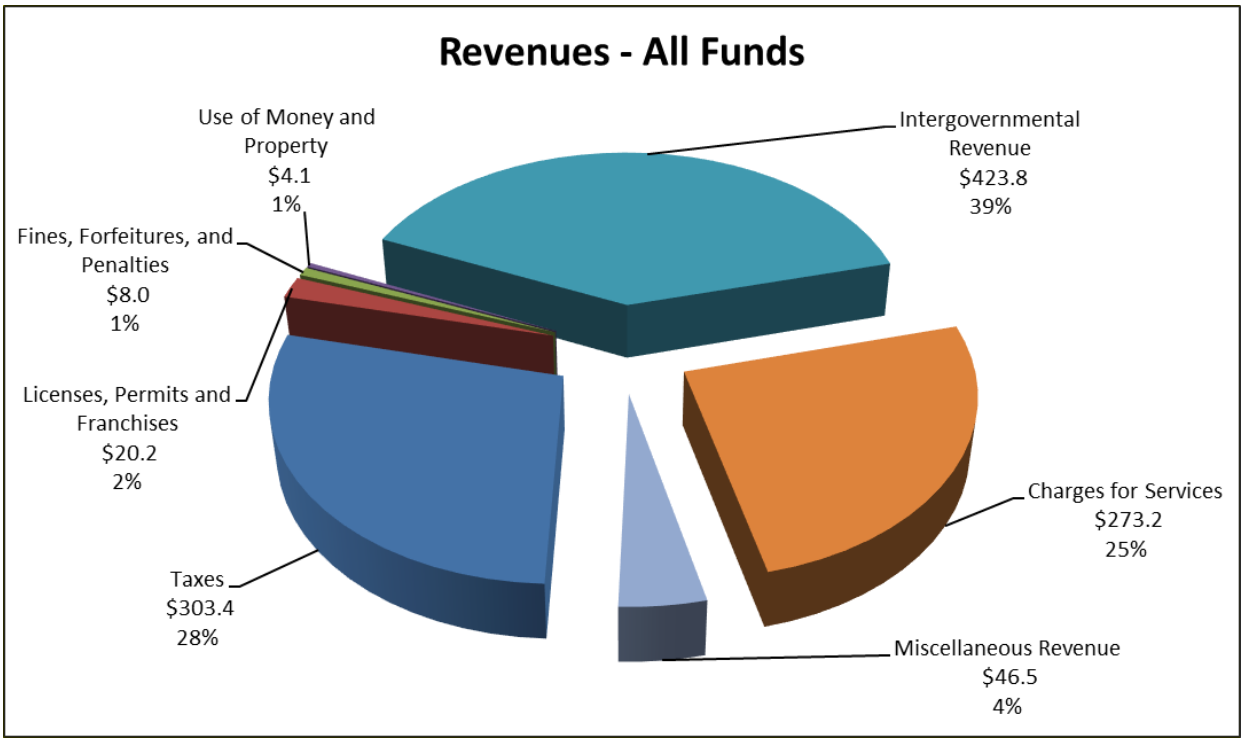
Operating Revenues: All Funds

Figure 4: All Funds – Revenue by Category

Budget By Categories of Revenues	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Taxes	$ 281,301,768	$ 292,322,108	$ 11,075,044	$ 303,397,152	$ 315,837,352
Licenses, Permits and Franchises	17,571,058	18,612,318	1,571,367	20,183,685	20,478,472
Fines, Forfeitures, and Penalties	9,161,025	7,930,817	99,657	8,030,474	8,044,013
Use of Money and Property	6,086,900	4,033,323	35,506	4,068,829	4,854,850
Intergovernmental Revenue	353,077,082	387,607,803	36,170,652	423,778,455	358,659,382
Charges for Services	254,084,112	263,221,268	9,943,792	273,165,060	281,450,494
Miscellaneous Revenue	46,843,152	45,948,761	528,723	46,477,484	47,182,550
Total Operating Revenues	**968,125,098**	**1,019,676,398**	**59,424,741**	**1,079,101,139**	**1,036,507,113**

The Operating Revenues for all funds is $1,079.1 million, reflecting an increase of $59.4 million or 5.8% from the FY 2016-17 Adopted Budget. The graph below identifies the major categories of County revenues.

Figure 5: Operating Revenue - All Funds $1,079.1 million
(in millions)



Executive Summary

Revenues by Category - Significant Areas of Revenue Change

Revenues from all taxes are projected to increase by $11 million or 3.8% from the FY 2016-17 Adopted Budget for total Recommended Tax revenue of $303.4 million; and as a percent of operating revenues is 28.2%. 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 $4.0 million or 3.1% and is the largest source of the tax category. The growth, net the Fire property tax shift, reflects continued increases in the assessed value of local real estate (4.5% gross) that has been occurring for the last few years. Property Taxes In-Lieu of VLF are projected to increase by 4.0% or $2.1 million and Local Sales Tax is expected to increase by $0.4 million or 4.3% from the FY 2016-17 Adopted Budget.

Intergovernmental revenues are comprised of State, federal, and other governmental sources and are projected to increase by $36.2 million or 9.4% to $423.8 million. The increase reflects anticipated State Revenue from the Board of State and Community Corrections (BSCC) for the construction of the Northern Branch Jail. The project's one-time funding is anticipated to be $64.5 million in FY 2017-18.

Charges for Services are expected to grow $9.9 million or 3.8% over FY 2016-17 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 (FQHC), and Development Fees.

Fines, Forfeitures, and Penalties are projected to remain relatively flat, with a small increase of $99.6 thousand or 1.3% from the FY 2016-17 Adopted Budget. The main reason for the small increase is related to Property Tax penalties which usually correlates to the health of the real estate market.

Miscellaneous Revenue is comprised of numerous sources that do not fall into a specific category. It is estimated that Miscellaneous Revenues will increase by $0.5 million or 1.2% in FY 2017-18. The main drivers are increased insurance premium contributions.

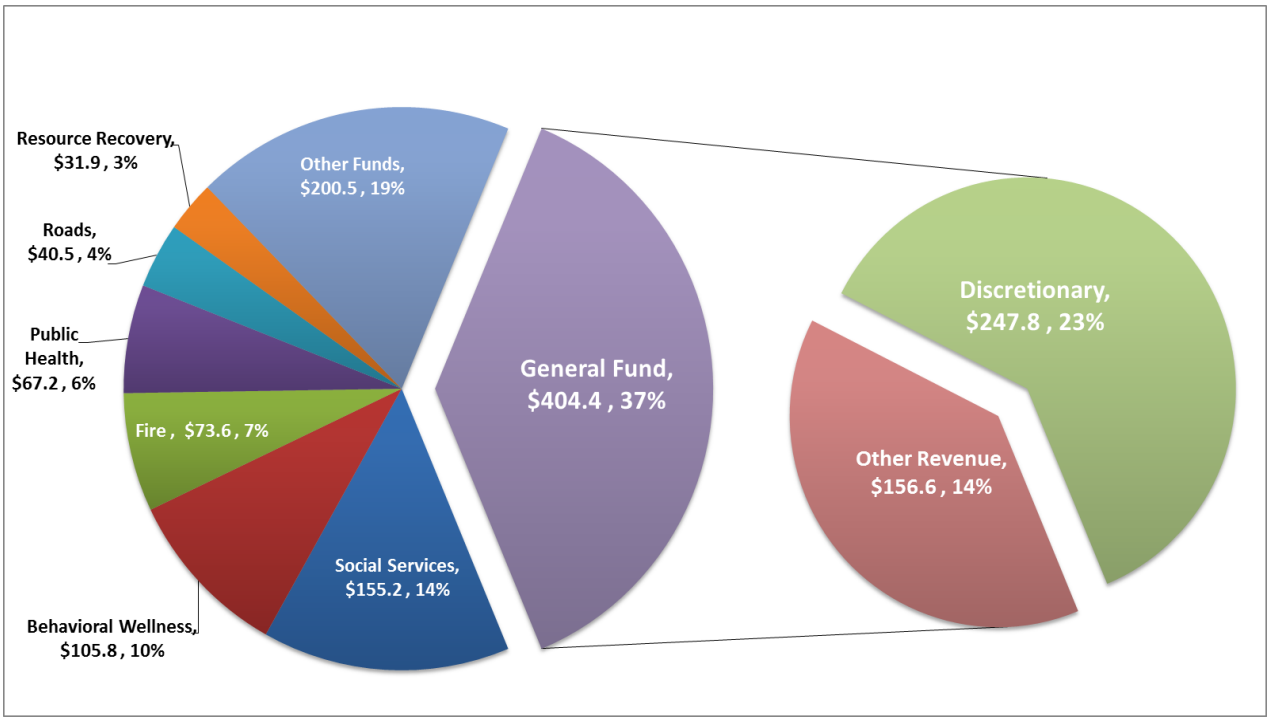
Revenues by Fund

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 restricted 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 2017-18 by major funds, the largest of which is the General Fund representing 37% of countywide revenues. The General Fund can be further broken down into Discretionary General Revenues and Other Revenues.

Figure 6: Operating Revenues by Fund, $1,079.1 million

(In millions)



Local Discretionary Revenues

The FY 2017-18 Recommended All Funds Operating Revenues are $1,079.1 million. Of these total revenues, the locally elected Board of Supervisors has some discretion over the allocation of about 23% or $247.8 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 2017-18 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 82.2% of total discretionary revenues and 85.6% if RDA proceeds are included.

In the Recommended Fiscal Year 2017-18 budget, local discretionary revenues increased $8.0 million from the FY 2016-17 Adopted revenues, for a total of $247.8 million. This increase is most notably from property taxes, sales tax, and Transient Occupancy Tax (TOT).

Executive Summary

Figure 7: FY 2015-16 through FY 2018-19 Discretionary Revenue
(in millions)

Discretionary General Revenue Summary:				
Source (Dollars in Millions)	**FY 2015-16 Actual**	**Adopted FY 2016-17**	**FY 2017-18 Recommend**	**FY 2018-19 Proposed**
Significant Property Taxes	$ 190.0	$ 198.1	$ 203.6	$ 210.8
RDA Dissolution Proceeds - One time	-	-	-	-
RDA Prop. Tax - Ongoing	5.6	5.7	6.0	6.2
Subtotal Property Taxes	**$ 195.6**	**$ 203.8**	**$ 209.6**	**$ 217.0**
Cost Allocation Services	11.9	11.2	10.6	11.9
Local Sales Tax	8.7	10.2	10.7	10.9
Transient Occupancy Tax	9.1	9.4	11.8	12.8
Payments in Lieu of Tax	2.0	-	-	-
All Other (Franchise, interest, misc State)	10.2	5.2	5.1	5.6
Total Discretionary Revenues	**$ 237.4**	**$ 239.8**	**$ 247.8**	**$ 258.2**
Growth Year over Year			**$ 8.0**	**$ 10.4**
Rate of Growth			**3.3%**	**4.2%**

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.

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 discretionary funds for the County's budget. The FY 2017-18 Recommended Budget of $203.6 million projects that there will be net 2.8% growth ($5.5 million) over FY 2016-17 Adopted amount of $198.1 million. In the FY 2017-18 Recommended Budget, increases in secured property tax and property tax in-lieu of VLF are partially offset by anticipated decreases in supplemental and property transfer taxes. The FY 2018-19 Proposed Budget is expected to have a 3.5% growth ($7.2 million) over the FY 2017-18 Recommended Budget.

Dissolved Redevelopment Agencies (RDA)

The County General Fund will receive $6.0 million in FY 2017-18 and $6.2 million in FY 2018-19 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.

Executive Summary

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 modest growth in FY 2017-18, up $0.5 million (4.9%) for the Recommended 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 projected to grow by 25.5% ($2.4 million) to a total of $11.8 million. The increases in TOT are largely due to the TOT measure on the November 2016 ballot that raised the TOT from 10% to 12%, consistent with the rate in several cities of the county. Since the passing of that ballot measure, TOT revenues have increased and will be used to help maintain basic County services that residents and visitors use and rely on, such as clean parks, safe public buildings and roads, mental health services and available public safety services.

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. Once the federal Budget has been adopted and the County's allocation is confirmed, the County's budget is adjusted to show the revenue. Until the adoption of the federal Budget, PILT funding is considered uncertain and not recognized in the County budget until the federal allocations are confirmed per accepted accounting standards. Allocations are usually confirmed mid-year after the beginning of the federal fiscal year (October) and the funds are generally received by the County in the May/June time frame. The PILT revenues received by the County in May/June 2017 (anticipated to be approximately $1.6M) will be incorporated in the FY 2017-18 Recommended Budget for the Board's consideration at Budget Hearings. The County continues to advocate for full PILT funding each year through its Legislative Advocates.

All Other Discretionary Revenues

This category is made up of Franchise Fees, Interest Income, State, and Federal Payments. These revenues are anticipated to decrease slightly in FY 2017-18 Recommended, but are projected to see a modest increase in the Proposed Budget year.

Executive Summary

Operating Expenditures: All Funds

Significant Changes from FY 2016-17 Adopted Budget

The County's Recommended FY 2017-18 operating expenditures are $1,073.7 million, a $54.3 million (5.3%) increase over the FY 2016-17 Adopted Budget of $1,019.5 million. Salaries and Benefits show a projected 1.7% increase ($9.6 million). Contractual Services show the largest increase in this object level from FY 2016-17 with $48.2 million due to budgeted capital expenditures for the North County Jail and various Public Works projects. The table below identifies significant categories of these expenditures.

Figure 8: Significant Changes from FY 2016-17 Adopted Budget

(Dollars in millions)	FY 2015-16 Actual	FY 2016-17 Adopted	Change from FY 2016-17 to FY 2017-18	FY 2017-18 Recommend	FY 2018-19 Proposed
Salaries and Employee Benefits					
Regular Salaries	$ 303.0	$ 350.0	$ (4.1)	$ 345.9	$ 356.2
Budgeted Salary Savings	0.0	(19.0)	$ 6.9	(12.1)	(14.5)
Retirement Contribution	112.5	123.8	7.3	131.1	137.9
Retiree Medical OPEB	11.3	14.1	(0.2)	14.0	14.4
Health Insurance Contrib	30.1	40.4	(0.0)	40.4	43.6
Workers Compensation	16.5	17.4	0.2	17.6	19.1
Other Salaries & Benefits	62.6	52.2	(0.5)	51.7	52.0
Total Salaries and Benefits	$ 536.0	$ 578.9	$ 9.6	$ 588.5	$ 608.7
% Change			1.7%		
Services and Supplies					
Contractual & Special Services	87.6	127.6	48.2	175.8	100.2
All Other Services & Supplies	167.7	186.7	(2.5)	184.2	181.9
Total Services and Supplies	$ 255.2	$ 314.3	$ 45.7	$ 360.0	$ 282.0
% Change			14.5%		
Other Charges					
Cash Assistance Payments	47.8	51.4	(1.9)	49.5	51.1
All Other Charges	71.1	74.9	0.8	75.8	81.4
Total Other Charges	$ 118.9	$ 126.3	$ (1.1)	$ 125.2	$ 132.5
% Change			-0.8%		
Total Operating Expenditures	**$ 910.1**	**$ 1,019.5**	**$ 54.3**	**$ 1,073.7**	**$ 1,023.2**
% Change			5.3%		

Executive Summary

Salary Costs in comparison to Reduction in Staffing

Recommended salaries & benefits of $588.5 million in FY 2017-18 represents the net effect of salaries and benefits increases and the reduction of 188 FTE. The cost per employee is projected to increase by 6.2% to $139,700 in FY 2017-18.

Figure 9A illustrates the trend in County staff and historic salary costs. Note that total salaries and benefits are increasing slightly by 1.7% while the number of FTE is decreasing by 4.2%.

Figure 9A: Change in FTE (All Funds) FY 2008-09 to 2017-18

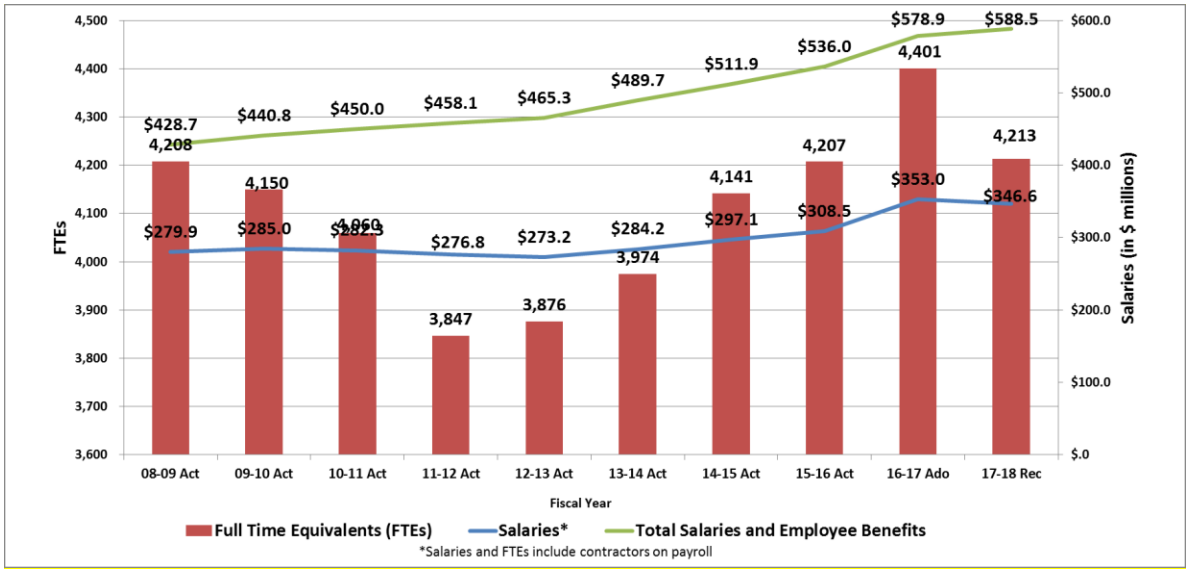
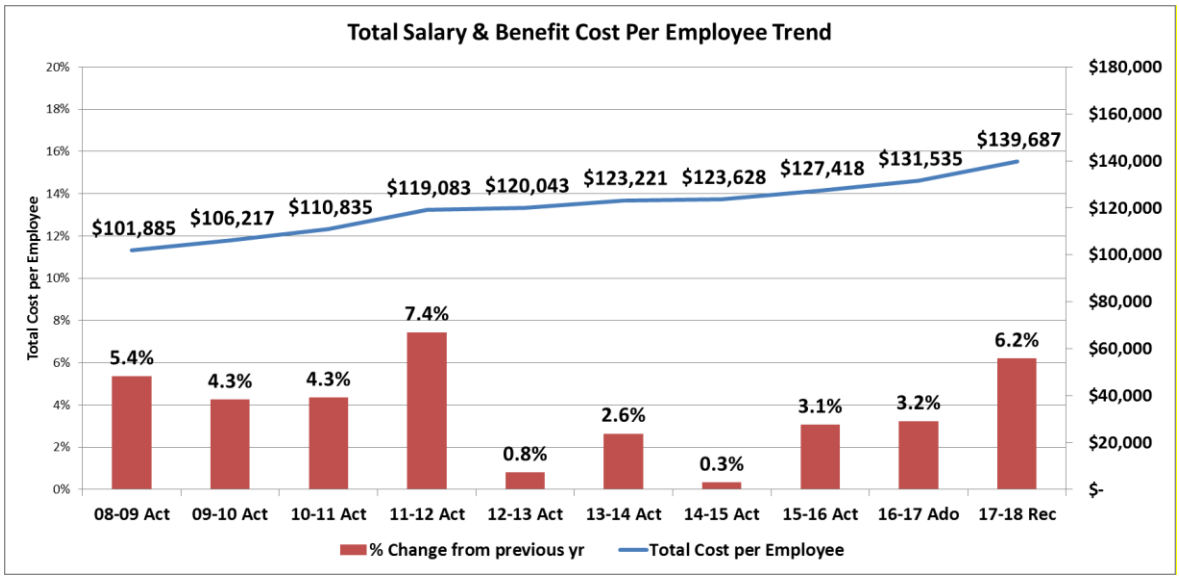


Figure 9B: Change in Salary & Benefit Cost Per Employee (All Funds) FY 2008-09 to 2017-18

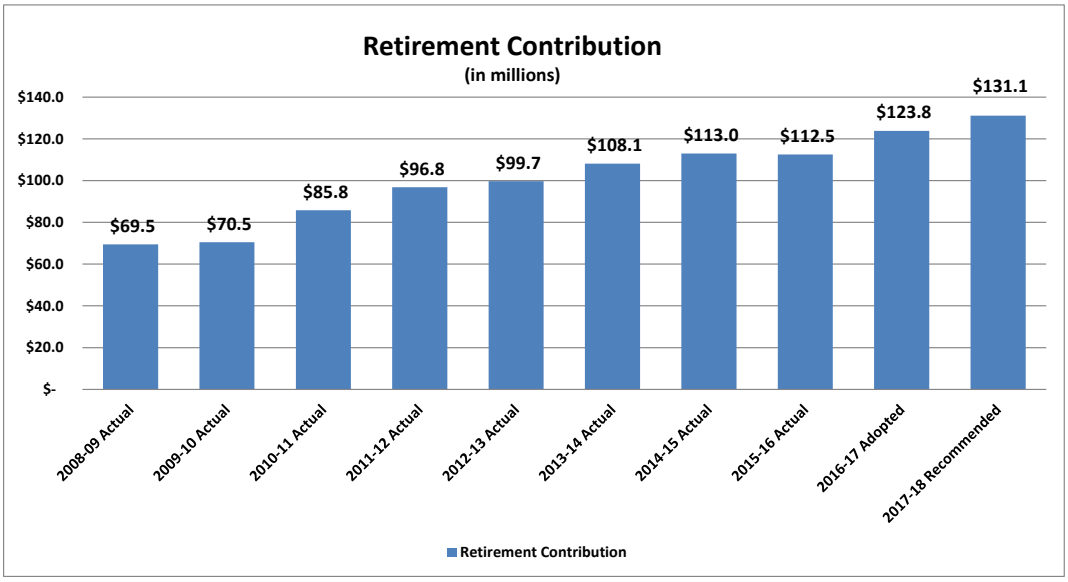


Executive Summary

Retirement - Pension Costs Increases

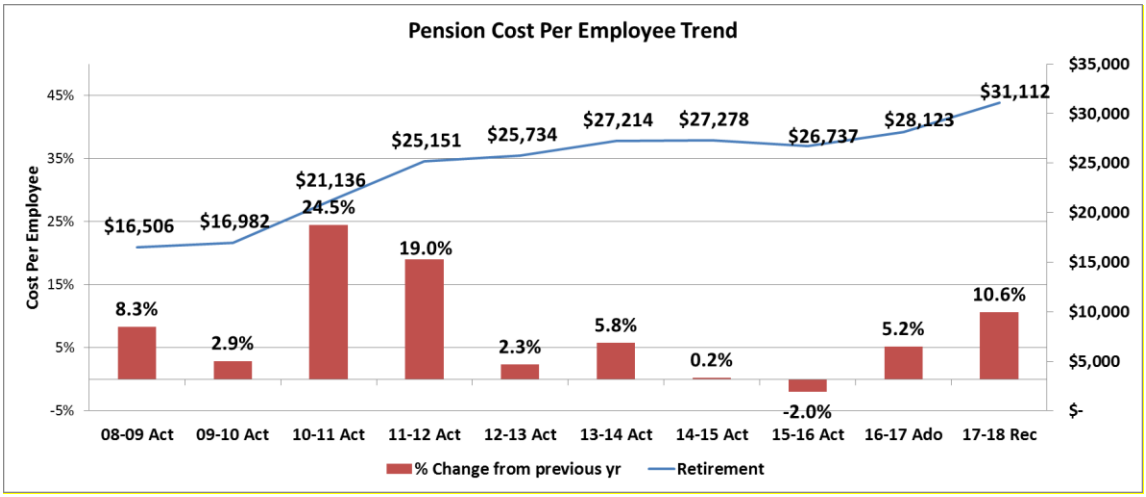
The annual County pension contribution increased significantly, with an increase of $7.3 million (5.9%) to $131.1 million in the FY 2017-18 Recommended Budget. Like many other public entities, pension costs have been one of the fastest growing cost elements in the budget.

Figure 10: FY 2008-09 to FY 2017-18; Countywide Retirement Contribution



The total pension costs as shown above may increase or decrease 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 from FY09-10 through FY 2017-18.

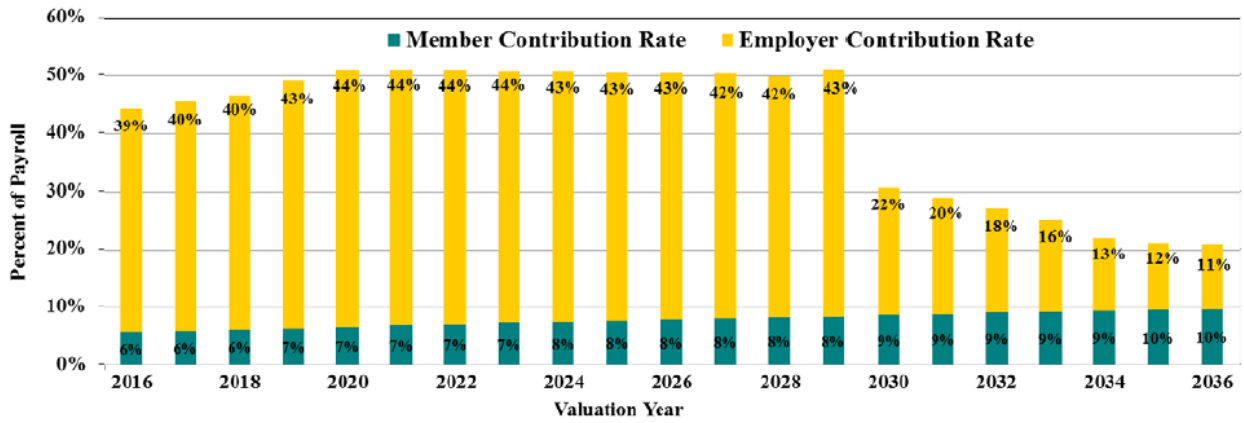
Figure 11: FY 2008-09 to FY 2017-18; Countywide Pension Cost per Employee



Executive Summary

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 following graph. The rate of growth in pension contributions accelerated between FY 2009-10 and FY 2013-14 due to investment losses that were absorbed into the ongoing rates. Smoothing formulas have enabled the rates to increase incrementally during these prior 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, from 7.75% to 7.50% for FY 2014-15 and 7.50% to 7.00% for FY 2017-18. These assumption changes equated to an increase in the County's blended pension contribution rates (all plans) from 36.55% of pensionable payroll to 38.71% of pensionable payroll for next fiscal year, which grows to approximately 44% of pensionable payroll by the fifth year. 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 all other assumptions are met). Future gains and losses will be amortized over a 19 year period. As of June 30, 2016, the pension fund had a funded ratio of 71.5%.

Figure 12: FYs 2017-38 Actuary's Projected Countywide Retirement Contribution Rate



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. The Plan is closed to all new employees. 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 requirements to fund current retiree health care costs and the unfunded liability for Other Post-Employment Benefits (OPEB). In FY 2015/16, the Board formalized that policy and approved a plan to pay down the unfunded liability by contributing 4% of payroll annually. The unfunded liability is currently $113.0 million. This plan would eliminate the unfunded liability by 2034, if all investment return assumptions are met. In the FY 2017-18 budget, funding is included to reflect this policy.

Executive Summary

Northern 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.

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. One June 21, 2016, the Board awarded construction contracts for the Northern Branch Jail. Subsequently on August 18, 2016, the State authorized the County to proceed with a start date of September 6, 2016.

A consulting firm estimated the additional operating costs of the new jail, including shift relief at $16.8 million in the first full year of operation. Including additional maintenance staff and costs, the total annual operating cost of the new facility is estimated at $17.9 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. Construction completion is projected for 2018 with occupancy in early 2019.

Figure 13: Plan for Future Jail Operations Funding

If Jail Opens Fully Staffed March 1, 2019

Fiscal Year	GFC Base	GFC Increase	Total GFC	County Match Construction	Operating Costs	End of Year 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	-	(0.2)	13.8
2016-17	6.1	1.5	$ 7.6	(12.3)	(1.4)	7.7
2017-18	7.6	1.5	$ 9.1	-	(4.0)	12.9
2018-19	9.1	1.8	$ 10.9	-	(11.4)	12.3
2019-20	10.9	1.8	$ 12.7	-	(17.9)	7.2
2020-21	12.7	2.2	$ 14.9	-	(18.4)	3.7
2021-22	14.9	2.2	$ 17.1	-	(19.0)	1.8
2022-23	$ 17.1	$ 2.2	$ 19.3	$ -	(19.5)	**1.6**

Based on the anticipated increase to pension contribution rates, the incremental cost of hiring approximately 100 new employees for the NBJ will increase approximately $900,000 (FY 2019-20). A more complete analysis of the existing funding plan will be revisited after budget adoption.

Executive Summary

Capital Expenditures

The County has a large list of capital items, both funded and unfunded including new capital improvements, and capital replacement of systems to address significant deferred maintenance. A complete summary of projects and recommended appropriations for Capital Expenditures can be found in Section E of this document.

Executive Summary

All Funds Operating Expenditures by Functional Area

The County's Recommended FY 2017-18 expenditures can also be viewed by Functional area. The increases were primarily in the functions of Public Safety, Community Resources & Public Facilities, and General Government & Support Services. General Government & Support Services show a large increase due to the anticipated costs 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 14: Total Operating Expenditures by Functional Group/by Department

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive					
Board of Supervisors	$ 2,855,030	$ 3,038,300	$ 63,172	$ 3,101,472	$ 3,186,892
County Executive Office	32,966,954	37,960,917	(1,575,546)	36,385,371	37,661,659
County Counsel	7,362,722	7,987,804	356,063	8,343,867	8,714,722
Sub-Total	**43,184,705**	**48,987,021**	**(1,156,311)**	**47,830,710**	**49,563,273**
Public Safety					
Court Special Services	15,002,017	15,248,900	8,000	15,256,900	15,256,900
District Attorney	22,403,593	24,042,118	310,290	24,352,408	25,459,696
Fire	63,255,477	66,918,589	4,899,811	71,818,400	75,146,114
Probation	51,118,500	54,000,348	1,797,384	55,797,732	57,994,848
Public Defender	10,928,142	11,590,494	(96,888)	11,493,606	12,127,187
Sheriff	123,906,188	129,866,209	6,887,963	136,754,172	141,870,549
Sub-Total	**286,613,916**	**301,666,658**	**13,806,560**	**315,473,218**	**327,855,294**
Health & Human Services					
Behavioral Wellness	102,913,421	111,642,814	1,008,466	112,651,280	109,943,130
Child Support Services	9,409,896	9,582,883	1,000	9,583,883	9,907,831
First 5, Children & Families	4,442,836	3,950,090	285,426	4,235,516	4,471,746
Public Health	83,781,209	90,379,117	(1,847,167)	88,531,950	91,133,850
Social Services	165,018,366	174,239,198	(6,532,807)	167,706,391	170,553,654
Sub-Total	**365,565,728**	**389,794,102**	**(7,085,082)**	**382,709,020**	**386,010,211**
Community Resources & Public Facilities					
Agricultural Comm./W&M	4,738,909	5,145,771	63,220	5,208,991	5,469,256
Community Services	22,532,049	27,052,177	842,963	27,895,140	25,170,504
Planning & Development	14,991,157	19,305,807	1,031,648	20,337,455	20,144,197
Public Works	86,046,279	101,817,413	4,348,551	106,165,964	105,617,957
Sub-Total	**128,308,393**	**153,321,168**	**6,286,382**	**159,607,550**	**156,401,914**
General Government & Support Services					
Auditor-Controller	8,188,338	9,001,000	(72,000)	8,929,000	9,288,000
Clerk-Recorder-Assessor	14,869,222	17,030,195	456,923	17,487,118	18,060,460
Debt Service	2,120,427	2,015,630	(112,984)	1,902,646	1,788,596
General Services	41,568,981	47,195,093	354,487	47,549,580	46,839,497
Human Resources	7,492,044	8,472,435	192,226	8,664,661	8,357,131
North County Jail	2,605,689	32,389,202	41,460,403	73,849,605	9,453,142
Treasurer-Tax Collector-Public	6,739,713	7,528,001	195,198	7,723,199	7,990,637
Sub-Total	**83,584,414**	**123,631,556**	**42,474,253**	**166,105,809**	**101,777,463**
General County Programs					
General County Programs	2,889,607	2,075,442	(76,847)	1,998,595	1,580,805
Sub-Total	**2,889,607**	**2,075,442**	**(76,847)**	**1,998,595**	**1,580,805**
Operating Appropriations Total	**$ 910,146,763**	**$1,019,475,947**	**$ 54,248,955**	**$1,073,724,902**	**$1,023,188,960**

Executive Summary

Policy & Executive

County Executive Office: The FY 17-18 Budget decreases by $1.6 million (4.3%) to $36.4 million from the FY 2016-17 Adopted Budget of $38.0 million due primarily to decreases to Risk Management insurance costs.

Public Safety

Fire: The FY 2017-18 Budget increases by $4.9 million (7.4%) to $71.8 million from the FY 2016-17 Adopted Budget of $66.9 million due primarily to additional staff, capital purchases, increases in retirement 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 2017-18 budget increases by $1.8 million (3.4%) to $55.8 million from the FY 2016-17 Adopted Budget of $54.0 million due primarily to anticipated increases in salaries, retirement costs, 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.

Sheriff: The FY 2017-18 budget increases by $6.9 million (5.4%) to $136.8 million from the FY 2016-17 Adopted budget of $129.9 million due primarily to anticipated increases in salaries, retirement costs, and workers compensation costs along with increased costs for Services & Supplies for the jail medical contract.

Health & Human Services

Behavioral Wellness: The FY 2017-18 budget increases by $1.0 million (0.9%) to $112.7 million from the FY 2016-17 Adopted budget of $111.6 million due to increased volume of Institute for Mental Disease (IMD) and inpatient hospital beds.

Public Health: The FY 2017-18 budget decreases by $1.8 million (2.0%) to $88.5 million from the FY 2016-17 Adopted Budget of $90.4 million due primarily to a decrease in services and supplies for pharmaceutical contract expenditures, offset by salary and benefit increases.

Social Services: The FY 2017-18 Budget decreases by $6.5 million (3.8%) to $167.7 million from the FY 2016-17 Adopted Budget of $174.2 million due primarily to reductions in staff related State and federal sources and a decrease in cash assistance payments related to decreasing CalWORKs caseloads.

Community Resources & Public Assistance

Planning & Development: The FY 2017-18 Budget increases by $1.0 million (3.8%) to $20.4 million from the FY 2016-17 Adopted Budget of $19.4 million due primarily to increases in overall salaries and employee benefits and an increase in applicant-funded consultant services

Executive Summary

Public Works: The FY 2017-18 budget increases by $4.3 million (4.3%) to $106.2 million from the FY 2016-17 Adopted Budget of $101.8 million mostly due to an increase in capital project contracts and maintenance in Transportation partially related to emergency storm damage.

General Government & Support Services

The increases in this functional group are primarily derived from construction costs associated with the Northern Branch Jail Project which is budgeted at $73.8 million in FY 2017-18.

Section C

Summary Schedules

COUNTY OF SANTA BARBARA
CALIFORNIA

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:

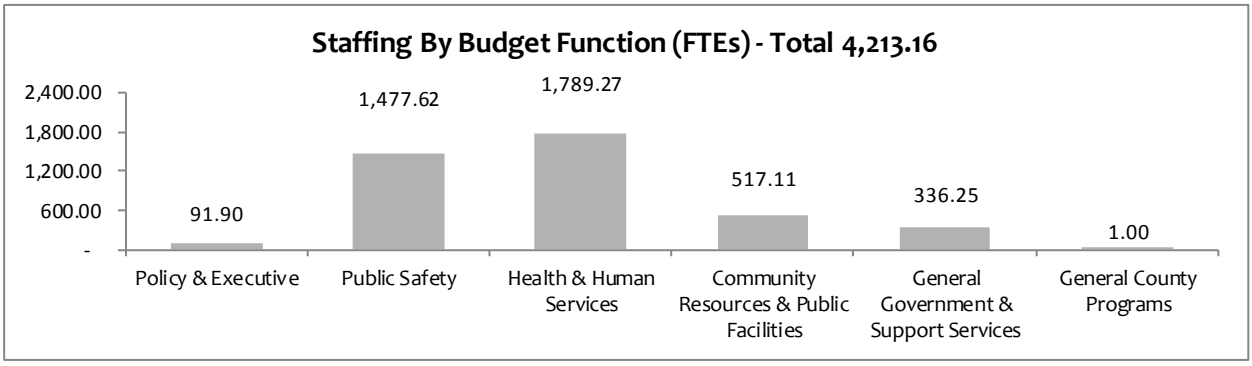
1. **Staffing** – this shows staffing full-time equivalents for the level being reflected (e.g. Function, Budget Program, etc.)
2. **Operating Budget** – this shows the expenditure budget for the level being reflected (e.g. Function, Budget Program, etc.). Please note that these Summary Schedules only 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.)

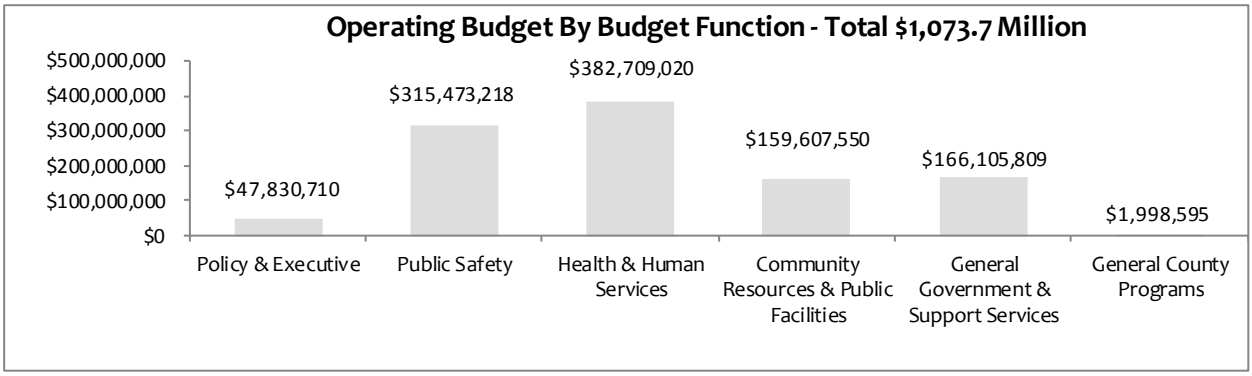
A review of the standard format will show that the totals for groupings 3 & 4 are equal. Also, groupings 3 & 4 provide subtotals to differentiate "operating amounts" from total amounts. For the most part, operating amounts represent amounts that are ongoing in nature. Non-operating amounts primarily 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.

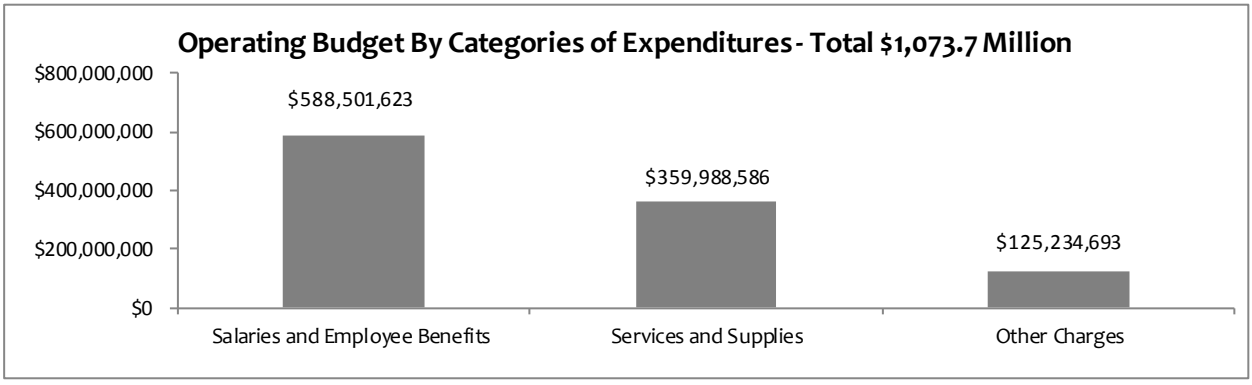
Summary Schedules

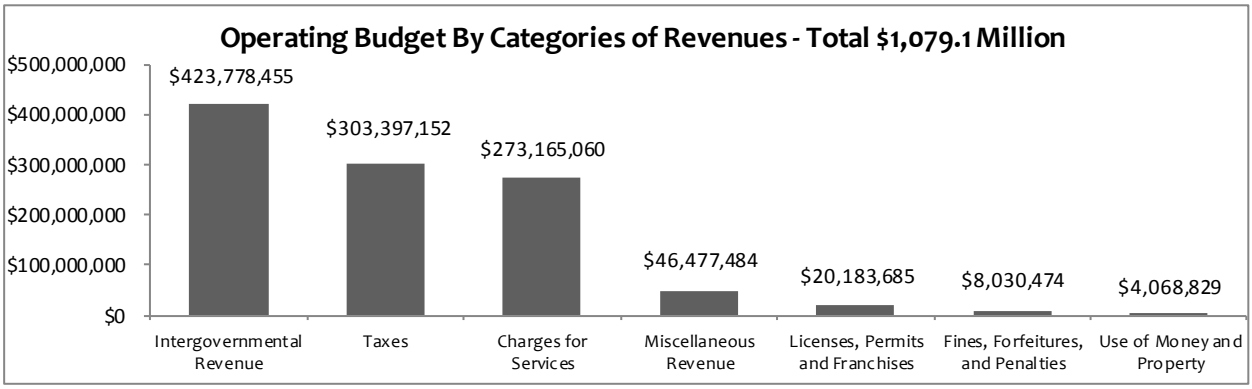
Countywide Budget Overview

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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive	94.77	95.50	(3.60)	91.90	91.40
Public Safety	1,437.97	1,487.39	(9.77)	1,477.62	1,479.93
Health & Human Services	1,859.31	1,960.47	(171.19)	1,789.27	1,732.10
Community Resources & Public Facl.	478.78	514.89	2.22	517.11	517.11
General Government & Support Services	335.17	341.63	(5.38)	336.25	335.25
General County Programs	1.00	1.00	-	1.00	1.00
Total	**4,207.00**	**4,400.87**	**(187.72)**	**4,213.16**	**4,156.80**
Operating Budget By Budget Function					
Policy & Executive	$ 43,184,705	$ 48,987,021	$ (1,156,311)	$ 47,830,710	$ 49,563,273
Public Safety	286,613,916	301,666,658	13,806,560	315,473,218	327,855,294
Health & Human Services	365,565,728	389,794,102	(7,085,082)	382,709,020	386,010,211
Community Resources & Public Facl.	128,308,393	153,321,168	6,286,382	159,607,550	156,401,914
General Government & Support Services	83,584,414	123,631,556	42,474,253	166,105,809	101,777,463
General County Programs	2,889,607	2,075,442	(76,847)	1,998,595	1,580,805
Total Operating Expenditures	**$ 910,146,763**	**$ 1,019,475,947**	**$ 54,248,955**	**$ 1,073,724,902**	**$ 1,023,188,960**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 536,047,530	$ 578,881,563	$ 9,620,060	$ 588,501,623	$ 608,696,336
Services and Supplies	255,205,176	314,282,618	45,705,968	359,988,586	282,024,141
Other Charges	118,894,057	126,311,766	(1,077,073)	125,234,693	132,468,483
Total Operating Expenditures	**910,146,763**	**1,019,475,947**	**54,248,955**	**1,073,724,902**	**1,023,188,960**
Capital Assets	34,051,248	41,812,487	8,062,942	49,875,429	36,670,924
Other Financing Uses	64,038,840	90,944,284	(16,117,300)	74,826,984	55,653,963
Intrafund Expenditure Transfers (+)	208,775,917	217,598,451	6,729,432	224,327,883	215,529,273
Overhead Transfers	-	-	-	-	-
Increases to Fund Balances	64,723,927	81,070,415	(21,639,220)	59,431,195	49,780,803
Fund Balance Impact (+)	13,366,126	-	-	-	21,368,168
Total Expenditures	**$ 1,295,102,822**	**$ 1,450,901,584**	**$ 31,284,809**	**$ 1,482,186,393**	**$ 1,402,192,091**
Budget By Categories of Revenues					
Taxes	$ 281,301,768	$ 292,322,108	$ 11,075,044	$ 303,397,152	$ 315,837,352
Licenses, Permits and Franchises	17,571,058	18,612,318	1,571,367	20,183,685	20,478,472
Fines, Forfeitures, and Penalties	9,161,025	7,930,817	99,657	8,030,474	8,044,013
Use of Money and Property	6,086,900	4,033,323	35,506	4,068,829	4,854,850
Intergovernmental Revenue	353,077,082	387,607,803	36,170,652	423,778,455	358,659,382
Charges for Services	254,084,112	263,221,268	9,943,792	273,165,060	281,450,494
Miscellaneous Revenue	46,843,152	45,948,761	528,723	46,477,484	47,182,550
Total Operating Revenues	**968,125,098**	**1,019,676,398**	**59,424,741**	**1,079,101,139**	**1,036,507,113**
Other Financing Sources	29,410,662	55,284,717	(18,581,433)	36,703,284	19,839,976
Intrafund Expenditure Transfers (-)	6,241,175	7,769,651	953,232	8,722,883	8,361,373
Decreases to Fund Balances	52,867,802	128,310,818	(18,524,731)	109,786,087	67,274,173
General Fund Contribution	232,077,706	239,860,000	8,013,000	247,873,000	236,304,300
Fund Balance Impact (-)	6,380,379	-	-	-	33,905,156
Total Revenues	**$ 1,295,102,822**	**$ 1,450,901,584**	**$ 31,284,809**	**$ 1,482,186,393**	**$ 1,402,192,091**
Beginning Fund Balance	$ 414,645,605	$ 448,832,223	$ (23,346,834)	$ 425,485,389	$ 375,130,497
Net Change in Sources Over Uses	18,841,872	(47,240,403)	(3,114,489)	(50,354,892)	(30,030,358)
Ending Fund Balance	**$ 433,487,478**	**$ 401,591,820**	**$ (26,461,323)**	**$ 375,130,497**	**$ 345,100,139**

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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive	88.43	89.50	(3.60)	85.90	85.40
Public Safety	1,167.23	1,199.78	(15.27)	1,184.51	1,186.81
Health & Human Services	79.32	81.50	(1.28)	80.22	79.55
Community Resources & Public Facl.	227.20	247.64	2.22	249.86	249.86
General Government & Support Services	280.04	284.63	(4.38)	280.25	279.25
General County Programs	1.00	1.00	-	1.00	1.00
Total	**1,843.21**	**1,904.04**	**(22.30)**	**1,881.74**	**1,881.88**
Operating Budget By Budget Function					
Policy & Executive	$ 16,475,068	$ 18,034,784	$ (58,647)	$ 17,976,137	$ 18,545,712
Public Safety	207,234,165	218,282,667	8,006,068	226,288,735	235,399,313
Health & Human Services	10,611,059	11,539,529	277,134	11,816,663	12,302,266
Community Resources & Public Facl.	40,561,689	47,601,623	1,924,956	49,526,579	49,363,290
General Government & Support Services	48,542,893	54,630,457	464,707	55,095,164	55,096,736
General County Programs	2,875,887	2,067,412	(76,847)	1,990,565	1,572,775
Total Operating Expenditures	**$ 326,300,760**	**$ 352,156,472**	**$ 10,537,371**	**$ 362,693,843**	**$ 372,280,092**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 259,318,445	$ 277,587,702	$ 6,954,179	$ 284,541,881	$ 297,475,297
Services and Supplies	48,293,532	53,025,439	2,278,062	55,303,501	51,598,202
Other Charges	18,688,783	21,543,331	1,305,130	22,848,461	23,206,593
Total Operating Expenditures	**326,300,760**	**352,156,472**	**10,537,371**	**362,693,843**	**372,280,092**
Capital Assets	812,788	1,134,477	3,014,110	4,148,587	586,943
Other Financing Uses	44,441,417	55,142,181	(9,326,305)	45,815,876	34,643,253
Intrafund Expenditure Transfers (+)	204,729,811	212,524,368	6,423,738	218,948,106	210,219,532
Increases to Fund Balances	33,221,436	36,577,231	(1,731,098)	34,846,133	22,826,512
Fund Balance Impact (+)	6,648,275	-	-	-	21,178,200
Total Expenditures	**$ 616,154,486**	**$ 657,534,729**	**$ 8,917,816**	**$ 666,452,545**	**$ 661,734,532**
Budget By Categories of Revenues					
Taxes	$ 212,807,751	$ 220,331,000	$ 9,158,000	$ 229,489,000	$ 238,033,000
Licenses, Permits and Franchises	13,595,052	14,871,519	953,844	15,825,363	16,614,202
Fines, Forfeitures, and Penalties	5,118,506	3,971,121	102,544	4,073,665	4,097,233
Use of Money and Property	2,481,887	2,014,627	(588,727)	1,425,900	1,442,360
Intergovernmental Revenue	77,350,962	72,883,133	6,710,504	79,593,637	77,153,379
Charges for Services	66,546,842	69,000,643	2,423,704	71,424,347	74,291,753
Miscellaneous Revenue	4,446,229	2,887,552	(276,735)	2,610,817	2,648,395
Total Operating Revenues	**382,347,229**	**385,959,595**	**18,483,134**	**404,442,729**	**414,280,322**
Other Financing Sources	5,135,312	6,420,006	914,576	7,334,582	4,034,696
Intrafund Expenditure Transfers (-)	2,195,069	2,695,568	647,538	3,343,106	3,051,632
Decreases to Fund Balances	23,940,615	52,630,760	(16,903,632)	35,727,128	14,120,330
General Fund Contribution	202,534,742	209,828,800	5,776,200	215,605,000	206,466,400
Fund Balance Impact (-)	1,520	-	-	-	19,781,152
Total Revenues	**$ 616,154,486**	**$ 657,534,729**	**$ 8,917,816**	**$ 666,452,545**	**$ 661,734,532**
Beginning Fund Balance	$ 99,081,982	$ 115,044,499	$ (15,156,205)	$ 99,888,294	$ 99,007,299
Net Change in Sources Over Uses	15,927,576	(16,053,529)	15,172,534	(880,995)	10,103,230
Ending Fund Balance	**$ 115,009,558**	**$ 98,990,970**	**$ 16,329**	**$ 99,007,299**	**$ 109,110,529**

Summary Schedules

Flood Control Districts Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Community Resources & Public Facl.	35.56	39.00	-	39.00	39.00
Total	**35.56**	**39.00**	**-**	**39.00**	**39.00**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 9,300,194	$ 14,187,751	$ (142,364)	$ 14,045,387	$ 13,340,809
Total Operating Expenditures	**$ 9,300,194**	**$ 14,187,751**	**$ (142,364)**	**$ 14,045,387**	**$ 13,340,809**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 4,425,488	$ 5,217,839	$ 296,195	$ 5,514,034	$ 5,782,087
Services and Supplies	4,496,109	8,570,440	(401,118)	8,169,322	7,184,474
Other Charges	378,597	399,472	(37,441)	362,031	374,248
Total Operating Expenditures	**9,300,194**	**14,187,751**	**(142,364)**	**14,045,387**	**13,340,809**
Capital Assets	10,933,179	9,727,000	7,624,000	17,351,000	5,771,000
Other Financing Uses	55,213	550,000	1,350,000	1,900,000	-
Increases to Fund Balances	2,128,668	4,264,434	(1,542,627)	2,721,807	2,927,202
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 22,417,254**	**$ 28,729,185**	**$ 7,289,009**	**$ 36,018,194**	**$ 22,039,011**
Budget By Categories of Revenues					
Taxes	$ 10,178,350	$ 10,244,595	$ (151,790)	$ 10,092,805	$ 10,350,168
Use of Money and Property	474,985	158,114	93,443	251,557	236,516
Intergovernmental Revenue	4,289,046	5,366,809	505,648	5,872,457	5,541,789
Charges for Services	3,443,617	3,562,907	(19,673)	3,543,234	3,596,734
Miscellaneous Revenue	165,746	2,500	-	2,500	3,000
Total Operating Revenues	**18,551,743**	**19,334,925**	**427,628**	**19,762,553**	**19,728,207**
Other Financing Sources	67,800	639,600	1,300,900	1,940,500	40,899
Decreases to Fund Balances	3,797,710	8,754,660	5,560,481	14,315,141	2,269,905
Total Revenues	**$ 22,417,254**	**$ 28,729,185**	**$ 7,289,009**	**$ 36,018,194**	**$ 22,039,011**
Beginning Fund Balance	$ 67,788,420	$ 66,119,378	$ (2,678,366)	$ 63,441,012	$ 51,847,678
Net Change in Sources Over Uses	(1,669,043)	(4,490,226)	(7,103,108)	(11,593,334)	657,297
Ending Fund Balance	**$ 66,119,378**	**$ 61,629,152**	**$ (9,781,474)**	**$ 51,847,678**	**$ 52,504,975**

Summary Schedules

Public Health Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Health & Human Services	432.28	458.79	2.18	460.98	460.98
Total	**432.28**	**458.79**	**2.18**	**460.98**	**460.98**
Operating Budget By Budget Function					
Health & Human Services	$ 73,170,151	$ 78,839,588	$ (2,124,301)	$ 76,715,287	$ 78,831,584
Total Operating Expenditures	**$ 73,170,151**	**$ 78,839,588**	**$ (2,124,301)**	**$ 76,715,287**	**$ 78,831,584**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 50,958,193	$ 56,127,759	$ 1,653,163	$ 57,780,922	$ 60,756,374
Services and Supplies	19,584,703	20,000,093	(3,885,201)	16,114,892	15,177,636
Other Charges	2,627,254	2,711,736	107,737	2,819,473	2,897,574
Total Operating Expenditures	**73,170,151**	**78,839,588**	**(2,124,301)**	**76,715,287**	**78,831,584**
Capital Assets	459,295	232,000	68,819	300,819	-
Other Financing Uses	2,527,373	5,439,464	2,477,282	7,916,746	3,820,203
Intrafund Expenditure Transfers (+)	10,184	53,299	70,032	123,331	53,295
Increases to Fund Balances	8,139,256	4,253,470	5,490	4,258,960	4,248,931
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 84,306,258**	**$ 88,817,821**	**$ 497,322**	**$ 89,315,143**	**$ 86,954,013**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 56,925	$ 56,959	$ 21	$ 56,980	$ 56,980
Fines, Forfeitures, and Penalties	568,440	543,296	(13,187)	530,109	520,080
Use of Money and Property	186,192	102,192	89,631	191,823	191,823
Intergovernmental Revenue	20,320,203	19,779,827	668,080	20,447,907	20,660,614
Charges for Services	48,124,002	46,394,994	(4,154,686)	42,240,308	43,314,999
Miscellaneous Revenue	4,138,503	3,767,073	(32,305)	3,734,768	3,734,768
Total Operating Revenues	**73,394,264**	**70,644,341**	**(3,442,446)**	**67,201,895**	**68,479,264**
Other Financing Sources	763,438	2,970,924	(5,640)	2,965,284	2,966,574
Intrafund Expenditure Transfers (-)	10,184	53,299	70,032	123,331	53,295
Decreases to Fund Balances	3,004,472	7,769,557	4,067,076	11,836,633	6,468,082
General Fund Contribution	7,133,900	7,379,700	(191,700)	7,188,000	7,056,000
Fund Balance Impact (-)	-	-	-	-	1,930,798
Total Revenues	**$ 84,306,258**	**$ 88,817,821**	**$ 497,322**	**$ 89,315,143**	**$ 86,954,013**
Beginning Fund Balance	$ 25,460,316	$ 30,595,100	$ (1,811,475)	$ 28,783,625	$ 21,205,952
Net Change in Sources Over Uses	5,134,784	(3,516,087)	(4,061,586)	(7,577,673)	(4,149,949)
Ending Fund Balance	**$ 30,595,100**	**$ 27,079,013**	**$ (5,873,061)**	**$ 21,205,952**	**$ 17,056,003**

Summary Schedules

Roads Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 17-18
Community Resources & Public Facl.	113.13	117.00	-	117.00	117.00
Total	**113.13**	**117.00**	**-**	**117.00**	**117.00**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 37,954,423	$ 38,034,121	$ 8,769,773	$ 46,803,894	$ 42,879,516
Total Operating Expenditures	**$ 37,954,423**	**$ 38,034,121**	**$ 8,769,773**	**$ 46,803,894**	**$ 42,879,516**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 12,666,116	$ 14,809,192	$ 413,992	$ 15,223,184	$ 15,974,053
Services and Supplies	23,550,944	21,165,344	8,325,785	29,491,129	25,006,084
Other Charges	1,737,363	2,059,585	29,996	2,089,581	1,899,379
Total Operating Expenditures	**37,954,423**	**38,034,121**	**8,769,773**	**46,803,894**	**42,879,516**
Capital Assets	1,009,931	3,266,243	(1,496,243)	1,770,000	796,000
Other Financing Uses	1,695,287	4,585,263	(3,473,263)	1,112,000	600,000
Intrafund Expenditure Transfers (+)	135,482	370,000	-	370,000	370,000
Overhead Transfers	-	-	-	-	-
Increases to Fund Balances	2,419,961	11,754,532	(2,475,473)	9,279,059	7,263,949
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 43,215,084**	**$ 58,010,159**	**$ 1,324,794**	**$ 59,334,953**	**$ 51,909,465**
Budget By Categories of Revenues					
Taxes	$ 7,642,419	$ 7,455,000	$ 68,002	$ 7,523,002	$ 7,851,641
Licenses, Permits and Franchises	524,964	327,500	7,500	335,000	335,000
Use of Money and Property	158,416	89,050	27,780	116,830	96,629
Intergovernmental Revenue	18,267,539	21,195,132	6,356,401	27,551,533	25,173,164
Charges for Services	4,246,159	5,463,063	(548,663)	4,914,400	4,082,100
Miscellaneous Revenue	308,589	70,000	25,000	95,000	70,000
Total Operating Revenues	**31,148,087**	**34,599,745**	**5,936,020**	**40,535,765**	**37,608,534**
Other Financing Sources	4,393,739	7,714,263	(1,902,263)	5,812,000	2,350,000
Intrafund Expenditure Transfers (-)	135,482	370,000	-	370,000	370,000
Decreases to Fund Balances	5,690,077	13,464,151	(2,643,763)	10,820,388	9,354,131
General Fund Contribution	1,847,700	1,862,000	(65,200)	1,796,800	1,744,800
Fund Balance Impact (-)	-	-	-	-	482,000
Total Revenues	**$ 43,215,084**	**$ 58,010,159**	**$ 1,324,794**	**$ 59,334,953**	**$ 51,909,465**
Beginning Fund Balance	$ 21,421,265	$ 18,151,149	$ (1,996,959)	$ 16,154,190	$ 14,612,861
Net Change in Sources Over Uses	(3,270,116)	(1,709,619)	168,290	(1,541,329)	(2,572,182)
Ending Fund Balance	**$ 18,151,149**	**$ 16,441,530**	**$ (1,828,669)**	**$ 14,612,861**	**$ 12,040,679**

Summary Schedules

Capital Projects Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Total	-	-	-	-	-
Operating Budget By Budget Function					
Public Safety	31,781	35,000	165,000	200,000	100,000
General Government & Support Services	2,605,689	32,389,202	41,460,403	73,849,605	9,453,142
Total Operating Expenditures	**$ 2,637,470**	**$ 32,424,202**	**$ 41,625,403**	**$ 74,049,605**	**$ 9,553,142**
Budget By Categories of Expenditures					
Services and Supplies	$ 2,637,470	$ 32,424,202	$ 41,625,403	$ 74,049,605	$ 9,553,142
Other Charges	-	-	-	-	-
Total Operating Expenditures	**2,637,470**	**32,424,202**	**41,625,403**	**74,049,605**	**9,553,142**
Capital Assets	5,997,245	8,071,000	(672,000)	7,399,000	3,535,000
Other Financing Uses	183,107	2,151,298	(2,151,298)	-	-
Intrafund Expenditure Transfers (+)	28,783	14,744	(14,744)	-	-
Increases to Fund Balances	2,963,036	15,048,853	(14,736,153)	312,700	305,154
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 11,809,641**	**$ 57,710,097**	**$ 24,051,208**	**$ 81,761,305**	**$ 13,393,296**
Budget By Categories of Revenues					
Use of Money and Property	$ 31,821	$ -	$ 5,000	$ 5,000	$ 800,000
Intergovernmental Revenue	1,409,530	30,626,083	34,101,912	64,727,995	4,180,000
Charges for Services	383,609	35,000	(25,000)	10,000	-
Miscellaneous Revenue	1,182,469	105,000	50,000	155,000	-
Total Operating Revenues	**3,007,429**	**30,766,083**	**34,131,912**	**64,897,995**	**4,980,000**
Other Financing Sources	4,772,167	22,081,674	(16,019,369)	6,062,305	2,958,854
Intrafund Expenditure Transfers (-)	28,783	14,744	(14,744)	-	-
Decreases to Fund Balances	4,001,262	4,847,596	5,953,409	10,801,005	5,454,442
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 11,809,641**	**$ 57,710,097**	**$ 24,051,208**	**$ 81,761,305**	**$ 13,393,296**
Beginning Fund Balance	$ 11,542,249	$ 10,504,022	$ 7,356,885	$ 17,860,907	$ 7,372,602
Net Change in Sources Over Uses	(1,038,226)	10,201,257	(20,689,562)	(10,488,305)	(5,149,288)
Ending Fund Balance	**$ 10,504,022**	**$ 20,705,279**	**$ (13,332,677)**	**$ 7,372,602**	**$ 2,223,314**

Summary Schedules

Fire Protection District Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Public Safety	263.47	279.62	5.50	285.12	285.12
Total	**263.47**	**279.62**	**5.50**	**285.12**	**285.12**
Operating Budget By Budget Function					
Public Safety	$ 63,255,477	$ 66,918,589	$ 4,899,811	$ 71,818,400	$ 75,146,114
Total Operating Expenditures	**$ 63,255,477**	**$ 66,918,589**	**$ 4,899,811**	**$ 71,818,400**	**$ 75,146,114**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 55,013,881	$ 55,516,178	$ 4,177,649	$ 59,693,827	$ 62,254,991
Services and Supplies	4,479,366	5,995,672	463,035	6,458,707	7,775,630
Other Charges	3,762,230	5,406,739	259,127	5,665,866	5,115,493
Total Operating Expenditures	**63,255,477**	**66,918,589**	**4,899,811**	**71,818,400**	**75,146,114**
Capital Assets	105,048	1,242,450	(804,989)	437,461	300,000
Other Financing Uses	4,350,142	11,824,431	(5,387,870)	6,436,561	4,901,207
Increases to Fund Balances	7,163,400	20,000	(20,000)	-	-
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 74,874,067**	**$ 80,005,470**	**$ (1,313,048)**	**$ 78,692,422**	**$ 80,347,321**
Budget By Categories of Revenues					
Taxes	$ 45,750,126	$ 49,273,000	$ 1,835,000	$ 51,108,000	$ 54,231,000
Licenses, Permits and Franchises	22,250	20,000	-	20,000	20,000
Use of Money and Property	67,667	-	-	-	-
Intergovernmental Revenue	3,881,323	2,844,388	(1,515,036)	1,329,352	2,208,988
Charges for Services	22,444,487	20,133,624	886,572	21,020,196	20,619,063
Miscellaneous Revenue	16,447	13,400	60,600	74,000	74,000
Total Operating Revenues	**72,182,299**	**72,284,412**	**1,267,136**	**73,551,548**	**77,153,051**
Other Financing Sources	1,420,224	1,211,010	(660,746)	550,264	192,320
Decreases to Fund Balances	1,271,544	6,510,048	(1,919,438)	4,590,610	3,001,950
Total Revenues	**$ 74,874,067**	**$ 80,005,470**	**$ (1,313,048)**	**$ 78,692,422**	**$ 80,347,321**
Beginning Fund Balance	$ 11,132,925	$ 17,024,781	$ 2,114,920	$ 19,139,701	$ 14,549,091
Net Change in Sources Over Uses	5,891,856	(6,490,048)	1,899,438	(4,590,610)	(3,001,950)
Ending Fund Balance	**$ 17,024,781**	**$ 10,534,733**	**$ 4,014,358**	**$ 14,549,091**	**$ 11,547,141**

Summary Schedules

Behavioral Wellness Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Health & Human Services	363.40	434.10	(2.52)	431.58	431.58
Total	**363.40**	**434.10**	**(2.52)**	**431.58**	**431.58**
Operating Budget By Budget Function					
Health & Human Services	$ 102,913,421	$ 111,642,814	$ 1,008,466	$ 112,651,280	$ 109,943,130
Total Operating Expenditures	**$ 102,913,421**	**$ 111,642,814**	**$ 1,008,466**	**$ 112,651,280**	**$ 109,943,130**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 41,278,667	$ 52,338,357	$ 2,002,049	$ 54,340,406	$ 54,537,340
Services and Supplies	58,571,663	56,931,654	(1,088,235)	55,843,419	52,878,362
Other Charges	3,063,092	2,372,803	94,652	2,467,455	2,527,428
Total Operating Expenditures	**102,913,421**	**111,642,814**	**1,008,466**	**112,651,280**	**109,943,130**
Capital Assets	29,864	289,000	821,000	1,110,000	10,000
Other Financing Uses	2,330,021	2,313,902	226,933	2,540,835	2,503,919
Intrafund Expenditure Transfers (+)	3,838,393	4,507,181	228,065	4,735,246	4,735,246
Increases to Fund Balances	1,071,235	102,414	(76,264)	26,150	26,150
Fund Balance Impact (+)	-	-	-	-	185,245
Total Expenditures	**$ 110,182,933**	**$ 118,855,311**	**$ 2,208,200**	**$ 121,063,511**	**$ 117,403,690**
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 3,643	$ 3,500	$ -	$ 3,500	$ 3,500
Use of Money and Property	216,077	232,427	(13,527)	218,900	218,900
Intergovernmental Revenue	50,141,671	50,540,576	(565,801)	49,974,775	45,911,340
Charges for Services	44,391,975	52,696,452	2,822,977	55,519,429	56,254,377
Miscellaneous Revenue	469,137	352,414	(246,784)	105,630	105,630
Total Operating Revenues	**95,222,502**	**103,825,369**	**1,996,865**	**105,822,234**	**102,493,747**
Other Financing Sources	5,742,374	4,575,569	(1,194,095)	3,381,474	2,181,474
Intrafund Expenditure Transfers (-)	3,838,393	4,507,181	228,065	4,735,246	4,735,246
Decreases to Fund Balances	1,253,964	1,780,292	(185,335)	1,594,957	1,716,121
General Fund Contribution	4,125,700	4,166,900	1,362,700	5,529,600	3,921,900
Fund Balance Impact (-)	-	-	-	-	2,355,202
Total Revenues	**$ 110,182,933**	**$ 118,855,311**	**$ 2,208,200**	**$ 121,063,511**	**$ 117,403,690**
Beginning Fund Balance	$ 8,148,153	$ 7,965,424	$ (2,669,360)	$ 5,296,064	$ 3,727,257
Net Change in Sources Over Uses	(182,729)	(1,677,878)	109,071	(1,568,807)	(3,859,928)
Ending Fund Balance	**$ 7,965,424**	**$ 6,287,546**	**$ (2,560,289)**	**$ 3,727,257**	**$ (132,671)**

Summary Schedules

Affordable Housing Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Community Resources & Public Facl.	3.87	4.00	-	4.00	4.00
Total	**3.87**	**4.00**	**-**	**4.00**	**4.00**
Operating Budget By Budget Function					
Community Resources & Public Facl.	3,572,203	5,783,174	286,110	6,069,284	3,940,629
Total Operating Expenditures	**$ 3,572,203**	**$ 5,783,174**	**$ 286,110**	**$ 6,069,284**	**$ 3,940,629**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 446,155	$ 632,367	$ 38,105	$ 670,472	$ 700,389
Services and Supplies	2,484,100	4,344,407	372,986	4,717,393	3,158,672
Other Charges	641,948	806,400	(124,981)	681,419	81,568
Total Operating Expenditures	**3,572,203**	**5,783,174**	**286,110**	**6,069,284**	**3,940,629**
Other Financing Uses	581,444	604,510	88,080	692,590	646,450
Intrafund Expenditure Transfers (+)	-	98,859	14,341	113,200	113,200
Increases to Fund Balances	1,873,974	533,450	(59,248)	474,202	407,472
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 6,027,621**	**$ 7,019,993**	**$ 329,283**	**$ 7,349,276**	**$ 5,107,751**
Budget By Categories of Revenues					
Use of Money and Property	49,563	13,700	21,150	34,850	35,700
Intergovernmental Revenue	1,832,366	2,713,602	514,355	3,227,957	2,680,687
Charges for Services	606,825	103,000	(53,000)	50,000	50,000
Miscellaneous Revenue	2,430,688	2,122,431	(57,859)	2,064,572	1,442,267
Total Operating Revenues	**4,919,442**	**4,952,733**	**424,646**	**5,377,379**	**4,208,654**
Other Financing Sources	43,569	-	-	-	-
Intrafund Expenditure Transfers (-)	-	98,859	14,341	113,200	113,200
Decreases to Fund Balances	1,064,610	1,968,401	(109,704)	1,858,697	785,897
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 6,027,621**	**$ 7,019,993**	**$ 329,283**	**$ 7,349,276**	**$ 5,107,751**
Beginning Fund Balance	$ 6,055,335	$ 6,864,699	$ (95,108)	$ 6,769,591	$ 5,385,096
Net Change in Sources Over Uses	809,364	(1,434,951)	50,456	(1,384,495)	(378,425)
Ending Fund Balance	**$ 6,864,699**	**$ 5,429,748**	**$ (44,652)**	**$ 5,385,096**	**$ 5,006,671**

Summary Schedules

Social Services Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Health & Human Services	884.35	886.75	(168.75)	718.00	662.00
Total	**884.35**	**886.75**	**(168.75)**	**718.00**	**662.00**
Operating Budget By Budget Function					
Health & Human Services	$ 157,330,536	$ 166,147,354	$ (12,801,740)	$ 153,345,614	$ 156,943,270
Total Operating Expenditures	**$ 157,330,536**	**$ 166,147,354**	**$ (12,801,740)**	**$ 153,345,614**	**$ 156,943,270**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 80,281,519	$ 82,246,188	$ (6,976,221)	$ 75,269,967	$ 74,418,833
Services and Supplies	21,464,903	24,487,059	(4,192,745)	20,294,314	22,395,098
Other Charges	55,584,114	59,414,107	(1,632,774)	57,781,333	60,129,339
Total Operating Expenditures	**157,330,536**	**166,147,354**	**(12,801,740)**	**153,345,614**	**156,943,270**
Capital Assets	433,331	1,232,500	345,000	1,577,500	402,500
Other Financing Uses	78,523	134,500	(42,500)	92,000	92,000
Increases to Fund Balances	2,792,663	1,995,902	(111,556)	1,884,346	1,884,346
Total Expenditures	**$ 160,635,054**	**$ 169,510,256**	**$ (12,610,796)**	**$ 156,899,460**	**$ 159,322,116**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 83,307	$ 66,000	$ -	$ 66,000	$ 66,000
Fines, Forfeitures, and Penalties	11,061	13,200	-	13,200	13,200
Use of Money and Property	204,787	267,587	3,301	270,888	276,123
Intergovernmental Revenue	149,297,758	156,211,264	(12,859,611)	143,351,653	143,032,077
Charges for Services	18,996	-	-	-	-
Miscellaneous Revenue	747,466	488,048	(10,170)	477,878	477,878
Total Operating Revenues	**150,363,376**	**157,046,099**	**(12,866,480)**	**144,179,619**	**143,865,278**
Other Financing Sources	739,651	1,339,910	(100,642)	1,239,268	89,400
Intrafund Expenditure Transfers (-)	-	-	-	-	-
Decreases to Fund Balances	2,274,427	3,984,724	126,449	4,111,173	2,019,905
General Fund Contribution	7,257,600	7,139,523	229,877	7,369,400	7,218,600
Fund Balance Impact (-)	-	-	-	-	6,128,933
Total Revenues	**$ 160,635,054**	**$ 169,510,256**	**$ (12,610,796)**	**$ 156,899,460**	**$ 159,322,116**
Beginning Fund Balance	$ 3,959,963	$ 4,478,199	$ (1,914,628)	$ 2,563,571	$ 336,744
Net Change in Sources Over Uses	518,236	(1,988,822)	(238,005)	(2,226,827)	(6,264,492)
Ending Fund Balance	**$ 4,478,199**	**$ 2,489,377**	**$ (2,152,633)**	**$ 336,744**	**$ (5,927,748)**

Summary Schedules

Resource Recovery Enterprise Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Community Resources & Public Facl.	74.16	79.25	(2.00)	77.25	77.25
Total	**74.16**	**79.25**	**(2.00)**	**77.25**	**77.25**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 22,938,799	$ 30,940,204	$ (4,049,021)	$ 26,891,183	$ 25,652,726
Total Operating Expenditures	**$ 22,938,799**	**$ 30,940,204**	**$ (4,049,021)**	**$ 26,891,183**	**$ 25,652,726**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 8,539,359	$ 9,277,740	$ 100,654	$ 9,378,394	$ 9,796,451
Services and Supplies	10,307,059	17,240,367	(4,270,852)	12,969,515	11,383,136
Other Charges	4,092,381	4,422,097	121,177	4,543,274	4,473,139
Total Operating Expenditures	**22,938,799**	**30,940,204**	**(4,049,021)**	**26,891,183**	**25,652,726**
Capital Assets	5,033,655	3,467,000	(632,000)	2,835,000	3,530,000
Other Financing Uses	717,124	752,350	22,613	774,963	806,382
Increases to Fund Balances	-	1,078,097	1,273,508	2,351,605	7,108,501
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 28,689,579**	**$ 36,237,651**	**$ (3,384,900)**	**$ 32,852,751**	**$ 37,097,609**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 3,288,240	$ 3,220,340	$ 610,002	$ 3,830,342	$ 3,336,290
Use of Money and Property	606,171	469,800	1,000	470,800	470,800
Intergovernmental Revenue	267,392	267,047	30,508	297,555	237,500
Charges for Services	19,319,385	18,148,419	7,424,679	25,573,098	30,372,063
Miscellaneous Revenue	2,275,283	2,133,820	(452,864)	1,680,956	1,680,956
Total Operating Revenues	**25,756,470**	**24,239,426**	**7,613,325**	**31,852,751**	**36,097,609**
Other Financing Sources	107,537	-	-	-	-
Decreases to Fund Balances	-	11,998,225	(10,998,225)	1,000,000	1,000,000
Fund Balance Impact (-)	2,825,571	-	-	-	-
Total Revenues	**$ 28,689,579**	**$ 36,237,651**	**$ (3,384,900)**	**$ 32,852,751**	**$ 37,097,609**
Beginning Fund Balance	$ 46,544,888	$ 49,470,097	$ (5,204,783)	$ 44,265,314	$ 45,616,919
Net Change in Sources Over Uses	(2,825,571)	(10,920,128)	12,271,733	1,351,605	6,108,501
Ending Fund Balance	**$ 43,719,317**	**$ 38,549,969**	**$ 7,066,950**	**$ 45,616,919**	**$ 51,725,420**

Summary Schedules

Laguna Sanitation Enterprise Major Fund Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Community Resources & Public Facl.	14.96	16.00	2.00	18.00	18.00
Total	**14.96**	**16.00**	**2.00**	**18.00**	**18.00**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 5,570,176	$ 7,165,911	$ 65,353	$ 7,231,264	$ 7,251,108
Total Operating Expenditures	**$ 5,570,176**	**$ 7,165,911**	**$ 65,353**	**$ 7,231,264**	**$ 7,251,108**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 1,641,418	$ 2,138,755	$ 284,219	$ 2,422,974	$ 2,543,445
Services and Supplies	2,286,030	3,096,700	(194,620)	2,902,080	2,720,214
Other Charges	1,642,728	1,930,456	(24,246)	1,906,210	1,987,449
Total Operating Expenditures	**5,570,176**	**7,165,911**	**65,353**	**7,231,264**	**7,251,108**
Capital Assets	1,457,559	3,705,000	1,305,000	5,010,000	15,800,000
Other Financing Uses	757,484	774,305	17,105	791,410	803,800
Increases to Fund Balances	-	2,675,391	(1,671,054)	1,004,337	1,000,352
Fund Balance Impact (+)	5,025,211	-	-	-	-
Total Expenditures	**$ 12,810,430**	**$ 14,320,607**	**$ (283,596)**	**$ 14,037,011**	**$ 24,855,260**
Budget By Categories of Revenues					
Use of Money and Property	$ 224,882	$ 72,344	$ -	$ 72,344	$ 77,344
Intergovernmental Revenue	98,781	90,613	(7,796)	82,817	74,036
Charges for Services	12,376,839	12,751,930	124,920	12,876,850	13,249,550
Miscellaneous Revenue	103,278	5,000	-	5,000	5,000
Total Operating Revenues	**12,803,780**	**12,919,887**	**117,124**	**13,037,011**	**13,405,930**
Other Financing Sources	6,651	-	-	-	-
Decreases to Fund Balances	-	1,400,720	(400,720)	1,000,000	11,449,330
Total Revenues	**$ 12,810,430**	**$ 14,320,607**	**$ (283,596)**	**$ 14,037,011**	**$ 24,855,260**
Beginning Fund Balance	$ 41,974,181	$ 49,214,979	$ 3,770,879	$ 52,985,858	$ 52,990,195
Net Change in Sources Over Uses	5,025,211	1,274,671	(1,270,334)	4,337	(10,448,978)
Ending Fund Balance	**$ 46,999,393**	**$ 50,489,650**	**$ 2,500,545**	**$ 52,990,195**	**$ 42,541,217**

Summary Schedules

Other Non-Major Funds Summary

Staffing By Budget Function	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive	6.34	6.00	-	6.00	6.00
Public Safety	7.27	8.00	-	8.00	8.00
Health & Human Services	99.96	99.33	(0.83)	98.50	98.00
Community Resources & Public Facl.	9.90	12.00	-	12.00	12.00
General Government & Support Services	55.13	57.00	(1.00)	56.00	56.00
Total	**178.61**	**182.33**	**(1.83)**	**180.50**	**180.00**
Operating Budget By Budget Function					
Policy & Executive	$ 26,709,637	$ 30,952,237	$ (1,097,664)	$ 29,854,573	$ 31,017,561
Public Safety	16,092,494	16,430,402	735,681	17,166,083	17,209,867
Health & Human Services	21,540,561	21,624,817	6,555,359	28,180,176	27,989,961
Community Resources & Public Facl.	8,410,910	9,608,384	(568,425)	9,039,959	13,973,836
General Government & Support Services	32,435,832	36,611,897	549,143	37,161,040	37,227,585
General County Programs	13,720	8,030	-	8,030	8,030
Total Operating Expenditures	**$ 105,203,153**	**$ 115,235,767**	**$ 6,174,094**	**$ 121,409,861**	**$ 127,426,840**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 21,478,288	$ 22,989,486	$ 676,076	$ 23,665,562	$ 24,457,076
Services and Supplies	57,049,297	67,001,241	6,673,468	73,674,709	73,193,491
Other Charges	26,675,568	25,245,040	(1,175,450)	24,069,590	29,776,273
Total Operating Expenditures	**105,203,153**	**115,235,767**	**6,174,094**	**121,409,861**	**127,426,840**
Capital Assets	7,779,354	9,445,817	(1,509,755)	7,936,062	5,939,481
Other Financing Uses	6,321,705	6,672,080	81,923	6,754,003	6,836,749
Intrafund Expenditure Transfers (+)	33,264	30,000	8,000	38,000	38,000
Increases to Fund Balances	2,950,297	2,766,641	(494,745)	2,271,896	1,782,234
Fund Balance Impact (+)	1,692,640	-	-	-	4,723
Total Expenditures	**$ 123,980,414**	**$ 134,150,305**	**$ 4,259,517**	**$ 138,409,822**	**$ 142,028,027**
Budget By Categories of Revenues					
Taxes	$ 4,923,122	$ 5,018,513	$ 165,832	$ 5,184,345	$ 5,371,543
Licenses, Permits and Franchises	321	50,000	-	50,000	50,000
Fines, Forfeitures, and Penalties	3,459,375	3,399,700	10,300	3,410,000	3,410,000
Use of Money and Property	1,384,454	613,482	396,455	1,009,937	1,008,655
Intergovernmental Revenue	25,920,512	25,089,329	2,231,488	27,320,817	31,805,808
Charges for Services	32,181,376	34,931,236	1,061,962	35,993,198	35,619,855
Miscellaneous Revenue	30,559,318	34,001,523	1,469,840	35,471,363	36,940,656
Total Operating Revenues	**98,428,477**	**103,103,783**	**5,335,877**	**108,439,660**	**114,206,517**
Other Financing Sources	6,218,201	8,331,761	(914,154)	7,417,607	5,025,759
Intrafund Expenditure Transfers (-)	33,264	30,000	8,000	38,000	38,000
Decreases to Fund Balances	6,569,121	13,201,684	(1,071,329)	12,130,355	9,634,080
General Fund Contribution	9,178,064	9,483,077	901,123	10,384,200	9,896,600
Fund Balance Impact (-)	3,553,288	-	-	-	3,227,071
Total Revenues	**$ 123,980,414**	**$ 134,150,305**	**$ 4,259,517**	**$ 138,409,822**	**$ 142,028,027**
Beginning Fund Balance	$ 71,535,928	$ 73,399,896	$ (5,062,634)	$ 68,337,262	$ 58,478,803
Net Change in Sources Over Uses	(5,479,471)	(10,435,043)	576,584	(9,858,459)	(11,074,194)
Ending Fund Balance	**$ 66,056,457**	**$ 62,964,853**	**$ (4,486,050)**	**$ 58,478,803**	**$ 47,404,609**

Summary Schedules

Departmental Budget Summary

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
POLICY & EXECUTIVE					
Board of Supervisors					
Staffing	20.5	20.0	0.3	20.3	20.3
Operating Expenditures	2,855,030	3,038,300	63,172	3,101,472	3,186,892
Operating Revenues	484	-	-	-	-
General Fund Contribution	2,992,300	3,078,300	73,300	3,151,600	3,086,100
County Executive Office					
Staffing	36.1	36.0	(3.0)	33.0	33.0
Operating Expenditures	32,966,954	37,960,917	(1,575,546)	36,385,371	37,661,659
Operating Revenues	26,655,916	29,058,652	670,837	29,729,489	31,219,029
General Fund Contribution	4,988,528	5,439,100	(274,700)	5,164,400	5,066,300
County Counsel					
Staffing	38.1	39.5	(0.8)	38.7	38.2
Operating Expenditures	7,362,722	7,987,804	356,063	8,343,867	8,714,722
Operating Revenues	3,984,248	3,984,423	366,537	4,350,960	4,350,960
General Fund Contribution	3,275,100	3,660,916	81,991	3,742,907	3,662,900
PUBLIC SAFETY					
Court Special Services					
Staffing	-	-	-	-	-
Operating Expenditures	15,002,017	15,248,900	8,000	15,256,900	15,256,900
Operating Revenues	6,632,572	6,620,700	(2,129)	6,618,571	6,618,571
General Fund Contribution	8,536,800	8,586,800	-	8,586,800	8,586,800
District Attorney					
Staffing	137.2	135.2	(4.0)	131.2	131.2
Operating Expenditures	22,403,593	24,042,118	310,290	24,352,408	25,459,696
Operating Revenues	8,277,064	8,469,960	964,573	9,434,533	9,443,541
General Fund Contribution	13,288,600	13,972,000	(151,500)	13,820,500	13,738,200
Fire					
Staffing	263.5	279.6	5.5	285.1	285.1
Operating Expenditures	63,255,477	66,918,589	4,899,811	71,818,400	75,146,114
Operating Revenues	72,182,299	72,284,412	1,267,136	73,551,548	77,153,051
General Fund Contribution	-	-	-	-	-
Probation					
Staffing	334.3	335.0	(5.0)	330.0	330.0
Operating Expenditures	51,118,500	54,000,348	1,797,384	55,797,732	57,994,848
Operating Revenues	29,450,158	27,151,098	1,400,398	28,551,496	28,587,038
General Fund Contribution	26,020,500	26,630,966	394,747	27,025,713	26,674,100
Public Defender					
Staffing	70.3	68.5	-	68.5	68.5
Operating Expenditures	10,928,142	11,590,494	(96,888)	11,493,606	12,127,187
Operating Revenues	3,359,090	3,602,200	161,451	3,763,651	3,874,906
General Fund Contribution	7,242,300	7,614,200	(194,100)	7,420,100	7,383,100
Sheriff					
Staffing	632.7	669.1	(6.3)	662.8	665.1
Operating Expenditures	123,906,188	129,866,209	6,887,963	136,754,172	141,870,549
Operating Revenues	53,145,805	53,131,999	2,850,031	55,982,030	56,921,668
General Fund Contribution	70,858,000	71,860,800	2,155,275	74,016,075	71,139,900

Summary Schedules

Departmental Budget Summary (cont'd)

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
HEALTH & HUMAN SERVICES					
Behavioral Wellness					
Staffing	363.4	434.1	(2.5)	431.6	431.6
Operating Expenditures	102,913,421	111,642,814	1,008,466	112,651,280	109,943,130
Operating Revenues	95,222,502	103,825,369	1,996,865	105,822,234	102,493,747
General Fund Contribution	4,125,700	4,166,900	1,362,700	5,529,600	3,921,900
Child Support Services					
Staffing	73.3	75.3	(3.8)	71.5	71.0
Operating Expenditures	9,409,896	9,582,883	1,000	9,583,883	9,907,831
Operating Revenues	9,392,607	9,532,883	1,000	9,533,883	9,539,883
General Fund Contribution	-	-	-	-	-
First 5, Children & Families					
Staffing	13.7	11.0	(1.0)	10.0	10.0
Operating Expenditures	4,442,836	3,950,090	285,426	4,235,516	4,471,746
Operating Revenues	4,881,628	3,598,550	102,399	3,700,949	4,217,299
General Fund Contribution	-	-	-	-	-
Public Health					
Staffing	511.6	540.3	0.9	541.2	540.5
Operating Expenditures	83,781,209	90,379,117	(1,847,167)	88,531,950	91,133,850
Operating Revenues	81,966,007	79,549,866	(3,445,814)	76,104,052	78,510,816
General Fund Contribution	8,907,400	9,308,105	(232,405)	9,075,700	8,911,500
Social Services					
Staffing	897.3	899.8	(164.8)	735.0	679.0
Operating Expenditures	165,018,366	174,239,198	(6,532,807)	167,706,391	170,553,654
Operating Revenues	157,462,888	164,108,423	(8,874,595)	155,233,828	154,004,948
General Fund Contribution	7,257,600	7,419,000	1,151,700	8,570,700	7,950,000
COMMUNITY RESOURCES & PUBLIC FACILITIES					
Agricultural Commissioner/W&M					
Staffing	32.7	33.0	-	33.0	33.0
Operating Expenditures	4,738,909	5,145,771	63,220	5,208,991	5,469,256
Operating Revenues	3,091,151	3,400,371	204,520	3,604,891	3,916,456
General Fund Contribution	1,616,500	1,633,700	(38,600)	1,595,100	1,568,800
Community Services					
Staffing	100.4	109.0	2.0	111.0	111.0
Operating Expenditures	22,532,049	27,052,177	842,963	27,895,140	25,170,504
Operating Revenues	14,708,940	13,299,463	283,386	13,582,849	12,955,369
General Fund Contribution	9,825,400	10,458,535	(61,696)	10,396,839	9,763,600
Planning & Development					
Staffing	82.6	91.6	0.2	91.8	91.8
Operating Expenditures	14,991,157	19,305,807	1,031,648	20,337,455	20,144,197
Operating Revenues	10,877,152	13,764,149	1,755,154	15,519,303	15,838,022
General Fund Contribution	4,664,400	4,719,800	(1,130,300)	3,589,500	3,494,400
Public Works					
Staffing	263.0	281.3	-	281.3	281.3
Operating Expenditures	86,046,279	101,817,413	4,348,551	106,165,964	105,617,957
Operating Revenues	98,425,193	101,287,126	13,449,427	114,736,553	122,248,798
General Fund Contribution	3,106,700	3,128,900	(105,200)	3,023,700	2,938,600

Summary Schedules

Departmental Budget Summary (cont'd)

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
GENERAL GOVERNMENT & SUPPORT SERVICES					
Auditor-Controller					
Staffing	49.9	50.3	(1.3)	49.0	49.0
Operating Expenditures	8,188,338	9,001,000	(72,000)	8,929,000	9,288,000
Operating Revenues	1,136,948	1,010,400	(24,990)	985,410	998,410
General Fund Contribution	7,370,800	7,667,400	(88,300)	7,579,100	7,482,200
Clerk-Recorder-Assessor					
Staffing	100.9	99.1	(0.6)	98.5	98.5
Operating Expenditures	14,869,222	17,030,195	456,923	17,487,118	18,060,460
Operating Revenues	5,631,225	6,053,721	1,452,592	7,506,313	5,906,500
General Fund Contribution	10,493,000	10,799,500	(267,300)	10,532,200	10,326,100
Debt Service					
Staffing	-	-	-	-	-
Operating Expenditures	2,120,427	2,015,630	(112,984)	1,902,646	1,788,596
Operating Revenues	1,393,614	1,414,487	(2,600)	1,411,887	1,412,987
General Fund Contribution	-	-	-	-	-
General Services					
Staffing	118.0	119.0	(3.5)	115.5	114.5
Operating Expenditures	41,568,981	47,195,093	354,487	47,549,580	46,839,497
Operating Revenues	35,058,426	35,853,256	472,203	36,325,459	34,863,535
General Fund Contribution	8,972,045	8,919,400	(297,600)	8,621,800	8,360,900
Human Resources					
Staffing	24.9	28.3	1.0	29.3	29.3
Operating Expenditures	7,492,044	8,472,435	192,226	8,664,661	8,357,131
Operating Revenues	2,591,651	2,910,592	471,787	3,382,379	3,329,004
General Fund Contribution	4,199,842	4,798,265	42,935	4,841,200	4,766,400
North County Jail					
Staffing	-	-	-	-	-
Operating Expenditures	2,605,689	32,389,202	41,460,403	73,849,605	9,453,142
Operating Revenues	-	30,042,005	34,462,990	64,504,995	4,000,000
General Fund Contribution	-	-	-	-	-
Treasurer-Tax Collector-Public					
Staffing	41.5	45.0	(1.0)	44.0	44.0
Operating Expenditures	6,739,713	7,528,001	195,198	7,723,199	7,990,637
Operating Revenues	3,407,806	3,774,981	211,763	3,986,744	3,841,621
General Fund Contribution	3,453,100	3,586,100	(85,400)	3,500,700	3,429,500
GENERAL COUNTY PROGRAMS					
General County Programs					
Staffing	1.0	1.0	-	1.0	1.0
Operating Expenditures	2,889,607	2,075,442	(76,847)	1,998,595	1,580,805
Operating Revenues	2,130,812	2,179,300	1,175,111	3,354,411	2,179,954
General Fund Contribution	20,883,091	22,411,313	5,677,453	28,088,766	24,053,000
General Revenues					
Staffing	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Operating Revenues	237,058,914	239,768,012	8,054,709	247,822,721	258,081,000
General Fund Contribution	-	-	-	-	-
REPORT TOTALS					
Total Staffing	4,207.0	4,400.9	(187.7)	4,213.2	4,156.8
Total Operating Expenditures	910,146,763	1,019,475,947	54,248,955	1,073,724,902	1,023,188,960
Total Operating Revenues	968,125,098	1,019,676,398	59,424,741	1,079,101,139	1,036,507,113
Total Geneneral Fund Contribution	232,077,706	239,860,000	8,013,000	247,873,000	236,304,300

Summary Schedules

Appropriations

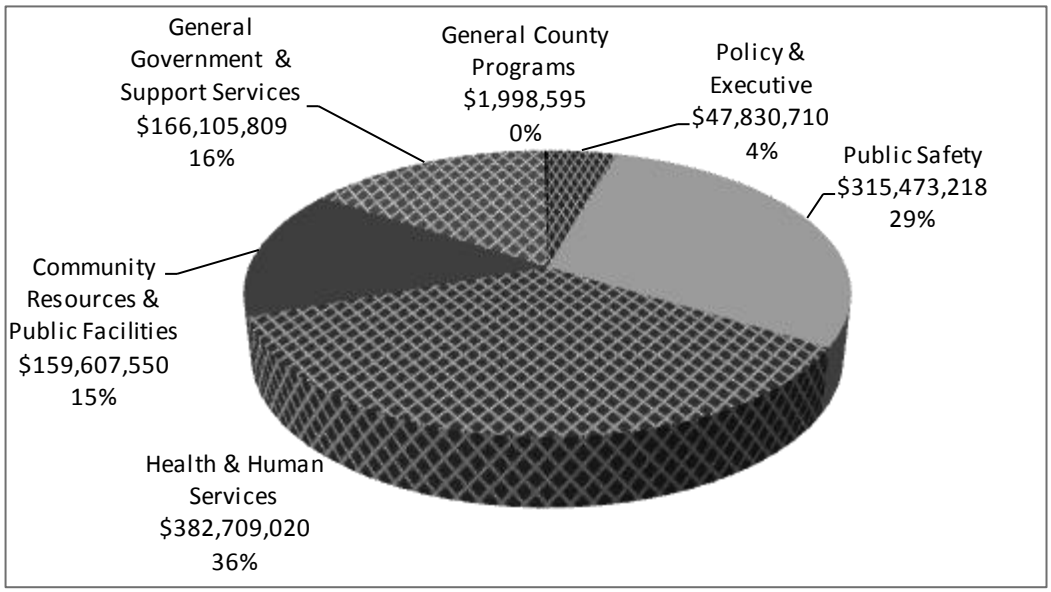
Appropriations are the legally budgeted amount for expenditures. Although two years of anticipated budgets are presented, the Board of Supervisors only adopts the Recommended budget. The Proposed budget column is provided to help show a future perspective for planning needs. This section of the Summary 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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Salaries and Employee Benefits	$ 536,047,530	$ 578,881,563	$ 9,620,060	$ 588,501,623	$ 608,696,336
Services and Supplies	255,205,176	314,282,618	45,705,968	359,988,586	282,024,141
Other Charges	118,894,057	126,311,766	(1,077,073)	125,234,693	132,468,483
Operating Expenditures	**910,146,763**	**1,019,475,947**	**54,248,955**	**1,073,724,902**	**1,023,188,960**
Capital Assets	34,051,248	41,812,487	8,062,942	49,875,429	36,670,924
Other Financing Uses	64,038,840	90,944,284	(16,117,300)	74,826,984	55,653,963
Intrafund Expenditure Transfers (+)	208,775,917	217,598,451	6,729,432	224,327,883	215,529,273
Increase To Fund Balance	64,723,927	81,070,415	(21,639,220)	59,431,195	49,780,803
Fund Balance Impact(+)	13,366,126	-	-	-	21,368,168
Appropriations Total	**$ 1,295,102,822**	**$ 1,450,901,584**	**$ 31,284,809**	**$ 1,482,186,393**	**$ 1,402,192,091**

Operating Appropriations by Function

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

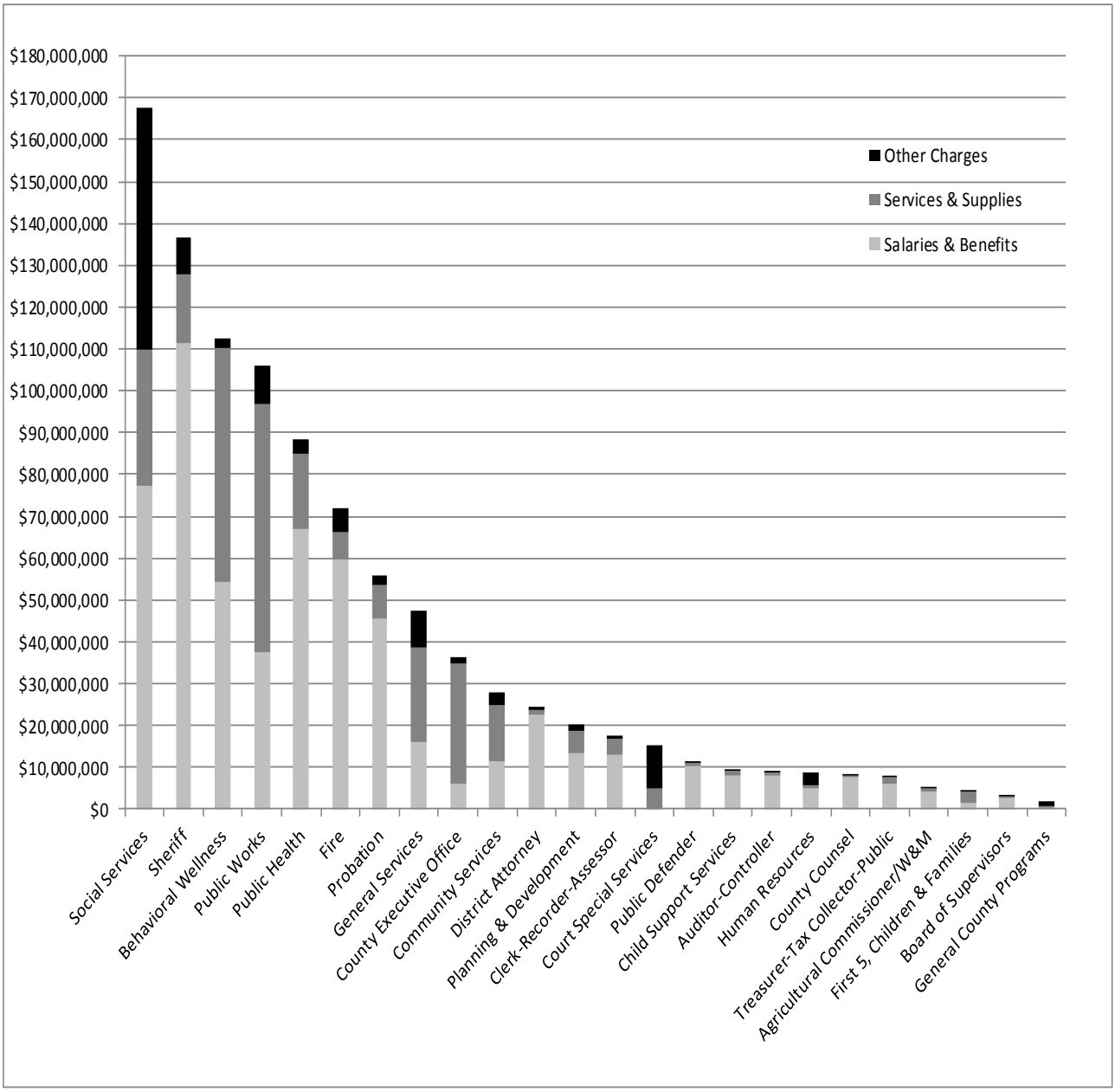


Summary Schedules

Operating Appropriations by Department

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

FY 17-18 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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive					
Board of Supervisors	$ 2,855,030	$ 3,038,300	$ 63,172	$ 3,101,472	$ 3,186,892
County Executive Office	32,966,954	37,960,917	(1,575,546)	36,385,371	37,661,659
County Counsel	7,362,722	7,987,804	356,063	8,343,867	8,714,722
Sub-Total	**43,184,705**	**48,987,021**	**(1,156,311)**	**47,830,710**	**49,563,273**
Public Safety					
Court Special Services	15,002,017	15,248,900	8,000	15,256,900	15,256,900
District Attorney	22,403,593	24,042,118	310,290	24,352,408	25,459,696
Fire	63,255,477	66,918,589	4,899,811	71,818,400	75,146,114
Probation	51,118,500	54,000,348	1,797,384	55,797,732	57,994,848
Public Defender	10,928,142	11,590,494	(96,888)	11,493,606	12,127,187
Sheriff	123,906,188	129,866,209	6,887,963	136,754,172	141,870,549
Sub-Total	**286,613,916**	**301,666,658**	**13,806,560**	**315,473,218**	**327,855,294**
Health & Human Services					
Behavioral Wellness	102,913,421	111,642,814	1,008,466	112,651,280	109,943,130
Child Support Services	9,409,896	9,582,883	1,000	9,583,883	9,907,831
First 5, Children & Families	4,442,836	3,950,090	285,426	4,235,516	4,471,746
Public Health	83,781,209	90,379,117	(1,847,167)	88,531,950	91,133,850
Social Services	165,018,366	174,239,198	(6,532,807)	167,706,391	170,553,654
Sub-Total	**365,565,728**	**389,794,102**	**(7,085,082)**	**382,709,020**	**386,010,211**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	4,738,909	5,145,771	63,220	5,208,991	5,469,256
Community Services	22,532,049	27,052,177	842,963	27,895,140	25,170,504
Planning & Development	14,991,157	19,305,807	1,031,648	20,337,455	20,144,197
Public Works	86,046,279	101,817,413	4,348,551	106,165,964	105,617,957
Sub-Total	**128,308,393**	**153,321,168**	**6,286,382**	**159,607,550**	**156,401,914**
General Government & Support Services					
Auditor-Controller	8,188,338	9,001,000	(72,000)	8,929,000	9,288,000
Clerk-Recorder-Assessor	14,869,222	17,030,195	456,923	17,487,118	18,060,460
Debt Service	2,120,427	2,015,630	(112,984)	1,902,646	1,788,596
General Services	41,568,981	47,195,093	354,487	47,549,580	46,839,497
Human Resources	7,492,044	8,472,435	192,226	8,664,661	8,357,131
North County Jail	2,605,689	32,389,202	41,460,403	73,849,605	9,453,142
Treasurer-Tax Collector-Public	6,739,713	7,528,001	195,198	7,723,199	7,990,637
Sub-Total	**83,584,414**	**123,631,556**	**42,474,253**	**166,105,809**	**101,777,463**
General County Programs					
General County Programs	2,889,607	2,075,442	(76,847)	1,998,595	1,580,805
Sub-Total	**2,889,607**	**2,075,442**	**(76,847)**	**1,998,595**	**1,580,805**
Operating Appropriations Total	**$ 910,146,763**	**$ 1,019,475,947**	**$ 54,248,955**	**$ 1,073,724,902**	**$ 1,023,188,960**

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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive					
Board of Supervisors					
First District	$ 586,895	$ 598,944	$ (16,044)	$ 582,900	$ 572,985
Second District	460,846	512,977	15,851	528,828	549,655
Third District	621,731	660,369	10,246	670,615	701,145
Fourth District	508,768	538,385	4,434	542,819	561,110
Fifth District	430,651	448,541	16,807	465,348	481,453
Board Support	246,139	279,084	31,878	310,962	320,544
Sub-Total	**2,855,030**	**3,038,300**	**63,172**	**3,101,472**	**3,186,892**
County Executive Office					
County Management	4,587,979	5,231,321	(479,659)	4,751,662	4,922,155
Emergency Management	1,670,756	1,777,359	1,777	1,779,136	1,721,943
Risk Management	26,708,219	30,952,237	(1,097,664)	29,854,573	31,017,561
Sub-Total	**32,966,954**	**37,960,917**	**(1,575,546)**	**36,385,371**	**37,661,659**
County Counsel					
Legal Services	7,362,722	7,987,804	356,063	8,343,867	8,714,722
Sub-Total	**7,362,722**	**7,987,804**	**356,063**	**8,343,867**	**8,714,722**
Function Total	**$ 43,184,705**	**$ 48,987,021**	**$ (1,156,311)**	**$ 47,830,710**	**$ 49,563,273**
Public Safety					
Court Special Services					
Grand Jury	$ 255,273	$ 211,548	$ -	$ 211,548	$ 211,548
Court Special Services	12,647,743	12,728,649	-	12,728,649	12,728,649
Conflict Defense Representation	2,099,000	2,308,703	8,000	2,316,703	2,316,703
Sub-Total	**15,002,017**	**15,248,900**	**8,000**	**15,256,900**	**15,256,900**
District Attorney					
Administration & Support	1,581,573	1,656,530	69,438	1,725,968	1,665,034
Criminal Prosecution	20,711,949	22,040,572	219,049	22,259,621	23,518,409
Civil Prosecution	110,070	345,016	21,803	366,819	276,253
Sub-Total	**22,403,593**	**24,042,118**	**310,290**	**24,352,408**	**25,459,696**
Fire					
Administration & Support	7,705,912	9,225,781	3,524,110	12,749,891	12,230,470
Fire Prevention	2,371,437	2,764,289	255,305	3,019,594	3,149,440
Emergency Operations	53,178,128	54,928,519	1,120,396	56,048,915	59,766,204
Sub-Total	**63,255,477**	**66,918,589**	**4,899,811**	**71,818,400**	**75,146,114**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Public Safety (cont'd)					
Probation					
Administration & Support	$ 6,029,154	$ 5,975,050	$ 216,946	$ 6,191,996	$ 6,382,250
Institutions	17,606,284	17,553,763	867,485	18,421,248	19,163,302
Juvenile Services	8,769,192	9,586,800	(240,038)	9,346,762	9,648,649
Adult Services	18,713,870	20,884,735	952,991	21,837,726	22,800,647
Sub-Total	**51,118,500**	**54,000,348**	**1,797,384**	**55,797,732**	**57,994,848**
Public Defender					
Administration & Support	2,673,851	2,868,913	(1,871,557)	997,356	1,037,682
Adult Legal Services	7,788,471	8,312,979	1,308,144	9,621,123	10,172,563
Juvenile Legal Services	465,821	408,602	466,525	875,127	916,942
Sub-Total	**10,928,142**	**11,590,494**	**(96,888)**	**11,493,606**	**12,127,187**
Sheriff					
Administration & Support	10,126,071	10,152,944	778,191	10,931,135	11,237,133
Custody Operations	47,626,703	49,703,366	4,010,088	53,713,454	56,206,397
Countywide Law Enforcement	58,196,373	61,977,205	2,122,608	64,099,813	66,787,658
Court Security Services	7,957,041	8,032,694	(22,924)	8,009,770	7,639,361
Sub-Total	**123,906,188**	**129,866,209**	**6,887,963**	**136,754,172**	**141,870,549**
Function Total	**$ 286,613,916**	**$ 301,666,658**	**$ 13,806,560**	**$ 315,473,218**	**$ 327,855,294**
Health & Human Services					
Behavioral Wellness					
Adminstration & Support	$ 9,603,256	$ 10,817,653	$ 679,535	$ 11,497,188	$ 11,198,232
Mental Health Inpatient Services	11,299,540	13,307,883	1,289,840	14,597,723	12,067,119
Quality Care Management	4,947,461	2,907,619	529,319	3,436,938	3,619,425
Mental Health Outpatient & Community	65,218,730	71,715,268	(1,375,089)	70,340,179	70,523,140
Alcohol & Drug Progams	11,844,433	12,894,391	(115,139)	12,779,252	12,535,214
Sub-Total	**102,913,421**	**111,642,814**	**1,008,466**	**112,651,280**	**109,943,130**
Child Support Services					
Case Management & Collections	9,409,740	9,582,883	1,000	9,583,883	9,907,831
Sub-Total	**9,409,896**	**9,582,883**	**1,000**	**9,583,883**	**9,907,831**
First 5, Children & Families					
Administration & Support	581,865	656,876	(8,339)	648,537	648,939
Program Evaluation and Research	250,289	218,450	23,651	242,101	245,381
Children's Wellness and Support	3,610,681	3,074,764	270,114	3,344,878	3,577,426
Sub-Total	**4,442,836**	**3,950,090**	**285,426**	**4,235,516**	**4,471,746**
Public Health					
Administration & Support	9,029,388	9,280,610	82,627	9,363,237	9,450,081
Health Care Centers	43,124,307	47,288,921	(2,298,443)	44,990,478	46,209,763
Indigent Health Programs	5,809,627	6,066,585	(224,087)	5,842,498	5,992,360
Disease Prevention & Health Promotion	12,906,727	13,874,173	231,698	14,105,871	14,747,964
Regulatory Programs & Emergency Preparedness	8,011,232	8,504,009	236,143	8,740,152	9,062,291
Animal Services	4,899,928	5,364,819	124,895	5,489,714	5,671,391
Sub-Total	**83,781,209**	**90,379,117**	**(1,847,167)**	**88,531,950**	**91,133,850**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Health & Human Services (cont'd)					
Social Services					
Administration & Support	$ 20,270,454	$ 21,102,787	$ (1,318,523)	$ 19,784,264	$ 20,666,951
Public Assistance and Welfare to Work Activities	67,062,714	68,099,347	(2,485,677)	65,613,670	63,511,637
Medi-Cal Eligibility	21,016,132	24,811,996	(2,991,630)	21,820,366	23,029,223
Protective Services for Children, Adults, Disabled	56,668,897	60,225,068	263,023	60,488,091	63,345,843
Unallocated	168	-	-	-	-
Sub-Total	**165,018,366**	**174,239,198**	**(6,532,807)**	**167,706,391**	**170,553,654**
Function Total	**$ 365,565,728**	**$ 389,794,102**	**$ (7,085,082)**	**$ 382,709,020**	**$ 386,010,211**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	$ 485,600	$ 467,921	$ (33,294)	$ 434,627	$ 449,322
Agriculture	3,537,175	3,902,791	99,656	4,002,447	4,201,323
Weights & Measures	716,134	775,059	(3,142)	771,917	818,611
Sub-Total	**4,738,909**	**5,145,771**	**63,220**	**5,208,991**	**5,469,256**
Community Services					
Administration & Support	861,413	929,434	48,721	978,155	1,017,784
Parks & Open Spaces	11,658,847	12,597,614	285,054	12,882,668	12,720,605
Housing & Community Development	3,671,681	5,378,317	505,549	5,883,866	4,420,345
Community Support (Arts & Libraries)	4,809,704	5,110,252	(226,239)	4,884,013	4,642,716
Energy and Sustainability Initiatives	1,530,403	3,036,560	229,878	3,266,438	2,369,054
Sub-Total	**22,532,049**	**27,052,177**	**842,963**	**27,895,140**	**25,170,504**
Planning & Development					
Administration & Support	2,523,369	2,753,003	119,151	2,872,154	2,869,279
Permitting	9,375,807	12,606,657	600,616	13,207,273	13,735,408
Coastal Mitigation	578,437	1,040,668	248,144	1,288,812	716,825
Code Enforcement	491,065	555,318	42,682	598,000	619,634
Long Range Planning	2,022,479	2,350,161	21,055	2,371,216	2,203,051
Sub-Total	**14,991,157**	**19,305,807**	**1,031,648**	**20,337,455**	**20,144,197**
Public Works					
Administration & Support	3,736,122	4,194,136	296,871	4,491,007	4,628,537
Transportation	37,963,152	38,079,621	9,199,773	47,279,394	43,055,016
Surveyor	896,232	908,963	35,098	944,061	981,500
Water Resources/Flood Control	14,948,352	20,528,578	(1,215,523)	19,313,055	24,033,070
Resource Recovery & Waste Management	28,502,272	38,106,115	(3,967,668)	34,138,447	32,919,834
Unallocated	148	-	-	-	-
Sub-Total	**86,046,279**	**101,817,413**	**4,348,551**	**106,165,964**	**105,617,957**
Function Total	**$ 128,308,393**	**$ 153,321,168**	**$ 6,286,382**	**$ 159,607,550**	**$ 156,401,914**
General Government & Support Services					
Auditor-Controller					
Administration & Support	$ 756,176	$ 880,496	$ (175,140)	$ 705,356	$ 728,539
Audit Services	639,562	792,223	32,056	824,279	873,559
Accounting Services	5,799,343	6,198,931	147,799	6,346,730	6,590,070
Financial Reporting	993,258	1,129,350	(76,715)	1,052,635	1,095,832
Sub-Total	**8,188,338**	**9,001,000**	**(72,000)**	**8,929,000**	**9,288,000**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	$ 1,088,918	$ 1,148,034	$ (34,839)	$ 1,113,195	$ 1,149,391
Elections	3,439,228	4,216,383	113,641	4,330,024	4,346,664
Clerk-Recorder	2,295,735	2,796,307	216,377	3,012,684	3,079,116
Assessor	8,045,340	8,869,471	161,744	9,031,215	9,485,289
Sub-Total	**14,869,222**	**17,030,195**	**456,923**	**17,487,118**	**18,060,460**
Debt Service					
Long Term Debt	2,120,427	2,015,630	(112,984)	1,902,646	1,788,596
Sub-Total	**2,120,427**	**2,015,630**	**(112,984)**	**1,902,646**	**1,788,596**
General Services					
Administration and Finance	2,021,065	1,951,329	396,361	2,347,690	2,398,314
Capital Projects	785,572	1,396,936	(133,742)	1,263,194	1,280,642
Facilities and Real Estate Management	16,661,265	17,941,166	(415,210)	17,525,956	16,363,064
Fleet Operations	10,219,099	12,525,880	50,418	12,576,298	12,705,389
Information and Communications Technology	10,967,140	12,379,805	371,582	12,751,387	12,920,106
Purchasing, Surplus and Mail	914,841	999,977	85,078	1,085,055	1,171,982
Sub-Total	**41,568,981**	**47,195,093**	**354,487**	**47,549,580**	**46,839,497**
Human Resources					
Administration	1,376,405	1,998,970	(221,356)	1,777,614	1,694,252
Employee Relations/Benefits	1,216,464	1,412,027	243,224	1,655,251	1,412,745
Recruiting and Classification	935,365	988,511	101,314	1,089,825	988,988
Employees' University	411,771	600,699	16,974	617,673	576,709
Shared Services	376,300	295,789	203,116	498,905	663,225
Employee Insurance	3,175,719	3,176,439	(151,046)	3,025,393	3,021,212
Unallocated	20	-	-	-	-
	7,492,044	**8,472,435**	**192,226**	**8,664,661**	**8,357,131**
North County Jail AB900					
North Branch Main Jail Project	1,501,680	32,389,202	41,460,403	73,849,605	9,453,142
North Branch STAR Project	1,104,009	-	-	-	-
Sub-Total	**2,605,689**	**32,389,202**	**41,460,403**	**73,849,605**	**9,453,142**
Treasurer-Tax Collector-Public					
Administration & Support	1,506,331	1,794,390	(226,790)	1,567,600	1,672,489
Treasury	1,723,849	1,899,929	16,426	1,916,355	1,963,582
Tax & Collections	1,735,633	1,848,433	281,883	2,130,316	2,157,669
Public Assistance	1,773,900	1,985,249	123,679	2,108,928	2,196,897
Sub-Total	**6,739,713**	**7,528,001**	**195,198**	**7,723,199**	**7,990,637**
Function Total	**$ 83,584,414**	**$ 123,631,556**	**$ 42,474,253**	**$ 166,105,809**	**$ 101,777,463**
General County Programs					
General County Programs					
Support to Other Governments & Organizations	$ 2,306,969	$ 1,543,912	$ (235,847)	$ 1,308,065	$ 1,308,275
Ancillary Services	582,638	531,530	159,000	690,530	272,530
Sub-Total	**2,889,607**	**2,075,442**	**(76,847)**	**1,998,595**	**1,580,805**
Fuction Total	**$ 2,889,607**	**$ 2,075,442**	**$ (76,847)**	**$ 1,998,595**	**$ 1,580,805**
Operating Appropriations Total	**$ 910,146,763**	**$ 1,019,475,947**	**$ 54,248,955**	**$ 1,073,724,902**	**$ 1,023,188,960**

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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Land					
Community Services	-	82,000	(15,000)	67,000	-
Public Works	2,478,800	2,055,000	(1,395,000)	660,000	220,000
Sub-Total	**2,478,800**	**2,137,000**	**(1,410,000)**	**727,000**	**220,000**
Land Improvements					
Community Services	-	321,000	(166,000)	155,000	-
Sub-Total	**-**	**321,000**	**(166,000)**	**155,000**	**-**
Structures & Structures Improvements					
Behavioral Wellness	-	243,000	857,000	1,100,000	-
Community Services	129,474	411,000	359,000	770,000	-
General Services	629,373	7,491,571	(632,571)	6,859,000	2,685,000
Probation	-	-	144,000	144,000	-
Public Works	1,810,847	4,410,000	2,080,000	6,490,000	16,875,000
Sheriff	-	-	20,000	20,000	-
Social Services	-	135,000	(135,000)	-	-
Sub-Total	**2,569,694**	**12,690,571**	**2,692,429**	**15,383,000**	**19,560,000**
Equipment					
Agricultural Commissioner/W&M	-	60,000	(60,000)	-	-
Behavioral Wellness	-	16,000	(6,000)	10,000	10,000
Child Support Services	5,680	-	-	-	-
Clerk-Recorder-Assessor	20,141	-	2,600,000	2,600,000	-
Community Services	325,877	60,000	(10,000)	50,000	50,000
County Executive Office	140,475	155,000	-	155,000	155,000
Fire	105,048	527,450	(89,989)	437,461	300,000
General Services	5,410,148	6,574,500	(2,500,919)	4,073,581	3,111,000
Public Health	213,159	-	-	-	-
Public Works	3,463,270	4,151,243	(1,596,243)	2,555,000	3,184,000
Sheriff	339,824	122,000	(75,000)	47,000	47,000
Social Services	58,309	52,500	-	52,500	52,500
Treasurer-Tax Collector-Public	11,696	-	-	-	-
Sub-Total	**10,093,627**	**11,718,693**	**(1,738,151)**	**9,980,542**	**6,909,500**

Summary Schedules

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

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
IT Hardware > $5K / Software > $100K					
Auditor-Controller	-	15,000	-	15,000	15,000
Behavioral Wellness	29,864	30,000	(30,000)	-	-
Clerk-Recorder-Assessor	73,703	125,000	-	125,000	125,000
Community Services	5,261	-	-	-	-
District Attorney	-	-	550,000	550,000	-
Fire	-	715,000	(715,000)	-	-
General Services	1,321,212	1,619,236	1,033,745	2,652,981	2,652,981
North County Jail	-	-	200,000	200,000	175,000
Planning & Development	11,823	17,000	11,600	28,600	29,443
Public Health	261,234	271,000	29,819	300,819	-
Public Works	18,601	26,500	(6,500)	20,000	-
Sheriff	32,986	816,000	(600,000)	216,000	16,000
Social Services	375,023	1,045,000	480,000	1,525,000	350,000
Treasurer-Tax Collector-Public	7,768	468,487	-	468,487	200,000
Sub-Total	**2,137,475**	**5,148,223**	**953,664**	**6,101,887**	**3,563,424**
Infrastructure					
Community Services	-	257,000	30,000	287,000	800,000
Public Works	-	9,540,000	7,701,000	17,241,000	5,618,000
Sub-Total	**-**	**9,797,000**	**7,731,000**	**17,528,000**	**6,418,000**
Work In Progress (1)					
Community Services	1,613,188	-	-	-	-
General Services	4,492,857	-	-	-	-
Public Works	10,662,806	-	-	-	-
Treasurer-Tax Collector-Public	2,800	-	-	-	-
Sub-Total	**16,771,651**	**-**	**-**	**-**	**-**
Capital Appropriations SubTotal	**$ 34,051,248**	**$ 41,812,487**	**$ 8,062,942**	**$ 49,875,429**	**$ 36,670,924**
Operating Expenditures Found In The Capital Funds					
Sheriff - Capital Outlay Fund	31,781	35,000	165,000	200,000	100,000
North County Jail - North County Jail AB900 Fund	1,501,680	32,389,202	41,460,403	73,849,605	9,453,142
North County Jail - North County Jail STAR SB1022 Fund	1,104,009	-	-	-	-
Sub-Total	**2,637,470**	**32,424,202**	**41,625,403**	**74,049,605**	**9,553,142**
Capital Appropriations SubTotal	**$ 36,688,718**	**$ 74,236,689**	**$ 49,688,345**	**$ 123,925,034**	**$ 46,224,066**

Summary Schedules

Revenues

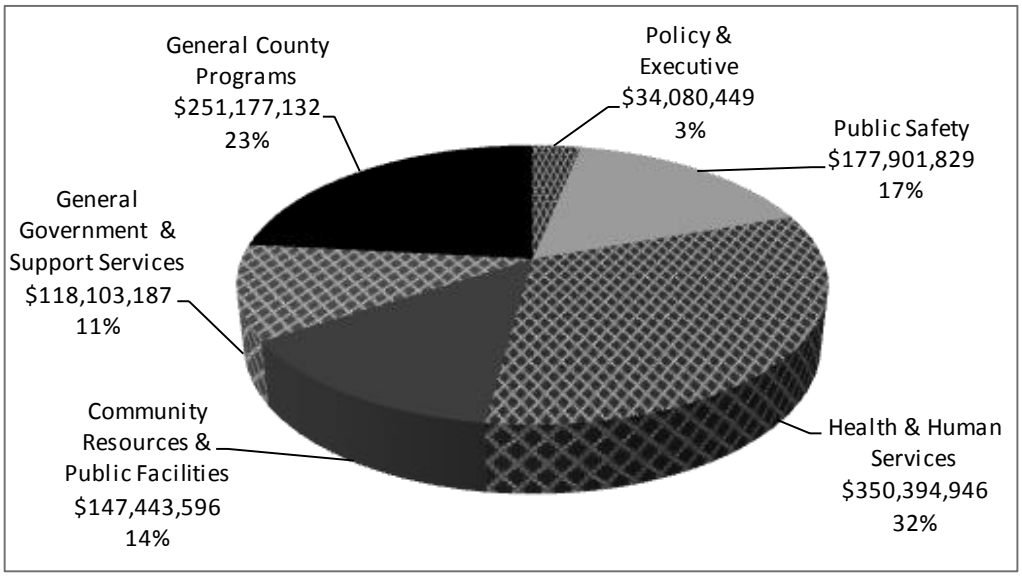
Budgets for revenues are adopted in order to help manage, anticipate, and compare revenue estimates with actual. Additionally, the County Budget Act requires the County to adopt a "balanced budget", which means that appropriations cannot be adopted without an equal source of revenue. This section of 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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Taxes	$ 281,301,768	$ 292,322,108	$ 11,075,044	$ 303,397,152	$ 315,837,352
Licenses, Permits and Franchises	17,571,058	18,612,318	1,571,367	20,183,685	20,478,472
Fines, Forfeitures, and Penalties	9,161,025	7,930,817	99,657	8,030,474	8,044,013
Use of Money and Property	6,086,900	4,033,323	35,506	4,068,829	4,854,850
Intergovernmental Revenue	353,077,082	387,607,803	36,170,652	423,778,455	358,659,382
Charges for Services	254,084,112	263,221,268	9,943,792	273,165,060	281,450,494
Miscellaneous Revenue	46,843,152	45,948,761	528,723	46,477,484	47,182,550
Operating Revenue	**968,125,098**	**1,019,676,398**	**59,424,741**	**1,079,101,139**	**1,036,507,113**
Other Financing Sources	29,410,662	55,284,717	(18,581,433)	36,703,284	19,839,976
Intrafund Expenditure Transfers (-)	6,241,175	7,769,651	953,232	8,722,883	8,361,373
Release of Fund Balance	52,867,802	128,310,818	(18,524,731)	109,786,087	67,274,173
Fund Balance Impact(-)	6,380,379	-	-	-	33,905,156
General Fund Contribution	232,077,706	239,860,000	8,013,000	247,873,000	236,304,300
Revenues Total	**$ 1,295,102,822**	**$ 1,450,901,584**	**$ 31,284,809**	**$ 1,482,186,393**	**$ 1,402,192,091**

Operating Revenues by Function

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

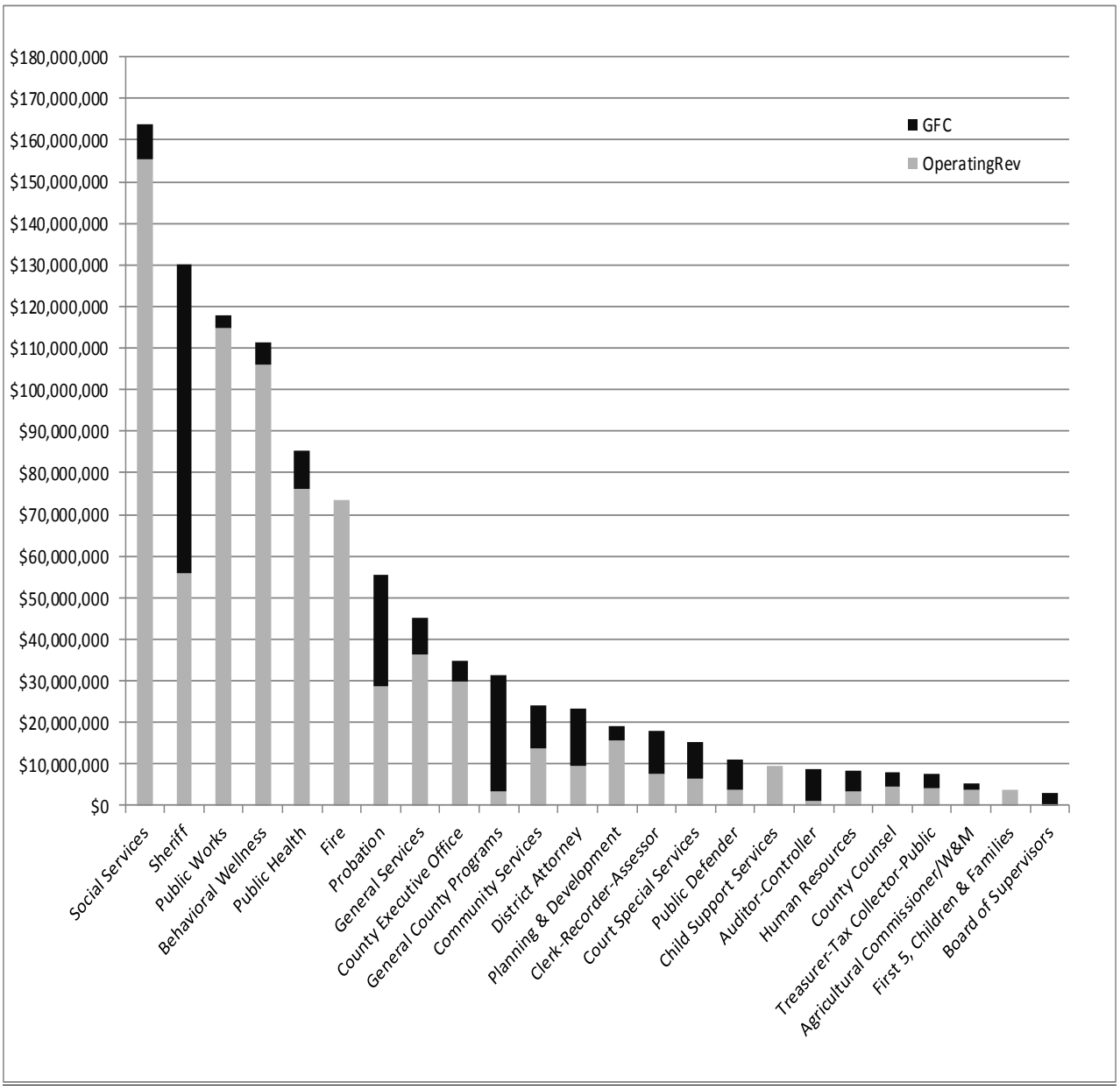


Summary Schedules

Operating Revenues by Department

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

FY 17-18 Operating Revenues 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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive					
Board of Supervisors	$ 484	$ -	$ -	$ -	$ -
County Executive Office	26,655,916	29,058,652	670,837	29,729,489	31,219,029
County Counsel	3,984,248	3,984,423	366,537	4,350,960	4,350,960
Sub-Total	**30,640,648**	**33,043,075**	**1,037,374**	**34,080,449**	**35,569,989**
Public Safety					
Court Special Services	6,632,572	6,620,700	(2,129)	6,618,571	6,618,571
District Attorney	8,277,064	8,469,960	964,573	9,434,533	9,443,541
Fire	72,182,299	72,284,412	1,267,136	73,551,548	77,153,051
Probation	29,450,158	27,151,098	1,400,398	28,551,496	28,587,038
Public Defender	3,359,090	3,602,200	161,451	3,763,651	3,874,906
Sheriff	53,145,805	53,131,999	2,850,031	55,982,030	56,921,668
Sub-Total	**173,046,987**	**171,260,369**	**6,641,460**	**177,901,829**	**182,598,775**
Health & Human Services					
Behavioral Wellness	95,222,502	103,825,369	1,996,865	105,822,234	102,493,747
Child Support Services	9,392,607	9,532,883	1,000	9,533,883	9,539,883
First 5, Children & Families	4,881,628	3,598,550	102,399	3,700,949	4,217,299
Public Health	81,966,007	79,549,866	(3,445,814)	76,104,052	78,510,816
Social Services	157,462,888	164,108,423	(8,874,595)	155,233,828	154,004,948
Sub-Total	**348,925,632**	**360,615,091**	**(10,220,145)**	**350,394,946**	**348,766,693**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	3,091,151	3,400,371	204,520	3,604,891	3,916,456
Community Services	14,708,940	13,299,463	283,386	13,582,849	12,955,369
Planning & Development	10,877,152	13,764,149	1,755,154	15,519,303	15,838,022
Public Works	98,425,193	101,287,126	13,449,427	114,736,553	122,248,798
Sub-Total	**127,102,435**	**131,751,109**	**15,692,487**	**147,443,596**	**154,958,645**
General Government & Support Services					
Auditor-Controller	1,136,948	1,010,400	(24,990)	985,410	998,410
Clerk-Recorder-Assessor	5,631,225	6,053,721	1,452,592	7,506,313	5,906,500
Debt Service	1,393,614	1,414,487	(2,600)	1,411,887	1,412,987
General Services	35,058,426	35,853,256	472,203	36,325,459	34,863,535
Human Resources	2,591,651	2,910,592	471,787	3,382,379	3,329,004
North County Jail	-	30,042,005	34,462,990	64,504,995	4,000,000
Treasurer-Tax Collector-Public	3,407,806	3,774,981	211,763	3,986,744	3,841,621
Sub-Total	**49,219,671**	**81,059,442**	**37,043,745**	**118,103,187**	**54,352,057**
General County Programs					
General County Programs	2,130,812	2,179,300	1,175,111	3,354,411	2,179,954
General Revenues	237,058,914	239,768,012	8,054,709	247,822,721	258,081,000
Sub-Total	**239,189,726**	**241,947,312**	**9,229,820**	**251,177,132**	**260,260,954**
			-		
Operating Revenues Total	**$ 968,125,098**	**$ 1,019,676,398**	**$ 59,424,741**	**$ 1,079,101,139**	**$ 1,036,507,113**

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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive					
Board of Supervisors					
First District	$ 484	$ -	$ -	$ -	$ -
Second District	-	-	-	-	-
Third District	-	-	-	-	-
Fourth District	-	-	-	-	-
Fifth District	-	-	-	-	-
Board Support	-	-	-	-	-
Sub-Total	**484**	**-**	**-**	**-**	**-**
County Executive Office					
County Management	437,573	347,257	15,138	362,395	362,395
Emergency Management	1,411,870	893,750	39,000	932,750	932,750
Risk Management	24,806,472	27,817,645	616,699	28,434,344	29,923,884
Sub-Total	**26,655,916**	**29,058,652**	**670,837**	**29,729,489**	**31,219,029**
County Counsel					
Legal Services	3,984,248	3,984,423	366,537	4,350,960	4,350,960
Sub-Total	**3,984,248**	**3,984,423**	**366,537**	**4,350,960**	**4,350,960**
Function Total	**$ 30,640,648**	**$ 33,043,075**	**$ 1,037,374**	**$ 34,080,449**	**$ 35,569,989**
Public Safety					
Court Special Services					
Grand Jury	$ -	$ -	$ -	$ -	$ -
Court Special Services	6,632,572	6,620,700	(2,129)	6,618,571	6,618,571
Conflict Defense Representation	-	-	-	-	-
Sub-Total	**6,632,572**	**6,620,700**	**(2,129)**	**6,618,571**	**6,618,571**
District Attorney					
Criminal Prosecution	8,094,633	8,419,960	864,573	9,284,533	9,293,541
Civil Prosecution	182,431	50,000	100,000	150,000	150,000
Sub-Total	**8,277,064**	**8,469,960**	**964,573**	**9,434,533**	**9,443,541**
Fire					
Administration & Support	2,618,381	10,598,826	7,893,241	18,492,067	16,755,424
Fire Prevention	463,148	2,489,117	576,477	3,065,594	3,149,440
Emergency Operations	69,100,770	59,196,469	(7,202,582)	51,993,887	57,248,187
Sub-Total	**72,182,299**	**72,284,412**	**1,267,136**	**73,551,548**	**77,153,051**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Public Safety (cont'd)					
Probation					
Administration & Support	$ 142,480	$ 129,700	$ 8,940	$ 138,640	$ 138,640
Institutions	6,897,227	6,853,981	873,755	7,727,736	7,804,236
Juvenile Services	4,456,434	4,071,258	45,837	4,117,095	4,028,031
Adult Services	17,954,016	16,096,159	471,866	16,568,025	16,616,131
Sub-Total	**29,450,158**	**27,151,098**	**1,400,398**	**28,551,496**	**28,587,038**
Public Defender					
Administration & Support	-	-	(488,602)	(488,602)	(512,284)
Adult Legal Services	3,359,090	3,593,747	494,189	4,087,936	4,219,106
Juvenile Legal Services	-	8,453	155,864	164,317	168,084
Sub-Total	**3,359,090**	**3,602,200**	**161,451**	**3,763,651**	**3,874,906**
Sheriff					
Administration & Support	1,712,874	1,787,138	74,106	1,861,244	1,905,399
Custody Operations	18,169,984	18,435,931	1,225,087	19,661,018	20,048,288
Countywide Law Enforcement	25,365,669	25,309,863	1,640,135	26,949,998	27,458,211
Court Security Services	7,897,278	7,599,067	(89,297)	7,509,770	7,509,770
Sub-Total	**53,145,805**	**53,131,999**	**2,850,031**	**55,982,030**	**56,921,668**
Function Total	**$ 173,046,987**	**$ 171,260,369**	**$ 6,641,460**	**$ 177,901,829**	**$ 182,598,775**
Health & Human Services					
Behavioral Wellness					
Adminstration & Support	$ 10,842,263	$ 11,884,163	$ (223,121)	$ 11,661,042	$ 11,453,732
Mental Health Inpatient Services	5,451,090	8,985,646	965,000	9,950,646	10,068,234
Quality Care Management	3,312,059	1,240,044	1,302,008	2,542,052	2,829,250
Mental Health Outpatient & Community	62,786,891	69,437,873	425,197	69,863,070	66,004,407
Alcohol & Drug Progams	12,830,200	12,277,643	(472,219)	11,805,424	12,138,124
Sub-Total	**95,222,502**	**103,825,369**	**1,996,865**	**105,822,234**	**102,493,747**
Child Support Services					
Case Management & Collections	9,392,607	9,532,883	1,000	9,533,883	9,539,883
Sub-Total	**9,392,607**	**9,532,883**	**1,000**	**9,533,883**	**9,539,883**
First 5, Children & Families					
Administration & Support	4,014,954	276,896	(192,926)	83,970	364,492
Program Evaluation and Research	-	218,450	23,651	242,101	245,381
Children's Wellness and Support	866,673	3,103,204	271,674	3,374,878	3,607,426
Sub-Total	**4,881,628**	**3,598,550**	**102,399**	**3,700,949**	**4,217,299**
Public Health					
Administration & Support	4,767,486	3,084,297	104,529	3,188,826	3,445,284
Health Care Centers	47,173,838	46,108,988	(3,690,782)	42,418,206	42,606,840
Indigent Health Programs	8,676,214	8,506,481	52,250	8,558,731	8,695,124
Disease Prevention & Health Promotion	10,060,285	10,727,560	(2,425)	10,725,135	11,393,395
Regulatory Programs & Emergency Preparedness	8,073,903	7,767,985	(123,791)	7,644,194	8,687,987
Animal Services	3,214,283	3,354,555	214,405	3,568,960	3,682,186
Sub-Total	**81,966,007**	**79,549,866**	**(3,445,814)**	**76,104,052**	**78,510,816**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Health & Human Services (cont'd)					
Social Services					
Administration & Support	$ (18,144,844)	$ 62,960	$ (7,920)	$ 55,040	$ 55,040
Public Assistance and Welfare to Work Activities	76,035,565	72,016,914	(5,511,763)	66,505,151	63,569,493
Medi-Cal Eligibility	38,884,959	35,585,007	(1,683,073)	33,901,934	33,901,934
Protective Services for Children, Adults, Disabled	60,687,208	56,443,542	(1,671,839)	54,771,703	56,478,481
Sub-Total	**157,462,888**	**164,108,423**	**(8,874,595)**	**155,233,828**	**154,004,948**
Function Total	**$ 348,925,632**	**$ 360,615,091**	**$ (10,220,145)**	**$ 350,394,946**	**$ 348,766,693**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	$ 25,570	$ 131,990	$ (65,044)	$ 66,946	$ 67,539
Agriculture	2,587,053	2,812,981	245,564	3,058,545	3,334,517
Weights & Measures	478,528	455,400	24,000	479,400	514,400
Sub-Total	**3,091,151**	**3,400,371**	**204,520**	**3,604,891**	**3,916,456**
Community Services					
Parks & Open Spaces	8,468,243	7,351,468	(186,798)	7,164,670	7,698,588
Housing & Community Development	3,817,325	3,157,916	860,443	4,018,359	3,464,762
Community Support (Arts & Libraries)	614,910	580,819	36,101	616,920	616,920
Energy and Sustainability Initiatives	1,779,791	2,209,260	(466,360)	1,742,900	1,135,099
Sub-Total	**14,708,940**	**13,299,463**	**283,386**	**13,582,849**	**12,955,369**
Planning & Development					
Administration & Support	814,353	1,079,765	129,012	1,208,777	1,255,990
Permitting	8,663,962	11,330,740	1,860,968	13,191,708	13,442,980
Coastal Mitigation	585,270	745,450	(246,100)	499,350	501,000
Code Enforcement	202,283	210,000	187,000	397,000	408,910
Long Range Planning	611,283	398,194	(175,726)	222,468	229,142
Sub-Total	**10,877,152**	**13,764,149**	**1,755,154**	**15,519,303**	**15,838,022**
Public Works					
Administration & Support	4,251,853	4,835,056	350,035	5,185,091	5,349,591
Transportation	31,172,832	34,623,844	6,239,550	40,863,394	37,634,163
Surveyor	338,355	370,228	18,683	388,911	429,950
Water Resources/Flood Control	24,122,130	24,298,685	(889,290)	23,409,395	29,331,555
Resource Recovery & Waste Management	38,540,023	37,159,313	7,730,449	44,889,762	49,503,539
Sub-Total	**98,425,193**	**101,287,126**	**13,449,427**	**114,736,553**	**122,248,798**
Function Total	**$ 127,102,435**	**$ 131,751,109**	**$ 15,692,487**	**$ 147,443,596**	**$ 154,958,645**
General Government & Support Services					
Auditor-Controller					
Administration & Support	$ 48,838	$ -	$ -	$ -	$ -
Audit Services	17,500	7,500	-	7,500	7,500
Accounting Services	1,070,610	1,002,900	(24,990)	977,910	990,910
Financial Reporting	-	-	-	-	-
Sub-Total	**1,136,948**	**1,010,400**	**(24,990)**	**985,410**	**998,410**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	$ 15,434	$ -	$ -	$ -	$ -
Elections	125,023	805,000	1,310,313	2,115,313	515,000
Clerk-Recorder	2,942,328	2,595,900	225,100	2,821,000	2,821,500
Assessor	2,548,440	2,652,821	(82,821)	2,570,000	2,570,000
Sub-Total	**5,631,225**	**6,053,721**	**1,452,592**	**7,506,313**	**5,906,500**
Debt Service					
Tax & Revenue Anticipation Notes	-	-	-	-	-
Long Term Debt	1,393,614	1,414,487	(2,600)	1,411,887	1,412,987
Sub-Total	**1,393,614**	**1,414,487**	**(2,600)**	**1,411,887**	**1,412,987**
General Services					
Administration and Finance	1,126,704	1,029,867	(28,860)	1,001,007	1,001,007
Capital Projects	3,349,965	1,967,021	125,484	2,092,505	737,771
Facilities and Real Estate Management	7,895,928	7,980,683	203,579	8,184,262	8,077,071
Fleet Operations	11,043,193	12,525,880	50,418	12,576,298	12,576,298
Information and Communications Technology	11,642,536	12,349,805	121,582	12,471,387	12,471,388
Purchasing, Surplus and Mail	100	-	-	-	-
Sub-Total	**35,058,426**	**35,853,256**	**472,203**	**36,325,459**	**34,863,535**
Human Resources					
Administration	(224)	-	-	-	-
Employee Relations/Benefits	27,439	29,045	45,955	75,000	79,000
Employees' University	94,453	120,000	57,375	177,375	120,000
Shared Services	213,780	-	-	-	-
Employee Insurance	2,256,203	2,761,547	368,457	3,130,004	3,130,004
Sub-Total	**2,591,651**	**2,910,592**	**471,787**	**3,382,379**	**3,329,004**
North County Jail					
North Branch Main Jail Project	-	30,042,005	34,462,990	64,504,995	4,000,000
Sub-Total	**-**	**30,042,005**	**34,462,990**	**64,504,995**	**4,000,000**
Treasurer-Tax Collector-Public					
Administration & Support	34	-	-	-	-
Treasury	2,197,762	2,500,892	163,546	2,664,438	2,450,778
Tax & Collections	1,007,784	1,063,829	69,933	1,133,762	1,202,299
Public Assistance	202,226	210,260	(21,716)	188,544	188,544
Sub-Total	**3,407,806**	**3,774,981**	**211,763**	**3,986,744**	**3,841,621**
Function Total	**$ 49,219,671**	**$ 81,059,442**	**$ 37,043,745**	**$ 118,103,187**	**$ 54,352,057**
General County Programs					
General County Programs					
Support to Other Governments & Organizations	$ 596	$ -	$ -	$ -	$ -
Reserved & Committed Funds	1,688,085	1,704,000	1,172,400	2,876,400	1,706,000
Ancillary Services	442,131	475,300	2,711	478,011	473,954
Northern Branch Jail Project	-	-	-	-	-
Sub-Total	**2,130,812**	**2,179,300**	**1,175,111**	**3,354,411**	**2,179,954**
General Revenues					
General Revenues	237,058,914	239,768,012	8,054,709	247,822,721	258,081,000
General Fund Contributions	-	-	-	-	-
Sub-Total	**237,058,914**	**239,768,012**	**8,054,709**	**247,822,721**	**258,081,000**
Function Total	**$ 239,189,726**	**$ 241,947,312**	**$ 9,229,820**	**$ 251,177,132**	**$ 260,260,954**
Operating Revenues Total	**$ 968,125,098**	**$ 1,019,676,398**	**$ 59,424,741**	**$ 1,079,101,139**	**$ 1,036,507,113**

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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Taxes					
Property Tax-Current Secured	$ 121,949,354	$ 126,445,000	$ 3,974,000	$ 130,419,000	$ 134,763,000
Property Tax-Unitary	2,793,208	2,713,000	269,000	2,982,000	3,042,000
Property Tax In-Lieu of VLF	49,508,967	51,736,000	2,066,000	53,802,000	56,223,000
PT PY Corr/Escapes Secured	(249,891)	(392,000)	592,000	200,000	200,000
Property Tax-Current Unsecd	5,025,784	5,130,000	370,000	5,500,000	5,685,000
Prop Tax-Curr Unsec Aircraft	447,924	550,000	(23,000)	527,000	537,000
RDA Pass-through Payments	476,062	503,000	28,000	531,000	561,000
RDA RPTTF Resid Distributions	5,600,109	5,720,000	257,000	5,977,000	6,246,000
Property Tax-Prior Secured	188,920	(600,000)	-	(600,000)	(600,000)
Property Tax-Prior Unsecured	166,176	-	-	-	-
Supplemental Pty Tax-Current	2,356,775	3,867,000	(365,000)	3,502,000	3,502,000
Supplemental Pty Tax-Prior	38,422	-	-	-	-
Sales and Use Retail Tax State	8,711,484	10,216,000	442,000	10,658,000	10,871,000
In-Lieu Local Sales Tax	2,560,137	-	-	-	-
Transient Occupancy Tax	9,072,486	9,429,000	2,368,000	11,797,000	12,769,000
Racehorse Taxation	3,524	4,000	-	4,000	4,000
Property Transfer Taxes	3,933,477	4,755,000	(790,000)	3,965,000	4,005,000
Sub-Total	**212,582,919**	**220,076,000**	**9,188,000**	**229,264,000**	**237,808,000**
Licenses, Permits and Franchises					
Franchises	3,191,013	3,351,000	(335,000)	3,016,000	3,382,000
Sub-Total	**3,191,013**	**3,351,000**	**(335,000)**	**3,016,000**	**3,382,000**
Fines, Forfeitures, and Penalties					
PT-Delinquent Penalty-CY	1,627,269	920,000	156,000	1,076,000	1,124,000
PT-Redemption Penalty-PY	2,131,416	1,901,000	(419,000)	1,482,000	1,548,000
PT-Delinquent Penalty-PY	680,771	661,000	212,000	873,000	913,000
Sub-Total	**4,439,456**	**3,482,000**	**(51,000)**	**3,431,000**	**3,585,000**
Use of Money and Property					
Interest Income	528,934	375,000	229,000	604,000	634,000
Unrealized Gain/Loss Invstmnts	325,355	-	(525,000)	(525,000)	(546,000)
Other Rental of Bldgs and Land	329,784	331,000	12,000	343,000	350,000
Sub-Total	**1,184,073**	**706,000**	**(284,000)**	**422,000**	**438,000**
Intergovernmental Revenue-State					
Motor Vhcle In-Lieu In Excess	147,136	150,000	3,000	153,000	156,000
Homeowners Property Tax Relief	749,660	734,000	1,000	735,000	735,000
State Off Hwy Mtr Veh Lic Fees	595	-	-	-	-
Federal Grazing Fees	47	-	-	-	-
Payments In Lieu of Taxes	1,980,155	18,000	-	18,000	18,000
RDA Dissolution Proceeds	836,471	-	-	-	-
Sub-Total	**3,714,063**	**902,000**	**4,000**	**906,000**	**909,000**
Charges for Services					
Cost Allocation Services	10,567,513	10,128,064	(313,551)	9,814,513	10,969,700
Cost Allocation Use Allowance	1,309,958	1,024,429	(153,366)	871,063	890,300
Sub-Total	**11,877,471**	**11,152,493**	**(466,917)**	**10,685,576**	**11,860,000**
Miscellaneous Revenue					
Unclaimed Money In Co.Treasury	765	98,000	-	98,000	98,000
Other Miscellaneous Revenue	69,154	519	(374)	145	1,000
Unrealized Gains	99,617	-	-	-	-
Sub-Total	**169,536**	**98,519**	**(374)**	**98,145**	**99,000**
Intrafund Expenditure Transfers (-)					
Itrf (-) Cost Allocations	262,509	91,988	(41,709)	50,279	103,000
Sub-Total	**262,509**	**91,988**	**(41,709)**	**50,279**	**103,000**
Revenue Total	**$ 237,421,039**	**$ 239,860,000**	**$ 8,013,000**	**$ 247,873,000**	**$ 258,184,000**

Summary Schedules

General Fund Contribution

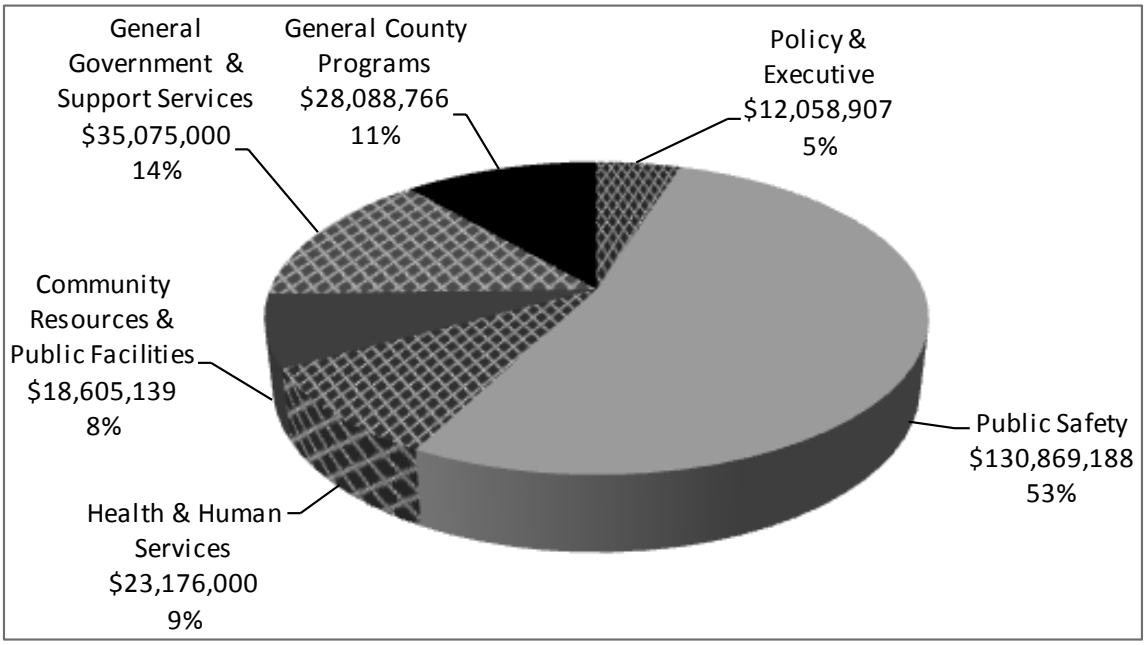
This section of the Summary Schedules shows the amount of "General Fund Contribution (GFC)" allocated to the various County departments. The allocation methodology (i.e. the determination of how much a department will receive in GFC) is based on principles adopted by the Board of Supervisors before each 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 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 15-16	Adopted FY 16-17	Change from FY16-17 Ado to FY17-18 Rec	Recommended FY 17-18	Proposed FY 18-19
Policy & Executive					
Board of Supervisors	$ 2,992,300	$ 3,078,300	$ 73,300	$ 3,151,600	$ 3,086,100
County Executive Office	4,988,528	5,439,100	(274,700)	5,164,400	5,066,300
County Counsel	3,275,100	3,660,916	81,991	3,742,907	3,662,900
Sub-Total	**11,255,928**	**12,178,316**	**(119,409)**	**12,058,907**	**11,815,300**
Public Safety					
Court Special Services	8,536,800	8,586,800	-	8,586,800	8,586,800
District Attorney	13,288,600	13,972,000	(151,500)	13,820,500	13,738,200
Fire	-	-	-	-	-
Probation	26,020,500	26,630,966	394,747	27,025,713	26,674,100
Public Defender	7,242,300	7,614,200	(194,100)	7,420,100	7,383,100
Sheriff	70,858,000	71,860,800	2,155,275	74,016,075	71,139,900
Sub-Total	**125,946,200**	**128,664,766**	**2,204,422**	**130,869,188**	**127,522,100**
Health & Human Services					
Behavioral Wellness	4,125,700	4,166,900	1,362,700	5,529,600	3,921,900
Child Support Services	-	-	-	-	-
First 5, Children & Families	-	-	-	-	-
Public Health	8,907,400	9,308,105	(232,405)	9,075,700	8,911,500
Social Services	7,257,600	7,419,000	1,151,700	8,570,700	7,950,000
Sub-Total	**20,290,700**	**20,894,005**	**2,281,995**	**23,176,000**	**20,783,400**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	1,616,500	1,633,700	(38,600)	1,595,100	1,568,800
Community Services	9,825,400	10,458,535	(61,696)	10,396,839	9,763,600
Planning & Development	4,664,400	4,719,800	(1,130,300)	3,589,500	3,494,400
Public Works	3,106,700	3,128,900	(105,200)	3,023,700	2,938,600
Sub-Total	**19,213,000**	**19,940,935**	**(1,335,796)**	**18,605,139**	**17,765,400**
General Government & Support Services					
Auditor-Controller	7,370,800	7,667,400	(88,300)	7,579,100	7,482,200
Clerk-Recorder-Assessor	10,493,000	10,799,500	(267,300)	10,532,200	10,326,100
General Services	8,972,045	8,919,400	(297,600)	8,621,800	8,360,900
Human Resources	4,199,842	4,798,265	42,935	4,841,200	4,766,400
Treasurer-Tax Collector-Public	3,453,100	3,586,100	(85,400)	3,500,700	3,429,500
Sub-Total	**34,488,787**	**35,770,665**	**(695,665)**	**35,075,000**	**34,365,100**
General County Programs					
General County Programs	20,883,091	22,411,313	5,677,453	28,088,766	24,053,000
General Revenues	-	-	-	-	-
Sub-Total	**20,883,091**	**22,411,313**	**5,677,453**	**28,088,766**	**24,053,000**
General Fund Contributions Total	**$ 232,077,706**	**$ 239,860,000**	**$ 8,013,000**	**$ 247,873,000**	**$ 236,304,300**

Summary Schedules

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.

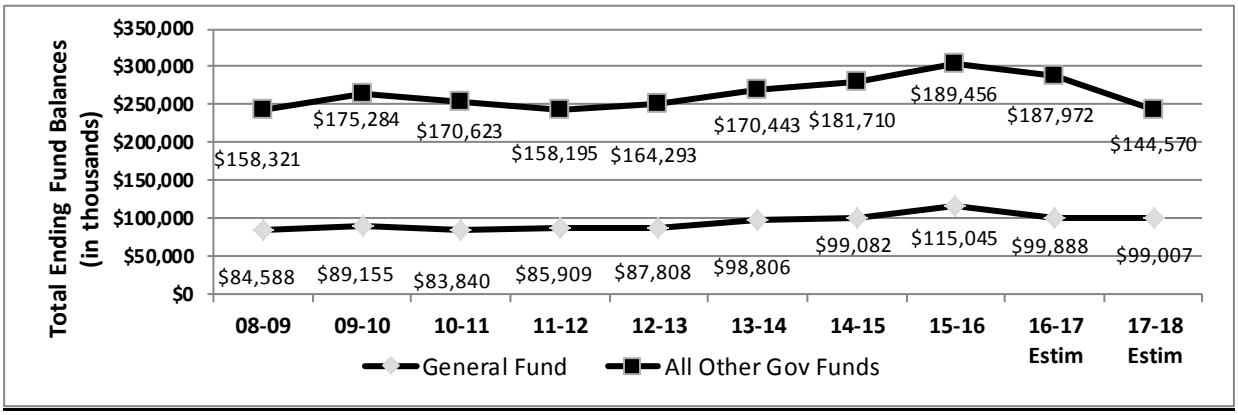
There are two schedules in this section that focus on the fund balances of the County's budgeted funds. The first schedule lists the County's budgeted funds and provides estimates on beginning and ending fund balances based on estimated activity for the current fiscal year and the estimated activity 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 2016-17 and 2017-18 can be found on the following Fund Balance Summary schedule.



Summary Schedules

Fund Balance Summary

	Estimated Fund Balances as of June 30, 2017	Recommended Revenues & Other Financing Sources	Recommended Expenditures & Other Financing Uses	Estimated Fund Balances as of June 30, 2018
Governmental Funds				
Major Funds				
General Fund	$ 99,888,294	$ 630,725,417	$ 631,606,412	$ 99,007,299
Flood Control Districts	63,441,012	21,703,053	33,296,387	51,847,678
Public Health	28,783,625	77,478,510	85,056,183	21,205,952
Roads Fund	16,154,190	48,514,565	50,055,894	14,612,861
Fire Protection District	19,139,701	74,101,812	78,692,422	14,549,091
Capital Projects	17,860,907	70,960,300	81,448,605	7,372,602
Affordable Housing	6,769,591	5,490,579	6,875,074	5,385,096
Behavioral Wellness	5,296,064	119,468,554	121,037,361	3,727,257
Social Services	2,563,571	157,648,053	159,874,880	336,744
Sub-Total	259,896,955	1,206,090,843	1,247,943,218	218,044,580
Non-Major Funds				
Water Agencies	6,792,428	4,242,942	5,338,218	5,697,152
First 5 Children and Families Commission	5,278,699	3,700,949	4,265,516	4,714,132
County Service Areas	3,680,932	1,936,617	1,747,237	3,870,312
Courthouse Construction	2,400,672	856,000	222,918	3,033,754
Inmate Welfare	2,183,393	1,818,000	1,909,183	2,092,210
Muni Finance - Debt Service	1,349,141	5,881,223	5,851,973	1,378,391
Coastal Resources Enhancement	1,476,143	420,000	868,186	1,027,957
Public and Educational Access	1,009,464	2,799	8,030	1,004,233
Court Operations	627,273	15,281,371	15,294,900	613,744
Community Facilities District	619,871	561,980	581,765	600,086
Lighting Districts	514,412	496,373	529,920	480,865
Fishermen Assistance	395,646	12,550	29,826	378,370
Child Support Services	190,111	9,583,883	9,583,883	190,111
Seawalls	306,084	303,000	450,000	159,084
Special Aviation	218,877	1,152,505	1,220,120	151,262
Petroleum	80,695	656,500	656,500	80,695
Fish and Game	70,659	11,500	27,007	55,152
IHSS Public Authority	768,669	8,737,875	9,501,011	5,533
Criminal Justice Construction	-	1,018,558	1,018,558	-
Sub-Total	27,963,169	56,674,625	59,104,751	25,533,043
Total Governmental Funds	**287,860,124**	**1,262,765,468**	**1,307,047,969**	**243,577,623**
Proprietary Funds				
Major Funds				
Laguna Sanitation Enterprise	52,985,858	13,037,011	13,032,674	52,990,195
Resource Recovery Enterprise	44,265,314	31,852,751	30,501,146	45,616,919
Non-Major Funds				
Vehicle Operations ISF	30,769,396	12,738,879	15,089,879	28,418,396
Communications ISF	8,914,962	5,382,509	6,017,509	8,279,962
Data Processing ISF	2,260,273	8,313,878	10,946,859	(372,708)
Utilities ISF	25,995	6,745,462	7,239,196	(467,739)
Risk Management	(1,596,533)	31,564,348	32,879,966	(2,912,151)
Total Proprietary Funds	**137,625,265**	**109,634,838**	**115,707,229**	**131,552,874**
Total All Funds	**$ 425,485,389**	**$ 1,372,400,306**	**$ 1,422,755,198**	**$ 375,130,497**

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 2017-18, the fund balances for all funds are anticipated to decrease by 11% or $46.3 million and the major funds as a whole are projected to decrease by 14.8% or $37.8 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 Flood Control Districts fund is estimated to decrease 18% or $11.6 million for the capital creeks projects. The Public Health fund is estimated to decrease 26% or $7.6 million primarily due to capital projects. The Roads fund is estimated to decrease 10% or $1.5 million due to decreasing State gas taxes.

	Est. Fund Balance as of June 30, 2017	Est. Fund Balance as of June 30, 2018	Difference	Percent
Governmental Major Funds Detail				
General Fund	**$ 99,888,294**	**$ 99,007,299**	**$ (880,995)**	**-1%**
Flood Control Districts	63,441,012	51,847,678	(11,593,334)	-18%
Public Health	28,783,625	21,205,952	(7,577,673)	-26%
Roads Fund	16,154,190	14,612,861	(1,541,329)	-10%
Fire Protection District	19,139,701	14,549,091	(4,590,610)	-24%
Capital Projects	17,860,907	7,372,602	(10,488,305)	-59%
Affordable Housing	6,769,591	5,385,096	(1,384,495)	-20%
Behavioral Wellness	5,296,064	3,727,257	(1,568,807)	-30%
Social Services	2,563,571	336,744	(2,226,827)	-87%
Total Other Governmental Major Funds	**$ 160,008,661**	**$ 119,037,281**	**(40,971,380)**	**-26%**
Total Governmental Major Funds	**$ 259,896,955**	**$ 218,044,580**	**$ (41,852,375)**	**-16%**

The Fire Protection District Fund is estimated to decrease 24% or $4.6 million primarily due to capital projects. The Capital Projects fund balance is estimated to decrease 43% or $6.4 million to fund the construction of the North County Jail. The Affordable Housing District fund is estimated to decrease 20% or $1.4 million primarily due to HOME and CDBG project expenditures. The Behavioral Wellness fund is estimated to decrease 30% or $1.6 million primarily due to increasing salaries & benefits. The Social Services fund is estimated to decrease 87% or $2.2 million due to increased salaries & benefits costs and increased operating costs.

Proprietary Major Funds

The proprietary fund balances are projected to increase 1% or $1.4 million.

Proprietary Major Funds Detail				
Laguna Sanitation Enterprise	$ 52,985,858	$ 52,990,195	$ 4,337	0%
Resource Recovery Enterprise	44,265,314	45,616,919	1,351,605	3%
Total Proprietary Major Funds	**$ 97,251,172**	**$ 98,607,114**	**1,355,942**	**1%**

Non-Major Funds

Other Governmental Non-Major Fund changes include a decrease in the Water Agencies' fund balance of 16% or $1.1 million for use on capital infrastructure; the IHSS Public Authority fund is expected to decrease 99% or $0.8 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.

Non-Major Funds Detail				
Risk Management	(1,596,533)	(2,912,151)	(1,315,618)	82%
Other Governmental Non-Major Funds	27,963,169	25,533,043	(2,430,126)	-9%
Other Proprietary Non-Major Funds	41,970,626	35,857,911	(6,112,715)	-15%
Total Non-major Funds	**$ 68,337,262**	**$ 58,478,803**	**$ (9,858,459)**	**-14%**

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 7/1/2016	Estimated Balance 6/30/2017	Change From 6/30/2017	Recommended Balance 6/30/2018
Fund Balance Nonspendable				
Teeter Tax Losses	$ 7,817,106	$ 7,817,106	$ -	$ 7,817,106
Receivables	4,284,717	4,284,717	-	4,284,717
Prepaids/Deposits	50,000	50,000	-	50,000
Nonspendable Total	**12,151,823**	**12,151,823**	**-**	**12,151,823**
Fund Balance Restricted				
Local Realignment 2011	9,503,296	10,385,364	(361,961)	10,023,403
Sheriff Categorical Grants	1,794,633	1,855,465	142,135	1,997,600
Recorder Modernization	1,560,800	1,795,445	68,836	1,864,281
Purpose of Fund	831,213	1,165,137	675,346	1,840,483
Probation YOBG	1,535,104	1,738,147	26,455	1,764,602
Recorder Operations	1,180,281	1,122,592	(334,607)	787,985
P&D Offsite Mitigation	2,157,408	1,764,408	(1,074,000)	690,408
Maintenance-Casa Nueva Bldg	600,531	633,531	34,000	667,531
Public Safety Prop 172	1,880,892	933,406	(325,695)	607,711
Forfeiture Penalty	681,195	577,370	20,000	597,370
Assessor AB818	503,770	503,770	-	503,770
Probation LESF/COPS	957,488	970,514	(502,294)	468,220
Los Prietos Donation	640,000	640,000	(175,000)	465,000
Public Arts Program	428,836	425,339	(29,059)	396,280
Survey Monument	362,573	362,573	(10,000)	352,573
Gaviota Bikeway	322,453	322,453	-	322,453
PHD Special Projects	265,541	284,148	7,990	292,138
Recorder Micrographics	318,937	368,341	(80,965)	287,376
Recorder Redaction	244,471	265,233	(72,642)	192,591
District Attorney Programs	307,127	241,127	(86,111)	155,016
Consumer/Environmental	201,400	201,400	(50,000)	151,400
State Off Hwy Fee	146,927	146,927	-	146,927
Animal Control Programs	80,246	100,126	42,000	142,126
Donations	136,980	138,729	(9,470)	129,259
Weights and Measures	217,976	117,976	-	117,976
Recorder ERDS	122,409	129,847	(23,608)	106,239
DARE	40,384	40,384	-	40,384
Vital Records	138,884	132,713	(103,978)	28,735
CalVet Subvention Program	134,649	104,649	(76,755)	27,894
Allocated for Capital Outlay	841	841	-	841
Real Estate Fraud	78,096	11,889	(11,889)	-
Restricted Total	**27,527,282**	**27,634,475**	**(2,308,006)**	**25,326,469**

Summary Schedules

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

	Balance 7/1/2016	Estimated Balance 6/30/2017	Change From 6/30/2017	Recommended Balance 6/30/2018
Fund Balance Committed				
Strategic Reserve	29,865,000	30,866,400	(1,000,000)	29,866,400
New Jail Operations	13,799,495	7,743,198	5,130,411	12,873,609
Litigation	915,498	852,498	1,850,000	2,702,498
Contingencies	3,317,203	48,791	1,980,209	2,029,000
Clerk Record Assessor Projects	1,436,635	2,611,189	(1,132,668)	1,478,521
Emerging Issues	1,662,834	1,680,033	(429,633)	1,250,400
Program Stabilization	202,912	1,250,000	-	1,250,000
Auditor Systems Maint/Develop	1,556,349	1,556,349	(379,490)	1,176,859
County Executive Programs	851,019	1,186,035	(173,125)	1,012,910
Mental Health	-	-	1,000,000	1,000,000
P&D Land Use System	843,509	843,509	(75,000)	768,509
General County Programs	674,491	739,505	-	739,505
Accumulated Capital Outlay	-	700,000	-	700,000
Planning/Development Projects	1,209,787	989,787	(377,283)	612,504
Facilities Maintenance	5,996	5,996	500,000	505,996
Sheriff Projects	468,029	432,026	(88,000)	344,026
Purpose of Fund	1,373,253	927,890	(617,500)	310,390
North County Jail Contingency	802,000	302,000	-	302,000
Elections Voting Equipment	915,748	915,748	(621,941)	293,807
Human Resources Programs	909,192	839,089	(545,693)	293,396
General Services Projects	1,757,404	258,200	-	258,200
Public Defender Programs	221,274	221,274	-	221,274
Rental Maintenance	136,365	136,365	-	136,365
Treas Tax Collector Projects	958,867	708,867	(578,487)	130,380
Probation Programs	93,601	93,601	-	93,601
Parks Projects	742,231	197,125	(123,401)	73,724
Maintenance-Montecito Com Hall	59,675	59,675	10,000	69,675
Ag Commissioner Projects	67,805	67,805	-	67,805
Building & Safety Permitting	40,000	40,000	-	40,000
Imprest Cash	22,680	22,680	-	22,680
Housing Programs	21,324	21,324	-	21,324
Maintenance Policy 18%	-	7,000	-	7,000
Salary & Retirement Offset	1,238,347	-	-	-
District Attorney Programs	150,000	-	-	-
Unrealized Gains	402,157	-	-	-
Audit Exceptions	982,295	-	-	-
Committed Total	**67,702,973**	**56,323,957**	**4,328,399**	**60,652,356**
Fund Balance Residual				
Fund Balance-Residual	6,681,695	7,345,175	-	7,345,175
Residual Fund Balance-Inc/Dec	-	(6,681,695)	-	(6,681,695)
Unassigned Fund Balance	980,726	3,114,559	(2,901,388)	213,171
Residual Total	**7,662,422**	**3,778,040**	**(2,901,388)**	**876,652**
Fund Balance Total	**$ 115,044,499**	**$ 99,888,294**	**$ (880,995)**	**$ 99,007,299**

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 08-09	Adopted FY 09-10	Adopted FY 10-11	Adopted FY 11-12	Adopted FY 12-13
Policy & Executive					
Board of Supervisors	22.50	22.75	21.75	21.50	21.50
County Counsel	43.58	38.30	38.10	38.10	38.20
County Executive Office	22.84	20.00	30.00 (1)	25.63	57.88 (3)
Sub-Total	**88.92**	**81.05**	**89.85**	**85.23**	**117.58**
Public Safety					
District Attorney	132.91	120.44	122.10	116.10	122.10
Fire	285.27	285.27	278.77	258.00	255.00
Probation	393.02	359.22	351.72	327.72	360.72
Public Defender	69.75	63.08	69.42	62.00	62.50
Sheriff	688.50	679.00	663.57	617.62	641.50
Sub-Total	**1,569.44**	**1,507.00**	**1,485.57**	**1,381.43**	**1,441.82**
Health & Human Services					
Behavioral Wellness	311.03	316.18	282.50	283.18	297.23
Child Support Services	97.25	90.00	84.25	82.50	85.00
First 5, Children & Families	-	-	-	-	14.00 (4)
Public Health	542.65	523.53	523.39	513.17	499.47
Social Services	675.25	660.75	684.25	647.44	677.25
Sub-Total	**1,626.18**	**1,590.46**	**1,574.39**	**1,526.29**	**1,572.95**
Community Resources & Public Facl.					
Agricultural Commissioner/W&M	33.25	31.00	27.13	28.00	28.00
Community Services	97.70	98.54	96.11	91.72	94.79
Planning & Development	120.55	98.94	102.50	96.50	86.15
Public Works	314.00	308.28	293.00	288.40	281.45
Sub-Total	**565.50**	**536.76**	**518.74**	**504.62**	**490.39**
General Government & Support Services					
Auditor-Controller	54.25	51.25	49.25	45.25	46.25
Clerk-Recorder-Assessor	112.62	110.38	104.38	97.38	92.76
General Services	122.73	114.73	140.13 (2)	122.53	121.35
Human Resources	30.80	28.00	25.00	23.25	- (3)
Information Technology	46.00	46.00	- (2)	-	-
Treasurer-Tax Collector-Public	50.00	49.00	46.00	40.50	43.00
Sub-Total	**416.39**	**399.35**	**364.75**	**328.90**	**303.36**
General County Programs					
General County Programs	31.01	31.00	14.00 (1)	14.00	1.00 (4)
Sub-Total	**31.01**	**31.00**	**14.00**	**14.00**	**1.00**
FTE Total	**4,297.43**	**4,145.62**	**4,047.29**	**3,840.47**	**3,927.10**

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.

Ten Year Staffing Trend by Function & Department (cont'd)

Adopted FY 13-14	Adopted FY 14-15	Adopted FY 15-16	Adopted FY 16-17	Recommended FY 17-18	
					Policy & Executive
21.00	21.00	20.00	20.00	20.25	Board of Supervisors
37.80	38.60	38.50	39.50	38.65	County Counsel
57.88	57.88	61.50	36.00 (6)	33.00	County Executive Office
116.68	**117.48**	**120.00**	**95.50**	**91.90**	**Sub-Total**
					Public Safety
127.50	127.50	132.20	135.20	131.20	District Attorney
239.00 (5)	258.50	273.42	279.62	285.12	Fire
356.50	344.00	339.00	335.00	330.00	Probation
65.25	65.25	66.50	68.50	68.50	Public Defender
643.54	646.54	651.54	669.08	662.81	Sheriff
1,431.79	**1,441.79**	**1,462.66**	**1,487.40**	**1,477.62**	**Sub-Total**
					Health & Human Services
410.19	410.19	433.26	434.10	431.58	Behavioral Wellness
78.56	78.56	74.96	75.33	71.50	Child Support Services
14.00	14.00	13.00	11.00	10.00	First 5, Children & Families
490.16 (5)	490.16	515.30	540.29	541.20	Public Health
803.94	882.75	899.75	899.75	735.00 (7)	Social Services
1,796.85	**1,875.66**	**1,936.27**	**1,960.47**	**1,789.27**	**Sub-Total**
					Community Resources & Public Facl.
32.00	33.00	33.00	33.00	33.00	Agricultural Commissioner/W&M
96.71	99.66	105.71	109.01	111.02	Community Services
85.01	89.49	89.94	91.63	91.84	Planning & Development
280.25	280.25	282.75	281.25	281.25	Public Works
493.97	**502.40**	**511.40**	**514.89**	**517.11**	**Sub-Total**
					General Government & Support Services
48.15	49.15	49.20	50.25	49.00	Auditor-Controller
95.38	95.38	96.38	99.13	98.50	Clerk-Recorder-Assessor
117.50	117.50	120.00	119.00	115.50	General Services
-	-	-	28.25 (6)	29.25	Human Resources
-	-	-	-	-	Information Technology
42.50	43.00	44.00	45.00	44.00	Treasurer-Tax Collector-Public
303.53	**305.03**	**309.58**	**341.63**	**336.25**	**Sub-Total**
					General County Programs
1.00	1.00	1.00	1.00	1.00	General County Programs
1.00	**1.00**	**1.00**	**1.00**	**1.00**	**Sub-Total**
4,143.82	**4,243.34**	**4,340.89**	**4,400.87**	**4,213.16** (7)	**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) 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.

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

(3) 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.

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

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

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

(7) The primary reason for the decrease of 187.8 FTEs countywide was due to a 50 basis point decrease in the Santa Barbara County Retirement System's discount rate which resulted in an increase in pension contributions beginning in FY 2017-18. The increase in pension contributions necessitated decreases in FTE counts countywide in order to balance the budget with the available resources. The Social Services department had the largest decrease at 164.8 FTEs.

Summary Schedules

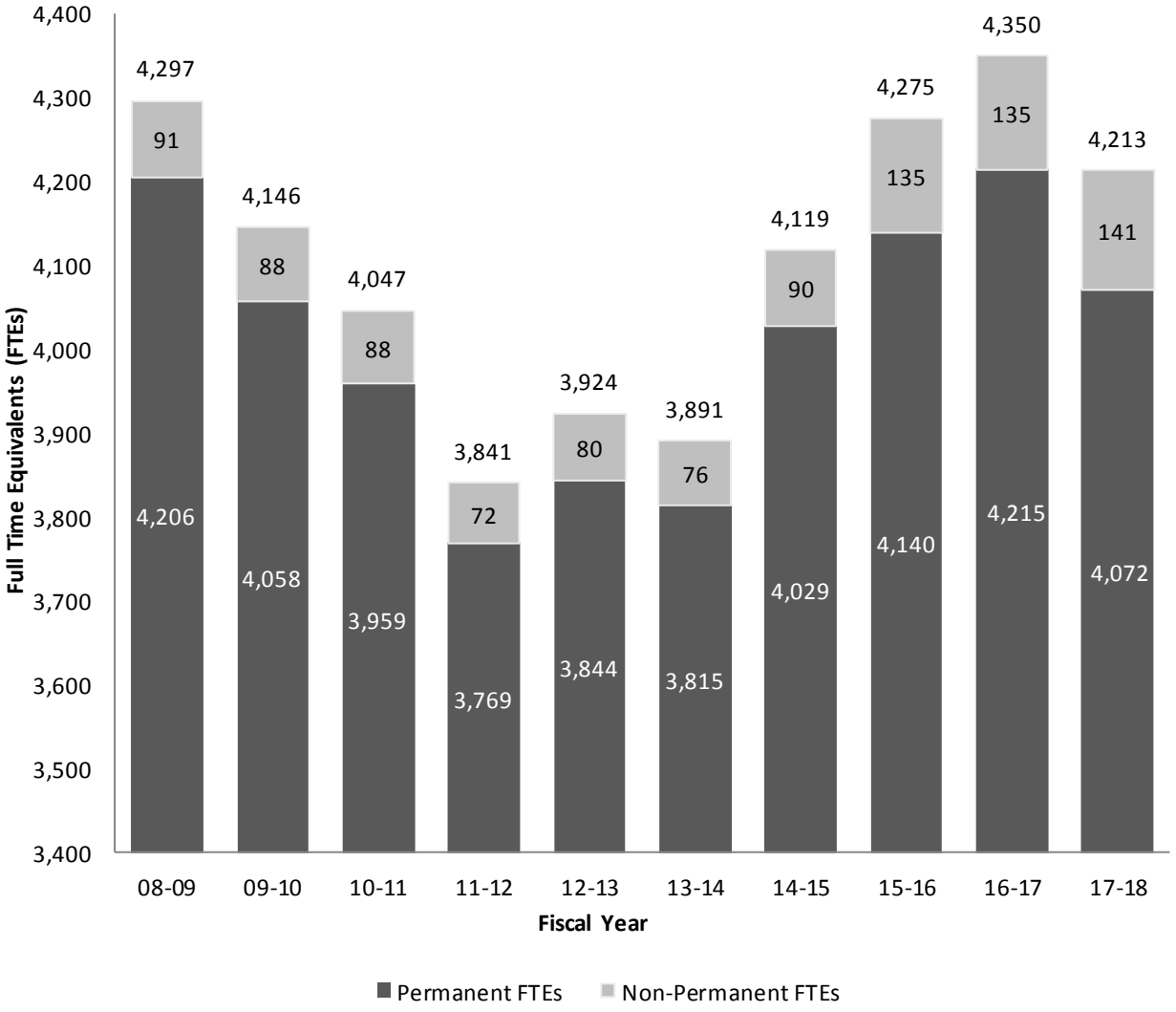
Recommended Full-Time Equivalents (FTEs) by Function & Department

	Permanent	Nonpermanent	Total
Policy & Executive			
Board of Supervisors	20.25	-	20.25
County Executive Office	33.00	-	33.00
County Counsel	37.65	1.00	38.65
Sub-Total	**90.90**	**1.00**	**91.90**
Public Safety			
District Attorney	129.50	1.70	131.20
Fire	259.00	26.12	285.12
Probation	319.00	11.00	330.00
Public Defender	63.00	5.50	68.50
Sheriff	662.81	-	662.81
Sub-Total	**1,433.31**	**44.32**	**1,477.62**
Health & Public Assistance			
Behavioral Wellness	370.13	61.45	431.58
Child Support Services	71.25	0.25	71.50
First 5, Children & Families	10.00	-	10.00
Public Health	536.38	4.82	541.20
Social Services	734.00	1.00	735.00
Sub-Total	**1,721.75**	**67.52**	**1,789.27**
Community Resources & Public Facl.			
Agricultural Commissioner/W&M	33.00	-	33.00
Community Services	82.80	28.22	111.02
Planning & Development	91.80	0.04	91.84
Public Works	281.25	-	281.25
Sub-Total	**488.85**	**28.26**	**517.11**
General Government & Support Services			
Auditor-Controller	49.00	-	49.00
Clerk-Recorder-Assessor	98.50	-	98.50
General Services	115.50	-	115.50
Human Resources	29.25	-	29.25
Treasurer-Tax Collector-Public	44.00	-	44.00
Sub-Total	**336.25**	**-**	**336.25**
General County Programs			
General County Programs	1.00	-	1.00
Total FTE	**4,072.06**	**141.10**	**4,213.16**

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 Recommended Staffing Trend – Countywide



Notes:

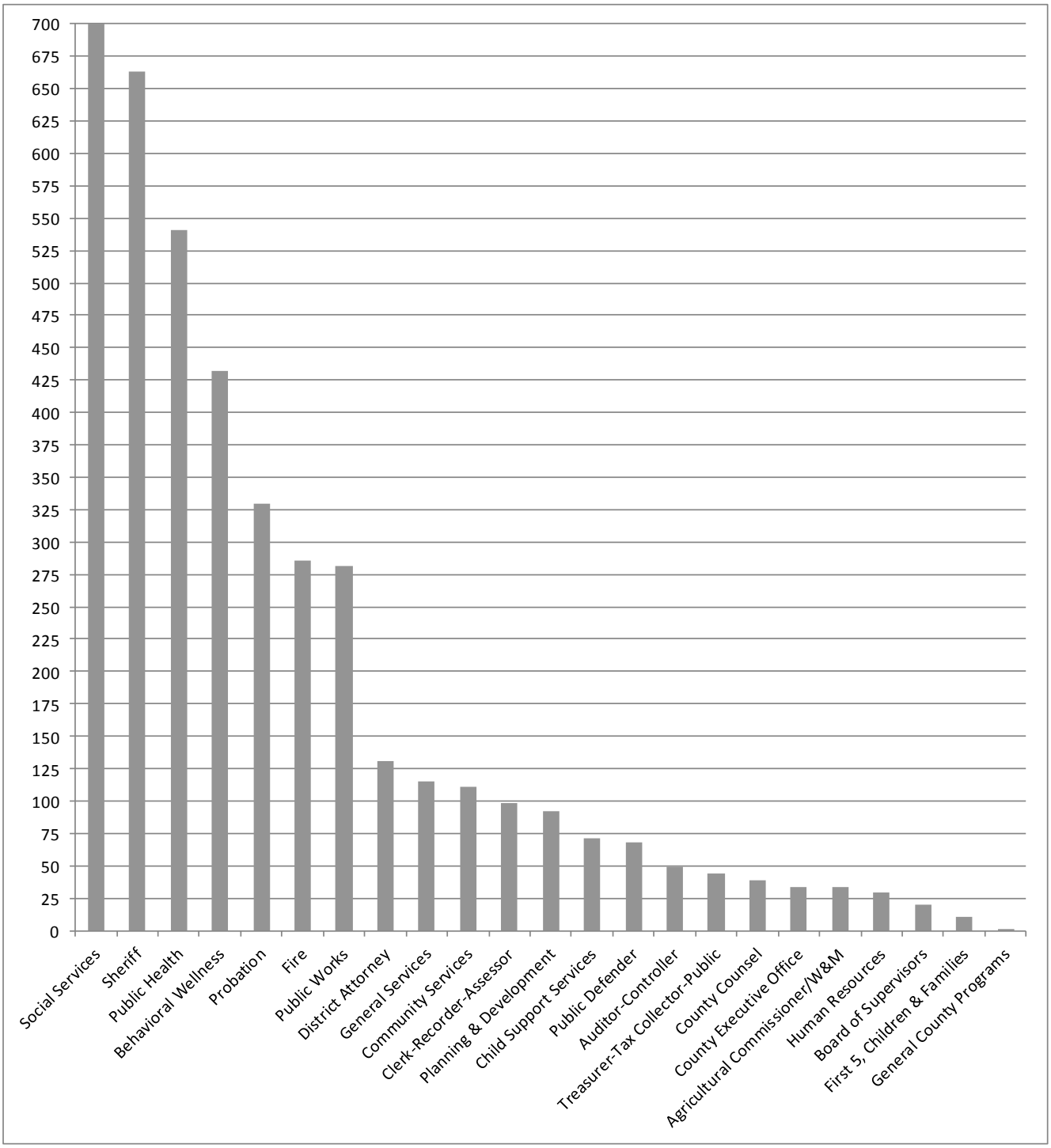
- This schedule is based on the Recommended budget figures. Refer to pages C-48 and C-49 to view the Adopted budget figures.
- Contractors-on-payroll working 50% or greater are counted as permanent.
- Beginning in 2005-06 all contractors-on-payroll and Extra Help are counted as non-permanent.

Summary Schedules

Full Time Equivalents By Department

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

FY 17-18 FTE Totals By Department



Summary Schedules

Section D

Operating Plan
Budget Detail

COUNTY OF SANTA BARBARA
CALIFORNIA

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, and 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Board of Supervisors	20.53	20.00	0.25	20.25	20.25
County Executive Office	36.11	36.00	(3.00)	33.00	33.00
County Counsel	38.12	39.50	(0.85)	38.65	38.15
Total	94.77	95.50	(3.60)	91.90	91.40

Budget By Department					
Board of Supervisors	$ 2,855,030	$ 3,038,300	$ 63,172	$ 3,101,472	$ 3,186,892
County Executive Office	32,966,954	37,960,917	(1,575,546)	36,385,371	37,661,659
County Counsel	7,362,722	7,987,804	356,063	8,343,867	8,714,722
Total	$ 43,184,705	$ 48,987,021	$ (1,156,311)	$ 47,830,710	$ 49,563,273

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 15,163,262	$ 16,385,977	$ 77,095	$ 16,463,072	$ 17,058,813
Services and Supplies	25,730,363	31,016,125	(1,573,357)	29,442,768	30,764,698
Other Charges	2,291,081	1,584,919	339,951	1,924,870	1,739,762
Total Operating Expenditures	43,184,705	48,987,021	(1,156,311)	47,830,710	49,563,273
Capital Assets	140,475	155,000	-	155,000	155,000
Other Financing Uses	113,966	-	-	-	-
Intrafund Expenditure Transfers (+)	78,090	40,000	10,128	50,128	50,128
Increases to Fund Balances	509,591	382,258	(138,530)	243,728	-
Fund Balance Impact (+)	495,973	-	-	-	-
Total	$ 44,522,800	$ 49,564,279	$ (1,284,713)	$ 48,279,566	$ 49,768,401

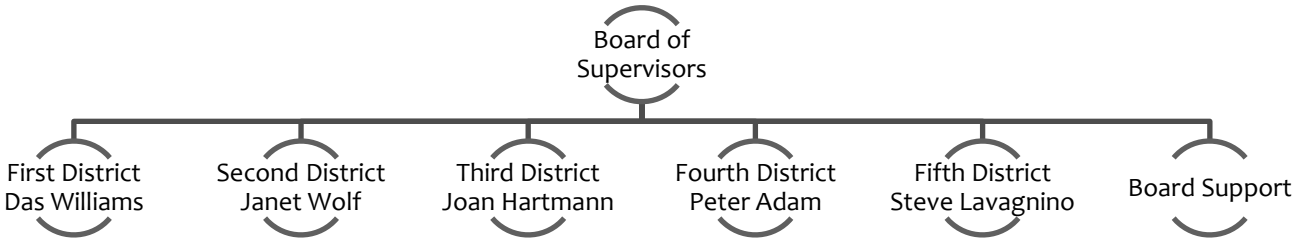
Budget By Categories of Revenues					
Use of Money and Property	$ 105,829	$ 38,000	$ 51,000	$ 89,000	$ 89,000
Intergovernmental Revenue	925,691	600,000	161,000	761,000	761,000
Charges for Services	4,483,108	4,583,387	356,382	4,939,769	4,941,521
Miscellaneous Revenue	25,126,020	27,821,688	468,992	28,290,680	29,778,468
Total Operating Revenues	30,640,648	33,043,075	1,037,374	34,080,449	35,569,989
Other Financing Sources	9,717	-	-	-	-
Intrafund Expenditure Transfers (-)	41,000	43,000	10,128	53,128	53,128
Decreases to Fund Balances	237,763	4,299,888	(2,212,806)	2,087,082	1,343,677
General Fund Contribution	11,255,928	12,178,316	(119,409)	12,058,907	11,815,300
Fund Balance Impact (-)	2,337,744	-	-	-	986,307
Total	$ 44,522,800	$ 49,564,279	$ (1,284,713)	$ 48,279,566	$ 49,768,401

Policy & Executive

Board of Supervisors

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$**	**3,101,472**
Capital	**$**	**0**
FTEs		**20.3**



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.

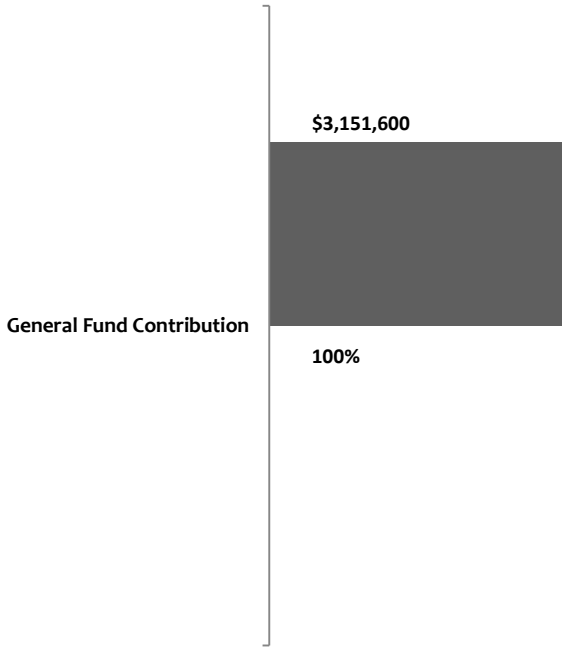
As a part of the FY 2017-18 budget reductions the Board of Supervisors has reduced their Board General budget by twenty four percent. Board General is a program within the General County Programs budget.

Board of Supervisors

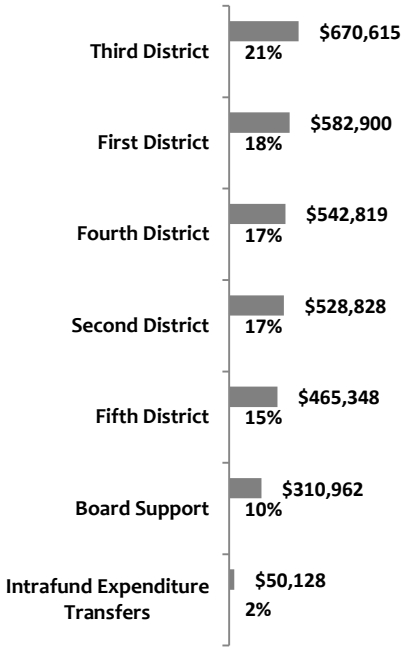
Department

Recommended Sources & Uses of Funds

Source of Funds - $3,151,600

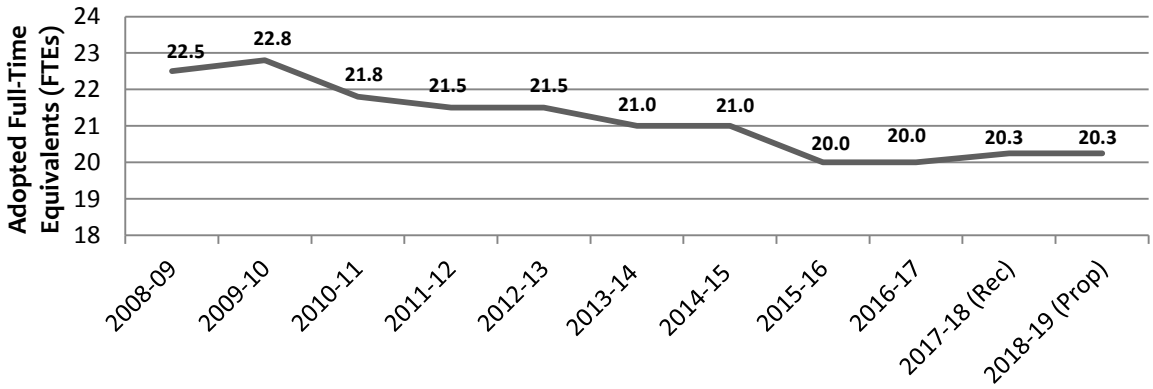


Use of Funds - $3,151,600



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
First District	4.00	4.00	-	4.00	4.00
Second District	3.13	3.50	-	3.50	3.50
Third District	4.50	4.50	0.25	4.75	4.75
Fourth District	4.60	4.00	-	4.00	4.00
Fifth District	2.94	2.75	-	2.75	2.75
Board Support	1.37	1.25	-	1.25	1.25
Total	20.53	20.00	0.25	20.25	20.25

Budget By Budget Program					
First District	$ 586,895	$ 598,944	$ (16,044)	$ 582,900	$ 572,985
Second District	460,846	512,977	15,851	528,828	549,655
Third District	621,731	660,369	10,246	670,615	701,145
Fourth District	508,768	538,385	4,434	542,819	561,110
Fifth District	430,651	448,541	16,807	465,348	481,453
Board Support	246,139	279,084	31,878	310,962	320,544
Total	$ 2,855,030	$ 3,038,300	$ 63,172	$ 3,101,472	$ 3,186,892

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 2,584,955	$ 2,697,501	$ 27,857	$ 2,725,358	$ 2,802,027
Services and Supplies	95,376	133,369	6,354	139,723	139,723
Other Charges	174,699	207,430	28,961	236,391	245,142
Total Operating Expenditures	2,855,030	3,038,300	63,172	3,101,472	3,186,892
Other Financing Uses	25,000	-	-	-	-
Intrafund Expenditure Transfers (+)	38,000	40,000	10,128	50,128	50,128
Increases to Fund Balances	74,755	-	-	-	-
Total	$ 2,992,784	$ 3,078,300	$ 73,300	$ 3,151,600	$ 3,237,020

Budget By Categories of Revenues					
Miscellaneous Revenue	$ 484	$ -	$ -	$ -	$ -
Total Operating Revenues	484	-	-	-	-
General Fund Contribution	2,992,300	3,078,300	73,300	3,151,600	3,086,100
Fund Balance Impact (-)	-	-	-	-	150,920
Total	$ 2,992,784	$ 3,078,300	$ 73,300	$ 3,151,600	$ 3,237,020

Board of Supervisors

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- +0.25 FTE increase related to an increase from a 0.50 FTE Board Administrative Assistant to 0.75 FTE Board Administrative Assistant

Expenditures

- Net operating expenditure increase of $63,000 primarily due to:
  - +$28,000 increase in Salaries and Employee Benefits due to merit increases and increases in County retirement and health insurance contributions.
  - +$29,000 increase Other Charges due primarily to increased general liability insurance premiums experienced across the County.
  - +6,000 increase in services and supplies for technology upgrades for antiquated equipment.

- Net non-operating expenditure decrease of $10,000:
  - $10,000 increase in the Intrafund Expenditure Transfer to the County Executive Office for information technology (IT) support.

These changes result in Recommended operating expenditures of $3,101,000, non-operating expenditures of $50,000, resulting in total expenditures of $3,152,000. Non-operating expenditures include Other Financing Uses and Intrafund Expenditure Transfers.

Revenues

- Net non-operating revenue increase of $73,000:
  - +$73,000 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.

These changes result in non-operating revenues of $3,152,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balance.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 Proposed expenditures reflect a $85,000 increase over the FY 2017-18 Recommended budget that is primarily the result of:

- +$77,000 increase to Salaries and Employee Benefits primarily due to merit increases, increases to employee and retiree health costs, and increases in retirement costs.
- +$8,000 increase in Other Charges.

Related Links

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

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 558,891	$ 563,722	$ (16,908)	$ 546,814	$ 535,857
Services and Supplies	8,879	10,401	-	10,401	10,401
Other Charges	19,125	24,821	864	25,685	26,727
Total Operating Expenditures	586,895	598,944	(16,044)	582,900	572,985
Intrafund Expenditure Transfers (+)	2,788	5,948	-	5,948	5,948
Total Expenditures	$ 589,683	$ 604,892	$ (16,044)	$ 588,848	$ 578,933
Budget By Categories of Revenues					
Miscellaneous Revenue	484	-	-	-	-
Total Operating Revenues	484	-	-	-	-
General Fund Contribution	589,199	604,892	(16,044)	588,848	606,425
Total Revenues	$ 589,683	$ 604,892	$ (16,044)	$ 588,848	$ 606,425

2016-17 Anticipated Accomplishments

- Responded timely to constituent concerns, partnered with other local governments and community organizations and conducted targeted outreach including weekly office hours in Carpinteria.
- Coordinated a community meeting between mental health advocates, the faith community, and the Behavioral Wellness Department regarding increased outreach to Carpinteria.
- Actively participated in the formation meetings for the Cuyama Groundwater Sustainability Agency to ensure fair representation for the community.

First District (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Made several appointments to County Commissions, including those that would make smart sustainable decisions regarding water usage in Montecito.
- Volunteered to do outreach to our local homeless population for the Point In Time Homelessness Count organized by Common Ground Santa Barbara.
- Met with Governor's staff to avoid the loss of thousands of acre feet of water stored in the San Luis Reservoir.
- Working on a strategy for effective enforcement, protection of existing agriculture operations, and revenue enhancement as a member of the Cannabis Ad Hoc Committee.
- Working on fair and equitable agreements between the County of Santa Barbara and the Chumash tribal government as a member of the Chumash Ad Hoc Committee.

Supervisor Williams serves on the following Boards and Commissions –

- Represents Santa Barbara County on the California State Association of Counties Executive Board
- Santa Barbara County Association of Governments (SBCAG)
- Santa Barbara County Air Pollution Control District (APCD)
- Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)
- Multi-Jurisdictional Solid Waste Task Force
- Santa Barbara County Adult and Aging Network
- Behavioral Wellness Commission
- Chair of the Library Advisory Committee
- Central Coast Collaborative on Homelessness
- Legislative Program Committee

First District (cont'd)

2017-19 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 find long-term solutions to our County's budget issues and maintain the long-term fiscal health and sustainability of our County.
- Seek partnerships and available funding to maintain and enhance services provided to the most vulnerable residents of our County.
- Promote the public safety of our County through maintaining and enhancing front line law enforcement, fire protection, and emergency response services.
- Continue to invest in maintaining and improving our County roads and other infrastructure.
- Work to protect our open spaces and enhance recreational opportunities including improvements to Lookout Park in Summerland.
- Continue working with state officials to finally cap the leaking Becker Well and protect safe access to Summerland Beach.
- 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 advocate for a Community Choice Energy program that is centered on renewable energy.
- Work with stakeholders throughout the state to increase the amount of solar energy developed and produced in the Cuyama Valley.
- Serve on the Cuyama Groundwater Sustainability Agency and ensure long-term health and replenishment of the Cuyama Water Basin.
- Advocate for strategies to ensure long-term sustainable water policies that will better equip us to deal with this drought and prepare for the next one.
- Increase office presence the County Administration Building in Santa Maria to be more accessible to our North County constituents.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 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	0.88	1.50	-	1.50	1.50
EXTRA HELP	0.24	-	-	-	-
Total	3.13	3.50	-	3.50	3.50

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 438,586	$ 483,979	$ 14,635	$ 498,614	$ 518,699
Services and Supplies	8,596	11,125	-	11,125	11,125
Other Charges	13,665	17,873	1,216	19,089	19,831
Total Operating Expenditures	460,846	512,977	15,851	528,828	549,655
Intrafund Expenditure Transfers (+)	3,274	5,949	-	5,949	5,949
Total Expenditures	$ 464,121	$ 518,926	$ 15,851	$ 534,777	$ 555,604
Budget By Categories of Revenues					
General Fund Contribution	507,792	518,926	15,851	534,777	520,241
Total Revenues	$ 507,792	$ 518,926	$ 15,851	$ 534,777	$ 520,241

2016-17 Anticipated Accomplishments

- Responded to constituent concerns in a timely manner.
- Communicated with constituents via the Second District website, Facebook, and bi-annual e-newsletter, to inform them of issues of interest and invite their participation and response.
- Visited schools in the Second District to speak to classes, youth groups, and at special functions.
- Hosted an ongoing Second District Student Art Gallery in the Second District office.
- Regularly attended a variety of community events.
- Maintained relationships and awareness of issues with the neighboring cities of Santa Barbara and Goleta, and with community members and stakeholders in unincorporated areas of the Second District.
- Encouraged the expansion and enhancement of recreational, cultural, and educational opportunities for community members, especially youth and adolescents.

Second District (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Worked with local business partners to enhance and develop business opportunities on the South Coast.
- Worked to efficiently and effectively use public resources and to maintain the long-term fiscal health and sustainability of our County.
- As a member of the County Retirement Board, attended meetings dealing with sound investment strategies, governance, and policy matters.
- Appointed members to County Boards and Commissions with an emphasis on expertise and diversity.
- Served on several boards and commissions, including:
  - Air Pollution Control District (APCD)
  - Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)
  - Behavioral Wellness Psychiatric Health Facility (PHF) Governing Board (Alternate)
  - CenCal Health
  - Community Corrections Partnership
  - South Coast Task Force on Youth Safety
  - Juvenile Justice Coordination Council
  - Local Agency Formation Commission (LAFCO)
  - National Association of Counties (NACO) (Alternate)
  - NACO Health Steering Committee
  - Retirement Board of the SB County Employees Retirement System (SBCERS)
  - Santa Barbara County Association of Governments (SBCAG),
  - Coastal Express Policy Advisory Committee for SBCAG
  - South Coast Sub-Regional Committee for SBCAG
  - Santa Barbara County Child Care Planning Council

- Traveled to Washington, DC, to attend the White House health summit *Making Health Care Better Series: Cardiovascular Health*, and to lobby for SBCAG.
- Advocated for the protections of the Affordable Care Act (ACA) and the Deferred Action for Childhood Arrivals (DACA).
- Promoted alternatives to incarceration, solutions to reduce the number of mentally ill people in custody and relieve the chronic shortage of psychiatric beds in the County's Psychiatric Health Facility.
- Engaged with issues pertaining to AB 109 and realignment, and continued efforts to secure a five-year independent evaluation of the County's Realignment Plan.
- Co-hosted with the First District Supervisor a Workshop on Farmworker Issues.
- Supported water conservation efforts to help mitigate the impacts of the current drought.
- Worked to ensure that environmental protections are in place within the County, and encouraged strong community, neighborhood, environmental, and sustainability planning.
- Assisted in initiating and securing funds for the development of a Community Wildfire Protection Plan (CWPP) for the San Marcos Pass / Eastern Goleta Valley Mountainous Areas.
- Worked collaboratively with the Planning and Development Department to:
  - Monitor implementation and environmental review processes of Eastern Goleta Valley Community Plan policies and programs.
  - Initiate the process of establishing the Eastern Goleta Valley as a Census Designated Place.

Second District (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Worked collaboratively with the Public Works Department to:
  - Repair sidewalks and streets and replace trees on several streets throughout the unincorporated Second District.
  - Enhance the medians and parkways on Hollister Avenue, and implement the Hollister Avenue/State Street Improvements Project.
  - Prioritize safe routes to school, and pedestrian and bicyclist safety.
  - Improve and expand bike paths.
  - Replace the Goleta Beach County Park Bridge.
- Worked collaboratively with the Parks Division to:
  - Improve and enhance pocket parks and open spaces, and implement water saving measures.
  - Remain engaged with issues pertaining to Goleta Beach County Park and the permitting process with the California Coastal Commission.
  - Ensure stakeholder engagement in the ongoing progress of implementation of the San Marcos Foothills Park Management Plan and development of a public passive park.
- Stayed in communication with the various County departments to stay informed about key projects and plans in the Second District.
- Supported efforts of the Public Health Department and Animal Services to improve working and volunteer conditions, and to encourage more animal adoptions.
- Remained engaged in the aftermath of the Plains Oil Spill, including supporting:
  - Ongoing follow-up and monitoring efforts related to the Plains Oil Spill and its recovery.
  - Efforts to respond to and mitigate the impacts of the spill, including working to recoup associated costs incurred by local governments.
  - Efforts to strengthen local emergency response procedures and pipeline safety regulations.
- Held meetings of the Tri-County Energy Initiative with San Luis Obispo and Ventura County Supervisors and staff to:
  - Review progress of the Community Choice Energy (CCE) and emPower programs.
  - Initiate amendments to emPower Funding Agreements with Southern California Edison.
- Supported the initiation of forming a Regional Energy Network (REN) with San Luis Obispo and Ventura Counties.

2017-19 Objectives

- Maintain a Second District office that is responsive to and respectful of all constituents.
- Communicate with constituents via the Second District website, Facebook, and bi-annual e-newsletter, to inform them of issues of interest and invite their participation and response.
- Visit schools in the Second District to speak to classes, youth groups, and at special functions.
- Host an ongoing Second District Student Art Gallery in the Second District office.
- Regularly attend a wide variety of community events.
- Maintain relationships and awareness of issues with the neighboring cities of Santa Barbara and Goleta, and with community members and stakeholders in the unincorporated areas within the Second District.

Second District (cont'd)

2017-19 Objectives (cont'd)

- Work to efficiently and effectively use public resources and maintain the long-term fiscal health and sustainability of our County.
- As a member of the County Retirement Board, attend meetings dealing with sound investment strategies, governance, and policy matters.
- Appoint members to County Boards and Commissions with an emphasis on expertise and diversity.
- Serve the County as a member of various boards and commissions.
- Engage in issues regarding maternal mental health, child safety, community well-being, and the Affordable Care Act.
- Remain engaged in the progress and challenges posed by AB 109/Realignment, and continue to advocate for adequate funding for needed resources.
- Support continued water conservation efforts and sustainability policies and practices.
- Support the development of a Community Wildfire Protection Plan (CWPP) for the San Marcos Pass / Eastern Goleta Valley Mountainous Areas.
- Work collaboratively with the Planning and Development Department, the Department of Public Works, and the Parks Division to stay informed about and monitor key policies, programs, plans, and projects in the Second District.
- Work closely with Parks and Public Works to insure that CSA3 revenue is utilized to enhance and improve open spaces and parkways in the unincorporated area.
- Attend Goleta Slough Management Committee meetings.
- Support efforts of the Public Health Department and Animal Services to increase animal adoption and reduce euthanasia.
- Stay engaged in the ongoing follow-up, monitoring, mitigation, and recuperation efforts related to the Plains Oil Spill and its recovery
- Support efforts to strengthen local emergency response procedures and pipeline safety regulations.
- Stay engaged in local and tri-county energy initiatives and Regional Energy Network formation.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 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	0.25	2.75	2.75
Total	4.50	4.50	0.25	4.75	4.75

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 588,782	$ 616,179	$ 8,325	$ 624,504	$ 653,693
Services and Supplies	8,909	13,900	-	13,900	13,900
Other Charges	24,040	30,290	1,921	32,211	33,552
Total Operating Expenditures	621,731	660,369	10,246	670,615	701,145
Intrafund Expenditure Transfers (+)	2,190	6,974	-	6,974	6,974
Total Expenditures	$ 623,921	$ 667,343	$ 10,246	$ 677,589	$ 708,119
Budget By Categories of Revenues					
General Fund Contribution	643,910	667,343	10,246	677,589	669,034
Total Revenues	$ 643,910	$ 667,343	$ 10,246	$ 677,589	$ 669,034

2016-17 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.
- Encouraging community dialogue and consensus building among stakeholders in the Third District.
- Continuing to operate and staff offices in the Santa Ynez Valley, Santa Maria, and Santa Barbara.

Third District (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Regularly holding office hours in Isla Vista, Vandenberg Village, Mesa Oaks, Mission Hills, Los Alamos, 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, Tanglewood, Casmalia, and Guadalupe.
- Collaborating with local Cities on issues important to the community.
- Promoting efficiency, transparency, and accountability in County government.

Ongoing Accomplishments:

- In partnership with Adult and Aging Network, lead community efforts to fill gaps in the continuum of care for our most vulnerable seniors.
- Strengthen local emergency response procedures, and advocate for more robust pipeline safety regulation.
- Advocate for additional State and Federal resources to strengthen County services and craft legislation that would foster more efficient and effective government.
- Continue to work with Isla Vista Recreation & Parks District and Public Works Department to implement County policies to maintain private and public properties.
- Support self-governance in Isla Vista.
- Continue to advocate for increased roadway safety improvements on Highway 154, Highway246, and Highway 166 including increased California Highway Patrol enforcement.
- Promote fiscal responsibility and, to the extent possible, keep proposed budget cuts as far from front line services as possible.
- Support maintaining agricultural viability in the Third District and throughout the County and continue to advocate for State and County funding for the Williamson Act.
- Work with County departments and local agencies to optimize the stewardship of water resources.
- Participate in the Governor's Drought Task Force identifying regional priority projects that will enhance long term water supply.
- Regularly participate in nonprofit and community events within the Third District and the County.
- Regularly hold 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.
- Work with the Public Works Department to address fence, street trees, and sidewalk repairs and continue implementation of corrective and preventive road maintenance program in the Third District.
- Support all of the libraries in the district.
- Work with County departments, including Public Works and Planning & Development, to help facilitate meetings with constituents on a wide array of issues.
- Continue to work with the community to investigate planning and governance options for Los Olivos Wastewater Treatment.
- Continue to work with SBCAG to advance the planning and implementation of transportation projects that address road and highway safety, public transit, congestion and infrastructure needs, and pedestrian and bicycle safety.

Third District (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- The Third District continues to seek fair and equitable agreements between the County of Santa Barbara and the Chumash tribal government.
- Continue to work towards solutions for the Gaviota Coast and Guadalupe.

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

- Santa Barbara County Air Pollution Control District (SBCAPCD)
- Adult and Aging Network, Co-Chair
- Beach Erosion Authority for Clean Oceans and Nourishment (BEACON), Alternate
- Community Action Commission (CAC), Alternate
- First 5 Children and Family Commission
- Indian Gaming Local Community Benefit Committee
- I.V. Safe
- KIDS Network Policy Council, Vice Chair
- Local Agency Formation Commission (LAFCO), Alternate
- Santa Barbara County Association of Governments (SBCAG)
- North Coast Sub-regional Committee for SBCAG
- South Coast Sub-regional Committee for SBCAG
- Solid Waste Task Force

2017-19 Objectives

- Continue to preserve public safety and ensure 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.
- Develop a robust government to government relationship with the Santa Ynez Band of Chumash Indians in the pursuit of mutually beneficial objectives and reach a community supported agreement regarding the Camp 4 Property.
- Coordinate with county water agencies and sanitation districts to develop sustainable water resource management strategies.
- Enhance recreational opportunities for county residents by working with other agencies to improve coastal access, trails, and access to open space.
- Protect our children by working with county and state agencies to enhance traffic safety around their schools.
- Continue implementation of renewable energy and energy efficiency programs in County facilities and in the community.
- Develop ongoing programs to increase renewable energy in Santa Barbara County that offer economic and environmental benefits.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 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	2.00	2.00
BOS ADMIN ASST	-	1.00	(1.00)	-	-
EXTRA HELP	1.60	-	-	-	-
Total	4.60	4.00	-	4.00	4.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 473,124	$ 498,444	$ 2,379	$ 500,823	$ 518,269
Services and Supplies	19,602	20,000	-	20,000	20,000
Other Charges	16,042	19,941	2,055	21,996	22,841
Total Operating Expenditures	508,768	538,385	4,434	542,819	561,110
Intrafund Expenditure Transfers (+)	1,665	6,667	-	6,667	6,667
Total Expenditures	$ 510,433	$ 545,052	$ 4,434	$ 549,486	$ 567,777
Budget By Categories of Revenues					
General Fund Contribution	529,825	545,052	4,434	549,486	546,433
Total Revenues	$ 529,825	$ 545,052	$ 4,434	$ 549,486	$ 546,433

2016-17 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.

Fourth District (cont'd)

2016-17 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 past Chair (2016) of the Board of Supervisors and currently serves on the following boards and commissions:

- Air Pollution Control District (APCD) –Past Chair (2016)
- California State Association of Counties - CSAC (Alternate)
- CenCal Health (Alternate)
- Debt Advisory Committee
- First 5 Children and Families Commission (Alternate)
- Juvenile Justice Coordinating Council
- KIDS Network Policy Council – Chair
- North County Sub-Regional (Division of SBCAG)
- Santa Barbara County Association of Governments (SBCAG) – Vice Chair

2017-19 Objectives

Supervisor Adam will continue to keep the $350 million deferred maintenance of our County roads, parks and building a high priority. He will also be drawing attention to our soaring employee costs and unfunded pension liabilities that now measures over $1 billion.

His office will continue to put a significant effort into addressing the community needs of the cities and unincorporated areas of the Fourth District.

Peter will focus his advocacy on using sound business principles such as performance measures, accountability, certainty and revenue generation to the budget and policy making process within the County of Santa Barbara.

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 Tepusquet, as well as the City of Santa Maria.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 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	0.63	0.75	-	0.75	0.75
EXTRA HELP	0.30	-	-	-	-
Total	2.94	2.75	-	2.75	2.75

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 398,083	$ 409,501	$ 13,909	$ 423,410	$ 438,143
Services and Supplies	6,581	10,050	-	10,050	10,050
Other Charges	25,987	28,990	2,898	31,888	33,260
Total Operating Expenditures	430,651	448,541	16,807	465,348	481,453
Intrafund Expenditure Transfers (+)	2,485	7,590	-	7,590	7,590
Total Expenditures	$ 433,136	$ 456,131	$ 16,807	$ 472,938	$ 489,043
Budget By Categories of Revenues					
General Fund Contribution	446,076	456,131	16,807	472,938	457,287
Total Revenues	$ 446,076	$ 456,131	$ 16,807	$ 472,938	$ 457,287

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 Tepusquet. 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/

Fifth District (cont'd)

2016-17 Anticipated Accomplishments

- Worked with Supervisor Williams to establish a cannabis cultivation registry to inform the Board about current and future operations
- Hosted 5th annual Santa Barbara County Stand Down for veterans, which received more donations and served more veterans than any previous SBC Stand Down
- Secured funding for a strategic plan to lay the groundwork for a Santa Maria task force on youth safety
- Maintained the lowest district office budget on the Board of Supervisors

2017-19 Objectives

- Continue working to establish acute mental health beds in North County
- Implement a Cannabis ordinance that is beneficial to the County and fair for businesses and residents
- Lobby Congress on behalf of the county for priorities including infrastructure, water supply, social programs and other local issues with a federal nexus
- Continue the progress and funding plan for the Northern Branch Jail
- Participate on the Board of Directors for the Groundwater Sustainability Agency covering the Cuyama groundwater basin
- Maintain the 18% maintenance plan adopted by the Board of Supervisors in 2014

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ADMN OFFICE PRO	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	0.37	0.25	-	0.25	0.25
Total	1.37	1.25	-	1.25	1.25

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 127,490	$ 125,676	$ 5,517	$ 131,193	$ 137,366
Services and Supplies	42,809	67,893	6,354	74,247	74,247
Other Charges	75,840	85,515	20,007	105,522	108,931
Total Operating Expenditures	246,139	279,084	31,878	310,962	320,544
Other Financing Uses	25,000	-	-	-	-
Intrafund Expenditure Transfers (+)	25,598	6,872	10,128	17,000	17,000
Increases to Fund Balances	74,755	-	-	-	-
Total Expenditures	$ 371,492	$ 285,956	$ 42,006	$ 327,962	$ 337,544
Budget By Categories of Revenues					
General Fund Contribution	275,498	285,956	42,006	327,962	286,680
Total Revenues	$ 275,498	$ 285,956	$ 42,006	$ 327,962	$ 286,680

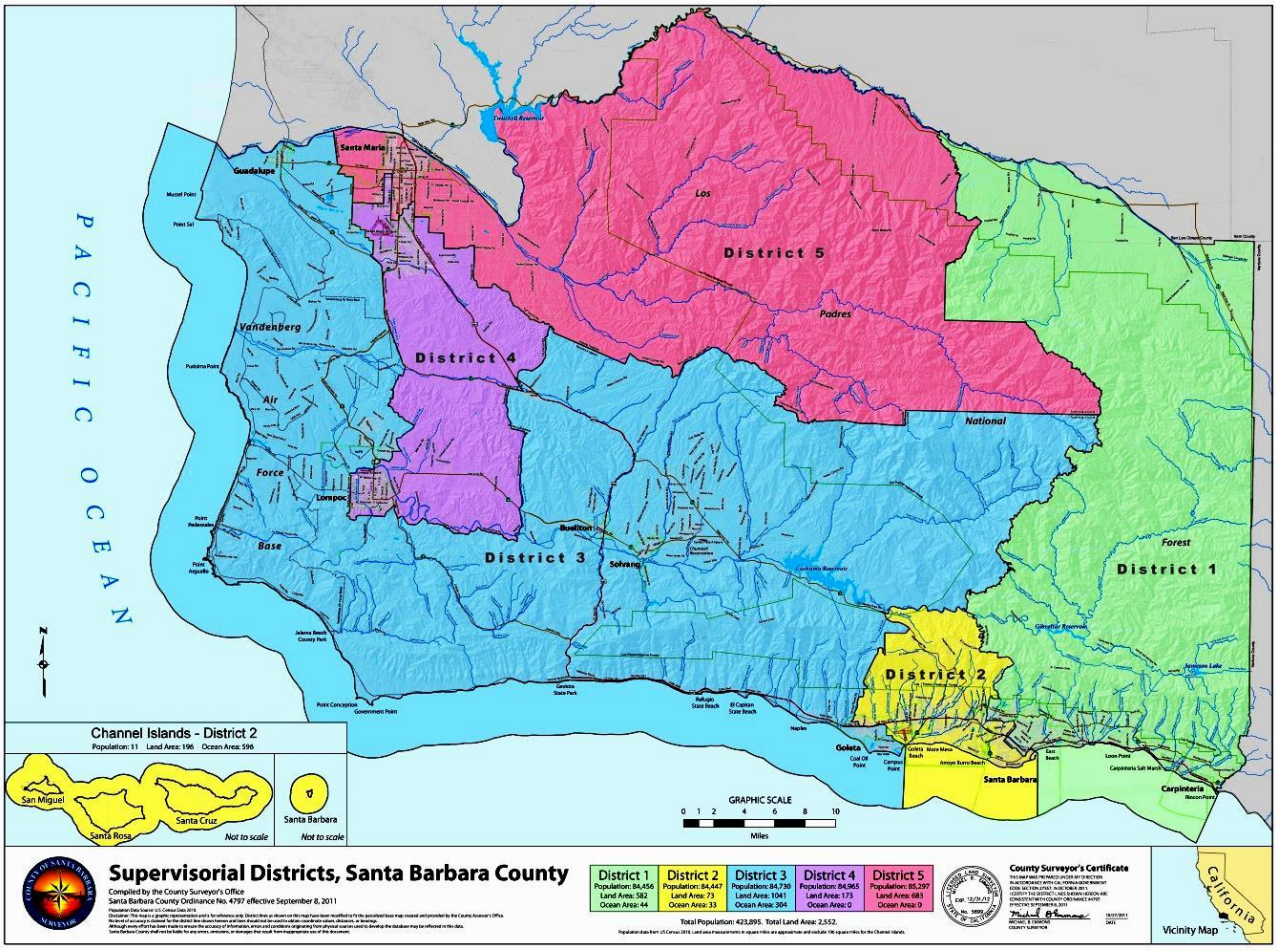
2016-17 Anticipated Accomplishments

- 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.

2017-19 Objectives

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

Board of Supervisors

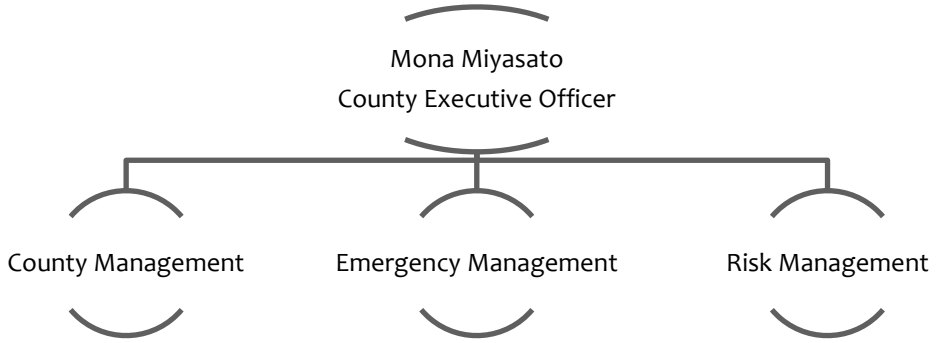


COUNTY OF SANTA BARBARA
CALIFORNIA

County Executive Office

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 36,385,371**
Capital	**$ 155,000**
FTEs	**33.0**



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 embodies trust, ethics, accountability, professionalism, innovation and customer focused quality public service 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 future challenges.

The County Executive Office is comprised of three budget programs:

1. **County Management** – This program is made up of Executive Management, Budget & Research, Clerk of the Board, Legislative Advocacy, and Public Information. This program provides leadership, strategic planning, and oversight to the County and implements the Board of Supervisors' policy directives.
2. **Emergency Management** – This program provides leadership, coordination, facilities, equipment, and training in preparing for and administering disaster response and recovery throughout the County.
3. **Risk Management** – This program mitigates the County's risk of financial losses in the areas of medical malpractice, workers' compensation, and general liability.

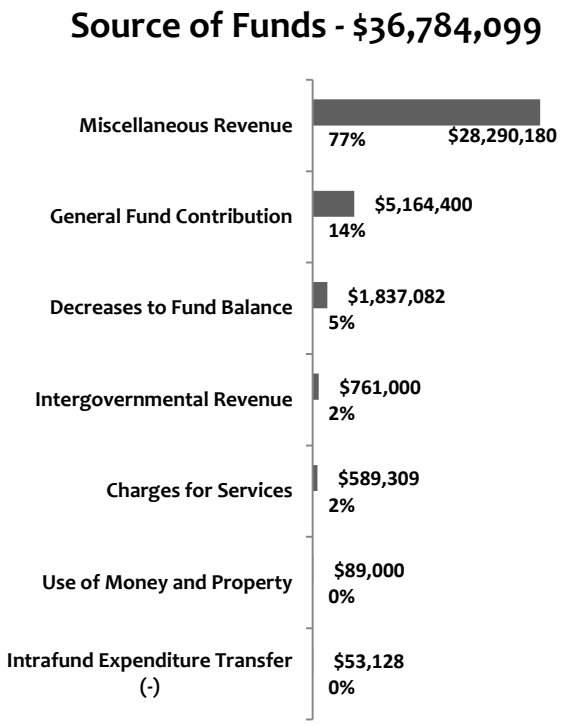
Highlights of 2017-19 Objectives

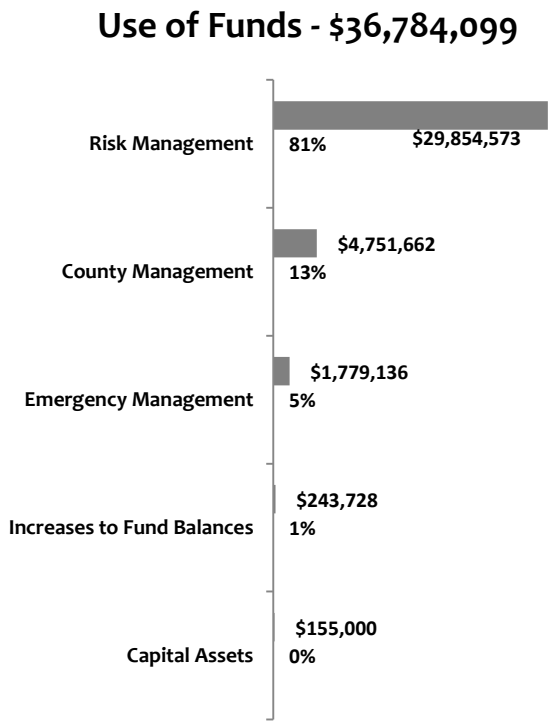
- Continue strategic Budget Rebalancing efforts by developing key actions that will lead to a financially sustainable and efficient County government over the next five years
- Continue project management and interdepartmental coordination of cannabis-related activities, including the development of potential ordinances and a ballot measure, as directed by the ad-hoc committee and Board.
- Coordinate strategies and implement actions among the justice/public safety departments and Behavioral Wellness to reduce the severely mentally ill population in the jail and better address system wide coordination and effectiveness.
- Implement the Organizational Strategic Plan to guide priorities and goals for a high-performing organization
- Continue efforts to improve external and internal communications through improved webpage enhancements, social media and training
- Protect and strengthen core Board directed County services
- Advocate for Legislative priorities aligned with the 2017 Legislative Platform
- Launch the online Assessment Appeals filing and payment system
- Continue outreach to public that encourages them to sign up for Aware and Prepare Alerts
- Conduct an internal program review and complete a Strategic Plan for the Santa Barbara County Office of Emergency Management
- Continue working with the Sheriff's Office on improving process regarding Workers' Compensation issues.

County Executive Office

Department

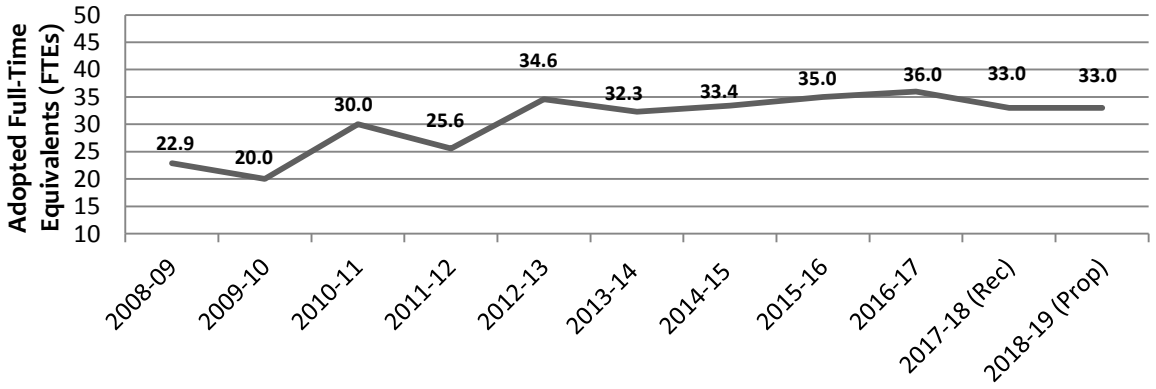
Recommended Sources & Uses of Funds





*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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
County Management	20.74	23.00	(2.05)	20.95	20.95
Emergency Management	9.01	7.00	(0.95)	6.05	6.05
Risk Management	6.33	6.00	-	6.00	6.00
Unallocated	0.04	-	-	-	-
Total	36.11	36.00	(3.00)	33.00	33.00

Budget By Budget Program					
County Management	$ 4,587,979	$ 5,231,321	$ (479,659)	$ 4,751,662	$ 4,922,155
Emergency Management	1,670,756	1,777,359	1,777	1,779,136	1,721,943
Risk Management	26,708,219	30,952,237	(1,097,664)	29,854,573	31,017,561
Total	$ 32,966,954	$ 37,960,917	$ (1,575,546)	$ 36,385,371	$ 37,661,659

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,746,664	$ 6,383,718	$ (287,095)	$ 6,096,623	$ 6,248,429
Services and Supplies	25,266,344	30,382,976	(1,587,688)	28,795,288	30,121,665
Other Charges	1,953,946	1,194,223	299,237	1,493,460	1,291,565
Total Operating Expenditures	32,966,954	37,960,917	(1,575,546)	36,385,371	37,661,659
Capital Assets	140,475	155,000	-	155,000	155,000
Other Financing Uses	88,966	-	-	-	-
Intrafund Expenditure Transfers (+)	40,090	-	-	-	-
Increases to Fund Balances	434,836	382,258	(138,530)	243,728	-
Fund Balance Impact (+)	474,897	-	-	-	-
Total	$ 34,146,218	$ 38,498,175	$ (1,714,076)	$ 36,784,099	$ 37,816,659

Budget By Categories of Revenues					
Use of Money and Property	$ 105,829	$ 38,000	$ 51,000	$ 89,000	$ 89,000
Intergovernmental Revenue	925,691	600,000	161,000	761,000	761,000
Charges for Services	499,109	599,464	(10,155)	589,309	591,061
Miscellaneous Revenue	25,125,287	27,821,188	468,992	28,290,180	29,777,968
Total Operating Revenues	26,655,916	29,058,652	670,837	29,729,489	31,219,029
Other Financing Sources	9,717	-	-	-	-
Intrafund Expenditure Transfers (-)	41,000	43,000	10,128	53,128	53,128
Decreases to Fund Balances	113,313	3,957,423	(2,120,341)	1,837,082	1,093,677
General Fund Contribution	4,988,528	5,439,100	(274,700)	5,164,400	5,066,300
Fund Balance Impact (-)	2,337,744	-	-	-	384,525
Total	$ 34,146,218	$ 38,498,175	$ (1,714,076)	$ 36,784,099	$ 37,816,659

County Executive Office

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Decrease of 3.0 FTE:
  - - 1.0 FTE decrease to County Management due to the transfer of the Equal Employment Opportunities (EEO) Office to the Department of Human Resources.
  - -1.0 FTE decrease to County Management for a vacant unfunded Department Business Specialist as a budget reduction strategy
  - -1.0 FTE decrease to the Office of Emergency Management for a vacant unfunded Emergency Manager. This reduction is a result of reduced revenues from Oil & Gas, Nuclear Power Programs, and correction for a structural deficit.

Expenditures

- Net operating expenditure decrease of $1,576,000:
  - -$287,000 decrease to Salaries and Employee Benefits due to the unfunding two vacant positions and downgrading an additional position (-$232,000), increase retirement costs (+$28,000) and a decrease to all other employee benefits (-$83,000). The increases to pension and employee benefits were offset by overall salary reductions due to staff transitions and unfunding vacant positions.
  - -$1,588,000 decrease to Services and Supplies due primarily to decreases to Risk Management insurance costs (-$534,000), decrease to disability medical costs (-$471,000), decrease to legal fees (-$166,000), decrease to indemnity expenses (-$484,000), and a decrease of (-$67,000) to Risk Management's special departmental expense. These expenses are expected to continue to decrease as the County closes self-insured risk claims incurred prior to the County adopting a primary insurance program in 2010.
  - +$299,000 increase to Other Charges due primarily to the increase to the cost and number of insurance and malpractice claims within the Countywide Risk Management programs (+$280,000) and the overall increase in communication services of (+$19,000).

- Net non-operating expenditure decrease of $139,000:
  - -$139,000 decrease to Retained Earnings account for Office of Emergency Management due to a draw of $139,000 to structurally balance the department in fiscal year 2017-18.

These changes result in Recommended operating expenditures of $36,385,000, a decrease to non-operating expenditures of $139,000, and total expenditures of $36,784,000. Non-operating expenditures are a decrease to fund balance.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

Revenues

- Net operating revenue increase of $671,000:
  - +$469,000 increase to Miscellaneous Revenue primarily due to reimbursements from County departments for Risk Management insurance costs.
  - +$161,000 increase in Intergovernmental Revenue due to grant awards for the Homeland Security Grant, the Emergency Management Grant, and the Hazard Mitigation Grant.
  - -$10,000 decrease to Charges for Services, due primarily to a reduction in planning studies services in OEM for their Oil and Gas programs.
  - +$51,000 increase to Use of Money and Property as a result of an increase in the interest earned for Risk Management funds.

- Net non-operating revenue decrease of $2,385,000:
  - -$2,120,000 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.
  - -$275,000 decrease to the General Fund Contribution to meet the 2017-18 budget gap target.
  - +$10,000 increase to Intrafund Expenditure Transfers to recover the cost of providing the Information Technology support to other departments.

These changes result in Recommended Operating Revenues of $29,729,000, Non-Operating Revenues of $7,055,000, and Total Revenues of $36,784,000. Non-operating revenues primarily include General Fund Contribution, transfers and changes to fund balances.

County Executive Office

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 proposed expenditures reflect a $1,033,000 increase over the FY 2017-18 Recommended budget that is primarily the result of:

- +$1,326,000 increase to Services & Supplies driven primarily by an increase in insurance expense of (+$1,729,000), an increase in the Cost Allocation (+$355,000), a decrease in indemnity expense of (-$405,000), and a decrease in disability medical expenses (-$353,000).
- +$152,000 increase Salaries & Benefits for increases to retirement, health insurance and employee salaries.
- -$244,000 decrease to Increase to Retained Earnings and Committed Fund Balance as lower Risk Management savings are projected.
- -$202,000 decrease to Other Charges.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
County Management					
Percentage of Board of Supervisor Meeting Summaries posted on the County website within three working days **(Target=100%)**	95% 38/40	100% 38/38	100% 36/36	100% 37/37	100% 37/37
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date **(Target=100%)**	84% 27/32	100% 32/32	97% 34/35	100% 33/33	100% 33/33
Number of total Everbridge subscribers **(Target = 25% increase of subscribers per year)**	N/A	2,498	12,000	15,000	18,750
Emergency Management					
Number of Emergency Operations Center exercises **(Target is to complete 4 exercises per year)**	4	4	5	4	4
Number of certified Emergency Operations Center personnel	30	30	75	75	75
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 **(Target≥100%)**	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, Clerk of the Board, Legislative Advocacy, and the Public Information. This program provides strategic leadership and oversight of County functions and implements the Board of Supervisors' policy direction.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
COUNTY EXECUTIVE OFFICER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	2.00	2.00	-	2.00	2.00
DEPUTY DIRECTOR	0.96	2.00	-	2.00	2.00
DEPUTY COUNTY EXEC OFFICER	0.81	1.00	-	1.00	1.00
PROJECT MANAGER	0.04	-	-	-	-
PROGRAM MANAGER	0.12	1.00	-	1.00	1.00
FISCAL & POLICY ANALYST	4.00	4.00	-	4.00	4.00
BUSINESS MANAGER	1.00	2.00	(1.05)	0.95	0.95
EEO/AA OFFICER	0.13	-	-	-	-
CHF DEP CLK OF BD OF SUPV	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
CSBTV MANAGER	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.77	1.00	3.00	4.00	4.00
DEPT BUS SPEC	1.00	1.00	(1.00)	-	-
EXECUTIVE SECRETARY	2.00	2.00	(1.00)	1.00	1.00
ADMN OFFICE PRO SR	3.00	3.00	(2.00)	1.00	1.00
EXTRA HELP	0.93	-	-	-	-
Total	20.74	23.00	(2.05)	20.95	20.95

County Executive Office

Program

COUNTY MANAGEMENT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 3,716,384	$ 4,209,428	$ (126,202)	$ 4,083,226	$ 4,242,152
Services and Supplies	658,409	795,670	(378,530)	417,140	416,910
Other Charges	213,186	226,223	25,073	251,296	263,093
Total Operating Expenditures	4,587,979	5,231,321	(479,659)	4,751,662	4,922,155
Capital Assets	26,455	30,000	-	30,000	30,000
Intrafund Expenditure Transfers (+)	40,090	-	-	-	-
Increases to Fund Balances	83,900	-	-	-	-
Total Expenditures	$ 4,738,423	$ 5,261,321	$ (479,659)	$ 4,781,662	$ 4,952,155
Budget By Categories of Revenues					
Charges for Services	335,354	345,557	15,138	360,695	360,695
Miscellaneous Revenue	102,219	1,700	-	1,700	1,700
Total Operating Revenues	437,573	347,257	15,138	362,395	362,395
Intrafund Expenditure Transfers (-)	41,000	43,000	10,128	53,128	53,128
Decreases to Fund Balances	32,940	258,000	(258,000)	-	-
General Fund Contribution	4,253,898	4,613,064	(246,925)	4,366,139	4,283,074
Total Revenues	$ 4,765,411	$ 5,261,321	$ (479,659)	$ 4,781,662	$ 4,698,597

2016-17 Anticipated Accomplishments

- Developed a balanced budget with consistent and fair processes in accordance with Board policies, to ensure financial stability and policy choices for the Board.
- Maintained the Strategic Reserve target as appropriate
- Engaged the Board and departments early and often about the FY 17-18 budget gap, met with labor groups and held six employee meetings throughout the County to discuss the situation.
- Created a Budget Rebalancing page on the County intranet, allowing employees to make budget suggestions or ask questions, which were reviewed and responded to.
- 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 Office oversight on the Northern Branch Jail
- Increased countywide visibility on social media and other media outlets by 338%
- Completed development of the 2017 Legislative Platform and implemented the 2016 Legislative Program
- Received GFOA award for distinguished County Budget documents for 19th 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
- Maintained the digitization Board of Supervisor Historical Minutes Archive
- Assisted with various annexations, Public Records Requests, and other projects, such as a renewed MOU of the Air Support Unit.

County Management (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- 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 and successfully hired the Public Defender, the Director of Emergency Management, Deputy County Executive Officer and two Assistant County Executive Officers (one overseeing community services and facilities and the other over budget and fiscal operations). Initiated recruitment for the Public Health Director.
- Replaced the existing outdated and unsupported Assessment Appeals system with new software which will allow greater public functionality (1st Phase)
- Provided support to the Ad Hoc 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 support to the Ad Hoc Subcommittee of the Board of Supervisors regarding Cannabis related matters
- Provided guidance to the overall recovery efforts from the Refugio Oil Spill
- Led process to establish the inaugural board of the new federally mandated Workforce Development Board
- Continue to enhance the Aware and Prepare Alert communication system for both internal and public mass notification
- Completed the Organizational Strategic Plan to set vision of high performing organization and guide decision making and priorities for the organization

2017-19 Objectives

- Develop budget rebalancing efforts by identifying key actions that will lead to a financially sustainable and efficient County government over the next five years, with actions included in the FY 2018-19 Budget
- Maintain appropriate reserve balances to enhance financial stability
- Continue to strive for excellent service to the public, departments, Board members, and community partners
- Implement the Organizational Strategic Plan to guide priorities and goals for a high-performing organization
- Continue work with General Services, Sheriff's Office and other departments to ensure successful completion of construction and transition of staff and inmates to the NBJ
- Continue project management and interdepartmental coordination of cannabis-related activities, including the development of potential ordinances and a ballot measure, as directed by the ad-hoc committee and Board.
- Coordinate strategies and implement actions among the justice/public safety departments and Behavioral Wellness to reduce the severely mentally ill population in the jail and better address system wide coordination and effectiveness.
- Continue efforts to improve external and internal communications by updating webpages, conducting social media outreach and department training. Continue to expand the Aware and Prepare Alert communications program.
- Implement improvements to the County's dispatch services for emergency response working in concert with the Fire, Sheriff and Public Health departments in response to a third party consultant review.
- Protect and strengthen core Board directed County services
- Advocate for Legislative priorities aligned with the 2017 Legislative Platform
- Continue to anticipate, communicate, and mitigate program risk
- Launch the Assessment Appeals online application and payment system

COUNTY MANAGEMENT (CONT'D)

2017-19 Objectives (cont'd)

- Revamp the Capital Improvement Program with General Services, reestablishing capital funding criteria and recommended priority projects
- Continue to provide support to the Ad Hoc 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
- Continue to provide support to the Ad Hoc Subcommittee of the Board of Supervisors regarding Cannabis related matters

County Executive Office

Program

EMERGENCY MANAGEMENT

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

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
ASST DEPT LDR-EXEC	0.04	-	-	-	-
PROJECT MANAGER	0.77	1.00	-	1.00	1.00
PROGRAM MANAGER	2.46	4.00	(1.00)	3.00	3.00
BUSINESS MANAGER	-	-	0.05	0.05	0.05
SAFETY OFFICER	0.01	-	-	-	-
DEPT BUS SPEC	0.85	1.00	-	1.00	1.00
EXTRA HELP	3.88	-	-	-	-
Total	9.01	7.00	(0.95)	6.05	6.05

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,029,902	$ 1,119,284	$ (183,562)	$ 935,722	$ 893,049
Services and Supplies	462,913	340,703	192,127	532,830	507,290
Other Charges	177,941	317,372	(6,788)	310,584	321,604
Total Operating Expenditures	1,670,756	1,777,359	1,777	1,779,136	1,721,943
Capital Assets	114,021	125,000	-	125,000	125,000
Other Financing Uses	88,966	-	-	-	-
Increases to Fund Balances	350,936	-	-	-	-
Total Expenditures	$ 2,224,679	$ 1,902,359	$ 1,777	$ 1,904,136	$ 1,846,943
Budget By Categories of Revenues					
Intergovernmental Revenue	925,691	600,000	161,000	761,000	761,000
Charges for Services	103,865	197,000	(27,000)	170,000	170,000
Miscellaneous Revenue	382,314	96,750	(95,000)	1,750	1,750
Total Operating Revenues	1,411,870	893,750	39,000	932,750	932,750
Other Financing Sources	9,717	-	-	-	-
Decreases to Fund Balances	80,373	182,573	(9,448)	173,125	-
General Fund Contribution	734,630	826,036	(27,775)	798,261	783,226
Total Revenues	$ 2,236,590	$ 1,902,359	$ 1,777	$ 1,904,136	$ 1,715,976

Emergency Management (cont'd)

2016-17 Anticipated Accomplishments

- Worked in partnership with County departments to develop a three-deep Emergency Operations Center (EOC) response roster totaling an estimated 150 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 two full scale EOC exercises (Coastal Trident 2016 and Haz Mat by Rail 2017) and two table top exercises (Active Shooter training and Coastal Trident 2017)
- Activated in support of three proclaimed emergencies; Sherpa Fire and 2017 Winter Storms. Deployed OEM responders to the Rey Fire
- Provided four hour EOC training for Managers who work in the County EOC
- Continued to fulfill 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 implementation of the Everbridge mass notification system as County's primary tool for emergency public information and warning
- Implemented improvements to address audit findings and recommendations regarding grant procedures and record keeping
- Continued to improve Awareandprepare.org web site, to serve as the primary preparedness site for the Santa Barbara County Operational Area
- Finalized the first Santa Barbara County Threat and Hazard Identification and Risk Assessment (THIRA)
- Provided Duty Officer training and mentoring to ensure readiness of OEM staff
- Completed efforts of the Drought Action Working Group

2017-19 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 EOC Response Team.
- 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

Emergency Management (cont'd)

2017-19 Objectives (cont'd)

- Complete the update to the Oil Spill Contingency Plan in response to lessons learned from the Refugio Oil Spill and consistent with the Oil Spill Area Plan
- Continue outreach to public on signing up for Aware and Prepare Alerts

County Executive Office

Program

RISK MANAGEMENT

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
RISK ANALYST	2.00	2.00	-	2.00	2.00
TEAM/PROJECT LDR-GEN	1.00	1.00	-	1.00	1.00
SAFETY OFFICER	0.99	1.00	-	1.00	1.00
ACCOUNTANT	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.34	-	-	-	-
Total	6.33	6.00	-	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,001,758	$ 1,055,006	$ 22,669	$ 1,077,675	$ 1,113,228
Services and Supplies	24,143,642	29,246,603	(1,401,285)	27,845,318	29,197,465
Other Charges	1,562,818	650,628	280,952	931,580	706,868
Total Operating Expenditures	26,708,219	30,952,237	(1,097,664)	29,854,573	31,017,561
Increases to Fund Balances	-	382,258	(138,530)	243,728	-
Total Expenditures	$ 26,708,219	$ 31,334,495	$ (1,236,194)	$ 30,098,301	$ 31,017,561
Budget By Categories of Revenues					
Use of Money and Property	105,829	38,000	51,000	89,000	89,000
Charges for Services	59,890	56,907	1,707	58,614	60,366
Miscellaneous Revenue	24,640,753	27,722,738	563,992	28,286,730	29,774,518
Total Operating Revenues	24,806,472	27,817,645	616,699	28,434,344	29,923,884
Decreases to Fund Balances	-	3,516,850	(1,852,893)	1,663,957	1,093,677
Total Revenues	$ 24,806,472	$ 31,334,495	$ (1,236,194)	$ 30,098,301	$ 31,017,561

Risk Management (cont'd)

2016-17 Anticipated Accomplishments

- Successfully returned 92% of disabled employees with work restrictions back to work within 30 days
- Implemented an enterprise facility-wide emergency notification system
- Maintained Workers' Compensation rates through various cost containment strategies
- Reached a 100% closing ratio for General Liability claims
- Completed 50 safety audits
- Developed a customized Workers' Compensation Dashboard, for each department, to enhance trend analysis, and injury prevention
- Implemented Corrective Action plans to address safety concerns
- Provided County-wide Cal/OSHA response training
- Established the Claims Connect Program to provide one on one assistance to employees in understanding he Workers' Compensation claims process
- Enlisted County in a CSAC-EIA Surgical Pilot Program to reduce specified orthopedic surgeries similar to the program being utilized in the County's Medical Insurance Program
- Created a rudimentary Workers' Compensation training for supervisor and human resource personnel that has been provided to Sheriff and Fire
- Increased excess general liability insurance policy limits by $10M

2017-19 Objectives

- Create and implement an Indoor Environmental Quality Plan
- Develop a property loss recovery program
- Sustain a 100% closing ratio for Workers' Compensation and General Liability Programs
- Maintain Workers' Compensation rate stabilization
- Establish an incident review task force for motor vehicle and heavy equipment accidents or near misses
- Continue to provide a basic Workers' Compensation training for all supervisor and human resource personnel
- Evaluate an Equipment Maintenance Program (EMMP) to achieve significant savings by consolidating service contracts and providing an asset management system.
- Continue working with the Sheriff's Office on improving process regarding Workers' Compensation issues.

County Counsel

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$**	**8,343,867**
Capital	**$**	**0**
FTEs		**38.65**

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 2017-19 Objectives

- Litigate: 1) Property tax assessment appeals, where we expect the litigated assessed value disputes to total about $7.0 ***b***illion (the potential 1% property tax involved is about $70 million, or about $13 million for the County General Fund); 2) four years of Medi-Cal audits ($8.3 million of disallowed costs remain, after we litigated recovery from the State this year of $731,000 for 2008); 3) 30 pending civil rights and tort cases, including nine already set for trial or on appeal; 4) "Camp 4" Fee-To-Trust; 5) challenges to Eastern Goleta Valley Community Plan and Gaviota Coast Community Plan; 6) child protection cases and appeals; and 7) prepare to litigate, if the County has damages from the Refugio Oil Spill that are not recovered through claims against Plains (County has recovered 100% of $1.9 million claimed to date).

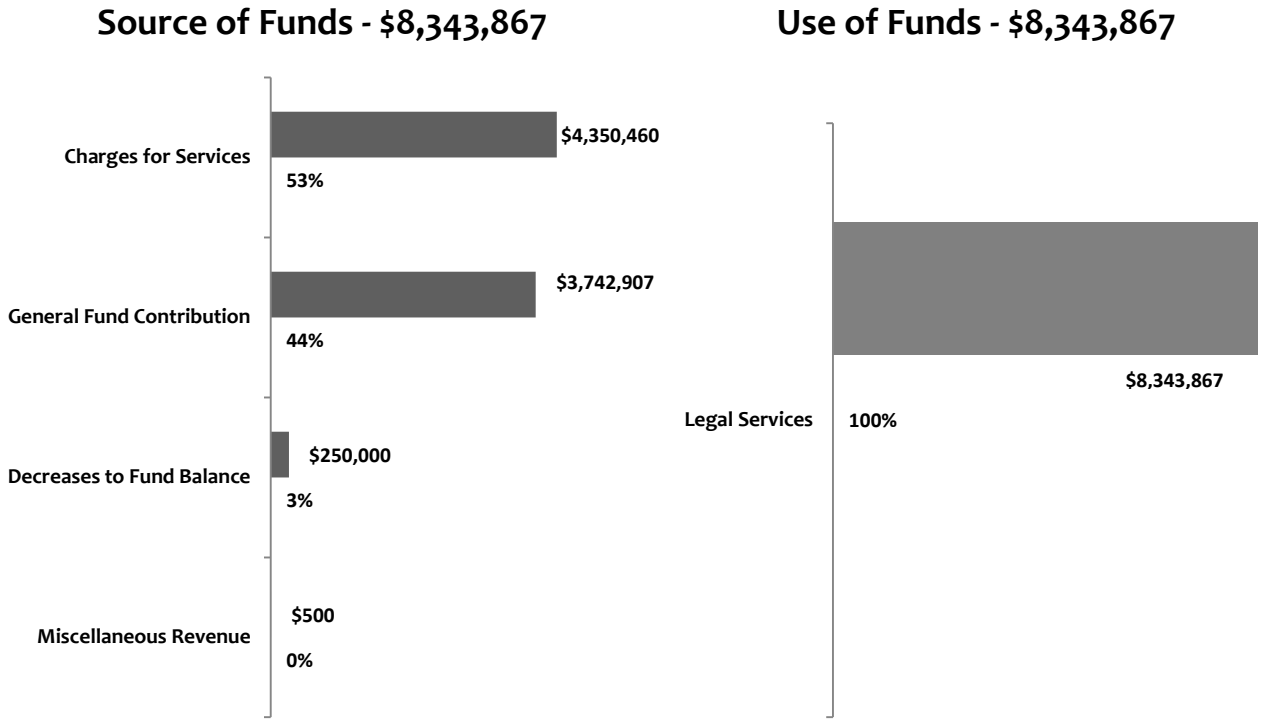
- Legal support, concurrently, for "land use," "water," "oil" and "Rebalancing Project" issues: 1) marijuana regulation and enforcement; 2) Chumash negotiations; 3) "Table A" state water contracts and validation action; 4) three "Groundwater Sustainability Plans;" 5) lease extension requests by Ellwood Pipeline (Venoco) and Pacific Operators Offshore; and 6) cost-saving options for personnel and pension costs.

- Legal support, concurrently, to capital projects: 1) $111 million Northern Branch Jail construction; 2) $125 million Tajiguas Resource Recovery Project; 3) "conditions of confinement" improvements at the Main Jail; and 4) Laguna County Sanitation District Master Plan.

County Counsel

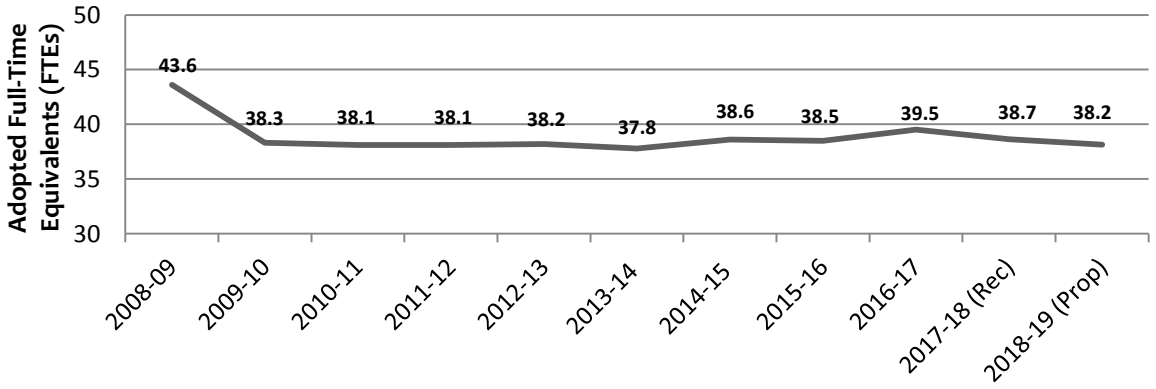
Department

Recommended Sources & Uses of Funds



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Legal Services	38.12	39.50	(0.85)	38.65	38.15
Total	38.12	39.50	(0.85)	38.65	38.15

Budget By Budget Program					
Legal Services	$ 7,362,722	$ 7,987,804	$ 356,063	$ 8,343,867	$ 8,714,722
Total	$ 7,362,722	$ 7,987,804	$ 356,063	$ 8,343,867	$ 8,714,722

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 6,831,643	$ 7,304,758	$ 336,333	$ 7,641,091	$ 8,008,357
Services and Supplies	368,643	499,780	7,977	507,757	503,310
Other Charges	162,436	183,266	11,753	195,019	203,055
Total Operating Expenditures	7,362,722	7,987,804	356,063	8,343,867	8,714,722
Fund Balance Impact (+)	21,076	-	-	-	-
Total	$ 7,383,798	$ 7,987,804	$ 356,063	$ 8,343,867	$ 8,714,722

Budget By Categories of Revenues					
Charges for Services	$ 3,983,999	$ 3,983,923	$ 366,537	$ 4,350,460	$ 4,350,460
Miscellaneous Revenue	249	500	-	500	500
Total Operating Revenues	3,984,248	3,984,423	366,537	4,350,960	4,350,960
Decreases to Fund Balances	124,450	342,465	(92,465)	250,000	250,000
General Fund Contribution	3,275,100	3,660,916	81,991	3,742,907	3,662,900
Fund Balance Impact (-)	-	-	-	-	450,862
Total	$ 7,383,798	$ 7,987,804	$ 356,063	$ 8,343,867	$ 8,714,722

County Counsel

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- For FY 17/18 there will be a -.85 FTE staffing reduction: a Legal Office Professional will retire in August 2017, -1.0 FTE, with her position only funded for +.15 FTE (two months) in FY 17/18, and with that position remaining vacant after she retires.

Expenditures

- Net operating expenditure increase of +$356,063 due to:
  - +$336,333 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs and employee salaries.
  - +$7,977 in Services and Supplies
  - +$11,753 in Other Charges.

These changes result in Recommended operating expenditures of $8,343,867 and non-operating expenditures of $0.

Revenues

- Net operating revenue increase of +$366,537. All County Counsel billing was impacted by a 7.0% increase in the overhead rate for Fiscal Year 2017-18. The following Charges for Services accounts were affected;
  - +$263,000 increase in Legal Services to Other Funds due to increased billings to Liability.
  - +$95,537 increase in Legal Services other than Risk Management.
  - +$8,000 in Other Services.

- Net non-operating revenue decrease of -$10,554 due to:
  - -$92,465 decrease in Decreases to Fund Balance
  - +81,911 increase in General Fund Contribution which reflects the recommended GFC target.

These changes result in Recommended operating revenues for FY2017-18 of $4,350,960 and non-operating revenues of $3,992,907, resulting in total revenues of $8,343,867. Non-operating revenues primarily include General Fund Contribution, transfers, and Decreases to Committed.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2017-18 Recommended to 2018-19 Proposed shows: an increase of +$370,855 in operating expenditures, primarily due to expected increases in Salaries and Employee Benefits.

The FY 2017-18 Recommended to 2018-19 Proposed General Fund Contribution shows a decrease of -$80,007, leaving a negative fund balance impact of -$450,862, 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
The percentage of litigated cases which resolve at 85% or less than the amount reserved by Risk: Target=85%.	86% 6/7	96 22/23	85% 17/20	85% 11/13	85% 11/13
The percentage of litigated cases resolved without payment to plaintiff: Target=60%.	68% 13/19	68% 13/19	67% 20/30	62% 8/13	62% 8/13
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	Not used in prior years	84% 31/37	97% 36/37	100% 37/37	100% 37/37

County Counsel

County Counsel

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
COUNTY COUNSEL	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
DEPUTY COUNTY COUNSEL SR	10.62	11.00	1.00	12.00	12.00
DEPUTY COUNTY COUNSEL SR-RES	1.00	1.00	-	1.00	1.00
DEPUTY COUNTY COUNSEL	10.88	12.00	(1.50)	10.50	10.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	-	-	1.00	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO SR-RES	8.85	10.00	(1.85)	8.15	8.15
PARALEGAL-RES	1.15	-	-	-	-
EXTRA HELP	0.62	0.50	0.50	1.00	1.00
Total	38.12	39.50	(0.85)	38.65	38.15

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 6,831,643	$ 7,304,758	$ 336,333	$ 7,641,091	$ 8,008,357
Services and Supplies	368,643	499,780	7,977	507,757	503,310
Other Charges	162,436	183,266	11,753	195,019	203,055
Total Operating Expenditures	7,362,722	7,987,804	356,063	8,343,867	8,714,722
Total Expenditures	$ 7,362,722	$ 7,987,804	$ 356,063	$ 8,343,867	$ 8,714,722
Budget By Categories of Revenues					
Charges for Services	3,983,999	3,983,923	366,537	4,350,460	4,350,460
Miscellaneous Revenue	249	500	-	500	500
Total Operating Revenues	3,984,248	3,984,423	366,537	4,350,960	4,350,960
Decreases to Fund Balances	124,450	342,465	(92,465)	250,000	250,000
General Fund Contribution	3,275,100	3,660,916	81,991	3,742,907	3,662,900
Total Revenues	$ 7,383,798	$ 7,987,804	$ 356,063	$ 8,343,867	$ 8,263,860

Legal Services (cont'd)

2016-17 Anticipated Accomplishments

ERG property tax assessment appeals: ERG holds the rights to extract oil and gas from nearly 19,000 acres in Santa Barbara County. For 2011-2016, their total valuation dispute with the County Assessor is about $1.42 billion; this represents a potential one-time 1% property tax alone of about $14.2 million. (From whatever 1% property tax revenue we ultimately achieve from ERG: 1) the County General Fund's share is about 19%; 2) the County Fire Protection District's share is about 6%; and 3) the remainder goes to other taxing entities, mostly education.) In 2015, ERG filed in Texas for Chapter 11 bankruptcy, which is not yet final. In August 2016, ERG filed a motion asking the Bankruptcy Court to determine -- and significantly reduce -- ERG's tax liability for its oil and gas properties in Santa Barbara County. Working closely with County Assessor, we opposed that motion and in December 2016 the Bankruptcy Court denied ERG's motion and returned the valuation of ERG's Santa Barbara property interests to the County's Assessment Appeals Board. 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 2007-2016, their total valuation dispute with the County Assessor is about $3.83 billion; this represents a potential one-time 1% property tax alone of about $38.3 million. (From whatever 1% property tax revenue we ultimately achieve from ULA: 1) the County General Fund's share is about 19%; 2) the County Fire Protection District's share is about 6%; and 3) the remainder goes to other taxing entities, primarily education.) In Fall 2015, the Assessment Appeals Board held, for the Assessor, that the $234 million assessed value that the Assessor asserted within the "escape assessment" for 2008 was not duplicative of the 2008 "regular assessments." This year, we expect that the Assessment Appeals Board will resolve ongoing motion practice about the timeliness of escape assessments. Ongoing.

State audits of County Medi-Cal programs: We continued litigation of State Fiscal Year (SFY) 06/07-09/10 audits of Medi-Cal programs, which initially totaled more than $9 million of disallowed County costs. For SFY 08/09, we litigated recovery of about $731,000 through an Informal Hearing, after the Hearing Officer reversed some State findings against the County; we expect to complete a Formal Hearing in June 2017 concerning the remaining about $2.3 million of disallowed County costs for that year. Ongoing.

Federal civil rights, state tort and workers' compensation litigation since March 1, 2016:

- Successfully resolved 30 civil rights and tort cases for a total payout of about $1.3 million, where 20 of those cases were resolved with no County payout, including through motions to dismiss and summary judgments.
- Economically resolved 8 workers' compensation "tail claims" under the County's self-insured workers' compensation program for injuries occurring before July 2010 (effective July 2010, the County replaced this self-insured program with insurance through CSAC-EIA's Primary Workers' Compensation Program). Those 8 settlements freed up about $1.2 million of Risk Management's reserves.

Legal Services (cont'd)

2016-17 Anticipated Accomplishments (Cont'd)

- Prevailed in 2 of 2 cases at the 9th Circuit Court of Appeals, where the 9th Circuit: 1) in *Huk*, upheld the District Court's dismissal of due process claims against the County and 7 County employees, after removal of a child from foster care; and 2) in *Adams*, upheld the District Court's dismissal of due process claims against a County case worker, following the Plaintiff's involuntary detention under § 5150).

Chumash issues: On December 24, 2014, the Bureau of Indian Affairs issued a Notice of Decision to accept the about 1,428-acre "Camp 4" property into trust. On January 19, 2017, the Department of the Interior denied the County's appeal of that decision. On January 20, 2017, the Bureau of Indian Affairs accepted the Tribe's conveyance of the "Camp 4" property. On January 28, 2017, the County filed litigation in U.S. District Court, seeking to set aside these actions by the Federal government. Throughout FY 2016-17, we continued to provide extensive and time-critical legal support for: 1) filing and briefing administrative appeals and litigation for Camp 4, and the Mooney and Escobar property; 2) negotiating and incorporating enforceable waivers of sovereign immunity into the County's contracts with the Tribe; 3) a contract for enhanced law enforcement services with the Tribe, through which they will fund 2.0 FTE Deputy Sheriffs, to mitigate potential public safety impacts from an expanded alcohol license; and 4) the Ad Hoc Subcommittee's discussions with the Tribe, regarding land use and financial matters of mutual concern, including Santa Ynez Valley properties such as Camp 4, the Mooney and Escobar property, and the 350-acre "Triangle" property. Ongoing.

Northern Branch Jail Project: Continued to provide extensive and time-critical legal support to this $111 million construction project. In June 2016, the Board of Supervisors approved the multiple construction and inspection contracts. Anticipated construction completion is November 2018. Anticipated occupancy is Spring 2019. Ongoing.

Psychiatric Health Facility (PHF) recertification survey: The PHF received a five-year recertification survey in June 2016 from Centers for Medicare and Medicaid Services (CMS). After that survey we moved quickly and provided a significant increase in legal support for about 6 months, towards: 1) contracting with consultants to assist Behavioral Wellness with corrective actions; 2) a required Plan of Correction and re-survey; and 3) formation and ongoing legal support of a Psychiatric Health Facility Governing Board, to oversee operations of the PHF. After the PHF's resurvey in December 2016 and subsequent update to the Plan of Correction in January 2017, we expect that 6-month spike of legal support for this part of PHF operations to decrease during FY 2017-19, to primarily involve support to the PHF Governing Board.

Legal Services (cont'd)

2016-17 Anticipated Accomplishments (Cont'd)

Provided legal support for consideration by the Board of Supervisors of significant "land use" and "water" issues, including: 1) the Board's adoption of the Gaviota Coast Community Plan; 2) formation of Groundwater Sustainability Agencies for the Cuyama Valley, San Antonio Creek Valley, and Santa Ynez River Valley groundwater basins; 3) the County's negotiations with the Department of Water Resources and Central Coast Water Authority for the reacquisition of 12,214 acre-feet of "Table A" water; 4) prevailed against writ litigation in *Rose v. County*, after the Board in 2014 did not terminate an alleged nonconforming residential use; 5) prevailed against writ litigation in *Surfrider Foundation and Gaviota Coast Conservancy v. County*, after the Board in 2014 approved the Paradiso del Mare project to build two homes on the Gaviota Coast; and 6) after motion practice, obtained the County's stipulated dismissal with prejudice from the *Hair* litigation, concerning Montecito Planning Commission's approval of a Coastal Development Permit for a proposed well.

Other litigation outside of the General Liability Fund and Workers' Compensation Fund:

- Prevailed in 5 of 5 cases at the Court of Appeal of California, involving: 1) Four terminations of parental rights in Child Welfare Services cases; and 2) in *Mosby*, the County's denial of a permit to operate a sports facility on land zoned for agriculture.
- After motion practice, Plaintiffs dismissed all Defendants in the *Whitlow* litigation, involving school immunizations, SB277, and the County's Public Health Department.
- Compelled a $10,000 payment to the County, for violations of the affordable housing covenant on a home bought through the County's affordable housing program.
- Litigation support to County Auditor-Controller's Internal Audit function: compelled a $27,000 repayment for a former County employee's unauthorized personal use of County vehicles; filed suit and obtained a Stipulated Judgment compelling $29,260 of repayments for another employee's overpaid overtime; and filed suit and have a May 2017 trial date to recover another employee's about $20,400 of overpaid overtime.

Refugio Oil Spill: Continued to provide legal support to:

- Ensure that Unified Command followed the Cliff Face Area Monitoring Plan, which stated that monitoring for stability, erosion control and potential re-oiling would not be considered complete until an inspection followed a defined "significant rain event" of 3.5" or more in a 24-hour period. This final inspection occurred in February 2017, and did not detect re-oiling or other problems.

Legal Services (cont'd)

2016-17 Anticipated Accomplishments (Cont'd)

- Interim claims against Plains: In 2015 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 now have yielded 100% of the about $1.9 million that the County has claimed to date for its "removal costs" and "increased costs of government services." Ongoing.

- Recurring meetings with the Petroleum and Hazardous Materials Safety Administration and State Fire Marshall, to ensure solid information flow to the County. Ongoing.

- Natural Resource Damage Assessment: As we coordinated in 2015 with the U.S. Department of Justice and the California Department of Fish and Wildlife, the County participates through a "seat at the table" in the multi-year NRDA process. Ongoing.

2016 Presidential Primary Election and Presidential General Election: We provided significant and time-sensitive legal support to the County's Elections Division for several months and also provided legal support to the Board of Supervisors concerning: 1) the Transient Occupancy Tax (TOT) Increase ballot measure, which passed at the November 2016 General Election; and 2) formation of the Isla Vista Community Services District, following statutory amendments through Assembly Bill 3 in 2015.

Fire Station 10: The City of Goleta, the County, and the County Fire Protection District approved a Memorandum of Understanding and related agreements in March 2016, concerning the City's proposed design and construction of Fire Station 10, to serve the Goleta area. This will be funded in part by about $1.5 million of AB 1600 Goleta Fire Protection Fees that the County had already collected for this purpose.

Legal Services (cont'd)

2017-19 Objectives

Litigate property tax assessment appeals to protect about $7.0 ***b***illion of "assessed value:"

- United Launch Alliance (ULA): For the disputed years 2007-2016, ULA's total valuation dispute with the County Assessor is about $3.83 billion, for a potential one-time 1% property tax alone of about $38.3 million. For context, at stake here for the County General Fund alone is a one-time payment of about $7.3 million, and then about $500,000 per year thereafter, and declining. We expect that during the next 2 years ULA will continue to vigorously litigate each of the assessment years.

- Oil and gas: We expect to support County Assessor's handling and litigation of a significant increase in oil and gas property tax assessment appeals during the next 2 years, including from: ERG, Exxon, Freeport-McMoRan, and Venoco. For context, *just* ERG's present property valuation disputes total about $1.42 billion, for a potential one-time 1% property tax alone of about $14.2 million.

State audits of County Medi-Cal programs: We litigated recovery this year of about $731,000 of disallowed County costs for SFY 08/09. We expect that further litigation will be ongoing throughout FY 2017-19, where we seek to recover the remaining about $8.3 million of disallowed County costs for SFY 06/07-09/10.

"Rebalancing Project," to examine the County's delivery of services with available resources: Over the next several years this will likely require significant legal analysis of: 1) "mandatory" versus "discretionary" County services; 2) potential changes in how the County delivers some services; and 3) potential cost-saving options for personnel and pension costs. Example: the Public Employees' Pension Reform Act of 2013 (PEPRA) addresses the sharing of "normal costs" between public employers and public employees, and one of its key subdivisions becomes operative on January 1, 2018.

$111 million Northern Branch Jail Project: Construction has begun, anticipated construction completion is November 2018, and anticipated occupancy is Spring 2019. 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 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;" 3) any construction claims, litigation, closeouts and audits; and 4) related to opening the Northern Branch Jail: a medical care contract, other service contracts, and Northern Branch Jail policies and procedures.

$125 million Tajiguas Resource Recovery Project: Continue to provide extensive and time-critical legal support for the contracting and public financing components of this project that will use conversion technology to extend the life of the Tajiguas Landfill.

Legal Services (cont'd)

2017-19 Objectives

Provide legal support to the proposed Laguna County Sanitation District Wastewater Reclamation Plant Facilities Master Plan, including review of project documents and -- if approved by the Board of Directors -- public financing; bidding; contracts; and construction.

Chumash issues: Continue to provide extensive and time-critical legal support for: 1) administrative appeals and litigation of Fee-To-Trust issues, including for Camp 4; and 2) the Ad Hoc Subcommittee's discussions with the Tribe, regarding land use and financial matters of mutual concern, including Santa Ynez Valley properties such as Camp 4, the Mooney and Escobar property, and the 350-acre "Triangle" property.

Workforce planning, since: 1) an orderly knowledge transfer is essential, but takes time; and 2) about 25% of our current County Counsel workforce is 57 years old or older, <u>and</u> in "General" retirement plans that incentivize retirements at between ages 57 and 62.

Refugio Oil Spill: If the County sees further damages from the oil spill -- beyond the $1.9 million that the County already has recovered -- we will be prepared to bring litigation during or before Spring 2018, concerning that loss. Our success in working closely with the Petroleum and Hazardous Materials Safety Administration, the State Fire Marshall, 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 1-2 years.

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:
    - Five cases already set for trial before March 2018: *Brislane* (jail inmate alleges having to sleep on floor violated civil rights); *Keller* (alleges dangerous condition of County Road caused collision that left Plantiff a paraplegic); *Markee* (alleges dangerous condition of public property caused fatal fall from Sea Lookout Park); *Stoianova* (alleges negligence of County employee in rear-end traffic collision); and *Swiderski* (alleges Laguna County Sanitation District rejected Plantiff's job application based on her gender); and,
    - Four cases that are on appeal: *Bjorklund* (Plaintiff's appeal of Superior Court's partial dismissal of claims that Sheriff's deputies used excessive force); *Flath* (Plaintiff's appeal of Superior Court's grant of summary judgment for the County, against a claim that Sheriff's deputy was within scope of employment at time of traffic accident); *McCrory* (County's appeal of Superior Court's partial denial of "anti-SLAPP" motion); and *Shafer* (County's appeal of District Court's denial of "qualified immunity" for Sheriff's deputy who allegedly used excessive force, where Plantiff's damages, attorney's fees and costs total about $397,000).

Legal Services (cont'd)

2017-19 Objectives (Cont'd)

- 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 six remaining litigated cases, which include some of the most costly and difficult to resolve.

- Legal support to "conditions of confinement" improvements at the Main Jail.

Provide legal support to the Board of Supervisors and County staff about significant "land use" issues, including: 1) defend against the writ challenge by *Zoom Properties*, against the adoption by the Board of Supervisors in October 2015 of the Eastern Goleta Valley Community Plan; 2) defend against the writ challenge by *Young America's Foundation*, against the adoption by the Board of Supervisors in November 2016 of the Gaviota Coast Community Plan; 3) defend against the "quiet title" and writ challenge by *Pollyrich Properties*, against the approval by the Board of Supervisors in July 2016 of a Conditional Use Permit for the Sierra Grande Rural Recreation ("Zipline") Project; 4) marijuana regulation and enforcement; and 5) proposed Short-Term Rental Ordinance.

Provide legal support to the Board of Supervisors and County staff about significant "water" issues, including:

- Preparation of required planning and actions under the 2014 "Sustainable Groundwater Management Act," including: 1) the first "Groundwater Sustainability Plan" in Santa Barbara County is due for Cuyama Valley by January 31, 2020; and 2) Groundwater Sustainability Plans for San Antonio Creek Valley and Santa Ynez River Valley are due by January 31, 2022.

- The County's negotiations with the Department of Water Resources and Central Coast Water Authority, for a contract to reacquire 12,214 acre-feet of "Table A" water.

- 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.

County Counsel

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 members of the community who are charged with crimes and determined to be indigent with qualified legal representation through the Public Defender or other appointed counsel.
- 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 for all County residents.

Public Safety

Functional Summary

Staffing By Department	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
District Attorney	137.22	135.20	(4.00)	131.20	131.20
Probation	334.27	335.00	(5.00)	330.00	330.00
Public Defender	70.29	68.50	-	68.50	68.50
Fire	263.47	279.62	5.50	285.12	285.12
Sheriff	632.71	669.08	(6.27)	662.81	665.11
Total	1,437.97	1,487.39	(9.77)	1,477.62	1,479.93

Budget By Department					
District Attorney	$ 22,403,593	$ 24,042,118	$ 310,290	$ 24,352,408	$ 25,459,696
Probation	51,118,500	54,000,348	1,797,384	55,797,732	57,994,848
Public Defender	10,928,142	11,590,494	(96,888)	11,493,606	12,127,187
Court Special Services	15,002,017	15,248,900	8,000	15,256,900	15,256,900
Fire	63,255,477	66,918,589	4,899,811	71,818,400	75,146,114
Sheriff	123,906,188	129,866,209	6,887,963	136,754,172	141,870,549
Total	$ 286,613,916	$ 301,666,658	$ 13,806,560	$ 315,473,218	$ 327,855,294

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 231,321,133	$ 240,472,797	$ 9,028,088	$ 249,500,885	$ 260,880,186
Services and Supplies	31,253,565	34,084,952	3,712,255	37,797,207	38,892,527
Other Charges	24,039,218	27,108,909	1,066,217	28,175,126	28,082,581
Total Operating Expenditures	286,613,916	301,666,658	13,806,560	315,473,218	327,855,294
Capital Assets	477,859	2,180,450	(765,989)	1,414,461	363,000
Other Financing Uses	6,072,156	12,884,611	(5,677,200)	7,207,411	5,672,261
Intrafund Expenditure Transfers (+)	579,080	686,095	22,826	708,921	708,921
Increases to Fund Balances	13,961,318	1,100,979	(265,151)	835,828	810,720
Fund Balance Impact (+)	221,106	-	-	-	-
Total	$ 307,925,436	$ 318,518,793	$ 7,121,046	$ 325,639,839	$ 335,410,196

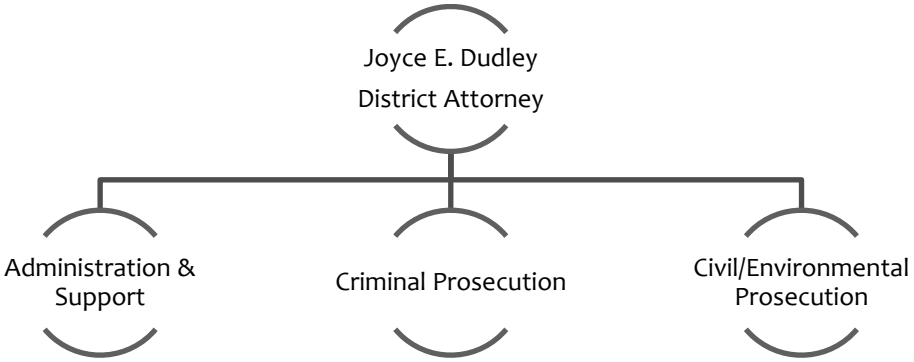
Budget By Categories of Revenues					
Taxes	$ 45,750,126	$ 49,273,000	$ 1,835,000	$ 51,108,000	$ 54,231,000
Licenses, Permits and Franchises	22,250	20,000	-	20,000	20,000
Fines, Forfeitures, and Penalties	2,439,600	2,175,621	108,044	2,283,665	2,151,673
Use of Money and Property	892,541	233,700	295,871	529,571	529,571
Intergovernmental Revenue	72,824,328	70,445,176	1,489,777	71,934,953	73,473,255
Charges for Services	46,872,038	44,970,301	2,322,272	47,292,573	47,428,609
Miscellaneous Revenue	4,246,103	4,142,571	590,496	4,733,067	4,764,667
Total Operating Revenues	173,046,987	171,260,369	6,641,460	177,901,829	182,598,775
Other Financing Sources	4,716,537	3,993,485	(1,429,522)	2,563,963	2,209,186
Intrafund Expenditure Transfers (-)	601,570	715,395	22,861	738,256	738,256
Decreases to Fund Balances	3,614,141	13,884,778	(318,175)	13,566,603	9,587,277
General Fund Contribution	125,946,200	128,664,766	2,204,422	130,869,188	127,522,100
Fund Balance Impact (-)	-	-	-	-	12,754,602
Total	$ 307,925,436	$ 318,518,793	$ 7,121,046	$ 325,639,839	$ 335,410,196

Public Safety

District Attorney

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$**	**24,352,408**
Capital	**$**	**550,000**
FTEs		**131.2**



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 the 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, legal support staff, administrative and IT 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.

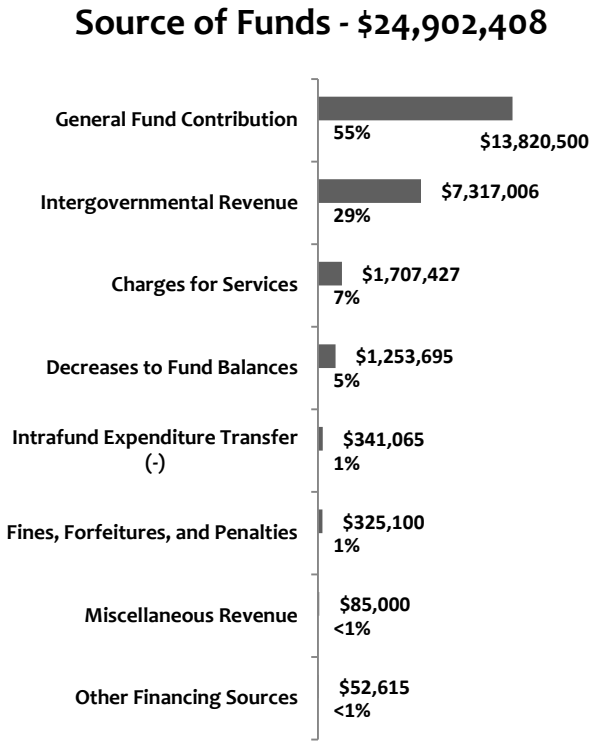
Highlights of 2017-19 Objectives

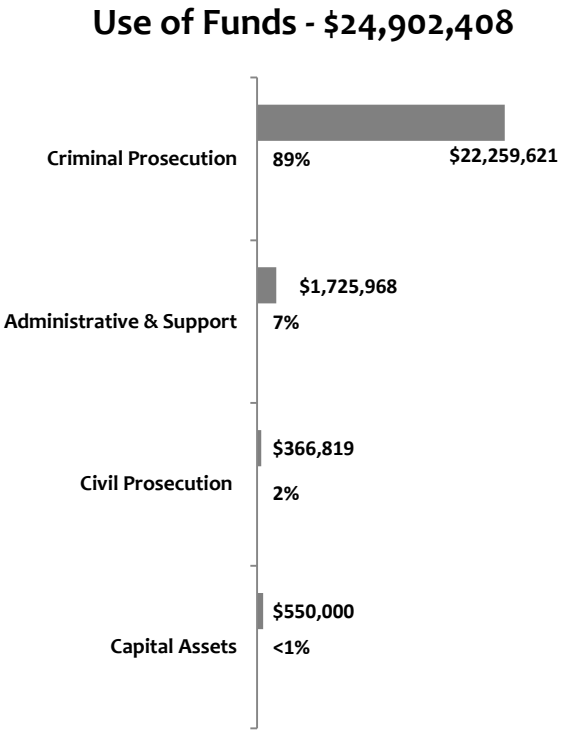
- Upgrade 20+ year old case management system to increase staff efficiency and improve ability to make data-driven management decisions.
- Collaborate with County partners on long-term, effective solutions for mentally ill defendants.
- Continue vigorous prosecution of those responsible for committing gang-related murders in Santa Barbara County.
- Implement a felony pre-filing diversion program for non-violent offenders.
- Expand victim services through enhanced outreach efforts in order to meet the needs of underserved and vulnerable populations including elders, dependent adults, disabled persons and immigrant victims.
- Pursue implementation of web-based E-SCARS system to report, investigate and track alleged child abuse.
- Continue development of the Consumer/Environmental Unit in order to increase prosecution efforts for consumer and environmental protection.

District Attorney

Department

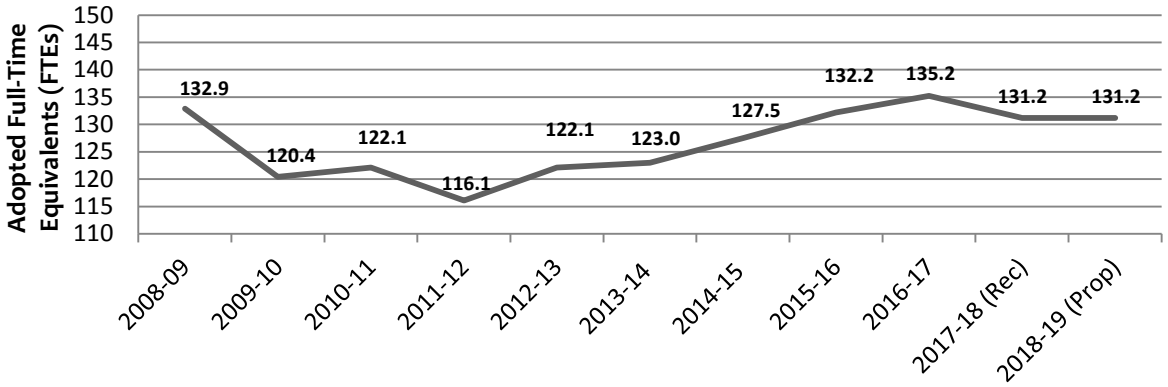
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	9.19	9.00	-	9.00	8.00
Criminal Prosecution	127.32	124.20	(4.15)	120.05	121.60
Civil Prosecution	0.48	2.00	0.15	2.15	1.60
Unallocated	0.23	-	-	-	-
Total	137.22	135.20	(4.00)	131.20	131.20

Budget By Budget Program					
Administration & Support	$ 1,581,573	$ 1,656,530	$ 69,438	$ 1,725,968	$ 1,665,034
Criminal Prosecution	20,711,949	22,040,572	219,049	22,259,621	23,518,409
Civil Prosecution	110,070	345,016	21,803	366,819	276,253
Total	$ 22,403,593	$ 24,042,118	$ 310,290	$ 24,352,408	$ 25,459,696

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 20,287,390	$ 21,951,077	$ 482,225	$ 22,433,302	$ 23,510,180
Services and Supplies	1,343,083	1,147,864	29,694	1,177,558	1,178,438
Other Charges	773,119	943,177	(201,629)	741,548	771,078
Total Operating Expenditures	22,403,593	24,042,118	310,290	24,352,408	25,459,696
Capital Assets	-	-	550,000	550,000	-
Intrafund Expenditure Transfers (+)	1,740	2,000	(2,000)	-	-
Increases to Fund Balances	100,000	-	-	-	-
Total	$ 22,505,333	$ 24,044,118	$ 858,290	$ 24,902,408	$ 25,459,696

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 357,018	$ 225,100	$ 100,000	$ 325,100	$ 193,108
Intergovernmental Revenue	6,151,358	6,389,265	927,741	7,317,006	7,458,006
Charges for Services	1,706,338	1,760,595	(53,168)	1,707,427	1,707,427
Miscellaneous Revenue	62,350	95,000	(10,000)	85,000	85,000
Total Operating Revenues	8,277,064	8,469,960	964,573	9,434,533	9,443,541
Other Financing Sources	47,453	52,300	315	52,615	52,615
Intrafund Expenditure Transfers (-)	290,444	319,965	21,100	341,065	341,065
Decreases to Fund Balances	601,772	1,229,893	23,802	1,253,695	418,535
General Fund Contribution	13,288,600	13,972,000	(151,500)	13,820,500	13,738,200
Fund Balance Impact (-)	-	-	-	-	1,465,740
Total	$ 22,505,333	$ 24,044,118	$ 858,290	$ 24,902,408	$ 25,459,696

District Attorney

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Total net decrease of 4.0 FTE due to the following:
  - Increase of 2.0 FTE:
    - Increase is due to the addition of 2.0 FTE Victim Witness Program Advocate positions that are fully grant funded. The department received funding from the Department of Justice for the Human Trafficking Task Force grant, which includes funding for 1.0 FTE Victim Witness Program Advocate. The department also received a grant to combat elder abuse from the California Governor's Office of Emergency Services, which includes funding for 1.0 FTE Victim Witness Program Advocate. Both positions were approved by the Board of Supervisors in 2016.
  - Decrease of 6.0 FTE:
    - Reduction of 2.0 FTE Criminal Investigators and 2.0 FTE Criminal Investigative Assistants due to a reduction in General Fund Contribution, coupled with significant increases in pension costs.
    - Reduction of 2.0 FTE Welfare Fraud Investigations staff (1.0 FTE Welfare Fraud Investigator and 1.0 FTE Welfare Fraud Investigative Assistant) due to changes in program demand within the Welfare Fraud Unit.

Expenditures

- Net operating expenditure increase of $310,290:
  - +$482,225 increase in Salaries and Employee Benefits due to retirement cost increases, wage increases resulting from County-negotiated union contract changes, health insurance cost increases, and additional salary costs associated with the prosecution of the MS-13 gang case.
  - +$29,694 increase in Services and Supplies due to copier replacements and professional services associated with the Deputy District Attorneys Association contract.
  - -$201,629 decrease in Other Charges due to a decrease in general liability insurance costs.

- Net non-operating expenditure increase of $548,000:
  - +$550,000 increase due to purchase of a new case management system.
  - -$2,000 decrease due to change in Auditor-Controller audit fees.

These changes result in Recommended operating expenditures of $24,352,408 and non-operating expenditures of $550,000, resulting in total expenditures of $24,902,408.

Revenues

- Net operating revenue increase of $964,573 due to:
  - +$927,741 increase in Intergovernmental Revenue due to $808,336 in new State and Federal grant revenue; $53,300 in Public Safety Sales Tax (Proposition 172); $66,075 in Local Realignment revenue.
  - +$100,000 increase in Forfeitures and Penalties due to anticipated increases in civil penalties resulting from the expanded prosecution of consumer and environmental crimes by the new Consumer/Environmental Unit.
  - -$10,000 decrease in Miscellaneous Revenue due to a decrease in the number of defendants suitable for the Misdemeanor Diversion Program.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

Revenues

- -$53,168 decrease in Charges for Services primarily due to ($150,368) decrease in funding for the Welfare Fraud Program funded by the Department of Social Services, offset by a $94,200 increase in recording fee revenue collected for the Real Estate Fraud Prosecution Unit.

- Net non-operating revenue decrease of $106,283:
  - -$151,500 decrease in General Fund Contribution due to retirement costs and other County structural deficits.
  - +$21,415 increase primarily in Local Realignment funding.
  - +$23,802 increases to use of fund balances due to the following: a reduction of one-time Program Restoration funds in FY17/18 in the amount of ($431,500) associated with workers' compensation premiums, general liability insurance, and translation/transcription funding. This reduction is offset by a recommended increase of $400,000 for a new case management system and $80,000 in additional salary costs associated with the prosecution of the MS-13 gang case. This year, the department will again use its fund balances to support ongoing operations in the amount of $473,695, this represents a decrease of ($24,698) from FY 2016-17 due to depleting departmental fund balance reserves.

These changes result in Recommended operating revenues of $9,434,533 and non-operating revenues of $15,467,875, resulting in total revenues of $24,902,408. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 Proposed Budget contains $1,107,288 in total operating expenditure increases primarily due to retirement cost increases, health insurance cost increases, and wage increases resulting from County-negotiated union contracts. This is compounded by slower than expected growth in Prop 172 revenues, and reduced General Fund allocations. In addition, the department will have depleted most of its available fund balances. As a result, the use of one-time funding to maintain ongoing operations will be unavailable to support operations in future years. The department will face a budget shortfall in FY 2018-19 of $1,465,740 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Department-Wide					
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	64% 7,287/11,347	60% 7,095/11,787	59% 6,716/11,432	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.	71% 277/388	79% 264/336	77% 262/340	80% 280/350	80% 280/350
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances.	61% 1,514/2,499	62% 1,585/2,544	66% 1,616/2,448	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.	100% 804/804	100% 804/804	100% 900/900	100% 900/900	100% 900/900
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	80% 105/132	80% 105/132	98% 132/135	100% 131/131	100% 131/131

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DISTRICT ATTORNEY	0.92	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.04	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.99	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	-	-	1.00	1.00	1.00
ADMN OFFICE PRO	0.56	1.00	-	1.00	-
COMPUTER SYSTEMS SPEC	1.00	1.00	(1.00)	-	-
DEPT BUS SPEC	0.96	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	0.33	-	-	-	-
EXTRA HELP	0.40	-	-	-	-
Total	9.19	9.00	-	9.00	8.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,532,560	$ 1,580,882	$ 116,044	$ 1,696,926	$ 1,635,992
Services and Supplies	23,952	51,319	(22,277)	29,042	29,042
Other Charges	25,062	24,329	(24,329)	-	-
Total Operating Expenditures	1,581,573	1,656,530	69,438	1,725,968	1,665,034
Total Expenditures	$ 1,581,573	$ 1,656,530	$ 69,438	$ 1,725,968	$ 1,665,034
Budget By Categories of Revenues					
General Fund Contribution	1,581,573	1,656,530	69,438	1,725,968	1,799,044
Total Revenues	$ 1,581,573	$ 1,656,530	$ 69,438	$ 1,725,968	$ 1,799,044

District Attorney

Program

Administration & Support (cont'd)

2016-17 Anticipated Accomplishments

Advancements for Justice

- Case Management: An internal team identified critical system requirements and necessary improvements for a new case management system. A Request for Proposal was circulated, and vendor demonstrations were held in order to evaluate each proposed system. The goal of this process was to ensure that the final product selection meets all department needs including ease of use, comprehensive capture of case information, and accurate reporting.
- Mobile Device Management: Assessed and implemented a Mobile Device Management (MDM) solution for departmental cellular phones. In order to manage and protect departmental mobile devices, information technology (IT) staff enrolled these devices in an MDM program in order to safeguard their data in the event of loss or theft.
- Storage Project: As the influx of digital media continues to grow, the IT group successfully migrated departmental data from a retired system to a new and more robust storage system. This will ensure that there is enough storage capacity to handle data workloads for the next several years.
- All-Staff Training: Held all-staff training on procedural justice as it relates to fairness throughout the criminal justice system.

2017-19 Objectives

- Develop an automated interface that will allow the District Attorney to transmit case information to and from the Superior Courts' new case management system. This improvement will streamline the case filing process with the Courts, and will also enhance the case disposition process.
- 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, allow for more 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 County 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, or plea. The process ends once the defendant has been sentenced, victim restitution has been ordered if appropriate, and probation has been terminated.
- 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, conduct court trials, 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 the 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 initial stages 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 Propositions 36, 47, 57 and 64, attorneys handle the resentencing and re-litigation of issues for criminal defendants who have been previously sentenced to life in prison or who are petitioning for reductions of their sentences from felonies to misdemeanors. When appropriate, attorneys also appear at state prison parole hearings in order 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), which 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 impact 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DISTRICT ATTORNEY	0.08	-	-	-	-
CHIEF DEPUTY	3.16	4.00	(0.10)	3.90	3.95
ASST DISTRICT ATTORNEY	0.77	-	-	-	-
DEPUTY DISTRICT ATTY SR	11.92	12.00	2.00	14.00	14.00
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00	1.00
DEPUTY DISTRICT ATTY	31.83	33.00	(2.00)	31.00	31.50
DA INVESTIGATOR SUPV	3.00	3.00	(1.00)	2.00	2.00
DA INVESTIGATOR	11.73	13.00	(2.00)	11.00	11.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.01	-	-	-	-
LEGAL OFFICE PRO	19.00	20.00	(4.05)	15.95	15.95
ADMN OFFICE PRO	0.59	0.50	-	0.50	1.50
DEPT BUS SPEC	0.04	-	-	-	-
LEGAL OFFICE PRO SR	19.54	20.00	1.00	21.00	21.00
ADMN OFFICE PRO SR	2.00	2.00	-	2.00	2.00
VICTIM WITNESS PROG SUPV	2.00	2.00	-	2.00	2.00
PARALEGAL	1.00	1.00	-	1.00	1.00
VICTIM WITNESS PROG ASST	8.92	10.00	2.00	12.00	12.00
ADMN OFFICE PRO SR-RES	0.02	-	-	-	-
CONTRACTOR	3.68	1.70	-	1.70	1.70
EXTRA HELP	6.02	-	-	-	-
Total	127.32	124.20	(4.15)	120.05	121.60

District Attorney

Program

Criminal Prosecution (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 18,647,445	$ 20,027,824	$ 342,483	$ 20,370,307	$ 21,598,685
Services and Supplies	1,318,652	1,096,545	51,221	1,147,766	1,148,646
Other Charges	745,851	916,203	(174,655)	741,548	771,078
Total Operating Expenditures	20,711,949	22,040,572	219,049	22,259,621	23,518,409
Capital Assets	-	-	550,000	550,000	-
Intrafund Expenditure Transfers (+)	1,740	2,000	(2,000)	-	-
Total Expenditures	$ 20,713,689	$ 22,042,572	$ 767,049	$ 22,809,621	$ 23,518,409
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	174,587	175,100	-	175,100	43,108
Intergovernmental Revenue	6,151,358	6,389,265	927,741	7,317,006	7,458,006
Charges for Services	1,706,338	1,760,595	(53,168)	1,707,427	1,707,427
Miscellaneous Revenue	62,350	95,000	(10,000)	85,000	85,000
Total Operating Revenues	8,094,633	8,419,960	864,573	9,284,533	9,293,541
Other Financing Sources	47,453	52,300	315	52,615	52,615
Intrafund Expenditure Transfers (-)	290,444	319,965	21,100	341,065	341,065
Decreases to Fund Balances	601,772	1,229,893	(26,198)	1,203,695	368,068
General Fund Contribution	11,679,387	12,020,453	(92,740)	11,927,713	11,755,834
Total Revenues	$ 20,713,689	$ 22,042,571	$ 767,050	$ 22,809,621	$ 21,811,123

Criminal Prosecution (Cont'd)

2016-17 Anticipated Accomplishments

Promises Delivered

- Human Trafficking: Obtained a three-year Federal grant to operationalize the Human Trafficking Task Force in order to identify and serve victims, proactively investigate human trafficking cases, develop protocols, and promote opportunities for cross-training.
- Workers' Compensation Unit: The Workers' Compensation Unit continues to aggressively seek out and prosecute workers' compensation fraud. The Unit has increased its collaboration with Santa Barbara County Risk Management by participating in monthly claim reviews. Since the County is self-insured, ensuring that only legitimate claims are paid can result in significant cost savings. The Unit also utilized grant funding to work with the County Communication Office on the production of a highly-effective anti-workers' compensation fraud public service announcement, which has resulted in increased reporting of potential workers' compensation fraud. Lastly, the success of the Workers' Compensation Fraud Unit has resulted in successes within other specialty units such as annuity insurance fraud. By forging a strong relationship with the California Department of Insurance, the Annuity Fraud Prosecution Unit received an increase in funding, which has allowed the Unit to focus on building several complex and high-dollar annuity fraud cases. The department continues to work to protect honest workers and business owners from workers' compensation fraud, and to protect our community's elderly individuals from financial predators who commit annuity and life insurance fraud.
- Misdemeanor Diversion Program: The Misdemeanor Diversion Program (MDP) continues to clear over 1,000 criminal cases annually from our congested courts. In 2016, 1,812 offenders and 1,091 minor offenders successfully completed rehabilitative programs that have been shown to reduce recidivism. Offenders pay for the cost of the programs themselves, thereby removing the financial burden from the taxpayer. This year, offenders paid $31,664 in victim restitution and $50,150 in cost recovery fees. MDP provides a criminal justice "win-win", combining better outcomes in criminal cases while providing significant savings in County resources.
- Automobile Theft and Insurance Fraud: The District Attorney has received grant funding from the Department of Insurance for the investigation and prosecution of automobile insurance theft and fraud. The joint goal is to make those traveling on County roads safer and ensure a reduction in these crimes.
- Truancy Program: The District Attorney's Truancy Program has achieved remarkable results since being re-established in FY 2012-13, and is expected to achieve similar results in FY 2017-18. This dynamic program ensures that children in our community attend school regularly so they can receive the education they deserve, 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 often place children at risk for becoming both perpetrators and victims of crime. Between 2008 and 2011, the program was cut due to the financial crisis. During each of those years, Santa Barbara County's truancy rate was above the state average. Since being reestablished, our truancy rate has stayed below the state average. In total, less than 1.0% of all truant students were referred to the Probation Department and the District Attorney for legal action. Of those, over 80% of cases were resolved without requiring convictions. In FY 2016-17, the program continued to partner with community organizations and expanded its network by bringing several others into the fold. In California, the Santa Barbara District Attorney's Truancy Program continues to be a leading example among truancy programs.
- 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. Now in its third year, this Committee has played a significant role in increasing public safety in Isla Vista.

Criminal Prosecution (Cont'd)

2016-17 Anticipated Accomplishments

Programs Created and Enhanced

- Task Forces: The Arson, Human Trafficking, Environmental 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 has been successful in its efforts to increase community awareness regarding animal abuse, educate the public and law enforcement on the nexus between it and various other forms of abuse, and highlight the responsibility each community member has to report these alleged crimes. The Anti-Animal Abuse Task Force will continue to meet as specific needs arise. The Environmental Task Force is comprised of over 53 members from 27 Federal, State and local agencies that regulate and enforce environmental laws within the County. As a result of the District Attorney's commitment to environmental protection, these agencies are given the support and direction they need. This enables them to complete their investigations more effectively and efficiently, and allows them to achieve the enforcement results that are necessary in order to successfully protect our environment.
- Real Estate Fraud Prosecution Program: The Real Estate Fraud unit performed more than 42 investigations, filed three cases, continued the prosecution of five cases filed in FY 2015-16, and obtained three convictions. The Unit continues to partner closely with the County of Santa Barbara Clerk-Recorder-Assessor to identify criminal activity related to recorded documents. The Real Estate Fraud Advisory Team continues to meet in order to identify real estate fraud trends and practices in the County of Santa Barbara.
- HART Court (Helping Achieve Resiliency and Treatment): Launched in 2015, HART Court is a District Attorney-led, multi-agency collaborative effort designed to target children who are at high risk of commercial sexual exploitation and recidivism. The District Attorney, Probation, Behavioral Wellness, and various community agencies collaborate to identify those at high risk. Participants receive services specific to their unique needs under supervision of the Santa Maria Juvenile Court.
- Elder Abuse Outreach: Obtained grant funding to provide targeted outreach countywide to elder and dependent adults at risk for abuse. A Victim Witness Advocate and an Extra-Help Deputy District Attorney were hired to support the program.
- Proposition 47: Proposition 47 reduced certain felonies to misdemeanors in order to fund prevention and support 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 are litigated in a manner similar to that of new law enforcement referrals for prosecution.
- Proposition 64: Proposition 64 reduced certain marijuana-related felonies to misdemeanors or infractions. This will likely have many of the same impacts on office resources and staff time as Proposition 47, as Deputy District Attorneys will need to thoroughly review cases that had previously been resolved.

Criminal Prosecution (Cont'd)

2017-19 Objectives

- Design and implement a felony pre-filing diversion program for non-violent offenders. The Santa Barbara County District Attorney's Office is one of eight jurisdictions in the United States to receive a technical assistance grant from the Association of Prosecuting Attorneys. This grant is designed to assist with the development of a diversion program for individuals charged with non-violent felony offenses. The proposed program would provide offenders with the opportunity to avoid facing felony charges, as long as they have minimal prior criminal histories. Individuals would avoid the negative impacts of felony convictions if they make positive life changes, participate in mandatory counseling and education, and avoid violating any laws.
- As a result of the passing of Prop 57, juvenile offenders who will be appropriately prosecuted as adults will have transfer hearings in juvenile court prior to criminal charges being filed in adult court. Transfer hearings are expected to impact departmental resources due to increased litigation in these cases. Transfer hearings will lead to more court appearances, witness coordination, and additional investigations in preparation for the hearings.
- Increase focus on vehicular crime cases in order to ensure road safety.
- Continue to successfully manage the safety and well-being of witnesses and their families in gang violence cases.
- Continue prosecuting criminal violations in the Refugio Oil Spill matter.
- Utilize Federal Human Trafficking Task Force grant funding in cooperation with the Sheriff's Office in order to conduct proactive investigations and victim interventions.
- Develop internal protocols and performance measurements in order to identify opportunities for the earlier disposition of cases, which would free up resources throughout the entire criminal justice system.
- In partnership with the Department of Social Services and the Sheriff's Office, the District Attorney applied for a grant to build an electronic suspected child abuse reporting system (E-SCARS). This web-based application will allow Santa Barbara County to report, investigate and track suspected child abuse electronically as opposed to the current manual methods.
- The District Attorney has long employed a practice of investigating possible wrongful convictions. In FY 2016-17 the department formalized these procedures for the Conviction Review Unit. In addition, the public will have easier access to a web form which may be filled out by defendants, their counsel or relatives in order to begin the process of requesting an investigation into a possible wrongful conviction. The Unit will also expand its investigations of wrongful conviction claims, and identify training needs in order to ensure that justice is served.
- Continue to serve as an active participant in the County's Stepping Up Initiative along with other departments. The goal of this initiative is to reduce the number of mentally ill defendants incarcerated in County jails.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
CHIEF DEPUTY	0.19	-	0.10	0.10	0.05
DEPUTY DISTRICT ATTY	0.24	2.00	-	2.00	1.50
LEGAL OFFICE PRO	0.04	-	0.05	0.05	0.05
EXTRA HELP	0.01	-	-	-	-
Total	0.48	2.00	0.15	2.15	1.60

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 107,385	$ 342,371	$ 23,698	$ 366,069	$ 275,503
Services and Supplies	479	-	750	750	750
Other Charges	2,206	2,645	(2,645)	-	-
Total Operating Expenditures	110,070	345,016	21,803	366,819	276,253
Increases to Fund Balances	100,000	-	-	-	-
Total Expenditures	$ 210,070	$ 345,016	$ 21,803	$ 366,819	$ 276,253
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	182,431	50,000	100,000	150,000	150,000
Total Operating Revenues	182,431	50,000	100,000	150,000	150,000
Decreases to Fund Balances	-	-	50,000	50,000	50,467
General Fund Contribution	27,639	295,017	(128,198)	166,819	183,322
Total Revenues	$ 210,070	$ 345,017	$ 21,802	$ 366,819	$ 383,789

Civil/Environmental Prosecution (cont'd)

2016-17 Anticipated Accomplishments

Successful Partnerships

- Hired 1.0 FTE Deputy District Attorney to focus solely on the prosecution of civil and environmental crimes.
- Continued 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.
- Continued to investigate and anticipate filing short weight packaging cases and price scanner violation cases, some of which will likely have statewide participation.
- Collected $119,788 in civil penalty revenue last fiscal year through settlements of civil cases countywide. Additionally, $62,642 in civil penalty revenue was collected last fiscal year through settlements of statewide civil cases to which Santa Barbara County was a party. In the current fiscal year, the District Attorney has collected $30,485 in civil penalties with an expected increase in pending case settlements.
- Continued 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, which continues post-indictment in the criminal court.
- 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.

2017-19 Objectives

- Continue the development of the Consumer/Environmental Unit, which will allow Santa Barbara County to strengthen its involvement in consumer and environmental litigation.
- Continue to build partnerships with local regulatory and investigative agencies such as CUPA, APCD, and Weights and Measures by investigating and prosecuting consumer and environmental cases within the County.
- Continue collaboration with allied agencies in order to identify and prosecute perpetrators of consumer fraud and environmental crimes.
- Engage more investigative and prosecutorial resources at earlier stages in a case for consumer fraud and environmental protection.
- Continue prosecuting criminal violations in the Refugio Oil Spill matter.

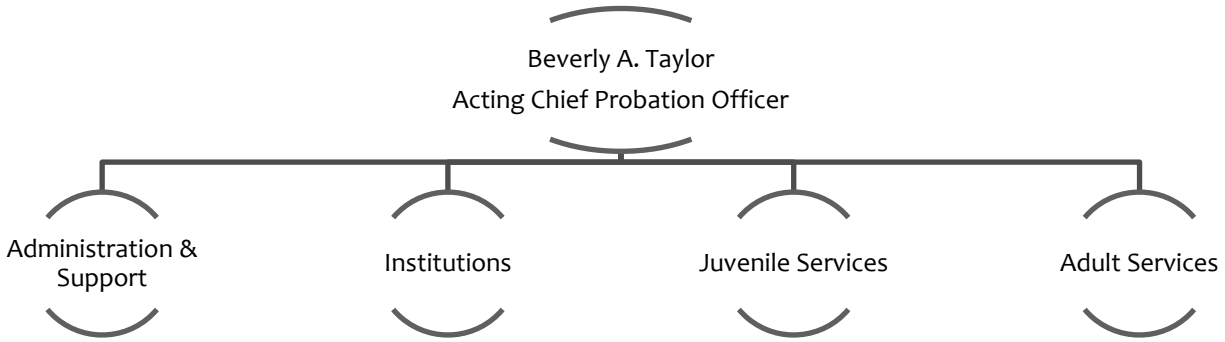
District Attorney

Probation

"Leading the Way to a Safer Community"

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 55,797,732**
Capital	**$ 144,000**
FTEs	**330.0**



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.

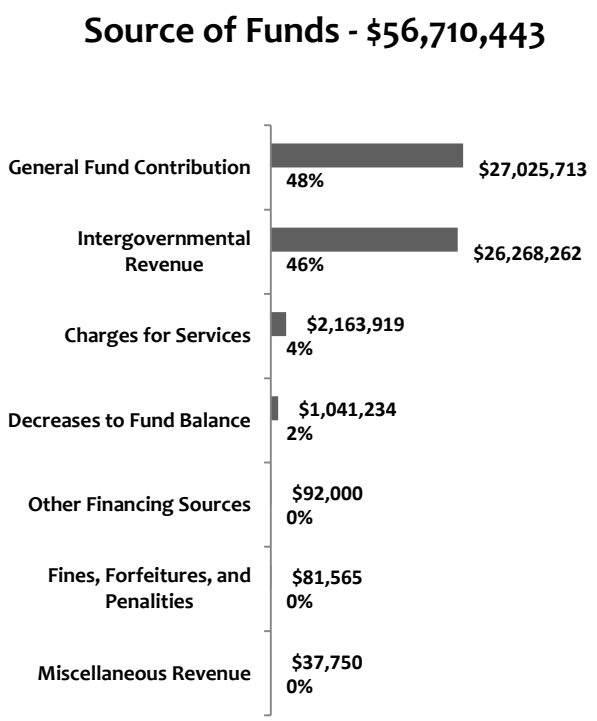
Highlights of 2017-19 Objectives

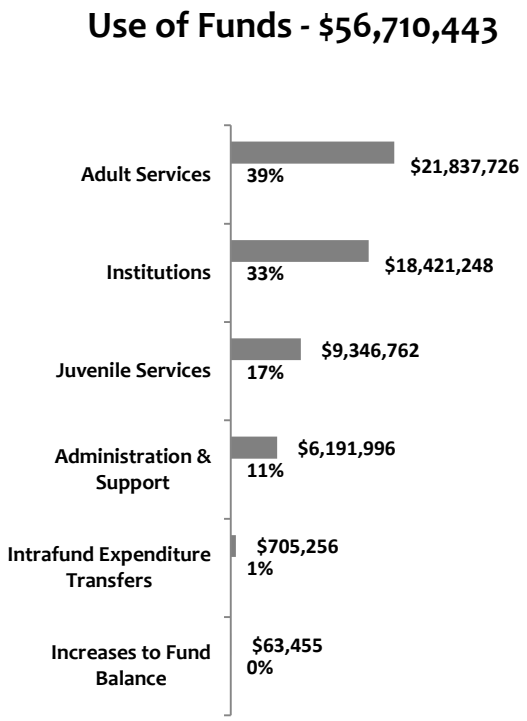
- Implement improvements to the department website to increase victim access to information and resources.
- Automation of a sexual exploitation screening for all youth booked into juvenile hall.
- Revision of juvenile hall intake assessment booking tool.
- Enhance the Probation Report and Resource Center (PRRC) application to better track dosage and outcome data.

Probation

Department

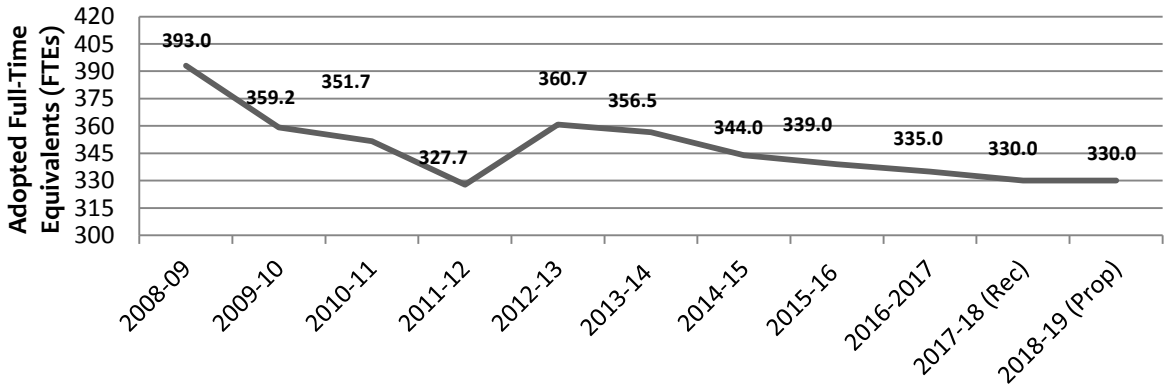
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	32.72	33.50	0.50	34.00	34.00
Institutions	111.85	108.00	1.00	109.00	109.00
Juvenile Services	58.63	61.00	(4.50)	56.50	56.50
Adult Services	128.69	132.50	(2.00)	130.50	130.50
Unallocated	2.38	-	-	-	-
Total	334.27	335.00	(5.00)	330.00	330.00

Budget By Budget Program					
Administration & Support	$ 6,029,154	$ 5,975,050	$ 216,946	$ 6,191,996	$ 6,382,250
Institutions	17,606,284	17,553,763	867,485	18,421,248	19,163,302
Juvenile Services	8,769,192	9,586,800	(240,038)	9,346,762	9,648,649
Adult Services	18,713,870	20,884,735	952,991	21,837,726	22,800,647
Total	$ 51,118,500	$ 54,000,348	$ 1,797,384	$ 55,797,732	$ 57,994,848

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 42,353,809	$ 44,086,036	$ 1,439,886	$ 45,525,922	$ 47,763,452
Services and Supplies	6,786,274	7,837,926	318,011	8,155,937	8,020,527
Other Charges	1,978,417	2,076,386	39,487	2,115,873	2,210,869
Total Operating Expenditures	51,118,500	54,000,348	1,797,384	55,797,732	57,994,848
Capital Assets	-	-	144,000	144,000	-
Other Financing Uses	20,000	-	-	-	-
Intrafund Expenditure Transfers (+)	573,069	660,395	44,861	705,256	705,256
Increases to Fund Balances	4,297,293	327,250	(263,795)	63,455	37,000
Fund Balance Impact (+)	79,846	-	-	-	-
Total	$ 56,088,709	$ 54,987,993	$ 1,722,450	$ 56,710,443	$ 58,737,104

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 77,390	$ 68,000	$ 13,565	$ 81,565	$ 81,565
Use of Money and Property	6,025	-	-	-	-
Intergovernmental Revenue	27,169,693	24,904,140	1,364,122	26,268,262	26,303,804
Charges for Services	2,158,272	2,141,458	22,461	2,163,919	2,163,919
Miscellaneous Revenue	38,777	37,500	250	37,750	37,750
Total Operating Revenues	29,450,158	27,151,098	1,400,398	28,551,496	28,587,038
Other Financing Sources	201,300	232,000	(140,000)	92,000	92,000
Intrafund Expenditure Transfers (-)	1,660	20,000	(20,000)	-	-
Decreases to Fund Balances	415,091	953,929	87,305	1,041,234	1,051,763
General Fund Contribution	26,020,500	26,630,966	394,747	27,025,713	26,674,100
Fund Balance Impact (-)	-	-	-	-	2,332,203
Total	$ 56,088,709	$ 54,987,993	$ 1,722,450	$ 56,710,443	$ 58,737,104

Probation

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Net decrease of 5.0 FTEs:
  - Decrease of 2.0 FTE as a result of the reduction of juvenile supervision officers.
  - Decrease of 1.0 FTE as a result of the elimination of one (1) of four (4) adult bank supervision officers.
  - Decrease of 1.0 FTE as a result of the reduction of support staffing for Juvenile Court Services.
  - Decrease of 3.0 FTE as a result of the restructuring of north county juvenile supervision.
  - Decrease of 1.0 FTE as a result of the elimination of a staff shared between the community service work and revenue recovery programs.
  - Decrease of 2.0 FTE as a result of realigning Home Detention duties to Juvenile Field Services.
  - Decrease of 1.0 FTE as a result of the creation of restitution collection procedure for unsupervised cases.
  - Increase of 2.0 FTE as a result of the implementation of an AB109 funded, supervised pre-trial release program.
  - Increase of 4.0 FTE as a result of positions funded by the CEO to address changes to juvenile hall supervision ratios resulting from compliance with the Prison Rape Elimination Act (PREA) standards.

Expenditures

- Net operating expenditures increase of +$1,797,000 primarily due to:
  - +$1,440,000 increase in Salaries and Employee Benefits due to retirement increase (+$941,000) workers compensation increase (+$288,000), salary increase (+$258,000), health insurance increase (+144,000), and partially offset by a decrease in accrued salary and benefits (-$174,000).
  - +$318,000 increase in Services and Supplies due to increases in Professional and Special services related to the Reducing Racial and Ethnic Disparity (R.E.D.) grant (+$82,000), increased appropriations for office supplies (+$56,000), increased expenditures for medical costs for juveniles (+$33,000), increased maintenance and improvement expenditures for replacing carpet at the Camp ($31,000), increased food costs in the institutions (+$26,000), increased copier expense (+$26,000), increased travel and training costs (+$23,000), and increased software maintenance fees (+$13,000).
  - +$39,000 increase in Other Charges due to an increase utilities cost (+$70,000), an increase in General Services Communications cost (+$18,000), and a decrease to liability insurance (-$50,000).

- Net non-operating expenditures decrease of -$75,000 primarily due to:
  - +$144,000 increase in Capital expenditures for a remodel project at the Camp.
  - +$45,000 increase in Intrafund Expenditure Transfers due to increased Public Safety Realignment Funding to the District Attorney (+$21,000) and the Public Defender (+$16,000), and increased fines collected being transferred to the Court (+$8,000).
  - -$264,000 decrease in Increases to Fund Balances due to the loss of a funding stream for local law enforcement that is no longer available to Probation for use in FY 2018-19 (-$157,000), incorporating Assembly Bill (AB) 1476 funding into ongoing operations (-$133,000), and an increase for Youthful Offender Block Grant (YOBG) revenue (+$26,000.)

These changes result in Recommended operating expenditures of $55,798,000, non-operating expenditures of $912,000, and total expenditures of $56,710,000. Non-operating expenditures primarily include Capital Expenditures, Intrafund Transfers, and Increases to Fund Balances.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

Revenues

- Net operating revenues increase of $1,400,000 primarily due to:
  - +$1,364,000 increase in Intergovernmental Revenue primarily due to:
    - +$1,477,000 increase to 2011 Public Safety Realignment revenue due to increased Juvenile Probation Activities (JPA) revenue (+$864,000), increased AB109 revenue (+$481,000), increased YOBG revenue (+$195,000), increased Juvenile Reentry revenue (+$81,000), increased Juvenile Justice Crime Prevention Act (JJCPA) revenue (+$8,000), decreased SB678 revenue (-$84,000), decrease due to the loss of the Local Law Enforcement Grant (-$34,000), and decreased Juvenile Probation and Camps (-$33,000).
    - +$97,000 increase in Proposition 172 Public Safety Sales Tax.
    - +$6,000 increase in Federal meal reimbursement at the institutions.
    - -$190,000 decrease in Federal Title IV-E revenue due to decreased reimbursable activities and a decreased rate of Federal eligibility.
    - -$24,000 decrease in Federal Grant revenue due to the termination of the Juvenile Accountability and Incentive Block Grant (-$28,000), decrease in Office of Traffic Safety grant for a DUI caseload (-$11,000), and an increase to the Reducing Racial and Ethnic Disparity grant (+$15,000).

  - +$22,000 increase in Charges for Services primarily due to an increase in monthly supervision fees collection (+$46,000), increase in Los Prietos Business Center revenue (+$8,000), and decrease in daily rate charges for youth held in the institutions (-$31,000).

  - +$14,000 increase in Fines, Forfeitures, and Penalties primarily due to increased victim restitution collection service fee (+$11,000), increase in Los Prietos Business Center revenue (+$5,000), increased penalty assessment collections (+$2,000), and decreased Proposition 69 revenue (-$5,000).

- Net non-operating revenues increase of $322,000 due to:
  - +$395,000 increase in General Fund Contribution.
  - -$140,000 decrease in Other Financing Sources funding from the Department of Behavioral Wellness for Collaborative Courts (-$135,000), and a reduction in SB163 budget revenue for female specific counseling due to the contract being less than budget (-$5,000).
  - +87,000 increase in the use of restricted fund balance to fund operations and capital improvements due to an increased reliance on fund balance as a result of increased use of one time funding for the JJCPA program (+$272,000), increased use of one time SB678 revenue due to a reduction in revenue (+$213,000), increased use of donated funds for capital improvements at the Camp ($175,000), increased revenue for YOBG (-$244,000), decrease due to AB 1476 funding which was incorporated into operating revenues in the current fiscal year (-$215,000), decrease due to the loss of the Local Law Enforcement Grant (-$124,000),
  - -$20,000 decrease in Intrafund Expenditure Transfers for the loss of funding provided by the Sheriff Department related to Byrne Justice Assistance Grant.

These changes result in Recommended operating revenues of $28,551,000, non-operating revenues of $28,159,000, and total revenues of $57,710,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Probation

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 Proposed budget assumes no change in staffing levels from the FY 2017-18 Recommended budget and reflects a $2,197,000 increase in operating expenditures primarily due to:

- +$1,047,000 increase in salary costs associated with negotiated labor agreements.
- +$773,000 increase in retirement costs.
- +$273,000 in increased Health Insurance costs.
- +$158,000 in Workers Compensation premiums.
- -$88,000 decrease in payments to community based organizations (CBO) due to expiring grants.
- +$51,000 increase in utility charges.
- +$39,000 increase in payments to General Services Department for County Information Technology Services, telephones, and Motor Pool charges.
- -$31,000 decrease in maintenance and structural improvements for carpet replacements at the Camp.
- -$28,000 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support					
Collect restitution, fines and fees from adult and juvenile offenders (Target => $3,500,000)	$2,844,622	$3,200,152	$3,303,386	$3,500,000	$3,500,000
Arrange for youthful and adult offenders to provide Community Service Work hours (Projection = 15,000)	13,407	15,932	18,790	15,000	15,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target = 95%)	85% 241/285	88% 301/341	96% 346/362	95% 344/362	95% 344/362
Institutions					
Average number of youth housed on daily basis at the Santa Maria Juvenile Hall and the Los Prietos Boys Camp (Projection = < 105)*	97	102	105	105	105
Number of Home Detention Supervision days provided to youth in lieu of Juvenile Hall (Projection => 10,000)	15,861	16,870	9,442	10,000	10,000
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 = 25,000) *	30,075	28,439	24,544	25,000	25,000
Successful completion rate for youth committed to the Los Prietos Boys Camp (Target => 85%) *	70% 66/94	82% 70/85	72% 76/106	85% 85/100	85% 85/100

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

Performance Measures (cont'd)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Juvenile Services					
Percentage of youthful offenders without a new sustained petition for a felony offense while they are on probation (Target => 80%)	76% 289/380	89% 251 / 283	83% 254 / 306	80% 252 / 315	80% 252 / 315
Receive referrals of youthful offenders for felony, misdemeanor, infraction, and probation violations. (Target: 3,200)	3,413	3,371	3,174	3,200	3,200
Number of youthful offenders receiving supervision services (Target: 630)	527	591	629	630	630
Adult Services					
Number of Sentencing Investigations completed on all adult offenders assigned by the Superior Court (Projection = 1,200)	1,360	1,305	1,284	1,200	1,200
Number of adult offenders receiving supervision services (Projection = 4,350)	4,550	4,303	4,357	4,350	4,350
Number of realigned adult offenders receiving supervision services (Projection = 441)	488	424	445	441	443
Percentage of adult offenders without a new felony conviction during the term of supervision (Target =>87%)	New in FY 2014-15	89% 3,430/3,833	87% 3,857/4,434	87% 3,857/4,434	87% 3,857/4,434

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
CHIEF PROBATION OFFICER	1.00	1.00	-	1.00	1.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
DEP CHIEF PROBATION OFFCR	0.25	-	-	-	-
CHIEF INNOVATION OFFICER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	0.08	1.00	-	1.00	1.00
PROBATION MANAGER	1.00	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	0.94	2.00	(1.00)	1.00	1.00
EDP SYS & PROG ANLST	2.96	4.00	(1.00)	3.00	3.00
COST ANALYST	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	2.00	3.00	3.00
ADMN OFFICE PRO	7.42	7.50	(0.50)	7.00	7.00
DEP PROBATION OFFICER SR	3.29	3.00	-	3.00	3.00
ACCOUNTANT	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	2.00	1.00	1.00	2.00	2.00
JUVENILE INST OFFICER SR	0.05	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
JUVENILE INST OFFICER	0.05	-	-	-	-
ADMN OFFICE PRO SR	5.00	5.00	-	5.00	5.00
EXTRA HELP	0.68	-	-	-	-
Total	32.72	33.50	0.50	34.00	34.00

Probation

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 4,378,705	$ 4,505,532	$ 165,840	$ 4,671,372	$ 4,858,403
Services and Supplies	1,085,534	850,296	56,810	907,106	891,853
Other Charges	564,915	619,222	(5,704)	613,518	631,994
Total Operating Expenditures	6,029,154	5,975,050	216,946	6,191,996	6,382,250
Intrafund Expenditure Transfers (+)	10,359	13,136	-	13,136	13,136
Total Expenditures	$ 6,039,513	$ 5,988,186	$ 216,946	$ 6,205,132	$ 6,395,386
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	20,089	9,000	11,065	20,065	20,065
Intergovernmental Revenue	120,850	120,700	(2,125)	118,575	118,575
Miscellaneous Revenue	1,542	-	-	-	-
Total Operating Revenues	142,480	129,700	8,940	138,640	138,640
Decreases to Fund Balances	(1,676)	-	-	-	-
General Fund Contribution	5,273,501	5,858,486	208,006	6,066,492	6,256,746
Total Revenues	$ 5,414,305	$ 5,988,186	$ 216,946	$ 6,205,132	$ 6,395,386

2016-17 Anticipated Accomplishments

- Implementation of an online payment portal.
- Integration of Probation case management system with the Jail Management System.
- Installation of Department of Justice (DOJ) Smart Justice application for Probation Officers.

2017-19 Objectives

- Review the Department's Administrative Policy Manual and develop a process to ensure ongoing updates.
- Develop a Survival Skills for Supervisors training during the 2017-2018 training year.
- Develop a physical agility testing process for pre-employment standards in the recruitment process for line level Juvenile Institutions Officers and Deputy Probation Officers.
- Creation of a PowerBI Dashboard for AB109 reports.
- Develop an Internal Affairs training for Supervisors for 2017-2018 training year.
- Update Probation Case Management System to the latest release.
- Implement a protocol for victim restitution collection for unsupervised offenders.
- Fully implement Client Appointment Text Notification System.
- Created an Interface with Microsoft Azure (Cloud).

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 youth 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 can house up to 140 youth and is currently staffed to house 80. These youth 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"* is the motto of the facility. The program embraces a zero-tolerance gang philosophy and strives to provide pro-social training, opportunities and life experiences that help to broaden a boy's world view, as well as create pro-social community connections. 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 maximum security juvenile hall, including the Home Detention program which includes Electronic Monitoring, House Arrest and Home Supervision. Each option provides a varying degree of supervision to insure youth are monitored at the least restrictive option appropriate. Through a grant administered through the Board of State and Community Corrections, the Department has been working with the W. Haywood Burns Institute to analyze data and processes within Santa Barbara County in regards to reducing Racial and Ethnic Disparity (R.E.D.) in the Juvenile Justice System. This project includes a review of the Department's booking criteria which could lead to a reduction in the number of youth housed in the Probation facilities.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEP CHIEF PROBATION OFFCR	0.85	1.00	-	1.00	1.00
PROBATION MANAGER	1.99	2.00	-	2.00	2.00
DEP PROBATION OFFICER SUP	3.14	3.00	-	3.00	3.00
ADMN OFFICE PRO	4.88	5.00	-	5.00	5.00
DEP PROBATION OFFICER SR	8.14	8.00	-	8.00	8.00
DEP PROBATION OFFICER	0.26	-	-	-	-
JUVENILE INST OFFICER SR	18.10	22.00	(1.00)	21.00	21.00
JUVENILE INST OFFICER	55.18	48.00	2.00	50.00	50.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
COOK	1.88	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	11.94	11.00	-	11.00	11.00
Total	111.85	108.00	1.00	109.00	109.00

Probation

Program

INSTITUTIONS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 13,891,294	$ 13,394,809	$ 722,594	$ 14,117,403	$ 14,841,995
Services and Supplies	2,901,146	3,392,757	91,947	3,484,704	3,453,750
Other Charges	813,843	766,197	52,944	819,141	867,557
Total Operating Expenditures	17,606,284	17,553,763	867,485	18,421,248	19,163,302
Capital Assets	-	-	144,000	144,000	-
Intrafund Expenditure Transfers (+)	3,507	3,200	-	3,200	3,200
Increases to Fund Balances	66,451	-	-	-	-
Total Expenditures	$ 17,676,241	$ 17,556,963	$ 1,011,485	$ 18,568,448	$ 19,166,502
Budget By Categories of Revenues					
Intergovernmental Revenue	6,881,285	6,841,981	865,755	7,707,736	7,784,236
Charges for Services	15,942	12,000	8,000	20,000	20,000
Total Operating Revenues	6,897,227	6,853,981	873,755	7,727,736	7,804,236
Other Financing Sources	12,000	12,000	-	12,000	12,000
Decreases to Fund Balances	23,814	21,660	183,311	204,971	29,971
General Fund Contribution	10,724,647	10,669,321	(45,580)	10,623,741	8,988,092
Total Revenues	$ 17,657,688	$ 17,556,962	$ 1,011,486	$ 18,568,448	$ 16,834,299

Program

Institutions (cont'd)

2016-17 Anticipated Accomplishments

- Implementation of revised juvenile hall booking criteria
- Developed and implemented an enhanced Incentive-Sanction Behavioral Response Matrix in the juvenile hall including the implementation of a recreation room as an incentive for positive behavior.
- Implementation of Regional Occupation Programming (ROP) and Vocational Skills courses at LPBC provided through the Santa Barbara County Education Office. Youth follow a curriculum and earn school credits and work experience in either Culinary Arts or Auto Body Paint.
- Collect and track results of Commercially Sexually Exploited Children (CSEC) screenings of youth in order to monitor this vulnerable population.
- In collaboration with Behavioral Wellness implemented the use of the Adolescent and Child Urgent Threat Evaluation (ACUTE) which is designed to assess the risk of near future violence (both homicidal and suicidal) among children and adolescents.
- In collaboration with the Department of Behavioral Wellness and community partners provide enhanced drug and alcohol treatment for youth committed to the Los Prietos Boys Camp and detained in the juvenile hall. Behavioral Wellness is providing Seeking Safety, an evidence based program focusing on addiction and trauma, with the Girl's Group in juvenile hall.

2017-19 Objectives

- Utilize technology to automate intake documentation, maximize efficiencies and effectively track data and outcomes for youth entering the juvenile institutions.
- Implementation of ROP Auto Mechanics course at LPBC.
- Compliance with SB 1143 effective 1/1/18, which sets limits on room confinement to four hours outside of extraordinary circumstances.
- Complete preparations for full implementation of the Prison Rape Elimination Act (PREA) by October 2017. This includes implementation at the juvenile hall of an Intake Vulnerability Assessment, educational efforts of youth and visitors, and annual training for staff. PREA also affects the staff to youth ratio requirements.
- Develop full policy and methodology for capturing ACUTE data and outcomes over time.

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 and juvenile services such as the monitoring of youth in out of home placement, referrals for mental health assessments, and participation in juvenile drug court and Helping Achieve Resiliency Treatment (HART) 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEP CHIEF PROBATION OFFCR	0.90	1.00	-	1.00	1.00
PROBATION MANAGER	1.01	1.00	-	1.00	1.00
DEP PROBATION OFFICER SUP	4.01	4.00	(1.00)	3.00	3.00
ADMN OFFICE PRO	13.31	13.50	0.50	14.00	14.00
DEP PROBATION OFFICER SR	7.68	8.00	-	8.00	8.00
DEP PROBATION OFFICER	22.85	23.00	(3.00)	20.00	20.00
JUVENILE INST OFFICER	-	-	2.00	2.00	2.00
ADMN OFFICE PRO SR	4.34	4.50	(1.00)	3.50	3.50
PROBATION ASSISTANT	4.31	6.00	(2.00)	4.00	4.00
EXTRA HELP	0.21	-	-	-	-
Total	58.63	61.00	(4.50)	56.50	56.50

Probation

Program

Juvenile Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,568,330	$ 8,209,601	$ (282,753)	$ 7,926,848	$ 8,306,728
Services and Supplies	958,351	1,098,394	44,316	1,142,710	1,053,505
Other Charges	242,512	278,805	(1,601)	277,204	288,416
Total Operating Expenditures	8,769,192	9,586,800	(240,038)	9,346,762	9,648,649
Increases to Fund Balances	646,890	37,000	26,455	63,455	37,000
Total Expenditures	$ 9,416,083	$ 9,623,800	$ (213,583)	$ 9,410,217	$ 9,685,649
Budget By Categories of Revenues					
Use of Money and Property	6,025	-	-	-	-
Intergovernmental Revenue	4,092,527	3,679,564	81,215	3,760,779	3,671,715
Charges for Services	321,397	354,694	(35,378)	319,316	319,316
Miscellaneous Revenue	36,485	37,000	-	37,000	37,000
Total Operating Revenues	4,456,434	4,071,258	45,837	4,117,095	4,028,031
Other Financing Sources	66,523	85,000	(5,000)	80,000	80,000
Decreases to Fund Balances	109,702	475,728	28,809	504,537	513,440
General Fund Contribution	4,857,937	4,991,814	(283,229)	4,708,585	5,064,178
Total Revenues	$ 9,490,596	$ 9,623,800	$ (213,583)	$ 9,410,217	$ 9,685,649

2016-17 Anticipated Accomplishments

- In collaboration with our juvenile justice partners, continue to refine partners' roles in the specialty court for victims of human trafficking (HART court).
- Decreased number of youth in congregate care, and increased the number of youth in non-minor dependency.
- In consultation with CDSS and in collaboration with Child Welfare Services, completed the peer review process for the county's self-assessment of foster care related programs and activities.
- Modify and transition the Home Detention program from Institutions to Juvenile Field Services.

2017-19 Objectives

- Implementation of a sanctions and incentives matrix for probation violations.
- In collaboration with Child Welfare Services develop strategies to recruit and support relative and non-relative caregivers.
- Further reduce congregate care use and increase the use of relative and non-relative families (Resource Families).
- Review Juvenile Drug Court model for potential modification to bolster the program or implement and alternative model with broader eligibility.
- Review and refine the home detention program and review transitioning EM to Global Positioning Satellite (GPS).
- Develop community-based provider outpatient counseling services for juvenile sex offenders in all areas of the county.
- In collaboration with community-based providers develop mentoring activities using various models and programs.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEP CHIEF PROBATION OFFCR	1.00	1.00	-	1.00	1.00
PROBATION MANAGER	2.69	3.00	-	3.00	3.00
DEP PROBATION OFFICER SUP	7.99	8.00	-	8.00	8.00
ADMN OFFICE PRO	22.20	24.00	(2.00)	22.00	22.00
DEP PROBATION OFFICER SR	20.97	22.00	-	22.00	22.00
DEP PROBATION OFFICER	61.43	64.00	1.00	65.00	65.00
ADMN OFFICE PRO SR	2.43	2.50	1.00	3.50	3.50
PROBATION ASSISTANT	8.00	8.00	(2.00)	6.00	6.00
EXTRA HELP	1.98	-	-	-	-
Total	128.69	132.50	(2.00)	130.50	130.50

Probation

Program

Adult Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 16,515,479	$ 17,976,094	$ 834,205	$ 18,810,299	$ 19,756,326
Services and Supplies	1,841,243	2,496,479	124,938	2,621,417	2,621,419
Other Charges	357,147	412,162	(6,152)	406,010	422,902
Total Operating Expenditures	18,713,870	20,884,735	952,991	21,837,726	22,800,647
Other Financing Uses	20,000	-	-	-	-
Intrafund Expenditure Transfers (+)	559,203	644,059	44,861	688,920	688,920
Increases to Fund Balances	3,583,952	290,250	(290,250)	-	-
Total Expenditures	$ 22,877,025	$ 21,819,044	$ 707,602	$ 22,526,646	$ 23,489,567
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	57,302	59,000	2,500	61,500	61,500
Intergovernmental Revenue	16,075,031	14,261,895	419,277	14,681,172	14,729,278
Charges for Services	1,820,933	1,774,764	49,839	1,824,603	1,824,603
Miscellaneous Revenue	750	500	250	750	750
Total Operating Revenues	17,954,016	16,096,159	471,866	16,568,025	16,616,131
Other Financing Sources	122,777	135,000	(135,000)	-	-
Intrafund Expenditure Transfers (-)	1,660	20,000	(20,000)	-	-
Decreases to Fund Balances	283,251	456,541	(124,815)	331,726	508,352
General Fund Contribution	5,164,415	5,111,345	515,550	5,626,895	6,365,084
Total Revenues	$ 23,526,119	$ 21,819,045	$ 707,601	$ 22,526,646	$ 23,489,567

Program

Adult Services (cont'd)

2016-17 Anticipated Accomplishments

- Countywide implementation of an adult incentive program.
- Modification of the target population for SATC to ensure it is consistent with latest evidence based practices.
- Implemented improvements to the sex offender compliance roster to enhance case management and offender accountability.
- Increased the number of Motivational Interviewing (MI) proficient staff in the division by 57%.
- Expanded the text messaging notification project pilot to all areas of the county.

2017-19 Objectives

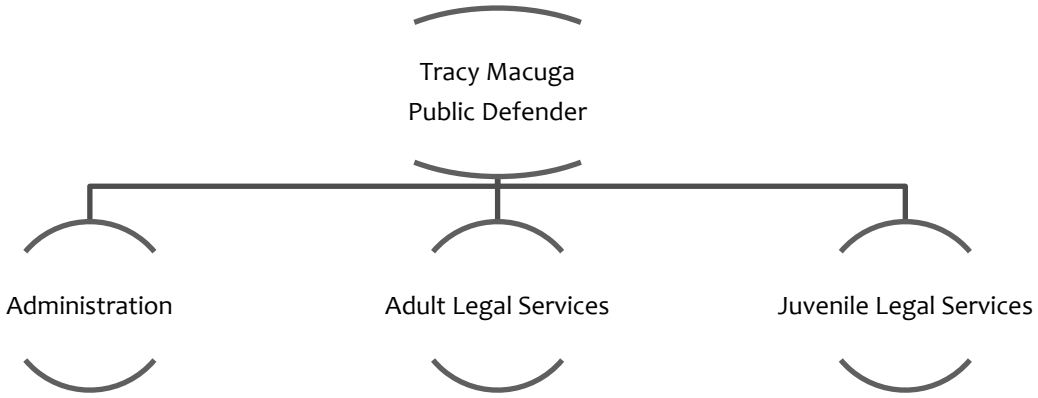
- Increase the use of medication assisted treatment, detox, Secure Continuous Remote Alcohol Monitoring (SCRAM), and outpatient treatment in lieu of incarceration for the severely addicted.
- Increase the fidelity and availability of evidence-based program slots in the community by completing assessments and evaluations on all adult programs and identify use of evidence-based models with fidelity.
- Include additional local programs within the Results First model to increase the knowledge and inventory of local program, their cost and projected benefits.
- Explore the implementation of the Compliance Platform, an integrated decision support tool to assist officers in consistently implementing principles that produce the best outcomes.

Probation

Public Defender

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$**	**11,493,600**
Capital	**$**	**0**
FTEs		**68.5**



Public Defender

Department

Mission Statement

Our Mission is to zealously protect the rights, liberties and dignity of all persons in Santa Barbara County and maintain the integrity and fairness of the American Justice System by providing the finest legal representation in the cases entrusted to us through compassionate and innovative advocacy with care and respect for our clients.

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 25 different courtrooms in our Santa Barbara, Santa Maria, and Lompoc Superior Courts.

Highlights of 2017-19 Objectives

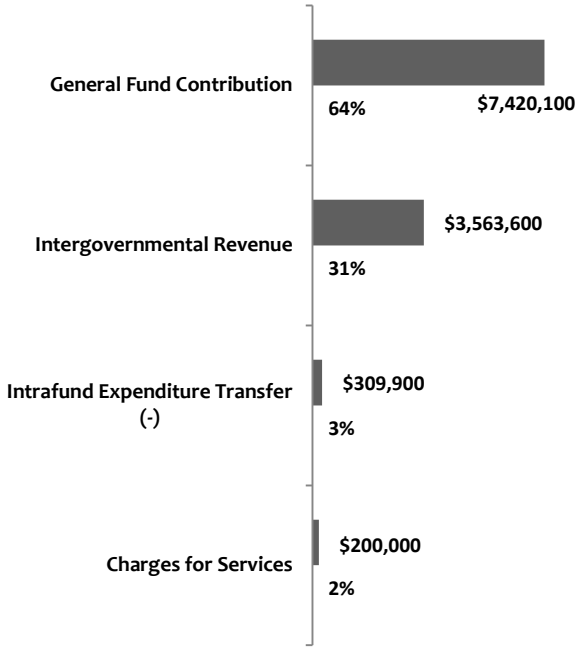
- Reduce recidivism and help clients successfully re-enter society, allowing them to thrive, through holistic defense services, thereby reducing the likelihood of re-offending and increasing likelihood of successful completion of probation.
- Create partnerships with other County departments and within community organizations to provide more comprehensive and holistic services to better serve our clients including those suffering from mental health conditions.
- Maximize opportunities for Santa Barbara residents to obtain the relief they are legally entitled to under Proposition 47.
- Provide essential training to our staff, allowing them to utilize the most current technology and resources to better serve County residents and implement operational efficiencies.
- Find additional revenue sources including grant monies and reimbursement funding from the state.

Public Defender

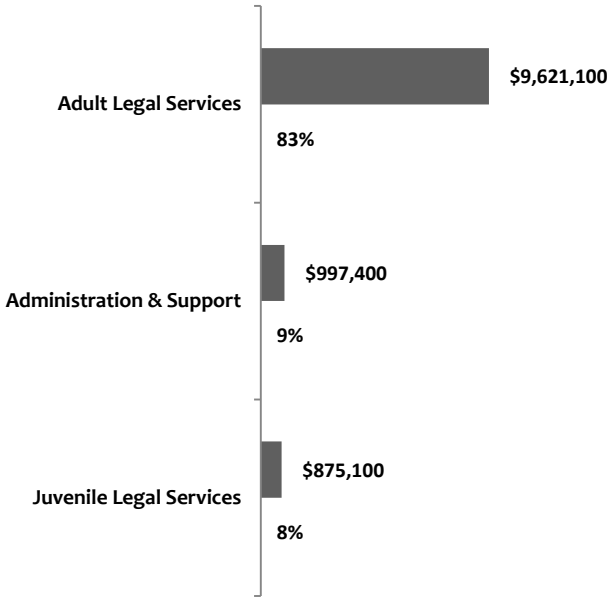
Department

Recommended Sources & Uses of Funds

Source of Funds - $11,493,600

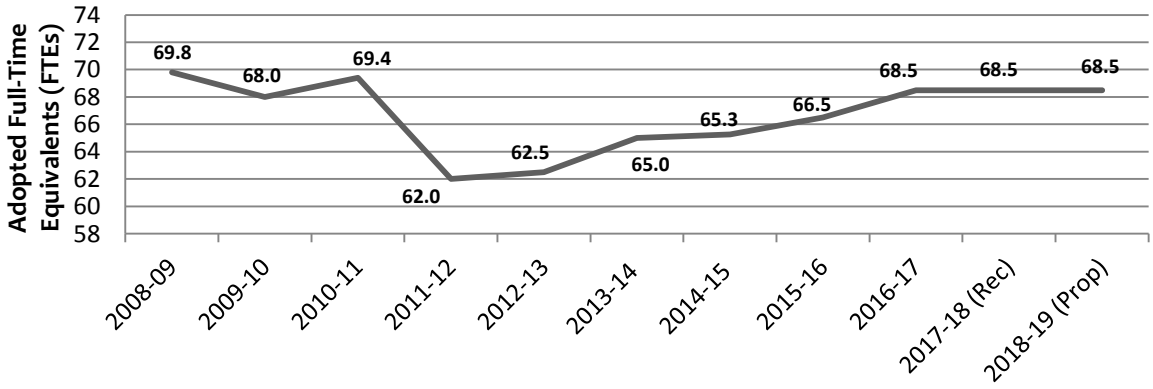


Use of Funds - $11,493,600



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	24.67	21.00	(15.00)	6.00	6.00
Adult Legal Services	43.62	45.50	12.00	57.50	57.50
Juvenile Legal Services	2.00	2.00	3.00	5.00	5.00
Total	70.29	68.50	-	68.50	68.50

Budget By Budget Program					
Administration & Support	$ 2,673,851	$ 2,868,913	$ (1,871,557)	$ 997,356	$ 1,037,682
Adult Legal Services	7,788,471	8,312,979	1,308,144	9,621,123	10,172,563
Juvenile Legal Services	465,821	408,602	466,525	875,127	916,942
Total	$ 10,928,142	$ 11,590,494	$ (96,888)	$ 11,493,606	$ 12,127,187

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 10,124,244	$ 10,736,676	$ (290,114)	$ 10,446,562	$ 11,043,343
Services and Supplies	473,251	474,341	(11,111)	463,230	479,970
Other Charges	330,647	379,477	204,337	583,814	603,874
Total Operating Expenditures	10,928,142	11,590,494	(96,888)	11,493,606	12,127,187
Fund Balance Impact (+)	0	-	-	-	-
Total	$ 10,928,143	$ 11,590,494	$ (96,888)	$ 11,493,606	$ 12,127,187

Budget By Categories of Revenues					
Intergovernmental Revenue	$ 3,184,611	$ 3,412,200	$ 151,451	$ 3,563,651	$ 3,670,906
Charges for Services	174,478	190,000	10,000	200,000	204,000
Total Operating Revenues	3,359,090	3,602,200	161,451	3,763,651	3,874,906
Intrafund Expenditure Transfers (-)	225,984	294,094	15,761	309,855	309,855
Decreases to Fund Balances	100,769	80,000	(80,000)	-	-
General Fund Contribution	7,242,300	7,614,200	(194,100)	7,420,100	7,383,100
Fund Balance Impact (-)	-	-	-	-	559,326
Total	$ 10,928,143	$ 11,590,494	$ (96,888)	$ 11,493,606	$ 12,127,187

Public Defender

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- No change in current staffing. Note reclassification of Legal Office Professionals from Administration & Support to Adult Legal Services and Juvenile Legal Services to more appropriately reflect their role and to be consistent with other County departments.

Expenditures

- Net operating expenditure decrease of $96,900 due to:
  - -$290,100 decrease in Salaries and Employee Benefits primarily due to funded positions being filled with extra-help employees, offsetting any additional costs due to negotiated labor agreements and an increase in benefit costs.
  - -$11,100 decrease in Services and Supplies for miscellaneous costs.
  - +$204,300 increase in Other Charges, primarily for General Liability Insurance ($192,100).

These changes result in recommended operating expenditures of $11,493,600, non-operating expenditures of $0, and total expenditures of $11,493,600.

Revenues

- Net operating revenue increase of $161,500 due to:
  - +$151,500 increase in Intergovernmental Revenue from Proposition 172 Sales Tax Revenues.
  - +$10,000 increase in Charges for Services due to an increase in the collection of court-ordered Public Defender Fees.

- Net non-operating revenue decrease of $258,300 due to:
  - +$15,800 increase in Intrafund Expenditure Transfers due to AB 109 funding.
  - -$80,000 decrease in Fund Balance Release due to one time expansion in FY 16-17.
  - -$194,100 decrease in General Fund Contribution.

These changes result in recommended operating revenues of $3,763,700, non-operating revenues of $7,729,900, and total revenues of $11,493,600. Non-operating revenues include General Fund Contribution and intra-fund transfers.

Public Defender

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

Staffing

- No change in staffing is proposed in FY 2018-19.

Expenditures

- Net operating expenditure increase of $633,600 due to:
  - +$596,800 increase in Salaries and Employee Benefits due to negotiated labor agreements and an increase in benefit costs.
  - +$16,700 increase in Services and Supplies for miscellaneous costs.
  - +$20,100 increase in Other Charges for miscellaneous costs.

Revenues

- Net operating revenue increase of $111,300 due to:
  - +$107,300 increase in Intergovernmental Revenue due to increases in Proposition 172 Sales Tax Revenues.
  - +$4,000 increase in Charges for Services due to increases in Public Defender Fees.

- Net non-operating revenue decrease of $37,000 is due to decrease in General Fund Contribution.

These changes result in a $559,300 budget deficit, assuming the same level of service as recommended in FY 2017-18.

Related Links

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

Public Defender

Department

Performance Measures

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support					
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	50% 33/66	50% 33/66	50% 34/68	100% 68/68	100% 68/68
Adult Legal Services					
Percentage of clients requesting records' clearing whose petitions will be acted upon within 30 days of the request (Target = >75%).	100% 209 requested, 209 opened	100% 645 requested, 645 opened	100% 627 requested, 627 opened	100% 1000 requested, 1000 opened	100% 1000 requested, 1000 opened
Percent of patients in the County's Psychiatric Health Facility visited for their statutory access to Court (Target = 100%).	100% 109 Clients	100% 176 Clients	100% 155 Clients	100% 150 Clients	100% 150 Clients
Percent of new felony cases resolved within the current Fiscal Year (Target = >70%).	76% 2547 Opened and 1936 Closed	89% 2205 Opened and 1971 Closed	80% 2136 Opened and 1708 Closed	80% 2200 Opened and 1760 Closed	80% 2400 Opened and 1920 Closed
Percent of new misdemeanor cases resolved within the current Fiscal Year (Target = >80%).	78% 7971 Opened and 6186 Closed	91% 9486 Opened and 8644 Closed	85% 10012 Opened and 8510 Closed	80% 10000 Opened and 8000 Closed	80% 10000 Opened and 8000 Closed
Juvenile Legal Services					
Percent of new juvenile criminal filings resolved within the current Fiscal Year (Target = >70%).	69% 706 Opened and 486 Closed	94% 762 Opened and 720 Closed	74% 712 Opened and 527 Closed	70% 750 Opened and 525 Closed	70% 750 Opened and 525 Closed

Public Defender

Program

ADMINISTRATION & SUPPORT

This program provides oversight and direction, as well as financial/budgetary and information technology support, to our department's attorneys, investigators and support staff.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST PUBLIC DEFENDER	-	-	1.00	1.00	1.00
PUBLIC DEFENDER	0.50	1.00	-	1.00	1.00
DEP PUBLIC DEFENDER	1.00	-	-	-	-
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	0.27	1.00	-	1.00	1.00
LEGAL OFFICE PRO	8.38	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	5.27	8.00	(8.00)	-	-
EXTRA HELP	6.25	-	-	-	-
Total	24.67	21.00	(15.00)	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 2,587,140	$ 2,590,507	$ (1,737,585)	$ 852,922	$ 886,822
Services and Supplies	27,423	181,007	(95,050)	85,957	90,341
Other Charges	59,288	97,399	(38,922)	58,477	60,519
Total Operating Expenditures	2,673,851	2,868,913	(1,871,557)	997,356	1,037,682
Total Expenditures	$ 2,673,851	$ 2,868,913	$ (1,871,557)	$ 997,356	$ 1,037,682
Budget By Categories of Revenues					
Intergovernmental Revenue	-	-	(488,602)	(488,602)	(512,284)
Total Operating Revenues	-	-	(488,602)	(488,602)	(512,284)
Decreases to Fund Balances	-	80,000	(80,000)	-	-
General Fund Contribution	6,861,524	2,788,913	(1,302,955)	1,485,958	1,821,231
Total Revenues	$ 6,861,524	$ 2,868,913	$ (1,871,557)	$ 997,356	$ 1,308,947

Public Defender

Program

Administration & support (cont'd)

2016-17 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.
- Successfully went "live" with new Case Management System (CMS).
- Centralized services for clients seeking expungements and post-conviction relief – making the process more efficient and convenient for clients.

2017-19 Objectives

- Optimize usage of CMS to leverage operational efficiencies.
- Expand use of volunteers to meet non-core functions, freeing attorneys and support staff to focus on higher-priority matters.
- Continue successful 2011 Criminal Justice Realignment (AB 109) 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.
- Establish formalized in-house attorney training programs.

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. It also provides office support to our department's attorneys, as well as interacting with clients contacting our office.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEP PUBLIC DEFENDER SR	4.12	5.00	1.00	6.00	6.00
CHIEF DEPUTY	3.00	3.00	-	3.00	3.00
DEP PUBLIC DEFENDER	20.65	26.00	(6.00)	20.00	20.00
PD INVESTIGATOR	1.04	1.00	2.00	3.00	3.00
LEGAL OFFICE PRO	1.00	1.00	8.00	9.00	9.00
PUBLIC DEFENDER INVEST	5.54	6.00	(2.00)	4.00	4.00
LEGAL OFFICE PRO SR	-	-	5.00	5.00	5.00
SOC SVCS WORKER SR PS/L	-	-	1.00	1.00	1.00
SOCIAL SERVICES WORKER	-	2.00	(1.00)	1.00	1.00
EXTRA HELP	8.28	1.50	4.00	5.50	5.50
Total	43.62	45.50	12.00	57.50	57.50

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,116,489	$ 7,790,570	$ 993,878	$ 8,784,448	$ 9,307,956
Services and Supplies	443,729	252,880	98,105	350,985	362,284
Other Charges	228,253	269,529	216,161	485,690	502,323
Total Operating Expenditures	7,788,471	8,312,979	1,308,144	9,621,123	10,172,563
Total Expenditures	$ 7,788,471	$ 8,312,979	$ 1,308,144	$ 9,621,123	$ 10,172,563
Budget By Categories of Revenues					
Intergovernmental Revenue	3,184,611	3,412,200	492,958	3,905,158	4,032,672
Charges for Services	174,478	181,547	1,231	182,778	186,434
Total Operating Revenues	3,359,090	3,593,747	494,189	4,087,936	4,219,106
Intrafund Expenditure Transfers (-)	225,984	294,094	15,761	309,855	309,855
Decreases to Fund Balances	100,769	-	-	-	-
General Fund Contribution	380,776	4,425,138	798,194	5,223,332	4,813,011
Total Revenues	$ 4,066,619	$ 8,312,979	$ 1,308,144	$ 9,621,123	$ 9,341,972

Adult Legal Services (cont'd)

2016-17 Anticipated Accomplishments

- Represented clients in over 24,000 matters brought to the Superior Court with no declaration of unavailability.
- Launched a program using Family Service Agency social workers, emphasizing Holistic Defense in order to assist clients with life issues that brought them into the criminal justice system, helping them succeed as they reenter society.
- Continued using volunteer attorneys and interns to mitigate the financial challenges faced by the Department by providing valuable resources at no additional cost to the County. Eleven attorneys or aspiring attorneys were provided valuable training and experience.
- Two 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.
- Nineteen support staff interns 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.
- Used Resource Specialist Services to assist clients with a history of mental health and substance abuse (includes people who are not Public Defender clients), referring 632 clients to programs and alternative sentencing and transporting 460 clients to recovery programs.
- Hired an immigration specialist to provide consultation with lawyers to address the unique consequences we are obligated to advise our immigrant clients about.
- Continued to process over 440 Proposition 47 applications, passed by California votes in November 2014, reducing many nonviolent felonies to misdemeanors, and distributed 5,000 Proposition 47 Educational Brochures in the community.
- Partnered with Pepperdine Law School to provide five community clinics to assist with Proposition 47 and other post-conviction relief.
- Provided post-conviction relief training to three groups of professional agencies to connect with common clients and provide services to assist with finding housing, employment, and benefits.

2017-19 Objectives

- Expand the Volunteer Attorney program to enable staff attorneys to focus on higher-priority core tasks.
- Create 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.
- 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

Juvenile Legal Services

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

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEP PUBLIC DEFENDER	1.96	2.00	1.00	3.00	3.00
LEGAL OFFICE PRO	-	-	1.00	1.00	1.00
LEGAL OFFICE PRO SR	-	-	1.00	1.00	1.00
EXTRA HELP	0.04	-	-	-	-
Total	2.00	2.00	3.00	5.00	5.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 420,616	$ 355,599	$ 453,593	$ 809,192	$ 848,565
Services and Supplies	2,099	40,454	(14,166)	26,288	27,345
Other Charges	43,106	12,549	27,098	39,647	41,032
Total Operating Expenditures	465,821	408,602	466,525	875,127	916,942
Total Expenditures	$ 465,821	$ 408,602	$ 466,525	$ 875,127	$ 916,942
Budget By Categories of Revenues					
Intergovernmental Revenue	-	-	147,095	147,095	150,518
Charges for Services	-	8,453	8,769	17,222	17,566
Total Operating Revenues	-	8,453	155,864	164,317	168,084
General Fund Contribution	-	400,149	310,661	710,810	748,858
Total Revenues	$ -	$ 408,602	$ 466,525	$ 875,127	$ 916,942

2016-17 Anticipated Accomplishments

- Represented juvenile clients in over 1656 matters brought to the Superior Court.
- Assisted juvenile clients in sealing their records once probation was successfully completed.
- Created a separate juvenile division in the Santa Barbara office to centralize juvenile staff and files in a more private location that is more inviting to families.
- Hired a juvenile law specialist to supervise all juvenile operations county-wide and provide in-house training to lawyers.

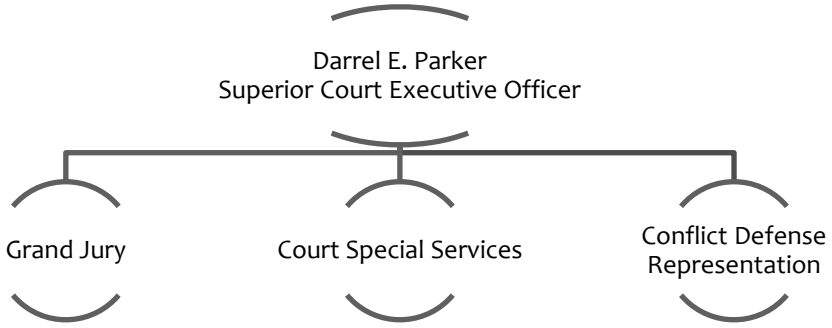
2017-19 Objectives

- 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.

Court Special Services

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 15,256,900**
Capital	**$ 0**
FTEs	**-**



Court Special Services

Department

Mission Statement

Court Special Services supports the Court's mission to protect constitutional rights and liberties, equally apply the law, resolve disputes, and reconcile relationships in a fair and timely manner.

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 $10.2 million. This contribution is comprised of $8.2 million in General Fund and approximately $2 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 and it also includes investigator and expert services as they relate to the defendant's case.

Highlights of 2017-19 Objectives

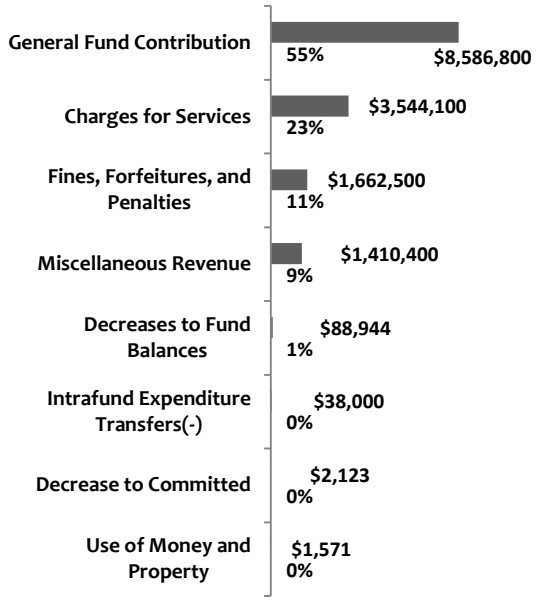
- Grand Jury: The Santa Barbara County Grand Jury will continue its major role of: government oversight; investigation into citizen complaints; and determination of whether evidence presented by the District Attorney is of a sufficient nature to warrant a person to stand trial in court when a Criminal Grand Jury is impaneled.
- Pretrial Services: The Virginia Pretrial Risk Assessment Instrument (VPRAI) is relied upon to inform release decisions of pretrial detainees. This evidence based risk assessment instrument helps determine an arrestee's probability of appearing at the next scheduled hearing and likelihood of re-offending if released on their own recognizance. This division has expanded the use of supervised pretrial release. In conjunction with the Community Corrections Partnership more intensive supervised release options will be available.
- Enhanced Collections: January 2017 the Collection's unit switched from using an outside phone/web payment agency to processing these payments internally. Additionally, the 18 month state mandated amnesty program concluded March 31, 2017. As of January 2017 the amnesty program brought in $63K in revenue.
- Conflict Defense: The multi-year contract expires June 30, 2017. The Court is working on developing a new agreement with the teams of attorneys in both north and south county to develop a new multi-year contract.

Court Special Services

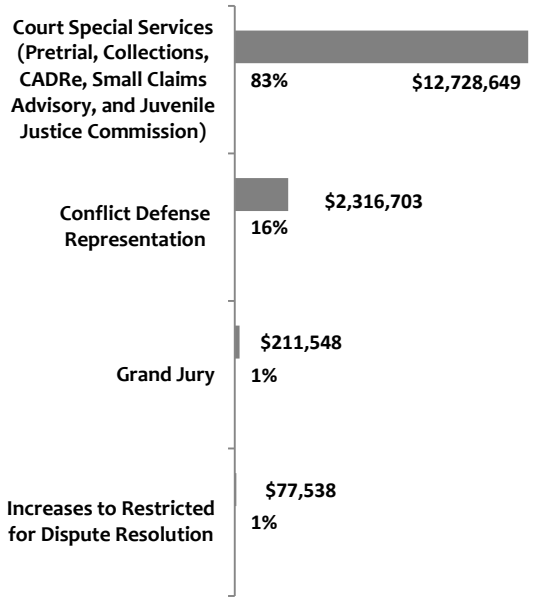
Department

Recommended Sources & Uses of Funds

Source of Funds - $15,334,438



Use of Funds - $15,334,438



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Budget By Budget Program					
Grand Jury	$ 255,273	$ 211,548	$ -	$ 211,548	$ 211,548
Court Special Services	12,647,743	12,728,649	-	12,728,649	12,728,649
Conflict Defense Representation	2,099,000	2,308,703	8,000	2,316,703	2,316,703
Total	$ 15,002,017	$ 15,248,900	$ 8,000	$ 15,256,900	$ 15,256,900
Budget By Categories of Expenditures					
Services and Supplies	$ 4,497,015	$ 5,046,240	$ 8,000	$ 5,054,240	$ 5,054,240
Other Charges	10,505,002	10,202,660	-	10,202,660	10,202,660
Total Operating Expenditures	15,002,017	15,248,900	8,000	15,256,900	15,256,900
Increases to Fund Balances	221,371	76,600	938	77,538	77,538
Total	$ 15,223,387	$ 15,325,500	$ 8,938	$ 15,334,438	$ 15,334,438
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 1,735,852	$ 1,662,500	$ -	$ 1,662,500	$ 1,662,500
Use of Money and Property	12,819	3,700	(2,129)	1,571	1,571
Charges for Services	3,714,583	3,544,100	-	3,544,100	3,544,100
Miscellaneous Revenue	1,169,318	1,410,400	-	1,410,400	1,410,400
Total Operating Revenues	6,632,572	6,620,700	(2,129)	6,618,571	6,618,571
Other Financing Sources	20,000	-	-	-	-
Intrafund Expenditure Transfers (-)	33,264	30,000	8,000	38,000	38,000
Decreases to Fund Balances	752	88,000	3,067	91,067	91,067
General Fund Contribution	8,536,800	8,586,800	-	8,586,800	8,586,800
Total	$ 15,223,387	$ 15,325,500	$ 8,938	$ 15,334,438	$ 15,334,438

Court Special Services

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Not applicable as all 19 employees in this Department are employed by the Court.

Expenditures

- Net operating expenditure increased by $8,000 due to:
  - +$8,000 increase in Services and Supplies due to an increase in services and expenditures in indigent defense fees.

- Net operating expenditure increased by $938 due to:
  - +$938 increase in restricted funds for dispute resolution.

These changes result in recommended operating expenditures for FY 2017-18 of $15,256,900, non-operating expenditures of $77,538, resulting in total expenditures of $15,334,438. Non-operating expenditures are restricted funds for dispute resolution.

Revenues

- Net operating revenue decrease $2,129 primarily due to:
  - -$2,129 decrease in Use of Money and Property due to a decrease in unrealized investment income.

- Net Non-operating revenue increase $11,067 due to:
  - +$8,000 increase in Intrafund Expenditure Transfer from Probation.
  - +944 increase in Restricted Funds from Dispute Resolution.
  - +$2,123 decrease in Committed due to unrealized gains on investments.

These changes result in recommended operating revenues of $6,618,571, non-operating revenues of $8,715,867, resulting in total revenues of $15,334,438. Non-operating revenues primarily include General Fund Contribution, intrafund transfers, and Decreases to Fund Balance.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

Criminal defense contracts expire 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.sbcgj.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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 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					
Pretrial total cases reviewed for probable cause	N/A	5,132	5,033	5,000	5,000
Pretrial written reports completed	N/A	3,102	2,427	2,425	2,425
Pretrial released on own recognizance	N/A	613	470	517	517
Pretrial Failure to Appears (FTAs)	N/A	6% 37/613	3% 12/470	2% 12/517	2% 12/517
Conflict Defense Representation within Contract					
Number of Adult cases represented	1,701	1,575	2,057	2,057	2,057
Number of Juvenile cases represented	387	427	581	581	581
Alternative Dispute					
Percentage and amount of qualified cases ordered to alternative dispute processes	69% 225/326	71% 297/418	57% 206/361	57% 206/361	57% 206/361

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 is not a standing body. A criminal grand jury is convened at the request of the district attorney. 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Services and Supplies	$ 252,527	$ 207,648	$ -	$ 207,648	$ 207,648
Other Charges	2,746	3,900	-	3,900	3,900
Total Operating Expenditures	255,273	211,548	-	211,548	211,548
Total Expenditures	$ 255,273	$ 211,548	$ -	$ 211,548	$ 211,548
Budget By Categories of Revenues					
General Fund Contribution	-	211,548	-	211,548	211,548
Total Revenues	$ -	$ 211,548	$ -	$ 211,548	$ 211,548

2016-17 Anticipated Accomplishments

The Civil Grand Jury continues to investigate 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.

Grand Jury (cont'd)

2017-19 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. Santa Barbara County Pretrial is using the Virginia Pretrial Risk Assessment Instrument (VPRAI) to inform release decisions. Further, Pretrial is expanding the use of supervised pretrial release in appropriate circumstances.

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, through the mail, and in person. The Collection Unit works directly with the DMV, FTB, and Alliance One (an outside collection agency) 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. As of January 31, 2017, there were 467 participants in the fine reduction program and 617 driver's license reinstated within the amnesty program.

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. However, 19 Court employees work on Court Special Services programs in the following areas: Pretrial Services 11 employees, Enhanced Collections 7 employees, and Court Administered Dispute Resolution 1 employee.

Court Special Services

Program

Court Special Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Services and Supplies	$ 2,145,488	$ 2,529,889	$ -	$ 2,529,889	$ 2,529,889
Other Charges	10,502,255	10,198,760	-	10,198,760	10,198,760
Total Operating Expenditures	12,647,743	12,728,649	-	12,728,649	12,728,649
Increases to Fund Balances	221,371	76,600	938	77,538	77,538
Total Expenditures	$ 12,869,114	$ 12,805,249	$ 938	$ 12,806,187	$ 12,806,187
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,735,852	1,662,500	-	1,662,500	1,662,500
Use of Money and Property	12,819	3,700	(2,129)	1,571	1,571
Charges for Services	3,714,583	3,544,100	-	3,544,100	3,544,100
Miscellaneous Revenue	1,169,318	1,410,400	-	1,410,400	1,410,400
Total Operating Revenues	6,632,572	6,620,700	(2,129)	6,618,571	6,618,571
Other Financing Sources	20,000	-	-	-	-
Intrafund Expenditure Transfers (-)	33,264	30,000	8,000	38,000	38,000
Decreases to Fund Balances	752	88,000	3,067	91,067	91,067
General Fund Contribution	8,536,800	6,066,549	(8,000)	6,058,549	6,058,549
Total Revenues	$ 15,223,387	$ 12,805,249	$ 938	$ 12,806,187	$ 12,806,187

2016-17 Anticipated Accomplishments

Pretrial Services

- Consolidated supervision of countywide pretrial division.
- Standardized reporting format countywide.
- The Santa Barbara Superior Court Pretrial Services Division has begun using the Virginia Pretrial Risk Assessment Instrument (VPRAI) to inform release decision making.
- The Community Corrections Partnership has approved funding for more intensive supervised pretrial release and enhanced technology infrastructure.
- Pretrial Service's staff are personally contacting released parties reminding them of court appearances in an effort to reduce failures to appear.

2016-17 Anticipated Accomplishments (cont'd)

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 collected $6.9 million. In addition, through the use of outside collection agencies, such as the Franchise Tax Board Court Ordered Debt Program, and Alliance One, the combined total of $9.5 million in delinquent revenues were collected by the Unit. These collections efforts are expected to be similar in FY 2016-17.

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 2015-16 was at $1 million. This revenue is reported in Miscellaneous Revenue.

The mandatory amnesty program has had an effect on the outstanding debt that the Enhanced Collection Unit manages. It is estimated that the 18 month amnesty program ending March 31, 2017 could result in $150K in write offs due to the participants' eligibility in this program.

2017-19 Objectives

Pretrial Services

- Formally train all pretrial officers in the use of the Virginia Pretrial Risk Assessment Instrument.
- Implement automated interview, risk evaluation, and report generation employing electronic case initiation and filing where appropriate. Explore online access to pretrial reports for appropriate partners in the justice system.
- In conjunction with the Community Correction Partnership, expand supervised release opportunities to include GPS monitoring, testing, home detection, and filed supervision.
- Develop written protocols and standards for each type of release decision.
- Conclude a memorandum of understanding among the criminal justice partners in adopting a matrix of pretrial release options and agreed upon eligible offenses and circumstances for the use of supervised release.
- Develop baseline performance data, measurement, monitoring, and regular reports in evaluating the program's success.

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.

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 these contracts 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 qualified teams 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 teams under the terms of the contracts. 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 contracts.

Increases in multiple defendant cases has affected the cost of representing indigent defendants. Additionally, escalating investigative and expert witness costs associated with egregious offenses and gang related activity have impacted the Court Special Service's budget. A recent multiple defendant international gang related homicide will likely incur substantial costs as it proceeds to trial.

Staffing

There are no County employees for this budget program.

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Services and Supplies	$ 2,099,000	$ 2,308,703	$ 8,000	$ 2,316,703	$ 2,316,703
Total Operating Expenditures	2,099,000	2,308,703	8,000	2,316,703	2,316,703
Total Expenditures	$ 2,099,000	$ 2,308,703	$ 8,000	$ 2,316,703	$ 2,316,703
Budget By Categories of Revenues					
General Fund Contribution	-	2,308,703	8,000	2,316,703	2,316,703
Total Revenues	$ -	$ 2,308,703	$ 8,000	$ 2,316,703	$ 2,316,703

2016-17 Anticipated Accomplishments

The Court is pursuing new multi-year contracts for indigent defense representation in both the north and south County to begin July 1, 2017.

2017-19 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	**$ 71,818,400**
Capital	**$ 437,461**
FTEs	**285.1**

Eric L. Peterson
Fire Chief

- Administration & Support
- Fire Prevention
- Emergency Operations

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 2017-19 Objectives

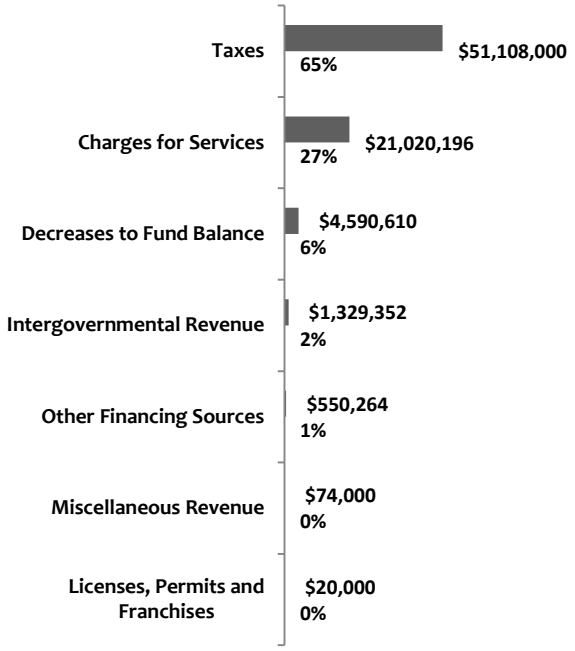
- Implement improvement plan for existing dispatch services.
- Continue to evaluate and implement the 2012 Citygate Deployment and Departmental Performance Audit Report recommendations for needed improvements to critical emergency service delivery.
- Modernize and enhance the delivery of emergency medical services and ambulance transport system capabilities for the County in collaboration with Public Health and the Operational Area Fire Chiefs.
- Continue efforts to improve the radio communications system countywide.
- Enhance predictive services data collection through implementation of additional remote automated weather systems (RAWS) equipment in Santa Ynez and Gaviota.
- Continue the digitization of department archived documents in the shared document management system.
- Continue to develop and utilize the Santa Barbara County Type III Incident Management Team to manage local emergency incidents.
- Continue efforts to update the Santa Barbara County Operational Area Mutual Aid Response Plan, ensuring consistent communications and timely emergency response.
- Continue to implement the long-term plan to address the deferred capital projects backlog.

Fire

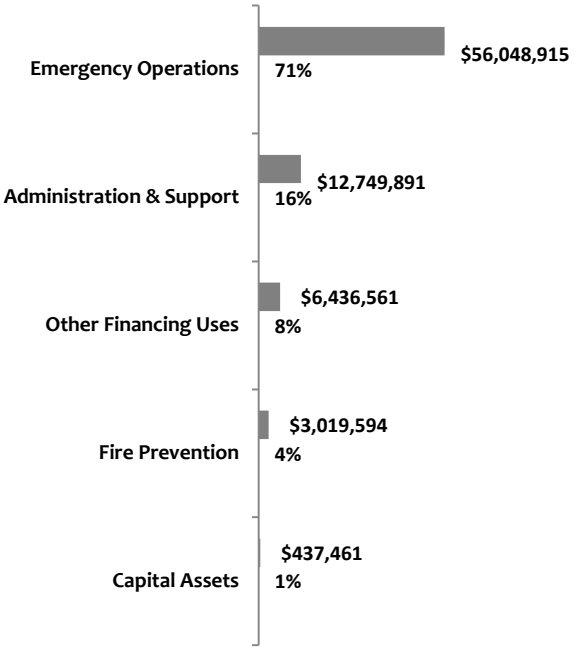
Department

Recommended Sources & Uses of Funds

Source of Funds - $78,692,422

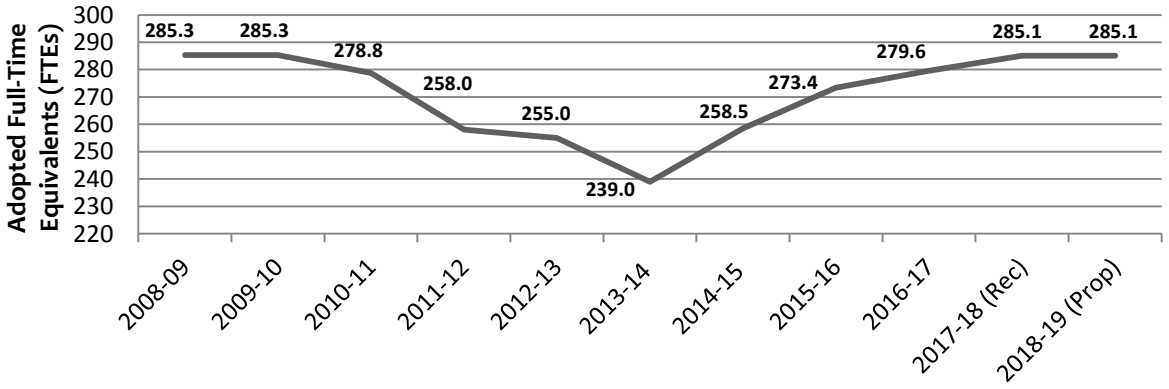


Use of Funds - $78,692,422



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	30.97	33.45	1.00	34.45	34.45
Fire Prevention	13.28	15.05	1.00	16.05	16.05
Emergency Operations	219.22	231.12	3.50	234.62	234.62
Total	263.47	279.62	5.50	285.12	285.12

Budget By Budget Program					
Administration & Support	$ 7,705,912	$ 9,225,781	$ 3,524,110	$ 12,749,891	$ 12,230,470
Fire Prevention	2,371,437	2,764,289	255,305	3,019,594	3,149,440
Emergency Operations	53,178,128	54,928,519	1,120,396	56,048,915	59,766,204
Total	$ 63,255,477	$ 66,918,589	$ 4,899,811	$ 71,818,400	$ 75,146,114

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 55,013,881	$ 55,516,178	$ 4,177,649	$ 59,693,827	$ 62,254,991
Services and Supplies	4,479,366	5,995,672	463,035	6,458,707	7,775,630
Other Charges	3,762,230	5,406,739	259,127	5,665,866	5,115,493
Total Operating Expenditures	63,255,477	66,918,589	4,899,811	71,818,400	75,146,114
Capital Assets	105,048	1,242,450	(804,989)	437,461	300,000
Other Financing Uses	4,350,142	11,824,431	(5,387,870)	6,436,561	4,901,207
Increases to Fund Balances	7,163,400	20,000	(20,000)	-	-
Total	$ 74,874,067	$ 80,005,470	$ (1,313,048)	$ 78,692,422	$ 80,347,321

Budget By Categories of Revenues					
Taxes	$ 45,750,126	$ 49,273,000	$ 1,835,000	$ 51,108,000	$ 54,231,000
Licenses, Permits and Franchises	22,250	20,000	-	20,000	20,000
Use of Money and Property	67,667	-	-	-	-
Intergovernmental Revenue	3,881,323	2,844,388	(1,515,036)	1,329,352	2,208,988
Charges for Services	22,444,487	20,133,624	886,572	21,020,196	20,619,063
Miscellaneous Revenue	16,447	13,400	60,600	74,000	74,000
Total Operating Revenues	72,182,299	72,284,412	1,267,136	73,551,548	77,153,051
Other Financing Sources	1,420,224	1,211,010	(660,746)	550,264	192,320
Decreases to Fund Balances	1,271,544	6,510,048	(1,919,438)	4,590,610	3,001,950
Total	$ 74,874,067	$ 80,005,470	$ (1,313,048)	$ 78,692,422	$ 80,347,321

Fire

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Increase of 5.5 in total FTEs reflects the addition of 2.0 pilot and 1.5 aircraft mechanic FTEs in the Helicopter Operations Program as the result of an operational restructuring approved by the Board of Supervisors in October 2016. It also reflects the addition of 1.0 Fire Division Chief for improved oversight of Dispatch and Logistics functions and 1.0 civilian inspector in the Fire Prevention Planning and Engineering section to improve timely inspections, plan reviews and other land use services.

Expenditures

- Net operating expenditure increase of $4,900,000:
  - +$4,178,000 increase in Salaries and Employee Benefits due to:
    - +$1.6 million increase in benefit costs, primarily retirement and health insurance;
    - +$0.8 million increase in regular salaries as a result of estimated cost of living and merit increases;
    - +$0.6 million increase in overtime due to increased levels of wildland fire activity as well as salary increases;
    - +$0.5 million increase in regular salaries and benefits related to the 3.5 FTE adjustment associated with the Air Operations program;
    - +$0.4 million increase in salaries and benefits associated with the Dispatch/Logistics Division Chief and the Fire Prevention inspector;
    - +$0.3 million increase in overtime for station operations due to the inadvertent exclusion of this budget in FY 2016-17;
  - +$722,000 increase in Services and Supplies & Other Charges primarily due to:
    - +$0.2 million increase in computer hardware purchases for phase two of the mobile data computer (MDC) replacements as well as the inclusion of 46 iPad pro tablets and 20 CradlePoints for emergency response vehicles;
    - +$0.2 million increase for various consultant and professional services charges related to emergency medical services planning, E-procurement system implementation, dispatch, target hazard pre-plans, outsourced ambulance billing, pre-employment and fitness physicals, medical director services;
    - -$0.2 million decrease due to the completion of equipment purchases for two ladder trucks;
    - +$0.1 million increase for liability insurance reflecting total increased premiums countywide in addition to a higher share of the cost as a result of increased weighting on payroll dollars versus claims experience;
    - +$0.1 million increase for motor pool charges due to increased replacement rates for emergency response vehicles;
    - +$0.1 million increase for facilities maintenance projects;
    - +0.1 million increase for maintenance associated with various software products for E-procurement, digital storage hosting, fire station staffing/scheduling, helicopter safety maintenance;
    - +0.1 million increase for emergency medical services in-house training and costs associated with a new instructional services agreement (ISA) to provide in-house training classes at Allan Hancock College;
    - -$0.1 million decrease for contracted helicopter services;
    - +$0.1 million increase across several Services and Supplies line items.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

Expenditures (cont'd)

- Net non-operating expenditure decrease of $6,213,000:
  - -$5,388,000 decrease in Other Financing Uses due to:
    - -$2.7 million decrease for transfers to the Vehicle Operations Fund due to the completion of several vehicle purchases in FY 2016-17 including two ladder trucks;
    - -$2.0 million decrease for transfers to General Services for capital projects which reflects a budgeted transfer in FY 2016-17 of $5.0 million for the Station 41 (Cuyama) rebuild project and $1.0 million for the Buellton Operations and Administrative Center and a budgeted transfer in FY 2017-18 of $4.0 million for the Buellton project;
    - -$0.7 million decrease in the transfer to the Sheriff for the Helicopter program as a result of the Board approved restructuring of the program in FY 2016-17;
  - -$805,000 decrease in Capital Asset equipment purchases, primarily due to the revision of the replacement plan for the mobile data computers (MDCs) into a two phase approach with the front line emergency response vehicles receiving replacement capital hardware in FY 2016-17 and auxillary/support vehicles receiving non-capital equipment in FY 2017-18.

These changes result in Recommended operating expenditures of $71,818,000, non-operating expenditures of $6,874,000, and total expenditures of $78,692,000.

Revenues

- Net operating revenue increase of $1,267,000:
  - +$1,835,000 increase in Taxes consists of four main components:
    - +$1.5 million increase represents the 25% allocation of the estimated growth in General Fund property tax revenues based on a General Fund estimated growth rate of 4.5%. The 25% tax revenue growth allocation to the Fire District was directed by the Board of Supervisors in May 2012;
    - +$0.3 million increase in the natural property tax growth increment for the Fire District based on a 3.5% estimated growth rate;
    - +$0.1 million increase in Redevelopment Agency (RDA) distributions reflects the estimated pass-through payments and ongoing portion of the RDA dissolution impacts;
    - -$0.1 million decrease in supplemental property taxes;
  - -$1,515,000 decrease in Intergovernmental Revenues reflecting Fire's reduced proportional share of Proposition 172 Public Safety Sales Tax revenues from 6.75% to 5.75% plus an additional reduction of $1,170,000;
  - +$887,000 increase in Charges for Services primarily due to:
    - +$1.7 million increase associated with the State fire protection services contract;
    - -$1.6 million decrease due to the completion of the ladder truck purchase and reimbursement from the Santa Ynez Band of Chumash Indians in FY 2016-17;
    - +$1.2 million increase for reimbursements associated with federal and state fire incidents;
    - -$0.9 million decrease related to the elimination of State drought funding;
    - +$0.2 million increase associated with the UCSB Long Range Development Plan growth agreement;
    - +$0.2 million increase for two firefighter post positions funded by energy companies;

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

Revenues (cont'd)

- +$61,000 increase in Miscellaneous Revenue for the Allan Hancock College instructional services agreement.

- Net non-operating revenue decrease of $2,580,000:
  - -$1,919,000 decrease in the use of one-time fund balance primarily associated with the timing of projected capital needs;
  - -$661,000 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 $73,552,000, non-operating revenues of $5,141,000 and total revenues of $78,692,000.

Fire

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 Proposed Budget assumes no change in staffing levels from the FY 2017-18 Recommended Budget.

Expenditures

The $3,328,000 increase in operating expenditures is primarily due to:

- +$2.6 million increase in Salaries and Employee Benefits as a result of negotiated labor agreements, retirement, health insurance and workers compensation costs;
- +$1.3 million increase in Services and Supplies primarily due to the department-wide replacement of self contained breathing apparatus (SCBA) equipment;
- -$0.6 million decrease in Other Charges due to the completion of the transfer of development impact mitigation funds to the City of Goleta for the construction of Station 10 in western Goleta.

The $1,673,000 decrease in non-operating expenditures is primarily due to:

- -$1.5 million decrease in Other Financing Uses as a result of reduced capital project funding;
- -$0.1 million decrease in Capital Assets purchases.

Revenues

The FY 2018-19 Proposed operating revenue increase of $3,602,000 over the FY 2017-18 Recommended Budget is primarily the result of:

- +$3.1 million increase in property tax revenues;
- +$0.9 million increase in Intergovernmental Revenues related to Proposition 172 Public Safety Sales Tax revenues. Although Fire's share of Proposition 172 Public Safety Sales Tax revenues declines from 5.75% to 4.75% in FY 2018-19, the comparison to the prior fiscal year reflects an increase in revenues as a result of the one-time additional reduction of $1,170,000 in FY 2017-18;
- -$0.7 million decrease due to the completion in FY 2017-18 of the recognition of development impact mitigation fee revenues associated with the Goleta Station 10 construction project;
- +$0.3 million increase related to fire protection services and incidents.

The FY 2018-19 Proposed non-operating revenue decrease of $1,947,000 is primarily the result of:

- -$1.5 million decrease in the use of fund balance for one-time capital projects;
- -$0.4 million decrease in Other Financing Sources due to the elimination of 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.sbcfire.com.

Fire

Department

Performance Measures

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration and Support					
Dispatch cost per call.	$137	$135	$132	$143	$145
Percentage of Advanced Life Support (ALS) responses that are in compliance with County protocols.	n/a	n/a	100% 4,290	100% 4,290	100% 4,290
Percentage of Basic Life Support (BLS) responses that are in compliance with County protocols.	n/a	n/a	100% 4,700	100% 4,700	100% 4,700
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	61% 116/191	51% 109/212	66% 150/228	100% 230/230	100% 230/230
Fire Prevention					
Percentage of fire code inspections conducted that meet the Department's target cycle time.	74% 1,483/2,000	89% 2,569/2,892	67% 2,000/3,000	90% 2,700/3,000	90% 2,700/3,000
Structure fire rate per 1,000 inspectable properties (may exclude intentional fires). Target is 3.0 or less	1.9	4.4	2.8	3.0	3.0
Percentage of building and wildland fires with a determination of cause to improve prevention and public education programs.	59% 88/149	69% 107/154	80% 120/150	80% 120/150	80% 120/150
Percentage of fire protection certificate applications and fire protection system plans reviewed and responses provided within 10 business days.	n/a	34% 299/874	11% 112/975	90% 900/1,000	90% 900/1,000

Department

Performance Measures (Cont'd)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Emergency Operations					
Total number of calls.	13,723	14,334	14,500	14,500	14,500
Percentage of medical calls versus total calls.	60% 8,293/ 13,723	62% 8,871/ 14,334	62% 8,990/ 14,500	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.	98% 58/59	96% 71/74	99% 74/75	95% 71/75	95% 71/75
Percentage of all structure fires confined to the room of origin to protect life and property.	78% 70/90	84% 66/79	96% 53/55	80% 48/60	80% 48/60
Percentage of medical calls arrived at within the Emergency Medical Services Agency (EMSA) response time standards.	92% 7,607/8,293	91% 8,090/8,871	90% 8,091/8,990	90% 8,091/8,990	90% 8,091/8,990

Fire

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
FIRE CHIEF	1.00	1.00	-	1.00	1.00
DEPUTY CHIEF	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	1.99	2.00	1.00	3.00	3.00
CHIEF FINANCIAL OFFICER	0.35	1.00	-	1.00	1.00
BATTALION CHIEF	1.67	2.00	-	2.00	2.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
FIRE CAPTAIN STAFF	5.62	6.00	-	6.00	6.00
DP MANAGER-DEPT	0.96	1.00	-	1.00	1.00
FIRE ENG INSPECTOR STAFF	0.12	-	-	-	-
ADMN OFFICE PRO	1.95	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO	0.65	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	1.85	2.00	-	2.00	2.00
FIRE CAPTAIN SHIFT	0.25	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
PUBLIC INFO SPECIALIST	-	-	1.00	1.00	1.00
ADMN OFFICE PRO SR	2.21	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	3.45	3.95	-	3.95	3.95
FIRE ENG INSPECTOR SHIFT	0.21	-	-	-	-
FIREFIGHTER SHIFT	0.06	-	-	-	-
PUBLIC INFO ASSISTANT	0.99	1.00	(1.00)	-	-
STOREKEEPER	0.95	1.00	-	1.00	1.00
EXTRA HELP	0.69	0.50	-	0.50	0.50
Total	30.97	33.45	1.00	34.45	34.45

Fire

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 5,335,013	$ 6,081,991	$ 688,896	$ 6,770,887	$ 7,084,055
Services and Supplies	1,891,625	2,354,686	1,299,689	3,654,375	3,474,244
Other Charges	479,274	789,104	1,535,525	2,324,629	1,672,171
Total Operating Expenditures	7,705,912	9,225,781	3,524,110	12,749,891	12,230,470
Capital Assets	9,000	715,000	(715,000)	-	-
Other Financing Uses	1,458,110	1,397,355	4,706,085	6,103,440	4,524,954
Total Expenditures	$ 9,173,022	$ 11,338,136	$ 7,515,195	$ 18,853,331	$ 16,755,424
Budget By Categories of Revenues					
Taxes	-	8,208,276	8,625,191	16,833,467	14,975,424
Intergovernmental Revenue	2,611,212	2,383,400	(1,521,800)	861,600	1,713,000
Charges for Services	-	-	730,000	730,000	-
Miscellaneous Revenue	7,169	7,150	59,850	67,000	67,000
Total Operating Revenues	2,618,381	10,598,826	7,893,241	18,492,067	16,755,424
Other Financing Sources	909,640	739,310	(378,046)	361,264	-
Total Revenues	$ 3,528,021	$ 11,338,136	$ 7,515,195	$ 18,853,331	$ 16,755,424

2016-17 Anticipated Accomplishments

- Presented to the Board of Supervisors, under the authority of the County Executive Office and in collaboration with Public Health and the Sheriff's Department, the final recommendations and implementation plans resulting from the dispatch study to improve 911 dispatch services within the County.
- Evaluated the design-build plan and specifications for the rebuild of Station 41 in Cuyama and determined the appropriate scope and schedule for this project within the current budgetary framework.
- Implemented several technology upgrades to improve efficiency, user interfaces and reporting for electronic patient care records, National Fire Incident Reporting System (NFIRS), and in partnership with the Public Health Emergency Medical Services Agency (EMSA), upgrades to computer aided dispatch (CAD) for improved emergency response.
- Updated the Career Development Guide for the department, providing detailed educational and degree requirements for career growth opportunities in conjunction with succession planning efforts.
- Participated on the County's Rebalancing Initiative Committee and collaborated with other departments to identify areas for improvements in operational efficiencies and long-term cost savings countywide.
- Continued to work with EMSA and the Operational Area Fire Chiefs to study ambulance transport system options to better serve the citizens of the County.
- Solidified the relationship with Allan Hancock College through an instructional services agreement using the department's subject matter expert certified instructors and utilizing the College's state of the art Public Safety facility in Lompoc, to deliver courses to department members and to students pursuing a career in the fire service throughout the County.

Program

Administration & Support (cont'd)

- Increased departmental focus on the emergency communications center by utilizing unanticipated ongoing California Department of Forestry and Fire Protection (CAL FIRE) emergency communication center funding.
- Continued efforts to improve the radio communications system countywide.
- Completed the feasibility analysis for the relocation and construction of new fire station 21 in Orcutt.
- Repaired and upgraded facilities, including fire stations 13 (Hollister Avenue), 31 (Buellton), 18 (Gaviota), 21 (Orcutt), and 30 (Solvang).

2017-19 Objectives

- Implement an improvement plan for existing dispatch services that will enhance 911 capabilities, improve communications and efficiency in dispatch service delivery countywide, and promote regional partnerships that will provide closest resource dispatch capabilities.
- Identify, examine and implement improvements to operational efficiencies, with an emphasis on long-term cost savings, in support of the countywide rebalancing initiative.
- Continue to evaluate and implement Citygate Report recommendations for needed improvements to critical emergency service delivery, based on priority and fiscal considerations.
- Modernize and enhance the delivery of emergency medical services and ambulance transport system capabilities for the County in collaboration with EMSA and the Operational Area Fire Chiefs.
- Continue efforts to improve the radio communications system countywide.
- Continue to work with the City of Goleta on the pre-construction efforts of the Station 10 project, including the Coastal Commission review/approval phase (18 months), prior to beginning the construction phases for Station 10, in accordance with the Memorandum of Understanding.
- Recruit, support, and retain a high-performing and diverse workforce.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
BATTALION CHIEF	0.04	-	-	-	-
FIRE CAPTAIN STAFF	3.59	4.00	-	4.00	4.00
FIRE ENG INSPECTOR STAFF	4.35	4.00	-	4.00	4.00
ADMN OFFICE PRO	1.00	2.00	1.00	3.00	3.00
MAPPING/GIS ANALYST	0.95	1.00	-	1.00	1.00
FIRE CAPTAIN SHIFT	0.73	-	-	-	-
FINANCIAL OFFICE PRO SR	-	0.05	-	0.05	0.05
ADMN OFFICE PRO SR	0.82	1.00	(1.00)	-	-
FIRE ENG INSPECTOR SHIFT	0.19	-	-	-	-
PETROLEUM INSP TECH	0.65	1.00	-	1.00	1.00
BLDG ENGNR INSPECTOR	-	2.00	1.00	3.00	3.00
MAPPING/GIS TECH	0.04	-	-	-	-
EXTRA HELP	0.91	-	-	-	-
Total	13.28	15.05	1.00	16.05	16.05

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 2,133,520	$ 2,501,647	$ 227,714	$ 2,729,361	$ 2,851,226
Services and Supplies	109,943	120,443	17,100	137,543	139,093
Other Charges	127,974	142,199	10,491	152,690	159,121
Total Operating Expenditures	2,371,437	2,764,289	255,305	3,019,594	3,149,440
Capital Assets	-	45,000	(27,000)	18,000	-
Other Financing Uses	26,265	50,000	(22,000)	28,000	-
Total Expenditures	$ 2,397,702	$ 2,859,289	$ 206,305	$ 3,065,594	$ 3,149,440
Budget By Categories of Revenues					
Taxes	-	1,957,867	533,727	2,491,594	2,564,200
Licenses, Permits and Franchises	22,250	20,000	-	20,000	20,000
Intergovernmental Revenue	3,000	-	-	-	-
Charges for Services	437,550	511,000	42,000	553,000	564,240
Miscellaneous Revenue	348	250	750	1,000	1,000
Total Operating Revenues	463,148	2,489,117	576,477	3,065,594	3,149,440
Total Revenues	$ 463,148	$ 2,489,117	$ 576,477	$ 3,065,594	$ 3,149,440

Fire Prevention (cont'd)

2016-17 Anticipated Accomplishments

- Added two civilian inspectors to handle increased inspection volume and reporting requirements of complex occupancy types, ensuring better accountability and a more efficient inspection process.
- Implemented a document management and indexing system in collaboration with Planning and Development that allows for the digital delivery of archived and current fire department land use and building development documents internally and to the public.
- Obtained grant funding in coordination with the Santa Barbara Fire Safe Council and completed work on the Community Wildfire Protection Plan (CWPP) for the San Marcos Pass/Eastern Goleta Valley Mountainous Area Communities.
- Completed several fuels reduction projects in critical high fire areas, utilizing the Fuels Reduction/Hand Crew.
- Expanded the geographic Information system (GIS) mapping program to include wildland pre-plan maps, target hazards, and defensible space inspections in support of CAL FIRE reporting requirements.
- Updated the Santa Barbara County Code Chapter 15 to include the adoption of the 2016 California Fire Code and to better align the County Code with State Title XIV Fire Safe Regulations.

2017-19 Objectives

- Complete time and process studies, review all permit and inspection fees, and update Fire Prevention fees to ensure cost recovery of the service.
- Re-certify the arson dog to ensure continuity of the arson investigation program.
- Enhance predictive services data collection through implementation of additional remote automated weather systems (RAWS) equipment in Santa Ynez and Gaviota.
- Provide assistance in the development and implementation of the Fire Danger Operations Plan (FDOP) per CAL FIRE mandates.
- Continue the digitization of department archived documents in the shared document management system.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION CHIEF	1.01	1.00	-	1.00	1.00
BATTALION CHIEF	7.17	7.00	-	7.00	7.00
TEAM/PROJECT LDR-BATT CHF SHFT	0.08	-	-	-	-
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00	1.00
FIRE CAPTAIN STAFF	4.98	4.00	-	4.00	4.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00	3.00
EMERGENCY MED SVCS ADMINISTRATOR	1.00	1.00	-	1.00	1.00
AIR SUPPORT PILOT	-	-	2.00	2.00	2.00
FIRE ENG INSPECTOR STAFF	0.87	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.05	-	-	-	-
FIREFIGHTER STAFF	2.04	-	-	-	-
MAPPING/GIS ANALYST	0.01	-	-	-	-
FIRE CAPTAIN SHIFT	47.60	53.00	-	53.00	53.00
AIRCRAFT MECHANIC	-	-	1.00	1.00	1.00
FIRE ENG INSPECTOR SHIFT	46.80	54.00	-	54.00	54.00
FIREFIGHTER SHIFT	71.56	80.00	-	80.00	80.00
PUBLIC INFO ASSISTANT	0.01	-	-	-	-
FIREFIGHTER TRAINEE	3.00	-	-	-	-
FIRE EQUIPMENT OPER ASST	0.77	1.00	-	1.00	1.00
STOREKEEPER	0.05	-	-	-	-
EXTRA HELP	28.23	25.12	0.50	25.62	25.62
Total	219.22	231.12	3.50	234.62	234.62

Program

Emergency Operations (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 47,545,974	$ 46,932,540	$ 3,261,039	$ 50,193,579	$ 52,319,710
Services and Supplies	2,477,172	3,520,543	(853,754)	2,666,789	4,162,293
Other Charges	3,154,982	4,475,436	(1,286,889)	3,188,547	3,284,201
Total Operating Expenditures	53,178,128	54,928,519	1,120,396	56,048,915	59,766,204
Capital Assets	96,049	482,450	(62,989)	419,461	300,000
Other Financing Uses	2,865,767	10,377,076	(10,071,955)	305,121	376,253
Increases to Fund Balances	7,163,400	20,000	(20,000)	-	-
Total Expenditures	$ 63,303,344	$ 65,808,045	$ (9,034,548)	$ 56,773,497	$ 60,442,457
Budget By Categories of Revenues					
Taxes	45,750,126	39,106,857	(7,323,918)	31,782,939	36,691,376
Use of Money and Property	67,667	-	-	-	-
Intergovernmental Revenue	1,267,111	460,988	6,764	467,752	495,988
Charges for Services	22,006,936	19,622,624	114,572	19,737,196	20,054,823
Miscellaneous Revenue	8,930	6,000	-	6,000	6,000
Total Operating Revenues	69,100,770	59,196,469	(7,202,582)	51,993,887	57,248,187
Other Financing Sources	510,584	471,700	(282,700)	189,000	192,320
Decreases to Fund Balances	1,271,544	6,510,048	(1,919,438)	4,590,610	3,001,950
Total Revenues	$ 70,882,898	$ 66,178,217	$ (9,404,720)	$ 56,773,497	$ 60,442,457

2016-17 Anticipated Accomplishments

- Collaborated with the Sheriff to update the Air Support Unit Memorandum of Understanding (MOU) resulting in improvements to program operations and fiscal planning for the unit.
- Extended the contract for helicopter service at Santa Barbara Airport for Red Flag or High Fire Danger days.
- Managed several large local emergency incident operations with the Santa Barbara County Type III Incident Management Team.
- Provided a comprehensive Captain's Academy to develop and mentor future leaders of the Fire Department.
- Delivered an Operational Area Battalion Chief's workshop and a Strike Team Leader workshop.
- Conducted, in collaboration with the City of Santa Barbara, the annual Wildland Urban Interface (WUI) drill to enhance firefighting effectiveness.

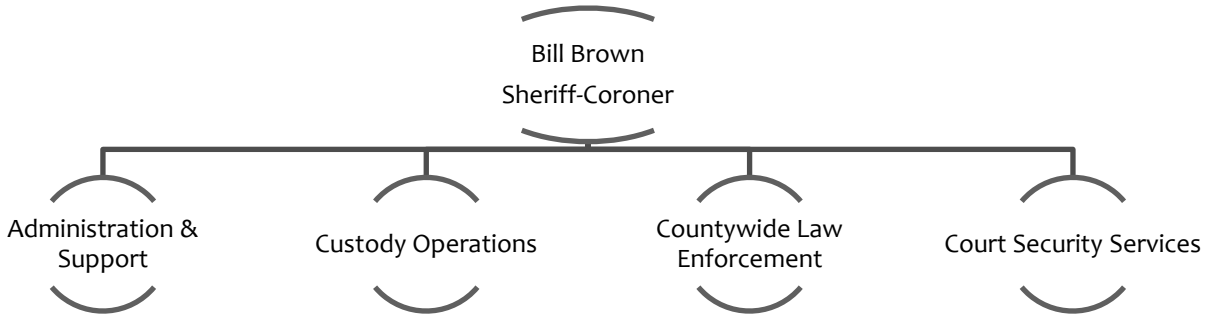
2017-19 Objectives

- Continue to develop and utilize the Santa Barbara County Type III Incident Management Team to manage local emergency incidents.
- Further strengthen the Fire Department's Emergency Medical Technician (EMT) and Paramedic programs through enhanced training, administrative oversight and a continuous quality improvement (CQI) program.
- Continue efforts to update the Santa Barbara County Operational Area Mutual Aid Response Plan, ensuring consistent communications and timely emergency response.
- Update federal, state and local mutual aid agreements and contracts.

Sheriff

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 136,754,172**
Capital	**$ 283,000**
FTEs	**662.81**



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 also serves as the County Coroner. The Coroners bureau investigates all suspicious deaths in the county.

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. In addition, we contract with the United States Forest Service, the Santa Ynez Band of Chumash Indians, Santa Maria Joint Union High School and various other non-profits. The Sheriff's Office manages the joint Fire/Sheriff Air Support Bureau and the County Dispatch center.

The Sheriff's Office provides correctional services for the entire County. The Sheriff's Office has a staffing level of 662.81 full time employees who work at 28 different work sites throughout the County.

The Sheriff's Office provides security services to the Santa Barbara Superior Courts.

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

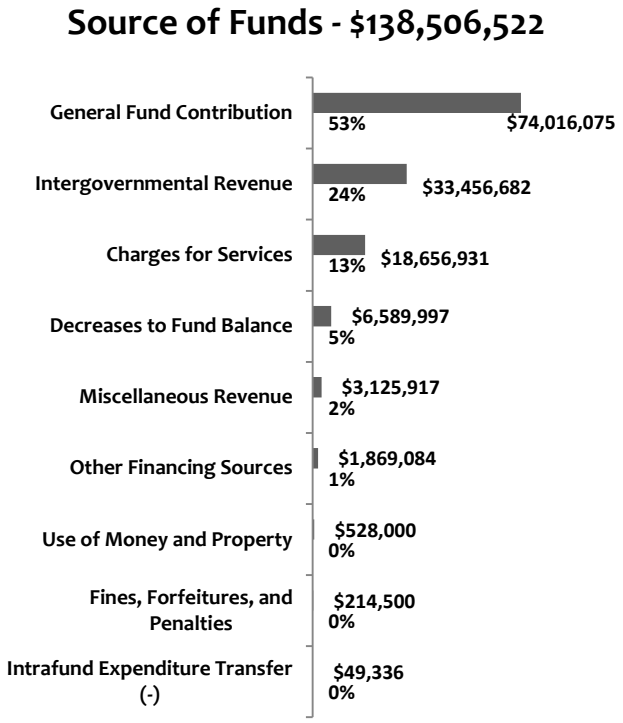
Highlights of 2017-19 Objectives

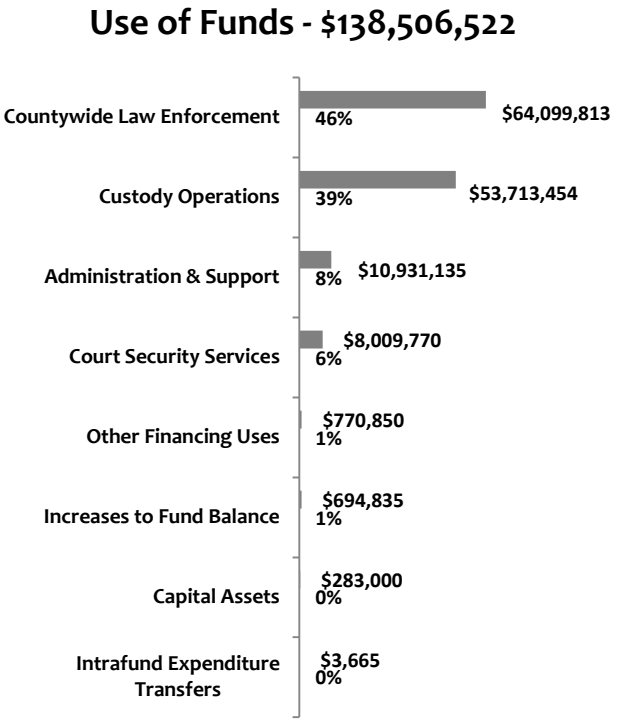
- Work with General Services to improve/enhance radio coverage throughout the county.
- Update Law Enforcement contractual methodology.
- Enhance use of pre-trial electronic monitoring.
- Complete the civilianization study.
- Restructure our dispatch governance process.
- Expand employee wellness program.

Sheriff

Department

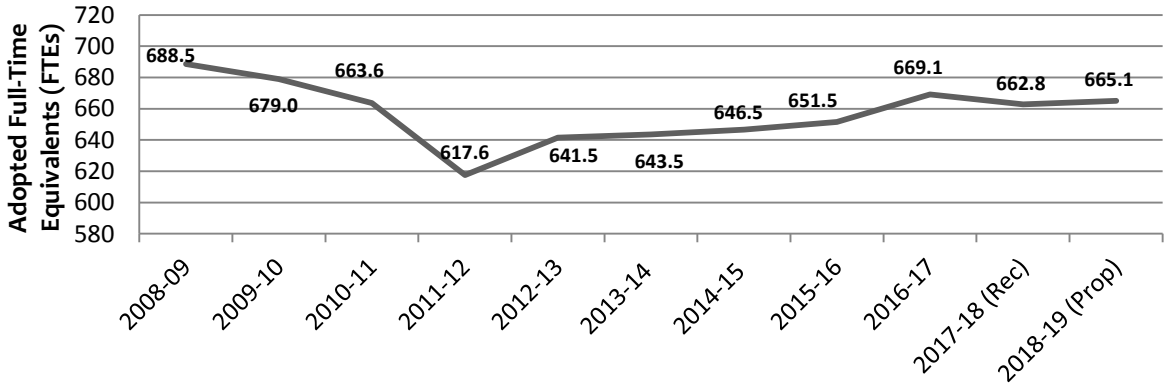
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	51.27	45.75	1.00	46.75	46.75
Custody Operations	242.23	267.60	(0.85)	266.75	269.06
Countywide Law Enforcement	282.53	311.85	0.58	312.42	312.42
Court Security Services	50.26	43.88	(7.00)	36.88	36.88
Unallocated	6.42	-	-	-	-
Total	632.71	669.08	(6.27)	662.81	665.11

Budget By Budget Program					
Administration & Support	$ 10,126,071	$ 10,152,944	$ 778,191	$ 10,931,135	$ 11,237,133
Custody Operations	47,626,703	49,703,366	4,010,088	53,713,454	56,206,397
Countywide Law Enforcement	58,196,373	61,977,205	2,122,608	64,099,813	66,787,658
Court Security Services	7,957,041	8,032,694	(22,924)	8,009,770	7,639,361
Total	$ 123,906,188	$ 129,866,209	$ 6,887,963	$ 136,754,172	$ 141,870,549

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 103,541,809	$ 108,182,830	$ 3,218,442	$ 111,401,272	$ 116,308,220
Services and Supplies	13,674,576	13,582,909	2,904,626	16,487,535	16,383,722
Other Charges	6,689,803	8,100,470	764,895	8,865,365	9,178,607
Total Operating Expenditures	123,906,188	129,866,209	6,887,963	136,754,172	141,870,549
Capital Assets	372,811	938,000	(655,000)	283,000	63,000
Other Financing Uses	1,702,014	1,060,180	(289,330)	770,850	771,054
Intrafund Expenditure Transfers (+)	4,271	23,700	(20,035)	3,665	3,665
Increases to Fund Balances	2,179,254	677,129	17,706	694,835	696,182
Fund Balance Impact (+)	141,259	-	-	-	-
Total	$ 128,305,797	$ 132,565,218	$ 5,941,304	$ 138,506,522	$ 143,404,450

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 269,340	$ 220,021	$ (5,521)	$ 214,500	$ 214,500
Use of Money and Property	806,031	230,000	298,000	528,000	528,000
Intergovernmental Revenue	32,437,343	32,895,183	561,499	33,456,682	33,831,551
Charges for Services	16,673,880	17,200,524	1,456,407	18,656,931	19,190,100
Miscellaneous Revenue	2,959,211	2,586,271	539,646	3,125,917	3,157,517
Total Operating Revenues	53,145,805	53,131,999	2,850,031	55,982,030	56,921,668
Other Financing Sources	3,027,561	2,498,175	(629,091)	1,869,084	1,872,251
Intrafund Expenditure Transfers (-)	50,218	51,336	(2,000)	49,336	49,336
Decreases to Fund Balances	1,224,214	5,022,908	1,567,089	6,589,997	5,023,962
General Fund Contribution	70,858,000	71,860,800	2,155,275	74,016,075	71,139,900
Fund Balance Impact (-)	-	-	-	-	8,397,333
Total	$ 128,305,797	$ 132,565,218	$ 5,941,304	$ 138,506,522	$ 143,404,450

Sheriff

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- FTEs decrease 6.27 from 669.08 to 662.81 due to:
  - Decrease of 6.0 Custody Deputy positions from the Santa Maria Branch Jail
  - Decrease of 1.0 Sheriff Sergeant and 4.0 Sheriff Special Duty Deputy positions in the Special Operations Bureau
  - Decrease of 7.0 Sheriff Deputy positions of the Court Services Bureau
  - Decrease of 10.0 Custody Deputy positions of Main Jail staff
  - Decrease of 1.0 Sheriff Deputy Special Duty position, eliminating the Dos Pueblos School Resource Deputy
  - Decrease of 1.0 Sheriff Deputy Special Duty position, eliminating the Santa Ynez High and Cabrillo High School Resource Deputy
  - Decrease of 2.0 Sheriff Deputy Special Duty positions in County Air Support Unit
  - Decrease of by 0.81 Sheriff Sergeants, 0.53 Sheriff Deputy Special Duty and 1.08 Sheriff Deputy positions in the Isla Vista Foot patrol due to the 9.0 positions being funded for only 3 quarters of the year
  - Decrease of 2.0 Sheriff Special Duty Deputy positions transferred to Fire for Air Support Unit
  - Increase of 16.15 positions for the North Branch Jail project
  - Increase of 10.0 positions for Lost Time for patrol
  - Increase of 2.0 positions for Enhanced Chumash Enforcement
  - Increase of 1.0 position for Goleta City Contract
  - Increase of 1.0 position that is grant funded.

Expenditures

- Net operating expenditure increase of $6.8 million due to:
  - +$3.2 million increase in Salaries and Employee Benefits primarily due to:
    - +$1.8 million increase in Retirement Contribution
    - +$0.5 million increase in Regular Salaries due to negotiated cost of living increases
    - +$0.5 million increase in Workers Compensation
    - +$0.4 million increase in Extra Help
  - +$2.9 million increase in Services and Supplies primarily due to:
    - +$1.9 million increase in Professional & Special Services costs for Jail Inmate Medical and Mental Health increases.
    - +$765,000 increase in Special Departmental Costs costs for the Jail Inmate Commissary purchases.
    - +$87,000 increase in IT Software Maintenance costs due to upgrades in Jail software programs.
    - +$65,000 increase in IT Software Purchases costs due to Jail Electronic Medical Records and Dispatch software.
  - +$0.7 million increase in Other Charges primarily due to:
    - +$547,000 increase in the Liability Insurance premiums.
    - +$84,000 increase in the cost of water due to rate increases and surcharges from the Goleta Water District primarily for the Main Jail campus.
    - +$54,000 increase in charges for services from the Information & Communication Technology (ICT) unit of the General Services Department.
    - +$49,000 increase in Sewer costs.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- Net non-operating expenditures decrease of $0.9 million due to:
  - -$0.6 million decrease in Capital Assets primarily due to the replacement of Live Scan system in the prior year.
  - -$0.3 million decrease in Other Financing Uses primarily due to decrease in transfers to Fire department due to transfer of staff.

These changes result in Recommended operating expenditures of $136,754,172, non-operating expenditures of $1,752,350 and total expenditures of $138,506,522. Non-operating expenditures include capital assets, transfers to other departments, debt service, and increases to fund balances.

Revenues

- Net operating revenue increase of $2.8 million due to:
  - +$1.4 million increase in Charges for Services primarily due to:
    - +$949,000 increase in Contract City Law Enforcement Services agreements.
    - +$463,000 increase in Other Law Enforcement Services.
  - +$298,000 increase in Use of Money & Property due Jail Inmate Commissary purchases.
  - +561,000 increase in Intergovernmental Revenue primarily due to:
    - +$199,000 increase in Proposition 172 revenue.
    - +$144,000 increase in various 2011 Local Realignment revenue.
    - +$139,000 increase in State Other revenue due to increases in various State grants.
    - +$79,000 increase in Federal Other revenue due to increases in various Federal grants.
  - +$539,000 net increase in miscellaneous operating revenues due to increased commissary sales.

- Net non-operating revenue increase of $3.1 million due to:
  - +$2.1 million increase in General Fund Contribution.
  - -$629,000 decrease in Other Financing Sources due to:
    - -$725,000 decrease in Operating Transfers from Fire due to update to MOU for Air Support Unit.
    - +$85,000 increase in Operating Transfer from Fire for Dispatch.
    - +$11,000 increase in Operation Transfers for Orcutt Community District Funds.
  - +$1.6 million increase in Fund Balances and Intrafund Transfers due to:
    - +$2.0 million increase in New Jail Operations for funding of New North Branch Jail Custody Deputies.
    - +$1.2 million increase in Operating Plans for Lost Time
    - -$1.0 million decrease in Program Restoration for one time funding.
    - -$435,000 decrease due to completion of the Live Scan project in the prior year.
    - -$193,000 decrease in Fund Balance for the Inmate Welfare fund due to funded vacancies within the program.
    - +$88,400 increase in Sheriff Projects due to Jail Electronic Medical Records project.
    - -$75,000 decrease in Sheriff Categorical Grants due to the completion of the Civil software upgrade.
    - +$8,400 increase in Local Realignment 2011 for California Methamphetamine Grant.
    - +$1,200 increase in Donations from miscellaneous donations.

Department

These changes result in Recommended operating revenues of $55,982,030, non-operating revenues of $82,524,492, and total revenues of $138,506,522. Non-operating revenues include primarily General Fund Contribution, transfers and decreases to fund balances.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

Expenditures

The FY 2018-19 Proposed Budget includes an increase in staffing levels of 2.30 FTE for the north branch jail project compared to the FY 2017-18 Recommended Budget. The increase of $5.1 million in the operating budget for FY 2018-19 compared to FY 2017-18 is due to $4.9 million increase in Salaries & Employee Benefits due primarily to increases in salary increases and retirement expenses and a $0.3 million increase in Other Charges due to increased costs offset by a $0.1 million decrease in Services & Supplies.

Revenues

Operating revenues are expected to increase $1.0 million. This increase is offset by a $4.4 million decrease in FY 2018-19 non-operating revenue over the FY 2017-18 Recommended Budget, driven primarily by decreases in General Fund Contribution and One Time Funding.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support Budget Program					
Complete 95% of all employee evaluations prior to the probationary/annual date of each active employee.	95% 806/849	78% 667/845	80% 676/845	95% 803/845	95% 803/845
Process 80% of all "Law" calls within 55 seconds.	65 seconds 25,401 / 31,752	76 seconds 33,662/41,973	70 seconds 36,000/45,000	55 seconds 36,000 / 45,000	55 seconds 36,000 / 45,000
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% of 8,760 hours per year.	0.24% 21.25 hours	.08% 7.50 hours	0.11% 9.96 hours	2.00% 175 hours	2.00% 175 hours
Answer 90% of 911 calls within 10 seconds.	99% 60,025 / 60,826	98% 54,570/63,815	98% 63,700/65,000	90% 58,500/65,000	90% 58,500/65,000
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.	No Data	92.9% 223/240	100% 303/303	80% 336/420	80% 336/420
Maintain or exceed an 80% passing rate for inmates enrolled in the GED program.	0.00% Not implemented	8.33% 1/12	100% 1/1	80% 8/10	80% 8/10
Provide 100% of all inmates with information regarding Prison Rape Elimination Act (PREA) and how they can report a PREA incident while in custody.	10% 1,600/16,000	65% 10,780/16,585	100% 16,396/16,396	100% 16,025/16,025	100% 15,700/15,700

Department

Performance Measures (cont'd)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Countywide Law Enforcement Budget Program					
Deputies will arrive at 90% of in-progress calls (person or property) within 8 minutes of being dispatched.	71% 15,044 / 21,153	64.5% 18,188/28,162	68% 20,400/30,000	90% 27,000/30,000	90% 28,800/32,000
Maintain or exceed the UCR "clearance by arrest" rate of 60% for aggravated assault cases. (FBI average is 55%)	79% 186/235	67% 140/206	60% 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.	72% 313/437	69% 64/93	65% 276/425	65% 276/425	65% 276/425

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
UNDERSHERIFF	1.00	1.00	-	1.00	1.00
SHERIFF-CORONER	1.00	1.00	-	1.00	1.00
SHERIFFS COMMANDER	0.22	-	-	-	-
SHERIFFS LIEUTENANT	3.19	2.75	-	2.75	2.75
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	4.00	4.00	-	4.00	4.00
IT MANAGER	1.00	1.00	-	1.00	1.00
SHERIFFS SERGEANT	2.53	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	7.82	8.00	-	8.00	8.00
ADMN OFFICE PRO	3.77	4.00	1.00	5.00	5.00
FINANCIAL OFFICE PRO	0.85	1.00	-	1.00	1.00
POLYGRAPH EXAMINER	1.00	1.00	-	1.00	1.00
ACCOUNTANT SUPERVISING	1.00	-	-	-	-
CUSTODY SERGEANT	0.04	-	-	-	-
SHERIFFS DEPUTY	0.35	-	-	-	-
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	3.77	4.00	-	4.00	4.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
COST ANALYST	-	1.00	-	1.00	1.00
CUSTODY DEPUTY S/DUTY	0.90	-	1.00	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	4.14	4.00	(1.00)	3.00	3.00
SHERIFFS DEPUTY TR	3.40	-	-	-	-
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
CUSTODIAN	2.00	2.00	-	2.00	2.00
EXTRA HELP	2.29	-	-	-	-
Total	51.27	45.75	1.00	46.75	46.75

Sheriff

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,809,282	$ 7,762,549	$ 454,276	$ 8,216,825	$ 8,576,939
Services and Supplies	1,240,712	1,182,981	205,060	1,388,041	1,288,042
Other Charges	1,076,077	1,207,414	118,855	1,326,269	1,372,152
Total Operating Expenditures	10,126,071	10,152,944	778,191	10,931,135	11,237,133
Capital Assets	72,934	816,000	(580,000)	236,000	16,000
Other Financing Uses	744,014	742,180	5,670	747,850	748,054
Increases to Fund Balances	918,626	292,000	10,700	302,700	305,154
Total Expenditures	$ 11,861,644	$ 12,003,124	$ 214,561	$ 12,217,685	$ 12,306,341
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	6,785	-	-	-	-
Use of Money and Property	19,767	-	-	-	-
Intergovernmental Revenue	1,448,723	1,533,511	65,101	1,598,612	1,638,664
Charges for Services	226,280	246,467	8,679	255,146	259,249
Miscellaneous Revenue	11,319	7,160	326	7,486	7,486
Total Operating Revenues	1,712,874	1,787,138	74,106	1,861,244	1,905,399
Other Financing Sources	739,938	112,000	10,700	122,700	125,154
Intrafund Expenditure Transfers (-)	10,359	13,136	-	13,136	13,136
Decreases to Fund Balances	42,623	912,263	(492,263)	420,000	100,000
General Fund Contribution	8,710,723	9,178,587	622,018	9,800,605	9,638,887
Total Revenues	$ 11,216,517	$ 12,003,124	$ 214,561	$ 12,217,685	$ 11,782,576

2016-17 Anticipated Accomplishments

- Implemented workers compensation review in collaboration with General Services Risk Management.
- Updated Sheriff webpage.
- Renewed contracts for law enforcement services with our four contract cities.

2017-19 Objectives

- Restructure our dispatch governance process.
- Expand employee wellness program.
- Ensure full-cost recovery for all service contracts.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
CHIEF DEPUTY SHERIFF	0.81	1.00	-	1.00	1.00
SHERIFFS COMMANDER	0.11	-	-	-	-
CUSTODY COMMANDER	2.00	2.00	-	2.00	2.00
CUSTODY LIEUTENANT	6.96	7.00	-	7.00	7.00
SHERIFFS SERGEANT	0.05	-	-	-	-
SHERIFFS DEPUTY S/DUTY	1.31	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	19.80	28.00	1.00	29.00	29.00
CUSTODY SERGEANT	15.20	17.37	1.00	18.37	18.37
SHERIFFS DEPUTY	0.26	-	-	-	-
ACCOUNTANT	2.00	2.00	-	2.00	2.00
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
CUSTODY DEPUTY S/DUTY	27.52	30.25	(1.00)	29.25	29.25
INMATE PROG SUPV-CORR FAC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
CUSTODY DEPUTY	118.69	138.98	(0.85)	138.13	140.44
COMMUNICATIONS DISP	0.03	-	-	-	-
ADMN OFFICE PRO SR	5.92	7.00	(1.00)	6.00	6.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY TR	0.05	-	-	-	-
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
ALC/DRUG COUN-CORR FAC	3.27	4.00	-	4.00	4.00
SHERIFF PRNTSHP CSTDY SUP	1.00	1.00	-	1.00	1.00
MAINTENANCE PAINTER	0.96	1.00	-	1.00	1.00
SOCIAL SERVICES WORKER	0.42	1.00	-	1.00	1.00
COOK SHERIFFS INSTITUTIONS	7.00	7.00	-	7.00	7.00
PARK RANGER	0.19	-	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
PARK RANGER I, GROUNDS	-	1.00	(1.00)	-	-
UTILITY WORKER, INSTITUTIONS	8.65	9.00	-	9.00	9.00
EXTRA HELP	11.02	-	-	-	-
Total	242.23	267.60	(0.85)	266.75	269.06

Program

Custody Operations (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 35,637,066	$ 37,327,657	$ 951,682	$ 38,279,339	$ 40,535,646
Services and Supplies	9,753,884	9,681,246	2,728,059	12,409,305	12,512,568
Other Charges	2,235,754	2,694,463	330,347	3,024,810	3,158,183
Total Operating Expenditures	47,626,703	49,703,366	4,010,088	53,713,454	56,206,397
Capital Assets	32,156	23,000	-	23,000	23,000
Other Financing Uses	640,000	-	-	-	-
Intrafund Expenditure Transfers (+)	2,006	3,060	-	3,060	3,060
Increases to Fund Balances	709,982	-	-	-	-
Total Expenditures	$ 49,010,846	$ 49,729,426	$ 4,010,088	$ 53,739,514	$ 56,232,457
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	-	15,000	(5,500)	9,500	9,500
Use of Money and Property	786,264	230,000	298,000	528,000	528,000
Intergovernmental Revenue	16,088,635	16,908,531	270,987	17,179,518	17,566,788
Charges for Services	635,678	594,000	25,000	619,000	619,000
Miscellaneous Revenue	659,407	688,400	636,600	1,325,000	1,325,000
Total Operating Revenues	18,169,984	18,435,931	1,225,087	19,661,018	20,048,288
Other Financing Sources	150	-	-	-	-
Intrafund Expenditure Transfers (-)	9,512	-	-	-	-
Decreases to Fund Balances	654,578	3,443,923	704,849	4,148,772	4,652,714
General Fund Contribution	27,139,820	27,849,570	2,080,154	29,929,724	29,348,205
Total Revenues	$ 45,974,044	$ 49,729,424	$ 4,010,090	$ 53,739,514	$ 54,049,207

2016-17 Anticipated Accomplishments

- Initiated construction of the Northern Branch Jail project.
- Obtained a new jail inmate medical and mental health vendor.
- Upgraded Jail Management System.
- Obtained Inmate Electronic Medical Records System.

2017-19 Objectives

- Keep Northern Branch Jail on schedule and on budget.
- Enhance use of pre-trial electronic monitoring.
- Achieve a significant reduction in jail staffing overtime.
- Work with County General Services to initiate renovations to the main jail to comply with ADA requirements and deferred maintenance projects.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
FORENSIC PATHOLOGIST	0.54	1.00	-	1.00	1.00
CHIEF DEPUTY SHERIFF	1.04	1.00	-	1.00	1.00
SHERIFFS COMMANDER	3.68	4.00	-	4.00	4.00
SHERIFFS LIEUTENANT	8.96	8.75	-	8.75	8.75
SHERIFFS SERGEANT	32.10	32.35	(1.81)	30.54	30.54
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00	1.00
AIR SUPPORT PILOT	-	-	1.00	1.00	1.00
SHERIFFS HELICOPTER PILOT	1.00	2.00	(2.00)	-	-
SHERIFFS DEPUTY S/DUTY	65.68	68.00	(4.54)	63.46	63.46
ADMN OFFICE PRO	23.97	23.50	-	23.50	23.50
LEGAL OFFICE PRO	3.54	4.00	-	4.00	4.00
SHERIFFS DEPUTY S/DUTY-M	0.81	1.00	(1.00)	-	-
SHERIFFS DEPUTY	85.54	103.00	7.92	110.92	110.92
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
COMMUNICATIONS DISP SUPV	6.58	6.00	-	6.00	6.00
CRIME SCENE TECHNICIAN SENIOR	2.65	3.00	-	3.00	3.00
AIRCRAFT MECHANIC	1.00	2.00	(1.00)	1.00	1.00
COMMUNICATIONS DISP	19.78	24.00	-	24.00	24.00
ADMN OFFICE PRO SR	11.75	11.25	-	11.25	11.25
LEGAL OFFICE PRO SR	2.00	2.00	-	2.00	2.00
SHERIFFS DEPUTY-M	0.07	-	-	-	-
SHERIFFS DEPUTY TR	0.97	9.00	1.00	10.00	10.00
MAPPING/GIS TECH	1.00	1.00	-	1.00	1.00
CRIME SCENE TECHNICIAN	-	1.00	-	1.00	1.00
UTILITY WORKER, INSTITUTIONS	-	1.00	-	1.00	1.00
PARKING ENFORCEMENT OFFCR	0.85	1.00	1.00	2.00	2.00
EXTRA HELP	7.03	-	-	-	-
Total	282.53	311.85	0.58	312.42	312.42

Program

COUNTYWIDE LAW ENFORCEMENT (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 52,322,245	$ 55,341,644	$ 1,873,860	$ 57,215,504	$ 59,884,933
Services and Supplies	2,676,975	2,714,242	(28,493)	2,685,749	2,578,672
Other Charges	3,197,153	3,921,319	277,241	4,198,560	4,324,053
Total Operating Expenditures	58,196,373	61,977,205	2,122,608	64,099,813	66,787,658
Capital Assets	267,721	99,000	(75,000)	24,000	24,000
Other Financing Uses	318,000	318,000	(295,000)	23,000	23,000
Intrafund Expenditure Transfers (+)	2,265	20,640	(20,035)	605	605
Increases to Fund Balances	550,646	385,129	7,006	392,135	391,028
Total Expenditures	$ 59,335,005	$ 62,799,974	$ 1,739,579	$ 64,539,553	$ 67,226,291
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	262,555	205,021	(21)	205,000	205,000
Intergovernmental Revenue	7,091,534	6,953,141	325,411	7,278,552	7,226,099
Charges for Services	15,723,095	16,260,990	1,412,025	17,673,015	18,202,081
Miscellaneous Revenue	2,288,485	1,890,711	(97,280)	1,793,431	1,825,031
Total Operating Revenues	25,365,669	25,309,863	1,640,135	26,949,998	27,458,211
Other Financing Sources	2,287,473	2,386,175	(639,791)	1,746,384	1,747,097
Intrafund Expenditure Transfers (-)	30,347	38,200	(2,000)	36,200	36,200
Decreases to Fund Balances	527,013	659,010	862,215	1,521,225	271,248
General Fund Contribution	34,137,950	34,406,728	(120,982)	34,285,746	32,302,253
Total Revenues	$ 62,348,452	$ 62,799,976	$ 1,739,577	$ 64,539,553	$ 61,815,009

2016-17 Anticipated Accomplishments

- Replaced and improved parking citation program.
- Replaced and improved civil software program.
- Implemented CopLogic, an internet self-reporting system.

2017-19 Objectives

- Work with General Services Communications to improve/enhance radio coverage throughout the County.
- Complete the Coroner's Bureau autopsy room project for employee safety.
- Restructure patrol staffing model for officer safety.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
SHERIFFS LIEUTENANT	0.43	0.50	-	0.50	0.50
SHERIFFS SERGEANT	1.97	2.00	-	2.00	2.00
SHERIFFS DEPUTY S/DUTY	3.99	4.00	-	4.00	4.00
CUSTODY SERGEANT	0.94	0.63	-	0.63	0.63
SHERIFFS DEPUTY	22.15	22.00	(7.00)	15.00	15.00
CUSTODY DEPUTY S/DUTY	0.85	0.75	-	0.75	0.75
CUSTODY DEPUTY	10.73	14.00	-	14.00	14.00
SHERIFFS DEPUTY-M	0.43	-	-	-	-
EXTRA HELP	8.77	-	-	-	-
Total	50.26	43.88	(7.00)	36.88	36.88

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,773,217	$ 7,750,980	$ (61,376)	$ 7,689,604	$ 7,310,702
Services and Supplies	3,006	4,440	-	4,440	4,440
Other Charges	180,819	277,274	38,452	315,726	324,219
Total Operating Expenditures	7,957,041	8,032,694	(22,924)	8,009,770	7,639,361
Total Expenditures	$ 7,957,041	$ 8,032,694	$ (22,924)	$ 8,009,770	$ 7,639,361
Budget By Categories of Revenues					
Intergovernmental Revenue	7,808,451	7,500,000	(100,000)	7,400,000	7,400,000
Charges for Services	88,826	99,067	10,703	109,770	109,770
Total Operating Revenues	7,897,278	7,599,067	(89,297)	7,509,770	7,509,770
Decreases to Fund Balances	-	7,712	492,288	500,000	-
General Fund Contribution	869,507	425,915	(425,915)	-	(149,445)
Total Revenues	$ 8,766,785	$ 8,032,694	$ (22,924)	$ 8,009,770	$ 7,360,325

2016-17 Anticipated Accomplishments

- Due to unique safety concerns during recent high profile, multi defendant, murder cases, implemented enhanced security during the proceedings to enhance the public safety and ensure a fair judicial process for all involved parties.

2017-19 Objectives

- Complete Memorandum of Understanding with Santa Barbara County Superior Court for court security staffing.

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, form 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

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.
- Continually strengthen the collaboration of health and human services, public safety and judicial systems.
- Continually strengthen the collaboration of health and human services, public safety and judicial systems.

Health & Human Services

Functional Summary

Staffing By Department	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Public Health	511.60	540.29	0.90	541.20	540.53
Behavioral Wellness	363.40	434.10	(2.52)	431.58	431.58
Social Services	897.33	899.75	(164.75)	735.00	679.00
Child Support Services	73.28	75.33	(3.83)	71.50	71.00
First 5, Children & Families	13.70	11.00	(1.00)	10.00	10.00
Total	1,859.31	1,960.47	(171.19)	1,789.27	1,732.10

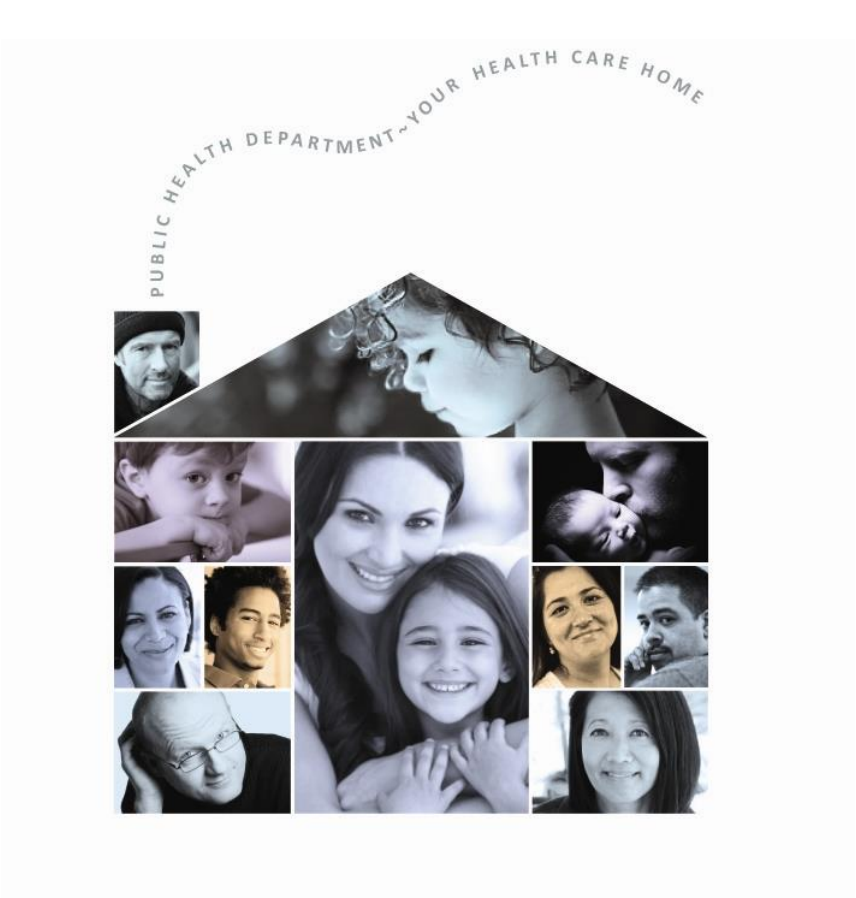
Budget By Department					
Public Health	$ 83,781,209	$ 90,379,117	$ (1,847,167)	$ 88,531,950	$ 91,133,850
Behavioral Wellness	102,913,421	111,642,814	1,008,466	112,651,280	109,943,130
Social Services	165,018,366	174,239,198	(6,532,807)	167,706,391	170,553,654
Child Support Services	9,409,896	9,582,883	1,000	9,583,883	9,907,831
First 5, Children & Families	4,442,836	3,950,090	285,426	4,235,516	4,471,746
Total	$ 365,565,728	$ 389,794,102	$ (7,085,082)	$ 382,709,020	$ 386,010,211

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 191,274,161	$ 210,475,499	$ (2,245,033)	$ 208,230,466	$ 211,410,459
Services and Supplies	111,991,234	113,515,972	(3,361,612)	110,154,360	107,778,567
Other Charges	62,300,333	65,802,631	(1,478,437)	64,324,194	66,821,185
Total Operating Expenditures	365,565,728	389,794,102	(7,085,082)	382,709,020	386,010,211
Capital Assets	943,267	1,792,500	1,195,819	2,988,319	412,500
Other Financing Uses	4,992,402	7,921,946	2,657,635	10,579,581	6,446,122
Intrafund Expenditure Transfers (+)	3,848,577	4,560,480	298,097	4,858,577	4,788,541
Increases to Fund Balances	12,899,983	6,745,459	267,187	7,012,646	6,247,067
Fund Balance Impact (+)	-	-	-	-	185,245
Total	$ 388,249,957	$ 410,814,487	$ (2,666,344)	$ 408,148,143	$ 404,089,686

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 1,464,428	$ 1,570,990	$ (110,700)	$ 1,460,290	$ 1,551,950
Fines, Forfeitures, and Penalties	583,384	559,996	(13,187)	546,809	536,780
Use of Money and Property	645,630	614,206	75,405	689,611	694,846
Intergovernmental Revenue	241,040,891	247,352,238	(9,011,045)	238,341,193	233,798,399
Charges for Services	99,021,899	105,863,316	(1,217,578)	104,645,738	107,473,413
Miscellaneous Revenue	6,169,399	4,654,345	56,960	4,711,305	4,711,305
Total Operating Revenues	348,925,632	360,615,091	(10,220,145)	350,394,946	348,766,693
Other Financing Sources	7,669,276	10,064,210	650,941	10,715,151	5,642,898
Intrafund Expenditure Transfers (-)	3,858,575	4,575,208	298,518	4,873,726	4,803,690
Decreases to Fund Balances	7,505,774	14,665,973	4,322,347	18,988,320	10,602,338
General Fund Contribution	20,290,700	20,894,005	2,281,995	23,176,000	20,783,400
Fund Balance Impact (-)	-	-	-	-	13,490,667
Total	$ 388,249,957	$ 410,814,487	$ (2,666,344)	$ 408,148,143	$ 404,089,686

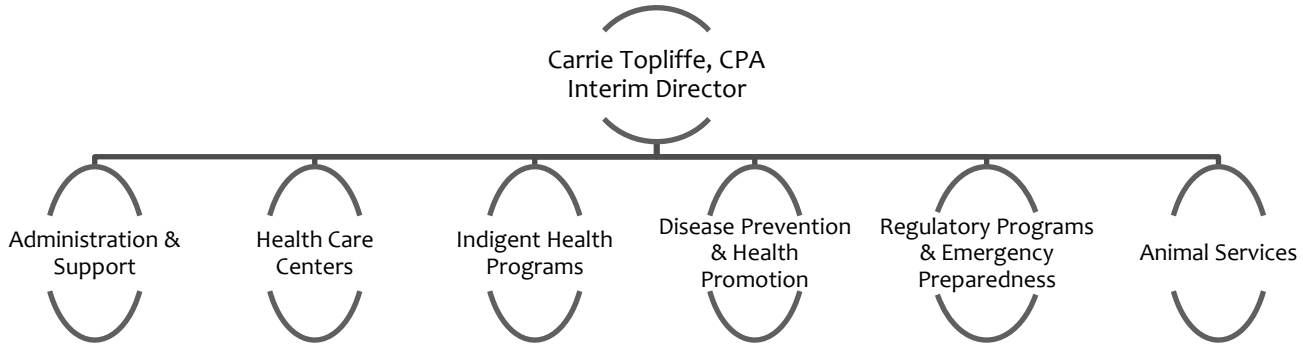
Health & Human Services

Public Health



Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 88,531,950**
Capital	**$ 300,819**
FTEs	**541.20**



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, case management, and enrollment assistance to a variety of programs for the uninsured, the indigent, and for 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 2017-19 Objectives

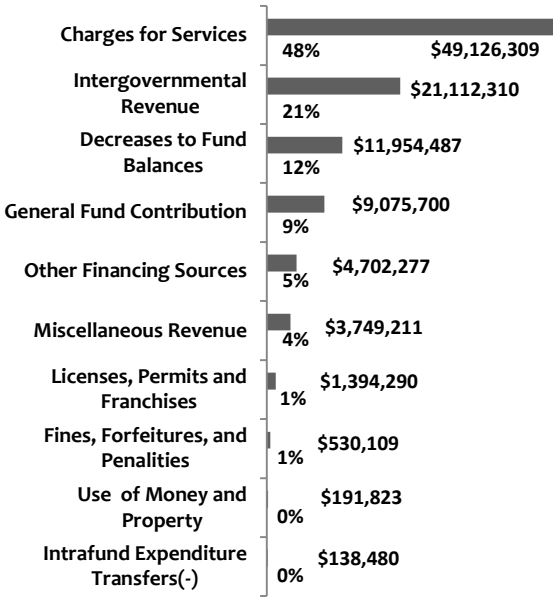
- Monitor, track, and analyze any changes to the Federal Affordable Care Act (ACA) and other funding streams to anticipate and implement any necessary adjustments to program services.
- Complete implementation of new OCHIN-EPIC Electronic Health Record allowing for enhanced connectivity with local hospitals and medical groups now using this system, resulting in better patient care and follow-up with collaborative partners.
- 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 necessary County staffing structure 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.
- Increase access to English and Spanish language health information for staff and customers through social media, our website and community outreach.
- Increase the ability of the healthcare system to respond to disasters by conducting outreach, training, and collaborative disaster exercises with our Santa Barbara county community healthcare partners.
- Enhance staff and client security through facility improvements, policy and procedure revisions, and focused training.

Public Health

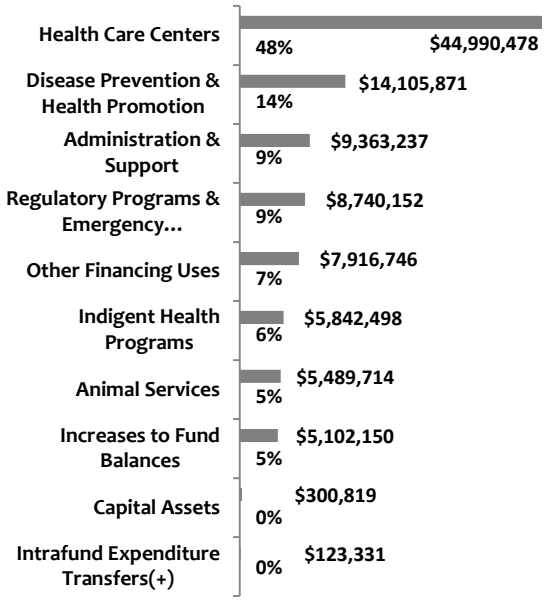
Department

Recommended Sources & Uses of Funds

Source of Funds - $101,974,996

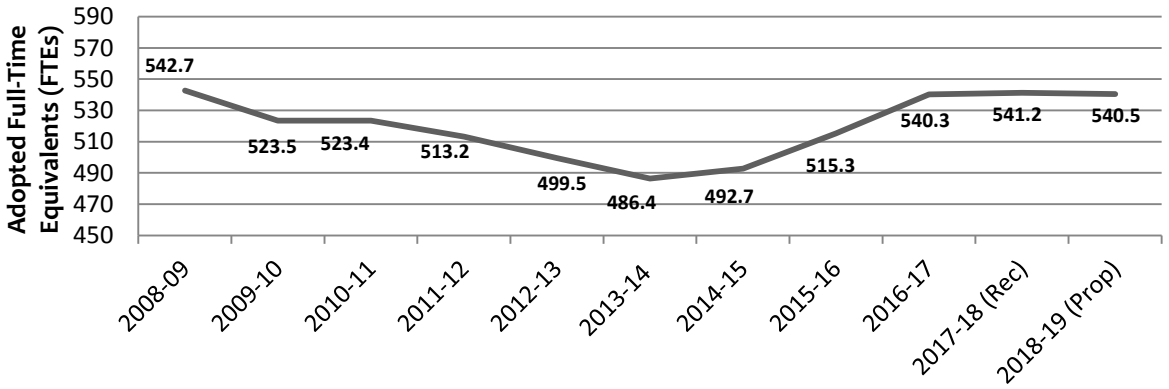


Use of Funds - $101,974,996



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	60.29	62.68	(2.38)	60.30	60.30
Health Care Centers	228.22	250.10	3.78	253.88	253.88
Indigent Health Programs	37.74	37.73	(0.74)	36.99	36.99
Disease Prevention & Health Promotion	90.80	95.68	1.88	97.56	97.56
Regulatory Programs & Emergency Prepare	53.03	55.94	(1.61)	54.33	53.66
Animal Services	39.21	38.17	(0.03)	38.14	38.14
Unallocated	2.31	-	-	-	-
Total	511.60	540.29	0.90	541.20	540.53

Budget By Budget Program					
Administration & Support	$ 9,029,388	$ 9,280,610	$ 82,627	$ 9,363,237	$ 9,450,081
Health Care Centers	43,124,307	47,288,921	(2,298,443)	44,990,478	46,209,763
Indigent Health Programs	5,809,627	6,066,585	(224,087)	5,842,498	5,992,360
Disease Prevention & Health Promotion	12,906,727	13,874,173	231,698	14,105,871	14,747,964
Regulatory Programs & Emergency Prepare	8,011,232	8,504,009	236,143	8,740,152	9,062,291
Animal Services	4,899,928	5,364,819	124,895	5,489,714	5,671,391
Total	$ 83,781,209	$ 90,379,117	$ (1,847,167)	$ 88,531,950	$ 91,133,850

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 59,151,875	$ 65,085,485	$ 2,033,782	$ 67,119,267	$ 70,519,824
Services and Supplies	21,317,744	21,712,332	(3,963,719)	17,748,613	16,848,255
Other Charges	3,311,590	3,581,300	82,770	3,664,070	3,765,771
Total Operating Expenditures	83,781,209	90,379,117	(1,847,167)	88,531,950	91,133,850
Capital Assets	474,392	271,000	29,819	300,819	-
Other Financing Uses	2,555,418	5,445,104	2,471,642	7,916,746	3,820,203
Intrafund Expenditure Transfers (+)	10,184	53,299	70,032	123,331	53,295
Increases to Fund Balances	8,512,729	4,494,285	607,865	5,102,150	4,336,571
Total	$ 95,333,933	$ 100,642,805	$ 1,332,191	$ 101,974,996	$ 99,343,919

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 1,381,122	$ 1,504,990	$ (110,700)	$ 1,394,290	$ 1,485,950
Fines, Forfeitures, and Penalties	568,680	543,296	(13,187)	530,109	520,080
Use of Money and Property	188,032	102,192	89,631	191,823	191,823
Intergovernmental Revenue	20,951,778	20,458,641	653,669	21,112,310	21,344,716
Charges for Services	54,610,928	53,166,864	(4,040,555)	49,126,309	51,219,036
Miscellaneous Revenue	4,265,468	3,773,883	(24,672)	3,749,211	3,749,211
Total Operating Revenues	81,966,007	79,549,866	(3,445,814)	76,104,052	78,510,816
Other Financing Sources	1,187,251	3,860,950	841,327	4,702,277	3,372,024
Intrafund Expenditure Transfers (-)	20,182	68,027	70,453	138,480	68,444
Decreases to Fund Balances	3,253,092	7,855,857	4,098,630	11,954,487	6,528,865
General Fund Contribution	8,907,400	9,308,105	(232,405)	9,075,700	8,911,500
Fund Balance Impact (-)	-	-	-	-	1,952,270
Total	$ 95,333,933	$ 100,642,805	$ 1,332,191	$ 101,974,996	$ 99,343,919

Public Health

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Net increase of 1 FTE Performance Improvement Coordinator funded by non-General Fund sources to advance PHD initiatives in improving patient care and facilitating the Patient Centered Medical Home (PCMH) model of care at the health care centers.

Expenditures

- Net operating decrease of $1,847,000:
  - +$2,034,000 increase in Salaries and Benefits, due to increases in retirement costs, health insurance costs, and cost of living and merit increases for employees.
  - -$3,964,000 decrease in Services and Supplies:
    - -$4,553,000 decrease in pharmaceutical expenditures for the successful 340B Contract Pharmacy Network due to a change in CenCal Health's contracting for specialty pharmaceuticals.
    - +$718,000 increase in Information Technology one time hardware and software maintenance costs, associated with the planned implementation of a new combined Practice Management and Electronic Health Record platform.
    - +$220,000 increase in outside physician costs for internal specialty clinics and coverage for medical leaves.
    - +$246,000 increase in building maintenance costs for safety and security upgrades.
    - -$245,000 decrease in non-capital building projects, including remodels at the Franklin, Lompoc, and Santa Barbara Health Care Centers, due to changes in priority and in scope that now qualify some as capital upgrades.
    - -$136,000 decrease in countywide cost allocation plan charges.
    - -$214,000 decrease in federal grant expenditures for the 330 Federally Qualified Health Center (FQHC) and Nutrition Network grants, due to the loss of one-time project funding.
  - +$83,000 increase in Other Charges:
    - +$32,000 increase in utilities rates.
    - +$154,000 increase in premiums for liability insurance.
    - -$103,000 decrease in premiums for malpractice insurance.
- Net non-operating expenditure increase of $3,179,000:
  - +$2,502,000 increase in Capital Assets and Other Financing Uses:
    - +$745,000 increase in transfers to the General Fund to move a designation of funds for sewer projects.
    - +$1,691,000 increase for a one-time transfer of Tobacco Settlement funds to the Department of Behavioral Wellness.
    - +$35,000 increase in transfers to the General Fund for project management of health center remodels and facility upgrades.
    - +$30,000 increase in Capital Assets for the last 25% payment on the implementation fee for the Electronic Health Record, less copier upgrades purchased the previous fiscal year.
  - +$70,000 increase in Intrafund Operating Transfers (+) for an allocation of indirect costs.
  - +$608,000 in Increases to Fund Balance:
    - +$745,000 increase in designations of categorical Environmental Health funds for sewer projects that were moved to the General Fund.
    - -$107,000 decrease in designations of categorical Environmental Health revenues that must be used in the program earned.
    - -$30,000 decrease in designated Tobacco Settlement allocations for future disbursement.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

These changes result in recommended operating expenditure of $88,532,000, non-operating expenditures of $13,443,000 resulting in total expenditures of $101,975,000. Non-operating expenditures primarily include Capital Assets, Other Financing Uses, and increases to fund balances.

Revenues

- Net operating revenue decrease of $3,446,000:
  - -$111,000 decrease in Licenses, Permits, and Franchises:
    - -$157,000 decrease in permits and on-demand services in Environmental Health Services for building plan checks.
    - +$46,000 increase in canvassing and animal license fees.
  - -$13,000 decrease in Fines, Forfeitures, and Penalties from Maddy Fund receipts.
  - +$90,000 increase in Use of Money and Property due to an increase in interest income.
  - +$654,000 in Intergovernmental Revenues:
    - -$254,000 decrease in Targeted Case Management (TCM) funding, due to a change in the participation of the department in claiming for these services.
    - +$190,000 increase in grant funding for the California Children's Services (CCS) program.
    - +$174,000 increase in Health Resources and Services Administration (HRSA) general grants to expand primary care medical capacity.
    - +$160,000 increase in 1991 Health Realignment funding, due to base allocation growth.
    - +$125,000 increase in Maternal Child Adolescent Health (MCAH) program funding.
    - +$120,000 increase in Women Infant and Children (WIC) grant funding.
    - +$118,000 increase in the AIDs Drug Assistance Program (ADAP) funding.
    - +$21,000 increase in CenCal Health incentive funding for certain medical quality measures.
  - -$4,041,000 decrease in Charges for Services:
    - -$5,000,000 decrease in pharmaceuticals due to a change in CenCal Health's contracting for specialty pharmaceuticals.
    - +$752,000 increase in Health Center patient service revenues from Medi-Cal, Medicare, and other public programs.
    - +$207,000 increase in Animal Services municipal contract revenue.
  - -$25,000 decrease in Miscellaneous Revenue:
    - -$41,000 decrease in anticipated Master Tobacco Settlement receipts.
    - +$16,000 increase in revenues from Central Collections.
- Net non-operating revenue increase of +$4,778,000:
  - +$841,000 increase in Other Financing Sources, due primarily to categorical Environmental Health funds for sewer projects that were moved to the General Fund and the one time use of Tobacco Settlement funds for the Environmental Health Services programs.
  - +$70,000 increase in Intrafund Expenditure Transfers (-), due to an allocation of indirect costs.
  - +4,099,000 increase in the Decreases to Fund Balance:
    - +$745,000 increase in release of designations of categorical Environmental Health funds for sewer projects that were moved to the General Fund.
    - +700,000 increases in operating costs not currently covered by revenue increases.
    - +$600,000 increase for costs for the new Electronic Health Record system.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- +$554,000 increase for planned capital, maintenance, and other refurbishing and security and safety enhancements at the Health Centers and other department facilities.
- +$1,500,000 increase in use of one-time Tobacco Settlement funding for one-time Department of Behavioral Wellness capital needs.

- -$232,000 decrease in General Fund Contribution.

These changes result in recommended operating revenues of $76,104,000 and non-operating revenues of $25,871,000, resulting in total revenues of $101,975,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Public Health

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

Staffing

- Net decrease of 1 FTE Extra Help for document scanning and other projects in Environmental Health Services that were completed in FY 2017-18.

Expenditures

- Net expenditure decrease of $2,631,000 primarily due to:
  - +$3,401,000 increase in Salaries and Employee Benefits, due to increases in rates for retirement costs, health insurance costs, and cost of living and merit increases for employees.
  - -$901,000 decrease in Services and Supplies, primarily due to reductions from the prior year in Information Technology Electronic Health Record software and hardware purchases and maintenance projects.
  - +$102,000 increase in Other Charges due to anticipated increases in rates for utilities, Information Technology Services, and communications.
  - -$301,000 decrease in Capital Assets for the anticipated completion of a new Health Center Electronic Health record system.
  - -$4,097,000 decrease in Other Financing Uses for reductions in anticipated transfers to the General Services Department for project management, a one-time prior year move of categorical fund balance and Tobacco Settlement funding support transfers to the Department of Behavioral Wellness and to Environmental Health Services.
  - -$70,000 increase in Intrafund Expenditure Transfers (-), due to an allocation of indirect costs.
  - -$765,000 decrease in Increase to Fund Balances, due to a previous year one-time move and designation to the General Fund of categorical Environmental Health funds for sewer projects.

Revenues

- Net revenue decrease of $2,631,000 primarily due to:
  - +$92,000 increase in Licenses, Permits, and Franchises due to Animal License sales and anticipated increases in Environmental Health fees.
  - -$10,000 decrease due to anticipated Maddy Fund reductions.
  - +$233,000 due to increases in grant programs, such as Maternal Child Adolescent Health program.
  - +$2,093,000 increase in Intergovernmental Revenues and Charges for Services from increased Medi-Cal revenues and an anticipated Environmental Health fee increase.
  - -$1,330,000 decrease in Other Financing Sources due to reduced Tobacco Settlement support for Environmental Health programs and the Department of Behavioral Wellness, and the previous year's one-time move of categorical Environmental Health Funds.
  - -$70,000 decrease in Intrafund Expenditure Transfers (-), due to an allocation of indirect costs.
  - -$5,425,000 decrease in Decreases to Fund Balance:
    - -$1,095,000 decrease for planned capital, maintenance, and other refurbishing and security and safety enhancements at the Health Centers and other department facilities.
    - -$2,000,000 decrease in use of one-time Tobacco Settlement funding for Department of Behavioral Wellness needs.
    - -$985,000 decrease for costs for the new Electronic Health Record system.
    - -$745,000 decrease for categorical Environmental Health funds for sewer projects that were moved to the General Fund in the prior year.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed (cont'd)

- -$400,000 decrease due to decreases in the one-time use of fund balance for Environmental Health Services programs in anticipation of a fee increase.
- -$200,000 decrease in costs for Emergency Medical Services professional services related to computer-assisted dispatch and Ambulance service contracting.

- -$164,000 decrease in General Fund Contribution.
- +$1,952,000 increase in Fund Balance Impact (-) due to the budget deficit in Animal Services, Environmental Health Services, and Community Health and Health Center 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Preventing Disease and Injury					
Percent of PHD patients between the ages of 13-15 who have had at least one Human Papilloma Virus immunization (Target = >86%)	N/A	86% 704 / 821	86% 722 / 840	86% 748 / 870	87% 783 / 900
Percent of newly diagnosed HIV persons linked into HIV medical care within 1 month of diagnosis (Target = >80%)	N/A	N/A	N/A	80% 20 / 25	84% 21 / 25
Percent of age-appropriate female patients at the PHD Health Care Centers (50-74) that will have a screening mammogram within the recommended 2 year period (HEDIS Medicaid National benchmark =57%) (Target = >57%)	37% 1,303 / 3,528	47% 2,300 / 4,890	55% 2,695 / 4,900	57% 2,793 / 4,900	57% 2,793 / 4,900
Promoting Wellness					
Number of dogs that are currently licensed to improve rabies vaccination rates and return rates for dogs that stray from their owners (Target = >26,366)	26,339	23,650	26,366	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 (Target = 100%)	96% 22 / 23	91% 10 / 11	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 (Target = >38%)	37% 1,303 / 3,528	35% 1,151 / 3,315	38% 1,364 / 3,590	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. (Target = >85%)	85% 1,010 / 1,184	82% 875 / 1,061	85% 935 / 1,100	85% 935 / 1,100	85% 935 / 1,100

PERFORMANCE MEASURES (CONT'D)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 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 (Target = >77%)	79% 2,356 / 2,992	73% 2,400 / 3,299	77% 2,520 / 3,275	77% 2,520 / 3,275	77% 2,520 / 3,275
Number of Medi-Cal eligible residents who select a PHD Health Care Center as their medical home (Target = >25,000)	22,340	23,834	24,000	25,000	25,000
Number of California Children's Services patients receiving medical therapy sessions to improve health care access of children with special needs (Target = >415)	406	406	415	415	415
Administration and Support					
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target = 100%)	72% 331 / 462	73% 348 / 480	77% 392 / 510	100% 500 / 500	100% 500 / 500
Percentage of department workforce "Lost Time" (Target= <5.3%)	5.6% 57,113 / 1,016,448	5.9% 60,384 / 1,029,916	6.2% 64,786 / 1,259,100	5.3% 58,396 / 1,101,821	5.3% 58,396 / 1,101,821

Public Health

Program

Administration & Support

Provide a strategic executive focus on community partnerships, leadership, and medical science on a foundation of data analysis, financial planning and accounting, information technology development, human resource guidance, safety and compliance, and facility management.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PUBLIC HLTH DIR/HLTH OFFCR	1.00	1.00	-	1.00	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	-	0.50	(0.50)	-	-
PROJECT MANAGER	0.55	1.00	-	1.00	1.00
ENTERPRISE LDR-GEN	0.03	-	-	-	-
HR MANAGER	0.96	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	2.98	3.00	-	3.00	3.00
PH PERFORM IMPROVE COORD	0.01	-	-	-	-
EDP SYS & PROG ANLST SR	1.81	2.00	(0.65)	1.35	1.35
FISCAL MANAGER	-	1.00	(1.00)	-	-
EDP SYS & PROG ANLST	3.16	3.19	(0.26)	2.93	2.93
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	-	-	1.00	1.00	1.00
COST ANALYST	4.39	4.57	(1.16)	3.41	3.41
ADMN OFFICE PRO	4.56	4.75	(2.00)	2.75	2.75
FINANCIAL OFFICE PRO	15.50	15.53	0.15	15.68	15.68
ACCOUNTANT	1.16	1.17	0.01	1.18	1.18
COMPUTER SYSTEMS SPEC	4.69	5.00	-	5.00	5.00
DEPT BUS SPEC	2.47	4.00	2.00	6.00	6.00
HEALTH CARE PROGRAM COORDINATOR	2.13	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	2.99	2.97	0.03	3.00	3.00
ADMN OFFICE PRO SR	2.00	2.00	-	2.00	2.00
SAFETY/PRIVACY OFFICER-DEPT	0.88	1.00	-	1.00	1.00
BUILDING MAINT WORKER	1.00	1.00	-	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
UTILITY CLERK-DEPT	2.00	2.00	-	2.00	2.00
EXTRA HELP	2.02	-	-	-	-
Total	60.29	62.68	(2.38)	60.30	60.30

Public Health

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,665,065	$ 8,233,745	$ (248,838)	$ 7,984,907	$ 8,344,383
Services and Supplies	1,005,529	701,045	307,219	1,008,264	727,459
Other Charges	358,794	345,820	24,246	370,066	378,239
Total Operating Expenditures	9,029,388	9,280,610	82,627	9,363,237	9,450,081
Capital Assets	31,671	26,000	(26,000)	-	-
Other Financing Uses	78,000	460,000	-	460,000	10,000
Increases to Fund Balances	67,015	-	-	-	-
Total Expenditures	$ 9,206,075	$ 9,766,610	$ 56,627	$ 9,823,237	$ 9,460,081
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	16,880	15,842	(109)	15,733	15,432
Use of Money and Property	143,332	76,400	78,000	154,400	154,400
Intergovernmental Revenue	3,006,431	2,330,129	28,443	2,358,572	2,617,198
Charges for Services	1,474,820	596,926	(11,805)	585,121	583,254
Miscellaneous Revenue	126,023	65,000	10,000	75,000	75,000
Total Operating Revenues	4,767,486	3,084,297	104,529	3,188,826	3,445,284
Other Financing Sources	400,000	2,022,230	-	2,022,230	2,022,230
Intrafund Expenditure Transfers (-)	10,184	53,299	70,032	123,331	53,295
Decreases to Fund Balances	18,070	667,001	32,999	700,000	-
General Fund Contribution	3,891,503	3,939,787	(150,937)	3,788,850	3,719,272
Total Revenues	$ 9,087,243	$ 9,766,614	$ 56,623	$ 9,823,237	$ 9,240,081

2016-17 Anticipated Accomplishments

- Expanded and Improved the PHD's Compliance Program including the development of multi-agency collaborations for privacy, security and staff training. Implemented technological improvements to meet regulatory requirements , developing secure and efficient communications and documentation.
- Developed, and worked closely with the General Services Department to implement elements of the Department's Facilities Master Plan in alignment with the Department's Strategic Plan and Mission.
- Collaborated with County CEO's office, General Services and Risk Management to evaluate all PHD facilities, seeking recommendations to ensure the security and safety of County staff and our clients through facility and operational improvements.
- Began an initiative involving department staff, clients, and collaborating County agencies to update PHD website to educate and inform patients, clients, and the community about the range of services provided by the department.
- Completed an important Information Technology initiative to relocate PHD computer servers containing sensitive protected health information (PHI) from the Calle Real Campus to the County's Emergency Operations Center (EOC) server room to provide an environment of enhanced data security and safety.

Administration & Support (cont'd)

2017-19 Objectives

- Continue to implement the PHD Master Safety Plan to improve client, patient and staff safety through a combination of staff trainings and targeted building safety and security enhancements.
- Complete the conversion to the OCHIN EPIC Electronic Health Record (EHR) from our legacy Practice Management and patient billing system.
- Monitor, track, and analyze any changes to the Federal Affordable Care Act (ACA) and other funding streams to anticipate and implement any necessary adjustments to program services.
- Collaborate with County Purchasing to develop an electronic contract submittal, evaluation, and monitoring system.
- Enhance and standardize signage and branding in all PHD facilities to assist with customer service and "wayfinding" for clients, patients, and staff.
- Develop succession plans for key positions department-wide.
- Compliance Plan enhancements and integration with other Department and County functions such as independent auditing, compliance training and board development.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
MEDICAL DIRECTOR	1.00	1.00	-	1.00	1.00
STAFF PHYSICIAN SUPV	3.31	4.00	-	4.00	4.00
STAFF PHYSICIAN	13.23	20.21	(0.86)	19.35	19.35
PHARMACIST SUPV	1.00	1.00	-	1.00	1.00
PHARMACIST-IN-CHARGE	3.00	3.00	-	3.00	3.00
DEPUTY DIRECTOR	0.46	1.00	-	1.00	1.00
PROGRAM MANAGER	0.01	-	0.05	0.05	0.05
PROJECT MANAGER	1.33	1.00	-	1.00	1.00
REGIONAL CLINIC MANAGER	3.38	4.00	-	4.00	4.00
PROGRAM/BUS LDR-GEN	0.19	-	-	-	-
HEALTH CARE PRACTITIONER	9.07	10.05	(0.10)	9.95	9.95
HEALTH SERVICES LAB SUPV	1.00	1.00	-	1.00	1.00
PH PERFORM IMPROVE COORD	1.70	1.68	1.07	2.75	2.75
EDP SYS & PROG ANLST SR	0.19	-	0.65	0.65	0.65
PUBLIC HEALTH NURSE SUPV	0.09	0.10	-	0.10	0.10
STAFF NURSE SUPV	6.46	8.00	-	8.00	8.00
EDP SYS & PROG ANLST	0.01	-	-	-	-
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
COST ANALYST	0.01	-	0.08	0.08	0.08
ADMN OFFICE PRO	32.32	38.95	3.45	42.40	42.40
FINANCIAL OFFICE PRO	18.42	19.00	(3.00)	16.00	16.00
NUTRITION SERVICES SUPV	0.01	-	0.24	0.24	0.24
PUBLIC HEALTH NURSE	3.55	4.00	(0.04)	3.96	3.96
CLINICAL LAB SCIENTIST SR	3.00	3.00	-	3.00	3.00
STAFF NURSE	15.20	20.25	(0.10)	20.15	20.15
DEPT BUS SPEC	0.01	-	-	-	-
CLINICAL LAB SCIENTIST	1.00	1.00	-	1.00	1.00
HEALTH CARE PROGRAM COORDINATOR	2.63	3.88	0.02	3.90	3.90
NUTRITION SITE SUPV	0.23	0.16	(0.16)	-	-
HEALTH EDUCATOR	0.01	-	0.50	0.50	0.50
BEHAVIORAL HEALTH SPECIALIST	0.81	3.00	-	3.00	3.00
MEDICAL SOC SVC PRACT	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	10.44	11.01	1.99	13.00	13.00
NUTRITIONIST	1.58	1.62	0.28	1.90	1.90
LICENSED VOCATIONAL NURSE	2.19	2.00	(1.00)	1.00	1.00
HEALTH EDUC ASSOC	1.50	1.50	-	1.50	1.50
PHARMACY TECHNICIAN	9.35	9.00	-	9.00	9.00
MEDICAL ASSISTANT	51.65	60.25	0.50	60.75	60.75
HEALTH EDUCATION ASST	0.62	0.66	0.09	0.75	0.75
HEALTH SERVICES AIDE SR	1.47	1.32	0.47	1.79	1.79
LABORATORY ASSISTANT	7.34	7.50	-	7.50	7.50
HEALTH SERVICES AIDE	1.00	1.50	(0.50)	1.00	1.00
EXTRA HELP	16.44	2.45	0.15	2.60	2.60
Total	228.22	250.10	3.78	253.88	253.88

Public Health

Program

HEALTH CARE CENTERS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 27,001,778	$ 30,184,357	$ 1,827,638	$ 32,011,995	$ 33,686,596
Services and Supplies	14,486,513	15,451,119	(4,184,308)	11,266,811	10,758,694
Other Charges	1,636,017	1,653,445	58,227	1,711,672	1,764,473
Total Operating Expenditures	43,124,307	47,288,921	(2,298,443)	44,990,478	46,209,763
Capital Assets	205,473	153,000	147,819	300,819	-
Other Financing Uses	448,750	328,000	72,000	400,000	85,000
Increases to Fund Balances	3,327,268	-	-	-	-
Total Expenditures	$ 47,105,798	$ 47,769,921	$ (2,078,624)	$ 45,691,297	$ 46,294,763
Budget By Categories of Revenues					
Use of Money and Property	1,100	1,200	-	1,200	1,200
Intergovernmental Revenue	3,544,944	3,301,136	790,817	4,091,953	3,230,748
Charges for Services	43,281,986	42,804,152	(4,481,099)	38,323,053	39,372,892
Miscellaneous Revenue	345,808	2,500	(500)	2,000	2,000
Total Operating Revenues	47,173,838	46,108,988	(3,690,782)	42,418,206	42,606,840
Other Financing Sources	-	198,195	-	198,195	198,195
Decreases to Fund Balances	-	1,462,734	1,612,162	3,074,896	1,910,000
Total Revenues	$ 47,173,838	$ 47,769,917	$ (2,078,620)	$ 45,691,297	$ 44,715,035

Program

Health Care Centers (cont'd)

2016-17 Anticipated Accomplishments

- Convened a Community Task Force to address gaps in mild-to-moderate mental health services and establish linkages with City Housing Authorities, CenCal Health, Doctors Assisting Seniors at Home (DASH), PathPoint and other County and community-based agencies to facilitate improved delivery of mental health care for people in public housing.
- Developed an operational plan for the National Committee for Quality Assurance (NCQA) re-certification of the Patient-Centered Medical Home (PCMH) model of care at the Franklin and Carpinteria Health Care Centers, and for the replication and future certification of the PCMH model at the other departmental Health Centers.
- Developed and initiated successful strategies to recruit and retain new medical providers and licensed staff. This provided significant increases in patient access to necessary services and increases in patient visits to a population that was approximately 74% Medi-Cal and 14% Medicare eligible.
- Accomplished the goal of fully staffing behavioral health specialists at the Santa Barbara, Lompoc, and Santa Maria Health Care Centers, facilitating better primary care-behavioral health integration at the sites.

2017-19 Objectives

- Pursue NCQA Certification and Recognition of the Santa Barbara, Lompoc, and Santa Maria Health Care Centers as Level 3 Patient-Centered Medical Homes (PCMH).
- Complete implementation of new OCHIN-EPIC Electronic Health Record allowing for enhanced connectivity with local hospitals and medical groups now using this system, which should result in better patient care and follow-up with collaborative partners.
- Continue to augment primary care-behavioral health integration objectives to address the mild to moderate behavioral health needs of our Health Center patients.

Public Health

Program

Indigent Health Programs

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

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
STAFF PHYSICIAN	0.51	0.51	(0.01)	0.49	0.49
PROGRAM MANAGER	1.00	1.00	(0.25)	0.75	0.75
PH PERFORM IMPROVE COORD	0.29	0.32	(0.07)	0.25	0.25
PUBLIC HEALTH NURSE SUPV	0.81	1.00	(0.25)	0.75	0.75
CCS SUPERVISING THERAPIST	3.00	3.00	-	3.00	3.00
CCS OCC/PHYS THERAPIST	10.61	10.75	-	10.75	10.75
ADMN OFFICE PRO	6.22	5.05	0.05	5.10	5.10
PUBLIC HEALTH NURSE	1.83	1.75	-	1.75	1.75
STAFF NURSE	1.52	3.00	-	3.00	3.00
DEPT BUS SPEC	0.13	-	-	-	-
HEALTH CARE PROGRAM COORDINATOR	0.56	0.02	(0.02)	-	-
ADMN OFFICE PRO SR	1.53	2.00	(0.10)	1.90	1.90
NUTRITIONIST	0.01	-	-	-	-
MEDICAL SOC SVC WKR SR	0.75	0.75	-	0.75	0.75
CCS CASEWORKER	5.35	6.00	-	6.00	6.00
HEALTH EDUCATION ASST	0.13	0.09	(0.09)	-	-
THERAPY ATTENDANT	2.32	2.50	-	2.50	2.50
EXTRA HELP	1.19	-	-	-	-
Total	37.74	37.73	(0.74)	36.99	36.99

Program

INDIGENT HEALTH PROGRAMS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 4,434,531	$ 4,723,820	$ (178,093)	$ 4,545,727	$ 4,778,310
Services and Supplies	1,291,454	1,246,544	(42,187)	1,204,357	1,119,666
Other Charges	83,642	96,221	(3,807)	92,414	94,384
Total Operating Expenditures	5,809,627	6,066,585	(224,087)	5,842,498	5,992,360
Capital Assets	12,809	39,000	(39,000)	-	-
Other Financing Uses	1,919,807	4,364,588	1,706,000	6,070,588	3,672,588
Increases to Fund Balances	4,298,815	4,247,830	(33,546)	4,214,284	4,204,255
Total Expenditures	$ 12,041,058	$ 14,718,003	$ 1,409,367	$ 16,127,370	$ 13,869,203
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	437,554	410,882	(3,218)	407,664	399,549
Use of Money and Property	41,759	24,592	11,631	36,223	36,223
Intergovernmental Revenue	4,217,666	4,027,584	149,702	4,177,286	4,316,286
Charges for Services	324,983	347,500	(64,510)	282,990	288,498
Miscellaneous Revenue	3,654,251	3,695,923	(41,355)	3,654,568	3,654,568
Total Operating Revenues	8,676,214	8,506,481	52,250	8,558,731	8,695,124
Other Financing Sources	91,039	260,965	-	260,965	260,965
Decreases to Fund Balances	2,829,962	5,319,434	1,627,328	6,946,762	4,455,962
General Fund Contribution	446,383	631,123	(270,211)	360,912	457,152
Total Revenues	$ 12,043,598	$ 14,718,003	$ 1,409,367	$ 16,127,370	$ 13,869,203

2016-17 Anticipated Accomplishments

- Continued coordination, developing an enrollment "triage" process with the Department of Social Services and CenCal Health to identify and assist approximately 75 patients with critical medical needs for "fast-tracking" into Medi-Cal coverage in order to gain prompt access to necessary specialty services.
- Successfully partnered with County and community organizations on the implementation of the "Health for all Kids Act" that extended and expanded Medi-Cal coverage to all children under the age of 18. This enabled approximately 260 children who were PHD patients to receive full-scope Medi-Cal coverage for their health needs.
- Continued to assist patients through health care coverage renewals, outreach, and enrollment.
- Worked closely with CenCal Health on new Memorandums of Understanding (MOUs) between the Children's Medical Services (CMS) programs to better define the relationship, data sharing, and communication, fostering stronger collaboration while avoiding duplication of services.
- Worked closely with CenCal Health on a transition to an electronic platform for Child Health and Disability Program (CHDP) billing and case-management reporting, as a prelude to a State transition to standard forms used by the Centers for Medicare and Medicaid (CMS).

Program

Indigent Health Programs (cont'd)

2017-19 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 efforts to ensure all eligible indigent patients are screened and enrolled in health care coverage including into marginalized target populations such as homeless, limited English proficiency, migrant farm workers, and others.
- Ensure a smooth transition of Child Health and Disability Program (CHDP) billing and case-management reporting as the State transitions to standard forms used by the Centers for Medicare and Medicaid (CMS).

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 heath; chronic diseases; and other health issues.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
STAFF PHYSICIAN	1.30	1.24	(0.05)	1.18	1.18
DEPUTY DIRECTOR	0.82	0.80	0.07	0.87	0.87
PROGRAM MANAGER	2.64	3.00	0.20	3.20	3.20
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE SUPV	3.91	3.90	0.25	4.15	4.15
EDP SYS & PROG ANLST	-	-	0.02	0.02	0.02
COST ANALYST	0.11	-	0.08	0.08	0.08
FINANCIAL OFFICE PRO	0.04	0.02	0.02	0.05	0.05
ADMN OFFICE PRO	7.21	7.50	(1.00)	6.50	6.50
PUBLIC HEALTH NURSE	12.53	13.75	0.04	13.79	13.79
NUTRITION SERVICES SUPV	0.99	1.00	3.76	4.76	4.76
PUBLIC HEALTH MICROB SR	0.83	0.75	(0.02)	0.73	0.73
COMMUNITY HEALTH NURSE	0.60	0.60	-	0.60	0.60
EPIDEMIOLOGIST/BIOSTAT	0.51	0.50	-	0.50	0.50
STAFF NURSE	0.92	1.00	-	1.00	1.00
ACCOUNTANT	0.03	0.03	(0.01)	0.02	0.02
HEALTH CARE PROGRAM COORDINATOR	4.01	4.00	(0.90)	3.10	3.10
NUTRITION SITE SUPV	3.65	3.84	(3.84)	-	-
PUBLIC HEALTH MICROB	3.17	4.00	-	4.00	4.00
HEALTH EDUCATOR	4.32	5.50	-	5.50	5.50
FINANCIAL OFFICE PRO SR	0.01	-	-	-	-
ADMN OFFICE PRO SR	2.98	2.99	1.11	4.10	4.10
NUTRITIONIST	3.95	4.37	(1.03)	3.35	3.35
LACTATION CONSULTANT	1.60	1.60	1.00	2.60	2.60
HEALTH EDUC ASSOC	1.38	4.00	2.00	6.00	6.00
HEALTH EDUCATION ASST SR	6.00	6.00	(1.00)	5.00	5.00
MEDICAL ASSISTANT	1.22	2.50	1.00	3.50	3.50
HEALTH EDUCATION ASST	12.85	14.00	1.00	15.00	15.00
HEALTH SERVICES AIDE SR	4.57	4.68	(0.97)	3.71	3.71
LABORATORY ASSISTANT	0.88	1.00	-	1.00	1.00
EXTRA HELP	5.75	1.10	0.15	1.25	1.25
Total	90.80	95.68	1.88	97.56	97.56

Public Health

Program

Disease Prevention & Health Promotion (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 10,137,382	$ 11,261,805	$ 198,072	$ 11,459,877	$ 12,103,137
Services and Supplies	2,343,820	2,138,875	(6,782)	2,132,093	2,120,533
Other Charges	425,525	473,493	40,408	513,901	524,294
Total Operating Expenditures	12,906,727	13,874,173	231,698	14,105,871	14,747,964
Capital Assets	197,823	6,500	(6,500)	-	-
Other Financing Uses	47,453	52,300	315	52,615	52,615
Total Expenditures	$ 13,152,002	$ 13,932,973	$ 225,513	$ 14,158,486	$ 14,800,579
Budget By Categories of Revenues					
Licenses, Permits and Franchises	56,925	56,959	21	56,980	56,980
Intergovernmental Revenue	8,827,583	9,440,147	(299,882)	9,140,265	9,804,833
Charges for Services	1,163,357	1,226,804	297,886	1,524,690	1,528,382
Miscellaneous Revenue	12,421	3,650	(450)	3,200	3,200
Total Operating Revenues	10,060,285	10,727,560	(2,425)	10,725,135	11,393,395
Other Financing Sources	260,284	472,714	-	472,714	472,714
Decreases to Fund Balances	113,056	6,500	(6,500)	-	-
General Fund Contribution	2,713,423	2,726,199	234,438	2,960,637	2,803,400
Total Revenues	$ 13,147,048	$ 13,932,973	$ 225,513	$ 14,158,486	$ 14,669,509

Program

Disease Prevention & Health Promotion (cont'd)

2016-17 Anticipated Accomplishments

- Completed a Community Health Assessment (which includes surveys from more than 3,000 residents), a department Strategic Plan, and a Community Health Improvement Plan.
- Initiated a Senior Assessment Program to support seniors in safely living at home.
- Responded to the Zika virus with community education, surveillance, testing and coordination of care for those impacted.
- Implemented a new Public Health Laboratory Information System that provides timely and accurate reporting of test results for healthcare providers.

2017-19 Objectives

- Assess laboratory equipment and develop equipment upgrade/replacement plans to ensure that our public health and clinical laboratories are consistent with technology advancements and operate efficiently.
- Increase access to English and Spanish language health information for staff and customers through social media, PHD website and community outreach.
- Update and modernize case management software and technology for field service use for Public Health Nursing.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEPUTY DIRECTOR	0.05	0.06	(0.03)	0.03	0.03
PROGRAM MANAGER	3.00	3.00	-	3.00	3.00
EDP OFFICE AUTO SPEC	0.01	-	-	-	-
HAZARD MATERIALS SUPV	2.00	2.00	-	2.00	2.00
PH PERFORM IMPROVE COORD	2.00	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	0.77	0.79	0.19	0.98	0.98
COST ANALYST	0.23	0.20	-	0.20	0.20
STAFF NURSE SR	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	7.08	8.00	-	8.00	8.00
FINANCIAL OFFICE PRO	1.03	1.04	(0.01)	1.03	1.03
PUBLIC HEALTH MICROB SR	0.17	0.25	0.02	0.27	0.27
HAZ MATERIALS SPEC SR	2.00	2.00	-	2.00	2.00
EPIDEMIOLOGIST/BIOSTAT	0.49	0.50	-	0.50	0.50
ENVIRON HEALTH SPEC SR	5.00	5.00	-	5.00	5.00
ACCOUNTANT	1.21	1.10	-	1.10	1.10
DEPT BUS SPEC	0.50	0.50	0.25	0.75	0.75
HAZ MATERIALS SPEC	7.42	9.00	-	9.00	9.00
ENVIRON HEALTH SPEC	9.04	9.50	-	9.50	10.50
PUBLIC HEALTH MICROB	0.14	-	-	-	-
EMERG SVCS PLANNER	1.85	2.00	-	2.00	2.00
ENVIRON HEALTH SPEC TR	1.27	2.00	(1.00)	1.00	-
ENVIRONMENTAL HEALTH TECH	0.62	1.00	(1.00)	-	-
PENDING CLASSIFICATION	-	0.50	(0.50)	-	-
EXTRA HELP	2.16	0.50	0.47	0.97	0.30
Total	53.03	55.94	(1.61)	54.33	53.66

Public Health

Program

Regulatory Programs & Emergency Preparedness (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 6,493,735	$ 6,903,749	$ 219,017	$ 7,122,766	$ 7,483,391
Services and Supplies	1,108,865	1,135,707	38,630	1,174,337	1,122,171
Other Charges	408,631	464,553	(21,504)	443,049	456,729
Total Operating Expenditures	8,011,232	8,504,009	236,143	8,740,152	9,062,291
Capital Assets	20,940	20,500	(20,500)	-	-
Other Financing Uses	28,045	157,405	757,595	915,000	-
Intrafund Expenditure Transfers (+)	10,184	53,299	70,032	123,331	53,295
Increases to Fund Balances	783,057	204,455	641,411	845,866	90,316
Total Expenditures	$ 8,853,458	$ 8,939,668	$ 1,684,681	$ 10,624,349	$ 9,205,902
Budget By Categories of Revenues					
Licenses, Permits and Franchises	512,369	650,000	(156,690)	493,310	567,310
Fines, Forfeitures, and Penalties	114,006	116,572	(9,860)	106,712	105,099
Use of Money and Property	1,840	-	-	-	-
Intergovernmental Revenue	1,353,397	1,357,888	(15,641)	1,342,247	1,373,565
Charges for Services	5,977,634	5,643,225	57,200	5,700,425	6,640,513
Miscellaneous Revenue	114,656	300	1,200	1,500	1,500
Total Operating Revenues	8,073,903	7,767,985	(123,791)	7,644,194	8,687,987
Other Financing Sources	126,115	418,585	905,595	1,324,180	12,470
Intrafund Expenditure Transfers (-)	9,998	14,728	421	15,149	15,149
Decreases to Fund Balances	252,865	291,377	912,848	1,204,225	162,903
General Fund Contribution	438,009	446,991	(10,390)	436,601	427,776
Total Revenues	$ 8,900,889	$ 8,939,666	$ 1,684,683	$ 10,624,349	$ 9,306,285

Program

Regulatory Programs & Emergency Preparedness (cont'd)

2016-17 Anticipated Accomplishments

- Developed and passed a Safe Drug Disposal Ordinance and initiated a program for residents to safely dispose of unused medications.
- Developed an Emergency Medical Services system of care for stroke victims in Santa Barbara County.
- Completed web-based Emergency Medical Services performance reporting program.
- Provided technical expertise and participated in the Environmental Unit monitoring team following the Refugio Oil Spill.
- Participated fully and actively in the Diablo Nuclear Ingestion Pathway exercise series with State, Federal, and County organizations, for evaluation by the Federal Emergency Management Administration (FEMA).

2017-19 Objectives

- Increase the ability of the healthcare system to respond to disasters by conducting outreach, training, and collaborative disaster exercises with our Santa Barbara county community healthcare partners.
- Develop a Scope of Work for the Emergency Medical Services System Review consultant, select consultant and complete the Emergency Medical Services System Review process.
- Complete Health Information Exchange (HIE) project with vendors eCoastal Health and ImageTrend.
- Balance the work load and staffing in Environmental Health Services by increasing efficient use of staff resources within appropriate classifications for the jobs.
- Complete a fee study and implement new fees for Environmental Health Services.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEPUTY DIRECTOR	0.13	0.14	(0.04)	0.10	0.10
ANIMAL HEALTH & REG DIR	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	0.01	-	-	-	-
EDP SYS & PROG ANLST	0.07	0.02	0.05	0.07	0.07
OPERATIONS MANAGER	0.23	1.00	-	1.00	1.00
COST ANALYST	0.06	0.03	-	0.03	0.03
FINANCIAL OFFICE PRO	0.23	0.25	(0.01)	0.24	0.24
ADMN OFFICE PRO	5.00	5.00	-	5.00	2.00
ACCOUNTANT	0.60	0.70	-	0.70	0.70
COMM OUTRCH CRD ANML HLTH	1.88	2.00	-	2.00	2.00
ANIMAL CONTROL OFF SUPV	4.00	4.00	-	4.00	4.00
FINANCIAL OFFICE PRO SR	-	0.03	(0.03)	-	-
PUBLIC INFO ASSISTANT	1.00	1.00	-	1.00	1.00
REGISTERED VET TECH	1.73	2.00	-	2.00	2.00
ANIMAL CONTROL OFF	8.50	9.00	-	9.00	9.00
HEALTH EDUC ASSOC	1.00	1.00	-	1.00	1.00
ANIMAL SHELTER ATTENDANT	8.35	11.00	-	11.00	14.00
EXTRA HELP	5.41	-	-	-	-
Total	39.21	38.17	(0.03)	38.14	38.14

Program

Animal Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 3,427,367	$ 3,778,009	$ 215,986	$ 3,993,995	$ 4,124,007
Services and Supplies	1,073,579	1,039,042	(76,291)	962,751	999,732
Other Charges	398,982	547,768	(14,800)	532,968	547,652
Total Operating Expenditures	4,899,928	5,364,819	124,895	5,489,714	5,671,391
Capital Assets	5,677	26,000	(26,000)	-	-
Other Financing Uses	33,363	82,811	(64,268)	18,543	-
Increases to Fund Balances	36,574	42,000	-	42,000	42,000
Total Expenditures	$ 4,975,541	$ 5,515,630	$ 34,627	$ 5,550,257	$ 5,713,391
Budget By Categories of Revenues					
Licenses, Permits and Franchises	811,828	798,031	45,969	844,000	861,660
Fines, Forfeitures, and Penalties	240	-	-	-	-
Intergovernmental Revenue	1,757	1,757	230	1,987	2,086
Charges for Services	2,388,149	2,548,257	161,773	2,710,030	2,805,497
Miscellaneous Revenue	12,309	6,510	6,433	12,943	12,943
Total Operating Revenues	3,214,283	3,354,555	214,405	3,568,960	3,682,186
Other Financing Sources	309,813	488,261	(64,268)	423,993	405,450
Decreases to Fund Balances	39,140	108,811	(80,207)	28,604	-
General Fund Contribution	1,418,082	1,564,005	(35,305)	1,528,700	1,503,900
Total Revenues	$ 4,981,317	$ 5,515,632	$ 34,625	$ 5,550,257	$ 5,591,536

2016-17 Anticipated Accomplishments

- Created and executed MOU Agreements in collaboration with partner agencies
- Fully or partially implemented approximately 300 of more than 460 recommendations in the American Humane Association Assessment report, with advice from an Oversight Team and intensive work from staff and community partners.
- Revised all Animal Services policies and procedures.
- Added a Central Dispatch position to improve safety of Animal Control Officers in the field and to improve efficiency in field operations.

2017-19 Objectives

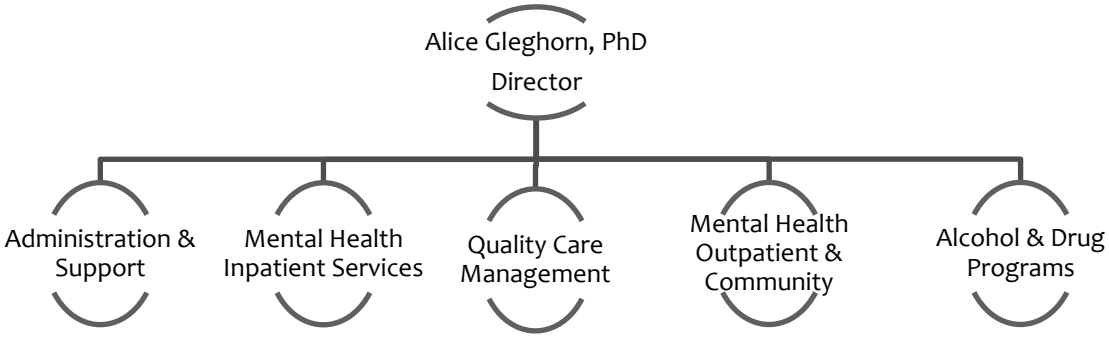
- Implement comprehensive staff training on policies and procedures.
- Strengthen the volunteer recruitment and training program and increase the number of Animal Services Program volunteers.
- Develop a revised methodology for city contracts fees for Fiscal Year 2018-19.

Behavioral Wellness

Garden Fountain by Bridget Hochman

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 112,651,280**
Capital	**$ 1,110,000**
FTEs	**431.60**



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 15-16, 9,747 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 and remains active, using 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. In February of 2016, resulting from System Change efforts, the name and identify of the department changed to Behavioral Wellness. The department continues to be guided by System Change recommendations and anticipates completing this process within the next two years.

Highlights of 2017-19 Objectives

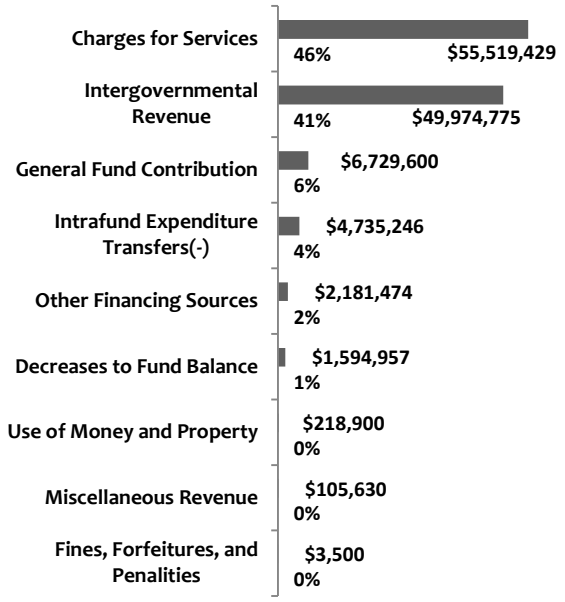
- Achievement of a comprehensive, integrated, behavioral health system.
- Complete planning of a consolidated Mental Health Treatment Center to provide for additional inpatient hospital and medium to long term Institute for Mental Disease (IMD) beds in conjunction with Marian Medical Center or other location.
- Utilize Mental Health Services Act (MHSA) Housing funds to create permanent safe and stable housing.
- Continued integration of alcohol and other drug (AOD) with mental health through Medication Assisted Treatment (MAT) and the certification of existing mental health clinics for Drug Medi-Cal (DMC) services.
- Coordination with community partners to address needs of high utilizers of multiple systems including intensive outreach, linkage to care, and housing.
- Continued to improve coordination and integration of all acute/crisis services (Psychiatric Health Facility, Crisis Stabilization Unit, Crisis Residential Treatment Center, and Mobile Crisis Response and Triage).
- Implement the Organized Delivery System (ODS) for expanded Drug Medi-Cal services.
- Implement a new Crisis Residential Treatment facility in North County.
- Continue to improve access to health care through strategic leveraging of MHSA funding and Affordable Care Act expanded Medi-Cal reimbursement.
- Continue developing specialty treatment teams to deliver evidence-based practices at all adult and children's outpatient clinics individualizing services based on unique client needs.
- Collaborate with Interagency Policy Counsel Departments in the delivery of safety net services.

Behavioral Wellness

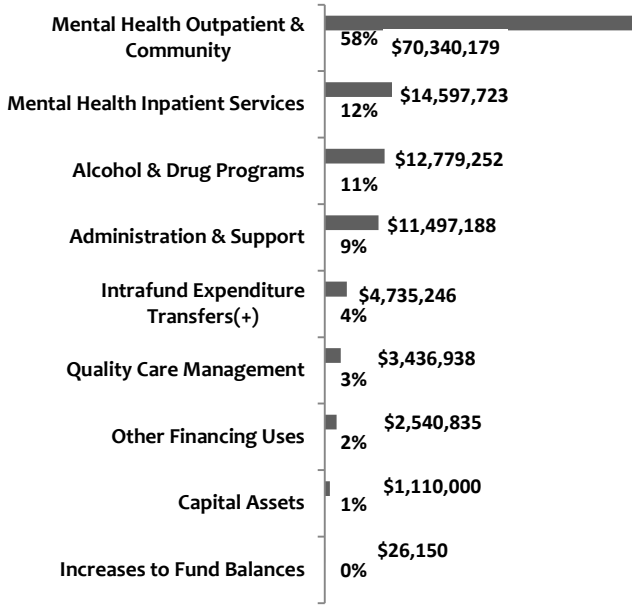
Department

Recommended Sources & Uses of Funds

Source of Funds - $121,063,511

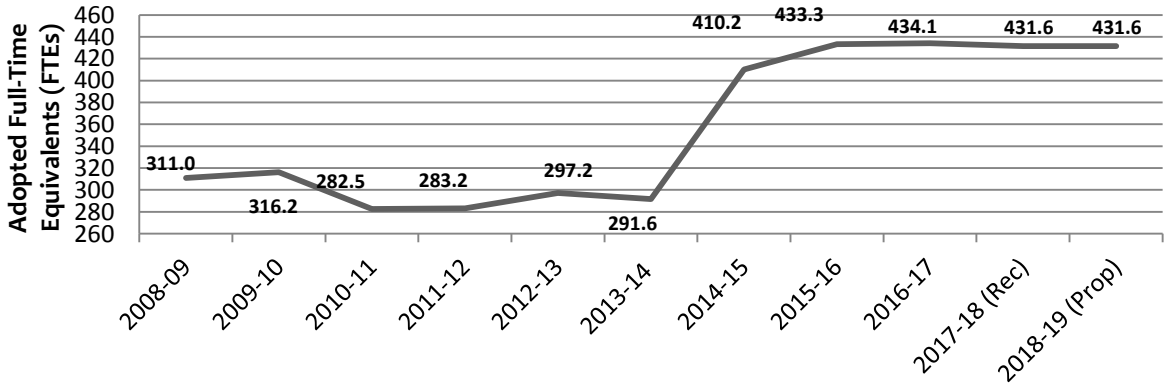


Use of Funds - $121,063,511



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Adminstration & Support	66.53	67.85	3.40	71.25	71.25
Mental Health Inpatient Services	41.22	44.50	0.31	44.80	44.80
Quality Care Management	17.53	19.00	0.75	19.75	19.75
Mental Health Outpatient & Community	224.35	290.50	(5.73)	284.77	284.77
Alcohol & Drug Progams	10.78	12.25	(1.25)	11.00	11.00
Unallocated	2.99	-	-	-	-
Total	363.40	434.10	(2.52)	431.58	431.58

Budget By Budget Program					
Adminstration & Support	$ 9,603,256	$ 10,817,653	$ 679,535	$ 11,497,188	$ 11,198,232
Mental Health Inpatient Services	11,299,540	13,307,883	1,289,840	14,597,723	12,067,119
Quality Care Management	4,947,461	2,907,619	529,319	3,436,938	3,619,425
Mental Health Outpatient & Community	65,218,730	71,715,268	(1,375,089)	70,340,179	70,523,140
Alcohol & Drug Progams	11,844,433	12,894,391	(115,139)	12,779,252	12,535,214
Total	$ 102,913,421	$ 111,642,814	$ 1,008,466	$ 112,651,280	$ 109,943,130

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 41,278,667	$ 52,338,357	$ 2,002,049	$ 54,340,406	$ 54,537,340
Services and Supplies	58,571,663	56,931,654	(1,088,235)	55,843,419	52,878,362
Other Charges	3,063,092	2,372,803	94,652	2,467,455	2,527,428
Total Operating Expenditures	102,913,421	111,642,814	1,008,466	112,651,280	109,943,130
Capital Assets	29,864	289,000	821,000	1,110,000	10,000
Other Financing Uses	2,330,021	2,313,902	226,933	2,540,835	2,503,919
Intrafund Expenditure Transfers (+)	3,838,393	4,507,181	228,065	4,735,246	4,735,246
Increases to Fund Balances	1,071,235	102,414	(76,264)	26,150	26,150
Fund Balance Impact (+)	-	-	-	-	185,245
Total	$ 110,182,933	$ 118,855,311	$ 2,208,200	$ 121,063,511	$ 117,403,690

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 3,643	$ 3,500	$ -	$ 3,500	$ 3,500
Use of Money and Property	216,077	232,427	(13,527)	218,900	218,900
Intergovernmental Revenue	50,141,671	50,540,576	(565,801)	49,974,775	45,911,340
Charges for Services	44,391,975	52,696,452	2,822,977	55,519,429	56,254,377
Miscellaneous Revenue	469,137	352,414	(246,784)	105,630	105,630
Total Operating Revenues	95,222,502	103,825,369	1,996,865	105,822,234	102,493,747
Other Financing Sources	5,742,374	4,575,569	(1,194,095)	3,381,474	2,181,474
Intrafund Expenditure Transfers (-)	3,838,393	4,507,181	228,065	4,735,246	4,735,246
Decreases to Fund Balances	1,253,964	1,780,292	(185,335)	1,594,957	1,716,121
General Fund Contribution	4,125,700	4,166,900	1,362,700	5,529,600	3,921,900
Fund Balance Impact (-)	-	-	-	-	2,355,202
Total	$ 110,182,933	$ 118,855,311	$ 2,208,200	$ 121,063,511	$ 117,403,690

Behavioral Wellness

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Decrease staffing levels by 2.52 FTEs that primarily supported administration. The positions will be vacated in FY2016-17 and the department will reassign the duties of these positions to other staff. Attrition of staff is due to retirement or resignation. Duties of positions vacated have been assigned to other department staff.

Expenditures

- Net operating expenditure increase of $1,008,466
  - +$2,002,049 increase in Salaries and Employee Benefits due to overall salary and benefit rate increases.
  - -$1,088,235 decrease in Services and Supplies primarily due to lower Non-MediCal Instituted for Mental Disease costs.
  - +$94,652 increase in Other Charges due to Liability Insurance rate increases and communication services.

- Net non-operating expenditures increase of $1,199,734 primarily due to:
  - +$821,000 increase in capital assets for Structure Improvements due to a grant award to develop a new 6-bed Crisis Residential Treatment (CRT) program.
  - +$226,933 increase in the Other Financing Uses due to increase in MHSA Quality Assurance, Access, and Assessment.
  - +$228,065 increase in Intrafund Expenditure Transfers that allocates clinical supervision to programs.
  - -$76,264 decrease in contribution to Restricted funds.

These changes result in Recommended operating expenditures of $112,651,280 non-operating expenditures of $8,412,231 and total expenditures of $121,063,511. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of $1,996,865:
  - -$13,527 decrease in Use of Money and Property
  - -$565,801 decrease in Intergovernmental Revenue primarily due to State Realignment revenues.
  - -$246,784 decrease Misc. revenues.
  - +$2,822,977 increase in Charges for Services primarily due to Medi-Cal revenue.

- Net non-operating revenue increase of $211,335 primarily due to:
  - -$1,194,095 decrease in one-time General fund contribution and Inter-departmental transfer for Quality Case Management of +$502,793, for Inpatient System of Care and Laura' Law Pilot program, due to a lack of General funding, and
  - +$228,065 increase in Intrafund Expenditure Transfers that allocates clinical supervision to programs.
  - -$185,335 decrease in the Department's use of fund balances, and
  - +$1,362,700 increase in General Fund Contribution for Institute for Mental Disease (IMD) beds from 28 to 47 per day.

These changes result in recommended operating revenues of $105,822,234 non-operating revenues of $15,241,277 and total revenues of $121,063,511. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Behavioral Wellness

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

Expenditures

- Net operating and non-operating expenditures decrease of $3,659,821 primarily due to:
  - +$196,934 increase in Salary and Benefit costs,
  - -$2,965,057 decrease Services and Supplies,
  - +$59,973 increase Other Charges,
  - -$1,100,000 decrease in Capital Assets, and
  - -$36,916 decrease Other Financing Uses.

These changes result in Proposed operating expenditures of $109,943,130 non-operating expenditures of $7,460,560 and total expenditures of $117,403,690. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Total operating revenues decrease of $3,328,487 and non-operating revenues decrease of $2,686,536 for a combined net total revenue decrease of $6,015,023 primarily due to:
  - -$2,426,683 decrease in State Grant funding for Crisis Triage
  - -$663,133 decrease in State Other
  - +$734,948 increase Charges for Service from higher Mental Health and Drug Medi-Cal revenue.
  - -$107,000 decrease in Other Financing Sources
  - -$1,607,700 decrease in General Fund Contribution
  - +$121,164Restricted Fund Balance due to a increase in the Department's use of fund balances in FY 2018-19.

These changes result in Proposed operating revenues of $102,493,747 non-operating revenues of $14,909,943 and total revenues of $115,048,488. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support					
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	26% 49/185	32% 80/253	37% 110/296	40% 117/296	45% 134/296
The percentage of "high cost" Medi-Cal beneficiaries (greater than $30k per beneficiary, per year). (Goal: Maintain less than by 5% per year)	4.18% 282/6,745	6.13% 408/6,661	4.6% 384/8,330	5% 403/8,600	5% 430/8,600
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)	12.8% 37/290	9.7% 41/421	4.5% 18/400	8% 30/372	7% 25/372
The average acute inpatient length of stay. (VDM, Hillmont, PHF) (Goal: decrease to 7 days)	10 days	10 days	9 days	7 days	7 days
Mental Health Outpatient & Community Services					
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	97.6% 243/249	95.9% 518/540	85%	85%

Performance Measures (Cont'd)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated	FY 2017-18 Recommend	FY 2018-19 Proposed
Alcohol and Drug Programs					
Percentage of youth in substance abuse treatment staying 90 days or more. (Goal: 75%)	76% 529/696	75% 525/700	75%	75%	75%
Percentage of youth receiving services in substance abuse programs successfully completing treatment. (Goal: 70%)	61% 423/696	60% 420/700	70%	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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
ASST DEPT LDR - PSYCHIATRIST	0.39	-	1.00	1.00	1.00
PSYCHIATRIST	0.01	-	-	-	-
MEDICAL DIRECTOR	0.50	1.00	(1.00)	-	-
ASST DIRECTOR	0.32	1.35	0.15	1.50	1.50
DEPUTY DIRECTOR	0.16	2.00	-	2.00	2.00
IT MANAGER	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	0.23	-	-	-	-
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.85	1.00	1.00	2.00	2.00
FISCAL MANAGER	1.08	2.00	(1.00)	1.00	1.00
HR MANAGER	-	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.41	2.50	-	2.50	2.50
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	2.27	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
COST ANALYST	3.02	4.00	(1.00)	3.00	3.00
ADMN OFFICE PRO	14.83	14.50	1.00	15.50	15.50
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
ACCOUNTANT SUPERVISING	0.54	1.00	-	1.00	1.00
FACILITIES MANAGER	1.00	1.00	-	1.00	1.00
ACCOUNTANT	3.15	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	5.23	6.00	-	6.00	6.00
DEPT BUS SPEC	2.99	3.00	-	3.00	3.00
MEDICAL RECORDS ADMIN	1.00	1.00	-	1.00	1.00
PATIENTS RIGHTS ADVOCATE	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	4.00	4.00	-	4.00	4.00
BUILDING MAINT WORKER	1.50	1.50	-	1.50	1.50
ADMHS RECOVERY ASSISTANT	-	-	1.00	1.00	1.00
EXTRA HELP	11.05	4.00	2.25	6.25	6.25
Total	66.53	67.85	3.40	71.25	71.25

Behavioral Wellness

Program

Administration & Support (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,098,984	$ 8,819,873	$ 621,753	$ 9,441,626	$ 8,983,584
Services and Supplies	1,774,784	1,522,466	52,540	1,575,006	1,724,085
Other Charges	729,489	475,314	5,242	480,556	490,563
Total Operating Expenditures	9,603,256	10,817,653	679,535	11,497,188	11,198,232
Capital Assets	-	259,000	(249,000)	10,000	10,000
Other Financing Uses	310,525	306,504	(2,650)	303,854	297,789
Increases to Fund Balances	1,639	-	-	-	-
Total Expenditures	$ 9,915,420	$ 11,383,157	$ 427,885	$ 11,811,042	$ 11,506,021
Budget By Categories of Revenues					
Use of Money and Property	385	3,913	(8,813)	(4,900)	(4,900)
Intergovernmental Revenue	3,011,227	2,497,536	(405,224)	2,092,312	1,825,902
Charges for Services	7,678,469	9,382,714	187,996	9,570,710	9,629,810
Miscellaneous Revenue	152,182	-	2,920	2,920	2,920
Total Operating Revenues	10,842,263	11,884,163	(223,121)	11,661,042	11,453,732
Other Financing Sources	-	243,000	(243,000)	-	-
Decreases to Fund Balances	3,428	-	-	-	-
General Fund Contribution	3,057,700	3,098,900	(2,948,900)	150,000	150,000
Total Revenues	$ 13,903,391	$ 15,226,063	$ (3,415,021)	$ 11,811,042	$ 11,603,732

2016-17 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 Departmental vacancy rate to 8% allowing for overall increase in staffing capacity impacting increase in services.
- Implemented the use of developed clinical reports to help supervisors monitor staff engagement with clients.
- Completion of annual system report inclusive of annual data report and metrics.

Administration & Support (Cont'd)

2017-19 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.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DEPT LDR - MEDICAL DIRECTOR	0.37	-	1.00	1.00	1.00
ASST DEPT LDR - PSYCHIATRIST	0.01	-	-	-	-
PSYCHIATRIST	1.12	2.00	(0.50)	1.50	1.50
MEDICAL DIRECTOR	0.04	-	-	-	-
STAFF PHYSICIAN	0.50	0.50	-	0.50	0.50
PROGRAM MANAGER	-	-	1.50	1.50	1.50
PSYCHIATRIC NURSE SUPV	1.62	2.00	(1.00)	1.00	1.00
ADMHS TEAM SUPV-RN	3.66	4.00	-	4.00	4.00
ADMN OFFICE PRO	1.46	1.50	(0.50)	1.00	1.00
PSYCHIATRIC NURSE	6.10	6.00	-	6.00	6.00
DEPT BUS SPEC	-	0.50	(0.50)	-	-
HEALTH CARE PROGRAM COORDINATOR	1.04	2.00	-	2.00	2.00
ADMHS PRACTITIONER	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	0.08	-	1.00	1.00	1.00
NUTRITIONIST	1.00	1.00	-	1.00	1.00
ADMHS TEAM SUPV-PSYCH TECH	1.00	1.00	-	1.00	1.00
ADMHS PSYCHIATRIC TECH	4.98	5.50	-	5.50	5.50
RECREATIONAL THERAPIST	1.00	1.25	-	1.25	1.25
ADMHS RECOVERY ASSISTANT	7.50	8.00	-	8.00	8.00
EXTRA HELP	7.66	6.90	(0.75)	6.15	6.15
CONTRACTOR	0.09	0.34	0.06	0.40	0.40
Total	41.22	44.50	0.31	44.80	44.80

Behavioral Wellness

Program

Mental Health Inpatient Services (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 5,846,274	$ 5,866,005	$ 1,066,477	$ 6,932,482	$ 7,062,824
Services and Supplies	5,006,445	7,200,885	226,281	7,427,166	4,761,681
Other Charges	446,820	240,993	(2,918)	238,075	242,614
Total Operating Expenditures	11,299,540	13,307,883	1,289,840	14,597,723	12,067,119
Total Expenditures	$ 11,299,540	$ 13,307,883	$ 1,289,840	$ 14,597,723	$ 12,067,119
Budget By Categories of Revenues					
Intergovernmental Revenue	2,554,248	3,503,480	1,259,250	4,762,730	4,763,685
Charges for Services	2,896,783	5,482,166	(294,550)	5,187,616	5,304,249
Miscellaneous Revenue	59	-	300	300	300
Total Operating Revenues	5,451,090	8,985,646	965,000	9,950,646	10,068,234
Other Financing Sources	462,915	2,047,000	(847,000)	1,200,000	-
General Fund Contribution	-	-	3,447,077	3,447,077	1,947,077
Total Revenues	$ 5,914,005	$ 11,032,646	$ 3,565,077	$ 14,597,723	$ 12,015,311

Mental Health Inpatient Services (Cont'd)

2016-17 Anticipated Accomplishments

- Improved utilization management 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.
- Full integration of Electronic Health Record (EHR) to ensure continuity of care between inpatient and outpatient settings.
- 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.

2017-19 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 and Out of County Psychiatric Hospitals, 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 a new Crisis Residential Treatment facility in North County.

Behavioral Wellness

Program

QUALITY CARE MANAGEMENT

Quality Care Management delivers quality assurance and quality improvement activities in conjunction with strategic management.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PSYCHIATRIST	-	-	0.25	0.25	0.25
DEPUTY DIRECTOR	1.00	-	-	-	-
DIVISION CHIEF	0.77	1.00	-	1.00	1.00
PROGRAM MANAGER	0.54	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.59	0.50	-	0.50	0.50
EPIDEMIOLOGIST SR	0.95	1.00	-	1.00	1.00
CLIN PSYCHOLOGIST	0.63	1.00	-	1.00	1.00
PSYCHIATRIC NURSE SR	1.73	2.00	-	2.00	2.00
QUALITY ASSURANCE COORD	3.14	4.00	1.00	5.00	5.00
ADMN OFFICE PRO	1.00	1.00	-	1.00	1.00
EPIDEMIOLOGIST/BIOSTAT	0.73	1.00	-	1.00	1.00
DEPT BUS SPEC	-	1.00	(1.00)	-	-
ADMHS TEAM SUPV-PRACTITIONER	0.07	-	-	-	-
HEALTH CARE PROGRAM COORDINATOR	1.88	2.00	-	2.00	2.00
ADMHS PRACTITIONER	0.54	1.00	(1.00)	-	-
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	-	1.00	1.00
ADMHS PRACTITIONER INTERN	-	-	1.00	1.00	1.00
CONTRACTOR	0.45	0.50	-	0.50	0.50
EXTRA HELP	2.51	1.00	0.50	1.50	1.50
Total	17.53	19.00	0.75	19.75	19.75

Behavioral Wellness

Program

Quality Care Management (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 3,071,928	$ 2,607,251	$ 347,509	$ 2,954,760	$ 3,056,159
Services and Supplies	1,721,140	196,466	169,948	366,414	445,258
Other Charges	154,392	103,902	11,862	115,764	118,008
Total Operating Expenditures	4,947,461	2,907,619	529,319	3,436,938	3,619,425
Other Financing Uses	-	1,370,970	502,764	1,873,734	1,875,800
Total Expenditures	$ 4,947,461	$ 4,278,589	$ 1,032,083	$ 5,310,672	$ 5,495,225
Budget By Categories of Revenues					
Use of Money and Property	60,323	-	-	-	-
Intergovernmental Revenue	(38,558)	-	1,049,467	1,049,467	1,302,665
Charges for Services	3,252,144	1,240,044	252,541	1,492,585	1,526,585
Miscellaneous Revenue	38,149	-	-	-	-
Total Operating Revenues	3,312,059	1,240,044	1,302,008	2,542,052	2,829,250
Other Financing Sources	-	1,365,647	502,793	1,868,440	1,868,440
General Fund Contribution	1,020,000	-	900,180	900,180	794,380
Total Revenues	$ 4,332,059	$ 2,605,691	$ 2,704,981	$ 5,310,672	$ 5,492,070

2016-17 Anticipated Accomplishments

- Implementation of the Continuum of Care Reform (CCR) throughout the Children's System of Care
- Centralization of the 24/7 Access line and newly developed data tracking system
- Created a Cultural Formulation Interview template in the Clinical Assessment document
- The Relias Training portal is fully implemented and has facilitated achieving the goal of 100% compliance with mandatory training requirements

2017-19 Objectives

- Increase the capacity of staff and providers to work effectively with diverse cultural and linguistic populations (expand cultural competency trainings as well as develop additional practice policies)
- Increase access to underserved populations (specifically populations in high poverty areas)
- Address the needs of high utilizers to ensure appropriate services are provided within the system of care and in the least restrictive alternative

Behavioral Wellness

Program

Mental Health Outpatient & Community Services

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

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DEPT LDR - MEDICAL DIRECTOR	0.05	-	-	-	-
ASST DEPT LDR - PSYCHIATRIST	0.02	-	-	-	-
PSYCHIATRIST	7.46	17.33	(3.50)	13.83	13.83
MEDICAL DIRECTOR	0.04	-	-	-	-
STAFF PHYSICIAN	0.11	0.25	-	0.25	0.25
ASST DIRECTOR	0.29	0.65	(0.15)	0.50	0.50
DIVISION CHIEF	2.00	2.00	(1.00)	1.00	1.00
PROGRAM MANAGER	3.35	3.00	3.50	6.50	6.50
PROGRAM/BUS LDR-GEN	0.15	-	-	-	-
FISCAL MANAGER	-	-	1.00	1.00	1.00
REGIONAL CLINIC MANAGER	2.42	3.00	-	3.00	3.00
HEALTH CARE PRACTITIONER	-	-	3.00	3.00	3.00
ADMHS TEAM SUPV-CLIN PSYCH	1.27	1.00	1.00	2.00	2.00
OPERATIONS MANAGER	-	1.00	(1.00)	-	-
TEAM/PROJECT LDR-GEN	0.42	-	-	-	-
EPIDEMIOLOGIST SR	0.05	-	-	-	-
CLIN PSYCHOLOGIST	2.34	1.75	0.25	2.00	2.00
PSYCHIATRIC NURSE SR	2.00	2.00	-	2.00	2.00
ADMHS TEAM SUPV-RN	0.73	1.00	-	1.00	1.00
QUALITY ASSURANCE COORD	0.36	-	-	-	-
ADMN OFFICE PRO	10.31	11.50	(0.50)	11.00	11.00
PSYCHIATRIC NURSE	13.21	20.90	(3.00)	17.90	17.90
DEPT BUS SPEC	0.16	1.00	-	1.00	1.00
ADMHS TEAM SUPV-PRACTITIONER	10.54	14.00	(5.00)	9.00	9.00
HEALTH CARE PROGRAM COORDINATOR	0.81	1.00	-	1.00	1.00
ADMHS PRACTITIONER	26.91	28.50	(4.50)	24.00	24.00
CLIN PSY POST DOC INTERN	2.65	4.00	(1.00)	3.00	3.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00	1.00
ADMHS REHABILITATION SPEC	3.12	5.00	-	5.00	5.00
ADMHS TEAM SUPV-PSYCH TECH	0.23	-	-	-	-
ADMHS TEAM SUPV-CASE WKR	0.81	1.00	1.00	2.00	2.00
ADMHS PRACTITIONER INTERN	33.05	42.00	5.00	47.00	47.00
ALCOHOL & DRUG SERVICE SPEC	4.00	4.00	-	4.00	4.00
ADMHS PSYCHIATRIC TECH	18.20	19.65	2.00	21.65	21.65
ADMHS CASE WORKER	25.12	29.50	0.50	30.00	30.00
ADMHS RECOVERY ASSISTANT	18.71	24.00	0.50	24.50	24.50
EXTRA HELP	30.04	47.28	(2.12)	45.15	45.15
CONTRACTOR	2.42	3.20	(1.70)	1.50	1.50
Total	224.35	290.50	(5.73)	284.77	284.77

Behavioral Wellness

Program

Mental Health Outpatient & Community Services (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 23,930,090	$ 33,416,808	$ 28,970	$ 33,445,778	$ 33,804,236
Services and Supplies	39,814,828	36,814,719	(1,481,310)	35,333,409	35,116,318
Other Charges	1,473,812	1,483,741	77,251	1,560,992	1,602,586
Total Operating Expenditures	65,218,730	71,715,268	(1,375,089)	70,340,179	70,523,140
Capital Assets	29,864	30,000	1,070,000	1,100,000	-
Other Financing Uses	1,896,719	501,428	(138,181)	363,247	325,424
Intrafund Expenditure Transfers (+)	3,582,265	4,105,420	207,977	4,313,397	4,313,397
Increases to Fund Balances	156,038	-	-	-	-
Total Expenditures	$ 70,883,616	$ 76,352,116	$ (235,293)	$ 76,116,823	$ 75,161,961
Budget By Categories of Revenues					
Use of Money and Property	154,269	227,959	(5,459)	222,500	222,500
Intergovernmental Revenue	37,980,239	38,268,491	(1,300,352)	36,968,139	32,916,961
Charges for Services	24,471,754	30,691,423	1,981,008	32,672,431	32,864,946
Miscellaneous Revenue	180,629	250,000	(250,000)	-	-
Total Operating Revenues	62,786,891	69,437,873	425,197	69,863,070	66,004,407
Other Financing Sources	5,279,459	919,922	(606,888)	313,034	313,034
Intrafund Expenditure Transfers (-)	3,582,265	4,105,420	207,977	4,313,397	4,313,397
Decreases to Fund Balances	1,247,968	974,130	(333,351)	640,779	1,331,875
General Fund Contribution	-	1,020,000	(33,457)	986,543	986,543
Total Revenues	$ 72,896,582	$ 76,457,345	$ (340,522)	$ 76,116,823	$ 72,949,256

2016-17 Anticipated Accomplishments

- Open new Crisis Residential Treatment facility in North County
- Launching of a County-wide collaborative on the Proposition 47 Initiative
- Increased collaboration with the Sherriff's Department toward jail mental health with the selection of a new health care vendor by the Sheriff
- Launch orientation groups at outpatient clinic sites
- 3-4-50 groups offered countywide
- Submission of Outpatient Delivery System (ODS) Plan
- Transformation of AOD prevention system of care with submission of Strategic Prevention Plan (SPP), 2017-2022

2017-19 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.
- 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.

Mental Health Outpatient & Community Services (Cont'd)

2017-19 Objectives (cont'd)

- 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.
- Establishment of expanded AOD treatment benefits with Drug Medi-Cal Organized Delivery System (DMC-ODS) including residential treatment, case management and recovery supported services
- Department of Rehabilitation contract to work within our Transition Age Youth program
- Initiation of an Assisted Outpatient Treatment pilot project in Santa Barbara

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
CLIN PSYCHOLOGIST	0.07	0.25	(0.25)	-	-
COST ANALYST	0.20	-	1.00	1.00	1.00
QUALITY ASSURANCE COORD	0.04	2.00	(1.00)	1.00	1.00
ADMN OFFICE PRO	0.05	-	-	-	-
ADMHS TEAM SUPV-PRACTITIONER	2.00	2.00	-	2.00	2.00
HEALTH CARE PROGRAM COORDINATOR	3.00	3.00	(1.00)	2.00	2.00
ADMHS PRACTITIONER	2.07	1.00	3.00	4.00	4.00
ADMHS PRACTITIONER INTERN	1.12	2.00	(2.00)	-	-
ALCOHOL & DRUG SERVICE SPEC	0.69	1.00	(1.00)	-	-
EXTRA HELP	0.55	-	-	-	-
Total	10.78	12.25	(1.25)	11.00	11.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,331,391	$ 1,628,420	$ (62,660)	$ 1,565,760	$ 1,630,537
Services and Supplies	10,254,465	11,197,118	(55,694)	11,141,424	10,831,020
Other Charges	258,578	68,853	3,215	72,068	73,657
Total Operating Expenditures	11,844,433	12,894,391	(115,139)	12,779,252	12,535,214
Other Financing Uses	122,777	135,000	(135,000)	-	4,906
Intrafund Expenditure Transfers (+)	256,128	401,761	20,088	421,849	421,849
Increases to Fund Balances	913,558	102,414	(76,264)	26,150	26,150
Total Expenditures	$ 13,136,896	$ 13,533,566	$ (306,315)	$ 13,227,251	$ 12,988,119
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	3,643	3,500	-	3,500	3,500
Use of Money and Property	1,100	555	745	1,300	1,300
Intergovernmental Revenue	6,634,515	6,271,069	(1,168,942)	5,102,127	5,102,127
Charges for Services	6,092,825	5,900,105	695,982	6,596,087	6,928,787
Miscellaneous Revenue	98,118	102,414	(4)	102,410	102,410
Total Operating Revenues	12,830,200	12,277,643	(472,219)	11,805,424	12,138,124
Intrafund Expenditure Transfers (-)	256,128	401,761	20,088	421,849	421,849
Decreases to Fund Balances	2,568	806,162	148,016	954,178	384,246
General Fund Contribution	48,000	48,000	(2,200)	45,800	43,900
Total Revenues	$ 13,136,896	$ 13,533,566	$ (306,315)	$ 13,227,251	$ 12,988,119

Alcohol & Drug Programs (Cont'd)

2016-17 Anticipated Accomplishments

- Integrated Medicated Assisted Treatment (MAT) teams at two outpatient clinics.
- Enriched the Behavioral Wellness training program and issuance of hundreds of naloxone (opioid antidote) kits throughout the county to reverse ODs.
- Outpatient Delivery System (ODS) plan submitted to the State (DHCS) and Federal (CMS) oversight agencies
- Trained internal and contracted staff on American Society of Addiction Medicine (ASAM) Treatment and Placement criteria
- Reversed over fifty (50) opioid overdoses with our OD Prevention and Reversal (naloxone) program
- Implemented Strengthening Families Program pilot project at the Santa Maria Children's clinic as a family intervention to prevent and ameliorate AOD use among high risk families

2017-19 Objectives

- Implement the Organized Delivery System (ODS) for expanded Drug Medi-Cal services
- Continued integration of alcohol and other drug (AOD) with mental health through Medication Assisted Treatment (MAT) and the certification of existing mental health clinics for Drug Medi-Cal (DMC) services.
- Implement Strengthening Families Program countywide as core tenet of the Strategic Prevention Plan
- Create an office based buprenorphine induction clinic (OBIC) within the Behavioral Wellness system of care to treat opioid use disorders
- Transform our primary prevention system of care with our new Strategic Prevention Plan (SPP) 2017-2022
- Integrate primary care into alcohol and other drug and mental health services

Social Services

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 167,706,391**
Capital	**$ 1,577,500**
FTEs	**735.0**

Daniel Nielson
Department Director

- Administration & Support
- Public Assistance & Welfare to Work Activities
- Medi-Cal Eligibility
- Protective Services for Children, Adults, Disabled

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 policy direction, financial planning and accounting, human resources, employee relations, staff development, quality assurance, technology, facilities management, disaster response, and special projects.
- Public Assistance and Welfare to Work Activities includes our programs for food aid (CalFresh), 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, our Supplemental Security Income Advocacy program to assist individuals with the application process and help stabilize living situations, and the Adult and Aging and KIDS Networks that coordinate programs and services that impact the well-being of children, seniors, and individuals with disabilities.

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.

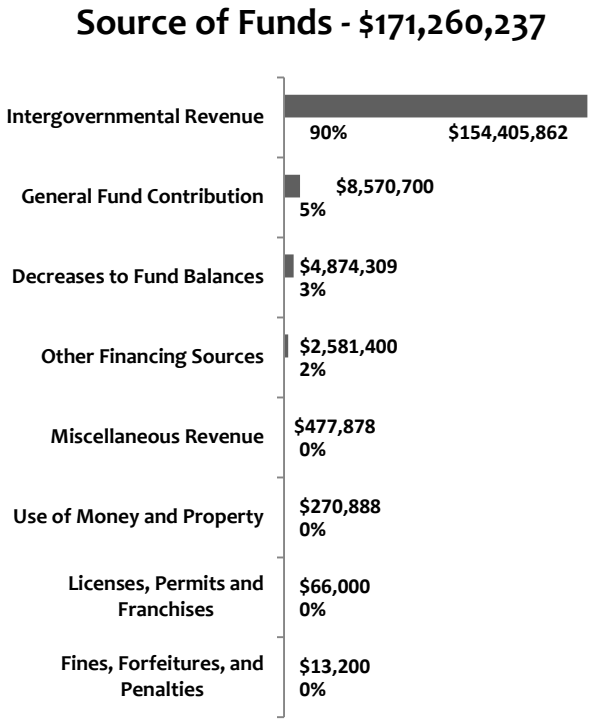
Highlights of 2017-19 Objectives

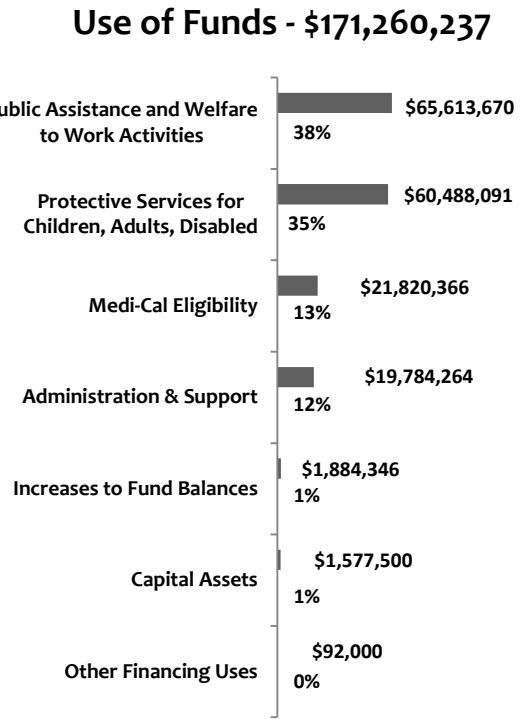
- Refine and standardize strategies for staff to continue meeting State mandates. Streamline business processes to improve service delivery and ensure timely and accurate benefit determinations are made.
- Implement legislative and programmatic changes in the Child Welfare, Adult Protective Services, In-Home Supportive Services, and CalFresh programs that will require extensive collaboration with other County Departments and/or Community Partners.
- Implement key technology enhancements and modernization improvements to increase departmental efficiencies, improve client services, and promote program integration efforts.
- 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.
- Collaborate with workforce system entities to increase access to employment, education, training, and supportive services.

Social Services

Department

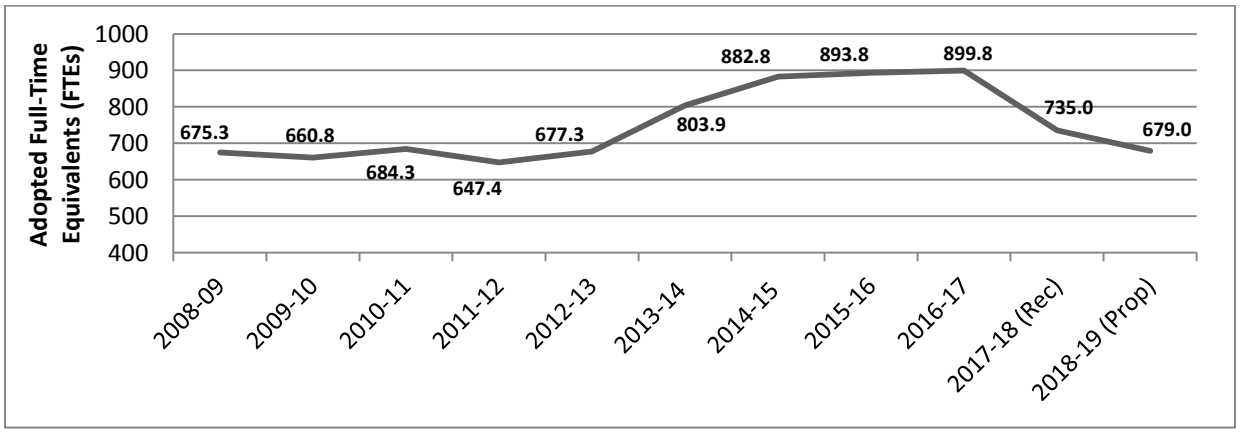
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	151.58	158.32	(18.13)	140.19	140.19
Public Assistance and Welfare to Work Acti	342.66	272.27	(49.70)	222.57	171.89
Medi-Cal Eligibility	204.20	257.51	(56.98)	200.53	195.21
Protective Services for Children, Adults, Dis	198.31	211.65	(39.94)	171.71	171.71
Unallocated	0.58	-	-	-	-
Total	897.33	899.75	(164.75)	735.00	679.00

Budget By Budget Program					
Administration & Support	$ 20,270,454	$ 21,102,787	$ (1,318,523)	$ 19,784,264	$ 20,666,951
Public Assistance and Welfare to Work Acti	67,062,714	68,099,347	(2,485,677)	65,613,670	63,511,637
Medi-Cal Eligibility	21,016,132	24,811,996	(2,991,630)	21,820,366	23,029,223
Protective Services for Children, Adults, Dis	56,668,897	60,225,068	263,023	60,488,091	63,345,843
Unallocated	168	-	-	-	-
Total	$ 165,018,366	$ 174,239,198	$ (6,532,807)	$ 167,706,391	$ 170,553,654

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 81,387,971	$ 83,360,833	$ (6,184,846)	$ 77,175,987	$ 76,424,226
Services and Supplies	28,044,879	31,413,049	1,305,005	32,718,054	33,995,552
Other Charges	55,585,516	59,465,316	(1,652,966)	57,812,350	60,133,876
Total Operating Expenditures	165,018,366	174,239,198	(6,532,807)	167,706,391	170,553,654
Capital Assets	433,331	1,232,500	345,000	1,577,500	402,500
Other Financing Uses	78,523	134,500	(42,500)	92,000	92,000
Increases to Fund Balances	2,793,373	1,995,902	(111,556)	1,884,346	1,884,346
Total	$ 168,323,594	$ 177,602,100	$ (6,341,863)	$ 171,260,237	$ 172,932,500

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 83,307	$ 66,000	$ -	$ 66,000	$ 66,000
Fines, Forfeitures, and Penalties	11,061	13,200	-	13,200	13,200
Use of Money and Property	205,550	267,587	3,301	270,888	276,123
Intergovernmental Revenue	156,395,721	163,273,588	(8,867,726)	154,405,862	153,171,747
Charges for Services	18,996	-	-	-	-
Miscellaneous Revenue	748,253	488,048	(10,170)	477,878	477,878
Total Operating Revenues	157,462,888	164,108,423	(8,874,595)	155,233,828	154,004,948
Other Financing Sources	739,651	1,577,691	1,003,709	2,581,400	89,400
Decreases to Fund Balances	2,863,455	4,496,986	377,323	4,874,309	2,019,905
General Fund Contribution	7,257,600	7,419,000	1,151,700	8,570,700	7,950,000
Fund Balance Impact (-)	-	-	-	-	8,868,247
Total	$ 168,323,594	$ 177,602,100	$ (6,341,863)	$ 171,260,237	$ 172,932,500

Social Services

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- A decrease from 899.8 FTEs in the FY 2016-17 Adopted Budget to 735.0 FTEs in the FY 2017-18 Recommended Budget, resulting in a net decrease of 164.8 FTEs. The reduction will be achieved by un-funding both filled and vacant positions.

Expenditures

- Net Operating Expenditures decrease of -$6,533,000 primarily due to:
  - -$6,185,000 net decrease in Salaries and Employee Benefits is due to a reduction of 164.8 FTEs, net of FY 2016-17 salary savings, resulting in a reduction in net salary costs (-$975,000), associated employee benefits including retirement and health insurance cost (-$3,753,000), workers compensation costs (-$528,000), and extra help and overtime costs (-$929,000).
  - +$1,305,000 increase in Services and Supplies primarily due to a transition in In-Home Supportive Services from an Maintenance of Effort to traditional County share of 35% of the Non-Federal share (+$1,453,000), a wage increase to $12.00 per hour provided to Individual Providers (+$450,000), an increase in Contractual Services (+$861,000), and an increase (+$867,000) related to County Cost Allocation Plan, Psychiatric Services provided to CalWORKs clients and Legal Fees; combined with a decrease (-$2,325,000) mainly in information technology services and support, software maintenance and purchases, District Attorney cost of salaries and benefits for fraud investigations, postage, office supplies, technology related hardware purchases, and Child Welfare contracts.
  - -$1,653,000 net decrease in Other Charges related mainly due to a net decrease in Cash Assistance payments (-$1,913,000) primarily due to CalWORKs caseload trending lower than the past several years and Emergency Assistance payments; combined with increases (+$345,000) for Trafficking and Crime Victims Assistance Program, General Relief payments, the Approved Relative Caregiver, Foster Care, Extended Foster Care, and Kinship Guardian Assistance payments, and Adoptions assistance payments and increases in supportive services for child care, transportation, work or training expenses, books, tools, uniforms or other special clothing for Welfare to Work, CalWORKs Housing Support and Child Care programs, and a decrease in Motor Pool charges (-$85,000).
- Net Non-Operating Expenditure increase of +$191,000:
  - +$345,000 net increase in Capital Assets includes new Information Technology hardware projects for servers, Storage Area Network and an Uninterruptible Power Supply unit to support Storage Area Network (+$275,000), various electronic data processing hardware under $5,000 (+$50,000), and a decrease of (-$135,000) for carpet replacement for the Lompoc office installed in FY 2016-17.
  - -$43,000 net decrease in Other Financing Uses due to vehicle purchases incurred in FY 2016-17 (-$37,500) with no planned purchases in FY 2017-18, and Gender Specific Counseling-Probation (-$5,000).
  - -$111,000 decrease in Restricted Fund Balance primarily in Senate Bill 163 Wraparound Program resulting in a reduction of estimated slot revenue from $1,888,764 to $1,777,208, which is driven by less than anticipated 2011 Realignment revenue.

These changes result in recommended Operating Expenditures of $167,706,000, Non-Operating Expenditures of $3,554,000, resulting in Total Expenditures of $171,260,000. Non-Operating Expenditures primarily include Capital Asset, Other Financing Uses, and Increases in Fund Balances.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

Revenues

- Net Operating Revenue decrease of -$8,875,000 primarily due to:
  - -$8,868,000 net decrease in Intergovernmental Revenue primarily due to:
    - +$137,000 increase in State Aid for Dependent Children.
    - +$133,000 increase in State Aid for Families with Dependent Children-Foster Care.
    - +$26,000 increase for other minor changes.
    - -$200,000 decrease in Federal and State funds for CalFresh administration primarily due to CalFresh Waiver Phase-out.
    - -$500,000 decrease in 1991 Realignment growth revenue budgeted in FY 2016-17 Adopted that did not materialize.
    - -$1,297,000 decrease in In-Home Supportive Services funding reflecting a shift in responsibility from the State to the County.
    - -$1,683,000 decrease in Federal and State funds for Medi-Cal administration due to actual allocation being lower than Adopted estimated allocation.
    - -$2,455,000 decrease in CalWORKs Cash Assistance revenue due to estimated caseload reductions.
    - -$3,029,000 decrease in Federal and State funds for CalWORKs administration due to reduced State allocation and prior utilization of one-time Incentive funds which won't be available in FY 2017-18.
- Net Non Operating Revenue increase of $2,533,000 primarily due to:
  - +$377,000 net increase in the use of Fund Balance to fund ongoing operations.
  - +$1,004,000 net increase in one-time General Fund primarily due to the one-time additional funding to cover the potential increases in the local In-Home Supportive Services Maintenance of Effort costs to County mandated share (+$2,000,000), an increase to cover CalFresh local match (+$106,000) to draw down the full CalFresh State allocation, additional local matching funds (+$386,000) to draw down CalFresh State redistribution of $900,000 and Federal funding of $1,290,000, offset by the decrease from prior year one-time General Fund Contribution (-$1,488,000).
  - +$1,152,000 net increase in ongoing General Fund Contribution primarily to cover an increase in CalFresh local match (+$418,000) to draw down a reduced CalFresh State allocation, an increase In-Home Supportive Services County mandated share (+$470,000) of Maintenance of Effort, an increase to fund the local match of the $0.70 wage increase in the Individual Provider rate (+$450,000) an increase for salary and benefits (+$194,000) and a 5% decrease to the General Fund Contribution (-$381,000).

These changes result in Recommended Operating Revenues of $155,234,000, Non-Operating Revenues of $16,026,000 resulting in Total Revenues of $171,260,000. Non-operating Revenues primarily include General Fund Contribution, Transfers, and Decreases to Fund Balances.

Social Services

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

- Salaries and Employee Benefits are expected to have a net decrease (-$752,000) primarily due to a reduction of staff funded by one-time General Fund Contribution and the associated Federal and State funding (-$4,361,000), offset primarily by increases (+$3,609,000) due to COLA , merit increases, and retirement (+$2,663,000) and health benefits (+$640,000) costs.
- Public assistance payments are anticipated to increase (+$1,660,000) primarily in CalWORKs (+$971,000) and Adoption Assistance (+$674,000) programs due to caseload increases as well as cost per case increases.
- The Net Financial Impact is expected to increase (+$8,868,000) due to increases in expenditures requiring County match (+$3,843,000) combined with the loss of one-time funds (-$5,025,000) for County match. Increases in the Net Financial Impact are mainly impacted by increases in County match for the In-Home Supportive Services program (+$3,429,000), Child Welfare Services program (+$1,993,000), Medi-Cal administration (+$1,757,000), CalWORKs administration (+$1,056,000), and CalFresh administration (+$508,000), and the remainder (+$125,000) in smaller programs.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support					
Percent of staff training delivered through online, video conferencing, and other resource-saving technologies. (Dept. Target = >40%)	39% 3,252/8,297	49% 4,449/9,005	42% 3,825/9,005	40% 2,882/7,204	40% 2,882/7,204
Number of internal program reviews conducted and summarizing reports produced. (Dept. Target = 14 reports)	16	20	16	14	14
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date. (County Target = 100%)	91% 801/879	95% 750/786	96% 772/806	100% 680/680	100% 680/680
Public Assistance & Welfare to Work Activities					
Percent of Welfare to Work participants engaged in activities leading to self-sufficiency. (Dept. Target = >81%)	81% 1,043/1,295	84% 1,029/1,219	84% 1,029/1,219	81% 939/1,159	81% 939/1,159
Percent of CalWORKs intake cases processed within mandated timeframes. (Dept. Target = >98%)	98% 7,527/7,658	99% 7,788/7,892	99% 7,788/7,892	98% 7,347/7,497	98% 7,347/7,497
Percent of CalFresh intake cases processed within mandated timeframes. (Federal Target = >90%)	91% 14,618/16,122	93% 15,537/16,747	90% 15,390/17,100	90% 16,160/17,955	90% 16,160/17,955
Percent of General Relief intake cases processed within mandated timeframes. (Dept. Target = >95%)	95% 4,411/4,619	98% 4,400/4,484	95% 4,397/4,628	95% 4,397/4,628	95% 4,397/4,628

PERFORMANCE MEASURES (CONT'D)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Medi-Cal Eligibility					
Percent of Medi-Cal intake cases processed within mandated timeframes. (State Target = >90%)	73% 21,650/29,825	94% 23,471/24,946	94% 21,870/23,266	90% 21,317/23,685	90% 21,317/23,685
Percent of Medi-Cal redeterminations processed within mandated timeframes. (State Target = >90%)	59% 25,003/42,273	68% 30,898/45,389	75% 39,126/52,168	90% 46,951/52,168	90% 46,951/52,168
Protective Services for Children, Adults, Disabled					
Percent of child abuse and neglect allegations receiving timely contact. (Dept. Target = 100%) (State Target = >90%)	92% 2,854/3,088	94% 3,020/3,212	94% 2,632/2,786	100% 2,786/2,786	100% 2,786/2,786
Percent of children under the supervision of Child Welfare Services visited by a social worker, for whom a monthly in-person visit is required. (Dept. Target = 100%) (State Target = >90%)	94% 7,315/7,818	98% 7,413/7,532	99% 6,004/6,050	100% 6,050/6,050	100% 6,050/6,050
Percent of average monthly In-Home Supportive Services recipients that are placed in long term care facilities. (Dept. Target = <1%)	0.18% 6/3,381	0.25% 9/3,596	0.24% 9/3,726	0.97% 36/3,726	0.97% 36/3,726
Percent of Adult Protective Services referrals that receive a Risk Assessment within 21 days of the initial face-to-face visit. (Dept. Target = > 90%)	78% 645/827	79% 1,174/1,479	95% 1,330/1,404	90% 1,264/1,404	90% 1,264/1,404

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	3.99	4.00	(1.00)	3.00	3.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	5.01	5.00	(1.00)	4.00	4.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	3.70	3.95	(1.05)	2.90	2.90
EDP SYS & PROG ANLST	6.00	6.00	-	6.00	6.00
COMPUTER SYSTEMS SPEC SUPV	0.62	0.98	(0.26)	0.72	0.72
COST ANALYST	2.96	3.00	-	3.00	3.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
HR ANALYST	-	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	7.85	8.00	(2.00)	6.00	6.00
ADMN OFFICE PRO	35.88	37.50	(4.50)	33.00	33.00
ACCOUNTANT	10.54	12.00	-	12.00	12.00
COMPUTER SYSTEMS SPEC	9.67	10.00	(1.26)	8.74	8.74
DEPT BUS SPEC	12.84	14.00	(1.81)	12.19	12.19
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	3.00	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	14.22	14.00	(0.25)	13.75	13.75
BUILDING MAINT SUPV	2.00	2.00	-	2.00	2.00
ELIGIBILITY SUPERVISOR	2.00	2.00	-	2.00	2.00
ELIGIBILITY WORKER	12.46	13.00	(2.00)	11.00	11.00
UTILITY CLERK-DEPT	8.09	8.89	(2.00)	6.89	6.89
STOREKEEPER	0.31	2.00	(1.00)	1.00	1.00
EXTRA HELP	2.44	-	-	-	-
Total	151.58	158.32	(18.13)	140.19	140.19

Social Services

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 17,388,190	$ 18,219,127	$ (1,083,759)	$ 17,135,368	$ 17,884,342
Services and Supplies	2,279,982	2,224,406	(296,065)	1,928,341	2,032,750
Other Charges	602,281	659,254	61,301	720,555	749,859
Total Operating Expenditures	20,270,454	21,102,787	(1,318,523)	19,784,264	20,666,951
Capital Assets	106,745	216,907	69,309	286,216	73,028
Other Financing Uses	-	6,600	(6,600)	-	-
Increases to Fund Balances	10,333	-	-	-	-
Total Expenditures	$ 20,387,532	$ 21,326,294	$ (1,255,814)	$ 20,070,480	$ 20,739,979
Budget By Categories of Revenues					
Use of Money and Property	(8,408)	17,600	-	17,600	17,600
Intergovernmental Revenue	(18,535,214)	-	-	-	-
Miscellaneous Revenue	398,778	45,360	(7,920)	37,440	37,440
Total Operating Revenues	(18,144,844)	62,960	(7,920)	55,040	55,040
Other Financing Sources	104,340	216,615	(128,215)	88,400	88,400
Intrafund Expenditure Transfers (-)	-	-	18,354,121	18,354,121	14,065,229
Decreases to Fund Balances	32,444	924,748	(766,389)	158,359	-
General Fund Contribution	(34,469)	213,149	1,201,411	1,414,560	402,377
Total Revenues	$ (18,042,530)	$ 1,417,472	$ 18,653,008	$ 20,070,480	$ 14,611,046

2016-17 Anticipated Accomplishments

- The Department of Social Services served over 146,000 County residents monthly or 33% of the County population, including 64,000 children, or 62% of all County children.
- 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 14 internal program reviews. Fostered transparency by facilitating 32 audits and reviews by outside agencies. Ensured 502 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 19,000 transactions and claims for accuracy.
- Completed 330 In-Home Supportive Services desk reviews, 61 home visits, and developed and completed one Targeted Review (Minor Services and Protective Supervision).
- Processed approximately 1,690 personnel changes, 27,600 timesheets, 1,000 employee evaluations, 90 new hires, 129 job assignment changes, 88 separations, and administered 34 pre-employment exams to applicants.
- Supported the Information Technology infrastructure for approximately 950 staff, 1,807 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.

Administration & Support (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Provided 34,125 training hours to new staff in Medi-Cal, CalFresh, CalWORKs, Child Welfare Services, and Adult Services programs.
- Continued conducting Supervisor trainings that provided tools to help supervisors increase their skills and abilities to remain successful.
- Supported and maintained operations for ten locations, over 200,000 square feet countywide, and 900 approved positions. Processed up to 500,000 pieces of mail annually, produced and delivered 60,000 client packets, conducted daily shipping and receiving, purchased office supplies, and maintained equipment and the security system. Responded to emergencies in order to provide a healthy and safe work environment for all staff and clientele.
- Increased security measures in all offices by installing locks and window blinds in conference room doors as recommended by top security experts. Provided Violence in the Workplace and Conflict Resolution trainings to prepare staff for challenging encounters with clients.
- In conjunction with the Workforce Innovation and Opportunity Act program, entered into a new contract for the One Stop Operator. Facilitated contract negotiations and facility requirements for newly contracted staff.
- Matched 20 Mentees with 20 Mentors in the Leadership and Professional Development succession planning program. The Mentees participated in career exploration and professional development through job shadowing and workshop participation during the six month program.
- Completed the Computer Information Systems Replication Project. This system provides program staff with data that identifies various client demographics and caseload trends.
- Transitioned to a new remote access platform to comply with Federal security requirements.
- Replaced and modernized the Department's antiquated backup hardware and software to ensure that complete data backups can take place without disrupting Department client services and ensure the ability to retrieve data timely when needed.

2017-19 Objectives

- Replace and modernize an employee records database that is over twenty years old to increase efficiency and add critical tracking elements.
- Expand the Integrated Voice Response system capabilities to allow for call recording for quality assurance reviews and verbal attestation to eliminate the need for a wet signature for clients served.
- Continue to support the Leadership and Professional Development program by encouraging employee participation. The program will continue to provide Leadership and Professional Development workshops and mentoring to program participants.
- Install paging systems in Social Services buildings to ensure appropriate communication during emergencies.
- Replace the Storage Area Network to ensure close to 150 terabytes of critical client data can be stored, saved, and retrieved efficiently and securely.

Social Services

Program

Public Assistance and Welfare to Work Activities

The Public Assistance and Welfare to Work 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, Welfare to Work and Child Care supportive services, as well as other job-related services from the multi-agency Workforce Resource Centers, and employment programs.

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

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEPUTY DIRECTOR	0.01	-	-	-	-
DIVISION CHIEF	5.99	5.60	(0.50)	5.10	5.10
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	0.10	0.10
COMPUTER SYSTEMS SPEC SUPV	0.38	0.02	0.26	0.28	0.28
OPERATIONS MANAGER	-	1.00	(1.00)	-	-
ADMN OFFICE PRO	24.72	28.35	(4.45)	23.90	20.20
COMPUTER SYSTEMS SPEC	0.33	-	0.26	0.26	0.26
DEPT BUS SPEC	19.24	20.80	(4.25)	16.55	14.55
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	6.70	7.00	(1.50)	5.50	5.50
CAREER EMP SPECIALIST SUPV	9.78	9.65	(1.00)	8.65	8.65
ELIGIBILITY SUPERVISOR	16.91	16.55	(1.40)	15.15	11.76
SOCIAL SERVICES WORKER	0.69	2.00	(1.75)	0.25	0.25
CAREER EMP SPECIALIST SR	28.14	29.25	(1.25)	28.00	23.00
ELIGIBILITY WORKER	151.52	129.89	(21.17)	108.72	75.13
CAREER EMP SPECIALIST	14.12	19.00	(12.00)	7.00	4.00
UTILITY CLERK-DEPT	0.14	0.11	-	0.11	0.11
EXTRA HELP	60.87	-	-	-	-
Total	342.66	272.27	(49.70)	222.57	171.89

Social Services

Program

Public Assistance and Welfare to Work Activities (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 26,486,007	$ 24,918,790	$ (1,806,034)	$ 23,112,756	$ 19,623,087
Services and Supplies	10,094,429	11,189,249	1,517,103	12,706,352	12,577,261
Other Charges	30,482,279	31,991,308	(2,196,746)	29,794,562	31,311,289
Total Operating Expenditures	67,062,714	68,099,347	(2,485,677)	65,613,670	63,511,637
Capital Assets	144,283	372,549	115,241	487,790	124,460
Other Financing Uses	-	11,334	(11,334)	-	-
Total Expenditures	$ 67,206,998	$ 68,483,230	$ (2,381,770)	$ 66,101,460	$ 63,636,097
Budget By Categories of Revenues					
Use of Money and Property	213,824	249,987	3,301	253,288	258,523
Intergovernmental Revenue	75,648,566	71,764,677	(5,512,814)	66,251,863	63,310,970
Miscellaneous Revenue	173,175	2,250	(2,250)	-	-
Total Operating Revenues	76,035,565	72,016,914	(5,511,763)	66,505,151	63,569,493
Other Financing Sources	-	618,232	(126,232)	492,000	-
Intrafund Expenditure Transfers (-)	-	-	(4,229,291)	(4,229,291)	(3,262,363)
General Fund Contribution	3,047,351	3,196,569	137,031	3,333,600	3,328,967
Total Revenues	$ 79,082,916	$ 75,831,715	$ (9,730,255)	$ 66,101,460	$ 63,636,097

2016-17 Anticipated Accomplishments

- Maintained improvement in audit results with CalWORKs receiving 2 findings and CalFresh receiving 1 finding in the most recent Single Audit contributing to the County's low risk auditee status for FY 2016-17.
- Secured and implemented an additional year of 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.
- Worked collaboratively with the Child Support Services Department to strengthen CalWORKs families by providing additional financial support to 564 families working towards self-sufficiency who were previously denied cash aid due to the repeal of the Maximum Family Grant rule.
- Through our Family Stabilization Services program provided $325,000 in financial assistance to 716 families for rent, security deposits, utilities, and storage fees.
- Increased efficiencies and cost savings by reorganizing the child care program, reducing labor costs, while creating an enhanced client and child care provider experience.
- Continued to improve CalFresh Program Access ranking, currently ranked 53 out of 58 counties, up from 56 two years ago.
- At the request of the California Department of Social Services CalFresh Bureau Chief, presented our CalFresh Utilization Project at the 2017 CalFresh Forum to share with other County, State, and Federal officials, our innovative strategies to decrease churn and increase CalFresh awareness utilizing existing staffing resources.

Program

Public Assistance and Welfare to Work Activities (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Provided 825 adult job seekers and workers enrolled in the Workforce Innovation and Opportunity Act's Adult and Dislocated Worker Program, access to employment, education, training, and support services to succeed in the local labor market.
- Provided 370 low-income youth and young adults, ages 14-26, enrolled in the Workforce Innovation and Opportunity Act's Youth Program, career exploration and guidance, support for educational attainment, opportunities for skills training in in-demand industries and occupations, enrollment in post-secondary education, and career path planning.

2017-19 Objectives

- Continue the quality assurance campaign for line staff on Income & Eligibility Verification System processing to improve case accuracy and audit results.
- Continue to support Welfare to Work participants by developing innovative strategies that will assist them in overcoming employment barriers so they can attain and retain unsubsidized employment, work experience, on-the-job training, work study, vocational education, and/or job search/job readiness leading to self-sufficiency.
- Collaborate with the Transition House Landlord Liaison Partnership on new and established programs to mitigate homelessness.
- Provide homeless assistance and homeless prevention services to 100% of families referred to CalWORKs and place 20 CalWORKs families into permanent housing through the CalWORKs Housing Support Program.
- Continue focusing on streamlining business processes and conducting refresher training to ensure timely and accurate benefit determinations are made and customer service is improved for the 39,386 individuals who receive CalFresh.
- Begin planning for the implementation of the Able-Bodied Adult Without Dependents (ABAWD) time limit, effective August 2018, to ensure a comprehensive work project option is available to mandatory ABAWD CalFresh recipients, so they have an opportunity to meet the work requirement.
- Provide assessment of academic and vocational needs and services to economically disadvantaged youth (ages 14-26) participating in the Workforce Innovation and Opportunity Act program.
- In partnership with other workforce system entities (including the community colleges, State Employment Development Department, and State Vocational Rehabilitation), increase access to employment, education, training, and supportive services for unemployed adults and recently laid-off workers.

Social Services

Program

MEDI-CAL ELIGIBILITY

The Medi-Cal Eligibility budget program helps qualifying low-income individuals and families obtain free or low-cost health care coverage. 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION CHIEF	2.99	3.40	(0.50)	2.90	2.90
ADMN OFFICE PRO	24.32	20.90	(0.05)	20.85	21.55
DEPT BUS SPEC	5.47	6.20	(1.75)	4.45	4.45
ADMN OFFICE PRO SR	4.05	4.00	(0.25)	3.75	3.75
CAREER EMP SPECIALIST SUPV	0.18	0.35	-	0.35	0.35
ELIGIBILITY SUPERVISOR	20.30	22.45	(6.60)	15.85	15.24
SOCIAL SERVICES WORKER	0.06	-	-	-	-
ELIGIBILITY WORKER	146.42	200.21	(47.83)	152.38	146.97
EXTRA HELP	0.41	-	-	-	-
Total	204.20	257.51	(56.98)	200.53	195.21

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 17,491,597	$ 20,499,069	$ (2,357,264)	$ 18,141,805	$ 19,156,439
Services and Supplies	2,698,312	3,250,047	(641,267)	2,608,780	2,759,497
Other Charges	826,223	1,062,880	6,901	1,069,781	1,113,287
Total Operating Expenditures	21,016,132	24,811,996	(2,991,630)	21,820,366	23,029,223
Capital Assets	107,188	349,707	75,229	424,936	108,424
Other Financing Uses	-	10,641	(10,641)	-	-
Increases to Fund Balances	241,280	-	-	-	-
Total Expenditures	$ 21,364,600	$ 25,172,344	$ (2,927,042)	$ 22,245,302	$ 23,137,647
Budget By Categories of Revenues					
Intergovernmental Revenue	38,884,959	35,585,007	(1,683,073)	33,901,934	33,901,934
Total Operating Revenues	38,884,959	35,585,007	(1,683,073)	33,901,934	33,901,934
Other Financing Sources	609,311	499,887	(499,887)	-	-
Intrafund Expenditure Transfers (-)	-	-	(11,656,632)	(11,656,632)	(10,764,287)
Total Revenues	$ 39,494,270	$ 36,084,894	$ (13,839,592)	$ 22,245,302	$ 23,137,647

Program

Medi-Cal Eligibility (cont'd)

2016-17 Anticipated Accomplishments

- Continued improvement in audit results with Medi-Cal receiving zero findings in the most recent Single Audit contributing to the County's low risk auditee status for FY 2016-17.
- Pursuant to the implementation of the Affordable Care Act, applied Horizontal Integration efforts to ensure all public assistance applicants are offered an array of safety net programs. 96% of CalFresh recipients in Santa Barbara County also receive Medi-Cal, compared to a statewide average of 94%.
- Created ongoing caseload units at the district offices to provide more effective service delivery to clients experiencing homelessness who have had difficulty utilizing our Benefit Service Center.
- Improved client experience for the estimated 165,000 annual calls to the Benefit Service Center by leveraging the call back feature for our Integrated Voice Response System that was installed in June 2016.

2017-19 Objectives

- Continue focus on streamlining business processes and conducting refresher training to ensure timely and accurate benefit determinations are made and customer service is improved for the 135,386 recipients who receive Medi-Cal.
- Building upon the modernized Integrated Voice Response system implemented in FY 2015-16, pursue additional telephone infrastructure solutions for the estimated 180,000 annual calls to the Benefit Service Center, in order to improve customer service and agency efficiency by implementing recent regulatory changes to streamline the 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.
- Pursue additional information technology innovations to mitigate rising caseloads and provide a more modern and efficient customer service experience.

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, Adult Protective Services, and In-Home Supportive Services. The Protective Services for Children, Adults, and Disabled budget program also includes the Supplemental Security Income Advocacy program that assists individuals with the application process and helps stabilize living situations.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION CHIEF	5.00	5.00	(1.00)	4.00	4.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	34.73	35.25	(8.00)	27.25	26.25
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
PUBLIC HEALTH NURSE	1.23	2.00	-	2.00	2.00
DEPT BUS SPEC	9.49	10.00	(2.19)	7.81	7.81
SOCIAL SERVICES SUPV	18.69	21.00	(1.00)	20.00	20.00
SOCIAL SVCS PRACTITIONER	23.77	32.00	(12.00)	20.00	20.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	6.00	6.00	(2.00)	4.00	5.00
SOC SVCS WORKER SR PS/L	30.04	33.00	(4.00)	29.00	29.00
ELIGIBILITY SUPERVISOR	1.33	2.00	(1.00)	1.00	1.00
SOCIAL SERVICES WORKER	39.25	41.50	(4.75)	36.75	36.75
ELIGIBILITY WORKER	8.33	9.90	(4.00)	5.90	5.90
SOCIAL SERVICES CASE AIDE	7.54	9.00	-	9.00	9.00
EXTRA HELP	7.91	-	-	-	-
CONTRACTOR	1.00	1.00	-	1.00	1.00
Total	198.31	211.65	(39.94)	171.71	171.71

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

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 20,022,008	$ 19,723,847	$ (937,789)	$ 18,786,058	$ 19,760,358
Services and Supplies	12,972,157	14,749,347	725,234	15,474,581	16,626,044
Other Charges	23,674,732	25,751,874	475,578	26,227,452	26,959,441
Total Operating Expenditures	56,668,897	60,225,068	263,023	60,488,091	63,345,843
Capital Assets	75,115	293,337	85,221	378,558	96,588
Other Financing Uses	78,523	105,925	(13,925)	92,000	92,000
Increases to Fund Balances	2,541,760	1,995,902	(111,556)	1,884,346	1,884,346
Total Expenditures	$ 59,364,296	$ 62,620,232	$ 222,763	$ 62,842,995	$ 65,418,777
Budget By Categories of Revenues					
Licenses, Permits and Franchises	83,307	66,000	-	66,000	66,000
Fines, Forfeitures, and Penalties	11,061	13,200	-	13,200	13,200
Use of Money and Property	134	-	-	-	-
Intergovernmental Revenue	60,397,409	55,923,904	(1,671,839)	54,252,065	55,958,843
Charges for Services	18,996	-	-	-	-
Miscellaneous Revenue	176,300	440,438	-	440,438	440,438
Total Operating Revenues	60,687,208	56,443,542	(1,671,839)	54,771,703	56,478,481
Other Financing Sources	26,000	242,957	1,758,043	2,001,000	1,000
Intrafund Expenditure Transfers (-)	-	-	(2,468,198)	(2,468,198)	(38,579)
Decreases to Fund Balances	2,831,011	3,572,238	1,143,712	4,715,950	2,019,905
General Fund Contribution	4,244,718	4,009,282	(186,742)	3,822,540	4,218,656
Total Revenues	$ 67,788,937	$ 64,268,019	$ (1,425,024)	$ 62,842,995	$ 62,679,463

2016-17 Anticipated Accomplishments

- Continued improvement in audit results with In-Home Supportive Services receiving only three findings and Foster Care achieving zero findings in the most recent Single Audit contributing to the County's low risk auditee status for FY 2016-17.
- Implemented the new Child Welfare Services California Common Core Curriculum, a mandated statewide standardized training program, for new child welfare workers and supervisors.
- Improved the on-time response rate for Child Welfare Investigations to 100% for those requiring an Immediate Response and 99% for those requiring a 10-Day Response.
- As a pilot county, implemented the new Adult Protective Services database system that is now being implemented statewide to improve efficiency, track critical client information, and provide increased reporting functionality.
- Improved the rate of timely re-assessments in the In-Home Supportive Services program from 90% to over 98%.
- Established a new Family Preservation model that uses Safety Organized Practice in order to ensure that children can remain safely in their homes and communities, and reduce reliance on foster care.

Program

Protective Services for Children, Adults, Disabled (Cont'd)

2017-19 Objectives

- As a member of the Human Trafficking Task Force, collaborate 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.
- Implement changes to the Child Welfare Services program as a result of Assembly Bill 403, the Continuum of Care Reform, with a comprehensive framework that supports children, youth, and families across placement settings in achieving safety, permanency, and well-being.
- Collaborate with Law Enforcement, the District Attorney, and the Public Guardian in ongoing case staffing, joint investigations, and education and prevention strategies in order to improve outcomes for elder and dependent adults who fall victim to abuse and/or neglect in Santa Barbara County.
- Implement the use of Child and Family Teams to engage children and families in the planning and delivery of supports and services that are needed to achieve permanency, enable a child to live in the least restrictive family setting, and promote normal childhood experiences.

Child Support Services

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 9,583,883**
Capital	**$ -0-**
FTEs	**71.5**

Joni Maiden
Child Support Services
Interim 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.

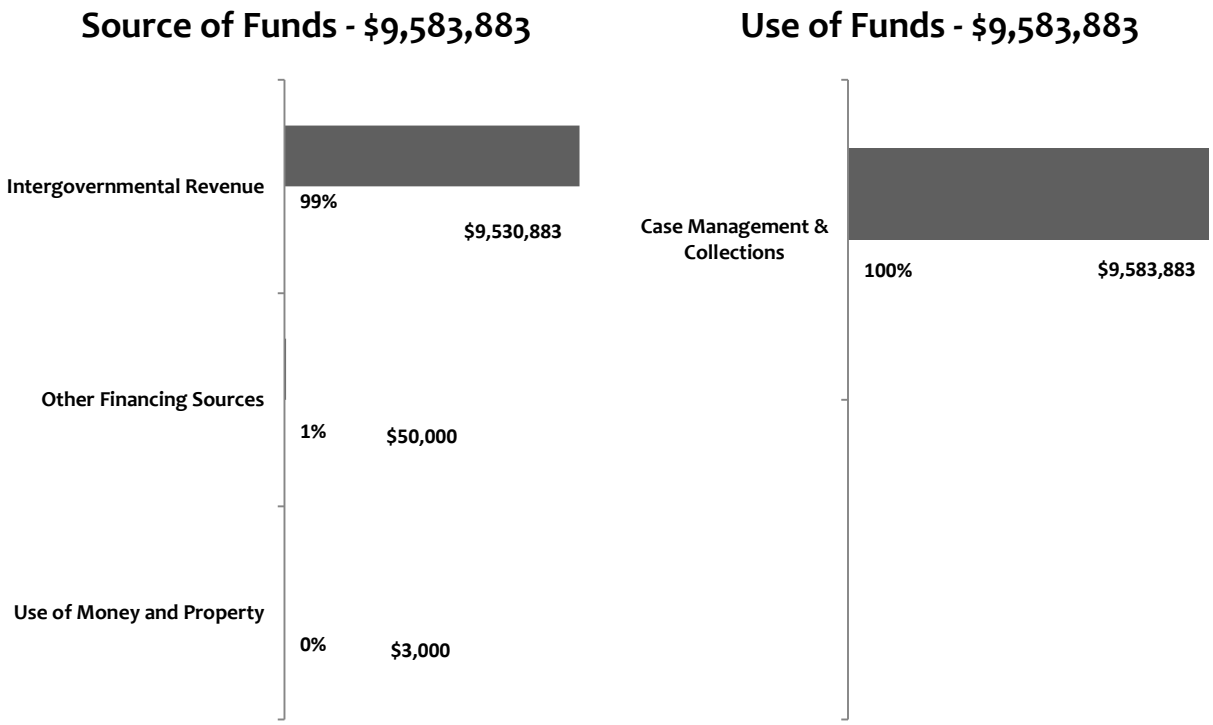
Highlights of 2017-19 Objectives

- Streamline cash payment process through the use of cash kiosk machines and educate customers and other agencies regarding their availability and benefits.
- Employ new technology tools, including DocuSign, TurboCourt and texting tools, to enhance customer service and increase efficiencies within the organization.
- Implement electronic lien processing and expand electronic service of process to cut down on service delays.
- Upgrade technology infrastructure and operating platform and continue technology enhancement strategies to improve performance.
- Continue to strengthen partnerships and build referral systems to community providers.

Child Support Services

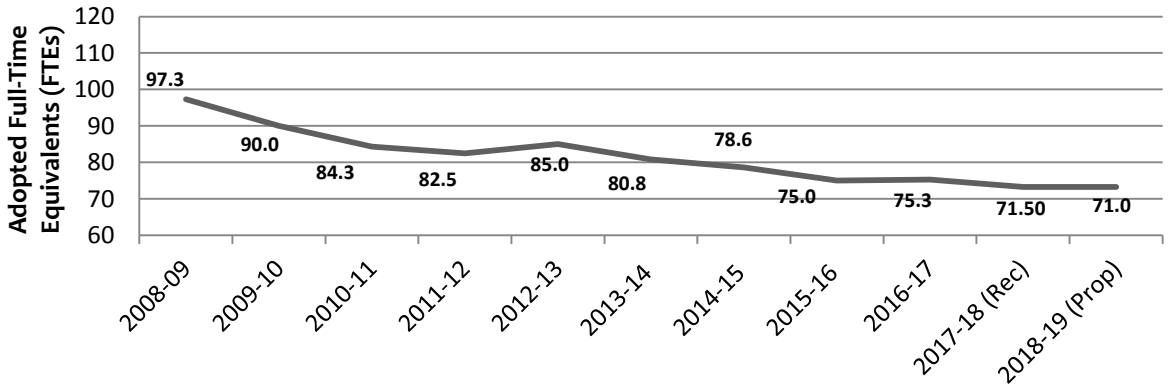
Department

Recommended Sources & Uses of Funds



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Case Management & Collections	73.28	75.33	(3.83)	71.50	71.00
Total	73.28	75.33	(3.83)	71.50	71.00

Budget By Budget Program					
Case Management & Collections	$ 9,409,740	$ 9,582,883	$ 1,000	$ 9,583,883	$ 9,907,831
Unallocated	155	-	-	-	-
Total	$ 9,409,896	$ 9,582,883	$ 1,000	$ 9,583,883	$ 9,907,831

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,882,635	$ 8,160,297	$ (20,646)	$ 8,139,651	$ 8,427,063
Services and Supplies	1,247,890	1,111,682	6,358	1,118,040	1,141,689
Other Charges	279,371	310,904	15,288	326,192	339,079
Total Operating Expenditures	9,409,896	9,582,883	1,000	9,583,883	9,907,831
Capital Assets	5,680	-	-	-	-
Increases to Fund Balances	1,526	-	-	-	-
Total	$ 9,417,101	$ 9,582,883	$ 1,000	$ 9,583,883	$ 9,907,831

Budget By Categories of Revenues					
Use of Money and Property	$ 4,382	$ 2,000	$ 1,000	$ 3,000	$ 3,000
Intergovernmental Revenue	9,382,989	9,530,883	-	9,530,883	9,536,883
Miscellaneous Revenue	5,236	-	-	-	-
Total Operating Revenues	9,392,607	9,532,883	1,000	9,533,883	9,539,883
Other Financing Sources	-	50,000	-	50,000	-
Decreases to Fund Balances	24,495	-	-	-	53,000
Fund Balance Impact (-)	-	-	-	-	314,948
Total	$ 9,417,101	$ 9,582,883	$ 1,000	$ 9,583,883	$ 9,907,831

Child Support Services

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Decrease of 3.8 FTEs through retirements and other attrition.
- Department is reducing staff by unfunding vacancies due to increased Salaries & Employee Benefits costs and no anticipated increase in State and Federal funding.

Expenditures

- Net operating expenditures have increased by $1,000 to $9,583,883 as a result of the following variations:
  - -$20,600 decrease in Salaries and Employee Benefits primarily due to the unfunding of 3.8 FTEs, offset by an increase in Employer Retirement Contributions .
  - +$6,400 increase in Services and Supplies primarily due to increases in communications, IT professional services and Facility Rents/Leases, offset by decreases in Professional & Special Services, cost allocations and utilities.
  - +$15,200 increase in Other Charges primarily due to increases in liability insurance and motor pool charges.

Revenues

- Net operating revenue has increased by $1,000 to $9,583,883 as a result of a slight anticipated increase in interest income. The allocation of State and Federal funding to the County has remain unchanged in recent years and the department's expenditures are budgeted based on available funding since any unspent allocation remains with the State at the end of each fiscal year.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

There remains a projected negative net financial impact of $314,948 in FY2018-19, primarily due to increases in regular salaries ($111,000), retirement contributions ($72,000), employer health insurance contributions ($57,000) and cost allocations ($49,000). The allocation of funding from the State has been unchanged for a number of years and thus the department is absorbing the increased costs within the existing State allocation, including condensing office space and continuing to unfund positions as they are vacated.

Related Links

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

Child Support Services

Department

Performance Measures

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Case Management & Collections					
Percent of child support cases with court-established orders. Statewide average = 90.4%	92.3% 11,387/12,336	92.5% 11,377/12,296	93.0% 11,432/12,293	93.0% 11,439/12,300	93.0% 11,439/12,300
Percent of current court ordered child support payments collected and distributed. Statewide average = 67.0%	68.2% $18.7M/$27.5M	69.0% $19.0M/$27.6M	70% $19.3M/$27.6M	70.5% $19.5M/$27.6M	71% $19.6M/$27.6M
Percent of cases with arrears that have past-due payments collected and distributed. Statewide average = 66.7%	72.5% 6,745/9,304	71.1% 6,553/9,215	73% 6,716/9,200	73% 6,716/9,200	73% 6,716/9,200
Percent of paternity establishment for children born out-of-wedlock. Note: Compares current year resolved caseload to prior year open. Statewide average = 101.7%	108.7% 9,557/8,791	109.3% 9,443/8,643	100% 8,545/8,545	100% 8,500/8,500	100% 8,500/8,500
Child support payments collected and distributed, divided by operating dollars expended. Statewide average = $2.51	$2.90	$2.93	$3.00	$3.00	$3.00
Child support payment dollars collected and distributed. Department Target = $27.5	$27,401,000	$27,256,000	$27,500,000	$27,800,000	$28,000,000
Dollars collected and distributed to Federal, State, and Local Governments for reimbursement of public assistance expended.	$3,968,000	$3,910,000	$3,950,000	$3,950,000	$4,000,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	100% 71/71	100% 70/70	100% 72/72	100% 71/71	100% 70/70

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 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
BUSINESS MANAGER	1.00	0.31	0.69	1.00	1.00
CHILD SUPPORT ATTY	1.79	1.75	-	1.75	1.75
CHILD SUPPORT MANAGER	1.88	2.77	(0.77)	2.00	2.00
ADMN OFFICE PRO	4.75	4.75	-	4.75	4.75
FINANCIAL OFFICE PRO	4.00	4.00	(1.00)	3.00	3.00
LEGAL OFFICE PRO	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	-	-	1.50	1.50	1.00
COMPUTER SYSTEMS SPEC	1.77	2.00	(2.00)	-	-
TEAM/PROJECT LDR-GEN	0.15	-	-	-	-
CHILD SUPPORT OFFICER SUPV	6.00	6.00	(1.00)	5.00	5.00
LEGAL OFFICE PRO SR	3.00	3.00	-	3.00	3.00
FINANCIAL OFFICE PRO SR	4.00	4.00	1.00	5.00	5.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00	1.00
CHILD SUPPORT OFFICER SR	6.52	6.75	(1.00)	5.75	5.75
CHILD SUPPORT INVEST SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT OFFICER	30.69	32.75	(1.25)	31.50	31.50
EXTRA HELP	0.72	0.25	-	0.25	0.25
Total	73.28	75.33	(3.83)	71.50	71.00

Child Support Services

Program

Case Management & Collections (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,882,479	$ 8,160,297	$ (20,646)	$ 8,139,651	$ 8,427,063
Services and Supplies	1,247,890	1,111,682	6,358	1,118,040	1,141,689
Other Charges	279,371	310,904	15,288	326,192	339,079
Total Operating Expenditures	9,409,740	9,582,883	1,000	9,583,883	9,907,831
Capital Assets	5,680	-	-	-	-
Increases to Fund Balances	1,526	-	-	-	-
Total Expenditures	$ 9,416,946	$ 9,582,883	$ 1,000	$ 9,583,883	$ 9,907,831
Budget By Categories of Revenues					
Use of Money and Property	4,382	2,000	1,000	3,000	3,000
Intergovernmental Revenue	9,382,989	9,530,883	-	9,530,883	9,536,883
Miscellaneous Revenue	5,236	-	-	-	-
Total Operating Revenues	9,392,607	9,532,883	1,000	9,533,883	9,539,883
Other Financing Sources	-	50,000	-	50,000	-
Decreases to Fund Balances	24,495	-	-	-	53,000
Total Revenues	$ 9,417,101	$ 9,582,883	$ 1,000	$ 9,583,883	$ 9,592,883

2016-17 Anticipated Accomplishments

- Collected and distributed over $27.2 M for child support in the Federal Fiscal Year ending September 30, 2016. Of this amount, $23.3M (85.6%) went directly to families; $12.4M of these funds went to families who previously were, but no longer are, on public assistance. Collected and returned $3.7M (13.4%) to the Federal and State Governments and $250K (0.9%) to Local Government to reimburse expenditures for public assistance grants.
- Reduced by 35% the average number of days to receive a first payment on a new case with an existing order.
- Migrated 73% of cash paying customers to alternative forms of payments (PayNearMe and MoneyGram) and became 3rd highest in the State for number of clients and dollars paid utilizing PayNearMe.
- Strengthened state and local processes for filtering automatic service requests, thereby eliminating duplicative effort.
- Expanded electronic court filing using the public web portal for legal actions such as Default Judgments and Notice of Motions.
- Implemented electronic service of process through Child Support computer system, thereby increasing efficiency and timeliness.
- Conducted an educational workshop for North County employers on wage garnishment process and technology.
- Continued ongoing efforts to strengthen partnerships and build referral systems to community providers through recurring Parole and Community Team (PACT) meetings with partner agencies as well as joint meetings / trainings with the Department of Social Services (DSS).
- Underwent cash collections audit by the external audit firm of Brown Armstrong which resulted in no audit findings.

Case Management & Collections (cont'd)

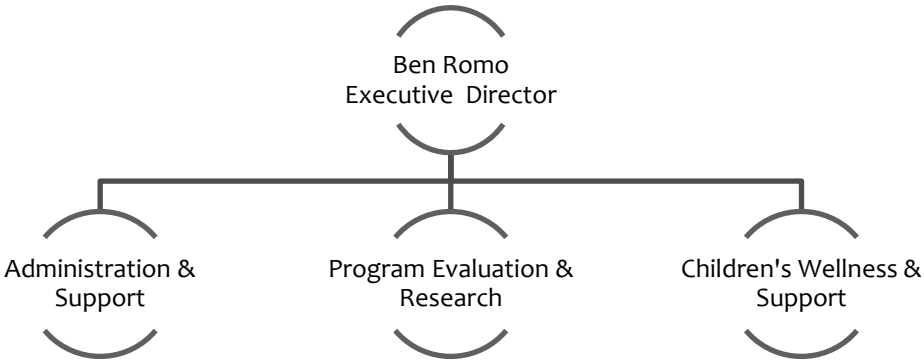
2017-19 Objectives

- Work with State to have payment kiosk installed adjacent to the Lompoc courtroom, thus simplifying and expediting the payment process for Lompoc customers.
- Educate customers and other agencies regarding the availability and benefits of payment kiosks so that Child Support Services no longer handles cash.
- Continue ongoing efforts to strengthen partnerships and build referral systems to community providers.
- Increase efficiency by implementing new technology tools, including TurboCourt (an interactive, web-based system which allows participants to submit an application for Review and Adjustment of their court order), DocuSign and texting tools.
- Implement electronic lien processing system with the Clerk-Recorder-Assessor.
- Expand electronic service of process using the Court's public web portal, thereby eliminating hard copy and mailing services.
- Continue to develop and implement processes to further ensure that security and confidentiality of the department's data complies with State and Federal mandates.
- Upgrade technology infrastructure and operating platform to include State-funded new computer equipment for all staff in 2018.
- Continue process improvement and technology enhancement strategies to improve performance and overcome technical barriers.
- Perform an assessment of the Department's utilization of office space in Santa Barbara and develop cost-saving recommendations.

First 5

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$**	**4,235,516**
Capital	**$**	**0**
FTEs		**10.0**



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 (Commission) is governed by a nine regular member, and four alternate member, board of Commissioners, appointed by the County Board of Supervisors. 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 is responsible for fiscal oversight internally and over 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 invests programmatic funding in direct services for children and families, systems changes and capacity building, and communications and policy.

The Commission directs its investments through two Primary Focus Areas: Family Support and Early Care and Education; and two Secondary Focus Areas: Systems Change and Capacity Building and Communications and Policy.

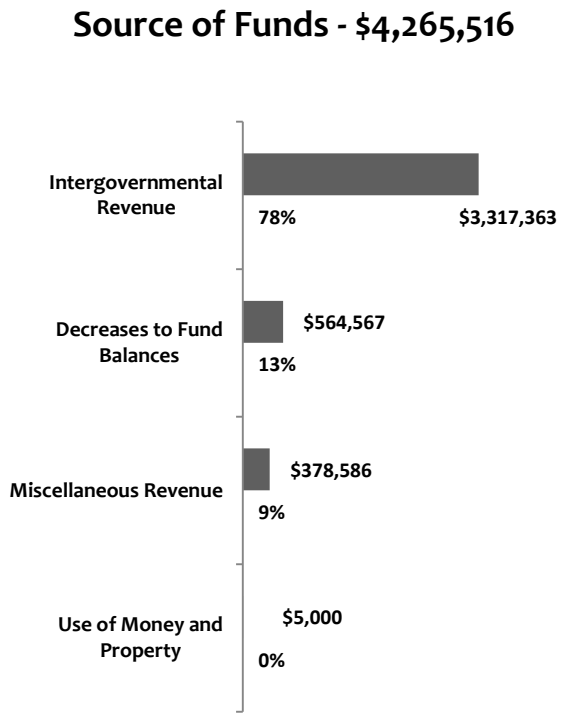
Highlights of 2017-19 Objectives

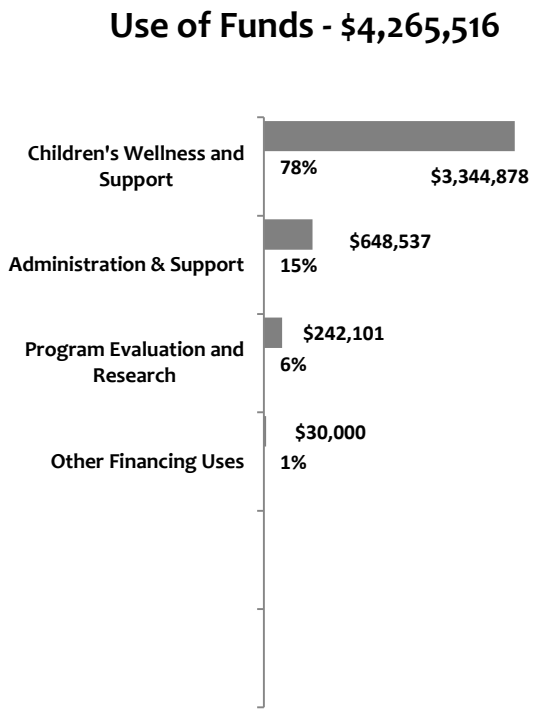
- Promote evidence and research informed strategies that help children become ready for kindergarten and report on investment outcomes and impacts through a robust evaluation system.
- Continue to improve the quality of preschool and child care programs.
- Expand the number of, and parent access to, high-quality preschool and child care spaces in the County.
- Continue to invest in high level of fiscal reporting and accountability.
- Complete a new round of competitive funding in Family Support Focus Area.
- Continue shifting Preschool/Child Care Quality Improvement work to outside partners.
- Continue building direct connections with parents through communications.
- Continue leveraging funds/encouraging public and private investors to strategically align funding.
- Increase focus, simplicity, clarity, and efficiency and defining First 5's most important roles.
- Maintain flexibility to meet budget challenges and diversity of needs children and families face.
- Explore revenue generating strategies.
- Expand Communications focus area to include policy focused work.

First 5

Department

Recommended Sources & Uses of Funds





Staffing Trend

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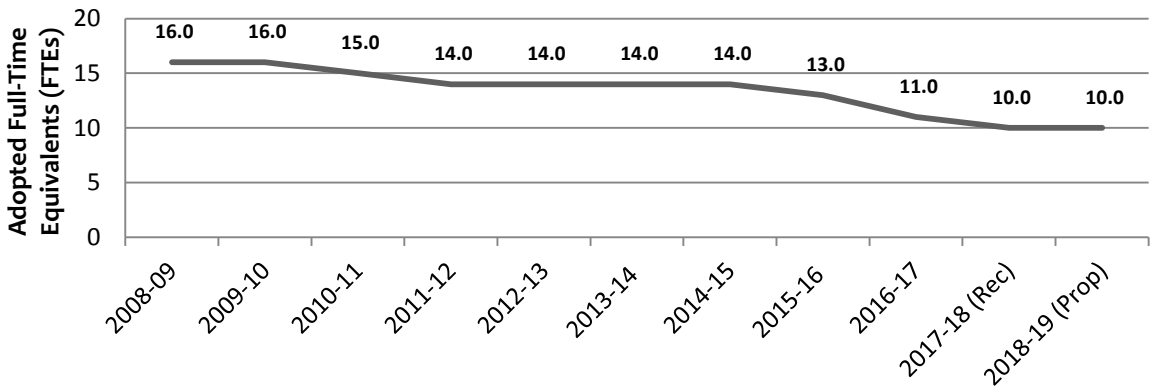


First 5

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	2.84	2.99	(0.46)	2.53	2.53
Program Evaluation and Research	0.48	0.50	-	0.50	0.50
Children's Wellness and Support	10.38	7.51	(0.54)	6.97	6.97
Total	13.70	11.00	(1.00)	10.00	10.00

Budget By Budget Program					
Administration & Support	$ 581,865	$ 656,876	$ (8,339)	$ 648,537	$ 648,939
Program Evaluation and Research	250,289	218,450	23,651	242,101	245,381
Children's Wellness and Support	3,610,681	3,074,764	270,114	3,344,878	3,577,426
Unallocated	-	-	-	-	-
Total	$ 4,442,836	$ 3,950,090	$ 285,426	$ 4,235,516	$ 4,471,746

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 1,573,013	$ 1,530,527	$ (75,372)	$ 1,455,155	$ 1,502,006
Services and Supplies	2,809,058	2,347,255	378,979	2,726,234	2,914,709
Other Charges	60,764	72,308	(18,181)	54,127	55,031
Total Operating Expenditures	4,442,836	3,950,090	285,426	4,235,516	4,471,746
Other Financing Uses	28,440	28,440	1,560	30,000	30,000
Increases to Fund Balances	521,120	152,858	(152,858)	-	-
Fund Balance Impact (+)	-	-	-	-	-
Total	$ 4,992,396	$ 4,131,388	$ 134,128	$ 4,265,516	$ 4,501,746

Budget By Categories of Revenues					
Use of Money and Property	$ 31,591	$ 10,000	$ (5,000)	$ 5,000	$ 5,000
Intergovernmental Revenue	4,168,732	3,548,550	(231,187)	3,317,363	3,833,713
Miscellaneous Revenue	681,305	40,000	338,586	378,586	378,586
Total Operating Revenues	4,881,628	3,598,550	102,399	3,700,949	4,217,299
Decreases to Fund Balances	110,768	532,838	31,729	564,567	284,447
Total	$ 4,992,396	$ 4,131,388	$ 134,128	$ 4,265,516	$ 4,501,746

First 5

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- One management positon not funded, therefore FTEs reduced from 11 to 10.

Expenditures

- Net operating expenditure increase of $285,426 due to:
  - -$75,372 decrease in Salaries and Employee Benefits due to reduction in one management position offset by increases in employee salaries, workers compensation premiums, rates for retirement costs, and health insurance increases.
  - +$378,979 increase in Services and Supplies due to increases in Cost Allocation Plan costs and contracted services funded by IMPACT Grant offset by decreases in office space costs, Early Care and Education stipends and other line items accounts.
  - -$18,181 decrease in Other Charges due to: decrease in motor pool and IT costs and slight increases in Liability, telephone services and work orders.

- Net non-operating expenditure decrease of $151,298 due to:
  - +$1,560 increase to Department of Social Services for 211 Helpline Services.
  - -$152,858 decrease in transfer to fund balance.

These changes result in recommended operating expenditures of $4,235,516 and non-operating expenditures of $30,000, resulting in total expenditures of $4,265,516.

Revenues

- Net operating revenue increase of $102,399 due to:
  - -$231,187 decrease in Intergovernmental revenue.
  - -$5,000 decrease in interest.
  - +$338,586 Increase in Miscellaneous Revenue (IMPACT grant).

- Net non- operating revenue increase of $31,729 due to change in fund balance release.

These changes result in recommended operating revenues of $3,700,949 and non-operating revenues of $564,567 resulting in total revenues of $4,265,516. Non-operating revenues are changes to fund balances.

First 5

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

First 5 funding comes from taxes collected on tobacco products. As the number of smokers decreases, so too does First 5's annual funding. Recent legislative and administrative changes in Sacramento have had an additional short-term negative impact on revenues and create uncertainty for the future. The Commission has spent from reserves in past years in order to maintain programs and services; however, with only $4.5 million remaining in the reserve at the beginning of FY17/18, use of reserve funds to augment regular tobacco tax revenues will become increasingly limited in future years. 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 November 2016, California voters passed Proposition 56 which imposed a $2 per pack tax on cigarettes. Prop 56 included language to protect First 5's revenues from the inevitable declines that would result from such a steep increase in the cost of cigarettes. This "backfill" language was meant to hold First 5's decline in sales tax revenue at its historic average of 3-3.5%. However, reimbursement for the loss of revenues for any given fiscal year will not be made until after the end of that fiscal year. As a result, First 5 anticipates a 17% drop in revenues in FY17/18. After Fy17/18, revenues are expected to return to their historic rate of decline of 3-3.5%.

Prop 56 also extended Prop 10 sales taxes to electronic-cigarettes. This will have a positive impact on First 5 revenues; however, the increase in funding is estimated to be roughly equivalent to the decrease in funding expected due to the fact that California increased the legal age to smoke to 21 in 2016.

Over the past few years, recognizing First 5's fiscal realities, efforts have been made to reduce costs internally including: the reduction of staff through attrition from 15 to 11 FTEs, the elimination of extra-help staff and contractors, the relocation of the Santa Barbara office, and the transition of programmatic work to outside agencies. One management position is no longer funded in the FY17/18 budget submitted, bringing staff to 10 FTEs in future years.

The Commission recently approved an updated Strategic Plan to guide its work from FY17/18 through FY 20/21. Much in this plan remains the same compared to First 5's previous Strategic Plan. The Commission has made clear that as revenues decline First 5 will emphasize funding for direct services supporting children and families.

Ensuring maximum impact of First 5's investments in the long-term will requires clarity in the role that First 5 plays in the community and in relation to our partners and broader work. Achieving that impact while also ensuring transparency and the effective use of taxpayer dollars will require the agency to simplify and become more focused and efficient in its work.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 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% 11/11	100% 10/10	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	100% 500/500	90% 450/500	90% 450/500
Percentage of families reporting that funded programs provide quality services	Not Used in Prior Years	95% 400/421	100% 500/500	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	68	70	72
Number of in-home Family Child Care Programs nationally accredited with First 5 funded services	4	8	20	23	25
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	94% 45/48	94% 45/48
Number of children and parents served through Family Support contracts	1,015	2,448	2,230	2,500	2,500

First 5

Department

Performance Measures (cont'd)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
New dollars leveraged with First 5 funds and services	Not Used in Prior Years	Not Used in Prior Years	$634,5862	$500,000	$500,000
Number of parents currently signed up as members of First 5	Not Used in Prior Years	3,255	3,843	4,843	5,843

First 5

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.08	0.26	(0.13)	0.13	0.13
ADMN OFFICE PRO SR	0.39	0.34	(0.09)	0.25	0.25
FINANCIAL OFFICE PRO SR	0.38	0.39	(0.24)	0.15	0.15
Total	2.84	2.99	(0.46)	2.53	2.53

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 429,825	$ 477,026	$ (18,465)	$ 458,561	$ 475,664
Services and Supplies	129,070	161,295	16,497	177,792	160,800
Other Charges	22,970	18,555	(6,371)	12,184	12,475
Total Operating Expenditures	581,865	656,876	(8,339)	648,537	648,939
Increases to Fund Balances	521,120	152,858	(152,858)	-	-
Total Expenditures	$ 1,102,986	$ 809,734	$ (161,197)	$ 648,537	$ 648,939
Budget By Categories of Revenues					
Use of Money and Property	31,591	10,000	(5,000)	5,000	5,000
Intergovernmental Revenue	3,952,460	266,896	(187,926)	78,970	359,492
Miscellaneous Revenue	30,904	-	-	-	-
Total Operating Revenues	4,014,954	276,896	(192,926)	83,970	364,492
Decreases to Fund Balances	4,617	532,838	31,729	564,567	284,447
Total Revenues	$ 4,019,572	$ 809,734	$ (161,197)	$ 648,537	$ 648,939

First 5

Program

Administration & Support (cont'd)

2016-17 Anticipated Accomplishments

- Moved into new office space (estimated annual savings of $40K in rent).
- Created updated Strategic Plan for 2017-2021.
- 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.
- 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.
- Ensured a high level of fiscal control, transparency, accounting, and reporting; meeting all requirements of state law, the rules and regulations of First 5 California, the County's auditing and fiscal control processes, and an independent third party audit.
- The Commission further ensures fiscal accountability and transparency through its Fiscal Committee made up of Commissioners and members of the First 5 Advisory Board.

2017-19 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 decreasing revenue.
- Ensure a high level of fiscal accountability and oversight in relation to the granting of funds and reporting on outcomes to ensure the effective use of tax payer dollars; compliance with state, local, and other accounting and reporting requirements; and adherence to the will of California voters and Prop 10.
- Streamline fiscal and administrative accountability processes in a manner that preserves accountability, simplifies First 5's work, and reduces burdens on partners.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PROJECT MANAGER	0.48	0.50	-	0.50	0.50
Total	0.48	0.50	-	0.50	0.50

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 88,157	$ 88,220	$ 3,548	$ 91,768	$ 95,041
Services and Supplies	162,018	130,000	20,000	150,000	150,000
Other Charges	114	230	103	333	340
Total Operating Expenditures	250,289	218,450	23,651	242,101	245,381
Total Expenditures	$ 250,289	$ 218,450	$ 23,651	$ 242,101	$ 245,381
Budget By Categories of Revenues					
Intergovernmental Revenue	-	218,450	23,651	242,101	245,381
Total Operating Revenues	-	218,450	23,651	242,101	245,381
Total Revenues	$ -	$ 218,450	$ 23,651	$ 242,101	$ 245,381

2016-17 Anticipated Accomplishments

- Revised current set of indicators that track results so they are easier to gather, more accurately reflect the desired results that are hoped to be achieved, and can be more effectively communicated to the community and taxpayers.
- In conjunction with Commission, modified and updated evaluation framework.
- Worked with community partners to obtain feedback to improve evaluation framework as well as contracting practices.
- Improved the reporting capabilities of our current database so that partners are better able to utilize the information that was entered for program improvement and reporting purposes.

Program

Program Evaluation and Research (cont'd)

2017-19 Objectives

- Support transparency and community engagement by publishing data, results, and outcomes on an ongoing basis and through multiple venues.
- Develop a series of research briefs that outline new and emerging areas impacting children and families in the early years.
- Continue to strengthen the way First 5 collects, tracks, and reports on program indicators and desired results.
- Increase the ability within First 5 and the broader community to measure outcomes and results on a longitudinal basis.
- Streamline contracting/grant making processes so as to simplify First 5's work internally and reduce unnecessary burdens on First 5's partners.
- Improve data collection, alignment, and evaluation to support aligned data systems that are connected with the K-12 system and that expand measurements of kindergarten readiness on a regional or county-wide basis.

First 5

Program

Children's Wellness and Support

First 5's mission is 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.

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 childcare and preschool services and expanding access to them.

Additionally, First 5 invests programmatically in two secondary focus areas:

- Systems Change and Capacity Building.
- Communications and Policy.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PROJECT MANAGER	0.52	0.50	-	0.50	0.50
PROGRAM MANAGER	1.00	1.00	(1.00)	-	-
ADMN OFFICE PRO	0.61	0.74	0.13	0.87	0.87
PUBLIC INFO SPECIALIST	1.00	1.00	-	1.00	1.00
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	0.77	0.66	0.09	0.75	0.75
FINANCIAL OFFICE PRO SR	0.62	0.61	0.24	0.85	0.85
CONTRACTOR	0.23	-	-	-	-
EXTRA HELP	2.63	-	-	-	-
Total	10.38	7.51	(0.54)	6.97	6.97

First 5

Program

Children Wellness and Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,055,031	$ 965,281	$ (60,455)	$ 904,826	$ 931,301
Services and Supplies	2,517,970	2,055,960	342,482	2,398,442	2,603,909
Other Charges	37,680	53,523	(11,913)	41,610	42,216
Total Operating Expenditures	3,610,681	3,074,764	270,114	3,344,878	3,577,426
Other Financing Uses	28,440	28,440	1,560	30,000	30,000
Total Expenditures	$ 3,639,121	$ 3,103,204	$ 271,674	$ 3,374,878	$ 3,607,426
Budget By Categories of Revenues					
Intergovernmental Revenue	216,273	3,063,204	(66,912)	2,996,292	3,228,840
Miscellaneous Revenue	650,401	40,000	338,586	378,586	378,586
Total Operating Revenues	866,673	3,103,204	271,674	3,374,878	3,607,426
Decreases to Fund Balances	106,151	-	-	-	-
Total Revenues	$ 972,825	$ 3,103,204	$ 271,674	$ 3,374,878	$ 3,607,426

2016-17 Anticipated Accomplishments

- Funded local agencies and nonprofits to provide parent education, social service, and/or health access related services to 2,230 parents and children.
- Continued to support the Front Porch program, a partnership between First 5, the Department of Social Services, Community Action Commission (CAC), and Child Abuse Listening and Mediation (CALM) that is working to ensure 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.
- Consistent with last year's decision to transition work to outside agencies, First 5 funded local agencies and nonprofits to improve the quality of services provided in preschool and child care programs countywide. Through this collaborative effort, child care programs were supported in providing higher quality programs to 4,350 children.
- Continued to increase the number of center-based and in-home family child care programs that are nationally accredited. Currently 68 of 152 child care centers nationally accredited up from 48 in FY 15/16 (45% locally, compared to 10% United States /6% California. Currently 20 family child care homes are nationally accredited.
- Created 92 preschool and child care spaces through strategies that leverage funds from other sources.
- Leveraged more than $600,000 from other funders.
- Continued coordinating a countywide system of family resource centers that are implementing a unified approach to services, committed to evidence informed strategies, and tracking and reporting on results; invested in a collaborative effort to improve oral health systems and services serving children in the early years; helped fund the countywide 211 Helpline; supported collaborative strategy to help providers care for children with challenging behaviors; helped launch an effort to improve quality in family, friend, and neighbor child care settings; provided mini-grants and co-sponsorships to more than two-dozen agencies and nonprofits in support of trainings and professional development opportunities and for educational outreach to parents.

Program

Children's Wellness and Support (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Increased membership list to more than 3,843 parents enabling First 5 to connect directly with them about how they can best support their child's health and brain and social/emotional development.

2017-19 Objectives

- Invest in evidence and research informed strategies with an emphasis on serving children and families who are most in need.
- Conduct a new request for proposals for new multi-year contracts in the Family Support Focus Area.
- Continue investments in preschool and child care quality improvement, while also continuing to transition of the leadership of that work to outside partners.
- Seek opportunities to join with other funders and partners to increase the number of licensed preschool spaces and to increase parents' access to them.
- Continue 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.
- Streamline and simplify internal systems and processes in order to emphasize direct services.
- Leverage and align investment strategies with other public sector and philanthropic investors to ensure efficiency in service delivery and maximum impact in the lives of children and families.

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 the 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, Santa Claus Lane Design, Short-term Rentals regulations and Cannabis regulations.
- Pursue adequate and sustainable infrastructure maintenance

Community Resources & Public Facilities

Functional Summary

Staffing By Department	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Agricultural Commissioner/W&M	32.71	33.00	-	33.00	33.00
Planning & Development	82.61	91.63	0.21	91.84	91.84
Public Works	263.05	281.25	-	281.25	281.25
Community Services	100.42	109.01	2.01	111.02	111.02
Total	478.78	514.89	2.22	517.11	517.11

Budget By Department					
Agricultural Commissioner/W&M	$ 4,738,909	$ 5,145,771	$ 63,220	$ 5,208,991	$ 5,469,256
Planning & Development	14,991,157	19,305,807	1,031,648	20,337,455	20,144,197
Public Works	86,046,279	101,817,413	4,348,551	106,165,964	105,617,957
Community Services	22,532,049	27,052,177	842,963	27,895,140	25,170,504
Total	$ 128,308,393	$ 153,321,168	$ 6,286,382	$ 159,607,550	$ 156,401,914

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 55,287,392	$ 63,762,372	$ 2,364,350	$ 66,126,722	$ 69,221,932
Services and Supplies	58,597,603	74,001,193	4,955,607	78,956,800	67,558,085
Other Charges	14,423,398	15,557,603	(1,033,575)	14,524,028	19,621,897
Total Operating Expenditures	128,308,393	153,321,168	6,286,382	159,607,550	156,401,914
Capital Assets	20,519,947	21,390,743	6,932,857	28,323,600	26,776,443
Other Financing Uses	7,943,332	10,858,723	1,125,440	11,984,163	5,878,089
Intrafund Expenditure Transfers (+)	626,497	875,379	(88,307)	787,072	758,139
Overhead Transfers	-	-	-	-	-
Increases to Fund Balances	9,259,798	22,776,310	(5,115,598)	17,660,712	20,262,251
Fund Balance Impact (+)	5,549,779	-	-	-	-
Total	$ 172,207,747	$ 209,222,323	$ 9,140,774	$ 218,363,097	$ 210,076,836

Budget By Categories of Revenues					
Taxes	$ 22,743,891	$ 22,718,108	$ 82,044	$ 22,800,152	$ 23,573,352
Licenses, Permits and Franchises	12,552,419	13,345,328	2,019,567	15,364,895	15,201,522
Fines, Forfeitures, and Penalties	12,540	8,200	54,800	63,000	64,560
Use of Money and Property	1,874,641	1,343,741	(113,887)	1,229,854	1,994,640
Intergovernmental Revenue	31,357,486	34,889,678	5,878,972	40,768,650	43,440,182
Charges for Services	51,761,138	53,940,997	8,485,170	62,426,167	66,685,661
Miscellaneous Revenue	6,800,320	5,505,057	(714,179)	4,790,878	3,998,728
Total Operating Revenues	127,102,435	131,751,109	15,692,487	147,443,596	154,958,645
Other Financing Sources	6,180,263	10,376,368	(267,278)	10,109,090	3,953,433
Intrafund Expenditure Transfers (-)	370,175	749,502	(46,598)	702,904	621,250
Decreases to Fund Balances	16,516,303	46,404,409	(4,902,041)	41,502,368	29,894,902
General Fund Contribution	19,213,000	19,940,935	(1,335,796)	18,605,139	17,765,400
Fund Balance Impact (-)	2,825,571	-	-	-	2,883,206
Total	$ 172,207,747	$ 209,222,323	$ 9,140,774	$ 218,363,097	$ 210,076,836

Community Resources & Public Facilities

Agricultural Commissioner Weights & Measures

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 5,233,991**
Capital	**$ 0**
FTEs	**33.0**

Cathleen Fisher

Agriculture Commissioner/Director of Weights & Measures

- Administration & Support
- Agriculture
- Weights & Measures

Agricultural Commissioner Weights & Measures

Department

Mission Statement

The mission of the Agricultural Commissioner's Office is to 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 8,000 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.

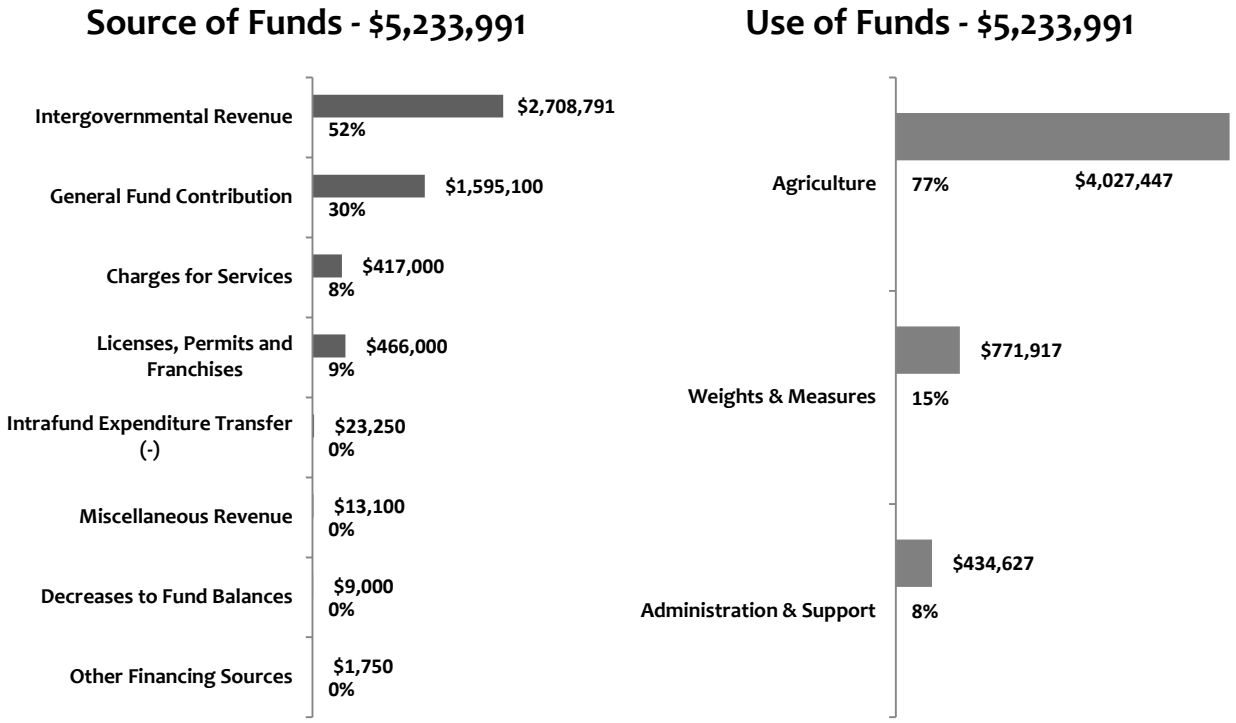
Highlights of 2017-19 Objectives

- The department will implement the newly developed California Pesticide Enforcement Activities Tracking System (CalPEATS) statewide pesticide use enforcement data management system. 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.
- 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.
- Work with our state partners on developing testing procedures for alternative energy fuel sources, such as Hydrogen and electrical vehicle charging stations.

Agricultural Commissioner Weights & Measures

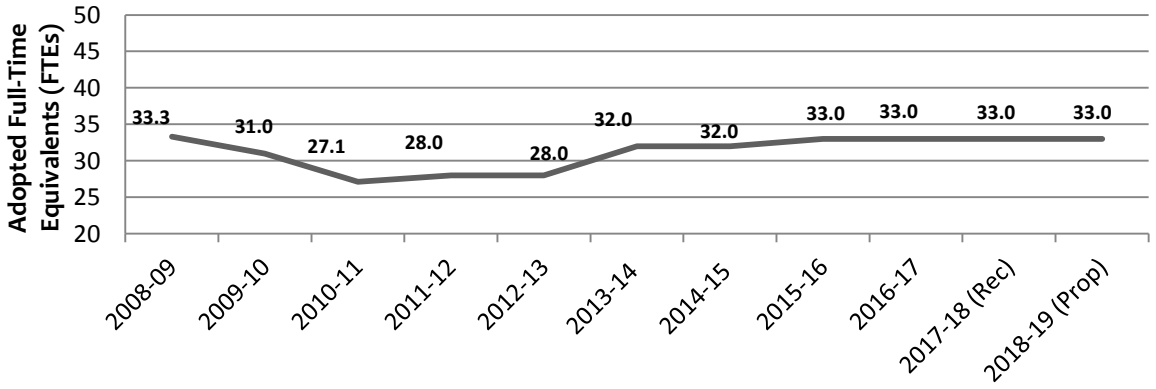
Department

Recommended Sources & Uses of Funds



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 Weights & Measures

Department

Budget Overview

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	2.50	2.02	(0.40)	1.62	1.62
Agriculture	24.60	25.35	0.88	26.23	26.23
Weights & Measures	5.62	5.63	(0.48)	5.15	5.15
Total	32.71	33.00	-	33.00	33.00

Budget By Budget Program					
Administration & Support	$ 485,600	$ 467,921	$ (33,294)	$ 434,627	$ 449,322
Agriculture	3,537,175	3,902,791	99,656	4,002,447	4,201,323
Weights & Measures	716,134	775,059	(3,142)	771,917	818,611
Total	$ 4,738,909	$ 5,145,771	$ 63,220	$ 5,208,991	$ 5,469,256

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 3,684,247	$ 4,075,696	$ 181,662	$ 4,257,358	$ 4,493,384
Services and Supplies	706,295	658,900	(140,029)	518,871	516,500
Other Charges	348,367	411,175	21,587	432,762	459,372
Total Operating Expenditures	4,738,909	5,145,771	63,220	5,208,991	5,469,256
Capital Assets	-	60,000	(60,000)	-	-
Other Financing Uses	49,043	-	25,000	25,000	25,000
Fund Balance Impact (+)	407	-	-	-	-
Total	$ 4,788,359	$ 5,205,771	$ 28,220	$ 5,233,991	$ 5,494,256

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 457,775	$ 441,200	$ 24,800	$ 466,000	$ 501,000
Intergovernmental Revenue	2,045,680	2,338,971	369,820	2,708,791	2,955,356
Charges for Services	562,549	607,100	(190,100)	417,000	447,000
Miscellaneous Revenue	25,147	13,100	-	13,100	13,100
Total Operating Revenues	3,091,151	3,400,371	204,520	3,604,891	3,916,456
Other Financing Sources	5,000	5,000	(3,250)	1,750	-
Intrafund Expenditure Transfers (-)	66,708	66,700	(43,450)	23,250	-
Decreases to Fund Balances	9,000	100,000	(91,000)	9,000	9,000
General Fund Contribution	1,616,500	1,633,700	(38,600)	1,595,100	1,568,800
Total	$ 4,788,359	$ 5,205,771	$ 28,220	$ 5,233,991	$ 5,494,256

Agricultural Commissioner Weights & Measures

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Net Increase of '0' FTE:
  - Current staffing level is at 33.0 FTEs.
  - The department is fully staffed.

Expenditures

- Net operating expenditures increase of $63,000 is primarily due to:
  - +$181,700 increase in Salaries and Employee Benefits reflects an increase in regular salaries, retirement, Social Security, medical insurance costs and unemployment insurance costs.
  - -$140,000 decrease in Services and Supplies due to:
    - -$130,000 decrease in Special Projects.
    - -$22,000 decrease in professional and special services
    - -$7,600 decrease in transportation and travel
    - +$19,600 increase in other Services and Supplies.
  - +$21,600 increase in Other Charges for Utilities and Other Services.

These changes result in Recommended operating expenditures of $5,208,991, and other financing uses of $25,000 for total expenditures of $5,233,991.

Revenues

- Net operating revenue increase of $204,500 is primarily due to:
  - +$369,800 increase in Intergovernmental Revenue for our agricultural programs
  - - $190,100 decrease in Charges for Services due to the completion of weed abatement grants.
  - +$24,800 increase in Licenses, Permits and Franchises due to new businesses being added to the Weights and Measures database.

These changes result in Recommended operating revenues of $3,604,891, non-operating revenues of $1,629,100 and total revenues of $5,233,991. Non-operating revenues primarily include General Fund Contribution and transfers from another department.

Agricultural Commissioner Weights & Measures

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

Operating expenditures in FY 2018-2019 are expected to increase $260,300, 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 $311,600 primarily due to increased State revenue for agricultural programs.

Non-operating revenue is expected to have a decrease of $46,500 due to a reduction of Intra-fund transfer and a decrease in the general fund contribution allocation formula.

The combination of increased operating expenditures and an increase in total revenue in FY 2018-2019 will result in a projected balanced budget maintaining existing service levels.

Related Links

For more information on the Agricultural Commissioner, refer to the website at http://www.agcommissioner.com.

Agricultural Commissioner Weights & Measures

Department

Performance Measures

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support					
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	48% 16/33	100% 45/45	99% 32/33	100% 33/33	100% 33/33
Agriculture					
Percent of 28 planned Certified Farmers' Market inspections conducted	Not Used in Prior Years	Not Used in Prior Years	100% 28/28	100% 28/28	100% 28/28
Percent of 400 planned pesticide monitoring inspections conducted	112% 448/400	104% 414/400	100% 400/400	100% 400/400	100% 400/400
Percent of 100 planned education/outreach sessions conducted	Not Used in Prior Years	Not Used in Prior Years	100% 100/100	100% 100/100	100% 100/100
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 85 planned petroleum audit inspections	Not Used in Prior Years	Not Used in Prior Years	100% 85/85	100% 85/85	100% 85/85

Agricultural Commissioner Weights & Measures

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
AG COMM/SEALER WGTS-MEAS	0.76	0.72	0.10	0.82	0.82
ASST DIRECTOR	0.63	0.66	(0.30)	0.36	0.36
EDP SYS & PROG ANLST	0.31	0.31	(0.14)	0.17	0.17
TEAM/PROJECT LDR-GEN	0.22	0.22	(0.10)	0.12	0.12
DEPUTY DIRECTOR	0.01	0.01	(0.01)	-	-
AGRI COMMISSIONER-DEPT	0.03	0.04	0.02	0.06	0.06
ADMN OFFICE PRO	0.03	0.04	(0.02)	0.02	0.02
AGRICULTURAL INTEGRATED PEST MANAGEMI	-	-	0.01	0.01	0.01
AGRI BIOLOGIST SUPV	0.01	-	0.01	0.01	0.01
AGRI BIOLOGIST	0.03	0.02	0.01	0.03	0.03
WGTS-MEASURES INSP	0.01	-	0.01	0.01	0.01
EXTRA HELP	0.47	-	-	-	-
Total	2.50	2.02	(0.40)	1.62	1.62

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 440,760	$ 422,314	$ (32,581)	$ 389,733	$ 403,112
Services and Supplies	12,062	21,600	(2,006)	19,594	19,475
Other Charges	32,778	24,007	1,293	25,300	26,735
Total Operating Expenditures	485,600	467,921	(33,294)	434,627	449,322
Total Expenditures	$ 485,600	$ 467,921	$ (33,294)	$ 434,627	$ 449,322
Budget By Categories of Revenues					
Intergovernmental Revenue	25,570	131,990	(65,044)	66,946	67,539
Total Operating Revenues	25,570	131,990	(65,044)	66,946	67,539
Other Financing Sources	5,000	5,000	(3,250)	1,750	-
Intrafund Expenditure Transfers (-)	66,708	66,700	(43,450)	23,250	-
General Fund Contribution	80,800	264,231	78,450	342,681	78,440
Total Revenues	$ 178,078	$ 467,921	$ (33,294)	$ 434,627	$ 145,979

2016-17 Anticipated Accomplishments

Administrative staff continue to ensure at least 95% of the agricultural and pest control industry make the transition to enter their pesticide use reports into the CalAg Permit system directly. This has led to an efficiency in cost savings.

Administration & Support (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

Administrative staff work with the agricultural industry to ensure they are entering inspection data directly into the Phytosanitary Certificate Issuance & Tracking System.

Safety Team continues 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.

2017-19 Objectives

Administrative staff will reformat the Weights and Measures Device registration renewal notice form to increase efficiency in the permitting process.

Administrative staff will initiate the use of an on-line credit card payment system to improve convenience and efficiency in the payment of department business permits.

Administrative staff will review our schedule of fees to improve cost recovery.

Agricultural Commissioner Weights & Measures

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
AG COMM/SEALER WGTS-MEAS	0.18	0.15	(0.06)	0.10	0.10
ASST DIRECTOR	0.31	0.28	0.32	0.60	0.60
EDP SYS & PROG ANLST	0.63	0.62	0.15	0.77	0.77
TEAM/PROJECT LDR-GEN	0.78	0.78	0.10	0.88	0.88
DEPUTY DIRECTOR	0.06	0.01	0.12	0.14	0.14
AGRI COMMISSIONER-DEPT	1.97	1.96	(0.02)	1.94	1.94
ADMN OFFICE PRO	2.50	2.64	0.08	2.72	2.72
AGRICULTURAL INTEGRATED PEST MANAGEMI	0.27	1.00	(0.01)	0.99	0.99
AGRI BIOLOGIST SUPV	1.99	2.00	(0.01)	1.99	1.99
WGTS-MEASURES INSP	1.02	1.04	(0.84)	0.20	0.20
AGRI BIOLOGIST	11.98	13.98	0.99	14.97	14.97
ADMN OFFICE PRO SR	0.82	0.89	0.05	0.93	0.93
PLANT PATHOLOGIST	0.65	-	-	-	-
ENTOMOLOGIST	0.65	-	-	-	-
EXTRA HELP	0.77	-	-	-	-
Total	24.60	25.35	0.88	26.23	26.23

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 2,651,892	$ 3,003,123	$ 225,626	$ 3,228,749	$ 3,409,522
Services and Supplies	660,772	592,100	(140,197)	451,903	450,125
Other Charges	224,511	307,568	14,227	321,795	341,676
Total Operating Expenditures	3,537,175	3,902,791	99,656	4,002,447	4,201,323
Other Financing Uses	26,995	-	25,000	25,000	25,000
Total Expenditures	$ 3,564,170	$ 3,902,791	$ 124,656	$ 4,027,447	$ 4,226,323
Budget By Categories of Revenues					
Licenses, Permits and Franchises	7,351	5,000	1,000	6,000	6,000
Intergovernmental Revenue	2,020,110	2,206,981	434,864	2,641,845	2,887,817
Charges for Services	553,295	598,300	(190,300)	408,000	438,000
Miscellaneous Revenue	6,297	2,700	-	2,700	2,700
Total Operating Revenues	2,587,053	2,812,981	245,564	3,058,545	3,334,517
Decreases to Fund Balances	9,000	-	9,000	9,000	9,000
General Fund Contribution	1,212,400	1,089,810	(129,908)	959,902	1,176,600
Total Revenues	$ 3,808,453	$ 3,902,791	$ 124,656	$ 4,027,447	$ 4,520,117

AGRICULTURE (CONT'D)

2016-17 Anticipated Accomplishments

The 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.

Initiated the training of staff on the use of the statewide California Pesticide Enforcement Activities Tracking System (CalPEATS).

Prepared and trained staff, collaborated with other county departments and participated in November 2016 Diablo Canyon Nuclear Power Plant Ingestion Pathway Emergency Response Exercise.

Staff worked closely with the Emergency Operations Center (EOC) on the Sherpa Fire response and improved communication between emergency responders and the agricultural community in the affected areas. We collected and assimilated disaster fire statistics which affected agriculture resulting from the Sherpa Fire and Rey Fire.

Participating in the County Sustainability Committee by collaborating with the University of California Cooperative Extension, Cachuma Resource Conservation District, and other organizations to gather data on progress toward the six Agricultural Measures listed in the County's Energy and Climate Action Plan (ECAP).

The Detection Dog Team has integrated into all County parcel facilities and has been certified to begin work in the United States Postal facilities. The team also conducts public education and outreach events to emphasize the importance of preventing invasive pests from entering the County and State.

Provided outreach and education on the Asian Citrus Psyllid (ACP) pest that spreads Huanglongbing (HLB), the devastating disease of citrus trees, to the citrus growers, the public, and the beekeeper associations.

Assisting 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.

Implemented a pesticide container recycling event for the Agricultural and pest control industry. This event is to help prevent and/or minimize plastic containers from entering the county landfills.

Plan and participate in the second Spray Safe Event (2017) in Santa Barbara County. This event was developed by growers and applicators with a commitment to safe farming, workers safety, and the protection of public health.

AGRICULTURE (CONT'D)

2017-19 Objectives

Obtain 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.

The Agricultural Integrated Pest Management Specialist (AIPMS) will provide education and outreach to the regulated community by facilitating collaboration between the department, educational institutions, and other groups.

Collaborate with other agencies including UCCE, UCSB and the community on developing a comprehensive response to the Shothole borer discovery in our county.

Develop training for staff, and industry, to provide education on the new Federal and State Pesticide Regulations and to ensure the understanding of changes and its compliance.

Under the Department of Pesticide Regulation (DPR) guidance and oversight, the department will conduct necessary training and outreach to cannabis cultivators on the state's pesticide regulatory program.

Conduct additional education and outreach to the structural pest control industry.

Prepare and train the Detection Dog Team to conduct inspections in United States Postal facilities which are major pathways for invasive pests.

Conduct process improvement in the Direct Marketing program to increase compliance and enforcement consistency countywide.

Prepare an agricultural disaster response plan that focuses on providing contact and other information to responders in emergency situations such as fire or flood.

Plan and participate in the third Spray Safe Event (2019) in Santa Barbara County.

Agricultural Commissioner Weights & Measures

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
AG COMM/SEALER WGTS-MEAS	0.06	0.13	(0.04)	0.08	0.08
ASST DIRECTOR	0.06	0.06	(0.03)	0.03	0.03
EDP SYS & PROG ANLST	0.07	0.08	(0.01)	0.06	0.06
DEPUTY DIRECTOR	0.93	0.98	(0.12)	0.86	0.86
ADMN OFFICE PRO	0.35	0.31	(0.06)	0.25	0.25
WGTS-MEASURES INSP	3.96	3.96	(0.17)	3.79	3.79
ADMN OFFICE PRO SR	0.18	0.11	(0.05)	0.07	0.07
Total	5.62	5.63	(0.48)	5.15	5.15

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 591,595	$ 650,259	$ (11,383)	$ 638,876	$ 680,750
Services and Supplies	33,460	45,200	2,174	47,374	46,900
Other Charges	91,079	79,600	6,067	85,667	90,961
Total Operating Expenditures	716,134	775,059	(3,142)	771,917	818,611
Capital Assets	-	60,000	(60,000)	-	-
Other Financing Uses	22,048	-	-	-	-
Total Expenditures	$ 738,182	$ 835,059	$ (63,142)	$ 771,917	$ 818,611
Budget By Categories of Revenues					
Licenses, Permits and Franchises	450,424	436,200	23,800	460,000	495,000
Charges for Services	9,254	8,800	200	9,000	9,000
Miscellaneous Revenue	18,850	10,400	-	10,400	10,400
Total Operating Revenues	478,528	455,400	24,000	479,400	514,400
Decreases to Fund Balances	-	100,000	(100,000)	-	-
General Fund Contribution	323,300	279,659	12,858	292,517	313,760
Total Revenues	$ 801,828	$ 835,059	$ (63,142)	$ 771,917	$ 828,160

Weights & Measures (cont'd)

2016-17 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 95% compliance rate;
- 1,500 small capacity scales (grocery store scales, farmers markets, recycling and shipping scales) were inspected and resulted in a 94% 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 85% compliance rate.

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.

Department placed into service the first alternative hydrogen fueling dispenser in Santa Barbara County which serves as a midway fueling point between northern and southern California.

The Department's Deputy Sealer will continue attending as a voting delegate at the 2017 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.

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.

Replace aging weight mover equipment unit with a more efficient and safer unit in order to ensure appropriate testing of heavy capacity scales.

Weights & Measures (cont'd)

2017-19 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.

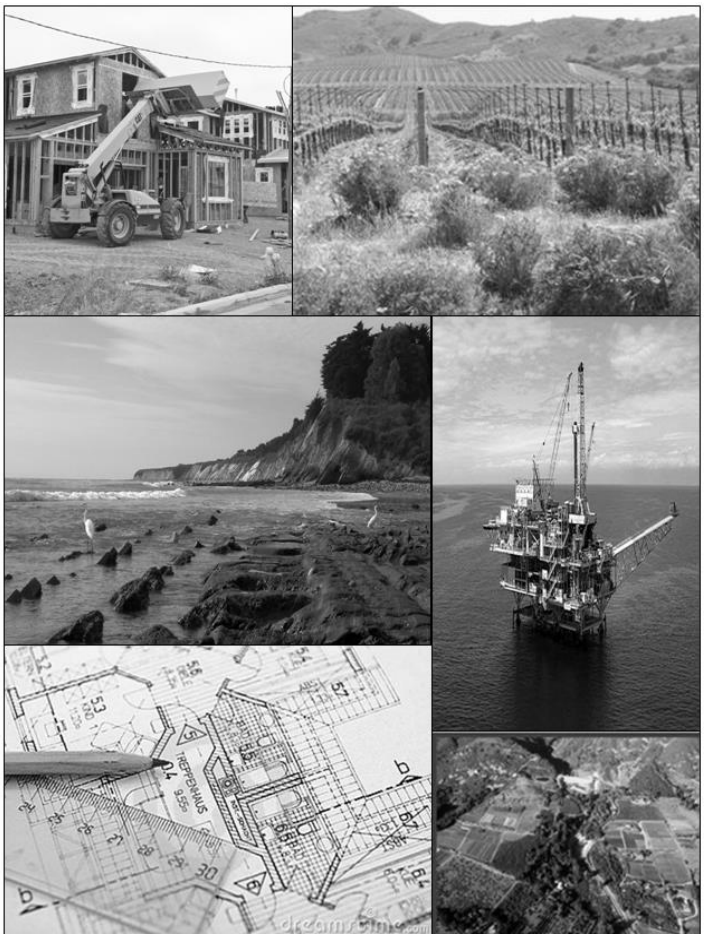
Continue to survey businesses, which include agricultural processing plants and wineries, to increase the number of businesses that qualify for the County Wholesale Packer Program.

Continue to work with State partners on developing testing procedures for alternative energy fuel sources, such as Hydrogen and electric vehicle charging stations.

Under California Division of Measurement Standard's (DMS) guidance and oversight, the department will conduct necessary training and outreach of the state's regulatory program for device and package inspections to cannabis businesses.

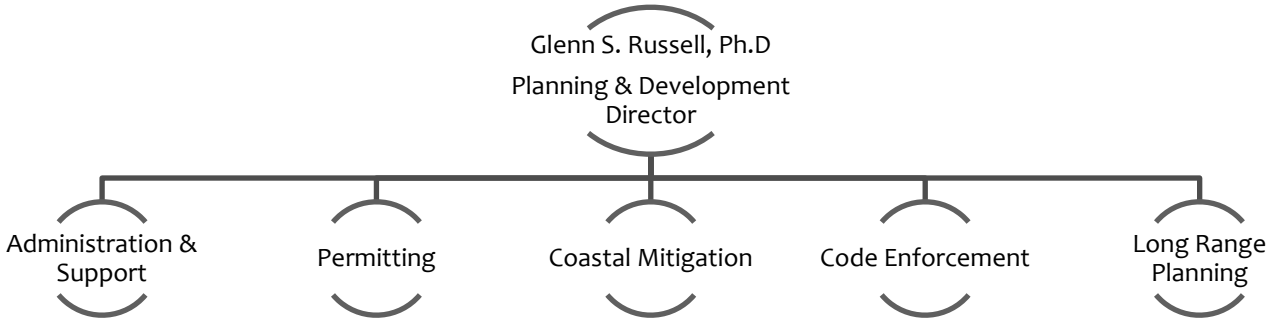
Agricultural Commissioner Weights & Measures

Planning & Development



Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 20,337,455**
Capital	**$ 28,600**
FTEs	**91.8**



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 and maintain 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, programs, and ordinances at the direction of the Board of Supervisors to foster long range economic, social, cultural, and environmental vitality throughout the County.

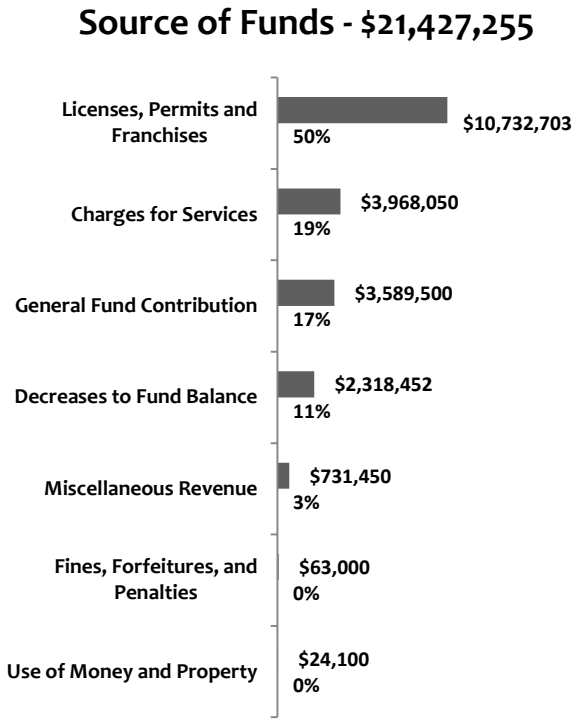
Highlights of 2017-19 Objectives

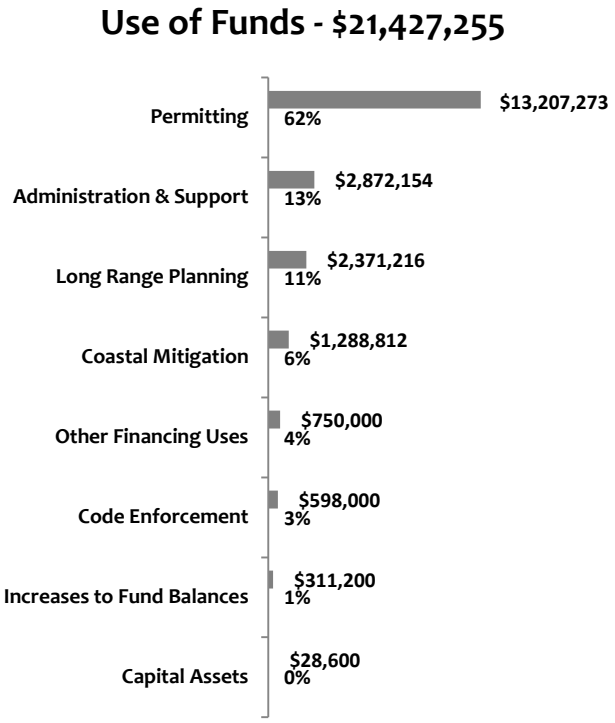
- Complete ordinance amendments to comprehensively regulate cannabis activities for both recreational and medicinal use, including growing, sales, processing, manufacturing and distribution.
- Complete full adoption of the Gaviota Coast Plan, including Coastal Commission certification.
- Complete ordinance amendments to address permitting requirements for agricultural hoop structures to support the evolving needs of agriculture.
- Complete the Hollister-State Street streetscape plan that will set forth specific design components for the Public Works Department's roadway plans for the Hollister-State Street corridor.
- 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 to focus on providing accurate initial cost and time estimates for large planning projects.
- Complete digital conversion and public online access for paper staff-issued planning permits.

Planning & Development

Department

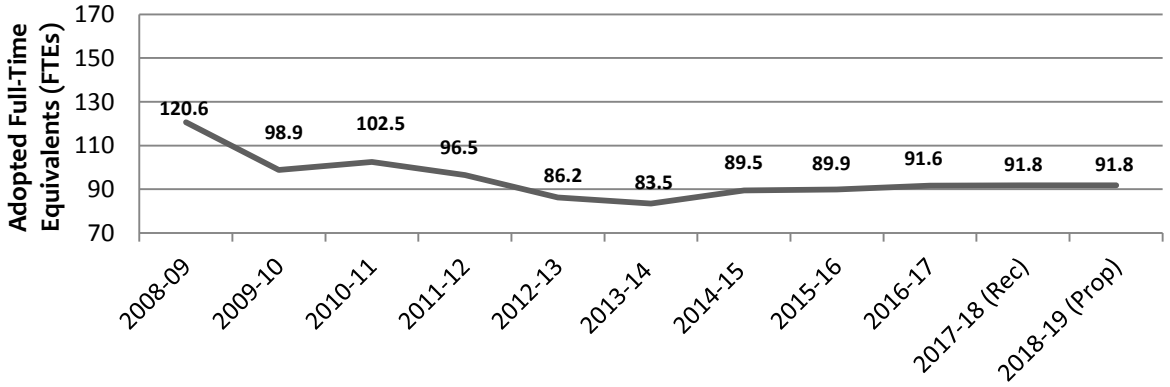
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	14.18	15.47	0.26	15.74	15.74
Permitting	54.74	60.58	(0.06)	60.52	60.52
Coastal Mitigation	0.15	0.16	0.01	0.17	0.17
Code Enforcement	3.46	3.86	0.03	3.89	3.89
Long Range Planning	10.07	11.56	(0.03)	11.52	11.52
Total	82.61	91.63	0.21	91.84	91.84

Budget By Budget Program					
Administration & Support	$ 2,523,369	$ 2,753,003	$ 119,151	$ 2,872,154	$ 2,869,279
Permitting	9,375,807	12,606,657	600,616	13,207,273	13,735,408
Coastal Mitigation	578,437	1,040,668	248,144	1,288,812	716,825
Code Enforcement	491,065	555,318	42,682	598,000	619,634
Long Range Planning	2,022,479	2,350,161	21,055	2,371,216	2,203,051
Total	$ 14,991,157	$ 19,305,807	$ 1,031,648	$ 20,337,455	$ 20,144,197

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 11,237,761	$ 12,730,505	$ 505,728	$ 13,236,233	$ 13,848,307
Services and Supplies	2,634,574	4,948,618	346,508	5,295,126	5,032,710
Other Charges	1,118,822	1,626,684	179,412	1,806,096	1,263,180
Total Operating Expenditures	14,991,157	19,305,807	1,031,648	20,337,455	20,144,197
Capital Assets	11,823	17,000	11,600	28,600	29,443
Other Financing Uses	61,105	411,000	339,000	750,000	-
Increases to Fund Balances	296,076	254,000	57,200	311,200	315,325
Fund Balance Impact (+)	491,719	-	-	-	-
Total	$ 15,851,881	$ 19,987,807	$ 1,439,448	$ 21,427,255	$ 20,488,965

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 8,279,768	$ 9,354,616	$ 1,378,087	$ 10,732,703	$ 11,028,382
Fines, Forfeitures, and Penalties	12,540	8,200	54,800	63,000	64,560
Use of Money and Property	30,691	13,200	10,900	24,100	24,560
Intergovernmental Revenue	442,940	158,000	(158,000)	-	-
Charges for Services	1,243,053	3,222,827	745,223	3,968,050	3,979,415
Miscellaneous Revenue	868,159	1,007,306	(275,856)	731,450	741,105
Total Operating Revenues	10,877,152	13,764,149	1,755,154	15,519,303	15,838,022
Other Financing Sources	-	49,822	(49,822)	-	-
Decreases to Fund Balances	310,329	1,454,036	864,416	2,318,452	546,250
General Fund Contribution	4,664,400	4,719,800	(1,130,300)	3,589,500	3,494,400
Fund Balance Impact (-)	-	-	-	-	610,293
Total	$ 15,851,881	$ 19,987,807	$ 1,439,448	$ 21,427,255	$ 20,488,965

Planning & Development

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Increase of 0.21 FTE:
  - The 0.21 FTE increase reflects the net effect of changes in three part-time positions, all of which occurred mid-year in FY 2016-17.

Expenditures

- Net operating expenditure increase of $1,032,000:
  - +$506,000 increase in Salaries and Employee Benefits due to general salary and benefit cost increases and the mid-year net increase of 0.21 in part-time employee schedules.
  - +$347,000 increase in Services and Supplies due to a $460,000 increase in applicant-funded consultant services offset by a decrease of $69,000 in Long Range Planning contract-based grant projects and $44,000 in miscellaneous office expenses such as printing and office supplies.
  - +$179,000 increase in Other Charges due to a $250,000 increase in coastal mitigation grant awards offset by a decrease of $43,000 in motor pool charges and $28,000 in general liability insurance charges.
- Net non-operating expenditure increase of $408,000:
  - +$339,000 increase in Other Financing Uses reflecting an increased transfer to the Community Services Department for expenditures related to the Jalama Beach affordable overnight accommodations.
  - +$57,000 increase in Increases to Fund Balances primarily reflecting potential changes in Petroleum Fund fund balance available.
  - +$12,000 increase in Capital Assets representing changing equipment replacement needs.

These changes result in Recommended operating expenditures of $20,337,000 and non-operating expenditures of $1,090,000, for total expenditures of $21,427,000.

Revenues

- Net operating revenue increase of $1,755,000:
  - +$1,378,000 increase in Licenses, Permits, and Franchises reflects projected increases in planning and building permit revenue due to increased cost recovery through newly adopted fee adjustments.
  - +$745,000 increase in Charges for Services reflecting increases in applicant-funded consultant services and petroleum inspection fee revenue.
  - -$276,000 decrease in Miscellaneous Revenue reflects decreased Coastal Resource Enhancement Fund fees as a result of the shutdown of the Plains pipeline.
  - -$158,000 decrease in Intergovernmental Revenue reflecting reduced grant funding for Long Range Planning projects.
  - +$55,000 increase in Fines, Forfeitures, and Penalties reflecting an accounting shift of administrative fine revenue from Licenses, Permits, and Franchises to Fines, Forfeitures, and Penalties.
  - +$11,000 increase in Use of Money and Property for Interest Income.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- Net non-operating revenue decrease of $316,000:
  - -$1,130,000 decrease in General Fund Contribution reflects a reduction in General Fund allocation of $1,000,000 offset by anticipated increases in fee revenues resulting from newly adopted fee adjustments, and a $130,000 reduction per Board-adopted budget allocation policy.
  - +$864,000 increase in Use of Fund Balances reflects a $339,000 increased transfer amount of mitigation funds to the Community Services Department for the Jalama cabins project, $324,000 for mitigation grant program, and use of $43,000 to fund Long Range Planning consultant services offset by various changes in use of fund balance for one-time needs.
  - -$50,000 decrease in Other Financing Sources reflecting reduced grant funding for Long Range Planning projects.

These changes result in Recommended operating revenues of $15,519,000, non-operating revenues of $5,908,000, for total revenues of $21,427,000.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 proposed budget projects an overall General Fund shortfall of $610,000. Projected fee revenue increases will offset nearly half of the $612,000 in projected Salary and Benefit increases in FY 2018-19, leaving a Salary and Benefit shortfall of $317,000. Projected general increases of $155,000 in ongoing Services and Supplies and Other Charges costs, a proposed $95,000 reduction in General Fund Contribution, as well as the one-time use of $43,000 in fund balance for Long Range Planning consultant services in FY 2017-18, when combined with the portion of Salary and Benefit increases unrecovered through revenue, results in the projected overall General Fund shortfall of $610,000 in FY 2018-19.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration					
Percent of lost time at 4% or less, providing a productive workforce.	3% 5,026/ 174,848	3% 5,425/ 171,187	3% 5,750/ 174,694	Target < 4%	Target < 4%
Percent of departmental Employee Performance Reviews completed by the due date.	65% 58/89	91% 74/81	89% 73/82	Target = 100% ~91/91	Target = 100% ~91/91
Permitting					
Provide initial planner feedback on staff-issued permit applications within ten (10) working days of application submittal.	86% 471/545	79% 393/499	91% ~486/534	Target = 100% ~ 500/500	Target = 100% ~ 500/500
Issue complete or incomplete letters on discretionary project submittals within 30 days of submittal or re-submittal by the project applicant.	94% 180/191	94% 154/164	99% ~198/200	Target = 100% ~ 200/200	Target = 100% ~ 200/200
Approve staff-issued permits within 60 days of application submittal.	60% 365/605	60% 386/647	70% ~524/750	Target = 80% ~ 600/750	Target = 80% ~ 600/750
Present to decision maker within 4 months of application completeness on planning projects that require a CEQA Exemption.	69% 35/51	81% 39/48	84% ~52/62	Target = 95% ~ 57/60	Target = 95% ~ 57/60
Present to decision maker within 6 months of application completeness on planning projects that require a Negative Declaration or addendum to Negative Declaration.	52% 13/25	58% 11/19	69% ~11/16	Target = 80% ~ 12/15	Target = 80% ~ 12/15
Conduct pre-construction meetings on projects requiring permit compliance monitoring within five (5) working days of an applicant's requested date.	100% 23/23	93% 40/43	98% ~41/42	Target = 100% ~ 40/40	Target = 100% ~ 40/40
Conduct final inspections on projects for sign-off on conditions of approval within five working days of an applicant's requested date.	94% 62/66	98% 51/52	100% ~64/64	Target = 100% ~ 60/60	Target = 100% ~ 60/60

PERFORMANCE MEASURES (CONT'D)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
For planning permits requiring a security deposit, provide applicants an estimate of total costs where 90% of estimates are within 110% of actual costs.	62% 43/69	65% 164/252	79% ~298/376	Target = 90% ~ 315/350	Target = 90% ~ 315/350
Complete first plan check review for grading plans < 1500 cubic yards within two (2) weeks of application acceptance.	86% 96/111	90% 103/115	95% ~99/104	Target = 100% ~ 100/100	Target = 100% ~ 100/100
Complete inspections within one business day of requested date.	99% 22,371/22,489	99.6% 22,497/22,591	99.8% ~22,504/22,560	Target = 100% ~22,500/22,500	Target = 100% ~22,500/22,500
Complete first plan check review for medium to large projects (>600 sq ft) within 30 calendar days of completed prep review.	84% 537/636	94% 535/572	89% ~524/592	Target = 100% ~ 600/600	Target = 100% ~ 600/600
Provide complete response to project applicants within 30 calendar days for compliance plans that require approval or updating.	94% 61/65	100% 55/55	100% ~50/50	Target = 100% ~ 50/50	Target = 100% ~ 50/50
Perform oil well and tank farm inspections on all well and tank farm sites monitored by the Petroleum Unit.	2,671	2,574	2,613	Target = 2,613	Target = 2,613
Code Enforcement					
Make a determination of whether a violation exists within 60 days of receiving the complaint.	88% 500/566	87% 436/502	92% ~590/638	Target = 100% ~ 600/600	Target = 100% ~ 600/600
Send initial advisory contact letter to property owners within one business day for non-health and safety or ongoing construction complaints.	96% 411/429	97% 275/284	99% ~366/368	Target = 100% ~ 500/500	Target = 100% ~ 500/500

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIRECTOR	1.00	0.96	0.04	1.00	1.00
ASST DIRECTOR	0.44	0.35	-	0.35	0.35
DIVISION CHIEF	0.59	0.66	(0.12)	0.54	0.54
PLANNING PROCESS ANALYST	0.94	0.94	-	0.94	0.94
BUSINESS MANAGER	0.46	0.58	0.01	0.60	0.60
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
PLANNER	-	0.01	-	0.01	0.01
ADMN OFFICE PRO	2.26	1.95	(0.15)	1.80	1.80
FINANCIAL OFFICE PRO	1.86	1.60	1.19	2.79	2.79
ACCOUNTANT	0.92	0.90	-	0.90	0.90
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST	0.77	0.87	-	0.87	0.87
EDP SYS & PROG ANLST	-	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	0.92	0.85	0.09	0.94	0.94
ADMN OFFICE PRO SR	1.81	1.80	0.20	2.00	2.00
FINANCIAL OFFICE PRO SR	0.19	1.00	(1.00)	-	-
Total	14.18	15.47	0.26	15.74	15.74

Planning & Development

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 2,063,857	$ 2,292,609	$ 72,568	$ 2,365,177	$ 2,467,163
Services and Supplies	404,498	403,722	47,285	451,007	343,885
Other Charges	55,015	56,672	(702)	55,970	58,231
Total Operating Expenditures	2,523,369	2,753,003	119,151	2,872,154	2,869,279
Capital Assets	6,402	3,400	(400)	3,000	3,090
Increases to Fund Balances	256,802	251,000	(1,000)	250,000	250,000
Total Expenditures	$ 2,786,573	$ 3,007,403	$ 117,751	$ 3,125,154	$ 3,122,369
Budget By Categories of Revenues					
Licenses, Permits and Franchises	463,902	769,565	74,312	843,877	880,000
Fines, Forfeitures, and Penalties	12,540	8,200	2,800	11,000	11,000
Use of Money and Property	584	200	300	500	500
Charges for Services	5,695	15,400	38,000	53,400	55,490
Miscellaneous Revenue	331,633	286,400	13,600	300,000	309,000
Total Operating Revenues	814,353	1,079,765	129,012	1,208,777	1,255,990
Decreases to Fund Balances	84	306,817	147,690	454,507	265,100
General Fund Contribution	1,601,107	1,649,919	(188,049)	1,461,870	1,391,628
Total Revenues	$ 2,415,544	$ 3,036,501	$ 88,653	$ 3,125,154	$ 2,912,718

2016-17 Anticipated Accomplishments

- Continued employee engagement efforts.
- Completed two rounds of Leadership Development Trainings as part of succession planning initiative.
- Completed a comprehensive fee study for permitting and inspection services to provide consistent billing practices and methodologies, and reduce complexity of the fee process.
- Completed the digital conversion of historic microfiche planning permit records and provided online access of these records for customers and staff.
- Initiated service contract and began digital conversion of paper staff issued planning permits.

2017-19 Objectives

- Complete digital conversion and public online access for paper staff-issued planning permits.
- Conduct additional succession planning training with supervisors and managers.
- Coordinate implementation of electronic plan review for development review.
- Complete restructure of P&D web pages to be more user and mobile friendly.
- Implement and install new teleconferencing system solutions for conference rooms.
- Implement online application submittal capabilities for certain types of simple permits.
- Implement credit card option for online and direct permit and invoice payments.

Planning & Development

Program

PERMITTING

Provides permit information and permitting services for staff level 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. Provides recommendations 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. Ensures compliance with zoning regulations, environmental mitigation measures, and conditions of approval.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DIRECTOR	0.43	0.42	-	0.42	0.42
DIVISION CHIEF	0.22	0.08	0.12	0.20	0.20
DEPUTY DIRECTOR	1.82	1.94	0.98	2.92	2.92
ENTERPRISE LDR-GEN	0.35	-	-	-	-
EXECUTIVE STAFF ASST	0.68	0.99	(0.99)	-	-
ENERGY SPECIALIST	0.99	0.96	0.05	1.00	1.00
PLANNER SUPERVISING	3.25	3.29	-	3.29	3.29
PLANNING PROCESS ANALYST	0.06	0.06	-	0.06	0.06
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.00	3.00	-	3.00	3.00
BUSINESS MANAGER	0.08	0.01	(0.01)	-	-
PLANNER	19.67	20.29	0.69	20.98	20.98
BLDG ENGNR INSPECTOR SUPV	3.73	3.82	-	3.82	3.82
ADMN OFFICE PRO	4.04	4.24	0.16	4.40	4.40
FINANCIAL OFFICE PRO	0.02	-	0.01	0.01	0.01
PETROLEUM SPECIALIST	1.99	2.00	-	2.00	2.00
ACCOUNTANT	0.08	0.10	-	0.10	0.10
ASST PLAN CHECKER	2.00	2.00	-	2.00	2.00
BLDG ENGNR INSPECTOR SPEC	0.98	1.00	-	1.00	1.00
GRADING INSPECTOR SR	1.98	1.95	-	1.95	1.95
BLDG ENGNR INSPECTOR	6.24	9.25	(0.98)	8.27	8.27
EXECUTIVE SECRETARY	0.08	0.15	(0.09)	0.06	0.06
ADMN OFFICE PRO SR	1.99	2.00	-	2.00	2.00
BUILDING PERMIT TECH	2.04	3.00	-	3.00	3.00
CONTRACTOR	-	0.04	-	0.04	0.04
EXTRA HELP	0.04	-	-	-	-
Total	54.74	60.58	(0.06)	60.52	60.52

Program

Permitting (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,236,925	$ 8,208,181	$ 298,466	$ 8,506,647	$ 8,905,647
Services and Supplies	1,608,758	3,844,921	365,579	4,210,500	4,313,772
Other Charges	530,123	553,555	(63,429)	490,126	515,989
Total Operating Expenditures	9,375,807	12,606,657	600,616	13,207,273	13,735,408
Capital Assets	4,066	11,390	12,210	23,600	24,293
Other Financing Uses	50,954	411,000	339,000	750,000	-
Increases to Fund Balances	19,663	-	60,000	60,000	60,000
Total Expenditures	$ 9,450,489	$ 13,029,047	$ 1,011,826	$ 14,040,873	$ 13,819,701
Budget By Categories of Revenues					
Licenses, Permits and Franchises	7,445,249	8,175,733	1,145,625	9,321,358	9,563,890
Use of Money and Property	16,779	3,500	10,000	13,500	13,860
Charges for Services	1,186,914	3,147,427	703,423	3,850,850	3,859,050
Miscellaneous Revenue	15,019	4,080	1,920	6,000	6,180
Total Operating Revenues	8,663,962	11,330,740	1,860,968	13,191,708	13,442,980
Decreases to Fund Balances	296,155	712,759	97,241	810,000	60,000
General Fund Contribution	1,049,786	956,454	(917,289)	39,165	58,562
Total Revenues	$ 10,009,903	$ 12,999,953	$ 1,040,920	$ 14,040,873	$ 13,561,542

2016-17 Anticipated Accomplishments

- Coordinated and carried out regulatory responsibilities associated with the Refugio/Plains All American Pipeline oil spill and response, including: participating in monitoring activities and close out of incident command; processed and issued the operator the necessary follow-on Coastal Development Permit; and participated in the Natural Resource Damage Assessment process as an advisor to the Trustee Agencies.
- Provided key technical participation in the State Fire Marshall's development of regulations to implement new state pipeline safety (AB 864) and inspection (SB 295) laws that arose directly as a result of the Refugio oil spill and its aftermath.
- Monitored the systematic removal of 404,000 bbl of crude oil via truck transport from ExxonMobil's Las Flores Canyon facility onsite storage tanks due to the shutdown of the Plains All American Oil Pipeline.
- Completed the Shell (Hercules) Molino Canyon PCB Clean-up and Restoration Project on the Gaviota Coast, removing long-existing soil contamination from an abandoned gas plant site, restoring the canyon and vegetation community to pre-existing conditions.
- Completed annual inspections of all 17 mining operations within the County to ensure compliance with State Dept. of Conservation requirements.
- Processed and approved approximately 1,150 zoning permits and nearly 3,200 building permits with a valuation of $272 million.
- Maintained a 99% on-time inspection rate.
- Updated the building code to incorporate 2016 State updates and implemented new electric vehicle charging station requirements.

Permitting (cont'd)

- Continued customer outreach process to review current building permitting procedures to increase efficiency and enhance customer satisfaction.
- Provided electronic plan check for all building permit projects.
- Continued to coordinate with state and federal wildlife agencies on the project review process for addressing impacts to the California Tiger Salamander and other listed species.
- Implemented an early consultation process with responsible and trustee agencies to improve the quality of environmental review documents and to streamline the CEQA review process.
- Revised and updated the procedures for processing non-renewal applications for Williamson Act Contracts.
- Completed processing a number of major projects, including:
  - Hilt Winery
  - Sierra Grande Rural Recreation Project
  - Casa Dorinda Master Plan Update
  - Curletti Farm Labor Housing
  - Cate School Master Plan Update
  - Pacific Coast Energy Company Orcutt Hill Resource Enhancement Project
  - Shell Guadalupe Dunes CUP In-Lieu Fee Mitigation Project
  - Gaviota Terminal Company Demolition and Reclamation Plan full site restoration

2017-19 Objectives

- Continue to 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.
- Review and update the Isla Vista Bluff policy requirements to address lessons learned from the 2017 storm season.
- Implement new tracking systems to enhance monitoring of IV bluff top properties.
- Increase customer awareness and use of electronic plan submittal.
- Continue customer outreach on building permitting processes to enhance coordination of multi-agency review, increasing efficiency and enhancing customer satisfaction.
- Implement new technology to enable video-conferencing and committee review of project plans.
- Implement online application submittal capabilities for certain types of simple permits.
- Identify and explore ways and methods for increasing the use of technology in processing applications and permit compliance activities to streamline application processing and enhance customer service.
- Continue to provide feedback to permitting staff from post-approval observations in the field to improve conditioning of projects.
- Provide ongoing permitting support, coordination and regulatory compliance oversight for operators, agencies and other stakeholders working to bring the Plains All-American Pipeline safely back into service.
- Continue to participate in the Natural Resource Damage Assessment for the Plains All American Pipeline oil spill.

Permitting (cont'd)

- Maintain and continue to build cooperative relationships with staff of the Division of Oil, Gas and Geothermal Resources, the Regional Water Quality Control Board, State Lands Commission, federal Pipeline Hazardous Materials Safety Administration, and the Office of Pipeline Safety and California State Fire Marshall—Pipeline Safety Division, to facilitate more efficient permitting and compliance oversight for oil and gas projects, including remediation.
- Maintain and continue to build 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.
- Implement a records management and accessibility program for Energy and Minerals files to provide staff and the general public easy electronic access to documents.
- Initiate and lead a comprehensive update to the Petroleum Code (Ordinance 25) in coordination with interested stakeholders.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEPUTY DIRECTOR	-	-	0.02	0.02	0.02
EXECUTIVE STAFF ASST	0.01	0.01	(0.01)	-	-
ENERGY SPECIALIST	0.01	0.04	(0.04)	-	-
PLANNER	0.13	0.10	0.05	0.15	0.15
ADMN OFFICE PRO	-	0.01	(0.01)	-	-
Total	0.15	0.16	0.01	0.17	0.17

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 23,131	$ 30,517	$ 2,283	$ 32,800	$ 33,975
Services and Supplies	74,758	63,948	(936)	63,012	62,850
Other Charges	480,548	946,203	246,797	1,193,000	620,000
Total Operating Expenditures	578,437	1,040,668	248,144	1,288,812	716,825
Other Financing Uses	10,152	-	-	-	-
Increases to Fund Balances	19,611	3,000	(1,800)	1,200	5,325
Total Expenditures	$ 608,200	$ 1,043,668	$ 246,344	$ 1,290,012	$ 722,150
Budget By Categories of Revenues					
Use of Money and Property	13,328	9,500	600	10,100	10,200
Charges for Services	50,445	50,000	13,800	63,800	64,875
Miscellaneous Revenue	521,498	685,950	(260,500)	425,450	425,925
Total Operating Revenues	585,270	745,450	(246,100)	499,350	501,000
Decreases to Fund Balances	14,090	287,701	502,961	790,662	221,150
General Fund Contribution	10,000	10,517	(10,517)	-	-
Total Revenues	$ 609,360	$ 1,043,668	$ 246,344	$ 1,290,012	$ 722,150

Coastal Mitigation (cont'd)

2016-17 Anticipated Accomplishments

- Administered the Coastal Resource Enhancement Fund (CREF) Grant Program, including preparing the annual status report, updating the CREF guidelines, and conducting the competitive grant evaluation process for the 2017 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.

2017-19 Objectives

- Administer the CREF Grant Program, including preparing the annual status report and conducting the 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' annual CREF fee requirements for the 2018-2022 five-year period.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION CHIEF	0.18	0.25	-	0.25	0.25
DEPUTY DIRECTOR	0.07	0.06	-	0.06	0.06
PLANNER SUPERVISING	0.68	0.71	-	0.71	0.71
PLANNER	0.95	0.85	0.06	0.91	0.91
BLDG ENGNR INSPECTOR SUPV	0.27	0.18	-	0.18	0.18
PETROLEUM SPECIALIST	0.01	-	-	-	-
BLDG ENGNR INSPECTOR SPEC	0.02	-	-	-	-
GRADING INSPECTOR SR	0.02	0.05	-	0.05	0.05
BLDG ENGNR INSPECTOR	1.26	1.75	(0.02)	1.73	1.73
Total	3.46	3.86	0.03	3.89	3.89

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 482,873	$ 547,428	$ 37,572	$ 585,000	$ 606,244
Services and Supplies	5,946	1,195	3,805	5,000	5,150
Other Charges	2,245	6,695	1,305	8,000	8,240
Total Operating Expenditures	491,065	555,318	42,682	598,000	619,634
Total Expenditures	$ 491,065	$ 555,318	$ 42,682	$ 598,000	$ 619,634
Budget By Categories of Revenues					
Licenses, Permits and Franchises	202,283	200,000	145,000	345,000	355,350
Fines, Forfeitures, and Penalties	-	-	52,000	52,000	53,560
Charges for Services	-	10,000	(10,000)	-	-
Total Operating Revenues	202,283	210,000	187,000	397,000	408,910
General Fund Contribution	281,695	345,318	(144,318)	201,000	196,835
Total Revenues	$ 483,978	$ 555,318	$ 42,682	$ 598,000	$ 605,745

Code Enforcement (cont'd)

2016-17 Anticipated Accomplishments

- Managed large increase in code complaints for cannabis cultivation and related activities.
- Participated in the cannabis task force and implemented new joint enforcement efforts for cannabis cultivation.

2017-19 Objectives

- Continue coordination with county agencies for cannabis enforcement.
- Seek amendments to State law to increase financial disincentives for one-time violations.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIRECTOR	-	0.04	(0.04)	-	-
ASST DIRECTOR	0.13	0.23	-	0.23	0.23
DIVISION CHIEF	-	0.01	-	0.01	0.01
DEPUTY DIRECTOR	-	-	1.00	1.00	1.00
PROGRAM MANAGER	0.92	1.00	(1.00)	-	-
PLANNER SUPERVISING	2.46	3.00	-	3.00	3.00
BUSINESS MANAGER	0.06	0.10	0.01	0.10	0.10
PLANNER	5.40	6.25	-	6.25	6.25
ADMN OFFICE PRO	0.69	0.80	-	0.80	0.80
MAPPING/GIS ANALYST	0.23	0.13	-	0.13	0.13
EXTRA HELP	0.18	-	-	-	-
Total	10.07	11.56	(0.03)	11.52	11.52

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,430,975	$ 1,651,770	$ 94,839	$ 1,746,609	$ 1,835,278
Services and Supplies	540,613	634,832	(69,225)	565,607	307,053
Other Charges	50,891	63,559	(4,559)	59,000	60,720
Total Operating Expenditures	2,022,479	2,350,161	21,055	2,371,216	2,203,051
Capital Assets	1,355	2,210	(210)	2,000	2,060
Total Expenditures	$ 2,023,834	$ 2,352,371	$ 20,845	$ 2,373,216	$ 2,205,111
Budget By Categories of Revenues					
Licenses, Permits and Franchises	168,334	209,318	13,150	222,468	229,142
Intergovernmental Revenue	442,940	158,000	(158,000)	-	-
Miscellaneous Revenue	9	30,876	(30,876)	-	-
Total Operating Revenues	611,283	398,194	(175,726)	222,468	229,142
Other Financing Sources	-	49,822	(49,822)	-	-
Decreases to Fund Balances	-	146,759	116,524	263,283	-
General Fund Contribution	1,721,812	1,757,592	129,873	1,887,465	1,847,375
Total Revenues	$ 2,333,095	$ 2,352,367	$ 20,849	$ 2,373,216	$ 2,076,517

Long Range Planning (cont'd)

2016-17 Anticipated Accomplishments

- Completed local adoption hearings for the Gaviota Coast Plan and submitted it to the Coastal Commission for review and certification.
- Completed full adoption, including Coastal Commission certification, of the Eastern Goleta Valley Community Plan.
- Adopted ordinance amendments, including Coastal Commission Certification, specified as implementation items in the certified 2015-23 Housing Element. These included 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, including Coastal Commission Certification, of revised Montecito Design Guidelines to ensure the guidelines are responsive to emerging design issues.
- Completed a portion of the Coastal Resiliency grant project, a multi-jurisdictional collaboration to model sea level rise and potential hazards. Completed a Countywide Coastal Hazard Vulnerability Assessment and began developing draft policies and programs to mitigate impacts from coastal hazards.
- Completed an urgency ordinance to temporarily ban certain marijuana-related activities allowed pursuant to the recently enacted Proposition 64 (Adult Use of Marijuana Act), while the County develops zoning ordinance amendments regarding marijuana-related activities.
- Completed adoption of the Scenic Highway Designation for a segment of Highway 101 through Gaviota.
- Completed the Planning Commissions' hearing process for the regulation of Short Term Rentals and conducted two Board of Supervisor hearings.
- Completed the Planning Commission and Board of Supervisor hearings on the Winery Ordinance, which was ultimately not adopted by the Board.

2017-19 Objectives

- Complete ordinance amendments to comprehensively regulate cannabis activities for both recreational and medicinal use, including growing, sales, processing, manufacturing and distribution.
- Complete full adoption, including Coastal Commission Certification, of the Gaviota Coast Plan.
- Complete the Categorical Exclusion process to relax the permit requirements for certain types of agricultural development in the coastal zone.
- Complete the adoption, including Coastal Commission Certification, of the Montecito Design Guidelines Phase II project to limit the size and/or number of detached accessory structures on residential parcels in Montecito.
- Complete the agricultural tiered permitting ordinance amendments to create a revised zoning permit structure for certain agricultural uses and allow compatible new uses which support and encourage the continuation of local agricultural operations.
- Complete ordinance amendments to address permitting requirements for agricultural hoop structures to support the evolving needs of agriculture.
- Complete the Eastern Goleta Valley Community Plan (EGVCP) Focused Environmentally Sensitive Habitat/Riparian Corridor (ESH/RC) Overlay Mapping project. This project will update the ESH/RC Overlay Map within the Rural Area of the EGVCP plan area.
- Complete the Hollister-State Street streetscape plan that will set forth specific design components for the Public Works Department's roadway plans for the Hollister-State Street corridor.

Program

Long Range Planning (cont'd)

- 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.
- Complete ordinance amendments to regulate short term rentals, following Board direction in Spring of 2017.
- Complete the greenhouse gases emissions inventory and update the County's Energy and Climate Action Plan.
- 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.
- Complete adoption of ordinance amendments to address changes in state law regarding housing bonus density projects.
- Complete the processing of 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).
- Complete the processing of amendments to the telecommunications section of the County's zoning ordinances to address the Southern California Gas Company's Advance Meter program.
- Manage the Coastal Resiliency (Phase II) grant project, a multi-jurisdictional collaboration to model sea level rise and potential hazards. Complete adoption of amendments to the County's Local Coastal Program to incorporate policies and programs to mitigate impacts from coastal hazards.
- Complete the Airport Land Use Plan (ALUP) Compatibility project to amend the Comprehensive Plan and Land Use and Development Code to achieve consistency with the ALUP.
- Prepare amendments to the Comprehensive Plan in order to achieve consistency with Groundwater Sustainability Plans that Groundwater Sustainability Agencies develop pursuant to the Sustainable Groundwater Management Act.
- Make substantial progress in updating the Circulation Element to achieve compliance with current and upcoming state requirements that are designed to reduce greenhouse gas emissions (e.g., the development of complete streets designs to facilitate multimodal transportation, and inclusion of vehicle miles traveled as a traffic metric for evaluating development projects).
- Pursue grants to fund additional long range planning work prioritized in the work program.

Public Works

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 106,165,964**
Capital	**$26,966,000**
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 281 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.

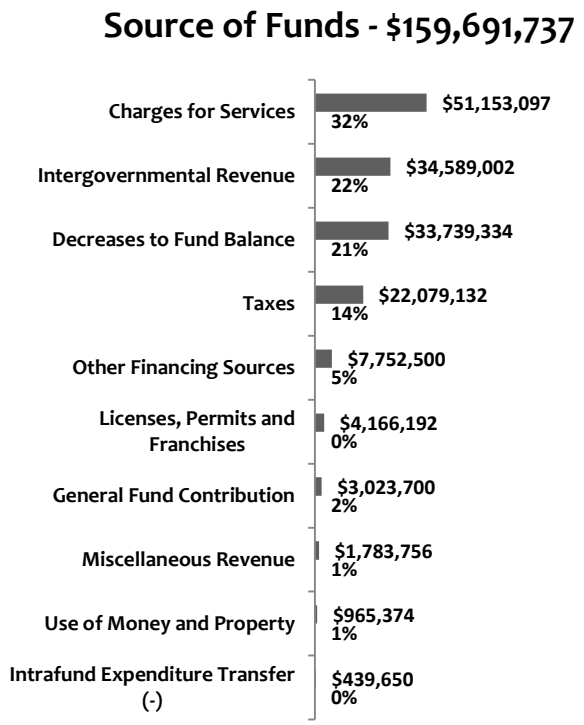
Highlights of 2017-19 Objectives

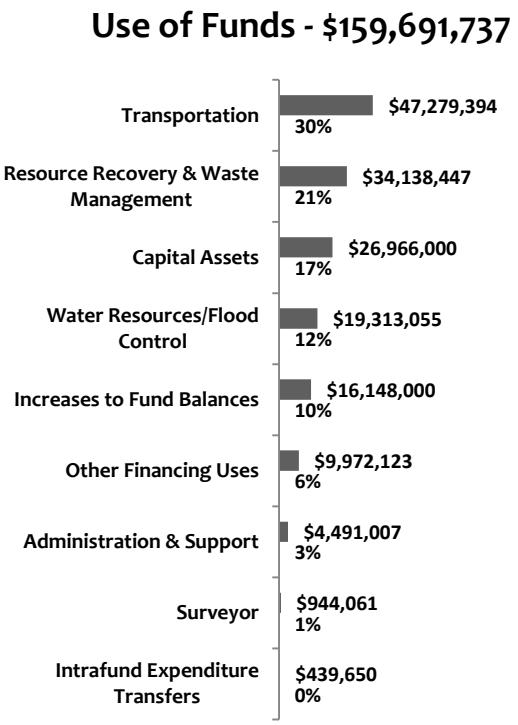
- Continue to monitor water supply/drought issues closely and provide support as needed.
- Set the long-term strategy for Transportation based on the outcome of the state legislative action on State Gas Taxes for the year. If no new long-term funding is on the horizon, come up with an organizational plan to adapt. If legislation goes through, be prepared to use the new funds efficiently and effectively.
- Implement the Tajiguas Resource Recovery Project.
- Complete the design of the Laguna County Sanitation District (LCSD) Master Plan.
- Complete construction of the Goleta Beach Access Bridge.
- Complete organizational issues associated with the Public Works disaster recovery process training and response.
- Complete fee study of Transportation Encroachment Permits, Flood Fees and County Surveyors Office.
- Provide mandated surveying services to County Government, survey professionals and general public.
- Continue working with UCSB on developing an 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.
- Complete Lower Mission Creek 2A Project – last phase below US 101.
- Continue to manage the Project Clean Water budget efficiently and effectively to maximize the GFC with increasing regulatory requirements from the State.
- Conduct leadership training for all supervisors in Public Works.
- Provide safety training and inspections throughout department.

Public Works

Department

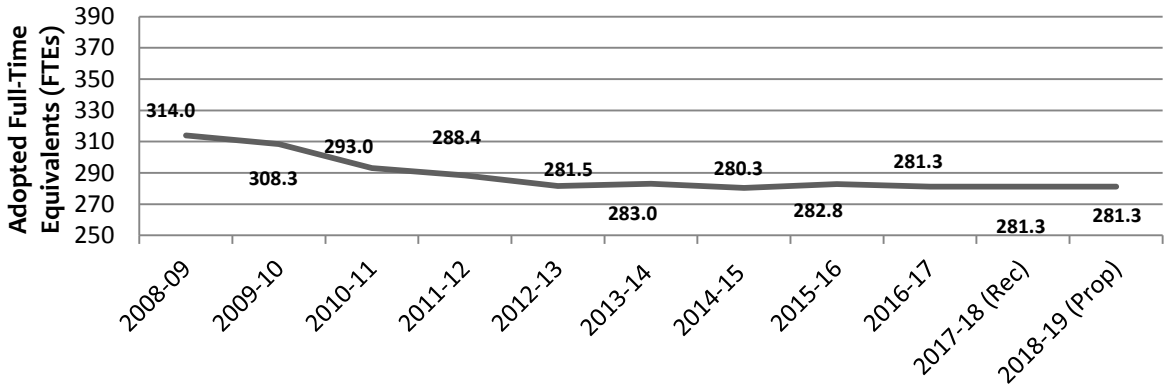
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	13.20	16.00	-	16.00	16.00
Transportation	110.63	117.00	-	117.00	117.00
Surveyor	5.18	5.00	-	5.00	5.00
Water Resources/Flood Control	41.65	48.00	-	48.00	48.00
Resource Recovery & Waste Management	89.08	95.25	-	95.25	95.25
Unallocated	3.31	-	-	-	-
Total	263.05	281.25	-	281.25	281.25

Budget By Budget Program					
Administration & Support	$ 3,736,122	$ 4,194,136	$ 296,871	$ 4,491,007	$ 4,628,537
Transportation	37,963,152	38,079,621	9,199,773	47,279,394	43,055,016
Surveyor	896,232	908,963	35,098	944,061	981,500
Water Resources/Flood Control	14,948,352	20,528,578	(1,215,523)	19,313,055	24,033,070
Resource Recovery & Waste Management	28,502,272	38,106,115	(3,967,668)	34,138,447	32,919,834
Unallocated	148	-	-	-	-
Total	$ 86,046,279	$ 101,817,413	$ 4,348,551	$ 106,165,964	$ 105,617,957

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 30,916,601	$ 35,916,777	$ 1,442,191	$ 37,358,968	$ 39,102,348
Services and Supplies	44,693,886	55,342,722	4,148,046	59,490,768	51,051,905
Other Charges	10,435,791	10,557,914	(1,241,686)	9,316,228	15,463,704
Total Operating Expenditures	86,046,279	101,817,413	4,348,551	106,165,964	105,617,957
Capital Assets	18,434,324	20,182,743	6,783,257	26,966,000	25,897,000
Other Financing Uses	6,275,253	9,139,641	832,482	9,972,123	4,654,932
Intrafund Expenditure Transfers (+)	195,965	463,262	(23,612)	439,650	441,350
Increases to Fund Balances	5,640,834	21,187,091	(5,039,091)	16,148,000	18,816,434
Fund Balance Impact (+)	5,025,211	-	-	-	-
Total	$ 121,617,866	$ 152,790,150	$ 6,901,587	$ 159,691,737	$ 155,427,673

Budget By Categories of Revenues					
Taxes	$ 22,080,432	$ 22,034,305	$ 44,827	$ 22,079,132	$ 22,837,987
Licenses, Permits and Franchises	3,814,877	3,549,512	616,680	4,166,192	3,672,140
Use of Money and Property	1,568,834	846,311	119,063	965,374	933,850
Intergovernmental Revenue	25,607,591	29,075,927	5,513,075	34,589,002	37,664,339
Charges for Services	42,487,404	43,569,651	7,583,446	51,153,097	55,381,226
Miscellaneous Revenue	2,866,055	2,211,420	(427,664)	1,783,756	1,759,256
Total Operating Revenues	98,425,193	101,287,126	13,449,427	114,736,553	122,248,798
Other Financing Sources	4,585,727	8,353,863	(601,363)	7,752,500	2,390,899
Intrafund Expenditure Transfers (-)	195,965	463,262	(23,612)	439,650	441,350
Decreases to Fund Balances	12,478,710	39,556,999	(5,817,665)	33,739,334	26,926,026
General Fund Contribution	3,106,700	3,128,900	(105,200)	3,023,700	2,938,600
Fund Balance Impact (-)	2,825,571	-	-	-	482,000
Total	$ 121,617,866	$ 152,790,150	$ 6,901,587	$ 159,691,737	$ 155,427,673

Public Works

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- No change in total number of FTEs:
  - +1.0 position in Administration & Support: Manage the public information requirements of the department.
  - -1.0 position in Resource Recovery & Waste Management: Cost Analyst I due to change in staffing needs.

Expenditures

- Net operating expenditure increase of $4,348,000 due to:
  - +$1,442,000 increase in Salaries and Employee Benefits consisting of:
    - +$1,446,000 increase in salary, retirement and health costs.
    - -$4,000 decrease due to changes in staffing.
  - +$4,148,000 increase in Services and Supplies due to:
    - +$6,700,000 increase in Transportation for storm damage repairs and maintenance supplies.
    - +$2,933,000 increase in Transportation repairs and maintenance supplies SB1 funding.
    - +$150,000 increase in Project Clean Water to prepare Prop 1 stormwater plan.
    - -$222,000 decrease in Contractual Services for Water Agency.
    - -$245,000 decrease in Flood Zones for ongoing maintenance.
    - -$254,000 decrease in other funds for additional maintenance costs.
    - -$547,000 decrease in Water Agency for water conservation and drought related expenses.
    - -$4,367,000 decrease in Resource Recovery for Tajiguas Landfill phased post closure project.
  - -$1,242,000 decrease in Other Charges due to:
    - -$1,300,000 decrease in Contributions to Other Gov Water Agency.
    - -$155,000 decrease in Internal Service Charges.
    - +$92,000 increase for depreciation costs.
    - +$121,000 increase in depreciation costs for Resource Recovery.

- Net non-operating expenditure increase of $2,553,000 due to:
  - +6,783,000 increase in Capital Assets consisting of:
    - +$7,624,000 increase in Flood Zone projects due to completion of Orcutt Airport Ditch, channel improvements, and Mission Creek Project.
    - +$1,305,000 increase for the implementation of the Laguna County Sanitation District's plant expansion.
    - -$18,000 decrease in equipment replacement.
    - -$632,000 decrease in equipment purchases for Resource Recovery.
    - -$1,496,000 decrease in Road Fund for right-of-way purchases.
  - +$832,000 increase in Other Financing Uses due to:
    - +$1,315,000 increase in transfers between Flood Zone funds.
    - +$40,000 increase in transfers in Resource Recovery for debt payment.
    - -$523,000 increase in transfers between Transportation funds.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- -$24,000 decrease in Intrafund Expenditure Transfers (+) for transfers between divisions within Public Works offset with corresponding Intrafund Expenditure Transfers (-).
- -$5,039,000 decrease in contribution to Fund Balances, from $21,187,000 in FY 2016-17 to $16,148,000 in FY 2017-18, consisting of:
  - -$2,175,000 decrease to Transportation funds for capital projects.
  - -$1,671,000 decrease in Laguna Sanitation for capital projects.
  - -$1,543,000 decrease in Flood Zone funds for capital projects.
  - -$630,000 decrease in Water Funds due to increased salaries and benefits.
  - -$394,000 decrease in CSA 12 Mission Canyon Sewer for JPA with the City of Santa Barbara.
  - +$1,374,000 increase to Resource Recovery for TRRP operational changes.
  - These decreases are partially offset with decreases in fund balances as project funds are required.

These changes result in Recommended operating expenditures of $106,166,000, non-operating expenditures of $53,526,000, and total expenditures of $159,692,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of $13,449,000 primarily due to:
  - +$45,000 increase in Taxes due to:
    - +$133,000 increase of Measure "A" Sales Tax for Transportation.
    - -$65,000 decrease of Transportation Development Act (TDA) Tax for Alternative Transportation.
    - -$23,000 increase in property taxes.
  - +$617,000 increase in Licenses, Permits, and Franchises due to increased franchise fee and roll-off revenue from haulers.
  - +$119,000 increase in Use of Money and Property across all funds due to increased interest rates.
  - +$5,513,000 increase in Intergovernmental Revenues consisting of:
    - +$6,356,000 increase in Transportation related revenues.
    - +$505,000 increase in reimbursements from flood zones.
    - -$1,348,000 decrease in Water Resources Prop 84 pass-through grants associated with the recently completed Integrated Regional Water Management Plan.
  - +$7,583,000 increase in Charges for Services due to:
    - +$7,425,000 increase to Resource Recovery for TRRP Project.
    - +$301,000 increase in Sandyland Seawall Maintenance District.
    - +$225,000 increase in Admin charges.
    - +$125,000 increase to rates at Laguna Sanitation consistent with the Master Plan.
    - +$56,000 increase in various funds for services provided.
    - -$549,000 decrease in Transportation service charges for capital projects.
  - -$428,000 decrease in Miscellaneous Revenue in Resource Recovery for recyclable sales.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- Net non-operating revenue decrease of $6,548,000:
  - -$601,000 decrease in Other Financing Sources due to:
    - -$3,603,000 decrease in transfers between Transportation funds.
    - -$35,000 decrease in other financing sources.
    - +$1,402,000 increase in operating transfer in for Orcutt Airport Ditch.
    - +$1,635,000 increase in General Fund Transportation funding.
      These sources are offset by Other Financing Uses.
  - -$24,000 decrease in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works offset with corresponding expenditures.
  - -$5,818,000 decrease in Decreases to Fund Balances consisting of:
    - -$10,998,000 decrease to Resource Recovery Fund.
    - -$420,000 decrease in Mission Canyon Sewer for maintenance projects.
    - -$401,000 decrease in Laguna Sanitation for capital projects.
    - +$734,000 increase in Transportation funds for repairs and maintenance.
    - +$5,267,000 increase in Flood Zone funds.
  - -$105,000 decrease in General Fund Contribution Measure "A" road improvement efforts.

These changes result in Recommended operating revenues of $114,737,000, non-operating revenues of $44,955,000, and total revenues of $159,692,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Public Works

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

- Operating expenditures are decreasing $548,000 and total net expenditures are projected to decrease $4,264,000. These decreases are comprised of:
  - +$1,743,000 increase in Salaries and Employee Benefits, which includes increases in health and retirement contributions.
  - -$8,438,000 decrease in Services and Supplies due to:
    - -$4,785,000 decrease in Transportation for capital infrastructure and operations.
    - -$1,586,000 decrease in Resource Recovery for post closure costs.
    - -$976,000 decrease in South Coast Flood Zone.
    - -$909,000 decrease in Water Agency special projects.
    - -$182,000 decrease in Laguna Sanitation District for maintenance projects.
  - +$6,148,000 increase in Other Charges primarily due to the completion of Proposition 1 DRW pass-through grants.
  - -$1,069,000 decrease in Capital Assets due to:
    - -$11,580,000 decrease for Flood Projects.
    - -$974,000 decrease in Transportation capital projects.
    - +$695,000 increase in Resource Recovery for equipment and structure improvements.
    - +$10,790,000 increase in Laguna Sanitation District plant expansion project.
  - -$5,317,000 decrease in Other Financing Uses due to:
    - -$3,462,000 decrease in Transportation capital projects.
    - -$1,855,000 decrease in flood capital projects including completion of airport ditch.
  - +$2,000 increase in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works
  - +$2,668,000 increase in Fund Balances due to:
    - +$4,757,000 increase in Resource Recovery capital projects.
    - +$226,000 increase in flood zones capital projects.
    - -$2,315,000 decrease in Transportation capital projects and operations.

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support					
Percentage of department workforce "Lost Time"	5.7% 32,468/568,822	5.2% 29,139/568,822	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	96.9% 1484/1531	96.4% 1582/1641	95% 1544/1625	95.0% 1568/1650	95.0% 1568/1650
Percentage of randomly selected employees tested for Drugs & Alcohol within the quarter	91% 79/87	100% 87/87	98% 85/87	100% 87/87	100% 87/87
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	78% 207/265	83% 220/265	85% 240/282	100% 282/282	100% 282/28
Transportation					
Average Pavement Condition Index (PCI) for the County Maintained Road System (Target=70)	60	59	58	58	58
Percentage of Transportation service requests responded to within 48 hours(Target=95%)	99.9% 1043/1044	99% 1081/1092	99.0% 1280/1295	97% 1260/1300	97% 1260/1300
Percentage of design and construction administration costs for completed pavement preservation project costs (New Measure FY 14/15)	22%	19.6%	19%	20%	20%
Percentage of school zone traffic control pavement markings refreshed annually	57% 25/44	57% 25/44	55% 24/44	25% 11/44	25% 11/44

PERFORMANCE MEASURES (CONT'D)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Surveyor					
Percentage of Record of Surveys & Corner Records reviewed within 20 days per Government Code requirements	70% 161/230	51.5% 155/301	25% 48/188	100% 250/250	100% 250/250
Average number of days to complete development project reviews	30	24	21	30	30
Average number of days to publish recorded maps on the County web site	73	10	14	15	15
Water Resources					
Percentage of planned flood control maintenance projects completed (Target=95%)	98% 62/63	100% 37/37	100% 33/33	95% 29/31	95% 31/33
Percentage of water quality inquiries responded to within 24 hours	100% 10/10	100% 79/79	95% 76/80	90% 72/80	90% 72/80
Percentage of flood control maintenance requests responded to within 48 hours (Target=95%)	95% 95/100	99.1% 320/323	95% 124/130	95% 95/100	95% 95/100
Percentage of plan check submittals completed within two weeks	100% 60/60	100% 23/23	95% 76/80	90% 45/50	90% 45/50
Resource Recovery & Waste Management					
Percentage of waste diversion (recycling) as calculated by Cal Recycle (Target=75% by 2020)	73%	73%	73%	73%	73%
Percentage of Laguna County Sanitation's sewer system flushed and/or videoed annually	33% 53/160	65.9% 106/160	60% 98/160	52% 53/160	52% 53/160
Average annual cost per pound of household hazardous waste disposed	$1.64	$1.78	$1.82	$1.86	$1.9
Achieve 1,000 pounds compaction at the Tajiguas Landfill to maximize capacity	1,225	1,000	965	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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.00	1.00	(1.00)	-	-
ADMINISTRATIVE DEPUTY DIRECTOR	-	-	1.00	1.00	1.00
CIVIL ENGINEER SPECIALIST	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	-	-	1.00	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
HR MANAGER	-	1.00	(1.00)	-	-
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.15	-	-	-	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	2.00	2.00
ACCOUNTANT	0.85	1.00	(1.00)	-	-
COST ANALYST	-	-	1.00	1.00	1.00
ADMN OFFICE PRO	2.23	3.00	-	3.00	3.00
DEPT BUS SPEC	-	2.00	(1.00)	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	(1.00)	-	-
EXECUTIVE SECRETARY	-	-	1.00	1.00	1.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00	1.00
SAFETY OFFICER-DIVISIONAL	0.73	1.00	-	1.00	1.00
SAFETY/PRIVACY OFFICER-DEPT	0.77	-	-	-	-
EXTRA HELP	0.46	-	-	-	-
Total	13.20	16.00	-	16.00	16.00

Public Works

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,916,803	$ 2,396,925	$ 177,654	$ 2,574,579	$ 2,710,539
Services and Supplies	1,540,696	1,475,717	123,199	1,598,916	1,605,498
Other Charges	278,623	321,494	(3,982)	317,512	312,500
Total Operating Expenditures	3,736,122	4,194,136	296,871	4,491,007	4,628,537
Capital Assets	-	17,500	(17,500)	-	-
Other Financing Uses	511,299	622,173	1,027	623,200	624,200
Intrafund Expenditure Transfers (+)	-	(2,103)	2,103	-	-
Overhead Transfers	2,476	-	-	-	-
Increases to Fund Balances	407,594	769,582	(394,390)	375,192	400,430
Total Expenditures	$ 4,657,491	$ 5,601,288	$ (111,889)	$ 5,489,399	$ 5,653,167
Budget By Categories of Revenues					
Taxes	1,589,191	1,665,687	71,146	1,736,833	1,806,090
Use of Money and Property	27,636	9,800	18	9,818	9,836
Intergovernmental Revenue	7,470	7,697	(57)	7,640	7,640
Charges for Services	2,616,176	3,151,872	278,928	3,430,800	3,526,025
Miscellaneous Revenue	11,380	-	-	-	-
Total Operating Revenues	4,251,853	4,835,056	350,035	5,185,091	5,349,591
Other Financing Sources	10,000	-	-	-	-
Intrafund Expenditure Transfers (-)	60,484	93,262	(23,612)	69,650	71,350
Decreases to Fund Balances	331,881	656,970	(422,312)	234,658	232,226
General Fund Contribution	16,000	16,000	(16,000)	-	-
Total Revenues	$ 4,670,217	$ 5,601,288	$ (111,889)	$ 5,489,399	$ 5,653,167

2016-17 Anticipated Accomplishments

- Worked with Resource Recovery to negotiate flow agreements with the City of Santa Barbara, Goleta, Solvang, and Buellton.
- Assembled financing team for issuance of bonds to finance TRRP Project.
- Initiated a fee study of Transportation Encroachment Permits, Flood fees, and Surveyor fees.
- Achieved approval of the County's Indirect Cost Rate Proposal for CalTrans.
- Continued the design/remodel of administration area to provide better customer service and security for staff.
- Worked closely with HR Manager to standardize hiring process and streamline the time it takes to bring staff on board.
- Conduct leadership training for all supervisors in Public Works.
- Provide safety training and inspections throughout department.
- Implemented an EPR review process to standardize reviews given throughout the department.
- Achieved an 85% on time rate for performance reviews compared to 83% in previous year.

Public Works

Program

Administration & Support (cont'd)

2017-19 Objectives

- Complete organizational issues associated with the Public Works disaster recovery process training and response.
- Complete fee study of Transportation Encroachment Permits, Flood Fees and County Surveyors Office.
- Develop a business plan for Laguna Sanitation Plant upgrade.
- Provide departmental supervisor/manager training to cover safety, EPRs, leave management, and on-boarding.
- 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	2.00	2.00	-	2.00	2.00
PROJECT MANAGER	2.90	4.00	(1.00)	3.00	3.00
CIVIL ENGINEER SPECIALIST	1.62	3.00	-	3.00	3.00
PROGRAM MANAGER	2.00	3.00	-	3.00	3.00
ROAD MAINT MANAGER	1.00	1.00	-	1.00	1.00
TRANSPORTATION PLANNER SUPV	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	0.69	1.00	2.00	3.00	3.00
ENGINEERING GEOLOGIST	1.00	2.00	-	2.00	2.00
MAINT SUPERINTENDENT	3.00	3.00	-	3.00	3.00
TEAM/PROJECT LDR-GEN	0.42	-	1.00	1.00	1.00
GEOLOGIST REGISTERED	1.00	-	-	-	-
ENG ENVIRON PLANNER SR.	1.00	1.00	-	1.00	1.00
ACCOUNTANT	1.65	2.00	-	2.00	2.00
COST ANALYST	0.04	-	-	-	-
FINANCIAL OFFICE PRO	-	1.00	-	1.00	1.00
ADMN OFFICE PRO	4.62	5.00	-	5.00	5.00
CIV ENGINEERING ASSOC	9.96	12.00	(2.00)	10.00	10.00
ENGINEERING TECH SPEC	8.00	9.00	(1.00)	8.00	8.00
URBAN FORESTRY SUPV	1.00	1.00	-	1.00	1.00
MAINTENANCE SUPV	4.00	4.00	-	4.00	4.00
MAINTENANCE LEADER	10.12	10.00	1.00	11.00	11.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	2.08	3.00	-	3.00	3.00
ENGINEERING TECH	4.00	4.00	-	4.00	4.00
URBAN FORESTRY INSP	1.00	1.00	-	1.00	1.00
HEAVY EQUIP OPERATOR	7.73	7.00	1.00	8.00	8.00
MAINTENANCE WORKER	28.92	31.00	(7.00)	24.00	24.00
TRAFFIC SIGNAL TECHNICIAN	1.00	1.00	-	1.00	1.00
MAINT WORKER APPRENTICE	0.54	3.00	6.00	9.00	9.00
EXTRA HELP	6.35	-	-	-	-
Total	110.63	117.00	-	117.00	117.00

Public Works

Program

Transportation (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 12,666,116	$ 14,809,192	$ 413,992	$ 15,223,184	$ 15,974,053
Services and Supplies	23,559,673	21,210,844	8,755,785	29,966,629	25,181,584
Other Charges	1,737,363	2,059,585	29,996	2,089,581	1,899,379
Total Operating Expenditures	37,963,152	38,079,621	9,199,773	47,279,394	43,055,016
Capital Assets	1,009,931	3,266,243	(1,496,243)	1,770,000	796,000
Other Financing Uses	4,195,287	6,335,263	(523,263)	5,812,000	2,350,000
Intrafund Expenditure Transfers (+)	135,482	370,000	-	370,000	370,000
Overhead Transfers	(2,495)	-	-	-	-
Increases to Fund Balances	2,443,561	11,779,587	(2,174,528)	9,605,059	7,289,949
Total Expenditures	$ 45,744,917	$ 59,830,714	$ 5,005,739	$ 64,836,453	$ 53,860,965
Budget By Categories of Revenues					
Taxes	7,642,419	7,455,000	68,002	7,523,002	7,851,641
Licenses, Permits and Franchises	524,965	327,500	7,500	335,000	335,000
Use of Money and Property	159,457	89,445	30,310	119,755	98,554
Intergovernmental Revenue	18,267,539	21,195,132	6,356,401	27,551,533	25,173,164
Charges for Services	4,269,863	5,486,767	(247,663)	5,239,104	4,105,804
Miscellaneous Revenue	308,589	70,000	25,000	95,000	70,000
Total Operating Revenues	31,172,832	34,623,844	6,239,550	40,863,394	37,634,163
Other Financing Sources	4,393,739	7,714,263	(1,902,263)	5,812,000	2,350,000
Intrafund Expenditure Transfers (-)	135,482	370,000	-	370,000	370,000
Decreases to Fund Balances	8,200,243	15,260,607	733,652	15,994,259	11,280,002
General Fund Contribution	1,847,700	1,862,000	(65,200)	1,796,800	1,744,800
Total Revenues	$ 45,749,995	$ 59,830,714	$ 5,005,739	$ 64,836,453	$ 53,378,965

2016-17 Anticipated Accomplishments

- Delivered over $10M of capital projects to construction in 2016.
- Developed the budget, RdMAP, Construction in Progress (CIP) and five-year forecast for all sections.
- Managed expenditures to revenues while addressing the impacts to diminishing State Gas Taxes.
- Implemented the first full year using a half full time, half extra help sign and stipe crew.
- Received APWA (American Public Works Association) regional awards for the Hollister Avenue Reconstruction project & the Isla Vista Pedestrian Paseo
- Received California Counties Architects and Engineers Association (CCAEA) Merit Award for Jalama Bridge 51C-017 replacement, the second longest single span spliced girder bridge in California.
- Completed construction of Jalama Bridge 51C-013 widening and rehabilitation project.
- Responded to over 1100 service requests.
- Performed approximately 23 lane miles of rehabilitation and preventive maintenance on county roads.
- Continued to implement Isla Vista Safety Improvements with pedestrian facilities on Sueno Road & Sabado Tarde.
- Responded to severe winter storms with in-house forces, performing emergency opening work and maintaining roadway access for all residents.

Transportation (cont'd)

2017-19 Objectives

- Update development review and permit fees to increase cost recovery where possible.
- Set the long-term strategy for the division based on the outcome of the state legislative action on State Gas Taxes for the year. If no long-term funding is on the horizon, come up with an organizational plan to adapt. If legislation goes through, be prepared to use the influx of funds efficiently and effectively.
- Update the AB1600 programs-make them current and implement a redundant process for systematic tracking and updating. Also, focus on efficiency and cost recovery for development review.
- Complete construction of the Goleta Beach Access Bridge.
- Begin Construction of the Foothill Low Water Crossing Replacement in New Cuyama.
- Construct a new traffic signal system at Pardall and Embarcadero del Norte to improve circulation and safety. Continue implementing high priority IV safety infrastructure improvements in partnership with UCSB, including signalizing Pardall at Embarcadero del Norte and infilling sidewalk throughout the community.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
COUNTY SURVEYOR	1.00	1.00	-	1.00	1.00
SURVEY SUPERVISOR	1.00	1.00	-	1.00	1.00
SURVEY SPECIALIST	3.00	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	0.04	-	-	-	-
EXTRA HELP	0.13	-	-	-	-
Total	5.18	5.00	-	5.00	5.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 790,693	$ 786,269	$ 60,476	$ 846,745	$ 884,068
Services and Supplies	32,110	40,808	4,700	45,508	43,732
Other Charges	73,429	81,886	(30,078)	51,808	53,700
Total Operating Expenditures	896,232	908,963	35,098	944,061	981,500
Intrafund Expenditure Transfers (+)	60,484	95,365	(25,715)	69,650	71,350
Increases to Fund Balances	14,050	20,000	-	20,000	20,000
Total Expenditures	$ 970,766	$ 1,024,328	$ 9,383	$ 1,033,711	$ 1,072,850
Budget By Categories of Revenues					
Licenses, Permits and Franchises	1,672	1,672	(822)	850	850
Use of Money and Property	24,000	24,000	(24,000)	-	-
Intergovernmental Revenue	21,514	-	10,000	10,000	10,000
Charges for Services	291,024	344,456	33,305	377,761	418,800
Miscellaneous Revenue	145	100	200	300	300
Total Operating Revenues	338,355	370,228	18,683	388,911	429,950
Decreases to Fund Balances	-	20,000	10,000	30,000	43,500
General Fund Contribution	628,300	634,100	(19,300)	614,800	599,400
Total Revenues	$ 966,655	$ 1,024,328	$ 9,383	$ 1,033,711	$ 1,072,850

2016-17 Anticipated Accomplishments

- Provided Professional Land Surveyor map review services to the City of Santa Barbara, City of Guadalupe and City of Solvang.
- Performed over 650 project reviews for compliance with state laws and local ordinances.
- Reviewed and recorded, within 6 months of the first map submittal, the Rice Ranch Large Lot Conveyance Tract Map involving land exchange between developer and the County and dedication and abandonment of various public easements.

Surveyor (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Reviewed and recorded, within 8 months from the initial submittal, the Rice Ranch Unit One Pine Creek Tract Map that created 106 new lots.
- Completed the review and approved LAFCO legal description and exhibit maps for the "Formation of the Cuyama Basin Water District"
- Partnered with the Recorder's Office to purchase a new professional grade scanner for scanning recorded maps.
- Provided outstanding customer service through on-line interactive GIS web page and at the public counter.
- Recorded or filed over 330 maps, corner records and documents.
- Fostered internship program with the UCSB Geography Department for recorded map index.

2017-19 Objectives

- Provide mandated surveying services to County Government, survey professionals and general public.
- Research and prepare the GIS software solutions for 2020 the redistricting process.
- 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.
- Perform County Surveyors Office fee study and implement new schedule.
- Partner with the County Recorder in the internship program to rescan the original recorded maps in higher resolution.
  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/Flood Control

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	-	1.00	(1.00)	-	-
WATER AGENCY MANAGER	1.92	2.00	-	2.00	2.00
CIVIL ENGINEER SPECIALIST	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	-	-	1.00	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.92	3.00	(1.00)	2.00	2.00
MAINT SUPERINTENDENT	1.00	1.00	-	1.00	1.00
HYDROLOGIST SENIOR	1.04	2.00	-	2.00	2.00
ENG ENVIRON PLANNER SR.	2.00	2.00	-	2.00	2.00
ACCOUNTANT	0.69	1.00	-	1.00	1.00
ADMN OFFICE PRO	2.77	3.00	-	3.00	3.00
ENGINEERING TECH SUPV	-	1.00	-	1.00	1.00
CIV ENGINEERING ASSOC	2.00	2.00	1.00	3.00	3.00
PUBLIC WORKS PRGM SPEC SR	1.23	2.00	-	2.00	2.00
ENGINEERING TECH SPEC	3.00	3.00	1.00	4.00	4.00
MAINTENANCE SUPV	2.00	2.00	-	2.00	2.00
PUBLIC WORKS PRGM SPEC	1.23	1.00	-	1.00	1.00
MAINTENANCE LEADER	5.00	5.00	-	5.00	5.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
ENGINEERING TECH	1.00	1.00	(1.00)	-	-
HEAVY EQUIP OPERATOR	3.88	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	2.00	2.00	-	2.00	2.00
MAINT WORKER APPRENTICE	1.00	2.00	-	2.00	2.00
EXTRA HELP	0.96	-	-	-	-
Total	41.65	48.00	-	48.00	48.00

Public Works

Program

WATER RESOURCES/FLOOD CONTROL (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 5,366,323	$ 6,507,896	$ 405,196	$ 6,913,092	$ 7,193,792
Services and Supplies	6,970,761	12,278,286	(286,166)	11,992,120	10,101,741
Other Charges	2,611,268	1,742,396	(1,334,553)	407,843	6,737,537
Total Operating Expenditures	14,948,352	20,528,578	(1,215,523)	19,313,055	24,033,070
Capital Assets	10,933,179	9,727,000	7,624,000	17,351,000	5,771,000
Other Financing Uses	94,058	655,550	1,315,000	1,970,550	70,550
Increases to Fund Balances	2,775,629	4,864,434	(2,072,627)	2,791,807	2,997,202
Total Expenditures	$ 28,751,218	$ 35,775,562	$ 5,650,850	$ 41,426,412	$ 32,871,822
Budget By Categories of Revenues					
Taxes	12,848,823	12,913,618	(94,321)	12,819,297	13,180,256
Use of Money and Property	526,689	180,922	111,735	292,657	277,316
Intergovernmental Revenue	6,944,895	7,515,438	(875,981)	6,639,457	12,161,999
Charges for Services	3,634,344	3,686,207	(30,723)	3,655,484	3,708,984
Miscellaneous Revenue	167,380	2,500	-	2,500	3,000
Total Operating Revenues	24,122,130	24,298,685	(889,290)	23,409,395	29,331,555
Other Financing Sources	67,800	639,600	1,300,900	1,940,500	40,899
Decreases to Fund Balances	3,946,587	10,220,477	5,259,940	15,480,417	2,920,968
General Fund Contribution	614,700	616,800	(20,700)	596,100	578,400
Total Revenues	$ 28,751,217	$ 35,775,562	$ 5,650,850	$ 41,426,412	$ 32,871,822

2016-17 Anticipated Accomplishments

- Drought actions taken working with US Bureau of Reclamation (USBR), member units, other purveyors, and OEM/State OES partners.
- Continued leadership with Cachuma in tracking remaining water, holding monthly Member Unit Manager Meetings and working with State and Local agencies.
- San Pedro/Las Vegas Creek Capacity Project – this Multi-agency project brought Caltrans, UPRR, Cities of Santa Barbara and Goleta, and County Flood Control together to mitigate future flooding in the area.
- Leading the formal initiation of the Sustainable Groundwater Management Act (SGMA). The department is prepared to implement SGMA by first setting up Groundwater Sustainability Agencies for the critical 3 basins.
- El Nino never came to Southern California, but a significant public effort was undertaken in the field and online to expand outreach to the community.
- As the drought continues, the Water Agency will continue its strong involvement in water supply issues and the Flood Control District will be ready to respond if or when rains do return.
- Initiated the San Antonio Groundwater Study with the USGS as the respected experts.
- Lower Mission Creek – Reach 1B - this project completes critical infrastructure below the freeway.
- Received American Public Works Association (APWA) PROJECT OF THE YEAR for structures >$15 Million-Las Vegas/San Pedro Creeks Capacity Improvement Project

Water Resources/Flood Control (cont'd)

2017-19 Objectives

- Continue to monitor water supply/drought issues closely and provide support as needed.
- Seek funding opportunities for drought response.
- Pursue renewal of Cachuma Contract with USBR working with the Cachuma Member Units.
- Complete Lower Mission Creek 2A Project – last phase below US 101.
- Convene Water Purveyor Regional meeting on desalination.
- Continue to manage the Project Clean Water budget efficiently and effectively to maximize the GFC deficiency with increasing regulatory requirements from the State.
- Continue the processing of the suspended State Water Project Table A water as directed by the Board in cooperation with CCWA for additional water supply to the County.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	2.00	2.00	-	2.00	2.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER SPECIALIST	-	-	1.00	1.00	1.00
PERMITING-ENGINEERING MANAGER	0.65	1.00	(1.00)	-	-
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	-	-	1.00	1.00	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.08	1.00	-	1.00	1.00
ENGINEERING GEOLOGIST	0.35	-	1.00	1.00	1.00
ENG ENVIRON PLANNER SR.	1.00	1.00	-	1.00	1.00
ACCOUNTANT	0.73	1.00	1.00	2.00	2.00
STAFF ANALYST	1.00	1.00	-	1.00	1.00
COST ANALYST	-	1.00	(1.00)	-	-
WASTEWTR PLANT OPER CHIEF	0.42	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	(1.00)	-	-
ADMN OFFICE PRO	2.92	3.00	-	3.00	3.00
CIV ENGINEERING ASSOC	-	1.00	-	1.00	1.00
PUBLIC WORKS PRGM SPEC SR	2.00	2.00	-	2.00	2.00
SURVEY PARTY CHIEF	1.00	1.00	-	1.00	1.00
WASTEWTR PLANT OPER SUPV	1.88	3.00	(2.00)	1.00	1.00
ENGINEERING TECH SPEC	1.46	2.00	-	2.00	2.00
REFUSE SUPERVISOR	3.00	4.00	-	4.00	4.00
WASTEWTR PLANT OPER	6.31	6.00	2.00	8.00	8.00
REFUSE LEADER	5.00	5.00	-	5.00	5.00
PUBLIC WORKS PRGM SPEC	2.75	2.75	-	2.75	2.75
MAINTENANCE LEADER	-	-	1.00	1.00	1.00
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	2.00	2.00
ADMN OFFICE PRO SR	2.15	2.00	(1.00)	1.00	1.00
ENGINEERING TECH	1.00	1.00	(1.00)	-	-
SHOP SUPERVISOR	1.00	-	-	-	-
EQUIPMENT MECHANIC	3.35	5.00	-	5.00	5.00
HEAVY EQUIP OPERATOR	9.96	11.00	(1.00)	10.00	10.00
REFUSE INSPECTOR	2.00	2.00	-	2.00	2.00
HEAVY TRUCK DRIVER	11.38	12.00	(1.00)	11.00	11.00
REFUSE CHECKER SUPERVISOR	1.00	1.00	-	1.00	1.00
MAINTENANCE WORKER	5.35	5.00	-	5.00	5.00
WASTEWTR PLANT OPER TR	1.38	1.00	(1.00)	-	-
REFUSE CHECKER	7.83	8.50	1.00	9.50	9.50
RECYCLE WORKER	2.00	2.00	-	2.00	2.00
MAINT WORKER APPRENTICE	-	1.00	1.00	2.00	2.00
EXTRA HELP	2.12	-	-	-	-
Total	89.08	95.25	-	95.25	95.25

Program

Resource Recovery & Waste Management (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 10,176,518	$ 11,416,495	$ 384,873	$ 11,801,368	$ 12,339,896
Services and Supplies	12,590,646	20,337,067	(4,449,472)	15,887,595	14,119,350
Other Charges	5,735,109	6,352,553	96,931	6,449,484	6,460,588
Total Operating Expenditures	28,502,272	38,106,115	(3,967,668)	34,138,447	32,919,834
Capital Assets	6,491,214	7,172,000	673,000	7,845,000	19,330,000
Other Financing Uses	1,474,609	1,526,655	39,718	1,566,373	1,610,182
Overhead Transfers	20	-	-	-	-
Increases to Fund Balances	-	3,753,488	(397,546)	3,355,942	8,108,853
Total Expenditures	$ 36,468,115	$ 50,558,258	$ (3,652,496)	$ 46,905,762	$ 61,968,869
Budget By Categories of Revenues					
Licenses, Permits and Franchises	3,288,240	3,220,340	610,002	3,830,342	3,336,290
Use of Money and Property	831,053	542,144	1,000	543,144	548,144
Intergovernmental Revenue	366,172	357,660	22,712	380,372	311,536
Charges for Services	31,675,997	30,900,349	7,549,599	38,449,948	43,621,613
Miscellaneous Revenue	2,378,561	2,138,820	(452,864)	1,685,956	1,685,956
Total Operating Revenues	38,540,023	37,159,313	7,730,449	44,889,762	49,503,539
Other Financing Sources	114,188	-	-	-	-
Decreases to Fund Balances	-	13,398,945	(11,398,945)	2,000,000	12,449,330
General Fund Contribution	-	-	16,000	16,000	16,000
Total Revenues	$ 38,654,211	$ 50,558,258	$ (3,652,496)	$ 46,905,762	$ 61,968,869

2016-17 Anticipated Accomplishments

- Made significant progress on the Laguna County Sanitation District (LCSD) Phase I wastewater treatment plant upgrade.
- Negotiated sewer service and recycled water agreement for the North County jail.
- Managed the Tajiguas Resource Recovery Project.
- Constructed phased closure of a large section of the Tajiguas Landfill.
- Transitioned parts of Baron Ranch from an active avocado orchard and worked with the Community Service Department on extending a trail from the Gaviota Coast to Camino Cielo Road.
- Purchased two parcels on the Gaviota Coast adjacent to the Tajiguas Landfill. Expanded our Waste Reduction/Recycling Program to include composting of food waste in school gardens.
- Completed the final lighting retrofit and infill program for the Isla Vista community.

Program

Resource Recovery & Waste Management (cont'd)

2017-19 Objectives

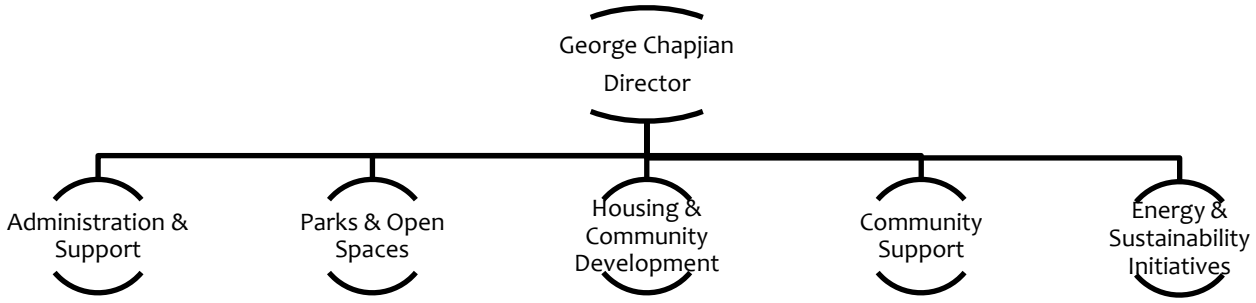
- Solid Waste Franchise Agreements: identify options available for provision of collection services and provide a recommendation to the Board.
- AB1862: new requirements related to management of organics generated by businesses. Identification and outreach will be required. In addition, broader efforts to reduce the amount of food waste being landfilled will be needed.
- Implement the Tajiguas Resource Recovery Project.
- Landfill Gas Contract: Evaluate future options for landfill gas management at the Landfill.
- Complete the design of the Laguna County Sanitation District (LCSD) Phase I wastewater treatment plant upgrade.
- Develop a financing plan for LCSD Phase 1 project for the Board's approval. LCSD Collection System: Complete extension of the waste water swap agreement with the City of Santa Maria. This will save the District millions of dollars by avoiding the need to construct a costly pump station.
- Baron Ranch: in conjunction with the Parks Department and the Trails Council, finalize improvements to the trail
- 2016 CalRecycle Used Oil & HHW Award-joint winner of a CalRecycle award for our Safe Drug Disposal Ordinance.

Public Works

Community Services

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 27,895,140**
Capital	**$ 1,329,000**
FTEs	**111.00**



Community Services

Department

Mission Statement

To provide community, cultural, recreational, and environmental 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.

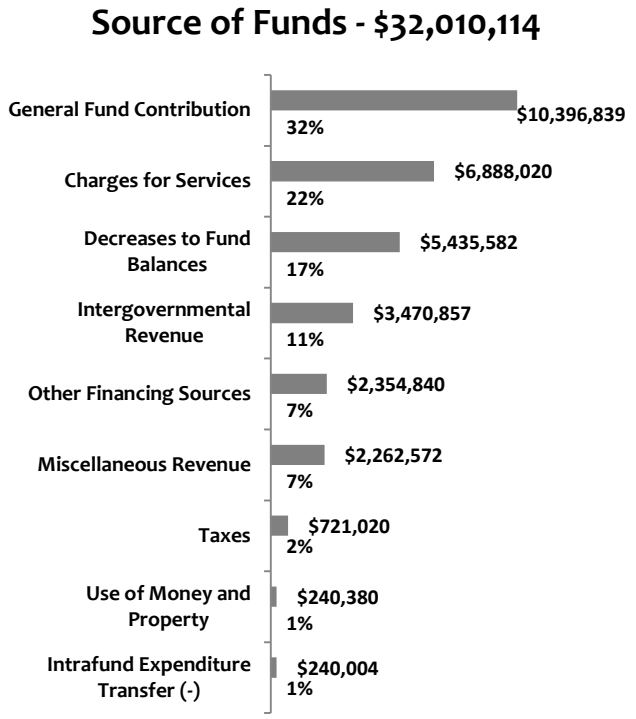
Highlights of 2017-19 Objectives

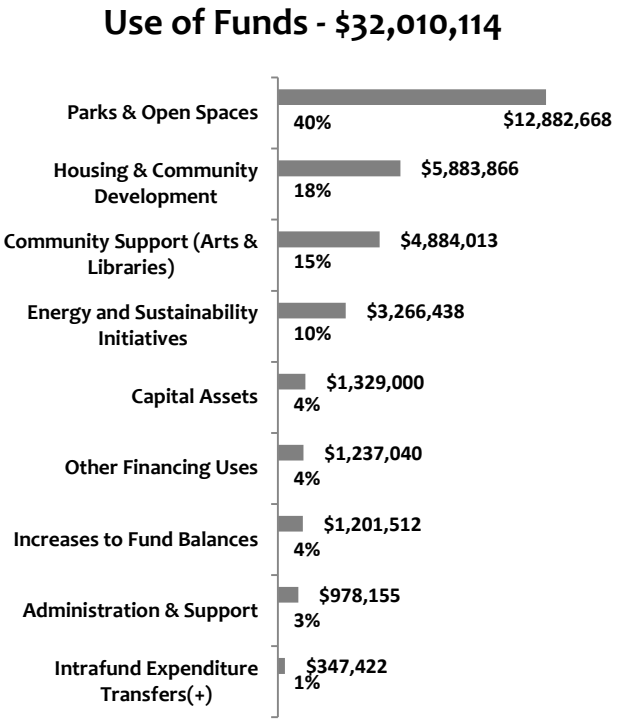
- Complete installation of new affordable cabins at Jalama Beach Park.
- Complete design and construction of the Arroyo Burro Ranger Office and Storage Area improvements.
- Complete Richardson Park updates using Community Development Block Grant (CDBG) funding in partnership with the Housing Division.
- Complete the design of various facilities at Cachuma Lake including the water treatment plants and electrical upgrades at RV hookup sites.
- Administer over $2.2 million in federal and state homeless grant funds.
- Maintain high fiscal stewardship of federal, state, and local grant funding and loan repayments.
- Award Federal HOME funding to develop up to 120 new affordable units.
- 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 to maximize community impact and engagement.
- Create and complete a Fee Study to utilize Channing Peake and Betteravia Gallery rentals for exhibitions and special events revenue.
- Partner with the Arts Commission to lead and support countywide Arts & Cultural Planning initiatives with funding from the Santa Barbara Foundation.
- Seek new funding opportunities including the possibility of funding from the California Public Utilities Commission for development of a Regional Energy Network (REN) in partnership with Ventura and San Luis Obispo whereby local governments administer certain types of energy efficiency programs.
- Facilitate greater interdepartmental collaboration on sustainability activities, pursue additional funding sources for Energy & Climate Action Plan (ECAP) implementation, and accelerate progress towards ECAP 2020 targets.
- Deliver Community Choice Energy (CCE) feasibility study and recommendation to the Board of Supervisors and support other jurisdictions in bringing their recommendations to their Boards and Councils.

Community Services

Department

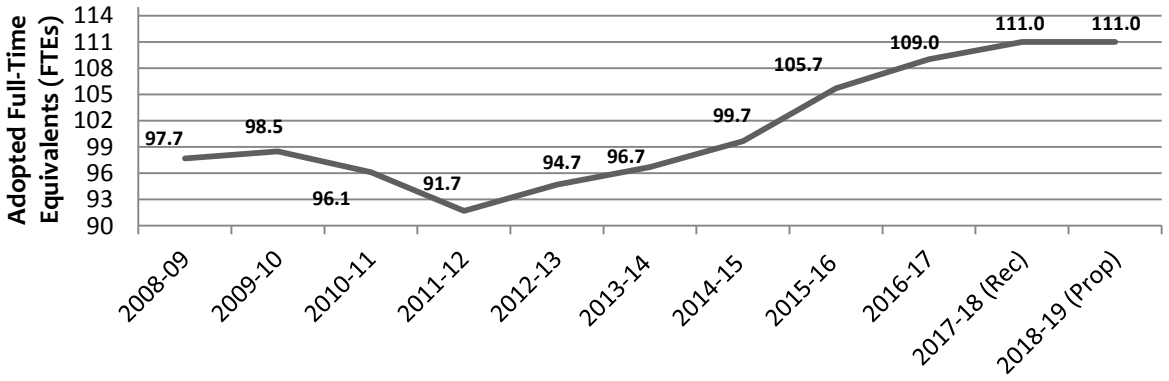
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	4.38	6.00	(1.00)	5.00	5.00
Parks & Open Spaces	78.69	81.71	3.51	85.22	85.22
Housing & Community Development	10.69	12.50	(0.50)	12.00	12.00
Community Support (Arts & Libraries)	2.67	2.80	-	2.80	2.80
Energy and Sustainability Initiatives	3.99	6.00	-	6.00	6.00
Total	100.42	109.01	2.01	111.02	111.02

Budget By Budget Program					
Administration & Support	$ 861,413	$ 929,434	$ 48,721	$ 978,155	$ 1,017,784
Parks & Open Spaces	11,658,847	12,597,614	285,054	12,882,668	12,720,605
Housing & Community Development	3,671,681	5,378,317	505,549	5,883,866	4,420,345
Community Support (Arts & Libraries)	4,809,704	5,110,252	(226,239)	4,884,013	4,642,716
Energy and Sustainability Initiatives	1,530,403	3,036,560	229,878	3,266,438	2,369,054
Total	$ 22,532,049	$ 27,052,177	$ 842,963	$ 27,895,140	$ 25,170,504

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 9,448,783	$ 11,039,394	$ 234,769	$ 11,274,163	$ 11,777,893
Services and Supplies	10,562,849	13,050,953	601,082	13,652,035	10,956,970
Other Charges	2,520,417	2,961,830	7,112	2,968,942	2,435,641
Total Operating Expenditures	22,532,049	27,052,177	842,963	27,895,140	25,170,504
Capital Assets	2,073,800	1,131,000	198,000	1,329,000	850,000
Other Financing Uses	1,557,931	1,308,082	(71,042)	1,237,040	1,198,157
Intrafund Expenditure Transfers (+)	430,532	412,117	(64,695)	347,422	316,789
Increases to Fund Balances	3,322,888	1,335,219	(133,707)	1,201,512	1,130,492
Fund Balance Impact (+)	32,442	-	-	-	-
Total	$ 29,949,641	$ 31,238,595	$ 771,519	$ 32,010,114	$ 28,665,942

Budget By Categories of Revenues					
Taxes	$ 663,459	$ 683,803	$ 37,217	$ 721,020	$ 735,365
Use of Money and Property	275,117	484,230	(243,850)	240,380	1,036,230
Intergovernmental Revenue	3,261,275	3,316,780	154,077	3,470,857	2,820,487
Charges for Services	7,468,132	6,541,419	346,601	6,888,020	6,878,020
Miscellaneous Revenue	3,040,958	2,273,231	(10,659)	2,262,572	1,485,267
Total Operating Revenues	14,708,940	13,299,463	283,386	13,582,849	12,955,369
Other Financing Sources	1,589,536	1,967,683	387,157	2,354,840	1,562,534
Intrafund Expenditure Transfers (-)	107,502	219,540	20,464	240,004	179,900
Decreases to Fund Balances	3,718,263	5,293,374	142,208	5,435,582	2,413,626
General Fund Contribution	9,825,400	10,458,535	(61,696)	10,396,839	9,763,600
Fund Balance Impact (-)	-	-	-	-	1,790,913
Total	$ 29,949,641	$ 31,238,595	$ 771,519	$ 32,010,114	$ 28,665,942

Community Services

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- 2.0 net increase in FTEs due to the addition of 2.50 extra help custodian FTEs resulting from the consolidation of the Special Events Program from General Services, 0.75 extra help maintenance FTEs for the Cuyama Pool, and 0.50 Housing Specialist for Homeless programs, offset by the reduction of one Parks Mechanic/Welder and one Housing Administrative Office Professional.

Expenditures

- Net operating expenditure increase of $843,000:
  - +$235,000 increase in Salaries and Employee Benefits due to increases in salaries and benefits.
  - +$601,000 net increase in Services and Supplies primarily due to the following:
    - +$496,000 net increase in Housing due to the following:
      - +$915,000 increase in pass-through expenditures driven by the addition of the State Emergency Solutions Grant (ESG) program and a delay in the initial FY 16-18 grant period causing an overlap with the FY 17-19 grant period.
      - +$110,000 increase in consultant expenditures driven by staff turnover, required grant compliance, and the addition of the new State ESG program.
      - -$340,000 decrease in Community Development Block Grant (CDBG) program expenditures largely attributable to Lompoc withdrawing from the Urban County Partnership.
      - -$117,000 decrease in pass-through expenditures driven by the absence of a Federal ESG allocation.
      - -$40,000 decrease in Continuum of Care (CoC) funding drive by a reduction in CoC Planning grant funding.
    - +$316,000 increase in Energy Sustainability Initiatives primarily due to set aside funding for Community Choice Energy (CCE) Phase 3 ($300,000), should the Board elect to proceed.
    - -$119,000 decrease in Parks due to a reduction in various services and supplies, largely driven by an accounting change that shifted utilities expenditures between object levels.
    - -$91,000 decrease in Community Support Arts & Libraries driven by a loss of one-time funding ($200,000) for libraries, offset by population per capita funding growth ($70,000).
  - +$7,000 net increase in Other Charges primarily due to:
    - +$237,000 net increase in Parks due to the following:
      - +$120,000 increase driven by an accounting change that shifted utilities expenditures between object levels.
      - +$80,000 increase in Liability Insurance.
      - +$30,000 increase in Motor Pool charges.
    - +$27,000 increase in Administration & Support driven by an increase in Liability Insurance and Motor Pool charges.
    - -$150,000 decrease in Community Support Shelters primarily due to a loss of one-time pass-through funding for shelter operations.
    - -$123,000 decrease in Energy and Sustainability Initiatives due to a decrease in funds being passed through to Ventura and San Luis Obispo Counties as initial emPower spending to launch program activities in those Counties has leveled off.

- Non-operating expenditure decrease of $71,000:

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- +$198,000 increase 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 2016-17 include the Arroyo Burro boardwalk, restroom and waste water treatment plan upgrades at Cachuma Lake and picnic area, and ADA upgrades at Richardson Park. Projects scheduled during FY 2017-18 include the Point Sal access road culvert repair, Goleta Beach Rock Revetment Amendment, Walter Capps Park improvements, Arroyo Burro Lift Station upgrades, Arroyo Burro Ranger Office and Storage Area improvements, Jalama Affordable Accommodations, Jalama Waterline replacement, and new Jalama Beach restrooms.
- -$71,000 net decrease in Other Financing Uses primarily due to the following:
  - -$189,000 decrease in Parks primarily due to the completion of the Santa Claus Lane Beach Access grant.
  - +$121,000 net increase in Housing due to the following:
    - +$95,000 increase in funding available to transfer to Housing general fund for operating costs driven by administrative funding allocated as part of the new State ESG program ($38,000) and program administration generated from loan repayments ($57,000).
    - +$30,000 increase in Orcutt Community Facilities District transfers to Fire, Sheriff, Flood, and Parks.
- -$65,000 net decrease in Intrafund Expenditure Transfers primarily due to the following:
  - -$79,000 decrease in Parks largely driven by a decrease in Cost Allocation Plan charges and the elimination of transfers to the Department of Agriculture, Weights and Measures for a shared IT employee.
  - +$14,000 increase in Energy and Sustainability Initiatives due to increased indirect cost rate.
- -$134,000 net decrease in Fund Balances primarily due to the following:
  - -$111,000 decrease in Parks due to the elimination of an accounting entry originally established to retain unexpended funding dedicated towards the California Coastal Commission's Goleta Beach permit requirements.
  - -$59,000 decrease in Housing driven by a reduction in anticipated shared-equity revenue due to the expiration of most shared-equity covenants.
  - +$36,000 increase in Community Support Arts due to Arts grant revenue growth.

These changes result in Recommended operating expenditures of $27,895,000, non-operating expenditures of $4,115,000, and total expenditures of $32,010,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of $283,000:
  - +$37,000 increase in Taxes primarily due to an increase in Orcutt Community Facilities District special assessment revenue.
  - -$244,000 net decrease in Use of Money and Property primarily due to:
    - -$265,000 decrease in Parks due to an accounting change switching Special Events revenues to another Object Level.
    - +$21,000 increase in Housing driven by interest income.
  - +$154,000 net increase in Intergovernmental Revenue primarily due to:
    - +$729,000 net increase in Housing due to the following:

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- +$952,000 increase in driven by the new State ESG program.
- +$362,000 increase in HOME program revenues due to carryover funding from the previous grant year.
- -$445,000 decrease in CDBG program revenues primarily driven by Lompoc's withdrawal from the Urban County Partnership.
- -$126,000 decrease in Federal ESG due to the lack of an allocation this fiscal year.

- -$360,000 decrease in Parks primarily due to completion of the Santa Claus Lane Beach Access Grant and Goleta Beach Rock Revetment capital project.
- -$215,000 decrease in Energy and Sustainability Initiatives due to an anticipated change in scope within the California Energy Commission's Los Angeles County program.

- +$347,000 net increase in Charges For Services primarily due to:
  - +$383,500 net increase in Parks due to the following:
    - +$270,000 increase due to special events revenue shift between object levels due to accounting methodology.
    - +$100,000 increase in cabin revenue.
    - +$90,000 increase in Parks reservation fee revenue.
    - +$60,000 increase in concessionaire revenue driven by the BoatHouse.
    - -$60,000 decrease due to the expiration of one-time BoatHouse utility repayments.
    - -$60,000 decrease in tent and recreation vehicle camping revenues.
    - -$30,000 decrease in day use revenue.
  - +$40,000 increase in Administration and Support driven by CSD Administrative services provided to the Energy and Sustainability Initiatives division.
  - +$36,000 increase in Community Support Arts due to Arts grant revenue growth.
  - -$100,000 decrease in Energy and Sustainability Initiatives due to the elimination of an accounting methodology used to transfer labor costs between divisions.
- -$11,000 net decrease in Miscellaneous Revenue primarily due to:
  - -$152,000 decrease in Energy and Sustainability Initiatives driven by a decrease in pass-through funds provided to Ventura and San Luis Obispo Counties and an increased focus on work associated with the Division's Federal Department of Energy grant.
  - +$94,000 increase in Housing anticipated loan repayments.
  - +$47,000 increase in Parks due to an increase in the Coastal Resource Enhancement Fund related to Walter Capps Park improvements.

- Net non-operating revenue increase of $488,000:
  - +$387,000 net increase in Other Financing Sources primarily due to the following:
    - +$296,000 increase in Parks due to timing of Jalama Affordable Accommodations capital project.
    - +$91,000 increase in funds available to transfer to Housing's general fund for operating costs primarily driven by the new State ESG program and program administrative funding derived from loan repayments.
  - +$20,000 increase in Intrafund Expenditure Transfers (-) primarily due to Administrative and Support to cover liability insurance increase.
  - +$142,000 net increase in decreases to Fund Balances largely due to:

Community Services

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- +$701,000 increase in Energy and Sustainability Initiatives due to timing of disbursements of Community Choice Energy (CCE) expenses, potential future Phases of CCE, and the repurposing of emPower Department of Energy funds.
- +$73,000 increase in Parks mainly due to one-time funding for deferred maintenance and tree trimming.
- -$348,000 decrease in Housing due to use of Program Income for HOME and CDBG project expenditures.
- -$283,000 net decrease in Community Support due to the following:
  - -$200,000 decrease in one-time funding for Libraries.
  - -$150,000 decrease in one-time funding for shelters and warming centers.
  - +$36,000 increase in Arts revenue growth.
  - +$30,000 increase in restricted fund balance draws for Arts software updates, website overhaul, and grants and inventory management systems to improve operational efficiencies.
- -$62,000 decrease in General Fund Contribution (GFC) due to countywide GFC reductions.

These changes result in recommended operating revenues of $13,583,000, non-operating revenues of $18,427,000, and total revenues of $32,010,000. Non-operating revenues primarily include General Fund Contribution, Transfers, and Decreases to Fund Balances.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 proposed expenditures reflect a $3,344,000 net decrease compared to the FY 2017-18 recommended budget that is primarily the result of:

- -$2,695,000 decrease in Services and Supplies largely driven within Housing due to the anticipated use of one time Program Income for HOME project expenditures totaling $1,563,000 in FY 2017-18. Anticipated expiration of one-time funded items such as Parks deferred maintenance and tree funding are also driving variance.
- -$533,000 decrease in Other Charges primarily due to the ESI emPower Central Coast program passing through less funding to Ventura and San Luis Obispo Counties.
- -$479,000 decrease in Capital Assets within Parks due to timing of capital projects.
- +$504,000 increase in Salaries and Employee Benefits department-wide.

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.sbparks.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://www.countyofsb.org/sustainability.
For more information on the Office of Arts & Culture, refer to their website at http://sbac.ca.gov.

Community Services

Department

Performance Measures

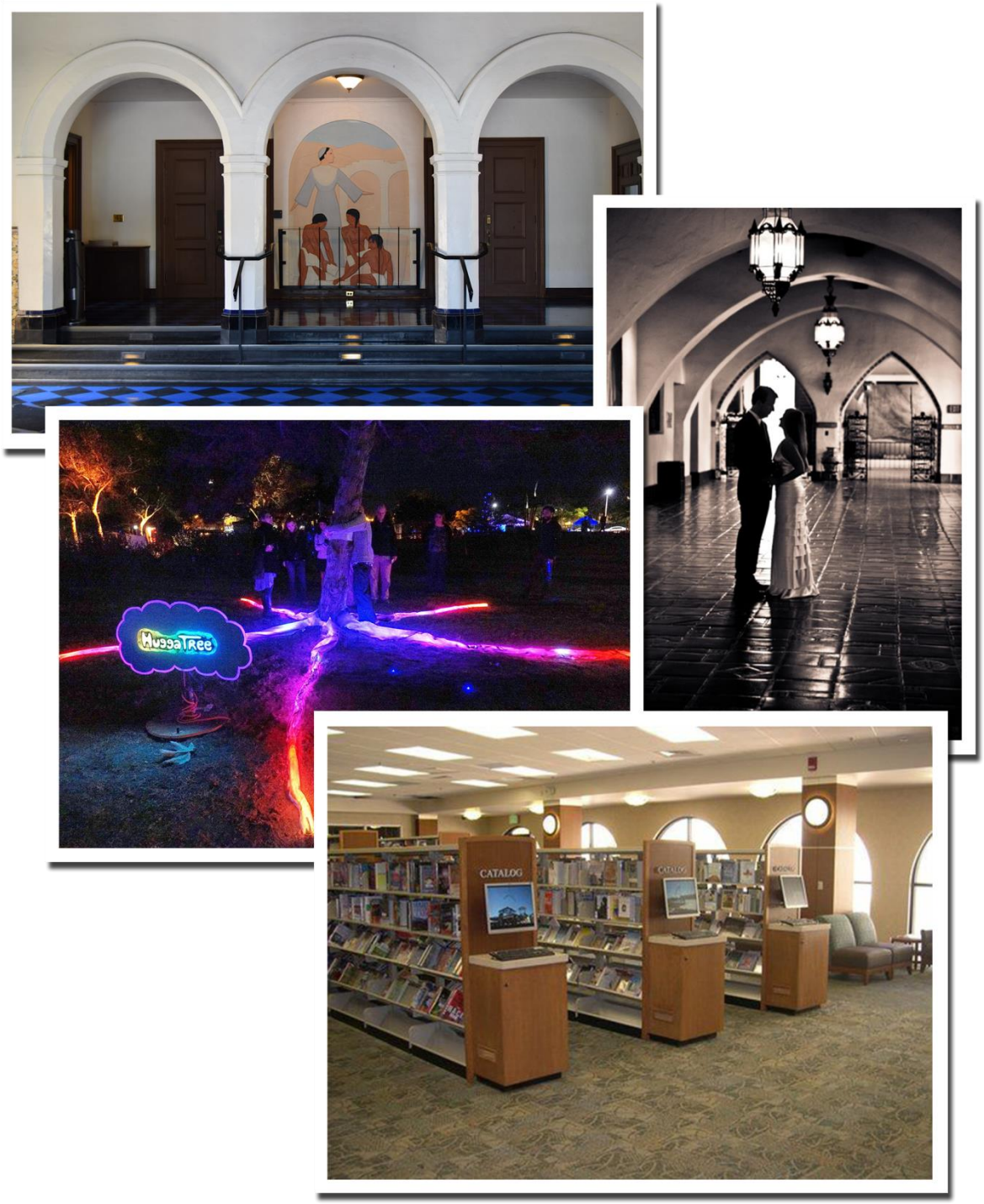
Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support					
Percent of staff EPRs completed on time. (Target: 100%)	Not used in Prior Years	56%	53%	100%	100%
Percentage of reservations booked online. (Target: 70%)	66% 21,474 / 32,327	68% 20,003 / 29,324	68% 19,074 / 27,962	70% 21,000 / 30,000	70% 22,400 / 32,000
Number of visits to the Community Services website. (Target: 625,000)	637,000	605,000	600,000	625,000	650,000
Parks & Open Spaces					
Number of Camping and Day Use Park visitors. (Target: 7,500,000)	6,886,000	7,074,000	7,326,000	7,500,000	7,700,000
Percentage of occupancy at Jalama Beach utilizing cabins. (Target: 95%)	94.1%	92.1%	91.0%	95.0%	95.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing cabins and yurts. (Target: 70%)	69.9%	62.6%	60.5%	70.0%	75.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing tented, partial hookup, and full hookup camp sites. (Target: 25%)	24.0%	20.5%	22.0%	25.0%	30.0%
Housing & Community Development					
Total number of households assisted with Tenant-Based Rental Assistance. (Target: 100)	164	223	217	100	75
Total number of affordable housing units produced. (Target: 81)	35	89	34	81	40
Percent of County restricted Affordable Housing units monitored. (Target: 100%)	100.0% (626 / 626)	100.0% (567 / 567)	101.6% (699 / 688)	108.7% (739 / 680)	110.9% (713 / 643)

PERFORMANCE MEASURES (CONT'D)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Community Support (Arts & Libraries)					
Number of Students engaged Countywide in Poetry Out Loud Program	1,000	1,200	2,000	2,500	2,750
Number of regional artists receiving public art exhibition opportunities.	170	241	200	210	225
Number of applications submitted for Community Arts Enrichment Grants (CAEG).	31	46	50	50	50
Library circulation in Santa Barbara County.	2,530,946	2,635,923	2,749,000	2,776,000	2,822,000
Amount of per capita library funding.	$6.87	$7.80	$7.80*	$7.80	$7.80
Energy & Sustainability Initiatives					
Percentage of energy use saved by project participating in emPower.	29%	25%	27%	25%	25%
Number of Energy "Coach" home site visits conducted.	373	300	275	250	250
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	40%	55%	70%

*Excludes an additional $200,000 in one time funded provided by the Board of Supervisors.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	-	1.00	1.00	1.00
EDP SYS & PROG ANLST	0.23	1.00	-	1.00	1.00
ADMN OFFICE PRO	-	1.00	(1.00)	-	-
EXECUTIVE SECRETARY	0.54	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	-	1.00	(1.00)	-	-
EXTRA HELP	0.61	-	-	-	-
Total	4.38	6.00	(1.00)	5.00	5.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 761,505	$ 901,134	$ 21,742	$ 922,876	$ 961,435
Services and Supplies	81,987	11,900	-	11,900	11,900
Other Charges	17,921	16,400	26,979	43,379	44,449
Total Operating Expenditures	861,413	929,434	48,721	978,155	1,017,784
Total Expenditures	$ 861,413	$ 929,434	$ 48,721	$ 978,155	$ 1,017,784
Budget By Categories of Revenues					
Charges for Services	28,580	-	40,000	40,000	40,000
Miscellaneous Revenue	91	-	-	-	-
Total Operating Revenues	28,671	-	40,000	40,000	40,000
Intrafund Expenditure Transfers (-)	38,718	105,937	20,867	126,804	66,700
General Fund Contribution	797,497	823,497	(12,146)	811,351	658,248
Total Revenues	$ 864,887	$ 929,434	$ 48,721	$ 978,155	$ 764,948

2016-17 Anticipated Accomplishments

Accomplishments include the following:

- Coordinated the development 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.
- Evaluated, bench-marked, and recommended adjustments to the Park Commissioners and Board of Supervisors to the existing Parks Fee Structure and sought revenue opportunities to offset expense growth.

Program

Administration & Support (cont'd)

- Expanded the online reservation system to display availability of Mural Room and Courthouse Garden wedding locations which increased efficiency within the booking process.
- Consolidated the Special Events program by integrating the Courthouse Mural Room, Santa Barbara Memorial Veteran's Building, and Lompoc Memorial Veteran's Building into the existing reservation software.

2017-19 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.

- Upgrade online reservation system to latest module, Version 5, which will increase efficiencies by allowing internal configuration, Google Maps integration, and hourly rental facility capabilities.
- Expand the online reservation system to allow online modifications which would create greater efficiencies.
- Create a CSD-wide intranet website complete with updated Parks and Housing policy manuals and begin development of a CSD policies and procedures manual.
- Implement training workshops to improve customer service and relations and provide professional training opportunities for staff.
- Continue to refine, develop, and implement policies and procedures for CSD Special Events program for further expansion, revenues enhancement, and improved customer experience.
- 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).

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	-	1.00	(1.00)	-	-
OPERATIONS MANAGER	3.00	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	1.69	1.00	1.00	2.00	2.00
DEPT BUS SPEC	0.96	2.00	-	2.00	2.00
WTR/SEW PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
MAINTENANCE LEADER	3.00	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	-	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	1.00	-	1.00	1.00	1.00
AQUATICS MANAGER	0.75	0.75	0.25	1.00	1.00
PARK RANGER	26.00	27.00	-	27.00	27.00
WTR & SEWAGE PLANT OPER	1.00	1.00	-	1.00	1.00
MECHANIC/WELDER	1.00	1.00	(1.00)	-	-
MAINTENANCE PLUMBER	2.00	2.00	-	2.00	2.00
NATURALIST	0.54	1.00	-	1.00	1.00
ASST NATURALIST	1.00	1.00	-	1.00	1.00
PARK MAINTENANCE WORKER	5.50	7.00	-	7.00	7.00
EXTRA HELP	26.25	24.96	3.26	28.22	28.22
Total	78.69	81.71	3.51	85.22	85.22

PARKS & OPEN SPACES (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 6,522,231	$ 7,245,996	$ 166,517	$ 7,412,513	$ 7,723,455
Services and Supplies	3,822,256	3,826,888	(119,032)	3,707,856	3,151,829
Other Charges	1,314,360	1,524,730	237,569	1,762,299	1,845,321
Total Operating Expenditures	11,658,847	12,597,614	285,054	12,882,668	12,720,605
Capital Assets	2,068,735	1,131,000	198,000	1,329,000	850,000
Other Financing Uses	670,922	361,422	(188,822)	172,600	172,600
Intrafund Expenditure Transfers (+)	404,824	297,558	(79,036)	218,522	187,889
Increases to Fund Balances	74,439	202,550	(110,560)	91,990	87,700
Total Expenditures	$ 14,877,767	$ 14,590,144	$ 104,636	$ 14,694,780	$ 14,018,794
Budget By Categories of Revenues					
Taxes	324,866	335,160	7,780	342,940	349,958
Use of Money and Property	218,522	468,130	(265,000)	203,130	998,130
Intergovernmental Revenue	1,428,909	603,178	(360,278)	242,900	139,800
Charges for Services	6,214,267	5,794,200	383,500	6,177,700	6,167,700
Miscellaneous Revenue	281,679	150,800	47,200	198,000	43,000
Total Operating Revenues	8,468,243	7,351,468	(186,798)	7,164,670	7,698,588
Other Financing Sources	1,149,441	1,359,173	295,827	1,655,000	907,084
Intrafund Expenditure Transfers (-)	28,783	14,744	(14,744)	-	-
Decreases to Fund Balances	1,794,051	1,917,257	72,749	1,990,006	958,350
General Fund Contribution	3,445,788	3,947,502	(62,398)	3,885,104	3,695,265
Total Revenues	$ 14,886,307	$ 14,590,144	$ 104,636	$ 14,694,780	$ 13,259,287

2016-17 Anticipated Accomplishments

Accomplishments include the following:

- Completed major facility improvements to Manning Park, Tuckers Grove, Goleta Beach Park, Cachuma Lake, Jalama Beach, and Waller Park through the deferred and preventative maintenance programs.
- At Cachuma Lake, Parks completed the following:
  - Installation of a new disc golf course.
  - Upgrades to the waste water treatment plant.
  - Restroom upgrades.
- Obtained amended permits to retain and maintain the Goleta Beach Rock Revetment and Geotextile Cells.
- Obtained emergency permits to install a winter sand berm and emergency rock protection at Goleta Beach Park as a protective measure during the January and February 2017 storm season.
- Upgraded the ADA picnic area at Richardson Park.
- Removed dead trees and tree limbs countywide for public safety.
- Completed design to repair the Camino Pescadero stairway.
- Completed construction of the Arroyo Burro boardwalk.
- Completed design of the Arroyo Burro lift station upgrades.
- Completed the environmental review of the Point Sal access road improvements.

Parks & Open Spaces (Cont'd)

2017-19 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 Point Sal culvert repair 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 repaving of the Arroyo Burro Beach parking area.
- Complete Richardson Park updates using Community Development Block Grant (CDBG) funding in partnership with the Housing Division.
- Complete design of the Santa Claus Lane Beach Access parking area in coordination with County Public Works.
- 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 in coordination with County Planning and Development.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	1.00	1.00	(1.00)	-	-
HOUSING PROGRAM SPEC SR	2.66	3.00	-	3.00	3.00
COST ANALYST	1.00	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC	3.38	4.50	0.50	5.00	5.00
ACCOUNTANT	0.65	1.00	-	1.00	1.00
Total	10.69	12.50	(0.50)	12.00	12.00

Revenues & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,319,873	$ 1,618,081	$ (4,772)	$ 1,613,309	$ 1,710,840
Services and Supplies	2,318,394	3,708,836	496,202	4,205,038	2,642,504
Other Charges	33,413	51,400	14,119	65,519	67,001
Total Operating Expenditures	3,671,681	5,378,317	505,549	5,883,866	4,420,345
Other Financing Uses	876,944	941,660	121,030	1,062,690	1,025,557
Intrafund Expenditure Transfers (+)	15,708	15,700	-	15,700	15,700
Increases to Fund Balances	1,840,352	495,750	(59,248)	436,502	369,772
Total Expenditures	$ 6,404,685	$ 6,831,427	$ 567,331	$ 7,398,758	$ 5,831,374
Budget By Categories of Revenues					
Taxes	338,593	348,643	29,437	378,080	385,407
Use of Money and Property	45,815	6,800	21,150	27,950	28,800
Intergovernmental Revenue	1,813,890	2,397,289	729,168	3,126,457	2,574,683
Charges for Services	614,656	68,000	(13,000)	55,000	55,000
Miscellaneous Revenue	1,004,370	337,184	93,688	430,872	420,872
Total Operating Revenues	3,817,325	3,157,916	860,443	4,018,359	3,464,762
Other Financing Sources	435,030	608,510	91,330	699,840	655,450
Decreases to Fund Balances	1,072,105	1,868,401	(348,204)	1,520,197	359,897
General Fund Contribution	1,107,178	1,196,600	(36,238)	1,160,362	1,102,695
Total Revenues	$ 6,431,638	$ 6,831,427	$ 567,331	$ 7,398,758	$ 5,582,804

Housing & Community Development (cont'd)

2016-17 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 Grant (ESG) Program funds.
- Awarded $1.67 million in HUD funding through the FY 2016 Continuum of Care (CoC) Program Competition to support the operations of 17 homelessness assistance projects throughout Santa Barbara County.
- Designated as the Administrative Entity for ESG Program funds administered by the State of California Department of Housing and Community Development through which $679,210 was awarded to Santa Barbara County in FY 2016-17 for homelessness assistance.
- Expanded the implementation of the Santa Barbara County Homeless Management Information System (HMIS) to 14 additional homelessness assistance projects.
- Completed the following capital improvements through the CDBG Program:
    - Sabado Tarde ADA Sidewalk.
    - Richardson Park Improvements.
    - Isla Vista Youth Projects, Inc. Children Center Acquisition.
    - St. Vincent's Fire Suppression Backflow Preventers.
    - Carpinteria Main School Sidewalk.
- Continued a CDBG code enforcement project in the City of Lompoc's low-to-moderate income areas.
- Celebrated the grand opening of the Solvang Senior Apartments, a 44-unit affordable housing project for seniors in Solvang developed by Corporation for Better Housing, which received $180,000 in County HOME funds.
- Monitored 390 County-restricted affordable housing units under the Inclusionary Housing Ordinance (IHO) program in spring 2017.
- Administered $200,000 in fulfillment contracts to 13 Chambers of Commerce and tourism-related agencies from across the County to promote County tourism, trade, and commerce of all the County's economic sectors.
- Collaborated with the General Services Department to apply for award under the California Department of Housing and Community Development's Housing-Related Parks Program (HRPP) yielding up to $1,000,000 in funds aiding the rehabilitation of the Isla Vista Community Center.
- Collected in excess of $1,000,000 in loan repayments resulting from current year billings and uncollected billings from prior years.

Program

Housing & Community Development (cont'd)

2017-19 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 State of California and HUD federal grant programs, including the CDBG, HOME, Federal and State ESG, and CoC programs providing vital public services and capital improvements to community infrastructure.
- Secure $1.7 million in HUD funding through the FY 2017 CoC Program Competition for the Santa Maria/Santa Barbara County CoC.
- Maintain designation as the Administrative Entity for State ESG funds to continue the receipt of approximately $520,000 on an annual basis to support homelessness assistance and prevention activities countywide.
- Manage implementation of the Santa Barbara County HMIS enabling the collection and analysis of data on persons who are homeless or at risk of homelessness to aid in homeless policy and decision making at the local, state, and federal levels.
- Continue to issue an annual Notice of Funding Availability (NOFA) and utilize external County review committees to recommend funding allowing for the best use of federal resources to enhance services to the public, improve public facilities and infrastructure, and develop affordable housing.
- Continue to improve and enhance monitoring for all federal programs as required by HUD for regulatory compliance including HOME, ESG, and CDBG.
- Administer the County's Inclusionary Housing Ordinance (IHO) Program by monitoring units under affordability covenants, certifying households, and calculating the annual In Lieu fee.
- 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 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.
- Conduct a lottery for the Cavalleto Tree Farms project in Goleta in fall 2017 which includes 18 for-sale workforce affordable units and 8 low-income rentals.
- Continue to collect loan repayments and recycle those funds into future projects that provide affordable housing and other much needed services to disadvantaged members of the community countywide.

Community Services

Program

Community Support (Arts & Libraries)

Community Support includes the Office of Arts and Culture, Libraries, and Shelter Services.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
EXEC DIR-ARTS COMM	0.81	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC SR	0.07	-	-	-	-
DEPT BUS SPEC	0.74	0.80	-	0.80	0.80
HOUSING PROGRAM SPEC	0.12	-	-	-	-
VISUAL ARTS COORDINATOR	0.77	1.00	-	1.00	1.00
EXTRA HELP	0.16	-	-	-	-
Total	2.67	2.80	-	2.80	2.80

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 294,854	$ 346,323	$ 13,670	$ 359,993	$ 373,016
Services and Supplies	4,002,253	4,201,029	(91,847)	4,109,182	3,873,795
Other Charges	512,597	562,900	(148,062)	414,838	395,905
Total Operating Expenditures	4,809,704	5,110,252	(226,239)	4,884,013	4,642,716
Capital Assets	5,065	-	-	-	-
Other Financing Uses	5,065	-	-	-	-
Increases to Fund Balances	621,536	579,219	36,101	615,320	615,320
Total Expenditures	$ 5,441,371	$ 5,689,471	$ (190,138)	$ 5,499,333	$ 5,258,036
Budget By Categories of Revenues					
Use of Money and Property	4,282	1,600	-	1,600	1,600
Charges for Services	610,628	579,219	36,101	615,320	615,320
Total Operating Revenues	614,910	580,819	36,101	616,920	616,920
Other Financing Sources	5,065	-	-	-	-
Intrafund Expenditure Transfers (-)	40,000	-	-	-	-
Decreases to Fund Balances	615,489	932,716	(283,337)	649,379	649,379
General Fund Contribution	4,159,937	4,175,936	57,098	4,233,034	3,991,737
Total Revenues	$ 5,435,402	$ 5,689,471	$ (190,138)	$ 5,499,333	$ 5,258,036

Community Support (Arts & Libraries) (cont'd)

2016-17 Anticipated Accomplishments

Arts

- Redesigned the County Office of Arts and Culture website increasing the online presence and traffic to the website.
- Created and implemented a dynamic social media plan including Facebook, Instagram, Twitter, and Sound Cloud to engage a broader and more diverse audience.
- Established, in collaboration with County Parks, Office of Arts and Culture office hours at Santa Maria's Waller Park for North County Arts and Culture organizations.
- Offered, for the first time ever, five grant workshops in North County to provide constituents with a tutorial for applying for County Arts grant funding.
- Completed the American's for the Arts '*Arts and Economic Prosperity*' study in the winter of 2017.

Libraries

- Prepared and obtained approval of the annual library operations agreement.
- Coordinated quarterly library zone administration meetings to improve communication and library system operations.
- Explored future funding strategies for the County library system.
- Explored 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, $95,515.
    - Good Samaritan Santa Maria Emergency Shelter, $132,966.
    - Good Samaritan Family Shelter, $48,793.
    - PATH Santa Barbara Emergency Shelter, $167,726.
    - Transition House Family Emergency Shelter, $50,000
    - Unitarian Society Freedom Warming Centers $70,000, of which $20,000 was one-time.

Safe Parking and Homeless Count

- Provided $10,000 to New Beginnings Counseling Center to support the operation of the Safe Parking Program.
- Provided $15,000 to the Northern Santa Barbara County United Way to support the 2017 Point-in-Time homeless count.

Program

Community Support (Arts & Libraries) (cont'd)

2017-19 Objectives

Arts

- Facilitate workshops for arts and culture non-profits and tourism agencies to use information provided from the *Arts and Economic Prosperity* Study.
- 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.
- Develop the discourse and implementation of public art throughout Santa Barbara County by utilizing the County Art in Public Places (CAPP) stewardship of Percent for Art funds distributed for innovative and dynamic art and related programming.
- Update the "Guidelines for the Channing Peake and Betteravia Galleries" with County Counsel to ensure proper indemnification and transparency.
- Assist the Arts Commission to revise their bylaws to create higher efficiency and offer a more productive usage of Commissioner time.
- Create and complete a fee study to determine the amount of Channing Peake and Betteravia Gallery rentals for exhibitions and special events.
- Join the Santa Barbara Foundation to lead and support countywide Arts & Culture Planning initiatives.
- Initiate public and private institutional collaborations and community engagement throughout North and South County including *Take Part/Make Art* with the Museum of Contemporary Art, Santa Barbara and Pacific Standard Time programming with UC Santa Barbara Art, Design, and Architecture Museum as well as other local museums and non-profit organizations.
- Partner with the Arts Commission to lead and support countywide Arts & Cultural Planning initiatives with funding from the Santa Barbara Foundation.
- Work with Arts Commissioners from each of the Supervisorial Districts to plan relevant brown bag lunches for their districts.
- Acquire and implement grant software to increase efficiency and create a positive experience for residents applying for arts grant funding.
- Organize community outreach efforts to increase participation in arts exhibitions at the County's Channing Peak and Betteravia Galleries.
- Receive a grant to create prosocial public art at the Jardin de las Granadas and utilize the art for resident education about disaster preparedness in a partnership with the "Aware and Prepare" campaign and OEM.

Libraries

- Continue to 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 the County library system.
- Coordinate City of Goleta municipal library formation.
- Coordinate imposition of administrative fees by library zone cities for 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 and Climate Action Implementation, and 3) Community Choice Energy.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PROGRAM MANAGER	0.38	1.00	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.62	-	-	-	-
OPERATIONS MANAGER	0.12	1.00	-	1.00	1.00
PROGRAM ADMINISTRATOR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	1.62	3.00	-	3.00	3.00
EXTRA HELP	0.25	-	-	-	-
Total	3.99	6.00	-	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 550,319	$ 927,860	$ 37,612	$ 965,472	$ 1,009,147
Services and Supplies	337,958	1,302,300	315,759	1,618,059	1,276,942
Other Charges	642,126	806,400	(123,493)	682,907	82,965
Total Operating Expenditures	1,530,403	3,036,560	229,878	3,266,438	2,369,054
Other Financing Uses	5,000	5,000	(3,250)	1,750	-
Intrafund Expenditure Transfers (+)	10,000	98,859	14,341	113,200	113,200
Increases to Fund Balances	786,561	57,700	-	57,700	57,700
Total Expenditures	$ 2,331,964	$ 3,198,119	$ 240,969	$ 3,439,088	$ 2,539,954
Budget By Categories of Revenues					
Use of Money and Property	6,497	7,700	-	7,700	7,700
Intergovernmental Revenue	18,476	316,313	(214,813)	101,500	106,004
Charges for Services	-	100,000	(100,000)	-	-
Miscellaneous Revenue	1,754,818	1,785,247	(151,547)	1,633,700	1,021,395
Total Operating Revenues	1,779,791	2,209,260	(466,360)	1,742,900	1,135,099
Intrafund Expenditure Transfers (-)	-	98,859	14,341	113,200	113,200
Decreases to Fund Balances	236,617	575,000	701,000	1,276,000	446,000
General Fund Contribution	315,000	315,000	(8,012)	306,988	315,655
Total Revenues	$ 2,331,408	$ 3,198,119	$ 240,969	$ 3,439,088	$ 2,009,954

Energy and Sustainability Initiatives (cont'd)

2016-17 Anticipated Accomplishments

Division Administration

- Completed strategic planning and branding for Energy and Sustainability Initiatives Division including launching a new website.

emPower Central Coast

- Provided energy efficiency education, awareness, and assistance to approximately 4,000 customers.
- Conducted 1,023 Energy Coach home visits and educated those homeowners on behavioral changes and technology upgrades geared towards improving home energy efficiency, safety, and comfort since 2013.
- Received over $3M in loan applications and approximately $1.6M closed to date. It is estimated that emPower has generated $7M in economic impact since 2011.
- Generated approximately 314 energy project leads for 37 participating contractors.
- Recruited and enrolled 14 new contractors.
- Launched new interactive Homeowner Portal.
- Completed Kaizen process improvement activity to increase program effectiveness and completed all identified process improvement actions.
- Assisted Board in decision to proceed with Commercial PACE program.
- Received approval from funding agency to reprogram dollars for new emPower services.
- Retained external sources of funding upon Tri-County program model and received Board authorization for additional grant funding ($1.35M) from SoCalGas to support program operations for 2017.

Energy and Climate Action Implementation

- Designed, executed, and administered all systems and processes necessary to implement and track emission reduction measures across departments allowing for successful reporting for all four quarters of 2016-2017.
- Facilitated well attended bi-monthly interdepartmental County Sustainability Committee, chaired by CEO's office, to work through issues pertaining to implementation, reporting, funding opportunities, etc.
- Completed and publically released the first ECAP Annual Report in spring 2017 to describe emission reduction progress, accomplishments, and challenges to date and provide information on next steps.
- Developed design and content for the County's first Energy and Climate Action webpages (launched in spring 2017), incorporating input from all relevant departments, to keep the public informed of progress associated with sustainability and greenhouse gas reductions.
- Participated in the formation of a regional Central Coast Climate Collaborative.
- Completed hiring and training for new specialist position in September 2016 to support this program.

Community Choice Energy

- Retained authorization from 27 eligible jurisdictions to participate in a Tri-County Community Choice Energy (CCE) feasibility study.

Program

Energy and Sustainability Initiatives (cont'd)

- Received financial contributions based on population size from ten jurisdictions to help defray the County's cost for a regional CCE feasibility study.
- Received and assured the quality of electricity load data from the investor-owned utilities that serve Santa Barbara County and the tri-county region, a critical data item for completing the CCE feasibility study.
- Completed training for new project manager position (hired in May 2016) to support this program.
- Worked with Tri-County Advisory Working Group to define study objectives, parameters, and prepare a feasibility study outline.
- Launched an early education and outreach strategy including a website, e-newsletter, educational materials, and two community engagement events for environmental, business, labor, and other community leaders.
- Hosted two CCE Advisory Working Group meetings every month to collaborate on the feasibility study, develop an education and outreach strategy, and monitor existing CCE programmatic and policy activity to help inform our possible regional CCE program development.

2017-19 Objectives

Division Administration
- Diversify funding sources to improve stability of staffing and service levels.

emPower Central Coast
- Launch Commercial Property Assessed Clean Energy Financing Program (PACE) in partnership with the California Statewide Communities Development Authority (CSCDA)
- Seek new funding opportunities including the possibility of funding from the California Public Utilities Commission for development of a Regional Energy Network (REN) in partnership with Ventura and San Luis Obispo whereby local governments administer certain types of energy efficiency programs.
- Increase number of completed and reported projects.

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.
- Distribute first ECAP annual report and establish regular communications strategy to keep internal and external stakeholders apprised of ECAP implementation and other County sustainability progress.
- Streamline emission reduction measure reporting process.

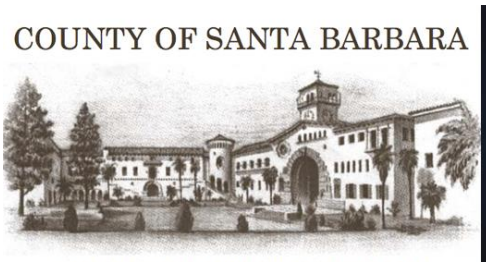
Community Choice Energy
- Deliver CCE feasibility study and recommendation to the Board of Supervisors and support other jurisdictions in bringing their recommendations to their Boards and Councils.
- Complete and publically release the CCE feasibility study to help assess whether CCE is a viable option for our region.
- If the Board provides direction to proceed with CCE:
    - Determine the best organizational strategy for forming a CCE program. If a joint powers authority (JPA) is determined to be the best approach, form a JPA with other participating jurisdictions and transition County support to the JPA.
    - Identify and secure start-up funding sources.

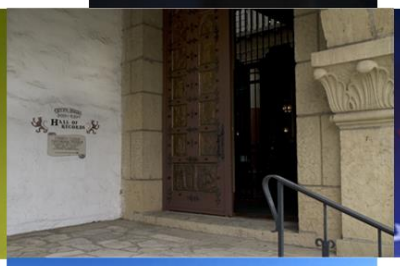
Program

Energy and Sustainability Initiatives (cont'd)

- Develop and seek California Public Utilities Commission certification of a CCE implementation plan outlining organization logistics, product offerings, rate setting processes, etc.
- Create and launch a CCE brand and education and outreach strategy.
- Secure vendor services and/or hire staff for power procurement and scheduling, data and billing system management, customer service, legal and regulatory support, etc.
- Sign service agreements with investor-owned utilities and establish data and billing interchange processes.

General Government & Support Services

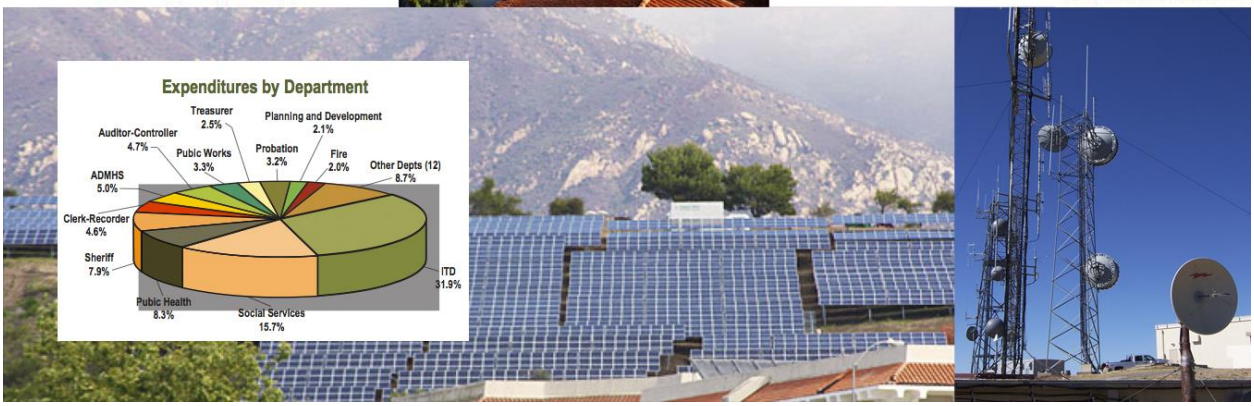




PUBLIC ADMINISTRATION

TAX COLLECTOR

VETERANS SERVICES



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

- Continue the implementation of the Aumentum 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 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 consultant and contractors.
- GS, the Community Services Department and CEO are ensuring all resources are maximized to address the maintenance needs 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, delivers well over 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.
- 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.
- Employ Strategic Human Resources policies, tools and programs to foster employee engagement.

General Government & Support Services

Functional Summary

Staffing By Department	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Auditor-Controller	49.90	50.25	(1.25)	49.00	49.00
Clerk-Recorder-Assessor	100.91	99.12	(0.62)	98.50	98.50
General Services	118.03	119.00	(3.50)	115.50	114.50
Human Resources	24.86	28.25	1.00	29.25	29.25
Treasurer-Tax Collector-Public	41.48	45.00	(1.00)	44.00	44.00
Total	335.17	341.63	(5.38)	336.25	335.25

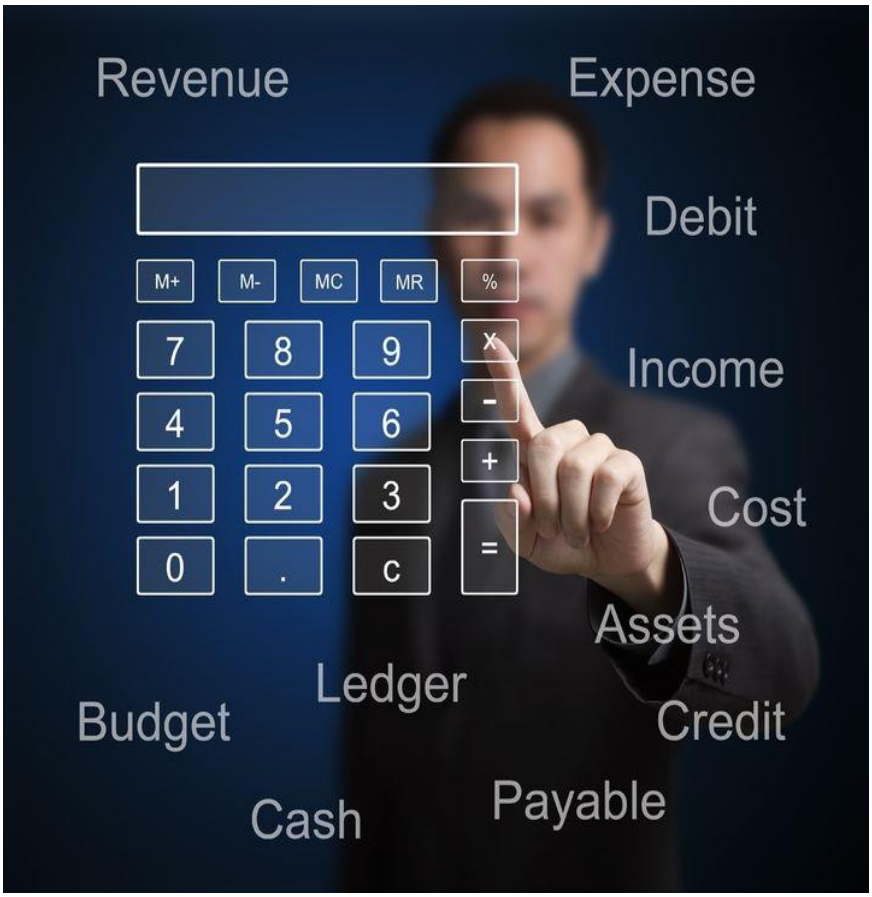
Budget By Department					
Auditor-Controller	$ 8,188,338	$ 9,001,000	$ (72,000)	$ 8,929,000	$ 9,288,000
Clerk-Recorder-Assessor	14,869,222	17,030,195	456,923	17,487,118	18,060,460
General Services	41,568,981	47,195,093	354,487	47,549,580	46,839,497
Human Resources	7,492,044	8,472,435	192,226	8,664,661	8,357,131
Treasurer-Tax Collector-Public	6,739,713	7,528,001	195,198	7,723,199	7,990,637
North County Jail	2,605,689	32,389,202	41,460,403	73,849,605	9,453,142
Debt Service	2,120,427	2,015,630	(112,984)	1,902,646	1,788,596
Total	$ 83,584,414	$ 123,631,556	$ 42,474,253	$ 166,105,809	$ 101,777,463

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 42,790,382	$ 47,572,596	$ 390,214	$ 47,962,810	$ 49,901,950
Services and Supplies	26,133,681	60,978,485	42,045,216	103,023,701	36,834,514
Other Charges	14,660,351	15,080,475	38,823	15,119,298	15,040,999
Total Operating Expenditures	83,584,414	123,631,556	42,474,253	166,105,809	101,777,463
Capital Assets	11,969,700	16,293,794	700,255	16,994,049	8,963,981
Other Financing Uses	4,716,795	6,729,331	(1,789,182)	4,940,149	4,916,968
Intrafund Expenditure Transfers (+)	1,065,931	1,604,697	710,488	2,315,185	2,052,644
Increases to Fund Balances	4,711,677	15,370,969	(15,021,997)	348,972	364,497
Fund Balance Impact (+)	2,074,201	-	-	-	4,723
Total	$ 108,122,718	$ 163,630,347	$ 27,073,817	$ 190,704,164	$ 118,080,276

Budget By Categories of Revenues					
Taxes	$ 224,832	$ 255,000	$ (30,000)	$ 225,000	$ 225,000
Licenses, Permits and Franchises	340,947	325,000	(2,500)	322,500	323,000
Fines, Forfeitures, and Penalties	7,280	5,000	1,000	6,000	6,000
Use of Money and Property	1,368,003	1,090,877	9,117	1,099,994	1,099,994
Intergovernmental Revenue	2,860,384	33,032,711	36,473,548	69,506,259	5,887,546
Charges for Services	40,062,958	42,710,774	464,463	43,175,237	43,061,290
Miscellaneous Revenue	4,355,267	3,640,080	128,117	3,768,197	3,749,227
Total Operating Revenues	49,219,671	81,059,442	37,043,745	118,103,187	54,352,057
Other Financing Sources	10,028,535	30,182,279	(19,035,757)	11,146,522	7,864,464
Intrafund Expenditure Transfers (-)	1,107,346	1,594,558	710,032	2,304,590	2,042,049
Decreases to Fund Balances	12,061,316	15,023,403	9,051,462	24,074,865	15,666,232
General Fund Contribution	34,488,787	35,770,665	(695,665)	35,075,000	34,365,100
Fund Balance Impact (-)	1,217,064	-	-	-	3,790,374
Total	$ 108,122,718	$ 163,630,347	$ 27,073,817	$ 190,704,164	$ 118,080,276

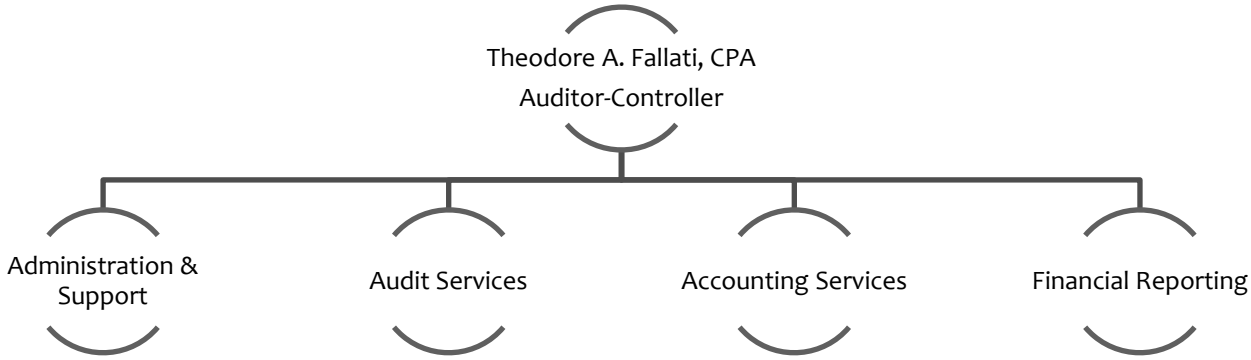
General Government & Support Services

Auditor-Controller



Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$**	**8,929,000**
Capital	**$**	**15,000**
FTEs		**49.00**



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 information 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 2017-19 Objectives

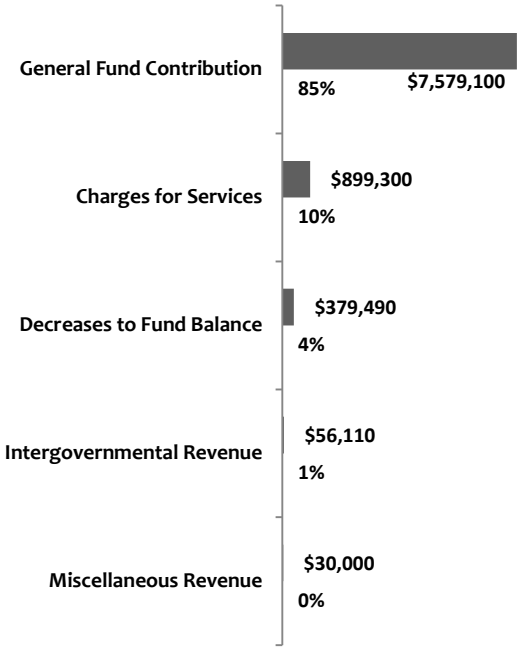
- The Department's top priority is to complete the implementation of the Property Tax System.
- Plan for the administration of the consolidated RDA Oversight Board (July 1, 2018) and RDA dissolution process.
- Provide support to the finance committee of the Northern Branch Jail project.
- Maintain and enhance the 67 applications in the A-C that serve multiple departments and County agencies.
- Distribute an estimated $860 to $885 million in property taxes to local agencies annually.
- Manage biweekly payroll process for approximately 4,870 employees.
- Validate and record 106,000 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.
- Perform projects listed in our Internal Audit Plan and mandatory engagements.

Auditor-Controller

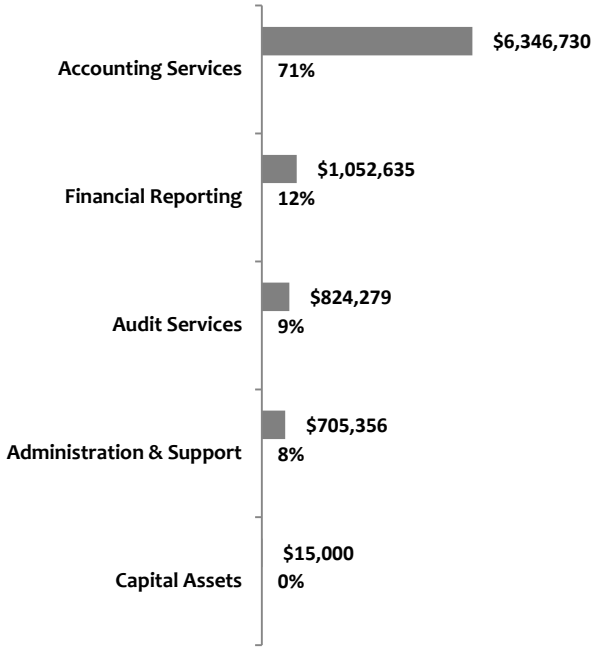
Department

Recommended Sources & Uses of Funds

Source of Funds - $8,944,000

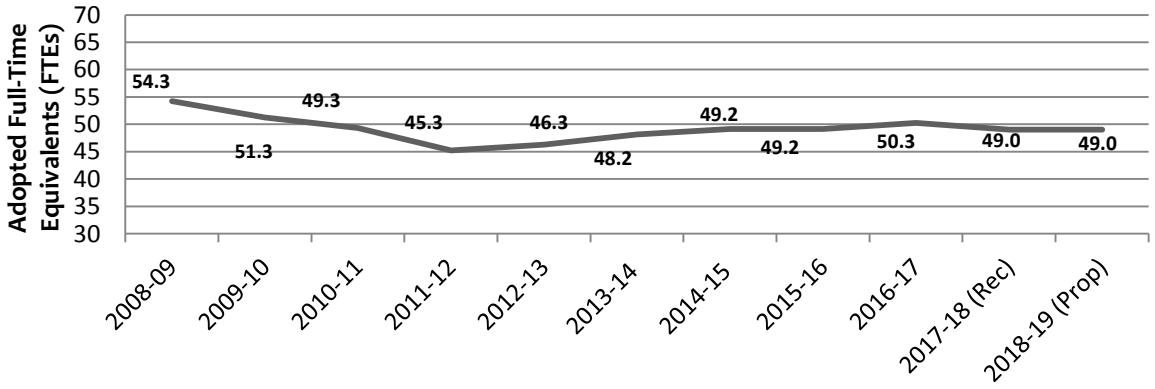


Use of Funds - $8,944,000



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	3.46	3.43	(0.43)	3.00	3.00
Audit Services	4.73	4.01	0.99	5.00	5.00
Accounting Services	35.88	36.60	(1.60)	35.00	35.00
Financial Reporting	5.83	6.20	(0.20)	6.00	6.00
Total	49.90	50.25	(1.25)	49.00	49.00

Budget By Budget Program					
Administration & Support	$ 756,176	$ 880,496	$ (175,140)	$ 705,356	$ 728,539
Audit Services	639,562	792,223	32,056	824,279	873,559
Accounting Services	5,799,343	6,198,931	147,799	6,346,730	6,590,070
Financial Reporting	993,258	1,129,350	(76,715)	1,052,635	1,095,832
Total	$ 8,188,338	$ 9,001,000	$ (72,000)	$ 8,929,000	$ 9,288,000

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,316,568	$ 8,086,000	$ (85,000)	$ 8,001,000	$ 8,348,000
Services and Supplies	647,907	642,000	27,000	669,000	669,000
Other Charges	223,863	273,000	(14,000)	259,000	271,000
Total Operating Expenditures	8,188,338	9,001,000	(72,000)	8,929,000	9,288,000
Capital Assets	-	15,000	-	15,000	15,000
Increases to Fund Balances	8,791	-	-	-	-
Fund Balance Impact (+)	352,449	-	-	-	-
Total	$ 8,549,577	$ 9,016,000	$ (72,000)	$ 8,944,000	$ 9,303,000

Budget By Categories of Revenues					
Intergovernmental Revenue	$ 87,443	$ 50,000	$ 6,110	$ 56,110	$ 56,110
Charges for Services	972,716	930,400	(31,100)	899,300	912,300
Miscellaneous Revenue	76,789	30,000	-	30,000	30,000
Total Operating Revenues	1,136,948	1,010,400	(24,990)	985,410	998,410
Intrafund Expenditure Transfers (-)	41,830	-	-	-	-
Decreases to Fund Balances	-	338,200	41,290	379,490	294,215
General Fund Contribution	7,370,800	7,667,400	(88,300)	7,579,100	7,482,200
Fund Balance Impact (-)	-	-	-	-	528,175
Total	$ 8,549,577	$ 9,016,000	$ (72,000)	$ 8,944,000	$ 9,303,000

Auditor-Controller

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- There is a -1.25 FTE decrease from 2016-17 Adopted to 2017-18 recommended. Due to the projected fiscal imbalances in the upcoming years, the Department unfunded 2 positions (1.25 FTE) as a Service Level Reduction to make up the shortfall.
- The Department has a current projected staff of 49.0 FTE for FY 2017-18. 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 nine years from 57.9 FTE in FY 2007-08 to a recommended staffing level of 49.0 FTE in FY 2017-18. During the economic recession for a period of nine 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 8.9 FTEs or a 15% decrease in positions since FY 2007-08.

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.
- Financial Systems Analyst for the Application Development and Systems Division.
- Accountant-Auditor for administration of the consolidated successor agency oversight board.

Expenditures

- Net operating expenditure decrease of -$72,000 due to:
  - -$85,000 decrease in Salaries and Employee Benefits due the elimination of funding for 1.25 FTE and a decrease in Unemployment Insurance Contribution;
  - +$27,000 increase in Services and Supplies is primarily due to increases in Professional and Special Services and Transportation and Travel;
  - -$14,000 decrease in Other Charges primarily due to decreases in Electricity and Motor Pool Charges.

These changes result in recommended operating expenditures of $8,929,000, non-operating expenditures of $15,000 and total expenditures of $8,944,000. Non-operating expenditures are for capital assets.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

Revenues

- Net operating revenue decrease of -$25,000 primarily due to:
  - +$6,000 increase in Intergovernmental Revenue – State due to increase in 2011 Local Realignment.
  - -$31,000 decrease in Charges for Services due to a decrease in parcel tax collection fee on terminated special assessments.
- Net non-operating revenue decrease of -$47,000 primarily due to:
  - +$41,000 increase in the use of A-C Automation Committed Fund Balance;
  - -$88,000 decrease 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 contribute $3,206,000 in FY 2017-18. This represents A-C cost reimbursement from Federal and State programs and equates to 36% of the total A-C budget.

These changes result in recommended operating revenues of $985,410, non-operating revenues of $7,958,590 and total revenues of $8,944,000. Non-operating revenues primarily include General Fund Contribution and decreases to fund balances.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 proposed expenditures reflect a $359,000 increase over the FY 2017-18 recommended budget that is primarily the result of:

- +$347,000 increase in salaries, retirement contributions and other benefits;
- +$12,000 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 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 (Target: 100%)	100% 5/5	100% 3/3	100% 4/4	100% 4/4	100% 3/3
Number of revenue allocations made legally, accurately, and timely - Distribution of Property Taxes to all taxing entities (Target: 35)	25	35	35	35	35
Number of revenue allocations made legally, accurately, and timely - Specialty & Advanced Accounting (Target: 350)	337	348	350	350	350
Percentage of annual payroll disbursements to employees through Direct Deposit (Target: 100%)	98% 4,130/4,392	98% 4,790/4,870	99% 4,752/4,823	100% 4,870/4,870	100% 4,870/4,870
Percentage of employees using automated time entry system (Target: 95%)	88% 3,837/4,376	93% 4,519/4,870	94% 4,532/4,823	95% 4,627/4,870	95% 4,627/4,870
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 (Target: Yes)	Yes	Yes	Yes	Yes	Yes
Percentage of annual disbursements to County vendors through direct deposit (ACH) (Target: 60%)	57% 66K/116K	59% 70K/118K	59% 70K/118K	60% 71K/118K	60% 71K/118K
Percentage of total dollar disbursements to County vendors paid through direct deposit (ACH), rather than Warrant (Target: 83%)	82% $480K/$587K	82% $499K/$607K	82% $499K/$607K	83% $504K/$607K	83% $504K/$607K

Auditor-Controller

Department

Performance Measures (cont'd)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Number of published newsletters/surveys related to policy and training (Target: 8)	3	4	7	8	8
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. (Target: 87)	68	80	87	87	87
Number of popular annual financial highlight reports produced timely. (Target: 5)	4	3	5	5	5
Knowledgeable and Effective Staff: with the goal of investing in our employees					
Percentage of department budget expended on training (Target: 1%)	1% $82K/$8.2M	1% $82K/$8.2M	1% $85K/$8.5M	1% $90K/$9.0M	1% $93K/$9.3M
Percentage of staff with one or more professional licenses or designations (Target: 50%)	50% 24/48	54% 26/48	53% 26/49	53% 26/49	57% 28/49
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 (Target: 100%)	94% 45/48	100% 48/48	100% 49/49	100% 49/49	100% 49/49
Maintain lost time at or below County average (Target: 5.6%)	4.3%	4.1%	5.1%	4.5%	4.5%
Percentage of technical disaster recovery plans for mission critical systems updated per year (Target: 100%)	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 (Target: 92%)	95% 481/508	95% 482/509	92% 460/500	92% 460/500	92% 460/500

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
AUDITOR-CONTROLLER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.34	0.43	(0.43)	-	-
FINANCIAL SYS ANALYST	0.01	-	-	-	-
FINANCIAL OFFICE PRO	1.71	2.00	-	2.00	2.00
EXTRA HELP	0.41	-	-	-	-
Total	3.46	3.43	(0.43)	3.00	3.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 648,805	$ 666,945	$ (90,287)	$ 576,658	$ 596,492
Services and Supplies	53,228	132,232	(65,714)	66,518	66,518
Other Charges	54,143	81,319	(19,139)	62,180	65,529
Total Operating Expenditures	756,176	880,496	(175,140)	705,356	728,539
Total Expenditures	$ 756,176	$ 880,496	$ (175,140)	$ 705,356	$ 728,539
Budget By Categories of Revenues					
Miscellaneous Revenue	48,838	-	-	-	-
Total Operating Revenues	48,838	-	-	-	-
General Fund Contribution	678,089	880,496	(175,140)	705,356	728,539
Total Revenues	$ 726,927	$ 880,496	$ (175,140)	$ 705,356	$ 728,539

2016-17 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.
- Successfully transitioned executive leadership after the retirement of Auditor-Controller with 25 years of service as the elected Auditor.
- Conducted recruitment and provided training for a new class of four Accountant-Auditors for the New Auditor Training and Development Program.
- Implemented new County credit card program policies and procedures.

Program

Administration & Support (cont'd)

2017-19 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.
- Encourage staff performance.
- Support staff training.
- Provide modern technology.
- Promote employee health, wellness, and quality of life.
- Work with General Services on replacement of office carpet.
- Participate in countywide Rebalancing and Resiliency Project.

Auditor-Controller

Program

AUDIT SERVICES

Assist the management of the County 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DIRECTOR	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
COST ANALYST	1.00	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	1.39	1.00	1.00	2.00	2.00
EXTRA HELP	0.33	-	-	-	-
Total	4.73	4.01	0.99	5.00	5.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 600,292	$ 692,525	$ 81,811	$ 774,336	$ 823,404
Services and Supplies	34,200	92,586	(50,019)	42,567	42,567
Other Charges	5,069	7,112	264	7,376	7,588
Total Operating Expenditures	639,562	792,223	32,056	824,279	873,559
Total Expenditures	$ 639,562	$ 792,223	$ 32,056	$ 824,279	$ 873,559
Budget By Categories of Revenues					
Charges for Services	17,500	7,500	-	7,500	7,500
Total Operating Revenues	17,500	7,500	-	7,500	7,500
Intrafund Expenditure Transfers (-)	1,740	-	-	-	-
General Fund Contribution	711,109	904,820	(88,041)	816,779	866,059
Total Revenues	$ 730,349	$ 912,320	$ (88,041)	$ 824,279	$ 873,559

2016-17 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 investigations of departments reporting lost or stolen property to the Auditor-Controller's Office as required by the County Fraud Policy.

Audit Services (cont'd)

2016-17 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.
- Completed a compliance audit of an external contractor to increase contract monitoring.
- Completed the following audits/consulting engagements:
  - The Sheriff's allocation methodology for distributing dispatch center costs to other departments and agencies.
  - The Public Administrator/Guardian's internal controls.
  - Concessionaire revenue audit.
- 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.

2017-19 Objectives

- Increase assistance to departments and collaboratively improve processes and reduce overall risk. Our currently anticipated projects include:
  - Reviewing processes over assets held on behalf of others.
  - Review of internal controls over Information Technology processes.
  - Provide internal control trainings to departments.
  - Franchise fee audits
  - Overtime and time code assessment
  - Internal controls over medication held in County facilities
  - Provide assistance to the rebalancing and resiliency project on cost-saving measures and analysis
  - As resources exist, perform audits to increase contractor monitoring
  - Provide ongoing monitoring of credit cards, petty cash, and vendor payments
- Continue 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.
- Perform mandatory engagements, including:
  - Cash and Investment Reviews
  - Tax Redemption Officer Audits
  - County Fraud/Loss Activities
  - Social Security Truncation program review
- Follow up audits:
  - Sheriff vehicle audit
  - Housing and Community Development audit

Auditor-Controller

Program

Accounting Services

The Accounting Services budget program represents the core operations of the Department and provides many varied services to the County, Independent Special Districts, cities and schools as listed below.

- Prepares accurate, complete, and timely financial records
- Operates, maintains and enhances Countywide financial and payroll systems
- Pays all employees in a timely manner
- Controls disbursements to vendors
- Records the deposit of funds
- Manages the County's cash position
- Provides revenue distribution services
- Continuously improves customer service to County Departments and other agencies by utilizing new technologies to enhance processes, improve accuracy, and timeliness
- Allocates and distributes property taxes to all County tax agencies within established timelines
- Provides professional service assistance for general accounting, disaster accounting, budgeting, systems, and fiscal advisory services
- Provides regular and updated accounting and payroll training for employees throughout the organization

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DIRECTOR	0.39	0.50	0.50	1.00	1.00
DIVISION CHIEF	5.77	6.91	(0.91)	6.00	6.00
CHIEF DEPUTY CONTROLLER	0.87	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST SR-R	6.00	6.00	-	6.00	6.00
FINANCIAL ACCT ANALYST	3.50	3.00	-	3.00	3.00
FINANCIAL SYS ANALYST	4.89	5.94	0.06	6.00	6.00
COST ANALYST	1.08	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.10	1.00	-	1.00	1.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	4.97	6.25	(1.25)	5.00	5.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR-RES	2.00	2.00	-	2.00	2.00
EXTRA HELP	2.31	-	-	-	-
Total	35.88	36.60	(1.60)	35.00	35.00

Accounting Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 5,193,851	$ 5,714,326	$ 18,198	$ 5,732,524	$ 5,967,663
Services and Supplies	446,518	306,867	126,295	433,162	433,162
Other Charges	158,974	177,738	3,306	181,044	189,245
Total Operating Expenditures	5,799,343	6,198,931	147,799	6,346,730	6,590,070
Capital Assets	-	15,000	-	15,000	15,000
Increases to Fund Balances	8,791	-	-	-	-
Total Expenditures	$ 5,808,134	$ 6,213,931	$ 147,799	$ 6,361,730	$ 6,605,070
Budget By Categories of Revenues					
Intergovernmental Revenue	87,443	50,000	6,110	56,110	56,110
Charges for Services	955,216	922,900	(31,100)	891,800	904,800
Miscellaneous Revenue	27,951	30,000	-	30,000	30,000
Total Operating Revenues	1,070,610	1,002,900	(24,990)	977,910	990,910
Decreases to Fund Balances	-	338,200	41,290	379,490	294,215
General Fund Contribution	4,836,354	4,793,234	211,096	5,004,330	4,791,770
Total Revenues	$ 5,906,964	$ 6,134,334	$ 227,396	$ 6,361,730	$ 6,076,895

2016-17 Anticipated Accomplishments

Applications Development and Systems

- Maintained 67 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;
  - Added new features and edit controls to the web-based time capture system.
- Relocated Auditor server infrastructure to the Emergency Operations Center in order to provide a more stable environment for mission critical systems.

Property Tax Administration

- Administered the distribution of $837 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.

Accounting Services (cont'd)

2016-17 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 124,767 County payroll payments, annual wage reporting, 34 total federal and state Quarterly payroll tax returns and 82 total payroll tax deposits to federal and state authorities.
- Timely and accurately processed payments and annual wage reporting to Election Workers of two County Election Cycles.
- Continued to meet the Affordable Care Act payroll reporting requirements.
- Continued to review countywide compliance of the Fair Labor Standards Act overtime laws.
- Published Catastrophic Leave Donation Program.
- Implemented changes mandated by 7 new union negotiated MOU contracts.
- Developed automated payroll adjustment feature which will eliminate hours of manual calculations by departmental and A-C payroll staff.
- Published comprehensive index-linked New Hire Form for Countywide use.

Financial Accounting and Customer Support

- Validated and recorded 106,000 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.
- Automated the update of vendor data from Payroll to FIN.
- Implemented and utilized a new 1099 reporting database.
- 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.
- Managed a variety of complex revenue and tax distributions throughout the year including Public Safety Realignment 2011 and continued changes to realignment distributions.

Accounting Services (cont'd)

2016-17 Anticipated Accomplishments (cont'd)

- Conducted an internal review of the workflow and internal control processes for reviewing Board Letters, Grants, Contracts, and Leases for A-C concurrence prior to submission for Board action.

2017-19 Objectives

Applications Development and Systems

- Completing 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 67 applications in the A-C that serve multiple departments and County agencies.
- Implement a process and system to maintain documentation for Auditor systems.

Property Tax Administration

- Distribute an estimated $860 to $885 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.

Payroll Operations

- Manage biweekly payroll process for approximately 4,870 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 and fulfil 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, training and policy 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.

Financial Accounting and Customer Support

- Provide additional FIN training offerings utilizing expanded platforms.
- Finalize changes to the new 1099 reporting database.

Accounting Services (cont'd)

2017-19 Objectives (cont'd)

- 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.
- Contact the frequently used vendors in order to sell them on direct deposit.
- Work with Purchasing to develop a Request for Proposal (RFP) for a new integrated purchasing system including document workflow.

Advanced and Specialty Accounting

- Support and enhance the County's contract review process.
- 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.
- Work to improve revenue forecasts and predictions for Sales Taxes, Transient Occupancy Taxes and Realignment Revenues.
- Support cost recovery for disasters and extraordinary incidents and implement procedures that allow for more timely reporting and claiming for such events.
- Provide support to the finance committee of the Northern Branch Jail project.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DIRECTOR	0.07	0.06	(0.06)	-	-
DIVISION CHIEF	1.05	1.09	(0.09)	1.00	1.00
AUDIT SUPERVISOR	0.50	0.50	-	0.50	0.50
ENTERPRISE LDR-GEN	0.27	-	-	-	-
FINANCIAL ACCT ANALYST	1.23	1.50	-	1.50	1.50
FINANCIAL SYS ANALYST	0.54	1.06	(1.06)	-	-
COST ANALYST	1.00	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	0.71	1.00	1.00	2.00	2.00
EXTRA HELP	0.46	-	-	-	-
Total	5.83	6.20	(0.20)	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 873,620	$ 1,012,204	$ (94,722)	$ 917,482	$ 960,441
Services and Supplies	113,960	110,315	16,438	126,753	126,753
Other Charges	5,677	6,831	1,569	8,400	8,638
Total Operating Expenditures	993,258	1,129,350	(76,715)	1,052,635	1,095,832
Total Expenditures	$ 993,258	$ 1,129,350	$ (76,715)	$ 1,052,635	$ 1,095,832
Budget By Categories of Revenues					
Intrafund Expenditure Transfers (-)	40,090	-	-	-	-
General Fund Contribution	1,145,248	1,088,850	(36,215)	1,052,635	1,095,832
Total Revenues	$ 1,185,338	$ 1,088,850	$ (36,215)	$ 1,052,635	$ 1,095,832

2016-17 Anticipated Accomplishments

- Earned the twenty-sixth consecutive Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the twenty-second 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

Financial Reporting (cont'd)

2016-17 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 new database to streamline preparation of the County's Annual Cost Allocation Plan.
- Developed and migrated CAFR reporting tools into the County's Financial Information Network (FIN).

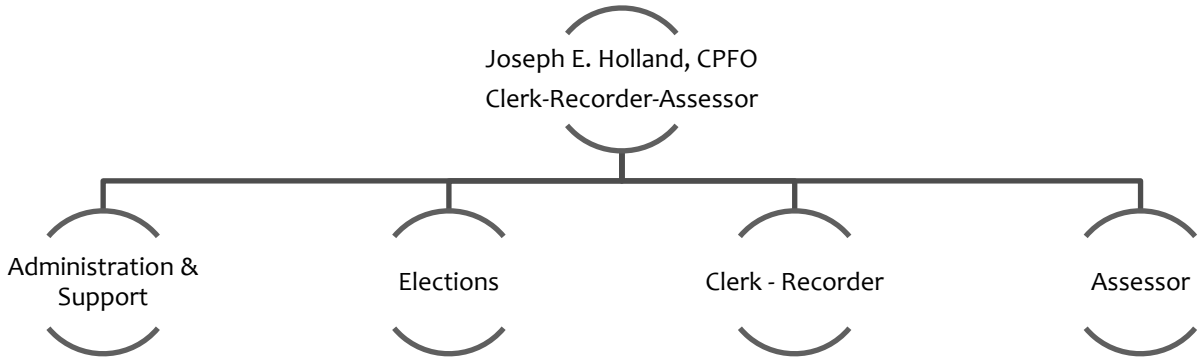
2017-19 Objectives

- 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).
- Publish a Capital Asset Manual and provide technical assistance to departments to improve capital asset accounting.

Clerk-Recorder-Assessor

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 17,487,118**
Capital	**$ 2,725,000**
FTEs	**98.5**



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 2017-19 Objectives

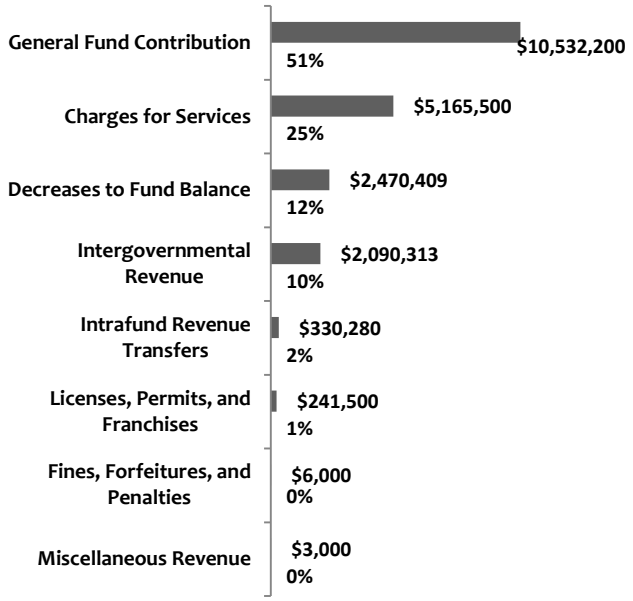
- The Assessor anticipates reviewing an estimated 11,000 parcels subject to Prop 8/Section 51 of the Revenue and Taxation Code, which require property values to be enrolled at the lesser of factored base value or market value as of the January 1st tax lien date, by June 30th as part of the assessment roll.
- The Assessor will continue the process of modernizing the Assessor Property System.
- Elections will conduct the 2018 Direct Primary Election, the 2018 Gubernatorial General Election, and any local elections requested by local agencies.
- Elections will acquire and implement a new vote tabulation system in Fiscal Year 2017-18 with a goal of using the new system in the FY 17-18 Primary election.
- The Clerk-Recorder will record an estimated 85,000 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

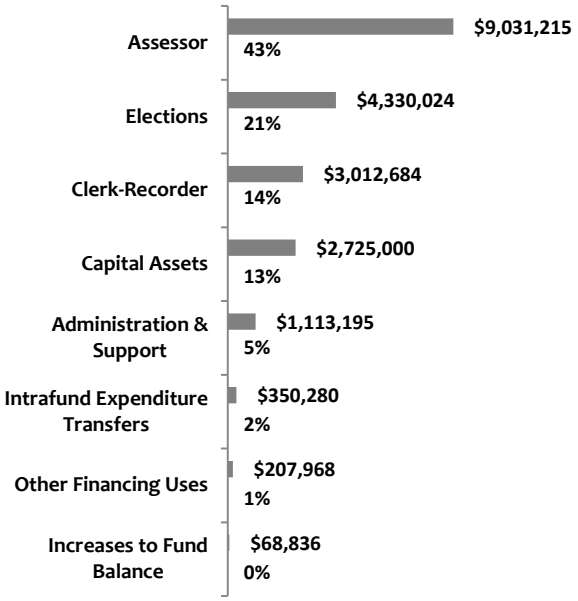
Department

Recommended Sources & Uses of Funds

Source of Funds - $20,839,202

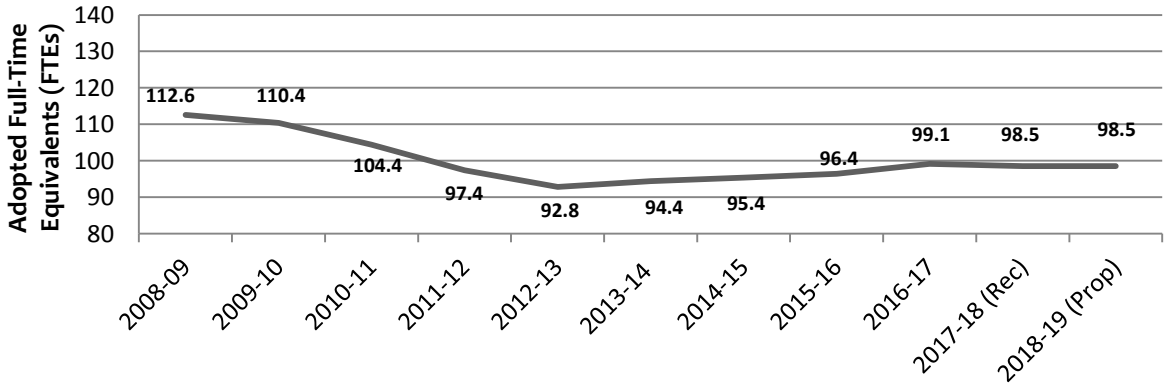


Use of Funds - $20,839,202



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	5.59	5.80	(0.48)	5.32	5.32
Elections	15.69	12.50	(0.20)	12.30	12.50
Clerk-Recorder	18.26	17.40	1.59	18.98	18.78
Assessor	61.37	63.42	(1.52)	61.90	61.90
Total	100.91	99.12	(0.62)	98.50	98.50

Budget By Budget Program					
Administration & Support	$ 1,088,918	$ 1,148,034	$ (34,839)	$ 1,113,195	$ 1,149,391
Elections	3,439,228	4,216,383	113,641	4,330,024	4,346,664
Clerk-Recorder	2,295,735	2,796,307	216,377	3,012,684	3,079,116
Assessor	8,045,340	8,869,471	161,744	9,031,215	9,485,289
Total	$ 14,869,222	$ 17,030,195	$ 456,923	$ 17,487,118	$ 18,060,460

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 11,622,631	$ 12,874,661	$ 206,098	$ 13,080,759	$ 13,738,843
Services and Supplies	2,555,515	3,435,422	175,597	3,611,019	3,493,768
Other Charges	691,077	720,112	75,228	795,340	827,849
Total Operating Expenditures	14,869,222	17,030,195	456,923	17,487,118	18,060,460
Capital Assets	93,844	125,000	2,600,000	2,725,000	125,000
Other Financing Uses	207,966	207,968	-	207,968	207,968
Intrafund Expenditure Transfers (+)	11,311	20,000	330,280	350,280	350,280
Increases to Fund Balances	1,032,012	472,734	(403,898)	68,836	80,180
Fund Balance Impact (+)	167,160	-	-	-	-
Total	$ 16,381,515	$ 17,855,897	$ 2,983,305	$ 20,839,202	$ 18,823,888

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 258,458	$ 235,000	$ 6,500	$ 241,500	$ 242,000
Fines, Forfeitures, and Penalties	7,280	5,000	1,000	6,000	6,000
Use of Money and Property	1	-	-	-	-
Intergovernmental Revenue	71,119	10,000	2,080,313	2,090,313	10,000
Charges for Services	5,274,907	5,800,721	(635,221)	5,165,500	5,645,500
Miscellaneous Revenue	19,461	3,000	-	3,000	3,000
Total Operating Revenues	5,631,225	6,053,721	1,452,592	7,506,313	5,906,500
Intrafund Expenditure Transfers (-)	-	-	330,280	330,280	330,280
Decreases to Fund Balances	257,290	1,002,676	1,467,733	2,470,409	1,074,445
General Fund Contribution	10,493,000	10,799,500	(267,300)	10,532,200	10,326,100
Fund Balance Impact (-)	-	-	-	-	1,186,563
Total	$ 16,381,515	$ 17,855,897	$ 2,983,305	$ 20,839,202	$ 18,823,888

Clerk-Recorder-Assessor

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Net decrease of 0.62 FTEs due to the elimination of an Appraiser (1.0 FTE) position and a part-time Administrative Office Professional (0.62 FTE) in the Assessor Division, offset by an additional Administrative Office Professional 1.0 FTE in the Clerk-Recorder, fully funded by Recorder revenues.

The Department's budgeted staff has decreased by 20 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 2017-18 Recommended staffing level continues to impact service delivery of the Department, specifically in the Assessor 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.

Expenditures

- Net operating expenditure increase of $457,000:
  - +$206,000 net increase in Salaries and Employee Benefits costs to fund 98.5 FTEs.
  - +$176,000 net increase in Services and Supplies primarily in the Elections division due to the anticipated impacts of a new mandated voter registration program (Motor Voter) combined with minimum wage cost increases for Temporary Staff and Poll Workers.
  - +$75,000 net increase in Other Charges primarily related to an increase in Information Technology Department data service charges.

- Net non-operating expenditure increase of $2,526,000 primarily due to:
  - $2,600,000 increase in Capital Asset expenditures due to the anticipated acquisition of a new vote tabulation system.
  - +330,000 increase in Intrafund Expenditure Transfers due to a change in how the department accounts for intra-department overhead charges.
  - -404,000 decrease in funds designated for future Departmental use primarily due to the impact of no election costs reimbursements for the cost of conducting the Fiscal Year 2017-18 Primary Election.

These changes result in Recommended operating expenditures of $17,487,000, non-operating expenditures of $3,352,000, and total expenditures of $20,839,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balance components.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

Revenues

- Net operating revenue increase of $1,453,000:
  - +2,080,000 increase in Intergovernmental Revenue in the form of grant and bond funds to offset a one-time capital expenditure on voting equipment.
  - +$7,000 increase in Licenses, Permits and Franchises for annual fluctuations in the number of estimated marriage licenses issued.
  - -$635,000 decrease in Charges for Services, primarily due to:
    - -$770,000 decrease in recoverable election costs from local agencies due to FY 2017-18 being a Gubernatorial Primary Election with little to no budgeted local agency consolidation.
    - +$218,000 net increase in Clerk-Recorder charges for services primarily from an anticipated increase in budgeted document recordings.
    - -$83,000 net decrease in the Assessor's Program primarily due to an anticipated reduction in recoverable property tax administration fees.

- Net non-operating revenue increase of $1,531,000 primarily due to:
  - +$1,468,000 net increase in use of fund balances.
    - +$858,000 increase in budgeted use of committed fund balances to balance the Department's operating budget.
    - +$472,000 increase in use of Elections fund balance to fund the balance of voting equipment acquired primarily with Federal and State monies.
    - +$91,000 increase in use of Departmental fund balance to fund New Assessor Property System Project costs estimated to be higher in FY 2017-18 as a result of more project manager hours dedicated to the project.
    - +$47,000 increase in use of the Clerk-Recorder restricted fund balances needed to fund Clerk-Recorder program costs estimated to be higher in FY 2017-18.
  - +330,000 increase in Intrafund Revenue Transfers due to a change in how the department accounts for intra-department overhead charges.
  - -$267,000 net decrease in General Fund Contribution from a $554,000 county implemented reduction, offset by a $287,000 general fund contribution increase for salary and benefits.

These changes result in Recommended operating revenue of $7,506,000, non-operating revenues of $13,333,000, and total sources of $20,839,000. Non-operating revenues primarily include General Fund Contribution and decreases to fund balance components.

Clerk-Recorder-Assessor

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

Expenditures

The FY 2018-19 Proposed Budget includes no changes in staffing from the prior year's Recommended Budget. The increase in the cost of Salary and Employee Benefits for funding the same level of staff will be $658,000. Services and Supplies are estimated to decrease by $117,000 the majority of which is due to a reduction of one-time expenditures in the Elections Division. Capital Asset costs will decrease by $2,600,000 due to the one-time voting equipment acquisition in Fiscal Year 2017-18.

Revenues

Departmental net operating revenue is expected to decrease by $1,600,000 in FY 2018-19, all in the Elections Division. An increase of $480,000 in election cost reimbursements from local agency consolidations in the FY 2018-19 Gubernatorial General Election. The increase will be offset by the loss of $2,080,000 in one-time Federal and State funds provided to purchase voting equipment in FY 17-18.

2018-19 Budget Gap

To maintain FY 2017-18 service levels, $18,824,000 of funding will be required in FY 2018-19. Of this amount, $17,637,000 will be funded by departmental revenues, funding sources and General Fund Contribution, leaving a $1,187,000 structural imbalance. The $1,187,000 budget gap is $329,000 greater than the gap in FY 2017-18 due to increases in Salaries and Employee Benefits, which are partially offset by an anticipated increase in Elections revenue. A funding source will need to be identified to backfill the FY 2018-19 Department gap in order to avoid critical service level reductions in creating the County's property tax roll.

Related Links

For more information on the Clerk-Record-Assessor's Department refer to their website at http://sbcassessor.com/ClerkRecorder/ClerkRecorder.aspx.

Clerk-Recorder-Assessor

Department

Performance Measures

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration and Support					
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	Not Used in Prior Years	82%	75%	100%	100%
Elections					
Number of voter registration transactions (adds, deletes, and changes) processed for the Fiscal Year	101,697	126,711	114,486	95,000	100,000
Number of Federal, State, and Local Elections conducted in the Fiscal Year	4	1	4	1	2
Total voter registration in the scheduled statewide election	196,998	201,865	222,983	230,000	235,000
Permanent Vote By Mail registration as a percentage of total registration	58%	62%	63%	60%	60%
Total turnout in the scheduled statewide election	114,106	118,974	182,264	80,500	129,250
Poll turnout as percentage of total votes in the scheduled statewide election	32%	32%	34%	29%	33%
Vote By Mail turnout as percentage of total votes in the scheduled statewide election	68%	68%	66%	71%	67%
Clerk Recorder					
Percentage and number of official documents recorded and indexed the same day	100% 78,339	100% 79,418	100% 88,500	100% 85,000	100% 85,000
Percentage and number of documents recorded electronically (E-Recorded)	30% 23,399	31% 24,317	34% 30,000	34% 28,900	34% 28,900
Number of marriage licenses issued	3,777	3,912	4,050	4,000	4,000

Performance Measures (cont'd)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Assessor					
Total number of parcels subject to Prop 8/Section 51 of the Revenue and Taxation Code	18,100	16,300	14,200	11,000	9,000
Retention rate and retained value of property under appeal	88% $1.9 Billion	95% $1.25 Billion	91% Unknown	94% Unknown	90% Unknown

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY CLERK-RECORDER	0.02	-	-	-	-
PROGRAM MANAGER	0.09	0.20	(0.10)	0.10	0.10
EDP OFFICE AUTO SPEC	0.86	1.00	(0.19)	0.81	0.81
FINANCIAL SYS ANALYST SR	0.01	-	-	-	-
HR MANAGER	0.99	1.00	-	1.00	1.00
ADMINISTRATIVE LDR-GEN	0.28	-	-	-	-
COMPUTER SYSTEMS SPEC	0.99	1.00	(0.19)	0.81	0.81
FISCAL MANAGER	-	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.63	-	-	-	-
FINANCIAL OFFICE PRO SR	0.66	0.60	-	0.60	0.60
EXTRA HELP	0.06	-	-	-	-
Total	5.59	5.80	(0.48)	5.32	5.32

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 994,876	$ 987,345	$ (37,779)	$ 949,566	$ 984,222
Services and Supplies	66,687	124,200	(1,500)	122,700	122,700
Other Charges	27,354	36,489	4,440	40,929	42,469
Total Operating Expenditures	1,088,918	1,148,034	(34,839)	1,113,195	1,149,391
Capital Assets	-	50,000	-	50,000	50,000
Total Expenditures	$ 1,088,918	$ 1,198,034	$ (34,839)	$ 1,163,195	$ 1,199,391
Budget By Categories of Revenues					
Miscellaneous Revenue	15,434	-	-	-	-
Total Operating Revenues	15,434	-	-	-	-
Intrafund Expenditure Transfers (-)	-	-	330,280	330,280	330,280
Decreases to Fund Balances	-	229,044	(229,044)	-	-
General Fund Contribution	1,355,452	968,990	(136,075)	832,915	869,111
Total Revenues	$ 1,370,886	$ 1,198,034	$ (34,839)	$ 1,163,195	$ 1,199,391

Program

Administration & Support (cont'd)

2016-17 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.

2017-19 Objectives

- Prepare, monitor, and execute a FY 2017-18 Budget in support of the Department's FY 2017-18 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
CHIEF DEPUTY CLERK-RECORDER	0.01	-	-	-	-
CHIEF DEPUTY REGISTRAR OF VOTERS	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY ASSESSOR	0.01	-	-	-	-
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	0.08	-	-	-	-
PROJECT MANAGER	0.02	-	-	-	-
HR MANAGER	0.01	-	-	-	-
EDP SYS & PROG ANLST	0.34	0.50	(0.20)	0.30	0.50
ASSESSMENT SUPERVISOR	0.02	-	-	-	-
ADMN OFFICE PRO	1.49	2.00	-	2.00	2.00
COMPUTER SYSTEMS SPEC	0.01	-	-	-	-
DEPT BUS SPEC	2.00	2.00	-	2.00	2.00
MAPPING/GIS ANALYST	0.20	-	-	-	-
APPRAISER	0.07	-	-	-	-
TEAM/PROJECT LDR-GEN	0.01	-	-	-	-
ADMN OFFICE PRO SR	4.54	6.00	-	6.00	6.00
FINANCIAL OFFICE PRO SR	0.01	-	-	-	-
EXTRA HELP	4.87	-	-	-	-
Total	15.69	12.50	(0.20)	12.30	12.50

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,732,716	$ 1,874,802	$ (41,296)	$ 1,833,506	$ 1,945,025
Services and Supplies	1,559,734	2,149,952	157,097	2,307,049	2,204,798
Other Charges	146,779	191,629	(2,160)	189,469	196,841
Total Operating Expenditures	3,439,228	4,216,383	113,641	4,330,024	4,346,664
Capital Assets	69,240	30,000	2,600,000	2,630,000	30,000
Other Financing Uses	207,966	207,968	-	207,968	207,968
Intrafund Expenditure Transfers (+)	11,311	20,000	-	20,000	20,000
Total Expenditures	$ 3,727,744	$ 4,474,351	$ 2,713,641	$ 7,187,992	$ 4,604,632
Budget By Categories of Revenues					
Intergovernmental Revenue	71,119	10,000	2,080,313	2,090,313	10,000
Charges for Services	53,905	795,000	(770,000)	25,000	505,000
Total Operating Revenues	125,023	805,000	1,310,313	2,115,313	515,000
Decreases to Fund Balances	-	150,136	471,805	621,941	-
General Fund Contribution	3,827,404	3,519,215	931,523	4,450,738	4,089,632
Total Revenues	$ 3,952,427	$ 4,474,351	$ 2,713,641	$ 7,187,992	$ 4,604,632

Program

Elections (cont'd)

2016-17 Anticipated Accomplishments

- Successfully conducted the 2016 Presidential General Election as well as a Retirement Board Election and the Cuyama Water Basin District Election. Will conduct the Isla Vista Recreation and Park District Election in May 2017.
- Through voter outreach and support, increased the voter turnout rate 1% and the number of registered voters by 9% over the last Presidential General 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.
- Commenced reviewing and revising all Elections website content. Once all content has been revised, will work with the Secretary of State's office as well as the members of the Santa Barbara County Voting Accessibility Advisory Committee to determine how to best provide the information in an accessible format.
- Successfully completed the revision of the Single Comprehensive Code to align with the reporting categories required by the Political Reform Act, resulting in more equitable reporting requirements based on job duties.
- Increased Participation in the Student Pollworker Program from 103 in the 2014 Gubernatorial General to 153 in the 2016 Presidential General Election, an increase of 48.5%.
- In preparation for the implementation of a statewide voter registration database, participated in a second mock election in August 2016 to determine necessary process changes and anticipate impacts.
- Successfully installed three drive-thru ballot drop boxes to increase voting participation. Over 6,300 ballots were returned in the ballot drop boxes for the 2016 Presidential General Election, 5.3% of the total vote-by-mail ballot returns.
- Increased the number of bilingual pollworkers from the previous Presidential General Election by 28.3%. Contracted with a call-in interpreter service to provide bilingual assistance to voters in 117 languages at each office and polling place location.
- Have continually increased the number of vote-by-mail ballots issued and returned at each Presidential General Election since 2008. In the 2016 Presidential General Election, issued 160,065 vote-by-mail ballots compared to 123,932 issued at the Presidential General Election in 2012, an increase of 29.2%. 124,978 vote-by-mail ballots were returned in 2016 compared to 100,676 in 2012, an increase of 24.1%

2017-19 Objectives

- Conduct the 2018 Direct Primary Election, the 2018 Gubernatorial General Election, and any local elections as requested by local agencies.
- Continue to update the Elections website to make information more accessible to voters.
- Acquire and implement a new vote tabulation system in Fiscal Year 2017-18 with a goal of using the new system in the FY 17-18 Primary election.
- Senate Bill 450 allows specified counties on or after January 1, 2018, and any county on or after January 1, 2020, to conduct all-mailed ballot elections if certain conditions are satisfied. Will continue to evaluate the viability and cost-effectiveness of this option for Santa Barbara County.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
CHIEF DEPUTY CLERK-RECORDER	0.97	1.00	-	1.00	1.00
DIVISION CHIEF	1.54	1.00	-	1.00	1.00
PROGRAM MANAGER	0.06	-	-	-	-
EDP OFFICE AUTO SPEC	0.06	-	0.19	0.19	0.19
EDP SYS & PROG ANLST	0.66	0.50	0.20	0.70	0.50
ADMN OFFICE PRO	8.32	9.50	2.00	11.50	11.50
ADMINISTRATIVE LDR-GEN	0.02	-	-	-	-
COMPUTER SYSTEMS SPEC	-	-	0.19	0.19	0.19
TEAM/PROJECT LDR-GEN	0.05	-	-	-	-
FINANCIAL OFFICE PRO SR	0.32	0.40	-	0.40	0.40
ADMN OFFICE PRO SR	3.31	5.00	(1.00)	4.00	4.00
EXTRA HELP	2.94	-	-	-	-
Total	18.26	17.40	1.59	18.98	18.78

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,749,840	$ 2,085,960	$ 174,228	$ 2,260,188	$ 2,334,319
Services and Supplies	410,374	568,850	22,000	590,850	575,850
Other Charges	135,522	141,497	20,149	161,646	168,947
Total Operating Expenditures	2,295,735	2,796,307	216,377	3,012,684	3,079,116
Capital Assets	15,205	25,000	-	25,000	25,000
Intrafund Expenditure Transfers (+)	-	-	330,280	330,280	330,280
Increases to Fund Balances	632,012	114,185	(45,349)	68,836	80,180
Total Expenditures	$ 2,942,953	$ 2,935,492	$ 501,308	$ 3,436,800	$ 3,514,576
Budget By Categories of Revenues					
Licenses, Permits and Franchises	258,458	235,000	6,500	241,500	242,000
Fines, Forfeitures, and Penalties	7,280	5,000	1,000	6,000	6,000
Charges for Services	2,672,566	2,352,900	217,600	2,570,500	2,570,500
Miscellaneous Revenue	4,024	3,000	-	3,000	3,000
Total Operating Revenues	2,942,328	2,595,900	225,100	2,821,000	2,821,500
Decreases to Fund Balances	164,085	339,592	276,208	615,800	693,076
Total Revenues	$ 3,106,413	$ 2,935,492	$ 501,308	$ 3,436,800	$ 3,514,576

Program

Clerk-Recorder (cont'd)

2016-17 Anticipated Accomplishments

- Record approximately 88,500 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.

2017-19 Objectives

- Complete the mandated redaction of Social Security Numbers in all official records dating back to 1980 (Required to be completed as of 12/31/2017).
- 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.
- Accelerate 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
CHIEF DEPUTY ASSESSOR	0.99	1.00	-	1.00	1.00
PROGRAM MANAGER	3.85	3.80	0.10	3.90	3.90
FINANCIAL SYS ANALYST SR	1.57	2.00	-	2.00	2.00
PROJECT MANAGER	0.98	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	2.62	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST SUPV	1.00	1.00	-	1.00	1.00
ASSESSMENT SUPERVISOR	4.98	6.00	-	6.00	6.00
ADMN OFFICE PRO	10.23	10.62	(0.62)	10.00	10.00
MAPPING/GIS ANALYST	2.34	3.00	-	3.00	3.00
APPRAISER	19.54	20.00	(1.00)	19.00	19.00
AUDITOR-APPRAISER	4.31	4.00	1.00	5.00	5.00
ADMN OFFICE PRO SR	6.04	6.00	-	6.00	6.00
ACCOUNTANT-AUDITOR	0.42	1.00	(1.00)	-	-
EXTRA HELP	1.51	-	-	-	-
Total	61.37	63.42	(1.52)	61.90	61.90

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 7,145,199	$ 7,926,554	$ 110,945	$ 8,037,499	$ 8,475,277
Services and Supplies	518,720	592,420	(2,000)	590,420	590,420
Other Charges	381,422	350,497	52,799	403,296	419,592
Total Operating Expenditures	8,045,340	8,869,471	161,744	9,031,215	9,485,289
Capital Assets	9,399	20,000	-	20,000	20,000
Increases to Fund Balances	400,000	358,549	(358,549)	-	-
Total Expenditures	$ 8,454,740	$ 9,248,020	$ (196,805)	$ 9,051,215	$ 9,505,289
Budget By Categories of Revenues					
Use of Money and Property	1	-	-	-	-
Charges for Services	2,548,436	2,652,821	(82,821)	2,570,000	2,570,000
Miscellaneous Revenue	3	-	-	-	-
Total Operating Revenues	2,548,440	2,652,821	(82,821)	2,570,000	2,570,000
Decreases to Fund Balances	93,205	283,904	948,764	1,232,668	381,369
General Fund Contribution	5,310,144	6,311,295	(1,062,748)	5,248,547	5,367,357
Total Revenues	$ 7,951,789	$ 9,248,020	$ (196,805)	$ 9,051,215	$ 8,318,726

Program

Assessor (cont'd)

2016-17 Anticipated Accomplishments

- Anticipate reviewing roughly 14,000 parcels subject to Prop 8/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.
- 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.

2017-19 Objectives

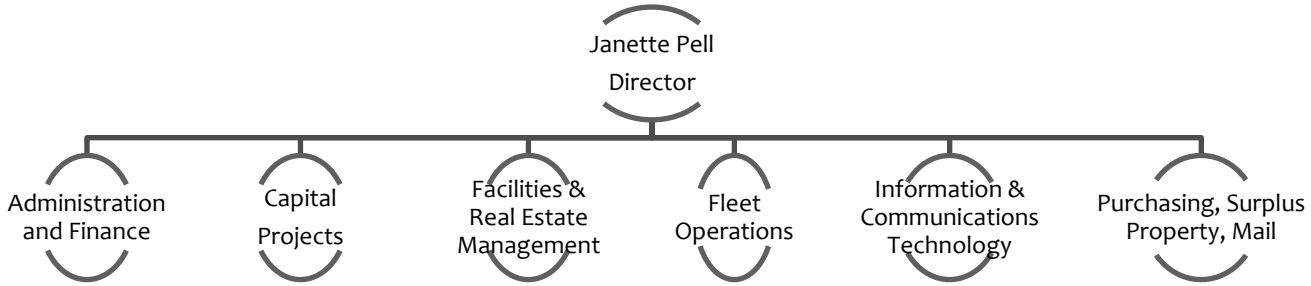
- Review an estimated 11,000 parcels subject to Prop 8/Section 51 of the Revenue and Taxation Code, which require property values to be enrolled at the lesser of factored base value or market value as of the January 1st tax lien date, by June 30th as part of the assessment roll.
- Perform timely resolution of assessment appeals within the statutory timeframe while adequately defending $7.6 Billion disputed roll value at risk.
- Complete Phase 3, Design, and begin Phase 4, Construction, of modernizing the Assessor Property System.

Clerk-Recorder-Assessor

General Services

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 47,549,580**
Capital	**$ 13,585,562**
FTEs	**115.5**



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 provides the fiscal and administrative support and oversight for the Department.

Capital Projects

Capital Projects 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 provides safe and healthy facilities 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.

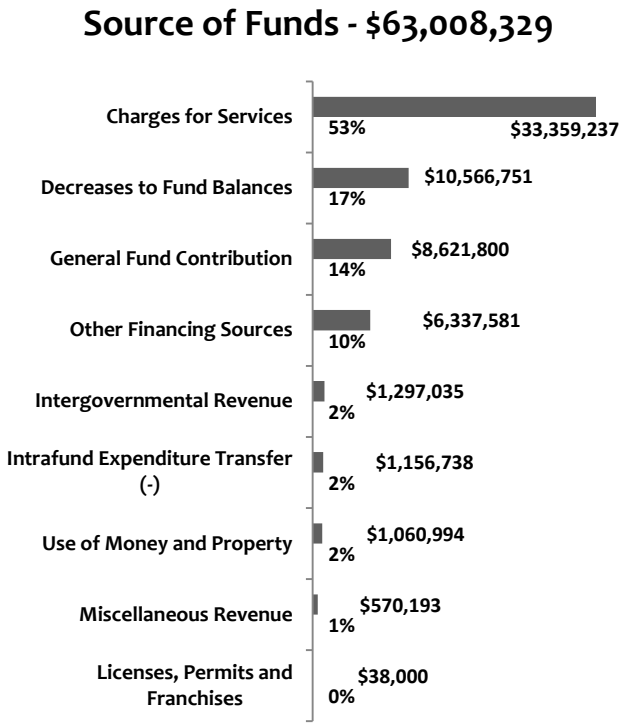
Highlights of 2017-19 Objectives

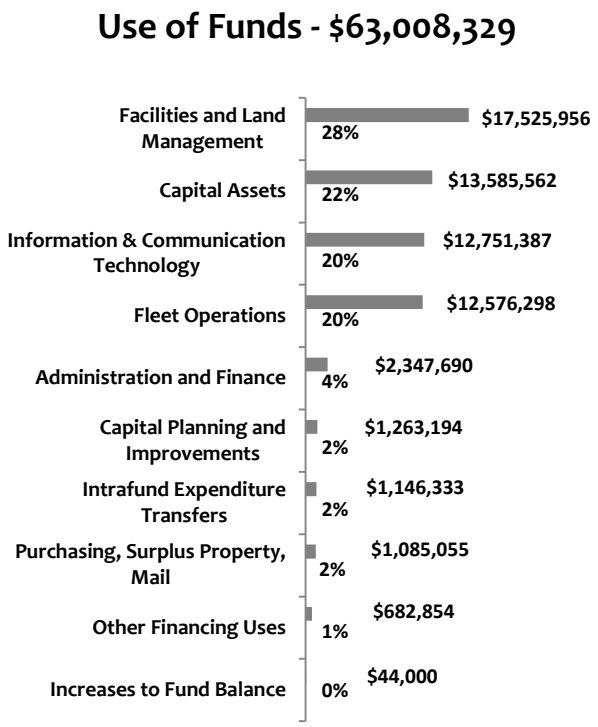
- Explore alternative service delivery models for sustained excellence in provided services.
- Manage the construction and finances of the Northern Branch Jail Project.
- Continue streamlined project delivery utilizing the Job Order contracting (JOC) program.
- Complete the rehabilitation and renovations at the Isla Vista Community Center and secure funding to augment future phases to address the plaza and landscaping.
- Consolidate all deferred maintenance data into one database, the County Maintenance Connection Program, for managing resources.
- Identify opportunities and implementation plans for County energy and utility commissioning initiatives (Green-energy options), including exploring the possibility of energy performance contracting.
- Continue efforts towards right sizing the County's vehicle fleet (Recurring).
- Consolidate three data centers to two, reduce costs and increase resiliency with greater geographic separation.
- Prepare a five year countywide strategic plan for the public safety microwave radio communication network. Improve public safety radio frequency coverage throughout Santa Barbara County.
- Pursue a new and more efficient Countywide purchasing system that will achieve savings for the County.

General Services

Department

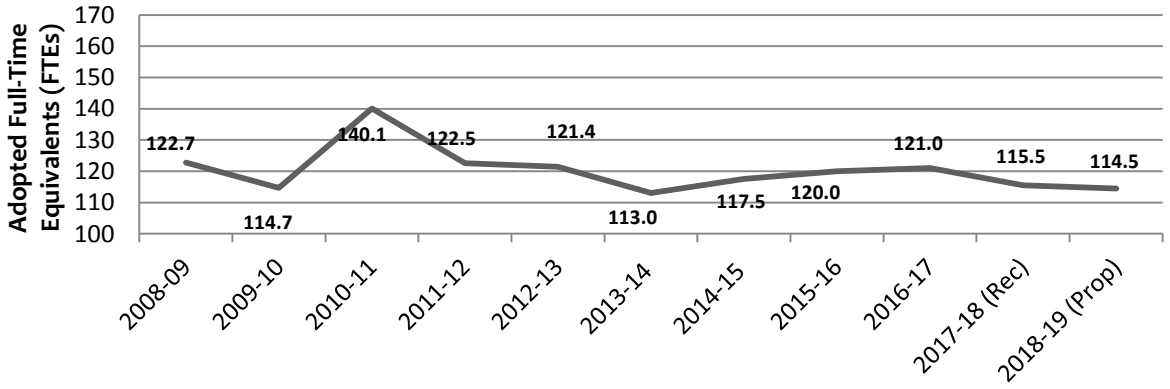
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration and Finance	11.42	11.00	1.00	12.00	12.00
Capital Projects	5.45	8.00	(1.00)	7.00	7.00
Facilities and Real Estate Management	40.30	36.80	(2.30)	34.50	33.50
Fleet Operations	20.00	21.20	(1.20)	20.00	20.00
Information and Communications Technolo	32.82	34.00	-	34.00	34.00
Purchasing, Surplus and Mail	7.61	8.00	-	8.00	8.00
Unallocated	0.42	-	-	-	-
Total	118.03	119.00	(3.50)	115.50	114.50

Budget By Budget Program					
Administration and Finance	$ 2,021,065	$ 1,951,329	$ 396,361	$ 2,347,690	$ 2,398,314
Capital Projects	785,572	1,396,936	(133,742)	1,263,194	1,280,642
Facilities and Real Estate Management	16,661,265	17,941,166	(415,210)	17,525,956	16,363,064
Fleet Operations	10,219,099	12,525,880	50,418	12,576,298	12,705,389
Information and Communications Technolo	10,967,140	12,379,805	371,582	12,751,387	12,920,106
Purchasing, Surplus and Mail	914,841	999,977	85,078	1,085,055	1,171,982
Total	$ 41,568,981	$ 47,195,093	$ 354,487	$ 47,549,580	$ 46,839,497

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 15,086,812	$ 16,425,530	$ (253,576)	$ 16,171,954	$ 16,843,450
Services and Supplies	18,245,852	22,118,317	354,106	22,472,423	21,104,937
Other Charges	8,236,317	8,651,246	253,957	8,905,203	8,891,110
Total Operating Expenditures	41,568,981	47,195,093	354,487	47,549,580	46,839,497
Capital Assets	11,853,591	15,685,307	(2,099,745)	13,585,562	8,448,981
Other Financing Uses	745,719	677,175	5,679	682,854	683,095
Intrafund Expenditure Transfers (+)	1,054,060	922,201	224,132	1,146,333	1,146,333
Increases to Fund Balances	3,395,079	44,000	-	44,000	44,000
Fund Balance Impact (+)	1,329,165	-	-	-	4,723
Total	$ 59,946,595	$ 64,523,776	$ (1,515,447)	$ 63,008,329	$ 57,166,629

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 37,217	$ 40,000	$ (2,000)	$ 38,000	$ 38,000
Use of Money and Property	1,339,910	1,052,877	8,117	1,060,994	1,060,994
Intergovernmental Revenue	1,226,982	1,405,959	(108,924)	1,297,035	319,905
Charges for Services	30,494,797	32,544,932	814,305	33,359,237	32,893,413
Miscellaneous Revenue	1,959,520	809,488	(239,295)	570,193	551,223
Total Operating Revenues	35,058,426	35,853,256	472,203	36,325,459	34,863,535
Other Financing Sources	4,780,067	10,151,500	(3,813,919)	6,337,581	3,010,000
Intrafund Expenditure Transfers (-)	1,065,516	933,062	223,676	1,156,738	1,156,738
Decreases to Fund Balances	9,737,027	8,666,558	1,900,193	10,566,751	8,568,761
General Fund Contribution	8,972,045	8,919,400	(297,600)	8,621,800	8,360,900
Fund Balance Impact (-)	333,513	-	-	-	1,206,695
Total	$ 59,946,595	$ 64,523,776	$ (1,515,447)	$ 63,008,329	$ 57,166,629

General Services

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- There is a 5.5 FTE decrease proposed for FY 2017-18. Due to a procedural irregularity with the budget development system, the FY 2016-17 Adopted Budget omitted the addition of two EDP Office Automation Specialists in Information and Communication Technology. The Budget Overview on the prior page should display 121.0 FTE instead of 119.0 FTE for FY 2016-17.

Expenditures

- Net operating expenditure increase of $354,000 due to:
  - +$354,000 increase in Services and Supplies is due to one time funds for maintenance projects.
  - +$254,000 increase in Other Charges primarily reflects increases in depreciation due to the replacement of fully depreciated assets.
  - -$254,000 decrease in Salaries and Employee Benefits primarily due to the unfunding of 5.5 FTEs.

- Net non-operating expenditure decrease of $1,870,000 due to:
  - -$2,100,000 decrease in Capital Assets reflects fewer vehicles required for fire, primarily two ladder trucks at $2,350,000, and offset by an increase of $925,000 for the public safety radio system.
  - +$6,000 increase in Other Financing Uses in the Utility Fund for solar debt repayment.
  - +$224,000 increase in Intrafund Expenditure Transfers (+) reflects increases in the pool of costs for internal Departmental allocation of administrative support.

These changes result in Recommended operating expenditures of $47,550,000, non-operating expenditures of $15,458,000, resulting in total expenditures of $63,008,000. Non-operating expenditures primarily include capital assets.

Revenues

- Net operating revenue increase of $472,000 due to:
  - +$814,000 increase in Charges for Services primarily due to increases in water costs ($271,000) and project management charges for the jail ($243,000).
  - +$8,000 increase in Use of Money and Property due to an increase in Interest Income ($37,000) that is offset by a reduction in Other Rental of Buildings and Land (-$29,000).
  - -$2,000 decrease in Licenses, Permits and Franchises due to an estimated reduction in franchises.
  - -$109,000 decrease in Intergovernmental Revenue reflects federal receipt of funding for capital improvements at the Santa Ynez Airport due to the project life cycle.
  - -$239,000 decrease in Miscellaneous Revenue primarily reflects a recategorization of Courts revenue to the Intergovernmental Revenue-Other object level.

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended (cont'd)

- Net non-operating revenue decrease of $1,988,000 due to:
  - -$3,814,000 decrease in Other Financing Sources primarily reflects decreased transfers in for various completed capital projects offset by an increase of $925,000 for the public safety radio system.
  - -298,000 decrease in General Fund Contribution due to retirement costs and other County structural deficits, offset by an increase of $18,000 for ongoing maintenance of the Isla Vista Community Center.
  - +$224,000 increase in Intrafund Expenditure Transfers (-) reflects increases in the pool of costs for internal Departmental allocation of administrative support.
  - +$1,900,000 increase to Fund Balances primarily from an increase of $175,000 in the 18% Maintenance Policy funding, a one-time expansion of $1,190,000 for maintenance, and an increase in the retained earnings draw in the IT fund for fully depreciated asset replacement.

These changes result in Recommended operating revenues of $36,325,000, non-operating revenues of $26,683,000 resulting in total revenues of $63,008,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

It is anticipated that operating expenditures will decrease by $710,000 and operating revenues will decrease by $1,462,000. With the exclusion of Internal Service Funds, there is a budget gap of $1,202,000 in FY 2018-19, to maintain FY 2017-18 levels of service. An additional source of funding would need to be identified to prevent 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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration and Finance					
Percentage of customers who are satisfied or highly satisfied with services provided by the Department. (Target = 100%)	n/a	n/a	87% 650/750	90% 675/750	92% 690/750
Percent of Departmental Employee Performance Reviews (EPR's) Completed by the due date. (Target = 100%)	n/a	88% 99/112	100% 121/121	100% 115/115	100% 114/114
Capital Projects					
Percentage of projects that are completed within expected time and budget estimates and according to project customer expectations. (Target = 100%)	n/a	n/a	100% 8/8	90% 9/10	100% 10/10
Facilities and Real Estate Management					
Percentage of customers who rate real property services as satisfactory or better for large and complex completed transactions. (Target = 95%)	n/a	n/a	97% 29/30	90% 27/30	90% 27/30
Percentage of customers who rate janitorial services satisfactory or better based on random inspections and survey (Target = 95%)	n/a	n/a	n/a	95% 228/240	95% 228/240
Percentage of customers who submitted a facilities work request that rate service provided satisfactory or better (Target = 95%)	n/a	n/a	n/a	95% 12,065/12,700	95% 12,065/12,700
Percent of Real Property Projects completed on time. (Target = 100%)	n/a	n/a	n/a	80% 64/80	90% 72/80

Performance Measures (cont'd)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Fleet Operations					
Assigned Fleet Availability. (Target = 100%; Weighted Average)	97.67%	97.67%	97.83%	98.00%	98.00%
Percentage of new vehicles purchased that are hybrid or alternatively fueled. (Target = 10%)	n/a	n/a	12.5% 13/104	10.0% 10/100	10.0% 10/100
Information and Communications Technology					
Percentage of customers surveyed who rate the ICT Operations Center incident handling process as "Satisfactory" or better. (Target = 100%)	n/a	99% 88/89	97% 152/157	97% 194/200	97% 194/200
Percentage of uptime for Countyofsb.org website. (Target = 100%)	99.15% 521k/525.9k minutes	99.61% 524k/525.9k minutes	99.50% 523k/525.9k minutes	99.90% 525k/525.9k minutes	99.90% 525k/525.9k minutes
Percentage of Countywide telephone system service repair calls resolved within one business day. (Target = 100%)	100% 754/754	99% 737/743	99% 1166/1174	100% 743/743	100% 743/743
Purchasing, Surplus Property, Mail					
Percentage of dollars spent annually Countywide with County of Santa Barbara local vendors for County services and supplies. (Target = 60%)	62% $106M/$171M	61% $106M/$173M	59% $105M/$176M	60% $109M/$181M	60% $112M/$186M
Percentage of formal bids awarded within 60 days of requisition receipt for purchases in excess of $25,000. (Target = 100%)	100% 30/30	100% 26/26	100% 31/31	100% 32/32	100% 33/33

General Services

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	0.74	-	-	-	-
ASST DIRECTOR	1.54	2.00	1.00	3.00	3.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	0.96	1.00	-	1.00	1.00
COST ANALYST	1.00	1.00	-	1.00	1.00
ACCOUNTANT	1.04	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
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.14	-	-	-	-
Total	11.42	11.00	1.00	12.00	12.00

General Services

Program

Administration and Finance (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,766,112	$ 1,722,126	$ 344,299	$ 2,066,425	$ 2,117,049
Services and Supplies	143,206	116,350	(5,850)	110,500	110,500
Other Charges	111,746	112,853	57,912	170,765	170,765
Total Operating Expenditures	2,021,065	1,951,329	396,361	2,347,690	2,398,314
Total Expenditures	$ 2,021,065	$ 1,951,329	$ 396,361	$ 2,347,690	$ 2,398,314
Budget By Categories of Revenues					
Charges for Services	1,122,708	1,029,867	(28,860)	1,001,007	1,001,007
Miscellaneous Revenue	3,996	-	-	-	-
Total Operating Revenues	1,126,704	1,029,867	(28,860)	1,001,007	1,001,007
Intrafund Expenditure Transfers (-)	1,054,060	921,462	223,676	1,145,138	1,145,138
Decreases to Fund Balances	131,217	-	146,421	146,421	146,421
General Fund Contribution	196,445	-	55,124	55,124	105,748
Total Revenues	$ 2,508,426	$ 1,951,329	$ 396,361	$ 2,347,690	$ 2,398,314

2016-17 Anticipated Accomplishments

- Provided oversight of the Northern Branch Jail Project finances. Submitted initial invoices and received State reimbursement totaling more than $25.0 million.
- Maintained the County's Internal Service Funds for providing fleet, Information technology, communications, and utilities. Rebalanced financial support and staffing to keep the intradepartmental rates flat for FY 2017-18.
- Updated the Department's Vision, Mission and Values for strategic planning and team building.
- Reviewed and maintained the department's financial resources to ensure accurate accounting and funding for services.
- Ensured timely review and payment of accounts payables.
- Provided timely departmental recruitments, submission of employee performance reports and human resource requirements.

2017-19 Objectives

- Explore alternative service delivery models for sustained excellence in provided services.
- Manage the Northern Branch Jail executive oversight, financial operation and annual audits.
- Review all departmental accounting processes and procedures to ensure compliance with all county, state and federal requirements.

General Services

Program

Capital Projects

Capital Projects 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PROJECT MANAGER	1.77	3.00	(1.00)	2.00	2.00
PURCHASING MANAGER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	(0.06)	-	-	-	-
ARCHITECT	1.00	1.00	-	1.00	1.00
CAPITAL PROJECTS COORD	0.58	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.16	-	-	-	-
Total	5.45	8.00	(1.00)	7.00	7.00

General Services

Program

Capital Projects (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 743,884	$ 1,174,785	$ (130,118)	$ 1,044,667	$ 1,063,235
Services and Supplies	14,662	44,937	(1,617)	43,320	42,200
Other Charges	27,026	177,214	(2,007)	175,207	175,207
Total Operating Expenditures	785,572	1,396,936	(133,742)	1,263,194	1,280,642
Capital Assets	4,960,383	7,491,571	(632,571)	6,859,000	2,685,000
Other Financing Uses	5,613	-	-	-	-
Intrafund Expenditure Transfers (+)	165,344	144,543	115,179	259,722	259,722
Increases to Fund Balances	2,091,645	-	-	-	-
Total Expenditures	$ 8,008,557	$ 9,033,050	$ (651,134)	$ 8,381,916	$ 4,225,364
Budget By Categories of Revenues					
Use of Money and Property	15,660	-	-	-	-
Intergovernmental Revenue	1,105,648	1,286,521	(134,016)	1,152,505	175,375
Charges for Services	1,077,061	680,500	259,500	940,000	562,396
Miscellaneous Revenue	1,151,597	-	-	-	-
Total Operating Revenues	3,349,965	1,967,021	125,484	2,092,505	737,771
Other Financing Sources	2,962,312	6,120,000	(1,170,000)	4,950,000	2,510,000
Decreases to Fund Balances	2,856,972	946,029	393,382	1,339,411	977,593
General Fund Contribution	442,072	-	-	-	-
Total Revenues	$ 9,611,322	$ 9,033,050	$ (651,134)	$ 8,381,916	$ 4,225,364

2016-17 Anticipated Accomplishments

- Reached the Northern Branch Jail Project (AB900) milestones including securing Board of Supervisor's approval to execute the contract, State approval of the construction award, and successful construction commencement and notice to proceed.
- Completed the New Cuyama Pool Reconstruction ahead of schedule, allowing the facility to return online during the summer 2016 season.
- Completed the Fire Station 13 restroom modifications on time and within budget.
- Completed the Public Defender Roof project as well as the security improvements, thus completing the RZEDB and COP funded projects.
- Completed the Santa Ynez Airport AIP 14 projects which consisted of airfield electrical upgrades.

Capital Projects (cont'd)

2017-19 Objectives

- Continue to successfully manage the construction of the Northern Branch Jail including expedited receipt of State reimbursement grant funds.
- Integrate facilities condition consultant reports into maintenance and capital project planning.
- Prioritize and integrate sustainable design principles into project planning, design, and construction.
- Complete the rehabilitation and renovations at the Isla Vista Community Center and secure funding to augment future phases to address the plaza and landscaping.
- Complete improvements to the Santa Ynez Airport by adding runway edge and threshold lights, taxiway edge lights, guidance signs and a new backup generator.
- Continue streamlined project delivery utilizing the Job Order contracting (JOC) program.
- Construct a storage facility for the Treasurer Tax Collector on the Calle Real Campus, replacing an existing north county storage facility being relinquished to the Laguna Sanitary District.
- Master plan a comprehensive Jail Upgrade Maintenance Program (JUMP) to address deficiencies within the Santa Barbara County main Jail, and plan for projects to be implemented in a 10 year program.
- Implement the County's commissioning program and energy efficiency standards and continue to work with Departments and stakeholders in improving the County's sustainability initiatives.

General Services

Program

Facilities & Real Estate Management

Facilities & Real Estate Management provides safe and healthy facilities 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 all County Departments. Those services include negotiating and preparing documents for all types of real estate transactions, and maintaining a database of all active and historic real estate related projects and transactions. The Division also maintains an inventory of all County-owned properties. This function also includes Energy Management efforts to improve the efficiency of the County's utilities and facilities.

Staffing

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	-	1.00	1.00	2.00	2.00
ASST DIRECTOR	0.14	1.00	(1.00)	-	-
FACILITIES MANAGER	2.00	2.00	-	2.00	2.00
ENERGY MANAGER	1.00	1.00	-	1.00	1.00
REAL PROPERTY AGENT	2.19	3.00	(1.00)	2.00	2.00
ADMN OFFICE PRO	1.00	2.00	(0.50)	1.50	1.50
COST ANALYST	-	-	1.00	1.00	1.00
ACCOUNTANT	1.00	0.80	(0.80)	-	-
DEPT BUS SPEC	1.46	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	2.00	1.00	-	1.00	1.00
BUILDING MAINT SUPV	3.23	4.00	(1.00)	3.00	3.00
MAINT ELECTRICIAN	1.00	1.00	-	1.00	1.00
MAINTENANCE PLUMBER	2.77	3.00	-	3.00	3.00
HVAC SPECIALIST	2.35	2.00	1.00	3.00	3.00
FACILITIES SUPERVISOR	-	1.00	(1.00)	-	-
MAINTENANCE CARPENTER	0.23	-	1.00	1.00	1.00
BUILDING MAINT WORKER	11.08	12.00	(1.00)	11.00	10.00
EXTRA HELP	7.86	-	-	-	-
Total	40.30	36.80	(2.30)	34.50	33.50

General Services

Program

Facilities & Real Estate Management (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 4,235,258	$ 4,315,397	$ (275,886)	$ 4,039,511	$ 4,314,330
Services and Supplies	10,150,203	11,353,099	(99,831)	11,253,268	9,829,650
Other Charges	2,275,804	2,272,670	(39,493)	2,233,177	2,219,084
Total Operating Expenditures	16,661,265	17,941,166	(415,210)	17,525,956	16,363,064
Capital Assets	161,847	100,000	(100,000)	-	-
Other Financing Uses	724,720	677,175	5,679	682,854	683,095
Intrafund Expenditure Transfers (+)	723,373	632,376	99,534	731,910	731,910
Increases to Fund Balances	1,203,434	44,000	-	44,000	44,000
Total Expenditures	$ 19,474,639	$ 19,394,717	$ (409,997)	$ 18,984,720	$ 17,822,069
Budget By Categories of Revenues					
Licenses, Permits and Franchises	37,217	40,000	(2,000)	38,000	38,000
Use of Money and Property	1,034,314	818,827	(20,527)	798,300	798,300
Intergovernmental Revenue	121,334	119,438	25,092	144,530	144,530
Charges for Services	6,158,709	6,396,151	410,632	6,806,783	6,718,562
Miscellaneous Revenue	544,354	606,267	(209,618)	396,649	377,679
Total Operating Revenues	7,895,928	7,980,683	203,579	8,184,262	8,077,071
Other Financing Sources	243,659	658,000	(658,000)	-	75,000
Intrafund Expenditure Transfers (-)	11,456	11,600	-	11,600	11,600
Decreases to Fund Balances	1,773,000	2,595,308	866,630	3,461,938	1,700,766
General Fund Contribution	7,709,990	8,149,126	(822,206)	7,326,920	6,928,469
Total Revenues	$ 17,634,033	$ 19,394,717	$ (409,997)	$ 18,984,720	$ 16,792,906

2016-17 Anticipated Accomplishments

- Renovated the Isla Vista Clinic Building and moved tenants into vacant space.
- Responded to 400 emergency work orders such as broken water lines, HVAC failures, and roof leaks totaling over $1.2 million dollars.
- Completed Security Assessment for 54 County Facilities and implementing recommendations as funds allowed.
- Completed 57 Deferred Maintenance Priority 1 projects identified in the Jorgensen's Report.
- Completed $100,000 worth of Water Savings projects across the County; replacing high flow toilets, faucets, and installed auto controls for the Main Jail showers to limit shower length.
- Coroner's Building HVAC project completed to comply with the Grand Jury's recommendations.
- All Facilities Maintenance Workers attended "Building zero-net energy" training.
- Real Property restructured internal operations by adding a supervisor and project manager to help address a growing workload, which includes the recent addition of Flood Control and other Public Works projects. This new structure will improve customer service, accountability and efficiency.
- Transitioned to a new Property Management software system which tracks all County real estate projects and all County-owned properties.

Facilities & Real Estate Management (cont'd)

2017-19 Objectives

- Consolidate all deferred maintenance data into one database, the County Maintenance Connection Program, for managing resources.
- Identify the most critical deferred maintenance projects and complete with designated funding.
- Work toward a streamlined process and comprehensive database to provide all County departments with Real Estate support and the provision of accurate and comprehensive information on all County-owned properties.
- Identify opportunities and implementation plans for County energy and utility commissioning initiatives (Green-energy options), including exploring the possibility of energy performance contracting.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST DEPT LDR-EXEC	-	-	1.00	1.00	1.00
FLEET MANAGER	1.00	1.00	(1.00)	-	-
ACCOUNTANT	-	0.20	0.80	1.00	1.00
DEPT BUS SPEC	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	1.00	2.00	(2.00)	-	-
LEAD MECHANIC	1.04	-	3.00	3.00	3.00
EQUIPMENT MECHANIC	3.96	5.00	(3.00)	2.00	2.00
AUTOMOTIVE MECHANIC	10.00	10.00	-	10.00	10.00
MOTOR POOL DISPATCH	1.00	1.00	-	1.00	1.00
Total	20.00	21.20	(1.20)	20.00	20.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 2,183,301	$ 2,330,182	$ (31,526)	$ 2,298,656	$ 2,375,083
Services and Supplies	4,559,940	6,584,807	(146,753)	6,438,054	6,490,718
Other Charges	3,475,858	3,610,891	228,697	3,839,588	3,839,588
Total Operating Expenditures	10,219,099	12,525,880	50,418	12,576,298	12,705,389
Capital Assets	4,648,603	5,424,500	(2,910,919)	2,513,581	2,476,000
Other Financing Uses	15,386	-	-	-	-
Total Expenditures	$ 14,883,088	$ 17,950,380	$ (2,860,501)	$ 15,089,879	$ 15,181,389
Budget By Categories of Revenues					
Use of Money and Property	113,407	40,000	38,518	78,518	78,518
Charges for Services	10,768,663	12,355,880	41,356	12,397,236	12,397,236
Miscellaneous Revenue	161,123	130,000	(29,456)	100,544	100,544
Total Operating Revenues	11,043,193	12,525,880	50,418	12,576,298	12,576,298
Other Financing Sources	1,186,363	3,073,500	(2,910,919)	162,581	125,000
Decreases to Fund Balances	3,129,114	2,351,000	-	2,351,000	2,476,000
Total Revenues	$ 15,358,670	$ 17,950,380	$ (2,860,501)	$ 15,089,879	$ 15,177,298

Fleet Operations (cont'd)

2016-17 Anticipated Accomplishments

- Significant progress made towards right sizing the County's vehicle fleet.
- New Sheriff's Department patrol car platform selected, vehicles prepped for service and delivered to customer
- County's fleet fossil fuel usage reduced by 3.09% calendar year 2016.
- Progress made towards adding additional hybrid\alternatively fueled vehicles to the County's motor pool vehicle fleet.
- All Vehicle Operations Team Members received advanced training on the Division's specialized fleet maintenance software.
- Hydrogen fuel cell vehicle added to the County's motor pool fleet.
- Implement the use of "Renewable diesel fuel "into the County's fleet operations (All County diesel fueled vehicles use renewable diesel).

2017-19 Objectives

- Continue efforts towards right sizing the County's vehicle fleet (Recurring).
- Reduce the County's fossil fuel usage by an additional 3.0%.
- Work with Risk Management to create a review committee to evaluate all County vehicle accidents.
- Manage the vehicle recall program.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	12.69	13.00	-	13.00	13.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
COMMUNICATIONS MANAGER	1.00	1.00	-	1.00	1.00
EDP NETWORK TECH	6.00	6.00	-	6.00	6.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
RADIO COMMUNICATION SYSTEMS ENGINEER	0.27	-	1.00	1.00	1.00
COMM SYSTEMS SUPV	1.00	1.00	-	1.00	1.00
COMM EQUIP TECH SR	1.85	3.00	(1.00)	2.00	2.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00	1.00
COMM EQUIP TECH	1.88	2.00	-	2.00	2.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.13	-	-	-	-
Total	32.82	34.00	-	34.00	34.00

*Due to a procedural irregularity in FY 2016-17 Adopted Budget Salary Model, an additional 2.0 EDP Office Auto Spec are not displayed. The correct total in FY 2016-17 should be 15.00, reducing to 13.00 in FY 2017-18.

General Services

Program

Information & Communications Technology (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 5,342,525	$ 6,005,924	$ (231,318)	$ 5,774,606	$ 5,939,932
Services and Supplies	3,351,871	3,984,824	610,102	4,594,926	4,598,319
Other Charges	2,272,745	2,389,057	(7,202)	2,381,855	2,381,855
Total Operating Expenditures	10,967,140	12,379,805	371,582	12,751,387	12,920,106
Capital Assets	2,082,757	2,669,236	1,543,745	4,212,981	3,287,981
Total Expenditures	$ 13,049,898	$ 15,049,041	$ 1,915,327	$ 16,964,368	$ 16,208,087
Budget By Categories of Revenues					
Use of Money and Property	176,529	194,050	(9,874)	184,176	184,176
Charges for Services	11,367,656	12,082,534	131,677	12,214,211	12,214,212
Miscellaneous Revenue	98,350	73,221	(221)	73,000	73,000
Total Operating Revenues	11,642,536	12,349,805	121,582	12,471,387	12,471,388
Other Financing Sources	387,733	300,000	925,000	1,225,000	300,000
Decreases to Fund Balances	1,846,724	2,399,236	868,745	3,267,981	3,267,981
Total Revenues	$ 13,876,992	$ 15,049,041	$ 1,915,327	$ 16,964,368	$ 16,039,369

2016-17 Anticipated Accomplishments

- Developed the State's first comprehensive online historical archive of Board of Supervisor documents.
- Completed the redesign of the County Intranet "County Connect", including support for mobile devices.
- Launched an enterprise video surveillance service with centralized mass storage and flexible retention options.
- Established the Governing Board of Information Technology Systems to improve governance.
- Enrolled 2,400 County employees in the Cybersecurity Awareness program.
- Developed the use of an electronic signage system for County events, building and campus information.
- Completed implementation of Fire Radio Channels 4, 5 & 6 for increased coverage in North County.
- Installed new Fire Station Alerting system to reduce alerting times.
- Developed a self-service password reset service.
- Implemented a new IT Service Management system to better manage requests.

2017-19 Objectives

- Consolidate three data centers to two, reduce costs and increase resiliency through greater geographic separation.
- Prepare a five year countywide strategic plan for the public safety microwave radio communication network.
- Improve public safety radio frequency coverage throughout Santa Barbara County.
- Transition the Countyofsb.org website hosting to the cloud, to provide redundancy and high availability.
- Establish relationships with additional telecommunication vendors to leverage cost saving communications solutions.
- Upgrade the countywide telephone operating system at all sites.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION MANAGER	0.23	-	-	-	-
PURCHASING MANAGER	-	1.00	-	1.00	1.00
DEPT BUS SPEC	1.00	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	0.39	-	-	-	-
Total	7.61	8.00	-	8.00	8.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 815,732	$ 877,116	$ 70,973	$ 948,089	$ 1,033,821
Services and Supplies	25,970	34,300	(1,945)	32,355	33,550
Other Charges	73,138	88,561	16,050	104,611	104,611
Total Operating Expenditures	914,841	999,977	85,078	1,085,055	1,171,982
Intrafund Expenditure Transfers (+)	165,343	145,282	9,419	154,701	154,701
Increases to Fund Balances	100,000	-	-	-	-
Total Expenditures	$ 1,180,184	$ 1,145,259	$ 94,497	$ 1,239,756	$ 1,326,683
Budget By Categories of Revenues					
Miscellaneous Revenue	100	-	-	-	-
Total Operating Revenues	100	-	-	-	-
Decreases to Fund Balances	-	374,985	(374,985)	-	-
General Fund Contribution	623,538	770,274	469,482	1,239,756	1,326,683
Total Revenues	$ 623,638	$ 1,145,259	$ 94,497	$ 1,239,756	$ 1,326,683

PURCHASING, SURPLUS AND MAIL (CONT'D)

2016-17 Anticipated Accomplishments

- Processed 3,000 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 62.0% expenditure rate during 2016.
- Implemented countywide short procurement Board process for certain vendors who provide the same services across County departments that reach $100k threshold.
- Incorporated a new County Green Policy into the procurement process.
- Updated the County Purchasing code to allow for various methods of procurement and increase the bid and surplus property sale threshold.

2017-19 Objectives

- Pursue a new and more efficient Countywide purchasing system that will achieve savings for the County.
- Increase efforts to target local vendors for bidding opportunities and educate them on how to do business with the County such as attendance at Chamber of Commerce activities. This is an effort to expand the Local Vendor Outreach Program and increase local vendor participation rates.
- Evaluate and implement new surplus property disposal procedures.
- Provide training to departments on how to access Purchasing reports on the intranet and view contract activity for themselves.
- Receive National Institute of Governmental Purchasing (NIGP) Outstanding Agency Accreditation Achievement (OA4) to recognize taking a lead in the public procurement profession through the implementation of best practices.

General Services

Northern Branch Jail Project

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 73,849,605**
Capital	**$ 200,000**
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 is being constructed on a fifty acre County-owned parcel located at the intersection of Black and Betteravia Roads. The Northern Branch Jail (AB900) Project consists of a 134,000 square foot facility with a 376 bed capacity. Estimated completion of the facility is November 2018.

Highlights of 2017-19 Objectives

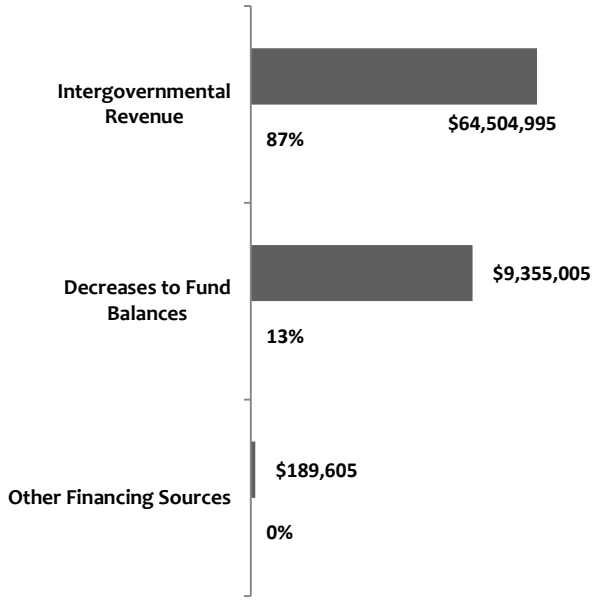
- Successfully manage the construction phase, minimize contingency expenditures, and complete the project in preparation for occupancy in spring 2019.
- Continue to meet all State and County milestones within established time frames and continue to receive State reimbursement expeditiously.

Northern Branch Jail Project

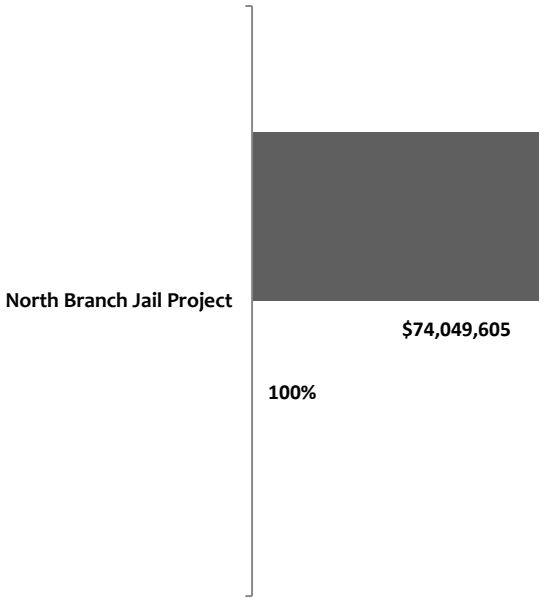
Department

Recommended Sources & Uses of Funds

Source of Funds - $74,049,605



Use of Funds - $74,049,605



Northern Branch Jail Project

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Budget By Budget Program					
North Branch Main Jail Project	$ 1,501,680	$ 32,389,202	$ 41,460,403	$ 73,849,605	$ 9,453,142
North Branch STAR Project	1,104,009	-	-	-	-
Total	$ 2,605,689	$ 32,389,202	$ 41,460,403	$ 73,849,605	$ 9,453,142
Budget By Categories of Expenditures					
Services and Supplies	$ 2,605,689	$ 32,389,202	$ 41,460,403	$ 73,849,605	$ 9,453,142
Total Operating Expenditures	2,605,689	32,389,202	41,460,403	73,849,605	9,453,142
Capital Assets	-	-	200,000	200,000	175,000
Other Financing Uses	-	1,972,476	(1,972,476)	-	-
Increases to Fund Balances	-	14,756,853	(14,756,853)	-	-
Total	$ 2,605,689	$ 49,118,531	$ 24,931,074	$ 74,049,605	$ 9,628,142
Budget By Categories of Revenues					
Intergovernmental Revenue	$ -	$ 30,042,005	$ 34,462,990	$ 64,504,995	$ 4,000,000
Total Operating Revenues	-	30,042,005	34,462,990	64,504,995	4,000,000
Other Financing Sources	607,590	15,378,674	(15,189,069)	189,605	273,700
Decreases to Fund Balances	1,998,099	3,697,852	5,657,153	9,355,005	5,354,442
Fund Balance Impact (-)	-	-	-	-	-
Total	$ 2,605,689	$ 49,118,531	$ 24,931,074	$ 74,049,605	$ 9,628,142

Northern Branch Jail Project

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Expenditures

- Net operating expenditure increase of $41,460,000 due to:
  - +$41,460,000 increase to Services and Supplies comprised almost entirely of the anticipated progress of the Northern Branch Jail (AB900) project. Construction began in Fiscal Year 2016-17 and will continue during Fiscal Year 2017-18. The construction Contractual Services are the primary component of operational expenditures and the costs are budgeted to reflect the planned progress of the project.

These changes result in recommended operating expenditures of $73,849,000, non-operating expenditures of $200,000 and total expenditures of $74,050,000.

Revenues

- Net operating revenues increase of $34,463,000 due to:
  - +$34,463,000 increase to Intergovernmental Revenue which is comprised entirely of anticipated reimbursement of State AB900 award funding which is directly related to eligible reimbursable construction costs. These are budgeted to coincide with the planned progress of the project.
- Net non-operating revenue decrease of $9,532,000 primarily due to:
  - -$15,189,000 decrease in General Fund Transfers and Transfers from Other Funds due to one time additional funding for the project.
  - +$5,657,000 increase to Use of Fund Balance from anticipated draw of committed fund balance due to the planned progression of the project.

These changes result in recommended operating revenues of $64,505,000, non-operating revenues of $9,545,000 and total revenues of $74,050,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Northern Branch Jail Project

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 budget is decreasing by $64,421,000. This is primarily due to the anticipated progress of the AB900 project construction. The project is expected to be completed in the first half of the 2018-19 Fiscal Year and the costs are budgeted to reflect the lower construction costs.

Performance Measures

- Meet or exceed State and County established milestones for completion of construction and occupancy by Spring 2019.
- Complete the project within the $110.86 million budget.

Northern Branch Jail 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 projected to be $110.86 million.

On June 21, 2016, the Board of Supervisors approved the construction contracts contingent on State approval and on September 6, 2016, the notice to proceed was issued and the State approved contract was awarded. Completion is estimated to occur in November 2018.

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Services and Supplies	$ 1,501,680	$ 32,389,202	$ 41,460,403	$ 73,849,605	$ 9,453,142
Total Operating Expenditures	1,501,680	32,389,202	41,460,403	73,849,605	9,453,142
Capital Assets	-	-	200,000	200,000	175,000
Increases to Fund Balances	-	14,756,853	(14,756,853)	-	-
Total Expenditures	$ 1,501,680	$ 47,146,055	$ 26,903,550	$ 74,049,605	$ 9,628,142
Budget By Categories of Revenues					
Intergovernmental Revenue	-	30,042,005	34,462,990	64,504,995	4,000,000
Total Operating Revenues	-	30,042,005	34,462,990	64,504,995	4,000,000
Other Financing Sources	607,590	15,378,674	(15,189,069)	189,605	273,700
Decreases to Fund Balances	894,090	1,725,376	7,629,629	9,355,005	5,354,442
Total Revenues	$ 1,501,680	$ 47,146,055	$ 26,903,550	$ 74,049,605	$ 9,628,142

2016-17 Anticipated Accomplishments

- Successful transition from bid to construction phase on both the onsite construction bid package 1 and the offsite utilities bid package 2.
- Securing utility agreements including natural gas and electrical agreements in order to ensure services are in place for the project.
- Continue AB900 State award reimbursements exceeding the projected schedule and minimizing impacts to cash flow.
- Successful coordination with the BSCC and State Fire Marshal on construction issues allowing unimpeded construction flow.
- Successful value engineering of cost reduction change orders that maintain quality and building efficiency.
- Implementing energy efficient, sustainable elements through submittal approvals, consideration of increased efficiency products and renewable resources.
- Managing the construction phase effectively, utilizing a partnership approach to minimize the risk of construction claims and costly change orders.

Northern Branch Jail Project

Program

NORTH BRANCH MAIN JAIL PROJECT (CONT'D)

2017-19 Objectives

- Meeting or exceeding the planned progress of the construction phase of the project and expediting State AB900 reimbursements continuing the goal of a less than 60 day turnaround.
- Overseeing the construction phase of the onsite and offsite construction packages.
- Continue to meet all State and County milestones.
- Complete the project within the $110 million project budget.
- Deliver a functional, energy efficient facility on time and within budget ready for occupancy in Spring 2019.

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.

On November 17, 2015, the County Board of Supervisors voted to discontinue the BSCC SB1022 STAR Project. The project fund was closed and the remaining funds were transferred to the AB900 project.

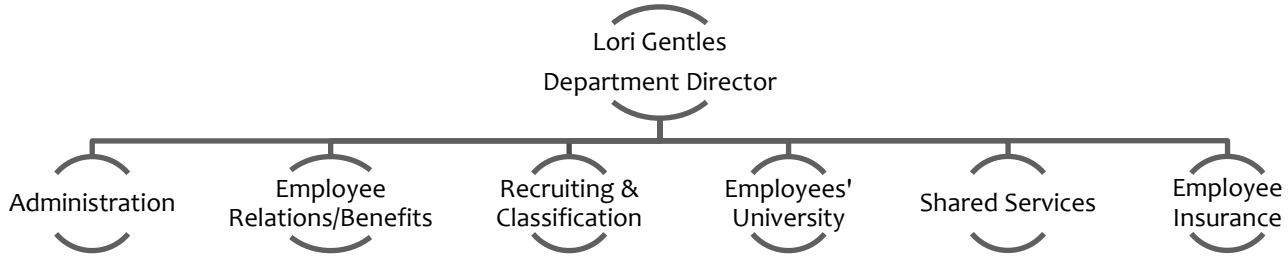
Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Services and Supplies	$ 1,104,009	$ -	$ -	$ -	$ -
Total Operating Expenditures	1,104,009	-	-	-	-
Other Financing Uses	-	1,972,476	(1,972,476)	-	-
Total Expenditures	$ 1,104,009	$ 1,972,476	$ (1,972,476)	$ -	$ -
Budget By Categories of Revenues					
Decreases to Fund Balances	1,104,009	1,972,476	(1,972,476)	-	-
Total Revenues	$ 1,104,009	$ 1,972,476	$ (1,972,476)	$ -	$ -

Human Resources

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$ 8,664,661**
Capital	**$0**
FTEs	**29.25**



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.

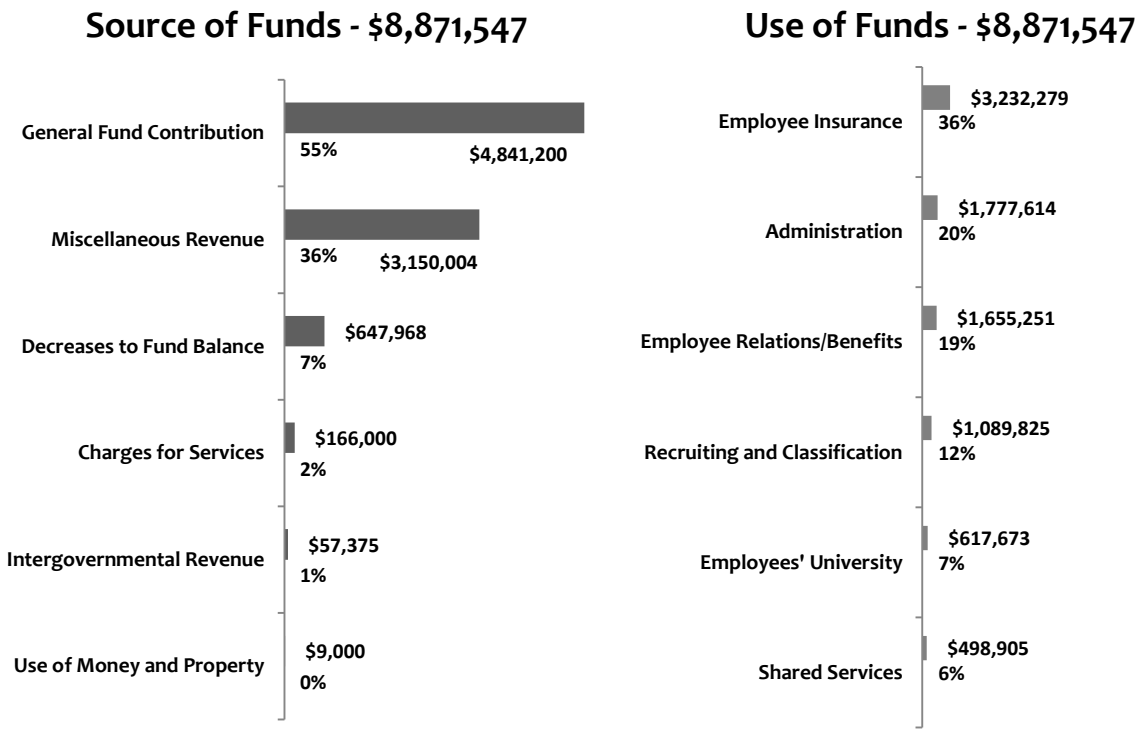
Highlights of 2017-19 Objectives

- Continue Human Resources efforts to partner with our customer departments to promote long-term and sustainable changes to the County's workforce practices and organizational culture
- Redefine Core Human Resources Services to support the CEO's Resilience and Rebalancing program
- Continue to leverage 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
- Drive organizational change through programs and policies that emphasize civil and respectful workplace, diversity and inclusion, and transparent communication

Human Resources

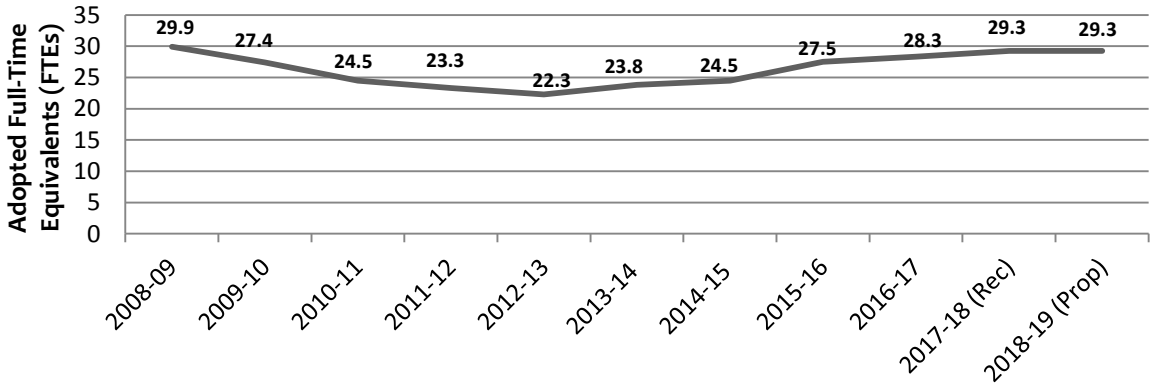
Department

Recommended Sources & Uses of Funds



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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration	4.84	8.00	(2.00)	6.00	7.00
Employee Relations/Benefits	9.19	9.25	1.00	10.25	9.25
Recruiting and Classification	5.93	6.00	1.00	7.00	6.00
Employees' University	2.31	3.00	-	3.00	3.00
Shared Services	2.59	2.00	1.00	3.00	4.00
Total	24.86	28.25	1.00	29.25	29.25

Budget By Budget Program					
Administration	$ 1,376,405	$ 1,998,970	$ (221,356)	$ 1,777,614	$ 1,694,252
Employee Relations/Benefits	1,216,464	1,412,027	243,224	1,655,251	1,412,745
Recruiting and Classification	935,365	988,511	101,314	1,089,825	988,988
Employees' University	411,771	600,699	16,974	617,673	576,709
Shared Services	376,300	295,789	203,116	498,905	663,225
Employee Insurance	3,175,719	3,176,439	(151,046)	3,025,393	3,021,212
Unallocated	20	-	-	-	-
Total	$ 7,492,044	$ 8,472,435	$ 192,226	$ 8,664,661	$ 8,357,131

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 3,507,398	$ 4,361,169	$ 382,441	$ 4,743,610	$ 4,706,521
Services and Supplies	819,847	924,417	(38,571)	885,846	611,654
Other Charges	3,164,798	3,186,849	(151,644)	3,035,205	3,038,956
Total Operating Expenditures	7,492,044	8,472,435	192,226	8,664,661	8,357,131
Increases to Fund Balances	225,000	-	206,886	206,886	211,067
Total	$ 7,717,044	$ 8,472,435	$ 399,112	$ 8,871,547	$ 8,568,198

Budget By Categories of Revenues					
Use of Money and Property	$ 14,243	$ 8,000	$ 1,000	$ 9,000	$ 9,000
Intergovernmental Revenue	-	-	57,375	57,375	-
Charges for Services	305,803	120,000	46,000	166,000	170,000
Miscellaneous Revenue	2,271,604	2,782,592	367,412	3,150,004	3,150,004
Total Operating Revenues	2,591,651	2,910,592	471,787	3,382,379	3,329,004
Decreases to Fund Balances	42,000	763,578	(115,610)	647,968	146,775
General Fund Contribution	4,199,842	4,798,265	42,935	4,841,200	4,766,400
Fund Balance Impact (-)	883,551	-	-	-	326,019
Total	$ 7,717,044	$ 8,472,435	$ 399,112	$ 8,871,547	$ 8,568,198

Human Resources

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- Increase of +1.0 FTEs:
  - +1.0 FTE as a result of transferring EEO Manager Position from CEO to Human Resources in July, 2016

Expenditures

- Net operating expenditure increase of $192,000:
  - +$382,000 increase to Salaries and Benefits due primarily to increases from salary increases, increased retirement and health insurance costs (+$208,000) and transferring the EEO Manager position to Human Resources (+$174,000)
  - -$152,000 decrease to Other Charges due primarily to anticipated reductions in Self-Funded Dental Claims (-$121,000) and Unemployment Insurance Claims (-$31,000 based on an actuarial assessment of the insurance programs
  - -$38,000 decrease to Services and Supplies primarily due to one-time expenditures in FY16-17 that are not necessary in FY17-18

- Net non-operating expenditure increase of $207,000 due to:
  - +$129,000 Increases to Fund Balances account for the Unemployment Insurance Fund and +$78,000 Increases to Fund Balance 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 of 8,665,000 and total expenditures of $8,877,000.

Revenues

- Net operating revenue increase of $472,000:
  - +$368,000 increase to Miscellaneous Revenue to the Self-Funded Dental plan (+$220,000) and the Unemployment Insurance Fund (+$148,000) based on actuarial estimates for the two funds
  - +$57,000 increase to Intergovernmental Revenue due to award of a grant from the Adult Education Block Grant
  - +$46,000 increase to Charges for Services as result of transferring the EEO Investigation function from the CEO to Human Resources
  - +$1,000 due to increase to Interest received on the Dental and Unemployment Fund Balance

- Net non-operating revenue decrease of $68,000:
  - -$111,000 decrease to the use of Fund Balance for the Self-Funded Dental plan (-$267,000) and the Unemployment Insurance Fund (-$46,000), partially offset by an increase in the use of fund balance for Human Resource Programs (+$202,000)
  - +$43,000 increase to the General Fund Contribution for salary and benefit increases

These changes result in Recommended Operating Revenues of $3,383,000, Non-Operating Revenues of $5,489,000 and Total Revenues of $8,872,000. Non-operating revenues primarily include General Fund Contribution and changes to fund balances.

Human Resources

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 proposed expenditures reflect a $303,000 decrease over the FY 2017-18 Recommended budget that is primarily the result of:

- -$274,000 decrease to Services & Supplies that is primarily due decreased one-time purchases of furniture, computers, and supplies (-$177,000) and decreases to outside consulting fees (-$98,000),
- -$37,000 decrease to Salaries & Employee Benefits, based on reallocation of an existing management position to a lower paid staff position
- +$4,000 increase to Other Charges due to utility rate increases

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 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Reduce first year turnover rate through: effective hiring, stay interview process, effective on-boarding, etc	N/A	N/A	22.5% 330/426	20% 315/394	18% 280/360
Align 80% of new hires within the Leadership Classes at the new control point	N/A	N/A	*85.7% 6/7	80% 16/20	80% 16/20
Achieve a target of 100% of departmental Employee Performance Reviews (EPRs) completed by the due date	N/A	N/A	100% 29/29	100% 29/29	100% 29/29
Meet a target of 40 business days, on average, between approval of a recruitment requisition and certification of the list	80 Days	69 Days	38.4 Days	40 Days	40 Days
Receive a high satisfaction rating on 90% of participant surveys for New Employee Orientation	N/A	N/A	93% 126/136	90% 99/110	90% 99/110
Achieve a participation rate of 40% in the County's Wellvolution wellness program	N/A	N/A	39.9% 1619/4054	40% 1600/4000	40% 1600/4000

* As of April, 2017 and based on Leadership hires after BOS adoption of Management Compensation Project, December 6, 2016

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIRECTOR	0.46	1.00	-	1.00	1.00
ASST DIRECTOR	0.38	1.00	-	1.00	1.00
DIVISION MANAGER	1.23	2.00	(2.00)	-	-
PROGRAM MANAGER	0.11	1.00	(1.00)	-	-
HR MANAGER	-	-	1.00	1.00	1.00
FISCAL MANAGER	0.78	1.00	-	1.00	1.00
EEO/AA OFFICER	0.09	-	-	-	-
EDP SYS & PROG ANLST	0.97	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.07	-	-	-	-
DEPT BUS SPEC	0.01	-	-	-	-
EXECUTIVE SECRETARY	-	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	0.45	-	-	-	-
FINANCIAL OFFICE PRO SR-RES	-	-	-	-	1.00
EXTRA HELP	0.28	-	-	-	-
Total	4.84	8.00	(2.00)	6.00	7.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 941,757	$ 1,510,831	$ (349,229)	$ 1,161,602	$ 1,328,333
Services and Supplies	283,946	283,079	133,541	416,620	162,019
Other Charges	150,703	205,060	(5,668)	199,392	203,900
Total Operating Expenditures	1,376,405	1,998,970	(221,356)	1,777,614	1,694,252
Increases to Fund Balances	225,000	-	-	-	-
Total Expenditures	$ 1,601,405	$ 1,998,970	$ (221,356)	$ 1,777,614	$ 1,694,252
Budget By Categories of Revenues					
Miscellaneous Revenue	(224)	-	-	-	-
Total Operating Revenues	(224)	-	-	-	-
Decreases to Fund Balances	-	160,686	295,907	456,593	29,500
General Fund Contribution	1,588,500	1,838,283	(517,262)	1,321,021	1,477,200
Total Revenues	$ 1,588,276	$ 1,998,969	$ (221,355)	$ 1,777,614	$ 1,506,700

Human Resources

Program

Administration (Cont'd)

2016-17 Anticipated Accomplishments

- Made several key appointments to fill critical department vacancies, including a new Labor Relations Manager, a new EEO Manager, and a new Director of Training and Organizational Development
- Completed the first phase of a new Leadership Compensation plan for all County Managers and Executives, which included building a total compensation model for the County
- Created a new Executive Talent Management and Development Division to provide specialized services for the recruitment and development of senior County leadership
- Implemented HR Service Teams to provide customer departments with a single point of contact for all of their Human Resources issues, which provides streamlined services to departments by providing them with a HR professional that is familiar with their issues and business needs

2017-19 Objectives

- Implement a variety of cultural change programs focused on Leadership Development, Civil and Respectful Workplace, Succession Planning, and Constructive Retention and Engagement
- Develop and implement the second phase of the Leadership Compensation plan
- Create new flexible, family friendly workforce policies and a new Employee Reward and Recognition program
- Revise and modernize the Civil Service Rules to provide increased flexibility that will allow the County to become a more agile and responsive organization
- Develop and implement stay interviews as a way of enhancing employee engagement and enhancing constructive retention

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEPT/CORP LDR-EXEC	0.12	-	-	-	-
ASST DIRECTOR	0.12	-	-	-	-
DIVISION MANAGER	0.88	1.00	-	1.00	1.00
PROGRAM MANAGER	0.89	1.00	-	1.00	1.00
HR MANAGER	-	-	2.00	2.00	1.00
FISCAL MANAGER	0.01	-	-	-	-
EEO/AA OFFICER	0.78	-	-	-	-
EMPLOYEE BENEFITS MANAGER	0.96	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.03	-	-	-	-
PROGRAM ANALYST	-	1.00	(1.00)	-	-
ADMN OFFICE PRO	0.92	1.00	(1.00)	-	-
DEPT BUS SPEC	2.09	2.00	1.00	3.00	3.00
ADMN OFFICE PRO SR-RES	1.49	2.25	-	2.25	2.25
EXTRA HELP	0.90	-	-	-	-
Total	9.19	9.25	1.00	10.25	9.25

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,156,879	$ 1,364,089	$ 268,422	$ 1,632,511	$ 1,390,095
Services and Supplies	51,966	42,150	(28,950)	13,200	13,200
Other Charges	7,619	5,788	3,752	9,540	9,450
Total Operating Expenditures	1,216,464	1,412,027	243,224	1,655,251	1,412,745
Total Expenditures	$ 1,216,464	$ 1,412,027	$ 243,224	$ 1,655,251	$ 1,412,745
Budget By Categories of Revenues					
Charges for Services	-	-	46,000	46,000	50,000
Miscellaneous Revenue	27,439	29,045	(45)	29,000	29,000
Total Operating Revenues	27,439	29,045	45,955	75,000	79,000
Decreases to Fund Balances	-	35,000	54,100	89,100	15,000
General Fund Contribution	1,155,244	1,347,983	143,168	1,491,151	1,180,278
Total Revenues	$ 1,182,683	$ 1,412,028	$ 243,223	$ 1,655,251	$ 1,274,278

Program

Employee Relations/Benefits (cont'd)

2016-17 Anticipated Accomplishments

- Successfully negotiated multi-year agreements with the eight unions whose contracts had expired, which provided moderate, fiscally responsible pay increase for employees, while providing the County with predictable labor costs to help in future budgeting
- Completed a total compensation benchmarking survey for job classes represented by SEIU Local 620
- Hired a new EEO Manager, who has been tasked with revising and updating the County's anti-harassment and anti-discrimination policies
- Implemented a new Employee Assistance Program that provides a higher level of services to County employees, but at 60% of the cost
- Launched the Wellvolution wellness program garnering a 39.9% participation rate

2017-19 Objectives

- Negotiate retirement cost sharing to meet the legislative requirement and spirit of PEPRA mandates of equal contributions by employees and the employer for normal retirement costs
- Through collaboration with our unions and employees develop and implement a plan to effectively navigate the challenge of ever increasing health care costs and the uncertainty of changing Affordable Care Act changes
- Develop a long-term Labor Relations strategy that provides flexible and streamlined policies that are beneficial to both employees and the County

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION MANAGER	-	-	1.00	1.00	1.00
HR MANAGER	1.00	1.00	-	1.00	1.00
HR ANALYST	1.87	2.00	1.00	3.00	2.00
FISCAL MANAGER	0.21	-	-	-	-
ADMN OFFICE PRO	0.93	1.00	(1.00)	-	-
DEPT BUS SPEC	-	-	1.00	1.00	1.00
PROGRAM ADMINISTRATOR	0.92	1.00	(1.00)	-	-
ADMN OFFICE PRO SR-RES	1.00	1.00	-	1.00	1.00
Total	5.93	6.00	1.00	7.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 751,460	$ 769,075	$ 205,300	$ 974,375	$ 871,373
Services and Supplies	179,452	216,200	(104,200)	112,000	113,965
Other Charges	4,453	3,236	214	3,450	3,650
Total Operating Expenditures	935,365	988,511	101,314	1,089,825	988,988
Total Expenditures	$ 935,365	$ 988,511	$ 101,314	$ 1,089,825	$ 988,988
Budget By Categories of Revenues					
Decreases to Fund Balances	-	88,000	(88,000)	-	-
General Fund Contribution	990,618	1,034,607	55,218	1,089,825	988,988
Total Revenues	$ 990,618	$ 1,122,607	$ (32,782)	$ 1,089,825	$ 988,988

Human Resources

Program

Recruiting & Classification (cont'd)

2016-17 Anticipated Accomplishments

- Created the Executive Talent Management and Development Division to provide departments with focused executive recruitment and leadership development services
- Recruited and placed 394 new employees
- Continued to work in partnership with HR's client departments to provide them with a consistent point of contact and to ensure that HR Staff understand the business needs of the departments

2017-19 Objectives

- Implement talent acquisition and engagement strategies to attract and retain top talent
- Revise and modernize the Civil Service Rules to remove outdated restrictions and requirements, which will provide HR and our client departments with the ability to be more flexible and innovative in the recruitment process
- Invest in new recruitment and applicant tracking software that will provide increased automation and enhance efficiency
- Implement total compensation job offers for positions in all leadership classifications in line with compensation philosophy adopted by the Board of Supervisors

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DIVISION MANAGER	1.00	1.00	-	1.00	-
PROGRAM MANAGER	-	1.00	-	1.00	1.00
HR MANAGER	-	-	-	-	1.00
DEPT BUS SPEC	1.02	1.00	-	1.00	1.00
EXTRA HELP	0.29	-	-	-	-
Total	2.31	3.00	-	3.00	3.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 282,925	$ 423,177	$ 55,032	$ 478,209	$ 455,595
Services and Supplies	102,672	148,900	(39,625)	109,275	91,900
Other Charges	26,174	28,622	1,567	30,189	29,214
Total Operating Expenditures	411,771	600,699	16,974	617,673	576,709
Total Expenditures	$ 411,771	$ 600,699	$ 16,974	$ 617,673	$ 576,709
Budget By Categories of Revenues					
Intergovernmental Revenue	-	-	57,375	57,375	-
Charges for Services	92,023	120,000	-	120,000	120,000
Miscellaneous Revenue	2,430	-	-	-	-
Total Operating Revenues	94,453	120,000	57,375	177,375	120,000
Decreases to Fund Balances	-	65,000	(65,000)	-	-
General Fund Contribution	327,266	281,603	158,695	440,298	456,709
Total Revenues	$ 421,719	$ 466,603	$ 151,070	$ 617,673	$ 576,709

2016-17 Anticipated Accomplishments

- Delivered a successful Leadership Retreat focused on developing long-term goals for the structure and type of services the County will need to deliver 5 years out
- Created a 3 year Employees' University marketing and strategic plan
- Awarded an Adult Education Block Grant for the creation of a program to train both new entry level employees and existing employees for career advancement
- Onboarded a Director of Organizational Transformation

Employees' University (Cont'd)

2017-19 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
- Continue building Leadership Development programs
- Enhance employee engagement by developing a new Employee Reward and Recognition program
- Provide additional training to all levels of the organization to reinforce cultural awareness, diversity, and inclusion as an organizational value throughout the workforce

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
PROGRAM MANAGER	0.08	-	1.00	1.00	1.00
HR MANAGER	1.88	1.00	1.00	2.00	2.00
HR ANALYST	0.13	-	-	-	1.00
DEPT BUS SPEC	0.50	1.00	(1.00)	-	-
Total	2.59	2.00	1.00	3.00	4.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 374,378	$ 293,997	$ 202,916	$ 496,913	$ 661,125
Services and Supplies	186	-	-	-	-
Other Charges	1,736	1,792	200	1,992	2,100
Total Operating Expenditures	376,300	295,789	203,116	498,905	663,225
Total Expenditures	$ 376,300	$ 295,789	$ 203,116	$ 498,905	$ 663,225
Budget By Categories of Revenues					
Charges for Services	213,780	-	-	-	-
Total Operating Revenues	213,780	-	-	-	-
General Fund Contribution	138,214	295,789	203,116	498,905	663,225
Total Revenues	$ 351,994	$ 295,789	$ 203,116	$ 498,905	$ 663,225

2016-17 Anticipated Accomplishments

- Increased Human Resources' focus on partnering with departments by restructuring the staff of the Shared Services Division so that each HR Manager can devote more time and effort to their respective clients
- Provided quality assurance on all leadership performance evaluations
- Supported Board of Supervisor initiatives by providing strategic guidance and advice to departments on areas such as employee performance, employee retention, employee relations, job classification and compensation
- Collaborated with departments on workforce planning and development needs to meet their long and short term goals

Shared Services (Cont'd)

2017-19 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 structural changes resulting from the CEO's resilience and rebalancing efforts
- 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 issues that may arise
- Assist client departments in the implementation of stay interviews, cultural awareness, and diversity initiatives
- Measure, monitor and increase customer satisfaction by improving the match between customer expectations and services
- Collaborate and support departments on workforce planning effects due to rebalancing and realignment efforts

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Services and Supplies	$ 201,626	$ 234,088	$ 663	$ 234,751	$ 230,570
Other Charges	2,974,093	2,942,351	(151,709)	2,790,642	2,790,642
Total Operating Expenditures	3,175,719	3,176,439	(151,046)	3,025,393	3,021,212
Increases to Fund Balances	-	-	206,886	206,886	211,067
Total Expenditures	$ 3,175,719	$ 3,176,439	$ 55,840	$ 3,232,279	$ 3,232,279
Budget By Categories of Revenues					
Use of Money and Property	14,243	8,000	1,000	9,000	9,000
Miscellaneous Revenue	2,241,960	2,753,547	367,457	3,121,004	3,121,004
Total Operating Revenues	2,256,203	2,761,547	368,457	3,130,004	3,130,004
Decreases to Fund Balances	42,000	414,892	(312,617)	102,275	102,275
Total Revenues	$ 2,298,203	$ 3,176,439	$ 55,840	$ 3,232,279	$ 3,232,279

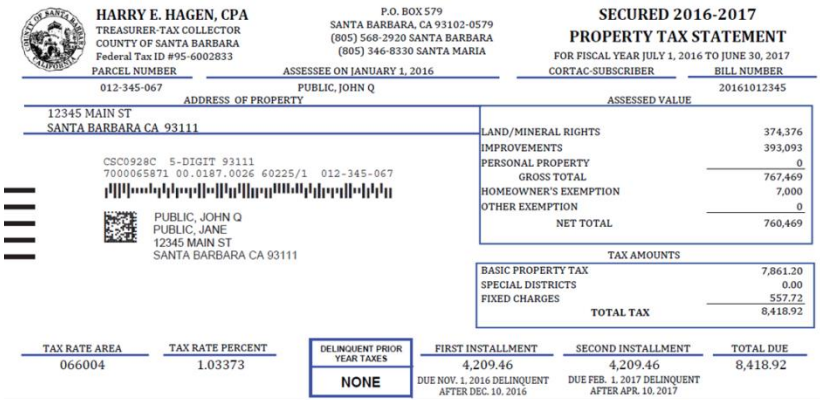
2016-17 Anticipated Accomplishments

- Successfully managed the Unemployment and Self-Funded Dental insurance plans to ensure adequate revenue to cover claims and maintain an appropriate fund reserve

2017-19 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 #95-6002833

P.O. BOX 579
SANTA BARBARA, CA 93102-0579
(805) 568-2920 SANTA BARBARA
(805) 346-8330 SANTA MARIA

SECURED 2016-2017
PROPERTY TAX STATEMENT
FOR FISCAL YEAR JULY 1, 2016 TO JUNE 30, 2017

PARCEL NUMBER	ASSESSEE ON JANUARY 1, 2016	CORTAC-SUBSCRIBER	BILL NUMBER
012-345-067	PUBLIC, JOHN Q		20161012345

ADDRESS OF PROPERTY
12345 MAIN ST
SANTA BARBARA CA 93111

CSC0928C 5-DIGIT 93111
7000065871 00.0187.0026 60225/1 012-345-067

PUBLIC, JOHN Q
PUBLIC, JANE
12345 MAIN ST
SANTA BARBARA CA 93111

ASSESSED VALUE

LAND/MINERAL RIGHTS	374,376
IMPROVEMENTS	393,093
PERSONAL PROPERTY	0
GROSS TOTAL	767,469
HOMEOWNER'S EXEMPTION	7,000
OTHER EXEMPTION	0
NET TOTAL	760,469

TAX AMOUNTS

BASIC PROPERTY TAX	7,861.20
SPECIAL DISTRICTS	0.00
FIXED CHARGES	557.72
TOTAL TAX	8,418.92

TAX RATE AREA	TAX RATE PERCENT	DELINQUENT PRIOR YEAR TAXES	FIRST INSTALLMENT	SECOND INSTALLMENT	TOTAL DUE
066004	1.03373	NONE	4,209.46 DUE NOV. 1, 2016 DELINQUENT AFTER DEC. 10, 2016	4,209.46 DUE FEB. 1, 2017 DELINQUENT AFTER APR. 10, 2017	8,418.92

TREASURER-TAX COLLECTOR

PUBLIC ADMINISTRATION

VETERANS' SERVICES

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$**	**7,723,199**
Capital	**$**	**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 (TTCPA) Department 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.

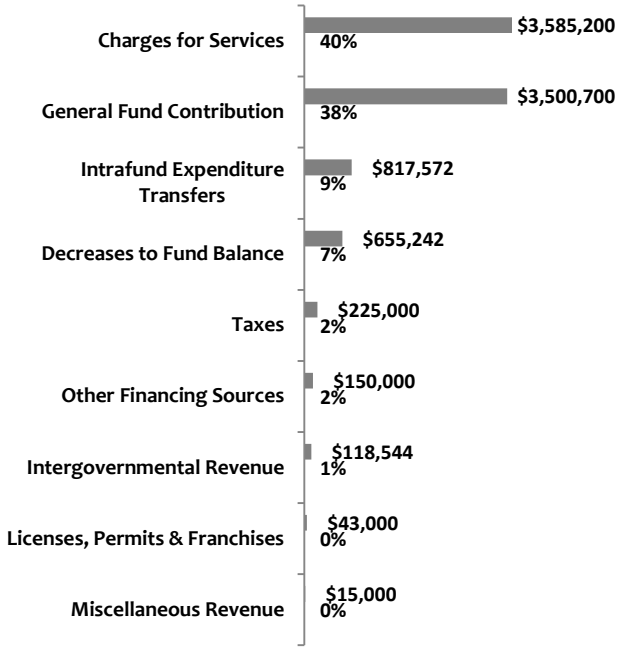
Highlights of 2017-19 Objectives

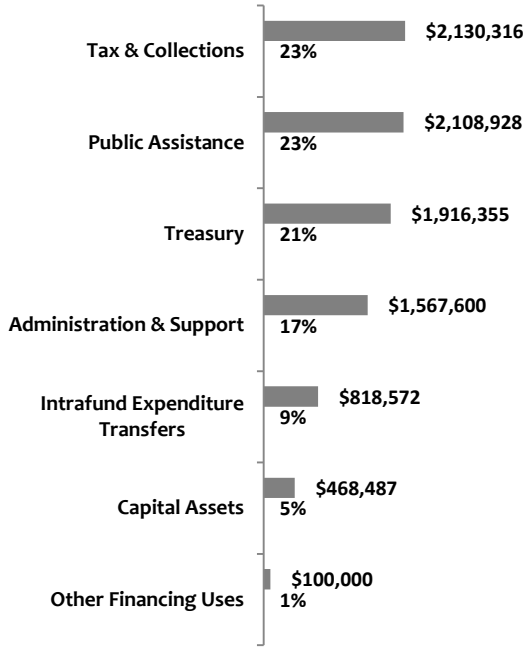
- The Department's top priority is to complete the implementation of the Property Tax System.

Treasurer – Tax Collector – Public Adm.

Department

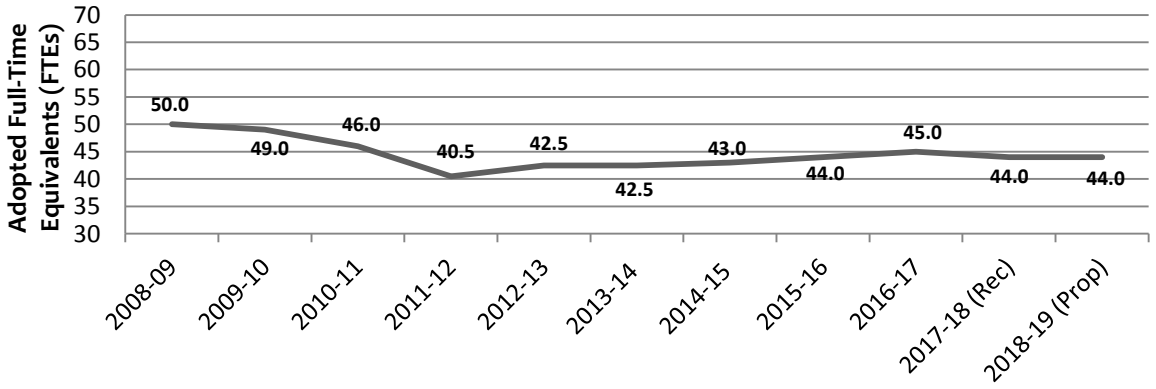
Recommended Sources & Uses of Funds





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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Administration & Support	6.01	9.06	(1.66)	7.40	7.40
Treasury	8.94	8.75	(0.64)	8.11	8.53
Tax & Collections	9.50	10.07	1.29	11.36	10.94
Public Assistance	16.26	17.11	0.02	17.13	17.13
Unallocated	0.77	-	-	-	-
Total	41.48	45.00	(1.00)	44.00	44.00

Budget By Budget Program					
Administration & Support	$ 1,506,331	$ 1,794,390	$ (226,790)	$ 1,567,600	$ 1,672,489
Treasury	1,723,849	1,899,929	16,426	1,916,355	1,963,582
Tax & Collections	1,735,633	1,848,433	281,883	2,130,316	2,157,669
Public Assistance	1,773,900	1,985,249	123,679	2,108,928	2,196,897
Total	$ 6,739,713	$ 7,528,001	$ 195,198	$ 7,723,199	$ 7,990,637

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,256,973	$ 5,825,236	$ 140,251	$ 5,965,487	$ 6,265,136
Services and Supplies	1,249,589	1,455,239	66,681	1,521,920	1,488,125
Other Charges	233,151	247,526	(11,734)	235,792	237,376
Total Operating Expenditures	6,739,713	7,528,001	195,198	7,723,199	7,990,637
Capital Assets	22,265	468,487	-	468,487	200,000
Other Financing Uses	-	-	100,000	100,000	-
Intrafund Expenditure Transfers (+)	560	662,496	156,076	818,572	556,031
Increases to Fund Balances	22,941	68,132	(68,132)	-	-
Fund Balance Impact (+)	225,428	-	-	-	-
Total	$ 7,010,906	$ 8,727,116	$ 383,142	$ 9,110,258	$ 8,746,668

Budget By Categories of Revenues					
Taxes	$ 224,832	$ 255,000	$ (30,000)	$ 225,000	$ 225,000
Licenses, Permits and Franchises	45,272	50,000	(7,000)	43,000	43,000
Intergovernmental Revenue	95,075	140,260	(21,716)	118,544	118,544
Charges for Services	3,014,736	3,314,721	270,479	3,585,200	3,440,077
Miscellaneous Revenue	27,892	15,000	-	15,000	15,000
Total Operating Revenues	3,407,806	3,774,981	211,763	3,986,744	3,841,621
Other Financing Sources	150,000	150,000	-	150,000	150,000
Intrafund Expenditure Transfers (-)	-	661,496	156,076	817,572	555,031
Decreases to Fund Balances	-	554,539	100,703	655,242	227,594
General Fund Contribution	3,453,100	3,586,100	(85,400)	3,500,700	3,429,500
Fund Balance Impact (-)	-	-	-	-	542,922
Total	$ 7,010,906	$ 8,727,116	$ 383,142	$ 9,110,258	$ 8,746,668

Treasurer – Tax Collector – Public Adm.

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 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 will be a reduction of 1 Informational Technology position in fiscal year 2017-18.

Expenditures

- Net operating expenditure increase of $195,000 is primarily due to:
  - +$140,000 increase in Salaries and Employee Benefits due to increases in departmental retirement costs, employee salaries, and other benefits;
  - +$59,000 increase in software maintenance.

- Net non-operating expenditure increase of $188,000 is primarily due to:
  - +$156,000 increase in intra-department transfers to balance programs;
  - +$100,000 increase in Other Financing Uses for a Public Administrator/Guardian storage building;
  - -$68,000 decrease is due to usage of fund balance.

These changes result in Recommended operating expenditures of $7,723,000, non-operating expenditures of $1,387,000, and total expenditures of $9,110,000. Non-operating expenditures are primarily Intrafund expenditure transfers and capital assets.

Revenues

- Net operating revenue increase of $212,000 primarily consists of:
  - +$271,000 increase in Charges for Services due to a higher projected indirect cost rate;
  - -$30,000 decrease in Tax Collector Cost Collection fees;
  - -$22,000 decrease in State Aid for Veterans Affairs;
  - -$7,000 decrease in Business License revenue.

- Net non-operating revenue increase of $171,000 primarily consists of:
  - +$156,000 increase in intra-departmental transfers to balance programs;
  - -$85,000 decrease in General Fund contribution;
  - +$100,000 increase to Tax Collector Projects fund balance for Public Administrator/Guardian storage building.

These changes result in Recommended operating revenues of $3,987,000, non-operating revenues of $5,124,000, resulting in total revenues of $9,110,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Treasurer – Tax Collector – Public Adm.

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

The FY 2018-19 Proposed expenditures reflect a $364,000 decrease from the FY 2017-18 Recommended budget which is primarily the result of:

- -$268,000 decrease in Capital Assets due to the completion of Phase 2 of the new Property Tax System conversion project
- +$300,000 increase in salaries, retirement contributions and other benefits
- -$263,000 decrease in intra-department transfers resulting from a decreased indirect cost rate
- -$100,000 decrease in Other Financing Uses resulting from funding of Public Administrator/Guardian building in prior year
- -$35,000 decrease in software maintenance costs

Related Links

For more information on the Treasurer-Tax Collector-Public Administrator, refer to the website at http://www.countyofsb.org/ttcpapg/index.asp.

Treasurer – Tax Collector – Public Adm.

Department

Performance Measures

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Administration & Support					
Amount of Transient Occupancy Tax (TOT) Collected-non vacation rental	$7,185,000	$7,293,000	$8,440,000	$9,300,000	$9,300,000
Amount of Transient Occupancy Tax (TOT) Collected-vacation rental	$1,406,000	$1,670,000	$1,840,000	$2,040,000	$2,040,000
Number of participants in County Deferred Compensation Plan	3,720	3,839	3,725	3,725	3,725
Number of debt, trustee and arbitrage payments made on behalf of County departments and school districts	128	150	150	150	150
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	90% 38	98% 41	100% 40	100% 40	100% 40
Treasury					
Accounting of cash & cash equivalents processed through the County Treasury	$11.3 Billion	$10.2 Billion	$8.8 Billion	$8.8 Billion	$8.8 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%

PERFORMANCE MEASURES (CONT'D)

Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Estimated Actual	FY 2017-18 Recommend	FY 2018-19 Proposed
Tax & Collections					
Percent & amount of annual secured taxes collected	99.2% $ 741 Million	99.1% $ 776 Million	99.1% $ 809 Million	99.1% $ 841 Million	99.1% $ 875 Million
Percent & amount of annual unsecured taxes collected	97.1% $ 34 Million	96.4% $ 35.5 Million	97% $ 35 Million	97.1% $ 36.5 Million	97.2% $ 38 Million
Public Assistance					
Percent & number of probate conservatee visits in the past twelve months	100% 215	100% 208	100% 225	100% 200	100% 200
Number of Veterans Benefit Claims filed	1,601	1,952	2,070	2,200	2,200
Number of Lanterman Petris Short (LPS) clients case managed	124	129	139	139	140
Number of Representative Payee clients case managed	269	273	295	290	290
Number of Probate clients case managed	43	43	51	41	45
Number of Incompetent to Stand Trial (IST) Investigations	6	7	32	32	32

Treasurer – Tax Collector – Public Adm.

Treasurer – Tax Collector – Public Adm.

Program

Administration & Support

Provide budgetary and administrative activities, general accounting, and deferred compensation plan administration. 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
TREAS/TAX COLL/PUB ADMIN	0.50	0.50	-	0.50	0.50
ASST TREAS/TAXCOLL/PUBADMN	0.72	0.50	-	0.50	0.50
CHIEF INVESTMENT OFFICER	0.56	0.51	0.02	0.53	0.53
TREASURY FINANCE CHIEF	0.91	0.87	0.01	0.88	0.88
IT MANAGER	-	0.10	(0.10)	-	-
OPERATIONS MANAGER	0.09	0.25	(0.01)	0.24	0.24
EDP SYS PROGRAMMER	0.85	0.79	(0.79)	-	-
FINANCIAL SYS ANALYST	1.44	2.45	(0.88)	1.57	1.57
FINANCIAL OFFICE PRO	0.04	1.00	0.06	1.06	1.06
BUSINESS MANAGER	0.84	1.00	(0.05)	0.95	0.95
ACCOUNTANT	0.03	1.10	(0.96)	0.14	0.14
FINANCIAL OFFICE PRO SR	0.02	-	1.02	1.02	1.02
Total	6.01	9.06	(1.66)	7.40	7.40

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,215,084	$ 1,508,598	$ (218,457)	$ 1,290,141	$ 1,398,268
Services and Supplies	102,055	90,190	510	90,700	88,670
Other Charges	189,193	195,602	(8,843)	186,759	185,551
Total Operating Expenditures	1,506,331	1,794,390	(226,790)	1,567,600	1,672,489
Capital Assets	7,768	-	-	-	-
Total Expenditures	$ 1,514,100	$ 1,794,390	$ (226,790)	$ 1,567,600	$ 1,672,489
Budget By Categories of Revenues					
Charges for Services	34	-	-	-	-
Total Operating Revenues	34	-	-	-	-
Intrafund Expenditure Transfers (-)	-	661,496	156,076	817,572	555,031
General Fund Contribution	3,453,100	1,132,894	(382,866)	750,028	1,222,857
Total Revenues	$ 3,453,134	$ 1,794,390	$ (226,790)	$ 1,567,600	$ 1,777,888

Program

Administration & Support (cont'd)

2016-17 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. Worked on reducing backlogs of transactions caused by the implementation of the new tax system. The TTCPA 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.
- Filed six Return for Credit Payments to Issuers of Qualified Bonds which enabled the County to receive over $593,000 in interest subsidies from the Internal Revenue Service.
- Developed and implemented a new property tax statement providing additional information that was essential for understanding supplemental bills with multiple events.
- Virtualized and decommissioned 8 physical servers located in the Santa Barbara machine room. The new virtual server and the department's SQL database server were relocated to the Emergency Operations Center.

2017-19 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.
- Implement new electronic property tax payment enhancements that will increase taxpayer utilization from the current rate of 14% to 20%. Evaluate Payment Card Industry (PCI) compliance of electronic property tax payments and implement process changes as needed.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	-	0.25	0.25
ASST TREAS/TAXCOLL/PUBADMN	0.24	0.25	-	0.25	0.25
CHIEF INVESTMENT OFFICER	0.44	0.49	(0.02)	0.47	0.47
TREASURY FINANCE CHIEF	0.08	0.12	-	0.12	0.12
IT MANAGER	0.07	0.10	0.02	0.12	0.12
OPERATIONS MANAGER	0.33	0.25	(0.12)	0.13	0.13
EDP SYS PROGRAMMER	0.06	0.08	(0.08)	-	-
PUBLIC ADMIN/CONS VETS MANAGER	0.04	0.05	0.04	0.09	0.09
FINANCIAL SYS ANALYST	0.45	0.10	0.03	0.13	0.13
FINANCIAL OFFICE PRO	3.25	3.33	0.06	3.40	3.40
BUSINESS MANAGER	0.01	-	0.02	0.02	0.02
ACCOUNTANT	1.63	1.56	0.09	1.66	1.66
FINANCIAL OFFICE PRO SR	2.07	2.17	(0.69)	1.48	1.90
PUBLIC ADM/CONSERVATOR	0.01	-	-	-	-
Total	8.94	8.75	(0.64)	8.11	8.53

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,125,287	$ 1,126,558	$ (28,997)	$ 1,097,561	$ 1,188,285
Services and Supplies	592,388	766,690	45,410	812,100	768,500
Other Charges	6,174	6,681	13	6,694	6,797
Total Operating Expenditures	1,723,849	1,899,929	16,426	1,916,355	1,963,582
Capital Assets	280	43,849	-	43,849	-
Intrafund Expenditure Transfers (+)	-	600,963	147,120	748,083	504,639
Total Expenditures	$ 1,724,129	$ 2,544,741	$ 163,546	$ 2,708,287	$ 2,468,221
Budget By Categories of Revenues					
Charges for Services	2,197,762	2,500,892	163,546	2,664,438	2,450,778
Total Operating Revenues	2,197,762	2,500,892	163,546	2,664,438	2,450,778
Decreases to Fund Balances	-	43,849	-	43,849	-
Total Revenues	$ 2,197,762	$ 2,544,741	$ 163,546	$ 2,708,287	$ 2,450,778

Program

Treasury (cont'd)

2016-17 Anticipated Accomplishments

- The County Treasury processes over $8.8 billion annually. The County Treasury holds and invests funds for the County, schools and special districts.
- For the first 6 months of the fiscal year, earned $4.784 million on investments for the benefit of the County, schools, and special districts while increasing the investment pool's liquidity to meet the needs of the pool participants.
- Hosted PCI training for new credit card processing standards.

2017-19 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 timelier 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	-	0.25	0.25
ASST TREAS/TAXCOLL/PUBADMN	0.03	0.25	-	0.25	0.25
TREASURY FINANCE CHIEF	0.01	0.01	(0.01)	-	-
IT MANAGER	0.93	0.80	0.08	0.88	0.88
OPERATIONS MANAGER	0.58	0.50	0.13	0.63	0.63
FINANCIAL SYS ANALYST SR	0.58	1.00	-	1.00	1.00
EDP SYS PROGRAMMER	0.08	0.13	(0.13)	-	-
FINANCIAL SYS ANALYST	0.72	0.45	0.85	1.30	1.30
FINANCIAL OFFICE PRO	1.46	1.67	(0.12)	1.55	1.55
ACCOUNTANT	1.35	1.18	0.82	1.99	1.99
FINANCIAL OFFICE PRO SR	3.53	3.83	(0.33)	3.50	3.08
Total	9.50	10.07	1.29	11.36	10.94

Program

Tax & Collections (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,359,499	$ 1,441,666	$ 266,653	$ 1,708,319	$ 1,722,670
Services and Supplies	369,718	399,361	16,379	415,740	427,575
Other Charges	6,417	7,406	(1,149)	6,257	7,424
Total Operating Expenditures	1,735,633	1,848,433	281,883	2,130,316	2,157,669
Capital Assets	2,520	424,638	-	424,638	200,000
Intrafund Expenditure Transfers (+)	560	61,533	8,956	70,489	51,392
Total Expenditures	$ 1,738,713	$ 2,334,604	$ 290,839	$ 2,625,443	$ 2,409,061
Budget By Categories of Revenues					
Taxes	224,832	255,000	(30,000)	225,000	225,000
Licenses, Permits and Franchises	45,272	50,000	(7,000)	43,000	43,000
Charges for Services	709,789	743,829	106,933	850,762	919,299
Miscellaneous Revenue	27,892	15,000	-	15,000	15,000
Total Operating Revenues	1,007,784	1,063,829	69,933	1,133,762	1,202,299
Decreases to Fund Balances	-	434,638	-	434,638	200,000
General Fund Contribution	-	836,137	220,906	1,057,043	1,006,525
Total Revenues	$ 1,007,784	$ 2,334,604	$ 290,839	$ 2,625,443	$ 2,408,824

2016-17 Anticipated Accomplishments

- TTCPA maintained a high secured tax collection ratio of 99.0%, which places Santa Barbara County in the top ten for tax collection among all of the 58 California counties.
- Reduced the oldest redemption bill count by over 10% since July of 2016, making it the lowest percentage of the tax roll in over 10 years.
- Successfully billed and collected secured and unsecured escape property taxes on the new property tax system.
- Beginning in Fiscal Year 2008-09, the TTCPA began actively searching for vacation rental properties. Since that time the TTCPA has collected over $8.5 million in Transient Occupancy Tax (TOT) for the County solely from vacation rentals. Annual TOT revenues total over $1.8 million on 493 vacation rental properties.
- Collected $2.3 million for the Santa Barbara South Coast and Santa Ynez Tourism Business Improvement Districts in the first seven years of the program. Current annual revenues total $545,000. This revenue is used by the improvement districts to promote the local tourism industry. The economic impacts include increased sales tax and TOT revenues.

2017-19 Objectives

- Implement necessary subsystems to better interface with the new core Aumentum property tax system and create more efficient processing (Phase 2).
- Continue to 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
ASST TREAS/TAXCOLL/PUBADMN	0.01	-	-	-	-
PUBLIC ADMIN/CONS VETS MANAGER	0.96	0.95	(0.04)	0.91	0.91
FINANCIAL OFFICE PRO	1.99	2.00	(0.01)	1.99	1.99
ADMN OFFICE PRO	2.92	4.00	-	4.00	4.00
BUSINESS MANAGER	0.15	-	0.03	0.03	0.03
ACCOUNTANT	0.18	0.16	0.04	0.21	0.21
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
PUBLIC ADM/CONSERVATOR	5.99	6.00	-	6.00	6.00
EXTRA HELP	0.06	-	-	-	-
Total	16.26	17.11	0.02	17.13	17.13

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 1,557,104	$ 1,748,414	$ 121,052	$ 1,869,466	$ 1,955,913
Services and Supplies	185,429	198,998	4,382	203,380	203,380
Other Charges	31,367	37,837	(1,755)	36,082	37,604
Total Operating Expenditures	1,773,900	1,985,249	123,679	2,108,928	2,196,897
Capital Assets	11,696	-	-	-	-
Other Financing Uses	-	-	100,000	100,000	-
Increases to Fund Balances	22,941	68,132	(68,132)	-	-
Total Expenditures	$ 1,808,537	$ 2,053,381	$ 155,547	$ 2,208,928	$ 2,196,897
Budget By Categories of Revenues					
Intergovernmental Revenue	95,075	140,260	(21,716)	118,544	118,544
Charges for Services	107,151	70,000	-	70,000	70,000
Total Operating Revenues	202,226	210,260	(21,716)	188,544	188,544
Other Financing Sources	150,000	150,000	-	150,000	150,000
Decreases to Fund Balances	-	76,052	100,703	176,755	27,594
General Fund Contribution	-	1,617,069	76,560	1,693,629	1,200,118
Total Revenues	$ 352,226	$ 2,053,381	$ 155,547	$ 2,208,928	$ 1,566,256

Program

Public Assistance (cont'd)

2016-17 Anticipated Accomplishments

- The Public Guardian's division served over 135 Lanterman Petris Short (LPS) mental health conservatorships, 290 representative payees, and 51 probate clients this fiscal year, providing investigation and case management for individuals unable to provide their own basic needs.
- Successfully completed the court ordered LPS and Probate investigations on incompetent to stand trial cases, which increased 300% from prior years.
- The Veterans' Services program assists County veterans and their families in obtaining benefits. County veterans received approximately $9 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.
- Relocated the Santa Maria Veterans' Services office to Foster Rd., which will provide enhanced services and privacy for veterans.

2017-19 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

Public Defender Remodel

Santa Maria Court

Betteravia Admin Lobby

Calle Real Solar Project

Debt Service

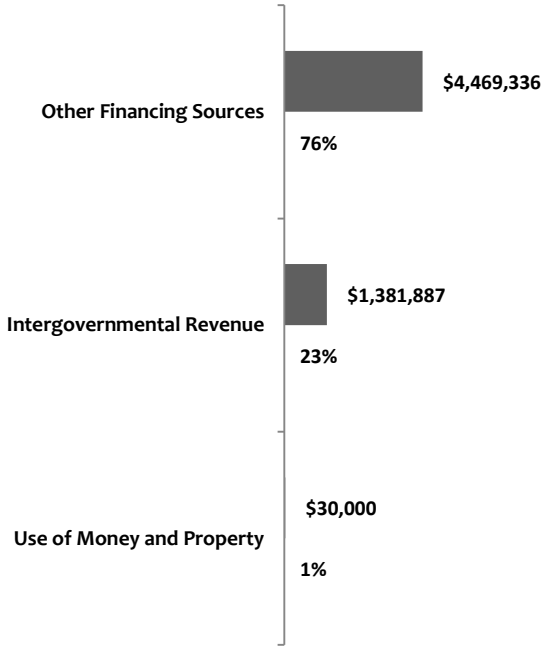
Department

Department Description

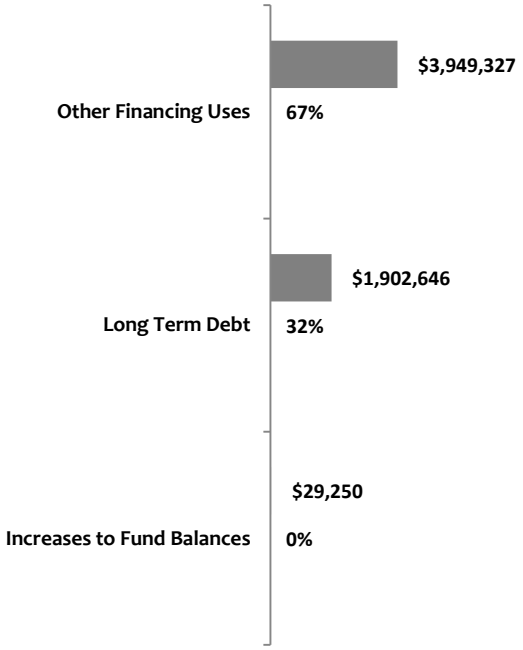
Debt Service payments, both principal and interest, which are budgeted in various departments for Certificates of Participation (COPs) and other authorized long-term debt instruments, are consolidated here for oversight and payment by the Treasurer-Tax Collector-Public Administrator Department. Internal 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 - $5,881,223



Use of Funds - $5,881,223



Debt Service

Department

Budget Overview

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Budget By Budget Program					
Long Term Debt	$ 2,120,427	$ 2,015,630	$ (112,984)	$ 1,902,646	$ 1,788,596
Total	$ 2,120,427	$ 2,015,630	$ (112,984)	$ 1,902,646	$ 1,788,596
Budget By Categories of Expenditures					
Services and Supplies	$ 9,282	$ 13,888	$ -	$ 13,888	$ 13,888
Other Charges	2,111,145	2,001,742	(112,984)	1,888,758	1,774,708
Total Operating Expenditures	2,120,427	2,015,630	(112,984)	1,902,646	1,788,596
Other Financing Uses	3,763,111	3,871,712	77,615	3,949,327	4,025,905
Increases to Fund Balances	27,854	29,250	-	29,250	29,250
Total	$ 5,911,392	$ 5,916,592	$ (35,369)	$ 5,881,223	$ 5,843,751
Budget By Categories of Revenues					
Use of Money and Property	$ 13,849	$ 30,000	$ -	$ 30,000	$ 30,000
Intergovernmental Revenue	1,379,765	1,384,487	(2,600)	1,381,887	1,382,987
Total Operating Revenues	1,393,614	1,414,487	(2,600)	1,411,887	1,412,987
Other Financing Sources	4,490,878	4,502,105	(32,769)	4,469,336	4,430,764
Decreases to Fund Balances	26,900	-	-	-	-
Total	$ 5,911,392	$ 5,916,592	$ (35,369)	$ 5,881,223	$ 5,843,751

Debt Service

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 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 $78,000 which primarily consists of:
  - +$78,000 increase in annual principal payments on long term debt.

These changes result in recommended operating expenditures of $1,903,000, non-operating expenditures of $3,978,000, for total expenditures of $5,881,000. Non-operating expenditures primarily include long-term debt principal repayment.

Revenues

- Net operating revenue decrease of $3,000 which primarily consists of:
  - -$3,000 reflects decreased transfers from other departments for debt service payments as required payment amounts decline.

- Net non-operating revenue decrease of $33,000 which primarily consists of:
  - -$33,000 reflects decreased transfers from other departments for debt service payments as required payment amounts decline.

These changes result in recommended operating revenues of $1,412,000, non-operating revenues of $4,469,000, resulting in total revenues of $5,881,000. 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 17-18" 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	$5,881,223
Less LTD Cost & Fees	(13,911)
Less ADMHS and CRA Leases	(445,784)
Less Increase to Fund Balance	(29,250)
Net Government Funds Principal and Interest Payments	$5,392,278

Debt Service

Department

Santa Barbara County
Long-term Debt Payment Schedule by Project/Fund
June 30, 2018

DESCRIPTION	FUND	DEPT	TOTAL DEBT SERVICE	INT, RESERVE & SUBSIDY	NET RENTAL PAYMENTS	PAYMENTS FY 17-18	REMAINING DEBT SERVICE
GENERAL AND OPERATING FUNDS							
2008 COP							
REDEVELOPMENT AGENCY	3120	725	$ 16,451,926	$ 1,430,480	$ 15,021,446	$ 1,378,283	$ 13,643,164
2010 COP							
PUBLIC DEFENDER REMODEL	0001	990	12,389,374	3,165,673	9,223,701	435,430	8,788,271
BETTERAVIA ADMINISTRATION	0001	990	4,462,711	1,104,776	3,357,935	167,830	3,190,105
EMERGENCY OPERATIONS CENTER	0001	990	12,166,089	3,109,724	9,056,365	445,285	8,611,080
SUBTOTAL			29,018,174	7,380,173	21,638,001	1,048,546	20,589,455
2011 PP							
CASA NUEVA - GENERAL SERVICES	0001	063	1,350,211	0	1,350,211	337,481	1,012,730
CASA NUEVA - SOCIAL SERVICES	0001	990	547,486	0	547,486	136,842	410,643
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	633,684	0	633,684	158,515	475,169
JUVENILE HALL	0070	990	1,618,080	0	1,618,080	404,432	1,213,648
JUVENILE COURT - EXPANSION	0071	990	475,809	0	475,809	119,135	356,674
JUVENILE COURT - ATTORNEYS	0070	990	348,107	0	348,107	86,932	261,174
DISTRICT ATTORNEY	0070	990	2,038,759	0	2,038,759	509,471	1,529,289
SHERIFF - HVAC	0070	990	66,295	0	66,295	16,600	49,695
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	407,451	0	407,451	103,291	304,159
SUBTOTAL			7,485,881	0	7,485,881	1,872,699	5,613,182
2014 PP							
LOMPOC SUBSTATION - FIRE	0001	031	1,681,208	0	1,681,208	240,766	1,440,442
LOMPOC SUBSTATION - SHERIFF	0001	032	1,040,870	0	1,040,870	147,135	893,735
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	2,201,526	0	2,201,526	316,833	1,884,693
TECHNICAL BUILDING - SHERIFF	0001	032	1,966,022	0	1,966,022	281,824	1,684,199
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	761,172	0	761,172	106,194	654,979
SUBTOTAL			7,650,798	0	7,650,798	1,092,751	6,558,047
SUBTOTAL GENERAL AND OPERATING FUNDS			**60,606,779**	**8,810,653**	**51,796,126**	**5,392,278**	**46,403,848**
2008 COP ENTERPRISE FUND							
TAJIGUAS LANDFILL LINER	1930	054	4,035,055	555,363	3,479,692	577,960	2,901,732
2010 COP ENTERPRISE FUND							
TAJIGUAS LANDFILL LINER	1930	054	1,114,493	231,189	883,304	372,456	510,848
2011 PP ENTERPRISE FUND							
LAGUNA SANITATION SOLAR PROJECT	2870	054	3,316,061	544,438	2,771,623	410,002	2,361,621
2011 PP INTERNAL SERVICE FUND							
CALLE REAL SOLAR PROJECT	1920	063	4,321,450	697,674	3,623,776	484,162	3,139,614
TOTAL COP DEBT			**$ 73,393,839**	**$ 10,839,318**	**$ 62,554,521**	**$ 7,236,858**	**$ 55,317,663**

Debt, Obligations and Debt Management Policies

Debt, Obligations and Debt Management Policies

Debt, Obligations and Debt Management Policies

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7. Long Term Obligations D-481

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

in millions	6/30/2016	Estimated 6/30/2017	Payments Principal	Payments *Interest*	Expected Incr/(Decr)	Estimated 6/30/2018
Short-term Obligations:						
TRAN	$0.0	$0.0	$0.0	*$0.0*	$0.0	$0.0
Long-term Obligations:						
Certificates of Participation (COPs)	34.1	32.4	(1.7)	*(1.7)*	0	30.7
Capital Bonds & Notes	27.4	23.7	(3.8)	*(0.6)*	0	19.9
Capital Leases	2.4	2.0	(0.4)	*(0.1)*	0	1.6
Net Pension Liability	675.3	780.0	0	*0*	220.0	1,000.0
Other Post Employment Benefits (OPEB) UAAL	133.0	133.0	0	*0*	0	133.0
Self-Insurance:						
Workers' Compensation Ins	3.3	1.7	0	*0*	(0.8)	0.9
Other Self-Insurance	9.4	10.5	0	*0*	0.4	10.9
Compensated Absences	34.2	36.4	0	*0*	2.2	38.6
Landfill Closure	27.4	26.8	0	*0*	0	26.8
Total	**$ 946.5**	**$ 1,046.5**	**$ (5.9)**	***$ (2.4)***	**$ 221.8**	**$ 1,262.4**

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 DAC. 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.

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 statement of net position 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.

In addition, in October 2016, Moody's upgraded the County's series 2008 Certificates of Participation from Aa3 to Aa2.

Standard & Poor's, in its most recent 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;

Debt, Obligations and Debt Management Policies

- An experienced management team that has implemented strong financial policies and prudent expenditure controls; and
- Low overall debt levels.

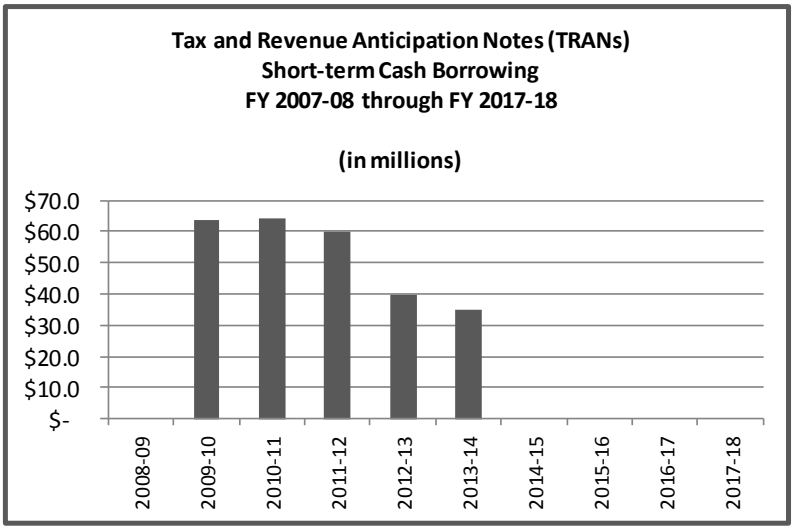
Standard & Poor's, in its most recent May 29, 2013 rating of the County's fiscal year (FY) 13-14 $35,000 Tax and Revenue Anticipation Notes (TRAN), states that the 'SP-1+' short-term rating "reflects the County's very strong underlying general credit characteristics, as well as strong County-projected 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 0.78%.

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 2008-09. FY 2017-18 available cash balances will be sufficient to provide for operational cash requirements and a TRAN will not be issued.

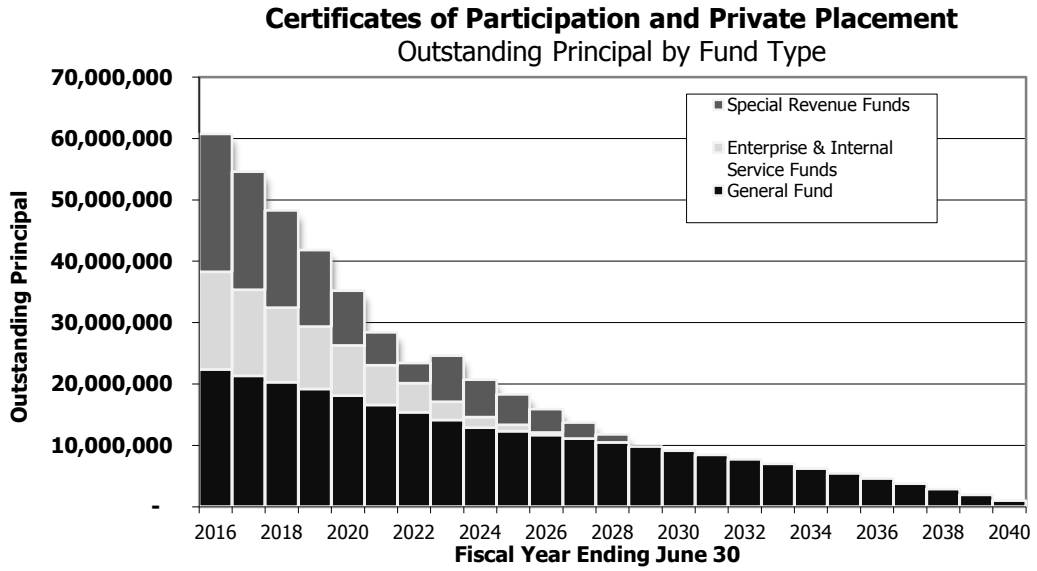


Debt, Obligations and Debt Management Policies

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 6/30/2016 are COPS $34.1 million, Capital Bonds and Notes $27.4 million. The repayment of the total outstanding principal of $61.5 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, $19.9 million of interest will be paid over the life of the bonds.



- **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, 2016, capital lease liabilities totaled $2.4 million, not including financing costs. Outstanding interest for capital leases totaled $0.6 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, 2016, 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 $1,017.3. Effective with the June 30, 2013 actuarial valuation, the UAL as of June 30, 2013 is amortized over a closed 17-year period, except for the additional UAL attributable to the creation of Safety Plan 6, which is being amortized over a separate closed period of 14 years. Effective with the June 30, 2014 valuation, any new sources of UAL due to actuarial gains and losses, assumptions changes, or method changes are amortized over a closed 19-year period, with a 5-year ramp up and down of the amortization payment at the beginning and end of the amortization period and nine years of level payments as a percentage of payroll between the ramping periods. See the budget's Executive Summary for a twenty year projection of member and employer contributions. The County's portion of the pension liability is calculated based on Generally Accepted Accounting Principles and is recognized as Net Pension Liability; this amount will differ from the UAL, which is calculated for funding purposes.

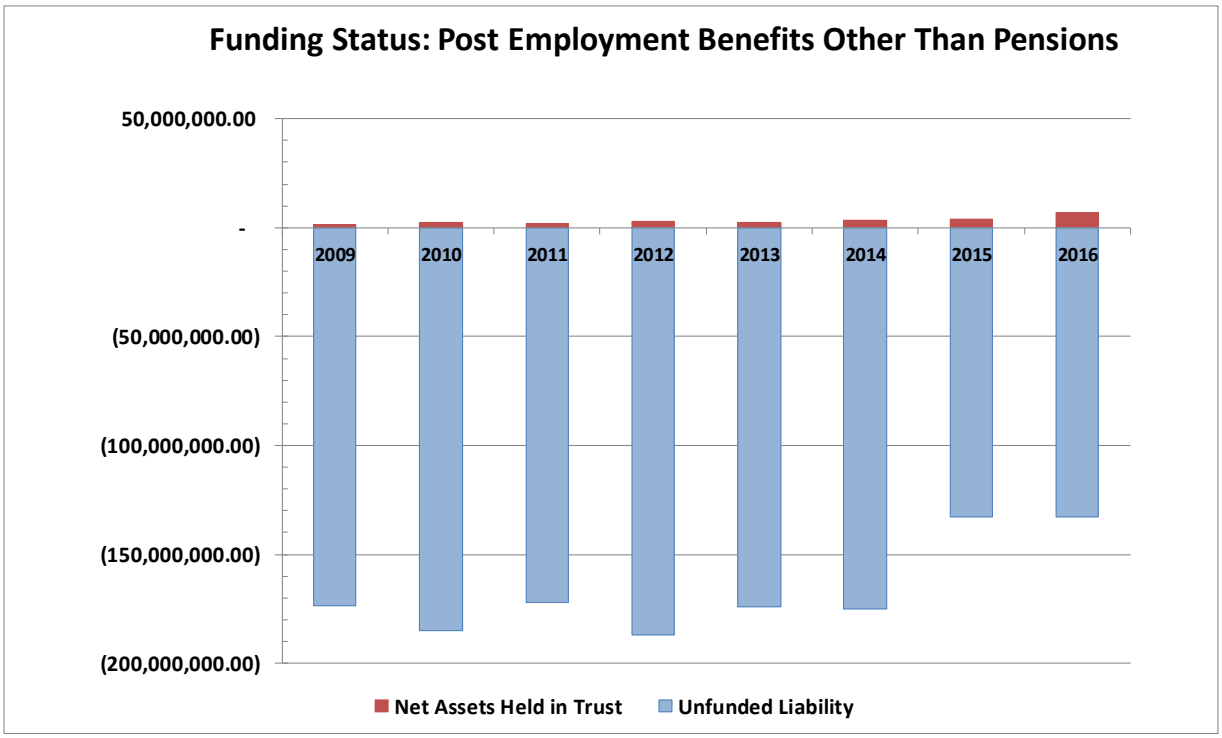
Santa Barbara County Employee's Retirement System
Summary of Key Valuation Results
(in millions)

Valuation Date Fiscal Year End	June 30, 2015 2017	June 30, 2016 2018	Relative % Change
Actuarial Liability	$ 3,231.1	$ 3,571.8	10.5%
Market Value of Assets	$ 2,532.5	$ 2,554.5	0.9%
Unfunded Actuarial Liability (UAL)	$ 698.6	$ 1,017.30	45.6%
			Absoulte % Change
Funding Ratio	78.4%	71.5%	-6.9%
Net Employer Contribution Rate	36.6%	38.7%	2.16%

- **Unfunded Other Post Employment Benefits (OPEB)** The County OPEB plan pays eligible 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 4% of the County's annual payroll, which funds the cost of the current year's benefit and amortizes the Unfunded Actuarial Accrued Liability (UAAL). As of June 30, 2016, the date of the most recent OPEB actuarial study of the Santa Barbara County Employees Retirement System (SBCERS), the UAAL was $133 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.

OPEB Cost and Net OPEB Obligation
(in millions)

Fiscal Year End	2014	2016
Actuarial Accrued Liability (AAL)	$ 178.5	$ 139.9
Actuarial Value of Plan Assets	3.2	6.9
Unfunded Actuarial Accrued Liability (UAAL)	$ 175.3	$ 133.0
Funded Ratio (actuarial value)	1.8%	5.2%



- **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 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, 2015**	**June 30, 2016**
Self-insurance claim and other liabilities	$ 16.8	$ 15.0
Assets available to pay liabilities	13.8	11.7
Unfunded claim and other liabilities	$ 3.0	$ 3.3
Funded Ratio	82.1%	78.0%

Other Self-Insurance		
Fiscal Year End	**June 30, 2015**	**June 30, 2016**
Self-insurance claim and other liabilities	$ 9.3	$ 8.4
Assets available to pay liabilities	14.0	10.7
Unfunded claim and other liabilities	$ (4.7)	$ (2.3)
Funded Ratio	150.5%	127.4%

- **Compensated Absences** are related to unused employee vacation balances that could be paid out upon termination. At June 30, 2016 the balance was $34.2 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, 2016, the total liability was $27.4 million and $16.5 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.

General County Programs & General Revenues

General County Programs & General Revenues

General County Programs & General Revenues

Functional Summary

Staffing By Department	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
General County Programs	1.00	1.00	-	1.00	1.00
Total	1.00	1.00	-	1.00	1.00

Budget By Department					
General County Programs	$ 2,889,607	$ 2,075,442	$ (76,847)	$ 1,998,595	$ 1,580,805
Total	$ 2,889,607	$ 2,075,442	$ (76,847)	$ 1,998,595	$ 1,580,805

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 211,200	$ 212,322	$ 5,346	$ 217,668	$ 222,996
Services and Supplies	1,498,730	685,891	(72,141)	613,750	195,750
Other Charges	1,179,677	1,177,229	(10,052)	1,167,177	1,162,059
Total Operating Expenditures	2,889,607	2,075,442	(76,847)	1,998,595	1,580,805
Other Financing Uses	40,200,189	52,549,673	(12,433,993)	40,115,680	32,740,523
Intrafund Expenditure Transfers (+)	202,577,742	209,831,800	5,776,200	215,608,000	207,170,900
Increases to Fund Balances	23,381,560	34,694,440	(1,365,131)	33,329,309	22,096,268
Fund Balance Impact (+)	5,025,066	-	-	-	21,178,200
Total	$ 274,074,165	$ 299,151,355	$ (8,099,771)	$ 291,051,584	$ 284,766,696

Budget By Categories of Revenues					
Taxes	$ 212,582,919	$ 220,076,000	$ 9,188,000	$ 229,264,000	$ 237,808,000
Licenses, Permits and Franchises	3,191,013	3,351,000	(335,000)	3,016,000	3,382,000
Fines, Forfeitures, and Penalties	6,118,221	5,182,000	(51,000)	5,131,000	5,285,000
Use of Money and Property	1,200,255	712,799	(282,000)	430,799	446,799
Intergovernmental Revenue	4,068,302	1,288,000	1,178,400	2,466,400	1,299,000
Charges for Services	11,882,971	11,152,493	(466,917)	10,685,576	11,860,000
Miscellaneous Revenue	146,044	185,020	(1,663)	183,357	180,155
Total Operating Revenues	239,189,726	241,947,312	9,229,820	251,177,132	260,260,954
Other Financing Sources	806,334	668,375	1,500,183	2,168,558	169,995
Intrafund Expenditure Transfers (-)	262,509	91,988	(41,709)	50,279	103,000
Decreases to Fund Balances	12,932,505	34,032,367	(24,465,518)	9,566,849	179,747
General Fund Contribution	20,883,091	22,411,313	5,677,453	28,088,766	24,053,000
Fund Balance Impact (-)	-	-	-	-	-
Total	$ 274,074,165	$ 299,151,355	$ (8,099,771)	$ 291,051,584	$ 284,766,696

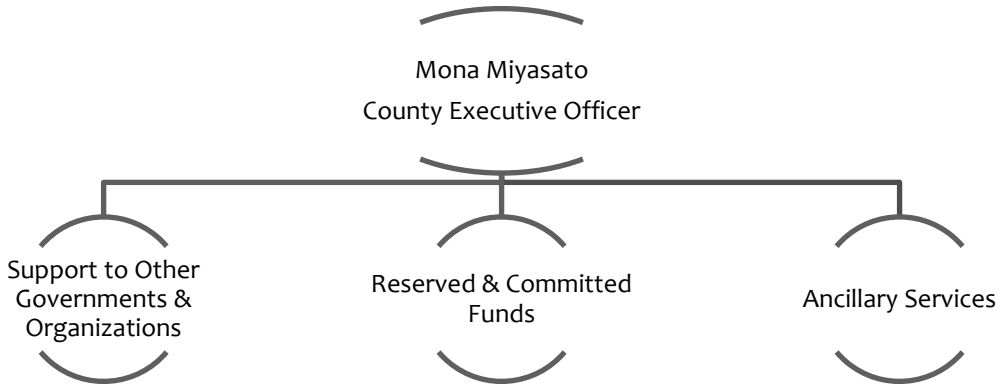
General County Programs & General Revenues

General County Programs

Budget & Full-Time Equivalents Summary & Budget Programs Chart

Operating	**$**	**1,998,595**
Capital	**$**	**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 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.

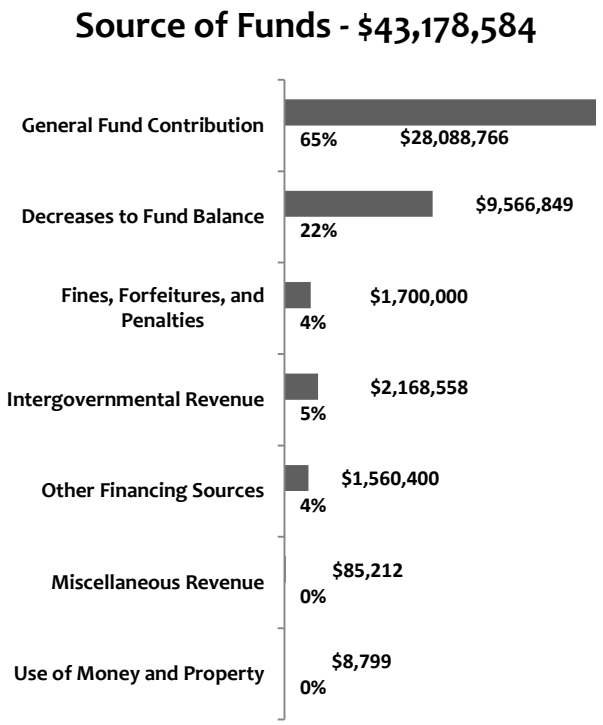
Highlights of 2017-19 Objectives

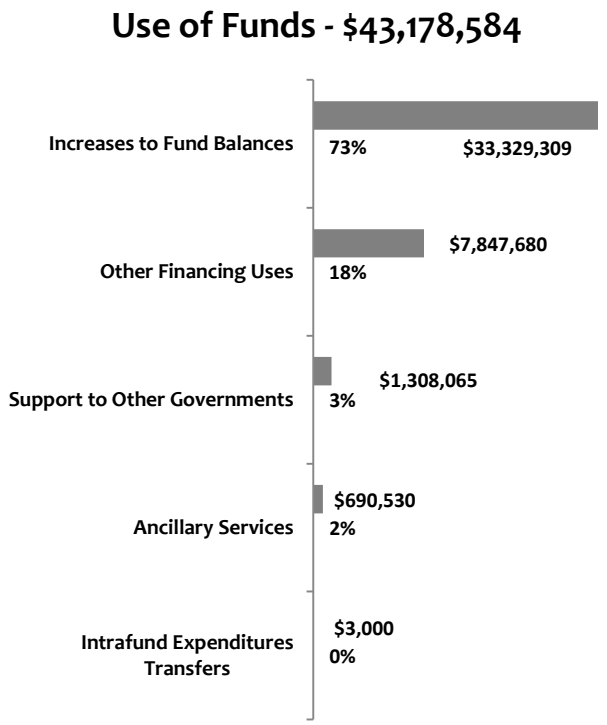
- Funding the Northern Branch Jail Operations in accordance with the established funding plan; $9,100,000 in FY 2017-18 and $10,900,000 in FY 2018-19.
- Support the Central Coast Coalition on Homelessness and the South Coast Task Force on Youth Safety projects at the current level of funding.
- Maintain the Strategic Reserve at a fiscally prudent 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





General County Programs

Department

Budget Overview

Staffing Detail By Budget Program	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Support to Other Governments & Orga	1.00	1.00	-	1.00	1.00
Total	1.00	1.00	-	1.00	1.00

Budget By Budget Program					
Support to Other Governments & Orga	$ 2,306,969	$ 1,543,912	$ (235,847)	$ 1,308,065	$ 1,308,275
Ancillary Services	582,638	531,530	159,000	690,530	272,530
Total	$ 2,889,607	$ 2,075,442	$ (76,847)	$ 1,998,595	$ 1,580,805

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 211,200	$ 212,322	$ 5,346	$ 217,668	$ 222,996
Services and Supplies	1,498,730	685,891	(72,141)	613,750	195,750
Other Charges	1,179,677	1,177,229	(10,052)	1,167,177	1,162,059
Total Operating Expenditures	2,889,607	2,075,442	(76,847)	1,998,595	1,580,805
Other Financing Uses	10,657,225	22,518,473	(14,670,793)	7,847,680	2,902,623
Intrafund Expenditure Transfers (+)	43,000	3,000	-	3,000	3,000
Increases to Fund Balances	22,956,589	34,694,440	(1,365,131)	33,329,309	22,096,268
Fund Balance Impact (+)	106,704	-	-	-	-
Total	$ 36,653,125	$ 59,291,355	$ (16,112,771)	$ 43,178,584	$ 26,582,696

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 1,678,765	$ 1,700,000	$ -	$ 1,700,000	$ 1,700,000
Use of Money and Property	16,182	6,799	2,000	8,799	8,799
Intergovernmental Revenue	354,239	386,000	1,174,400	1,560,400	390,000
Charges for Services	5,500	-	-	-	-
Miscellaneous Revenue	76,125	86,501	(1,289)	85,212	81,155
Total Operating Revenues	2,130,812	2,179,300	1,175,111	3,354,411	2,179,954
Other Financing Sources	806,334	668,375	1,500,183	2,168,558	169,995
Decreases to Fund Balances	12,832,888	34,032,367	(24,465,518)	9,566,849	179,747
General Fund Contribution	20,883,091	22,411,313	5,677,453	28,088,766	24,053,000
Total	$ 36,653,125	$ 59,291,355	$ (16,112,771)	$ 43,178,584	$ 26,582,696

General County Programs

Department

Changes & Operational Impact: 2016-17 Adopted to 2017-18 Recommended

Staffing

- There are no FTE changes.

Expenditures

- Net operating expenditure decrease of $76,847 primarily due to:
  - -$72,141 decrease to Services & Supplies primarily due to the elimination of necessary allocation to 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 netted with an increase cost associated with the Cannabis EIR and Election costs.
  - -$10,052 decrease to Other Charges for the decrease in utility costs at the Santa Maria Child Care Center
  - +$5,346 increase to Salaries & Employee Benefits

- Net non-operating expenditure decrease of $16,035,924 primarily due to:
  - -$14,670,793 decrease in Other Financing Uses which is primarily due to decrease in one-time departmental allocations such as funding of the Northern Branch Jail Construction and Operations
  - -$1,365,131 decrease in Increases to Fund Balance primarily due to (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 expenditures of $1,998,595, non-operating expenditures of $41,179,989, and total expenditures of $43,178,584 Non-operating expenditures primarily include transfers and increases to fund balances.

Revenues

- Net operating revenue increase of $1,175,111 primarily due to :
  - +$2,000 increase to Use of Money and Property for donated funds for the Public and Educational Access Endowment
  - +$1,174,400 increase to Intergovernmental Revenue is primarily due to the one year acceleration of the Prop 172 Fire Tax Shift reallocation to General County Programs. In early 2017-18 the County will begin an evaluation of Public Safety dispatch needs.
  - -$1,289 decrease to Miscellaneous Revenue for the decrease to the replacement benefits plan expenditures

- Net non-operating revenue decrease of $17,287,882 primarily due to:
  - +$1,500,183 increase in Other Financing Sources
  - +$5,677,453 increase in General Fund Contribution
  - -$24,465,518 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 $3,354,411, non-operating revenues of $39,824,173, and total revenues of $43,178,584. Non-operating revenues primarily include General Fund Contribution, transfers, and use of fund balances.

General County Programs

Department

Changes & Operational Impact: 2017-18 Recommended to 2018-19 Proposed

Staffing

- No change in staffing is proposed in FY 2018-19.

Expenditures

- Net operating expenditure decrease of $417,790 due to:
  - +$5,328 increase in Salaries and Employee Benefits
  - -$418,000 decrease in Services and Supplies
  - -$5,118 decrease in Other Charges for miscellaneous costs

- Net non-operating expenditure decrease of $16,178,098 primarily due to:
  - -$4,945,057 decrease in Intrafund Expenditures
  - -$11,233,041 decrease in Increases to Fund Balances

Revenues

- Net operating revenue decrease of $1,174,457 due to:
  - -$1,170,400 decrease in Use of Intergovernmental Revenue
  - -$4,057 decrease in Miscellaneous Revenue

- Net non-operating revenue decrease of $15,421,431 primarily due to:
  - -$1,998,563 decrease in Other Financing Sources
  - -$9,387,102 decrease in Decreases to Fund Balances
  - -$4,035,766 decrease in General Fund Contribution

These changes result in Proposed operating revenues of $2,179,954, non-operating revenues of $24,402,742, and total revenues of $26,582,696. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

General County Programs

General County Programs

Department

FUND BALANCE COMPONENT DETAIL

General Fund Key Discretionary Fund Balance Components Detail					
	FY 2016-17				
Fund Balance Component	Beginning Balance	Estimated Changes	Estimated Changes Detail		Estimated Ending Balance
9811 -- Behavioral Wellness	-	-	3,213,444	Per Budget Policy, CEO Rec., and Board-Adopted adjustments	-
			(3,213,444)	Behavioral Wellness	
9818 -- 18% Deferred Maintenance	-	7,000	2,507,000	Per 18% Maintenance Budget Policy	7,000
			(1,250,000)	Public Works	
			(875,000)	General Services	
			(375,000)	Parks	
9830 -- Capital	-	700,000	1,400,000	COP Debt Financing	700,000
			(700,000)	General Services - Security enhancements	
9836 -- Roads	-	-	500,000	Per Budget Development Policies	-
			(500,000)	Public Works - Roads Projects	
9840 -- Strategic Reserve	29,865,000	1,001,400	1,001,400	Per Budget Development Policies	30,866,400
9845 -- Litigation	915,498	(63,000)	350,000	Per Budget Development Policies	852,498
			(208,000)	Board-Adopted source for Board adjustments (Att. E)	
			(150,000)	County Counsel - Outside Counsel fees	
			(55,000)	Clerk-Recorder-Assessor	
9849 -- Program Stabilization	202,912	1,047,088	1,250,000	Per CEO Rec. for employee/pension costs reserve	1,250,000
			(202,912)	Social Services - Final equity adjustment (2 of 2)	
9850 -- Salary & Retirement Offset	1,238,347	(1,238,347)	(758,696)	Social Services - Eligibility Worker equity adjustment	-
			(479,651)	Reallocation to Emerging Issues for one-time adjustments	
9851 -- Deferred Maintenance	5,996	-	2,300,000	Per Budget Development Policies	5,996
			(1,300,000)	General Services	
			(500,000)	Parks	
			(500,000)	General County Programs	
9876 -- Audit Exceptions	982,295	(982,295)	(982,295)	General County Programs	-
9880 -- New Jail Operations	13,799,495	(6,056,297)	7,600,000	Per Jail Operations funding plan	7,743,198
			(12,284,377)	Northern Branch Jail construction	
			(1,371,920)	Sheriff - Northern Branch Jail transition staffing	
9890 -- Emerging Issues (one-time funding)	1,662,834	17,199	8,427,670	Board-Adopted source for CEO Rec. & Board-Adopted adjustments	1,680,033
			(4,542,131)	General County Programs	
			(1,580,398)	Sheriff	
			(731,500)	District Attorney	
			(402,985)	General Services	
			(352,073)	County Executive Office	
			(270,000)	Housing & Community Development	
			(200,000)	Community Services	
			(100,000)	Parks	
			(92,465)	County Counsel	
			(80,000)	Public Defender	
			(58,919)	Human Resources	
9898 -- Contingencies	3,317,203	(3,268,412)	(2,180,762)	General County Programs	48,791
			(737,650)	Sheriff	
			(350,000)	Parks	
9940 -- Fund Balance-Residual (One-time)	980,726	2,133,833	7,022,033	Residual Fund Balance	3,114,559
			(4,888,200)	Reallocation to Emerging Issues for one-time adjustments	
Unallocated (Ongoing)	-	-	-		-
TOTAL	52,970,307	(6,701,831)			46,268,476

FUND BALANCE COMPONENT DETAIL (CONT'D)

General Fund Key Discretionary Fund Balance Components Detail					
	Recommended FY 2017-18				
Fund Balance Component	Beginning Balance	Recommended Changes	Recommended Changes Detail		Estimated Ending Balance/ Available to Allocate
9811 -- Behavioral Wellness	-	1,000,000	2,200,000	Per Budget Development Policies and CEO Rec. for adjustments	1,000,000
			(1,200,000)	Behavioral Wellness - IMD and Hospital beds	
9818 -- 18% Deferred Maintenance	7,000	-	3,000,000	Per 18% Maintenance Budget Policy	7,000
			(1,500,000)	Public Works	
			(1,050,000)	General Services	
			(450,000)	Parks	
9830 -- Capital	700,000	-	1,400,000	COP Debt Financing	700,000
			(1,400,000)	Reallocation to Deferred Maintenance	
9836 -- Roads	-	-	2,200,000	Per Budget Development Policies and CEO Rec. for adjustments	-
			(2,200,000)	Public Works - Roads Projects	
9840 -- Strategic Reserve	30,866,400	(1,000,000)	(1,000,000)	Public Works - 2017 Winter Storm Road Repairs	29,866,400
9845 -- Litigation	852,498	1,850,000	2,200,000	County Counsel	2,702,498
			(250,000)	County Counsel - Outside Counsel fees	
			(100,000)	Clerk-Recorder-Assessor	
9849 -- Program Stabilization	1,250,000	-	1,250,000	Per CEO Rec. for employee/pension costs reserve	1,250,000
			(1,250,000)	Sheriff - Employee lost time mitigation	
9850 -- Salary & Retirement Offset	-	-	-		-
9851 -- Deferred Maintenance	5,996	500,000	4,000,000	Per Budget Development Policies and CEO Rec. for adjustments	505,996
			(2,490,000)	General Services	
			(1,010,000)	Parks	
9876 -- Audit Exceptions	-	-	-		-
9880 -- New Jail Operations	7,743,198	5,130,411	9,100,000	Per Jail Operations funding plan	12,873,609
			(3,969,589)	Sheriff - Draw for transition staffing	
9890 -- Emerging Issues (one-time funding)	1,680,033	(429,633)	5,152,788	Per CEO Recommendation for adjustments	1,250,400
			50,000	Child Support Services - Final grant match allocation (2 of 2)	
			(2,492,000)	Social Services - IHSS MOE increase, CalFresh match	
			(925,000)	General Services - Public Safety radios	
			(780,000)	District Attorney - N. Co. multi-defendant case, case management sys.	
			(500,000)	Sheriff - County Courts Bailiffs	
			(430,000)	General County Programs - Cannabis EIR and election costs	
			(300,000)	Housing & Community Development - CCE Phase III	
			(146,421)	General Services - Jail Accountant	
			(50,000)	Child Support Services - FY 17-18 grant match allocation	
			(9,000)	Agricultural Commissioner - UC Cooperative Extension	
9898 -- Contingencies	48,791	1,980,209	1,980,209	General County Programs	2,029,000
9940 -- Fund Balance-Residual (One-time)	3,114,559	(2,901,388)	(2,901,388)	Reallocation to Emerging Issues	213,171
Unallocated (Ongoing)	-	-	-		-
	46,268,476	6,129,599			52,398,075

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
Total	1.00	1.00	-	1.00	1.00

Revenue & Expenditures

Budget By Categories of Expenditures	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 135,671	$ 138,322	$ 5,346	$ 143,668	$ 148,996
Services and Supplies	1,005,341	236,391	(231,141)	5,250	5,250
Other Charges	1,165,957	1,169,199	(10,052)	1,159,147	1,154,029
Total Operating Expenditures	2,306,969	1,543,912	(235,847)	1,308,065	1,308,275
Other Financing Uses	5,492,000	3,844,444	(2,564,444)	1,280,000	30,000
Intrafund Expenditure Transfers (+)	3,000	3,000	-	3,000	3,000
Increases to Fund Balances	1,500,000	2,213,444	(13,444)	2,200,000	-
Total Expenditures	$ 9,301,969	$ 7,604,800	$ (2,813,735)	$ 4,791,065	$ 1,341,275
Budget By Categories of Revenues					
Miscellaneous Revenue	596	-	-	-	-
Total Operating Revenues	596	-	-	-	-
Other Financing Sources	500,000	500,000	1,500,000	2,000,000	-
Decreases to Fund Balances	6,324,456	5,527,888	(4,277,888)	1,250,000	-
General Fund Contribution	3,349,428	1,576,912	(35,847)	1,541,065	1,341,275
Total Revenues	$ 10,174,480	$ 7,604,800	$ (2,813,735)	$ 4,791,065	$ 1,341,275

2016-17 Anticipated Accomplishments

- Maintained the existing level of funding of $1.2 million for the Human Services Commission for the second year of the three year contract term.
- Completed the transition of the Children's Healthcare Initiative 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

2017-19 Objectives

- Maintained the existing level of funding of $1.2 million for the Human Services Commission for the final year of the three year contract term.

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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Other Financing Uses	$ 3,988,513	$ 17,483,633	$(12,105,730)	$ 5,377,903	$ 1,683,082
Increases to Fund Balances	21,263,361	32,479,428	(1,358,486)	31,120,942	22,087,901
Total Expenditures	$ 25,251,874	$ 49,963,061	$(13,464,216)	$ 36,498,845	$ 23,770,983
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,678,765	1,700,000	-	1,700,000	1,700,000
Use of Money and Property	9,320	4,000	2,000	6,000	6,000
Intergovernmental Revenue	-	-	1,170,400	1,170,400	-
Total Operating Revenues	1,688,085	1,704,000	1,172,400	2,876,400	1,706,000
Other Financing Sources	306,334	168,375	183	168,558	169,995
Decreases to Fund Balances	4,243,047	28,238,680	(20,365,429)	7,873,251	166,149
General Fund Contribution	16,568,215	19,852,006	5,728,630	25,580,636	21,728,839
Total Revenues	$ 22,805,681	$ 49,963,061	$(13,464,216)	$ 36,498,845	$ 23,770,983

2016-17 Anticipated Accomplishments

- Funded future operations of the Northern Branch Jail in the amount of $7,600,000, a $1,500,000 increase from the $6,100,000 set aside the previous year.
- 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.

2017-19 Objectives

- Continue to fund the Northern Branch Jail Operations fund in the amounts of $9,100,000 in FY 2017-18 and $10,900,000 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Salaries and Employee Benefits	$ 75,530	$ 74,000	$ -	$ 74,000	$ 74,000
Services and Supplies	493,389	449,500	159,000	608,500	190,500
Other Charges	13,720	8,030	-	8,030	8,030
Total Operating Expenditures	582,638	531,530	159,000	690,530	272,530
Other Financing Uses	1,176,713	1,190,396	(619)	1,189,777	1,189,541
Intrafund Expenditure Transfers (+)	40,000	-	-	-	-
Increases to Fund Balances	193,227	1,568	6,799	8,367	8,367
Total Expenditures	$ 1,992,578	$ 1,723,494	$ 165,180	$ 1,888,674	$ 1,470,438
Budget By Categories of Revenues					
Use of Money and Property	6,862	2,799	-	2,799	2,799
Intergovernmental Revenue	354,239	386,000	4,000	390,000	390,000
Charges for Services	5,500	-	-	-	-
Miscellaneous Revenue	75,530	86,501	(1,289)	85,212	81,155
Total Operating Revenues	442,131	475,300	2,711	478,011	473,954
Decreases to Fund Balances	2,265,385	265,799	177,799	443,598	13,598
General Fund Contribution	965,448	982,395	(15,330)	967,065	982,886
Total Revenues	$ 3,672,965	$ 1,723,494	$ 165,180	$ 1,888,674	$ 1,470,438

2016-17 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.

2017-19 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	2015-16 Actual	2016-17 Adopted	Change from FY16-17 Ado to FY17-18 Rec	2017-18 Recommended	2018-19 Proposed
Budget By Budget Program					
Budget By Categories of Expenditures					
Other Financing Uses	$ 29,542,964	$ 30,031,200	$ 2,236,800	$ 32,268,000	$ 29,837,900
Intrafund Expenditure Transfers (+)	202,534,742	209,828,800	5,776,200	215,605,000	207,167,900
Increases to Fund Balances	424,972	-	-	-	-
Fund Balance Impact (+)	4,918,362	-	-	-	21,178,200
Total	$ 237,421,039	$ 239,860,000	$ 8,013,000	$ 247,873,000	$ 258,184,000
Budget By Categories of Revenues					
Taxes	$ 212,582,919	$ 220,076,000	$ 9,188,000	$ 229,264,000	$ 237,808,000
Licenses, Permits and Franchises	3,191,013	3,351,000	(335,000)	3,016,000	3,382,000
Fines, Forfeitures, and Penalties	4,439,456	3,482,000	(51,000)	3,431,000	3,585,000
Use of Money and Property	1,184,073	706,000	(284,000)	422,000	438,000
Intergovernmental Revenue	3,714,063	902,000	4,000	906,000	909,000
Charges for Services	11,877,471	11,152,493	(466,917)	10,685,576	11,860,000
Miscellaneous Revenue	69,919	98,519	(374)	98,145	99,000
Total Operating Revenues	237,058,914	239,768,012	8,054,709	247,822,721	258,081,000
Intrafund Expenditure Transfers (-)	262,509	91,988	(41,709)	50,279	103,000
Decreases to Fund Balances	99,617	-	-	-	-
Total	$ 237,421,039	$ 239,860,000	$ 8,013,000	$ 247,873,000	$ 258,184,000

General Revenues

Section E

Capital Budget Summary

COUNTY OF SANTA BARBARA
CALIFORNIA

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 2017-18 through FY 2021-22.

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 2017-18 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 $123.9 million, compared to $121.7 million in the CIP Capital Projects Budget table. The reconciliation of these differences is shown in the following table:

FY 2017-18 Operating Budget To CIP Reconciliation	
$123,925,034	Section C - Capital Budget Summary (page C-31)
121,747,000	Section E - Capital Projects Budget (page E-16)
2,178,034	Difference
2,308,685	Section C Capital Budget Summary does 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.
(4,486,719)	Certain projects included in Section C Capital Budget Summary are not included in the Section E Capital Projects Budget due to differences from CIP planning to budget development, as well as small projects that do not meet the CIP thresholds.
$ -	

Capital Budget Summary

Overview of the Recommended Capital Budget

The FY 2017-2022 CIP contains 179 capital projects and 15 maintenance projects. This includes 18 projects that are new this year. Of this total, 77 projects are fully funded, the remainder are partially funded, or 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. Of the County's $746.6 million five year capital needs, as presented by the Departments, $332.6 million have identified funding sources.

CIP projects are also categorized by Classes (see definitions starting on E-14). The Five Year CIP is broken down by each class or category, as shown in the table below. Of the $332.6 million funded total, 97% of the expenditures are in three classes, $117.7 million in Building & Building Improvements, $182.2 million in Infrastructure and $23 million in Equipment.

Five Year CIP through Fiscal Year Ending June 30, 2022
Class Summary Funded
(In thousands of dollars)

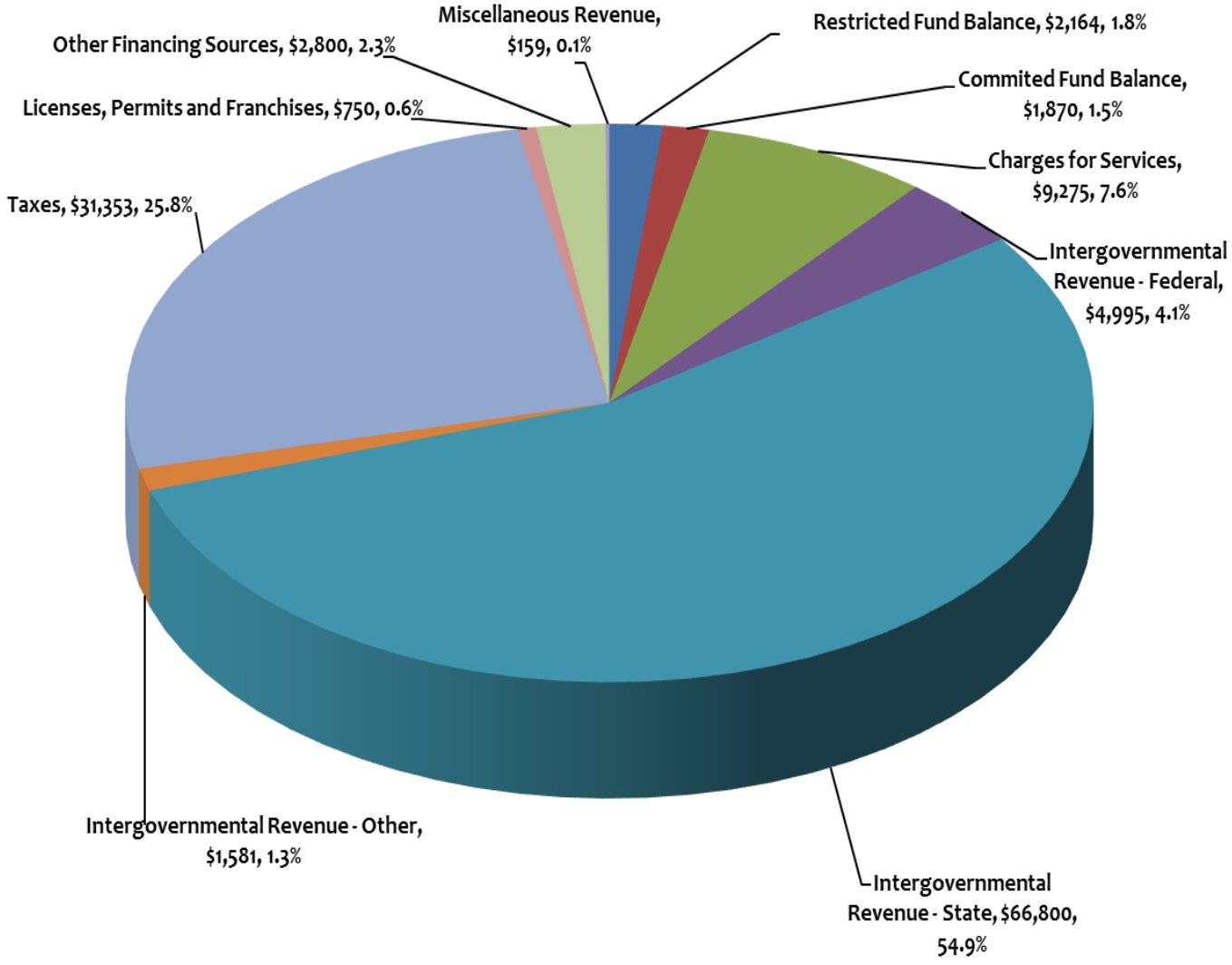
Class Summary	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Land	$ 10	$ 10	$ 13	$ 705	$ 1,590	**$ 2,328**
Land Improvements	2,105	160	160	160	160	**2,745**
Building & Building Improvements	84,215	21,990	7,453	3,460	600	**117,718**
Equipment	2,954	7,103	4,756	5,080	3,130	**23,023**
IT Hardware/Software	2,698	781	287	293	499	**4,558**
Infrastructure	29,765	27,665	51,847	46,768	26,216	**182,261**
Five Year Total	**$ 121,747**	**$ 57,709**	**$ 64,516**	**$ 56,466**	**$ 32,195**	**$ 332,633**

Five Year CIP through Fiscal Year Ending June 30, 2022
Class Summary Unfunded
(In thousands of dollars)

Class Summary	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Land	$ 4,000	$ 11,181	$ 8,133	$ 11,043	$ 47,981	**$ 82,338**
Land Improvements	75	3,890	5,715	5,499	3,840	**19,019**
Building & Building Improvements	83,557	83,911	13,733	11,550	81,086	**273,837**
Equipment	8	2,650	6,410	8,400	3,500	**20,968**
IT Hardware/Software	130	955	880	155	-	**2,120**
Infrastructure	1,022	1,830	1,490	8,595	2,795	**15,732**
Five Year Total	**$ 88,792**	**$ 104,417**	**$ 36,361**	**$ 45,242**	**$ 139,202**	**$ 414,014**

Capital Budget Summary

Majority of Funding from Taxes and Federal/State Sources Identified for FY 2017-18
Fiscal Year Funding by Object Level
(In thousands of dollars)

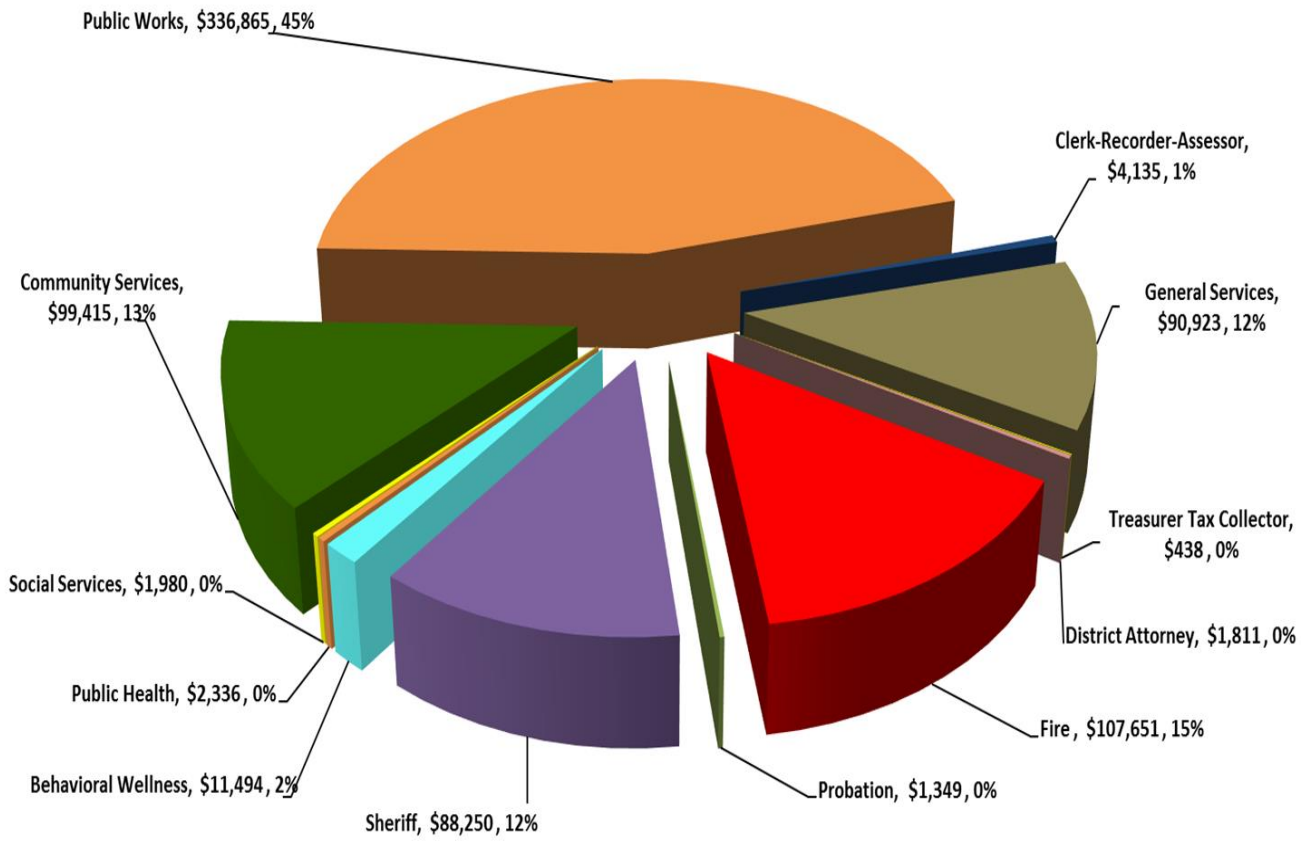


Capital Budget Summary

CAPITAL PROJECTS BY DEPARTMENT

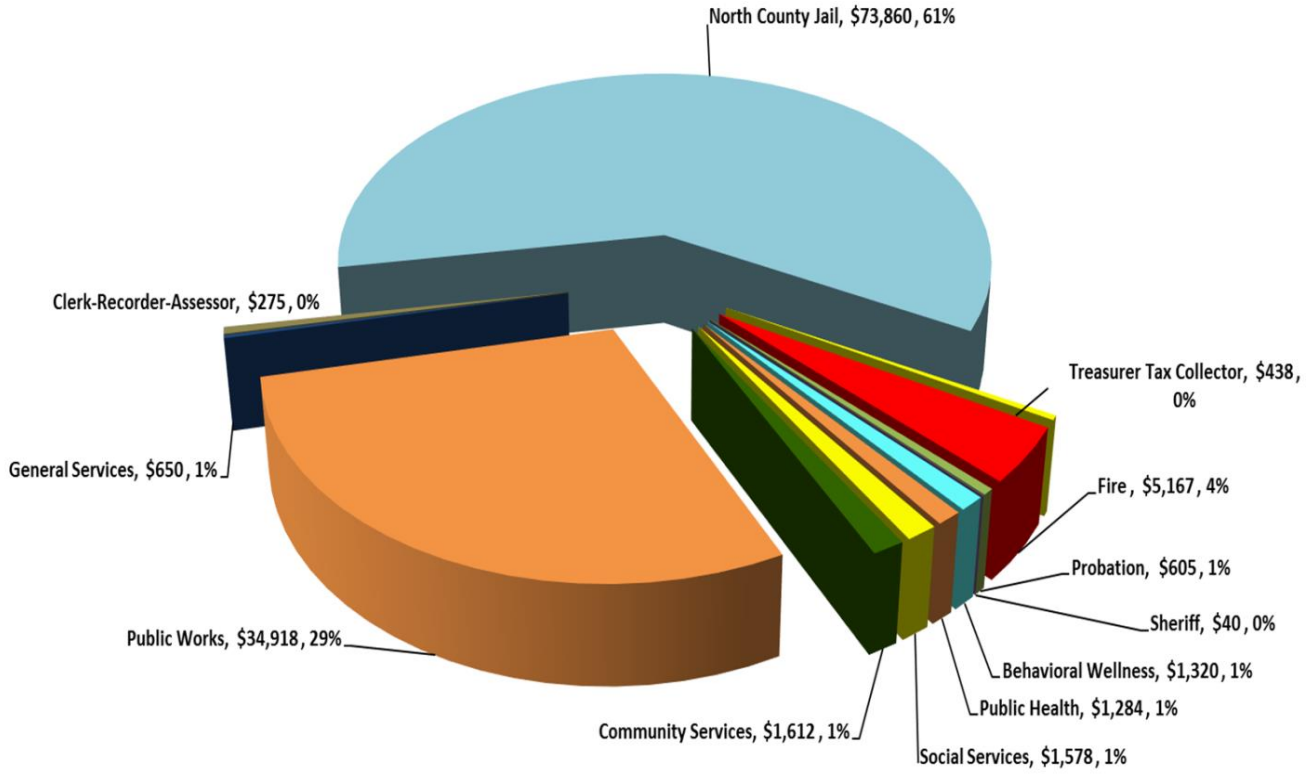
Presentation of the CIP is by function and department. This structure is consistent with the Operating Budget organization. Within each department, projects are grouped by project class, whether they are funded, partially funded, and unfunded and listed in alphabetical order. The following chart shows the FY 2017-2022- CIP by department total including both funded/partially funded and unfunded projects.

Five Year CIP through Fiscal Year Ending June 30, 2022, by Department
(In thousands of dollars)



Capital Budget Summary

One Year CIP for Recommended Fiscal Year Ending June 30, 2018, by Department
(In thousands of dollars)



Overview of Maintenance

Does it include Maintenance?

Starting in FY 2015-16 and continuing for FY 2017-18, 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 15 Capital Maintenance projects in the Capital Improvement Program for FY 2017-22, totaling $350.6 million. Of these projects $74.3 million are funded and the remainder are currently unfunded. Those projects are listed in the table on page E-8 of this section.

Also, there are no maintenance programs included in the summary schedules starting on page E-15. Maintenance programs are detailed in Section E in the Capital Improvement Program book and summarized on page E-8 of this section.

Capital Budget Summary

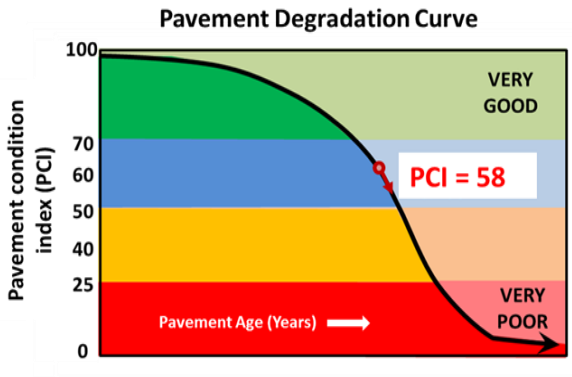
DEFERRED MAINTENANCE

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 2017-18 through 2021-22 and the 2017-2019 Budget Workshops *Special Issue: Update on* Maintenance held on April 19, 2017.

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.

In Santa Barbara County, the overall PCI is 58, 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 2016-17, the Road Fund sustained a multi-million dollar loss of State Gas Taxes.



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.

Capital Budget Summary

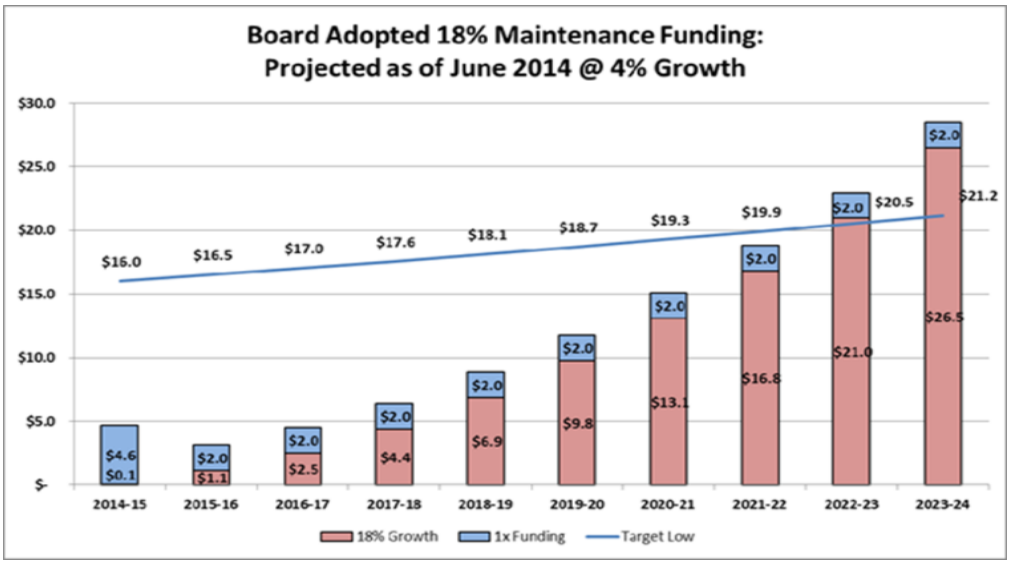
Departmental Estimated Unfunded Deferred Maintenance Source: CIP Database ($'s in millions)	
Public Works	
Prev Maint- 5 Year Countywide Concrete Program	37,500
Prev Maint- 5 Year Countywide Surface Treatment Program	120,650
Prev Maint- 5 Yr Bridge Repair & Rehabilitation Program	64,395
Prev Maint- 5 Yr Repair/Replace Traffic Devices Program	6,997
Prev Maint- 5Yr Culvert Repair & Rehabilitation Program	44,100
Total Public Works	**$273,642**
General Services	
FM--5 Year Countywide Maintenance Program	43,098
Total General Services	**$43,098**
Community Services - Parks	
Park 5 Year Infrastructure Maintenance Program	9,290
Park 5 Year Repaving/Restriping Maintenance Program	24,590
Total Community Services - Parks	**$33,880**
Grand Total	**$350,620**

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 $51 million in accumulated new funding during the five year CIP period from FY 2017-18 to FY 2021-22 (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 2017-18 are based on existing needs and priorities. The budgeted new funding for FY 2017-18 is $3.0 million ($1.4 million less than was projected for FY 2017-18 in June 2014) 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	FY 2017-18
Baseline	$ 2,300,000	$ 2,300,000	$ 2,300,000	$ 2,300,000
18% Maintenance Growth Allocation	-	1,200,000	2,500,000	3,000,000
One Time Funds For Maintenance	3,400,000	1,950,000	2,600,000	4,400,000
Subtotal	$ 5,700,000	$ 5,450,000	$ 7,400,000	$ 9,700,000
Unanticipated Maintenance Needs	-	1,273,000	500,000 *	500,000
Total	$ 5,700,000	$ 6,723,000	$7,900,000	$10,200,000

Notes:

*$500k was 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

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. The FY 2017-18 unfunded need totals over $5.3 million and the five year unfunded capital needs totals over $414.0 million. The unfunded capital projects, identified by departments, include new facilities, upgrades or remodels, and replacement of systems to address deferred maintenance needs.

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. Except for revenue certificates of participation issued by a County enterprise fund, 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 2016-17 Significant Completed Projects

CULVERTS - LAS VEGAS/SAN PEDRO CREEKS-PUBLIC WORKS

This project was a multi-jurisdictional project that involved the Flood Control District, Caltrans, Union Pacific Railroad (UPRR) and the Cities of Santa Barbara and Goleta. The transportation corridor (Calle Real, US 101, UPRR tracks) and residential areas upstream of Calle Real, located along Las Vegas and San Pedro Creeks, are known to become inundated during certain storm events. The work consisted of improving the conveyance facilities for Las Vegas Creek at US 101 and the UPRR tracks, and for San Pedro Creek at Calle Real, US 101 and the UPRR tracks. In addition, a floodwall was constructed along a portion of the westerly bank of San Pedro Creek downstream of the UPRR tracks. This project has received a number of awards, including 2017 Project of the Year and 2017 Jury's Award from the California Counties Architects and Engineers Association.

Total project cost: $11.6 million
Source of funds: South Coast Flood Zone.

NEW CUYAMA COMMUNITY POOL RECONSTRUCTION-GENERAL SERVICES

This project reconstructed the New Cuyama community pool complex that failed as a result of liquefying soils conditions in 2012.

Total project cost: $2.4 million
Source of funds: County Insurance Fund

STORM DRAIN - ISLA VISTA-PUBLIC WORKS

This project replaced an existing system that was constructed in the 1960s located in Isla Vista from Pasado Road to Del Playa Drive and terminates at the south end of the Escondido Pass Road right-of way. The project was a cooperative effort between the Flood Control District and the County Public Works Department- Transportation Division. The project consisted of installing approximately 1,000 linear feet of new storm drain pipe and new catch basins. The storm drain improvements were also designed in coordination with improvements to the public alley right-of-way extending from Pasado Road to Del Playa Drive being pursued by the Transportation Division.

Total project cost: $998 thousand
Source of funds: South Coast Flood Zone

STRUCTURE R&R - RINCON HILL ROAD BR. NO. 51C-039-PUBLIC WORKS

This project did seismically retrofit Rincon Hill Road Bridge over Rincon Creek. Due to spalling of concrete within the deck, supports and wing walls, this bridge has been designated as structurally deficient. This bridge straddles the jurisdictional boundary between the County of Santa Barbara and the County of Ventura and has been designated historically important. The design preserved the bridge in its current condition through the installation of seismic gates at both ends of the bridge which will activate during a sufficiently high seismic event. Activation of the system will result in the closing of the bridge to vehicular traffic and sending a message to County personnel. The bridge will be inspected prior to raising the gates and allowing traffic back across. This is a low traffic volume bridge with alternative routes available.

Total project cost: $871 thousand
Source of funds: 87% Highway Bridge Program, 8% Proposition 1B, and 5% Measure A.

STORM DRAIN - TUNNEL ROAD - MISSION CREEK DEBRIS BASIN-PUBLIC WORKS

This project constructed a storm drain pipe and manhole structure in Tunnel Road, and a down-drain from Tunnel Road into the Mission Creek Debris Basin.

Total project cost: $460 thousand
Source of funds: South Coast Flood Zone

Capital Budget Summary

Fiscal Year 2017-18 Significant Funded Projects

NORTHERN BRANCH COUNTY JAIL AB-900-GENERAL SERVICES (CIP SECTION D, PAGE 35)

The County received an $80 million conditional award under the State of California's AB900 Phase II program to construct a 376 bed facility located in North County with an update total estimated cost of $111.0 million. Net annual operating costs are estimated at $18 million. The need for the project arises out of jail overcrowding conditions within current County jail facilities. The County of Santa Barbara is under a Court Order to reduce jail overcrowding. The Sheriff's Department has implemented a number of alternative programs to incarceration, yet the County is projected to currently be in need of an additional 287 rated beds, should no beds be taken out of service. Prior years' expenses totaling $12.1 million include community outreach, site review, environmental reviews, preliminary design, design development, construction document preparation and associated reviews, bidding, and project management. The facility is expected to be online and operational in March 2019.

Budgeted project cost in FY 17-18: $73.9 million
Total budgeted project cost: $110.9 million
Source of funds: $80.0 million funding from AB900 State Funding Conditional Award, $30.0 Million General Fund and $856 thousand from Proposition 172.

GOLETA BEACH ACCESS BRIDGE-PUBLIC WORKS (CIP SECTION D, PAGE 141)

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 2017-18 consist of the reconfiguration of the bike/pedestrian path, and bridge construction.

Budgeted project cost in FY 17-18: $547 thousand
Total budgeted project cost: $7.5 million
Source of funds: 88.5% Highway Bridge Program and 11.5% Developer Fees

LOWER MISSION CREEK FLOOD CONTROL PROJECT-PUBLIC WORKS (CIP SECTION D, PAGE 152)

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 17-18: $7.1 million
Total budgeted project cost: $86.0 million
Source of funds: South Coast Flood Zone Funds

BONITA SCHOOL ROAD BRIDGE REPLACEMENT- PUBLIC WORKS (CIP SECTION D, PAGE 136)

This project is located on Bonita School Road over the Santa Maria River, 0.3 miles North of State Route 166. It includes replacing the existing structurally deficient railroad flat car bridge with a longer bridge that meets current design, hydraulic and seismic standards. During flood events and periods of high flows, water overflows across low points on the approach roads of the bridge. The project will involve construction of a long multi-span bridge that spans to the existing levees at both ends.

Capital Budget Summary

Budgeted project cost in FY 17-18: *$825 thousand*
Total Budgeted project cost: *$36.9 million*
Source of funds: Highway Bridge Replacement and Toll Credits

NORTH COUNTY RESIDENTIAL CRISIS CENTER- BEHAVIORAL WELLNESS (D-48)

This project will convert an existing building or construct a new facility to be used and programmed for mental health crisis services in the North County. North County six-bed Crisis Residential Treatment (CRT) Program for a minimum of 6 adults who cope with co-occurring mental illness and substance abuse disorders. The CRT Program will offer a non-institutional, home-like setting for individuals experiencing mental health issues to receive up to 30 days of respite, peer support, and linkage to ongoing mental health services and resources. The Program will operate 24 hours per day, seven days per week and is expected to provide services to accommodate approximately 150 consumers annually. Grant funds will be used for the purchase of real property, construction or renovation, the purchase of furnishings and equipment, and for information technology costs.

Budgeted project cost in FY 17-18: *$1.1 million*
Total Budgeted project cost: *$1.1 million*
Source of funds: State Grant

OTHER FUNDED PROJECTS CAN BE FOUND ON TABLE V-A, CIP SECTION B.

Capital Budget Summary

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.

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 2017-18 Capital Projects Budget (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	2016-17 Estimated Actual	FY 2017-18 Recommended	Project Total All Years	FY 2017-18 Net Operating Costs*
Public Safety					
Fire					
Buellton Operations and Administrative Center	$ -	$ 1,000	$ 4,000	$ 6,000	$ -
Miscellaneous Equipment	-	1,534	437	4,231	-
Station 10 (Western Goleta) New Station	1,250	750	730	7,639	
Department Totals	**$ 1,250**	**$ 3,284**	**$ 5,167**	**$ 17,870**	**$ -**
Probation					
Santa Maria Juvenile Hall Security Upgrades	-	125	605	730	-
Department Totals	**$ -**	**$ 125**	**$ 605**	**$ 730**	**$ -**
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					
Behavioral Wellness					
Crisis Residential Treatment Center - North County			1,100	1,100	30
Psychiatric Health Facility Rehabilitation	$ 100	$ 75	$ 220	$ 395	$ 99
Department Totals	**$ 100**	**$ 75**	**$ 1,320**	**$ 1,495**	**$ 129**
Public Health					
Building 1 HVAC Assessment and Installation	$ -	$ 30	$ 450	$ 480	$ -
Carpinteria Health Care Center Remodel	-	25	175	200	12
Franklin Health Care Center Remodel	-	10	115	125	2
New Electronic Health Record/Practice Management System	-	959	444	1,403	-
Santa Barbara Health Care Center Remodel	-	20	100	120	2
Department Totals	**$ -**	**$ 1,044**	**$ 1,284**	**$ 2,328**	**$ 16**
Social Services					
Facility Machine Replacement	$ -	$ 9	$ 53	$ 114	$ -
IT Hardware Replacement Program	-	456	325	831	-
PERS Replacement			550	850	
Telephonic Sig - Call Record	-	-	650	650	-
Department Totals	**$ -**	**$ 465**	**$ 1,578**	**$ 2,445**	**$ -**
Community Resources & Public Facilities					
Community Services					
Arroyo Burro Lift Station Upgrades	$ -	$ 30	$ 10	$ 300	$ -
Arroyo Burro Ranger Office & Storage Area Improvements	5	25	25	680	-
Cachuma Lake Rec Enhancements & Infrastructure Upgrades	397	195	150	17,200	5
Goleta Beach Project	1,762	550	160	4,810	-
Jalama Beach Affordable Overnight Accomodations	75	165	750	3,395	-
Jalama Beach Park - Water Line	18	50	312	380	-
Park 5 Year Equipment Program		70	50	3,120	-
Walter Capps Park	2,585		155	3,515	-
Department Totals	**$ 4,842**	**$ 1,085**	**$ 1,612**	**$ 33,400**	**$ 5**
Public Works					
Basin - Cold Springs Debris Basin Modification	$ 15	$ 100	$ 30	$ 3,025	$ -
Basin - Maria Ygnacio East Debris Basin Modification	56	106	1,046	1,208	-
Basin - Maria Ygnacio Main Debris Basin Modification	86	100	910	1,096	-
Basin - Rattlesnake Debris Basin Modification	18	96	40	821	-
Basin - San Ysidro Debris Basin Modification	16	95	40	819	-
Bikelanes: San Jose Creek Class I (North Segment)	217	166	1,310	1,693	-
Channel - Airport Ditch Lining, Orcutt	75	151	1,810	2,036	-
Channel - Lower Mission Creek Flood Control Proj, S.B.	19,522	4,900	7,100	85,972	-
Channel - Montecito Creek Channel Improvements, Mont.	-	50	100	8,701	-
Channel - Sycamore Cr. Improvement Proj, Santa Barbara	-	140	26	56,541	-
Channel - Unit Two Channel Improvements, Santa Maria	1,038	448	2,262	3,748	-
Equipment Replacement Program - Flood Control District	-	102	110	1,082	-
Equipment Replacement Program - PW Transportation	-	904	1,060	4,571	-
Flood - Stockpile Area - South Coast	96	5	10	1,929	-

Capital Budget Summary

FY 2017-18 Capital Projects Budget (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	2016-17 Estimated Actual	FY 2017-18 Recommended	Project Total All Years	FY 2017-18 Net Operating Costs*
Landfill - Heavy Equipment Replacement Program	1,901	2,408	920	13,309	-
Landfill - Tajiguas Landfill Phase 3C & 3D Liners	-	93	1,740	1,833	-
LCSD - Plant Upgrade	300	1,000	1,100	38,500	-
LCSD - Recycled Water Distribution Expansion	275	-	275	4,750	-
LCSD - Sewer System Improvements	-	-	650	2,690	-
LCSD - Solids Handling Expansion	46	-	2,500	2,546	-
Patterson Widening	20	175	400	595	-
Planning - Mission Cyn Master Drainage Plan, S.B.	-	75	75	150	-
Roadway Improv - Clark Avenue at Highway 101	199	122	450	2,493	-
Roadway Improv - Hollister Ave/State St Improv -Phase I	30	540	200	1,170	-
Roadway Improv - IV Infrastructure Improvements Program	-	780	400	2,780	-
Storm Drain - Faraday Storm Drain, Santa Ynez	1	300	2,570	2,871	-
Storm Drain - North Ave Storm Drain Imprv., East Phase	45	60	477	582	-
Storm Drain - West Green Cyn 72" Extension, Santa Maria	216	40	660	916	-
Structure R&R - Ashley Road Scour Countermeasures	50	79	108	1,118	-
Structure R&R - Bella Vista Drive LWC Replacement	156	100	342	3,143	-
Structure R&R - Bonita School Road Bridge Replacement	634	265	825	36,934	-
Structure R&R - East Mountain Drive LWC Replacement	172	342	338	3,864	-
Structure R&R - Fernald Pt. Br. 51C-137 Replacement	732	1,475	450	3,742	-
Structure R&R - Floradale Avenue Br. No. 51C-006	1,205	56	299	13,858	-
Structure R&R - Foothill Rd. LWC Replacement	952	460	1,220	19,140	-
Structure R&R - Goleta Beach Access Br. 51C-158	1,610	5,343	547	7,545	-
Structure R&R - Jalama Rd Brdg 16 Scour Repair	47	97	117	1,155	-
Structure R&R - Refugio Road MP 0.3 LWC Replacement	228	93	100	3,416	-
Structure R&R - Refugio Road MP 1.8 LWC Replacement	206	140	130	2,944	-
Structure R&R - Scour Countermeasure Br No. 51C-0163	125	100	175	400	-
Structure R&R - Scour Countermeasure Bridge No. 51C-081	31	64	211	306	-
Transfer Stations - SCRTS Storm Drain Syst Improvements	-	75	1,310	1,385	-
Transfer Stations - SYVRTS Storm Drain Sys Improvements	-	25	390	415	-
Transfer Stations - Various improvements	-	158	85	318	-
Department Totals	**$ 30,320**	**$ 21,828**	**$ 34,918**	**$ 348,110**	**$ -**
General Government & Support Services					
Clerk-Recorder-Assessor					
New APS System	$ 123	$ 165	$ 275	$ 1,923	$ -
Department Totals	**$ 123**	**$ 165**	**$ 275**	**$ 1,923**	**$ -**
General Services					
CP--Isla Vista Community Center	$ -	$ 183	$ 300	$ 483	$ 27
CP--Santa Ynez Airport Improvements (ACIP Grant 15)	-	1,041	50	1,091	-
ICT--Communications Infrastructure Upgrade	-	-	300	20,000	-
Department Totals	**$ -**	**$ 1,224**	**$ 650**	**$ 21,574**	**$ 27**
North County Jail					
County Jail - Northern Branch	$ 12,164	$ 15,479	$ 73,860	$ 110,857	$ -
Department Totals	**$ 12,164**	**$ 15,479**	**$ 73,860**	**$ 110,857**	**$ -**
Treasurer-Tax Collector-Public					
Property Tax Management System Replacement	$ 1,996	$ -	$ 438	$ 2,434	$ 179
Department Totals	**$ 1,996**	**$ -**	**$ 438**	**$ 2,434**	**$ 179**
GRAND TOTALS	**$ 50,971**	**$ 44,836**	**$ 121,747**	**$ 543,444**	**$ 356**

* **Net Operating Costs will be $0 for any projects that are not anticipated to be completed in FY 2017-18. This is result of projects not being completed within one FY and not placed into operation.**

Section F

Annual Budgetary Processes, Policies, & Fund Structure

COUNTY OF SANTA BARBARA
CALIFORNIA

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-Local/CBG_Appdx_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

	Establish Budget Priorities & Policies
Phase I (Jul – Nov)	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.
	Develop Capital Budget
Phase II (Sep – Jan)	The County Executive Office and General Services Department 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.
	Develop Operating Budget
Phase III (Dec – Apr)	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. In addition to the operating budget for the recommended and proposed years, an additional 3 years is created for forecast purposes.
	Approve Budget
Phase IV (April & June)	In April, a series of Budget Workshops are held to anticipate issues on the budget prior to the formal presentation in June. In June, after a series of public meetings, the Annual Budget must be approved by a three-fifths majority of the Board of Supervisors.
	Amend the Budget
Phase V	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.

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

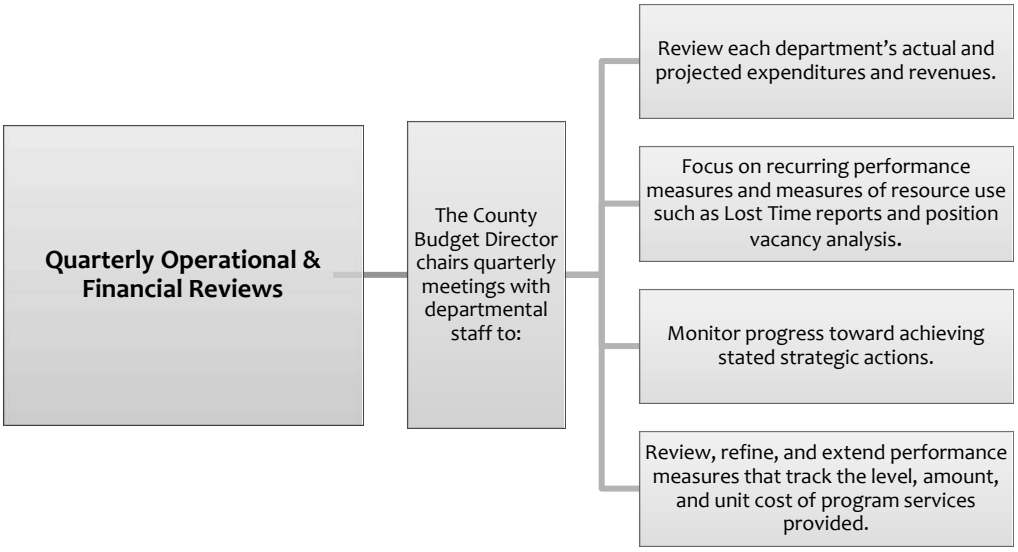
Budget Accountability

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 2017-2019

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 Dec. 13, 2016. 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=2903251&GUID=5219407D-DE3C-483E-9261-800F1CB957AC.

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 Federal/State 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 County Executive Office, in coordination with County departments, will identify fiscal issues, events and circumstances which pose significant risks and reduce the impact of those risks.

5. *Reserves*
   Establish and maintain a strategic 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.

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 2017-19 General Fund Allocation Policy

The Fiscal Year 2017-19 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 2017-19 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=2903251&GUID=5219407D-DE3C-483E-9261-800F1CB957AC.

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 Dec. 13, 2016. This General Fund Allocation Policy for fiscal year 2017-19 was approved by the Board of Supervisors at the same time on Dec. 13, 2016.

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 2017-2018 budget will be the adopted contribution for Fiscal Year 2016-2017, reduced by one-time allocations during the FY 2016-2017 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).

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 2017-2018 impact of approved wage and employee benefit adjustments, not otherwise funded, that were included in the adopted Fiscal Year 2016-2017 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).

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	• Total outstanding and per capita debt, as well as future borrowing plans and sources of revenue.
Financial	• Trends of past operations and current conditions, budget analysis, and fund balance projections.
Administrative	• Management policies and adequate provision of mandated services.
Economic	• Assessment of the strength and diversity of the local economy.

Legal Debt Limit

California Government Code Section 29909 prescribes the bonded debt limit for general law counties at 1.25% of the taxable property of the county. The County's gross assessed value of taxable property as of June 30, 2016, is estimated at $75.1 billion, making the debt limit approximately $938.8 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: https://santabarbara.legistar.com/LegislationDetail.aspx?ID=2903298&GUID=F6E933C3-DF98-4B6A-8457-7528186F9E13.

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 Structure

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://cosb.countyofsb.org/auditor/default.aspx?id=1234

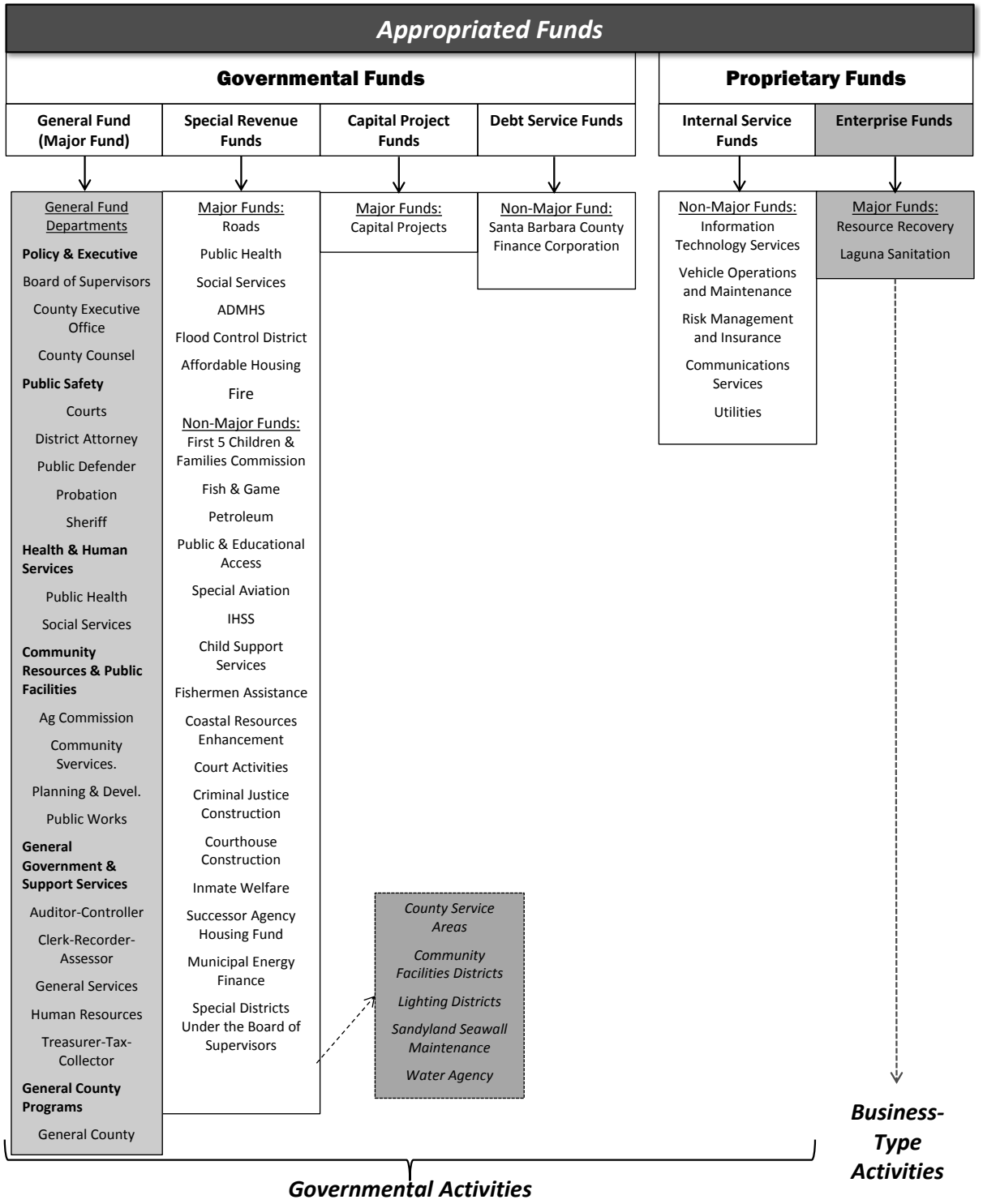
Fund Accounting

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 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

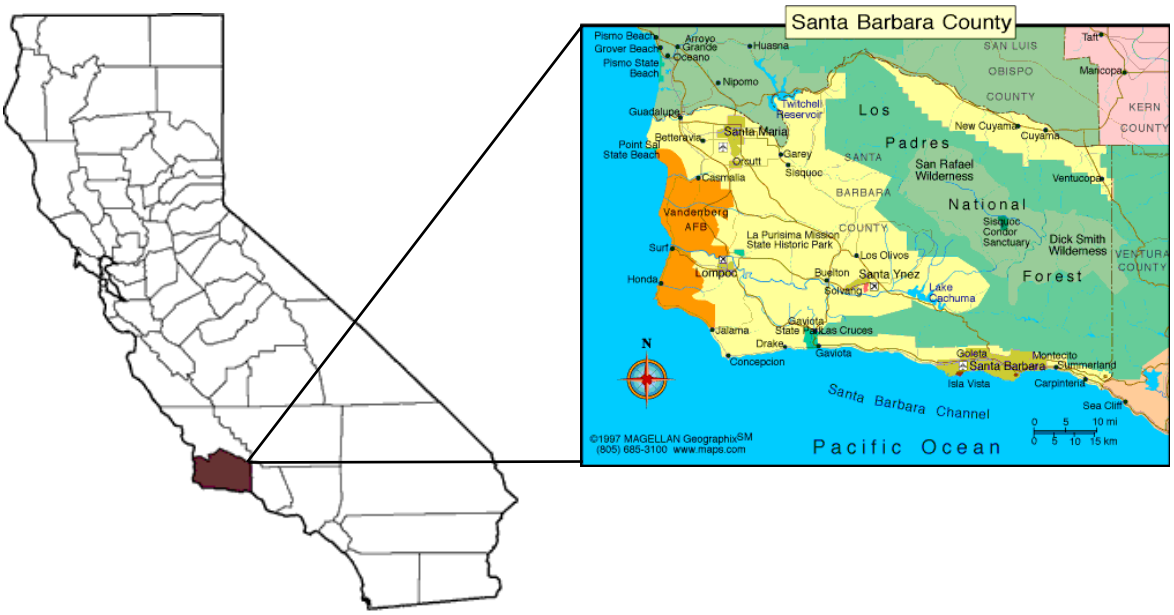
County Statistical Profile

COUNTY OF SANTA BARBARA
CALIFORNIA

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

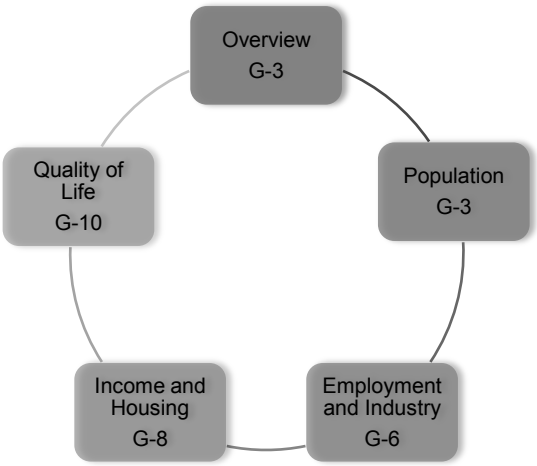


Figure 1: Santa Barbara County Fast Facts

FAST FACTS

FOUNDED: February 18, 1850
SIZE: 2,745 square miles[1]
INCORPORATED CITIES: 8
POPULATION: 446,717[2]
UNEMPLOYMENT RATE: 4.8%[1]
PER CAPITA INCOME: $52,310[1]
MEDIAN HOUSEHOLD INCOME: $63,985[3]
ASSESSED VALUE OF PROPERTY: $71.94 billion[4]
TAXABLE SALES: $6.9 billion in FY2015-16[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 2 [2]

Benchmark Counties Population

Rank	County	Total Population 1/1/2015	Total Population 1/1/2016	Change %	Rank	County	Total Population 1/1/2015	Total Population 1/1/2016	Change %
1	Los Angeles	10,155,069	10,241,335	0.8%	30	El Dorado	182,743	183,750	0.6%
2	San Diego	3,263,848	3,288,612	0.8%	31	Shasta	179,036	178,592	-0.2%
3	Orange	3,151,910	3,183,011	1.0%	32	Madera	154,850	155,349	0.3%
4	Riverside	2,317,924	2,347,828	1.3%	33	Kings	149,738	150,373	0.4%
5	San Bernardino	2,121,088	2,139,570	0.9%	34	Napa	140,898	142,028	0.8%
6	Santa Clara	1,903,974	1,927,888	1.3%	35	Humboldt	135,052	135,116	0.0%
7	Alameda	1,610,765	1,627,865	1.1%	36	Nevada	98,037	98,095	0.1%
8	Sacramento	1,481,803	1,495,297	0.9%	37	Sutter	96,948	97,308	0.4%
9	Contra Costa	1,111,143	1,123,429	1.1%	38	Mendocino	88,163	88,378	0.2%
10	Fresno	974,871	984,541	1.0%	39	Yuba	74,003	74,345	0.5%
11	Kern	880,387	886,507	0.7%	40	Lake	64,669	64,306	-0.6%
12	San Francisco	857,508	866,583	1.1%	41	Tehama	63,845	63,934	0.1%
13	Ventura	850,491	856,508	0.7%	42	San Benito	56,445	56,648	0.4%
14	San Mateo	759,155	766,041	0.9%	43	Tuolumne	55,003	54,900	-0.2%
15	San Joaquin	723,761	733,383	1.3%	44	Calaveras	45,282	45,207	-0.2%
16	Stanislaus	534,902	540,214	1.0%	45	Siskiyou	44,776	44,739	-0.1%
17	Sonoma	499,352	501,959	0.5%	46	Amador	37,765	37,707	-0.2%
18	Tulare	461,589	466,339	1.0%	47	Lassen	31,421	30,780	-2.0%
19	**Santa Barbara**	**443,018**	**446,717**	**0.8%**	48	Glenn	28,579	28,668	0.3%
20	Monterey	432,637	437,178	1.0%	49	Del Norte	26,762	26,811	0.2%
21	Solano	426,704	431,498	1.1%	50	Colusa	21,873	21,948	0.3%
22	Placer	370,238	373,796	1.0%	51	Plumas	19,886	19,879	0.0%
23	San Luis Obispo	276,375	277,977	0.6%	52	Inyo	18,619	18,650	0.2%
24	Santa Cruz	273,594	275,902	0.8%	53	Mariposa	18,180	18,159	-0.1%
25	Merced	269,280	271,579	0.9%	54	Mono	13,756	13,721	-0.3%
26	Marin	261,798	262,274	0.2%	55	Trinity	13,693	13,667	-0.2%
27	Butte	224,121	224,601	0.2%	56	Modoc	9,635	9,638	0.0%
28	Yolo	211,813	214,555	1.3%	57	Sierra	3,203	3,203	0.0%
29	Imperial	184,500	185,831	0.7%	58	Alpine	1,164	1,166	0.2%
						California	38,907,642	39,255,883	0.9%

County Statistical Profile

Cities and Unincorporated Area

As of January 1, 2015, the estimated County population was 446,717[2]. This includes an estimated 142,088 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.

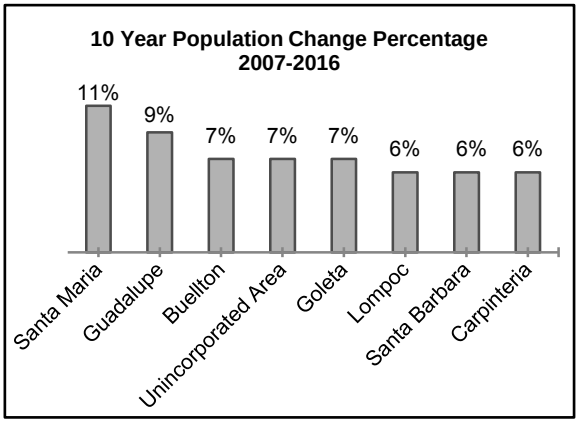
Figure 3 [2]

Estimated Population 2016

City	Est. Population (Jan 1, 2016)
Buellton	4,957
Solvang	5,451
Guadalupe	7,348
Carpinteria	13,928
Goleta	31,235
Lompoc	44,116
Santa Barbara	93,190
Santa Maria	104,404
Unincorporated	142,088
Total	446,717

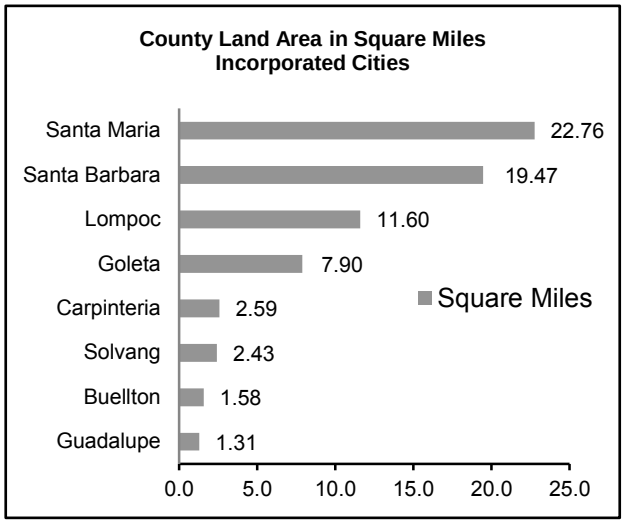
While Santa Barbara and Santa Maria have the largest populations, the areas with the most change in population rate over the past ten years have been Santa Maria, Buellton, and Guadalupe.

Figure 4 [2]



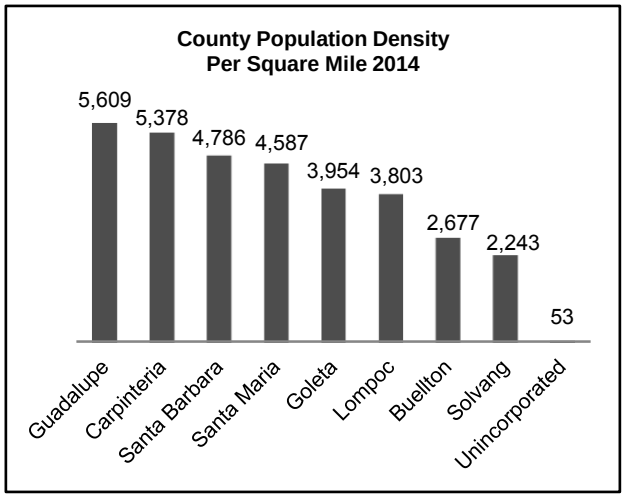
The County spans over 2,700 square miles, of which incorporated cities occupy almost 70 square miles, or 2.6%. Each city's respective square mile occupancy is provided in the graph below.

Figure 5 [3]



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

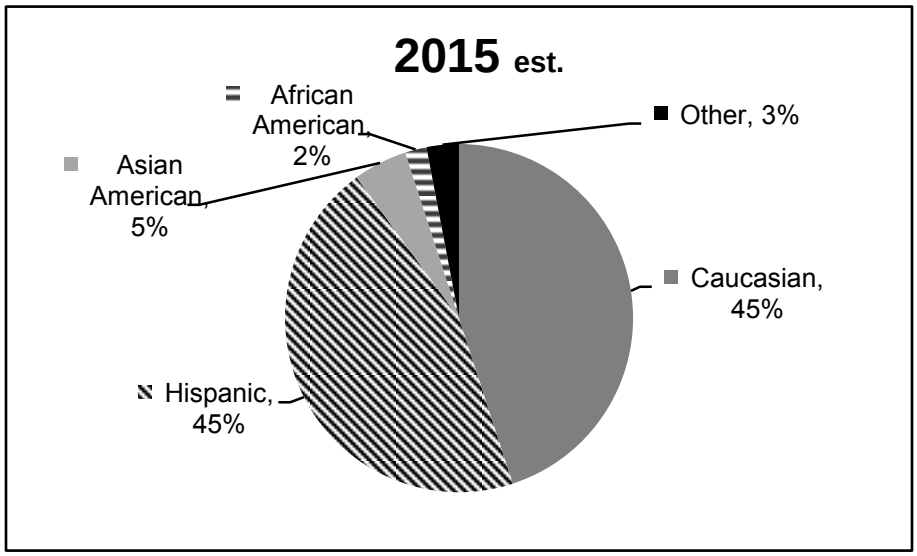
Population by Ethnicity

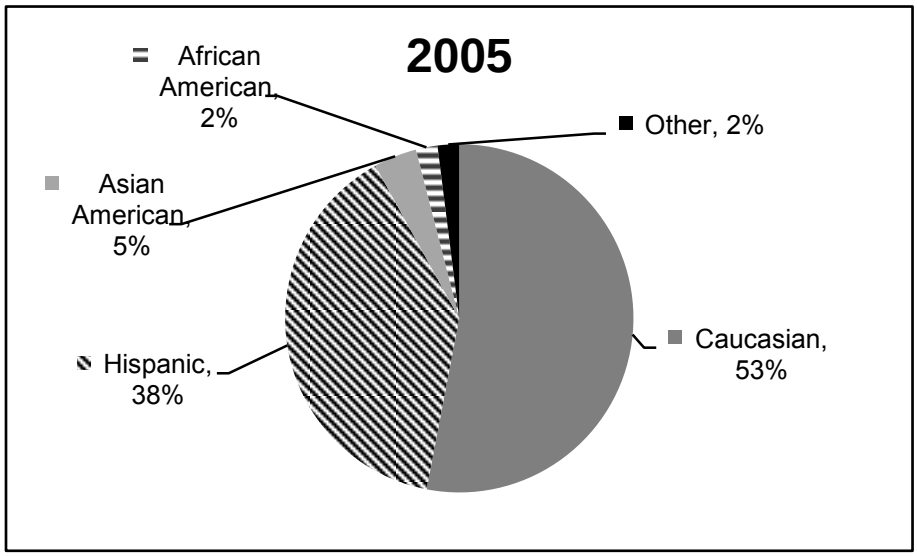
Changes in Santa Barbara County's ethnicity are illustrated in the pie charts below.

While the changes are relatively gradual from year-to-year, over a ten-year period ending in 2015, the Caucasian population declined by 8% relative to the total population. The African American population remained constant at 2%; the Hispanic population increased 7%, and the Asian American population remained constant at 5%, while other ethnic populations increased by 1%.

Additionally, the graph is showing how in 2015 the Hispanic population at 45% is equal to the Caucasian population.

Figure 7: County Ethnic Distribution 10 Year Comparison [2]





County Statistical Profile

Employment and Industry

During FY 15-16, the County for the sixth 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 2015

Sector	Salary in 2014	Salary in 2015	Percent Change
Mining	111,536	115,833	3.9%
Information	81,912	104,904	28.1%
Management of Companies and Enterprises	108,748	100,702	-7.4%
Utilities	80,640	100,254	24.3%
Finance and Insurance	89,435	96,393	7.8%
Professional and Technical Services	83,753	86,068	2.8%
Wholesale Trade	65,133	70,639	8.5%
Manufacturing	66,637	68,267	2.4%
Construction	52,294	54,039	3.3%
Health Care and Social Assistance	49,264	52,397	6.4%
Real Estate and Rental and Leasing	42,223	44,536	5.5%
Educational Services	43,381	44,143	1.8%
Transportation and Warehousing	41,738	43,546	4.3%
Administrative and Waste Services	38,787	39,937	3.0%
Retail Trade	32,952	33,227	0.8%
Other Services, Except Public Administration	31,297	32,478	3.8%
Agriculture, Forestry, Fishing and Hunting	29,214	31,510	7.9%
Arts, Entertainment, and Recreation	27,074	27,115	0.2%
Accommodation and Food Services	21,094	22,262	5.5%
Government			
Federal Government	66,600	68,538	2.9%
State Government	63,386	69,148	9.1%
Local Government	52,380	55,754	6.4%
Total, All Industries	47,678	48,093	0.9%

County Statistical Profile

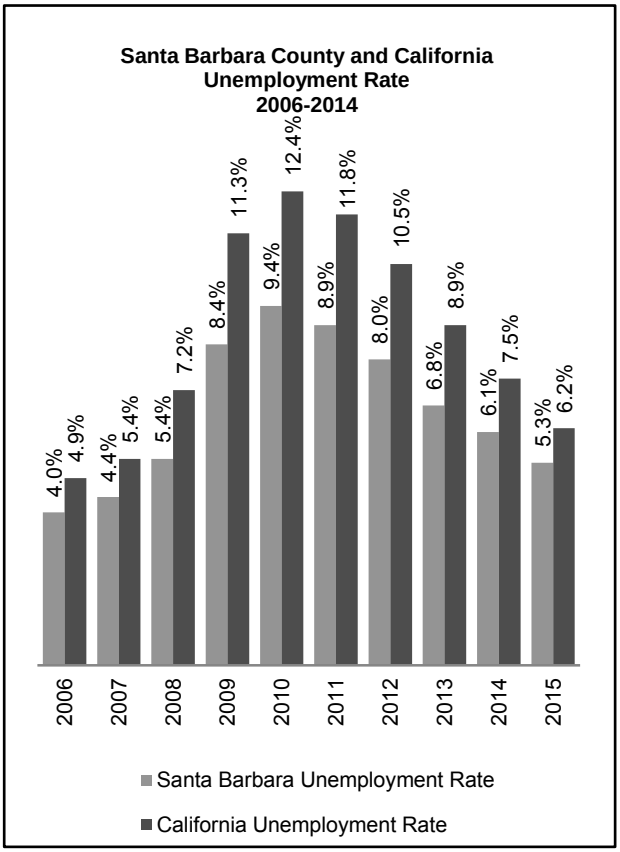
Figure 9 [1]

Job Growth by Sector Santa Barbara County				
Sector	Jobs in 2014	Jobs in 2015	Jobs Created/(Lost)	Percent Change
Government	38,300	38,700	400	1%
Trade, Transportation & Utilities	27,500	27,500	0	0%
Educational & Health Services	25,100	25,700	600	2%
Leisure & Hospitality	25,500	26,500	1000	4%
Professional & Business Services	22,700	22,300	-400	-2%
Goods Producing	21,000	21,900	900	4%
Farm	21,000	21,000	0	0%
Financial Activities	6,400	6,400	0	0%
Other Services	5,700	5,900	200	4%
Information	4,400	4,500	100	2%
Total, All Industries	197,600	200,400	2800	1%

Figure 10 [5]

Major Employers in Santa Barbara County, FY 2016 (Over 1,000 Employees)				
Rank	Company	Location	Industry	FTEs
1	University of California, Santa Barbara	Goleta	Higher Education	10,726
2	Vandenberg Air Force Base	Lompoc	Defense	6,100
3	County of Santa Barbara	Santa Barbara	Government	4,900
4	Santa Barbara Cottage Hospital	Santa Barbara	Healthcare	3,790
5	Santa Barbara City College	Santa Barbara	Education	2,280
6	Santa Barbara Unified School District	Santa Barbara	Education	2,185
7	Marian Medical Center	Santa Maria	Education	1,884
8	City of Santa Barbara	Santa Barbara	Government	1,771
9	Chumash Casino Resort	Santa Ynez	Recreation	1,716
10	Santa Maria Bonita School District	Santa Maria	Education	1,696
11	C & D Zodiac	Santa Maria	Aircraft Interiors	1,677
12	Sansum Santa Barbara Medical Foundation	Santa Barbara	Healthcare	1,300
13	Allan Hancock College	Santa Maria	Education	1,251

Figure 11 [1]



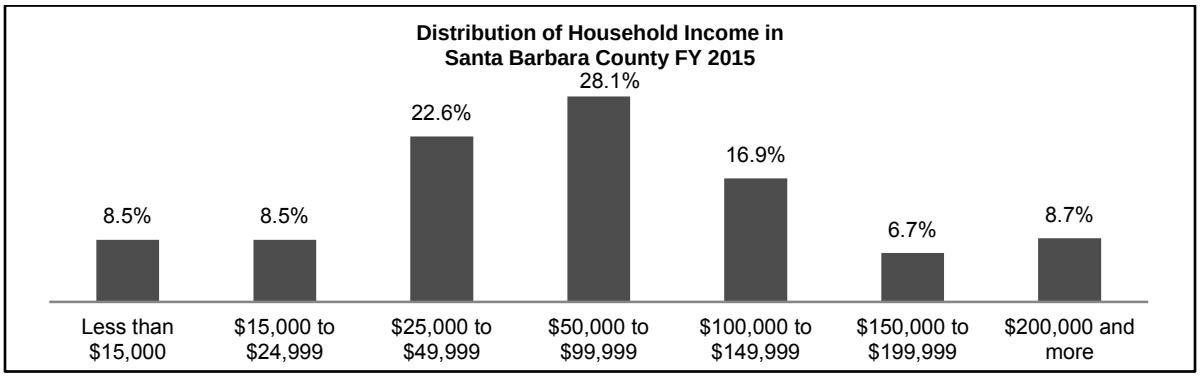
County Statistical Profile

Income and Housing

Income

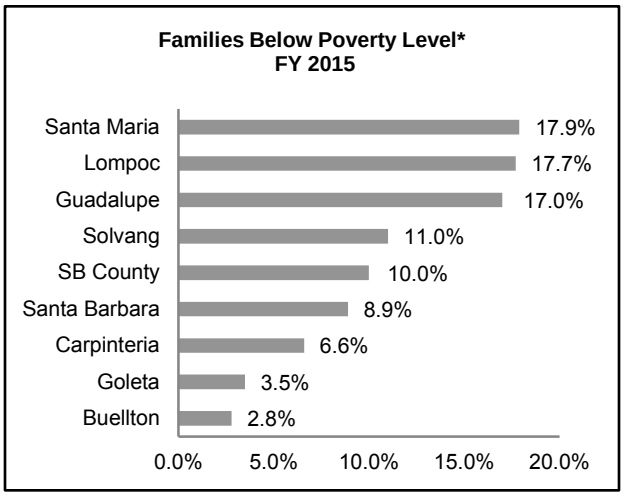
Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 40% of households earning below $49,999 per year; and 32% of households earning $100,000 per year or more.

Figure 12 [3]



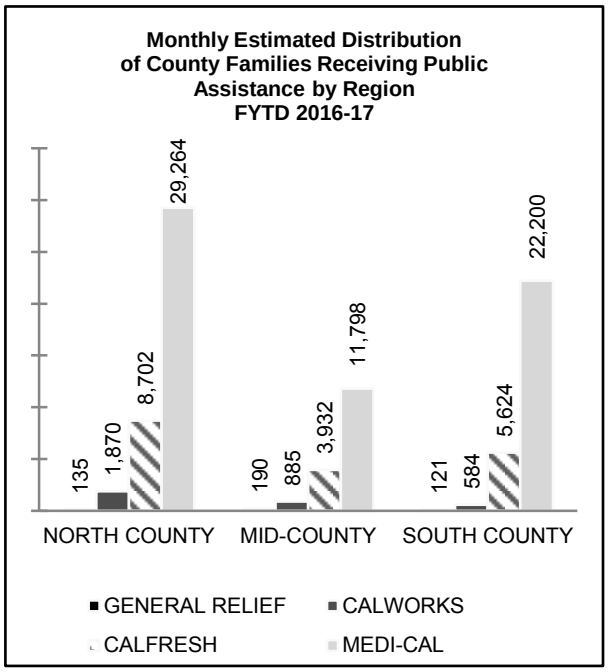
The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

Figure 13 [3]



*Federal Poverty level: about $24,300 for a family of four.

Figure 14 [6]

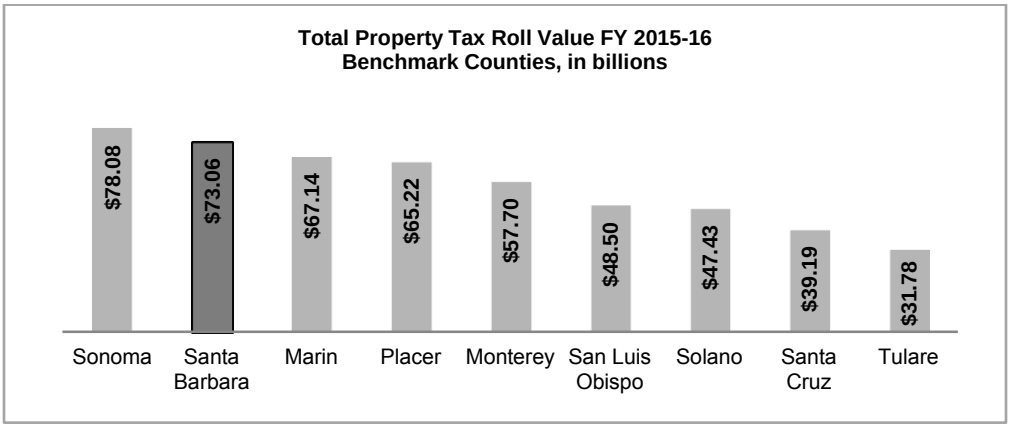


County Statistical Profile

Housing

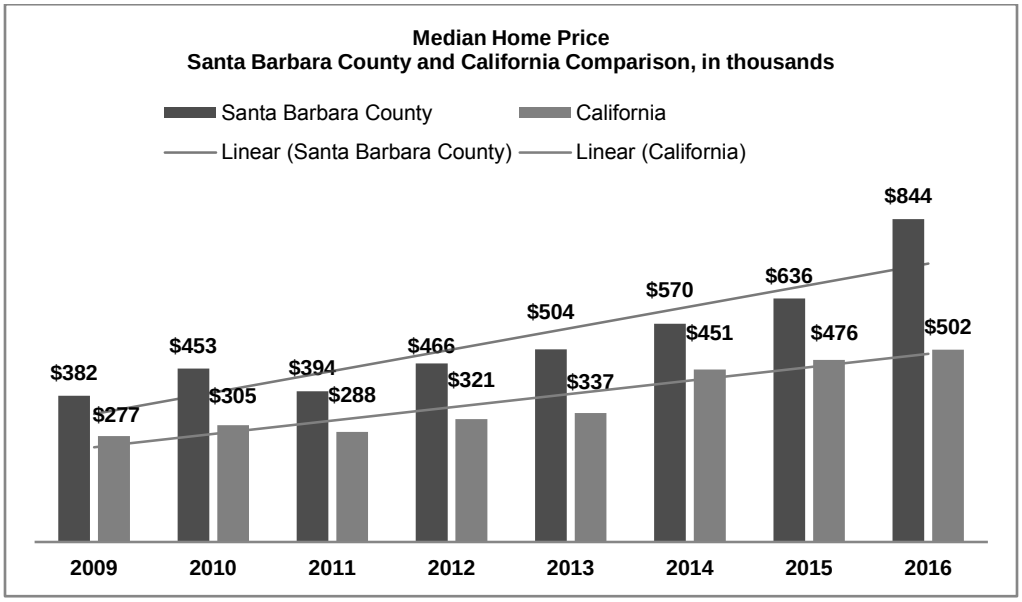
Santa Barbara County's greatest inflow of expendable revenue (for all jurisdictions) comes from collections of property taxes, including secured, unsecured, stated assessed property, and supplemental taxes. The total value of the County's property tax roll in FY 2015-16 was $73.06 billion, the second highest value after Sonoma, when compared to benchmark counties.

Figure 15 [7]



The median home price in Santa Barbara County has increased dramatically and shows a 32% 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 2016 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 17 [9]

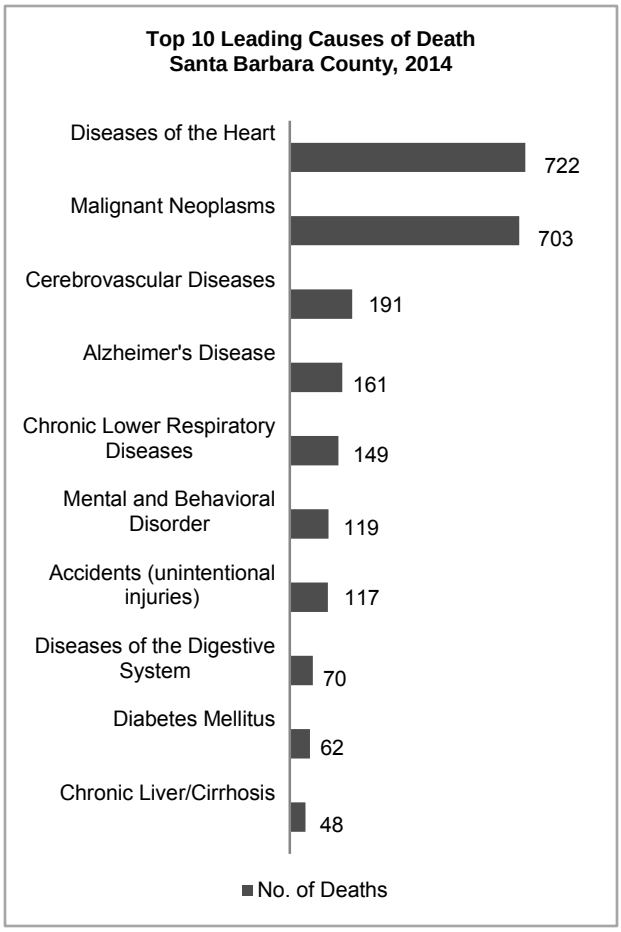
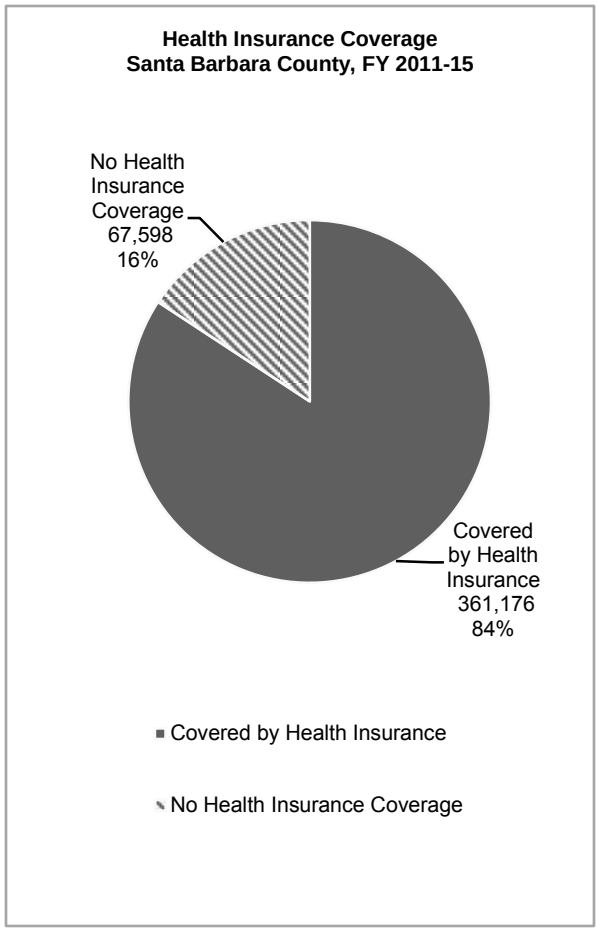


Figure 18 [3]



County Statistical Profile

Education

The County has twenty (20) K-12 School Districts and two Community College Districts. There were 5,316 high school seniors enrolled in FY 2015-16 with a graduation rate of 86%, according to the California Department of Education.

Figure 19 [3]

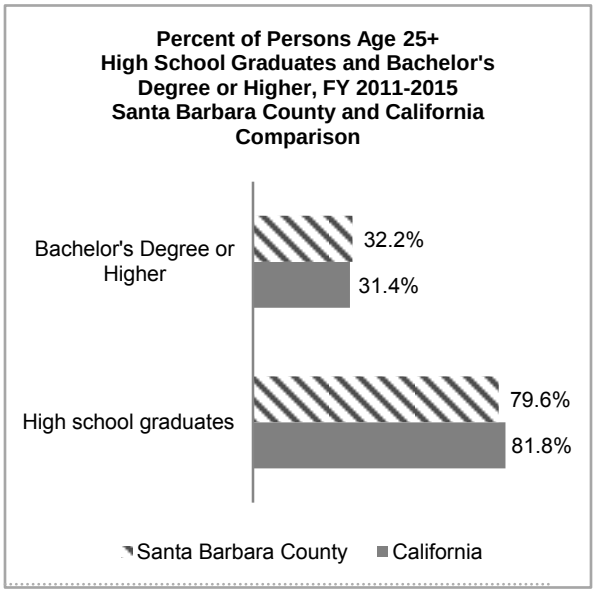


Figure 20 [10]

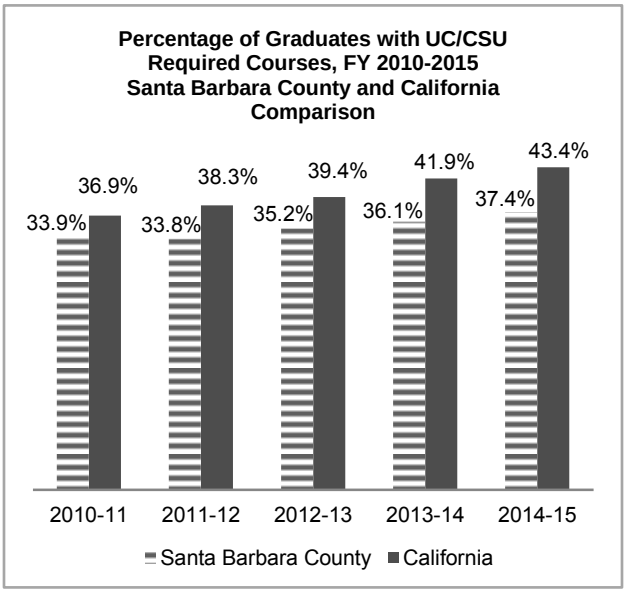
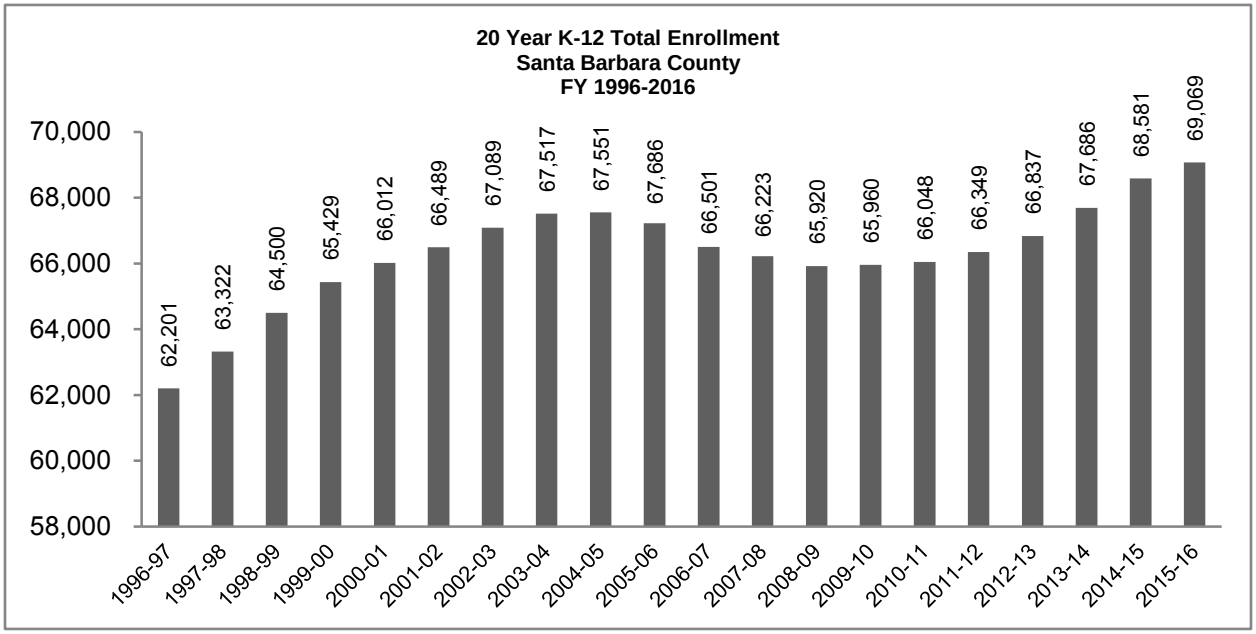


Figure 21 [10]



County Statistical Profile

List of Sources

1. State of California Employment Development Department - County Info report, FY 2016
2. California Department of Finance, FY 2016
3. United States Census Bureau, FY 2015-2016
4. County of Santa Barbara, Auditor-Controller's Office, FY 2016-2017
5. The California Economic Forecast, FY 2015-2016
6. County of Santa Barbara, Department of Social Services, FY 2016-2017
7. California State Board of Equalization, FY 2015-2016
8. California Association of Realtors, FY 2016
9. County of Santa Barbara, Public Health Department, FY 2016
10. California Department of Education, FY 2016

Section H

FTE Summary & Department Position Summary

COUNTY OF SANTA BARBARA
CALIFORNIA

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Agricultural Commissioner/W&M					
ADMN OFFICE PRO	2.88	3.00	-	3.00	3.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00	1.00
AG COMM/SEALER WGTS-MEAS	1.00	1.00	-	1.00	1.00
AGRI BIOLOGIST	12.01	14.00	1.00	15.00	15.00
AGRI BIOLOGIST SUPV	2.00	2.00	-	2.00	2.00
AGRI COMMISSIONER-DEPT	2.00	2.00	-	2.00	2.00
AGRICULTURAL INTEGRATED PEST MANAGEMENT	0.27	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
ENTOMOLOGIST	0.65	-	-	-	-
EXTRA HELP	1.25	-	-	-	-
PLANT PATHOLOGIST	0.65	-	-	-	-
TEAM/PROJECT LDR-GEN	1.00	1.00	-	1.00	1.00
WGTS-MEASURES INSP	5.00	5.00	(1.00)	4.00	4.00
Agricultural Commissioner/W&M Department Total	32.71	33.00	-	33.00	33.00
Auditor-Controller					
ACCOUNTANT-AUDITOR	7.07	8.25	0.75	9.00	9.00
ASST DIRECTOR	0.81	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	0.87	1.00	-	1.00	1.00
COST ANALYST	3.08	3.00	-	3.00	3.00
DIVISION CHIEF	6.82	8.00	(1.00)	7.00	7.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00	1.00
ENTERPRISE LDR-GEN	0.27	-	-	-	-
EXTRA HELP	3.51	-	-	-	-
FINANCIAL ACCT ANALYST	4.73	4.50	-	4.50	4.50
FINANCIAL OFFICE PRO	2.81	3.00	-	3.00	3.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR-RES	2.00	2.00	-	2.00	2.00
FINANCIAL SYS ANALYST	5.44	7.00	(1.00)	6.00	6.00
FINANCIAL SYS ANALYST SR-R	6.00	6.00	-	6.00	6.00
Auditor-Controller Department Total	49.90	50.25	(1.25)	49.00	49.00
Behavioral Wellness					
ACCOUNTANT	3.15	3.00	-	3.00	3.00
ACCOUNTANT SUPERVISING	0.54	1.00	-	1.00	1.00
ADMHS CASE WORKER	25.12	29.50	0.50	30.00	30.00
ADMHS PRACTITIONER	31.71	32.50	(2.50)	30.00	30.00
ADMHS PRACTITIONER INTERN	34.60	44.00	4.00	48.00	48.00
ADMHS PSYCHIATRIC TECH	23.17	25.15	2.00	27.15	27.15
ADMHS RECOVERY ASSISTANT	28.13	32.00	1.50	33.50	33.50
ADMHS REHABILITATION SPEC	3.12	5.00	-	5.00	5.00
ADMHS TEAM SUPV-CASE WKR	0.81	1.00	1.00	2.00	2.00
ADMHS TEAM SUPV-CLIN PSYCH	1.27	1.00	1.00	2.00	2.00
ADMHS TEAM SUPV-PRACTITIONER	12.69	16.00	(5.00)	11.00	11.00
ADMHS TEAM SUPV-PSYCH TECH	1.23	1.00	-	1.00	1.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Behavioral Wellness					
ADMHS TEAM SUPV-RN	4.38	5.00	-	5.00	5.00
ADMN OFFICE PRO	27.65	28.50	-	28.50	28.50
ADMN OFFICE PRO SR	5.08	5.00	1.00	6.00	6.00
ALCOHOL & DRUG SERVICE SPEC	4.69	5.00	(1.00)	4.00	4.00
ASST DEPT LDR - MEDICAL DIRECTOR	0.42	-	1.00	1.00	1.00
ASST DEPT LDR - PSYCHIATRIST	0.42	-	1.00	1.00	1.00
ASST DIRECTOR	0.62	2.00	-	2.00	2.00
BUILDING MAINT WORKER	1.50	1.50	-	1.50	1.50
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
CLIN PSY POST DOC INTERN	2.65	4.00	(1.00)	3.00	3.00
CLIN PSYCHOLOGIST	3.04	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	5.23	6.00	-	6.00	6.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
CONTRACTOR	2.97	4.05	(1.65)	2.40	2.40
COST ANALYST	3.23	4.00	-	4.00	4.00
DEPT BUS SPEC	3.27	5.50	(1.50)	4.00	4.00
DEPUTY DIRECTOR	1.15	2.00	-	2.00	2.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	3.00	3.00	(1.00)	2.00	2.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	2.27	3.00	-	3.00	3.00
EDP SYS & PROG ANLST SR	2.00	3.00	-	3.00	3.00
EPIDEMIOLOGIST SR	1.00	1.00	-	1.00	1.00
EPIDEMIOLOGIST/BIOSTAT	0.73	1.00	-	1.00	1.00
EXTRA HELP	51.81	59.18	(.13)	59.05	59.05
FACILITIES MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00	2.00
FINANCIAL SYS ANALYST	1.00	1.00	-	1.00	1.00
FISCAL MANAGER	1.08	2.00	-	2.00	2.00
HEALTH CARE PRACTITIONER	-	-	3.00	3.00	3.00
HEALTH CARE PROGRAM COORDINATOR	6.73	8.00	(1.00)	7.00	7.00
HR MANAGER	-	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
MEDICAL DIRECTOR	0.58	1.00	(1.00)	-	-
MEDICAL RECORDS ADMIN	1.00	1.00	-	1.00	1.00
NUTRITIONIST	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	-	1.00	(1.00)	-	-
PATIENTS RIGHTS ADVOCATE	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	4.73	5.00	6.00	11.00	11.00
PROGRAM/BUS LDR-GEN	0.15	-	-	-	-
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
PSYCHIATRIC NURSE	19.53	26.90	(3.00)	23.90	23.90
PSYCHIATRIC NURSE SR	3.73	4.00	-	4.00	4.00
PSYCHIATRIC NURSE SUPV	1.62	2.00	(1.00)	1.00	1.00
PSYCHIATRIST	8.62	19.33	(3.75)	15.58	15.58
QUALITY ASSURANCE COORD	3.54	6.00	-	6.00	6.00
RECREATIONAL THERAPIST	1.00	1.25	-	1.25	1.25
REGIONAL CLINIC MANAGER	2.42	3.00	-	3.00	3.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	-	1.00	1.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Behavioral Wellness					
STAFF PHYSICIAN	0.61	0.75	-	0.75	0.75
TEAM/PROJECT LDR-GEN	0.42	-	-	-	-
Behavioral Wellness Department Total	363.40	434.10	(2.52)	431.58	431.58
Board of Supervisors					
ADMN OFFICE PRO	2.00	2.00	1.00	3.00	3.00
BOS ADMIN ASST	6.38	8.00	(.75)	7.25	7.25
EXECUTIVE STAFF ASST	5.00	5.00	-	5.00	5.00
EXTRA HELP	2.15	-	-	-	-
SUPERVISOR ELECTIVE	5.00	5.00	-	5.00	5.00
Board of Supervisors Department Total	20.53	20.00	0.25	20.25	20.25
Child Support Services					
ADMN OFFICE PRO	4.75	4.75	-	4.75	4.75
ADMN OFFICE PRO SR	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	0.31	0.69	1.00	1.00
CHILD SUPPORT ATTY	1.79	1.75	-	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	1.88	2.77	(.77)	2.00	2.00
CHILD SUPPORT OFFICER	30.69	32.75	(1.25)	31.50	31.50
CHILD SUPPORT OFFICER SR	6.52	6.75	(1.00)	5.75	5.75
CHILD SUPPORT OFFICER SUPV	6.00	6.00	(1.00)	5.00	5.00
COMPUTER SYSTEMS SPEC	1.77	2.00	(2.00)	-	-
DIRECTOR	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	-	-	1.50	1.50	1.00
EXTRA HELP	0.72	0.25	-	0.25	0.25
FINANCIAL OFFICE PRO	4.00	4.00	(1.00)	3.00	3.00
FINANCIAL OFFICE PRO SR	4.00	4.00	1.00	5.00	5.00
LEGAL OFFICE PRO	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO SR	3.00	3.00	-	3.00	3.00
TEAM/PROJECT LDR-GEN	0.15	-	-	-	-
Child Support Services Department Total	73.28	75.33	(3.83)	71.50	71.00
Clerk-Recorder-Assessor					
ACCOUNTANT-AUDITOR	0.42	1.00	(1.00)	-	-
ADMINISTRATIVE LDR-GEN	0.30	-	-	-	-
ADMN OFFICE PRO	20.04	22.13	1.38	23.50	23.50
ADMN OFFICE PRO SR	13.88	17.00	(1.00)	16.00	16.00
APPRAISER	19.61	20.00	(1.00)	19.00	19.00
ASSESSMENT SUPERVISOR	5.00	6.00	-	6.00	6.00
AUDITOR-APPRAISER	4.31	4.00	1.00	5.00	5.00
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	1.00	1.00	-	1.00	1.00
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	2.00	2.00	-	2.00	2.00
DIVISION CHIEF	1.54	1.00	-	1.00	1.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Clerk-Recorder-Assessor					
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	2.00	2.00	-	2.00	2.00
EDP SYS & PROG ANLST SR	2.62	3.00	-	3.00	3.00
EXTRA HELP	9.37	-	-	-	-
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST SR	1.58	2.00	-	2.00	2.00
FISCAL MANAGER	-	1.00	-	1.00	1.00
HR MANAGER	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST	2.54	3.00	-	3.00	3.00
MAPPING/GIS ANALYST SUPV	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	5.00	5.00	-	5.00	5.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.69	-	-	-	-
Clerk-Recorder-Assessor Department Total	100.91	99.13	(.63)	98.50	98.50
Community Services					
ACCOUNTANT	0.65	1.00	-	1.00	1.00
ADMN OFFICE PRO	2.69	3.00	(1.00)	2.00	2.00
ADMN OFFICE PRO SR	-	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	1.00	1.00	-	1.00	1.00
AQUATICS MANAGER	0.75	0.75	0.25	1.00	1.00
ASST DIRECTOR	2.00	2.00	-	2.00	2.00
ASST NATURALIST	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
COST ANALYST	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	3.32	5.80	-	5.80	5.80
DIRECTOR	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.23	1.00	-	1.00	1.00
EXEC DIR-ARTS COMM	0.81	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	0.54	1.00	-	1.00	1.00
EXTRA HELP	27.27	24.96	3.26	28.22	28.22
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC	3.50	4.50	0.50	5.00	5.00
HOUSING PROGRAM SPEC SR	2.73	3.00	-	3.00	3.00
MAINTENANCE LEADER	3.00	3.00	-	3.00	3.00
MAINTENANCE PLUMBER	2.00	2.00	-	2.00	2.00
MECHANIC/WELDER	1.00	1.00	(1.00)	-	-
NATURALIST	0.54	1.00	-	1.00	1.00
OPERATIONS MANAGER	3.12	4.00	-	4.00	4.00
PARK MAINTENANCE WORKER	5.50	7.00	-	7.00	7.00
PARK RANGER	26.00	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	1.38	2.00	-	2.00	2.00
PROGRAM/BUS LDR-GEN	0.62	-	-	-	-
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
VISUAL ARTS COORDINATOR	0.77	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

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Community Services					
Community Services Department Total	100.42	109.01	2.01	111.02	111.02
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	10.88	12.00	(1.50)	10.50	10.00
DEPUTY COUNTY COUNSEL SR	10.62	11.00	1.00	12.00	12.00
DEPUTY COUNTY COUNSEL SR-RES	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.62	0.50	0.50	1.00	1.00
LEGAL OFFICE PRO	-	-	1.00	1.00	1.00
LEGAL OFFICE PRO SR-RES	8.85	10.00	(1.85)	8.15	8.15
PARALEGAL-RES	1.15	-	-	-	-
County Counsel Department Total	38.12	39.50	(.85)	38.65	38.15
County Executive Office					
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.77	1.00	3.00	4.00	4.00
ADMN OFFICE PRO SR	3.00	3.00	(2.00)	1.00	1.00
ASST DEPT LDR-EXEC	0.04	-	-	-	-
ASST DIRECTOR	3.00	3.00	-	3.00	3.00
BUSINESS MANAGER	1.00	2.00	(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	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	1.85	2.00	(1.00)	1.00	1.00
DEPUTY COUNTY EXEC OFFICER	0.81	1.00	-	1.00	1.00
DEPUTY DIRECTOR	0.96	2.00	-	2.00	2.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EEO/AA OFFICER	0.13	-	-	-	-
EXECUTIVE SECRETARY	2.00	2.00	(1.00)	1.00	1.00
EXTRA HELP	5.14	-	-	-	-
FISCAL & POLICY ANALYST	4.00	4.00	-	4.00	4.00
OPERATIONS MANAGER	0.04	-	-	-	-
PROGRAM MANAGER	2.58	5.00	(1.00)	4.00	4.00
PROJECT MANAGER	1.81	2.00	-	2.00	2.00
RISK ANALYST	2.00	2.00	-	2.00	2.00
SAFETY OFFICER	1.00	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	1.00	1.00	-	1.00	1.00
County Executive Office Department Total	36.11	36.00	(3.00)	33.00	33.00
District Attorney					
ADMN OFFICE PRO	1.15	1.50	-	1.50	1.50
ADMN OFFICE PRO SR	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO SR-RES	0.35	-	-	-	-
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
ASST DISTRICT ATTORNEY	0.77	-	-	-	-
BUSINESS MANAGER	1.04	1.00	-	1.00	1.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
District Attorney					
CHIEF DEPUTY	3.35	4.00	-	4.00	4.00
COMPUTER SYSTEMS SPEC	1.00	1.00	(1.00)	-	-
CONTRACTOR	3.75	1.70	-	1.70	1.70
DA INVESTIGATOR	11.73	13.00	(2.00)	11.00	11.00
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00	1.00
DA INVESTIGATOR SUPV	3.00	3.00	(1.00)	2.00	2.00
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
DEPUTY DISTRICT ATTY	32.08	35.00	(2.00)	33.00	33.00
DEPUTY DISTRICT ATTY SR	11.92	12.00	2.00	14.00	14.00
DISTRICT ATTORNEY	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	-	-	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	6.43	-	-	-	-
IT MANAGER	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	19.04	20.00	(4.00)	16.00	16.00
LEGAL OFFICE PRO SR	19.69	20.00	1.00	21.00	21.00
PARALEGAL	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
VICTIM WITNESS PROG ASST	8.92	10.00	2.00	12.00	12.00
VICTIM WITNESS PROG SUPV	2.00	2.00	-	2.00	2.00
District Attorney Department Total	137.22	135.20	(4.00)	131.20	131.20
Fire					
ACCOUNTANT	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO	3.00	4.00	1.00	5.00	5.00
ADMN OFFICE PRO SR	3.04	3.00	(1.00)	2.00	2.00
AIR SUPPORT PILOT	-	-	2.00	2.00	2.00
AIRCRAFT MECHANIC	-	-	1.00	1.00	1.00
BATTALION CHIEF	8.88	9.00	-	9.00	9.00
BLDG ENGNR INSPECTOR	-	2.00	1.00	3.00	3.00
CHIEF FINANCIAL OFFICER	0.35	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.85	2.00	-	2.00	2.00
COST ANALYST	-	1.00	-	1.00	1.00
DEPUTY CHIEF	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	3.00	3.00	1.00	4.00	4.00
DP MANAGER-DEPT	0.96	1.00	-	1.00	1.00
EMERGENCY MED SVCS ADMINISTRATOR	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	29.82	25.62	0.50	26.12	26.12
FINANCIAL OFFICE PRO	0.65	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	3.45	4.00	-	4.00	4.00
FIRE CAPTAIN SHIFT	48.58	53.00	-	53.00	53.00
FIRE CAPTAIN STAFF	14.19	14.00	-	14.00	14.00
FIRE CHIEF	1.00	1.00	-	1.00	1.00
FIRE ENG INSPECTOR SHIFT	47.19	54.00	-	54.00	54.00
FIRE ENG INSPECTOR STAFF	5.35	5.00	-	5.00	5.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00	3.00
FIRE EQUIPMENT OPER ASST	0.77	1.00	-	1.00	1.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00	1.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Fire					
FIREFIGHTER SHIFT	71.62	80.00	-	80.00	80.00
FIREFIGHTER STAFF	2.04	-	-	-	-
FIREFIGHTER TRAINEE	3.00	-	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST	0.96	1.00	-	1.00	1.00
MAPPING/GIS TECH	0.04	-	-	-	-
PETROLEUM INSP TECH	0.65	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
PUBLIC INFO ASSISTANT	1.00	1.00	(1.00)	-	-
PUBLIC INFO SPECIALIST	-	-	1.00	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
TEAM/PROJECT LDR-BATT CHF SHFT	0.08	-	-	-	-
Fire Department Total	263.47	279.62	5.50	285.12	285.12
First 5, Children & Families					
ADMN OFFICE PRO	0.69	1.00	-	1.00	1.00
ADMN OFFICE PRO SR	1.15	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00	1.00
CONTRACTOR	0.23	-	-	-	-
EXTRA HELP	2.63	-	-	-	-
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00	1.00
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	-	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	1.00	1.00	-	1.00	1.00
First 5, Children & Families Department Total	13.70	11.00	(1.00)	10.00	10.00
General County Programs					
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
General County Programs Department Total	1.00	1.00	-	1.00	1.00
General Services					
ACCOUNTANT	2.04	2.00	-	2.00	2.00
ADMN OFFICE PRO	1.00	2.00	(.50)	1.50	1.50
ADMN OFFICE PRO SR	3.00	3.00	(2.00)	1.00	1.00
ARCHITECT	1.00	1.00	-	1.00	1.00
ASST DEPT LDR-EXEC	-	-	1.00	1.00	1.00
ASST DIRECTOR	2.62	4.00	-	4.00	4.00
AUTOMOTIVE MECHANIC	10.00	10.00	-	10.00	10.00
BUILDING MAINT SUPV	3.58	4.00	(1.00)	3.00	3.00
BUILDING MAINT WORKER	11.08	12.00	(1.00)	11.00	10.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
BUYER	3.00	3.00	-	3.00	3.00
CAPITAL PROJECTS COORD	0.58	2.00	-	2.00	2.00
COMM EQUIP TECH	1.88	2.00	-	2.00	2.00
COMM EQUIP TECH SR	1.85	3.00	(1.00)	2.00	2.00
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

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
General Services					
COST ANALYST	1.00	1.00	1.00	2.00	2.00
DEPT BUS SPEC	4.46	4.00	-	4.00	4.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	2.96	2.00	-	2.00	2.00
EDP NETWORK TECH	6.00	6.00	-	6.00	6.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	12.69	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
EQUIPMENT MECHANIC	3.96	5.00	(3.00)	2.00	2.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	8.68	-	-	-	-
FACILITIES MANAGER	2.00	2.00	-	2.00	2.00
FACILITIES SUPERVISOR	-	1.00	(1.00)	-	-
FINANCIAL OFFICE PRO	0.96	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO SR	3.00	3.00	-	3.00	3.00
FLEET MANAGER	1.00	1.00	(1.00)	-	-
HVAC SPECIALIST	2.35	2.00	1.00	3.00	3.00
LEAD MECHANIC	1.04	-	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
MAINT ELECTRICIAN	1.00	1.00	-	1.00	1.00
MAINTENANCE CARPENTER	0.23	-	1.00	1.00	1.00
MAINTENANCE PLUMBER	2.77	3.00	-	3.00	3.00
MOTOR POOL DISPATCH	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	2.85	5.00	-	5.00	5.00
PURCHASING MANAGER	1.00	2.00	-	2.00	2.00
RADIO COMMUNICATION SYSTEMS ENGINEER	0.27	-	1.00	1.00	1.00
REAL PROPERTY AGENT	2.19	3.00	(1.00)	2.00	2.00
General Services Department Total	118.03	119.00	(3.50)	115.50	114.50
Human Resources					
ADMN OFFICE PRO	1.92	2.00	(2.00)	-	-
ADMN OFFICE PRO SR-RES	2.94	3.25	-	3.25	3.25
ASST DIRECTOR	0.50	1.00	-	1.00	1.00
DEPT BUS SPEC	3.62	4.00	1.00	5.00	5.00
DEPT/CORP LDR-EXEC	0.12	-	-	-	-
DIRECTOR	0.46	1.00	-	1.00	1.00
DIVISION MANAGER	3.12	4.00	(1.00)	3.00	2.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
EEO/AA OFFICER	0.87	-	-	-	-
EMPLOYEE BENEFITS MANAGER	0.96	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	-	1.00	-	1.00	1.00
EXTRA HELP	1.47	-	-	-	-
FINANCIAL OFFICE PRO SR-RES	-	-	-	-	1.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
HR ANALYST	2.00	2.00	1.00	3.00	3.00
HR MANAGER	2.88	2.00	4.00	6.00	6.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Human Resources					
PROGRAM ADMINISTRATOR	0.92	1.00	(1.00)	-	-
PROGRAM ANALYST	-	1.00	(1.00)	-	-
PROGRAM MANAGER	1.08	3.00	-	3.00	3.00
Human Resources Department Total	24.86	28.25	1.00	29.25	29.25
Planning & Development					
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	7.00	7.00	-	7.00	7.00
ADMN OFFICE PRO SR	3.80	3.80	0.20	4.00	4.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
ASST PLAN CHECKER	2.00	2.00	-	2.00	2.00
BLDG ENGNR INSPECTOR	7.50	11.00	(1.00)	10.00	10.00
BLDG ENGNR INSPECTOR SPEC	1.00	1.00	-	1.00	1.00
BLDG ENGNR INSPECTOR SUPV	4.00	4.00	-	4.00	4.00
BUILDING PERMIT TECH	2.04	3.00	-	3.00	3.00
BUSINESS MANAGER	0.60	0.69	0.01	0.70	0.70
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.00	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
CONTRACTOR	-	0.04	-	0.04	0.04
DEPUTY DIRECTOR	1.88	2.00	2.00	4.00	4.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	-	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
ENTERPRISE LDR-GEN	0.35	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	0.69	1.00	(1.00)	-	-
EXTRA HELP	0.22	-	-	-	-
FINANCIAL OFFICE PRO	1.88	1.60	1.20	2.80	2.80
FINANCIAL OFFICE PRO SR	0.19	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
PLANNER	26.15	27.50	0.80	28.30	28.30
PLANNER SUPERVISING	6.38	7.00	-	7.00	7.00
PLANNING PROCESS ANALYST	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.92	1.00	(1.00)	-	-
Planning & Development Department Total	82.61	91.63	0.21	91.84	91.84
Probation					
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	49.46	50.00	(2.00)	48.00	48.00
ADMN OFFICE PRO SR	12.77	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	1.00	1.00	2.00	2.00
COOK	1.92	2.50	-	2.50	2.50

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Probation					
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	84.92	87.00	(2.00)	85.00	85.00
DEP PROBATION OFFICER SR	40.38	41.00	-	41.00	41.00
DEP PROBATION OFFICER SUP	16.08	17.00	(2.00)	15.00	15.00
EDP SYS & PROG ANLST	2.96	4.00	(1.00)	3.00	3.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	14.82	11.00	-	11.00	11.00
FINANCIAL OFFICE PRO	1.00	1.00	2.00	3.00	3.00
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	55.23	48.00	4.00	52.00	52.00
JUVENILE INST OFFICER SR	18.15	22.00	(1.00)	21.00	21.00
PROBATION ASSISTANT	12.31	14.00	(4.00)	10.00	10.00
PROBATION MANAGER	6.69	7.00	-	7.00	7.00
PROJECT MANAGER	0.08	1.00	-	1.00	1.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
Probation Department Total	334.27	335.00	(5.00)	330.00	330.00
Public Defender					
ASST PUBLIC DEFENDER	-	-	1.00	1.00	1.00
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	23.62	28.00	(5.00)	23.00	23.00
DEP PUBLIC DEFENDER SR	4.12	5.00	1.00	6.00	6.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	14.56	1.50	4.00	5.50	5.50
FINANCIAL OFFICE PRO	0.27	1.00	-	1.00	1.00
LEGAL OFFICE PRO	9.38	9.00	1.00	10.00	10.00
LEGAL OFFICE PRO SR	5.27	8.00	(2.00)	6.00	6.00
PD INVESTIGATOR	1.04	1.00	2.00	3.00	3.00
PUBLIC DEFENDER	0.50	1.00	-	1.00	1.00
PUBLIC DEFENDER INVEST	5.54	6.00	(2.00)	4.00	4.00
SOC SVCS WORKER SR PS/L	-	-	1.00	1.00	1.00
SOCIAL SERVICES WORKER	-	2.00	(1.00)	1.00	1.00
Public Defender Department Total	70.29	68.50	-	68.50	68.50
Public Health					
ACCOUNTANT	3.00	3.00	-	3.00	3.00
ADMN OFFICE PRO	62.38	69.25	0.50	69.75	66.75
ADMN OFFICE PRO SR	16.96	18.00	3.00	21.00	21.00
ANIMAL CONTROL OFF	8.50	9.00	-	9.00	9.00
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	8.35	11.00	-	11.00	14.00
BEHAVIORAL HEALTH SPECIALIST	0.81	3.00	-	3.00	3.00
BUILDING MAINT WORKER	1.00	1.00	-	1.00	1.00
CCS CASEWORKER	5.35	6.00	-	6.00	6.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Public Health					
CCS OCC/PHYS THERAPIST	10.61	10.75	-	10.75	10.75
CCS SUPERVISING THERAPIST	3.00	3.00	-	3.00	3.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
CLINICAL LAB SCIENTIST	1.00	1.00	-	1.00	1.00
CLINICAL LAB SCIENTIST SR	3.00	3.00	-	3.00	3.00
COMM OUTRCH CRD ANML HLTH	1.88	2.00	-	2.00	2.00
COMMUNITY HEALTH NURSE	0.60	0.60	-	0.60	0.60
COMPUTER SYSTEMS SPEC	5.08	5.00	-	5.00	5.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
COST ANALYST	4.80	4.80	(1.00)	3.80	3.80
DEPT BUS SPEC	3.12	4.50	2.25	6.75	6.75
DEPUTY DIRECTOR	1.46	2.00	-	2.00	2.00
EDP OFFICE AUTO SPEC	3.00	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	4.00	4.00	-	4.00	4.00
EDP SYS & PROG ANLST SR	2.00	2.00	-	2.00	2.00
EMERG SVCS PLANNER	1.85	2.00	-	2.00	2.00
ENTERPRISE LDR-GEN	0.03	-	-	-	-
ENVIRON HEALTH SPEC	9.04	9.50	-	9.50	10.50
ENVIRON HEALTH SPEC SR	5.00	5.00	-	5.00	5.00
ENVIRON HEALTH SPEC SUPV	3.00	3.00	-	3.00	3.00
ENVIRON HEALTH SPEC TR	1.27	2.00	(1.00)	1.00	-
ENVIRONMENTAL HEALTH TECH	0.62	1.00	(1.00)	-	-
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	-	1.00	1.00
EXTRA HELP	32.97	4.05	0.77	4.82	4.15
FINANCIAL OFFICE PRO	35.31	35.85	(2.85)	33.00	33.00
FINANCIAL OFFICE PRO SR	3.00	3.00	-	3.00	3.00
FISCAL MANAGER	-	1.00	(1.00)	-	-
GEOLOGIST REGISTERED	1.00	1.00	-	1.00	1.00
HAZ MATERIALS SPEC	7.46	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	9.07	10.05	(.10)	9.95	9.95
HEALTH CARE PROGRAM COORDINATOR	9.32	9.90	(.90)	9.00	9.00
HEALTH EDUC ASSOC	3.88	6.50	2.00	8.50	8.50
HEALTH EDUCATION ASST	13.59	14.75	1.00	15.75	15.75
HEALTH EDUCATION ASST SR	6.00	6.00	(1.00)	5.00	5.00
HEALTH EDUCATOR	4.33	5.50	0.50	6.00	6.00
HEALTH SERVICES AIDE	1.00	1.50	(.50)	1.00	1.00
HEALTH SERVICES AIDE SR	6.04	6.00	(.50)	5.50	5.50
HEALTH SERVICES LAB SUPV	1.00	1.00	-	1.00	1.00
HR MANAGER	0.96	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
LABORATORY ASSISTANT	8.23	8.50	-	8.50	8.50
LACTATION CONSULTANT	1.60	1.60	1.00	2.60	2.60
LICENSED VOCATIONAL NURSE	2.19	2.00	(1.00)	1.00	1.00
MEDICAL ASSISTANT	53.68	62.75	1.50	64.25	64.25
MEDICAL DIRECTOR	1.00	1.00	-	1.00	1.00
MEDICAL SOC SVC PRACT	1.00	1.00	-	1.00	1.00
MEDICAL SOC SVC WKR SR	0.75	0.75	-	0.75	0.75
NUTRITION SERVICES SUPV	1.00	1.00	4.00	5.00	5.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Public Health					
NUTRITION SITE SUPV	3.88	4.00	(4.00)	-	-
NUTRITIONIST	5.54	6.00	(.75)	5.25	5.25
OPERATIONS MANAGER	1.23	2.00	1.00	3.00	3.00
PENDING CLASSIFICATION	-	0.50	(.50)	-	-
PH PERFORM IMPROVE COORD	4.00	4.00	1.00	5.00	5.00
PHARMACIST SUPV	1.00	1.00	-	1.00	1.00
PHARMACIST-IN-CHARGE	3.00	3.00	-	3.00	3.00
PHARMACY TECHNICIAN	10.23	9.00	-	9.00	9.00
PROGRAM MANAGER	6.65	7.50	(.50)	7.00	7.00
PROGRAM/BUS LDR-GEN	0.19	-	-	-	-
PROJECT MANAGER	2.88	3.00	-	3.00	3.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH MICROB	3.31	4.00	-	4.00	4.00
PUBLIC HEALTH MICROB SR	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE	17.90	19.50	-	19.50	19.50
PUBLIC HEALTH NURSE SUPV	4.81	5.00	-	5.00	5.00
PUBLIC HLTH DIR/HLTH OFFCR	1.00	1.00	-	1.00	1.00
PUBLIC INFO ASSISTANT	1.00	1.00	-	1.00	1.00
REGIONAL CLINIC MANAGER	3.38	4.00	-	4.00	4.00
REGISTERED VET TECH	1.73	2.00	-	2.00	2.00
SAFETY/PRIVACY OFFICER-DEPT	0.88	1.00	-	1.00	1.00
STAFF NURSE	17.76	24.25	(.10)	24.15	24.15
STAFF NURSE SR	1.00	1.00	-	1.00	1.00
STAFF NURSE SUPV	6.46	8.00	-	8.00	8.00
STAFF PHYSICIAN	15.05	21.95	(.92)	21.03	21.03
STAFF PHYSICIAN SUPV	3.31	4.00	-	4.00	4.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
THERAPY ATTENDANT	2.32	2.50	-	2.50	2.50
UTILITY CLERK-DEPT	2.00	2.00	-	2.00	2.00
Public Health Department Total	511.60	540.29	0.90	541.20	540.53
Public Works					
ACCOUNTANT	3.92	5.00	-	5.00	5.00
ADMINISTRATIVE DEPUTY DIRECTOR	-	-	1.00	1.00	1.00
ADMN OFFICE PRO	12.54	14.00	-	14.00	14.00
ADMN OFFICE PRO SR	6.27	6.00	(1.00)	5.00	5.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
CIV ENGINEERING ASSOC	11.96	15.00	(1.00)	14.00	14.00
CIVIL ENGINEER SPECIALIST	3.62	5.00	1.00	6.00	6.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	3.69	5.00	1.00	6.00	6.00
CIVIL ENGINEERING MANAGER	5.00	5.00	-	5.00	5.00
COMPUTER SYSTEMS SPEC	1.00	1.00	(1.00)	-	-
COST ANALYST	0.04	1.00	-	1.00	1.00
COUNTY SURVEYOR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	-	2.00	(1.00)	1.00	1.00
DEPUTY DIRECTOR	3.00	3.00	(1.00)	2.00	2.00
DIRECTOR	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	1.00	2.00	2.00
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

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Public Works					
ENGINEERING GEOLOGIST	1.35	2.00	1.00	3.00	3.00
ENGINEERING TECH	6.00	6.00	(2.00)	4.00	4.00
ENGINEERING TECH SPEC	12.46	14.00	-	14.00	14.00
ENGINEERING TECH SUPV	0.81	1.00	-	1.00	1.00
EQUIPMENT MECHANIC	3.35	5.00	-	5.00	5.00
EXECUTIVE SECRETARY	-	-	1.00	1.00	1.00
EXTRA HELP	10.02	-	-	-	-
FINANCIAL OFFICE PRO	1.00	2.00	(1.00)	1.00	1.00
FINANCIAL OFFICE PRO SR	3.00	3.00	1.00	4.00	4.00
GEOLOGIST REGISTERED	1.00	-	-	-	-
HEAVY EQUIP OPERATOR	21.58	23.00	-	23.00	23.00
HEAVY TRUCK DRIVER	11.38	12.00	(1.00)	11.00	11.00
HR MANAGER	-	1.00	(1.00)	-	-
HYDROLOGIST SENIOR	1.04	2.00	-	2.00	2.00
IT MANAGER	1.00	1.00	-	1.00	1.00
MAINT SUPERINTENDENT	4.00	4.00	-	4.00	4.00
MAINT WELDER-MECHANIC	1.00	1.00	-	1.00	1.00
MAINT WORKER APPRENTICE	1.54	6.00	7.00	13.00	13.00
MAINTENANCE LEADER	15.12	15.00	2.00	17.00	17.00
MAINTENANCE SUPV	6.00	6.00	-	6.00	6.00
MAINTENANCE WORKER	36.89	38.00	(7.00)	31.00	31.00
OPERATIONS MANAGER	1.00	1.00	1.00	2.00	2.00
PERMITING-ENGINEERING MANAGER	0.65	1.00	(1.00)	-	-
PESTICIDE SPECIALIST	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	3.88	4.00	2.00	6.00	6.00
PROJECT MANAGER	3.90	6.00	(2.00)	4.00	4.00
PUBLIC WORKS PRGM SPEC	3.98	3.75	-	3.75	3.75
PUBLIC WORKS PRGM SPEC SR	3.23	4.00	-	4.00	4.00
RECYCLE WORKER	2.00	2.00	-	2.00	2.00
REFUSE CHECKER	7.83	8.50	1.00	9.50	9.50
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	4.00	-	4.00	4.00
ROAD MAINT MANAGER	1.00	1.00	-	1.00	1.00
SAFETY OFFICER-DIVISIONAL	0.73	1.00	-	1.00	1.00
SAFETY/PRIVACY OFFICER-DEPT	0.77	-	-	-	-
SHOP SUPERVISOR	1.00	-	-	-	-
STAFF ANALYST	1.00	1.00	-	1.00	1.00
SURVEY PARTY CHIEF	1.00	1.00	-	1.00	1.00
SURVEY SPECIALIST	3.00	3.00	-	3.00	3.00
SURVEY SUPERVISOR	1.00	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.58	-	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	6.31	6.00	2.00	8.00	8.00
WASTEWTR PLANT OPER CHIEF	0.42	1.00	-	1.00	1.00
WASTEWTR PLANT OPER SUPV	1.88	3.00	(2.00)	1.00	1.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Public Works					
WASTEWTR PLANT OPER TR	1.38	1.00	(1.00)	-	-
WATER AGENCY MANAGER	1.92	2.00	-	2.00	2.00
Public Works Department Total	263.05	281.25	-	281.25	281.25
Sheriff					
ACCOUNTANT	2.00	2.00	-	2.00	2.00
ACCOUNTANT SUPERVISING	1.00	-	-	-	-
ADMN OFFICE PRO	47.69	55.50	2.00	57.50	57.50
ADMN OFFICE PRO SR	21.81	22.25	(2.00)	20.25	20.25
AIR SUPPORT PILOT	-	-	1.00	1.00	1.00
AIRCRAFT MECHANIC	1.00	2.00	(1.00)	1.00	1.00
ALC/DRUG COUN-CORR FAC	3.27	4.00	-	4.00	4.00
CHIEF DEPUTY SHERIFF	1.85	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	19.81	24.00	-	24.00	24.00
COMMUNICATIONS DISP SUPV	6.58	6.00	-	6.00	6.00
COMPUTER SYSTEMS SPEC	3.77	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	2.65	3.00	-	3.00	3.00
CUSTODIAN	2.00	2.00	-	2.00	2.00
CUSTODY COMMANDER	2.00	2.00	-	2.00	2.00
CUSTODY DEPUTY	130.72	152.98	(.85)	152.13	154.44
CUSTODY DEPUTY S/DUTY	29.31	31.00	-	31.00	31.00
CUSTODY LIEUTENANT	6.96	7.00	-	7.00	7.00
CUSTODY SERGEANT	16.31	18.00	1.00	19.00	19.00
DEPT BUS SPEC	2.00	2.00	-	2.00	2.00
EDP OFFICE AUTO SPEC	4.00	4.00	-	4.00	4.00
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
EXTRA HELP	29.11	-	-	-	-
FINANCIAL OFFICE PRO	1.85	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR	2.00	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	0.54	1.00	-	1.00	1.00
INMATE PROG SUPV-CORR FAC	1.00	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	3.69	4.00	-	4.00	4.00
LEGAL OFFICE PRO SR	2.00	2.00	-	2.00	2.00
MAINTENANCE PAINTER	0.96	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	0.19	-	1.00	1.00	1.00
PARK RANGER I, GROUNDS	-	1.00	(1.00)	-	-
PARKING ENFORCEMENT OFFCR	0.85	1.00	1.00	2.00	2.00
POLYGRAPH EXAMINER	1.00	1.00	-	1.00	1.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 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	4.00	4.00	-	4.00	4.00
SHERIFFS DEPUTY	111.23	125.00	0.92	125.92	125.92
SHERIFFS DEPUTY S/DUTY	79.81	81.00	(4.54)	76.46	76.46
SHERIFFS DEPUTY S/DUTY-M	0.81	1.00	(1.00)	-	-
SHERIFFS DEPUTY TR	4.42	9.00	1.00	10.00	10.00
SHERIFFS DEPUTY-M	0.50	-	-	-	-
SHERIFFS HELICOPTER PILOT	1.00	2.00	(2.00)	-	-
SHERIFFS LIEUTENANT	13.31	12.00	-	12.00	12.00
SHERIFFS SERGEANT	36.65	37.35	(1.81)	35.54	35.54
SOCIAL SERVICES WORKER	0.42	1.00	-	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
UNDERSHERIFF	1.00	1.00	-	1.00	1.00
UTILITY WORKER, INSTITUTIONS	9.65	11.00	-	11.00	11.00
Sheriff Department Total	632.71	669.08	(6.27)	662.81	665.11
Social Services					
ACCOUNTANT	10.54	12.00	-	12.00	12.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
ADMN OFFICE PRO	119.73	122.00	(17.00)	105.00	101.00
ADMN OFFICE PRO SR	30.96	31.00	(4.00)	27.00	28.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00	2.00
CAREER EMP SPECIALIST	14.12	19.00	(12.00)	7.00	4.00
CAREER EMP SPECIALIST SR	28.14	29.25	(1.25)	28.00	23.00
CAREER EMP SPECIALIST SUPV	9.96	10.00	(1.00)	9.00	9.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	10.00	10.00	(1.00)	9.00	9.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
CONTRACTOR	1.00	1.00	-	1.00	1.00
COST ANALYST	2.96	3.00	-	3.00	3.00
DEPT BUS SPEC	47.04	51.00	(10.00)	41.00	39.00
DEPUTY DIRECTOR	4.00	4.00	(1.00)	3.00	3.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	19.00	19.00	(3.00)	16.00	16.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	6.00	6.00	-	6.00	6.00
EDP SYS & PROG ANLST SR	3.81	4.00	(1.00)	3.00	3.00
ELIGIBILITY SUPERVISOR	40.58	43.00	(9.00)	34.00	30.00
ELIGIBILITY WORKER	319.15	353.00	(75.00)	278.00	239.00
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
EXTRA HELP	71.64	-	-	-	-
FINANCIAL OFFICE PRO	9.85	10.00	(2.00)	8.00	8.00
FINANCIAL OFFICE PRO SR	4.00	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	(1.00)	1.00	1.00
PROGRAM MANAGER	2.00	2.00	-	2.00	2.00

Department FTE Summary

	2015-16 Actual	2016-17 Adopted	Change From FY 16-17 Ado to FY 17-18 Rec	2017-18 Recommended	2018-19 Proposed
Social Services					
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE	1.23	2.00	-	2.00	2.00
SOC SVCS WORKER SR PS/L	30.04	33.00	(4.00)	29.00	29.00
SOCIAL SERVICES CASE AIDE	7.54	9.00	-	9.00	9.00
SOCIAL SERVICES SUPV	18.69	21.00	(1.00)	20.00	20.00
SOCIAL SERVICES WORKER	40.00	43.50	(6.50)	37.00	37.00
SOCIAL SVCS PRACTITIONER	23.81	32.00	(12.00)	20.00	20.00
STOREKEEPER	0.31	2.00	(1.00)	1.00	1.00
UTILITY CLERK-DEPT	8.23	9.00	(2.00)	7.00	7.00
Social Services Department Total	897.33	899.75	(164.75)	735.00	679.00
Treasurer-Tax Collector-Public					
ACCOUNTANT	3.19	4.00	-	4.00	4.00
ADMN OFFICE PRO	2.92	4.00	-	4.00	4.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00	1.00
ASST TREAS/TAXCOLL/PUBADMN	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHIEF INVESTMENT OFFICER	1.00	1.00	-	1.00	1.00
EDP SYS PROGRAMMER	1.00	1.00	(1.00)	-	-
EXECUTIVE SECRETARY	0.77	-	-	-	-
EXTRA HELP	0.06	-	-	-	-
FINANCIAL OFFICE PRO	6.73	8.00	-	8.00	8.00
FINANCIAL OFFICE PRO SR	6.62	7.00	-	7.00	7.00
FINANCIAL SYS ANALYST	2.62	3.00	-	3.00	3.00
FINANCIAL SYS ANALYST SR	0.58	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	6.00	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
TREASURY FINANCE CHIEF	1.00	1.00	-	1.00	1.00
Treasurer-Tax Collector-Public Department Total	41.48	45.00	(1.00)	44.00	44.00
Grand Total	**4,207.00**	**4,400.87**	**(187.72)**	**4,213.16**	**4,156.80**

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	2014-15	2015-16	2016-17*
Countywide	**5.0%**	**5.4%**	**5.7%**
Policy & Executive	**2.5%**	**2.7%**	**3.0%**
Board of Supervisors	1.2%	3.4%	2.6%
County Executive Office	2.6%	2.3%	2.8%
County Counsel	3.0%	2.7%	3.4%
Public Safety	**4.6%**	**4.9%**	**5.2%**
District Attorney	3.9%	3.6%	3.4%
Probation	6.3%	6.1%	6.0%
Public Defender	5.4%	5.1%	4.3%
Fire	3.3%	3.8%	3.6%
Sheriff	4.3%	5.1%	6.0%
Health & Human Services	**5.9%**	**6.2%**	**6.5%**
Public Health	5.6%	5.9%	6.2%
Behavioral Wellness	5.0%	5.9%	6.5%
Social Services	6.4%	6.4%	6.7%
Child Support Services	7.4%	7.5%	6.8%
First 5	2.4%	4.0%	3.2%
Community Resources & Public Facilities	**4.3%**	**4.9%**	**4.9%**
Agricultural Commissioner	3.7%	4.2%	6.4%
Parks	3.4%	3.4%	5.7%
Planning & Development	2.9%	3.2%	3.2%
Public Works	5.1%	6.0%	5.2%
Housing & Community Development	2.0%	2.7%	3.5%
Community Services	2.8%	2.4%	2.1%
General Government & Support Services	**4.0%**	**4.7%**	**5.1%**
Auditor-Controller	4.3%	4.1%	5.7%
Clerk-Recorder-Assessor	3.6%	4.5%	4.6%
General Services	4.0%	4.5%	5.7%
Human Resources	3.0%	3.9%	3.8%
Treasurer-Tax Collector	5.7%	6.5%	5.0%

*** Represents actual results for the current year through 3/26/2017**

Lost Time

Section I

Glossary

COUNTY OF SANTA BARBARA
CALIFORNIA

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 retirable only from tax collections, and frequently only from the proceeds of the tax and revenues levy whose collection they anticipate.

TAXING AUTHORITY
A generic term for any governmental or quasi-governmental agency with the power to tax. This would relate to all forms of taxation.

TEETER PLAN
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

COUNTY OF SANTA BARBARA
CALIFORNIA

One County. One Future.

Recommended Operational Plan - Fiscal Years 2017-18 & 2018-19