SANTA BARBARA COUNTY

FISCAL YEAR 2018-19
RECOMMENDED BUDGET

Renewal and Resilience

ONE COUNTY. ONE FUTURE.

Front Cover

The vital role the County plays in delivering exceptional public service to improve the lives of the people and communities we serve became all the more clear in late 2017 with the Thomas Fire followed by the devastating 1/9/18 Debris Flow. We are living and working with a pre- and post-fire and debris flow frame of reference. Every aspect of your county government is committed to the recovery and rebuilding of our community. The path ahead will be challenging, but together we will work through it.

Despite these challenges, Santa Barbara County continues to build a better government that strives to be responsive and accountable. In 2017, we embarked on Renew '22, a multi-year program to re-vision and transform Santa Barbara County government by the year 2022. We are examining our processes and procedures to improve methods of delivering quality services, and redesign how we do our work over the next five years. We will be here today, next week, next year and beyond to do whatever it takes to make our community stronger and more resilient than it has ever been. We are one county, with one future. We are 805 strong.

Cover photo: The 805 strong hashtag was used in social media to unite communities in Ventura and Santa Barbara County impacted by the Thomas Fire. Following the 1/9 Debris Flow, Santa Barbara County distributed 18,000 free 805strong wristbands as a symbol of strength, togetherness, hope and resilience.

COUNTY OF SANTA BARBARA

FISCAL YEAR 2018-19 RECOMMENDED BUDGET

Presented in June 2018 to the

BOARD OF SUPERVISORS

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

By

Mona Miyasato
County Executive Officer

Theodore A. Fallati, CPA
Auditor-Controller

COUNTY OF SANTA BARBARA
CALIFORNIA

FISCAL YEAR 2018-19 RECOMMENDED BUDGET

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Directory of Elected & Appointed County Officials

First District
Das Williams, Supervisor, 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
http://www.countyofsb.org/bos/hartmann.sbc

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

Fifth District
Steve Lavagnino, Supervisor, Vice Chair
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
Carrie Topliffe, CPA, Director
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
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 & Development
Dianne M. Black, Director
http://sbcountyplanning.org

Probation
Tanja Heitman, Chief Probation Officer
http://countyofsb.org/probation

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

Public Health
Van Do-Reynoso, Director
http://cosb.countyofsb.org/phd

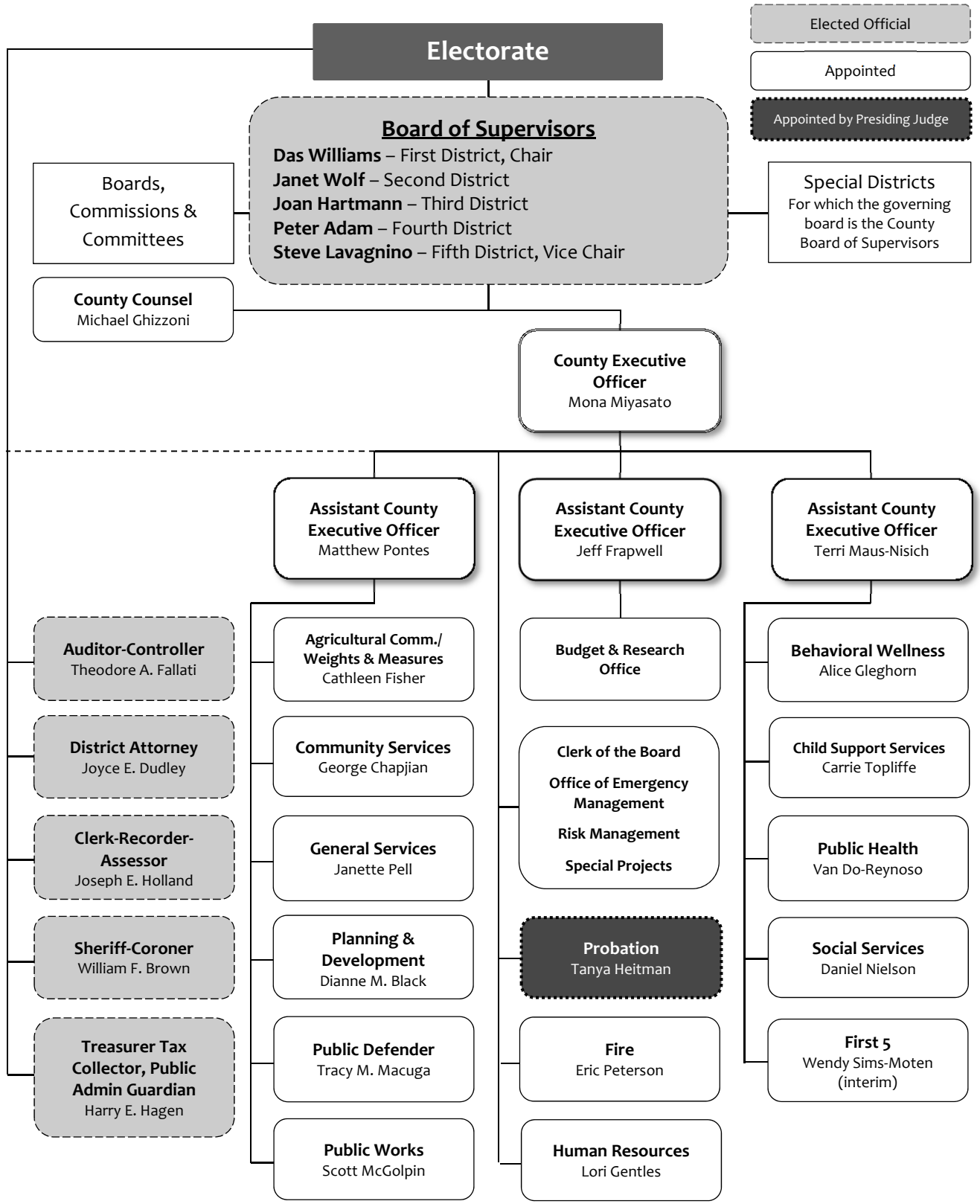
Public Works/Flood Control
Scott McGolpin, Director
http://cosb.countyofsb.org/pwd

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

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Executive Office

May 18, 2018

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

Chair Williams and Board Members:

The Fiscal Year (FY) 2018-19 Recommended Budget for the County of Santa Barbara is submitted for your consideration, possible amendment and eventual adoption. This 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 2018-19 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 FY 2018-19 Recommended Budget are scheduled for June 11, 2018, and will continue, if necessary, on Wednesday, June 13, 2018. 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,

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County Executive Officer

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Matthew Pontes
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Jeff Frapwell
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Dennis Bozanich
Deputy County Executive Officer
dbozanich@countyofsb.org

COUNTY OF SANTA BARBARA
CALIFORNIA

Section B

Executive Summary

COUNTY OF SANTA BARBARA
CALIFORNIA

Executive Summary

Renewal and Resilience

Chair Williams and Board Members,

As we approach the 2018-19 fiscal year, in the aftermath of unprecedented fire and debris flow disasters, we continue to administer the laws of the State, and ordinances and policies of the Board, in the highest traditions of civic professionalism and competency, to serve our citizens and visitors. A central component of this work is to develop a balanced budget in light of salary and benefit cost increases, increasing and changing federal and State mandates, growing technological demands, unmet service needs, infrastructure maintenance issues, and the continuing threats of natural disasters.

Two primary themes emerge as we plan for FY 2018-19: renewal and resilience. Renew '22, a multi-year transformational initiative to ensure fiscal sustainability and operational efficiency, started last year and will continue to build a stronger and more vibrant organization to serve our community. Ensuring resilience will also be essential: we are taking actions to help the community recover from the Thomas Fire and 1/9 Debris Flow disasters while simultaneously planning and preparing for additional debris flows, which are possible in the next two to five years while the mountains of the national forest revegetate. Measures to mitigate future hazards are being developed and will be proposed to the Federal Emergency Management Agency (FEMA) for funding. But for now, even less intense events could strain our resources without the support of the federal and State governments. We are fortunate for the Board's foresight in building up the Strategic Reserve over the past years, which mitigated the disaster's financial impact on our current year budget, and it is therefore critical that we plan, prepare, and continue to set aside resources for these uncertain times.

In the fall, our five-year forecast projected a budget gap ranging from $17 million to $23 million for all funds, or about 2% of our total budget. Much of that was in special revenue funds (Social Services and Behavioral Wellness Departments), as well as the Sheriff and Probation Departments. Since that time, the FY 2018-19 anticipated budget shortfalls have been resolved by departments through restructuring, service level reductions, greater than anticipated State and federal revenue, and other measures, resulting in a balanced budget. Yet significant fiscal challenges remain on the horizon, such as the need for a public safety communications system replacement, large deferred maintenance funding needs, unknown future salary and benefit costs, and changing legislation and regulations.

Renew '22 initiatives are in various stages, and have the potential to transform our County organization. Many of these initiatives are not quantifiable at present, and the benefits will be borne out over many years. These initiatives will result in a more financially secure and agile organization, through efficient and strong systems of service, so that we are able to address future uncertainties and the impacts of the next disaster.

There will be difficult choices in the coming months and years for the County, and we will continue to focus on decisions that allow balancing of short-term needs with long-term impacts, strategic realignment of services and the costs to provide these services, and opportunities for new ways of doing business. We can do

anything, but we cannot do everything, and we will continue to focus on doing the most essential and important things well to best serve our community.

Development of the FY 2018-19 Recommended Budget

In December 2017, the Board adopted a set of policies to guide budget development, and these policies set the foundation for the recommended budget presented herein.

- ***Accountability and Transparency*:** Information about how community taxes and other revenues are spent, including the programs, services, and achievements they fund, and how they differ from FY 2017-18 levels are included in department detail pages (Section D of this budget book).

- ***Program-Based Budgeting*:** Allocations from the General Fund to departments for programs are distributed according to Board policy direction, historical spending, and federal and State mandates. In fall 2017, the CEO received direction to build the initial budget based on flat General Fund Contribution allocations to departments. As a result, this recommended budget is not a status quo budget. Instead, it includes budget reductions in most departments, with some service level reductions (e.g., reductions that will have noticeable impact on services provided to the public or internal customers).

- ***Balanced Budget/Fiscal Stability*:** The recommended budget is balanced and, with a few exceptions, ongoing sources are matched with ongoing uses to ensure sustainable funding for core services. In the few cases, one-time revenues or use of fund balance is used as a temporary bridge until more sustainable resources or reductions in services are developed.

- ***Identification and Mitigation of Fiscal Risks*:** Fiscal risks identified in prior years, including new Northern Branch Jail operations, deferred maintenance, inadequate fire funding, and pension and retiree health costs, continue to be funded per Board-established plans and policies. Increased funding for dispatch operations is also recommended in this budget, as are new Sheriff positions in the Main Jail to address issues of confinement raised by disability advocates. Additional issues identified in the December 2017 Fiscal Issues Report have been addressed to the extent they impact FY 2018-19.

- ***Reserves*:** Due to fiscal impacts of the 2017 storms, Thomas Fire, and 1/9 Debris Flow, the General Fund Strategic Reserve fund balance (currently $23.6 million) is $10 million below the adopted policy level. In fall 2017, in light of the forecasted budget shortfall, the Board continued its policy from last year of not augmenting the Strategic Reserve. Therefore, this Recommended Budget does not include additional funding for the Strategic Reserve. However, the CEO is recommending that additional funding received from the State for taxes lost due to the Thomas Fire and 1/9 Debris Flow, currently proposed in the Governor's May Revise, be committed to the Strategic Reserve once received.

- ***Identification of Service Level impacts*:** Impacts to service levels were included in department presentations to the Board during Budget Workshops, and are discussed in detail later in this section.

Executive Summary

- ***Capital and Infrastructure Maintenance*:** The challenge to fund capital improvement needs and maintenance of existing infrastructure continues to be a significant concern in FY 2018-19. The recommended budget allocates $2.3 million in ongoing GFC for capital improvements and infrastructure maintenance, and $4.4 million of ongoing GFC is committed in the Public Works, General Services, and Parks departments per the 18% funding policy. In addition, one-time GFC of $1.5 million for General Services and Parks capital projects, including the Waller Park well replacement, tree maintenance as County parks, security upgrades at County facilities, and installation of water reduction measures at County facilities, are included in the CEO's recommended expansions. Along with General Fund resources, approximately $17 million is provided by Special Revenue sources for Roads capital projects and maintenance. Statewide, additional funding from SB 1 is assisting local governments with road funding, which is $6.4 million to Public Works for FY 2018-19 and projected to grow to over $15 million by FY 2026-27.

- ***Employee Retention*:** Through Renew '22 initiatives led by the Human Resources Department and within individual service departments, several projects are underway or in the planning stages to attract, retain, and develop a high-performing workforce committed to excellent customer services, and the recommended budget includes funding for some initiatives that require ongoing investment to start up and maintain. The benefits of employee retention are difficult to monetize, but the cost of replacing an employee who leaves has been estimated at around 20% of the annual salary, and building a sustainable County organization is therefore critically dependent on maintaining a dedicated, competent workforce.

Commitments to Adopted Funding Policies

The FY 2018-19 Recommended Budget allocates funding in accordance with ongoing funding commitments.

- ***Northern Branch Jail*:** The County continues construction of the Northern Branch Jail, which is anticipated to open in the summer of 2019. The Northern Branch Jail project represents a significant ongoing commitment of current and future General Fund revenue. While the State provided a majority of the funding for construction, the ongoing operating costs are the responsibility of the County's General Fund, and are currently estimated at $18.2 million for the first year of operations (FY 2019-20), with annual increases in future years. By adding incrementally higher amounts of GFC each year to a dedicated jail fund, we are building towards the annual funding amount needed to operate the new jail. The FY 2018-19 Recommended Budget allocates $10.9 million to this fund, of which the Sheriff anticipates drawing $10.6 million as they continue the hiring and training of staff necessary to operate the new jail. Additionally, $2.0 million is being transferred to the jail construction fund to cover additional construction costs, if needed. The fund balance at year end is estimated to be $11.7 million. Currently, we are a little over halfway to building up sufficient ongoing funding to fully operate the new jail.

- ***Fire Tax Shift*:** In response to a growing structural deficit and significant capital needs in the Fire Department, the Board adopted a policy that directs an increasing share of property tax revenue to the Fire District to provide a reliable funding stream to ensure adequate staffing, equipment, and facilities. 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, which is

anticipated to be achieved in FY 2019-20, although this estimate is subject to the impacts of the 1/9 Debris Flow on future property tax revenues. Since its implementation in FY 2012-13, the Fire District has been able to increase staffing, enhance administrative functions, and expand inspection capability. The FY 2018-19 Recommended Budget includes $9.5 million in ongoing annual funding from the tax shift.

- ***Deferred Maintenance Commitment*:** In response to growing deferred maintenance needs, the Board developed a funding policy, effective in July 2015, providing a mechanism to increase ongoing funding available for deferred maintenance projects. The policy commits 18% of unallocated discretionary general revenue growth to address maintenance needs on an annual basis, thereby increasing the ongoing funding each year that experiences growth in discretionary revenues. At the time of adoption, the growth projections showed that funding would cumulatively provide approximately $100 million toward maintenance over a 10-year period. However, because the projection used a percentage of unallocated discretionary revenue growth as the basis of annual calculated dollar amounts, the actual amounts allocated to deferred maintenance needs vary from year to year based on revenue growth, salary and benefit growth, and other funding needs. The FY 2018-19 Recommended Budget allocates $4.4 million in deferred maintenance funding from the 18% formula, reflecting growth of $1.1 million from the FY 2017-18 $3.3 million ongoing level. Despite the annual growth anticipated in funding, the backlog of deferred maintenance projects countywide remains in the $400 million range, leaving a very significant gap between allocated funding and current need.

Key Considerations in the FY 2018-19 Recommended Budget

- ***Expenditures outpacing revenues*:** While the budget is balanced, expenditure growth continues to outpace revenue growth, particularly with the loss of property tax and transient occupancy taxes due to the 1/9 Debris Flow. While the Montecito community constitutes about ¼ of one percent of the total land in the county, it generates approximately 17% of the property tax base and 62% of the transient occupancy tax to the County's General Fund, and its impact is therefore felt on services provided throughout the county. Rebuilding will take time, and therefore will affect our tax base for several years, yet must be done thoughtfully and carefully to address appropriate hazard mitigation and safety for community residents. But even before the disasters, County expenditures have been increasing at a faster rate than revenue growth.

- ***Cannabis regulatory program implementation and enforcement*:** The recommended budget includes funding for 1) permitting, licensing, and administration of the County's adopted program through licensing and permitting fees ($1.6 million in various departments), and 2) enforcement through potential cannabis tax revenue ($1.7 million in various departments), should Measure T2018 be approved by voters. A more detailed description of these budget items is provided later in this section. If the measure is not approved, the Board will be asked to reduce appropriations accordingly.

- ***Disaster costs and preparation*:** The recent natural disasters were a particularly significant factor in preparing the FY 2018-19 budget due to the short-term and long-term impacts. As of early May, the total estimated cost of responding to and recovering from the Thomas Fire and 1/9 Debris Flow was projected to

exceed $55 million in County government costs, with the County's share totaling approximately $12.3 million ($6.3 million General Fund). Potential General Fund revenue losses (primarily property tax and transient occupancy tax) are estimated at $3.4 million in FY 2017-18 and $3.6 million in FY 2018-19, largely due to disaster impacts.

The County is responsible for the non-reimbursable portion of disaster recovery costs as well as 6.25% of reimbursable costs, which are collectively estimated at $12.3 million, though this number will not be final until the County's proposed permanent rebuilding projects are approved by FEMA and the State and costs are agreed upon. County staff is continuing to monitor appropriations within all departments, and expects to return to the Board with further budget revisions as costs and reimbursement timing becomes clearer. Future draws on reserves may include non-General Fund departments, and may be needed to cover the local portion of the emergency and permanent disaster-related repair costs as well as address cash flow needs until federal and State reimbursements are received.

These outstanding costs compel us to set aside a significant portion of available financial resources to address the local match and cash flow obligations in FY 2018-19, and the recommended budget includes funding of $6.3 million set aside for this purpose.

- ***Serving the mentally ill in the criminal justice system:*** Many departments are impacted and involved with this multi-faceted issue. When our mentally ill community members do not receive needed services early on, they often move on to more intensive—and more expensive—parts of our systems of care, such as acute care facilities, emergency rooms, and the criminal justice system. County departments will continue to work together towards the common goal of managing and maintaining a holistic approach to meeting the needs of the mentally ill. Funding to address continual need for more beds is provided in the CEO's Recommendations. Behavioral Wellness is continuing to evaluate a possible in-county Mental Health Rehabilitation Center (MHRC) with funding provided by the Community Corrections Partnership. In addition, the recommended budget includes an expansion of $130,000 in the Sheriff's Office to address the continued need for a Crisis Intervention Training program, which will entail a partnership between the Sheriff and Behavioral Wellness Departments.

- ***Increasing and changing State and federal mandates:*** These legislative and regulatory changes have impacts on funding, workload, and service delivery systems that often must be immediately implemented. These changes are particularly prevalent among the criminal justice departments, and are typically the responsibility of the County's General Fund. Funding is provided as part of the CEO's recommendations to address some of these needs.

- ***Growing capabilities and demands of technology:*** With the growing capabilities of technology come many challenges. The County is adapting to changing standards, investing in new systems, and implementing new ways of working and processing information, and this transformation will need to continue. Even in an environment of scarce resources, recognizing that investments in technology will have long-term efficiency and effectiveness benefits, the County will need to focus on providing the most efficient

technology solutions and processes. This will require a level of consistency and standardization in some areas, which General Services will be exploring with executive department leadership in FY 2018-19.

A Balanced Budget with Service Level Reductions and Expansions

Even before beginning to develop FY 2018-19 budgets, departments had been seeking ways to restructure operations, find efficiencies, and prioritize use of resources through their Renew '22 initiatives. Many departments were thus able to avoid the need for service level reductions despite often uncontrollable cost increases without corresponding revenue increases. Some departments, however, did have recommended service level reductions included in the budget, which were necessary either because of long-standing structural deficits, sharp increases in workload, or changes in revenue availability.

Early Restorations/Expansions: In advance of the budget workshop, certain funding needs were addressed given consideration of the severity of the impacts on the County as a whole, or in response to mandated services. In essence, these are items where funding is necessary to avoid liability, address new requirements, or address a chronic problem. The following chart shows these early restorations and expansions included in departments' budgets and presented at budget workshops.

FY 2018-19 Pre-Budget Workshop Restorations/Expansions

Department	Description	FTE	GFC	
			Ongoing	Onetime
General Fund Departments				
Clerk-Recorder-Assessor	**Motor voter -** Funds cost increases resulting from the New Motor Voter Act, under which eligible DMV customers are automatically registered to vote unless they opt out.	-	$ -	$ 340,000
Public Defender	**Deputy Public Defenders -** Restored three attorney positions to support adequate core staffing.	3.0	325,300	-
Sheriff	**Dispatch Call Takers -** Added five positions for public safety dispatch as recommended by the consultant report.	5.0	442,500	
	Sheriff Service Technicians - Added ten positions at the Main Jail to address conditions of confinement issues identified by disability advocates.	10.0	945,500	
General County Programs	**Disaster recovery** - Provides funding to address local portion of disaster cost and cash flow needs in non-General Fund departments.	-		6,250,000
	Behavioral Wellness contingency - Sets aside funding for potential costs in excess of the Department's budget related to IMD/mental health beds for conserved clients.	-		1,000,000
Total		**18.0**	**$ 1,713,300**	**$ 7,590,000**

Service Level Reductions: Service level reductions presented by departments at the April budget workshops totaled $5.2 million and 10.9 FTE; however, not all reductions were requested by departments to be restored, and therefore, not all are being recommended for implementation. The following chart shows submitted service level reductions and indicates which are restored in the recommended budget. The remaining reductions included in the recommended budget total $4.4 million and 6.2 FTE.

Executive Summary

FY 2018-19 Identified Service Level Reductions

Department	Description	FTE	Amount
General Fund Departments			
County Counsel	Unfund 1.0 FTE Legal Office Professional I. ***Restored in CEO Recommendations***	1.0	$ 71,300
	Unfund 0.5 FTE Extra Help Deputy County Counsel, Sr. ***Restoration not requested by Department***	0.5	88,500
District Attorney	Unfund 1.0 FTE Deputy District Attorney, Sr. from the South County Collaborative Justice Program. ***Restored in CEO Recommendations***	1.0	241,500
Public Defender	Unfund 1.0 FTE Legal Office Professional and 1.5 FTE Extra Help Legal Office Professionals. ***Restoration not requested by Department***	1.0	187,400
	Unfund 1.0 FTE Chief Deputy Public Defender. ***Restoration not requested by Department***	1.0	291,200
Sheriff	Unfund 1.0 FTE Community Resource Deputy in Isla Vista. ***Restored in CEO Recommendations***	1.0	184,500
	Unfund 1.0 FTE Sheriff Sergeant in the Air Support Unit. ***Restoration not requested by Department***	1.0	249,600
	Unfund 1.09 FTE Sheriff Deputy, 0.24 FTE Sheriff Deputy Special Duty, and 0.36 FTE Sheriff Sergeant in Isla Vista Foot Patrol. ***Restored in CEO Recommendations***	1.7	294,900
	Reduce overtime in law enforcement patrol. ***Restoration not requested by Department***	-	425,000
	Reduce overtime in custody operations. ***Restoration not requested by Department***	-	425,000
Community Services	Unfund 0.7 FTE Parks Planner (eliminate 1.0 FTE Parks Planner for a portion of a year). ***Restoration not requested by Department***	0.7	111,000
	Reduce annual trout fish plants from 4 to 1. ***Restoration not requested by Department***	-	75,000
General Fund Departments Subtotal		**8.9**	**$ 2,644,900**
Non-General Fund Departments			
Behavioral Wellness ***Reductions partially mitigated by $2 million contingency***	Reduce long-term Institute for Mental Disease and Augmented Board and Care services by 22 beds per day (from 63 beds per day to 41 beds per day).	-	$ 1,570,850
	Reduce out-of-county short-term psychiatric inpatient hospital services (from average 7 beds per day to 4.5 beds per day).	-	780,000
Child Support Services	Unfund 1.0 FTE Legal Office Professional, Sr. and 1.0 FTE Financial Office Professional, Sr. ***Restoration not requested by Department***	2.0	221,700
Non-General Fund Departments Subtotal		**2.0**	**$ 2,572,550**
Total		**10.9**	**$ 5,217,450**

Expansion and Restoration Requests. Following the workshops whereby the Board and public provided input and comment on the departments' budgets, the County Executive Office continued to work with departments on specific issues and conducted more analysis as to available revenues and expenditures. As a result, some restorations and expansion requests were considered and included in this recommended budget. CEO Recommended restorations and expansions total $8.2 million in General Fund ($3.8 million in ongoing funding and $4.4 million in one-time funding) and 9.7 FTE. Funding recommendations were based on consideration of State and federal requirements, Board priorities, established needs, and areas in which the County could face significant financial, legal, health, or safety risk or liability.

Executive Summary

FY 2018-19 Recommended Restorations and Expansions

Department	Description	FTE	GFC Ongoing	GFC One-time	Non-GFC
General Fund Departments					
CEO	**ADA Transition Plan -** Funds development of a comprehensive countywide five-year ADA transition plan.	-	175,000	-	-
	OEM Structural Deficit - Provides ongoing funding for 3 FTE in the Office of Emergency Management that were previously funded with one-time funds.	-	409,400	-	-
Sheriff	**IV Foot Patrol -** Restores 1.09 FTE Sheriff Deputy, 0.24 FTE Sheriff Deputy Special Duty, and 0.36 FTE Sheriff Sergeant in Isla Vista Foot Patrol, for a total of 16.9 FTE assigned to the IV Foot Patrol.	1.7	294,900	-	-
	IV Community Resource Deputy - Restores 1.0 FTE Sheriff Special Duty Deputy for Isla Vista.	1.0	184,500	-	-
	CIT Training - Earmarks funds to implement a Crisis Intervention Training program, which will entail a collaboration between the Sheriff's Office and Behavioral Wellness Department to establish an ongoing training program.	1.0	-	130,000	-
	Scheduling Software - Funds the purchase and installation of software to automate the scheduling process.	-	60,000	40,000	-
	Overtime Mitigation - Sets aside funds for the implementation of the Sheriff's overtime reduction plan. To access these funds, a Board-approved budget revision would be required.	-	-	1,750,000	-
District Attorney	**Collaborative Courts -** Restores a Deputy District Attorney position to staff the South County Collaborative Justice Program.	1.0	241,500	-	-
	Investigator - Funds an additional investigator position.	1.0	146,900	-	-
Public Defender	**Investigator -** Funds an additional investigator position.	1.0	117,700	-	-
	Experts & Evaluations - Increases funding for experts and evaluations now required in certain cases.	-	45,800	-	-
Probation	**Deputy Probation Officer -** Adds a Deputy Probation Officer to address increased workload as a result of Prop. 63 and the need for a higher level of supervision of sex offenders.	1.0	120,400	-	-
Public Works	**Maintenance -** Increases the 18% maintenance funding by $550,000, for a total of $2.2 million to address deferred maintenance needs.	-	550,000	-	-
	Vintage Ranch - Earmarks initial funds to construct a required bridge at Vintage Ranch in Orcutt. This is year one of a multi-year funding plan to address this potential issue.	-	-	130,000	-
Community Services	**Maintenance -** Increases the 18% maintenance funding by $165,000, for a total of $655,000 to address deferred maintenance needs.	-	165,000	-	-
	Homeless Count - Funds County's share of the biennial point-in-time count for the HUD homeless program.	-	-	15,000	-
	Fair Housing Assessment - Funds County's share of the HUD required Fair Housing Assessment.	-	-	50,000	-
	Tree Maintenance Program - Provides funding to conduct surveys, emergency removal, and maintenance of dead or dying trees in County parks.	-	-	200,000	-
	Waller Well - Funds the replacement of a well at Waller Park.	-	-	750,000	-

FY 2018-19 Recommended Restorations and Expansions, continued

Department	Description	FTE	GFC Ongoing	GFC One-time	Non-GFC
General Services	**Maintenance -** Increases the 18% maintenance funding by $392,000, for a total of $1.5 million to address deferred maintenance needs.	-	392,000	-	-
	Public Safety Radios - Provides additional funding for upgrades to the public safety radio tower infrastructure.	-	-	263,000	-
	ADA Facility Assessment - Provides funding for the identification of ADA deficiencies within County facilities.	-	-	150,000	-
	Security Upgrades - Funds installation of security-related upgrades at County facilities.	-	-	400,000	-
	Water Reduction Measures - Funds installation of water reduction measures at County facilities.	-	-	100,000	-
County Counsel	**Legal Office Professional -** Restores an LOP to provide support to attorneys.	1.0	71,300	-	-
	Deputy Counsel - Provides two years of funding for a Counsel IV to assist with ongoing disaster recovery operations.	1.0	-	422,000	-
General County Programs	**Renew '22 -** Provides funding for Renew '22 initiatives, primarily management audits of departments.	-	815,000	-	-
General Fund Departments Subtotal		**9.7**	**$ 3,789,400**	**$ 4,400,000**	**$ -**
Non-General Fund Departments					
Fire	**Fire Crews -** Converts two extra help Fire Crew positions to regular Squad Leader positions.	2.0	-	-	116,200
Public Health	**Epidemiologist -** Funds a Senior Epidemiologist for public health surveillance and analysis of emerging trends (offset by a reduction in extra help).	1.0	-	-	-
	Medical Assistants - Converts two extra help Medical Assistants to regular Medical Assistants at the Lompoc Health Care Center (offset by a reduction in extra help).	2.0	-	-	-
Non-General Fund Departments Subtotal		**5.0**	**$ -**	**$ -**	**$ 116,200**
Total		**14.7**	**$ 3,789,400**	**$ 4,400,000**	**$ 116,200**

Cannabis

The impacts—on both the revenue and expenditure side—of establishing the necessary programs and processes related to cannabis operations in the County are addressed in the recommended budget through staffing expansions and offsetting tax revenue. Cannabis-related staffing expansions are detailed in the table below.

Executive Summary

FY 2018-19 Cannabis-Related Staffing Expansions

Department	Position	FTE	Amount
Cannabis Permitting			
County Counsel	Deputy Counsel IV	0.50	$ 102,300
Planning & Development	Supervising Planner	0.50	93,400
	Planner III	1.00	152,900
	Planner I/II	1.00	129,700
Cannabis Permitting Subtotal		**3.00**	**$ 478,300**
Cannabis Licensing			
CEO	Enterprise Leader	0.45	$ 76,900
Sheriff	Sheriff's Deputy Special Duty	2.00	389,800
	Admin. Office Professional II	1.00	96,600
Public Health	Env. Health Specialist	1.00	127,000
Ag Commissioner	Ag Bio/Weights & Measures Supervisor	1.00	145,800
	Ag Bio/Weights & Measures Inspector	2.00	232,400
Treasurer-Tax Collector	Financial Office Professional, Senior	0.50	60,800
Cannabis Licensing Subtotal		**7.95**	**$ 1,129,300**
Cannabis Enforcement			
CEO	Enterprise Leader	0.55	$ 96,700
County Counsel	Deputy Counsel IV	0.50	102,300
District Attorney	Deputy District Attorney III	1.00	169,100
	Legal Office Professional	0.50	33,800
Sheriff	Sheriff's Sergeant	0.50	111,400
	Sheriff's Deputy Special Duty	3.00	584,800
Public Health	Health Educator	1.00	100,000
Ag Commissioner	Ag Bio/Weights & Measures Inspector	1.00	116,200
Planning & Development	Supervising Planner	0.50	93,400
	Planner III	1.00	152,900
	Planner I/II	1.00	129,700
Cannabis Enforcement Subtotal		**10.55**	**$ 1,690,300**
Total		**21.50**	**$ 3,297,900**

The FY 2018-19 Recommended Budget includes $1.6 million in permitting and licensing costs, completely offset by permitting fees of $0.5 million and licensing fees of $1.1 million. An ordinance establishing a cannabis licensing fee was brought to the Board on May 8 for a first reading, and adopted on May 15. Permitting fees are allowable under the existing Planning & Development Department fee ordinance. The recommended budget also includes $1.69 million of costs associated with enforcement. The cannabis tax measure will be decided by the voters on June 5th, 2018, after this budget book is published. The recommended budget assumes $1.69 million of revenue associated with passage of the tax to fund these enforcement costs; if the measure fails, the revenue and associated positions will be removed from the final adopted budget.

Looking Forward, Beyond FY 2018-19

The recommended budget presents funding for important initiatives, ongoing and new mandates and liabilities, and increased levels of funding to Board prior commitments, all within the context of recovering from one of the largest disasters we have encountered in recent history. The County has managed through these and past financial challenges largely through growth of its property tax base and increased federal or State funding.

Executive Summary

As the County continues to encounter growing deferred maintenance needs, changing legislation and regulations, employee-related cost increases, and demands to keep pace with technology advances and public expectations, improved revenue and lower costs will continue to be critical. Cannabis tax revenue, should the voters approve the ballot measure on June 5th, will be inconsistent and uncertain initially, as the market and the commercial cannabis industry adjusts to the new environment.

There will be difficult choices in the coming months and years for the County, and we will continue to focus on decisions that allow balancing of short-term needs with long-term impacts, strategic realigning of services and the costs to provide those services, and opportunities for new ways of doing business. We will focus on doing the most essential things well to best serve our community.

Executive Summary

Fiscal Year 2018-19 Recommended Budget

Budget Summary

The recommended budget for FY 2018-19 is balanced, with total operating revenues of $1,101.7 million, total operating expenditures of $1,103.9 million, and a net $2.2 million in other sources (primarily use of fund balance). Operating expenditures include both ongoing and one-time costs, and ongoing costs are largely supported by ongoing revenues. The FY 2018-19 recommended budget includes full-time equivalent (FTE) staffing of 4,167.

FY 2018-19 Recommended Budget Summary
(in millions)

	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Recommended
Total Operating Revenues	$ 1,010.9	$ 1,083.0	$ 1,101.7
Total Operating Expenditures	962.6	1,076.8	1,103.9
Net Operating Impact*	$ 48.3	$ 6.2	$ -2.2
Staffing FTEs	3,939.1	4,083.3	**4,166.7**

*Net operating impact is funded by other financing sources or use of fund balance.

Operating Revenues: All Funds

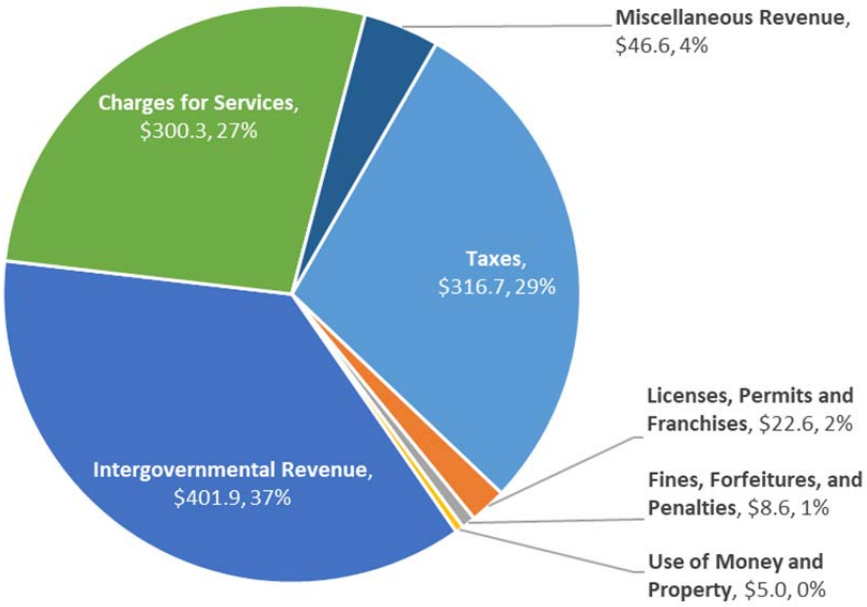
All Funds – Revenue by Category

Budget by Category of Revenue	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2017-18 Est Actual	FY 2018-19 Recommended	Change from FY 2017-18 Ado to FY 2018-19 Rec
Taxes	$295,066,487	$304,859,152	$303,571,900	$316,740,900	$11,881,748
Licenses, Permits and Franchises	17,338,237	20,483,685	19,720,300	22,580,900	2,097,215
Fines, Forfeitures, and Penalties	9,141,318	8,305,474	8,112,200	8,570,700	265,226
Use of Money and Property	4,316,232	4,068,829	5,004,200	4,996,700	927,871
Intergovernmental Revenue	369,890,395	425,449,347	400,208,800	401,896,800	(23,552,547)
Charges for Services	265,141,042	273,306,663	281,029,400	300,310,000	27,003,337
Miscellaneous Revenue	49,992,831	46,477,484	46,625,100	46,647,300	169,816
Total Operating Revenues	**$1,010,886,542**	**$1,082,950,634**	**$1,064,271,900**	**$1,101,743,300**	**$18,792,666**

Operating revenues for all funds total $1,101.7 million, reflecting an increase of $18.8 million or 2% from the FY 2017-18 Adopted Budget. The graph below identifies the major categories of County revenues.

Executive Summary

Operating Revenue - All Funds, $1,101.7 Million
(in millions)



Operating Revenues by Category

Revenues from taxes are projected to increase by $11.9 million or 3.9% from the FY 2017-18 Adopted Budget for total recommended tax revenue of $316.7 million, making up 28.7% of operating revenues. The primary drivers of the increase are Secured Property Tax and Property Tax In-Lieu of Vehicle License Fee (VLF).

Countywide, Secured Property Taxes are projected to increase by $8.6 million—or 4.5%—and is received by the County's General Fund, Fire Protection District, and Flood Control Districts as well as various minor funds. The projected growth in the County General Fund is $3.3 million and reflects an increase of 2.5%, which is lower than in prior years due to impacts of the Thomas Fire and 1/9 Debris Flow. Property Tax In-Lieu of VLF is projected to increase by 3% or $1.6 million from the FY 2017-18 Adopted Budget.

Use of Money and Property is expected to increase by $0.9 million or 22.8%, and includes interest income, revenue from building and land leases, and revenues from public phone and vending machine use.

Intergovernmental Revenues are comprised of State, federal, and other governmental sources and are projected to decrease by $23.6 million or 5.5% to $401.9 million. The decrease reflects a reduction in 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 $23.8 million in FY 2018-19.

Charges for Services are expected to grow by $27 million or 9.9% over FY 2017-18 Adopted Budget levels. The growth is spread across many different sources. The largest revenue growth areas are in Medi-Cal

reimbursement, sanitation services, public health pharmacy charges, allocated costs for administrative and other services, and fire protection services for government incidents.

Fines, Forfeitures, and Penalties are projected to increase by $0.3 million or 3.2% from the FY 2017-18 Adopted Budget. This increase reflects revenue from delinquent property tax penalty charges, which are calculated as a percent of the unpaid property tax amount. Although delinquency rates in Santa Barbara County are among the lowest in the State, penalty revenues tend to increase from year to year as property values increase.

Miscellaneous Revenues are expected to remain relatively flat, with 0.4% growth of $0.2 million. These revenues comprise numerous sources that do not fall into a specific category, largely insurance premium contributions.

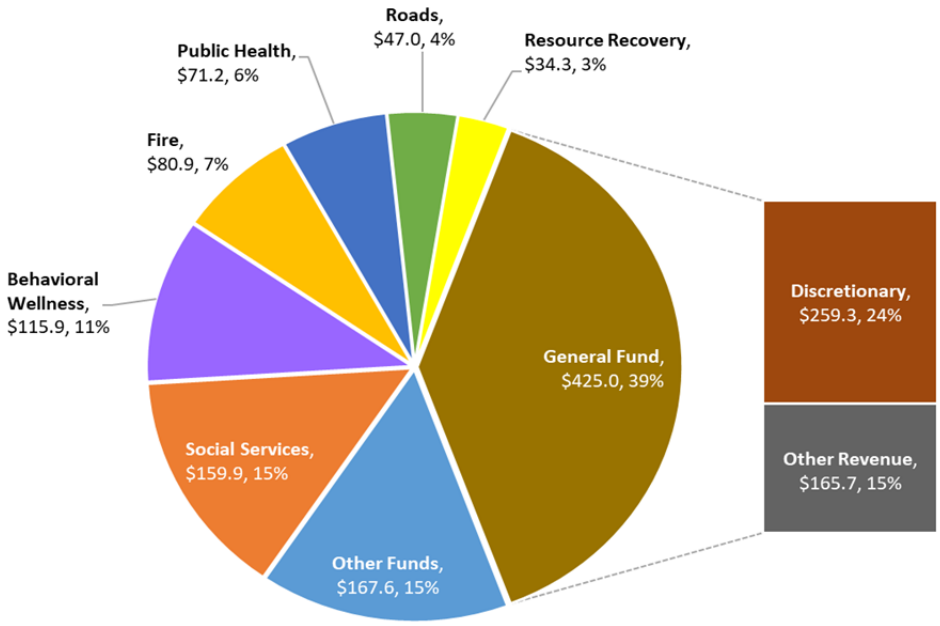
Revenues by Fund

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 FY 2018-19 operating revenues by major fund, the largest of which is the General Fund, comprising 39% of countywide revenues. The General Fund can be further broken down into Discretionary General Revenues and Other Revenues.

Operating Revenues by Fund, $1,101.7 million

(In millions)



Executive Summary

Local Discretionary Revenues

The FY 2018-19 Recommended All Funds Operating Revenues are $1,101.7 million. Of these total revenues, the Board of Supervisors has some discretion over the allocation of about 24% or $259.3 million, and is mainly made up of property tax revenues. This local discretionary revenue is allocated out to departments as General Fund Contribution, with 87% to General Fund departments and 13% to other funds. GFC funds services that do not have alternate funding sources, including administrative costs, and, in Special Revenue Funds, often serves as match funding for State and federal sources.

The table below summarizes the General Fund discretionary revenues anticipated in FY 2018-19 and compares them with prior fiscal years. Property taxes, sales taxes, and Transient Occupancy Taxes (TOT) are the three major local sources of revenue generated based on the performance of the local economy. Significant property taxes (including secured, unsecured, In-Lieu of Vehicle License Fees, and property transfer taxes) make up 81% of total discretionary revenues.

In the recommended budget, local discretionary revenues increased by $9.7 million from the FY 2017-18 adopted budget level, for a total of $259.3 million. This increase is most notably from property taxes and cost allocation plan revenue.

FY 2016-17 through FY 2018-19 Discretionary Revenue
(in millions)

	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Recommended
Significant Property Taxes	$198.3	$205.3	$210.4
RDA Dissolution Proceeds	0.0	0.0	0.0
RDA Prop. Tax - Ongoing	6.7	6.0	6.3
Subtotal Property Taxes	**$205.1**	**$211.3**	**$216.7**
Cost Allocation Services	11.2	10.7	12.8
Local Sales Tax	10.4	10.7	10.7
Transient Occupancy Tax	10.1	11.8	11.2
Payments in Lieu of Tax	1.9	0.0	0.0
All Other	7.6	5.1	7.8
Total Discretionary Revenues	**$246.2**	**$249.6**	**$259.3**
Growth Year over Year			$9.7
Rate of Growth			3.9%

Significant Property Taxes referred to in the table 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 discretionary revenue growth are as follows:

Property Taxes

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 2018-19 Recommended Budget of $216.7 million projects that there will be net 2.6% growth ($5.4 million) over the FY 2017-18 Adopted Budget of $211.3 million. In the FY 2018-19 Recommended Budget, increases in secured property tax and property tax in-lieu of VLF are partially offset by anticipated decreases in unsecured and unitary property taxes. Projected growth in property tax revenue for the 2018-19 fiscal year is dampened by the significant reduction in property values within the areas impacted by the 1/9 debris flow event.

Local Sales Tax

Local 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, and is expected to have low growth (0.9% or $0.09 million) which is consistent with historical trends.

Transient Occupancy Tax (TOT)

This source of revenue is highly dependent on tourism and the quantity of lodging in the unincorporated County. As a result of the Thomas Fire and 1/9 Debris Flow events, TOT is projected to decrease for the first time in many years (not including the drop in FY 2012-13 as a result of the expiration of the Goleta revenue neutrality agreement) by $0.6 million—or 5%—to $11.2 million.

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. These allocations are not certain until adoption of the federal budget, which falls in the middle of the County's fiscal year. Once the funds are received, they are set aside in fund balance and may be appropriated for spending in the following year's budget. As such, the $1.6 million in FY 2017-18 PILT revenue that is anticipated to be received in May or June 2018 is included in the recommended budget to fund one-time expenditures. 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 increase slightly in the FY 2018-19 Recommended Budget.

Executive Summary

Operating Expenditures: All Funds

Significant Changes from FY 2017-18 Adopted Budget

The County's Recommended FY 2018-19 operating expenditures are $1,103.9 million, a $27.1 million or 2.5% increase over the FY 2017-18 Adopted Budget of $1,076.8 million. Salaries and benefits show a projected 3.7% increase of $22.1 million; services and supplies are expected to decrease by $4.2 million or 1.2%; and other charges are expected to increase by $9.2 million or 7.4%. The table below identifies significant categories of these expenditures.

Significant Changes from FY 2017-18 Adopted Budget
(in millions)

	FY 2016-17 Actual	FY 2017-18 Adopted	FY 2018-19 Recommended	Change from FY 2017-18 Ado to FY 2018-19 Rec
Salaries and Employee Benefits				
Regular Salaries	$314.6	$347.0	$362.6	$15.6
Budgeted Salary Savings	0.0	(12.2)	(16.1)	(4.0)
Retirement Contribution	112.7	131.3	138.7	7.4
Retiree Medical OPEB	12.6	14.0	14.6	0.6
Health Insurance Contribution	34.5	40.5	41.7	1.2
Workers Compensation	16.4	17.6	16.3	(1.3)
Other Salaries and Employee Benefits	63.0	52.1	54.6	2.5
Total Salaries and Employee Benefits	**$553.7**	**$590.3**	**$612.4**	**$22.1**
% Change				*3.7%*
Services and Supplies				
Contractual and Special Services	$109.6	$176.9	$150.5	($26.4)
All Other Services and Supplies	178.6	184.3	206.5	22.2
Total Services and Supplies	**$288.2**	**$361.2**	**$357.0**	**($4.2)**
% Change				*-1.2%*
Other Charges				
Cash Assistance Payments	$47.8	$49.4	$48.8	($0.7)
All Other Charges	72.9	75.8	85.7	9.9
Total Other Charges	**$120.7**	**$125.2**	**$134.5**	**$9.2**
% Change				*7.4%*
Total Operating Expenditures	**$962.6**	**$1,076.8**	**$1,103.9**	**$27.1**
% Change				*2.5%*

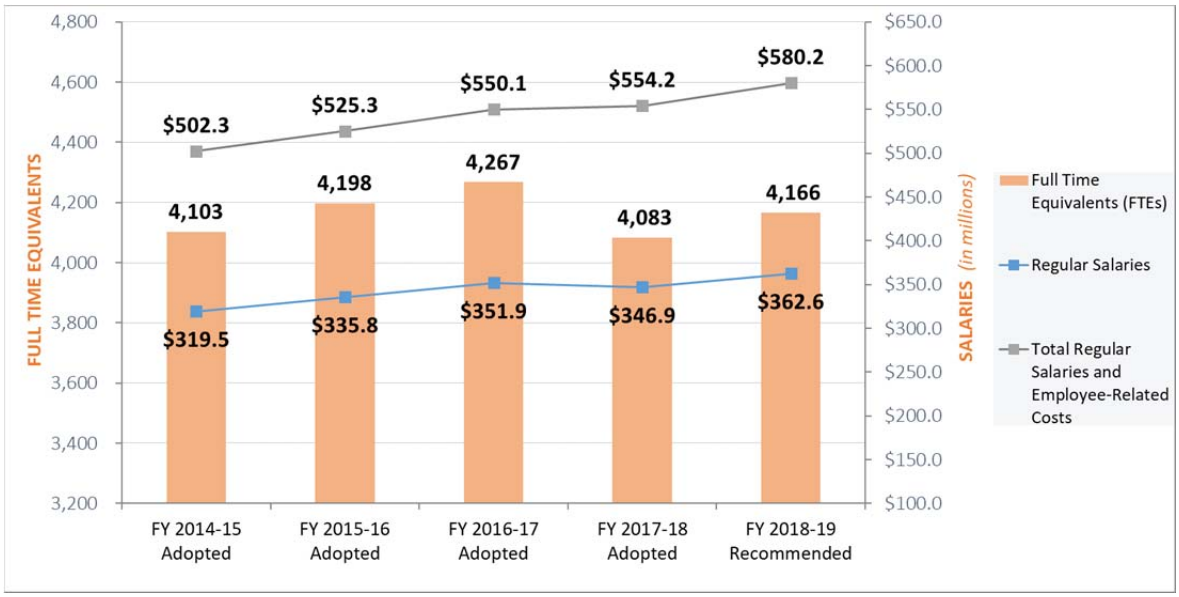
Salaries and Employee Benefits

Recommended salary and benefit costs of $612.4 million in FY 2018-19 represent the combined impacts of the addition of 83 FTE, negotiated salary increases, overtime cost increases, and increased retirement contribution costs. The increase in FTE is largely from additional Sheriff positions for the Northern Branch Jail, drawing partial-year funding of 42 FTE from the Jail Operations account for the final phase of transition hiring. Additional drivers of the increase in FTE are 5 positions added in Dispatch, 10 at the Main Jail, as well as the 21.5 positions added countywide related to cannabis discussed earlier in this section. Each department gives a

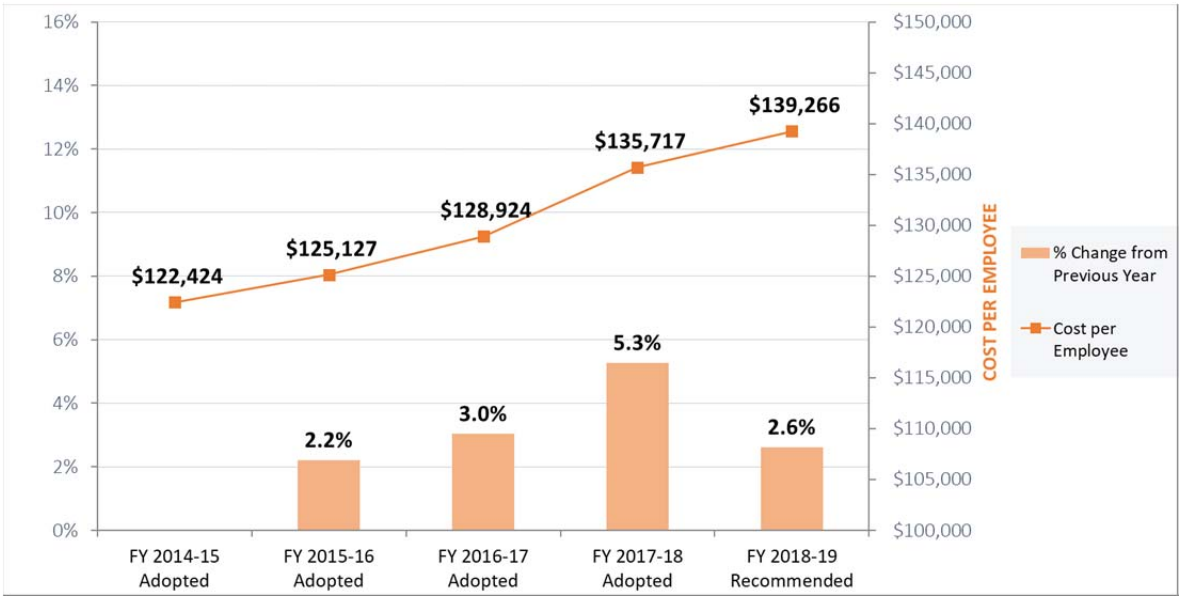
detailed breakdown of the changes in their FTE in Section D of this book. The cost per employee is projected to increase by 2.6% to $139,000 in FY 2018-19.

The chart below illustrates the trend in County staffing levels and costs.

Staffing Levels and Costs, FY 2014-15 to 2018-19



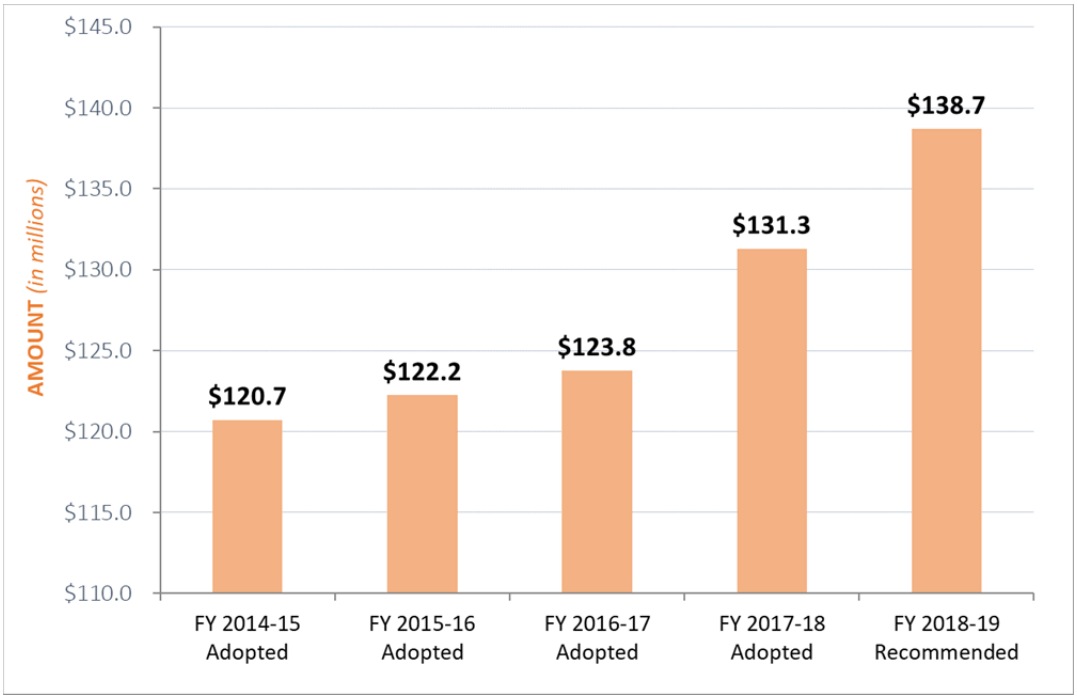
Regular Salaries and Employee-Related Costs per Employee, FY 2014-15 to 2018-19



Retirement - Pension Costs Increases

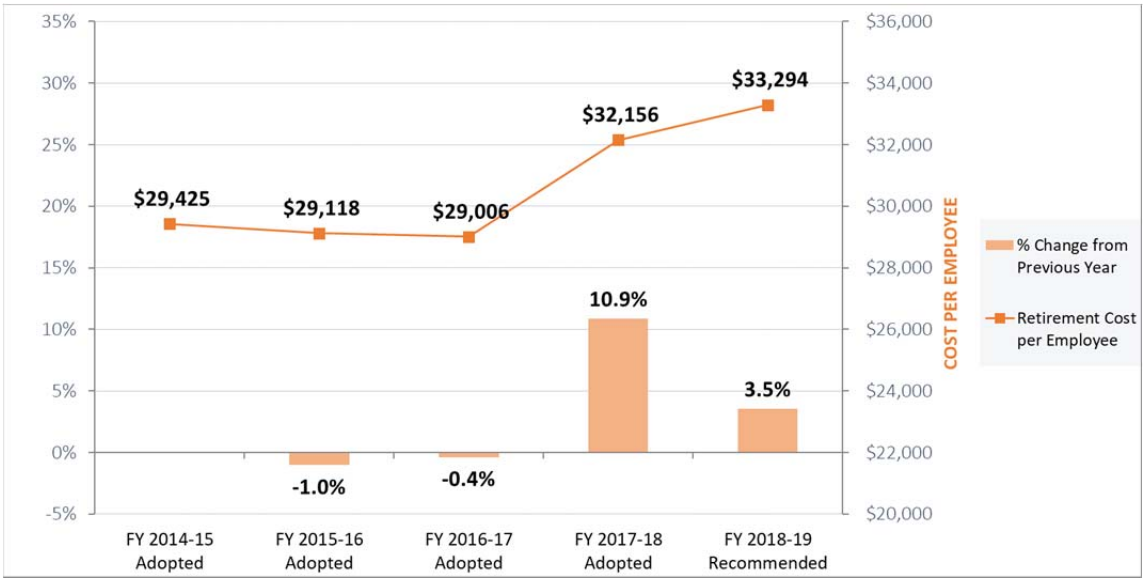
The annual County pension contribution increases significantly, with a $7.4 million—or 5.6%— increase to $138.7 million in the FY 2018-19 Recommended Budget. Like many other public entities, pension costs have been one of the fastest growing cost elements in the budget.

Countywide Retirement Contribution, FY 2014-15 to FY 2018-19



Total pension costs, as shown above, are impacted not only by changes in retirement rates or assumptions, but also by staffing changes. To normalize the data, it is helpful to view these costs as average cost per employee. As can be seen in the graph below, the pension cost per employee has increased significantly over a five-year period, but the increase from FY 2017-18 to FY 2018-19 is not as significant as the prior year's increase was.

Countywide Pension Cost per Employee, FY 2014-15 to FY 2018-19



Northern Branch Jail Construction and Operations

The Northern Branch Jail Project is located near the City of Santa Maria, California; when completed, the facility will provide capacity to hold 376 individuals, of which 32 beds are to be reserved in a separate housing unit for individuals with medical and mental health challenges. The entire jail complex is composed of several buildings totaling approximately 139,000 square feet for inmate housing and ancillary support functions.

The County continues construction of the new jail, which, after some delays, is anticipated to open in the summer of 2019. The Northern Branch Jail project represents a significant ongoing commitment of future General Fund revenue. While the State provided a majority of the funding for construction through an AB 900 grant, the ongoing operating costs are the responsibility of the County General Fund, and are currently estimated at $18.2 million for the first year of operations (FY 2019-20), with annual increases in future years.

By adding incrementally higher amounts of GFC each year to a dedicated jail fund, we are slowly building towards the annual funding amount needed to operate the new jail. As shown below, $10.9 million is allocated to this fund in the FY 2018-19 budget, of which the Sheriff anticipates drawing $10.6 million as they continue the hiring and training of staff necessary to operate the new jail, and $2.0 million is being transferred to the jail construction fund to cover additional construction costs, if needed. The fund balance at year-end is estimated to be $11.7 million. Currently, we are over halfway to building up sufficient ongoing funding to fully operate the new jail. A $0.5 million shortfall from the full funding level is showing in FY 2022-23, though this is not likely to occur, given probably delays in hiring in FY 2018-19 due to the construction delays.

Executive Summary

Plan for Future Jail Operations Funding

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)	(1.3)	7.8
2017-18	7.6	1.5	$ 9.1	-	(3.5)	13.4
2018-19	9.1	1.8	$ 10.9	(2.0)	(10.6)	11.7
2019-20	10.9	1.8	$ 12.7	-	(18.2)	6.2
2020-21	12.7	2.2	$ 14.9	-	(18.8)	2.3
2021-22	14.9	2.2	$ 17.1	-	(19.3)	0.1
2022-23	$ 17.1	$ 2.2	$ 19.3	$ -	(19.9)	**(0.5)**

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.

All Funds Operating Expenditures by Functional Area

FY 2018-19 recommended expenditures are grouped functional area in the table below. Increases are primarily in the Community Resources and Public Facilities, Health and Human Services, and Public Safety functional areas, with a large decrease in the General Government and Support Services functional area. The main drivers of these changes are summarized below by department, and significant changes are explained more fully in the department detail pages in Section D of this book.

Executive Summary

Total Operating Expenditures by Functional Group and Department

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive					
Board of Supervisors	$2,961,068	$3,101,472	$3,061,000	$3,111,600	$10,128
County Executive Office	31,591,957	36,470,371	38,297,700	38,498,500	2,028,129
County Counsel	7,694,856	8,343,867	8,443,200	9,374,400	1,030,533
Sub-Total	**42,247,880**	**47,915,710**	**49,801,900**	**50,984,500**	**3,068,790**
Public Safety					
Court Special Services	14,829,360	15,256,900	14,663,600	14,576,000	(680,900)
District Attorney	23,138,501	24,352,408	23,748,600	25,306,900	954,492
Fire	67,477,246	71,818,400	78,449,800	77,805,100	5,986,700
Probation	52,681,593	56,056,807	54,629,000	57,428,700	1,371,893
Public Defender	10,922,651	11,493,606	11,457,900	12,293,600	799,994
Sheriff	132,487,759	138,183,131	141,882,200	147,239,600	9,056,469
Sub-Total	**301,537,111**	**317,161,252**	**324,831,100**	**334,649,900**	**17,488,648**
Health & Human Services					
Behavioral Wellness	106,511,124	113,399,771	112,227,400	125,217,200	11,817,429
Child Support Services	9,386,120	9,583,883	9,529,700	9,547,300	(36,583)
First 5, Children & Families	4,247,658	4,235,516	4,155,900	3,768,500	(467,016)
Public Health	87,653,514	88,557,840	88,676,400	90,844,600	2,286,760
Social Services	165,530,838	167,254,804	165,974,500	172,107,900	4,853,096
Sub-Total	**373,329,254**	**383,031,814**	**380,563,900**	**401,485,500**	**18,453,686**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	4,690,290	5,208,991	5,117,400	5,981,700	772,709
Community Services	25,588,773	28,822,140	28,128,200	30,575,600	1,753,460
Planning & Development	14,900,355	20,365,455	17,618,700	21,917,700	1,552,245
Public Works	90,878,688	106,165,964	111,732,600	123,910,400	17,744,436
Sub-Total	**136,058,106**	**160,562,550**	**162,596,900**	**182,385,400**	**21,822,850**
General Government & Support Services					
Auditor-Controller	7,880,813	8,929,000	8,408,400	9,056,800	127,800
Clerk-Recorder-Assessor	15,625,220	17,487,118	16,960,900	17,968,100	480,982
Debt Service	2,008,470	1,902,646	1,906,500	1,792,300	(110,346)
General Services	43,888,048	47,558,580	44,892,600	49,001,700	1,443,120
Human Resources	8,069,634	8,664,661	8,237,500	8,511,700	(152,961)
North County Jail	23,050,318	73,849,605	40,535,400	37,364,200	(36,485,405)
Treasurer-Tax Collector-Public	6,824,801	7,723,199	7,261,900	7,896,200	173,001
Sub-Total	**107,347,306**	**166,114,809**	**128,203,200**	**131,591,000**	**(34,523,809)**
General County Programs					
General County Programs	2,036,723	1,998,595	1,979,400	2,810,300	811,705
Sub-Total	**2,036,723**	**1,998,595**	**1,979,400**	**2,810,300**	**811,705**
Operating Appropriations Total	**$962,556,379**	**$1,076,784,730**	**$1,047,976,400**	**$1,103,906,600**	**$27,121,870**

Executive Summary

Policy & Executive

County Executive Office: The FY 2018-19 budget increases by $2 million from the FY 2017-18 budget, primarily reflecting increases in general liability costs and salary and benefit increases (related to general increases and the addition of 2 FTE).

County Counsel: The FY 2018-19 budget increases by $1 million, reflecting salary and benefit increases related to general increases and the addition of 3.3 FTE.

Public Safety

Fire: The FY 2018-19 budget increases by $6 million, primarily due to salary and overtime cost increases. The increases are more than offset by increases in revenue from property taxes, including the County Property Tax Shift to Fire.

Probation: The FY 2018-19 budget increases by $1.4 million, primarily due to the addition of 7 FTE and increased costs for contracts for services with community-based organizations for adult and juvenile programs.

Sheriff: The FY 2018-19 budget increases by $9.1 million or 6.6%, primarily due to the addition of 52.7 FTE, the majority of which are new hires for the Northern Branch Jail.

Health & Human Services

Behavioral Wellness: The FY 2018-19 budget increases by $11.8 million, primarily due to increases in contractual services for the new Drug Medi-Cal Organized Delivery System.

Public Health: The FY 2018-19 budget increases by $2.3 million, primarily due to salary and benefit increases and increased cost allocation charges from the General Fund.

Social Services: The FY 2018-19 budget increases by $4.8 million, primarily due to salary and benefit increases and increases in IHSS costs.

Community Resources & Public Facilities

Planning & Development: The FY 2018-19 budget increases by $1.6 million due to general salary and benefit cost increases as well as increased staffing for cannabis-related activities.

Public Works: The FY 2018-19 budget increases by $17.7 million, primarily due to landfill projects, disaster-related maintenance, projects funded by SB 1 and Federal Highway Bridge resources, and flood control increases related to the Prop 1 Implementation Round.

Executive Summary

Agricultural Commissioner: The FY 2018-19 budget increases by $0.8 million as a result of a staffing increase of 4 FTE, 3 FTE of which are for cannabis activities, and general salary and benefit cost increases.

Community Services: The FY 2018-19 budget increases by $1.8 million, primarily due to anticipated HOME- and in lieu-funded housing projects.

General Government & Support Services

The significant decrease of $34.5 million reflects a reduction in Northern Branch Jail construction costs.

Section C

Summary Schedules

Summary Schedules

Summary Schedules

Summary Schedules

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Summary Schedules

Summary Schedules

Introduction

This part of the Recommended 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:

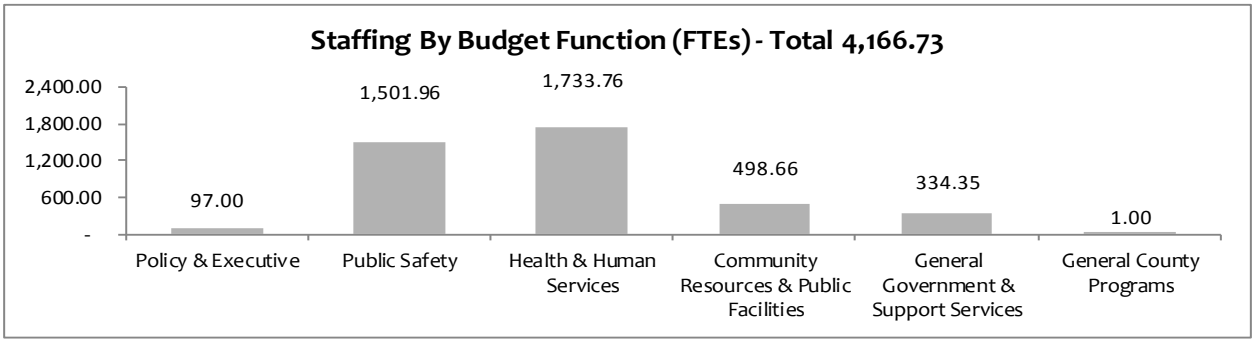
1. **Staffing** – this shows permanent staffing full-time equivalents for the level being reflected (e.g. Function, Budget Program, etc.)
2. **Operating Budget** – this shows the expenditure budget for the level being reflected (e.g. Function, Budget Program, etc.). Please note that these Summary Schedules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

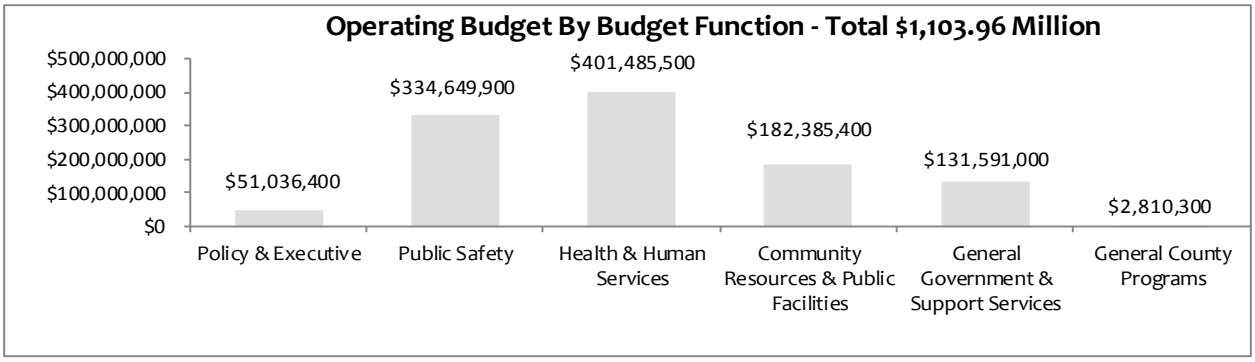
A review of the standard format will show that the totals for groupings 3 & 4 are equal. Also, groupings 3 & 4 provide subtotals to differentiate "operating amounts" from total amounts. For the most part, operating amounts represent amounts that are ongoing in nature. Non-operating amounts primarily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

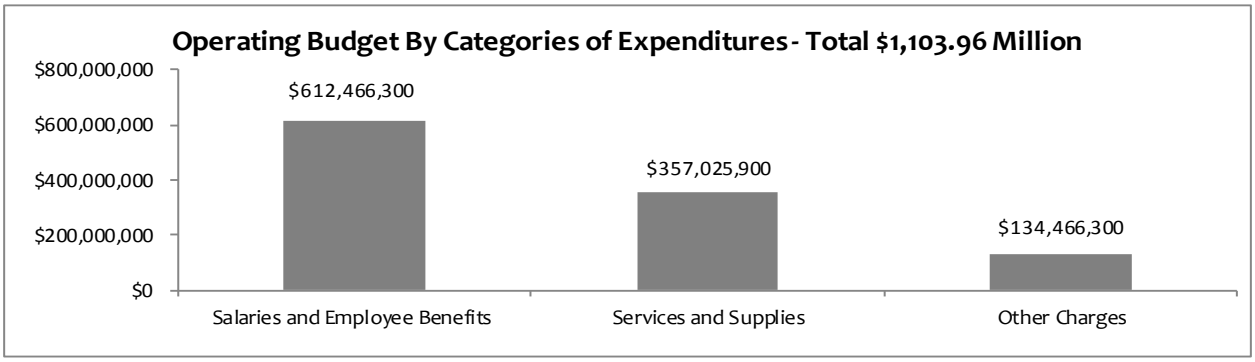
Summary Schedules

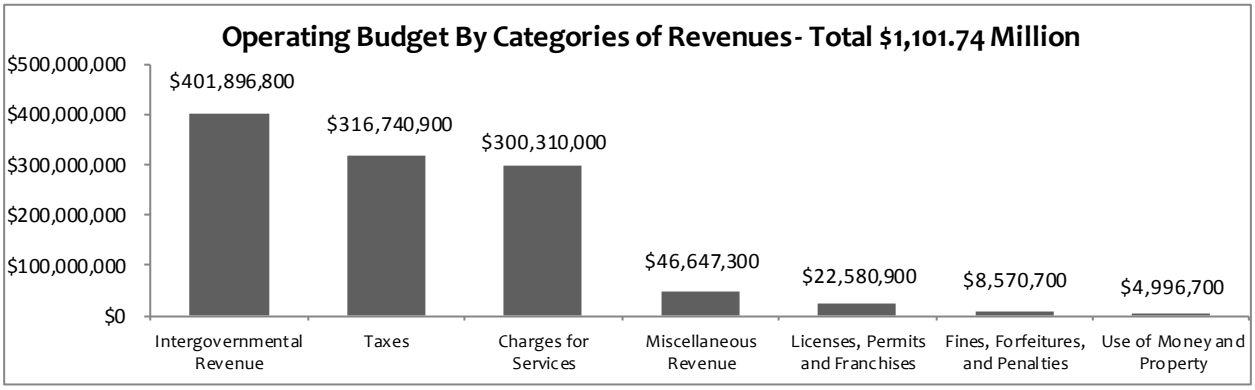
Countywide Budget Overview

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive	87.25	90.90	90.90	97.00	6.10
Public Safety	1,347.16	1,436.73	1,436.73	1,501.96	65.23
Health & Human Services	1,727.73	1,729.52	1,729.52	1,733.76	4.24
Community Resources & Public Facl.	458.33	488.85	488.85	498.66	9.81
General Government & Support Services	317.64	336.25	336.25	334.35	(1.90)
General County Programs	1.00	1.00	1.00	1.00	-
Total	**3,939.11**	**4,083.25**	**4,083.25**	**4,166.73**	**83.48**
Operating Budget By Budget Function					
Policy & Executive	$ 42,247,880	$ 47,915,710	$ 49,801,900	$ 51,036,400	$ 3,120,690
Public Safety	301,537,111	317,161,252	324,831,100	334,649,900	17,488,648
Health & Human Services	373,329,254	383,031,814	380,563,900	401,485,500	18,453,686
Community Resources & Public Facl.	136,058,106	160,562,550	162,596,900	182,385,400	21,822,850
General Government & Support Services	107,347,306	166,114,809	128,203,200	131,591,000	(34,523,809)
General County Programs	2,036,723	1,998,595	1,979,400	2,810,300	811,705
Total Operating Expenditures	**$ 962,556,379**	**$ 1,076,784,730**	**$ 1,047,976,400**	**$ 1,103,958,500**	**$ 27,173,770**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 553,670,647	$ 590,332,882	$ 581,000,000	$ 612,466,300	$ 22,133,418
Services and Supplies	288,226,064	361,205,213	344,762,600	357,025,900	(4,179,313)
Other Charges	120,659,668	125,246,635	122,213,800	134,466,300	9,219,665
Total Operating Expenditures	**962,556,379**	**1,076,784,730**	**1,047,976,400**	**1,103,958,500**	**27,173,770**
Capital Assets	26,726,844	49,911,929	37,332,400	54,828,700	4,916,771
Other Financing Uses	84,537,050	73,645,694	75,582,600	75,244,800	1,599,106
Intrafund Expenditure Transfers (+)	218,908,075	225,301,138	227,176,200	235,128,800	9,827,662
Increases to Fund Balances	93,906,920	68,640,547	86,276,600	63,662,900	(4,977,647)
Fund Balance Impact (+)	15,965,787	-	1,820,000	-	-
Total Expenditures	**$ 1,402,601,056**	**$ 1,494,284,038**	**$ 1,476,164,200**	**$ 1,532,823,700**	**$ 38,539,662**
Budget By Categories of Revenues					
Taxes	$ 295,066,487	$ 304,859,152	$ 303,571,900	$ 316,740,900	$ 11,881,748
Licenses, Permits and Franchises	17,338,237	20,483,685	19,720,300	22,580,900	2,097,215
Fines, Forfeitures, and Penalties	9,141,318	8,305,474	8,112,200	8,570,700	265,226
Use of Money and Property	4,316,232	4,068,829	5,004,200	4,996,700	927,871
Intergovernmental Revenue	369,890,395	425,449,347	400,208,800	401,896,800	(23,552,547)
Charges for Services	265,141,042	273,306,663	281,029,400	300,310,000	27,003,337
Miscellaneous Revenue	49,992,831	46,477,484	46,625,100	46,647,300	169,816
Total Operating Revenues	**1,010,886,542**	**1,082,950,634**	**1,064,271,900**	**1,101,743,300**	**18,792,666**
Other Financing Sources	49,088,306	34,758,249	35,652,600	36,291,200	1,532,951
Intrafund Expenditure Transfers (-)	7,000,169	8,722,883	8,913,300	8,838,900	116,017
Decreases to Fund Balances	85,616,935	118,242,272	113,551,500	126,629,600	8,387,328
General Fund Contribution	241,939,106	249,610,000	251,468,700	259,320,700	9,710,700
Fund Balance Impact (-)	8,069,997	-	2,306,200	-	-
Total Revenues	**$ 1,402,601,056**	**$ 1,494,284,038**	**$ 1,476,164,200**	**$ 1,532,823,700**	**$ 38,539,662**
Beginning Fund Balance	$ 448,832,223	$ 479,406,203	$ 479,406,203	$ 451,645,103	$ (27,761,100)
Net Change in Sources Over Uses	16,185,775	(49,601,725)	(27,761,100)	(62,966,700)	(13,364,975)
Ending Fund Balance	**$ 465,017,997**	**$ 429,804,478**	**$ 451,645,103**	**$ 388,678,403**	**$ (41,126,075)**

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive	81.45	84.90	84.90	90.00	5.10
Public Safety	1,101.25	1,169.73	1,169.73	1,232.96	63.23
Health & Human Services	76.15	79.25	79.25	79.88	0.63
Community Resources & Public Facl.	210.68	221.60	221.60	231.41	9.81
General Government & Support Services	262.60	280.25	280.25	275.35	(4.90)
General County Programs	1.00	1.00	1.00	1.00	-
Total	**1,733.13**	**1,836.73**	**1,836.73**	**1,910.59**	**73.86**
Operating Budget By Budget Function					
Policy & Executive	$ 16,670,690	$ 18,061,137	$ 21,550,000	$ 19,734,100	$ 1,672,963
Public Safety	217,605,839	227,976,769	229,692,700	240,161,900	12,185,131
Health & Human Services	10,966,326	11,842,553	11,484,800	12,082,900	240,347
Community Resources & Public Facl.	44,005,557	50,481,579	48,556,700	53,244,800	2,763,221
General Government & Support Services	51,248,649	55,104,164	52,777,100	55,994,300	890,136
General County Programs	2,030,263	1,990,565	1,978,000	2,802,300	811,735
Total Operating Expenditures	**$ 342,527,325**	**$ 365,456,767**	**$ 366,039,300**	**$ 384,020,300**	**$ 18,563,533**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 268,470,586	$ 285,609,907	$ 282,060,100	$ 298,138,800	$ 12,528,893
Services and Supplies	53,161,837	56,986,457	61,274,900	61,165,700	4,179,243
Other Charges	20,894,901	22,860,403	22,704,300	24,715,800	1,855,397
Total Operating Expenditures	**342,527,325**	**365,456,767**	**366,039,300**	**384,020,300**	**18,563,533**
Capital Assets	1,455,421	4,178,587	722,300	4,102,300	(76,287)
Other Financing Uses	59,150,072	44,622,386	46,613,000	43,752,100	(870,286)
Intrafund Expenditure Transfers (+)	214,616,064	219,921,361	221,755,400	229,961,500	10,040,139
Increases to Fund Balances	46,665,450	43,895,485	49,601,700	41,580,700	(2,314,785)
Fund Balance Impact (+)	9,184,735	-	1,820,000	-	-
Total Expenditures	**$ 673,599,065**	**$ 678,074,586**	**$ 686,551,700**	**$ 703,416,900**	**$ 25,342,314**
Budget By Categories of Revenues					
Taxes	$ 222,635,627	$ 230,951,000	$ 227,995,600	$ 237,238,000	$ 6,287,000
Licenses, Permits and Franchises	13,677,606	16,125,363	15,389,900	18,685,300	2,559,937
Fines, Forfeitures, and Penalties	5,755,099	4,348,665	4,818,100	5,079,600	730,935
Use of Money and Property	1,775,488	1,425,900	1,859,200	2,005,700	579,800
Intergovernmental Revenue	78,223,615	80,247,596	85,016,500	83,639,300	3,391,704
Charges for Services	69,588,721	71,424,347	70,841,900	75,646,500	4,222,153
Miscellaneous Revenue	4,034,951	2,610,817	3,306,500	2,685,800	74,983
Total Operating Revenues	**395,691,108**	**407,133,688**	**409,227,700**	**424,980,200**	**17,846,512**
Other Financing Sources	5,467,224	7,346,782	7,698,700	5,769,900	(1,576,882)
Intrafund Expenditure Transfers (-)	2,708,158	3,343,106	3,492,500	3,671,600	328,494
Decreases to Fund Balances	55,645,843	43,672,755	47,363,300	42,706,200	(966,555)
General Fund Contribution	211,907,906	216,578,255	218,262,900	226,289,000	9,710,745
Fund Balance Impact (-)	2,178,827	-	506,600	-	-
Total Revenues	**$ 673,599,065**	**$ 678,074,586**	**$ 686,551,700**	**$ 703,416,900**	**$ 25,342,314**
Beginning Fund Balance	$ 115,044,499	$ 113,070,013	$ 113,070,013	$ 116,621,813	$ 3,551,800
Net Change in Sources Over Uses	(1,974,486)	222,730	3,551,800	(1,125,500)	(1,348,230)
Ending Fund Balance	**$ 113,070,013**	**$ 113,292,743**	**$ 116,621,813**	**$ 115,496,313**	**$ 2,203,570**

Summary Schedules

Flood Control Districts Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Community Resources & Public Facl.	35.65	39.00	39.00	39.00	-
Total	**35.65**	**39.00**	**39.00**	**39.00**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 11,365,714	$ 14,045,387	$ 13,839,600	$ 14,883,900	838,513
Total Operating Expenditures	**$ 11,365,714**	**$ 14,045,387**	**$ 13,839,600**	**$ 14,883,900**	**838,513**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 4,731,025	$ 5,514,034	$ 4,786,200	$ 5,489,200	(24,834)
Services and Supplies	6,174,519	8,169,322	8,661,900	8,974,900	805,578
Other Charges	460,170	362,031	391,500	419,800	57,769
Total Operating Expenditures	**11,365,714**	**14,045,387**	**13,839,600**	**14,883,900**	**838,513**
Capital Assets	6,311,482	17,351,000	10,606,400	14,540,000	(2,811,000)
Other Financing Uses	95,794	1,900,000	1,300,000	620,000	(1,280,000)
Increases to Fund Balances	2,369,653	2,721,807	1,645,500	2,242,700	(479,107)
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 20,142,643**	**$ 36,018,194**	**$ 27,391,500**	**$ 32,286,600**	**(3,731,594)**
Budget By Categories of Revenues					
Taxes	$ 10,827,568	$ 10,092,805	$ 10,748,700	$ 11,259,200	1,166,395
Fines, Forfeitures, and Penalties	-	-	-	-	-
Use of Money and Property	279,693	251,557	422,100	429,500	177,943
Intergovernmental Revenue	5,117,069	5,872,457	5,020,600	5,078,100	(794,357)
Charges for Services	3,424,031	3,543,234	3,830,000	3,923,000	379,766
Miscellaneous Revenue	188,630	2,500	1,200	1,500	(1,000)
Total Operating Revenues	**19,836,991**	**19,762,553**	**20,022,600**	**20,691,300**	**928,747**
Other Financing Sources	39,600	1,940,500	1,378,500	660,900	(1,279,600)
Decreases to Fund Balances	266,052	14,315,141	5,990,400	10,934,400	(3,380,741)
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 20,142,643**	**$ 36,018,194**	**$ 27,391,500**	**$ 32,286,600**	**(3,731,594)**
Beginning Fund Balance	$ 66,119,378	$ 68,222,979	$ 68,222,979	$ 63,878,079	(4,344,900)
Net Change in Sources Over Uses	2,103,601	(11,593,334)	(4,344,900)	(8,691,700)	2,901,634
Ending Fund Balance	**$ 68,222,979**	**$ 56,629,645**	**$ 63,878,079**	**$ 55,186,379**	**(1,443,266)**

Summary Schedules

Public Health Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Health & Human Services	433.90	457.13	457.13	449.20	(7.93)
Total	**433.90**	**457.13**	**457.13**	**449.20**	**(7.93)**
Operating Budget By Budget Function					
Health & Human Services	$ 76,687,188	$ 76,715,287	$ 77,191,600	$ 78,761,700	2,046,413
Total Operating Expenditures	**$ 76,687,188**	**$ 76,715,287**	**$ 77,191,600**	**$ 78,761,700**	**2,046,413**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 54,599,500	$ 57,780,922	$ 56,584,000	$ 58,821,100	1,040,178
Services and Supplies	19,312,591	16,114,892	17,465,900	16,696,300	581,408
Other Charges	2,775,097	2,819,473	3,141,700	3,244,300	424,827
Total Operating Expenditures	**76,687,188**	**76,715,287**	**77,191,600**	**78,761,700**	**2,046,413**
Capital Assets	1,096,860	307,319	498,500	-	(307,319)
Other Financing Uses	2,901,997	7,928,946	6,442,500	6,062,200	(1,866,746)
Intrafund Expenditure Transfers (+)	53,299	123,331	211,400	104,800	(18,531)
Increases to Fund Balances	5,037,447	4,258,960	4,295,000	4,239,800	(19,160)
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 85,776,791**	**$ 89,333,843**	**$ 88,639,000**	**$ 89,168,500**	**(165,343)**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 65,761	$ 56,980	$ 56,500	$ 56,500	(480)
Fines, Forfeitures, and Penalties	478,901	530,109	431,300	403,700	(126,409)
Use of Money and Property	130,427	191,823	262,500	234,900	43,077
Intergovernmental Revenue	21,101,849	20,447,907	20,907,300	20,107,000	(340,907)
Charges for Services	47,108,410	42,240,308	45,964,000	46,503,800	4,263,492
Miscellaneous Revenue	3,883,055	3,734,768	3,865,300	3,870,500	135,732
Total Operating Revenues	**72,768,404**	**67,201,895**	**71,486,900**	**71,176,400**	**3,974,505**
Other Financing Sources	920,487	2,965,284	1,926,400	2,830,900	(134,384)
Intrafund Expenditure Transfers (-)	53,299	123,331	211,400	104,800	(18,531)
Decreases to Fund Balances	4,654,901	11,855,333	7,826,300	7,868,400	(3,986,933)
General Fund Contribution	7,379,700	7,188,000	7,188,000	7,188,000	-
Total Revenues	**$ 85,776,791**	**$ 89,333,843**	**$ 88,639,000**	**$ 89,168,500**	**(165,343)**
Beginning Fund Balance	$ 30,595,100	$ 30,977,646	$ 30,977,646	$ 27,446,346	(3,531,300)
Net Change in Sources Over Uses	382,546	(7,596,373)	(3,531,300)	(3,628,600)	3,967,773
Ending Fund Balance	**$ 30,977,646**	**$ 23,381,273**	**$ 27,446,346**	**$ 23,817,746**	**436,473**

Summary Schedules

Roads Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimatd Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Community Resources & Public Facl.	106.56	117.00	117.00	117.00	-
Total	**106.56**	**117.00**	**117.00**	**117.00**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 34,365,049	$ 46,803,894	$ 51,754,800	$ 51,981,000	5,177,106
Total Operating Expenditures	**$ 34,365,049**	**$ 46,803,894**	**$ 51,754,800**	**$ 51,981,000**	**5,177,106**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 12,995,814	$ 15,223,184	$ 15,569,900	$ 15,510,900	287,716
Services and Supplies	19,026,345	29,491,129	34,151,600	34,151,800	4,660,671
Other Charges	2,342,890	2,089,581	2,033,300	2,318,300	228,719
Total Operating Expenditures	**34,365,049**	**46,803,894**	**51,754,800**	**51,981,000**	**5,177,106**
Capital Assets	997,802	1,770,000	1,029,700	1,787,500	17,500
Other Financing Uses	3,271,134	1,112,000	2,816,600	2,548,700	1,436,700
Intrafund Expenditure Transfers (+)	29,976	370,000	324,900	310,000	(60,000)
Increases to Fund Balances	7,352,755	9,279,059	8,076,700	9,021,300	(257,759)
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 46,016,716**	**$ 59,334,953**	**$ 64,002,700**	**$ 65,648,500**	**6,313,547**
Budget By Categories of Revenues					
Taxes	$ 7,728,832	$ 7,523,002	$ 7,658,400	$ 7,230,200	(292,802)
Licenses, Permits and Franchises	374,105	335,000	345,300	332,000	(3,000)
Use of Money and Property	94,938	116,830	137,700	98,500	(18,330)
Intergovernmental Revenue	17,408,832	27,551,533	23,882,300	32,115,300	4,563,767
Charges for Services	4,444,765	4,914,400	5,248,500	7,086,300	2,171,900
Miscellaneous Revenue	681,093	95,000	232,600	103,000	8,000
Total Operating Revenues	**30,732,565**	**40,535,765**	**37,504,800**	**46,965,300**	**6,429,535**
Other Financing Sources	6,788,131	5,812,000	8,296,900	5,248,700	(563,300)
Intrafund Expenditure Transfers (-)	29,976	370,000	324,900	310,000	(60,000)
Decreases to Fund Balances	6,604,044	10,820,388	15,905,300	11,327,700	507,312
General Fund Contribution	1,862,000	1,796,800	1,970,800	1,796,800	-
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 46,016,716**	**$ 59,334,953**	**$ 64,002,700**	**$ 65,648,500**	**6,313,547**
Beginning Fund Balance	$ 18,151,149	$ 18,899,861	$ 18,899,861	$ 11,071,261	(7,828,600)
Net Change in Sources Over Uses	748,712	(1,541,329)	(7,828,600)	(2,306,400)	(765,071)
Ending Fund Balance	**$ 18,899,861**	**$ 17,358,532**	**$ 11,071,261**	**$ 8,764,861**	**(8,593,671)**

Summary Schedules

Capital Projects Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Total	-	-	-	-	-
Operating Budget By Budget Function					
Public Safety	71,770	200,000	200,000	100,000	(100,000)
General Government & Support Services	23,050,318	73,849,605	40,657,000	37,364,200	(36,485,405)
Total Operating Expenditures	**$ 23,122,088**	**$ 74,049,605**	**$ 40,857,000**	**$ 37,464,200**	**(36,585,405)**
Budget By Categories of Expenditures					
Services and Supplies	$ 23,122,088	$ 74,049,605	$ 40,735,400	$ 37,464,200	(36,585,405)
Other Charges	-	-	121,600	-	-
Total Operating Expenditures	**23,122,088**	**74,049,605**	**40,857,000**	**37,464,200**	**(36,585,405)**
Capital Assets	2,445,216	7,399,000	3,501,700	10,661,000	3,262,000
Other Financing Uses	2,807,191	-	24,200	400	400
Intrafund Expenditure Transfers (+)	-	-	-	-	-
Increases to Fund Balances	15,043,666	312,700	325,500	320,700	8,000
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 43,418,160**	**$ 81,761,305**	**$ 44,708,400**	**$ 48,446,300**	**(33,315,005)**
Budget By Categories of Revenues					
Use of Money and Property	$ 25,854	$ 5,000	$ 21,200	$ 5,000	-
Intergovernmental Revenue	21,913,756	64,727,995	34,931,900	24,004,400	(40,723,595)
Charges for Services	535,627	10,000	465,000	61,000	51,000
Miscellaneous Revenue	(79,523)	155,000	20,600	136,000	(19,000)
Total Operating Revenues	**22,395,714**	**64,897,995**	**35,438,700**	**24,206,400**	**(40,691,595)**
Other Financing Sources	17,114,345	6,062,305	2,802,800	11,550,700	5,488,395
Intrafund Expenditure Transfers (-)	-	-	-	-	-
Decreases to Fund Balances	3,908,102	10,801,005	6,466,900	12,689,200	1,888,195
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 43,418,160**	**$ 81,761,305**	**$ 44,708,400**	**$ 48,446,300**	**(33,315,005)**
Beginning Fund Balance	$ 10,504,022	$ 21,639,587	$ 21,639,587	$ 15,498,187	(6,141,400)
Net Change in Sources Over Uses	11,135,564	(10,488,305)	(6,141,400)	(12,368,500)	(1,880,195)
Ending Fund Balance	**$ 21,639,587**	**$ 11,151,282**	**$ 15,498,187**	**$ 3,129,687**	**(8,021,595)**

Summary Schedules

Fire Protection District Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimatd Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Public Safety	239.83	259.00	259.00	261.00	2.00
Total	**239.83**	**259.00**	**259.00**	**261.00**	**2.00**
Operating Budget By Budget Function					
Public Safety	$ 67,477,246	$ 71,818,400	$ 78,449,800	$ 77,805,100	$ 5,986,700
Total Operating Expenditures	**$ 67,477,246**	**$ 71,818,400**	**$ 78,449,800**	**$ 77,805,100**	**$ 5,986,700**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 56,924,323	$ 59,693,827	$ 65,886,900	$ 64,862,700	$ 5,168,873
Services and Supplies	6,180,839	6,458,707	7,320,400	6,680,000	221,293
Other Charges	4,372,084	5,665,866	5,242,500	6,262,400	596,534
Total Operating Expenditures	**67,477,246**	**71,818,400**	**78,449,800**	**77,805,100**	**5,986,700**
Capital Assets	907,671	437,461	1,590,200	2,757,400	2,319,939
Other Financing Uses	3,029,918	6,436,561	3,714,100	8,880,100	2,443,539
Increases to Fund Balances	7,462,611	-	9,085,100	-	-
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 78,877,446**	**$ 78,692,422**	**$ 92,839,200**	**$ 89,442,600**	**$ 10,750,178**
Budget By Categories of Revenues					
Taxes	$ 48,644,953	$ 51,108,000	$ 51,874,000	$ 55,442,000	$ 4,334,000
Licenses, Permits and Franchises	18,420	20,000	20,000	20,000	-
Fines, Forfeitures, and Penalties	-	-	-	-	-
Use of Money and Property	29,865	-	107,000	-	-
Intergovernmental Revenue	2,952,145	1,329,352	1,419,900	1,003,200	(326,152)
Charges for Services	26,165,732	21,020,196	27,681,200	24,383,300	3,363,104
Miscellaneous Revenue	63,163	74,000	125,400	93,000	19,000
Total Operating Revenues	**77,874,277**	**73,551,548**	**81,227,500**	**80,941,500**	**7,389,952**
Other Financing Sources	934,925	550,264	576,100	213,200	(337,064)
Decreases to Fund Balances	68,244	4,590,610	11,035,600	8,287,900	3,697,290
Total Revenues	**$ 78,877,446**	**$ 78,692,422**	**$ 92,839,200**	**$ 89,442,600**	**$ 10,750,178**
Beginning Fund Balance	$ 17,024,781	$ 24,419,148	$ 24,419,148	$ 22,468,648	$ (1,950,500)
Net Change in Sources Over Uses	7,394,367	(4,590,610)	(1,950,500)	(8,287,900)	(3,697,290)
Ending Fund Balance	**$ 24,419,148**	**$ 19,828,538**	**$ 22,468,648**	**$ 14,180,748**	**$ (5,647,790)**

Summary Schedules

Behavioral Wellness Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Health & Human Services	318.96	370.13	370.13	384.44	14.31
Total	**318.96**	**370.13**	**370.13**	**384.44**	**14.31**
Operating Budget By Budget Function					
Health & Human Services	$ 106,511,124	$ 113,399,771	$ 112,227,400	$ 125,217,200	$ 11,817,429
Total Operating Expenditures	**$ 106,511,124**	**$ 113,399,771**	**$ 112,227,400**	**$ 125,217,200**	**$ 11,817,429**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 42,599,151	$ 54,340,406	$ 44,646,000	$ 51,726,200	$ (2,614,206)
Services and Supplies	61,190,544	56,591,910	65,149,900	70,947,100	14,355,190
Other Charges	2,721,429	2,467,455	2,431,500	2,543,900	76,445
Total Operating Expenditures	**106,511,124**	**113,399,771**	**112,227,400**	**125,217,200**	**11,817,429**
Capital Assets	-	1,110,000	-	-	(1,110,000)
Other Financing Uses	3,309,494	2,540,835	4,098,800	3,986,500	1,445,665
Intrafund Expenditure Transfers (+)	4,072,749	4,735,246	4,735,300	4,563,000	(172,246)
Increases to Fund Balances	2,895,221	26,150	717,400	95,000	68,850
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 116,788,588**	**$ 121,812,002**	**$ 121,778,900**	**$ 133,861,700**	**$ 12,049,698**
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 7,972	$ 3,500	$ 24,500	$ 24,500	$ 21,000
Use of Money and Property	178,030	218,900	210,000	232,500	13,600
Intergovernmental Revenue	49,570,716	49,974,775	51,694,500	51,817,900	1,843,125
Charges for Services	46,700,078	55,661,032	52,120,400	63,717,600	8,056,568
Miscellaneous Revenue	1,096,589	105,630	111,800	103,000	(2,630)
Total Operating Revenues	**97,553,385**	**105,963,837**	**104,161,200**	**115,895,500**	**9,931,663**
Other Financing Sources	9,251,121	3,656,504	4,188,000	3,816,600	160,096
Intrafund Expenditure Transfers (-)	4,072,749	4,735,246	4,735,300	4,563,000	(172,246)
Decreases to Fund Balances	1,744,433	1,926,815	1,365,200	4,057,000	2,130,185
General Fund Contribution	4,166,900	5,529,600	5,529,600	5,529,600	-
Fund Balance Impact (-)	-	-	1,799,600	-	-
Total Revenues	**$ 116,788,588**	**$ 121,812,002**	**$ 121,778,900**	**$ 133,861,700**	**$ 12,049,698**
Beginning Fund Balance	$ 7,965,424	$ 9,116,212	$ 9,116,212	$ 6,668,812	$ (2,447,400)
Net Change in Sources Over Uses	1,150,788	(1,900,665)	(2,447,400)	(3,962,000)	(2,061,335)
Ending Fund Balance	**$ 9,116,212**	**$ 7,215,547**	**$ 6,668,812**	**$ 2,706,812**	**$ (4,508,735)**

Summary Schedules

Affordable Housing Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Community Resources & Public Facl.	4.00	4.00	4.00	4.00	-
Total	**4.00**	**4.00**	**4.00**	**4.00**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	3,965,755	6,069,284	5,093,500	7,394,000	1,324,716
Total Operating Expenditures	**$ 3,965,755**	**$ 6,069,284**	**$ 5,093,500**	**$ 7,394,000**	**$ 1,324,716**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 521,716	$ 670,472	$ 570,300	$ 692,200	$ 21,728
Services and Supplies	3,054,333	4,717,393	3,906,700	5,971,700	1,254,307
Other Charges	389,705	681,419	616,500	730,100	48,681
Total Operating Expenditures	**3,965,755**	**6,069,284**	**5,093,500**	**7,394,000**	**1,324,716**
Other Financing Uses	1,658,323	692,590	1,064,400	807,700	115,110
Intrafund Expenditure Transfers (+)	98,334	113,200	111,200	151,500	38,300
Increases to Fund Balances	1,753,655	474,202	1,049,300	966,900	492,698
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 7,476,066**	**$ 7,349,276**	**$ 7,318,400**	**$ 9,320,100**	**$ 1,970,824**
Budget By Categories of Revenues					
Use of Money and Property	$ 37,839	$ 34,850	$ 38,900	$ 42,200	$ 7,350
Intergovernmental Revenue	2,825,579	3,227,957	3,008,500	3,513,400	285,443
Charges for Services	372,805	50,000	50,000	50,000	-
Miscellaneous Revenue	2,283,316	2,064,572	2,063,200	2,488,000	423,428
Total Operating Revenues	**5,519,540**	**5,377,379**	**5,160,600**	**6,093,600**	**716,221**
Other Financing Sources	605,469	-	474,900	-	-
Intrafund Expenditure Transfers (-)	98,334	113,200	111,200	151,500	38,300
Decreases to Fund Balances	1,252,724	1,858,697	1,571,700	3,075,000	1,216,303
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 7,476,066**	**$ 7,349,276**	**$ 7,318,400**	**$ 9,320,100**	**$ 1,970,824**
Beginning Fund Balance	$ 6,864,699	$ 7,365,630	$ 7,365,630	$ 6,843,230	$ (522,400)
Net Change in Sources Over Uses	500,931	(1,384,495)	(522,400)	(2,108,100)	(723,605)
Ending Fund Balance	**$ 7,365,630**	**$ 5,981,135**	**$ 6,843,230**	**$ 4,735,130**	**$ (1,246,005)**

Summary Schedules

Social Services Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Health & Human Services	798.49	724.77	-	725.50	0.73
Total	**798.49**	**724.77**	**-**	**725.50**	**0.73**
Operating Budget By Budget Function					
Health & Human Services	$ 155,569,986	$ 154,108,847	$ 152,171,800	$ 158,008,000	$ 3,899,153
Total Operating Expenditures	**$ 155,569,986**	**$ 154,108,847**	**$ 152,171,800**	**$ 158,008,000**	**$ 3,899,153**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 79,784,899	$ 76,033,200	$ 76,523,200	$ 80,334,300	$ 4,301,100
Services and Supplies	19,993,213	20,294,314	20,860,700	21,329,400	1,035,086
Other Charges	55,791,875	57,781,333	54,787,900	56,344,300	(1,437,033)
Total Operating Expenditures	**155,569,986**	**154,108,847**	**152,171,800**	**158,008,000**	**3,899,153**
Capital Assets	468,385	1,577,500	1,019,800	642,500	(935,000)
Other Financing Uses	75,666	92,000	92,000	92,000	-
Increases to Fund Balances	2,577,527	1,884,346	1,885,100	1,907,200	22,854
Total Expenditures	**$ 158,691,564**	**$ 157,662,693**	**$ 155,168,700**	**$ 160,649,700**	**$ 2,987,007**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 85,529	$ 66,000	$ 66,000	$ 66,000	$ -
Fines, Forfeitures, and Penalties	8,515	13,200	13,200	13,200	-
Use of Money and Property	220,408	270,888	275,700	297,300	26,412
Intergovernmental Revenue	145,689,719	144,241,274	143,260,900	146,017,500	1,776,226
Charges for Services	71,782	-	68,900	11,000	11,000
Miscellaneous Revenue	1,200,723	477,878	480,200	500,200	22,322
Total Operating Revenues	**147,276,676**	**145,069,240**	**144,164,900**	**146,905,200**	**1,835,960**
Other Financing Sources	1,350,816	349,135	349,100	89,400	(259,735)
Intrafund Expenditure Transfers (-)	-	-	-	-	-
Decreases to Fund Balances	2,924,549	4,111,173	2,521,500	5,024,700	913,527
General Fund Contribution	7,139,523	8,133,145	8,133,200	8,630,400	497,255
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 158,691,564**	**$ 157,662,693**	**$ 155,168,700**	**$ 160,649,700**	**$ 2,987,007**
Beginning Fund Balance	$ 4,478,199	$ 4,131,178	$ 4,131,178	$ 3,494,778	$ (636,400)
Net Change in Sources Over Uses	(347,022)	(2,226,827)	(636,400)	(3,117,500)	(890,673)
Ending Fund Balance	**$ 4,131,178**	**$ 1,904,351**	**$ 3,494,778**	**$ 377,278**	**$ (1,527,073)**

Summary Schedules

Resource Recovery Enterprise Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Community Resources & Public Facl.	74.40	77.25	-	78.25	1.00
Total	**74.40**	**77.25**	**-**	**78.25**	**1.00**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 29,232,542	$ 26,891,183	$ 28,791,100	$ 32,250,100	$ 5,358,917
Total Operating Expenditures	**$ 29,232,542**	**$ 26,891,183**	**$ 28,791,100**	**$ 32,250,100**	**$ 5,358,917**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 8,462,344	$ 9,378,394	$ 9,507,500	$ 9,947,200	$ 568,806
Services and Supplies	15,197,339	12,969,515	14,693,800	17,330,900	4,361,385
Other Charges	5,572,859	4,543,274	4,589,800	4,972,000	428,726
Total Operating Expenditures	**29,232,542**	**26,891,183**	**28,791,100**	**32,250,100**	**5,358,917**
Capital Assets	2,330,485	2,835,000	4,962,500	4,134,800	1,299,800
Other Financing Uses	752,350	774,963	775,000	806,400	31,437
Increases to Fund Balances	-	2,351,605	-	-	(2,351,605)
Total Expenditures	**$ 32,315,377**	**$ 32,852,751**	**$ 34,528,600**	**$ 37,191,300**	**$ 4,338,549**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 3,116,468	$ 3,830,342	$ 3,802,600	$ 3,366,100	$ (464,242)
Use of Money and Property	512,192	470,800	470,800	470,800	-
Intergovernmental Revenue	293,076	297,555	297,600	287,500	(10,055)
Charges for Services	21,082,817	25,573,098	25,668,400	28,813,000	3,239,902
Miscellaneous Revenue	2,120,777	1,680,956	1,466,800	1,334,000	(346,956)
Total Operating Revenues	**27,125,330**	**31,852,751**	**31,706,200**	**34,271,400**	**2,418,649**
Other Financing Sources	4,579	-	-	-	-
Decreases to Fund Balances	-	1,000,000	2,822,400	2,919,900	1,919,900
Fund Balance Impact (-)	5,185,468	-	-	-	-
Total Revenues	**$ 32,315,377**	**$ 32,852,751**	**$ 34,528,600**	**$ 37,191,300**	**$ 4,338,549**
Beginning Fund Balance	$ 49,470,097	$ 47,214,684	$ 47,214,684	$ 44,392,284	$ (2,822,400)
Net Change in Sources Over Uses	(5,185,468)	1,351,605	(2,822,400)	(2,919,900)	(4,271,505)
Ending Fund Balance	**$ 44,284,628**	**$ 48,566,289**	**$ 44,392,284**	**$ 41,472,384**	**$ (7,093,905)**

Summary Schedules

Laguna Sanitation Enterprise Major Fund Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Community Resources & Public Facl.	16.27	18.00	18.00	17.00	(1.00)
Total	**16.27**	**18.00**	**18.00**	**17.00**	**(1.00)**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 6,809,334	$ 7,231,264	$ 7,191,500	$ 7,469,100	$ 237,836
Total Operating Expenditures	**$ 6,809,334**	**$ 7,231,264**	**$ 7,191,500**	**$ 7,469,100**	**$ 237,836**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 2,198,531	$ 2,422,974	$ 2,422,100	$ 2,376,200	$ (46,774)
Services and Supplies	2,681,260	2,902,080	2,942,800	3,058,800	156,720
Other Charges	1,929,542	1,906,210	1,826,600	2,034,100	127,890
Total Operating Expenditures	**6,809,334**	**7,231,264**	**7,191,500**	**7,469,100**	**237,836**
Capital Assets	2,691,507	5,010,000	2,646,800	8,930,200	3,920,200
Other Financing Uses	774,304	791,410	815,000	791,400	(10)
Increases to Fund Balances	-	1,004,337	3,722,100	1,000,000	(4,337)
Fund Balance Impact (+)	2,714,585	-	-	-	-
Total Expenditures	**$ 12,989,729**	**$ 14,037,011**	**$ 14,375,400**	**$ 18,190,700**	**$ 4,153,689**
Budget By Categories of Revenues					
Use of Money and Property	$ 221,427	$ 72,344	$ 102,300	$ 107,300	$ 34,956
Intergovernmental Revenue	92,063	82,817	82,800	74,000	(8,817)
Charges for Services	12,644,026	12,876,850	13,170,900	13,349,100	472,250
Miscellaneous Revenue	33,689	5,000	19,400	19,400	14,400
Total Operating Revenues	**12,991,204**	**13,037,011**	**13,375,400**	**13,549,800**	**512,789**
Other Financing Sources	(1,475)	-	-	-	-
Decreases to Fund Balances	-	1,000,000	1,000,000	4,640,900	3,640,900
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 12,989,729**	**$ 14,037,011**	**$ 14,375,400**	**$ 18,190,700**	**$ 4,153,689**
Beginning Fund Balance	$ 49,214,979	$ 55,395,375	$ 55,395,375	$ 58,117,475	$ 2,722,100
Net Change in Sources Over Uses	2,714,585	4,337	2,722,100	(3,640,900)	(3,645,237)
Ending Fund Balance	**$ 51,929,564**	**$ 55,399,712**	**$ 58,117,475**	**$ 54,476,575**	**$ (923,137)**

Summary Schedules

Other Non-Major Funds Summary

Staffing By Budget Function	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive	5.80	6.00	6.00	7.00	1.00
Public Safety	6.08	8.00	8.00	8.00	-
Health & Human Services	100.23	98.25	98.25	94.75	(3.50)
Community Resources & Public Facl.	10.77	12.00	12.00	12.00	-
General Government & Support Services	55.04	56.00	56.00	59.00	3.00
Total	**177.92**	**180.25**	**180.25**	**180.75**	**0.50**
Operating Budget By Budget Function					
Policy & Executive	$ 25,577,191	$ 29,854,573	$ 28,251,900	$ 31,302,300	$ 1,447,727
Public Safety	16,382,255	17,166,083	16,488,600	16,582,900	(583,183)
Health & Human Services	23,594,629	26,965,356	27,488,300	27,415,700	450,344
Community Resources & Public Facl.	6,314,154	9,039,959	7,369,700	15,162,500	6,122,541
General Government & Support Services	33,048,338	37,161,040	34,769,100	38,232,500	1,071,460
General County Programs	6,460	8,030	1,400	8,000	(30)
Total Operating Expenditures	**$ 104,923,028**	**$ 120,195,041**	**$ 114,369,000**	**$ 128,703,900**	**$ 8,508,859**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 22,382,758	$ 23,665,562	$ 22,443,800	$ 24,567,500	$ 901,938
Services and Supplies	59,131,155	72,459,889	67,598,600	73,255,100	795,211
Other Charges	23,409,116	24,069,590	24,326,600	30,881,300	6,811,710
Total Operating Expenditures	**104,923,028**	**120,195,041**	**114,369,000**	**128,703,900**	**8,508,859**
Capital Assets	8,022,017	7,936,062	10,754,500	7,273,000	(663,062)
Other Financing Uses	6,710,809	6,754,003	7,827,000	6,897,300	143,297
Intrafund Expenditure Transfers (+)	37,654	38,000	38,000	38,000	-
Increases to Fund Balances	2,748,935	2,431,896	5,873,200	2,288,600	(143,296)
Fund Balance Impact (+)	4,066,467	-	-	-	-
Total Expenditures	**$ 126,508,910**	**$ 137,355,002**	**$ 138,861,700**	**$ 145,200,800**	**$ 7,845,798**
Budget By Categories of Revenues					
Taxes	$ 5,229,507	$ 5,184,345	$ 5,295,200	$ 5,571,500	$ 387,155
Licenses, Permits and Franchises	350	50,000	40,000	55,000	5,000
Fines, Forfeitures, and Penalties	2,890,831	3,410,000	2,825,100	3,049,700	(360,300)
Use of Money and Property	810,070	1,009,937	1,096,800	1,073,000	63,063
Intergovernmental Revenue	24,701,975	27,448,129	30,686,000	34,239,200	6,791,071
Charges for Services	33,002,247	35,993,198	35,920,200	36,765,400	772,202
Miscellaneous Revenue	34,486,367	35,471,363	34,932,100	35,312,900	(158,463)
Total Operating Revenues	**101,121,348**	**108,566,972**	**110,795,400**	**116,066,700**	**7,499,728**
Other Financing Sources	6,613,085	6,075,475	7,961,200	6,110,900	35,425
Intrafund Expenditure Transfers (-)	37,654	38,000	38,000	38,000	-
Decreases to Fund Balances	8,548,044	12,290,355	9,682,900	13,098,300	807,945
General Fund Contribution	9,483,077	10,384,200	10,384,200	9,886,900	(497,300)
Fund Balance Impact (-)	705,702	-	-	-	-
Total Revenues	**$ 126,508,910**	**$ 137,355,002**	**$ 138,861,700**	**$ 145,200,800**	**$ 7,845,798**
Beginning Fund Balance	$ 73,399,896	$ 78,953,891	$ 78,953,891	$ 75,144,191	$ (3,809,700)
Net Change in Sources Over Uses	(2,438,344)	(9,858,459)	(3,809,700)	(10,809,700)	(951,241)
Ending Fund Balance	**$ 70,961,552**	**$ 69,095,432**	**$ 75,144,191**	**$ 64,334,491**	**$ (4,760,941)**

Summary Schedules

Departmental Budget Summary

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
POLICY & EXECUTIVE					
Board of Supervisors					
Staffing	20.1	20.3	20.3	20.0	(0.25)
Operating Expenditures	2,961,068	3,101,472	3,061,000	3,163,500	62,028
Operating Revenues	130	-	-	-	-
General Fund Contribution	3,078,300	3,151,600	3,151,600	3,151,600	-
County Executive Office					
Staffing	29.2	33.0	33.0	35.0	2.0
Operating Expenditures	31,591,957	36,470,371	38,297,700	38,498,500	2,028,129
Operating Revenues	28,870,244	30,029,489	29,583,100	30,423,700	394,211
General Fund Contribution	5,313,054	5,164,400	5,164,400	5,748,800	584,400
County Counsel					
Staffing	38.0	37.7	37.7	42.0	4.3
Operating Expenditures	7,694,856	8,343,867	8,443,200	9,374,400	1,030,533
Operating Revenues	4,410,039	4,350,960	4,341,400	4,703,900	352,940
General Fund Contribution	3,660,916	3,742,907	3,742,900	3,814,200	71,293
PUBLIC SAFETY					
Court Special Services					
Staffing	-	-	-	-	-
Operating Expenditures	14,829,360	15,256,900	14,663,600	14,576,000	(680,900)
Operating Revenues	5,883,914	6,618,571	5,538,400	5,711,600	(906,971)
General Fund Contribution	8,586,800	8,586,800	8,586,800	8,586,800	-
District Attorney					
Staffing	127.1	129.5	129.5	132.0	2.5
Operating Expenditures	23,138,501	24,352,408	23,748,600	25,306,900	954,492
Operating Revenues	8,661,840	9,434,533	9,154,400	9,983,500	548,967
General Fund Contribution	13,972,000	13,820,500	13,820,500	13,820,500	-
Fire					
Staffing	239.8	259.0	259.0	261.0	2.0
Operating Expenditures	67,477,246	71,818,400	78,449,800	77,805,100	5,986,700
Operating Revenues	77,874,277	73,551,548	81,227,500	80,941,500	7,389,952
General Fund Contribution	-	-	-	-	-
Probation					
Staffing	315.0	321.0	321.0	328.0	7.0
Operating Expenditures	52,681,593	56,056,807	54,629,000	57,428,700	1,371,893
Operating Revenues	30,005,508	28,551,496	30,949,200	30,715,800	2,164,304
General Fund Contribution	26,630,966	27,025,713	27,025,700	27,146,100	120,387
Public Defender					
Staffing	50.8	63.0	63.0	64.0	1.0
Operating Expenditures	10,922,651	11,493,606	11,457,900	12,293,600	799,994
Operating Revenues	3,599,861	3,763,651	3,791,800	4,270,900	507,249
General Fund Contribution	7,614,200	7,420,100	7,420,100	7,538,800	118,700
Sheriff					
Staffing	614.4	664.2	664.2	717.0	52.7
Operating Expenditures	132,487,759	138,183,131	141,882,200	147,239,600	9,056,469
Operating Revenues	54,538,140	56,635,989	58,130,500	59,328,700	2,692,711
General Fund Contribution	71,860,800	74,016,075	74,016,600	75,500,600	1,484,525

Summary Schedules

Departmental Budget Summary (cont'd)

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
HEALTH & HUMAN SERVICES					
Behavioral Wellness					
Staffing	319.0	370.1	370.1	384.4	14.3
Operating Expenditures	106,511,124	113,399,771	112,227,400	125,217,200	11,817,429
Operating Revenues	97,553,385	105,963,837	104,161,200	115,895,500	9,931,663
General Fund Contribution	4,166,900	5,529,600	5,529,600	5,529,600	-
Child Support Services					
Staffing	71.1	71.3	71.3	68.8	(2.5)
Operating Expenditures	9,386,120	9,583,883	9,529,700	9,547,300	(36,583)
Operating Revenues	9,597,548	9,533,883	9,785,100	9,495,400	(38,483)
General Fund Contribution	-	-	-	-	-
First 5, Children & Families					
Staffing	11.0	10.0	10.0	10.0	-
Operating Expenditures	4,247,658	4,235,516	4,155,900	3,768,500	(467,016)
Operating Revenues	4,233,218	3,700,949	3,521,600	3,330,100	(370,849)
General Fund Contribution	-	-	-	-	-
Public Health					
Staffing	510.1	536.4	536.4	529.1	(7.3)
Operating Expenditures	87,653,514	88,557,840	88,676,400	90,844,600	2,286,760
Operating Revenues	81,436,986	76,104,052	80,319,600	80,202,100	4,098,048
General Fund Contribution	9,308,105	9,075,700	9,075,700	9,075,700	-
Social Services					
Staffing	816.6	741.8	741.8	741.5	(0.3)
Operating Expenditures	165,530,838	167,254,804	165,974,500	172,107,900	4,853,096
Operating Revenues	156,210,280	156,250,761	156,367,300	159,906,600	3,655,839
General Fund Contribution	7,419,000	9,334,445	9,334,500	9,334,400	(45)
COMMUNITY RESOURCES & PUBLIC FACILITIES					
Agricultural Commissioner/W&M					
Staffing	31.5	33.0	33.0	37.0	4.0
Operating Expenditures	4,690,290	5,208,991	5,117,400	5,981,700	772,709
Operating Revenues	3,022,881	3,604,891	3,524,100	4,300,400	695,509
General Fund Contribution	1,633,700	1,595,100	1,595,100	1,595,100	-
Community Services					
Staffing	81.0	82.8	82.8	82.1	(0.7)
Operating Expenditures	25,588,773	28,822,140	28,128,200	30,575,600	1,753,460
Operating Revenues	15,165,093	13,582,849	14,047,100	14,796,000	1,213,151
General Fund Contribution	10,458,535	10,396,839	10,396,800	10,427,700	30,861
Planning & Development					
Staffing	84.8	91.8	91.8	98.3	6.5
Operating Expenditures	14,900,355	20,365,455	17,618,700	21,917,700	1,552,245
Operating Revenues	10,502,469	15,519,303	14,367,500	16,890,200	1,370,897
General Fund Contribution	4,719,800	3,589,500	3,589,500	3,589,500	-
Public Works					
Staffing	261.0	281.3	281.3	281.3	-
Operating Expenditures	90,878,688	106,165,964	111,732,600	123,910,400	17,744,436
Operating Revenues	99,256,664	114,736,553	113,480,500	131,456,400	16,719,847
General Fund Contribution	3,128,900	3,023,700	3,197,700	3,023,700	-

Summary Schedules

Departmental Budget Summary (cont'd)

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
GENERAL GOVERNMENT & SUPPORT SERVICES					
Auditor-Controller					
Staffing	45.7	49.0	49.0	48.6	(0.4)
Operating Expenditures	7,880,813	8,929,000	8,408,400	9,056,800	127,800
Operating Revenues	1,150,308	985,410	1,089,400	1,081,100	95,690
General Fund Contribution	7,667,400	7,579,100	7,579,100	7,579,100	-
Clerk-Recorder-Assessor					
Staffing	95.5	98.5	98.5	99.5	1.0
Operating Expenditures	15,625,220	17,487,118	16,960,900	17,968,100	480,982
Operating Revenues	7,472,072	7,506,313	5,508,200	7,674,600	168,287
General Fund Contribution	10,799,500	10,532,200	10,532,200	10,532,200	-
Debt Service					
Staffing	-	-	-	-	-
Operating Expenditures	2,008,470	1,902,646	1,906,500	1,792,300	(110,346)
Operating Revenues	1,386,010	1,411,887	1,412,100	1,413,200	1,313
General Fund Contribution	-	-	-	-	-
General Services					
Staffing	108.6	115.5	115.5	117.5	2.0
Operating Expenditures	43,888,048	47,558,580	44,892,600	49,001,700	1,443,120
Operating Revenues	34,246,976	36,325,459	37,741,000	36,429,300	103,841
General Fund Contribution	8,919,400	8,621,800	8,621,800	8,621,800	-
Human Resources					
Staffing	26.4	29.3	29.3	25.3	(4.0)
Operating Expenditures	8,069,634	8,664,661	8,237,500	8,511,700	(152,961)
Operating Revenues	2,994,880	3,382,379	3,362,700	3,393,200	10,821
General Fund Contribution	4,924,311	4,841,200	4,841,200	4,841,200	-
North County Jail					
Staffing	-	-	-	-	-
Operating Expenditures	23,050,318	73,849,605	40,535,400	37,364,200	(36,485,405)
Operating Revenues	21,423,712	64,504,995	34,751,900	23,824,400	(40,680,595)
General Fund Contribution	-	-	-	-	-
Treasurer-Tax Collector-Public					
Staffing	41.4	44.0	44.0	43.5	(0.5)
Operating Expenditures	6,824,801	7,723,199	7,261,900	7,896,200	173,001
Operating Revenues	3,515,336	3,986,744	4,096,500	4,165,600	178,856
General Fund Contribution	3,586,100	3,500,700	3,500,700	3,500,700	-
GENERAL COUNTY PROGRAMS					
General County Programs					
Staffing	1.0	1.0	1.0	1.0	-
Operating Expenditures	2,036,723	1,998,595	1,979,400	2,810,300	811,705
Operating Revenues	2,187,654	3,354,411	3,240,600	2,088,000	(1,266,411)
General Fund Contribution	24,490,419	29,062,021	30,746,200	36,362,600	7,300,579
General Revenues					
Staffing	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Operating Revenues	245,687,116	249,559,721	250,779,200	259,321,600	9,761,879
General Fund Contribution	-	-	-	-	-
REPORT TOTALS					
Total Staffing	3,939.1	4,083.3	4,083.3	4,166.7	83.5
Total Operating Expenditures	962,556,379	1,076,784,730	1,047,976,400	1,103,958,500	27,173,770
Total Operating Revenues	1,010,886,542	1,082,950,634	1,064,271,900	1,101,743,300	18,792,666
Total Geneneral Fund Contribution	241,939,106	249,610,000	251,468,700	259,320,700	9,710,700

Summary Schedules

Appropriations

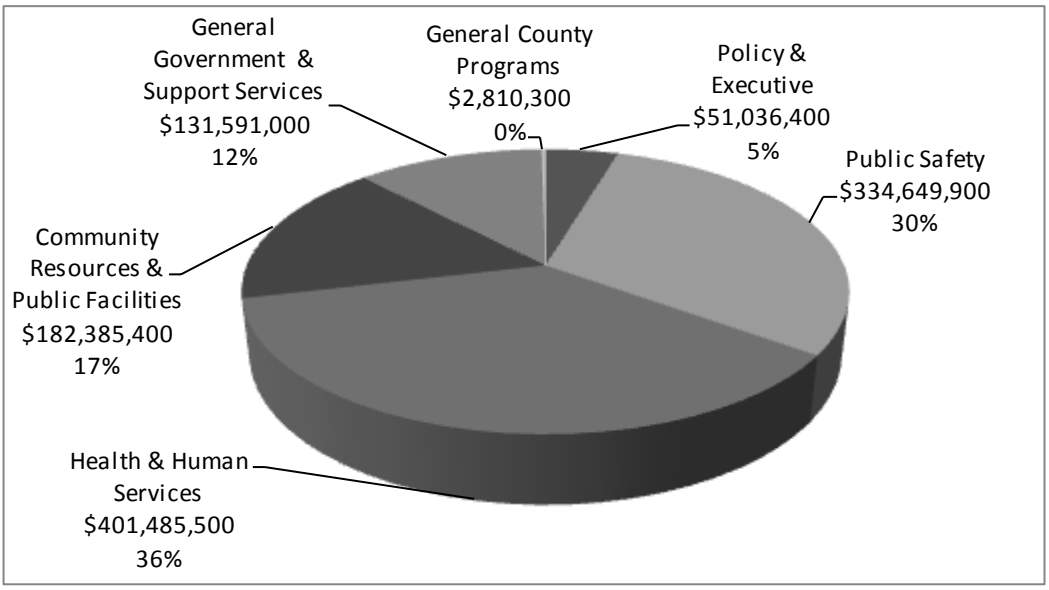
Appropriations are the legally budgeted amount for expenditures. This section of the Summary Schedules focuses on appropriations by showing them with different sorts and groupings on a Countywide level. "Total Appropriations" includes Operating Expenditures, such as Salaries & Employee Benefits and Services & Supplies, as well as appropriations needed for Capital Assets, Transfers, and Changes to Fund Balances.

Total Appropriations by Category

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 553,670,647	$ 590,332,882	$ 581,000,000	$ 612,466,300	$ 22,133,418
Services and Supplies	288,226,064	361,205,213	344,762,600	357,025,900	(4,179,313)
Other Charges	120,659,668	125,246,635	122,213,800	134,466,300	9,219,665
Operating Expenditures	**962,556,379**	**1,076,784,730**	**1,047,976,400**	**1,103,958,500**	**27,173,770**
Capital Assets	26,726,844	49,911,929	37,332,400	54,828,700	4,916,771
Other Financing Uses	84,537,050	73,645,694	75,582,600	75,244,800	1,599,106
Intrafund Expenditure Transfers (+)	218,908,075	225,301,138	227,176,200	235,128,800	9,827,662
Increase To Fund Balance	93,906,920	68,640,547	86,276,600	63,662,900	(4,977,647)
Fund Balance Impact(+)	15,965,787	-	1,820,000	-	-
Appropriations Total	**$ 1,402,601,056**	**$ 1,494,284,038**	**$ 1,476,164,200**	**$ 1,532,823,700**	**$ 38,539,662**

Operating Appropriations by Function

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

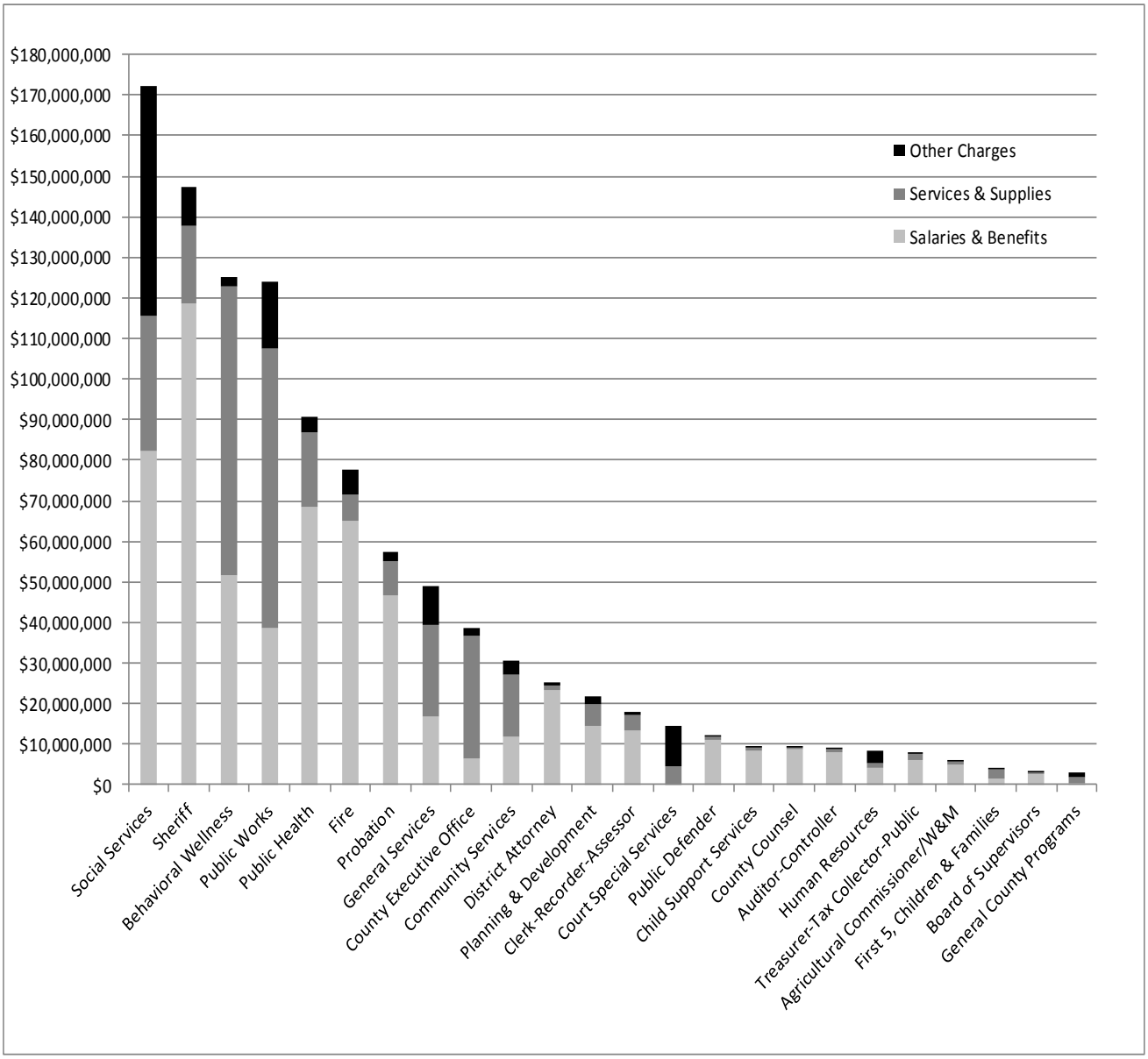


Summary Schedules

Operating Appropriations by Department

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

FY 18-19 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.

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive					
Board of Supervisors	$ 2,961,068	$ 3,101,472	$ 3,061,000	$ 3,163,500	$ 62,028
County Executive Office	31,591,957	36,470,371	38,297,700	38,498,500	2,028,129
County Counsel	7,694,856	8,343,867	8,443,200	9,374,400	1,030,533
Sub-Total	**42,247,880**	**47,915,710**	**49,801,900**	**51,036,400**	**3,120,690**
Public Safety					
Court Special Services	14,829,360	15,256,900	14,663,600	14,576,000	(680,900)
District Attorney	23,138,501	24,352,408	23,748,600	25,306,900	954,492
Fire	67,477,246	71,818,400	78,449,800	77,805,100	5,986,700
Probation	52,681,593	56,056,807	54,629,000	57,428,700	1,371,893
Public Defender	10,922,651	11,493,606	11,457,900	12,293,600	799,994
Sheriff	132,487,759	138,183,131	141,882,200	147,239,600	9,056,469
Sub-Total	**301,537,111**	**317,161,252**	**324,831,100**	**334,649,900**	**17,488,648**
Health & Human Services					
Behavioral Wellness	106,511,124	113,399,771	112,227,400	125,217,200	11,817,429
Child Support Services	9,386,120	9,583,883	9,529,700	9,547,300	(36,583)
First 5, Children & Families	4,247,658	4,235,516	4,155,900	3,768,500	(467,016)
Public Health	87,653,514	88,557,840	88,676,400	90,844,600	2,286,760
Social Services	165,530,838	167,254,804	165,974,500	172,107,900	4,853,096
Sub-Total	**373,329,254**	**383,031,814**	**380,563,900**	**401,485,500**	**18,453,686**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	4,690,290	5,208,991	5,117,400	5,981,700	772,709
Community Services	25,588,773	28,822,140	28,128,200	30,575,600	1,753,460
Planning & Development	14,900,355	20,365,455	17,618,700	21,917,700	1,552,245
Public Works	90,878,688	106,165,964	111,732,600	123,910,400	17,744,436
Sub-Total	**136,058,106**	**160,562,550**	**162,596,900**	**182,385,400**	**21,822,850**
General Government & Support Services					
Auditor-Controller	7,880,813	8,929,000	8,408,400	9,056,800	127,800
Clerk-Recorder-Assessor	15,625,220	17,487,118	16,960,900	17,968,100	480,982
Debt Service	2,008,470	1,902,646	1,906,500	1,792,300	(110,346)
General Services	43,888,048	47,558,580	44,892,600	49,001,700	1,443,120
Human Resources	8,069,634	8,664,661	8,237,500	8,511,700	(152,961)
North County Jail	23,050,318	73,849,605	40,535,400	37,364,200	(36,485,405)
Treasurer-Tax Collector-Public	6,824,801	7,723,199	7,261,900	7,896,200	173,001
Sub-Total	**107,347,306**	**166,114,809**	**128,203,200**	**131,591,000**	**(34,523,809)**
General County Programs					
General County Programs	2,036,723	1,998,595	1,979,400	2,810,300	811,705
Sub-Total	**2,036,723**	**1,998,595**	**1,979,400**	**2,810,300**	**811,705**
Operating Appropriations Total	**$ 962,556,379**	**$ 1,076,784,730**	**$ 1,047,976,400**	**$ 1,103,958,500**	**$ 27,173,770**

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.

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive					
Board of Supervisors					
First District	$ 591,862	$ 582,900	$ 561,800	$ 585,800	$ 2,900
Second District	494,368	528,828	531,500	531,800	2,972
Third District	636,994	670,615	665,300	674,600	3,985
Fourth District	526,888	542,819	523,200	546,500	3,681
Fifth District	449,719	465,348	482,400	469,900	4,552
Board Support	261,237	310,962	296,800	354,900	43,938
Sub-Total	**2,961,068**	**3,101,472**	**3,061,000**	**3,163,500**	**62,028**
County Executive Office					
County Management	4,317,905	4,836,662	4,835,200	5,295,300	458,638
Emergency Management	1,697,291	1,779,136	5,210,600	1,900,900	121,764
Risk Management	25,577,006	29,854,573	28,251,900	31,302,300	1,447,727
Unallocated	(245)	-	-	-	-
Sub-Total	**31,591,957**	**36,470,371**	**38,297,700**	**38,498,500**	**2,028,129**
County Counsel					
Legal Services	7,694,856	8,343,867	8,443,200	9,374,400	1,030,533
Sub-Total	**7,694,856**	**8,343,867**	**8,443,200**	**9,374,400**	**1,030,533**
Function Total	**$ 42,247,880**	**$ 47,915,710**	**$ 49,801,900**	**$ 51,036,400**	**$ 3,120,690**
Public Safety					
Court Special Services					
Grand Jury	$ 248,624	$ 211,548	$ 211,600	$ 211,600	$ 52
Court Special Services	12,088,444	12,728,649	12,332,900	12,047,600	(681,049)
Conflict Defense Representation	2,492,293	2,316,703	2,119,100	2,316,800	97
Sub-Total	**14,829,360**	**15,256,900**	**14,663,600**	**14,576,000**	**(680,900)**
District Attorney					
Administration & Support	1,818,361	1,725,968	1,713,700	1,719,400	(6,568)
Criminal Prosecution	21,188,568	22,259,621	21,655,700	23,181,100	921,479
Civil Prosecution	131,572	366,819	379,200	406,400	39,581
Sub-Total	**23,138,501**	**24,352,408**	**23,748,600**	**25,306,900**	**954,492**
Fire					
Administration & Support	9,782,568	12,749,891	13,039,200	13,717,300	967,409
Fire Prevention	2,681,718	3,019,594	3,039,000	3,092,000	72,406
Emergency Operations	55,012,961	56,048,915	62,371,600	60,995,800	4,946,885
Sub-Total	**67,477,246**	**71,818,400**	**78,449,800**	**77,805,100**	**5,986,700**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

Public Safety (cont'd)					
Probation					
Administration & Support	$ 5,934,947	$ 6,191,996	$ 6,294,700	$ 6,887,500	$ 695,504
Institutions	17,661,413	18,421,248	18,247,000	18,276,600	(144,648)
Juvenile Services	9,066,177	9,605,837	9,153,000	9,727,800	121,963
Adult Services	20,019,056	21,837,726	20,934,300	22,536,800	699,074
Sub-Total	**52,681,593**	**56,056,807**	**54,629,000**	**57,428,700**	**1,371,893**
Public Defender					
Administration & Support	2,528,247	997,356	1,022,500	1,433,700	436,344
Adult Legal Services	7,869,042	9,621,123	9,560,600	10,130,400	509,277
Juvenile Legal Services	525,361	875,127	874,800	729,500	(145,627)
Sub-Total	**10,922,651**	**11,493,606**	**11,457,900**	**12,293,600**	**799,994**
Sheriff					
Administration & Support	11,082,119	10,931,135	11,003,200	11,303,300	372,165
Custody Operations	53,068,053	54,338,846	56,453,100	62,946,700	8,607,854
Countywide Law Enforcement	60,697,423	64,603,380	66,084,700	65,009,700	406,320
Court Security Services	7,650,733	8,309,770	8,341,200	7,979,900	(329,870)
Unallocated	(10,569)	-	-	-	-
Sub-Total	**132,487,759**	**138,183,131**	**141,882,200**	**147,239,600**	**9,056,469**
Function Total	**$ 301,537,111**	**$ 317,161,252**	**$ 324,831,100**	**$ 334,649,900**	**$ 17,488,648**
Health & Human Services					
Behavioral Wellness					
Adminstration & Support	$ 10,043,958	$ 11,497,188	$ 10,266,700	$ 13,003,200	$ 1,506,012
Mental Health Inpatient Services	16,238,559	14,597,723	17,277,800	15,384,900	787,177
Quality Care Management	3,419,660	3,436,938	3,118,700	4,136,000	699,062
Mental Health Outpatient & Community	64,347,158	71,088,670	68,460,600	73,361,400	2,272,730
Alcohol & Drug Progams	12,461,787	12,779,252	13,103,600	19,331,700	6,552,448
Sub-Total	**106,511,124**	**113,399,771**	**112,227,400**	**125,217,200**	**11,817,429**
Child Support Services					
Case Management & Collections	9,386,120	9,583,883	9,529,700	9,547,300	(36,583)
Sub-Total	**9,386,120**	**9,583,883**	**9,529,700**	**9,547,300**	**(36,583)**
First 5, Children & Families					
Administration & Support	621,119	648,537	649,700	632,700	(15,837)
Program Evaluation and Research	245,715	242,101	242,100	243,000	899
Children's Wellness and Support	3,380,824	3,344,878	3,264,100	2,892,800	(452,078)
Sub-Total	**4,247,658**	**4,235,516**	**4,155,900**	**3,768,500**	**(467,016)**
Public Health					
Administration & Support	9,118,247	9,363,237	9,447,500	9,560,000	196,763
Health Care Centers	46,692,827	44,990,478	46,242,100	47,334,200	2,343,722
Indigent Health Programs	5,369,569	5,842,498	5,248,100	4,452,200	(1,390,298)
Disease Prevention & Health Promotion	13,316,728	14,105,871	14,011,800	15,100,400	994,529
Regulatory Programs & Emergency Preparedness	7,851,797	8,753,842	8,216,700	8,874,700	120,858
Animal Services	5,304,347	5,501,914	5,510,200	5,523,100	21,186
Sub-Total	**87,653,514**	**88,557,840**	**88,676,400**	**90,844,600**	**2,286,760**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

Health & Human Services (cont'd)					
Social Services					
Administration & Support	$ 20,677,144	$ 19,784,264	$ 19,869,900	$ 20,668,200	$ 883,936
Economic Assistance & Employment Services	87,536,384	87,434,036	86,370,700	87,086,600	(347,436)
Protective Services for Children,Adults & Disabled	57,317,309	60,036,504	59,733,900	64,353,100	4,316,596
Sub-Total	**165,530,838**	**167,254,804**	**165,974,500**	**172,107,900**	**4,853,096**
Function Total	**$ 373,329,254**	**$ 383,031,814**	**$ 380,563,900**	**$ 401,485,500**	**$ 18,453,686**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	$ 416,544	$ 434,627	$ 469,400	$ 585,300	$ 150,673
Agriculture	3,572,117	4,002,447	3,876,100	4,607,300	604,853
Weights & Measures	701,629	771,917	771,900	789,100	17,183
Sub-Total	**4,690,290**	**5,208,991**	**5,117,400**	**5,981,700**	**772,709**
Community Services					
Administration & Support	896,937	978,155	978,200	1,018,100	39,945
Parks & Open Spaces	13,208,969	13,449,668	14,149,300	14,175,800	726,132
Housing & Community Development	4,499,879	5,883,866	5,264,600	7,320,400	1,436,534
Community Support (Arts & Libraries)	5,197,815	5,244,013	5,300,900	4,877,000	(367,013)
Energy and Sustainability Initiatives	1,783,816	3,266,438	2,435,200	3,184,300	(82,138)
Unallocated	1,357	-	-	-	-
Sub-Total	**25,588,773**	**28,822,140**	**28,128,200**	**30,575,600**	**1,753,460**
Planning & Development					
Administration & Support	2,619,562	2,872,154	2,700,800	2,804,300	(67,854)
Permitting	9,753,280	13,207,273	11,958,900	14,456,400	1,249,127
Coastal Mitigation	211,769	1,288,812	353,700	1,349,900	61,088
Code Enforcement	468,430	598,000	434,400	941,000	343,000
Long Range Planning	1,847,314	2,399,216	2,170,900	2,366,100	(33,116)
Sub-Total	**14,900,355**	**20,365,455**	**17,618,700**	**21,917,700**	**1,552,245**
Public Works					
Administration & Support	4,353,482	4,491,007	4,475,400	4,724,600	233,593
Transportation	34,373,490	47,279,394	52,015,300	52,256,500	4,977,106
Surveyor	899,583	944,061	938,500	997,500	53,439
Water Resources/Flood Control	15,216,291	19,313,055	18,304,800	26,196,600	6,883,545
Resource Recovery & Waste Management	36,035,843	34,138,447	35,998,600	39,735,200	5,596,753
Sub-Total	**90,878,688**	**106,165,964**	**111,732,600**	**123,910,400**	**17,744,436**
Function Total	**$ 136,058,106**	**$ 160,562,550**	**$ 162,596,900**	**$ 182,385,400**	**$ 21,822,850**
General Government & Support Services					
Auditor-Controller					
Administration & Support	$ 832,355	$ 705,356	$ 867,000	$ 682,400	$ (22,956)
Audit Services	523,007	824,279	792,300	787,300	(36,979)
Accounting Services	5,609,684	6,346,730	4,338,500	6,545,300	198,570
Financial Reporting	915,767	1,052,635	2,410,600	1,041,800	(10,835)
Sub-Total	**7,880,813**	**8,929,000**	**8,408,400**	**9,056,800**	**127,800**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	$ 1,102,281	$ 1,113,195	$ 1,275,000	$ 1,111,000	$ (2,195)
Elections	3,874,271	4,330,024	4,142,100	4,658,100	328,076
Clerk-Recorder	2,343,839	3,012,684	2,993,900	2,970,300	(42,384)
Assessor	8,304,829	9,031,215	8,549,900	9,228,700	197,485
Sub-Total	**15,625,220**	**17,487,118**	**16,960,900**	**17,968,100**	**480,982**
Debt Service					
Long Term Debt	2,008,470	1,902,646	1,906,500	1,792,300	(110,346)
Sub-Total	**2,008,470**	**1,902,646**	**1,906,500**	**1,792,300**	**(110,346)**
General Services					
Administration and Finance	1,757,970	2,347,690	2,096,300	2,440,100	92,410
Capital Projects	1,103,317	1,263,194	1,240,900	1,318,300	55,106
Facilities and Real Estate Management	17,769,635	17,534,956	17,808,100	18,276,600	741,644
Fleet Operations	10,489,536	12,576,298	10,554,500	12,154,400	(421,898)
Information and Communications Technology	11,652,339	12,751,387	12,206,500	13,641,300	889,913
Purchasing, Surplus and Mail	1,115,251	1,085,055	986,300	1,171,000	85,945
Sub-Total	**43,888,048**	**47,558,580**	**44,892,600**	**49,001,700**	**1,443,120**
Human Resources					
Administration	1,861,612	1,777,614	1,704,900	1,858,900	81,286
Employee Relations/Benefits	1,481,328	1,655,251	1,489,900	1,754,900	99,649
Recruiting and Classification	844,927	1,089,825	885,100	898,600	(191,225)
Employees' University	439,127	617,673	723,000	467,500	(150,173)
Shared Services	505,613	498,905	326,600	600,300	101,395
Employee Insurance	2,936,275	3,025,393	3,108,000	2,931,500	(93,893)
Unallocated	753	-	-	-	-
	8,069,634	**8,664,661**	**8,237,500**	**8,511,700**	**(152,961)**
North County Jail AB900					
North Branch Main Jail Project	23,050,318	73,849,605	40,535,400	37,364,200	(36,485,405)
Sub-Total	**23,050,318**	**73,849,605**	**40,535,400**	**37,364,200**	**(36,485,405)**
Treasurer-Tax Collector-Public					
Administration & Support	1,632,276	1,567,600	1,581,300	1,735,500	167,900
Treasury	1,535,219	1,916,355	1,974,900	2,036,400	120,045
Tax & Collections	1,900,112	2,130,316	1,845,600	2,054,700	(75,616)
Public Assistance	1,757,194	2,108,928	1,860,100	2,069,600	(39,328)
Sub-Total	**6,824,801**	**7,723,199**	**7,261,900**	**7,896,200**	**173,001**
Function Total	**$ 107,347,306**	**$ 166,114,809**	**$ 128,203,200**	**$ 131,591,000**	**$ (34,523,809)**
General County Programs					
General County Programs					
Support to Other Governments & Organizations	$ 1,305,489	$ 1,308,065	$ 1,302,100	$ 1,279,900	$ (28,165)
Reserved & Committed Funds	43	-	10,700	400	400
Ancillary Services	731,191	690,530	666,600	1,530,000	839,470
Sub-Total	**2,036,723**	**1,998,595**	**1,979,400**	**2,810,300**	**811,705**
Fuction Total	**$ 2,036,723**	**$ 1,998,595**	**$ 1,979,400**	**$ 2,810,300**	**$ 811,705**
Operating Appropriations Total	**$ 962,556,379**	**$ 1,076,784,730**	**$ 1,047,976,400**	**$ 1,103,958,500**	**$ 27,173,770**

Summary Schedules

Capital Budget Summary by Class & 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.

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Land					
Community Services	$ 20,175	$ 67,000	$ -	$ 131,000	$ 64,000
Public Works	17,892	660,000	242,500	867,500	207,500
Sub-Total	**38,067**	**727,000**	**242,500**	**998,500**	**271,500**
Land Improvements					
Community Services	135,229	155,000	419,000	167,000	12,000
Sub-Total	**135,229**	**155,000**	**419,000**	**167,000**	**12,000**
Structures & Structures Improvements					
Behavioral Wellness	-	1,100,000	-	-	(1,100,000)
Community Services	826,661	770,000	303,800	1,069,000	299,000
General Services	1,835,680	6,859,000	5,103,000	8,410,000	1,551,000
Probation	-	144,000	144,000	-	(144,000)
Public Works	2,697,291	6,490,000	5,909,300	11,694,400	5,204,400
Sheriff	160,000	20,000	20,000	20,000	-
Sub-Total	**5,519,632**	**15,383,000**	**11,480,100**	**21,193,400**	**5,810,400**
Equipment					
Agricultural Commissioner/W&M	89,648	-	-	65,000	65,000
Behavioral Wellness	-	10,000	-	-	(10,000)
Clerk-Recorder-Assessor	-	2,600,000	100,000	2,500,000	(100,000)
Community Services	50,299	50,000	50,000	50,000	-
County Executive Office	38,182	185,000	30,000	185,000	-
District Attorney	38,382	-	-	-	-
Fire	907,671	437,461	1,590,200	2,757,400	2,319,939
General Services	6,749,379	4,073,581	5,455,000	4,224,200	150,619
Probation	166,385	-	-	-	-
Public Works	3,376,570	2,555,000	2,568,500	2,455,600	(99,400)
Sheriff	107,634	47,000	164,100	162,000	115,000
Social Services	18,647	52,500	44,800	42,500	(10,000)
Sub-Total	**11,542,797**	**10,010,542**	**10,083,000**	**12,441,700**	**2,431,158**

Summary Schedules

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

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
IT Hardware > $5K / Software > $100K					
Auditor-Controller	$ 13,970	$ 15,000	$ 15,000	$ 15,000	$ -
Clerk-Recorder-Assessor	-	125,000	125,000	125,000	-
District Attorney	45,878	550,000	-	550,000	-
General Services	934,443	2,652,981	2,677,800	2,998,300	345,319
North County Jail	-	200,000	-	400,000	200,000
Planning & Development	-	28,600	20,500	12,200	(16,400)
Public Defender	185,580	-	24,400	-	-
Public Health	1,110,669	307,319	427,000	-	(307,319)
Public Works	42,693	20,000	40,000	40,000	20,000
Sheriff	470,949	216,000	216,000	-	(216,000)
Social Services	449,738	1,525,000	975,000	600,000	(925,000)
Treasurer-Tax Collector-Public	-	468,487	42,000	468,600	113
Sub-Total	**3,253,920**	**6,108,387**	**4,562,700**	**5,209,100**	**(899,287)**
Infrastructure					
Community Services	5,908	287,000	40,000	464,000	177,000
Public Works	6,231,291	17,241,000	10,505,100	14,355,000	(2,886,000)
Sub-Total	**6,237,200**	**17,528,000**	**10,545,100**	**14,819,000**	**(2,709,000)**
Capital Appropriations SubTotal	**$ 26,726,844**	**$ 49,911,929**	**$ 37,332,400**	**$ 54,828,700**	**$ 4,916,771**
Operating Expenditures Found In The Capital Funds					
Sheriff - Capital Outlay Fund	71,770	200,000	200,000	100,000	(100,000)
General Services - Capital Outlay Fund	-	-	121,600	-	-
North County Jail - North County Jail AB900 Fund	23,050,318	73,849,605	40,535,400	37,364,200	(36,485,405)
Sub-Total	**23,122,088**	**74,049,605**	**40,857,000**	**37,464,200**	**(36,585,405)**
Capital Appropriations SubTotal	**$ 49,848,932**	**$ 123,961,534**	**$ 78,189,400**	**$ 92,292,900**	**$ (31,668,634)**

Summary Schedules

Revenues

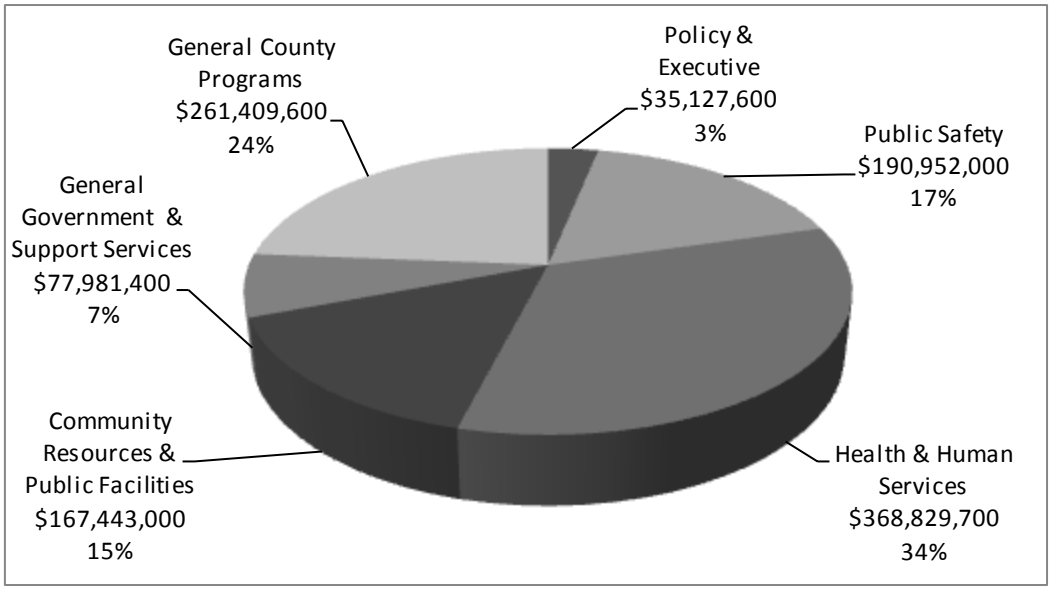
Budgets for revenues are adopted in order to help manage, anticipate, and compare revenue estimates with actual. Additionally, the County Budget Act requires the County to adopt a "balanced budget", which means that appropriations cannot be adopted without an equal source of revenue. This section of 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

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Taxes	$ 295,066,487	$ 304,859,152	$ 303,571,900	$ 316,740,900	$ 11,881,748
Licenses, Permits and Franchises	17,338,237	20,483,685	19,720,300	22,580,900	2,097,215
Fines, Forfeitures, and Penalties	9,141,318	8,305,474	8,112,200	8,570,700	265,226
Use of Money and Property	4,316,232	4,068,829	5,004,200	4,996,700	927,871
Intergovernmental Revenue	369,890,395	425,449,347	400,208,800	401,896,800	(23,552,547)
Charges for Services	265,141,042	273,306,663	281,029,400	300,310,000	27,003,337
Miscellaneous Revenue	49,992,831	46,477,484	46,625,100	46,647,300	169,816
Operating Revenue	**1,010,886,542**	**1,082,950,634**	**1,064,271,900**	**1,101,743,300**	**18,792,666**
Other Financing Sources	49,088,306	34,758,249	35,652,600	36,291,200	1,532,951
Intrafund Expenditure Transfers (-)	7,000,169	8,722,883	8,913,300	8,838,900	116,017
Release of Fund Balance	85,616,935	118,242,272	113,551,500	126,629,600	8,387,328
Fund Balance Impact(-)	8,069,997	-	2,306,200	-	-
General Fund Contribution	241,939,106	249,610,000	251,468,700	259,320,700	9,710,700
Revenues Total	**$ 1,402,601,056**	**$ 1,494,284,038**	**$ 1,476,164,200**	**$ 1,532,823,700**	**$ 38,539,662**

Operating Revenues by Function

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

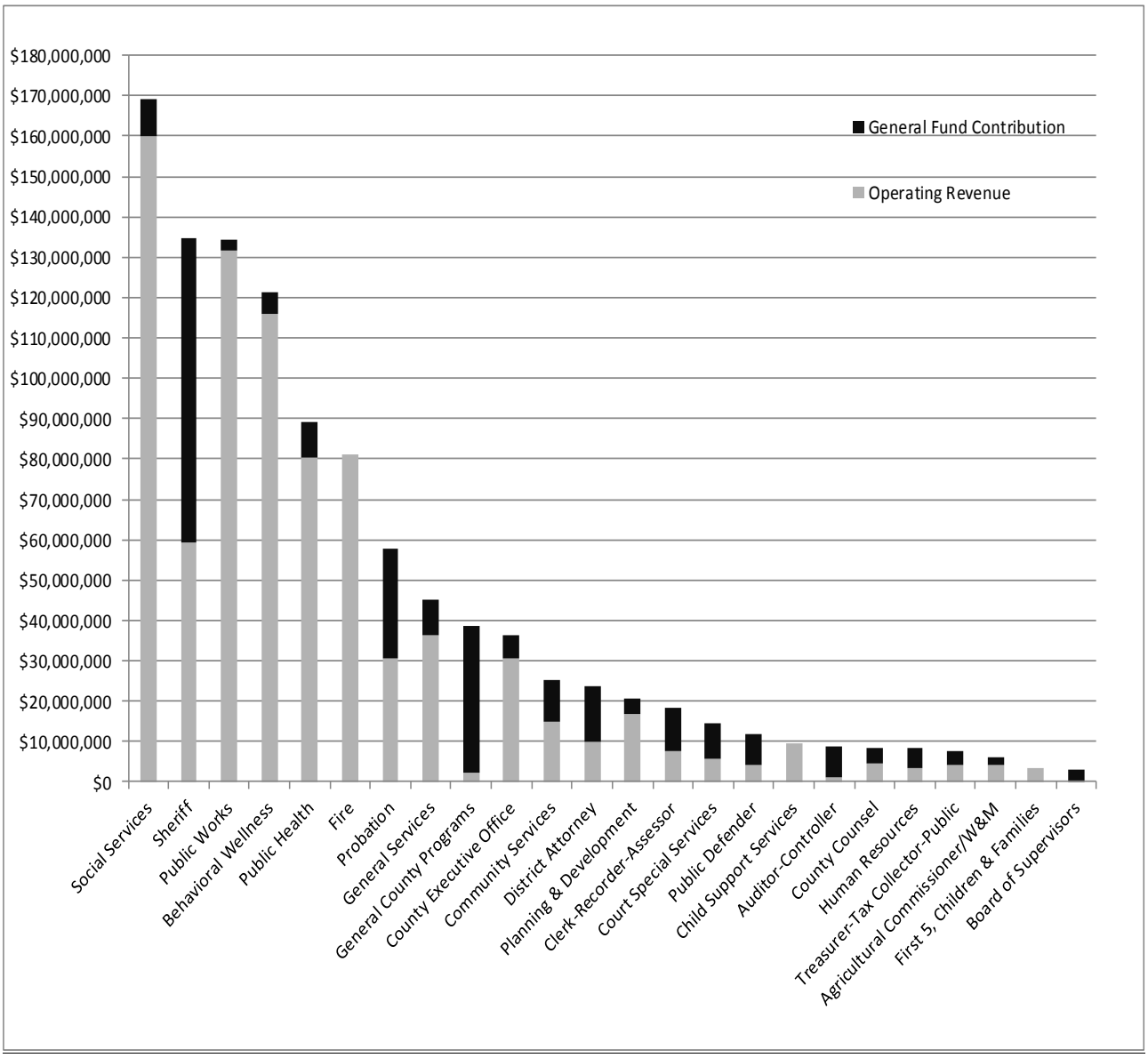


Summary Schedules

Operating Revenues by Department

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

FY 18-19 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 Departmental D Pages.

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive					
Board of Supervisors	$ 130	$ -	$ -	$ -	$ -
County Executive Office	28,870,244	30,029,489	29,583,100	30,423,700	394,211
County Counsel	4,410,039	4,350,960	4,341,400	4,703,900	352,940
Sub-Total	**33,280,412**	**34,380,449**	**33,924,500**	**35,127,600**	**747,151**
Public Safety					
Court Special Services	5,883,914	6,618,571	5,538,400	5,711,600	(906,971)
District Attorney	8,661,840	9,434,533	9,154,400	9,983,500	548,967
Fire	77,874,277	73,551,548	81,227,500	80,941,500	7,389,952
Probation	30,005,508	28,551,496	30,949,200	30,715,800	2,164,304
Public Defender	3,599,861	3,763,651	3,791,800	4,270,900	507,249
Sheriff	54,538,140	56,635,989	58,130,500	59,328,700	2,692,711
Sub-Total	**180,563,540**	**178,555,788**	**188,791,800**	**190,952,000**	**12,396,212**
Health & Human Services					
Behavioral Wellness	97,553,385	105,963,837	104,161,200	115,895,500	9,931,663
Child Support Services	9,597,548	9,533,883	9,785,100	9,495,400	(38,483)
First 5, Children & Families	4,233,218	3,700,949	3,521,600	3,330,100	(370,849)
Public Health	81,436,986	76,104,052	80,319,600	80,202,100	4,098,048
Social Services	156,210,280	156,250,761	156,367,300	159,906,600	3,655,839
Sub-Total	**349,031,419**	**351,553,482**	**354,154,800**	**368,829,700**	**17,276,218**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	3,022,881	3,604,891	3,524,100	4,300,400	695,509
Community Services	15,165,093	13,582,849	14,047,100	14,796,000	1,213,151
Planning & Development	10,502,469	15,519,303	14,367,500	16,890,200	1,370,897
Public Works	99,256,664	114,736,553	113,480,500	131,456,400	16,719,847
Sub-Total	**127,947,107**	**147,443,596**	**145,419,200**	**167,443,000**	**19,999,404**
General Government & Support Services					
Auditor-Controller	1,150,308	985,410	1,089,400	1,081,100	95,690
Clerk-Recorder-Assessor	7,472,072	7,506,313	5,508,200	7,674,600	168,287
Debt Service	1,386,010	1,411,887	1,412,100	1,413,200	1,313
General Services	34,246,976	36,325,459	37,741,000	36,429,300	103,841
Human Resources	2,994,880	3,382,379	3,362,700	3,393,200	10,821
North County Jail	21,423,712	64,504,995	34,751,900	23,824,400	(40,680,595)
Treasurer-Tax Collector-Public	3,515,336	3,986,744	4,096,500	4,165,600	178,856
Sub-Total	**72,189,295**	**118,103,187**	**87,961,800**	**77,981,400**	**(40,121,787)**
General County Programs					
General County Programs	2,187,654	3,354,411	3,240,600	2,088,000	(1,266,411)
General Revenues	245,687,116	249,559,721	250,779,200	259,321,600	9,761,879
Sub-Total	**247,874,769**	**252,914,132**	**254,019,800**	**261,409,600**	**8,495,468**
					-
Operating Revenues Total	**$ 1,010,886,542**	**$ 1,082,950,634**	**$ 1,064,271,900**	**$ 1,101,743,300**	**$ 18,792,666**

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 Departmental D Pages.

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive					
Board of Supervisors					
First District	$ -	$ -	$ -	$ -	$ -
Second District	-	-	-	-	-
Third District	-	-	-	-	-
Fourth District	-	-	-	-	-
Fifth District	130	-	-	-	-
Board Support	-	-	-	-	-
Sub-Total	**130**	**-**	**-**	**-**	**-**
County Executive Office					
County Management	437,811	662,395	539,000	755,400	93,005
Emergency Management	750,659	932,750	770,300	825,700	(107,050)
Risk Management	27,681,774	28,434,344	28,273,800	28,842,600	408,256
Sub-Total	**28,870,244**	**30,029,489**	**29,583,100**	**30,423,700**	**394,211**
County Counsel					
Legal Services	4,410,039	4,350,960	4,341,400	4,703,900	352,940
Not Found	-	-	-	-	-
Not Found	-	-	-	-	-
Sub-Total	**4,410,039**	**4,350,960**	**4,341,400**	**4,703,900**	**352,940**
Function Total	**$ 33,280,412**	**$ 34,380,449**	**$ 33,924,500**	**$ 35,127,600**	**$ 747,151**
Public Safety					
Court Special Services					
Court Special Services	5,883,914	6,618,571	5,538,400	5,711,600	(906,971)
Sub-Total	**5,883,914**	**6,618,571**	**5,538,400**	**5,711,600**	**(906,971)**
District Attorney					
Criminal Prosecution	8,612,459	9,284,533	9,044,400	9,833,500	548,967
Civil Prosecution	49,381	150,000	110,000	150,000	-
Sub-Total	**8,661,840**	**9,434,533**	**9,154,400**	**9,983,500**	**548,967**
Fire					
Administration & Support	2,353,957	18,492,067	14,775,400	22,366,600	3,874,533
Fire Prevention	535,568	3,065,594	3,086,000	3,147,500	81,906
Emergency Operations	74,984,752	51,993,887	63,366,100	55,427,400	3,433,513
Sub-Total	**77,874,277**	**73,551,548**	**81,227,500**	**80,941,500**	**7,389,952**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Public Safety (cont'd)					
Probation					
Administration & Support	$ 143,190	$ 138,640	$ 129,600	$ 129,100	$ (9,540)
Institutions	7,475,156	7,727,736	7,832,000	7,812,900	85,164
Juvenile Services	4,539,753	4,117,095	5,370,300	4,547,200	430,105
Adult Services	17,847,409	16,568,025	17,617,300	18,226,600	1,658,575
Sub-Total	**30,005,508**	**28,551,496**	**30,949,200**	**30,715,800**	**2,164,304**
Public Defender					
Administration & Support	-	(488,602)	(244,300)	-	488,602
Adult Legal Services	3,599,861	4,087,936	3,954,000	4,045,600	(42,336)
Juvenile Legal Services	-	164,317	82,100	225,300	60,983
Sub-Total	**3,599,861**	**3,763,651**	**3,791,800**	**4,270,900**	**507,249**
Sheriff					
Administration & Support	1,750,312	1,861,244	1,919,400	1,873,000	11,756
Custody Operations	19,352,360	20,286,410	20,459,200	20,898,800	612,390
Countywide Law Enforcement	25,964,292	26,978,565	28,239,300	29,044,300	2,065,735
Court Security Services	7,471,175	7,509,770	7,512,600	7,512,600	2,830
Sub-Total	**54,538,140**	**56,635,989**	**58,130,500**	**59,328,700**	**2,692,711**
Function Total	**$ 180,563,540**	**$ 178,555,788**	**$ 188,791,800**	**$ 190,952,000**	**$ 12,396,212**
Health & Human Services					
Behavioral Wellness					
Adminstration & Support	$ 12,438,070	$ 11,661,042	$ 10,420,800	$ 13,110,600	$ 1,449,558
Mental Health Inpatient Services	8,461,260	9,950,646	9,681,100	10,676,300	725,654
Quality Care Management	1,821,378	2,542,052	3,124,000	4,144,900	1,602,848
Mental Health Outpatient & Community	63,091,935	70,004,673	68,548,800	69,143,200	(861,473)
Alcohol & Drug Progams	11,740,742	11,805,424	12,386,500	18,820,500	7,015,076
Sub-Total	**97,553,385**	**105,963,837**	**104,161,200**	**115,895,500**	**9,931,663**
Child Support Services					
Case Management & Collections	9,597,548	9,533,883	9,785,100	9,495,400	(38,483)
Sub-Total	**9,597,548**	**9,533,883**	**9,785,100**	**9,495,400**	**(38,483)**
First 5, Children & Families					
Administration & Support	1,043,418	83,970	222,000	206,500	122,530
Program Evaluation and Research	190,177	242,101	242,100	243,000	899
Children's Wellness and Support	2,999,623	3,374,878	3,057,500	2,880,600	(494,278)
Sub-Total	**4,233,218**	**3,700,949**	**3,521,600**	**3,330,100**	**(370,849)**
Public Health					
Administration & Support	3,785,145	3,188,826	4,400,600	3,654,200	465,374
Health Care Centers	47,420,136	42,418,206	45,660,900	46,025,200	3,606,994
Indigent Health Programs	8,766,723	8,558,731	8,257,900	7,616,900	(941,831)
Disease Prevention & Health Promotion	10,462,886	10,725,135	10,934,800	11,575,700	850,565
Regulatory Programs & Emergency Preparedness	7,616,746	7,644,194	7,486,200	7,777,900	133,706
Animal Services	3,385,352	3,568,960	3,579,200	3,552,200	(16,760)
Sub-Total	**81,436,986**	**76,104,052**	**80,319,600**	**80,202,100**	**4,098,048**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Health & Human Services (cont'd)					
Social Services					
Administration & Support	$ 383,387	$ 55,040	$ 56,600	$ 56,600	$ 1,560
Economic Assistance & Employment Services	100,219,894	100,407,085	99,635,100	99,715,400	(691,685)
Protective Services for Children,Adults & Disabled	55,594,728	55,788,636	56,675,600	60,134,600	4,345,964
Unallocated	12,271	-	-	-	-
Sub-Total	**156,210,280**	**156,250,761**	**156,367,300**	**159,906,600**	**3,655,839**
Function Total	**$ 349,031,419**	**$ 351,553,482**	**$ 354,154,800**	**$ 368,829,700**	**$ 17,276,218**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	$ 49,153	$ 66,946	$ 103,500	$ 505,500	$ 438,554
Agriculture	2,509,186	3,058,545	2,941,200	3,309,800	251,255
Weights & Measures	464,542	479,400	479,400	485,100	5,700
Sub-Total	**3,022,881**	**3,604,891**	**3,524,100**	**4,300,400**	**695,509**
Community Services					
Administration & Support	40,564	40,000	40,000	40,000	-
Parks & Open Spaces	8,653,824	7,164,670	7,845,800	7,666,700	502,030
Housing & Community Development	4,700,837	4,018,359	3,803,500	4,563,000	544,641
Community Support (Arts & Libraries)	562,212	616,920	616,900	563,900	(53,020)
Energy and Sustainability Initiatives	1,207,656	1,742,900	1,740,900	1,962,400	219,500
Sub-Total	**15,165,093**	**13,582,849**	**14,047,100**	**14,796,000**	**1,213,151**
Planning & Development					
Administration & Support	779,868	1,208,777	1,159,200	1,620,000	411,223
Permitting	8,897,014	13,191,708	12,269,400	14,192,400	1,000,692
Coastal Mitigation	367,941	499,350	519,500	536,400	37,050
Code Enforcement	220,680	397,000	193,000	298,000	(99,000)
Long Range Planning	236,967	222,468	226,400	243,400	20,932
Sub-Total	**10,502,469**	**15,519,303**	**14,367,500**	**16,890,200**	**1,370,897**
Public Works					
Administration & Support	4,861,218	5,185,091	5,189,200	5,492,600	307,509
Transportation	30,757,029	40,863,394	38,283,300	46,993,200	6,129,806
Surveyor	348,552	388,911	372,100	439,200	50,289
Water Resources/Flood Control	23,173,380	23,409,395	24,554,300	30,710,200	7,300,805
Resource Recovery & Waste Management	40,116,485	44,889,762	45,081,600	47,821,200	2,931,438
Sub-Total	**99,256,664**	**114,736,553**	**113,480,500**	**131,456,400**	**16,719,847**
Function Total	**$ 127,947,107**	**$ 147,443,596**	**$ 145,419,200**	**$ 167,443,000**	**$ 19,999,404**
General Government & Support Services					
Auditor-Controller					
Administration & Support	$ 69,865	$ -	$ 23,100	$ 18,200	$ 18,200
Audit Services	7,500	7,500	6,300	7,500	-
Accounting Services	1,072,943	977,910	1,060,000	1,055,400	77,490
Sub-Total	**1,150,308**	**985,410**	**1,089,400**	**1,081,100**	**95,690**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	$ 123	$ -	$ -	$ -	$ -
Elections	1,219,144	2,115,313	110,000	2,370,300	254,987
Clerk-Recorder	3,044,015	2,821,000	2,594,100	2,736,200	(84,800)
Assessor	3,208,791	2,570,000	2,804,100	2,568,100	(1,900)
Sub-Total	**7,472,072**	**7,506,313**	**5,508,200**	**7,674,600**	**168,287**
Debt Service					
Long Term Debt	1,386,010	1,411,887	1,412,100	1,413,200	1,313
Sub-Total	**1,386,010**	**1,411,887**	**1,412,100**	**1,413,200**	**1,313**
General Services					
Administration and Finance	1,054,265	1,001,007	1,039,000	1,067,800	66,793
Capital Projects	1,249,592	2,092,505	3,498,100	682,000	(1,410,505)
Facilities and Real Estate Management	8,007,995	8,184,262	8,359,600	9,073,200	888,938
Fleet Operations	11,557,143	12,576,298	12,467,600	12,154,400	(421,898)
Information and Communications Technology	12,377,927	12,471,387	12,375,700	13,451,900	980,513
Purchasing, Surplus and Mail	54	-	1,000	-	-
Sub-Total	**34,246,976**	**36,325,459**	**37,741,000**	**36,429,300**	**103,841**
Human Resources					
Administration	3,644	-	-	-	-
Employee Relations/Benefits	24,658	75,000	110,000	110,000	35,000
Employees' University	133,802	177,375	285,000	120,000	(57,375)
Employee Insurance	2,832,776	3,130,004	2,967,700	3,163,200	33,196
Sub-Total	**2,994,880**	**3,382,379**	**3,362,700**	**3,393,200**	**10,821**
North County Jail					
North Branch Main Jail Project	21,423,712	64,504,995	34,751,900	23,824,400	(40,680,595)
Sub-Total	**21,423,712**	**64,504,995**	**34,751,900**	**23,824,400**	**(40,680,595)**
Treasurer-Tax Collector-Public					
Administration & Support	9,191	-	-	-	-
Treasury	2,058,163	2,664,438	2,748,700	2,746,200	81,762
Tax & Collections	1,166,268	1,133,762	1,142,300	1,183,900	50,138
Public Assistance	281,715	188,544	205,500	235,500	46,956
Sub-Total	**3,515,336**	**3,986,744**	**4,096,500**	**4,165,600**	**178,856**
Function Total	**$ 72,189,295**	**$ 118,103,187**	**$ 87,961,800**	**$ 77,981,400**	**$ (40,121,787)**
General County Programs					
General County Programs					
Support to Other Governments & Organizations	$ 112,917	$ -	$ 132,500	$ -	$ -
Reserved & Committed Funds	1,403,901	2,876,400	2,628,500	1,610,000	(1,266,400)
Ancillary Services	670,836	478,011	479,600	478,000	(11)
Sub-Total	**2,187,654**	**3,354,411**	**3,240,600**	**2,088,000**	**(1,266,411)**
General Revenues					
General Revenues	245,687,116	249,559,721	250,779,200	259,321,600	9,761,879
Sub-Total	**245,687,116**	**249,559,721**	**250,779,200**	**259,321,600**	**9,761,879**
Function Total	**$ 247,874,769**	**$ 252,914,132**	**$ 254,019,800**	**$ 261,409,600**	**$ 8,495,468**
Operating Revenues Total	**$ 1,010,886,542**	**$ 1,082,950,634**	**$ 1,064,271,900**	**$ 1,101,743,300**	**$ 18,792,666**

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.

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Taxes					
Property Tax-Current Secured	$ 126,679,081	$ 131,366,000	$ 131,693,000	$ 134,656,000	$ 3,290,000
Property Tax-Unitary	2,814,222	2,982,000	2,753,000	2,808,000	(174,000)
Property Tax In-Lieu of VLF	51,485,351	54,317,000	54,317,000	55,947,000	1,630,000
PT PY Corr/Escapes Secured	719,308	200,000	200,000	205,000	5,000
Property Tax-Current Unsecd	4,654,187	5,500,000	4,985,000	5,073,000	(427,000)
Prop Tax-Curr Unsec Aircraft	547,000	527,000	614,000	629,000	102,000
PT PY Corr/Escapes Unsecured	62,933	-	830,000	208,000	208,000
RDA Pass-through Payments	513,888	531,000	531,000	558,000	27,000
RDA RPTTF Resid Distributions	6,730,216	5,977,000	5,977,000	6,276,000	299,000
Property Tax-Prior Secured	221,745	(600,000)	(420,000)	(437,000)	163,000
Property Tax-Prior Unsecured	53,898	-	-	-	-
Supplemental Pty Tax-Current	3,429,026	3,502,000	2,700,000	3,375,000	(127,000)
Supplemental Pty Tax-Prior	3,301	-	-	-	-
Sales and Use Retail Tax State	10,442,277	10,658,000	10,538,000	10,749,000	91,000
Cannabis Tax	-	-	-	1,700,000	1,700,000
Transient Occupancy Tax	10,067,899	11,797,000	9,080,000	11,218,000	(579,000)
Racehorse Taxation	-	4,000	7,600	4,000	-
Property Transfer Taxes	3,937,922	3,965,000	3,965,000	4,044,000	79,000
Sub-Total	**222,362,254**	**230,726,000**	**227,770,600**	**237,013,000**	**6,287,000**
Licenses, Permits and Franchises					
Franchises	2,881,069	3,016,000	3,016,000	3,076,000	60,000
Sub-Total	**2,881,069**	**3,016,000**	**3,016,000**	**3,076,000**	**60,000**
Fines, Forfeitures, and Penalties					
PT-Delinquent Penalty-CY	2,395,044	1,168,000	1,429,800	1,501,000	333,000
PT-Redemption Penalty-PY	2,217,139	1,639,000	1,931,500	2,028,000	389,000
PT-Delinquent Penalty-PY	718,791	899,000	963,700	1,012,000	113,000
Sub-Total	**5,330,973**	**3,706,000**	**4,325,000**	**4,541,000**	**835,000**
Use of Money and Property					
Interest Income	823,767	604,000	1,120,200	1,232,000	628,000
Unrealized Gain/Loss Invstmnts	(488,929)	(525,000)	(653,300)	(679,000)	(154,000)
Other Rental of Bldgs and Land	378,944	343,000	343,000	350,000	7,000
Sub-Total	**713,783**	**422,000**	**809,900**	**903,000**	**481,000**
Intergovernmental Revenue-State					
Motor Vhcle In-Lieu In Excess	167,042	153,000	153,000	156,000	3,000
Homeowners Property Tax Relief	735,438	735,000	735,000	720,000	(15,000)
State Off Hwy Mtr Veh Lic Fees	582	-	300	-	-
Sub-Total	**903,062**	**888,000**	**888,300**	**876,000**	**(12,000)**
Intergovernmental Revenue-Federal					
Federal Grazing Fees	177	-	-	-	-
Payments In Lieu of Taxes	1,867,841	18,000	1,618,000	18,000	-
RDA Dissolution Proceeds	-	-	1,552,600	-	-
Sub-Total	**1,868,018**	**18,000**	**3,170,600**	**18,000**	**-**
Charges for Services					
Cost Allocation Services	10,128,064	9,814,513	9,829,500	11,923,300	2,108,787
Cost Allocation Use Allowance	1,024,429	871,063	871,100	922,300	51,237
Sub-Total	**11,152,493**	**10,685,576**	**10,700,600**	**12,845,600**	**2,160,024**
Miscellaneous Revenue					
Unclaimed Money In Co.Treasury	589	98,000	98,100	49,000	(49,000)
Grant/Audit/Other Settlements	474,873	-	-	-	-
Other Miscellaneous Revenue	-	145	100	-	(145)
Unrealized Gains	402,157	-	-	-	-
Sub-Total	**877,620**	**98,145**	**98,200**	**49,000**	**(49,145)**
Intrafund Expenditure Transfers (-)					
Itrf (-) Cost Allocations	91,988	50,279	50,300	-	(50,279)
Sub-Total	**91,988**	**50,279**	**50,300**	**-**	**(50,279)**
Revenue Total	**$ 246,181,260**	**$ 249,610,000**	**$ 250,829,500**	**$ 259,321,600**	**$ 9,711,600**

Summary Schedules

General Fund Contribution

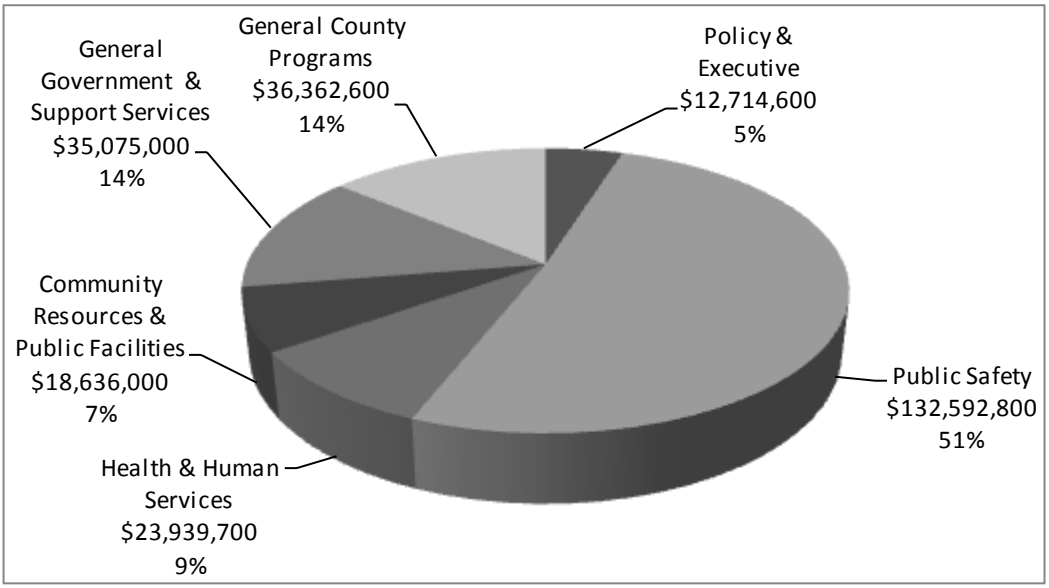
This section of the Summary Schedules shows the amount of "General Fund Contribution (GFC)" allocated to the various County departments. The allocation methodology (i.e. the determination of how much a department will receive in GFC) is based on principles adopted by the Board of Supervisors before each 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.

	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Policy & Executive					
Board of Supervisors	$ 3,078,300	$ 3,151,600	$ 3,151,600	$ 3,151,600	$ -
County Executive Office	5,313,054	5,164,400	5,164,400	5,748,800	584,400
County Counsel	3,660,916	3,742,907	3,742,900	3,814,200	71,293
Sub-Total	**12,052,270**	**12,058,907**	**12,058,900**	**12,714,600**	**655,693**
Public Safety					
Court Special Services	8,586,800	8,586,800	8,586,800	8,586,800	-
District Attorney	13,972,000	13,820,500	13,820,500	13,820,500	-
Probation	26,630,966	27,025,713	27,025,700	27,146,100	120,387
Public Defender	7,614,200	7,420,100	7,420,100	7,538,800	118,700
Sheriff	71,860,800	74,016,075	74,016,600	75,500,600	1,484,525
Sub-Total	**128,664,766**	**130,869,188**	**130,869,700**	**132,592,800**	**1,723,612**
Health & Human Services					
Behavioral Wellness	4,166,900	5,529,600	5,529,600	5,529,600	-
Public Health	9,308,105	9,075,700	9,075,700	9,075,700	-
Social Services	7,419,000	9,334,445	9,334,500	9,334,400	(45)
Sub-Total	**20,894,005**	**23,939,745**	**23,939,800**	**23,939,700**	**(45)**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	1,633,700	1,595,100	1,595,100	1,595,100	-
Community Services	10,458,535	10,396,839	10,396,800	10,427,700	30,861
Planning & Development	4,719,800	3,589,500	3,589,500	3,589,500	-
Public Works	3,128,900	3,023,700	3,197,700	3,023,700	-
Sub-Total	**19,940,935**	**18,605,139**	**18,779,100**	**18,636,000**	**30,861**
General Government & Support Services					
Auditor-Controller	7,667,400	7,579,100	7,579,100	7,579,100	-
Clerk-Recorder-Assessor	10,799,500	10,532,200	10,532,200	10,532,200	-
General Services	8,919,400	8,621,800	8,621,800	8,621,800	-
Human Resources	4,924,311	4,841,200	4,841,200	4,841,200	-
Treasurer-Tax Collector-Public	3,586,100	3,500,700	3,500,700	3,500,700	-
Sub-Total	**35,896,711**	**35,075,000**	**35,075,000**	**35,075,000**	**-**
General County Programs					
General County Programs	24,490,419	29,062,021	30,746,200	36,362,600	7,300,579
Sub-Total	**24,490,419**	**29,062,021**	**30,746,200**	**36,362,600**	**7,300,579**
General Fund Contributions Total	**$ 241,939,106**	**$ 249,610,000**	**$ 251,468,700**	**$ 259,320,700**	**$ 9,710,700**

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.

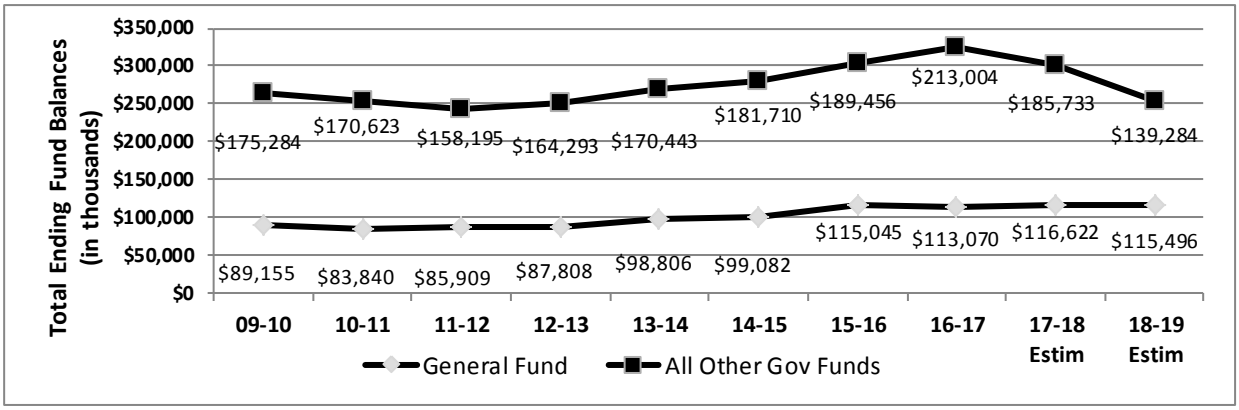
There are two schedules in this section that focus on the fund balances of the County's budgeted funds. The first schedule lists the County's budgeted funds and provides estimates on beginning and ending fund balances based on estimated activity for the current fiscal year and the estimated activity 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 2017-18 and 2018-19 can be found on the following Fund Balance Summary schedule.



Summary Schedules

Fund Balance Summary

	Estimated Fund Balances as of June 30, 2018	Recommended Revenues & Other Financing Sources	Recommended Expenditures & Other Financing Uses	Estimated Fund Balances as of June 30, 2019
Governmental Funds				
Major Funds				
General Fund	$ 116,621,813	$ 660,710,700	$ 661,836,200	$ 115,496,313
Flood Control Districts	63,878,079	21,352,200	30,043,900	55,186,379
Public Health	27,446,346	81,300,100	84,928,700	23,817,746
Fire Protection District	22,468,648	81,154,700	89,442,600	14,180,748
Roads Fund	11,071,261	54,320,800	56,627,200	8,764,861
Affordable Housing	6,843,230	6,245,100	8,353,200	4,735,130
Capital Projects	15,498,187	35,757,100	48,125,600	3,129,687
Behavioral Wellness	6,668,812	129,804,700	133,766,700	2,706,812
Social Services	3,494,778	159,878,900	162,996,400	377,278
Sub-Total	273,991,153	1,230,524,300	1,276,120,500	228,394,953
Non-Major Funds				
Water Agencies	8,237,513	10,615,000	11,383,300	7,469,213
First 5 Children and Families Commission	4,358,842	3,330,100	3,798,500	3,890,442
Courthouse Construction	2,725,828	760,000	219,800	3,266,028
County Service Areas	3,047,894	2,028,100	1,860,700	3,215,294
Inmate Welfare	2,036,067	1,875,100	2,006,900	1,904,267
Muni Finance - Debt Service	1,340,982	5,848,700	5,819,400	1,370,282
Coastal Resources Enhancement	1,908,757	456,000	1,033,300	1,331,457
Public and Educational Access	1,018,538	2,800	8,000	1,013,338
Community Facilities District	652,300	612,400	630,100	634,600
Seawalls	593,934	2,600	175,000	421,534
Fishermen Assistance	401,007	13,700	29,900	384,807
Child Support Services	427,033	9,495,400	9,547,300	375,133
Court Operations	315,809	14,580,300	14,614,000	282,109
Lighting Districts	330,476	530,800	588,200	273,076
Special Aviation	245,571	50,000	48,100	247,471
Petroleum	246,200	682,600	690,600	238,200
Fish and Game	77,304	12,200	26,600	62,904
IHSS Public Authority	399,762	9,451,500	9,846,000	5,262
Criminal Justice Construction	-	1,020,700	1,020,700	-
Sub-Total	28,363,817	61,368,000	63,346,400	26,385,417
Total Governmental Funds	**302,354,970**	**1,291,892,300**	**1,339,466,900**	**254,780,370**

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 2018-19, the fund balances for all governmental funds are anticipated to decrease by 16% or $47.6 million and the major funds as a whole are projected to decrease by 17% or $45.6 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.

	Est. Fund Balance as of June 30, 2018	Est. Fund Balance as of June 30, 2019	Difference	Percent
Governmental Major Funds Detail				
General Fund	**$ 116,621,813**	**$ 115,496,313**	**$ (1,125,500)**	**-1%**
Flood Control Districts	63,878,079	55,186,379	(8,691,700)	-14%
Public Health	27,446,346	23,817,746	(3,628,600)	-13%
Fire Protection District	22,468,648	14,180,748	(8,287,900)	-37%
Roads Fund	11,071,261	8,764,861	(2,306,400)	-21%
Affordable Housing	6,843,230	4,735,130	(2,108,100)	-31%
Capital Projects	15,498,187	3,129,687	(12,368,500)	-80%
Behavioral Wellness	6,668,812	2,706,812	(3,962,000)	-59%
Social Services	3,494,778	377,278	(3,117,500)	-89%
Total Other Governmental Major Funds	**157,369,340**	**112,898,640**	**(44,470,700)**	**-28%**
Total Governmental Major Funds	**273,991,153**	**228,394,953**	**(45,596,200)**	**-17%**
Total Non-Major Governmental Funds	**28,363,817**	**26,385,417**	**(1,978,400)**	**-7%**
Total Governmental Funds	**$ 302,354,970**	**$ 254,780,370**	**$ (47,574,600)**	**-16%**

Significant Changes (10% or more)

- The Flood Control Districts fund is estimated to decrease 14% or $8.7 million for the capital creeks projects.
- The Public Health fund is estimated to decrease 13% or $3.6 million primarily due to capital projects.
- The Fire Protection District Fund is estimated to decrease 37% or $8.3 million primarily due to capital projects.
- The Roads fund is estimated to decrease 21% or $2.3 million due to increased salaries & benefits and operating costs.
- The Capital Projects fund balance is estimated to decrease 80% or $12.4 million to fund the construction of the North County Jail.
- The Affordable Housing District fund is estimated to decrease 31% or $2.1 million primarily due to HOME and CDBG project expenditures.
- The Behavioral Wellness fund is estimated to decrease 59% or $3.9 million primarily due to increasing salaries & benefits and operating costs.
- The Social Services fund is estimated to decrease 89% or $3.1 million due to increased salaries & benefits and operating costs.

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 7/1/2017	Estimated Balance 6/30/2018	Change From 6/30/2018	Recommended Balance 6/30/2019
Fund Balance Nonspendable				
Teeter Tax Losses	$ 8,296,212	$ 8,655,212	$ -	$ 8,655,212
Receivables	5,293,806	5,293,806	-	5,293,806
Prepaids/Deposits	50,000	50,000	-	50,000
Nonspendable Total	**13,640,018**	**13,999,018**	**-**	**13,999,018**
Fund Balance Restricted				
Local Realignment 2011	12,095,648	13,322,148	(1,696,400)	11,625,748
Probation YOBG	1,728,760	2,622,660	525,100	3,147,760
Sheriff Categorical Grants	1,747,278	1,889,378	213,900	2,103,278
Recorder Modernization	1,833,672	1,862,172	30,100	1,892,272
Purpose of Fund	1,226,084	2,019,484	(250,200)	1,769,284
Public Safety Prop 172	1,880,892	3,051,292	(1,270,500)	1,780,792
GATV Infrastructure	435,915	705,915	270,000	975,915
Maintenance-Casa Nueva Bldg	632,535	666,535	34,000	700,535
P&D Offsite Mitigation	2,011,212	1,765,212	(1,220,000)	545,212
Forfeiture Penalty	528,657	528,657	-	528,657
Assessor AB818	503,770	503,770	-	503,770
Probation LESF/COPS	907,014	1,009,814	(566,900)	442,914
Survey Monument	377,763	377,763	4,000	381,763
Public Arts Program	513,608	484,508	(100,900)	383,608
Los Prietos Donation	640,000	428,200	(85,000)	343,200
Gaviota Bikeway	323,830	323,830	-	323,830
Recorder Operations	1,303,661	719,061	(408,100)	310,961
District Attorney Programs	307,127	307,127	-	307,127
PHD Special Projects	276,880	284,880	15,000	299,880
Donations	236,980	227,480	(9,600)	217,880
Recorder Micrographics	363,289	304,989	(90,100)	214,889
Consumer/Environmental	250,781	250,781	(37,200)	213,581
Probation Programs	149,312	152,612	3,300	155,912
State Off Hwy Fee	146,927	146,927	-	146,927
Animal Control Programs	99,088	95,088	40,000	135,088
CalVet Subvention Program	202,781	202,781	(71,000)	131,781
Recorder ERDS	134,443	138,743	(29,600)	109,143
Recorder Redaction	252,831	166,431	(64,200)	102,231
Weights and Measures	150,174	150,174	(65,000)	85,174
DARE	40,384	40,384	-	40,384
Real Estate Fraud	78,096	78,096	(66,100)	11,996
Allocated for Capital Outlay	841	841	-	841
Vital Records	149,017	86,917	(86,900)	17
Restricted Total	**31,529,250**	**34,914,650**	**(4,982,300)**	**29,932,350**

Summary Schedules

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

	Balance 7/1/2017	Estimated Balance 6/30/2018	Change From 6/30/2018	Recommended Balance 6/30/2019
Fund Balance Committed				
Strategic Reserve	30,866,400	23,616,400	-	23,616,400
New Jail Operations	7,835,632	13,405,032	(1,688,700)	11,716,332
Disaster Recovery	-	-	6,250,000	6,250,000
Litigation	819,211	2,644,211	2,119,400	4,763,611
Contingencies	48,991	2,004,691	2,000,000	4,004,691
Program Stabilization	1,250,000	1,875,000	2,375,000	4,250,000
Accumulated Capital Outlay	700,000	700,000	-	700,000
Mental Health	686,073	686,073	2,000,000	2,686,073
Auditor Systems Maint/Develop	1,756,349	1,756,349	(411,600)	1,344,749
Emerging Issues	1,748,033	2,177,033	(1,326,000)	851,033
County Executive Programs	1,369,519	1,146,419	(60,000)	1,086,419
Assr Prop Sys Maint/Develop	1,135,000	1,135,000	(225,100)	909,900
P&D Land Use System	893,509	898,509	(68,300)	830,209
Planning/Development Projects	1,089,787	975,787	(170,000)	805,787
Clerk Record Assessor Projects	1,795,184	1,403,984	(634,400)	769,584
Maintenance Policy 18%	7,000	7,000	(7,000)	-
General County Programs	584,506	581,806	-	581,806
General Services Projects	941,114	941,114	(377,600)	563,514
Parks Projects	800,487	670,087	(152,000)	518,087
Facilities Maintenance	5,996	505,796	-	505,796
Purpose of Fund	1,105,425	1,187,925	(754,500)	433,425
Human Resources Programs	909,192	909,192	(509,000)	400,192
North County Jail Contingency	302,000	302,000	-	302,000
District Attorney Programs	492,500	492,500	(217,200)	275,300
Sheriff Projects	438,969	350,969	(88,000)	262,969
Treas Tax Collector Projects	708,867	708,867	(478,500)	230,367
Housing Programs	337,652	293,052	(90,000)	203,052
Public Defender Programs	221,274	196,874	-	196,874
Elections Voting Equipment	915,748	788,548	(592,200)	196,348
Rental Maintenance	151,197	151,197	-	151,197
Assessment Appeals Support	-	579,200	(458,000)	121,200
Props 215/64 - Cannabis	-	-	109,700	109,700
Probation Programs	93,601	93,601	-	93,601
Ag Commissioner Projects	67,805	67,805	-	67,805
Building & Safety Permitting	40,000	40,000	-	40,000
Imprest Cash	22,280	22,280	-	22,280
Maintenance-Montecito Com Hall	21,852	5,052	10,000	15,052
Committed Total	**60,161,151**	**63,319,351**	**6,556,000**	**69,875,351**
Fund Balance Residual				
Fund Balance-Residual	7,005,908	8,319,308	-	8,319,308
Residual Fund Balance-Inc/Dec	-	(7,005,900)	-	(7,005,900)
Unassigned Fund Balance	733,687	3,075,387	(2,699,200)	376,187
Residual Total	**7,739,595**	**4,388,795**	**(2,699,200)**	**1,689,595**
Fund Balance Total	**$ 113,070,013**	**$ 116,621,813**	**$ (1,125,500)**	**$ 115,496,313**

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.

Five Year Staffing Trend by Function & Department

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

	Adopted FY 14-15	Adopted FY 15-16	Adopted FY 16-17	Adopted FY 17-18	Recommended FY 18-19
Policy & Executive					
Board of Supervisors	20.50	20.00	20.00	20.25	**20.00**
County Counsel	38.00	38.00	39.00	37.65	**42.00**
County Executive Office	57.38	35.00 (1)	36.00	33.00	**35.00**
Sub-Total	**115.88**	**93.00**	**95.00**	**90.90**	**97.00**
Public Safety					
District Attorney	127.50	129.50	133.50	129.50	**132.00**
Fire	238.00	247.81	254.00	259.00	**261.00**
Probation	331.00	328.00	324.00	321.00	**328.00**
Public Defender	65.00	66.00	67.00	63.00	**64.00**
Sheriff	646.54	651.54	669.08	664.23	**716.96** (3)
Sub-Total	**1,408.04**	**1,422.85**	**1,447.58**	**1,436.73**	**1,501.96**
Health & Human Services					
Behavioral Wellness	343.48	367.88	370.88	370.13	**384.44**
Child Support Services	78.56	74.96	75.08	71.25	**68.75**
First 5, Children & Families	13.00	12.00	11.00	10.00	**10.00**
Public Health	480.18	505.13	536.24	536.38	**529.07**
Social Services	881.75	898.75	898.75	741.77 (2)	**741.50**
Sub-Total	**1,796.97**	**1,858.72**	**1,891.95**	**1,729.52**	**1,733.76**
Community Resources & Public Facl.					
Agricultural Commissioner/W&M	33.00	33.00	33.00	33.00	**37.00**
Community Services	73.75	80.75	84.05	82.80	**82.11**
Planning & Development	89.45	89.89	91.59	91.80	**98.30**
Public Works	280.25	282.75	281.25	281.25	**281.25**
Sub-Total	**476.45**	**486.39**	**489.89**	**488.85**	**498.66**
General Government & Support Services					
Auditor-Controller	49.15	49.20	50.25	49.00	**48.60**
Clerk-Recorder-Assessor	95.38	96.38	99.13	98.50	**99.50**
General Services	117.00	120.00	119.00	115.50	**117.50**
Human Resources	-	26.50 (1)	28.25	29.25	**25.25**
Treasurer-Tax Collector-Public	43.00	44.00	45.00	44.00	**43.50**
Sub-Total	**304.53**	**336.08**	**341.63**	**336.25**	**334.35**
General County Programs					
General County Programs	1.00	1.00	1.00	1.00	**1.00**
Sub-Total	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**
FTE Total	**4,102.85**	**4,198.04**	**4,267.04**	**4,083.25** (2)	**4,166.73**

Summary Schedules

Significant Changes in Permanent Position Staffing

Most of the changes in the FTEs over the 5-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:

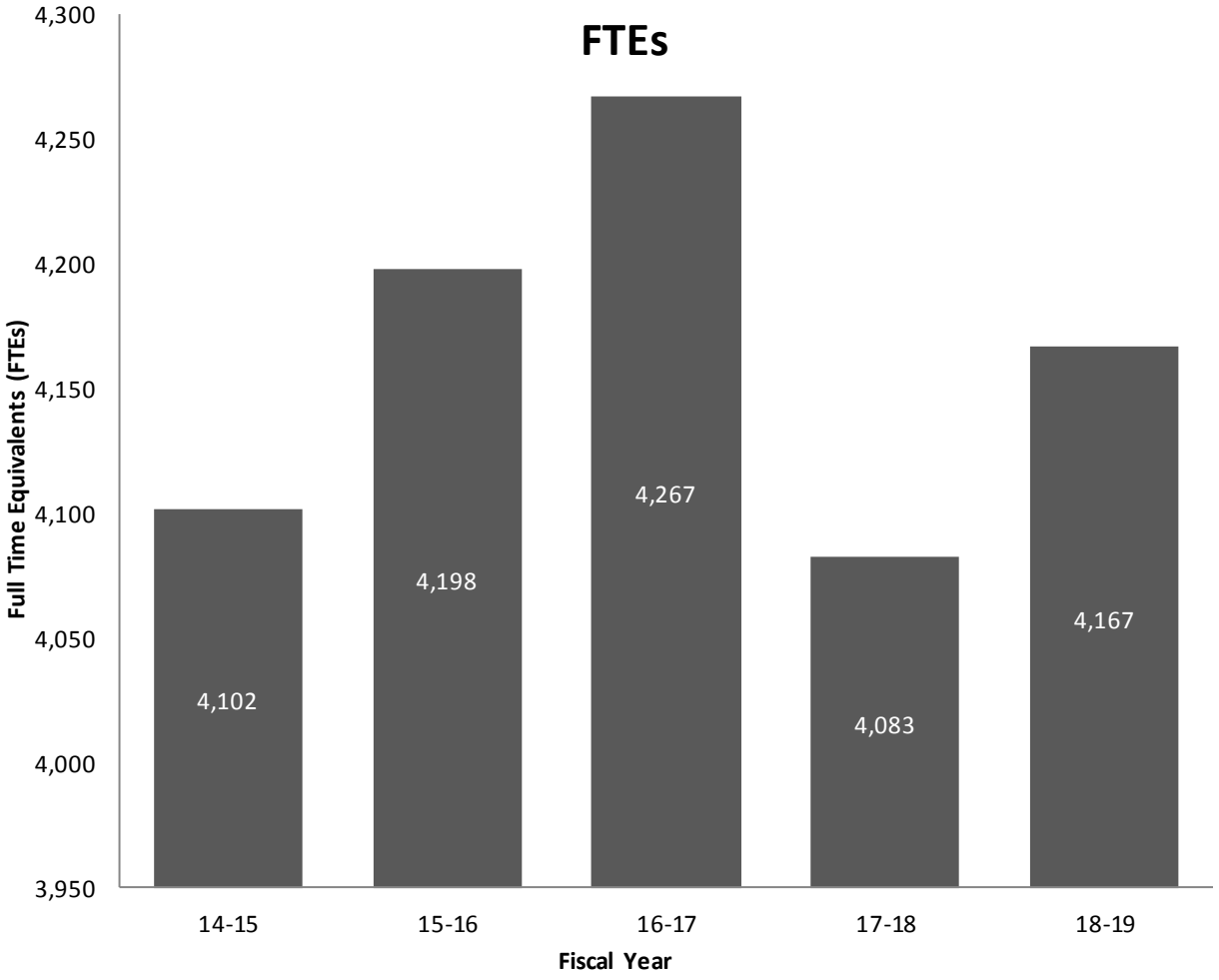
(1) Human Resources was separated from the County Executive Office. This results in a net reduction of 22.4 FTE from the prior year.

(2) The primary reason for the decrease of 183.8 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 157 FTEs.

(3) Sheriff FTEs increased by 52.73 in FY 18-19 primarily due to increased staffing for the North Branch Jail which is expected to open in the spring of 2019.

Summary Schedules

5-Year Recommended Staffing Trend – Countywide



Notes:

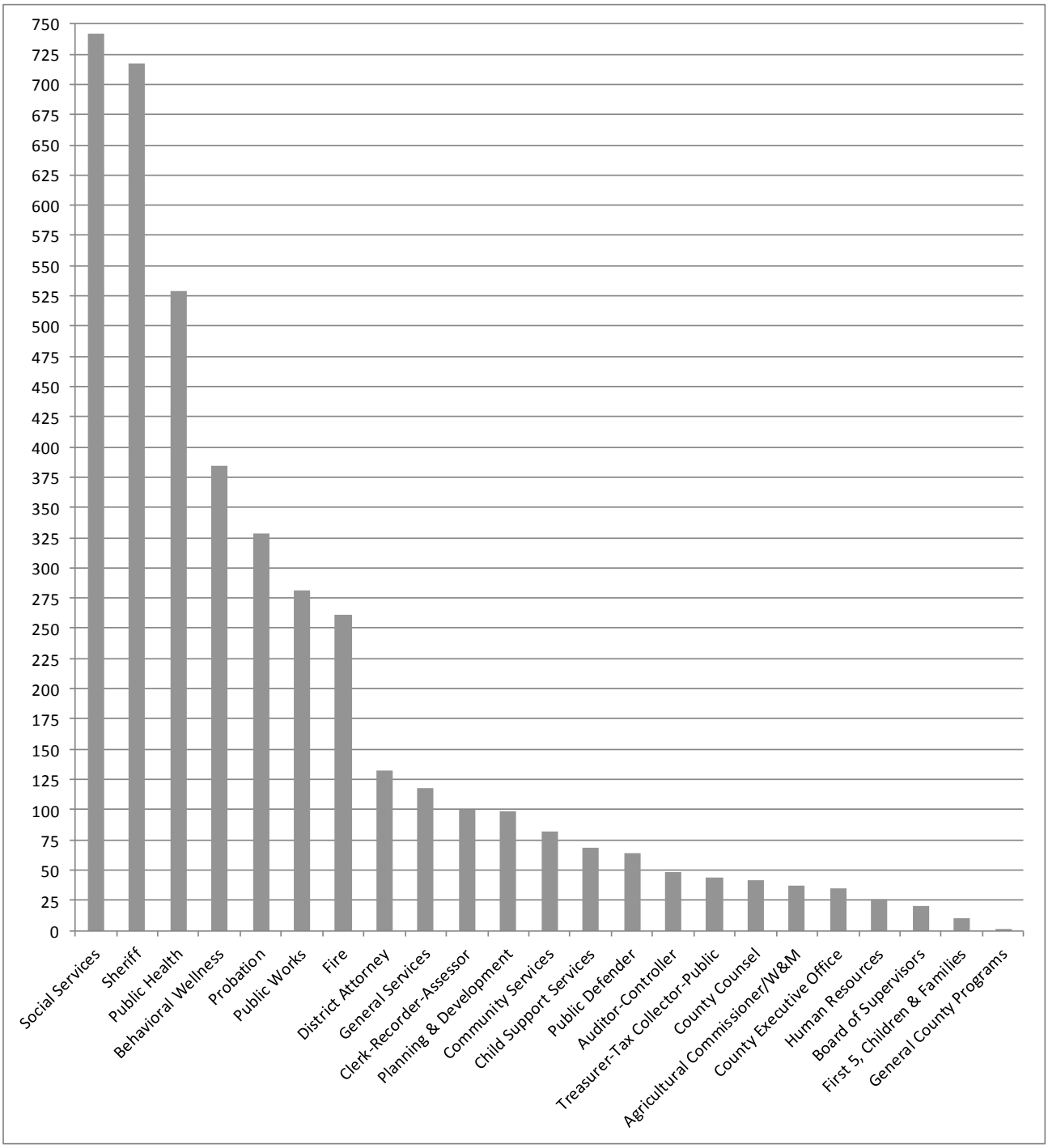
- This schedule is based on the Recommended budget figures. Refer to page C-48 to view the Adopted budget figures.

Summary Schedules

Full Time Equivalents By Department

The detail for this chart can be found on Page C-48.

FY 18-19 FTE Totals By Department



Summary Schedules

COUNTY OF SANTA BARBARA
CALIFORNIA

Section D

Recommended Budget Detail

COUNTY OF SANTA BARBARA
CALIFORNIA

Policy & Executive

Policy & Executive

Functional Group Overview

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, including the long-term Thomas Fire and 1/9 Debris Flow disaster recovery.
- Looking ahead at opportunities and risks

Strategic Goals

- Develop and maintain a structurally balanced budget.
- Support implementation of Renew 2022 initiatives to transform how the County government does its work by support efforts to revision what we do, rebalance resources, redesign business processes, respond to residents, and retain top talent.
- 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Board of Supervisors	20.07	20.25	20.25	20.00	(0.25)
County Executive Office	29.19	33.00	33.00	35.00	2.00
County Counsel	38.00	37.65	37.65	42.00	4.35
Total	87.25	90.90	90.90	97.00	6.10

Budget By Department					
Board of Supervisors	$ 2,961,068	$ 3,101,472	$ 3,061,000	$ 3,163,500	$ 62,028
County Executive Office	31,591,957	36,470,371	38,297,700	38,498,500	2,028,129
County Counsel	7,694,856	8,343,867	8,443,200	9,374,400	1,030,533
Total	$ 42,247,880	$ 47,915,710	$ 49,801,900	$ 51,036,400	$ 3,120,690

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 14,910,888	$ 16,463,072	$ 16,254,700	$ 17,933,000	$ 1,469,928
Services and Supplies	25,337,439	29,527,768	31,637,800	30,853,900	1,326,132
Other Charges	1,999,553	1,924,870	1,909,400	2,249,500	324,630
Total Operating Expenditures	42,247,880	47,915,710	49,801,900	51,036,400	3,120,690
Capital Assets	38,182	185,000	30,000	185,000	-
Intrafund Expenditure Transfers (+)	126,184	50,128	35,000	40,000	(10,128)
Increases to Fund Balances	997,915	513,728	713,200	685,400	171,672
Fund Balance Impact (+)	3,079,074	-	218,700	-	-
Total	$ 46,489,236	$ 48,664,566	$ 50,798,800	$ 51,946,800	$ 3,282,234

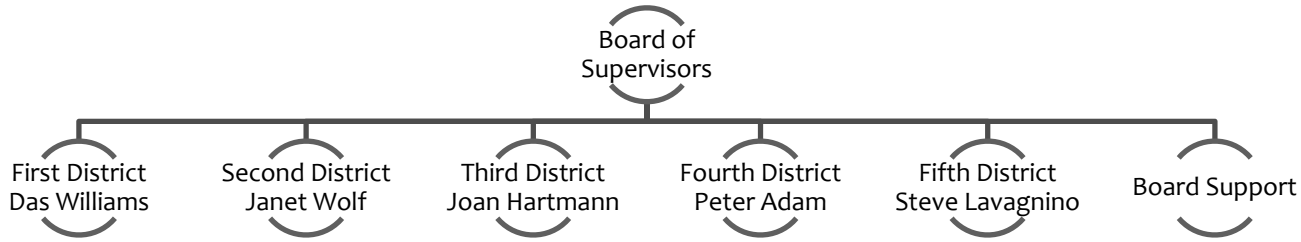
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 222,912	$ 300,000	$ 300,000	$ 479,200	$ 179,200
Use of Money and Property	28,514	89,000	63,400	47,500	(41,500)
Intergovernmental Revenue	468,538	761,000	698,600	710,000	(51,000)
Charges for Services	4,924,739	4,939,769	4,705,900	5,037,400	97,631
Miscellaneous Revenue	27,635,709	28,290,680	28,156,600	28,853,500	562,820
Total Operating Revenues	33,280,412	34,380,449	33,924,500	35,127,600	747,151
Intrafund Expenditure Transfers (-)	248,315	53,128	38,000	43,000	(10,128)
Decreases to Fund Balances	673,723	2,172,082	4,777,400	4,061,600	1,889,518
General Fund Contribution	12,052,270	12,058,907	12,058,900	12,714,600	655,693
Fund Balance Impact (-)	234,515	-	-	-	-
Total	$ 46,489,236	$ 48,664,566	$ 50,798,800	$ 51,946,800	$ 3,282,234

Policy & Executive

Board of Supervisors

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**3,163,500**
Capital	**$**	**0**
FTEs		**20.0**



Board of Supervisors

Department

Mission Statement

Provide quality public services to the people of Santa Barbara County in response to their need for a safe, healthy, and sustainable environment; and to establish and maintain a workforce which reflects the diversity of the community.

Department Description

A five-member Board of Supervisors governs County services for a population of approximately 450,000 residents. Each board member is elected for a four-year term and represents a geographic district. The position of Chairperson is elected annually among the five members. The Board generally convenes in regular session on three Tuesdays each month. Two of these meetings are held in Santa Barbara and one in Santa Maria. The Board sets policy for County departments, oversees a budget of over $1.0 billion, and adopts ordinances on local matters, as well as land use policies that affect unincorporated areas (areas outside of cities).

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

The second supervisorial district includes the unincorporated areas of the eastern Goleta Valley (and its foothills) and over ½ of the City of Goleta, including Goleta Old Town, portions of the City of Santa Barbara, and the Channel Islands.

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

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

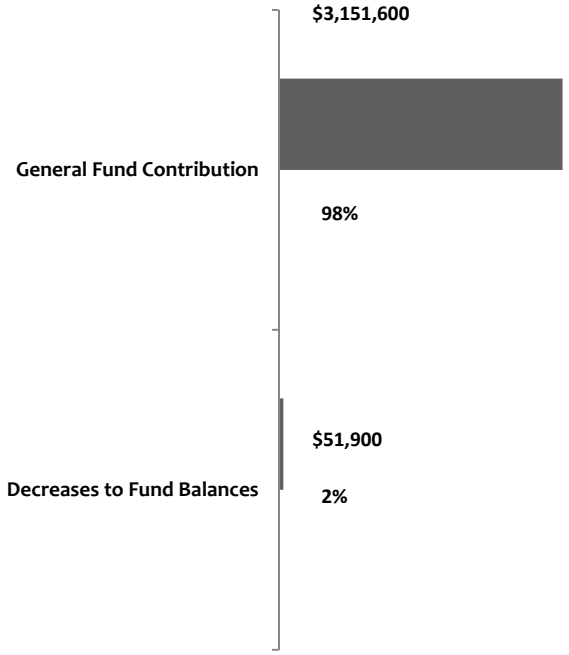
The fifth supervisorial district includes the rural areas of Garey, Sisquoc, and Tepusquet, as well as the City of Santa Maria.

Board of Supervisors

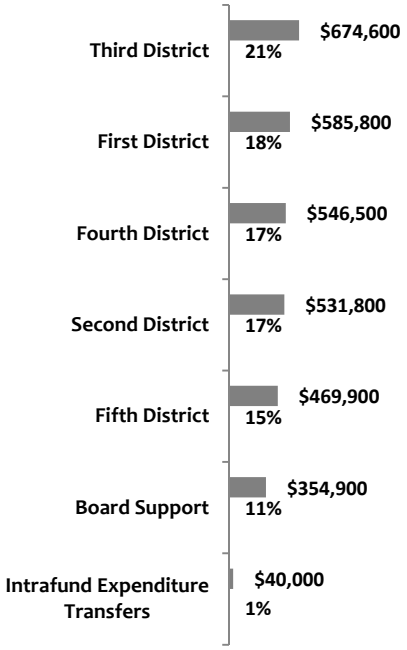
Department

Recommended Sources & Uses of Funds

Source of Funds - $3,203,500

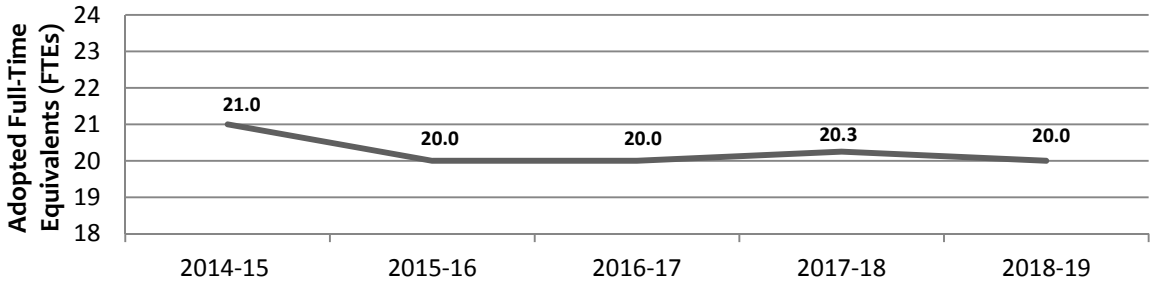


Use of Funds - $3,203,500



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Board of Supervisors

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
First District	4.15	4.00	4.00	4.00	-
Second District	3.31	3.50	3.50	3.50	-
Third District	4.61	4.75	4.75	4.50	(0.25)
Fourth District	4.00	4.00	4.00	4.00	-
Fifth District	2.61	2.75	2.75	2.60	(0.15)
Board Support	1.39	1.25	1.25	1.40	0.15
Total	20.07	20.25	20.25	20.00	(0.25)

Budget By Budget Program					
First District	$ 591,862	$ 582,900	$ 561,800	$ 585,800	$ 2,900
Second District	494,368	528,828	531,500	531,800	2,972
Third District	636,994	670,615	665,300	674,600	3,985
Fourth District	526,888	542,819	523,200	546,500	3,681
Fifth District	449,719	465,348	482,400	469,900	4,552
Board Support	261,237	310,962	296,800	354,900	43,938
Total	$ 2,961,068	$ 3,101,472	$ 3,061,000	$ 3,163,500	$ 62,028

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 2,642,999	$ 2,725,358	$ 2,694,100	$ 2,748,800	$ 23,442
Services and Supplies	115,183	139,723	124,500	129,200	(10,523)
Other Charges	202,885	236,391	242,400	285,500	49,109
Total Operating Expenditures	2,961,068	3,101,472	3,061,000	3,163,500	62,028
Intrafund Expenditure Transfers (+)	32,315	50,128	35,000	40,000	(10,128)
Fund Balance Impact (+)	85,047	-	55,600	-	-
Total	$ 3,078,430	$ 3,151,600	$ 3,151,600	$ 3,203,500	$ 51,900

Budget By Categories of Revenues					
Miscellaneous Revenue	$ 130	$ -	$ -	$ -	$ -
Total Operating Revenues	130	-	-	-	-
Decreases to Fund Balances	-	-	-	51,900	51,900
General Fund Contribution	3,078,300	3,151,600	3,151,600	3,151,600	-
Total	$ 3,078,430	$ 3,151,600	$ 3,151,600	$ 3,203,500	$ 51,900

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Board of Supervisors

Department

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

Staffing

- -0.25 FTE Decrease as a result of decreasing a Board Administrative Assistant from 0.75 FTE to 0.50 FTE.

Expenditures

- Net operating expenditure increase of $62,000 primarily due to:
  - +$49,100 increase Other Charges due primarily to increased general liability insurance premiums experienced across the County.
  - +$23,400 increase in Salaries and Employee Benefits to fund 20.0 FTEs.
  - -10,500 decrease in services and supplies primarily related to technology upgrades completed in FY 2017-18.

- Net non-operating expenditure decrease of $10,100:
  - -$10,100 decrease in the Intrafund Expenditure Transfer to the County Executive Office for information technology (IT) support.

These changes result in Recommended operating expenditures of $3,163,500, non-operating expenditures of $40,000, resulting in total expenditures of $3,203,500. Non-operating expenditures include Intrafund Expenditure Transfers.

Revenues

- Net non-operating revenue increase of $51,900 due to a one-time release of fund balance to cover a structural imbalance.

Total revenues of $3,203,500 consist entirely of General Fund Contribution and Decreases to Fund Balances.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
SUPERVISOR ELECTIVE	1.04	1.00	1.00	1.00	-
EXECUTIVE STAFF ASST	1.04	1.00	1.00	1.00	-
BOS ADMIN ASST	2.08	2.00	2.00	2.00	-
Total	4.15	4.00	4.00	4.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 555,001	$ 546,814	$ 519,500	$ 544,000	$ (2,814)
Services and Supplies	16,775	10,401	15,600	11,100	699
Other Charges	20,086	25,685	26,700	30,700	5,015
Total Operating Expenditures	591,862	582,900	561,800	585,800	2,900
Intrafund Expenditure Transfers (+)	2,843	5,948	1,500	3,000	(2,948)
Total Expenditures	$ 594,704	$ 588,848	$ 563,300	$ 588,800	$ (48)
Budget By Categories of Revenues					
General Fund Contribution	604,892	588,848	588,800	588,800	(48)
Total Revenues	$ 604,892	$ 588,848	$ 588,800	$ 588,800	$ (48)

2017-18 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)

2017-18 Anticipated Accomplishments (cont'd)

- Elected as Chair of the Board of Supervisors for 2018.
- Responded timely to constituent concerns, partnered with other local governments and community organizations and conducted targeted outreach including weekly office hours in Carpinteria.
- Continued making appointments to Boards and Commissions to ensure diversity in representation of the First District and active participation and constituent engagement at every level of County government.
- Worked on an ordinance that would enable effective enforcement, protection of existing agriculture operations and neighborhoods, and revenue enhancement as a member of the Cannabis Ad Hoc Committee.
- Developed an agreement with the Santa Ynez Band of Chumash Indians that protects open space and the character of the Santa Ynez Valley while offsetting loss of revenue for the County as a member of the Chumash Ad Hoc Committee.
- Promoted the public safety of our County through coordination with County Deputy Sheriffs and Firefighters on strategies to maintain and enhance front line law enforcement, fire protection, and emergency response services.
- Worked 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 and Summerland communities, and worked to establish Commuter Rail service from Ventura to Goleta.
- Worked with Southern California Edison to include more renewable energy projects as a part of their Request for Proposals and continued to explore the feasibility of a Community Choice Energy program centered on renewable energy.
- Served on the Cuyama Groundwater Sustainability Agency and ensure long-term health and replenishment of the Cuyama Water Basin.
- Advocated for strategies to ensure long-term sustainable water policies that will better equip us to deal with long-term drought.
- Created a supplemental fund of $180,000 to support smaller libraries throughout the County to prevent a reduction of hours or services.
- Responded to the Thomas Fire and subsequent January 9th debris flow in Montecito. Worked to keep constituents informed of potential dangers and resources, helped constituents evacuate, and supported first responders.

Supervisor Williams serves on the following Boards and Commissions:

- Represents Santa Barbara County on the California State Association of Counties (CSAC) Executive Board
- Chair of CSAC Health and Human Services Policy Committee
- 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

First District (cont'd)

- Chair of the Library Advisory Committee
- Central Coast Collaborative on Homelessness
- Legislative Program Committee

2018-19 Objectives

- Continue working with the Montecito community on recovery and rebuilding after the January 9th debris flow.
- Continue working with the Carpinteria community on the rebuilding of the Arroyo Paredon bridge.
- Continue to staff the Montecito Resource and Recovery Center and hold weekly office hours in Carpinteria.
- Continue to do proactive outreach to constituents on critical First District issues.
- Continue to work with the Summerland community on improvements to Lookout Park.
- Continue to work with the Summerland and Montecito communities to prepare for the 101 HOV widening project and parallel infrastructure improvements.
- Continue to serve on the Cuyama Groundwater Sustainability Agency and take an active role in the development of a Groundwater Sustainability Plan that engages the whole community.
- Continue to work with the Library Advisory Committee and other stakeholders on the long-term sustainability of our public libraries.
- Continue to work with the Santa Barbara County Arts Commission to foster the connection between local government, artists, and the community.
- Work with local government agencies to remain proactive about disaster preparedness and sustainable development.
- Partner with local government agencies to expand environmental protection and reduce carbon emissions around the County.
- Work with stakeholders to ensure compliance with state law regarding access to water and clean restrooms for all farmworkers.
- Work to find long-term solutions to our County's budget issues and maintain the long-term fiscal health and sustainability of our County.
- Work with state officials to alter statewide programs to enable local governments to develop more renewable energy.
- Develop an ordinance that will allow for cost recovery for use of law enforcement officers in false alarm activation and response.
- Champion projects that will allow for increased train service through the Ventura/Santa Barbara County corridor.
- Work to expand mental health services offered in Carpinteria and Cuyama.
- Work with local agencies, community members, and the Barbareño Chumash community to preserve Hammond's Meadow.
- Support the Franklin Service Center and work with school districts to meet the needs of families across the First District.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
SUPERVISOR ELECTIVE	1.00	1.00	1.00	1.00	-
EXECUTIVE STAFF ASST	1.00	1.00	1.00	1.00	-
BOS ADMIN ASST	1.31	1.50	1.50	1.50	-
Total	3.31	3.50	3.50	3.50	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 468,784	$ 498,614	$ 502,000	$ 497,500	$ (1,114)
Services and Supplies	10,095	11,125	9,700	11,100	(25)
Other Charges	15,489	19,089	19,800	23,200	4,111
Total Operating Expenditures	494,368	528,828	531,500	531,800	2,972
Intrafund Expenditure Transfers (+)	1,101	5,949	1,500	3,000	(2,949)
Total Expenditures	$ 495,468	$ 534,777	$ 533,000	$ 534,800	$ 23
Budget By Categories of Revenues					
General Fund Contribution	518,926	534,777	534,800	534,800	23
Total Revenues	$ 518,926	$ 534,777	$ 534,800	$ 534,800	$ 23

2017-18 Anticipated Accomplishments

- Maintained a Second District office that is responsive to and respectful of all constituents.
- Communicated with constituents via the Second District website, Facebook, and e-newsletter to inform them of issues of interest and invite their participation and response.
- Regularly attended a wide 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 the unincorporated areas within the Second District.
- Worked to efficiently and effectively use public resources and maintain the long-term fiscal health and sustainability of our County.
- Prioritized public health and safety in policies and decision-making.
- Worked to insure continued progress on Highway 101 and participated in legislative advocacy in DC as SBCAG member.

Second District (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- Served on several boards and commissions, including:
  - Air Pollution Control District (APCD)
    - Basinwide Control Council
  - 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 Coordinating 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) (Vice Chair)
  - Santa Barbara County Association of Governments (SBCAG) (Chair starting 1/10/18)
    - Coastal Express Policy Advisory Committee
    - South Coast Sub-Regional Committee
  - Santa Barbara County Child Care Planning Council
  - South Coast Task Force on Youth Safety
- As a member of the County Retirement Board, attended meetings and made decisions dealing with sound investment strategies, governance, and policy matters.
- During BOS budget deliberations, successfully advocated for reinstatement of some Social Services positions impacting child welfare.
- Appointed and reappointed members to represent the Second District on County Boards and Commissions, with an emphasis on expertise and diversity.
- Supported and remained engaged in local and tri-county energy initiatives and Regional Energy Network formation.
- Supported continued water conservation efforts and sustainability policies and practices.
- Initiated reconvening of the SBCAG HWY 154 Safety Committee with officials from Solvang, Buellton, Goleta and Third District, to address ongoing safety concerns on HWY 154.
- Promoted and supported public health issues regarding mental health, child safety, community well-being, and the Affordable Care Act.
- Continued to participate in Community Corrections Partnership and Juvenile Justice Commission, advocating for enhancements to increase rehabilitation, public safety, and reduce recidivism.
- 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.
- Facilitated and participated in meetings between the Probation Department, US Forest Services, and General Services to expedite an amended and extended lease at Los Prietos Boys Camp.

Second District (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- Participated in the Government Alliance on Race and Equity (GARE) Learning Year.
- Attended Goleta Slough Management Committee meetings.
- Attended Environmental Coalition Committee meetings.
- Attended the 2017 Healthy Eating Active Living Summit.
- Attended the 2017 Central Coast Environmental Summit at UCSB.
- Remained engaged in the ongoing follow-up, monitoring, mitigation, and recuperation efforts related to the Plains Oil Spill and its recovery.
- Supported efforts to strengthen local, area, and state emergency response procedures and pipeline safety regulations.
- Advocated for the federal adherence to the current 2017-22 leasing program and exempting the Outer Continental Shelf off California's coast from new oil and gas development.
- Worked to ensure that environmental protections are in place within the County, and encourage strong community, neighborhood, environmental, and sustainability planning.
- Advocated for and achieved greater neighborhood protections, notifications, and other restrictions in newly adopted Cannabis land use ordinances.
- Advocated strongly for preservation of funding for the Goleta Library area.
- Worked collaboratively with the Public Works Department to achieve the following:
  - Repair of sidewalks and streets and replaced trees on several streets throughout the unincorporated Second District, including on Santa Paula Avenue and San Lucas Way in the Thunderbird Open Space vicinity, and on Patterson Avenue.
  - Enhancement of medians and parkways on Hollister Avenue and implementation of the Hollister Avenue/State Street Improvements Project.
  - Design and completion of improvements to the Puente Bridge neighborhood area, including sidewalk plan, lighting improvements, removal of old standpipe, and new fencing at the bridge.
  - Design and installation of a new pole craft fence at the corner of El Sueno Road and Calle Real to protect against illegal parking and vending, and to improve the corner's aesthetics.
  - Installation of a crosswalk flashing beacon on Cathedral Oaks Road at Ribera Drive, done in collaboration with the Foothill School PTA, for increased student and pedestrian safety.
  - Prioritized safe routes to school, and pedestrian and bicyclist safety.
  - Improved and expanded bike paths, including the Obern Trail Bike Path and celebrated the completion of and ribbon cutting for the San Jose Creek Bike Path.
  - Supported efforts to address issues related to overflow business parking in the Hollister/Modoc neighborhood area and oversized vehicles parking in various areas of the unincorporated Second district.
  - Ensured that CSA3 revenue was utilized to enhance and improve open spaces and parkways in the unincorporated area.
  - Celebrated the completion of the Goleta Beach County Park Bridge Replacement.

Second District (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- Stayed informed about and monitored key policies, programs, plans, and projects in the Second District.

- Worked collaboratively with the Parks Division/General Services to achieve the following:
  - Improved and enhanced pocket parks and open spaces, including water saving measures.
  - Initiated and encouraged community participation in the Community Service Department's development of a master plan for new San Marcos Public Park.
  - Supported new Coastal Development Permit applications for protections at Goleta Beach Park following extensive storm damage in Winter 2017.
  - Repair of damage caused by the Winter 2017 storm to the road by the Page Youth Center and Food Bank.
- Ongoing communication with County departments to stay informed about key projects and plans that are countywide as well as in the Second District specifically.
- Supported efforts of the Public Health Department and Animal Services to improve working and volunteer conditions, and to increase animal adoption and reduce euthanasia.
- Successfully advocated for acceptance of Coastal Commission modifications, allowing final adoption of the Eastern Goleta Valley Community Plan.
- Monitored implementation and environmental review processes of Eastern Goleta Valley Community Plan policies and programs.
- Monitored and supported the process of establishing the Eastern Goleta Valley as a Census Designated Place.
- Monitored and responded to issues related to the Whittier Fire, which erupted in the Second and Third District in July and burned approximately 20,000 acres.
- Supported the Thomas fire and debris flow emergency action and recovery efforts, and dedicated Second District staff time to assist at the EOC and LAC.
- Hosted student groups/classes at the Second District office and/or visit schools in the Second District to speak to classes, youth groups, and at special functions.
- Convened meeting with Goleta Mayor and staff, and County Community Services and CEO to begin negotiations for inclusion of CSA3 into newly formed Goleta Library District.
- Hosted an ongoing Second District Student Art Gallery in the Second District office to promote the arts and student artists.
- With the County Office of Arts & Culture and the Arts Commission, co-hosted "Second District Arts Conversation: Exploring & Discussion Public Art," a free community event focused on the importance and value of public art.
- Provided financial support to assist with animal evacuation and assistance during the Thomas Fire.
- Provided financial support to assist Santa Barbara Channelkeeper's efforts to sample and monitor the quality of ocean waters and sediment.

Second District (cont'd)

2018-19 2018-19 Objectives

- Seek completion of many of the priority projects noted above, including but not limited to:
  - San Marcos Public Park- next phase of development.
  - Probation Report and Resource Center upgrades and remodeling.
  - Improvements at County Service Area 3 Open Spaces, utilizing some CSA3 reserves.
  - Encouraging completion of Coastal Commission permitting process seeking final approval for protective devices installed at Goleta Beach County Park during 2016 Winter Storms.
  - Facilitating extension of lease agreement for another 20 years between County and Los Padres National Forest for Los Prietos Boys Camp.
  - Continue dialogue with Los Padres Forest and other stakeholders regarding ongoing concerns with the unregulated shooting site also known as "the Glass Factory", due to safety and environmental concerns.
- Continue to participate in Community Corrections Partnership and Juvenile Justice Commission, advocating for enhancements to increase rehabilitation and public safety, while utilizing evidence-based practices to reduce incarceration and recidivism.
- Continue participation on numbers Boards and Committees, including:
  - Air Pollution Control District (APCD)
  - Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)
  - Behavioral Wellness Psychiatric Health Facility (PHF) Governing Board (Alternate)
  - Community Corrections Partnership
  - South Coast Task Force on Youth Safety
  - Juvenile Justice Coordinating Council
  - Local Agency Formation Commission (LAFCO)
  - NACO Health Steering Committee
  - Retirement Board of the SB County Employees Retirement System (SBCERS) (Vice Chair)
  - Santa Barbara County Association of Governments (SBCAG)
    - Coastal Express Policy Advisory Committee
    - South Coast Sub-Regional Committee (Chair)
  - Santa Barbara County Child Care Planning Council
  - South Coast Task Force on Youth Safety
- Facilitate meetings between Santa Barbara School District, Sheriffs' Department and CEO Office regarding safety concerns at San Marcos High School and potential reinstatement of School Resource Officer.
- Continue monthly meetings with all Department heads and weekly meetings with CEO, to insure knowledge of and input into issues and projects impacting County and Second District residents.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
SUPERVISOR ELECTIVE	1.04	1.00	1.00	1.00	-
EXECUTIVE STAFF ASST	1.04	1.00	1.00	1.00	-
BOS ADMIN ASST	2.53	2.75	2.75	2.50	(0.25)
Total	4.61	4.75	4.75	4.50	(0.25)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 594,191	$ 624,504	$ 620,000	$ 624,900	$ 396
Services and Supplies	13,149	13,900	12,600	12,200	(1,700)
Other Charges	29,654	32,211	32,700	37,500	5,289
Total Operating Expenditures	636,994	670,615	665,300	674,600	3,985
Intrafund Expenditure Transfers (+)	4,049	6,974	3,200	3,000	(3,974)
Total Expenditures	$ 641,043	$ 677,589	$ 668,500	$ 677,600	$ 11
Budget By Categories of Revenues					
General Fund Contribution	667,343	677,589	677,600	677,600	11
Total Revenues	$ 667,343	$ 677,589	$ 677,600	$ 677,600	$ 11

2017-18 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)

2017-18 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.
- Attending 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, led community efforts to fill gaps in the continuum of care for our most vulnerable seniors.
- Strengthened local emergency response procedures, and advocated for more robust pipeline safety regulation.
- Lobbied our U.S. Senators and Congress member for updates to the "WEA" Emergency Alert System.
- Advocated for additional State and Federal resources to strengthen County services and craft legislation that would foster more efficient and effective government.
- Travelled to Washington D.C. and met with Senators and successfully lobbied for federal disaster declaration and funding for disaster relief.
- Continued to work with Isla Vista Recreation & Parks District and Public Works Department to implement County policies to maintain private and public properties.
- Supported self-governance in Isla Vista.
- Continued to advocate for increased roadway safety improvements on Highway 154, Highway 246, and Highway 166 including increased California Highway Patrol enforcement.
- Promoted fiscal responsibility and, to the extent possible, kept proposed budget cuts as far from front line services as possible.
- Supported maintaining agricultural viability in the Third District and throughout the County and continued to advocate for State and County funding for the Williamson Act.
- Worked with County departments and local agencies to optimize the stewardship of water resources.
- Participated in the Governor's Drought Task Force identifying regional priority projects that will enhance long term water supply.
- Reached an intergovernmental agreement with the Santa Ynez Band of Chumash Indians regarding the Camp 4 Property.
- Regularly participated in nonprofit and community events within the Third District and the County.
- Regularly held meetings with business, neighborhood, environmental, agricultural, educational, social justice, and public health and welfare groups on issues of importance in the Third District and throughout the County.
- Worked 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.
- Worked with Public Works to repair Third District roads damaged in the January 2017 storms, including Lompoc-Casmalia Road and Alisal Road.
- Supported all libraries in the district.

Third District (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- Worked with County departments, including Public Works and Planning & Development to help facilitate meetings with constituents on a wide array of issues.
- Worked with the County Parks Division to improve facilities and recreational opportunities at County parks including the opening of Lake Cachuma Disc Golf Course.
- Continued to work with the community to support planning and implementation for Los Olivos Wastewater Treatment.
- Continued to work with SBCAG to advance the planning and implementation of transportation projects that address road and highway safety, public transit, congestion and infrastructure needs, and pedestrian and bicycle safety. Travelled to Washington D.C. to advocate for SBCAG programs and initiatives.
- Initiated evaluation of County infrastructure as host sites for distributed energy resources, to increase the resiliency of our energy system and reductions of greenhouse gas emissions.
- Continued to support implementation of County's Energy and Climate Action Plan (ECAP).

Serve on 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

2018-19 Objectives

- Implement the Renew 2022 and "One County - One Future" visions to achieve greater efficiencies in the current budget climate.
- Continue progress towards recovery and rebuilding the in the wake of recent disasters.
- 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.

Third District (cont'd)

2018-19 Objectives (cont'd)

- Develop a robust government to government relationship with the Santa Ynez Band of Chumash Indians in the pursuit of mutually beneficial objectives.
- Develop a strategic vision for sustainable economic growth in Santa Barbara County.
- Coordinate with county water agencies and sanitation districts to develop sustainable water resource management strategies.
- Enhance recreational opportunities for county residents by collaborating with other agencies to improve coastal access, trails, bike paths, 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
SUPERVISOR ELECTIVE	1.00	1.00	1.00	1.00	-
EXECUTIVE STAFF ASST	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	2.00	2.00	2.00	1.00	(1.00)
BOS ADMIN ASST	-	-	-	1.00	1.00
Total	4.00	4.00	4.00	4.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 491,492	$ 500,823	$ 479,300	$ 500,500	$ (323)
Services and Supplies	14,835	20,000	22,000	20,000	-
Other Charges	20,562	21,996	21,900	26,000	4,004
Total Operating Expenditures	526,888	542,819	523,200	546,500	3,681
Intrafund Expenditure Transfers (+)	3,113	6,667	2,000	3,000	(3,667)
Total Expenditures	$ 530,002	$ 549,486	$ 525,200	$ 549,500	$ 14
Budget By Categories of Revenues					
General Fund Contribution	545,052	549,486	549,500	549,500	14
Total Revenues	$ 545,052	$ 549,486	$ 549,500	$ 549,500	$ 14

2017-18 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)

2017-18 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-fashioned 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 currently serves on the following boards and commissions:

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

2018-19 Objectives

While some objectives may take precedent due to the continuous changes within our County government, Supervisor Adam's objectives remain consistent throughout his tenure:

- Advocate for funding of deferred maintenance of our County roads, parks and buildings.
- Draw attention to the over $1 billion in unfunded liabilities.
- Strengthen revenue generation in Santa Barbara County through growing tax base and supporting local industries.
- Focus on streamlining the permitting and planning process policy to ease time involved an unforeseen & exorbitant costs.

His office will continue to put a significant effort into addressing the community needs of the cities and unincorporated areas of the Fourth District and those under-represented throughout the county.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
SUPERVISOR ELECTIVE	1.00	1.00	1.00	1.00	-
EXECUTIVE STAFF ASST	1.00	1.00	1.00	1.00	-
BOS ADMIN ASST	0.61	0.75	0.75	0.60	(0.15)
Total	2.61	2.75	2.75	2.60	(0.15)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 402,790	$ 423,410	$ 439,900	$ 421,800	$ (1,610)
Services and Supplies	11,390	10,050	8,000	8,900	(1,150)
Other Charges	35,538	31,888	34,500	39,200	7,312
Total Operating Expenditures	449,719	465,348	482,400	469,900	4,552
Intrafund Expenditure Transfers (+)	1,584	7,590	1,800	3,000	(4,590)
Total Expenditures	$ 451,303	$ 472,938	$ 484,200	$ 472,900	$ (38)
Budget By Categories of Revenues					
Miscellaneous Revenue	130	-	-	-	-
Total Operating Revenues	130	-	-	-	-
General Fund Contribution	456,131	472,938	472,900	472,900	(38)
Total Revenues	$ 456,261	$ 472,938	$ 472,900	$ 472,900	$ (38)

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)

2017-18 Anticipated Accomplishments

- Worked together with First District Supervisor Das Williams on the Cannabis Ad Hoc Sub-Committee and helped develop land use and business license ordinances.
- Maintained the lowest district office budget on the Board of Supervisors.
- Hosted 6th annual Santa Barbara County Stand Down for veterans.
- Secured funding for a strategic plan to lay the groundwork for a Santa Maria task force on youth safety.

2018-19 Objectives

- Assemble a well-funded cannabis enforcement team to ensure compliance.
- Establish greater mental health capacity in Santa Barbara County.
- 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ADMN OFFICE PRO	1.00	1.00	1.00	1.00	-
BOS ADMIN ASST	0.39	0.25	0.25	0.40	0.15
Total	1.39	1.25	1.25	1.40	0.15

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 130,741	$ 131,193	$ 133,400	$ 160,100	$ 28,907
Services and Supplies	48,940	74,247	56,600	65,900	(8,347)
Other Charges	81,556	105,522	106,800	128,900	23,378
Total Operating Expenditures	261,237	310,962	296,800	354,900	43,938
Intrafund Expenditure Transfers (+)	19,625	17,000	25,000	25,000	8,000
Total Expenditures	$ 280,862	$ 327,962	$ 321,800	$ 379,900	$ 51,938
Budget By Categories of Revenues					
Decreases to Fund Balances	-	-	-	51,900	51,900
General Fund Contribution	285,956	327,962	328,000	328,000	38
Total Revenues	$ 285,956	$ 327,962	$ 328,000	$ 379,900	$ 51,938

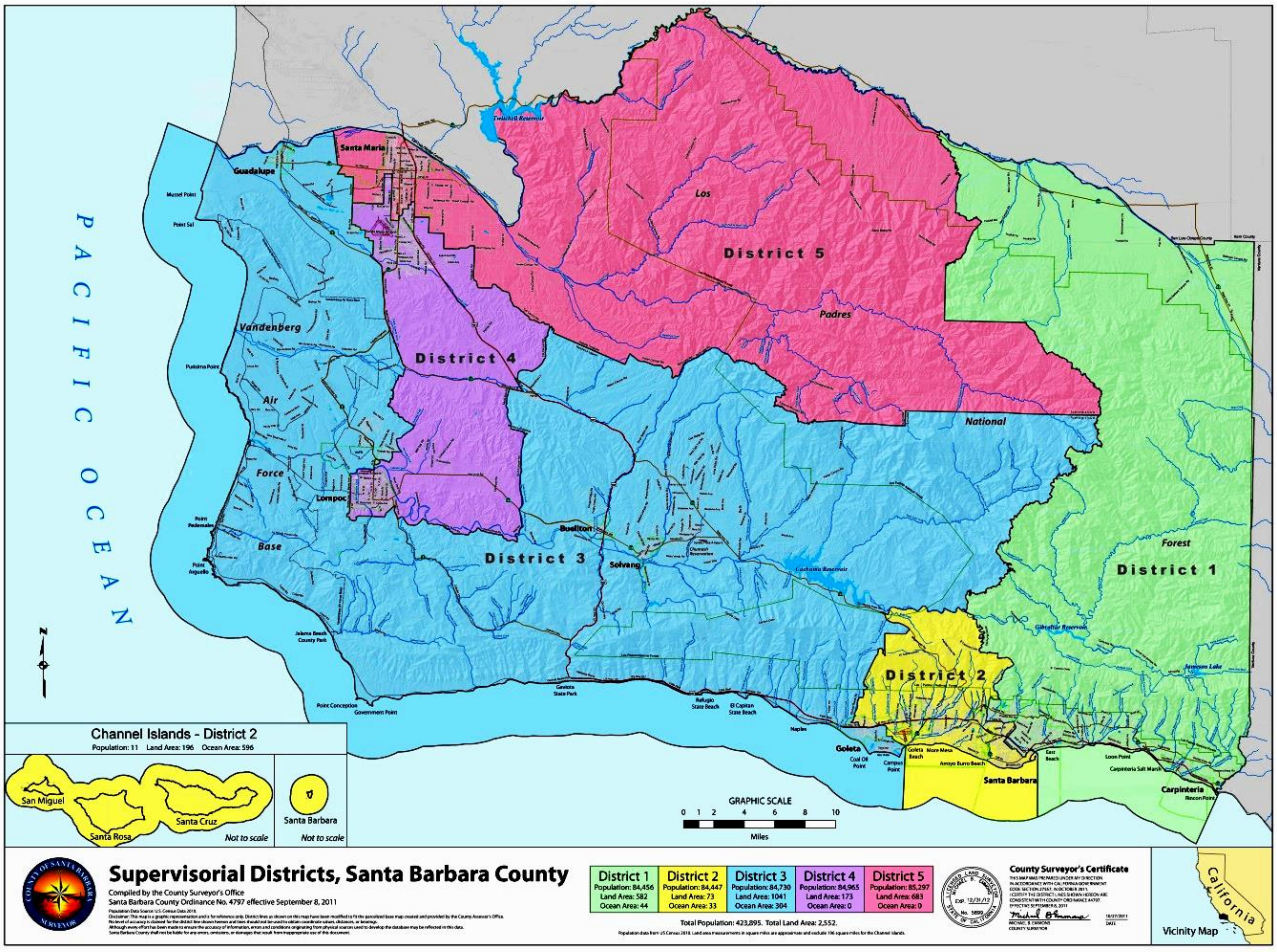
2017-18 Anticipated Accomplishments

- 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.

2018-19 Objectives

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

Board of Supervisors

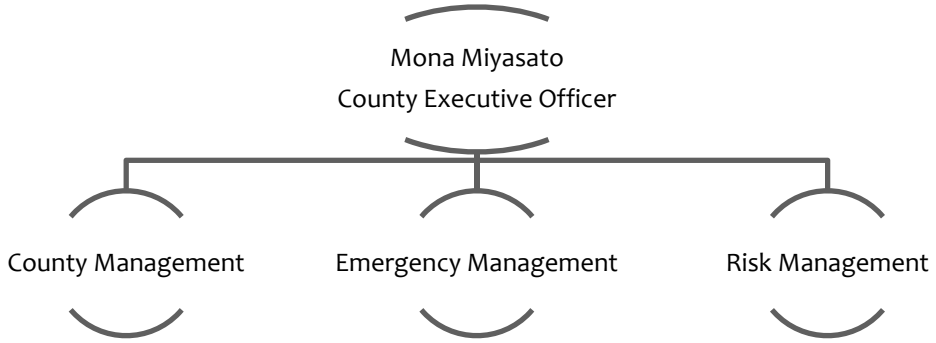


COUNTY OF SANTA BARBARA
CALIFORNIA

County Executive Office

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 38,498,500**
Capital	**$ 185,000**
FTEs	**35.0**



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 available resources.

Department Description

The County Executive Office (CEO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals, and objectives. The County Executive Office works with all departments to create a County government that 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.

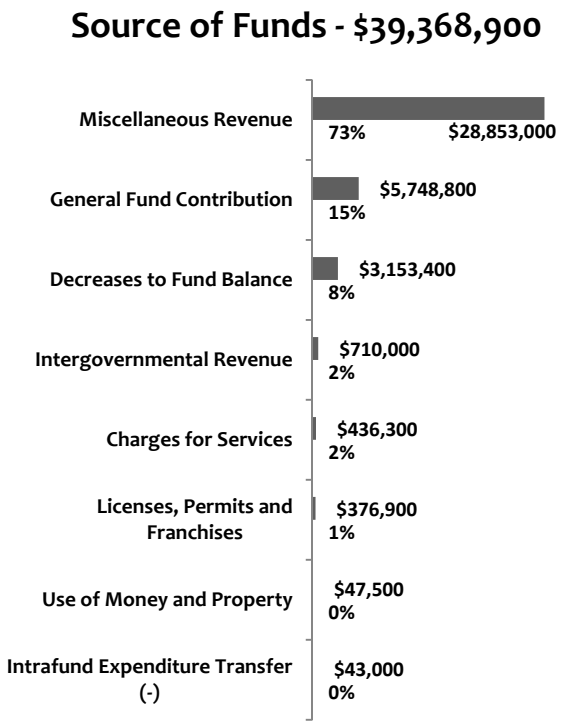
Highlights of 2018-19 Objectives

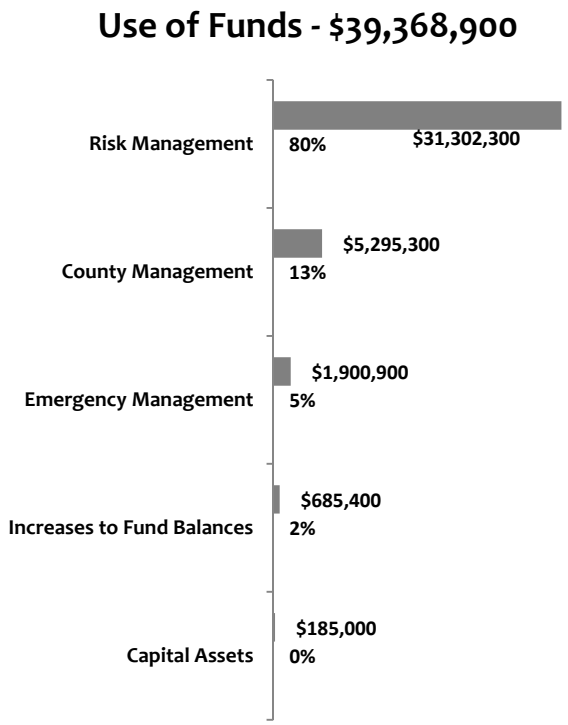
- Continue to lead recovery efforts in response to the Thomas Fire and 1/9 Debris Flow disasters.
- Coordinate cannabis business licensing program and report program status to the Board.
- Implement Renew '22 initiatives and further develop Renew '22 proposals among all county departments.
- Initiate the development of an Economic Vitality Strategic Plan.
- Ensure ongoing, timely, and accurate information regarding the Thomas Fire and 1/9 debris flow recovery efforts and maintain readiness for all upcoming disasters.
- Integrate all work plans associated with the mentally ill in the criminal justice system into a comprehensive countywide plan.
- Design and install the final phase of an online assessment appeals software application that will allow applicants to pay filing fees online.
- Continue to address assessment appeals "Complex Case" backlog.
- 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.
- Utilizing funding from the Homeland Security Grant Program, complete the build-out of the Santa Cruz Island Public Safety Communications Project.
- Expand the number County employees and departments participating in pilot workplace wellness programs.
- Collaborate with CSAC-Excess Insurance Authority to explore an Injury Recovery Program to provide the injured worker Return to Work Conditioning or Medical Aftercare as part of an integrated disability management strategy.

County Executive Office

Department

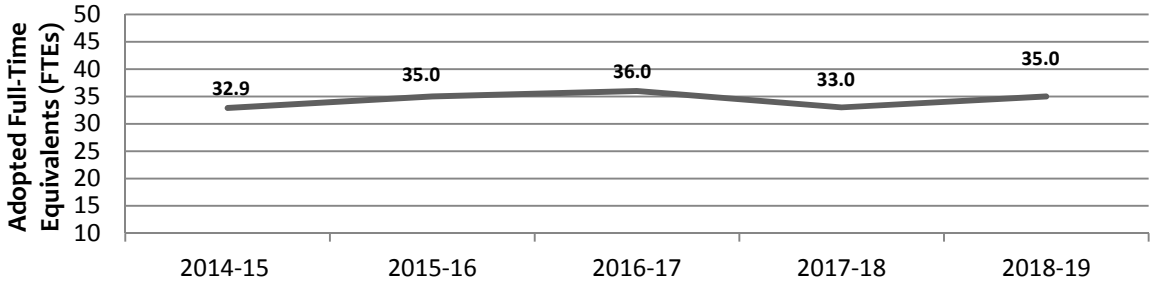
Recommended Sources & Uses of Funds





Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



County Executive Office

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
County Management	17.92	20.95	20.95	22.00	1.05
Emergency Management	5.47	6.05	6.05	6.00	(0.05)
Risk Management	5.80	6.00	6.00	7.00	1.00
Total	29.19	33.00	33.00	35.00	2.00

Budget By Budget Program					
County Management	$ 4,317,905	$ 4,836,662	$ 4,835,200	$ 5,295,300	$ 458,638
Emergency Management	1,697,291	1,779,136	5,210,600	1,900,900	121,764
Risk Management	25,577,006	29,854,573	28,251,900	31,302,300	1,447,727
Unallocated	(245)	-	-	-	-
Total	$ 31,591,957	$ 36,470,371	$ 38,297,700	$ 38,498,500	$ 2,028,129

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,172,606	$ 6,096,623	$ 5,810,800	$ 6,538,600	$ 441,977
Services and Supplies	24,796,467	28,880,288	31,013,200	30,210,300	1,330,012
Other Charges	1,622,884	1,493,460	1,473,700	1,749,600	256,140
Total Operating Expenditures	31,591,957	36,470,371	38,297,700	38,498,500	2,028,129
Capital Assets	38,182	185,000	30,000	185,000	-
Intrafund Expenditure Transfers (+)	93,869	-	-	-	-
Increases to Fund Balances	997,915	513,728	713,200	685,400	171,672
Fund Balance Impact (+)	2,339,778	-	44,000	-	-
Total	$ 35,061,702	$ 37,169,099	$ 39,084,900	$ 39,368,900	$ 2,199,801

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 222,912	$ 300,000	$ 300,000	$ 376,900	$ 76,900
Use of Money and Property	28,514	89,000	63,400	47,500	(41,500)
Intergovernmental Revenue	468,538	761,000	698,600	710,000	(51,000)
Charges for Services	515,393	589,309	364,800	436,300	(153,009)
Miscellaneous Revenue	27,634,886	28,290,180	28,156,300	28,853,000	562,820
Total Operating Revenues	28,870,244	30,029,489	29,583,100	30,423,700	394,211
Intrafund Expenditure Transfers (-)	248,315	53,128	38,000	43,000	(10,128)
Decreases to Fund Balances	395,573	1,922,082	4,299,400	3,153,400	1,231,318
General Fund Contribution	5,313,054	5,164,400	5,164,400	5,748,800	584,400
Fund Balance Impact (-)	234,515	-	-	-	-
Total	$ 35,061,702	$ 37,169,099	$ 39,084,900	$ 39,368,900	$ 2,199,801

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

County Executive Office

Department

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

Staffing

- Increase of 2.0 FTEs:
  - +1.0 FTE increase to County Management due to the addition of a Cannabis License Program manager.
  - +1.0 FTE increase to Risk Management due to the addition of a Chief Information Security Officer.

Expenditures

- Net operating expenditure increase of $2,028,100:
  - +$1,330,000 increase to Services and Supplies due primarily to:
    - +$970,000 increases to Risk Management Insurance costs.
    - +$787,700 increase to Risk Management Cost Allocations.
    - +$175,000 increase to County Management Contractual Services as part of a 5-year Americans with Disabilities Act (ADA) transition plan.
    - +114,000 increase to Emergency Management for rents associated with the Montecito Center for Preparedness, Recovery, and Rebuilding (MCPRR).
    - -$405,000 decreases to Risk Management Indemnity expense.
    - -$353,000 decrease in Risk Management Disability-Medical costs.
  - +442,000 increase to Salaries and Employee Benefits required to fund 35.0 FTEs.
  - +$256,100 increase to Other Charges due primarily to:
    - +$200,000 increase to General Liability Paid Losses.
    - +$22,000 increase to County Management Communication Services.
    - +$24,800 increase to Emergency Management Liability Insurance.

- Net non-operating expenditure increase of $171,700:
  - +$171,700 increase to the Retained Earnings account in Risk Management.

These changes result in Recommended operating expenditures of $38,498,500, non-operating expenditures of $870,400, and total expenditures of $39,368,900. Non-operating expenditures consist of increases to fund balance and capital assets.

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

Revenues

- Net operating revenue increase of $394,200:
  - +$562,800 increase to Miscellaneous Revenue, primarily due to:
    - +449,400 increase in reimbursements from County departments for Risk Management insurance costs.
    - +$114,000 increase in donation revenue to cover rent for the MCPRR.
  - +$76,900 increase in Licenses, Permits, and Franchises revenue associated with Cannabis licenses.
  - -$153,000 decrease to Charges for Services, due primarily to a reduction in planning studies services in OEM's Oil and Gas programs.
  - -$51,000 decrease in Intergovernmental Revenue due to grant awards for the Homeland Security Grant and the Hazard Mitigation Grant.
  - -$41,500 decrease to Use of Money and Property as a result of a decrease in the interest earned for Risk Management funds.

- Net non-operating revenue increase of $1,805,600:
  - +$1,231,300 increase to Decrease to Fund Balances primarily in Risk Management to meet the Fund balance goals approved by the Risk Management Evaluation Team.
  - +$584,400 increase in General Fund Contribution due to:
    - +$409,400 increase to Emergency Management to address a structural deficit.
    - +$175,000 increase to County Management to fund the first of a five-year ADA transition plan.
  - -$10,100 decrease 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 $30,423,700, Non-Operating Revenues of $8,945,200, and Total Revenues of $39,368,900. Non-operating revenues primarily include General Fund Contribution, Decreases to Fund Balances, and Intrafund Expenditure Transfers.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
County Management				
Percentage of Board of Supervisor Meeting Summaries approved without amendment by the Board **(Target=100%)**	100% 33/33	97% 39/40	97% 38/39	100% 38/38
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date **(Target=100%)**	100% 32/32	97% 34/35	97% 29/30	100% 35/35
Number of total Aware and Prepare subscribers **(Target = 25% increase of subscribers per year)**	2,498	9,100	47,500	50,000
Emergency Management				
Number of Emergency Operations Center exercises **(Target is to complete 4 exercises per year)**	4	5	5	5
Number of certified Emergency Operations Center personnel	30	150	150	150
Risk Management & Employee Insurance				
Percentage of compliance with safety audit recommendations within sixty days	100 24/24	92% 22/24	100% 24/24	100% 24/24
Percentage of Workers Compensation cases closed vs. opened within the year **(Target≥100%)**	112% 453/406	96% 436/452	116% 489/422	100% 425/425

***** 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
COUNTY EXECUTIVE OFFICER	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	2.81	4.00	4.00	4.00	-
DEPUTY COUNTY EXEC OFFICER	1.00	1.00	1.00	1.00	-
FISCAL & POLICY ANALYST	3.04	4.00	4.00	4.00	-
PROGRAM MANAGER	1.00	1.00	1.00	2.00	1.00
CHF DEP CLK OF BD OF SUPV	1.00	1.00	1.00	1.00	-
BUSINESS MANAGER	0.95	0.95	0.95	1.00	0.05
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	2.27	4.00	4.00	4.00	-
DEPT BUS SPEC	0.12	-	-	-	-
EXECUTIVE SECRETARY	1.42	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.31	1.00	1.00	1.00	-
Total	17.92	20.95	20.95	22.00	1.05

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 3,414,249	$ 4,083,226	$ 3,813,700	$ 4,351,300	$ 268,074
Services and Supplies	682,255	502,140	760,000	664,900	162,760
Other Charges	221,401	251,296	261,500	279,100	27,804
Total Operating Expenditures	4,317,905	4,836,662	4,835,200	5,295,300	458,638
Capital Assets	27,897	60,000	30,000	60,000	-
Intrafund Expenditure Transfers (+)	93,869	-	-	-	-
Increases to Fund Balances	962,915	270,000	270,000	270,000	-
Total Expenditures	$ 5,402,586	$ 5,166,662	$ 5,135,200	$ 5,625,300	$ 458,638
Budget By Categories of Revenues					
Licenses, Permits and Franchises	222,912	300,000	300,000	376,900	76,900
Charges for Services	247,366	360,695	237,800	377,300	16,605
Miscellaneous Revenue	(32,467)	1,700	1,200	1,200	(500)
Total Operating Revenues	437,811	662,395	539,000	755,400	93,005
Intrafund Expenditure Transfers (-)	248,315	53,128	38,000	43,000	(10,128)
Decreases to Fund Balances	178,000	85,000	270,000	278,300	193,300
General Fund Contribution	4,487,018	4,366,139	4,366,100	4,548,600	182,461
Total Revenues	$ 5,351,144	$ 5,166,662	$ 5,213,100	$ 5,625,300	$ 458,638

County Management (cont'd)

2017-18 Anticipated Accomplishments

- Led recovery efforts for the Thomas Fire and 1/9 Debris Flow disasters and have provided continuous staffing of the EOC since December 2017.
- Developed a balanced budget with consistent and fair processes in accordance with Board policies, to ensure financial stability and policy choices for the Board.
- Supported prudent countywide fiscal management and 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.
- Spearheaded Renew '22, a five-year initiative to transform County government.
- Coordinated efforts to establish a cannabis permitting and licensing program.
- Developed and implemented a comprehensive communications and community engagement strategy in English and Spanish in response to the December and January disasters and continued to enhance the Aware and Prepare Alert communication system for both internal and public mass notification.
- Provided staff support and secured an enforceable intergovernmental agreement with The Santa Ynez Band of Chumash Mission Indians.
- Appointed an assessment appeals ad-hoc subcommittee to investigate strategies to improve and streamline the assessment appeals process.
- Increased assessment appeals hearing days by 600% over FY 2016-17 to address "Complex Case" backlog.
- Provided CEO Office oversight on the Northern Branch Jail.
- Implemented a digital news subscription service to enhance community engagement with County programs and services.
- Increased countywide visibility on social media and other media outlets by 500%.
- Successfully launched a comprehensive website dedicated to disaster preparedness, response, and recovery at www.ReadySBC.org.
- Received GFOA award for distinguished County Budget documents for 20th consecutive year.
- Replaced the existing outdated and unsupported Assessment Appeals system with new software which will allow greater public functionality (1st Phase).

2018-19 Objectives

- Continue to lead recovery efforts in response to the Thomas Fire and 1/9 Debris Flow disasters.
- Maintain appropriate reserve balances to enhance financial stability.
- Implement Renew '22 initiatives and further develop Renew '22 proposals among all county departments.
- Coordinate a cannabis business licensing program and report program status to the Board.
- Initiate the development of an Economic Vitality Strategic Plan.
- Ensure ongoing, timely, and accurate information regarding countywide storm readiness and 1/9 debris flow recovery efforts.
- Integrate all work plans associated with the mentally ill in the criminal justice system into a comprehensive countywide plan.
- Develop additional ongoing trainings for budget preparers.
- Design and install the final phase of an online assessment appeals software application that will allow applicants to pay filing fees online.

County Executive Office

Program

County Management (cont'd)

- Continue to address assessment appeals "Complex Case" backlog.
- Continue to strive for excellent service to the public, departments, Board members, and community partners.
- 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 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 2018 Legislative Platform.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	-	(1.00)
PROGRAM MANAGER	2.69	3.00	3.00	3.00	-
BUSINESS MANAGER	0.01	0.05	0.05	-	(0.05)
DEPT BUS SPEC	0.77	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	-	-	-	1.00	1.00
Total	5.47	6.05	6.05	6.00	(0.05)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 915,044	$ 935,722	$ 1,011,900	$ 927,600	$ (8,122)
Services and Supplies	469,581	532,830	3,888,400	637,800	104,970
Other Charges	312,665	310,584	310,300	335,500	24,916
Total Operating Expenditures	1,697,291	1,779,136	5,210,600	1,900,900	121,764
Capital Assets	10,285	125,000	-	125,000	-
Increases to Fund Balances	35,000	-	-	-	-
Total Expenditures	$ 1,742,576	$ 1,904,136	$ 5,210,600	$ 2,025,900	$ 121,764
Budget By Categories of Revenues					
Intergovernmental Revenue	468,538	761,000	698,600	710,000	(51,000)
Charges for Services	214,090	170,000	70,000	-	(170,000)
Miscellaneous Revenue	68,030	1,750	1,700	115,700	113,950
Total Operating Revenues	750,659	932,750	770,300	825,700	(107,050)
Decreases to Fund Balances	217,573	173,125	3,608,100	-	(173,125)
General Fund Contribution	826,036	798,261	798,300	1,200,200	401,939
Total Revenues	$ 1,794,268	$ 1,904,136	$ 5,176,700	$ 2,025,900	$ 121,764

Emergency Management (cont'd)

2017-18 Anticipated Accomplishments

- Provided leadership and coordination of readiness and response activities to support field operations for Thomas Fire, 1/9 Debris Flow, Whittier Fire, and Alamo Fires.
- Spearheaded an innovative interactive mapping tool to communicate risks, hazards, and evacuation boundaries to the public.
- Continued to improve Awareandprepare.org and ReadySBC.org websites that serve as the primary preparedness site for the Santa Barbara County Operational Area. Ready SBC content is available in English and Spanish.
- Worked in partnership with County departments to develop a three-deep Emergency Operations Center (EOC) response EOC Team totaling an estimated 150 persons and continues to conduct trainings to certify personnel.
- Maintained an OEM office in Santa Maria for the purpose of having a North County presence as well as an additional venue for training, exercises, and Operational Area outreach.
- Fulfilled designated role as Local On-Scene Coordinator for all three phases of Refugio Oil spill response – active cleanup, ongoing evaluation, and monitoring.
- Maintained Everbridge mass notification system as County's primary tool for emergency public information and warning and increased sign-ups.
- Continued to implement improvements to address audit findings and recommendations regarding good fiscal practices of grant procedures and record keeping.
- Provided Duty Officer training and mentoring to ensure readiness of OEM staff.
- Continued to support the efforts of the Drought Action Working Group.
- Completed the 5-year upgrade to the multi-jurisdiction Hazard Mitigation Plan.
- Completed 4 trainings for EOC Team.
- Implemented Disaster Service Worker Volunteer (DSWV) procedures.

2018-19 Objectives

- Continue to assist in the Thomas Fire and 1/9 Debris Flow disaster recovery efforts and maintain readiness for potential future events.
- 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.
- 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, complete the build-out of the Santa Cruz Island Public Safety Communications Project.
- 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
CHIEF INFORMATION SECURITY OFFICER	-	-	-	1.00	1.00
RISK ANALYST	2.00	2.00	2.00	2.00	-
SAFETY OFFICER	0.80	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	-	-	-	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	1.00	-	(1.00)
ACCOUNTANT	1.00	1.00	1.00	1.00	-
Total	5.80	6.00	6.00	7.00	1.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 856,557	$ 1,077,675	$ 985,200	$ 1,259,700	$ 182,025
Services and Supplies	23,631,631	27,845,318	26,364,800	28,907,600	1,062,282
Other Charges	1,088,818	931,580	901,900	1,135,000	203,420
Total Operating Expenditures	25,577,006	29,854,573	28,251,900	31,302,300	1,447,727
Increases to Fund Balances	-	243,728	443,200	415,400	171,672
Total Expenditures	$ 25,577,006	$ 30,098,301	$ 28,695,100	$ 31,717,700	$ 1,619,399
Budget By Categories of Revenues					
Use of Money and Property	28,514	89,000	63,400	47,500	(41,500)
Charges for Services	53,936	58,614	57,000	59,000	386
Miscellaneous Revenue	27,599,324	28,286,730	28,153,400	28,736,100	449,370
Total Operating Revenues	27,681,774	28,434,344	28,273,800	28,842,600	408,256
Decreases to Fund Balances	-	1,663,957	421,300	2,875,100	1,211,143
Total Revenues	$ 27,681,774	$ 30,098,301	$ 28,695,100	$ 31,717,700	$ 1,619,399

Risk Management (cont'd)

2017-18 Anticipated Accomplishments

- Continued to work with Fire and Sheriff's Office on improving Workers' Compensation claim processing including a review of a program that customizes claims handling and dispute resolution.
- Initiated four workplace wellness programs increasing the quality work life for Custody Deputies, Sheriff's Deputies, General Service's Vehicle Operations Crew, and Public Works' Road Crew. The programs were funded through a CSAC-Excess Insurance Authority subsidy.
- Developed a property loss recovery program.
- Sustained a 100% closing ratio for Workers' Compensation and General Liability Programs.
- Provided ongoing training for various aspects of Risk Management to all levels of personnel.
- Workers Comp accomplished its funding goal for "tail claims" in 17/18 two years ahead of plan.
- Workers' Compensation 18/19 funding requirements were lowered Countywide by 4.5%; thereby maintaining Workers' Compensation rate stabilization objective.
- Established an incident review task force for motor vehicle and heavy equipment accidents or near misses.
- Created and implemented an Indoor Environmental Quality Plan.
- Supported EOC operations and response to the declared emergencies.
- Successfully coordinated distribution of air scrubbers and air filters for County facilities affected during the Thomas Fire to improve air quality and mitigate potential employee respiratory concerns. The County's insurance carrier agreed to reimburse the costs incurred.
- Provided voice recognition software and training to two targeted groups to mitigate repetitive motion injuries while simultaneously increasing productivity. These pilot programs were funded through a CSAC-Excess Insurance Authority subsidy.

2018-19 Objectives

- Expand the number County employees and departments participating in pilot workplace wellness programs.
- Sustain a 100% closing ratio for Workers' Compensation and General Liability Programs.
- Collaborate with CSAC-Excess Insurance Authority to explore an Injury Recovery Program to provide the injured worker Return to Work Conditioning or Medical Aftercare as part of an integrated disability management strategy.
- Develop and implement a risk communication strategy to improve safe practices by employees and increase awareness of Risk Management services and opportunities.

County Executive Office

County Counsel

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**9,374,400**
Capital	**$**	**0**
FTEs		**42.0**

Michael Ghizzoni
County Counsel

Legal Services

County Counsel

Department

Mission Statement

By statute, County Counsel is the legal adviser to the Board of Supervisors. We advance and defend the County's civil policies and actions by: looking ahead; advising and providing options; 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 2018-19 Objectives

- Litigate: 1) $3.8 ***b***illion of property tax assessment appeals, where the potential "1%" tax impact for the General Fund and Fire totals about $9.5 million; 2) $8.9 million of costs disallowed by State Medi-Cal audits; 3) class action lawsuit about the Main Jail's "conditions of confinement;" 4) 46 other civil rights, tort, employment, property rights, and "land use" cases, with 5 already set for trial; 5) $1.3 million case against Plains for the County's damages remaining from the Refugio Oil Spill; and 6) weekly court calendars of conservatorships and child protection cases.

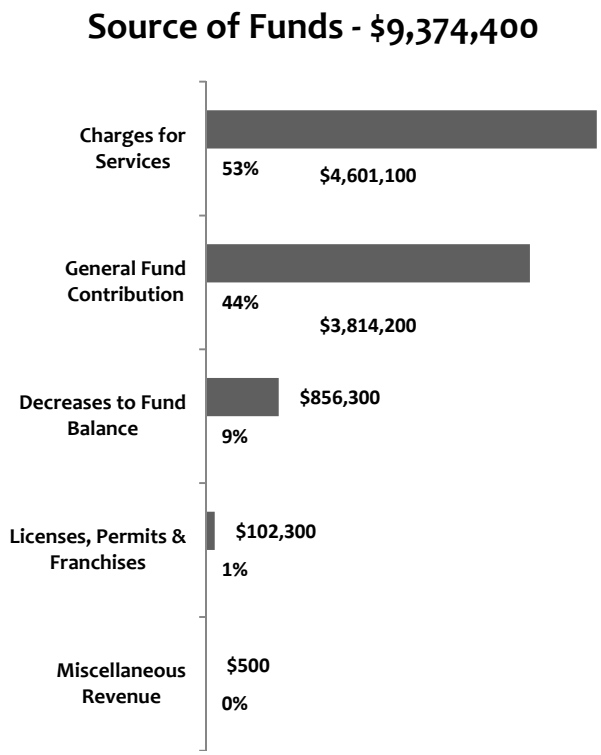
- Legal support, <u>concurrently</u>, to major programs: 1) long-term Thomas Fire disaster recovery; 2) cannabis regulation and taxation; 3) three "Groundwater Sustainability Plans;" 4) potential extension of the State Water Supply Agreement; and 5) cost-saving options for pension costs and "Renew '22" service deliveries.

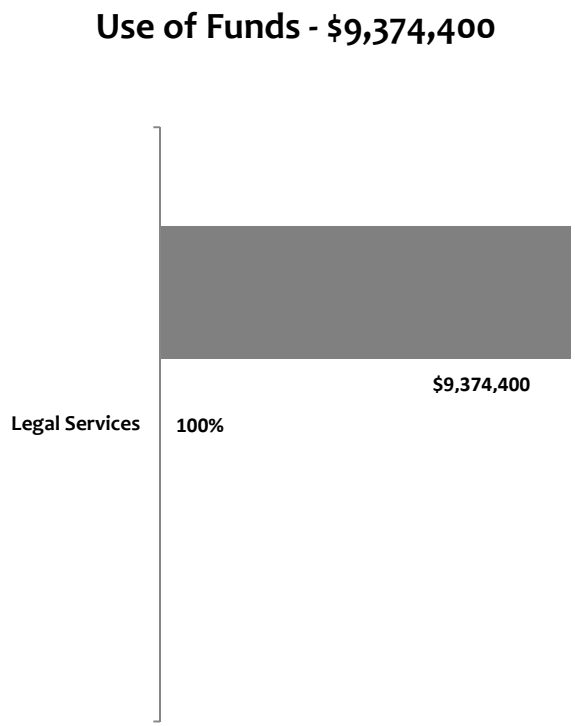
- Legal support, <u>concurrently</u>, to more than $245 million of capital projects: 1) Northern Branch Jail; 2) Revised Tajiguas Resource Recovery Project; 3) Main Jail "conditions of confinement" improvements; 4) Laguna County Sanitation District Master Plan; and 5) new storm water diversion system at the South Coast Recycling and Transfer Station.

County Counsel

Department

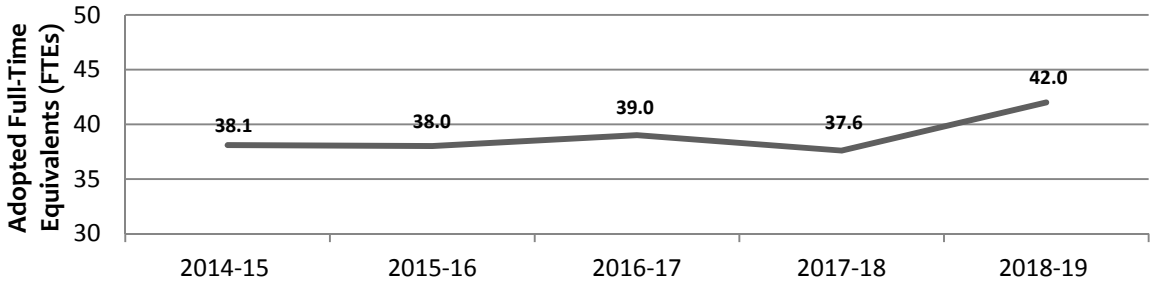
Recommended Sources & Uses of Funds





Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



County Counsel

Department

Budget Overview

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Legal Services	38.00	37.65	37.65	42.00	4.35
Total	38.00	37.65	37.65	42.00	4.35

Budget By Budget Program					
Legal Services	$ 7,694,856	$ 8,343,867	$ 8,443,200	$ 9,374,400	$ 1,030,533
Total	$ 7,694,856	$ 8,343,867	$ 8,443,200	$ 9,374,400	$ 1,030,533

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,095,283	$ 7,641,091	$ 7,749,800	$ 8,645,600	$ 1,004,509
Services and Supplies	425,789	507,757	500,100	514,400	6,643
Other Charges	173,784	195,019	193,300	214,400	19,381
Total Operating Expenditures	7,694,856	8,343,867	8,443,200	9,374,400	1,030,533
Fund Balance Impact (+)	654,249	-	119,100	-	-
Total	$ 8,349,105	$ 8,343,867	$ 8,562,300	$ 9,374,400	$ 1,030,533

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ -	$ -	$ -	$ 102,300	$ 102,300
Charges for Services	4,409,346	4,350,460	4,341,100	4,601,100	250,640
Miscellaneous Revenue	693	500	300	500	-
Total Operating Revenues	4,410,039	4,350,960	4,341,400	4,703,900	352,940
Decreases to Fund Balances	278,150	250,000	478,000	856,300	606,300
General Fund Contribution	3,660,916	3,742,907	3,742,900	3,814,200	71,293
Total	$ 8,349,105	$ 8,343,867	$ 8,562,300	$ 9,374,400	$ 1,030,533

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

County Counsel

Department

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

Staffing

- For FY 18/19, there will be a 4.35 FTE increase in staffing. This comes from:
  - Through the remaining 10 months of one-time funds, continuing to assign 2 additional attorneys to the surge of defined "complex case" property tax assessment appeals that are discussed in more detail within "2017-18 Anticipated Accomplishments;"
  - Through two-year, one-time funds, adding 1 additional attorney to support the long-term Thomas Fire disaster recovery;
  - Through recurring funding, adding 1 additional attorney to support cannabis permitting, licensing and enforcement;
  - Through recurring funding, adding 1 additional Legal Office Professional to support attorneys providing legal support to General Fund functions; and
  - Deleting other fractional FTE.

Expenditures

- Net operating expenditure increase of +$1,031,000 due to:
  - +1,004,500 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs and employee salaries, including from the 4.35 FTE increase in staffing that is discussed in more detail above.
  - +$6,600 in Services and Supplies.
  - +$19,400 in Other Charges.

These changes result in Recommended operating expenditures of $9,374,400 and non-operating expenditures of $0.

Revenues

- Net operating revenue increase of +$353,000. The following Charges for Services accounts were affected;
  - -$9,700 decrease in Legal Services to Other Funds due to an expected decrease in overall Risk billings.
  - +$102,300 increase in revenue from Cannabis permitting and enforcement.
  - +$205,500 increase in Legal Services other than Risk Management.
  - +$54,800 in Other Services.

- Net non-operating revenue increase of $678,000 due to:
  - +$606,700 increase in Decreases to Committed fund balances.
  - +$71,300 increase in Ongoing General Fund to fund 1 Legal Office Professional.

These changes result in Recommended operating revenues for FY2018-19 of $4,703,900 and non-operating revenues of $4,670,500, resulting in total revenues of $9,374,400. Non-operating revenues primarily include General Fund Contribution, transfers, and Decreases to Committed fund balances.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
The percentage of litigated cases which resolve at 85% or less than the amount reserved by Risk: Target=85%.	96% 22/23	85% 17/20	94% 30/32	94% 30/32
The percentage of litigated cases resolved without payment to plaintiff: Target=60%.	68% 13/19	67% 20/30	73% 22/30	73% 22/30
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	84% 31/37	97% 36/37	90% 35/39	100% 39/39

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
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	11.42	12.00	12.00	13.00	1.00
DEPUTY COUNTY COUNSEL SR-RES	1.00	1.00	1.00	1.00	-
DEPUTY COUNTY COUNSEL	10.58	10.50	10.50	13.00	2.50
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
LEGAL OFFICE PRO	0.62	1.00	1.00	2.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	1.00	1.00	-
LEGAL OFFICE PRO SR-RES	9.38	8.15	8.15	8.00	(0.15)
Total	38.00	37.65	37.65	42.00	4.35

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,095,283	$ 7,641,091	$ 7,749,800	$ 8,645,600	$ 1,004,509
Services and Supplies	425,789	507,757	500,100	514,400	6,643
Other Charges	173,784	195,019	193,300	214,400	19,381
Total Operating Expenditures	7,694,856	8,343,867	8,443,200	9,374,400	1,030,533
Total Expenditures	$ 7,694,856	$ 8,343,867	$ 8,443,200	$ 9,374,400	$ 1,030,533
Budget By Categories of Revenues					
Licenses, Permits and Franchises	-	-	-	102,300	102,300
Charges for Services	4,409,346	4,350,460	4,341,100	4,601,100	250,640
Miscellaneous Revenue	693	500	300	500	-
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General Fund Contribution	3,660,916	3,742,907	3,742,900	3,814,200	71,293
Total Revenues	$ 8,349,105	$ 8,343,867	$ 8,562,300	$ 9,374,400	$ 1,030,533

Legal Services (cont'd)

2017-18 Anticipated Accomplishments

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 tax years 2007-2013, ULA's total valuation dispute with the County Assessor was about $3.04 ***b***illion, where ULA's opinion of value totaled only about $619 million. Following several years of litigation, the Assessment Appeals Board approved a stipulation in January 2018, through which the taxable value for tax years 2007-2013 totaled about $2.53 ***b***illion:

- From the about 1% property tax on this stipulated valuation: 1) the one-time share for the County General Fund is about $4.8 million; 2) the one-time share for the County Fire Protection District is another about $1.5 million; and 3) the remainder goes to other taxing entities, primarily education.

- In Summer 2017, the Assessment Appeals Board had previously ruled -- for the Assessor -- that ULA's taxable possessory interests at Space Launch Complexes 2, 3 and 6 had "escaped proper assessment as a result of ULA's concealment and failure to contemporaneously furnish required information" about change of ownership issues. (Underlining added.) We believe that this ruling was a significant factor in resolving the disputed values for 2007-2013.

- For the remaining tax years of 2014-2017, the assessed value disputes total about $1.08 ***b***illion. New Base Year Values established by the January 2018 stipulation should streamline resolution of valuation disputes for tax years 2014-2017. Ongoing.

Progress resolving the surge of defined "complex case" property tax assessment appeals: In 2016 and 2017, Clerk of the Board received a significant surge of these "complex cases," where the taxable value of the property on the assessment roll is $30 million or more. Compared to the prior three-year average of 20 applications within 4 complex cases: 2016 had 256 applications within 19 complex cases; and 2017 had 118 applications within 15 complex cases. Defined complex cases need much more attorney support and many more hearing days than other assessment appeals. We expect to be working through these complex cases from 2016 and 2017 throughout FY 2018: 1) beginning in Fall 2017, we assigned two additional attorneys to these cases, full-time; and 2) working closely with Assessor's staff, we are on track to resolve all complex cases from 2016 and 2017 within their statutory two-year deadlines; this included obtaining litigated dismissals of appeals involving the Bacara Hotel and HVI Cat Canyon, LLC (Greka). We will not know until December 2018 whether the significant increases in complex cases that occurred in both 2016 and 2017 will occur again in 2018. Ongoing.

2017-18 Anticipated Accomplishments (Cont'd)

Thomas Fire disaster recovery: Throughout most of January and February 2018, many of our attorneys regularly worked 7-day workweeks so that we could provide legal support to urgent disaster recovery operations. This included: 1) the frequent contracting support necessary to both get resources on the ground right away; and to protect the County later with reimbursements and within audits; and 2) the "Urgency Ordinance" package through which the County quickly obtained "direct federal assistance," before the next rain event, to clear clogged stream channels downstream of the Thomas Fire. After the Board of Supervisors adopted this Urgency Ordinance package, we met in person with federal auditors, who summarized that this framework for urgent channel clearing was a reasonable approach to emergency response and procurement. As of May 2018, we still are meeting the ongoing need for legal support of disaster recovery initiatives only by: 1) heavy "overtime-exempt overtime," but with less frequent 7-day workweeks; and 2) department-level "triage," that prioritizes support to disaster recovery; this is not sustainable, longer-term, without more legal resources and/or broader "holds" for some discretionary projects. CEO's Recommended Budget includes two years of one-time funds for an additional Deputy County Counsel IV to support long-term disaster recovery operations; this would allow adequate legal support for disaster recovery operations without us needing to seek broader "holds" for discretionary projects. Ongoing.

Cannabis regulation and taxation: After substantial changes in State law, we provided fast and extensive attorney support for the County's creation of a cannabis regulation and taxation program, including: 1) zoning regulations; 2) a business license ordinance; and 3) a tax measure for the June 2018 primary election.

Guadalupe Dunes lease termination agreement: We provided legal support to complex transactions involving the Shell Guadalupe Dune Gravel Remediation In-Lieu Proposal Project, and through which the County: 1) terminated leases at Guadalupe Dunes County Park, which had supported oil and gas operations; 2) agreed to leave in place about 19 acres of road base gravel; and 3) received $3 million of mitigation funds, to acquire at least about 57 acres of property for "public recreation" or "open space" purposes.

State audits of County Medi-Cal programs: Continued litigation of State Fiscal Year (SFY) 06/07-13/14 audits, which initially totaled more than $9.8 million of disallowed County costs. For Public Health SFY 10/11, we litigated recovery of another about $134,000 through writ practice; this was in addition to the about $731,000 of litigated recovery that we reported last year for Behavioral Wellness SFY 08/09. Ongoing.

"Camp 4" Memorandum of Agreement: Provided extensive attorney support during the County's negotiations with the Santa Ynez Band of Chumash Indians, which yielded a Memorandum of Agreement that: 1) includes an express waiver of sovereign immunity by the Tribe; 2) requires the Tribe to comply with express land use mitigation measures for Camp 4; 3) resolved the County's "fee-to-trust" litigation concerning Camp 4; and 4) was approved by the Department of the Interior.

2017-18 Anticipated Accomplishments (Cont'd)

We continued to support weekly court calendars and regular litigation for: 1) "probate" conservatorships; 2) "LPS" mental health conservatorships; and 3) child protection actions. With child protection cases, we prevailed in all 7 writs and appeals at the Court of Appeal.

Other litigation since March 1, 2017 included:

- Successfully resolved 24 civil rights and tort liability cases for a total payout of less than $430,000, where 16 of those cases were resolved with no County payout, including through motions to dismiss and motions for summary judgment. Prevailed in the *Shafer* "use of force" case, where the 9th Circuit Court of Appeals: 1) found that the Deputy Sheriff was entitled to "qualified immunity;" 2) reversed and vacated the jury verdict and damages award, which totaled about $397,000; and 3) clarified that law enforcement officers are entitled to use some degree of force when there is probable cause to arrest for resisting, delaying, or obstructing a law enforcement officer. This "published" case is precedent for both "qualified immunity" and "use of force" issues.

- Prevailed in 3 other "land use" cases:

    - *San Lucas Ranch*: In this litigation challenging the County's actions regarding the "Camp 4" Memorandum of Agreement, we successfully opposed two *ex parte* applications for temporary restraining orders, which sought to prevent the Board from: 1) first, even voting on the Memorandum of Agreement; and 2) later, implementing that Memorandum of Agreement. The Court of Appeal denied a writ petition by San Lucas Ranch, LLC, which had sought appellate review of the Superior Court's order that denied the second *ex parte* application for a temporary restraining order. San Lucas Ranch ultimately dismissed its litigation.

    - *Rose*: The County successfully demurred in litigation between Rancho Cuerno Largo property owners, and the case was later dismissed.

    - *Zoom Properties*: The County prevailed when the Superior Court upheld the Board's adoption of the Eastern Goleta Valley Community Plan.

- Economically resolved 3 more of the workers' compensation "tail claim" cases that remained 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 3 settlements freed up about $281,400 of Risk Management's reserves. Only 2 more of these workers' compensation "tail claim" cases remain, which we will seek to economically resolve during FY 2018-19. Ongoing.

Legal Services (cont'd)

- 2015 Refugio Oil Spill: Filed litigation in U.S. District Court against Plains Pipeline, L.P. and its related entities. This case seeks recovery of the County's remaining damages from the Refugio Oil Spill, beyond the about $2.0 million that Plains paid for the County's "removal costs" and "increased costs of government services." Ongoing.

- Venoco's "New Line 96: "Through coordination with the State Fire Marshal, General Services and Planning and Development, we implemented Board direction to mitigate this environmental risk by using litigation to compel: 1) Venoco to "de-inventory" about 71,400 gallons of crude oil that was stranded in it 8-1/2 mile long New Line 96; and 2) payment by the franchise surety of its $100,000 bond. Ongoing.

Legal Services (cont'd)

2018-19 Objectives

Continue to provide timely and effective legal support to the long-term Thomas Fire disaster recovery: We expect that the County's disaster recovery operations will continue to need a heavy amount of legal support throughout all of FY 2018-19. During late February 2018 we began to see a transition in the type of work requiring legal support: *from* support of urgent operations, such as clearing clogged stream channels before more rain; *to* support of longer-term issues with permitting and rebuilding. As of May 2018, we still are meeting the ongoing need for legal support of disaster recovery initiatives only by: 1) heavy "overtime-exempt overtime," but with less frequent 7-day workweeks; and 2) department-level "triage," that prioritizes support to disaster recovery; this is not sustainable, longer-term, without more legal resources and/or broader "holds" for some discretionary projects. CEO's Recommended Budget includes two years of one-time funds for an additional Deputy County Counsel IV to support long-term disaster recovery operations; this would allow adequate legal support for disaster recovery operations without us needing to seek broader "holds" for discretionary projects.

Litigate property tax assessment appeals, to protect about $3.8 ***b***illion of "assessed value," including:

- United Launch Alliance (ULA): For the remaining disputed years 2014-2017, ULA's total valuation dispute with the County Assessor is about $1.08 ***b***illion, for a potential one-time about 1% property tax alone of about $10.8 million: 1) the potential one-time share for the County General Fund is about $2.1 million; 2) the potential one-time share for the County Fire Protection District is about another $648,000; and 3) the remainder would go to other taxing entities, primarily education.

- ERG Operating Company, and its related entities: For the disputed years 2015-2017, ERG's total valuation dispute with the County Assessor is about $826 million, for a potential one-time about 1% property tax alone of about $8.3 million: 1) the potential one-time share for the County General Fund is about $1.6 million; 2) the potential one-time share for the County Fire Protection District is about another $496,000; and 3) the remainder would go to other taxing entities, primarily education.

- Exxon Corporation, and its related entities ($353 million of total valuation dispute) and SpaceX ($305 million of total valuation dispute).

State audits of County Medi-Cal programs by Behavioral Wellness and Public Health: We expect that further litigation will be ongoing throughout FY 2018-19, where we seek to recover the remaining about $8.9 million of disallowed County costs for SFY 06/07-13/14.

Provide legal support to "Renew '22's" consideration of 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.

2018-19 Objectives (Con't)

Northern Branch Jail Project: Construction has begun, and anticipated construction completion is March 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 two 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, services contracts and Northern Branch Jail policies and procedures.

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

Laguna County Sanitation District Wastewater Reclamation Plant Facilities Master Plan: We expect to review project documents and -- if approved by the Board of Directors -- public financing; bidding; contracts; and construction.

Continue to provide legal support following the 2015 Refugio Oil Spill in order to: 1) resolve litigation that the County filed against Plains in December 2017, for the County's about $1.3 million of damages remaining from the Refugio Oil Spill; and 2) advance the County's role in the Natural Resource Damage Assessment process.

Defend the County and its employees in federal civil rights and state tort litigation, including:

- Four cases already set for trial before March 2019: *Keller* (alleges that the dangerous condition of a County road caused the collision that left Plaintiff paralyzed); *Morales* (alleges that the dangerous condition of a County park caused a child to be struck by a falling tree branch); *Stoianova* (alleges that negligence by a County employee caused a rear-end traffic collision); and *Beveridge* (alleges that the dangerous condition of a County Flood Control structure caused flooding, property damage, and personal injuries)

- *Murray*: Disability Rights California's federal class action lawsuit alleging unconstitutional "conditions of confinement" at the Main Jail.

Defend the County in state court "land use" and property rights litigation, including:

- "Inverse condemnation" lawsuits for damages, including one set for trial in July 2018 (*Barrett*, alleging the failure of a County storm drain damaged two bluff-top private properties).

- Writ petitions challenging County land use decisions, including: *3558 Sagunto Street* (seeking to enjoin the County from applying a Development Plan); *Gaviota Coast Conservancy* (challenging approval of the Revised

2018-19 Objectives (Cont'd)

Tajiguas Resource Recovery Project); Rancho La Laguna (challenging denial of a 13-lot subdivision project); and Young America's *Foundation* (challenging approval of the Gaviota Coast Plan).

Continue to reduce the County's self-insured liability for workers' compensation "tail claims," for injuries occurring before July 2010, by economically resolving the 2 remaining litigated cases.

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

- Cannabis regulation, taxation and enforcement.
- Consideration of: 1) Advanced Meter Ordinance Amendments; 2) Agricultural Tiered Permitting Project; 3) Coastal Resiliency Project; 4) Hoop Structure Ordinance Amendments; and 5) Categorical Exclusion for Agricultural Development in the Coastal Zone.
- Resource Recovery Division's implementation of a new stormwater diversion system at the South Coast Recycling and Transfer Station.
- Negotiations for renewal of the Water Service Contract between the County Water Agency and the United States Bureau of Reclamation -- the "Cachuma Project" -- which otherwise expires in 2020.
- 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 Valey 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.
- The proposed Bay Delta Conservation Plan.

County Counsel

Public Safety

Public Safety

Functional Group Overview

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

Strategic Values

The Public Safety Functional Group is committed to the protection of life and property through highly competent delivery of emergency response, fire prevention services, and constitutional and effective law enforcement, custody, and rehabilitation services to keep our residents and visitors safe. Additionally, our community benefits when victims of crime are protected, and individuals charged with crimes have equal access to justice, are prosecuted and defended diligently and ethically, and all involved parties receive fair and timely resolution of their cases.

Strategic Purpose

The distinct purpose of the Public Safety Functional Group is to improve public safety and quality of life for all 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
- Enforcing, protecting, and defending the 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, integration, and interoperability (dispatch, records management, case 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.
- 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.
- Collaborate with mental health providers to minimize the impact of mental illness-related safety concerns in the community.

Public Safety

Functional Summary

Staffing By Department	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
District Attorney	127.11	129.50	129.50	132.00	2.50
Probation	315.02	321.00	321.00	328.00	7.00
Public Defender	50.77	63.00	63.00	64.00	1.00
Fire	239.83	259.00	259.00	261.00	2.00
Sheriff	614.42	664.23	664.23	716.96	52.73
Total	1,347.16	1,436.73	1,436.73	1,501.96	65.23

Budget By Department					
District Attorney	$ 23,138,501	$ 24,352,408	$ 23,748,600	$ 25,306,900	$ 954,492
Probation	52,681,593	56,056,807	54,629,000	57,428,700	1,371,893
Public Defender	10,922,651	11,493,606	11,457,900	12,293,600	799,994
Court Special Services	14,829,360	15,256,900	14,663,600	14,576,000	(680,900)
Fire	67,477,246	71,818,400	78,449,800	77,805,100	5,986,700
Sheriff	132,487,759	138,183,131	141,882,200	147,239,600	9,056,469
Total	$ 301,537,111	$ 317,161,252	$ 324,831,100	$ 334,649,900	$ 17,488,648

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 239,629,580	$ 250,559,911	$ 257,828,300	$ 264,365,300	$ 13,805,389
Services and Supplies	36,383,724	38,414,273	39,652,700	40,822,600	2,408,327
Other Charges	25,523,807	28,187,068	27,350,100	29,462,000	1,274,932
Total Operating Expenditures	301,537,111	317,161,252	324,831,100	334,649,900	17,488,648
Capital Assets	2,082,479	1,414,461	2,158,700	3,489,400	2,074,939
Other Financing Uses	4,685,511	7,207,411	5,006,300	10,961,300	3,753,889
Intrafund Expenditure Transfers (+)	571,049	708,921	841,100	949,400	240,479
Increases to Fund Balances	12,649,037	835,828	12,718,400	1,365,000	529,172
Fund Balance Impact (+)	623,284	-	346,900	-	-
Total	$ 322,148,470	$ 327,327,873	$ 345,902,500	$ 351,415,000	$ 24,087,127

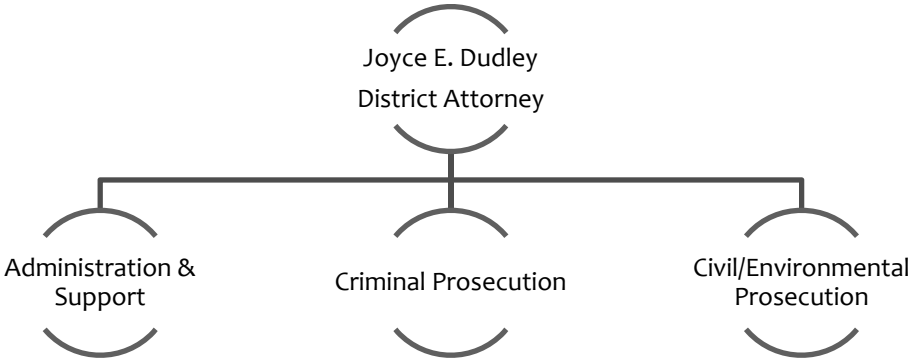
Budget By Categories of Revenues					
Taxes	$ 48,644,953	$ 51,108,000	$ 51,874,000	$ 55,442,000	$ 4,334,000
Licenses, Permits and Franchises	18,420	20,000	20,000	506,400	486,400
Fines, Forfeitures, and Penalties	1,876,720	2,283,665	1,835,400	1,962,300	(321,365)
Use of Money and Property	530,392	529,571	618,600	555,100	25,529
Intergovernmental Revenue	73,978,151	72,588,912	76,104,900	76,897,700	4,308,788
Charges for Services	50,681,734	47,292,573	53,171,900	51,050,800	3,758,227
Miscellaneous Revenue	4,833,170	4,733,067	5,167,000	4,537,700	(195,367)
Total Operating Revenues	180,563,540	178,555,788	188,791,800	190,952,000	12,396,212
Other Financing Sources	3,110,883	2,563,963	3,135,300	2,522,500	(41,463)
Intrafund Expenditure Transfers (-)	607,152	738,256	870,300	1,018,600	280,344
Decreases to Fund Balances	7,023,302	14,600,678	22,200,000	24,329,100	9,728,422
General Fund Contribution	128,664,766	130,869,188	130,869,700	132,592,800	1,723,612
Fund Balance Impact (-)	2,178,827	-	35,400	-	-
Total	$ 322,148,470	$ 327,327,873	$ 345,902,500	$ 351,415,000	$ 24,087,127

Public Safety

District Attorney

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**25,856,900**
Capital	**$**	**550,000**
FTEs		**132.0**



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, and administrative and information technology 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 justice 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.

Highlights of 2018-19 Objectives

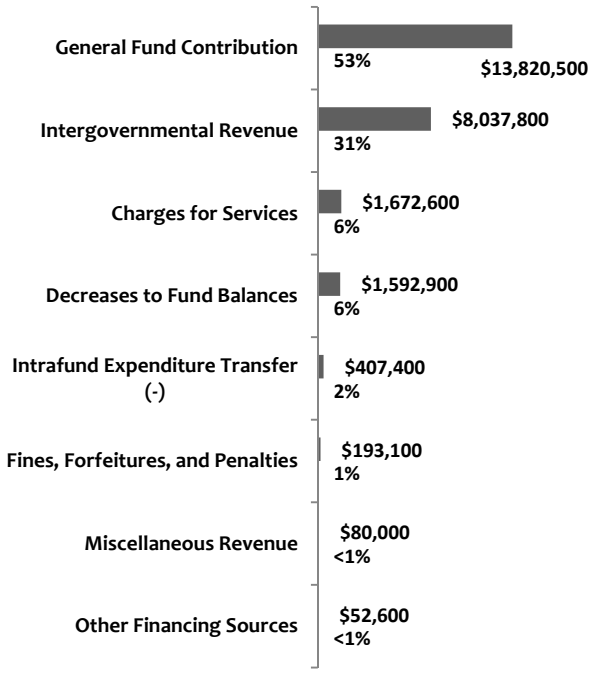
- Complete the implementation of a new case management system. The new system will provide improved technology for data entry and retrieval, create office-wide workflow efficiencies, allow for more detailed case reporting, and ensure that evidence-based reporting requirements are met.
- Continue to vigorously prosecute those responsible for committing gang-related crimes in an effort to deter gang activity in Santa Barbara County.
- Utilize Federal Human Trafficking Task Force grant funding in cooperation with the Sheriff's Office in order to conduct proactive investigations and victim interventions.
- Initiate early contact with victims resulting in better outcomes and earlier disposition of cases.
- Complete the prosecution of the criminal case against Plains All American Pipeline, L.P. for the Refugio Oil Spill.
- Continue to develop the Civil/Environmental Unit, which will allow Santa Barbara County to strengthen its enforcement of consumer and environmental laws, as well as increase its involvement in statewide consumer and environmental litigation.
- Recruit hard-working and skilled employees, and increase retention of high-functioning staff.
- Utilize technology to streamline business processes and effectively share information with criminal justice partners.

District Attorney

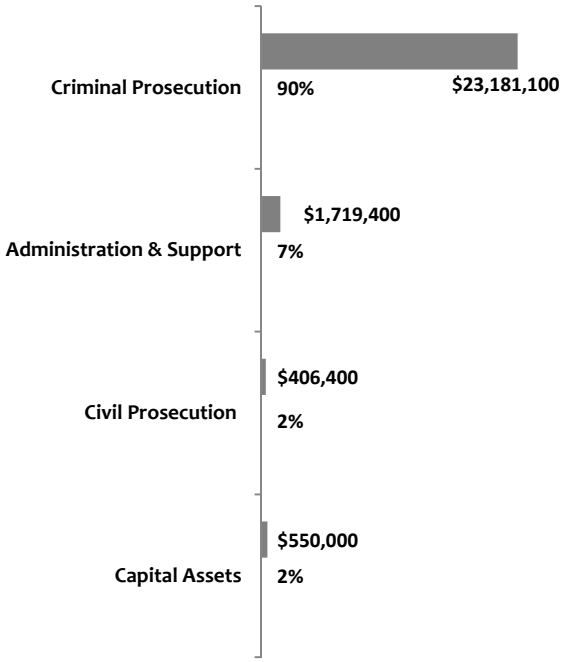
Department

Recommended Sources & Uses of Funds

Source of Funds - $25,856,900

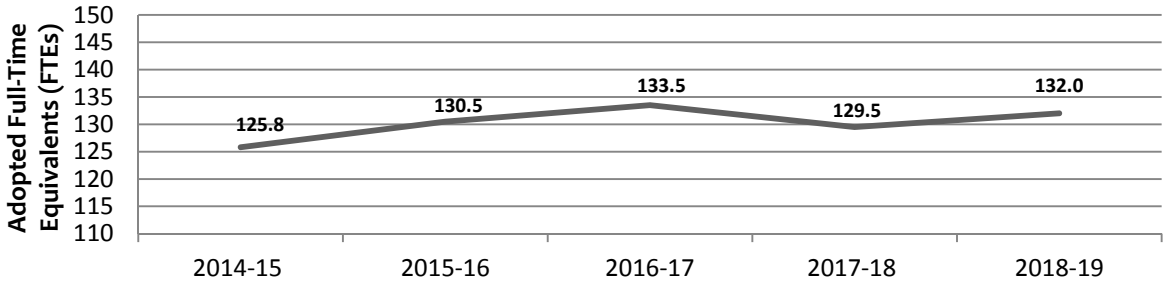


Use of Funds - $25,856,900



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



District Attorney

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	8.71	9.00	9.00	9.00	-
Criminal Prosecution	117.63	118.35	118.35	120.50	2.15
Civil Prosecution	0.77	2.15	2.15	2.50	0.35
Total	127.11	129.50	129.50	132.00	2.50

Budget By Budget Program					
Administration & Support	$ 1,818,361	$ 1,725,968	$ 1,713,700	$ 1,719,400	$ (6,568)
Criminal Prosecution	21,188,568	22,259,621	21,655,700	23,181,100	921,479
Civil Prosecution	131,572	366,819	379,200	406,400	39,581
Total	$ 23,138,501	$ 24,352,408	$ 23,748,600	$ 25,306,900	$ 954,492

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 20,993,222	$ 22,433,302	$ 21,827,600	$ 23,156,800	$ 723,498
Services and Supplies	1,202,783	1,177,558	1,194,700	1,276,800	99,242
Other Charges	942,496	741,548	726,300	873,300	131,752
Total Operating Expenditures	23,138,501	24,352,408	23,748,600	25,306,900	954,492
Capital Assets	84,260	550,000	-	550,000	-
Increases to Fund Balances	391,881	-	-	-	-
Fund Balance Impact (+)	122,964	-	-	-	-
Total	$ 23,737,605	$ 24,902,408	$ 23,748,600	$ 25,856,900	$ 954,492

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 92,439	$ 325,100	$ 213,100	$ 193,100	$ (132,000)
Intergovernmental Revenue	6,887,904	7,317,006	7,368,800	8,037,800	720,794
Charges for Services	1,631,147	1,707,427	1,522,500	1,672,600	(34,827)
Miscellaneous Revenue	50,350	85,000	50,000	80,000	(5,000)
Total Operating Revenues	8,661,840	9,434,533	9,154,400	9,983,500	548,967
Other Financing Sources	52,300	52,615	52,600	52,600	(15)
Intrafund Expenditure Transfers (-)	319,965	341,065	341,100	407,400	66,335
Decreases to Fund Balances	731,500	1,253,695	380,000	1,592,900	339,205
General Fund Contribution	13,972,000	13,820,500	13,820,500	13,820,500	-
Total	$ 23,737,605	$ 24,902,408	$ 23,748,600	$ 25,856,900	$ 954,492

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

District Attorney

Department

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

Staffing

- Total increase of 2.5 FTE due to the following:
  - Addition of 1.0 FTE Deputy District Attorney III and 0.5 FTE Legal Office Professional to enforce the County Ordinances and municipal codes that govern cannabis-related operations in Santa Barbara County.
  - Addition of 1.0 FTE District Attorney Investigator II to perform critical investigative functions in support of prosecution efforts, including criminal investigation and trial preparation.

Expenditures

- Total operating expenditure increase of $954,500 due to:
  - +$723,500 increase in Salaries and Employee Benefits due to the addition of 1.0 FTE District Attorney Investigator II in Criminal Prosecution, and 1.0 FTE Deputy District Attorney III and 0.5 FTE Legal Office Professional I for cannabis-related enforcement efforts, in addition to retirement cost increases, health insurance cost increases, and additional salary costs.
  - +131,800 increase in Other Charges primarily due to an increase in general liability insurance costs.
  - +$99,200 increase in Services and Supplies primarily due to contractual services associated with grant funding.

These changes result in recommended operating expenditures of $25,306,900 and non-operating expenditures of $550,000, for total expenditures of $25,856,900. Non-operating expenditures include capital assets.

Revenues

- Net operating revenue increase of $549,000 due to:
  - +$720,800 increase in Intergovernmental Revenue due to $113,400 in federal and State grant revenue, $575,400 in Public Safety Sales Tax (Proposition 172), $17,000 in Local Realignment revenue, and $15,000 in other State programs.
  - -$132,000 decrease in Forfeitures and Penalties due to a decrease in one-time use of fund balance.
  - -$34,800 decrease in Charges for Services primarily due to a $75,000 decrease in recording fee revenue collected for the Real Estate Fraud Prosecution Unit, partially offset by a $33,200 increase in funding for the Welfare Fraud program funded by the Department of Social Services.
  - -$5,000 decrease in Miscellaneous Revenue due to a decrease in Misdemeanor Diversion Program fees.
- Total non-operating revenue increase of $405,500 due to:
  - +$339,200 increase to Use of Fund Balances due to $202,900 in ongoing funding for cannabis-related enforcement efforts, and a $136,300 increase in one-time use of fund balance to mitigate an ongoing structural imbalance driven primarily by increases in benefit costs, information technology costs, and general liability insurance costs.
  - +$66,300 increase to Intrafund Expenditure transfers primarily due to a one-time increase in AB 109 funding.

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

Revenues

These changes result in recommended operating revenues of $9,983,500 and non-operating revenues of $15,873,400, for total revenues of $25,856,900. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Department-Wide				
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	60% 7,095/11,787	55% 6,428/11,745	60% 6,870/11,450	65% 7,644/11,760
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings.	79% 264/336	79% 280/353	76% 284/372	80% 280/350
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances.	62% 1,585/2,544	65% 1,545/2,384	60% 1,294/2,150	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% 620/620	100% 750/750	100% 750/750
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	91% 118/130	90% 121/134	100% 130/130	100% 132/132

District Attorney

Program

Administration & Support

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

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DISTRICT ATTORNEY	1.00	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	-
EDP OFFICE AUTO SPEC	0.50	1.00	1.00	1.00	-
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.83	1.00	1.00	1.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	0.50	-	-	-	-
EXECUTIVE SECRETARY	0.88	1.00	1.00	1.00	-
Total	8.71	9.00	9.00	9.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,755,247	$ 1,696,926	$ 1,684,200	$ 1,666,700	$ (30,226)
Services and Supplies	39,731	29,042	29,500	29,100	58
Other Charges	23,382	-	-	23,600	23,600
Total Operating Expenditures	1,818,361	1,725,968	1,713,700	1,719,400	(6,568)
Capital Assets	6,481	-	-	-	-
Total Expenditures	$ 1,824,842	$ 1,725,968	$ 1,713,700	$ 1,719,400	$ (6,568)
Budget By Categories of Revenues					
General Fund Contribution	1,824,842	1,725,968	1,726,000	1,719,400	(6,568)
Total Revenues	$ 1,824,842	$ 1,725,968	$ 1,726,000	$ 1,719,400	$ (6,568)

Administration & Support (cont'd)

2017-18 Anticipated Accomplishments

Advancements for Justice

- Underwent comprehensive beta testing and user sandboxing with multiple internal user groups in order to evaluate each proposed system in preparation for the new case management system. The goal of this process was to ensure that the final product selection meets all office needs including ease of use, comprehensive capture of case information, and accurate reporting. In addition, the Office completed extensive data review and conversion within the existing case management system to ensure that the transfer of data is successful during the implementation and integration of the new system.
- Provided over 158 hours of administrative support to the Office of Emergency Management following the Thomas Fire and 1/9 Debris Flow for storm relief and disaster recovery efforts. Administrative staff served in various capacities in the Joint Information Center and the Logistics, Information Technology, and Finance sections of the Emergency Operations Center.
- Developed and implemented a comprehensive internal Human Resources onboarding tool, which was designed to ensure that new employees are given the resources and training necessary to thrive.

2018-19 Objectives

- Complete the implementation of a new case management system. The new system will provide improved technology for data entry and retrieval, create office-wide workflow efficiencies, allow for more detailed case reporting, increase information exchange capabilities with criminal justice partners, and ensure that evidence-based reporting requirements are met.
- Recruit hard-working and skilled employees, and increase retention of high-functioning staff.
- Collaborate with multiple State and local agencies to continue development of the Electronic Suspected Child Abuse Reporting System (E-SCARS) in an effort to improve cross-reporting between the District Attorney, Department of Social Services, Sheriff's Office, and other local law enforcement agencies.
- Utilize technology to streamline business processes and effectively share information with criminal justice partners.
- Automate grant reconciliation and reporting, which will allow staff to more efficiently manage 13 grants totaling $2.5 million in annual funding. In addition, staff will be able to provide real-time management reports, automate expenditure reporting, and streamline the reporting process to various agencies.
- Initiate the redesign of the District Attorney website in an effort to improve the user experience, and enhance the Office's ability to communicate its mission and services in both English and Spanish to the community, prospective employees, and public safety partners.
- Establish an active social media presence to further engage with the community, other agencies, and internal and external customers.

District Attorney

Program

Criminal Prosecution

Criminal Prosecution consists of various units:

- General Felony/Misdemeanor Prosecution: Attorneys prosecute 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 and human trafficking.
- Juvenile Prosecution: Prosecutors review cases referred by law enforcement agencies and probation staff, file petitions, conduct court trials, and appear in Juvenile Court multiple times throughout the juvenile justice process. Due to the passing of Proposition 57, juvenile offenders who will be appropriately prosecuted as adults will have their cases heard in juvenile court for transfer hearings prior to the filing of criminal charges in adult court. Transfer hearings have impacted office resources due to increased court appearances, as well as increased witness coordination and expert witness fees in preparation for the hearings.
- Drug and Alcohol Crimes and Rehabilitative Efforts: Attorneys prosecute misdemeanor and felony cases involving criminal activity related to the abuse of alcohol and prescription or illegal drugs. Programs include DUI, Restorative Justice, Dual Diagnosis, Substance Abuse Treatment, Reentry Treatment, Mental Health Treatment, Prop 36 Treatment, and Veterans' Treatment courts.
- 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 Santa Barbara, Lompoc, 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 defendants who were previously sentenced to life in prison, petitioned the Bureau of Parole Hearings for early release, or petitioned for reductions of their sentences from felonies to misdemeanors. When appropriate, attorneys also appear at parole hearings to advocate against the release of criminals who are serving life sentences.
- Bureau of Investigations: This unit consists primarily of sworn peace officers who provide investigative and technical support services to prosecutions. 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 Unit. The first is the traditional function of criminal investigation and trial preparation, which is the 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 a contracted program with 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 impacts of crime and 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 maintains 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
CHIEF DEPUTY	3.99	3.90	3.90	4.00	0.10
DEPUTY DISTRICT ATTY SR	14.08	14.00	14.00	14.00	-
DEPUTY DISTRICT ATTY	29.69	31.00	31.00	32.00	1.00
DA INVESTIGATOR CHIEF	1.00	1.00	1.00	1.00	-
DA INVESTIGATOR SUPV	2.99	2.00	2.00	2.00	-
DA INVESTIGATOR	12.00	11.00	11.00	12.00	1.00
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	-	-	-	1.00	1.00
ADMN OFFICE PRO	0.67	0.50	0.50	0.50	-
LEGAL OFFICE PRO	16.96	15.95	15.95	15.50	(0.45)
LEGAL OFFICE PRO SR	19.71	21.00	21.00	21.50	0.50
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	0.46	1.00	1.00	-	(1.00)
VICTIM WITNESS PROG ASST	11.08	12.00	12.00	12.00	-
Total	117.63	118.35	118.35	120.50	2.15

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 19,111,472	$ 20,370,307	$ 19,768,500	$ 21,086,700	$ 716,393
Services and Supplies	1,159,724	1,147,766	1,161,900	1,246,900	99,134
Other Charges	917,372	741,548	725,300	847,500	105,952
Total Operating Expenditures	21,188,568	22,259,621	21,655,700	23,181,100	921,479
Capital Assets	77,779	550,000	-	550,000	-
Increases to Fund Balances	342,500	-	-	-	-
Total Expenditures	$ 21,608,847	$ 22,809,621	$ 21,655,700	$ 23,731,100	$ 921,479
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	43,059	175,100	103,100	43,100	(132,000)
Intergovernmental Revenue	6,887,904	7,317,006	7,368,800	8,037,800	720,794
Charges for Services	1,631,147	1,707,427	1,522,500	1,672,600	(34,827)
Miscellaneous Revenue	50,350	85,000	50,000	80,000	(5,000)
Total Operating Revenues	8,612,459	9,284,533	9,044,400	9,833,500	548,967
Other Financing Sources	52,300	52,615	52,600	52,600	(15)
Intrafund Expenditure Transfers (-)	319,965	341,065	341,100	407,400	66,335
Decreases to Fund Balances	731,500	1,203,695	380,000	1,555,700	352,005
General Fund Contribution	12,015,586	11,927,713	11,825,300	11,881,900	(45,813)
Total Revenues	$ 21,731,811	$ 22,809,621	$ 21,643,400	$ 23,731,100	$ 921,479

Criminal Prosecution (Cont'd)

2017-18 Anticipated Accomplishments

Promises Delivered

- Utilized federal grant funding 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. Several large sting operations have been conducted resulting in criminal prosecutions against dozens of commercial sex purchasers, including several individuals who sought to engage minors in commercial sex acts.
- Continued to vigorously target gang-related crimes throughout Santa Barbara County.
- Continued to aggressively seek out and prosecute workers' compensation fraud in an effort to protect honest workers and business owners. The Workers' Compensation Fraud Unit also continued to collaborate with Santa Barbara County Risk Management by participating in monthly claim reviews. As the County is self-insured, ensuring that only legitimate claims are paid can result in significant cost savings. The Unit's success has also led to successes within the Annuity Fraud Unit, which has been able to focus on building several complex and high-dollar cases due to increased grant funding from the Department of Insurance (DOI). The Annuity Fraud Unit continues its efforts to protect seniors from financial predators who commit annuity and life insurance fraud.
- Cleared 970 criminal cases from our congested courts through the Misdemeanor Diversion Program (MDP). In 2017, 869 offenders successfully completed rehabilitative programs that have been shown to reduce recidivism. Offenders pay for the cost of the programs, thereby removing the financial burden from the taxpayer. In 2017, offenders paid $30,092 in victim restitution and $42,250 in cost recovery fees. MDP continues to provide a criminal justice "win-win," combining better outcomes with significant savings in County resources.
- Utilized grant funding from the DOI to investigate and prosecute automobile insurance theft and fraud. The joint goal is to make traveling on County roads safer and ensure a reduction in these crimes.
- Continued to achieve remarkable results with the Truancy Program since it was re-established in FY 2012-13. This dynamic program strives to ensure that our community's children attend school regularly so they can receive the education they deserve. It connects students and their families to essential services designed to address the underlying social, academic, and mental and physical health issues that are often the root causes of truancy. These same issues often place children at risk of becoming both perpetrators and victims of crime. Between 2008 and 2011, the program was cut due to the financial crisis and recession. During each of those years, Santa Barbara County's truancy rate rose above the State average. Since being reestablished, our truancy rate has fallen back below the State average and has continued to fall each year. The County's truancy rate of 23.7% is nearly 10-percentage points below the State average of 33.5%. In total, only 1% of all truant students and/or their parents have required a referral to the Probation Department and the District Attorney for legal action to address truancy. Of those, nearly 90% of cases were resolved without a conviction. In FY 2017-18, the program continued to partner with school districts, community organizations, and other local agencies. In California, the Santa Barbara District Attorney's Truancy Program remains a leading example among truancy programs.
- Continued to serve in a leadership capacity on the Isla Vista Safe Committee (IV Safe), which was created and chaired by District Attorney Dudley. IV Safe 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 fourth year, IV Safe has played a significant role in increasing public safety in Isla Vista. In FY 2017-18, IV Safe established a subcommittee to specifically address the issue of sexual assault in Isla Vista with a joint focus on prevention and bystander intervention. Among other collaborative efforts, Deputy District Attorneys gave presentations on sexual assault to several fraternities located within Isla Vista, and District Attorney Dudley addressed the audience at Santa Barbara City College's new student orientation.

Criminal Prosecution (Cont'd)

2017-18 Anticipated Accomplishments

Programs Created and Enhanced

- Continued to collaborate with law enforcement partners and community groups on specialized task forces that were created to combat certain crimes. The Arson Task Force focuses on ways to improve the investigation of arson fires and prosecution of 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 any alleged crimes.
- Performed more than 58 real estate fraud investigations, served over 15 search warrants, filed three complex cases consisting of over 100 felony counts, arrested three defendants, continued the prosecution of five cases filed in FY 2014-15, and obtained convictions in three previously-filed felony cases. The Real Estate Fraud Prosecution Unit continues to partner closely with the County Clerk-Recorder-Assessor to identify criminal activity related to recorded documents. The Real Estate Fraud Advisory Team continues to identify real estate fraud trends and practices within the County. In addition, Investigators gave numerous outreach presentations to local groups of elder adults and realty offices that focused on the types of real estate fraud cases found in Santa Barbara County in an effort to prevent our community from succumbing to fraudulent purveyors.
- Continued to receive grant funding for the Elder Abuse Outreach Program to provide targeted outreach countywide to elder and dependent adults at risk for various types of abuse. A Victim Witness Advocate and an Extra-Help Deputy District Attorney support the program. The team provided services such as court support, service referrals, and restitution assistance to over 100 victims affected by elder abuse. Comprehensive informational materials have been developed and distributed via brochures, cards, television, radio, and print media. The team has also increased its engagement with local Spanish-language television and radio stations in an effort to provide expanded educational and resource-referral information to Spanish-language viewers and listeners. Staff has participated in numerous senior fairs, and has given over 50 presentations on elder abuse and financial scams in both English and Spanish to senior clubs, residences, and community groups. In addition, staff has discussed current financial scams on a weekly radio show, issued bilingual public service announcements, and contributed Scam of the Month articles to various English and Spanish-language publications. Staff has also partnered with an FBI Victim Advocate to form a Central Coast Stop Scams Working Group, whose purpose is to improve victim identification and reporting, and brainstorm effective scam-prevention strategies.
- Visited areas in Santa Barbara County that were affected by the devastating Thomas Fire and 1/9 Debris Flow, and distributed fraud prevention materials to affected community residents. The goals of this effort were to alert residents to possible scams, urge them to remain vigilant in responding to crimes such as illegal price gouging, and prevent them from becoming further victimized by unscrupulous contractors, fraudulent charitable solicitations, and other groups or scams that prey upon disaster victims.
- Completed design phase and implementation of a felony pre-filing diversion program for individuals charged with non-violent felony offenses. The program will provide offenders with the opportunity to avoid facing felony charges as long as they have minimal prior criminal histories. Individuals can avoid the negative impacts of felony convictions if they make positive life changes, participate in mandatory intensive counseling and education, adhere to supervision requirements, and avoid violating any laws.
- Continued to serve as an active participant in the County's Stepping Up Initiative along with other departments, with a shared goal of reducing the number of mentally ill defendants incarcerated in County jails.

Criminal Prosecution (Cont'd)

2017-18 Anticipated Accomplishments

Programs Created and Enhanced

- Thoroughly reviewed and processed all Proposition 47 petitions filed within Santa Barbara County, each of which is litigated in a manner similar to that of new law enforcement referrals for prosecution. 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.
- Thoroughly reviewed cannabis-related cases that had previously been resolved. Proposition 64 reduced certain cannabis-related felonies to misdemeanors or infractions, which has impacted office resources and staff time in similar ways as Proposition 47. Additional resources will be needed in order to enforce the County Ordinances and municipal codes that govern cannabis-related operations by prosecuting growers and distributors who operate without licenses. In addition, an increase in the number of complex DUI cases is also anticipated, as well as an increase in the prosecution of environmental crimes associated with cannabis cultivation.
- Simplified public access to the online review form that can be filled out by defendants, their counsel, or relatives in order to begin the process of requesting an investigation into a possible wrongful conviction. In addition, the Unit identified training needs and conducted trainings for all Deputy District Attorneys on the review of possible wrongful convictions and related issues in order to ensure that justice is served.

2018-19 Objectives

- Continue to vigorously target gang-related crimes in an effort to deter gang activity in Santa Barbara County.
- Utilize Federal Human Trafficking Task Force grant funding in cooperation with the Sheriff's Office in order to conduct proactive investigations and victim interventions.
- Initiate early contact with victims in order to achieve better outcomes and the earlier disposition of cases.
- Collaborate with criminal justice stakeholders to ensure that evidence-based best practices continue to be utilized throughout the juvenile justice system, while also identifying those minors for whom adult proceedings should instead be considered by the Juvenile Court pursuant to Proposition 57.
- Continue to ensure public safety by individually evaluating and responding to requests for input from the Board of Parole Hearings regarding Proposition 57 early release of inmates from the California Department of Corrections and Rehabilitation, and maintain victim contact throughout the process.
- Continue efforts to develop an Electronic Suspected Child Abuse Reporting System (E-SCARS) in partnership with other local and State agencies. This web-based application will allow Santa Barbara County to report, intervene, investigate, and track suspected child abuse electronically as opposed to current manual methods. E-SCARS will help expedite interventions to better protect abused and neglected children within our community.
- Seek justice by completing the prosecution of multiple-victim murder cases.
- Continue to successfully manage the safety and well-being of witnesses and their families.
- Continue to appear at California State Prison Lifer Hearings when appropriate.
- Continue to actively participate in the Santa Maria Mayor's Task Force on Youth Safety.
- Continue to evaluate internal protocols and performance measurements in order to identify opportunities for the earlier disposition of cases, which could free up resources throughout the entire criminal justice system.
- Work with the California Labor Commissioner's Office to identity and investigate wage theft in Santa Barbara County.

District Attorney

Program

Civil/Environmental Prosecution

Investigate and prosecute complex cases involving consumer and environmental crimes, including individuals or companies that engage in fraudulent or unlawful business practices.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
CHIEF DEPUTY	0.01	0.10	0.10	-	(0.10)
DEPUTY DISTRICT ATTY	0.70	2.00	2.00	2.00	-
DA INVESTIGATOR SUPV	0.01	-	-	-	-
LEGAL OFFICE PRO	0.04	0.05	0.05	-	(0.05)
LEGAL OFFICE PRO SR	0.02	-	-	0.50	0.50
Total	0.77	2.15	2.15	2.50	0.35

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 126,503	$ 366,069	$ 374,900	$ 403,400	$ 37,331
Services and Supplies	3,328	750	3,300	800	50
Other Charges	1,742	-	1,000	2,200	2,200
Total Operating Expenditures	131,572	366,819	379,200	406,400	39,581
Increases to Fund Balances	49,381	-	-	-	-
Total Expenditures	$ 180,953	$ 366,819	$ 379,200	$ 406,400	$ 39,581
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	49,381	150,000	110,000	150,000	-
Total Operating Revenues	49,381	150,000	110,000	150,000	-
Decreases to Fund Balances	-	50,000	-	37,200	(12,800)
General Fund Contribution	131,572	166,819	269,200	219,200	52,381
Total Revenues	$ 180,953	$ 366,819	$ 379,200	$ 406,400	$ 39,581

Civil/Environmental Prosecution (cont'd)

2017-18 Anticipated Accomplishments

Successful Partnerships

- Continued to collaborate with law enforcement partners and community groups to combat environmental crimes on the Environmental Task Force, which is comprised of over 60 members from 26 federal, State and local agencies that enforce environmental laws and regulations 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, enabling them to complete their investigations more effectively and efficiently, and allowing them to achieve the enforcement results that are necessary in order to successfully protect our environment.
- Protected consumers from being overcharged and prevented unfair competition amongst similarly-situated merchants by continuing to work with the Weights and Measures Division of the Agricultural Commissioner's Office on various types of cases including short-weight products, price-scanner violations, false and misleading advertising, and unlawful business practices. The Unit is currently investigating two statewide retailers for price-scanner violations.
- Collected a total of $70,900 in civil penalty proceeds in FY 2016-17 through settlements of civil cases. 35% of the proceeds were for countywide civil cases and 65% were for statewide civil cases to which Santa Barbara County was a party. A total of $66,300 in civil penalties has been collected through April of FY 2017-18 with an expected increase in pending case settlements. This expected increase is due to a greater dedication of attorney resources to civil enforcement, and greater participation in multi-jurisdictional and statewide enforcement actions.
- Continued to work with State and local environmental agencies such as the California Coastal Commission, Certified Unified Program Agency, California Department of Fish & Wildlife, and Air Pollution Control District in prosecutions against environmental violators in Santa Barbara County. The District Attorney is currently investigating illegal streambed alteration, water pollution, hazardous-waste disposal, and other environmental violations.
- 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 medical information.

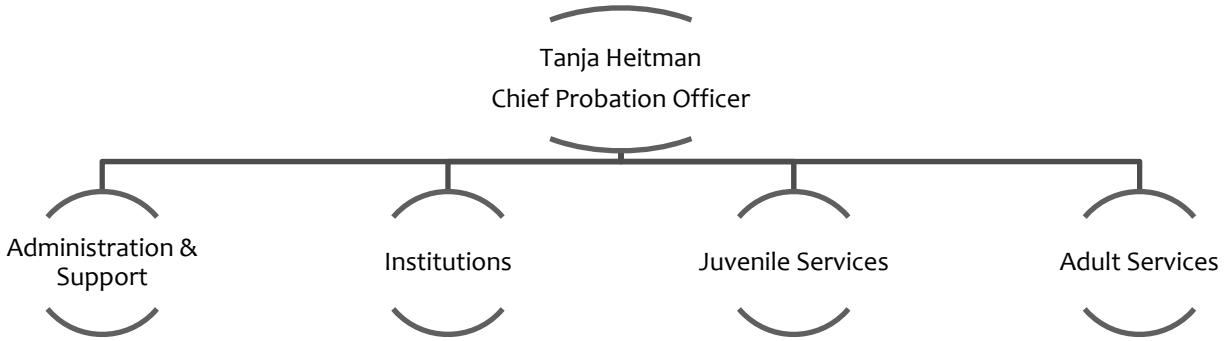
2018-19 Objectives

- Complete the prosecution of the criminal case against Plains All American Pipeline, L.P. for the Refugio Oil Spill.
- Continue to develop the Civil/Environmental Unit, which will allow Santa Barbara County to strengthen its enforcement of consumer and environmental laws, as well as increase its involvement in statewide consumer and environmental litigation.
- Further strengthen relationships with State and local regulatory and investigative agencies by investigating and prosecuting consumer and environmental cases within Santa Barbara County.
- Continue to collaborate with allied agencies and outside organizations in order to identify and prosecute perpetrators of consumer fraud. Current investigations include alleged consumer fraud and deceptive practices in auto sales and financing.

Probation

Budget & Full-time equivalents Summary & Budget Programs Chart

Operating	**$ 57,428,700**
Capital	**$ 0**
FTEs	**328.00**



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 2018-19 Objectives

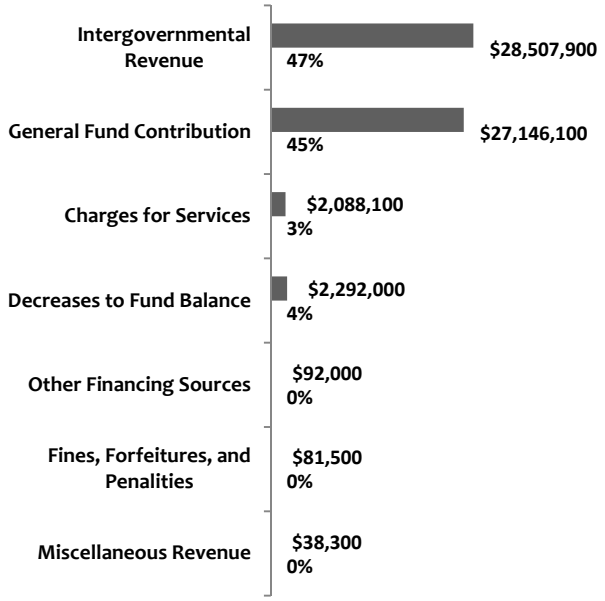
- Automate Court Calendar notification process and continue to expand the use of the Master Name Index (MNI) to increase data integration across criminal justice departments.
- Complete a review of all institutional programming and increase the use of evidence based programs (EBP).
- Maximize potential success of interventions through the use of a Risk-Needs-Responsivity (RNR) model of probation supervision that increases the use of incentives and limits the use of incarceration.
- Continue to move toward implementation of Nexus as a decision support tool for officers.

Probation

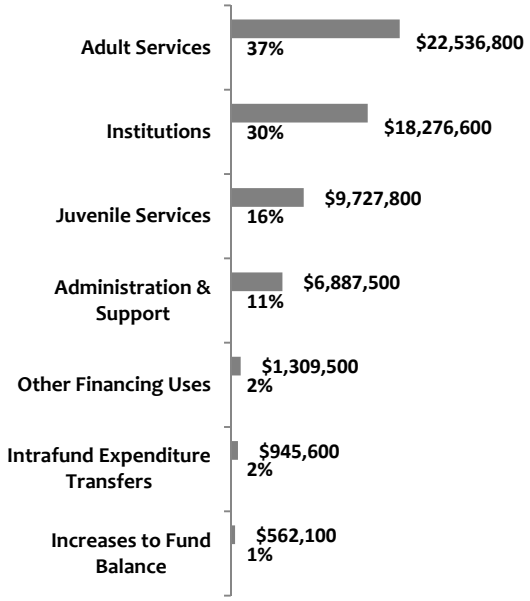
Department

Recommended Sources & Uses of Funds

Source of Funds - $60,245,900

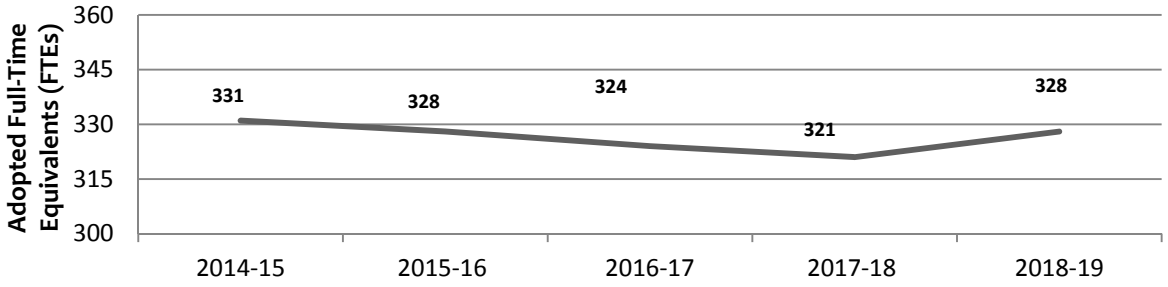


Use of Funds - $60,245,900



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Probation

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	30.64	34.00	34.00	37.00	3.00
Institutions	98.27	98.00	98.00	99.00	1.00
Juvenile Services	57.54	58.50	58.50	59.50	1.00
Adult Services	126.46	130.50	130.50	132.50	2.00
Unallocated	2.12	-	-	-	-
Total	315.02	321.00	321.00	328.00	7.00

Budget By Budget Program					
Administration & Support	$ 5,934,947	$ 6,191,996	$ 6,294,700	$ 6,887,500	$ 695,504
Institutions	17,661,413	18,421,248	18,247,000	18,276,600	(144,648)
Juvenile Services	9,066,177	9,605,837	9,153,000	9,727,800	121,963
Adult Services	20,019,056	21,837,726	20,934,300	22,536,800	699,074
Total	$ 52,681,593	$ 56,056,807	$ 54,629,000	$ 57,428,700	$ 1,371,893

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 43,284,918	$ 45,784,997	$ 44,313,700	$ 46,559,100	$ 774,103
Services and Supplies	7,330,225	8,155,937	8,202,200	8,596,700	440,763
Other Charges	2,066,450	2,115,873	2,113,100	2,272,900	157,027
Total Operating Expenditures	52,681,593	56,056,807	54,629,000	57,428,700	1,371,893
Capital Assets	166,385	144,000	144,000	-	(144,000)
Other Financing Uses	797,767	-	520,700	1,309,500	1,309,500
Intrafund Expenditure Transfers (+)	568,506	705,256	837,300	945,600	240,344
Increases to Fund Balances	3,586,257	63,455	2,890,500	562,100	498,645
Fund Balance Impact (+)	112,164	-	151,000	-	-
Total	$ 57,912,673	$ 56,969,518	$ 59,172,500	$ 60,245,900	$ 3,276,382

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 129,802	$ 81,565	$ 81,500	$ 81,500	$ (65)
Use of Money and Property	4,116	-	-	-	-
Intergovernmental Revenue	27,672,331	26,268,262	28,716,900	28,507,900	2,239,638
Charges for Services	2,158,691	2,163,919	2,107,400	2,088,100	(75,819)
Miscellaneous Revenue	40,567	37,750	43,400	38,300	550
Total Operating Revenues	30,005,508	28,551,496	30,949,200	30,715,800	2,164,304
Other Financing Sources	208,187	92,000	92,000	92,000	-
Decreases to Fund Balances	1,068,012	1,300,309	1,105,600	2,292,000	991,691
General Fund Contribution	26,630,966	27,025,713	27,025,700	27,146,100	120,387
Total	$ 57,912,673	$ 56,969,518	$ 59,172,500	$ 60,245,900	$ 3,276,382

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Probation

Department

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

Staffing

- Net increase of 7.0 FTEs:
  - Increase of 3.0 FTE as a result of Realignment funds approved by the Community Corrections Partnership (CCP) for two Deputy Probation Officer (DPO) Pretrial Release Officers and a Department Business Specialist
  - Increase of 1.0 FTE as a result of CEO action for a DPO to address Prop 63 workload
  - Increase of 1.0 FTE as a result of Realignment funds approved by the CCP after the budget was adopted in FY 2017-18 for an Electronic Data Processing (EDP) Systems and Programming Analyst
  - Increase of 1.0 FTE as a result of Zech Trust donations to fund an Administrative Office Professional (AOP) at the LPBC Print shop.
  - Increase of 1.0 FTE as a result of salary savings to fund an AOP Senior to supervise Word Processing and Special Projects staff.
  - Increase of 1.0 FTE as a result of a grant award for Veteran Treatment Court (VTC) to fund a Deputy Probation Officer (DPO) position.
  - Decrease of 1.0 FTE as a result of Compliance Response Team (CRT) grant funds expiring for a DPO Senior position.

Expenditures

- Net operating expenditures increase of +$1,372,000:
  - +$774,000 increase in Salaries and Employee Benefits primarily due to: +$897,000 increase due to the seven (7) new positions, +$200,000 increase for COLAs and salary increases, -$222,000 decrease in workers compensation premiums, and -$100,000 decrease in retirement contributions.
  - +$441,000 increase in Services & Supplies primarily due to increases in Professional and Special services for additional grant contracts (+$218,000), Medical for greater DBW and CFMG costs in the institutions (+$96,000), copier expense (+$31,000), Electronic monitoring and GPS (+$25,000).
  - +$157,000 increase in Other Charges due to an increase utilities cost (+$45,000), Information Technology services (+$48,000), and liability insurance (+$48,000).

- Net non-operating expenditures increase of +$1,904,000:
  - +$1,310,000 increase in Operating Transfer of Public Safety Realignment funding to Department of Behavioral Wellness (DBW) for the Mental Health Rehabilitation Center (MHRC) (+$1,104,000) and Superior Courts for Prop 47 services (+$206,000).
  - +$240,000 increase in Intrafund Expenditure Transfers of Public Safety Realignment funding to the Public Defender (+$174,000) and District Attorney (+$66,000).
  - +$499,000 increase in Increases to Fund Balances for Youth Oriented Block Grants (YOBG) due to a growth allocation (+$499,000).

These changes result in recommended operating expenditures of $57,429,000, non-operating expenditures of $2,817,000, and total expenditures of $60,246,000. Non-operating expenditures primarily include Intrafund Transfers, and Increases to Fund Balances.

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

Revenues

- Net operating revenues increase of $2,164,000:
  - +$2,239,000 increase in Intergovernmental Revenue primarily due to increase to 2011 Public Safety Realignment State revenue for AB109 (+$1,251,000), YOBG (+$622,000), offset by decrease for SB678 revenue (-$85,000) and CRT Grant (-$123,000), increase for Proposition 172 Public Safety Sales Tax (+$339,000), increase to Federal VTC grant (+$325,000) offset by decrease to Federal RED Grant (-$59,000).
  - -$76,000 decrease in Charges for Services primarily due decrease in Institution Care Reimbursement collection (-$134,000), offset by an increase in Probation service fee collection (+$53,000).

- Net non-operating revenues increase of $1,112,000:
  - +$992,000 increase in the use of restricted fund balance to fund operations due to an increased reliance on fund balance as a result of increased use of one time funding for the AB109 program (+$1,240,000), JJCPA program (+$65,000), and SB678 (+$69,000), offset by decrease in the use of committed fund balance for one-time restoration of staff in the prior budget (-$259,000), decrease in the use of funds donated to the LPBC (-$90,000), and decrease due to the loss of State funding for a Compliance Response Team officer (-$33,000).
  - +$120,000 increase in General Fund Contribution for workload increases associated with Prop 63.

These changes result in recommended operating revenues of $30,716,000, non-operating revenues of $29,530,000, and total revenues of $60,246,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Related Links

For more information on Probation, please refer to the website at http://www.sbprobation.org.

Probation

Department

Performance Measures

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration & Support				
Collect restitution, fines and fees from adult and juvenile offenders (Target => $3,200,000)	$3,200,152	$3,317,787	$3,212,988	$3,200,000
Arrange for youthful and adult offenders to provide Community Service Work hours (Projection = 11,300)	15,932	16,172	11,284	11,300
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target = 95%)	88% 301/341	96% 346/362	94.4% 302/320	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 = < 80)	102	106	94	80
Number of Home Detention Supervision days provided to youth in lieu of Juvenile Hall (Projection => 11,700)	16,870	16,172	11,728	11,700
Productive work hours provided to the County and community by youth assigned to the Juvenile Hall and Los Prietos Boys Camp (Projection = 20,000)	28,439	23,137	20,226	20,000
Juvenile Services				
Percentage of youthful offenders without a new sustained petition for a felony offense while they are on probation (Target => 85%)	89% 251 / 283	84% 277 / 331	85% 290 / 343	85% 255 / 300
Receive referrals of youthful offenders for felony, misdemeanor, infraction, and probation violations. (Target: 3,000)	3,371	3,150	3,044	3,000
Number of youthful offenders receiving supervision services (Target: 540)	591	630	591	540
Adult Services				
Number of Sentencing Investigations completed on all adult offenders assigned by the Superior Court (Projection = 1,500)	1,305	1,371	1,504	1,500
Number of adult offenders receiving supervision services (Projection = 4,400)	4,303	4,357	4,391	4,400
Number of realigned adult offenders receiving supervision services (Projection = 450)	424	435	423	450
Percentage of adult offenders without a new felony conviction during the term of supervision (Target =>87%)	89% 3,430/3,833	88% 2,648/2,996	88% 2,628/2,974	88% 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
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	0.13	-	-	-	-
CHIEF INNOVATION OFFICER	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
PROBATION MANAGER	1.01	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)
EDP SYS & PROG ANLST	2.38	3.00	3.00	4.00	1.00
DEP PROBATION OFFICER SUP	1.01	1.00	1.00	1.00	-
COST ANALYST	1.00	1.00	1.00	1.00	-
ACCOUNTANT SUPERVISING	-	-	-	1.00	1.00
ADMN OFFICE PRO	6.46	7.00	7.00	6.00	(1.00)
FINANCIAL OFFICE PRO	1.29	3.00	3.00	2.00	(1.00)
DEP PROBATION OFFICER SR	2.59	3.00	3.00	3.00	-
ACCOUNTANT	1.00	1.00	1.00	3.00	2.00
COMPUTER SYSTEMS SPEC	1.62	2.00	2.00	2.00	-
DEP PROBATION OFFICER	0.11	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
JUVENILE INST OFFICER SR	0.02	-	-	-	-
ADMN OFFICE PRO SR	5.00	5.00	5.00	6.00	1.00
JUVENILE INST OFFICER	0.01	-	-	-	-
DEPT BUS SPEC	-	-	-	1.00	1.00
Total	30.64	34.00	34.00	37.00	3.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Probation

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 4,323,732	$ 4,671,372	$ 4,620,000	$ 5,218,700	$ 547,328
Services and Supplies	1,003,027	907,106	1,059,200	1,003,800	96,694
Other Charges	608,187	613,518	615,500	665,000	51,482
Total Operating Expenditures	5,934,947	6,191,996	6,294,700	6,887,500	695,504
Intrafund Expenditure Transfers (+)	6,448	13,136	13,100	13,100	(36)
Total Expenditures	$ 5,941,396	$ 6,205,132	$ 6,307,800	$ 6,900,600	$ 695,468
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	24,585	20,065	30,000	30,000	9,935
Intergovernmental Revenue	118,575	118,575	98,300	98,300	(20,275)
Miscellaneous Revenue	30	-	1,300	800	800
Total Operating Revenues	143,190	138,640	129,600	129,100	(9,540)
General Fund Contribution	5,858,486	6,066,492	6,178,200	6,771,500	705,008
Total Revenues	$ 6,001,676	$ 6,205,132	$ 6,307,800	$ 6,900,600	$ 695,468

2017-18 Anticipated Accomplishments

- Provided 3,047 of mutual aid response to the Thomas fire and the January 9 debris flow.
- Created of a PowerBI Dashboard for AB109 reports.
- Updated Probation Case Management System to the latest release.
- Upgraded all phones in the Department to the County Voice Over Internet Protocol (VoIP) system.
- Replaced video conference systems in all Department conference rooms with Skype for Business system which increased efficiency and reduced operating costs.
- Revised evidence policy and implemented security and accountability enhancements in evidence storage rooms.
- Created an interface with Microsoft Azure (Cloud).

2018-19 Objectives

- Fully implement Client Appointment Text Notification System.
- Automate Court Calendar notification process and continue to expand the use of the Master Name Index (MNI) to increase data integration across criminal justice departments.
- Re-design Probation external website.
- Create interface with Nexus.
- Upgrade camera and video storage system at the Santa Maria Juvenile Hall and Los Prietos Boys Camp.
- Convert hard copy closed files to digital storage eliminating the cost of offsite storage.

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 48. 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 32 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.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEP CHIEF PROBATION OFFCR	1.06	1.00	1.00	1.00	-
PROBATION MANAGER	2.49	2.00	2.00	2.00	-
DEP PROBATION OFFICER SUP	3.02	3.00	3.00	2.00	(1.00)
FINANCIAL OFFICE PRO	0.02	-	-	-	-
ADMN OFFICE PRO	4.76	5.00	5.00	10.00	5.00
DEP PROBATION OFFICER SR	7.81	8.00	8.00	9.00	1.00
DEP PROBATION OFFICER	0.04	-	-	-	-
JUVENILE INST OFFICER SR	21.38	21.00	21.00	26.00	5.00
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
JUVENILE INST OFFICER	50.33	50.00	50.00	41.00	(9.00)
FOOD SERVICES SUPERVISOR	1.00	1.00	1.00	1.00	-
COOK	2.38	2.50	2.50	2.50	-
UTILITY WORKER, INSTITUTIONS	1.00	1.00	1.00	1.00	-
FOOD SERVICES WORKER	1.98	2.50	2.50	2.50	-
Total	98.27	98.00	98.00	99.00	1.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Probation

Program

INSTITUTIONS (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 13,798,234	$ 14,117,403	$ 13,898,700	$ 13,968,500	$ (148,903)
Services and Supplies	3,121,704	3,484,704	3,528,100	3,425,900	(58,804)
Other Charges	741,475	819,141	820,200	882,200	63,059
Total Operating Expenditures	17,661,413	18,421,248	18,247,000	18,276,600	(144,648)
Capital Assets	124,477	144,000	144,000	-	(144,000)
Other Financing Uses	730,000	-	-	-	-
Intrafund Expenditure Transfers (+)	2,113	3,200	3,200	3,200	-
Total Expenditures	$ 18,518,003	$ 18,568,448	$ 18,394,200	$ 18,279,800	$ (288,648)
Budget By Categories of Revenues					
Intergovernmental Revenue	7,457,651	7,707,736	7,807,400	7,792,900	85,164
Charges for Services	16,139	20,000	20,000	20,000	-
Miscellaneous Revenue	1,366	-	4,600	-	-
Total Operating Revenues	7,475,156	7,727,736	7,832,000	7,812,900	85,164
Other Financing Sources	9,600	12,000	12,000	12,000	-
Decreases to Fund Balances	36,280	204,971	500,800	114,900	(90,071)
General Fund Contribution	10,669,321	10,623,741	10,200,400	10,340,000	(283,741)
Total Revenues	$ 18,190,356	$ 18,568,448	$ 18,545,200	$ 18,279,800	$ (288,648)

2017-18 Anticipated Accomplishments

- Revision and implementation of the juvenile hall intake assessment tool (JHIA).
- Automation of the former and current JHIA to assist with data collection to study the patterns in detention decision making.
- Creation of a new incentive program at SMJH to enhance efforts to comply with SB1143, which set limits on room confinement to four hours outside extraordinary circumstances.
- Implemented Regional Occupation Programming (ROP) Auto Mechanics course at LPBC.
- Reduced overtime and extra help costs by utilizing demand staffing between facilities.
- Modernization of all kitchen equipment at LPBC.

2018-19 Objectives

- Continue to automate intake documents to maximize efficiencies and effectively track data and outcomes for youth entering the juvenile institutions.
- Complete a review of all institutional programming and increase the use of evidence based programs (EBP).
- Increase high school graduation rates for eligible youth at LPBC and SMJH.
- Complete review of all Prison Rape Elimination Act (PREA) requirements to evaluate necessary compliance levels.
- Update the SMJH youth orientation handbook to ensure materials reflect the latest changes to policies and procedures, and are presented in a strength based fashion.

Probation

Program

Juvenile Services

The Juvenile Services Division serves and protects the community by providing investigation and offender supervision services for the courts and provides 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 Helping Achieve Resiliency Treatment (HART) court and a Clean and Sober Review Calendar. 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEP CHIEF PROBATION OFFCR	0.23	1.00	1.00	1.00	-
PROBATION MANAGER	1.00	1.00	1.00	1.00	-
DEP PROBATION OFFICER SUP	3.84	3.00	3.00	4.00	1.00
ADMN OFFICE PRO	13.17	14.00	14.00	14.00	-
DEP PROBATION OFFICER SR	8.07	8.00	8.00	8.00	-
DEP PROBATION OFFICER	21.88	22.00	22.00	22.00	-
JUVENILE INST OFFICER SR	-	-	-	2.00	2.00
ADMN OFFICE PRO SR	4.06	3.50	3.50	3.50	-
JUVENILE INST OFFICER	0.40	2.00	2.00	-	(2.00)
PROBATION ASSISTANT	4.88	4.00	4.00	4.00	-
Total	57.54	58.50	58.50	59.50	1.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Probation

Program

Juvenile Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,776,746	$ 8,185,923	$ 7,655,500	$ 8,352,100	$ 166,177
Services and Supplies	1,007,525	1,142,710	1,224,600	1,078,400	(64,310)
Other Charges	281,907	277,204	272,900	297,300	20,096
Total Operating Expenditures	9,066,177	9,605,837	9,153,000	9,727,800	121,963
Capital Assets	41,908	-	-	-	-
Increases to Fund Balances	594,217	63,455	1,601,300	562,100	498,645
Total Expenditures	$ 9,702,302	$ 9,669,292	$ 10,754,300	$ 10,289,900	$ 620,608
Budget By Categories of Revenues					
Use of Money and Property	4,116	-	-	-	-
Intergovernmental Revenue	4,146,763	3,760,779	5,081,900	4,325,800	565,021
Charges for Services	350,704	319,316	251,400	184,400	(134,916)
Miscellaneous Revenue	38,171	37,000	37,000	37,000	-
Total Operating Revenues	4,539,753	4,117,095	5,370,300	4,547,200	430,105
Other Financing Sources	63,587	80,000	80,000	80,000	-
Decreases to Fund Balances	415,909	763,612	569,900	569,200	(194,412)
General Fund Contribution	4,991,814	4,708,585	4,734,100	5,093,500	384,915
Total Revenues	$ 10,011,062	$ 9,669,292	$ 10,754,300	$ 10,289,900	$ 620,608

Juvenile Services (cont'd)

2017-18 Anticipated Accomplishments

- Select and begin implementation of a juvenile evidence-based risk & needs assessment tool that consistently and reliably measures risk of re-offense and assesses criminogenic needs.
- Increase the use of diversion opportunities for low and medium risk youth to ensure they receive appropriate interventions.
- Conduct a thorough state trend, county comparison and local data mining effort on all juvenile cases under supervision.
- Determine if current interventions are evidence-based and effectively address criminogenic needs while building on strengths and protective factors.
- Ensure incarceration focuses on high risk youth that are contemporaneously presenting as a risk to themselves or to the community.
- Develop an inventory of local programs utilized by justice-involved youth.

2018-19 Objectives

- Maximize potential success of interventions through the use of a Risk-Needs-Responsivity (RNR) model of probation supervision that increases the use of incentives and limits the use of incarceration.
- Create and/or leverage existing data and management systems to better assess outcomes.
- Provide training to internal and external staff and stakeholders regarding innovative approaches and latest research and evidence based strategies for addressing the risk and needs of youth in the Criminal Justice System.
- Through the use of the juvenile risk and needs assessment tool, avoid exposure of low and medium risk youth to higher risk youth or intensive interventions that may negatively impact their protective factors.
- Through an inventory process identifying programs utilized locally by justice involved youth, determine and classify each program as to rigor of research and evidence supporting its effectiveness in addressing various criminogenic needs.

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), Intensive Pretrial Supervision, and specialized caseloads and services for sex offenders, gang members and domestic violence.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEP CHIEF PROBATION OFFCR	1.00	1.00	1.00	1.00	-
PROBATION MANAGER	2.12	3.00	3.00	3.00	-
DEP PROBATION OFFICER SUP	8.51	8.00	8.00	8.00	-
ADMN OFFICE PRO	21.65	22.00	22.00	22.00	-
DEP PROBATION OFFICER SR	21.60	22.00	22.00	20.00	(2.00)
DEP PROBATION OFFICER	60.70	65.00	65.00	69.00	4.00
JUVENILE INST OFFICER SR	0.18	-	-	-	-
ADMN OFFICE PRO SR	2.71	3.50	3.50	3.50	-
PROBATION ASSISTANT	8.00	6.00	6.00	6.00	-
Total	126.46	130.50	130.50	132.50	2.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Adult Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 17,386,205	$ 18,810,299	$ 18,139,500	$ 19,019,800	$ 209,501
Services and Supplies	2,197,969	2,621,417	2,390,300	3,088,600	467,183
Other Charges	434,881	406,010	404,500	428,400	22,390
Total Operating Expenditures	20,019,056	21,837,726	20,934,300	22,536,800	699,074
Other Financing Uses	67,767	-	520,700	1,309,500	1,309,500
Intrafund Expenditure Transfers (+)	559,945	688,920	821,000	929,300	240,380
Increases to Fund Balances	2,992,041	-	1,289,200	-	-
Total Expenditures	$ 23,638,808	$ 22,526,646	$ 23,565,200	$ 24,775,600	$ 2,248,954
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	105,217	61,500	51,500	51,500	(10,000)
Intergovernmental Revenue	15,949,343	14,681,172	15,729,300	16,290,900	1,609,728
Charges for Services	1,791,849	1,824,603	1,836,000	1,883,700	59,097
Miscellaneous Revenue	1,000	750	500	500	(250)
Total Operating Revenues	17,847,409	16,568,025	17,617,300	18,226,600	1,658,575
Other Financing Sources	135,000	-	-	-	-
Decreases to Fund Balances	615,824	331,726	34,900	1,607,900	1,276,174
General Fund Contribution	5,111,345	5,626,895	5,913,000	4,941,100	(685,795)
Total Revenues	$ 23,709,578	$ 22,526,646	$ 23,565,200	$ 24,775,600	$ 2,248,954

2017-18 Anticipated Accomplishments

- Implementation of Supervised Pre-Trial Release program.
- Awarding of SAMSHA Grant for enhancement to treatment services relative to Santa Barbara Veterans Treatment Court.
- Expanded participation in Reentry Steering Committee to include new community partners.
- Target population for SATC was modified to ensure it is consistent with latest evidence based practices.
- Expanded quality assurance efforts with treatment providers to complete self-assessments and implement peer program fidelity reviews.

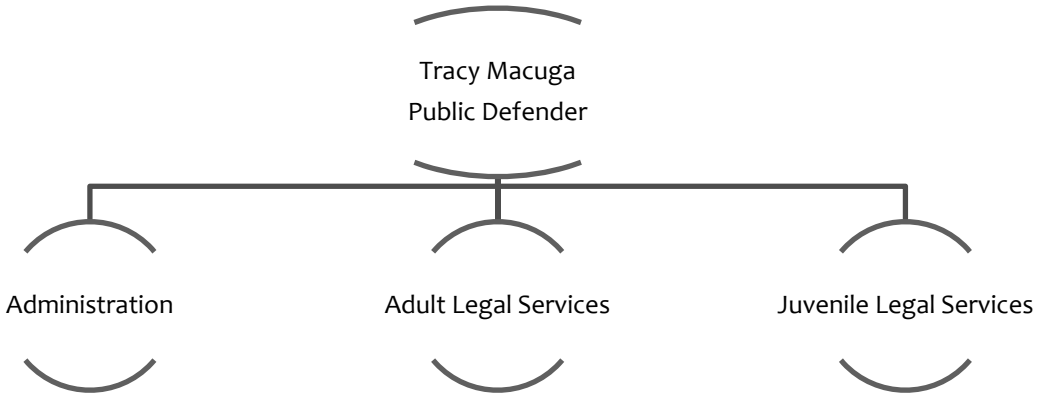
2018-19 Objectives

- Increase bed days utilized in Short Term Residential Treatment Program for realigned offenders.
- Continue to move toward implementation of Nexus as a decision support tool for officers.
- Modification of MHTC to develop phases that are consistent with the latest evidence based practices.
- Continue to fine-tune the policies and protocols related to Supervised Pre-Trial Release while ensuring they are responsive to any upcoming changes to legislation.

Public Defender

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**12,293,600**
Capital	**$**	**0**
FTEs		**64**



Public Defender

Department

Mission Statement

Our mission is to responsibly use community resources to provide the finest legal representation in the cases entrusted to us through compassionate and innovative advocacy with care and respect for our clients. It is the Santa Barbara County Public Defender's goal to assemble, train, and implement a team of the most competent attorneys in the indigent defense community to fulfill our duties to our clients while leading the way in public defense standards.

Department Description

The Santa Barbara County Public Defender's Office helps the County meet its obligation to provide excellent representation to County residents who cannot afford to hire a lawyer. The law requires that 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 physical disability, mental illness, Alzheimer's, or dementia; and appear in court on behalf of persons held in mental health facilities. Every day, the Public Defender appears in 25 different courtrooms in our Santa Barbara, Santa Maria, and Lompoc Superior Courts.

Highlights of 2018-19 Objectives

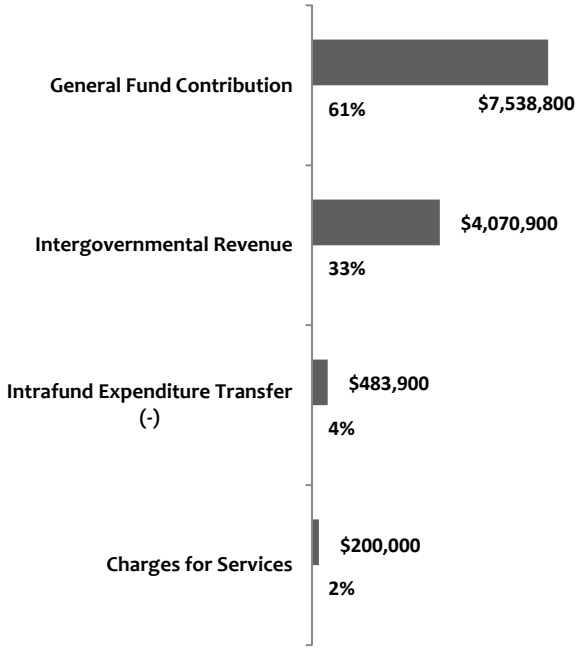
- Streamline and improve services for mentally ill community members through County outpatient and wrap-around services
  - Establish and enhance outpatient restoration programs for the mentally ill who are found to be incompetent to stand trial (IST). (State funds are available for clients charged with felonies through their Conditional Release Program under the Department of State Hospitals Division.)
    - The County does not currently have a designated restoration program for these clients and they languish in our jails waiting for transport to an inpatient state hospital facility. Locally, restoration on an outpatient basis is provided for by the County's Behavioral Wellness Department.
    - Demand for these services is larger than supply, which creates long jail stays for the mentally ill waiting for outpatient restorative treatment services.
- Provide trauma-based care for veterans and juveniles by providing a dedicated staff trained to specialize in the unique issues presented by these populations.
- Train and deploy juvenile lawyers to educate local youth about their constitutional rights through Learn your Rights Presentations at local high schools.
- Innovative use of technology and full paperless practice
  - Partner with Silicon Valley social justice and non-profit groups to bridge technology in public defense.
  - Implement video arraignment system through collaboration with our criminal justice partners.
  - Build business intelligence and analytic tools within our case management system:
    - Create text message notification system for clients, which is proven to reduce missed court dates.
    - Develop customized reports, automated documents, dockets, calendars, and pleadings.
    - Enhance features to meet our goals and visions for a client-centered office.
- Meet expanding ethical duties for youthful clients who meet the criteria for Franklin and Miller obligations.
- Maximize opportunities for Santa Barbara County residents to obtain the relief they are legally entitled to under Propositions 47 and 64. We anticipate filing for relief for 4,000 clients so far.

Public Defender

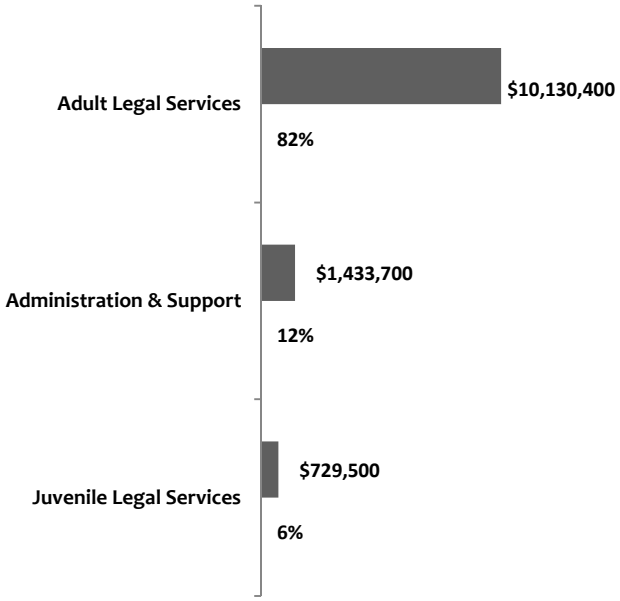
Department

Recommended Sources & Uses of Funds

Source of Funds - $12,293,600

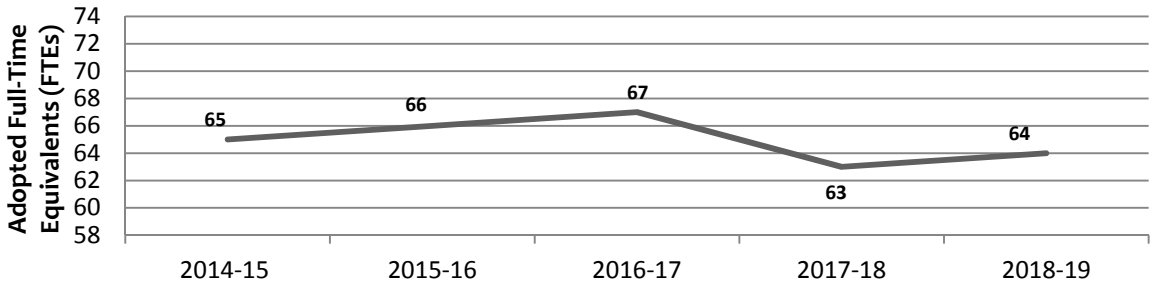


Use of Funds - $12,293,600



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Public Defender

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	15.50	6.00	6.00	6.00	-
Adult Legal Services	33.31	52.00	52.00	54.00	2.00
Juvenile Legal Services	1.69	5.00	5.00	4.00	(1.00)
Unallocated	0.27	-	-	-	-
Total	50.77	63.00	63.00	64.00	1.00

Budget By Budget Program					
Administration & Support	$ 2,528,247	$ 997,356	$ 1,022,500	$ 1,433,700	$ 436,344
Adult Legal Services	7,869,042	9,621,123	9,560,600	10,130,400	509,277
Juvenile Legal Services	525,361	875,127	874,800	729,500	(145,627)
Total	$ 10,922,651	$ 11,493,606	$ 11,457,900	$ 12,293,600	$ 799,994

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 10,028,845	$ 10,446,562	$ 10,371,200	$ 11,070,000	$ 623,438
Services and Supplies	514,341	463,230	525,100	552,200	88,970
Other Charges	379,465	583,814	561,600	671,400	87,586
Total Operating Expenditures	10,922,651	11,493,606	11,457,900	12,293,600	799,994
Capital Assets	185,580	-	24,400	-	-
Fund Balance Impact (+)	388,156	-	195,900	-	-
Total	$ 11,496,387	$ 11,493,606	$ 11,678,200	$ 12,293,600	$ 799,994

Budget By Categories of Revenues					
Intergovernmental Revenue	$ 3,435,292	$ 3,563,651	$ 3,619,400	$ 4,070,900	$ 507,249
Charges for Services	164,569	200,000	172,400	200,000	-
Total Operating Revenues	3,599,861	3,763,651	3,791,800	4,270,900	507,249
Intrafund Expenditure Transfers (-)	202,326	309,855	441,900	483,900	174,045
Decreases to Fund Balances	80,000	-	24,400	-	-
General Fund Contribution	7,614,200	7,420,100	7,420,100	7,538,800	118,700
Total	$ 11,496,387	$ 11,493,606	$ 11,678,200	$ 12,293,600	$ 799,994

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Defender

Department

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

Staffing

- Net increase of 1.0 FTE due to:
  - Added 1 investigator position
  - Eliminated 3.5 positions previously classified as extra help
  - Converted 3 extra help positions to regular positions

Expenditures

- Net operating expenditure increase of $800,000 due to:
  - +$623,400 in Salaries and Employee Benefits, primarily due to negotiated salary increases and health insurance contribution increases, as well as increase of one investigator position.
  - +$89,000 increase in Services and Supplies, primarily for Professional and Special Services ($70,000).
  - +$87,600 increase in Other Charges, primarily for General Liability Insurance ($60,900).

These changes result in recommended total expenditures of $12,293,600.

Revenues

- Net operating revenue increase of $507,200 due to:
  - +$507,200 Increase in intergovernmental Revenue from Proposition 172 Sales Tax Revenues
- Net non-operating revenue increase of $292,700 due to:
  - +118,700 increase in Intrafund Expenditure Transfer for General Fund Contribution to fund additional investigator position
  - +$174,000 increase in Intrafund Expenditure Transfers for increased AB 109 funding

These changes result in recommended operating revenues of $4,270,900 and non-operating revenues of $8,022,700, for total revenues of $12,293,600. Non-operating revenues include General Fund Contribution and Intra-fund transfers.

Related Links

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

Public Defender

Department

Performance Measures

For years the number of cases that the Public Defender has been appointed on was considered a performance measure, but the number of cases we are appointed on does not measure performance and quality. Starting this year, we are building the capacity to track our own performance, assess workloads, and—in the spirit of Holistic Defense—capture the positive life outcomes of the clients we serve.

Evidence-based decision-making is transforming the public sector, and the Santa Barbara County Public Defender has embraced big data and evidence-based decisions. Data-based strategies can assist public defenders in assessing their own performance, determining which programs and activities contribute to better client outcomes, advocating for funding, and ensuring that resources are maximized.

Future performance measures will measure case activities and outcomes to see how efficiently cases are handled, not just looking at the sheer volume of cases. Examples of program effectiveness measures will be frequency of client contacts, and social worker and investigator usage. Nationally accepted standards and principles will be coupled with performance standards for our own programs in order to meet organizational goals and objectives.

Public Defender

Public Defender

Program

ADMINISTRATION & SUPPORT

Provides centralized support services for the department, including clerical, fiscal, personnel, and information technology.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST PUBLIC DEFENDER	-	1.00	1.00	-	(1.00)
PUBLIC DEFENDER	0.62	1.00	1.00	1.00	-
CHIEF DEPUTY	-	-	-	2.00	2.00
DEP PUBLIC DEFENDER	1.00	-	-	-	-
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	-	1.00	1.00	-	(1.00)
LEGAL OFFICE PRO	6.88	-	-	-	-
COMPUTER SYSTEMS SPEC	1.00	1.00	1.00	-	(1.00)
DEPT BUS SPEC	-	-	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	1.00	-	(1.00)
EDP SYS & PROG ANLST	-	-	-	1.00	1.00
LEGAL OFFICE PRO SR	4.00	-	-	-	-
Total	15.50	6.00	6.00	6.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 2,449,409	$ 852,922	$ 934,800	$ 1,297,700	$ 444,778
Services and Supplies	17,538	85,957	28,600	54,800	(31,157)
Other Charges	61,301	58,477	59,100	81,200	22,723
Total Operating Expenditures	2,528,247	997,356	1,022,500	1,433,700	436,344
Total Expenditures	$ 2,528,247	$ 997,356	$ 1,022,500	$ 1,433,700	$ 436,344
Budget By Categories of Revenues					
Intergovernmental Revenue	-	(488,602)	(244,300)	-	488,602
Total Operating Revenues	-	(488,602)	(244,300)	-	488,602
Intrafund Expenditure Transfers (-)	3,489	-	-	-	-
Decreases to Fund Balances	80,000	-	-	-	-
General Fund Contribution	2,788,913	1,485,958	1,486,000	1,433,700	(52,258)
Total Revenues	$ 2,872,402	$ 997,356	$ 1,241,700	$ 1,433,700	$ 436,344

Public Defender

Program

Administration & support (cont'd)

2017-18 Anticipated Accomplishments

- Formed public-private partnerships to increase services
  - Formed partnerships with other Public Defender agencies throughout the country to benefit from their knowledge and efficiencies at no cost to the County.
  - Formed partnership with Uptrust to use technology to notify our clients by text to assist in reducing the failure-to-appear rate at no cost to the County.
- Continued collaboration with the Community Corrections Partnership and the Juvenile Justice Coordinating Council to improve the functioning of our Adult and Juvenile Justice Systems.
- Collaborated with United Way AmeriCorps to provide housing specialist for homeless clients.
- Innovative use of technology
  - Implemented Clear My Record, an app that allows for online application and processing of post-conviction relief; 247 applications received to date.
  - Purchased in-house 64-terabyte server to house the increasing load of digital and other discovery, for a 10-year savings of $600,000 in storage costs.
  - Created web-based legacy of prior case management system, archiving 30 years of data.
  - Updated all desktops to 64-bit operating system from 32-bit.
  - Moved 30 attorneys from desktop to laptop computers to allow for transition to paperless practice.
  - Creation of department intranet for staff as resource center.
  - Posted Spanish and Mixteco videos to our website as part of the Know Your Rights Program.
- Holistic Defense
  - Holistic Defense collaboration with Family Service Agency (FSA) providing full-time social worker/client advocate at no cost to the County.
  - Hosted full-day Holistic defense training for entire office. Invited speakers from the Bronx Public Defender's Office, Honorable Judge Sherrill Ellsworth (Retired), Alameda Public Defender's Office, and San Diego Public Defender's Office.
  - Applied for NLADA VISTA Grant for 2 members.
- Robust In-House Training Program, Post-bar Intern, and Student Work Programs
  - Fellowship through UC Davis for Immigration Attorney for 2 years at no cost to the County.
  - Fellowship through UCLA and potential fellowship through Stanford Law for entry-level attorneys for 1 year at no cost to the county.
  - Hosted in-house MCLEs, also open to private bar and Ventura sister agencies, approximately 30 credit hours earned by every participant.
  - Hosted 17 extern law student and/or post-bar externs with applicants from USC, UCLA, Santa Barbara and Ventura Colleges of Law, Thomas Jefferson School of Law, University of San Diego, Stanford Law School, and others. In addition, hosted 14 undergraduate college students.

2018-19 Objectives

- Develop a strategic plan for the Department based on internal audit by two outside Chief Public Defenders that provides:
  - A full set of operational policies designed to achieve the priorities established in the strategic plan
  - IT Strategic roadmap in connection with vision and plan that will lead the office moving forward

Public Defender

Program

Administration & support (cont'd)

- Optimize usage of the case management system to leverage operational efficiencies:
  - Data-informed decision-making based on empirical information to improve client representation, programming, and policy work
  - Track attorney time to allow analysis of workload and identify where inefficiencies exist.
  - Track nature and quality of case-related activities undertaken, client outcomes, case workload, and where inefficiencies continue to exist.
- Further Develop In-House Training Program
  - Emphasize staff training on client-centered representation.
  - Integrate Trial Skills and Practice Workshops for experienced attorneys.
  - Refine new attorney training program to create a culture of excellence and tenacious advocates.
  - Develop annual training seminar for investigators and support staff.

Public Defender

Program

Adult Legal Services

Provides in-court representation to clients appearing in the Superior Court when their life or liberty is at stake, as well as investigative services and alternative sentencing options as required for these clients, and provides office support to our department's attorneys and interaction with clients contacting our office.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
CHIEF DEPUTY	2.62	3.00	3.00	-	(3.00)
DEP PUBLIC DEFENDER SR	5.73	6.00	6.00	5.00	(1.00)
DEP PUBLIC DEFENDER	17.92	20.00	20.00	27.00	7.00
LEGAL OFFICE PRO	0.89	9.00	9.00	8.00	(1.00)
PD INVESTIGATOR	2.00	3.00	3.00	-	(3.00)
PUBLIC DEFENDER INVEST	3.38	4.00	4.00	6.00	2.00
LEGAL OFFICE PRO SR	-	5.00	5.00	6.00	1.00
SOC SVCS WORKER SR PS/L	0.77	1.00	1.00	1.00	-
SOCIAL SERVICES WORKER	-	1.00	1.00	1.00	-
Total	33.31	52.00	52.00	54.00	2.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,104,053	$ 8,784,448	$ 8,627,900	$ 9,111,400	$ 326,952
Services and Supplies	489,051	350,985	478,300	468,100	117,115
Other Charges	275,939	485,690	454,400	550,900	65,210
Total Operating Expenditures	7,869,042	9,621,123	9,560,600	10,130,400	509,277
Capital Assets	185,580	-	24,400	-	-
Total Expenditures	$ 8,054,622	$ 9,621,123	$ 9,585,000	$ 10,130,400	$ 509,277
Budget By Categories of Revenues					
Intergovernmental Revenue	3,435,292	3,905,158	3,790,200	3,845,600	(59,558)
Charges for Services	164,569	182,778	163,800	200,000	17,222
Total Operating Revenues	3,599,861	4,087,936	3,954,000	4,045,600	(42,336)
Intrafund Expenditure Transfers (-)	198,837	309,855	441,900	483,900	174,045
Decreases to Fund Balances	-	-	24,400	-	-
General Fund Contribution	4,425,138	5,223,332	5,223,300	5,600,900	377,568
Total Revenues	$ 8,223,836	$ 9,621,123	$ 9,643,600	$ 10,130,400	$ 509,277

Public Defender

Program

Adult Legal Services (cont'd)

2017-18 Anticipated Accomplishments

- Represented clients in brought to the Superior Court with no declaration of unavailability.
- Mental Illness and Addiction
  - Human and economic cost-saving efforts have been organized by the Public Defender and a strategic plan put in place that includes focused outreach to our community by listening to their call for help.
  - Seated on countywide policy and development work groups that effect housing, treating, and quality of life.
    - Cooperatively worked with a myriad of County departments and agencies
    - Networked with State and national sources of support
  - Worked in our courts to advocate for the most vulnerable clients and created dedicated courtrooms to effectively facilitate effective representation and treatment.
    - Public Defender designed and proposed mental health specialty court. Consolidated court proposal does not incur new expenses and reduces work costs for several County departments.
    - Attorneys in the Public Defender's Office civilly litigated for sanctions to be imposed on the State, which would be paid to County for delays moving clients to State Hospitals.
  - In our law practice, provided extensive and specialized training to all public defender staff.
  - County Psychiatric Health Facility (PHF)
    - Formed collaborations to address the IST population in the Psychiatric Health Facility.
    - Dedicated a specialized PD attorney staff available to other County departments to facilitate admissions and discharges from the PHF, saving hundreds of thousands of dollars for Behavioral Wellness, County Counsel, Sheriff, and the Courts (potential savings of $590,000 over 6 months assuming $1,500 for each administrative bed day avoided).
    - Improvements over 2016: 59% reduction in IST beds, 61% reduction in non-billable administrative bed days, and average length of stay reduced by 22%.
    - Additional cost savings not included: court costs, personnel costs, and other agency costs.
  - State and County initiatives:
    - SB County Stepping Up Initiative – Our County has committed to redirecting mentally ill community members from criminal justice systems. In the fall of 2017, County leaders and community leaders conducted and created an Intercept Mapping Report establishing greater opportunities for people with mental and substance use disorders.
    - California Public Defender's Collaboration – In July 2017, our Public Defender's Office led a statewide work group collaboration in Oakland, California, with public defender attorneys to discuss and share strategies to manage the increase in IST mentally ill clients.
    - National Public Defenders Summit on Mental Health & Criminal Justice – In March 2018, our Public Defender's Office convened with Chief Public Defenders from across the country in Colorado to disentangle the mentally ill from the criminal justice system, by building consensus regarding priorities and opportunities for action at the intersection of mental health and criminal justice. This collaboration is resulting in a national strategy document based on the priorities identified including redirecting mentally ill from arrest to treatment services to avoid criminalizing the disabled.
  - Implement a diversion program for the mentally ill who are charged with crimes, diverting them to treatment and stabilization services, to address the symptoms that caused them to be entangled in the criminal justice system.

Adult Legal Services (cont'd)

- Consolidate mental health IST criminal cases into one specialized court.
- Increase support for countywide Strategic Restorative Resource Specialist positions.

- Consolidation of Resources: combined investigators into one countywide unit with one supervisor.
- Holistic Defense (HD): partnered with Family Service Agency for a grant through the Arnold Foundation.
  - Grant provided us with a full-time social worker and client advocate.
  - Intensive holistic defense advocacy provided to 78 clients as part of funded study.
  - Within 120 days of enrollment into the HD program, the recidivism rate is 11% lower for people who are receiving holistic defense services as compared to those not receiving those services.
  - Services provided have included housing referrals, substance abuse treatment referrals, mental health referrals, outside legal referrals for collateral matters, job seeking assistance, transportation assistance, assistance with receiving and following up on medication, clothing assistance, support with obtaining and following up on medical care, and regular contact and support from a social worker within the Public Defender's Office.
- Immigration outcomes
  - Provided mandatory consultation on 100% of cases involving immigration issues in order to meet ethical requirements.
  - Provided 300 written immigration consults and 50-60 emergency consults via telephone.
  - Assisted approximately 70 green card holders, 16 DACA status, 12 UCSB students on F-1 visa, 15 undocumented juveniles, and 2 individuals who were U.S. citizens but were unaware of it.
  - Presented immigration training to the District Attorney's Office and Behavioral Wellness Department.

2018-19 Objectives

- Consolidate Probate Courts countywide based on agreement between Criminal Justice partners and the Courts, allowing more efficient use of staff time.
- Continue to collaborate with the Courts, Behavioral Wellness, Probation, Sheriff, District Attorney, and various community organizations to improve the functioning of the Collaborative Courts Program. 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, thereby helping to reduce jail overcrowding and saving the County money.
- Enhance 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. Look to increase public defense funding through AB109.
- Expand to fully paperless practice in all offices by July 2019.
- Continue to meet ever-expanding constitutional and ethical duties
  - For those incarcerated pre-trial based on indigent status as required by Humphry
  - For those who suffer collateral immigration consequences such as deportation from their families as required by Padilla

Public Defender

Program

Juvenile Legal Services

Provides representation to minors charged with felonies or misdemeanors in the Juvenile Court.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEP PUBLIC DEFENDER	1.69	3.00	3.00	2.00	(1.00)
LEGAL OFFICE PRO	-	1.00	1.00	1.00	-
PUBLIC DEFENDER INVEST	-	-	-	1.00	1.00
LEGAL OFFICE PRO SR	-	1.00	1.00	-	(1.00)
Total	1.69	5.00	5.00	4.00	(1.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 475,384	$ 809,192	$ 808,500	$ 660,900	$ (148,292)
Services and Supplies	7,752	26,288	18,200	29,300	3,012
Other Charges	42,225	39,647	48,100	39,300	(347)
Total Operating Expenditures	525,361	875,127	874,800	729,500	(145,627)
Total Expenditures	$ 525,361	$ 875,127	$ 874,800	$ 729,500	$ (145,627)
Budget By Categories of Revenues					
Intergovernmental Revenue	-	147,095	73,500	225,300	78,205
Charges for Services	-	17,222	8,600	-	(17,222)
Total Operating Revenues	-	164,317	82,100	225,300	60,983
General Fund Contribution	400,149	710,810	710,800	504,200	(206,610)
Total Revenues	$ 400,149	$ 875,127	$ 792,900	$ 729,500	$ (145,627)

2017-18 Anticipated Accomplishments

- Achieved a fully paperless practice in the juvenile division, allowing electronic exchange of documents and consolidation of support staff.
- Assisted juvenile clients in sealing their records once probation was successfully completed.
- Completed approximately 400 juvenile hall visits with minors.

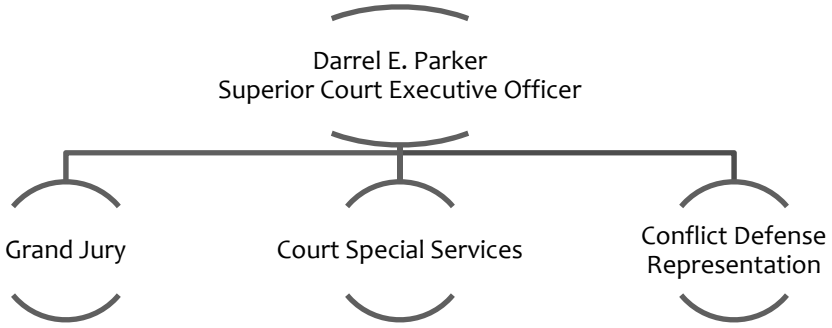
2018-19 Objectives

- Continue to meet ever-expanding constitutional and ethical duties
  - For youthful offenders as required by Franklin
  - For former clients as required by Miller et al
  - Inventory past juvenile files and notify former clients of opportunity to seal their files under the newly expanded sealing laws.
- Work with probation to encourage more informal programs to divert juveniles to community-based programs rather than referring their cases to the DA for filing.

Court Special Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 14,576,000**
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 comprised of contract defense attorneys appointed to represent indigent defendants when the public defender declares a conflict of interest, independent attorneys appointed outside the contracts and court appointed investigator and expert services.

Highlights of 2018-19 Objectives

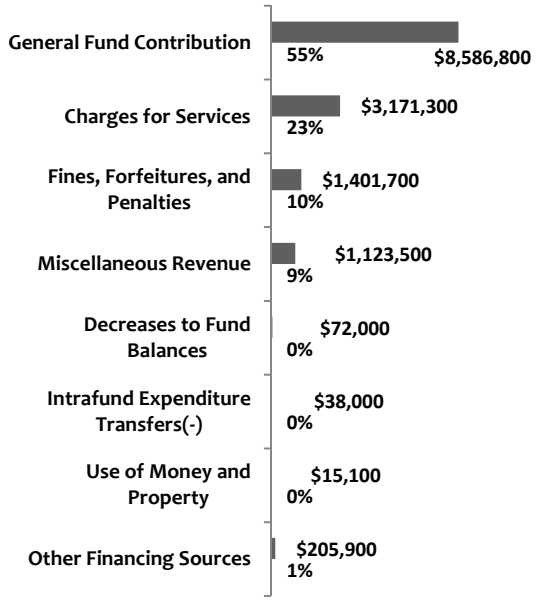
- Grand Jury: The Santa Barbara County Grand Jury will continue its major role of: government oversight; investigation into citizen complaints. The Criminal Grand Jury will continue to weigh evidence, and if impaneled, make determinations if there is sufficient evidence presented to warrant a person to stand trial in court.
- Pretrial Services: Through the recommendation and funding of the Community Corrections Partnership (CCP), this division has expanded their release protocols from basic pretrial release to standard and intensive supervised pretrial release. The officers have been formally trained and are now using the Virginia Pretrial Risk Assessment Instrument (VPRAI) on all pretrial detainees. Through a partnership with the Probation Department, more intensive supervised release options are now available to judicial officers.
- Enhanced Collections: In December 2017 the Collection's unit implemented the process of using the Court's new case management system to generate monthly statements, which are sent out to all delinquent debtors. The Collections Unit will continue to identify potential opportunities to minimize the impact of recent legislation changes, and will continue to provide prompt, efficient, and effective imposition and collection of court-ordered fees, fines, forfeitures, penalties, restitution and assessments.
- Conflict Defense: The multi-year contract expires June 30, 2018. The Court is working on developing new agreements for the representation of eligible indigents in both the North and South County.

Court Special Services

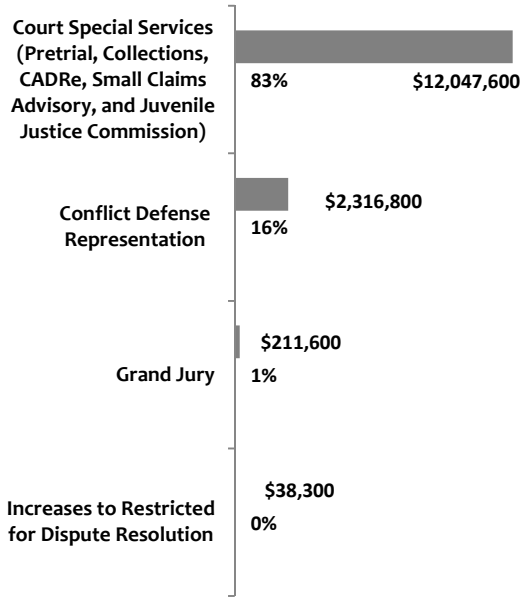
Department

Recommended Sources & Uses of Funds

Source of Funds - $14,614,300



Use of Funds - $14,614,300



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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Budget By Budget Program					
Grand Jury	$ 248,624	$ 211,548	$ 211,600	$ 211,600	$ 52
Court Special Services	12,088,444	12,728,649	12,332,900	12,047,600	(681,049)
Conflict Defense Representation	2,492,293	2,316,703	2,119,100	2,316,800	97
Total	$ 14,829,360	$ 15,256,900	$ 14,663,600	$ 14,576,000	$ (680,900)
Budget By Categories of Expenditures					
Services and Supplies	$ 4,872,453	$ 5,054,240	$ 4,765,600	$ 4,600,700	$ (453,540)
Other Charges	9,956,907	10,202,660	9,898,000	9,975,300	(227,360)
Total Operating Expenditures	14,829,360	15,256,900	14,663,600	14,576,000	(680,900)
Increases to Fund Balances	67,423	77,538	68,000	38,300	(39,238)
Total	$ 14,896,784	$ 15,334,438	$ 14,731,600	$ 14,614,300	$ (720,138)
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 1,446,869	$ 1,662,500	$ 1,331,800	$ 1,401,700	$ (260,800)
Use of Money and Property	11,451	1,571	15,100	15,100	13,529
Charges for Services	3,185,368	3,544,100	3,068,000	3,171,300	(372,800)
Miscellaneous Revenue	1,240,226	1,410,400	1,123,500	1,123,500	(286,900)
Total Operating Revenues	5,883,914	6,618,571	5,538,400	5,711,600	(906,971)
Other Financing Sources	-	-	496,400	205,900	205,900
Intrafund Expenditure Transfers (-)	37,654	38,000	38,000	38,000	-
Decreases to Fund Balances	388,416	91,067	72,000	72,000	(19,067)
General Fund Contribution	8,586,800	8,586,800	8,586,800	8,586,800	-
Total	$ 14,896,784	$ 15,334,438	$ 14,731,600	$ 14,614,300	$ (720,138)

Court Special Services

Department

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

Staffing

- Not applicable as all 19.5 employees in this Department are employed by the Court.

Expenditures

- Net operating expenditure decreased by $680,900 primarily due to:
  - -$380,000 in restricted funds for one-time funding and purchase of new software for Pretrial Services.
  - -$227,400 decrease in other charges

- Net Non-operating expenditure decreased by $39,238 due to:
  - -$39,238 decrease in restricted funds for dispute resolution.

These changes result in recommended operating expenditures for FY 2018-19 of $14,576,900, non-operating expenditures of $38,300, resulting in total expenditures of $14,614,300. Non-operating expenditures are restricted funds for dispute resolution.

Revenues

- Net operating revenue decrease $907,000 primarily due to:
  - -$372,800 decrease in Charges for Services due to decrease in revenue from the passage of AB103 and fewer case filings.
  - -$286,900 decrease due to Miscellaneous Revenue caused by a decrease in State Reimbursements from lower commission costs on revenue collect by the Franchise Tax Board and private collection agency.
  - -$260,800 decrease in Fines, Forfeitures and Penalties due to decrease in revenue from the passage of AB103 and fewer case filings.

- Net Non-operating revenue increase $186,800 due to:
  - +$205,900 increase in Intrafund Expenditure Transfer from Probation.
  - -$19,100 decrease in Decrease in Fund Balances from Dispute Resolution.

These changes result in recommended operating revenues of $5,711,600, non-operating revenues of $8,902,700, resulting in total revenues of $14,614,300. Non-operating revenues primarily include General Fund Contribution, intrafund transfers, and Decreases to Fund Balance.

Related Links

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

Court Special Services

Department

Performance Measures

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Court Special Services				
Pretrial total cases reviewed for probable cause	5,132	5,033	4,258	5,000
Pretrial written reports completed	3,102	2,427	2,101	2,425
Pretrial released on own recognizance	613	470	346	517
Pretrial Failure to Appears (FTAs)	6% 37/613	4% 17/438	6% 21/346	2% 12/517
Conflict Defense Representation within Contract				
Number of Adult cases represented	1,575	2,057	1,484	1,484
Number of Juvenile cases represented	427	625	404	404
Alternative Dispute				
Percentage and amount of qualified cases ordered to alternative dispute processes	59% 244/411	68% 243/360	68% 243/360	68% 243/360

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. The Civil Grand Jury comprised of 19 volunteers from the County's five supervisorial districts, investigates, evaluates, and makes recommendations to any city, county or special district agency, which receives county funds.

Unlike the Civil Grand Jury, the Criminal Grand Jury is not a standing body, and is convened at the request of the District Attorney. The Criminal Grand Jury consists of 19 members and a designated number of alternates who are 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 weighs evidence brought by a prosecutor's office under the direction of the Presiding Judge and the Jury Commissioner. The Criminal Grand Jury is responsible for making determinations, on the basis of the evidence presented, if a crime has been committed which warrants a person should be charged 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Services and Supplies	$ 246,034	$ 207,648	$ 209,500	$ 209,700	$ 2,052
Other Charges	2,590	3,900	2,100	1,900	(2,000)
Total Operating Expenditures	248,624	211,548	211,600	211,600	52
Total Expenditures	$ 248,624	$ 211,548	$ 211,600	$ 211,600	$ 52
Budget By Categories of Revenues					
General Fund Contribution	211,548	211,548	211,600	211,600	52
Total Revenues	$ 211,548	$ 211,548	$ 211,600	$ 211,600	$ 52

2017-18 Anticipated Accomplishments

The Civil Grand Jury continues to investigate various governmental entities within Santa Barbara County. The Civil Grand Jury and the Court are exploring ways to expand opportunities for residents to serve throughout the county.

Grand Jury (cont'd)

2018-19 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. Last year the Pretrial Division began utilizing the Virginia Pretrial Risk Assessment Instrument (VPRAI) to inform release decisions. Through a partnership with the Probation Department and funding through the Community Corrections Partnership, the position of Pretrial Compliance Officer (PTCO) was created. The Pretrial Compliance Officer is responsible for overseeing those individuals released to the community that require supervision during their court proceedings. While basic and some standard releases have been used for many years in Santa Barbara County, the expansion of the Pretrial Compliance Officer offers judicial officers more options to ensure compliance of court appearances and helps safeguard the community. Supervised pretrial options may include but are not limited to: GPS monitoring, drug testing, field supervision and face to face office check-ins.

Enhanced Collection Unit

In compliance with California Penal Code section 1463.010, Santa Barbara's County and Court maintain a collection program that 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 Department of Motor Vehicles (DMV), Franchise Tax Board (FTB), and Alliance One (an outside collection agency) to ensure the best and timely methods of collecting delinquent debt.

Alternative Dispute Resolution

Santa Barbara County offers a variety of Alternative Dispute Resolution (ADR) mechanisms through the Court Administered Dispute Resolution (CADRe) Program. The program coordinates and provides a variety of ADR resources to serve litigants engaged in small claims and civil disputes. The ADR process is often quicker and less costly than litigation and offers a variety of options to enable a timely resolution to civil disputes. Participation in ADR provides diverse problem solving approaches as alternatives to a court trial or filing a court case. The ADR process increases participant control and satisfaction over the outcome. Resources are provided at the referral of a judge after a court case is filed, or at the option of the parties, while others educate residents in resolving disputes prior to fling a court case.

Staffing

There are no County employees for this budget program. However, 19.5 Court employees work on Court Special Services programs in the following areas: Pretrial Services 11.5 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Services and Supplies	$ 2,134,126	$ 2,529,889	$ 2,437,000	$ 2,074,200	$ (455,689)
Other Charges	9,954,317	10,198,760	9,895,900	9,973,400	(225,360)
Total Operating Expenditures	12,088,444	12,728,649	12,332,900	12,047,600	(681,049)
Increases to Fund Balances	67,423	77,538	68,000	38,300	(39,238)
Total Expenditures	$ 12,155,867	$ 12,806,187	$ 12,400,900	$ 12,085,900	$ (720,287)
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,446,869	1,662,500	1,331,800	1,401,700	(260,800)
Use of Money and Property	11,451	1,571	15,100	15,100	13,529
Charges for Services	3,185,368	3,544,100	3,068,000	3,171,300	(372,800)
Miscellaneous Revenue	1,240,226	1,410,400	1,123,500	1,123,500	(286,900)
Total Operating Revenues	5,883,914	6,618,571	5,538,400	5,711,600	(906,971)
Other Financing Sources	-	-	496,400	205,900	205,900
Intrafund Expenditure Transfers (-)	37,654	38,000	38,000	38,000	-
Decreases to Fund Balances	388,416	91,067	72,000	72,000	(19,067)
General Fund Contribution	6,066,549	6,058,549	6,058,400	6,058,400	(149)
Total Revenues	$ 12,376,533	$ 12,806,187	$ 12,203,200	$ 12,085,900	$ (720,287)

2017-18 Anticipated Accomplishments

Pretrial Services

- All pretrial officers completed formal training and are using the Virginia Pretrial Risk Assessment Instrument on each defendant interviewed.
- Expansion of Supervised Pretrial Release (basic and intensive) through a partnership with the CCP and the Probation Department; Deployment of a Pretrial Compliance Officer position to enhance release opportunities including GPS monitoring, drug testing, home detention and field supervision.
- 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.
- Onboard Administrative Analyst position to completed development of baseline performance data, measurement, monitoring and regular reports in evaluating the program's success.
- Consolidated supervision of countywide pretrial division.
- Standardized reporting data countywide.

2017-18 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 2016-17 the Enhanced Collections Unit collected $5.9 million. In addition, through the use of outside collection agencies, such as the Franchise Tax Board Court Ordered Debt Program, and Alliance One, a combined total of $8.1 million in delinquent revenues were collected by the Unit.

The Court has developed a cost recovery process where the County implemented PC 1463.007, which state in part "…a comprehensive collection program may deduct the costs of operating that program, excluding capital expenditures, from any revenues collected under that program". The program reimbursement revenue from the State for FY 2016-17 was at $940 thousand. This revenue is reported in Miscellaneous Revenue.

Delinquent revenues collected by the Unit for FY 2017-18 are expected to come in lower than FY 2016-17. The combined total of delinquent revenues collected by the Unit, July 2017 through February 2018 is $3.8 million, down $1.35 million from the same period in FY 2016-17. Decline is attributed to AB103 (effective July 1, 2017), and a decrease in case filings.

Reimbursement revenue from the State is expected to come in lower than FY 2016-17. Reimbursement revenue July 2017 through February 2018 is at $503k, down $76k from the same period in FY 2016-17. The decline is attributed to lower commission costs, due to decline in revenue being collected by Franchise Tax Board and Alliance One.

AB2260 was introduced on February 13, 2018. The proposed bill would require each county to establish an amnesty program (similar to the amnesty program that ended on March 31, 2017) for acceptance of payments for the period of January 1, 2019 to December 21, 2024, inclusive. The proposed bill is currently with the Committee on Transportation and Public Safety.

2018-19 Objectives

Pretrial Services

- Complete written protocols and standards for each type of release decision (basic, standard and intensive).
- Select and implement pretrial software that will ensure proper data collection of interview and release data.
- Automate court appearance reminder system for individuals released on their own recognizance.
- Enter into Memorandum of Understanding with UCSB to validate the Virginia Pretrial Risk Assessment Instrument with the individuals arrested within our County.

Enhanced Collections

- Use the Courts new case management system to further develop Collections reports for the Judicial Council of California.
- Explore the possibility of adding a new vendor to assist with collecting delinquent revenue.
- Continue to look at our processes, specifically to identify potential opportunities to minimize the impact of recent legislation changes.

Court Special Services

Program

Conflict Defense Representation

Penal Code Section 987.2 requires the appointment of counsel to be paid out of the general fund of the county in criminal and juvenile cases wherein the defendant desires but is unable to employ counsel. The Court administers the provision of conflict defense services for the county through contracts in which a consortium of attorneys handle various cases that the Public Defender cannot legally represent the defendant because of a conflict of interest. This primarily occurs in multiple defendant cases in which the Public Defender may one represent one defendant. The contractor is required to represent up to five (5) co-defendants in a given conflict case. Secondary conflicts are avoided because the various attorneys in the consortium are in separate law firms, with separate offices and records.

The contract method of providing conflict defense services results in a cost savings over the method of compensating counsel on an hourly basis for each case. The Court negotiates on behalf of the County with qualified teams of criminal defense attorneys to establish contracts for conflict defense that essentially require the provision of such services on a "flat fee for all services" basis, with only very limited exceptions permitted.

In cases comprised of more defendants than can be represented by the Public Defender and the five (5) attorneys under the contract, independent attorneys are appointed at a standard hourly rate to represent the remaining indigent defendants. Increases in multiple defendant cases has adversely affected the costs of indigent representation. Additionally, escalating investigative and expert witness costs associated with egregious offences and gang restated activity have impacted the Court Special Services budget.

Staffing

There are no County employees for this budget program.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Services and Supplies	$ 2,492,293	$ 2,316,703	$ 2,119,100	$ 2,316,800	$ 97
Total Operating Expenditures	2,492,293	2,316,703	2,119,100	2,316,800	97
Total Expenditures	$ 2,492,293	$ 2,316,703	$ 2,119,100	$ 2,316,800	$ 97
Budget By Categories of Revenues					
General Fund Contribution	2,308,703	2,316,703	2,316,800	2,316,800	97
Total Revenues	$ 2,308,703	$ 2,316,703	$ 2,316,800	$ 2,316,800	$ 97

2017-18 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, 2018.

2018-19 Objectives

- Closely monitor investigative and expert witness 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

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 77,805,100**
Capital	**$ 2,757,400**
FTEs	**261.0**

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 2018-19 Objectives

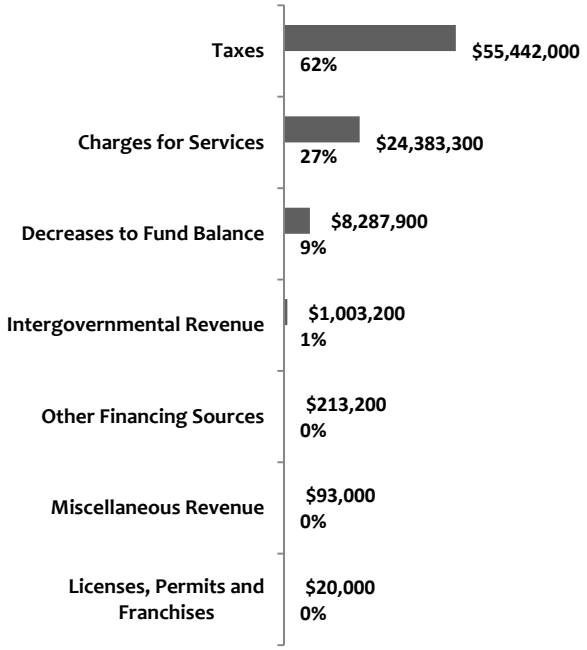
- The Department's top priority is to implement a Board approved improvement plan for dispatch services.
- Continue to develop and utilize the Santa Barbara County Type III Incident Management Team to manage local emergency incidents.
- Continue to operate as a high performing, collaborative and skilled fire and emergency services agency in response to all incidents.
- Continue to implement the long-term plan to address deferred maintenance and the capital projects backlog.
- Continue to evaluate and implement the 2012 Citygate Report recommendations for needed improvements to critical emergency service delivery, based on priority and fiscal considerations.
- Continue to 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.
- Continue to enhance predictive services data collection through implementation of additional remote automated weather systems (RAWS) equipment.

Fire

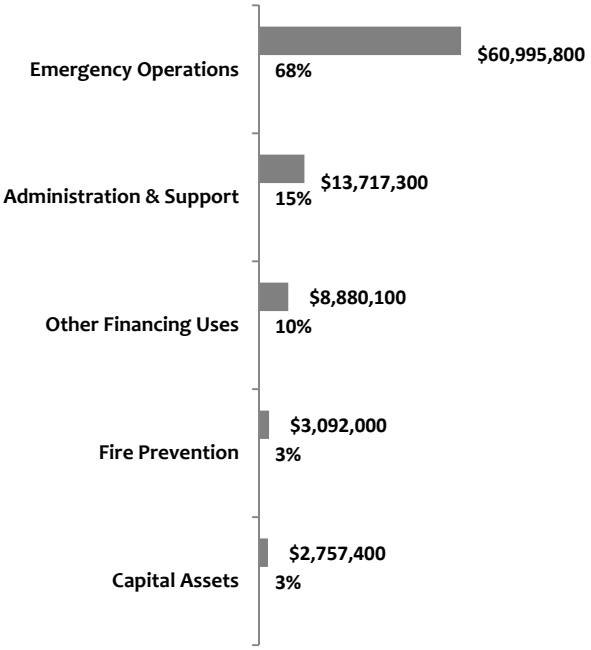
Department

Recommended Sources & Uses of Funds

Source of Funds - $89,442,600

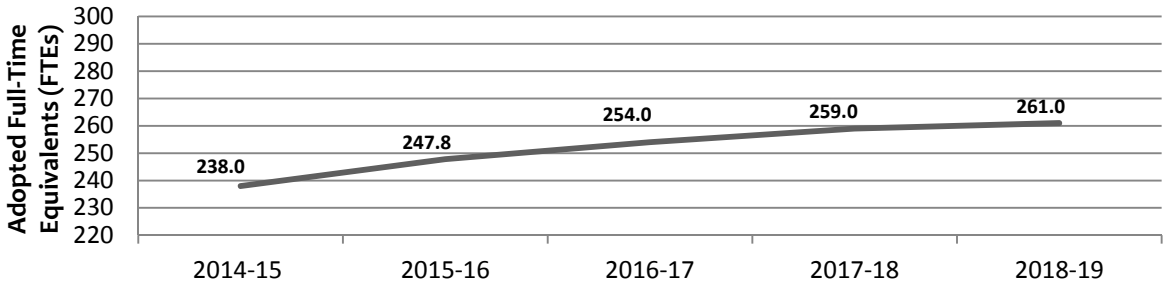


Use of Funds - $89,442,600



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Fire

Department

Budget Overview

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	34.09	33.95	33.95	33.95	-
Fire Prevention	12.92	16.05	16.05	16.05	-
Emergency Operations	192.82	209.00	209.00	211.00	2.00
Total	239.83	259.00	259.00	261.00	2.00

Budget By Budget Program					
Administration & Support	$ 9,782,568	$ 12,749,891	$ 13,039,200	$ 13,717,300	$ 967,409
Fire Prevention	2,681,718	3,019,594	3,039,000	3,092,000	72,406
Emergency Operations	55,012,961	56,048,915	62,371,600	60,995,800	4,946,885
Total	$ 67,477,246	$ 71,818,400	$ 78,449,800	$ 77,805,100	$ 5,986,700

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 56,924,323	$ 59,693,827	$ 65,886,900	$ 64,862,700	$ 5,168,873
Services and Supplies	6,180,839	6,458,707	7,320,400	6,680,000	221,293
Other Charges	4,372,084	5,665,866	5,242,500	6,262,400	596,534
Total Operating Expenditures	67,477,246	71,818,400	78,449,800	77,805,100	5,986,700
Capital Assets	907,671	437,461	1,590,200	2,757,400	2,319,939
Other Financing Uses	3,029,918	6,436,561	3,714,100	8,880,100	2,443,539
Increases to Fund Balances	7,462,611	-	9,085,100	-	-
Total	$ 78,877,446	$ 78,692,422	$ 92,839,200	$ 89,442,600	$ 10,750,178

Budget By Categories of Revenues					
Taxes	$ 48,644,953	$ 51,108,000	$ 51,874,000	$ 55,442,000	$ 4,334,000
Licenses, Permits and Franchises	18,420	20,000	20,000	20,000	-
Use of Money and Property	29,865	-	107,000	-	-
Intergovernmental Revenue	2,952,145	1,329,352	1,419,900	1,003,200	(326,152)
Charges for Services	26,165,732	21,020,196	27,681,200	24,383,300	3,363,104
Miscellaneous Revenue	63,163	74,000	125,400	93,000	19,000
Total Operating Revenues	77,874,277	73,551,548	81,227,500	80,941,500	7,389,952
Other Financing Sources	934,925	550,264	576,100	213,200	(337,064)
Decreases to Fund Balances	68,244	4,590,610	11,035,600	8,287,900	3,697,290
Total	$ 78,877,446	$ 78,692,422	$ 92,839,200	$ 89,442,600	$ 10,750,178

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Fire

Department

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

Staffing

- Increase of 2.0 in total FTEs reflects the conversion of 2.0 Extra Help Fire Crew Squad Bosses to Regular Full-time Squad Leader positions. This will help with recruitment and retention, and will provide a succession track.

Expenditures

- Net operating expenditure increase of $5,987,000:
  - +$5,169,000 increase in Salaries and Employee Benefits due to:
    - +$3.0 million increase in overtime associated with increased levels of wildland fire and other emergency response activities;
    - +$0.9 million increase in regular salaries as a result of estimated cost of living and merit increases;
    - +$0.8 million increase in overtime for operational constant staffing due to vacancies, long term injuries, a movement towards bi-annual firefighter hiring instead of annual firefighter hiring, and the impact of salary increases;
    - +$0.4 million increase in retirement benefit costs;
    - +$0.1 million increase associated with the conversion of two Extra Help Crew personnel to Regular status.
  - +$597,000 increase in Other Charges primarily due to:
    - +$0.4 million increase to transfer development impact mitigation fees to the City of Goleta for the construction of Station 10 on the western edge of Goleta;
    - +$0.1 million increase representing the Fire Department's share of the Station 17 University of California Santa Barbara (UCSB) bathroom remodel;
    - +$0.1 million increase for liability insurance.
  - +$221,000 increase in Services and Supplies primarily due to:
    - +$0.4 million increase for facilities maintenance projects;
    - -$0.2 million decrease in computer hardware purchases due to the completion of the mobile data computer (MDC) replacements;
    - +$0.1 million increase for implementation costs associated with a workers compensation carve out program and various contingency funds in Information Technology, Operations, and Administration;
    - +$0.1 million increase for portable radio purchases and maintenance for emergency response;
    - -$0.1 million decrease associated with cost allocation charges;
    - -$0.1 million decrease due to the completion of the replacement of air bag sets carried on engines to support extrication operations.

- Net non-operating expenditure increase of $4,763,000:
  - +$2,444,000 increase in Other Financing Uses due to:
    - +$2.5 million increase in transfers to General Services for capital projects that reflects a budgeted transfer in FY 2017-18 of $4.0 million for the Buellton Operations and Administrative Center project which was deferred to FY 2018-19 with an additional $2.0 million estimated for the project. In addition, $0.5 million first year funding for a potential Fire/EMS dispatch center project is included;
    - +$0.1 million increase in the transfer to the Sheriff for dispatch services;
    - -$0.1 million decrease for transfers to the General Services Vehicle Operations Fund due to the completion of several vehicle purchases in FY 2017-18 including vehicles for a new Division Chief and new civilian inspector position and a pool vehicle for administrative staff in the Fire Prevention division.

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

Expenditures (cont'd)

- +$2,320,000 increase in Capital Asset equipment purchases, primarily due to the replacement of self contained breathing apparatus that have reached the end of their life cycle and the replacement of a 37-year-old bulldozer.

These changes result in Recommended operating expenditures of $77,805,000, non-operating expenditures of $11,638,000, and total expenditures of $89,443,000.

Revenues

- Net operating revenue increase of $7,390,000:
  - +$4,334,000 increase in Taxes consists of three main components:
    - +$2.3 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 5.0%. The 25% tax revenue growth allocation to the Fire District was directed by the Board of Supervisors in May 2012;
    - +$1.8 million increase in the natural property tax growth increment for the Fire District based on a 4.0% estimated growth rate;
    - +$0.2 million increase in Redevelopment Agency (RDA) distributions reflects the estimated pass-through payments and ongoing portion of the RDA dissolution impacts.
  - +$3,363,000 increase in Charges for Services primarily due to:
    - +$2.7 million increase for reimbursements associated with federal and state fire incidents;
    - +$0.4 million increase associated with the State fire protection services contract;
    - +$0.2 million increase associated with the UCSB Long Range Development Plan growth agreement.
  - -$326,000 decrease in Intergovernmental Revenues related to Fire's declining proportional share of Proposition 172 Public Safety Sales Tax revenues which was originally scheduled to reduce to 4.75% in FY 2018-19 but is actually reduced to 1.4% as the result of an additional reduction of $1,202,000 in FY 2018-19. This reduction is in addition to the $1,170,000 that was re-allocated from Fire's original 5.75% share in FY 2017-18.
  - +$19,000 increase in Miscellaneous Revenue for the purchase of three remote automated weather stations funded by the Office of Emergency Management (OEM) Homeland Security Grant revenues (+$56,000) offset by a (-$36,000) reduction in the estimated revenues associated with the Allan Hancock College instructional services agreement.

- Net non-operating revenue increase of $3,360,000:
  - +$3,697,000 increase in the use of one-time fund balance associated with:
    - +$2.5 million in capital project needs;
    - +$1.2 million due to the reduction in Fire's share of Prop 172 revenues and this will be used to fund equipment needs.
  - -$337,000 decrease in Other Financing Sources due to the elimination of the General Fund share of Fire's cost allocation charges.

These changes result in Recommended operating revenues of $80,942,000, non-operating revenues of $8,501,000 and total revenues of $89,443,000.

Fire

Department

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration and Support				
Dispatch cost per call.	$128	$140	$136	$141
Percentage of Advanced Life Support (ALS) responses that are in compliance with County protocols.	n/a	100% 4,290	100% 5,837	100% 6,000
Percentage of Basic Life Support (BLS) responses that are in compliance with County protocols.	n/a	100% 4,700	100% 4,692	100% 5,000
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date.	51% 109/212	72% 143/198	60% 120/200	100% 200/200
Fire Prevention				
Percentage of fire code inspections conducted that meet the Department's target cycle time.	89% 2,569/2,892	71% 2,020/2,852	80% 2,400/3,000	90% 2,700/3,000
Structure fire rate per 1,000 inspectable properties (may exclude intentional fires). Target is 3.0 or less	4.4	3.3	3.0	3.0
Percentage of building and wildland fires with a determination of cause to improve prevention and public education programs.	69% 107/154	79% 115/145	80% 120/150	80% 120/150
Percentage of fire protection certificate (FPC) applications and system plan checks reviewed and responses provided within target. (FPC=20 and Plan checks=10 business days)	34% 299/874	28% 266/955	37% 350/954	100% 960/960
Emergency Operations				
Total number of calls.	15,031	15,493	15,500	16,000
Percentage of medical calls versus total calls.	72% 10,866/ 15,031	72% 11,190/ 15,493	74% 11,500/ 15,500	74% 11,800/ 16,000
Percentage of all wildland fires contained to 10 acres or less to protect life and property.	96% 71/74	93% 77/83	95% 79/83	95% 79/83
Percentage of all structure fires confined to the room of origin to protect life and property.	84% 66/79	90% 56/62	90% 63/70	80% 63/70
Percentage of medical calls arrived at within the Emergency Medical Services Agency (EMSA) response time standards.	91% 8,090/8,871	93% 8,765/9,421	92% 9,200/9996	92% 9,675/10,496

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
FIRE CHIEF	1.00	1.00	1.00	1.00	-
DEPUTY CHIEF	1.00	1.00	1.00	1.00	-
DIVISION CHIEF	1.98	3.00	3.00	3.00	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
FISCAL MANAGER	0.94	1.00	1.00	1.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
FIRE CAPTAIN STAFF	6.32	6.00	6.00	6.00	-
DP MANAGER-DEPT	1.00	1.00	1.00	1.00	-
BATTALION CHIEF	1.71	2.00	2.00	2.00	-
FIRE ENG INSPECTOR STAFF	0.21	-	-	-	-
ADMN OFFICE PRO	1.85	2.00	2.00	3.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	1.00	-	(1.00)
ACCOUNTANT	2.00	2.00	2.00	2.00	-
FIREFIGHTER STAFF	0.91	-	-	-	-
COST ANALYST	-	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	2.00	2.00	2.00	2.00	-
FIRE CAPTAIN SHIFT	0.69	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	3.95	3.95	3.95	3.95	-
PUBLIC INFO SPECIALIST	0.93	1.00	1.00	1.00	-
FIRE ENG INSPECTOR SHIFT	0.14	-	-	-	-
FIREFIGHTER SHIFT	0.48	-	-	-	-
STOREKEEPER	1.00	1.00	1.00	1.00	-
Total	34.09	33.95	33.95	33.95	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Fire

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 6,076,160	$ 6,770,887	$ 6,884,200	$ 6,951,000	$ 180,113
Services and Supplies	2,541,449	3,654,375	4,253,100	3,789,300	134,925
Other Charges	1,164,958	2,324,629	1,901,900	2,977,000	652,371
Total Operating Expenditures	9,782,568	12,749,891	13,039,200	13,717,300	967,409
Capital Assets	46,682	-	-	45,000	45,000
Other Financing Uses	1,430,075	6,103,440	2,104,700	8,604,300	2,500,860
Total Expenditures	$ 11,259,325	$ 18,853,331	$ 15,143,900	$ 22,366,600	$ 3,513,269
Budget By Categories of Revenues					
Taxes	-	16,833,467	13,877,600	21,077,400	4,243,933
Intergovernmental Revenue	2,347,340	861,600	866,800	528,200	(333,400)
Charges for Services	-	730,000	-	730,000	-
Miscellaneous Revenue	6,617	67,000	31,000	31,000	(36,000)
Total Operating Revenues	2,353,957	18,492,067	14,775,400	22,366,600	3,874,533
Other Financing Sources	739,310	361,264	368,500	-	(361,264)
Total Revenues	$ 3,093,267	$ 18,853,331	$ 15,143,900	$ 22,366,600	$ 3,513,269

2017-18 Anticipated Accomplishments

- Participated in the County's RENEW '22 initiative to identify actions and plans either already underway or for the Board to consider implementing, that will transform how the department and the County operates, positioning the organization for success now and into the future.
- Continued recruitment diversity efforts and the development of department career, health and wellness training and programs.
- Added a fourth Division to the department dedicated to Communications and EMS, formerly combined with the Support Services Division, and transitioned responsibilities accordingly.
- Maximized department investments in technology in order to provide enhanced mobile access to real-time digital media, documentation and records, resulting in improved incident situational awareness, incident management, and access to critical response information.
- Enhanced the long-standing relationship with Allan Hancock College through a formal facility use agreement that enables the fire department to utilize the College's state of the art Public Safety facility in Lompoc for the department's Fire Academy and other training activities.
- Continued investigating, evaluating, and planning for facility renovations and construction, land and building purchases, and the associated funding sources for future capital projects included in the department's Capital Improvement Plan.
- Repaired and upgraded several facilities, including fire stations 18 (Gaviota), 21 (Orcutt), 22 (Santa Maria), and 32 (Santa Ynez), and fire headquarters.
-

Administration & Support (cont'd)

- 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.
- Through direction from the County Board of Supervisors, implemented 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.
- Implemented several technology upgrades to improve efficiency, user interfaces, and reporting for electronic patient care records and the National Fire Incident Reporting System (NFIRS).
- In partnership with the Public Health Emergency Medical Services Agency (EMSA), continued to work towards the consolidation of radio frequencies and initiated changes to the computer aided dispatch (CAD) for improved emergency response.
- 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.
- 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.
- Completed several radio communication site upgrades that will enhance the Fire Department's communications capability within the County, to include the "Sudden" Peak radio repeater in the Lompoc area, adding Fire Command Channels 1-6, and the radio receiver sites at "Foster" Road, "Solvang", and "Vic Trace".

2018-19 Objectives

- Continue to identify, examine and implement improvements to operational efficiencies, with an emphasis on long-term cost savings and efficiency, and support the countywide RENEW '22 initiative.
- Continue to evaluate and implement City gate Report recommendations for needed improvements to critical emergency service delivery, based on priority and fiscal considerations.
- 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.
- Build a modern regional Fire and EMS dispatch center that will enhance 911 service and capabilities to the public by providing closest resource dispatching for emergency responders.
- 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.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
FIRE CAPTAIN STAFF	4.77	4.00	4.00	4.00	-
FIRE ENG INSPECTOR STAFF	3.67	4.00	4.00	4.00	-
ADMN OFFICE PRO	2.00	3.00	3.00	3.00	-
FIREFIGHTER STAFF	0.04	-	-	-	-
FIRE CAPTAIN SHIFT	0.24	-	-	-	-
MAPPING/GIS ANALYST	0.76	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	0.01	0.05	0.05	0.05	-
ADMN OFFICE PRO SR	0.46	-	-	-	-
FIRE ENG INSPECTOR SHIFT	0.04	-	-	-	-
PETROLEUM INSP TECH	0.92	1.00	1.00	1.00	-
BLDG ENGNR INSPECTOR	-	3.00	3.00	-	(3.00)
FIRE INSPECTOR	-	-	-	3.00	3.00
Total	12.92	16.05	16.05	16.05	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 2,442,429	$ 2,729,361	$ 2,728,200	$ 2,757,700	$ 28,339
Services and Supplies	125,822	137,543	158,100	183,100	45,557
Other Charges	113,466	152,690	152,700	151,200	(1,490)
Total Operating Expenditures	2,681,718	3,019,594	3,039,000	3,092,000	72,406
Capital Assets	36,883	18,000	19,000	55,500	37,500
Other Financing Uses	58,052	28,000	28,000	-	(28,000)
Total Expenditures	$ 2,776,653	$ 3,065,594	$ 3,086,000	$ 3,147,500	$ 81,906
Budget By Categories of Revenues					
Taxes	-	2,491,594	2,418,500	2,506,500	14,906
Licenses, Permits and Franchises	18,420	20,000	20,000	20,000	-
Charges for Services	516,502	553,000	647,000	565,000	12,000
Miscellaneous Revenue	646	1,000	500	56,000	55,000
Total Operating Revenues	535,568	3,065,594	3,086,000	3,147,500	81,906
Total Revenues	$ 535,568	$ 3,065,594	$ 3,086,000	$ 3,147,500	$ 81,906

Fire Prevention (cont'd)

2017-18 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.
- Completed work on the Community Wildfire Protection Plan (CWPP) for the San Marcos Pass/Eastern Goleta Valley Mountainous Area Communities, and made the plan available for public comment.
- Completed additional fuels reduction projects in critical high fire areas, utilizing the Fuels Reduction/Hand Crew.
- Implemented mobile GIS data collection processes for defensible space inspections in support of CAL FIRE reporting requirements.
- Enhanced predictive services data collection through implementation of additional remote automated weather systems (RAWS) equipment in Santa Ynez and Gaviota.
- Re-certified the arson dog to ensure continuity of the arson investigation program.

2018-19 Objectives

- Complete time and process studies, review all permit and inspection fees, and update Fire Prevention fees to ensure cost recovery of the service.
- Transfer all Business Inspections requiring an Operational Permit from Engine Company to Fire Prevention Staff for better accountability and quality control.
- Enhance predictive services data collection through implementation of additional remote automated weather systems (RAWS) equipment.
- 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIVISION CHIEF	1.02	1.00	1.00	1.00	-
FISCAL MANAGER	0.06	-	-	-	-
FIRE EQUIPMENT OPER SUPV	1.00	1.00	1.00	1.00	-
FIRE CAPTAIN STAFF	6.06	4.00	4.00	4.00	-
EMERGENCY MED SVCS ADMINISTRATOR	1.00	1.00	1.00	1.00	-
FIRE EQUIPMENT OPER	3.00	3.00	3.00	3.00	-
AIR SUPPORT PILOT	0.73	2.00	2.00	2.00	-
BATTALION CHIEF	7.14	7.00	7.00	7.00	-
FIRE ENG INSPECTOR STAFF	0.40	1.00	1.00	1.00	-
TEAM/PROJECT LDR-BATT CHF STF	0.15	-	-	-	-
ADMN OFFICE PRO	0.15	-	-	-	-
FIREFIGHTER STAFF	4.44	-	-	-	-
FIRE CAPTAIN SHIFT	48.38	53.00	53.00	53.00	-
MAPPING/GIS ANALYST	0.01	-	-	-	-
AIRCRAFT MECHANIC	0.08	1.00	1.00	1.00	-
PUBLIC INFO SPECIALIST	0.07	-	-	-	-
FIRE ENG INSPECTOR SHIFT	47.78	54.00	54.00	54.00	-
FIREFIGHTER SHIFT	70.06	80.00	80.00	80.00	-
FIREFIGHTER TRAINEE	0.31	-	-	-	-
FIRE EQUIPMENT OPER ASST	1.00	1.00	1.00	3.00	2.00
Total	192.82	209.00	209.00	211.00	2.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Note: The 2.0 increase in the Fire Equipment Operator Assistant classification represents the full-time Crew member positions recommended in FY 2018-19. A County job classification does not currently exist for the Crew Squad Leader position so the Fire Equipment Operator Assistant classification is being used as a placeholder for the FTEs for budgeting purposes.

Emergency Operations (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 48,405,734	$ 50,193,579	$ 56,274,500	$ 55,154,000	$ 4,960,421
Services and Supplies	3,513,568	2,666,789	2,909,200	2,707,600	40,811
Other Charges	3,093,659	3,188,547	3,187,900	3,134,200	(54,347)
Total Operating Expenditures	55,012,961	56,048,915	62,371,600	60,995,800	4,946,885
Capital Assets	824,106	419,461	1,571,200	2,656,900	2,237,439
Other Financing Uses	1,541,791	305,121	1,581,400	275,800	(29,321)
Increases to Fund Balances	7,462,611	-	9,085,100	-	-
Total Expenditures	$ 64,841,468	$ 56,773,497	$ 74,609,300	$ 63,928,500	$ 7,155,003
Budget By Categories of Revenues					
Taxes	48,644,953	31,782,939	35,577,900	31,858,100	75,161
Use of Money and Property	29,865	-	107,000	-	-
Intergovernmental Revenue	604,805	467,752	553,100	475,000	7,248
Charges for Services	25,649,230	19,737,196	27,034,200	23,088,300	3,351,104
Miscellaneous Revenue	55,899	6,000	93,900	6,000	-
Total Operating Revenues	74,984,752	51,993,887	63,366,100	55,427,400	3,433,513
Other Financing Sources	195,615	189,000	207,600	213,200	24,200
Decreases to Fund Balances	68,244	4,590,610	11,035,600	8,287,900	3,697,290
Total Revenues	$ 75,248,611	$ 56,773,497	$ 74,609,300	$ 63,928,500	$ 7,155,003

2017-18 Anticipated Accomplishments

- Collaborated with the Sheriff to manage the Air Support Unit Memorandum of Understanding (MOU) for continued quality in program operations and fiscal planning within the unit.
- Continued use of the contract for helicopter service at Santa Barbara Airport for Red Flag or High Fire Danger days.
- Continued to exemplify and operate as a high performing, collaborative and skilled fire and emergency services agency in response to incidents of historical proportions in the local area.
- Managed several large local emergency incident operations with the Santa Barbara County Type III Incident Management Team.
- Acquired two new aerial ladder trucks in the District and provided appropriate truck operations training.
- Implemented an online workforce management and scheduling system that automates resource tracking and scheduling, provides access and visibility to all users via web and mobile applications, and is secure, reliable and centralized.
- Coordinated the implementation of an Active Shooter training program with the Sheriff's Office.
- Conducted, in collaboration with the Operational Area, the annual Wildland Urban Interface (WUI) drill to enhance firefighting effectiveness.

Emergency Operations (cont'd)

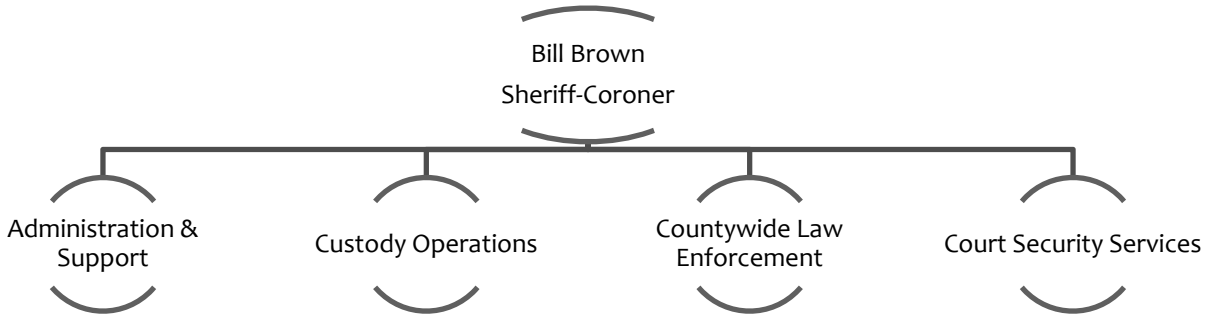
2018-19 Objectives

- 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 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

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 147,239,600**
Capital	**$ 182,000**
FTEs	**716.96**



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 716.96 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.

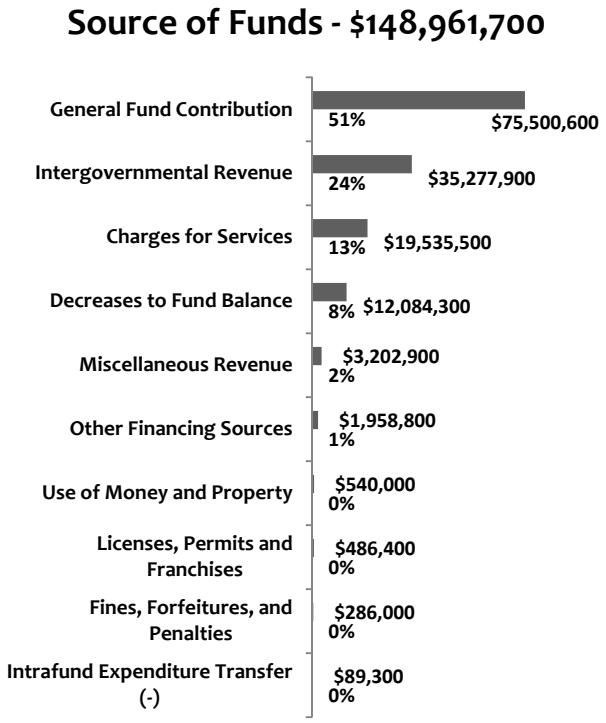
Highlights of 2018-19 Objectives

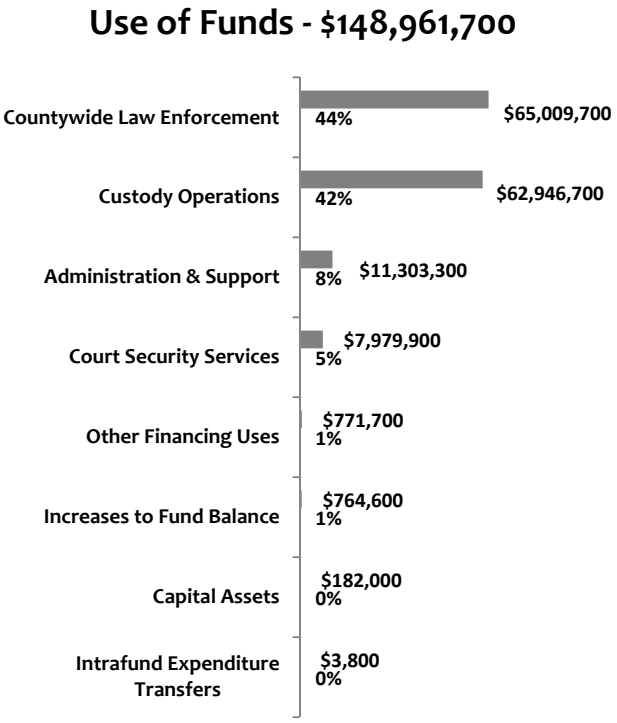
- Develop and implement an action plan for the County's Fire and Debris Flow Recovery Effort.
- Expand on the Cost Control/Overtime Reduction plan modeled in Santa Maria.
- Ensure full-cost recovery for all service contracts.
- Open the North Branch Jail.
- Develop a main jail renovation plan.
- Expand employee wellness program.

Sheriff

Department

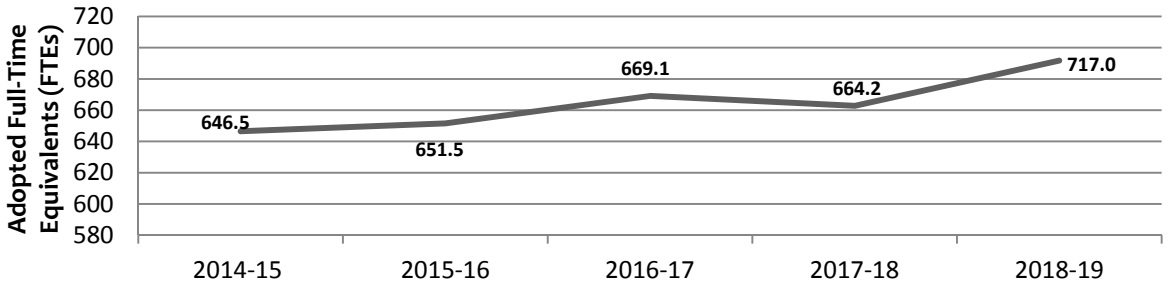
Recommended Sources & Uses of Funds





Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Sheriff

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	52.96	46.75	46.75	46.75	-
Custody Operations	234.12	265.75	265.75	318.41	52.65
Countywide Law Enforcement	274.15	314.85	314.85	314.92	0.08
Court Security Services	39.77	36.88	36.88	36.88	-
Unallocated	13.42	-	-	-	-
Total	614.42	664.23	664.23	716.96	52.73

Budget By Budget Program					
Administration & Support	$ 11,082,119	$ 10,931,135	$ 11,003,200	$ 11,303,300	$ 372,165
Custody Operations	53,068,053	54,338,846	56,453,100	62,946,700	8,607,854
Countywide Law Enforcement	60,697,423	64,603,380	66,084,700	65,009,700	406,320
Court Security Services	7,650,733	8,309,770	8,341,200	7,979,900	(329,870)
Unallocated	(10,569)	-	-	-	-
Total	$ 132,487,759	$ 138,183,131	$ 141,882,200	$ 147,239,600	$ 9,056,469

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 108,398,272	$ 112,201,223	$ 115,428,900	$ 118,716,700	$ 6,515,477
Services and Supplies	16,283,083	17,104,601	17,644,700	19,116,200	2,011,599
Other Charges	7,806,405	8,877,307	8,808,600	9,406,700	529,393
Total Operating Expenditures	132,487,759	138,183,131	141,882,200	147,239,600	9,056,469
Capital Assets	738,583	283,000	400,100	182,000	(101,000)
Other Financing Uses	857,826	770,850	771,500	771,700	850
Intrafund Expenditure Transfers (+)	2,543	3,665	3,800	3,800	135
Increases to Fund Balances	1,140,864	694,835	674,800	764,600	69,765
Total	$ 135,227,575	$ 139,935,481	$ 143,732,400	$ 148,961,700	$ 9,026,219

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ -	$ -	$ -	$ 486,400	$ 486,400
Fines, Forfeitures, and Penalties	207,609	214,500	209,000	286,000	71,500
Use of Money and Property	484,960	528,000	496,500	540,000	12,000
Intergovernmental Revenue	33,030,479	34,110,641	34,979,900	35,277,900	1,167,259
Charges for Services	17,376,228	18,656,931	18,620,400	19,535,500	878,569
Miscellaneous Revenue	3,438,864	3,125,917	3,824,700	3,202,900	76,983
Total Operating Revenues	54,538,140	56,635,989	58,130,500	59,328,700	2,692,711
Other Financing Sources	1,915,471	1,869,084	1,918,200	1,958,800	89,716
Intrafund Expenditure Transfers (-)	47,207	49,336	49,300	89,300	39,964
Decreases to Fund Balances	4,687,130	7,364,997	9,582,400	12,084,300	4,719,303
General Fund Contribution	71,860,800	74,016,075	74,016,600	75,500,600	1,484,525
Fund Balance Impact (-)	2,178,827	-	35,400	-	-
Total	$ 135,227,575	$ 139,935,481	$ 143,732,400	$ 148,961,700	$ 9,026,219

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Sheriff

Department

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

Staffing

- FTEs increase 52.73 from 664.23 to 716.96 due to:
  - Increase of 41.64 additional positions for the Northern Branch Jail
  - Increase of 10.0 Sheriff Services Technicians for the Main Jail
  - Increase of 6.50 for cannabis licensing and enforcement
  - Increase of 5.0 Call Takers positions for Dispatch
  - Increase of 1.0 Crime Scene Technician for Forensics with Prop 69 DNA Funds
  - Increase of 1.0 Sheriff Lieutenant for Contract Law Bureau
  - Increase of 1.0 Financial Office Professional Senior for Contract Law Bureau
  - Increase of 1.0 Crisis Intervention Team position
  - Increase of 1.0 Custody Deputy for CCP Escort funded by AB109 (previously EXH)
  - Decrease of 1.0 Sheriff Deputy Special Duty position in Forensics to balance the budget
  - Decrease of 1.0 Sheriff Sergeant for County Air Support Unit
  - Decrease of 2.08 in Isla Vista Foot patrol due to a 25% reduction in coverage
  - Decrease of 10.0 positions for Lost Time for patrol
  - Decrease of 1.0 Sheriff Deputy to fund a Human Resources Recruitment Team
  - Decrease of .35 Sheriff Sergeant to balance the budget

Expenditures

- Net operating expenditure increase of $9.1 million due to:
  - +$6.5 million increase in Salaries and Employee Benefits primarily due to:
    - +$5.2 million increase in Regular Salaries due to negotiated cost of living increases and increased staffing due to the anticipated opening of the North Branch Jail, addition of call takers, SSTs for the main jail, CIT position, and IV partial restoration.
    - +$2.9 million increase in Retirement Contribution and Health Insurance.
    - -$1.1 million decrease in Overtime and Extra Help due to budget cuts.
    - -$470,000 decrease in Workers Compensation due to lower rates based on department actuaries.
  - +$2.0 million increase in Services and Supplies primarily due to:
    - +$1.7 million increase in various line items for the Northern Branch Jail.
    - +$200,000 increase in miscellaneous expenditures.
    - +$100,000 increase in the purchase and installation of scheduling software.
  - +$529,400 increase in Other Charges primarily due to:
    - +$345,900 increase in the Liability Insurance premiums.
    - +$222,500 increase in Communication Services, Sewer, Electricity, and Natural Gas costs.
    - +$76,000 increase in the cost of water due to rate increases and surcharges from the Goleta Water District primarily for the Main Jail campus.
    - +$73,000 increase in charges for services from the Information & Communication Technology (ICT) unit of the General Services Department due to the increase of one position in General Services.
    - -$233,000 decrease in motor pool costs allocated to the department.

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

- -$30,000 net decrease in Non-Operating Expenditures primarily due to:
  - +$115,000 increase in equipment for the North Branch Jail.
  - +$71,000 increase in non-operating expenditures utilizing State COPS fund balance.
  - -$216,000 decrease in Capital Assets primarily due to the replacement of Live Scan system in the prior year.

These changes result in Recommended operating expenditures of $147,239,600, non-operating expenditures of $1,722,100 and total expenditures of $148,961,700. Non-operating expenditures include capital assets, transfers to other departments, debt service, and increases to fund balances.

Revenues

- Net operating revenue increase of $2.7 million due to:
  - +$486,400 in Cannabis licensing revenue
  - +$71,500 net increase in Fines, Forfeitures, and Penalties primarily due to the addition of Proposition 69 DNA revenue.
  - +$12,000 increase in Use of Money & Property due to interest income in Fund 0075 for Inmate Services.
  - +1.1 million increase in Intergovernmental Revenue primarily due to and increase in Proposition 172 revenue.
  - +$878,600 increase in Charges for Services primarily due to:
    - +$397,600 increase in Contract City Law Enforcement Services agreements.
    - +$441,000 increase in Other Law Enforcement Services.
    - +$40,000 increase in fingerprint revenue due to a fee increase for services to cover costs.
  - +$77,000 net increase in Miscellaneous Operating Revenues primarily due to:
    - +$48,000 increase in commissary sales.
    - +$29,000 addition of revenue from Montecito Fire

- Net non-operating revenue increase of $6.3 million due to:
  - +$90,000 increase in Other Financing Sources primarily due to increase in Operating Transfer from Fire for Dispatch.
  - +$40,000 increase in Intrafund Expenditure Transfers for the purchase and installation of scheduling software.
  - +$1.5 million increase in General Fund Contribution primarily due to:
    - +$946,000 for additional SSTs for the Main Jail.
    - +$494,000 for Isla Vista Community Resource Deputy and 10% restoration of Isla Vista Foot Patrol.
    - +$60,000 for the purchase and installation of scheduling software.
  - +$4.7 million increase in Fund Balances and Intrafund Transfers due to:
    - +$6.6 million increase in New Jail Operations for funding of the North Branch Jail.
    - -$1.2 million decrease in Program Stabilization for Lost Time one-time funding.
    - -$400,000 decrease in Emerging Issues for one time funding.
    - -$300,000 decrease due to completion of the Live Scan project in the prior year.

These changes result in Recommended operating revenues of $59,328,700 non-operating revenues of $89,633,000, and total revenues of $148,961,700. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Sheriff

Department

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration & Support Budget Program				
Complete 95% of all employee evaluations prior to the probationary/annual date of each active employee.	78.0% 667/845	80.0% 676/845	95.0% 803/845	95.0% 803/845
Process 80% of all "Law" calls within 55 seconds.	76 seconds 33,662	78 seconds 20,135	74 seconds 32,300	<76 seconds 32,300
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% of 8,760 hours per year.	.08% 7.50 hours	0.21% 18 hours	0.09% 8 hours	<0.1% 9 hours
Answer 90% of 911 calls within 10 seconds.	85.5% 54,570/63,815	99.7% 53,902/54,032	97.9% 60,600/61,887	98.0% 60,760/62,000
After initial call entry, handle 95% of High Risk Emergency Medical Dispatching (EMD) without interruption.	90.0% 422/469	90.0% 461/512	68.2% 174/255	95.0% 475/500
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%.	0.0% No data	0.0% No data	0.0% No data	100.0% 1/1
Maintain enrollment in the Sheriff's Treatment Program at or above 80% of capacity.	92.9% 223/240	100.0% 303/303	43.0% 180/420	80.0% 336/420
Provide 100% of all inmates with information regarding Prison Rape Elimination Act (PREA) and how they can report a PREA incident while in custody.	65.0% 10,780/16,585	100.0% 15,623/15,623	100.0% 14,192/14,192	100.0% 15,000/15,000
Countywide Law Enforcement Budget Program				
Deputies will arrive at 90% of in-progress calls (person or property) within 8 minutes of being dispatched.	64.6% 18,188/28,162	66.9% 12,260/18,327	67.0% 12,692/18,936	90.0% 18,000/20,000
Maintain or exceed the UCR "clearance by arrest" rate of 60% for aggravated assault cases. (FBI average is 55%)	67.0% 140/206	59.0% 159/268	60.0% 161/268	60.0% 161/268
Maintain or exceed a filing rate of 65% of all cases submitted to the DA's office by the Criminal Investigations Division.	69.0% 64/93	54.0% 64/119	65.0% 88/135	65.0% 88/135

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
SHERIFF-CORONER	1.00	1.00	1.00	1.00	-
UNDERSHERIFF	1.00	1.00	1.00	1.00	-
SHERIFFS COMMANDER	0.47	-	-	-	-
SHERIFFS LIEUTENANT	3.56	2.75	2.75	1.75	(1.00)
ASST DEPT LDR-EXEC	0.58	-	-	-	-
CHIEF FINANCIAL OFFICER	0.69	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	4.00	4.00	4.00	4.00	-
ACCOUNTANT SUPERVISING	0.08	-	-	-	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	0.23	-	-	-	-
IT MANAGER	1.00	1.00	1.00	1.00	-
SHERIFFS SERGEANT	3.02	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	7.54	8.00	8.00	8.00	-
ADMN OFFICE PRO	4.68	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO	0.88	1.00	1.00	1.00	-
POLYGRAPH EXAMINER	1.00	1.00	1.00	1.00	-
CUSTODY SERGEANT	0.08	-	-	-	-
HR ANALYST	-	-	-	1.00	1.00
SHERIFFS DEPUTY	2.41	-	-	-	-
COMPUTER SYSTEMS SPEC	3.85	4.00	4.00	4.00	-
OPERATIONS MANAGER	0.92	1.00	1.00	1.00	-
ADMINISTRATIVE LDR-GEN	0.08	-	-	-	-
COST ANALYST	-	1.00	1.00	1.00	-
CUSTODY DEPUTY S/DUTY	1.37	1.00	1.00	1.00	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	-	(1.00)
CUSTODY DEPUTY	0.04	-	-	-	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	4.08	3.00	3.00	4.00	1.00
SHERIFFS DEPUTY TR	3.91	-	-	-	-
UTILITY WORKER, INSTITUTIONS	1.00	1.00	1.00	1.00	-
CUSTODIAN	1.50	2.00	2.00	2.00	-
Total	52.96	46.75	46.75	46.75	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Sheriff

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 8,601,572	$ 8,216,825	$ 8,300,300	$ 8,466,300	$ 249,475
Services and Supplies	1,240,757	1,388,041	1,397,800	1,394,900	6,859
Other Charges	1,239,790	1,326,269	1,305,100	1,442,100	115,831
Total Operating Expenditures	11,082,119	10,931,135	11,003,200	11,303,300	372,165
Capital Assets	463,821	236,000	236,000	20,000	(216,000)
Other Financing Uses	740,121	747,850	748,500	748,700	850
Increases to Fund Balances	306,254	302,700	302,700	320,700	18,000
Total Expenditures	$ 12,592,316	$ 12,217,685	$ 12,290,400	$ 12,392,700	$ 175,015
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	5,443	-	-	-	-
Use of Money and Property	15,009	-	-	-	-
Intergovernmental Revenue	1,483,631	1,598,612	1,656,700	1,601,700	3,088
Charges for Services	228,204	255,146	255,100	263,800	8,654
Miscellaneous Revenue	18,025	7,486	7,600	7,500	14
Total Operating Revenues	1,750,312	1,861,244	1,919,400	1,873,000	11,756
Other Financing Sources	112,000	122,700	171,900	140,700	18,000
Intrafund Expenditure Transfers (-)	6,448	13,136	13,100	13,100	(36)
Decreases to Fund Balances	586,665	420,000	420,000	120,000	(300,000)
General Fund Contribution	9,178,587	9,800,605	9,456,700	10,245,900	445,295
Total Revenues	$ 11,634,012	$ 12,217,685	$ 11,981,100	$ 12,392,700	$ 175,015

2017-18 Anticipated Accomplishments

- Completed civilianization study.
- Implementation of Southern California Contracting Model.

2018-19 Objectives

- 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
CHIEF DEPUTY SHERIFF	1.00	1.00	1.00	1.00	-
CUSTODY COMMANDER	2.00	2.00	2.00	2.73	0.73
CUSTODY LIEUTENANT	6.65	7.00	7.00	8.46	1.46
PROGRAM MANAGER	-	-	-	1.00	1.00
SHERIFFS SERGEANT	0.01	-	-	-	-
SHERIFFS DEPUTY S/DUTY	1.02	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	20.19	28.00	28.00	32.96	4.96
CUSTODY SERGEANT	16.80	18.37	18.37	18.10	(0.27)
SHERIFFS DEPUTY	0.11	-	-	-	-
ACCOUNTANT	2.00	2.00	2.00	2.46	0.46
COMPUTER SYSTEMS SPEC	-	-	-	0.81	0.81
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
CUSTODY DEPUTY S/DUTY	28.29	29.25	29.25	30.05	0.80
EXECUTIVE SECRETARY	0.73	1.00	1.00	1.00	-
CUSTODY DEPUTY	123.04	138.13	138.13	160.64	22.51
INMATE PROG SUPV-CORR FAC	1.00	1.00	1.00	-	(1.00)
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	5.54	6.00	6.00	8.62	2.62
SHERIFFS DEPUTY TR	0.03	-	-	-	-
MAINTENANCE SUPV	-	-	-	0.65	0.65
FOOD SERVICES SUPERVISOR	1.00	1.00	1.00	1.00	-
ALC/DRUG COUN-CORR FAC	3.00	4.00	4.00	4.00	-
MAINTENANCE PAINTER	1.00	1.00	1.00	1.31	0.31
SHERIFF PRNTSHP CSTDY SUP	0.50	1.00	1.00	1.00	-
SHERIFF'S SERVICE TECH-LAW ENFORCE	-	-	-	10.00	10.00
SOCIAL SERVICES WORKER	1.00	1.00	1.00	1.00	-
COOK SHERIFFS INSTITUTIONS	7.00	7.00	7.00	7.00	-
PARK RANGER	1.00	1.00	1.00	1.00	-
LAUNDRY COORDINATOR	2.00	2.00	2.00	2.46	0.46
STOREKEEPER	1.00	1.00	1.00	1.46	0.46
UTILITY WORKER, INSTITUTIONS	5.19	9.00	9.00	13.38	4.38
COOK	-	-	-	1.92	1.92
PARK RANGER I, GROUNDS	-	-	-	0.38	0.38
Total	234.12	265.75	265.75	318.41	52.65

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Custody Operations (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 38,405,587	$ 38,286,665	$ 39,937,700	$ 44,560,000	$ 6,273,335
Services and Supplies	12,072,298	13,027,371	13,432,900	14,978,700	1,951,329
Other Charges	2,590,169	3,024,810	3,082,500	3,408,000	383,190
Total Operating Expenditures	53,068,053	54,338,846	56,453,100	62,946,700	8,607,854
Capital Assets	10,560	23,000	30,100	137,000	114,000
Intrafund Expenditure Transfers (+)	1,938	3,060	3,100	3,100	40
Increases to Fund Balances	362,287	-	-	-	-
Total Expenditures	$ 53,442,838	$ 54,364,906	$ 56,486,300	$ 63,086,800	$ 8,721,894
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	12,987	9,500	9,500	105,900	96,400
Use of Money and Property	469,951	528,000	496,500	540,000	12,000
Intergovernmental Revenue	16,920,949	17,804,910	17,863,600	18,220,800	415,890
Charges for Services	623,853	619,000	719,000	659,000	40,000
Miscellaneous Revenue	1,324,620	1,325,000	1,370,600	1,373,100	48,100
Total Operating Revenues	19,352,360	20,286,410	20,459,200	20,898,800	612,390
Decreases to Fund Balances	3,214,834	4,148,772	3,618,600	10,898,500	6,749,728
General Fund Contribution	27,849,570	29,929,724	32,219,400	31,289,500	1,359,776
Total Revenues	$ 50,416,764	$ 54,364,906	$ 56,297,200	$ 63,086,800	$ 8,721,894

2017-18 Anticipated Accomplishments

- Obtained Inmate Electronic Medical Records System.
- Begin pre-accreditation process with National Commission on Correctional Health Care (NCCHC).
- Upgraded Jail Management System.

2018-19 Objectives

- Open the North Branch Jail.
- Develop a main jail renovation plan.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
FORENSIC PATHOLOGIST	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY SHERIFF	1.12	1.00	1.00	1.00	-
SHERIFFS COMMANDER	3.41	4.00	4.00	4.00	-
SHERIFFS LIEUTENANT	8.74	8.75	8.75	9.75	1.00
PROGRAM MANAGER	-	-	-	2.00	2.00
SHERIFFS SERGEANT	31.13	31.35	31.35	28.81	(2.54)
COMMUNICATION DISP MANAGER	1.00	1.00	1.00	1.00	-
SHERIFFS DEPUTY S/DUTY	67.63	64.00	64.00	69.54	5.54
ADMN OFFICE PRO	23.82	23.50	23.50	28.50	5.00
LEGAL OFFICE PRO	3.85	4.00	4.00	6.00	2.00
SHERIFFS DEPUTY	79.70	112.00	112.00	97.08	(14.92)
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
COMMUNICATIONS DISP SUPV	5.85	6.00	6.00	6.00	-
CRIME SCENE TECHNICIAN SENIOR	3.00	3.00	3.00	2.00	(1.00)
AIR SUPPORT PILOT	0.27	1.00	1.00	-	(1.00)
CUSTODY DEPUTY	0.01	-	-	-	-
AIRCRAFT MECHANIC	1.19	1.00	1.00	1.00	-
COMMUNICATIONS DISP	18.69	24.00	24.00	24.00	-
ADMN OFFICE PRO SR	11.00	11.25	11.25	10.25	(1.00)
FINANCIAL OFFICE PRO SR	-	-	-	1.00	1.00
LEGAL OFFICE PRO SR	2.00	2.00	2.00	1.00	(1.00)
SHERIFFS DEPUTY TR	7.06	10.00	10.00	8.00	(2.00)
MAPPING/GIS TECH	1.00	1.00	1.00	1.00	-
CRIME SCENE TECHNICIAN	0.96	1.00	1.00	3.00	2.00
SHERIFF'S SERVICE TECH-LAW ENFORCE	-	-	-	7.00	7.00
UTILITY WORKER, INSTITUTIONS	-	1.00	1.00	-	(1.00)
PARKING ENFORCEMENT OFFCR	0.73	2.00	2.00	1.00	(1.00)
Total	274.15	314.85	314.85	314.92	0.08

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Countywide Law Enforcement (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 53,997,597	$ 57,708,129	$ 59,165,900	$ 58,020,300	$ 312,171
Services and Supplies	2,962,653	2,684,749	2,809,700	2,738,100	53,351
Other Charges	3,737,173	4,210,502	4,109,100	4,251,300	40,798
Total Operating Expenditures	60,697,423	64,603,380	66,084,700	65,009,700	406,320
Capital Assets	264,203	24,000	134,000	25,000	1,000
Other Financing Uses	117,705	23,000	23,000	23,000	-
Intrafund Expenditure Transfers (+)	605	605	700	700	95
Increases to Fund Balances	472,323	392,135	372,100	443,900	51,765
Total Expenditures	$ 61,552,258	$ 65,043,120	$ 66,614,500	$ 65,502,300	$ 459,180
Budget By Categories of Revenues					
Licenses, Permits and Franchises	-	-	-	486,400	486,400
Fines, Forfeitures, and Penalties	189,179	205,000	199,500	180,100	(24,900)
Intergovernmental Revenue	7,225,108	7,307,119	8,059,600	8,055,400	748,281
Charges for Services	16,453,787	17,673,015	17,533,700	18,500,100	827,085
Miscellaneous Revenue	2,096,219	1,793,431	2,446,500	1,822,300	28,869
Total Operating Revenues	25,964,292	26,978,565	28,239,300	29,044,300	2,065,735
Other Financing Sources	1,802,671	1,746,384	1,746,300	1,818,100	71,716
Intrafund Expenditure Transfers (-)	40,759	36,200	36,200	76,200	40,000
Decreases to Fund Balances	877,920	1,996,225	4,743,800	1,065,800	(930,425)
General Fund Contribution	34,406,728	34,285,746	32,327,100	33,497,900	(787,846)
Total Revenues	$ 63,092,370	$ 65,043,120	$ 67,092,700	$ 65,502,300	$ 459,180

2017-18 Anticipated Accomplishments

- Initial disaster response to fire and debris flow.
- Reduced overtime.
- Establishment of Call Taker position for Dispatch.
- Growth in working with local agencies within the Human Trafficking Task Force.
- Assigned Sexual Assault Detective to Isla Vista Foot Patrol.
- Worked with County Partners to improve Dispatch Governance Process.

2018-19 Objectives

- Develop and implement an action plan for the County's Fire and Debris Flow Recovery Effort.
- Expand on the Cost Control/Overtime Reduction plan modeled in Santa Maria.
- Implement the Southern California funding/staffing model for Contract Cities.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
SHERIFFS LIEUTENANT	0.51	0.50	0.50	0.50	-
SHERIFFS SERGEANT	2.19	2.00	2.00	2.00	-
SHERIFFS DEPUTY S/DUTY	2.85	4.00	4.00	4.00	-
CUSTODY SERGEANT	0.96	0.63	0.63	0.63	-
SHERIFFS DEPUTY	21.90	15.00	15.00	15.00	-
CUSTODY DEPUTY S/DUTY	1.37	0.75	0.75	0.75	-
CUSTODY DEPUTY	9.99	14.00	14.00	14.00	-
Total	39.77	36.88	36.88	36.88	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,404,085	$ 7,989,604	$ 8,025,000	$ 7,670,100	$ (319,504)
Services and Supplies	7,374	4,440	4,300	4,500	60
Other Charges	239,273	315,726	311,900	305,300	(10,426)
Total Operating Expenditures	7,650,733	8,309,770	8,341,200	7,979,900	(329,870)
Total Expenditures	$ 7,650,733	$ 8,309,770	$ 8,341,200	$ 7,979,900	$ (329,870)
Budget By Categories of Revenues					
Intergovernmental Revenue	7,400,791	7,400,000	7,400,000	7,400,000	-
Charges for Services	70,384	109,770	112,600	112,600	2,830
Total Operating Revenues	7,471,175	7,509,770	7,512,600	7,512,600	2,830
Other Financing Sources	800	-	-	-	-
Decreases to Fund Balances	7,712	800,000	800,000	-	(800,000)
General Fund Contribution	425,915	-	13,400	467,300	467,300
Total Revenues	$ 7,905,602	$ 8,309,770	$ 8,326,000	$ 7,979,900	$ (329,870)

2017-18 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.

2018-19 Objectives

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

Sheriff

Health & Human Services

Health & Human Services

Functional Group Overview

The Health and Human Services Functional Group includes the Behavioral Wellness, Child Support Services, First 5, Public Health, and Social Services Departments. County staff, in partnership with over 350 contractors, provides a safety net of services to assist many of the most vulnerable County residents.

Strategic Values

Work collaboratively to prevent disease and promote health, prevent abuse, provide for accessible physical and behavioral health care, address poverty, and advance the overall well-being of the community.

Strategic Purpose

Implement data-driven strategies through collaborative decision-making that results in a high-quality, efficient, effective, and seamless health and public assistance service system that provides:

- 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;
- Prevention of disease through sanitation, safe food and water, proper disposal of wastes and toxics, and promoting safe and healthy environmental conditions;
- 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;
- Investments in early childhood development, health, and family support programs and services that directly respond to the needs of local children ages 0 to 5 and their families; and
- 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 to better serve clients with complex needs.
- Enhance communication and collaboration with community-based 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.
- Continue collaboration of Probation, Behavioral Wellness, and Social Services on Continuum of Care Reform to ensure as many children in care as possible are served in a local home environment rather than congregate care.
- Ensure foster children and children at risk of entering the foster care system receive individualized critical wraparound services as mandated by California's Katie A. settlement.
- Ensure all children are healthy, safe, and ready for kindergarten by providing family support and enhancing the availability of high-quality child care and preschool.
- 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 and sustainability, and promote continuous quality improvement of programs and services.
- Continually strengthen the collaboration of health and human services, public safety, and judicial systems.

Health & Human Services

Functional Summary

Staffing By Department	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Public Health	510.05	536.38	536.38	524.07	(12.30)
Behavioral Wellness	318.96	370.13	370.13	384.44	14.31
Social Services	816.59	741.77	741.77	741.50	(0.27)
Child Support Services	71.13	71.25	71.25	68.75	(2.50)
First 5, Children & Families	11.00	10.00	10.00	10.00	-
Total	1,727.73	1,729.52	1,729.52	1,728.76	(0.76)

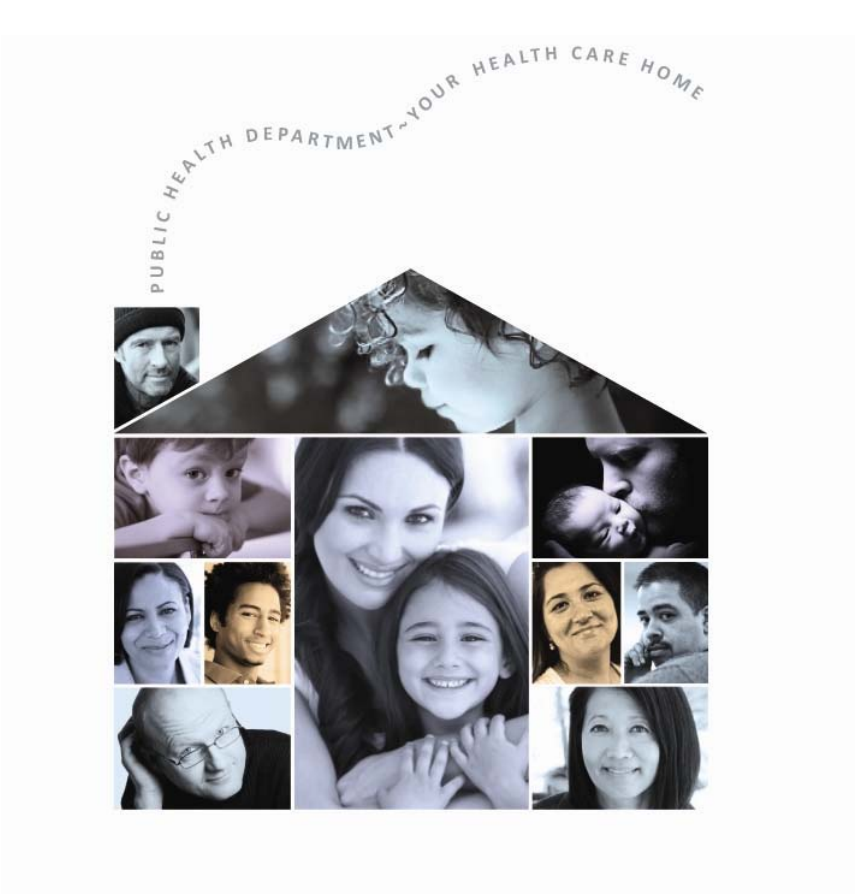
Budget By Department					
Public Health	$ 87,653,514	$ 88,557,840	$ 88,676,400	$ 90,617,600	$ 2,059,760
Behavioral Wellness	106,511,124	113,399,771	112,227,400	125,217,200	11,817,429
Social Services	165,530,838	167,254,804	165,974,500	172,107,900	4,853,096
Child Support Services	9,386,120	9,583,883	9,529,700	9,547,300	(36,583)
First 5, Children & Families	4,247,658	4,235,516	4,155,900	3,768,500	(467,016)
Total	$373,329,254	$383,031,814	$380,563,900	$401,258,500	$ 18,226,686

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$196,801,693	$209,002,699	$198,212,900	$211,790,500	$ 2,787,801
Services and Supplies	113,975,903	109,704,921	120,707,600	125,953,800	16,248,879
Other Charges	62,551,658	64,324,194	61,643,400	63,514,200	(809,994)
Total Operating Expenditures	373,329,254	383,031,814	380,563,900	401,258,500	18,226,686
Capital Assets	1,579,054	2,994,819	1,527,200	642,500	(2,352,319)
Other Financing Uses	6,320,503	10,591,781	10,963,300	10,170,700	(421,081)
Intrafund Expenditure Transfers (+)	4,142,349	4,858,577	4,967,200	4,667,800	(190,777)
Increases to Fund Balances	11,405,968	7,012,646	8,155,100	6,370,800	(641,846)
Fund Balance Impact (+)	-	-	-	-	-
Total	$396,777,127	$408,489,637	$406,176,700	$423,110,300	$ 14,620,663

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 1,417,780	$ 1,460,290	$ 1,432,700	$ 1,534,200	$ 73,910
Fines, Forfeitures, and Penalties	495,869	546,809	476,000	441,400	(105,409)
Use of Money and Property	553,886	689,611	756,700	773,200	83,589
Intergovernmental Revenue	239,415,239	239,358,126	241,651,500	244,367,900	5,009,774
Charges for Services	100,599,685	104,787,341	104,949,100	117,095,100	12,307,759
Miscellaneous Revenue	6,548,960	4,711,305	4,888,800	4,490,900	(220,405)
Total Operating Revenues	349,031,419	351,553,482	354,154,800	368,702,700	17,149,218
Other Financing Sources	12,641,954	8,770,116	8,112,900	7,695,100	(1,075,016)
Intrafund Expenditure Transfers (-)	4,137,308	4,873,726	4,962,800	4,683,900	(189,826)
Decreases to Fund Balances	10,072,441	19,352,568	13,206,800	18,088,900	(1,263,668)
General Fund Contribution	20,894,005	23,939,745	23,939,800	23,939,700	(45)
Fund Balance Impact (-)	-	-	1,799,600	-	-
Total	$396,777,127	$408,489,637	$406,176,700	$423,110,300	$ 14,620,663

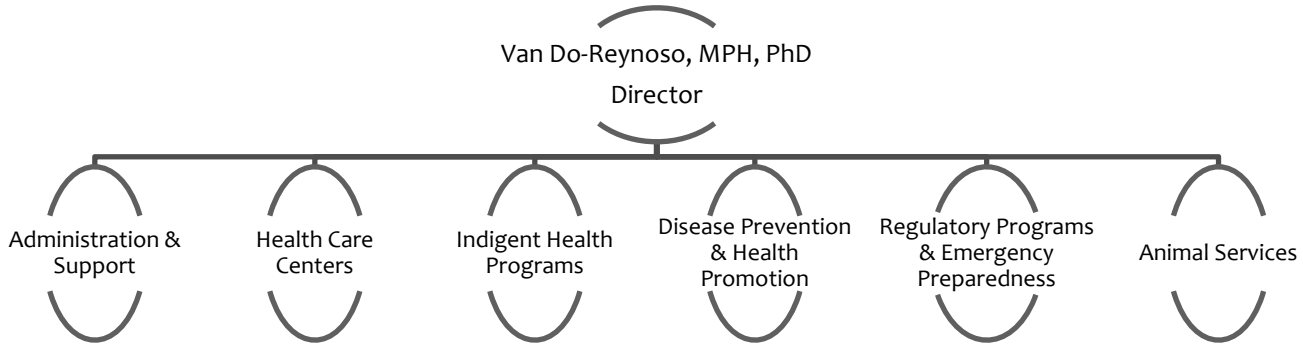
Health & Human Services

Public Health



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 90,844,600**
Capital	**$ 0**
FTEs	**529.07**



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 2018-19 Objectives

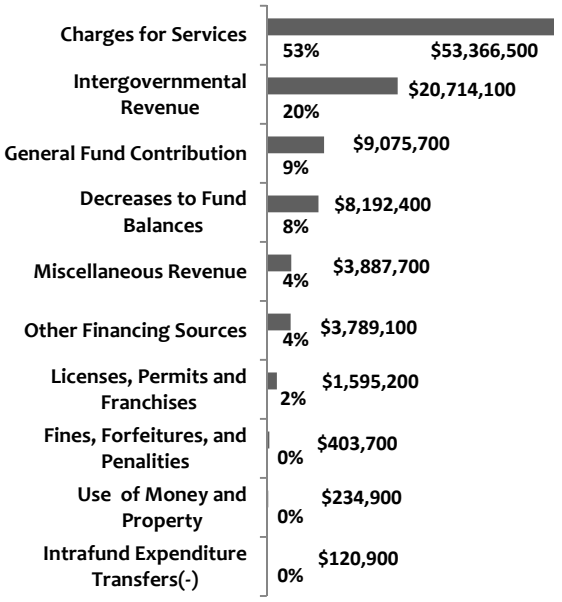
- Continue implementation of County security standards at all departmental sites and facilities.
- Pursue National Committee for Quality Assurance (NCQA) Patient-Centered Medical Home (PCMH) Recognition for the Santa Barbara, Lompoc, and Santa Maria Health Care Centers, increasing patient access at both centers.
- Revise and update the Indigent Care Program regulations in alignment with changes to the Affordable Care Act and ensure compliance with the State mandate to provide access to health cares services for county residents.
- Reorganize and integrate operations in the Disease Control & Prevention subdivision to enhance resources and improve client services within the HIV/AIDS and Sexually Transmitted Disease Programs.
- Implement new fee schedule in Environmental Health Services.
- Expand on partnerships with shelter-based partner and non-profit organizations to increase collaboration and positive outcomes for animals.

Public Health

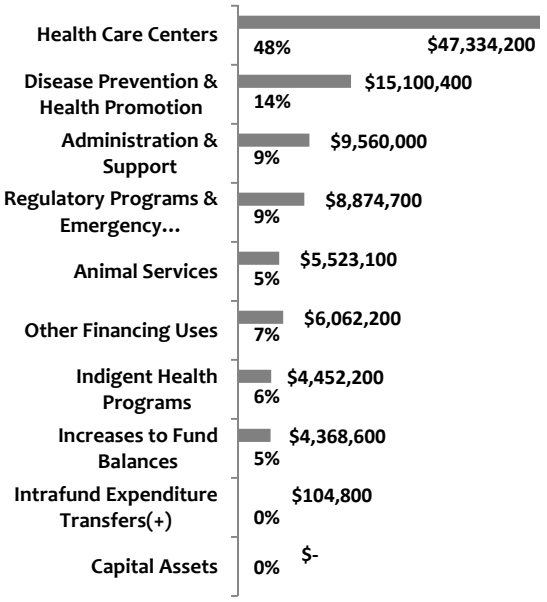
Department

Recommended Sources & Uses of Funds

Source of Funds - $101,380,200

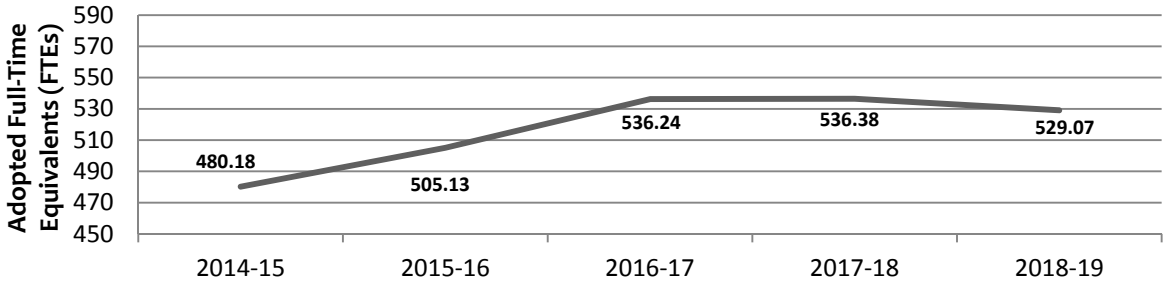


Use of Funds - $101,380,200



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Public Health

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	59.27	60.30	60.30	60.49	0.20
Health Care Centers	235.07	251.28	251.28	253.28	2.01
Indigent Health Programs	33.70	36.99	36.99	25.32	(11.67)
Disease Prevention & Health Promotion	89.74	96.31	96.31	98.11	1.80
Regulatory Programs & Emergency Prepare	49.94	53.36	53.36	54.82	1.45
Animal Services	37.04	38.14	38.14	37.05	(1.09)
Unallocated	5.29	-	-	-	-
Total	510.05	536.38	536.38	529.07	(7.30)

Budget By Budget Program					
Administration & Support	$ 9,118,247	$ 9,363,237	$ 9,447,500	$ 9,560,000	$ 196,763
Health Care Centers	46,692,827	44,990,478	46,242,100	47,334,200	2,343,722
Indigent Health Programs	5,369,569	5,842,498	5,248,100	4,452,200	(1,390,298)
Disease Prevention & Health Promotion	13,316,728	14,105,871	14,011,800	15,100,400	994,529
Regulatory Programs & Emergency Prepare	7,851,797	8,753,842	8,216,700	8,874,700	120,858
Animal Services	5,304,347	5,501,914	5,510,200	5,523,100	21,186
Total	$ 87,653,514	$ 88,557,840	$ 88,676,400	$ 90,844,600	$ 2,286,760

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 63,029,211	$ 67,128,267	$ 65,591,600	$ 68,331,600	$ 1,203,333
Services and Supplies	21,047,843	17,765,503	19,075,400	18,338,000	572,497
Other Charges	3,576,459	3,664,070	4,009,400	4,175,000	510,930
Total Operating Expenditures	87,653,514	88,557,840	88,676,400	90,844,600	2,286,760
Capital Assets	1,110,669	307,319	507,400	-	(307,319)
Other Financing Uses	2,901,997	7,928,946	6,442,500	6,062,200	(1,866,746)
Intrafund Expenditure Transfers (+)	69,600	123,331	231,900	104,800	(18,531)
Increases to Fund Balances	5,521,888	5,102,150	5,307,200	4,368,600	(733,550)
Total	$ 97,257,669	$ 102,019,586	$ 101,165,400	$ 101,380,200	$ (639,386)

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 1,332,251	$ 1,394,290	$ 1,366,700	$ 1,595,200	$ 200,910
Fines, Forfeitures, and Penalties	479,381	530,109	438,300	403,700	(126,409)
Use of Money and Property	131,673	191,823	262,500	234,900	43,077
Intergovernmental Revenue	21,732,059	21,112,310	21,587,200	20,714,100	(398,210)
Charges for Services	53,827,824	49,126,309	52,749,200	53,366,500	4,240,191
Miscellaneous Revenue	3,933,797	3,749,211	3,915,700	3,887,700	138,489
Total Operating Revenues	81,436,986	76,104,052	80,319,600	80,202,100	4,098,048
Other Financing Sources	1,748,728	4,714,477	3,501,500	3,789,100	(925,377)
Intrafund Expenditure Transfers (-)	64,559	138,480	227,500	120,900	(17,580)
Decreases to Fund Balances	4,699,290	11,986,877	8,041,100	8,192,400	(3,794,477)
General Fund Contribution	9,308,105	9,075,700	9,075,700	9,075,700	-
Total	$ 97,257,669	$ 102,019,586	$ 101,165,400	$ 101,380,200	$ (639,386)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Health

Department

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

Staffing

- Net decrease of 7.30 FTEs:
  - Decrease of 11.30 FTEs due to the State's implementation of the Whole Child Model system of care that will shift the case-management of California Children's Services (CCS) Medi-Cal eligible children to CenCal Health.
  - Addition of 2.0 FTE Medical Assistants due to a conversion of Extra Help employees to ordinance, funded by patient service revenues.
  - Decrease of 1.0 FTEs due to the unfunding of a vacant Administrative Office Professional in Animal Services.
  - Addition of 1.0 FTE Health Educator for cannabis tax revenue
  - Addition of 1.0 FTE Hazardous Material Specialist I/II for cannabis license revenues.
  - Addition of 1.0 FTE Epidemiologist, Senior for increased disease surveillance activities, funded by a redirection of Tobacco Settlement dollars.

Expenditures

- Net operating increase of $2,287,000:
  - +$1,203,000 increase in Salaries and Benefits, due to increases in rates for retirement costs, health insurance costs, and cost of living and merit increases for employees, offset by the reduction of 13.30 FTEs for the CCS Whole Child Model implementation and 2.0 FTEs for cannabis licensing and survelliance.
  - +$573,000 increase in Services and Supplies:
    - +$1,003,000 increase in pharmaceutical expenditures due to a change in contracting for specialty pharmaceuticals.
    - +$852,000 increase in countywide cost allocation plan charges.
    - -$829,000 decrease 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.
    - -$233,000 decrease in building maintenance costs for safety and security upgrades.
    - -$220,000 decrease in Maddy funding available for outside physicians, hospitals, and internal Emergency Medical Services program costs.
  - +$511,000 increase in Other Charges:
    - +$154,000 increase in premiums for liability insurance.
    - +$128,000 increase in premiums for malpractice insurance.
    - +$112,000 increase in Information Technology charges.
    - +$80,000 increase in utilities rates.
    - +$37,000 increase in other charges for vehicle and telephone usage.
- Net non-operating expenditure decrease of -$2,926,000:
  - -$307,000 decrease in Capital Assets for the last payment on the implementation fee for the Electronic Health Record made the previous fiscal year.
  - -$1,867,000 decrease in Other Financing Uses:
    - -$1,000,000 decrease for a one-time transfer of Tobacco Settlement funds to the Department of Behavioral Wellness.

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

- -$745,000 decrease in transfers to the General Fund due to a prior year move of designated funds for sewer projects.
- -$122,000 decrease use of Tobacco Settlement funding for the Tobacco Cessation program due to a new allocation of funding from Proposition 56 .

- -$18,000 decrease in Intrafund Operating Transfers (+) for an allocation of indirect costs.
- -$734,000 decrease in Increases to Fund Balance:
  - -$745,000 decrease in designations of categorical Environmental Health funds for sewer projects that were moved to the General Fund.
  - -$128,000 decrease in Maddy Funds designated for future distribution for medical providers.
  - +$107,000 increase in designated Tobacco Settlement allocations for future disbursement.
  - +$32,000 increase in designations of categorical Environmental Health revenues that must be used in the program earned.

These changes result in recommended operating expenditure of $90,844,600, non-operating expenditures of $10,535,600 resulting in total expenditures of $101,380,200. Non-operating expenditures primarily include Capital Assets, Other Financing Uses, and increases to fund balances.

Revenues

- Net operating revenue increase of $4,098,000:
  - +$201,000 increase in Licenses, Permits, and Franchises:
    - +$127,000 increase in cannabis license fees.
    - +$113,000 increase in permits and on-demand services in Environmental Health Services for building plan checks.
    - -$39,000 decrease in canvassing and animal license fees.
  - -$126,000 decrease in Fines, forfeitures, and Penalties from Maddy Fund receipts.
  - +$43,000 increase in Use of Money and Property due to an increase in interest income.
  - -$398,000 in Intergovernmental Revenues:
    - -$1,049,000 decrease in grant funding for the California Children's Services (CCS) program, due to the implementation of the Whole Child Model.
    - +$324,000 increase in Tobacco Cessation program funding due to a new allocation of Proposition 56 funding.
    - +$152,000 increase in Medi-Cal Administrative Activities (MAA) funding, due to expansions in claiming for these services.
    - +$167,000 increase for a new Oral Health program grant funded by Proposition 56.
    - +$108,000 increase in Health Resources and Services Administration (HRSA) grants to expand medical capacity.
    - -$100,000 decrease in funding for family planning services due to the eligibility of patients for Medi-Cal .
  - +$4,240,000 decrease in Charges for Services:

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

- +$3,566,000 increase in decrease in pharmaceutical revenue due to an increase in the 340B program participation for specialty pharmaceuticals.
- +$400,000 increase in Health Center patient service revenues from Medi-Cal, Medicare, and other public programs.
- +$169,000 increase in revenues for services provided to other County departments.
- +$105,000 increase in revenues for services provided to area medical providers.

o +$138,000 increase in Miscellaneous Revenue:

- +$104,000 increase in anticipated Master Tobacco Settlement receipts.
- +$34,000 increase in revenues from a grant to distribute Naloxone to county agencies.

- Net non-operating revenue decrease of -$4,737,000:
  - o -$925,000 decrease in Other Financing Sources, due primarily to the previous year move of categorical Environmental Health funds for sewer projects that were moved to the General Fund and a reduction of Tobacco Settlement funds for the Tobacco Cessation program with a new allocation of Proposition 56 funding.
  - o -$18,000 decrease in Intrafund Expenditure Transfers (-) for indirect costs.
  - o -$3,794,000 decrease in the Decreases to Fund Balance:
    - -$1,000,000 decrease in use of one-time Tobacco Settlement funding for one-time Department of Behavioral Wellness capital needs.
    - -$972,000 decrease in a decrease of Fund Balance for operations and capital improvements.
    - -$821,000 decrease for prior year costs for the new Electronic Health Record system.
    - -$745,000 decrease in release of designations of categorical Environmental Health funds for sewer projects that were moved to the General Fund in the previous year.
    - -$203,000 decrease in Maddy Funds for area medical providers.
    - -$153,000 decrease in funds used for Emergency Medical Services (EMS) projects.
    - +$100,000 increase in cannabis tax revenues for health education and outreach.

These changes result in recommended operating revenues of $80,202,100, non-operating revenues of $21,178,100 resulting in total revenues of $101,380,200. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
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%)	86% 704 / 821	86% 722 / 840	88% 694 / 789	89% 721 / 811
Percent of newly diagnosed HIV persons linked into HIV medical care within 1 month of diagnosis (Target = >80%)	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%)	52% 2,490 / 4,764	51% 1,598 / 3,148	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 = >27,000)	23,650	23,423	26,366	27,000
Percent of foodborne illness complaints that are responded to within one working day to reduce the risk of others becoming ill (Target = 100%)	91% 10 / 11	100% 10 / 10	100% 18 / 18	100% 20 / 20
Percent of infants in the Women, Infants, Children (WIC) program each month that will be exclusively breastfed (Target = >35%)	35% 1,151 / 3,315	35% 1,096 / 3,148	35% 1,096 / 3,148	35% 1,096 / 3,148
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%)	82% 875 / 1,061	81% 884 / 1,098	85% 935 / 1,100	85% 935 / 1,100
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%)	73% 2,400 / 3,299	69% 2,288 / 3,315	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)	23,834	23,723	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 = >390)	406	394	390	390

Public Health

Department

Performance Measures (cont'd)

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration and Support				
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target = 100%)	73% 348 / 480	77% 392 / 510	65% 325 / 500	100% 500 / 500
Percentage of department workforce "Lost Time" (Target= <5.3%)	5.9% 60,384 / 1,029,916	5.1% 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEPT/CORP LDR-EXEC	-	-	-	1.00	1.00
PUBLIC HLTH DIR/HLTH OFFCR	1.04	1.00	1.00	-	(1.00)
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
IT MANAGER	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	0.96	1.00	1.00	1.00	-
HEALTH SERVICES LAB SUPV	0.01	-	-	-	-
EDP OFFICE AUTO SPEC	2.99	3.00	3.00	3.00	-
HR MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	1.36	1.35	1.35	1.53	0.18
BUSINESS MANAGER	-	-	-	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	3.29	2.93	2.93	3.02	0.09
COST ANALYST	3.56	3.41	3.41	3.45	0.04
OPERATIONS MANAGER	-	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	2.90	2.75	2.75	2.75	-
FINANCIAL OFFICE PRO	15.68	15.68	15.68	15.65	(0.03)
ACCOUNTANT	1.21	1.18	1.18	1.09	(0.09)
COMPUTER SYSTEMS SPEC	5.00	5.00	5.00	5.00	-
DEPT BUS SPEC	5.35	6.00	6.00	6.00	-
HEALTH CARE PROGRAM COORDINATOR	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	1.91	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	3.00	3.00	3.00	3.00	-
SAFETY/PRIVACY OFFICER-DEPT	1.00	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	-
LABORATORY ASSISTANT	0.01	-	-	-	-
UTILITY CLERK-DEPT	2.00	2.00	2.00	2.00	-
Total	59.27	60.30	60.30	60.49	0.20

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Health

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,727,722	$ 7,984,907	$ 7,963,300	$ 8,244,600	$ 259,693
Services and Supplies	1,050,000	1,008,264	1,123,300	950,700	(57,564)
Other Charges	340,526	370,066	360,900	364,700	(5,366)
Total Operating Expenditures	9,118,247	9,363,237	9,447,500	9,560,000	196,763
Capital Assets	12,124	-	-	-	-
Other Financing Uses	67,135	460,000	114,000	510,000	50,000
Increases to Fund Balances	7,558	-	-	-	-
Total Expenditures	$ 9,205,064	$ 9,823,237	$ 9,561,500	$ 10,070,000	$ 246,763
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	14,222	15,733	12,700	11,900	(3,833)
Use of Money and Property	99,234	154,400	194,400	194,400	40,000
Intergovernmental Revenue	3,172,375	2,358,572	3,484,800	2,720,000	361,428
Charges for Services	382,498	585,121	643,500	662,900	77,779
Miscellaneous Revenue	116,815	75,000	65,200	65,000	(10,000)
Total Operating Revenues	3,785,145	3,188,826	4,400,600	3,654,200	465,374
Other Financing Sources	60,000	2,022,230	1,159,300	2,022,200	(30)
Intrafund Expenditure Transfers (-)	53,299	123,331	211,400	104,800	(18,531)
Decreases to Fund Balances	262,573	700,000	-	500,000	(200,000)
General Fund Contribution	4,853,501	3,788,850	3,790,200	3,788,800	(50)
Total Revenues	$ 9,014,518	$ 9,823,237	$ 9,561,500	$ 10,070,000	$ 246,763

2017-18 Anticipated Accomplishments

- Continued 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.
- Completed the conversion to the OCHIN EPIC Electronic Health Record (EHR) from our legacy Practice Management and patient billing system.
- Monitored, tracked, and analyzed any changes to the Federal Affordable Care Act (ACA) and other funding streams to anticipate and implement any necessary adjustments to program services.
- Began process of enhancing and standardizing signage and branding in all PHD facilities to assist with customer service and "wayfinding" for clients, patients, and staff. PHD engaged a consultant for analysis of its facilities on the Calle Real campus in Santa Barbara and plans to use report findings for all of its facilities as an objective during FY 18-19.
- Develop succession plans for key positions department-wide. Transition plans were implemented in PHD Facilities and the Benefits and Referral Center.
- Enhanced the department's Compliance Plan and integrated it with other Department and County functions such as independent auditing, Community Health Center Board member development and compliance training for more than 500 staff, vendors and volunteers.

Administration & Support (cont'd)

2018-19 Objectives

- Improve the health and safety of department field, clinic, and laboratory staff through enhancements to personal protective equipment, ongoing risk monitoring and mitigation, and procedure and policy revisions.
- Continue to implement "wayfinding" measures designed to improve directions and navigation for clients, staff, and visitors at the County Calle Real Campus and explore options for extension to other department campuses and facilities.
- Ensure that all Internal Control procedures are tested and fully documented.
- Continue implementation of County security standards at all departmental sites and facilities.
- Enhance supply chain management of medical supplies across all departmental Health Care Centers.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
MEDICAL DIRECTOR	0.99	1.00	1.00	0.98	(0.02)
STAFF PHYSICIAN SUPV	3.79	4.00	4.00	3.80	(0.20)
STAFF PHYSICIAN	16.92	19.35	19.35	18.80	(0.55)
PHARMACIST SUPV	1.00	1.00	1.00	1.00	-
PHARMACIST-IN-CHARGE	3.00	3.00	3.00	3.00	-
DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	0.06	0.05	0.05	0.12	0.07
PROJECT MANAGER	1.04	1.00	1.00	1.00	-
HEALTH SERVICES LAB SUPV	0.99	1.00	1.00	1.00	-
REGIONAL CLINIC MANAGER	4.00	4.00	4.00	4.00	-
HEALTH CARE PRACTITIONER	9.49	9.95	9.95	9.95	-
PH PERFORM IMPROVE COORD	1.95	2.75	2.75	2.71	(0.04)
PUBLIC HEALTH NURSE SUPV	0.10	0.10	0.10	0.15	0.05
EDP SYS & PROG ANLST SR	0.60	0.65	0.65	0.47	(0.18)
STAFF NURSE SUPV	6.62	8.00	8.00	8.00	-
COST ANALYST	0.10	0.08	0.08	-	(0.08)
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
PUBLIC HEALTH NURSE	3.77	3.96	3.96	4.24	0.28
CLINICAL LAB SCIENTIST SR	2.96	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	16.81	16.00	16.00	15.00	(1.00)
ADMN OFFICE PRO	38.89	42.40	42.40	44.25	1.85
NUTRITION SERVICES SUPV	-	0.24	0.24	0.80	0.57
STAFF NURSE	18.96	20.15	20.15	20.25	0.10
HEALTH CARE PROGRAM COORDINATOR	3.73	3.90	3.90	3.90	-
CLINICAL LAB SCIENTIST	0.69	1.00	1.00	1.00	-
NUTRITION SITE SUPV	0.26	-	-	-	-
HEALTH EDUCATOR	0.45	0.50	0.50	0.50	-
BEHAVIORAL HEALTH SPECIALIST	2.27	3.00	3.00	3.00	-
ADMN OFFICE PRO SR	12.55	13.00	13.00	13.97	0.97
MEDICAL SOC SVC PRACT	1.00	1.00	1.00	-	(1.00)
NUTRITIONIST	1.50	1.90	1.90	1.54	(0.36)
LICENSED VOCATIONAL NURSE	1.00	1.00	1.00	1.00	-
HEALTH EDUC ASSOC	1.50	1.50	1.50	1.50	-
PHARMACY TECHNICIAN	9.00	9.00	9.00	9.00	-
MEDICAL ASSISTANT	56.44	60.75	60.75	62.75	2.00
HEALTH EDUCATION ASST	0.75	0.75	0.75	-	(0.75)
LABORATORY ASSISTANT	7.03	7.50	7.50	7.50	-
HEALTH SERVICES AIDE SR	1.86	1.79	1.79	2.10	0.31
HEALTH SERVICES AIDE	1.00	1.00	1.00	1.00	-
Total	235.07	251.28	251.28	253.28	2.01

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Health

Program

Health Care Centers (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 30,530,952	$ 32,011,995	$ 32,148,800	$ 32,941,100	$ 929,105
Services and Supplies	14,422,075	11,266,811	12,304,400	12,306,500	1,039,689
Other Charges	1,739,799	1,711,672	1,788,900	2,086,600	374,928
Total Operating Expenditures	46,692,827	44,990,478	46,242,100	47,334,200	2,343,722
Capital Assets	1,062,441	300,819	422,000	-	(300,819)
Other Financing Uses	289,980	400,000	472,600	410,000	10,000
Increases to Fund Balances	702,006	-	-	-	-
Total Expenditures	$ 48,747,253	$ 45,691,297	$ 47,136,700	$ 47,744,200	$ 2,052,903
Budget By Categories of Revenues					
Use of Money and Property	1,200	1,200	1,200	1,200	-
Intergovernmental Revenue	3,794,932	4,091,953	3,459,500	3,381,500	(710,453)
Charges for Services	43,621,150	38,323,053	42,195,300	42,638,500	4,315,447
Miscellaneous Revenue	2,854	2,000	4,900	4,000	2,000
Total Operating Revenues	47,420,136	42,418,206	45,660,900	46,025,200	3,606,994
Other Financing Sources	198,195	198,195	428,600	214,700	16,505
Decreases to Fund Balances	1,134,068	3,074,896	1,047,200	1,504,300	(1,570,596)
Total Revenues	$ 48,752,399	$ 45,691,297	$ 47,136,700	$ 47,744,200	$ 2,052,903

Health Care Centers (cont'd)

2017-18 Anticipated Accomplishments

- Awarded grant from the Health Resources and Services Administration (HRSA) for support of expanded mental health counseling and substance abuse services at Carpinteria and Franklin Health Care Centers, accomplishing goal of fully integrated behavioral health services at all Regional Health Center sites.
- Awarded National Committee for Quality Assurance (NCQA) Patient-Centered Medical Home (PCMH) recognition for an additional 3 years at the Franklin and Carpinteria Health Care Centers with preparation underway for submission for recognition at Santa Barbara, Lompoc, and Santa Maria Health Centers.
- Completed approximately 112,000 patient visits in calendar year 2017, representing a 4% increase over calendar year 2016, with a stable payer mix of 74% Medi-Cal, 14% Medicare, and 12% uninsured and other sources.
- Renovated and added capacity at the Carpinteria Health Center, remaining operational during construction and during the Thomas fire and debris flow in January, providing primary care for patients unable to get to Santa Barbara due to road closures.
- Implemented a new EPIC Electronic Health Record (EHR) that will allow for enhanced data sharing with local hospitals and area providers either using the same product or other EHRs, resulting in better patient care and follow-up with referral services.

2018-19 Objectives

- Pursue NCQA PCMH Recognition for the Santa Barbara, Lompoc and Santa Maria Health Care Centers as Level 3 Patient-Centered Medical Homes.
- Renovate and add exam room capacity at Franklin and Santa Barbara Health Care Centers increasing patient access at both centers.

Public Health

Program

Indigent Health Programs

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

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
MEDICAL DIRECTOR	0.01	-	-	0.02	0.02
STAFF PHYSICIAN	0.51	0.49	0.49	0.20	(0.29)
PROGRAM MANAGER	0.83	0.75	0.75	0.72	(0.03)
PH PERFORM IMPROVE COORD	0.21	0.25	0.25	0.29	0.04
PUBLIC HEALTH NURSE SUPV	0.83	0.75	0.75	0.79	0.04
CCS SUPERVISING THERAPIST	3.00	3.00	3.00	3.00	-
CCS OCC/PHYS THERAPIST	9.31	10.75	10.75	11.00	0.25
PUBLIC HEALTH NURSE	1.37	1.75	1.75	0.75	(1.00)
ADMN OFFICE PRO	5.27	5.10	5.10	3.00	(2.10)
STAFF NURSE	1.34	3.00	3.00	-	(3.00)
ADMN OFFICE PRO SR	1.82	1.90	1.90	1.05	(0.85)
MEDICAL SOC SVC WKR SR	0.75	0.75	0.75	-	(0.75)
CCS CASEWORKER	5.96	6.00	6.00	2.00	(4.00)
THERAPY ATTENDANT	2.50	2.50	2.50	2.50	-
Total	33.70	36.99	36.99	25.32	(11.67)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Health

Program

Indigent Health Programs (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 4,135,476	$ 4,545,727	$ 4,152,700	$ 3,579,700	$ (966,027)
Services and Supplies	1,143,033	1,204,357	1,000,700	772,700	(431,657)
Other Charges	91,059	92,414	94,700	99,800	7,386
Total Operating Expenditures	5,369,569	5,842,498	5,248,100	4,452,200	(1,390,298)
Other Financing Uses	2,280,291	6,070,588	5,031,700	4,934,900	(1,135,688)
Increases to Fund Balances	4,284,769	4,214,284	4,249,400	4,194,200	(20,084)
Total Expenditures	$ 11,934,629	$ 16,127,370	$ 14,529,200	$ 13,581,300	$ (2,546,070)
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	369,677	407,664	331,800	310,200	(97,464)
Use of Money and Property	29,993	36,223	66,900	39,300	3,077
Intergovernmental Revenue	4,312,231	4,177,286	3,767,300	3,167,300	(1,009,986)
Charges for Services	296,237	282,990	333,100	341,300	58,310
Miscellaneous Revenue	3,758,585	3,654,568	3,758,800	3,758,800	104,232
Total Operating Revenues	8,766,723	8,558,731	8,257,900	7,616,900	(941,831)
Other Financing Sources	232,151	260,965	153,300	182,700	(78,265)
Decreases to Fund Balances	2,988,575	6,946,762	5,758,500	5,538,700	(1,408,062)
General Fund Contribution	-	360,912	359,500	243,000	(117,912)
Total Revenues	$ 11,987,448	$ 16,127,370	$ 14,529,200	$ 13,581,300	$ (2,546,070)

2017-18 Anticipated Accomplishments

- Collaborated with CenCal Health in the design and implementation of the new "Whole Child Model" for the California Children's Services (CCS) program. Evaluated 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.
- Continued 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.
- Ensured a smooth transition of Child Health and Disability Program (CHDP) billing and case-management reporting as the State transitioned to standard coding and forms used by the Centers for Medicare and Medicaid (CMS).

2018-19 Objectives

- Revise and update the Indigent Care Program regulations in alignment with changes to the Affordable Care Act and ensure compliance with the State mandate to provide access to health care services for county residents.
- Continue to explore community health care partnerships to ensure access to specialty care for those residents that are uninsured and underinsured.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
STAFF PHYSICIAN	1.15	1.18	1.18	1.20	0.02
DEPUTY DIRECTOR	0.85	0.87	0.87	0.92	0.05
PROGRAM MANAGER	3.10	3.20	3.20	3.16	(0.04)
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	3.49	4.15	4.15	4.06	(0.09)
EPIDEMIOLOGIST SR	-	-	-	1.00	1.00
EDP SYS & PROG ANLST	0.02	0.02	0.02	0.02	-
COST ANALYST	0.08	0.08	0.08	0.10	0.02
PUBLIC HEALTH NURSE	13.10	13.79	13.79	13.51	(0.28)
PUBLIC HEALTH MICROB SR	0.66	0.73	0.73	1.00	0.27
FINANCIAL OFFICE PRO	0.04	0.05	0.05	0.05	-
ADMN OFFICE PRO	6.73	6.50	6.50	7.25	0.75
COMMUNITY HEALTH NURSE	0.60	0.60	0.60	0.60	-
NUTRITION SERVICES SUPV	0.42	4.76	4.76	3.20	(1.56)
EPIDEMIOLOGIST/BIOSTAT	0.53	0.50	0.50	0.50	-
STAFF NURSE	0.85	1.00	1.00	1.00	-
ACCOUNTANT	0.04	0.02	0.02	0.01	(0.01)
HEALTH CARE PROGRAM COORDINATOR	4.14	3.10	3.10	5.10	2.00
NUTRITION SITE SUPV	3.43	-	-	-	-
PUBLIC HEALTH MICROB	3.85	4.00	4.00	2.50	(1.50)
HEALTH EDUCATOR	4.03	5.50	5.50	7.50	2.00
ADMN OFFICE PRO SR	3.71	4.10	4.10	3.98	(0.12)
LACTATION CONSULTANT	1.60	2.60	2.60	2.60	-
NUTRITIONIST	3.76	3.35	3.35	2.96	(0.39)
HEALTH EDUC ASSOC	4.42	6.00	6.00	6.00	-
HEALTH EDUCATION ASST SR	4.73	5.00	5.00	6.00	1.00
MEDICAL ASSISTANT	3.32	3.50	3.50	3.50	-
HEALTH EDUCATION ASST	14.46	15.00	15.00	14.00	(1.00)
LABORATORY ASSISTANT	1.00	1.00	1.00	1.00	-
HEALTH SERVICES AIDE SR	3.64	3.71	3.71	3.40	(0.31)
Total	89.74	96.31	96.31	98.11	1.80

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Health

Program

Disease Prevention & Health Promotion (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 10,508,677	$ 11,459,877	$ 10,768,600	$ 12,329,100	$ 869,223
Services and Supplies	2,327,097	2,132,093	2,479,100	2,216,300	84,207
Other Charges	480,953	513,901	764,100	555,000	41,099
Total Operating Expenditures	13,316,728	14,105,871	14,011,800	15,100,400	994,529
Capital Assets	22,295	6,500	5,000	-	(6,500)
Other Financing Uses	52,300	52,615	52,600	52,600	(15)
Increases to Fund Balances	11,400	-	-	-	-
Total Expenditures	$ 13,402,723	$ 14,164,986	$ 14,069,400	$ 15,153,000	$ 988,014
Budget By Categories of Revenues					
Licenses, Permits and Franchises	65,761	56,980	56,500	56,500	(480)
Intergovernmental Revenue	9,061,992	9,140,265	9,556,200	10,206,700	1,066,435
Charges for Services	1,330,357	1,524,690	1,303,100	1,287,200	(237,490)
Miscellaneous Revenue	4,776	3,200	19,000	25,300	22,100
Total Operating Revenues	10,462,886	10,725,135	10,934,800	11,575,700	850,565
Other Financing Sources	418,961	472,714	174,000	398,800	(73,914)
Decreases to Fund Balances	-	6,500	-	100,000	93,500
General Fund Contribution	2,526,199	2,960,637	2,960,600	3,078,500	117,863
Total Revenues	$ 13,408,046	$ 14,164,986	$ 14,069,400	$ 15,153,000	$ 988,014

Public Health

Program

Disease Prevention & Health Promotion (cont'd)

2017-18 Anticipated Accomplishments

- Vaccinated 436 people for influenza at a clinic testing our preparedness.
- Held a workshop for professionals on cannabis and health impacts.
- Made systemic improvements to our Public Health Laboratory including focusing the testing menu and improving our computer system.
- Tested ocean water following the Thomas Fire and debris flow and closed ocean water at beaches when testing results indicated it was not safe.

2018-19 Objectives

- Complete computer system revisions and Go Live with Public Health Nurse Database.
- Integrate and refine Adverse Childhood Experience screening with interventions to build resiliency.
- Reorganize and integrate operations in the Disease Control & Prevention subdivision to enhance resources and improve client services within the HIV/AIDS and Sexually Transmitted Disease Programs.
- Establish operational protocols for the Vital Records Program to ensure standardization of essential program functions and continuity of services.
- Focus on developing innovative ways to use technology to reach WIC participants, resulting in increased caseload.
- Increase collaborations with partner agencies and Public Health Health Care Centers to ensure consistent messaging/materials to provide regarding nutrition education.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEPUTY DIRECTOR	0.04	0.03	0.03	0.03	-
PROGRAM MANAGER	3.00	3.00	3.00	3.00	-
PH PERFORM IMPROVE COORD	2.00	2.00	2.00	2.00	-
HAZARD MATERIALS SUPV	2.00	2.00	2.00	2.00	-
GEOLOGIST REGISTERED	1.00	1.00	1.00	1.00	-
ENVIRON HEALTH SPEC SUPV	2.59	3.00	3.00	2.62	(0.38)
EDP SYS & PROG ANLST	0.60	0.98	0.98	0.84	(0.14)
COST ANALYST	0.25	0.20	0.20	0.22	0.02
PUBLIC HEALTH MICROB SR	0.34	0.27	0.27	-	(0.27)
ADMN OFFICE PRO	7.73	8.00	8.00	8.00	-
FINANCIAL OFFICE PRO	1.04	1.03	1.03	1.05	0.02
STAFF NURSE SR	1.00	1.00	1.00	1.00	-
HAZ MATERIALS SPEC SR	1.69	2.00	2.00	2.00	-
EPIDEMIOLOGIST/BIOSTAT	0.47	0.50	0.50	0.50	-
ENVIRON HEALTH SPEC SR	4.73	5.00	5.00	5.00	-
ACCOUNTANT	1.10	1.10	1.10	1.30	0.20
DEPT BUS SPEC	0.68	0.75	0.75	0.75	-
ENVIRON HEALTH SPEC	7.62	9.50	9.50	6.50	(3.00)
HAZ MATERIALS SPEC	7.35	9.00	9.00	10.00	1.00
ADMN OFFICE PRO SR	0.01	-	-	-	-
EMERG SVCS PLANNER	2.00	2.00	2.00	2.00	-
ENVIRON HEALTH SPEC TR	2.73	1.00	1.00	5.00	4.00
Total	49.94	53.36	53.36	54.82	1.45

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Health

Program

Regulatory Programs & Emergency Preparedness (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 6,304,835	$ 7,122,766	$ 6,580,100	$ 7,237,000	$ 114,234
Services and Supplies	1,129,352	1,188,027	1,179,100	1,158,000	(30,027)
Other Charges	417,610	443,049	457,500	479,700	36,651
Total Operating Expenditures	7,851,797	8,753,842	8,216,700	8,874,700	120,858
Capital Assets	7,688	-	80,400	-	-
Other Financing Uses	212,291	915,000	768,400	78,000	(837,000)
Intrafund Expenditure Transfers (+)	53,299	123,331	211,400	104,800	(18,531)
Increases to Fund Balances	470,951	845,866	1,017,800	134,400	(711,466)
Total Expenditures	$ 8,596,026	$ 10,638,039	$ 10,294,700	$ 9,191,900	$ (1,446,139)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	496,526	493,310	521,200	734,700	241,390
Fines, Forfeitures, and Penalties	95,002	106,712	91,800	81,600	(25,112)
Use of Money and Property	1,246	-	-	-	-
Intergovernmental Revenue	1,388,678	1,342,247	1,269,400	1,236,600	(105,647)
Charges for Services	5,620,190	5,700,425	5,584,600	5,706,900	6,475
Miscellaneous Revenue	15,103	1,500	19,200	18,100	16,600
Total Operating Revenues	7,616,746	7,644,194	7,486,200	7,777,900	133,706
Other Financing Sources	433,971	1,324,180	1,177,600	488,500	(835,680)
Intrafund Expenditure Transfers (-)	11,260	15,149	16,100	16,100	951
Decreases to Fund Balances	297,774	1,217,915	1,178,100	472,700	(745,215)
General Fund Contribution	364,400	436,601	436,700	436,700	99
Total Revenues	$ 8,724,150	$ 10,638,039	$ 10,294,700	$ 9,191,900	$ (1,446,139)

Public Health

Program

Regulatory Programs & Emergency Preparedness (cont'd)

2017-18 Anticipated Accomplishments

- Initiated an outside review of our Emergency Medical System.
- Inspected homes damaged or destroyed in the Thomas Fire and debris flow for hazardous materials that need to be removed separately.
- Distributed approximately 350,000 N95 masks during the Thomas Fire to protect residents from poor air quality in concert with our partners.
- Facilitated the evacuation and treatment of individuals with special health needs and vulnerable populations for their safety following the Thomas Fire and debris flow.

2018-19 Objectives

- Implement new fee schedule in Environmental Health Services.
- Increase our understanding of ongoing Emergency Medical Services (EMS) Program costs and reduce wasted expenditures.
- Finalize EMS System Review and identify direction on Ambulance Provider Contract & system enhancements.
- Address impacts of long-distance mental health transfers out of county to county EMS System.
- Increase clinical efficacy of EMS System by increasing system data collection ability and data usage.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEPUTY DIRECTOR	0.11	0.10	0.10	0.05	(0.05)
ANIMAL HEALTH & REG DIR	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	0.09	0.07	0.07	0.12	0.05
COST ANALYST	0.02	0.03	0.03	0.03	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	0.24	0.24	0.24	0.25	0.01
ADMN OFFICE PRO	4.00	5.00	5.00	4.00	(1.00)
ACCOUNTANT	0.66	0.70	0.70	0.60	(0.10)
COMM OUTRCH CRD ANML HLTH	1.73	2.00	2.00	2.00	-
ANIMAL CONTROL OFF SUPV	4.00	4.00	4.00	4.00	-
PUBLIC INFO ASSISTANT	1.00	1.00	1.00	1.00	-
REGISTERED VET TECH	1.81	2.00	2.00	2.00	-
ANIMAL CONTROL OFF	8.65	9.00	9.00	9.00	-
HEALTH EDUC ASSOC	1.00	1.00	1.00	1.00	-
ANIMAL SHELTER ATTENDANT	11.73	11.00	11.00	11.00	-
Total	37.04	38.14	38.14	37.05	(1.09)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Animal Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 3,822,829	$ 4,002,995	$ 3,978,100	$ 4,000,100	$ (2,895)
Services and Supplies	975,006	965,951	988,800	933,800	(32,151)
Other Charges	506,512	532,968	543,300	589,200	56,232
Total Operating Expenditures	5,304,347	5,501,914	5,510,200	5,523,100	21,186
Capital Assets	6,121	-	-	-	-
Other Financing Uses	-	30,743	3,200	76,700	45,957
Intrafund Expenditure Transfers (+)	16,301	-	20,500	-	-
Increases to Fund Balances	45,204	42,000	40,000	40,000	(2,000)
Total Expenditures	$ 5,371,973	$ 5,574,657	$ 5,573,900	$ 5,639,800	$ 65,143
Budget By Categories of Revenues					
Licenses, Permits and Franchises	769,965	844,000	789,000	804,000	(40,000)
Fines, Forfeitures, and Penalties	480	-	2,000	-	-
Intergovernmental Revenue	1,850	1,987	50,000	2,000	13
Charges for Services	2,577,393	2,710,030	2,689,600	2,729,700	19,670
Miscellaneous Revenue	35,664	12,943	48,600	16,500	3,557
Total Operating Revenues	3,385,352	3,568,960	3,579,200	3,552,200	(16,760)
Other Financing Sources	405,450	436,193	408,700	482,200	46,007
Decreases to Fund Balances	16,301	40,804	57,300	76,700	35,896
General Fund Contribution	1,564,005	1,528,700	1,528,700	1,528,700	-
Total Revenues	$ 5,371,108	$ 5,574,657	$ 5,573,900	$ 5,639,800	$ 65,143

2017-18 Anticipated Accomplishments

- Revised Animal Ordinance and hearing process for dangerous dogs.
- Housed and sheltered more than 1,800 evacuated animals during the Thomas Fire and 1,000 animals rescued during the storm and debris Flow.
- Initiated an ordinance for reporting by veterinarians when dogs receive rabies vaccinations to improve compliance with dog licensing and owner responsibility.

2018-19 Objectives

- Explore options to improve customer service in Animal Services.
- Re-structure training program for staff to improve efficiencies and animal care.
- Develop and implement new approach to volunteer program to increase utilization of volunteer services.
- Expand on partnerships with shelter-based partner and non-profit organizations to increase collaboration and positive outcomes for animals.
- Implement and evaluate system for follow up on rabies certificates provided by veterinarians to increase dog license compliance county-wide.

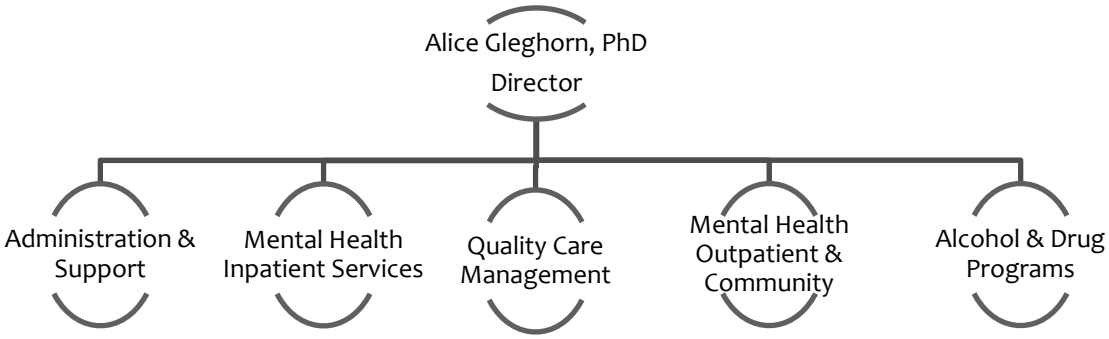
Public Health

Behavioral Wellness

Garden Fountain by Bridget Hochman

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**133,861,700**
Capital	**$**	**0**
FTEs		**384.4**



Behavioral Wellness

Department

Mission Statement

The mission of the Department of Behavioral Wellness is to promote the prevention of and recovery from addiction and mental illness among individuals, families, and communities, by providing effective leadership and delivering state-of-the-art, culturally competent services.

Department Description

The Department of Behavioral Wellness promotes the prevention of, and recovery from, addiction and mental illness among individuals, families, and communities, by providing effective leadership and delivering state-of-the-art, culturally competent services. In FY 2016-17, 10,395 individuals of all ages received specialty mental health services throughout three key age groups: children, transition-age youth, and adults, and 3,498 people served were in our Alcohol and other Drug programs.

As part of the Systems Change Initiative launched in FY 2012-13, the Department is committed to a process of continual quality improvement and the use of evidence-based practices and data to improve care. During this past year, new data reports were developed that aid staff in assessing progress towards goals which resulted in better client care. Across the system, staff have engaged in targeted change projects, and have been successful in identifying, implementing, and evaluating program improvement strategies. Staff priorities have focused on implementation of the Managed Care Final Rule and successful development of the Drug MediCal Organized Delivery System.

Highlights of 2018-19 Objectives

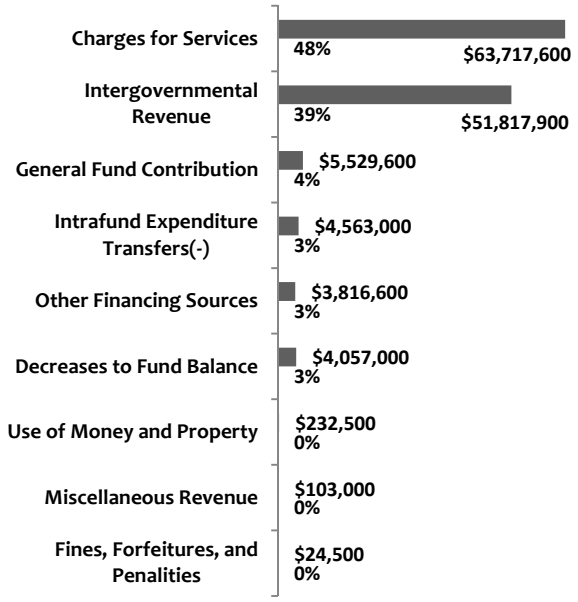
- Successfully transform the alcohol and other drug program system of care to provide expanded client benefits and services by implementing the Drug MediCal Organized Delivery System
- Continue to integrate mental health and alcohol and other drug services with primary care to ensure whole-person care and avoid cost inefficiencies
- Implement a locked Mental Health Rehabilitation Center to help step clients down and bring them back into our community
- Continue to work with Community Corrections Partnership to identify facility for intensive beds for criminal justice involved clients
- Identify additional resources to secure adequate funding to open new PHF beds in the County
- Complete implementation of consolidated crisis services hub
- Complete implementation of inpatient pharmacy and systemwide review and improvement of pharmaceutical procedures
- Implement new Crisis Residential Treatment program facility in North County
- Implement Managed Care Plan Final Rule and Network Adequacy requirements

Behavioral Wellness

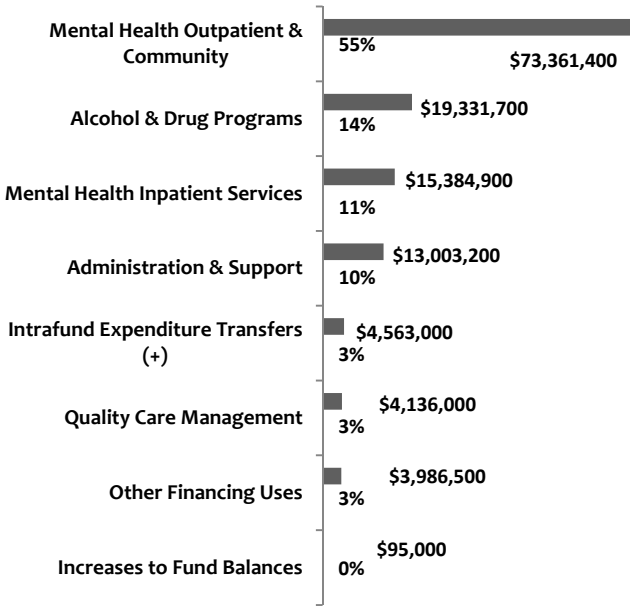
Department

Recommended Sources & Uses of Funds

Source of Funds - $133,861,700

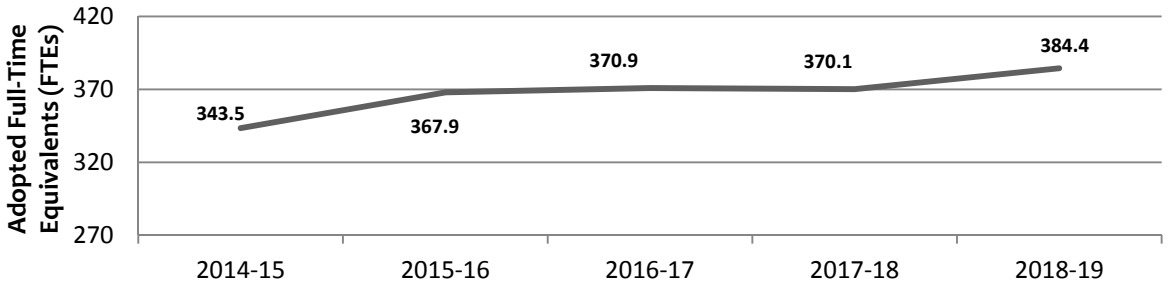


Use of Funds - $133,861,700



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Behavioral Wellness

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Adminstration & Support	57.11	65.00	65.00	71.67	6.67
Mental Health Inpatient Services	35.04	38.25	38.25	38.84	0.59
Quality Care Management	18.66	17.75	17.75	22.55	4.80
Mental Health Outpatient & Community	195.55	238.12	238.12	231.87	(6.25)
Alcohol & Drug Progams	11.21	11.00	11.00	19.50	8.50
Unallocated	1.38	-	-	-	-
Total	318.96	370.13	370.13	384.44	14.31

Budget By Budget Program					
Adminstration & Support	$ 10,043,958	$ 11,497,188	$ 10,266,700	$ 13,003,200	$ 1,506,012
Mental Health Inpatient Services	16,238,559	14,597,723	17,277,800	15,384,900	787,177
Quality Care Management	3,419,660	3,436,938	3,118,700	4,136,000	699,062
Mental Health Outpatient & Community	64,347,158	71,088,670	68,460,600	73,361,400	2,272,730
Alcohol & Drug Progams	12,461,787	12,779,252	13,103,600	19,331,700	6,552,448
Total	$ 106,511,124	$ 113,399,771	$ 112,227,400	$ 125,217,200	$ 11,817,429

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 42,599,151	$ 54,340,406	$ 44,646,000	$ 51,726,200	$ (2,614,206)
Services and Supplies	61,190,544	56,591,910	65,149,900	70,947,100	14,355,190
Other Charges	2,721,429	2,467,455	2,431,500	2,543,900	76,445
Total Operating Expenditures	106,511,124	113,399,771	112,227,400	125,217,200	11,817,429
Capital Assets	-	1,110,000	-	-	(1,110,000)
Other Financing Uses	3,309,494	2,540,835	4,098,800	3,986,500	1,445,665
Intrafund Expenditure Transfers (+)	4,072,749	4,735,246	4,735,300	4,563,000	(172,246)
Increases to Fund Balances	2,895,221	26,150	717,400	95,000	68,850
Total	$ 116,788,588	$ 121,812,002	$ 121,778,900	$ 133,861,700	$ 12,049,698

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 7,972	$ 3,500	$ 24,500	$ 24,500	$ 21,000
Use of Money and Property	178,030	218,900	210,000	232,500	13,600
Intergovernmental Revenue	49,570,716	49,974,775	51,694,500	51,817,900	1,843,125
Charges for Services	46,700,078	55,661,032	52,120,400	63,717,600	8,056,568
Miscellaneous Revenue	1,096,589	105,630	111,800	103,000	(2,630)
Total Operating Revenues	97,553,385	105,963,837	104,161,200	115,895,500	9,931,663
Other Financing Sources	9,251,121	3,656,504	4,188,000	3,816,600	160,096
Intrafund Expenditure Transfers (-)	4,072,749	4,735,246	4,735,300	4,563,000	(172,246)
Decreases to Fund Balances	1,744,433	1,926,815	1,365,200	4,057,000	2,130,185
General Fund Contribution	4,166,900	5,529,600	5,529,600	5,529,600	-
Fund Balance Impact (-)	-	-	1,799,600	-	-
Total	$ 116,788,588	$ 121,812,002	$ 121,778,900	$ 133,861,700	$ 12,049,698

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Behavioral Wellness

Department

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

Staffing

Total increase of 14.31 FTE in Administration & Support, Quality Care Management, and Alcohol & Drug Programs due to increased administrative and quality assurance requirements associated with implementing the Federal Medicaid Managed Care Final Rule and the Federal Mental Health and Substance Use Disorder Services Parity Final Rule requirements.

Expenditures

- Net operating expenditure increase of $11,817,400 primarily due to:
  - -$2,614,200 decrease in Salaries and Employee Benefits due primarily to the shortage of civil service psychiatrists, requiring higher utilization of contracted psychiatrists.
  - +$14,355,200 increase in Services and Supplies primarily due to increases in contractual services for the new Drug MediCal Organized Delivery System and an increase in contracted psychiatrist costs.
  - +$76,400 increase in Other Charges due to rate increases for information technology and communication services.
- Net non-operating expenditures increase of $232,300 primarily due to:
  - -$1,110,000 reclassification of Capital Assets to Other Financing Uses, to allow transfer of funds to General Services to manage the retrofit and rehabilitation of an existing building located in Santa Maria for a new Residential Crisis Treatment Center.
  - +$1,445,700 increase in the Other Financing Uses due to increase of transfers to General Services for Residential Crisis Treatment Center construction and increase in allocation of Quality Assurance costs.
  - -$172,200 decrease in Intra-fund Expenditure Transfers that allocates clinical supervision to clinical programs.

These changes result in Recommended operating expenditures of $125,217,200 and non-operating expenditures of $8,644,500, for total expenditures of $133,861,700. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of $9,931,700 primarily due to:
  - +$1,843,100 increase in Intergovernmental Revenue primarily due to State Realignment revenues.
  - +$8,056,600 increase in Charges for Services primarily due to MediCal revenue.

- Net non-operating revenue increase of $2,118,000 primarily due to:
  - +$160,100 increase in one-time General Fund Contribution
  - -$172,200 decrease in Intrafund Expenditure Transfers that allocates clinical supervision to programs.
  - +$2,130,200 increase in use of fund balances, in accordance with the Mental Health Services Oversight and Accountability Commission and consistent with the requirements of the Mental Health Services Act.

These changes result in recommended operating revenues of $115,895,500 and non-operating revenues of $17,966,200, for total revenues of $133,861,700. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Behavioral Wellness

Department

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Mental Health Inpatient Services				
Percentage of clients readmitted to the PHF within 30 days of discharge.	9% 31/338	10% 33/329	10%	8%
Average inpatient length of stay at the PHF (Target = 7 days)	10 days	9 days	7 days	7 days
Average number of days to appointment following PHF discharge (Target = 7 days)	17 days	20 days	15 days	7 days
Percentage of PHF clients on administrative day status	59% 3,410/5,764	54% 2,974/5,519	47%	25%
Quality Care Management				
Percentage of clients reporting satisfaction with the services they received	90% 243/271	92% 302/330	90%	90%
Percentage of clients reporting satisfaction with the services received by their children	93% 215/232	90% 259/289	90%	90%
Percentage of call center requests for routine services offered appointment within 10 days	N/A	95%	90%	95%
Percentage of call center requests for urgent services offered appointment within one day	N/A	61%	80%	95
Percentage of call center requests for crisis services offered appointment within one day	N/A	99%	95%	95%
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 (Target = 85%)	83% 175/204	86% 333/387	85%	85%
Percentage of "high cost" MediCal beneficiaries (> $30K per beneficiary, per year) (Target = less than 5% per year)	6% 408/6,661	6% 448/6,518	5%	5%
Percentage of adult outpatient clients stabilized and improved	83% 309/372	77% 1,520/1,975	75%	75%
Percentage of transition-age youth clients stabilized and improved	86% 59/69	76% 219/288	75%	75%
Percentage of assertive community treatment clients stabilized and improved	78% 183/234	85% 286/337	85%	85%

Behavioral Wellness

Department

Performance Measures (Cont'd)

Alcohol & Drug Programs				
Percentage of adults* who completed 90 days or more of substance use disorder treatment (Target = 50%)	40% 1,532/3,806	43% 1,540/3,568	45%	45%
Percentage of adults that successfully completed substance use disorder treatment (Target = 45%)	33% 1,270/3,806	39% 1,416/3,568	50%	50%
Percentage of youth* who completed 90 days or more of substance use disorder treatment (Target = 50%)	56% 210/370	68% 212/310	50%	50%
Percentage of youth that successfully completed substance use disorder treatment (Target = 55%)	45% 169/370	38% 119/310	55%	55%
Percentage of clients initiating substance use disorder treatment services (combined adult/youth) within 14 days of opening/admission	70% 2,924/4,156	73% 2,900/3,954	75%	80%
Percentage of clients engaged in substance use disorder treatment (combined adult/youth) (engaged is defined as completing at least two visits within 29 days of initiation)	60% 2,494/4,156	60% 1,483/2,468	60%	75%

* of those discharged from treatment

Behavioral Wellness

Behavioral Wellness

Program

Administration & Support

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

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ASST DEPT LDR - PSYCHIATRIST	0.86	1.00	1.00	1.00	-
PSYCHIATRIST	-	-	-	0.04	0.04
PROGRAM MANAGER	0.62	2.00	2.00	2.00	-
ASST DIRECTOR	1.43	1.50	1.50	1.36	(0.14)
DEPUTY DIRECTOR	1.00	2.00	2.00	2.00	-
DIVISION CHIEF	-	-	-	0.25	0.25
IT MANAGER	1.00	1.00	1.00	1.00	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	-	-	-	1.00	1.00
FISCAL MANAGER	0.77	1.00	1.00	1.00	-
HR MANAGER	0.92	1.00	1.00	1.00	-
FINANCIAL SYS ANALYST	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	1.00	1.00	1.00	1.02	0.02
EDP SYS & PROG ANLST SR	1.04	2.50	2.50	1.20	(1.30)
EDP SYS & PROG ANLST	2.00	3.00	3.00	3.00	-
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	1.00	1.00	-
COST ANALYST	2.98	3.00	3.00	3.00	-
ADMN OFFICE PRO	15.79	15.50	15.50	15.52	0.02
FINANCIAL OFFICE PRO	1.96	2.00	2.00	3.00	1.00
PSYCHIATRIC NURSE	-	-	-	0.06	0.06
FACILITIES MANAGER	1.00	1.00	1.00	1.00	-
ACCOUNTANT SUPERVISING	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	4.85	6.00	6.00	6.00	-
DEPT BUS SPEC	3.50	3.00	3.00	4.00	1.00
HR ANALYST	-	-	-	1.00	1.00
ACCOUNTANT	1.32	3.00	3.00	3.00	-
MEDICAL RECORDS ADMIN	1.00	1.00	1.00	2.00	1.00
FISCAL ANALYST	-	-	-	1.00	1.00
PATIENTS RIGHTS ADVOCATE	1.00	1.00	1.00	1.00	-
CLIN PSY POST DOC INTERN	-	-	-	0.04	0.04
ADMN OFFICE PRO SR	4.00	4.00	4.00	5.00	1.00
FINANCIAL OFFICE PRO SR	2.00	2.00	2.00	2.00	-
ADMHS REHABILITATION SPEC	-	-	-	0.04	0.04
ADMHS PRACTITIONER INTERN	-	-	-	0.03	0.03
ADMHS TEAM SUPV-CASE WKR	-	-	-	0.04	0.04
ADMHS PSYCHIATRIC TECH	-	-	-	0.04	0.04
ADMHS CASE WORKER	-	-	-	0.04	0.04
BUILDING MAINT WORKER	1.50	1.50	1.50	2.00	0.50
ADMHS RECOVERY ASSISTANT	0.57	1.00	1.00	1.00	-
Total	57.11	65.00	65.00	71.67	6.67

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Behavioral Wellness

Program

Administration & Support (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,750,094	$ 9,441,626	$ 8,046,000	$ 10,519,800	$ 1,078,174
Services and Supplies	1,829,785	1,575,006	1,750,800	1,987,100	412,094
Other Charges	464,079	480,556	469,900	496,300	15,744
Total Operating Expenditures	10,043,958	11,497,188	10,266,700	13,003,200	1,506,012
Capital Assets	-	10,000	-	-	(10,000)
Other Financing Uses	309,604	303,854	304,100	257,400	(46,454)
Total Expenditures	$ 10,353,563	$ 11,811,042	$ 10,570,800	$ 13,260,600	$ 1,449,558
Budget By Categories of Revenues					
Use of Money and Property	(26,650)	(4,900)	(22,400)	-	4,900
Intergovernmental Revenue	2,022,106	2,092,312	1,677,000	2,600,500	508,188
Charges for Services	9,448,886	9,570,710	8,766,200	10,509,100	938,390
Miscellaneous Revenue	993,728	2,920	-	1,000	(1,920)
Total Operating Revenues	12,438,070	11,661,042	10,420,800	13,110,600	1,449,558
Decreases to Fund Balances	1,639	-	-	-	-
General Fund Contribution	3,098,900	150,000	150,000	150,000	-
Total Revenues	$ 15,538,609	$ 11,811,042	$ 10,570,800	$ 13,260,600	$ 1,449,558

2017-18 Anticipated Accomplishments

- Increased use of standardized data and reporting to measure and manage clinical programs
- Developed over 100 department-wide thorough and clear policies, procedures, manuals, and practice guidelines with the goal of eliminating ambiguous practices and audit disallowances
- Implemented Service Now Platform for tracking IT Help Desk requests
- Redesigned Mental Health Services Act (MHSA) planning process to include robust stakeholder participation
- Robust staff response to Thomas fire and debris flow disasters with nearly 42% of our workforce involved in broad efforts, including support for community/family/school counseling, EOC/PIO/call center, Evacuation/Family/Local Assistance Centers, and special efforts in keeping the PHF and crisis services open and prepared
- Developed and adopted the FY 2017-20 MHSA three-year budget plan
- Implementation of fiscal controls has led to a 98% reduction in cost report audit liabilities: a high of $3.9M in FY 2004-05 to a low of $66K in the most recent finalized audit for FY 2010-11; State audit findings for FY 2008-09 were also successfully challenged at the informal appeal stage, resulting in the County recovering $758K in funding.

2018-19 Objectives

- Identify additional resources to secure adequate funding to open new in-county PHF beds
- Implement Managed Care Plan Final Rule and Network Adequacy requirements

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DEPT LDR - MEDICAL DIRECTOR	0.78	1.00	1.00	1.00	-
ASST DEPT LDR - PSYCHIATRIST	0.09	-	-	-	-
PSYCHIATRIST	0.01	1.50	1.50	0.50	(1.00)
PROGRAM MANAGER	1.02	1.50	1.50	1.00	(0.50)
STAFF PHYSICIAN	0.50	0.50	0.50	0.50	-
NURSING DIRECTOR	0.19	-	-	0.50	0.50
PHARMACIST-IN-CHARGE	-	-	-	0.34	0.34
PSYCHIATRIC NURSE SUPV	1.00	1.00	1.00	1.00	-
HEALTH CARE PRACTITIONER	0.66	-	-	1.00	1.00
ADMHS TEAM SUPV-RN	3.54	4.00	4.00	3.25	(0.75)
ADMN OFFICE PRO	1.00	1.00	1.00	1.00	-
PSYCHIATRIC NURSE	5.70	6.00	6.00	6.00	-
HEALTH CARE PROGRAM COORDINATOR	1.73	2.00	2.00	2.00	-
ADMHS PRACTITIONER	2.29	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
NUTRITIONIST	0.73	1.00	1.00	1.00	-
ADMHS TEAM SUPV-PSYCH TECH	1.00	1.00	1.00	1.00	-
ADMHS TEAM SUPV-CASE WKR	-	-	-	1.00	1.00
ADMHS PSYCHIATRIC TECH	5.05	5.50	5.50	5.50	-
RECREATIONAL THERAPIST	1.00	1.25	1.25	1.25	-
ADMHS RECOVERY ASSISTANT	7.75	8.00	8.00	8.00	-
Total	35.04	38.25	38.25	38.84	0.59

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Behavioral Wellness

Program

Mental Health Inpatient Services (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 5,614,534	$ 6,932,482	$ 6,083,400	$ 5,980,700	$ (951,782)
Services and Supplies	10,371,120	7,427,166	10,960,600	9,186,800	1,759,634
Other Charges	252,905	238,075	233,800	217,400	(20,675)
Total Operating Expenditures	16,238,559	14,597,723	17,277,800	15,384,900	787,177
Other Financing Uses	-	-	75,200	-	-
Increases to Fund Balances	400,000	-	-	-	-
Total Expenditures	$ 16,638,559	$ 14,597,723	$ 17,353,000	$ 15,384,900	$ 787,177
Budget By Categories of Revenues					
Intergovernmental Revenue	4,666,524	4,762,730	5,447,400	6,495,700	1,732,970
Charges for Services	3,778,315	5,187,616	4,233,700	4,180,600	(1,007,016)
Miscellaneous Revenue	16,421	300	-	-	(300)
Total Operating Revenues	8,461,260	9,950,646	9,681,100	10,676,300	725,654
Other Financing Sources	5,100,927	1,200,000	1,200,000	-	(1,200,000)
General Fund Contribution	-	3,447,077	4,672,300	4,708,600	1,261,523
Total Revenues	$ 13,562,187	$ 14,597,723	$ 15,553,400	$ 15,384,900	$ 787,177

Mental Health Inpatient Services (Cont'd)

2017-18 Anticipated Accomplishments

- Established new model for Psychiatric coverage at the PHF which also provides support to other crisis system services
- Hired a pharmacist and began implementation of inpatient pharmacy for the PHF
- Completed planning for consolidation of Mobile Crisis & Triage Programs into a fully integrated team and centralized hub
- Reduced the number of Incompetent to Stand Trial bed days (by over 50%) as well as their length of stay (by over 20%) at the PHF (as compared to FY 2016-17) working collaboratively with Public Defender
- Actively pursued identification of an appropriate site for a locked Mental Health Rehabilitation Center

2018-19 Objectives

- Implement a locked Mental Health Rehabilitation Center to help step clients down and bring them back into our community
- Continue to work with Community Corrections Partnership to identify facility for intensive beds for criminal justice involved clients
- Complete implementation of consolidated crisis services hub
- Complete implementation of inpatient pharmacy and systemwide review and improvement of pharmaceutical procedures
- Implement new Crisis Residential Treatment program 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PSYCHIATRIST	0.04	0.25	0.25	0.50	0.25
PROGRAM MANAGER	1.39	1.00	1.00	1.50	0.50
DEPUTY DIRECTOR	1.00	-	-	-	-
DIVISION CHIEF	1.00	1.00	1.00	0.75	(0.25)
PROJECT MANAGER	-	-	-	1.00	1.00
FISCAL MANAGER	0.06	-	-	-	-
EDP SYS & PROG ANLST SR	0.96	0.50	0.50	0.80	0.30
EPIDEMIOLOGIST SR	0.98	1.00	1.00	1.00	-
PSYCHIATRIC NURSE SR	1.46	2.00	2.00	1.00	(1.00)
CLIN PSYCHOLOGIST	0.87	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	0.04	-	-	-	-
QUALITY ASSURANCE COORD	4.38	5.00	5.00	8.00	3.00
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	1.00	1.00	-
ADMHS TEAM SUPV-PRACTITIONER	0.18	-	-	-	-
HEALTH CARE PROGRAM COORDINATOR	1.56	2.00	2.00	1.00	(1.00)
CLIN PSY POST DOC INTERN	-	-	-	1.00	1.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	1.00	1.00	-
ADMHS PRACTITIONER INTERN	1.74	1.00	1.00	3.00	2.00
Total	18.66	17.75	17.75	22.55	4.80

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Behavioral Wellness

Program

Quality Care Management (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 2,706,311	$ 2,954,760	$ 2,421,400	$ 3,616,600	$ 661,840
Services and Supplies	579,044	366,414	581,400	406,200	39,786
Other Charges	134,305	115,764	115,900	113,200	(2,564)
Total Operating Expenditures	3,419,660	3,436,938	3,118,700	4,136,000	699,062
Other Financing Uses	2,379,270	1,873,734	2,405,300	2,408,900	535,166
Total Expenditures	$ 5,798,930	$ 5,310,672	$ 5,524,000	$ 6,544,900	$ 1,234,228
Budget By Categories of Revenues					
Intergovernmental Revenue	-	1,049,467	1,596,400	2,324,700	1,275,233
Charges for Services	1,821,378	1,492,585	1,527,600	1,820,200	327,615
Total Operating Revenues	1,821,378	2,542,052	3,124,000	4,144,900	1,602,848
Other Financing Sources	2,373,951	1,868,440	2,400,000	2,400,000	531,560
General Fund Contribution	-	900,180	-	-	(900,180)
Total Revenues	$ 4,195,329	$ 5,310,672	$ 5,524,000	$ 6,544,900	$ 1,234,228

2017-18 Anticipated Accomplishments

- Integrated Quality Care Management division to include specialized alcohol and other drug personnel to realize quality and cost efficiencies

2018-19 Objectives

- Develop robust data analysis and evaluation team to monitor progress in achieving system goals and requirements
- Augment system training and clinical supervision to facilitate workforce development and encourage staff to pursue educational and professional advancement
- Continue integration of education activities to ensure a knowledgeable and skilled workforce that comfortably assesses and facilitates access to mental health and substance abuse services as needed by clients

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DEPT LDR - MEDICAL DIRECTOR	0.03	-	-	-	-
ASST DEPT LDR - PSYCHIATRIST	0.04	-	-	-	-
PSYCHIATRIST	5.13	13.83	13.83	12.78	(1.05)
PROGRAM MANAGER	3.36	6.50	6.50	5.00	(1.50)
STAFF PHYSICIAN	0.25	0.25	0.25	0.25	-
ASST DIRECTOR	0.57	0.50	0.50	0.64	0.14
NURSING DIRECTOR	-	-	-	0.50	0.50
DEPUTY DIRECTOR	-	-	-	1.00	1.00
DIVISION CHIEF	1.77	1.00	1.00	1.00	-
PHARMACIST-IN-CHARGE	-	-	-	0.66	0.66
REGIONAL CLINIC MANAGER	2.96	3.00	3.00	4.00	1.00
HEALTH CARE PRACTITIONER	0.38	3.00	3.00	2.00	(1.00)
FISCAL MANAGER	0.48	1.00	1.00	1.00	-
ADMHS TEAM SUPV-CLIN PSYCH	1.96	2.00	2.00	1.00	(1.00)
EPIDEMIOLOGIST SR	0.02	-	-	-	-
PSYCHIATRIC NURSE SR	1.35	2.00	2.00	2.00	-
ADMHS TEAM SUPV-RN	1.00	1.00	1.00	0.75	(0.25)
CLIN PSYCHOLOGIST	2.11	2.00	2.00	2.00	-
ADMN OFFICE PRO	10.67	11.00	11.00	11.00	-
QUALITY ASSURANCE COORD	0.51	-	-	-	-
PSYCHIATRIC NURSE	12.75	17.90	17.90	18.65	0.75
DEPT BUS SPEC	-	1.00	1.00	-	(1.00)
ADMHS TEAM SUPV-PRACTITIONER	9.33	9.00	9.00	10.00	1.00
HEALTH CARE PROGRAM COORDINATOR	1.41	1.00	1.00	-	(1.00)
ADMHS PRACTITIONER	24.08	24.00	24.00	30.00	6.00
CLIN PSY POST DOC INTERN	2.42	3.00	3.00	3.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMHS REHABILITATION SPEC	4.50	5.00	5.00	7.00	2.00
ADMHS PRACTITIONER INTERN	37.61	47.00	47.00	38.00	(9.00)
ADMHS TEAM SUPV-CASE WKR	1.00	2.00	2.00	3.00	1.00
ALCOHOL & DRUG SERVICE SPEC	4.00	4.00	4.00	5.00	1.00
ADMHS PSYCHIATRIC TECH	19.99	21.65	21.65	20.15	(1.50)
ADMHS CASE WORKER	24.88	30.00	30.00	30.00	-
ADMHS RECOVERY ASSISTANT	20.01	24.50	24.50	20.50	(4.00)
Total	195.55	238.12	238.12	231.87	(6.25)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Behavioral Wellness

Program

Mental Health Outpatient & Community Services (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 25,093,015	$ 33,445,778	$ 26,692,200	$ 29,176,300	$ (4,269,478)
Services and Supplies	37,777,942	36,081,900	40,244,900	42,578,300	6,496,400
Other Charges	1,476,201	1,560,992	1,523,500	1,606,800	45,808
Total Operating Expenditures	64,347,158	71,088,670	68,460,600	73,361,400	2,272,730
Capital Assets	-	1,100,000	-	-	(1,100,000)
Other Financing Uses	485,620	363,247	1,314,200	1,320,200	956,953
Intrafund Expenditure Transfers (+)	3,935,416	4,313,397	4,313,500	4,141,100	(172,297)
Increases to Fund Balances	2,152,069	-	622,400	-	-
Total Expenditures	$ 70,920,263	$ 76,865,314	$ 74,710,700	$ 78,822,700	$ 1,957,386
Budget By Categories of Revenues					
Use of Money and Property	203,452	222,500	235,400	232,500	10,000
Intergovernmental Revenue	37,516,189	36,968,139	37,583,400	34,175,700	(2,792,439)
Charges for Services	25,372,279	32,814,034	30,730,000	34,735,000	1,920,966
Miscellaneous Revenue	15	-	-	-	-
Total Operating Revenues	63,091,935	70,004,673	68,548,800	69,143,200	(861,473)
Other Financing Sources	1,776,243	588,064	588,000	1,416,600	828,536
Intrafund Expenditure Transfers (-)	3,935,416	4,313,397	4,313,500	4,141,100	(172,297)
Decreases to Fund Balances	591,597	972,637	598,900	3,450,800	2,478,163
General Fund Contribution	1,020,000	986,543	661,500	671,000	(315,543)
Total Revenues	$ 70,415,190	$ 76,865,314	$ 74,710,700	$ 78,822,700	$ 1,957,386

2017-18 Anticipated Accomplishments

- Established new model for psychiatric coverage at the PHF that also provides support to other crisis system services
- Hired a pharmacist and began implementation of inpatient pharmacy for the PHF
- Completed planning for consolidation of Mobile Crisis & Triage Programs into a fully integrated team and centralized hub
- Reduced the number of Incompetent to Stand Trial bed days (by over 50%) as well as their length of stay (by over 20%) at the PHF (as compared to FY 2016-17) working collaboratively with Public Defender
- Actively pursue identification of an appropriate site for a locked Mental Health Rehabilitation Center

2018-19 Objectives

- Implement a locked Mental Health Rehabilitation Center to help step clients down and bring them back into our community
- Continue to work with Community Corrections Partnership to identify facility for intensive beds for criminal justice involved clients
- Identify additional resources to secure adequate funding to open new PHF beds in-county
- Complete implementation of consolidated Crisis services hub

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 through community-based organizations (CBOs).

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PROGRAM MANAGER	-	-	-	0.50	0.50
DIVISION CHIEF	-	-	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	1.00	-	(1.00)
CLIN PSYCHOLOGIST	0.06	-	-	-	-
COST ANALYST	1.02	1.00	1.00	1.00	-
QUALITY ASSURANCE COORD	1.07	1.00	1.00	4.00	3.00
ADMHS TEAM SUPV-PRACTITIONER	1.99	2.00	2.00	2.00	-
OPERATIONS MANAGER	-	-	-	1.00	1.00
HEALTH CARE PROGRAM COORDINATOR	2.08	2.00	2.00	3.00	1.00
ADMHS PRACTITIONER	4.00	4.00	4.00	5.00	1.00
ADMHS RECOVERY ASSISTANT	-	-	-	2.00	2.00
Total	11.21	11.00	11.00	19.50	8.50

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Behavioral Wellness

Program

Alcohol & Drug Programs (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,435,196	$ 1,565,760	$ 1,403,000	$ 2,432,800	$ 867,040
Services and Supplies	10,632,652	11,141,424	11,612,200	16,788,700	5,647,276
Other Charges	393,940	72,068	88,400	110,200	38,132
Total Operating Expenditures	12,461,787	12,779,252	13,103,600	19,331,700	6,552,448
Other Financing Uses	135,000	-	-	-	-
Intrafund Expenditure Transfers (+)	137,333	421,849	421,800	421,900	51
Increases to Fund Balances	343,153	26,150	95,000	95,000	68,850
Total Expenditures	$ 13,077,273	$ 13,227,251	$ 13,620,400	$ 19,848,600	$ 6,621,349
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	7,972	3,500	24,500	24,500	21,000
Use of Money and Property	1,228	1,300	(3,000)	-	(1,300)
Intergovernmental Revenue	5,365,897	5,102,127	5,390,300	6,221,300	1,119,173
Charges for Services	6,279,220	6,596,087	6,862,900	12,472,700	5,876,613
Miscellaneous Revenue	86,425	102,410	111,800	102,000	(410)
Total Operating Revenues	11,740,742	11,805,424	12,386,500	18,820,500	7,015,076
Intrafund Expenditure Transfers (-)	137,333	421,849	421,800	421,900	51
Decreases to Fund Balances	1,151,198	954,178	766,300	606,200	(347,978)
General Fund Contribution	48,000	45,800	45,800	-	(45,800)
Total Revenues	$ 13,077,273	$ 13,227,251	$ 13,620,400	$ 19,848,600	$ 6,621,349

2017-18 Anticipated Accomplishments

- Approval of County Drug MediCal Organized Delivery System plan by State
- Established a competitive Request for Proposal process to create best-practice prevention, residential, and outpatient treatment services for the Drug MediCal Organized Delivery System
- Continued integration of alcohol and other drug with mental health and Medication Assisted Treatment (MAT)
- Integrated Quality Care Management division to include specialized alcohol and other drug personnel to realize quality and cost efficiencies

2018-19 Objectives

- Successfully transform the alcohol and other drug program system of care to provide expanded client benefits and services by implementing the Drug MediCal Organized Delivery System
- Continue to integrate mental health and alcohol and other drug services with primary care to ensure whole-person care and avoid cost inefficiencies

Social Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 172,107,900**
Capital	**$ 642,500**
FTEs	**741.5**

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 three 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, reception services, disaster response, and special projects.
- Economic Assistance and Employment Services includes our programs for food aid (CalFresh), cash aid (CalWORKs, General Relief), affordable health coverage (Medi-Cal, Covered California), and job services (Welfare-to-Work, Workforce Resource Centers, Workforce Innovation and Opportunity Act, and the Workforce Development Board).
- 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 children and adults who need help in order to stay safely in their homes; and our Supplemental Security Income Advocacy program to assist individuals with the SSI application process and help stabilize their living situations. It also includes the Adult and Aging Network and the KIDS Network, which coordinate and advise the Board on 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 2018-19 Objectives

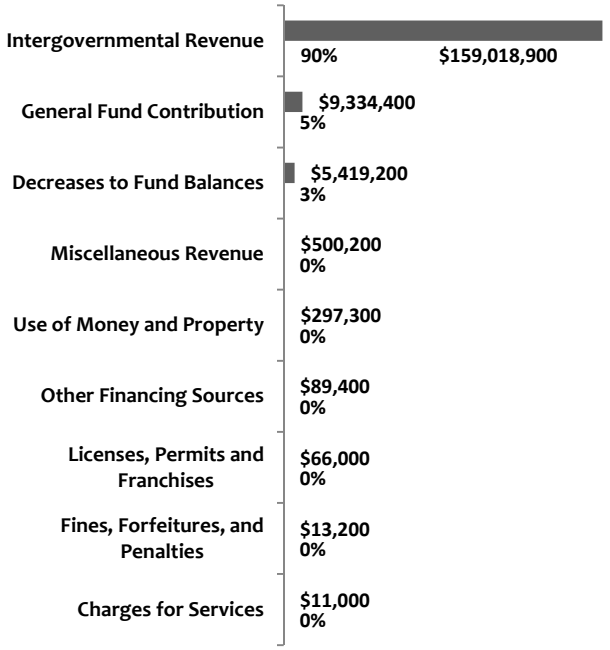
- Continue efforts to balance human and non-labor resources while preserving services, providing timely and accurate benefit determinations, and complying with legislative and programmatic changes.
- Implement key technology enhancements and modernization improvements to increase departmental efficiencies, improve client service, and promote program integration.
- Continue to collaborate with public, private, and nonprofit entities to develop and implement innovative strategies for addressing community challenges including homelessness, joblessness, elder abuse, and human trafficking—accomplishing together what none of us can do alone.
- Engage in inter-agency efforts to generate long-term solutions and develop the next generation of County leaders.

Social Services

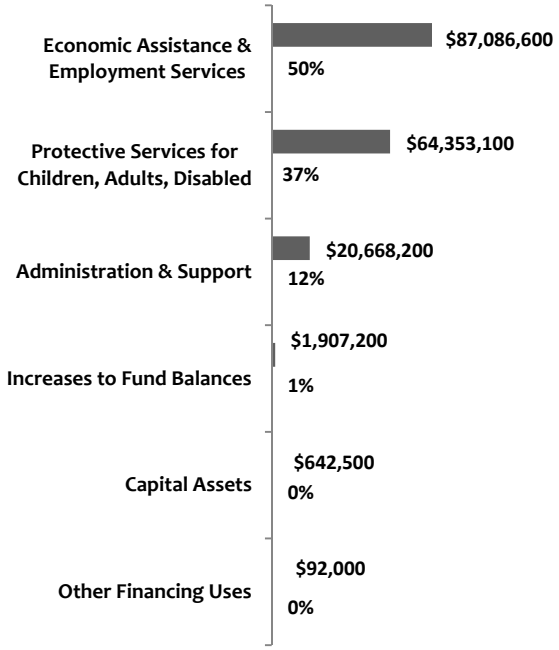
Department

Recommended Sources & Uses of Funds

Source of Funds - $174,749,600

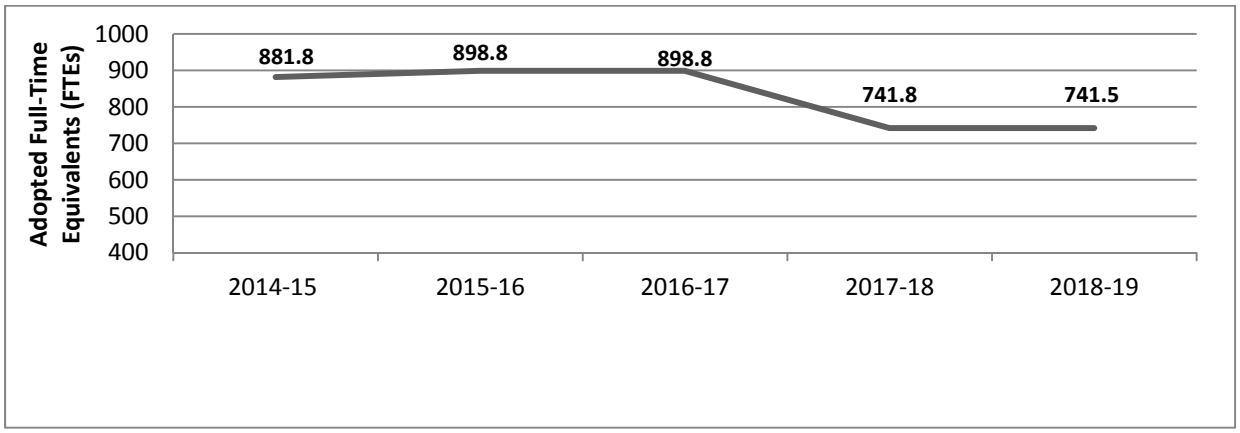


Use of Funds - $174,749,600



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Social Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	148.03	140.19	140.19	136.51	(3.68)
Economic Assistance & Employment Servic	482.79	423.10	423.10	424.09	0.99
Protective Services for Children,Adults & Di	185.30	178.48	178.48	180.90	2.42
Unallocated	0.46	-	-	-	-
Total	816.59	741.77	741.77	741.50	(0.27)

Budget By Budget Program					
Administration & Support	$ 20,677,144	$ 19,784,264	$ 19,869,900	$ 20,668,200	$ 883,936
Economic Assistance & Employment Servic	87,536,384	87,434,036	86,370,700	87,086,600	(347,436)
Protective Services for Children,Adults & Di	57,317,309	60,036,504	59,733,900	64,353,100	4,316,596
Total	$ 165,530,838	$ 167,254,804	$ 165,974,500	$ 172,107,900	$ 4,853,096

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 81,803,460	$ 77,939,220	$ 78,429,200	$ 82,255,700	$ 4,316,480
Services and Supplies	27,858,808	31,503,234	32,726,600	33,479,300	1,976,066
Other Charges	55,868,570	57,812,350	54,818,700	56,372,900	(1,439,450)
Total Operating Expenditures	165,530,838	167,254,804	165,974,500	172,107,900	4,853,096
Capital Assets	468,385	1,577,500	1,019,800	642,500	(935,000)
Other Financing Uses	75,666	92,000	92,000	92,000	-
Increases to Fund Balances	2,577,527	1,884,346	1,885,100	1,907,200	22,854
Total	$ 168,652,415	$ 170,808,650	$ 168,971,400	$ 174,749,600	$ 3,940,950

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 85,529	$ 66,000	$ 66,000	$ 66,000	$ -
Fines, Forfeitures, and Penalties	8,515	13,200	13,200	13,200	-
Use of Money and Property	216,900	270,888	275,700	297,300	26,412
Intergovernmental Revenue	154,626,802	155,422,795	155,463,300	159,018,900	3,596,105
Charges for Services	71,782	-	68,900	11,000	11,000
Miscellaneous Revenue	1,200,753	477,878	480,200	500,200	22,322
Total Operating Revenues	156,210,280	156,250,761	156,367,300	159,906,600	3,655,839
Other Financing Sources	1,592,105	349,135	373,400	89,400	(259,735)
Decreases to Fund Balances	3,431,030	4,874,309	2,896,200	5,419,200	544,891
General Fund Contribution	7,419,000	9,334,445	9,334,500	9,334,400	(45)
Total	$ 168,652,415	$ 170,808,650	$ 168,971,400	$ 174,749,600	$ 3,940,950

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Social Services

Department

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

Staffing

- A slight decrease from 741.8 FTEs in the 2017-18 Adopted Budget to 741.5 FTEs in the 2018-19 Recommended Budget, resulting in a net decrease of 0.3 FTE.

Expenditures

- Net Operating Expenditure increase of $4,853,000 primarily due to:
  - +$4,317,000 net increase in Salaries and Employee Benefits due to:
    - a 3% increase in regular salary and the corresponding benefit costs ($2,338,000)
    - an increase in retirement contributions ($1,463,000)
    - an increase in overtime costs ($210,000)
    - a net decrease in Unemployment Insurance Contributions and Workers Compensation (-$180,000)
    - a decrease in salary savings (-$437,000).
  - +$1,976,000 net increase in Services and Supplies primarily due to:
    - an increase in the Individual Provider Wage rate to $12.10 an hour for In-Home Supportive Services (IHSS), as well as an increase in the County's Mandated Share as prescribed in the IHSS Maintenance of Effort (MOE) ($1,481,000)
    - an increase in the Purchase of Social Services due to an increase in contracts for Child Welfare Services ($592,000) and an increase in funding for the Private Adoption Agency Reimbursement Program (PAARP) ($180,000)
    - an increase in Software and Maintenance costs related to various one-time purchases such as the PERS Database Replacement, Rapid7, Solarwinds, and SecureTransport ($276,000)
    - a decrease in Contractual Services for the Workforce Innovation and Opportunity Act (WIOA) program due to the expiration of Workforce Development Board (WDB) grants (-$605,000).
  - -$1,439,500 net decrease in Other Charges primarily due to:
    - a decrease in Supportive Services reflecting a decline in client payments for Child Care (-$812,000)
    - a net decrease in Cash Assistance Payments due to a decrease in CalWORKs (California Work Opportunity and Responsibility to Kids) and Foster Care case counts, combined with a slight increase in cost per case and an increase in Adoptions case counts and costs per case (-$652,000)
    - a decrease in Liability Insurance Premiums (-$137,000)
    - a net decrease in internal telephone costs from General Services (-$32,000)
    - an increase in the department's use of Information Technology Services for data processing ($216,000)
    - an increase in Building Safety programs to meet the increased need for public and employee safety mitigation ($34,000).

- Net Non-Operating Expenditure decrease of -$921,000 primarily due to:
  - -$935,000 decrease in IT Hardware>$5K/Software>$100,000, as two major projects (Telephonic Signature system and PERS replacement) will be completed in FY 2017-18.

These changes result in recommended Operating Expenditures of $172,108,000 and Non-Operating Expenditures of $2,642,000, resulting in Total Expenditures of $174,750,000. Non-Operating Expenditures primarily include Capital Assets, Other Financing Uses, and Increase in Fund Balances.

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

Revenues

- Net Operating Revenue increased +$3,656,000 primarily due to a +$3,596,000 net increase in Intergovernmental Revenue:
  - an increase in federal and State funds for CalWORKs program administration, primarily due to utilization of one-time Temporary Assistance for Needy Families (TANF) Incentive funds, an increased allocation for the Expanded Subsidized Employment (ESE) program, and the recognition of Assembly Bill (AB) 85 federal funds as CalWORKs administration (+$2,975,000)
  - a net increase in federal and State revenue leveraged by 2011 Realignment growth, which will fund the Child Welfare Services (CWS) and Adult Protective Services (APS) programs, offset by a small decrease in the Foster Care Administration program (+$3,057,000)
  - an increase in funding for 1991 Realignment due to estimated growth in vehicle license fees and sales tax based on the Governor's State budget estimates to fund increases in IHSS MOE (+$2,017,000)
  - an increase in federal and State funds for Medi-Cal administration due to an estimated 2.8% cost of living increase in allocation based on the Governor's State budget (+$892,000)
  - an increase in federal Adoption Cash Assistance revenue due to estimated caseload increase (+$480,000)
  - a decrease in federal and State funds due to the decrease in California Work Opportunity and Responsibility to Kids Information Network (CalWIN) allocation (-$77,000)
  - a decrease in State revenue due to an estimated drop in the Approved Relative Caregiver (ARC) cases (-$104,000)
  - a net decrease in federal and State revenue for CalWORKs, Foster Care, and Adoptions Assistance programs due to a decrease in case counts combined with a slight increase in cost per case and an increase in Adoptions case counts and costs per case (-$1,012,000)
  - a decrease in federal funds for the WIOA program due to the expiration of WDB grants (-$616,000)
  - a decrease in federal and State IHSS administration (-$1,172,000)
  - a decrease in Federal and State funds for CalFresh administration reflecting a reduction to the CalFresh allocation based on the Governor's State budget and assuming no CalFresh redistribution funds (-$2,849,000).
- Net Non-Operating Revenue increase of +$285,000 primarily due to:
  - A net increase in the use of Fund Balance to fund ongoing operations (+$545,000)
  - A decrease in one-time General Fund Contribution (-$260,000) primarily due to the elimination of Board of Supervisors-approved funding for Foster Care Administration (-$84,000) and CWS (-$176,000) to fund 1.88 FTEs and 2.0 FTEs respectively in the Adopted budget.

These changes result in Recommended Operating Revenues of $159,907,000 and Non-Operating Revenues of $14,843,000, resulting in Total Revenues of $174,750,000. Non-Operating Revenues primarily include General Fund Contribution, Transfers, and Decreases to Fund Balances.

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**.

Social Services

Department

Performance Measures

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration & Support				
Percent of staff training delivered through online, video conferencing, and other resource-saving technologies. (Dept. Target = >50%)	49% 4,449/9,005	41% 3,632/8,895	45% 2,444/5,430	50% 2,715/5,430
Percent of departmental Employee Performance Evaluations completed by the due date. (County Target = 100%)	95% 750/786	95% 699/732	91% 645/708	100% 708/708
Economic Assistance & Employment Services				
Percent of Welfare to Work participants engaged in activities leading to self-sufficiency. (Dept. Target = >85%)	84% 1,029/1,219	84% 932/1,106	85% 822/967	85% 748/880
Percent of CalWORKs intake cases processed within mandated timeframes. (Dept. Target = >98%)	99% 7,788/7,892	99% 4,938/4,989	99% 4,387/4,431	99% 3,949/3,989
Percent of CalFresh intake cases processed within mandated timeframes. (Federal Target = >90%)	93% 15,537/16,747	93% 15,236/16,470	91% 17,255/18,961	90% 19,113/21,236
Percent of General Relief intake cases processed within mandated timeframes. (Dept. Target = >95%)	98% 4,400/4,484	98% 4,750/4,829	95% 4,595/4,836	95% 4,916/5,175
Percent of Medi-Cal intake cases processed within mandated timeframes. (State Target = >90%)	94% 23,471/24,946	97% 21,219/21,954	90% 19,580/21,755	90% 18,602/20,668

Social Services

Department

Performance Measures (cont'd)

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Percent of Medi-Cal redeterminations processed within mandated timeframes. (State Target = >90%)	68% 30,898/45,389	68% 34,430/50,303	66% 34,580/52,394	70% 40,741/58,201
Protective Services for Children, Adults, Disabled				
Percent of child abuse and neglect allegations receiving timely contact. (Dept. Target = 100%) (State Target = >90%)	94% 3,020/3,212	96% 2,559/2,672	98% 2,990/3,050	100% 3,050/3,050
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%)	98% 7,413/7,532	99% 6,194/6,258	99% 6,174/6,236	100% 6,236/6,236
Percent of average monthly In-Home Supportive Services recipients that are placed in long-term care facilities. (Dept. Target = <1%)	0.25% 9/3,596	0.24% 9/3,753	0.32% 12/3,782	0.32% 12/3,782
Percent of Adult Protective Services referrals that receive a Risk Assessment within 21 days of the initial face-to-face visit. (Dept. Target = > 90%)	79% 1,174/1,479	95% 1,398/1,465	88% 1,191/1,354	90% 1,219/1,354
Percent of monthly In-Home Supportive Services cases with timely reassessments. (State Target = > 90%)	98% 2,781/2,840	99% 3,350/3,367	98% 3,344/3,412	90% 3,071/3,412

Social Services

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, reception, and special projects; and serves as a liaison with other County departments and State and federal agencies.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
DEPUTY DIRECTOR	3.77	3.00	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	4.58	4.00	4.00	4.00	-
EDP OFFICE AUTO SPEC	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	3.28	2.90	2.90	3.00	0.10
EDP SYS & PROG ANLST	5.62	6.00	6.00	6.00	-
COMPUTER SYSTEMS SPEC SUPV	0.64	0.72	0.72	1.00	0.28
COST ANALYST	3.00	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	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
HR ANALYST	0.69	1.00	1.00	-	(1.00)
FINANCIAL OFFICE PRO	7.08	6.00	6.00	6.00	-
ADMN OFFICE PRO	34.44	33.00	33.00	29.86	(3.14)
ACCOUNTANT	11.23	12.00	12.00	12.00	-
COMPUTER SYSTEMS SPEC	9.03	8.74	8.74	8.75	0.01
DEPT BUS SPEC	13.89	12.19	12.19	11.95	(0.24)
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
BUILDING MAINT SUPV	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	14.74	13.75	13.75	13.25	(0.50)
FINANCIAL OFFICE PRO SR	3.00	3.00	3.00	3.00	-
ELIGIBILITY SUPERVISOR	2.00	2.00	2.00	3.00	1.00
ELIGIBILITY WORKER	13.00	11.00	11.00	11.00	-
UTILITY CLERK-DEPT	7.32	6.89	6.89	6.70	(0.19)
STOREKEEPER	0.73	1.00	1.00	1.00	-
Total	148.03	140.19	140.19	136.51	(3.68)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Social Services

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 17,696,303	$ 17,135,368	$ 17,097,500	$ 17,904,700	$ 769,332
Services and Supplies	2,160,618	1,928,341	2,073,200	2,040,200	111,859
Other Charges	820,223	720,555	699,200	723,300	2,745
Total Operating Expenditures	20,677,144	19,784,264	19,869,900	20,668,200	883,936
Capital Assets	115,212	286,216	190,100	119,700	(166,516)
Other Financing Uses	541	-	-	-	-
Increases to Fund Balances	1,258	-	-	-	-
Total Expenditures	$ 20,794,155	$ 20,070,480	$ 20,060,000	$ 20,787,900	$ 717,420
Budget By Categories of Revenues					
Use of Money and Property	(24,792)	17,600	17,600	17,600	-
Charges for Services	770	-	-	-	-
Miscellaneous Revenue	407,409	37,440	39,000	39,000	1,560
Total Operating Revenues	383,387	55,040	56,600	56,600	1,560
Other Financing Sources	216,615	88,400	88,400	88,400	-
Intrafund Expenditure Transfers (-)	19,970,801	18,354,121	18,863,200	19,968,100	1,613,979
Decreases to Fund Balances	10,203	158,359	-	-	(158,359)
General Fund Contribution	213,149	1,414,560	1,051,800	674,800	(739,760)
Total Revenues	$ 20,794,155	$ 20,070,480	$ 20,060,000	$ 20,787,900	$ 717,420

2017-18 Anticipated Accomplishments

- The Department of Social Services served over 145,000 County residents monthly or 32% of the County population, including 65,000 children, or 65% of all County children.
- Rebalanced and reallocated resources to maintain quality services with 16% fewer staff department-wide, while addressing the challenges of rising retirement costs, reduced and unstable State and Federal revenues, and changing service demands.
- Maintained audit results in the most recent Single Audit, contributing to the County's low-risk auditee status for FY 2017-18.
- Continued our efforts to develop on-demand remote training, with a focus on refresher training.
- Designed and began the implementation process for a new employee database to replace one that is over 20 years old in order to increase efficiency and add critical tracking elements.
- Designed upgrades to the Benefit Call Center's Integrated Voice Response system in order to improve efficiency and customer service.
- Redesigned and re-established the Leadership & Professional Development Program (LPDP) in order to align with the County's Renew 2022 efforts, retain high-performing employees, and prepare the next generation of leaders.

Administration & Support (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- In collaboration with General Services, install paging systems in Social Services buildings to ensure appropriate communication during emergencies.
- Responded to the Thomas Wildfire and 1/9 Debris Flow Event by providing staff for the Emergency Operations Center, Family Assistance Center, Local Recovery Assistance Center, Disaster Response Center, and community recovery meetings; working with Red Cross and Public Health to establish and operate shelters; distributing masks at community centers; keeping IHSS and foster care clients safe from power outages and evacuations; and providing eligibility program services, including offering Disaster CalFresh to affected households.

2018-19 Objectives

- Collaborate and share resources with Public Health on a supervisor development program.
- Finalize implementation of the cloud-based HR system/employee database, including the County interface. Create curriculum and begin delivering staff and supervisor training on the system, including the self-service and reporting components.
- Finalize implementation of the enhanced Integrated Voice Response System, including staff training. Features include call and screen recording for quality assurance, and a new verbal attestation feature ("telephonic signature") that eliminates the need for a wet signature for some programs.
- Replace the Storage Area Network to ensure close to 150 terabytes of critical client data can be stored, saved, and retrieved efficiently and securely.
- Proactively plan for end-of-life of the Department's legacy document imaging system—including needs assessment, research on other County department imaging systems, gap analysis, design, planning, and request for proposal.

Social Services

Program

Economic Assistance and Employment Services

The Economic Assistance and Employment Services budget program helps qualifying low-income or disabled individuals and families to meet their basic needs, and assists them in becoming self-sufficient. It includes food aid from CalFresh, health coverage from Medi-Cal, and cash aid from General Relief and CalWORKs (with self-sufficiency services including Welfare-to-Work and Child Care support).

Other job-related services are available from the multi-agency Workforce Resource Centers, Workforce Innovation and Opportunity Act, and the Workforce Development Board, which develops workforce strategies to help businesses, individuals, and industries achieve and sustain economic vitality.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
EXECUTIVE STAFF ASST	1.00	1.00	1.00	1.00	-
DIVISION CHIEF	8.62	8.00	8.00	8.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	0.14	0.10	0.10	-	(0.10)
COMPUTER SYSTEMS SPEC SUPV	0.36	0.28	0.28	-	(0.28)
ADMN OFFICE PRO	45.62	44.75	44.75	46.89	2.14
COMPUTER SYSTEMS SPEC	0.32	0.26	0.26	0.25	(0.01)
DEPT BUS SPEC	25.26	21.00	21.00	21.85	0.85
EXECUTIVE SECRETARY	1.08	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	10.49	9.25	9.25	8.75	(0.50)
CAREER EMP SPECIALIST SUPV	9.77	9.00	9.00	9.00	-
ELIGIBILITY SUPERVISOR	38.06	31.00	31.00	31.00	-
SOCIAL SERVICES WORKER	0.82	0.25	0.25	-	(0.25)
CAREER EMP SPECIALIST SR	28.34	28.00	28.00	30.00	2.00
ELIGIBILITY WORKER	300.18	261.10	261.10	258.05	(3.05)
CAREER EMP SPECIALIST	11.58	7.00	7.00	7.00	-
UTILITY CLERK-DEPT	0.18	0.11	0.11	0.30	0.19
Total	482.79	423.10	423.10	424.09	0.99

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Social Services

Program

Economic Assistance and Employment Services (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 43,930,881	$ 41,254,561	$ 41,747,500	$ 43,339,900	$ 2,085,339
Services and Supplies	12,604,939	15,315,132	15,399,800	14,771,600	(543,532)
Other Charges	31,000,564	30,864,343	29,223,400	28,975,100	(1,889,243)
Total Operating Expenditures	87,536,384	87,434,036	86,370,700	87,086,600	(347,436)
Capital Assets	268,131	912,726	578,100	364,100	(548,626)
Other Financing Uses	1,620	-	-	-	-
Total Expenditures	$ 87,806,135	$ 88,346,762	$ 86,948,800	$ 87,450,700	$ (896,062)
Budget By Categories of Revenues					
Use of Money and Property	241,477	253,288	258,100	279,700	26,412
Intergovernmental Revenue	99,369,811	100,153,797	99,377,000	99,435,700	(718,097)
Charges for Services	1,052	-	-	-	-
Miscellaneous Revenue	607,554	-	-	-	-
Total Operating Revenues	100,219,894	100,407,085	99,635,100	99,715,400	(691,685)
Other Financing Sources	1,132,533	-	24,300	-	-
Intrafund Expenditure Transfers (-)	(17,027,226)	(15,885,923)	(16,563,700)	(16,298,700)	(412,777)
Decreases to Fund Balances	254,799	-	-	7,100	7,100
General Fund Contribution	3,226,136	3,825,600	3,853,100	4,026,900	201,300
Total Revenues	$ 87,806,135	$ 88,346,762	$ 86,948,800	$ 87,450,700	$ (896,062)

2017-18 Anticipated Accomplishments

- Provided $421,000 in financial assistance to 65 families for rent, security deposits, utilities, and storage fees through our CalWORKs Housing Support Program.
- Designed and implemented the State-mandated CalWORKs Educational Opportunity and Attainment Program to encourage and support CalWORKs recipients to pursue education, in order to improve the opportunities and outcomes for adults and their children.
- Provided 331 adult job seekers and workers enrolled in the Adult & Dislocated Worker Program (a WIOA program) with access to employment, education, training, and support services to succeed in the local labor market.
- Provided 128 low-income youth ages 14-26 enrolled in the Youth Program (a WIOA program) with 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.
- Transitioned CalWORKs Welfare-to-Work job readiness and job placement services from an external contract arrangement to a fully-integrated function within the overall Employment Services program framework, resulting in the launch of three CalWORKs Connection Centers throughout the County, and improved service delivery to Welfare-to-Work recipients.

Economic Assistance and Employment Services (Cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- Improved customer service at our client call center (known as the Benefit Service Center or BSC) through use of a call-back feature on the recently-upgraded Integrated Voice Response system, as demonstrated by 95% of survey responses rating the call-back feature as good (48%) or excellent (47%).
- Implemented GetCalFresh.org: a simplified, mobile-friendly way for residents to apply online for CalFresh, and for community partners to optimize their CalFresh outreach work.
- Developed a secure, mobile-friendly online portal for clients to send messages and verification documents to their workers. Smartphone users can snap a photo of their document to send it instantly, saving time and postage.
- Contributed to the design of a new verbal attestation feature ("telephonic signature") at the BSC and district offices, and planned for implementation. This innovation is expected to result in faster benefit determination, less churn (unintended loss of benefits followed by reapplication), and more efficient workflows for CalFresh and CalWORKs.
- Continued collaboration between the CalWORKs Housing Support Program and the Landlord Liaison Program Partnership on new and established programs to mitigate homelessness, and placed 25 CalWORKs families into permanent housing through these efforts.
- Streamlined business processes, including rewriting administrative directives and conducting training, to ensure timely and accurate benefit determinations are made for MediCal, CalFresh, CalWORKs, and General Relief.
- Over an eight-day period in February 2018, operated a Disaster CalFresh Program at five sites throughout the county to provide temporary food assistance benefits to residents that lived or worked anywhere in the county and were affected by the Thomas Fire in December 2017 or the 1/9 Debris Flow Event in January 2018, resulting in a total of $343,285 of Disaster CalFresh benefits issued to 1,874 households comprised of 3,743 individuals.

2018-19 Objectives

- Move toward the implementation phase of CalWORKs 2.0: a goal- and achievement-oriented service delivery system to guide CalWORKs families toward economic and life successes while providing them the essential building blocks to become work-ready, so they can obtain and maintain long-term employment and self-sufficiency.
- Continue planning for the implementation of the upcoming Able-Bodied Adults Without Dependents (ABAWD) time limit, 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 WIOA 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

Protective Services for Children, Adults, Disabled

The Protective Services for Children, Adults, and Disabled budget program provides services that make it possible for children, adults, and individuals with disabilities to either continue living safely in their homes or obtain out-of-home placement, through the provision of Child Welfare Services, Adult Protective Services, and In-Home Supportive Services. This budget program also includes the Supplemental Security Income (SSI) Advocacy program that assists individuals with the SSI application process and helps stabilize their 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIVISION CHIEF	4.16	4.00	4.00	5.00	1.00
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
PUBLIC HEALTH NURSE	1.69	2.00	2.00	2.00	-
ADMN OFFICE PRO	33.90	27.25	27.25	28.25	1.00
FINANCIAL OFFICE PRO	2.00	2.00	2.00	2.00	-
DEPT BUS SPEC	9.72	7.81	7.81	8.20	0.39
SOCIAL SERVICES SUPV	18.27	20.00	20.00	19.00	(1.00)
SOCIAL SVCS PRACTITIONER	21.12	20.00	20.00	22.00	2.00
FINANCIAL OFFICE PRO SR	0.77	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	6.00	4.00	4.00	4.00	-
SOC SVCS WORKER SR PS/L	31.19	33.00	33.00	39.00	6.00
ELIGIBILITY SUPERVISOR	1.40	1.00	1.00	1.00	-
SOCIAL SERVICES WORKER	37.88	36.75	36.75	31.50	(5.25)
CAREER EMP SPECIALIST SR	0.01	-	-	-	-
ELIGIBILITY WORKER	7.47	9.67	9.67	7.95	(1.72)
SOCIAL SERVICES CASE AIDE	8.73	9.00	9.00	9.00	-
Total	185.30	178.48	178.48	180.90	2.42

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Social Services

Program

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

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 20,176,276	$ 19,549,291	$ 19,584,200	$ 21,011,100	$ 1,461,809
Services and Supplies	13,093,251	14,259,761	15,253,600	16,667,500	2,407,739
Other Charges	24,047,783	26,227,452	24,896,100	26,674,500	447,048
Total Operating Expenditures	57,317,309	60,036,504	59,733,900	64,353,100	4,316,596
Capital Assets	85,042	378,558	251,600	158,700	(219,858)
Other Financing Uses	73,505	92,000	92,000	92,000	-
Increases to Fund Balances	2,576,269	1,884,346	1,885,100	1,907,200	22,854
Total Expenditures	$ 60,052,125	$ 62,391,408	$ 61,962,600	$ 66,511,000	$ 4,119,592
Budget By Categories of Revenues					
Licenses, Permits and Franchises	85,529	66,000	66,000	66,000	-
Fines, Forfeitures, and Penalties	8,515	13,200	13,200	13,200	-
Use of Money and Property	215	-	-	-	-
Intergovernmental Revenue	55,244,720	55,268,998	56,086,300	59,583,200	4,314,202
Charges for Services	69,960	-	68,900	11,000	11,000
Miscellaneous Revenue	185,790	440,438	441,200	461,200	20,762
Total Operating Revenues	55,594,728	55,788,636	56,675,600	60,134,600	4,345,964
Other Financing Sources	242,957	260,735	260,700	1,000	(259,735)
Intrafund Expenditure Transfers (-)	(2,931,304)	(2,468,198)	(2,299,500)	(3,669,400)	(1,201,202)
Decreases to Fund Balances	3,166,029	4,715,950	2,896,200	5,412,100	696,150
General Fund Contribution	3,979,715	4,094,285	4,429,600	4,632,700	538,415
Total Revenues	$ 60,052,125	$ 62,391,408	$ 61,962,600	$ 66,511,000	$ 4,119,592

2017-18 Anticipated Accomplishments

- Implemented changes to the Child Welfare Services program as a result of AB 403 (Continuum of Care Reform), making extensive efforts to place youth in the lowest level of care and maintain youth in home-based family care settings. The number of children and youth in group homes has steadily declined since 2015, for an overall decrease of 45%.
- Increased the capacity of home-based family care placements with the "Our County, Our Kids" resource family recruitment, retention, and support campaign. Since the campaign kicked off in April 2016, the number of new, unmatched homes (non-relative) has more than tripled.
- Revamped our Voluntary Family Maintenance program to provide intensive in-home services, preventative services, and intensive case management services to families at high risk of entering the foster care system, reducing the total number of children entering care by 10% within the first year of implementation.
- Implemented the BINTI online application and approval system for Resource Families—making the application and approval process simpler and more efficient for families and Resource Family Approval social workers alike, so that foster children can be placed with families promptly.

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

2017-18 Anticipated Accomplishments (cont'd)

- As a member of the Human Trafficking Task Force, collaborated 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.
- Implemented the use of Child and Family Teams to engage children and families in the planning and delivery of services and supports that are needed to achieve permanency, enable a child to live in the least restrictive family setting, and promote normal childhood experiences.
- In collaboration with County departments, community-based organizations, and service providers, provided targeted case management to 51 vulnerable adults in the APS program who were at risk of housing displacement.
- Maintained a 98% compliance rate for timely reassessments in the IHSS program.
- Successfully completed rollout of the statewide Electronic Timesheet System (ETS) in the In-Home Care Network. The ETS system is designed to improve outcomes for recipients and providers by processing timesheets more efficiently and reducing workload impacts for staff.
- Produced the Children's Scorecard, a comprehensive report providing data and recommendations regarding the well-being of children and youth in Santa Barbara County.
- Co-sponsored second annual Bridges to Resilience conference and screened the film *Resilience* for over 1500 individuals to promote recognition of the impact of Adverse Childhood Experiences (ACEs) and trauma in the health care, education, and early child care communities.
- Operationalized MOU with County Office of Education in order to increase educational support for children and youth in foster care, which includes co-location of staff from the Foster Youth Services Coordinating Program and the Independent Living Program.

2018-19 Objectives

- Continue to implement changes to the Child Welfare Services program as a result of the Assembly Bill (AB) 403 Continuum-of-Care Reform, with a comprehensive framework that supports children, youth, and families across placement settings in achieving safety, permanency, and well-being.
- Continue to 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 Home-Based Family Level of Care (LOC) protocol. The LOC is designed to support positive outcomes for children and families, using a set of core domains describing the care needs of the child and the Resource Family's level of expected supervision and support.
- Implement the Child and Adolescent Needs and Strengths (CANS) Assessment Tool to help assess well-being, identify social and behavioral health care needs, and guide case planning and placement decisions for children and youth in foster care.

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

2018-19 Objectives (cont'd)

- Coordinate outreach to both recipients and providers in the IHSS program in order to increase participation in the ETS system from 15% to 25% within the next fiscal year.
- Form Steering Committee and develop strategic objectives in order to further promote trauma-informed principles and practices in the health care, education, and early child care communities, with a focus on addressing Adverse Childhood Experiences (ACEs) and building resilience.
- Continue developing and strengthening statewide partnerships through the California Collaborative for Long-Term Services and Supports in order to collectively elevate the needs of seniors and people with disabilities in partnership with legislative champions.

Social Services

Child Support Services

Supporting California Children

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 9,547,300**
Capital	**$ 0**
FTEs	**68.75**

Carrie Topliffe
Child Support Services
Director

Case Management &
Collections

Child Support Services

Department

Mission Statement

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

Department Description

In 1975, Congress amended the Social Security Act of 1935 to create the Child Support program, because the security of every family rests on financial support from both parents. Santa Barbara County's Department of Child Support Services (CSS) works within a national network of agencies to establish parentage, establish and enforce financial and medical support orders, and collect and distribute court-ordered payments. Child Support services are available to all families, regardless of income or immigration status and can be accessed through www.countyofsb.org/css or in person at 201 S. Miller, Suite 206 in Santa Maria or 260 N. San Antonio Road, Suite C ("Casa Nueva") 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.

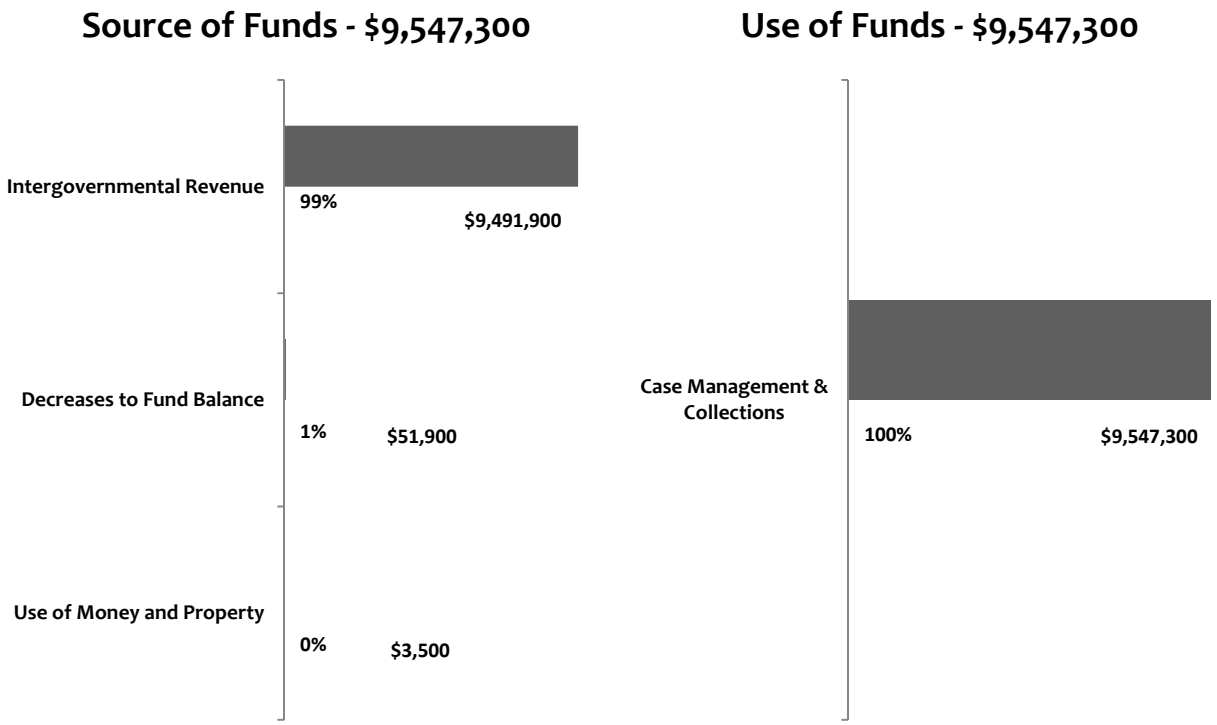
Highlights of 2018-19 Objectives

- Pursue legislative changes to improve access to family law case files.
- Complete departmental 5-Year Strategic Plan in Fall 2018, which will encompass performance measures, process improvement, communication, customer service and staff recognition.
- Upgrade technology infrastructure and operating platform through one-time State funding in late 2018.
- Integrate upcoming federal and State law changes into departmental practices.

Child Support Services

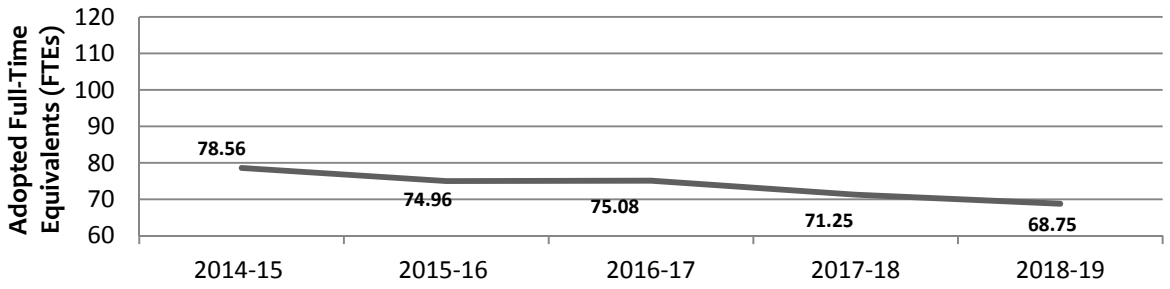
Department

Recommended Sources & Uses of Funds



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Child Support Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Case Management & Collections	70.89	71.25	71.25	68.75	(2.50)
Unallocated	0.23	-	-	-	-
Total	71.13	71.25	71.25	68.75	(2.50)

Budget By Budget Program					
Case Management & Collections	$ 9,386,120	$ 9,583,883	$ 9,529,700	$ 9,547,300	$ (36,583)
Total	$ 9,386,120	$ 9,583,883	$ 9,529,700	$ 9,547,300	$ (36,583)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,876,211	$ 8,139,651	$ 8,087,900	$ 8,207,200	$ 67,549
Services and Supplies	1,189,491	1,118,040	1,115,400	979,500	(138,540)
Other Charges	320,419	326,192	326,400	360,600	34,408
Total Operating Expenditures	9,386,120	9,583,883	9,529,700	9,547,300	(36,583)
Other Financing Uses	4,906	-	300,000	-	-
Increases to Fund Balances	258,473	-	245,400	-	-
Total	$ 9,649,499	$ 9,583,883	$ 10,075,100	$ 9,547,300	$ (36,583)

Budget By Categories of Revenues					
Use of Money and Property	$ 5,579	$ 3,000	$ 3,500	$ 3,500	$ 500
Intergovernmental Revenue	9,591,750	9,530,883	9,771,000	9,491,900	(38,983)
Charges for Services	-	-	10,600	-	-
Miscellaneous Revenue	219	-	-	-	-
Total Operating Revenues	9,597,548	9,533,883	9,785,100	9,495,400	(38,483)
Other Financing Sources	50,000	50,000	50,000	-	(50,000)
Decreases to Fund Balances	1,951	-	240,000	51,900	51,900
Total	$ 9,649,499	$ 9,583,883	$ 10,075,100	$ 9,547,300	$ (36,583)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Child Support Services

Department

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

Staffing

- Decrease of 2.5 FTEs through retirements and other attrition.
- Department is reducing staff by not filling vacancies due to increased Salaries & Employee Benefits costs and no anticipated increase in State and federal funding.

Expenditures

- Net operating expenditures have decreased by $36,600 to $9,547,300 as a result of the following variations:
  - +$67,500 increase in Salaries and Employee Benefits primarily due to increases in Retirement Contribution, Extra Help and Workers Compensation, offset by a decrease in Health Insurance Contributions due to the unfunding of 2.5 FTEs.
  - -$138,500 decrease in Services and Supplies primarily due to the relocation of the Department's Santa Barbara office from a leased building to Casa Nueva, a County building.
  - +$34,400 increase in Other Charges primarily due to increases in Information Technology Service and Liability Insurance.

Revenues

- Net revenue has decreased by $36,600 to $9,547,300 as a result of decreases in Electronic Data Processing (EDP) funding from the State, General Fund Contribution and the associated federal matching revenue, offset by increases due to the use of fund balance and the associated federal matching revenue. The administrative (i.e., non-EDP) allocation of State and federal funding to the County has remained 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.

Related Links

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

Child Support Services

Department

Performance Measures

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Case Management & Collections				
Percent of child support cases with court-established orders. Statewide average = 91.2%	92.5% 11,377/12,296	94.2% 11,290/11,989	93.8% 11,241/11,981	93.8% 11,256/12,000
Percent of current court ordered child support payments collected and distributed. Statewide average = 66.5%	69.0% $19.0m/$27.6m	68.3% $19.7m/$28.9m	68.3% $19.7m/$28.9m	70.0% $20.2m/$28.9m
Percent of cases with arrears that have past-due payments collected and distributed. Statewide average = 66.4%	71.1% 6,553/9,215	70.4% 6,541/9,292	71.0% 6,603/9,300	71.0% 6,603/9,300
Percent of paternity establishment for children born out-of-wedlock. Note: Compares current year resolved caseload to prior year open. Statewide average = 101.4%	109.3% 9,443/8,643	108.3% 9,426/8,705	100.0% 8,545/8,545	100.0% 8,500/8,500
Child support payments collected and distributed, divided by operating dollars expended. Statewide average = $2.52	$2.93	$2.98	$3.00	$3.00
Child support payment dollars collected and distributed.	$27,256,000	$28,194,400	$29,000,000	$29,000,000
Dollars collected and distributed to federal, state, and local governments for reimbursement of public assistance expended.	$3,910,000	$3,902,800	$3,903,000	$3,910,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	100.0% 70/70	100.0% 72/72	100.0% 72/72	100.0% 70/70

Child Support Services

Child Support Services

Program

Case Management & Collections

Case Management and Collections comprises the entirety of the Child Support Services Department: Administration, Case Creation, Establishment, Enforcement, and Collections.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEPT/CORP LDR-EXEC	0.46	-	-	-	-
DIRECTOR	0.54	1.00	1.00	1.00	-
CHILD SUPPORT ATTY SUPV	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	0.54	1.00	1.00	1.00	-
CHILD SUPPORT ATTY	1.75	1.75	1.75	1.50	(0.25)
BUSINESS MANAGER	0.62	1.00	1.00	1.00	-
CHILD SUPPORT MANAGER	1.81	2.00	2.00	2.00	-
PROGRAM/BUS LDR-GEN	1.12	-	-	-	-
TEAM/PROJECT LDR-GEN	0.08	-	-	-	-
ADMN OFFICE PRO	4.75	4.75	4.75	4.75	-
FINANCIAL OFFICE PRO	3.19	3.00	3.00	1.00	(2.00)
LEGAL OFFICE PRO	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	0.88	1.50	1.50	1.00	(0.50)
DEPT BUS SPEC	-	-	-	1.00	1.00
CHILD SUPPORT OFFICER SUPV	5.38	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO SR	4.23	5.00	5.00	5.00	-
ADMN OFFICE PRO SR	1.50	1.00	1.00	1.00	-
LEGAL OFFICE PRO SR	3.00	3.00	3.00	2.00	(1.00)
COMPUTER SYSTEMS SPEC	0.12	-	-	-	-
CHILD SUPPORT OFFICER SR	5.75	5.75	5.75	5.75	-
CHILD SUPPORT INVEST SPEC	2.00	2.00	2.00	2.00	-
CHILD SUPPORT OFFICER	31.18	31.50	31.50	31.75	0.25
Total	70.89	71.25	71.25	68.75	(2.50)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Child Support Services

Program

Case Management & Collections (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,876,211	$ 8,139,651	$ 8,087,900	$ 8,207,200	$ 67,549
Services and Supplies	1,189,491	1,118,040	1,115,400	979,500	(138,540)
Other Charges	320,419	326,192	326,400	360,600	34,408
Total Operating Expenditures	9,386,120	9,583,883	9,529,700	9,547,300	(36,583)
Other Financing Uses	4,906	-	300,000	-	-
Increases to Fund Balances	258,473	-	245,400	-	-
Total Expenditures	$ 9,649,499	$ 9,583,883	$ 10,075,100	$ 9,547,300	$ (36,583)
Budget By Categories of Revenues					
Use of Money and Property	5,579	3,000	3,500	3,500	500
Intergovernmental Revenue	9,591,750	9,530,883	9,771,000	9,491,900	(38,983)
Charges for Services	-	-	10,600	-	-
Miscellaneous Revenue	219	-	-	-	-
Total Operating Revenues	9,597,548	9,533,883	9,785,100	9,495,400	(38,483)
Other Financing Sources	50,000	50,000	50,000	-	(50,000)
Decreases to Fund Balances	1,951	-	240,000	51,900	51,900
Total Revenues	$ 9,649,499	$ 9,583,883	$ 10,075,100	$ 9,547,300	$ (36,583)

2017-18 Anticipated Accomplishments

- Increased distributed collections per FTE employee by $20,000 (5.3%), while decreasing FTE by 1.3 positions as of federal fiscal year ending September 30, 2017 through retirement and other attrition.
- Ranked 13th in the State in federal performance measures in federal fiscal year ending September 30, 2017 (versus 14th the prior year).
- Collected and distributed $28.2 million for child support in federal fiscal year ending September 30, 2017. Of this amount, $24.3 million (86.2%) went directly to families; $12.8 million of these funds went to families who previously were, but no longer are, on public assistance. Collected and returned $3.6 million (12.9%) to the federal and State governments and $260,000 (0.9%) to the County to reimburse expenditures for public assistance grants.
- Migrated all cash paying customers to in-house Touch Pay kiosks (46%) and PayNearMe and MoneyGram (54%).
- Electronically filed most legal documents in court.
- Relocated to the County's Casa Nueva building from a leased building, which will result in $200,000 in ongoing annual operational savings.
- Requested, and received, State funding for Casa Nueva capital improvement project.
- Continued to maintain high ratings on customer satisfaction surveys.

Child Support Services

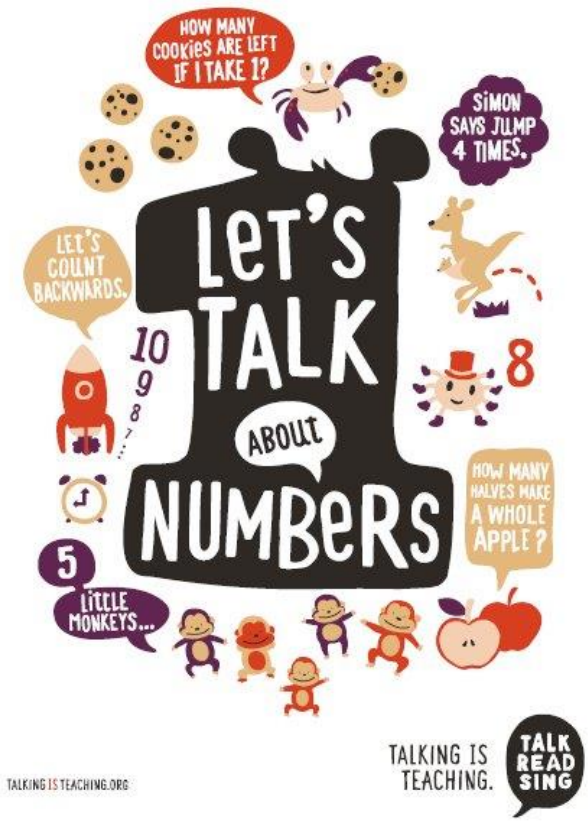
Program

Case Management & Collections (cont'd)

2018-19 Objectives

- Pursue legislative changes to improve access to family law case files.
- Complete departmental 5-Year Strategic Plan in Fall 2018, which will encompass performance measures, process improvement, communication, customer service and staff recognition.
- Upgrade technology infrastructure and operating platform in late 2018 through one-time State funding.
- Integrate federal background check procedures into the Department's personnel and vendor practices.
- Work with State to have payment kiosk installed adjacent to the Lompoc courtroom, thus simplifying and expediting the payment process for Lompoc customers.
- Integrate new federal Flexibility Efficiency Modernization Rule into child support practices.
- Evaluate and restructure management roles in light of Director's retirement, potentially yielding cost savings.

First 5



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**3,768,500**
Capital	**$**	**0**
FTEs		**10.0**

Wendy Sims-Moten
Executive Director

- Administration & Support
- Program Evaluation & Research
- Children's Wellness & Support

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.

Nine regular members and four alternates govern the First 5 Children and Families Commission (Commission). The County Board of Supervisors appoints all Commissioners. 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 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.

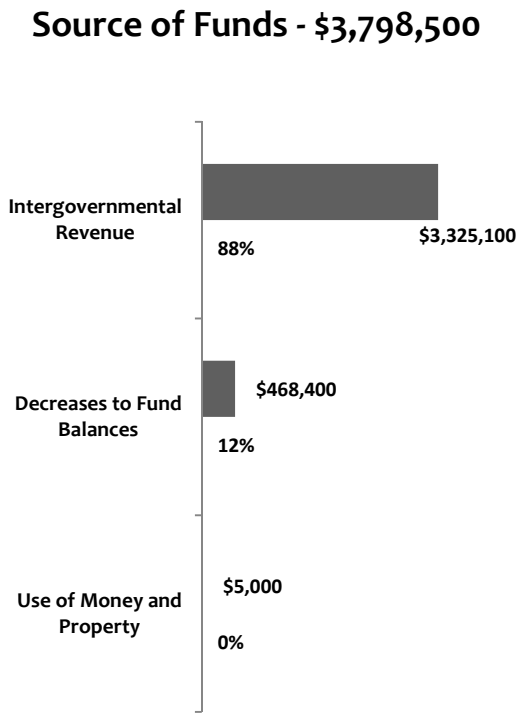
Highlights of 2018-19 Objectives

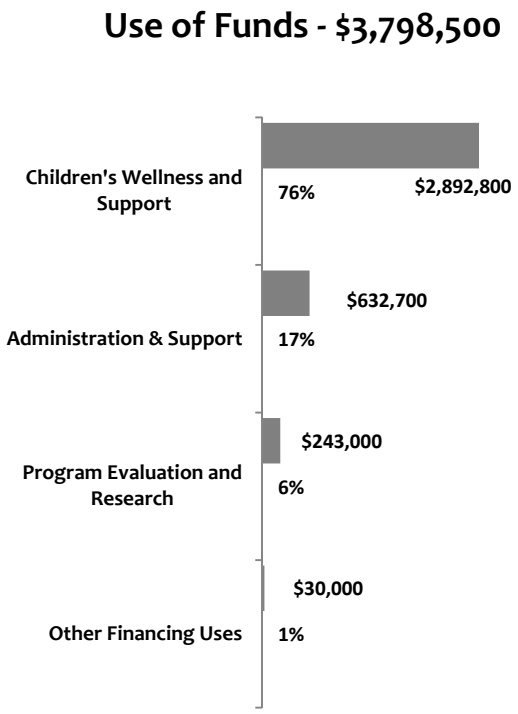
- Promote evidence- and research-informed strategies that help children prepare for kindergarten and report on investment outcomes and impacts through a robust evaluation system.
- Continue to improve the quality of preschool and child care programs.
- Expand the number of, and parent access to, high-quality preschool and child care spaces in the County.
- Continue to invest in the high level of fiscal reporting and accountability.
- Implement a new round of direct service, Family Support grants/contracts with outside agencies and nonprofit organizations.
- Complete the shifting of First 5's Preschool and Child Care Quality Improvement work to external partners.
- Continue educating parents through direct communications.
- Increase focus, simplicity, clarity, and efficiency and definition of First 5's most important roles.
- Maintain flexibility to meet budget challenges and diversity of needs children and families face.
- Begin a process of exploring First 5's next organizational model in response to continued declining revenues.

First 5

Department

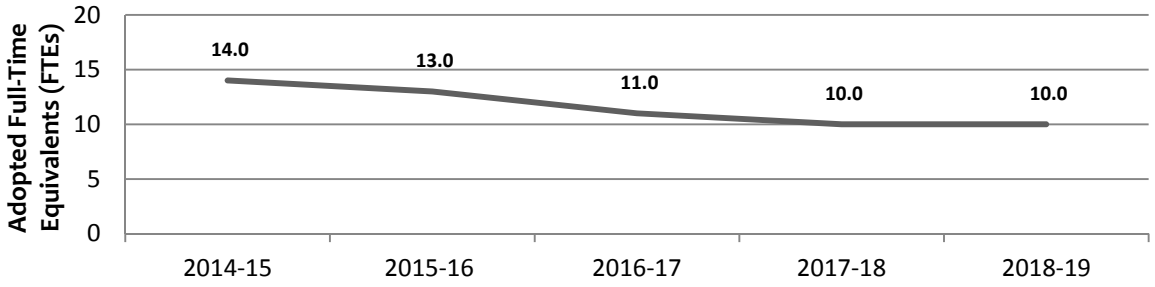
Recommended Sources & Uses of Funds





Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



First 5

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	2.71	2.53	2.53	2.40	(0.13)
Program Evaluation and Research	0.50	0.50	0.50	0.50	-
Children's Wellness and Support	7.79	6.97	6.97	7.10	0.13
Total	11.00	10.00	10.00	10.00	-

Budget By Budget Program					
Administration & Support	$ 621,119	$ 648,537	$ 649,700	$ 632,700	$ (15,837)
Program Evaluation and Research	245,715	242,101	242,100	243,000	899
Children's Wellness and Support	3,380,824	3,344,878	3,264,100	2,892,800	(452,078)
Total	$ 4,247,658	$ 4,235,516	$ 4,155,900	$ 3,768,500	$ (467,016)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 1,493,661	$ 1,455,155	$ 1,458,200	$ 1,496,800	$ 41,645
Services and Supplies	2,689,216	2,726,234	2,640,300	2,209,900	(516,334)
Other Charges	64,781	54,127	57,400	61,800	7,673
Total Operating Expenditures	4,247,658	4,235,516	4,155,900	3,768,500	(467,016)
Other Financing Uses	28,440	30,000	30,000	30,000	-
Increases to Fund Balances	152,858	-	-	-	-
Total	$ 4,428,956	$ 4,265,516	$ 4,185,900	$ 3,798,500	$ (467,016)

Budget By Categories of Revenues					
Use of Money and Property	$ 21,704	$ 5,000	$ 5,000	$ 5,000	$ -
Intergovernmental Revenue	3,893,912	3,317,363	3,135,500	3,325,100	7,737
Miscellaneous Revenue	317,602	378,586	381,100	-	(378,586)
Total Operating Revenues	4,233,218	3,700,949	3,521,600	3,330,100	(370,849)
Decreases to Fund Balances	195,738	564,567	664,300	468,400	(96,167)
Total	$ 4,428,956	$ 4,265,516	$ 4,185,900	$ 3,798,500	$ (467,016)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

First 5

Department

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

Staffing

- No change in full-time equivalents.

Expenditures

- Net operating expenditure decrease of $467,000 primarily due to:
  - +$41,600 increase in Salaries and Employee Benefits primarily due to increases in Regular Salaries and Retirement Contribution offset by decreases in Health Insurance Contributions and Workers Compensation.
  - -$516,300 decrease in Services and Supplies primarily due to decreases in Professional and Special Service and Contractual Services resulting from reductions in Early Care Site Assessments, grants, and transition of IMPACT funding to community partners.
  - +$7,700 increase in Other Charges primarily due to increases in Information Technology Service and Motor Pool Charges.

- No change in non-operating expenditures.

These changes result in recommended operating expenditures of $3,768,500 and non-operating expenditures of $30,000, resulting in total expenditures of $3,798,500.

Revenues

- Net operating revenue decrease of $370,800 due to:
  - -$378,600 decrease in Miscellaneous Revenue due to the expiration of the IMPACT grant.
  - +$7,700 increase in Proposition 10 revenue.

- Non-operating revenue decrease of $96,200 due to reduction in fund balance release.

These changes result in recommended operating revenues of $3,330,100 and non-operating revenues of $468,400 resulting in total revenues of $3,798,500. Non-operating revenues are changes to fund balances.

Related Links

For more information on First 5, please refer to the website at http://first5santabarbaracounty.org/.

First 5

Department

Performance Measures

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
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	20	20	22
Percent of contracted agencies receiving site visits to ensure fiscal accountability	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	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	95% *400/421*	100% *500/500*	90% *450/500*	90% *450/500*
Percentage of families reporting that funded programs provide quality services	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	48	68	70	72
Number of in-home Family Child Care Programs nationally accredited with First 5 funded services	8	20	23	25
Percentage of First 5 funded Family Support & Early Care and Education service goals achieved	88% *44/50*	90% *45/50*	94% *45/48*	94% *45/48*
Number of children and parents served through Family Support contracts	2,448	2,230	2,500	2,500
New dollars leveraged with First 5 funds and services	Not Used in Prior Years	$634,5862	Not Used	Not Used
Number of parents currently signed up as members of First 5	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 and work with County departments, outside auditors, First 5 California, 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 regulatory requirements of Proposition 10. Provide general operating support to effectively run the Department, including facilities, human resources, safety, and emergency planning. Play key role in providing contract monitoring for fiscal accountability of funded community partners.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
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	0.23	0.13	0.13	0.05	(0.08)
ADMN OFFICE PRO SR	0.49	0.25	0.25	0.25	-
FINANCIAL OFFICE PRO SR	-	0.15	0.15	0.10	(0.05)
Total	2.71	2.53	2.53	2.40	(0.13)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 447,716	$ 458,561	$ 458,700	$ 459,300	$ 739
Services and Supplies	147,005	177,792	177,500	160,900	(16,892)
Other Charges	26,399	12,184	13,500	12,500	316
Total Operating Expenditures	621,119	648,537	649,700	632,700	(15,837)
Increases to Fund Balances	152,858	-	-	-	-
Total Expenditures	$ 773,977	$ 648,537	$ 649,700	$ 632,700	$ (15,837)
Budget By Categories of Revenues					
Use of Money and Property	21,704	5,000	5,000	5,000	-
Intergovernmental Revenue	1,002,691	78,970	217,000	201,500	122,530
Miscellaneous Revenue	19,023	-	-	-	-
Total Operating Revenues	1,043,418	83,970	222,000	206,500	122,530
Decreases to Fund Balances	195,738	564,567	427,700	426,200	(138,367)
Total Revenues	$ 1,239,156	$ 648,537	$ 649,700	$ 632,700	$ (15,837)

First 5

Program

Administration & Support (cont'd)

2017-18 Anticipated Accomplishments

- Begin the first year of the new Strategic Plan which increased funding for direct service despite significant reductions in funding.
- Administered and maintained 20 grants and/or contracts totaling $3.1 million with nonprofit organizations, school districts, and businesses to serve children ages 0-5 years and their families.
- The Commission 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.
- Provided a high level of fiscal control, transparency, accounting, and reporting; met 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 ensured fiscal accountability and transparency through its Fiscal Committee comprised of Commissioners and members of the First 5 Advisory Board.
- Developed a new Communications Grant opportunity to help family support agencies connect more directly with parent and families in need
- Transition the First 5 Preschool and Child care quality improvement work to external partners which allowed for significant cost savings.

2018-19 Objectives

- Support the Commission in their key role of overseeing Proposition 10 expenditures in accordance with the priorities detailed in the First 5 Strategic Plan.
- Explore opportunities to decrease administrative operating costs in response to decreasing revenue.
- The Commission will continue to ensure the highest level of accountability and the proper and effective use of funding with the intent of Proposition 10 the will of California voters .
- 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

Ensure programmatic quality and accountability for contracts, provide technical assistance and training for grantees, facilitate service integration and coordination, and conduct comprehensive results-based evaluation directed by key outcomes identified in the First 5 Strategic Plan. Maintain a relational database that is shared and used by all funded partners to collect data and outcomes among children and families served and use that data to measure and report on results of programmatic investments.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PROJECT MANAGER	0.50	0.50	0.50	0.50	-
Total	0.50	0.50	0.50	0.50	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 88,485	$ 91,768	$ 91,800	$ 92,700	$ 932
Services and Supplies	157,000	150,000	150,000	149,900	(100)
Other Charges	230	333	300	400	67
Total Operating Expenditures	245,715	242,101	242,100	243,000	899
Total Expenditures	$ 245,715	$ 242,101	$ 242,100	$ 243,000	$ 899
Budget By Categories of Revenues					
Intergovernmental Revenue	190,177	242,101	242,100	243,000	899
Total Operating Revenues	190,177	242,101	242,100	243,000	899
Total Revenues	$ 190,177	$ 242,101	$ 242,100	$ 243,000	$ 899

2017-18 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 the Commission, modified and updated evaluation framework.
- Worked with community partners to obtain feedback to improve evaluation framework and contracting practices.
- Improved the reporting capabilities of our current database so that community partners are better able to utilize the information that was entered for program improvement and reporting purposes.
- Streamlined contracting/grant making process to simplify First 5's work internally and reduce unnecessary burdens on funded partners

First 5

Program

Program Evaluation and Research (cont'd)

2018-19 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.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PROJECT MANAGER	0.50	0.50	0.50	0.50	-
PROGRAM MANAGER	1.00	-	-	-	-
ADMN OFFICE PRO	0.77	0.87	0.87	0.95	0.08
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	0.51	0.75	0.75	0.75	-
FINANCIAL OFFICE PRO SR	1.00	0.85	0.85	0.90	0.05
Total	7.79	6.97	6.97	7.10	0.13

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

First 5

Program

Children Wellness and Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 957,460	$ 904,826	$ 907,700	$ 944,800	$ 39,974
Services and Supplies	2,385,212	2,398,442	2,312,800	1,899,100	(499,342)
Other Charges	38,152	41,610	43,600	48,900	7,290
Total Operating Expenditures	3,380,824	3,344,878	3,264,100	2,892,800	(452,078)
Other Financing Uses	28,440	30,000	30,000	30,000	-
Total Expenditures	$ 3,409,264	$ 3,374,878	$ 3,294,100	$ 2,922,800	$ (452,078)
Budget By Categories of Revenues					
Intergovernmental Revenue	2,701,044	2,996,292	2,676,400	2,880,600	(115,692)
Miscellaneous Revenue	298,579	378,586	381,100	-	(378,586)
Total Operating Revenues	2,999,623	3,374,878	3,057,500	2,880,600	(494,278)
Decreases to Fund Balances	-	-	236,600	42,200	42,200
Total Revenues	$ 2,999,623	$ 3,374,878	$ 3,294,100	$ 2,922,800	$ (452,078)

2017-18 Anticipated Accomplishments

- Funded local agencies and nonprofit organizations to provide parent education, social service, and/or health access related services to 3,330 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. 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 nonprofit organizations 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 4,500 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 2015-16 (45% locally, compared to 10% in the United States and 6% in California). Currently 20 family child care homes are nationally-accredited.
- Revised Commission's evaluation framework to better serve families through increased knowledge of how services are impacting families
- 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 nonprofit organizations in support of trainings and professional development opportunities and for educational outreach to parents.

First 5

Program

Children's Wellness and Support (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- Increased membership list to more than 4,200 parents enabling First 5 to connect directly with them about how they can best support their children's health and brain and social/emotional development.

2018-19 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 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 5 years of life.
- Streamline and simplify internal systems and processes 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

Functional Group Overview

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 Hoop Structures Ordinance Amendments, and Coastal Commission certification of the Cannabis Ordinance, Coastal Resiliency and Agricultural Employee Dwelling Permit downshifts; focus on updating element of the Comprehensive Plan, including the Safety Element and Circulation Element.
- Pursue adequate and sustainable infrastructure maintenance.

Community Resources & Public Facilities

Functional Summary

Staffing By Department	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Agricultural Commissioner/W&M	31.52	33.00	33.00	37.00	4.00
Planning & Development	84.85	91.80	91.80	98.30	6.50
Public Works	260.95	281.25	281.25	281.25	-
Community Services	81.01	82.80	82.80	82.11	(0.69)
Total	458.33	488.85	488.85	498.66	9.81

Budget By Department					
Agricultural Commissioner/W&M	$ 4,690,290	$ 5,208,991	$ 5,117,400	$ 5,981,700	$ 772,709
Planning & Development	14,900,355	20,365,455	17,618,700	21,917,700	1,552,245
Public Works	90,878,688	106,165,964	111,732,600	123,910,400	17,744,436
Community Services	25,588,773	28,822,140	28,128,200	30,575,600	1,753,460
Total	$ 136,058,106	$ 160,562,550	$ 162,596,900	$ 182,385,400	$ 21,822,850

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 58,237,662	$ 66,126,722	$ 64,202,200	$ 69,427,800	$ 3,301,078
Services and Supplies	63,177,659	79,911,800	83,825,100	90,628,400	10,716,600
Other Charges	14,642,785	14,524,028	14,569,600	22,329,200	7,805,172
Total Operating Expenditures	136,058,106	160,562,550	162,596,900	182,385,400	21,822,850
Capital Assets	13,493,657	28,323,600	20,098,700	31,370,700	3,047,100
Other Financing Uses	10,404,144	11,984,163	13,636,200	10,588,900	(1,395,263)
Intrafund Expenditure Transfers (+)	436,581	787,072	719,300	740,300	(46,772)
Increases to Fund Balances	14,441,689	17,820,712	17,693,800	15,104,500	(2,716,212)
Fund Balance Impact (+)	2,733,897	-	277,000	-	-
Total	$ 177,568,073	$ 219,478,097	$ 215,021,900	$ 240,189,800	$ 20,711,703

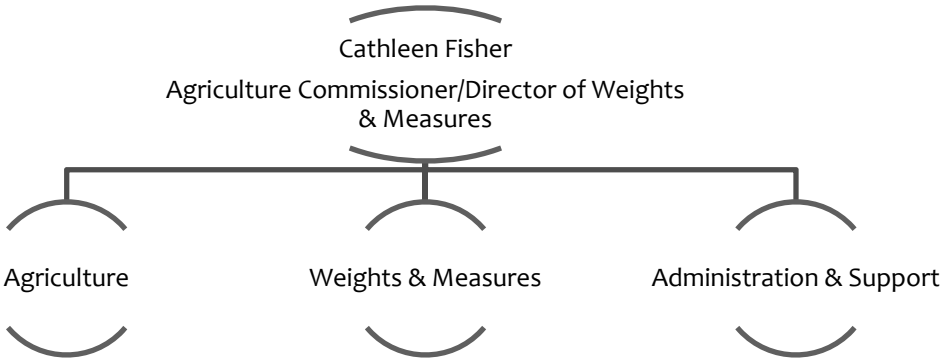
Budget By Categories of Revenues					
Taxes	$ 23,785,907	$ 22,800,152	$ 23,702,300	$ 24,060,900	$ 1,260,748
Licenses, Permits and Franchises	12,436,525	15,364,895	14,631,100	16,433,900	1,069,005
Fines, Forfeitures, and Penalties	32,296	63,000	24,800	19,500	(43,500)
Use of Money and Property	1,415,579	1,229,854	1,485,000	1,510,700	280,846
Intergovernmental Revenue	28,792,758	40,768,650	36,707,100	51,035,300	10,266,650
Charges for Services	55,373,003	62,426,167	64,270,900	69,474,400	7,048,233
Miscellaneous Revenue	6,111,039	4,790,878	4,598,000	4,908,300	117,422
Total Operating Revenues	127,947,107	147,443,596	145,419,200	167,443,000	19,999,404
Other Financing Sources	9,880,011	10,109,090	12,307,100	8,658,200	(1,450,890)
Intrafund Expenditure Transfers (-)	400,673	702,904	634,500	680,800	(22,104)
Decreases to Fund Balances	14,213,879	42,617,368	37,882,000	44,771,800	2,154,432
General Fund Contribution	19,940,935	18,605,139	18,779,100	18,636,000	30,861
Fund Balance Impact (-)	5,185,468	-	-	-	-
Total	$ 177,568,073	$ 219,478,097	$ 215,021,900	$ 240,189,800	$ 20,711,703

Community Resources & Public Facilities

Agricultural Commissioner Weights & Measures

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$5,981,700**
Capital	**$ 65,000**
FTEs	**37.0**



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 6,000 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 2018-19 Objectives

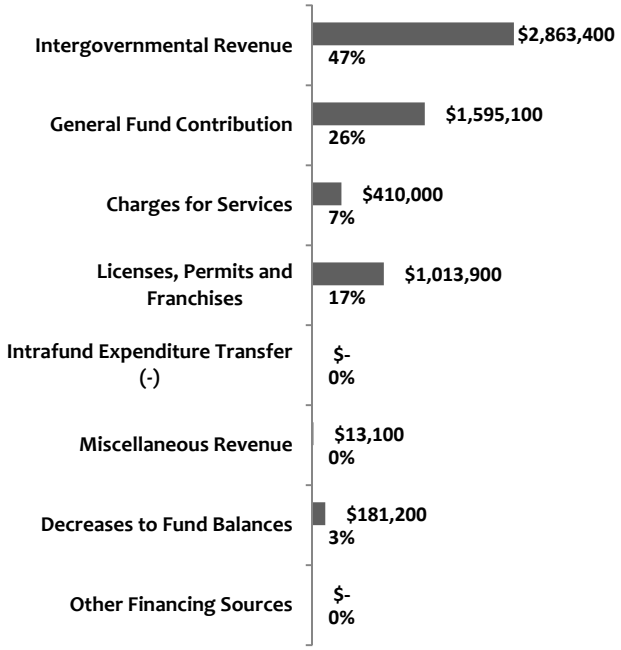
- Assure staff is prepared to become certified through the U.S. Department of Agriculture and provide phytosanitary certification services to the local agricultural industry in order to export their products to other countries.
- Create a combined Agriculture/Weights & Measures Inspector position to increase flexibility, efficiency and maximize resources.
- Work with our state partners on developing testing procedures for alternative energy fuel sources, such as electrical vehicle charging stations and transportation measuring system companies.
- Develop operational guidelines to the Departments Continuity of Operations Plan (COOP) for natural disasters.
- Support staff to become qualified and prepare for future leadership opportunities.

Agricultural Commissioner Weights & Measures

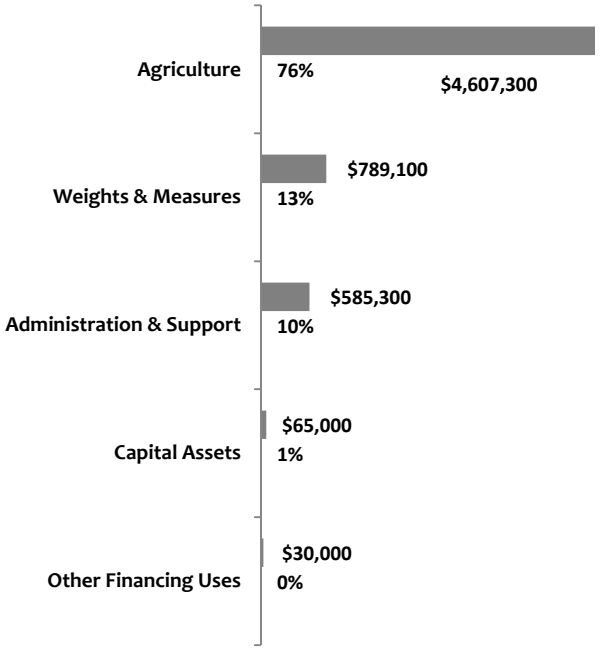
Department

Recommended Sources & Uses of Funds

Source of Funds - $6,076,700

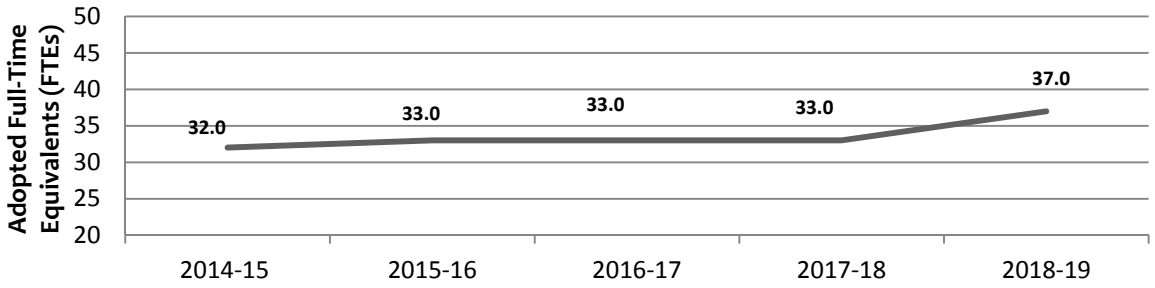


Use of Funds - $6,076,700



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Agricultural Commissioner Weights & Measures

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	1.56	1.62	1.62	1.77	0.14
Agriculture	24.67	26.23	26.23	30.00	3.78
Weights & Measures	5.29	5.15	5.15	5.23	0.08
Total	31.52	33.00	33.00	37.00	4.00

Budget By Budget Program					
Administration & Support	$ 416,544	$ 434,627	$ 469,400	$ 585,300	$ 150,673
Agriculture	3,572,117	4,002,447	3,876,100	4,607,300	604,853
Weights & Measures	701,629	771,917	771,900	789,100	17,183
Total	$ 4,690,290	$ 5,208,991	$ 5,117,400	$ 5,981,700	$ 772,709

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 3,645,060	$ 4,257,358	$ 4,180,000	$ 4,940,900	$ 683,542
Services and Supplies	651,410	518,871	518,800	585,800	66,929
Other Charges	393,821	432,762	418,600	455,000	22,238
Total Operating Expenditures	4,690,290	5,208,991	5,117,400	5,981,700	772,709
Capital Assets	89,648	-	-	65,000	65,000
Other Financing Uses	-	25,000	25,000	30,000	5,000
Fund Balance Impact (+)	1,389	-	-	-	-
Total	$ 4,781,327	$ 5,233,991	$ 5,142,400	$ 6,076,700	$ 842,709

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 450,784	$ 466,000	$ 466,000	$ 1,013,900	$ 547,900
Intergovernmental Revenue	2,095,220	2,708,791	2,672,300	2,863,400	154,609
Charges for Services	442,363	417,000	372,700	410,000	(7,000)
Miscellaneous Revenue	34,513	13,100	13,100	13,100	-
Total Operating Revenues	3,022,881	3,604,891	3,524,100	4,300,400	695,509
Other Financing Sources	10,445	1,750	-	-	(1,750)
Intrafund Expenditure Transfers (-)	46,500	23,250	23,200	-	(23,250)
Decreases to Fund Balances	67,802	9,000	-	181,200	172,200
General Fund Contribution	1,633,700	1,595,100	1,595,100	1,595,100	-
Total	$ 4,781,327	$ 5,233,991	$ 5,142,400	$ 6,076,700	$ 842,709

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Agricultural Commissioner Weights & Measures

Department

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

Staffing

- Net Increase of 4.0 FTE:
  - 4.0 FTE increase due to Cannabis Licensing & Enforcement Programs
  - Current staffing level is at 37.0 FTEs.
  - The department is fully staffed.

Expenditures

- Net operating expenditures increase of $772,700 is primarily due to:
  - +$683,500 increase in Salaries and Employee Benefits reflects an increase in regular salaries, retirement, Social Security, medical insurance costs and unemployment insurance costs.
  - +$67,000 increase in Services and Supplies due to:
    - -$20,000 decrease in Special Projects.
    - +$10,000 increase in communications.
    - +$30,000 increase in contractual services.
    - +$26,000 increase in special departmental expense.
    - +$9,900 increase in transportation and travel.
    - +$10,000 increase in training.
    - +$1,100 increase in other services and supplies.
  - +$22,200 increase in Other Charges for Utilities and Other Services.
- Net Non- operating expenditures increase of $70,000 is primarily due to:
  - +$65,000 Increase in Capital Assets for one-time purchase of Weights & Measures equipment.
  - +$5,000 increase in Other Financing Uses for purchase of vehicles.

These changes result in recommended operating expenditures of $5,981,700, non-operating expenditures of $95,000 for total expenditures of $6,076,700.

Revenues

- Net operating revenue increase of $695,500 is primarily due to:
  - +$154,600 increase in Intergovernmental Revenue for our agricultural programs.
  - - $7,000 decrease in Charges for Services due to the completion of weed abatement grants.
  - +$547,900 increase in Licenses, Permits and Franchises due to new businesses and cannabis permits being added to the Weights and Measures database.
- Net non-operating revenue increase of $147,200 is primarily due to:
  - +$172,200 increase in use of Fund Balances.

These changes result in recommended operating revenues of $4,300,400, non-operating revenues of $1,776,300 and total revenues of $6,076,700. Non-operating revenues primarily include General Fund Contribution and a decrease from restricted fund balance.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration & Support				
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	100% 45/45	99% 32/33	100% 33/33	100% 33/33
Agriculture				
Percent of 28 Certified Farmers' Market inspections conducted	N/A	100% 28/28	100% 28/28	100% 28/28
Percent of 400 pesticide monitoring inspections conducted	104% 414/400	100% 400/400	106% 425/400	100% 400/400
Percent of 100 education/outreach sessions conducted	N/A	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
Percent of 750 business locations with point-of-sale (scanner) pricing systems inspected	100% 750/750	100% 750/750	100% 750/750	100% 750/750

Agricultural Commissioner Weights & Measures

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
AG COMM/SEALER WGTS-MEAS	0.84	0.82	0.82	0.89	0.06
ASST DIRECTOR	0.27	0.36	0.36	0.32	(0.04)
EDP SYS & PROG ANLST	0.14	0.17	0.17	0.12	(0.05)
AGRI COMMISSIONER-DEPT	0.05	0.06	0.06	0.26	0.20
DEPUTY DIRECTOR	0.01	-	-	0.03	0.03
TEAM/PROJECT LDR-GEN	0.13	0.12	0.12	-	(0.12)
ADMN OFFICE PRO	0.02	0.02	0.02	0.04	0.02
AGRICULTURAL INTEGRATED PEST MANAGEMI	0.02	0.01	0.01	0.01	0.01
AGRI BIOLOGIST SUPV	0.02	0.01	0.01	-	(0.01)
WGTS-MEASURES INSP	0.02	0.01	0.01	0.03	0.02
AGRI BIOLOGIST	0.04	0.03	0.03	0.05	0.02
ADMN OFFICE PRO SR	-	-	-	0.01	0.01
Total	1.56	1.62	1.62	1.77	0.14

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 354,162	$ 389,733	$ 346,100	$ 441,100	$ 51,367
Services and Supplies	29,873	19,594	19,600	8,500	(11,094)
Other Charges	32,509	25,300	103,700	135,700	110,400
Total Operating Expenditures	416,544	434,627	469,400	585,300	150,673
Total Expenditures	$ 416,544	$ 434,627	$ 469,400	$ 585,300	$ 150,673
Budget By Categories of Revenues					
Licenses, Permits and Franchises	-	-	-	164,000	164,000
Intergovernmental Revenue	49,153	66,946	103,500	341,500	274,554
Total Operating Revenues	49,153	66,946	103,500	505,500	438,554
Other Financing Sources	3,500	1,750	-	-	(1,750)
Intrafund Expenditure Transfers (-)	46,500	23,250	23,200	-	(23,250)
General Fund Contribution	264,231	342,681	342,700	79,800	(262,881)
Total Revenues	$ 363,384	$ 434,627	$ 469,400	$ 585,300	$ 150,673

Agricultural Commissioner Weights & Measures

Program

Administration & Support (cont'd)

2017-18 Anticipated Accomplishments

- Administrative staff ensure 98% 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 efficiency in cost savings.
- Department Strategic Plan Implemented.
- Administrative staff work with the agricultural industry to ensure accurate data entry 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.
- Supported the Office of Emergency Management (OEM) during the Alamo and Thomas fires and Montecito debris flow and recovery. Assisted the (OEM) with organizing a Local Assistance Meeting for the public after the Thomas fire. Collaborated with the (OEM) to minimize impacts to the agricultural community.
- Facilitated a Local Assistance Meeting for the agricultural community impacted by the Thomas fire and supported state and federal agencies with recovery efforts. Distributed 4,800 N95 masks to the agricultural community during the Thomas fire.
- Leadership staff completed all required Human Resource training courses.

2018-19 Objectives

- Develop operational guidelines to the Departments (COOP) for natural disasters.
- Work with the weights and measures database vendor to improve data reporting, increasing efficiency in the permitting process.
- Provide support to the Deputy Sealer and the Deputy Commissioner's for program/service needs of businesses and the agricultural industry. Enter all commercial device permits into the weights and measures database.
- Enable industry to process their federal phytosanitary certificate forms at their office locations. Transition at least 2 growers to assume Authorized Entity (AE) roles per California Department Food and Agriculture (CDFA) requirements.
- Work with the Human Resources Department to create a combined Agriculture/Weights & Measures Inspector position to increase flexibility, efficiency and maximize resources.
- Work with the Human Resources Department to implement a licensing incentive program for succession planning and staff retention.
- Support staff with successfully obtaining all state licenses and to prepare for future leadership opportunities.
- Support leadership staff with enrolling in Human Resources management/executive training classes.
- Continue to support the Emergency Operations Center (EOC) during natural disasters and recovery and support federal agencies for recovery efforts involving the agricultural community.

Agricultural Commissioner Weights & Measures

Program

AGRICULTURE

This program is divided into two main components, Pesticide Use Enforcement and Pest Prevention in addition to organic, direct marketing and statistics programs. These mandated 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
AG COMM/SEALER WGTS-MEAS	0.10	0.10	0.10	0.08	(0.02)
ASST DIRECTOR	0.69	0.60	0.60	0.62	0.01
EDP SYS & PROG ANLST	0.80	0.77	0.77	0.82	0.06
AGRI COMMISSIONER-DEPT	1.95	1.94	1.94	2.74	0.80
DEPUTY DIRECTOR	0.15	0.14	0.14	0.11	(0.03)
TEAM/PROJECT LDR-GEN	0.87	0.88	0.88	-	(0.88)
ADMN OFFICE PRO	2.41	2.72	2.72	2.61	(0.12)
AGRI BIOLOGIST SUPV	1.91	1.99	1.99	3.00	1.01
AGRICULTURAL INTEGRATED PEST MANAGEMI	0.59	0.99	0.99	0.99	(0.01)
WGTS-MEASURES INSP	0.67	0.20	0.20	0.17	(0.03)
AGRI BIOLOGIST	13.66	14.97	14.97	17.94	2.97
ADMN OFFICE PRO SR	0.88	0.93	0.93	0.93	-
Total	24.67	26.23	26.23	30.00	3.78

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 2,719,142	$ 3,228,749	$ 3,175,700	$ 3,833,000	$ 604,251
Services and Supplies	585,014	451,903	451,900	522,400	70,497
Other Charges	267,962	321,795	248,500	251,900	(69,895)
Total Operating Expenditures	3,572,117	4,002,447	3,876,100	4,607,300	604,853
Other Financing Uses	-	25,000	25,000	15,000	(10,000)
Total Expenditures	$ 3,572,117	$ 4,027,447	$ 3,901,100	$ 4,622,300	$ 594,853
Budget By Categories of Revenues					
Licenses, Permits and Franchises	6,893	6,000	6,000	384,200	378,200
Intergovernmental Revenue	2,046,067	2,641,845	2,568,800	2,521,900	(119,945)
Charges for Services	433,083	408,000	363,700	401,000	(7,000)
Miscellaneous Revenue	23,143	2,700	2,700	2,700	-
Total Operating Revenues	2,509,186	3,058,545	2,941,200	3,309,800	251,255
Other Financing Sources	3,705	-	-	-	-
Decreases to Fund Balances	-	9,000	-	116,200	107,200
General Fund Contribution	1,089,810	959,902	959,900	1,196,300	236,398
Total Revenues	$ 3,602,701	$ 4,027,447	$ 3,901,100	$ 4,622,300	$ 594,853

Agriculture (cont'd)

2017-18 Anticipated Accomplishments

- Hosted an Environmental Justice Pesticide workshop to inform and educate the community of pesticide use enforcement, reporting, and worker safety. The workshop was designed to provide attendees with a better understanding of the California Department of Pesticide Regulation Enforcement (DPR) program and the services it provides to county agricultural commissioners.
- Due to the Thomas Fire, hosted a Grower Recovery Assistance Workshop with multiple agencies and created a dedicated departmental web page to facilitate assistance for the agricultural industry.
- Staff continued to provide valuable services for agriculture businesses south of the Highway 101 closure.
- Staff worked closely with the (EOC) on recent disaster response including Alamo, Whittier, Thomas fires and Montecito mudslide. Department improved communication between emergency responders and the agricultural community in the affected areas and assimilated disaster statistics.
- Prepared an agricultural disaster response plan that includes information for our department and to assist other County Agricultural Commissioner's with emergency disaster response.
- Staff compiled information and data on the progress of agriculture toward the goal of promoting science-based and economically sound strategies to lower greenhouse gas emissions from agriculture production as reported in the 2017 Energy and Climate Action Plan Report.
- The Detection Dog Team has integrated into all County parcel facilities and has been certified and trained to work in the United States Postal facilities. The team also works in neighboring counties which creates an integrated and regional approach to preventing invasive pests from entering Santa Barbara County and State.
- Conducted education and outreach to citrus growers regarding Asian Citrus Psyllid (ACP) and Huanglongbing (HLB), Citrus Greening Disease, program requirements.
- Assisting (CDFA) in monitoring the effectiveness of two biological control agents which have been released in Santa Barbara County to combat (ACP).
- Participated in the local workgroup on Invasive Shot Hole Borers (SHB) and statewide (SHB) taskforce in addition to deploying and maintaining insect traps at local campgrounds 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.
- Detected a new infestation of Red Imported Fire Ant (RIFA) and with the oversite of (CDFA), implemented a delimitation trapping and eradication program.
- Planned and participated 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.

Agricultural Commissioner Weights & Measures

Program

Agriculture (cont'd)

- Initiated the training of staff on the use of the statewide California Pesticide Enforcement Activities Tracking System (CalPEATS).
- Participated in the Information Management Committee Technical Advisory Panel (IMTAP) for new Pesticides Around Schools regulations for developing a new GIS mapping and notification system and developed training for staff, and industry.
- Conducted 2018 Worker Protection Safety regulations (WPS) education and outreach for staff and industry.
- Conducted process improvement in the Direct Marketing program to increase compliance and enforcement consistency countywide.
- Continue administrative support to the Agricultural Advisory Committee (AAC).
- Continue to chair the Agricultural Preserve Advisory Committee (APAC).
- Supported staff with professional development.

2018-19 Objectives

- Staff to successfully obtain the required licensing for the new combined Agriculture/Weights & Measures position, and assure that staff is prepared to become certified through the USDA Export Services program as Accredited Certification 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 continue to provide education and outreach by developing "tailgate" trainings targeting agricultural pest identification and IPM principles to our local industry.
- Continue to collaborate with other agencies including UCCE, UCSB and the community on developing a comprehensive response to the Shothole borer discovery in our county as well as participate in the statewide taskforce.
- Coordinate with the Resource Conservation District (RCD) and the new UCCE Rangeland Advisor on outreach and educational opportunities for ranchers.
- Under (DPR) guidance and oversight, the department will conduct necessary training and outreach and enforcement to licensed cannabis cultivators on the state's pesticide regulatory program.
- Provide education and outreach of new and existing State Pesticide regulations to staff, pesticide applicators, and structural pest control industry.
- Provide the necessary training and support for the new combined Agriculture/Weights & Measures Inspector position to successfully integrate into all agricultural programs.
- Staff will continue to volunteer support of the (EOC) during natural disasters and support federal agencies with recovery efforts for the agricultural community.
- Support the Santa Barbara County Farm Bureau for 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
AG COMM/SEALER WGTS-MEAS	0.06	0.08	0.08	0.04	(0.04)
ASST DIRECTOR	0.04	0.03	0.03	0.06	0.02
EDP SYS & PROG ANLST	0.06	0.06	0.06	0.06	(0.01)
DEPUTY DIRECTOR	0.84	0.86	0.86	0.86	(0.01)
ADMN OFFICE PRO	0.34	0.25	0.25	0.35	0.10
AGRI BIOLOGIST	0.01	-	-	0.01	0.01
WGTS-MEASURES INSP	3.81	3.79	3.79	3.80	0.01
ADMN OFFICE PRO SR	0.12	0.07	0.07	0.06	(0.01)
Total	5.29	5.15	5.15	5.23	0.08

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 571,756	$ 638,876	$ 658,200	$ 666,800	$ 27,924
Services and Supplies	36,524	47,374	47,300	54,900	7,526
Other Charges	93,349	85,667	66,400	67,400	(18,267)
Total Operating Expenditures	701,629	771,917	771,900	789,100	17,183
Capital Assets	89,648	-	-	65,000	65,000
Other Financing Uses	-	-	-	15,000	15,000
Total Expenditures	$ 791,277	$ 771,917	$ 771,900	$ 869,100	$ 97,183
Budget By Categories of Revenues					
Licenses, Permits and Franchises	443,891	460,000	460,000	465,700	5,700
Charges for Services	9,281	9,000	9,000	9,000	-
Miscellaneous Revenue	11,370	10,400	10,400	10,400	-
Total Operating Revenues	464,542	479,400	479,400	485,100	5,700
Other Financing Sources	3,240	-	-	-	-
Decreases to Fund Balances	67,802	-	-	65,000	65,000
General Fund Contribution	279,659	292,517	292,500	319,000	26,483
Total Revenues	$ 815,242	$ 771,917	$ 771,900	$ 869,100	$ 97,183

Agricultural Commissioner Weights & Measures

Program

Weights & Measures (cont'd)

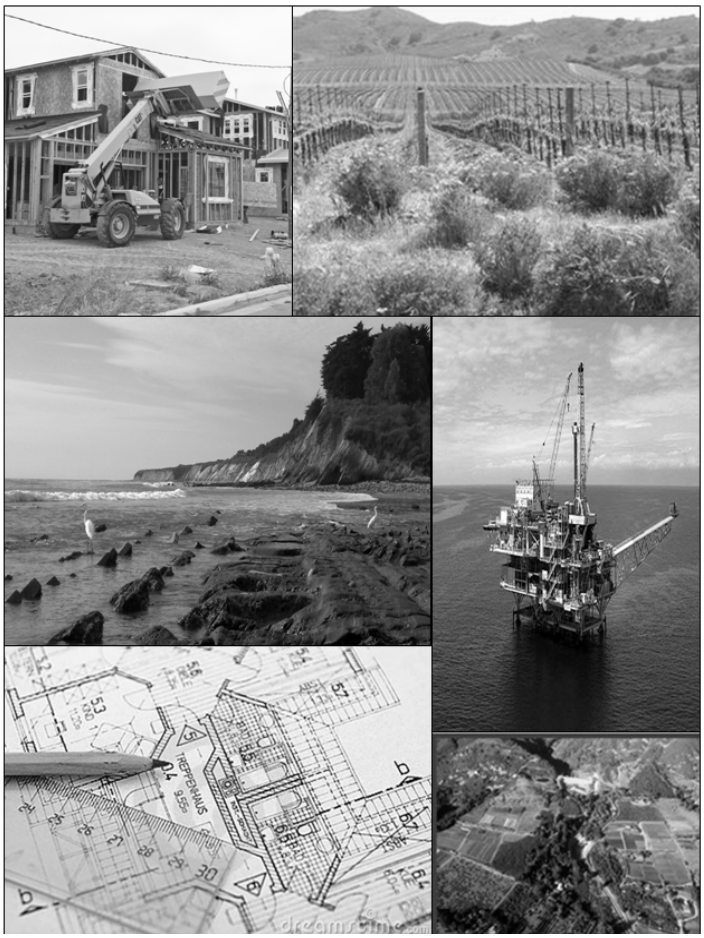
2017-18 Anticipated Accomplishments

- Staff inspected 100% of the 6,500 commercial weighing and measuring devices in the County. Some of the categories of devices inspected include:
    - 2,700 retail motor fuel meters (gas pumps) were inspected and resulted in a 97% compliance rate;
    - 1,200 small capacity scales (grocery store scales, farmers markets, recycling and shipping scales) were inspected and resulted in a 95% compliance rate;
    - 325 heavy capacity scales (vehicle scales, livestock and winery scales) were inspected and resulted in an 80% compliance rate;
    - 125 taxi meters were inspected and resulted in a 90% compliance rate.
- Collaborated with the District Attorney's (DA) office on consumer protection civil cases.
- Issued 20 Administrative Civil Penalties for price inspection overcharges.
- Participated as a voting delegate at annual conferences, a forum for consensus standards.
- Replaced aging 20-gallon Liquefied Petroleum Gas (LPG) inspection equipment unit with a more efficient and safer prover unit in order to ensure appropriate testing of (LPG) meters.
- Supported businesses during the recovery of the Montecito debris flow disaster.
- Supported staff with professional development.

2018-19 Objectives

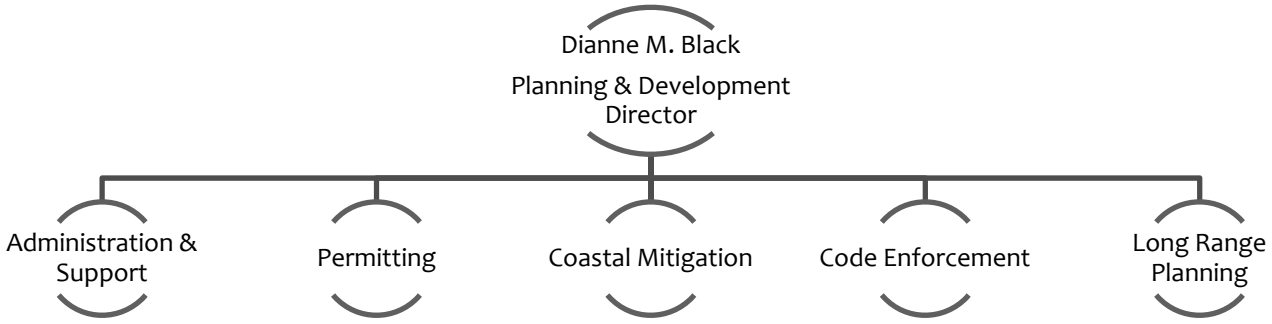
- Educate the public on the Weights and Measures program and its protection of the consumer and the safeguard equity in the marketplace.
- Continue to work with State partners on developing testing procedures for alternative energy fuel sources, such as electric vehicle charging stations and transportation measuring system companies.
- Under California Division of Measurement Standard's (DMS) guidance and oversight, conduct training, outreach and enforcement on the regulatory program of device and package inspections of licensed cannabis businesses.
- Provide the necessary training and support for the new combined Agriculture Weights & Measures inspector position to successfully integrate into all weights & measures programs.
- Staff will continue to volunteer support of the (EOC) during natural disasters and recovery efforts.
- Replace the aging High Flow Petroleum inspection trailer unit with a more efficient and safer testing unit.

Planning & Development



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 21,917,700**
Capital	**$ 12,200**
FTEs	**98.3**



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 2018-19 Objectives

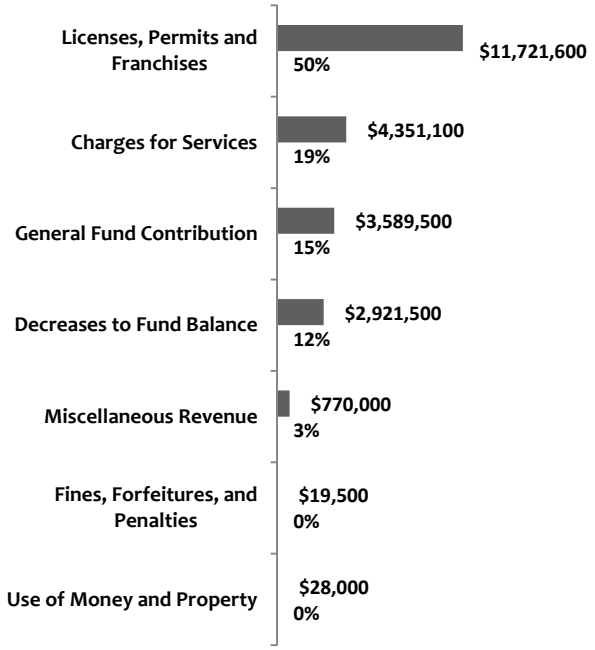
- Complete Coastal Commission certification of ordinance amendments to comprehensively regulate cannabis activities for both recreational and medicinal use, including growing, sales, processing, manufacturing, and distribution, and prepare and staff for cannabis permitting, enforcement and compliance efforts.
- Work with property owners on the rebuilding process related to the Thomas Fire and Montecito debris flow events.
- Conduct additional succession planning training and special assignments with line staff, supervisors, and managers to prepare for pending retirements and strengthen the resiliency of the Department.
- Leverage new and existing technology to streamline processes and gain efficiencies throughout the Department (e.g. automation efforts, digital file conversions, etc.).
- Begin major updates to the County's Comprehensive Plan, starting with the Circulation and Safety Elements.

Planning & Development

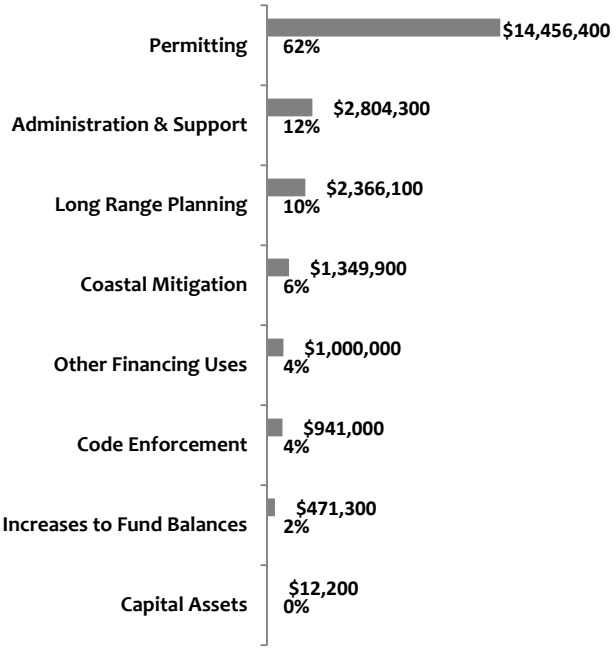
Department

Recommended Sources & Uses of Funds

Source of Funds - $23,401,200

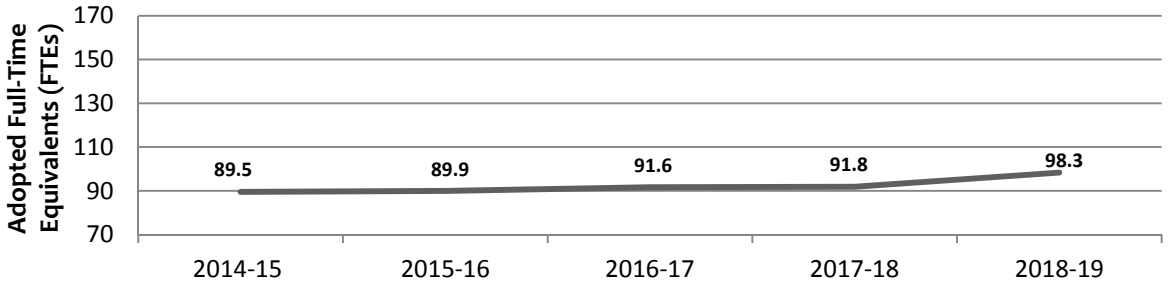


Use of Funds - $23,401,200



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Planning & Development

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	14.93	15.74	15.74	16.13	0.39
Permitting	55.87	60.48	60.48	63.60	3.12
Coastal Mitigation	0.17	0.17	0.17	0.17	-
Code Enforcement	3.23	3.89	3.89	6.21	2.32
Long Range Planning	10.65	11.52	11.52	12.19	0.66
Total	84.85	91.80	91.80	98.30	6.50

Budget By Budget Program					
Administration & Support	$ 2,619,562	$ 2,872,154	$ 2,700,800	$ 2,804,300	$ (67,854)
Permitting	9,753,280	13,207,273	11,958,900	14,456,400	1,249,127
Coastal Mitigation	211,769	1,288,812	353,700	1,349,900	61,088
Code Enforcement	468,430	598,000	434,400	941,000	343,000
Long Range Planning	1,847,314	2,399,216	2,170,900	2,366,100	(33,116)
Total	$ 14,900,355	$ 20,365,455	$ 17,618,700	$ 21,917,700	$ 1,552,245

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 11,681,260	$ 13,236,233	$ 12,107,100	$ 14,447,500	$ 1,211,267
Services and Supplies	2,430,076	5,323,126	4,639,600	5,552,400	229,274
Other Charges	789,019	1,806,096	872,000	1,917,800	111,704
Total Operating Expenditures	14,900,355	20,365,455	17,618,700	21,917,700	1,552,245
Capital Assets	-	28,600	20,500	12,200	(16,400)
Other Financing Uses	387,116	750,000	142,000	1,000,000	250,000
Increases to Fund Balances	1,424,474	471,200	594,900	471,300	100
Fund Balance Impact (+)	15,374	-	277,000	-	-
Total	$ 16,727,319	$ 21,615,255	$ 18,653,100	$ 23,401,200	$ 1,785,945

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 8,493,465	$ 10,732,703	$ 10,017,000	$ 11,721,600	$ 988,897
Fines, Forfeitures, and Penalties	32,296	63,000	24,800	19,500	(43,500)
Use of Money and Property	19,162	24,100	35,000	28,000	3,900
Intergovernmental Revenue	32,482	-	15,500	-	-
Charges for Services	1,270,378	3,968,050	3,535,800	4,351,100	383,050
Miscellaneous Revenue	654,686	731,450	739,400	770,000	38,550
Total Operating Revenues	10,502,469	15,519,303	14,367,500	16,890,200	1,370,897
Other Financing Sources	310,926	-	1,700	-	-
Decreases to Fund Balances	1,194,123	2,506,452	694,400	2,921,500	415,048
General Fund Contribution	4,719,800	3,589,500	3,589,500	3,589,500	-
Total	$ 16,727,319	$ 21,615,255	$ 18,653,100	$ 23,401,200	$ 1,785,945

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Planning & Development

Department

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

Staffing

- Increase of 6.5 FTE:
  - The 6.5 FTE increase reflects the net effect of changes in three part-time positions, one full-time position, all of which occurred mid-year in FY 2017-18, and addition of 4.5 FTE for cannabis permitting and enforcement.

Expenditures

- Net operating expenditure increase of $1,552,000:
  - +$1,211,000 increase in Salaries and Employee Benefits due to general salary and benefit cost increases, the mid-year net increase of 2.0 FTE, and the increase of 4.5FTE for cannabis permitting and enforcement.
  - +$229,000 increase in Services and Supplies due to a $366,000 increase in applicant-funded consultant services and $109,000 increase in miscellaneous office expenses such as software and office supplies, offset by a decrease of $171,000 in Long Range Planning contract-based grant projects and $75,000 in Administration & Support Digital Archive Professional Service contract.
  - +$112,000 increase in Other Charges due to a $165,000 increase in coastal mitigation grant awards, $27,000 increase in general county support services such as information technology charges, and $24,000 increase in general liability insurance charges, offset by a decrease of $104,000 in development mitigation grant awards.
- Net non-operating expenditure increase of $234,000:
  - +$250,000 increase in Other Financing Uses reflecting an increased transfer to the Community Services Department for expenditures related to the Jalama Beach affordable overnight accommodations.
  - +$100 increase in Increases to Fund Balances primarily reflecting potential changes in Gaviota Bikeway fund balance available.
  - - $16,000 decrease in Capital Assets representing changing equipment replacement needs.

These changes result in recommended operating expenditures of $21,917,700 and non-operating expenditures of $1,483,500, for total expenditures of $23,401,200.

Revenues

- Net operating revenue increase of $1,371,000:
  - +$989,000 increase in Licenses, Permits, and Franchises reflecting projected increases in planning and building permit revenue due to increased cost recovery through adopted fee adjustments and projected cannabis permitting revenues .
  - +$383,000 increase in Charges for Services reflecting increases in applicant-funded consultant services and petroleum inspection fee revenue.
  - +$39,000 increase in Miscellaneous Revenue reflecting increased Coastal Resource Enhancement Fund fees as a result of the Coastal Resource Enhancement Fund fee reassessment in FY 2017-18.
  - -$44,000 decrease in Fines, Forfeitures, and Penalties reflecting actual revenue recovery.
  - +$4,000 increase in Use of Money and Property for Interest Income.

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

- Net non-operating revenue increase of $415,000:
  - +$415,000 increase in Use of Fund Balances reflecting a $376,000 increased transfer amount of cannabis tax revenues to support cannabis enforcement activities, $250,000 increased transfer amount of mitigation funds to the Community Services Department for the Jalama Beach affordable overnight accommodations project, and $129,000 increase in grant award reimbursements that will be administered by the Coastal Resource Enhancement Fund Grant Program, offset by a decrease of $104,000 for development mitigation grant program, a decrease of $171,000 in one time funding for Long Range Planning projects, and a decrease of $65,000 offset by various changes in use of fund balance for one-time needs.

These changes result in Recommended operating revenues of $16,890,200, non-operating revenues of $6,511,000, for total revenues of $23,401,200.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration				
Percent of lost time at 4% or less, providing a productive workforce.	3% 5,425/ 171,187	3% 5,930/ 176,344	3% ~ 5400/ 180,000	Target < 4%
Percent of departmental Employee Performance Reviews completed by the due date.	91% 74/81	77% 61/79	98% ~ 83/85	Target = 100% ~ 90/90
Permitting				
Provide initial planner feedback on staff-issued permit applications within ten (10) working days of application submittal.	79% 393/499	94% 458/486	98% ~ 492/504	Target = 100% ~ 500/500
Issue complete or incomplete letters on discretionary project submittals within thirty (30) days of submittal or re-submittal by the project applicant.	94% 154/164	98% 196/200	99.6% ~ 245/246	Target = 100% ~ 245/245
Approve staff-issued permits within sixty (60) days of application submittal.	60% 386/647	59% 403/686	79% ~ 498/632	Target = 80% ~ 524/655
Present to decision maker within four (4) months of application completeness on planning projects that require a CEQA Exemption.	81% 39/48	71% 36/51	90% ~ 54/60	Target = 95% ~ 57/60
Present to decision maker within six (6) months of application completeness on planning projects that require a Negative Declaration or addendum to Negative Declaration.	58% 11/19	69% 18/26	81% ~ 13/16	Target = 80% ~ 13/16
Conduct pre-construction meetings on projects requiring permit compliance monitoring within five (5) working days of an applicant's requested date.	93% 40/43	97% 34/35	100% ~ 36/36	Target = 95% ~ 35/36
Conduct final inspections on projects for sign-off on conditions of approval within five (5) working days of an applicant's requested date.	98% 51/52	100% 64/64	100% ~ 42/42	Target = 95% ~ 40/42
For planning permits requiring a security deposit, provide applicants an estimate of total costs where 90% of estimates are within 10% of actual costs.	65% 164/252	67% 232/348	83% ~ 350/422	Target = 90% ~ 380/422
Complete first plan check review for grading plans < 1500 cubic yards within two (2) weeks of application acceptance.	90% 103/115	86% 100/116	88% ~ 102/116	Target = 100% ~ 115/115

Planning & Development

Department

Performance Measures (cont'd)

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Complete inspections within one business day of requested date.	99.6% 22,497/22,591	99.4% 21,666/21,801	99.2% ~ 23,278/23,478	Target = 100% ~23,500/23,500
Complete first plan check review for medium to large projects (>600 sq ft) within 30 calendar days of completed prep review.	94% 535/572	82% 585/707	81% ~ 664/820	Target = 100% ~ 820/820
Provide complete response to project applicants within 30 calendar days for compliance plans that require approval or updating.	100% 55/55	98% 41/42	93% ~ 14/15	Target = 100% ~ 50/50
Perform oil well and tank farm inspections on all well and tank farm sites monitored by the Petroleum Unit.	2,574	2,826	~ 2,200	Target = ~2,200
Code Enforcement				
Make a determination of whether a violation exists within 60 days of receiving the complaint.	87% 436/502	85% 498/587	90% ~ 483/538	Target = 100% ~ 350/350
Send initial advisory contact letter to property owners within one business day for non-health and safety or ongoing construction complaints.	97% 275/284	98% 299/305	100% ~ 324/324	Target = 100% ~ 350/350

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	0.42	0.35	0.35	0.35	-
DIVISION CHIEF	0.57	0.54	0.54	0.54	-
PLANNING PROCESS ANALYST	0.94	0.94	0.94	0.94	-
BUSINESS MANAGER	0.66	0.60	0.60	0.85	0.26
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
PLANNER	-	0.01	0.01	-	(0.01)
FINANCIAL OFFICE PRO	2.62	2.79	2.79	2.98	0.19
ADMN OFFICE PRO	2.67	1.80	1.80	2.70	0.90
COMPUTER SYSTEMS SPEC	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	0.86	0.87	0.87	0.87	-
ACCOUNTANT	0.93	0.90	0.90	0.90	-
EXECUTIVE SECRETARY	0.87	0.94	0.94	1.00	0.06
EDP SYS & PROG ANLST	-	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.40	2.00	2.00	1.00	(1.00)
Total	14.93	15.74	15.74	16.13	0.39

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Planning & Development

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 2,118,723	$ 2,365,177	$ 2,286,300	$ 2,354,100	$ (11,077)
Services and Supplies	444,215	451,007	360,600	390,900	(60,107)
Other Charges	56,625	55,970	53,900	59,300	3,330
Total Operating Expenditures	2,619,562	2,872,154	2,700,800	2,804,300	(67,854)
Capital Assets	-	3,000	3,500	2,400	(600)
Other Financing Uses	200,000	-	-	-	-
Increases to Fund Balances	104,857	250,000	250,000	250,000	-
Total Expenditures	$ 2,924,419	$ 3,125,154	$ 2,954,300	$ 3,056,700	$ (68,454)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	447,653	843,877	861,000	1,261,400	417,523
Fines, Forfeitures, and Penalties	10,270	11,000	11,800	11,500	500
Use of Money and Property	403	500	800	700	200
Charges for Services	6,870	53,400	41,600	43,400	(10,000)
Miscellaneous Revenue	314,672	300,000	244,000	303,000	3,000
Total Operating Revenues	779,868	1,208,777	1,159,200	1,620,000	411,223
Decreases to Fund Balances	208,230	454,507	373,300	382,700	(71,807)
General Fund Contribution	1,649,919	1,461,870	1,380,800	1,054,000	(407,870)
Total Revenues	$ 2,638,017	$ 3,125,154	$ 2,913,300	$ 3,056,700	$ (68,454)

2017-18 Anticipated Accomplishments

- Continued employee engagement efforts, including identifying and beginning to implement positive motivators for staff, second round of mentoring, special assignments and shadowing.
- Continued training efforts for newly hired staff and for leadership development as part of succession planning initiative.
- Implemented 100% cost recovery fees for permitting and inspection services.
- Completed the digital conversion of historic microfiche planning permit records and provided online access of these records for customers and staff.
- Created online tools for debris flow and fire recovery effort.

2018-19 Objectives

- Complete digital conversion and public online access for paper staff-issued planning permits.
- Conduct additional training with line staff, supervisors, and managers to support succession planning efforts.
- Coordinate implementation of electronic plan review for development review.
- Complete restructure of the Department's web pages to be more user and mobile friendly.
- Implement new teleconferencing system solutions and procedures for use in conference rooms during staff meetings, hiring interviews, and to facilitate a collaborative review of project plans between office locations.
- Work with County's Employee's University to develop a curriculum to strengthen leadership skills for prospective supervisors and managers.
- 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	0.40	0.42	0.42	0.42	-
DIVISION CHIEF	0.24	0.20	0.20	0.32	0.12
DEPUTY DIRECTOR	1.92	2.92	2.92	2.52	(0.40)
ENTERPRISE LDR-GEN	0.99	-	-	-	-
ENERGY SPECIALIST	1.00	1.00	1.00	0.80	(0.20)
PLANNER SUPERVISING	3.29	3.29	3.29	4.45	1.16
PLANNING PROCESS ANALYST	0.06	0.06	0.06	0.06	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.57	3.00	3.00	3.00	-
BUSINESS MANAGER	0.01	-	-	-	-
PLANNER	19.29	20.98	20.98	22.85	1.87
BLDG ENGNR INSPECTOR SUPV	3.37	3.82	3.82	3.70	(0.12)
FINANCIAL OFFICE PRO	0.01	0.01	0.01	0.02	0.01
ADMN OFFICE PRO	4.17	4.40	4.40	4.50	0.10
PETROLEUM SPECIALIST	1.99	2.00	2.00	2.00	-
ASST PLAN CHECKER	2.23	2.00	2.00	4.00	2.00
BLDG ENGNR INSPECTOR SPEC	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	0.02	-	-	-	-
ACCOUNTANT	0.07	0.10	0.10	0.10	-
GRADING INSPECTOR SR	1.97	1.95	1.95	1.95	-
BLDG ENGNR INSPECTOR	6.66	8.27	8.27	7.91	(0.36)
EXECUTIVE SECRETARY	0.05	0.06	0.06	-	(0.06)
ADMN OFFICE PRO SR	2.00	2.00	2.00	2.00	-
BUILDING PERMIT TECH	2.58	3.00	3.00	2.00	(1.00)
Total	55.87	60.48	60.48	63.60	3.12

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Planning & Development

Program

Permitting (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,543,518	$ 8,506,647	$ 7,645,000	$ 9,247,200	$ 740,553
Services and Supplies	1,681,063	4,210,500	3,810,100	4,665,000	454,500
Other Charges	528,700	490,126	503,800	544,200	54,074
Total Operating Expenditures	9,753,280	13,207,273	11,958,900	14,456,400	1,249,127
Capital Assets	-	23,600	15,000	8,200	(15,400)
Other Financing Uses	137,116	750,000	142,000	1,000,000	250,000
Increases to Fund Balances	52,980	60,000	59,000	60,000	-
Total Expenditures	$ 9,943,377	$ 14,040,873	$ 12,174,900	$ 15,524,600	$ 1,483,727
Budget By Categories of Revenues					
Licenses, Permits and Franchises	7,662,755	9,321,358	8,796,000	9,926,800	605,442
Use of Money and Property	9,825	13,500	17,800	15,600	2,100
Charges for Services	1,217,702	3,850,850	3,451,600	4,244,000	393,150
Miscellaneous Revenue	6,733	6,000	4,000	6,000	-
Total Operating Revenues	8,897,014	13,191,708	12,269,400	14,192,400	1,000,692
Other Financing Sources	-	-	1,700	-	-
Decreases to Fund Balances	213,371	810,000	201,000	1,068,000	258,000
General Fund Contribution	956,454	39,165	39,100	264,200	225,035
Total Revenues	$ 10,066,840	$ 14,040,873	$ 12,511,200	$ 15,524,600	$ 1,483,727

2017-18 Anticipated Accomplishments

- Responded to the Thomas Fire and Montecito debris flow events by providing initial damage assessments and provided ongoing inspection services.
- Assisted the Emergency Operations Center by serving in incident command roles.
- Provided staff resources to the Local Assistance Center to assist property owners in gaining initial information on the rebuilding process immediately after the Montecito debris flow event.
- Assigned case managers to approximately 350 properties impacted by the Thomas Fire and Montecito debris flow events to assist property owners in the rebuilding process.
- Developed and implemented an online interactive web based mapping application to assist property owners affected by the Montecito debris flow event in obtaining information related to their property.
- Established permit procedures for cannabis permitting.
- Implemented a new tracking system which increases the monitoring of Isla Vista bluff top properties for erosion.
- Processed and approved approximately 1,200 zoning permits and nearly 3,210 building permits with a valuation of $395 million.
- Maintained a 99% on-time inspection rate.
- Provided electronic plan check for all building permit projects submitted electronically.
- Continued customer outreach process to review current building permitting procedures to increase efficiency and enhance customer satisfaction.

Permitting (cont'd)

- Participated in the Refugio Oil Spill 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.
- Completed the Shell (Hercules) Molino Canyon PCB Clean-up and Restoration Project on the Gaviota Coast, which removed long-existing soil contamination from an abandoned gas plant site, and restored the canyon and vegetation community to pre-existing conditions.
- Monitored construction of the Cuyama Solar project representing the first private utility scale solar development in the County.
- Permitted and monitored the re-abandonment of the Becker Well in Summerland to stop ongoing leaking of oil in the inter-tidal zone.
- Completed annual inspections of all 17 mining operations within the County to ensure compliance with State Dept. of Conservation requirements.
- 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.
- Completed processing a number of major projects, including:
    - Tajiguas Landfill General Plan Amendment (GPA)
    - Rancho La Laguna
    - Bell Street Ordinance and Mixed Use Development
    - Oak Hills Estates Subdivision
    - Zaca Preserve
    - Baron Ranch Trail
    - Lompoc Stone Reclamation Plan
    - Granite Gardner Reclamation Plan

2018-19 Objectives

- Continue to provide assistance and support through case managers on the rebuilding of the Montecito community.
- Continue to review and update the procedures and oversight mechanisms for the permit and code enforcement programs 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.
- Explore implementation of regulations for seismic retrofit of soft-story apartment buildings.
- Develop standard note sheets that can be used by design teams to reduce extent of plan review corrections.
- Complete an update of the Isla Vista Bluff policy to ensure setback standards reflect current conditions.
- 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.

Planning & Development

Program

Permitting (cont'd)

- 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.
- Identify and implement process improvements such as revising the application intake process at the public counters and increasing the use of technology in permit review.
- 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 for Plains Pipeline replacement.
- Continue to participate in the Natural Resource Damage Assessment for the Refugio oil spill.
- 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 and Hazardous Materials Safety Administration, 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.
- Continue to implement a records management and accessibility program for Energy and Minerals files to provide staff and the general public easy electronic access to documents.
- Facilitate abandonment of the Venoco Line 96 pipeline which was left full of oily water subsequent to Venoco's bankruptcy.
- Complete permit processing for three major onshore oil and gas projects in the Cat Canyon area AERA, ERG, and PetroRock, and for the Strauss Wind project.
- Work with oil and gas producers and Air Pollution Control District to identify and develop local Green House Gas mitigation opportunities.
- Begin permitting of cannabis operations.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEPUTY DIRECTOR	-	0.02	0.02	0.02	-
ENTERPRISE LDR-GEN	0.01	-	-	-	-
PLANNER	0.15	0.15	0.15	0.15	-
Total	0.17	0.17	0.17	0.17	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 28,439	$ 32,800	$ 28,000	$ 32,700	$ (100)
Services and Supplies	32,341	63,012	51,700	63,200	188
Other Charges	150,989	1,193,000	274,000	1,254,000	61,000
Total Operating Expenditures	211,769	1,288,812	353,700	1,349,900	61,088
Other Financing Uses	50,000	-	-	-	-
Increases to Fund Balances	1,165,887	161,200	285,900	161,300	100
Total Expenditures	$ 1,427,656	$ 1,450,012	$ 639,600	$ 1,511,200	$ 61,188
Budget By Categories of Revenues					
Use of Money and Property	8,935	10,100	16,400	11,700	1,600
Charges for Services	30,248	63,800	42,600	63,700	(100)
Miscellaneous Revenue	328,758	425,450	460,500	461,000	35,550
Total Operating Revenues	367,941	499,350	519,500	536,400	37,050
Other Financing Sources	250,000	-	-	-	-
Decreases to Fund Balances	760,522	950,662	120,100	974,800	24,138
General Fund Contribution	10,517	-	-	-	-
Total Revenues	$ 1,388,980	$ 1,450,012	$ 639,600	$ 1,511,200	$ 61,188

Coastal Mitigation (cont'd)

2017-18 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.
- Reassessed participating operators' annual CREF fee requirements for the 2018-2022 five-year period.
- 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.

2018-19 Objectives

- 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.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIVISION CHIEF	0.18	0.25	0.25	0.13	(0.12)
DEPUTY DIRECTOR	0.08	0.06	0.06	0.46	0.40
PLANNER SUPERVISING	0.72	0.71	0.71	0.55	(0.16)
ENERGY SPECIALIST	-	-	-	0.20	0.20
PLANNER	1.20	0.91	0.91	3.43	2.52
BLDG ENGNR INSPECTOR SUPV	0.10	0.18	0.18	0.30	0.12
PETROLEUM SPECIALIST	0.01	-	-	-	-
GRADING INSPECTOR SR	0.03	0.05	0.05	0.05	-
BLDG ENGNR INSPECTOR	0.91	1.73	1.73	1.09	(0.64)
Total	3.23	3.89	3.89	6.21	2.32

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 462,439	$ 585,000	$ 428,200	$ 930,500	$ 345,500
Services and Supplies	4,924	5,000	3,600	6,500	1,500
Other Charges	1,067	8,000	2,600	4,000	(4,000)
Total Operating Expenditures	468,430	598,000	434,400	941,000	343,000
Total Expenditures	$ 468,430	$ 598,000	$ 434,400	$ 941,000	$ 343,000
Budget By Categories of Revenues					
Licenses, Permits and Franchises	198,654	345,000	180,000	290,000	(55,000)
Fines, Forfeitures, and Penalties	22,026	52,000	13,000	8,000	(44,000)
Total Operating Revenues	220,680	397,000	193,000	298,000	(99,000)
Decreases to Fund Balances	-	-	-	376,000	376,000
General Fund Contribution	345,318	201,000	201,000	267,000	66,000
Total Revenues	$ 565,998	$ 598,000	$ 394,000	$ 941,000	$ 343,000

Code Enforcement (cont'd)

2017-18 Anticipated Accomplishments

- Hired and trained staff for cannabis permitting, compliance and enforcement.
- Developed tracking and reporting systems for cannabis permitting, compliance and enforcement.
- Sponsored amendments to State law to increase financial disincentives for one-time violations.
- Integrated planning enforcement with the permit compliance program into the Energy and Minerals Division.

2018-19 Objectives

- Continue coordination with County agencies for cannabis enforcement.
- Report on cannabis permit and enforcement work volumes and findings.
- Review and adjust established procedures and cost estimates relative to cannabis enforcement after six months of operation.
- Revise procedures to align with changes to State law as applicable, particularly in cannabis enforcement.
- Streamline coordination between code enforcement and permit compliance staff by restructuring staff reporting and supervision.
- Enforce new cannabis regulations as authorized by the Board of Supervisors.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	0.19	0.23	0.23	0.23	-
DIVISION CHIEF	0.01	0.01	0.01	0.01	-
PROGRAM MANAGER	0.27	-	-	-	-
DEPUTY DIRECTOR	0.73	1.00	1.00	1.00	-
PLANNER SUPERVISING	2.73	3.00	3.00	2.00	(1.00)
BUSINESS MANAGER	0.02	0.10	0.10	0.15	0.04
PLANNER	6.07	6.25	6.25	7.87	1.62
ADMN OFFICE PRO	0.51	0.80	0.80	0.80	-
MAPPING/GIS ANALYST	0.12	0.13	0.13	0.13	-
Total	10.65	11.52	11.52	12.19	0.66

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,528,141	$ 1,746,609	$ 1,719,600	$ 1,883,000	$ 136,391
Services and Supplies	267,534	593,607	413,600	426,800	(166,807)
Other Charges	51,638	59,000	37,700	56,300	(2,700)
Total Operating Expenditures	1,847,314	2,399,216	2,170,900	2,366,100	(33,116)
Capital Assets	-	2,000	2,000	1,600	(400)
Increases to Fund Balances	100,750	-	-	-	-
Total Expenditures	$ 1,948,064	$ 2,401,216	$ 2,172,900	$ 2,367,700	$ (33,516)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	184,403	222,468	180,000	243,400	20,932
Intergovernmental Revenue	32,482	-	15,500	-	-
Charges for Services	15,559	-	-	-	-
Miscellaneous Revenue	4,523	-	30,900	-	-
Total Operating Revenues	236,967	222,468	226,400	243,400	20,932
Other Financing Sources	60,926	-	-	-	-
Decreases to Fund Balances	12,000	291,283	-	120,000	(171,283)
General Fund Contribution	1,757,592	1,887,465	1,968,600	2,004,300	116,835
Total Revenues	$ 2,067,485	$ 2,401,216	$ 2,195,000	$ 2,367,700	$ (33,516)

Long Range Planning (cont'd)

2017-18 Anticipated Accomplishments

- Completed full adoption, including Coastal Commission certification, of the Eastern Goleta Valley Community Plan (EGVCP).
- Completed adoption, including Coastal Commission certification, of Montecito Design Guidelines Phase II project to limit the size and/or number of detached accessory structures on residential parcels in Montecito.
- Completed adoption, including Coastal Commission certification, of ordinance amendments to regulate short term rentals, following Board direction in Spring of 2017.
- Completed full adoption, including Coastal Commission certification, of the Gaviota Coast 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, modifications to the Zoning Ordinance to encourage transitional and supportive housing, and modifications to the Design Residential zone district for affordable special needs and senior housing projects.
- Completed a portion of the Coastal Resiliency grant project, a multi-jurisdictional collaboration to model sea level rise and potential hazards, including the Countywide Coastal Hazard Vulnerability Assessment, and conducted Planning Commission and Board of Supervisors workshops on draft policies and programs to mitigate impacts from coastal hazards.
- Completed local adoption of the cannabis ordinances to comprehensively regulate cannabis activities for both recreational and medicinal use, including growing, sales, processing, manufacturing and distribution.
- Completed the greenhouse gases emissions inventory for the County's Energy and Climate Action Plan.
- Obtained approval of the Santa Claus Lane rail crossing from the State Public Utilities Commission, enabling legal, and safe access to the beach.
- Released a Draft Environmental Impact Report (EIR) for public comment on the Hoop Structure Ordinance Amendments and began the public hearing process at the Planning Commission.

2018-19 Objectives

- Complete the Categorical Exclusion process to relax the permit requirements for certain types of agricultural development in the coastal zone.
- Complete ordinance amendments to downshift the permitting for agricultural employee dwelling units.
- Complete local adoption of the agricultural tiered permitting ordinance amendments to create a revised zoning permit structure for certain agricultural uses and allow compatible new uses that support and encourage the continuation of local agricultural operations.
- Complete final adoption of 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.
- 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.

Planning & Development

Program

Long Range Planning (cont'd)

- 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 in 2016 regarding housing bonus density projects and the 2017 housing density bills (AB 1515 and SB 167).
- 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 Advanced Meter program.
- Complete 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.
- 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 metric for evaluating development projects).
- Make substantial progress in updating the Safety Element following the Board's adoption of the Multi-Jurisdictional Hazardous Mitigation Plan to address climate adaptations and resiliency strategies, mainly for the inland area of the county.
- Amend the Quality of Life threshold of significance for environmental analysis consistent with the California Environmental Quality Act.
- Pursue grants to fund additional long range planning work prioritized in the work program.

Public Works

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 123,910,400**
Capital	**$29,412,500**
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 16 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 2018-19 Objectives

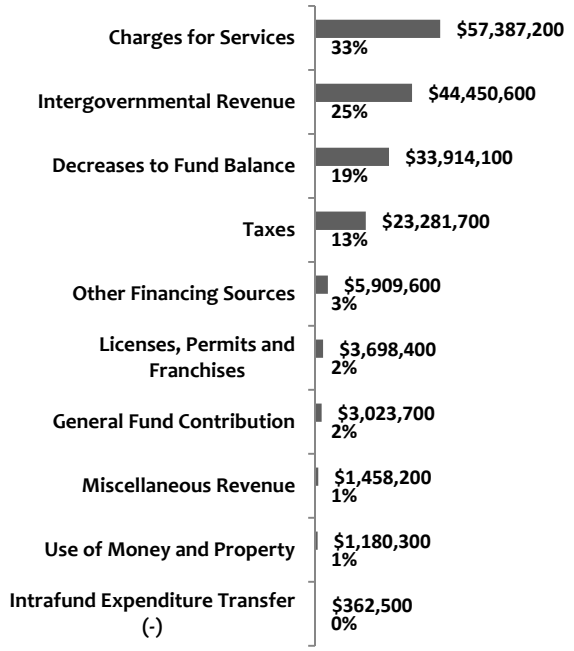
- Maximize Thomas Debris Flow cost reimbursement from FEMA, FHWA, and Cal OES for repairs to damaged roadways, bridges, and culverts.
- Purchase a debris staging area and develop a disposal plan as an essential element of the Public Works Department's ability to respond to emergencies.
- Repair all debris basins damaged in the Thomas Debris Flow and submit Hazard Mitigation Grants for projects to enhance system performance.
- Continue managing the right-of-way surveys in the areas affected by the Thomas Debris Flow to make sure impacted monuments are replaced.
- Expand transportation in-house capabilities to address deferred maintenance while still achieving the core mission of corrective maintenance.
- Restore Transportation reserves to levels that support capital project implementation and 60 day operating reserves.
- Complete the design, prepare bid package, and pursue funding for the Laguna County Sanitation District wastewater treatment plant upgrade.
- Implement the Tajiguas Resource Recovery Project.
- Continue leadership with Cachuma member units and tracking remaining water.
- Continue to update and standardize departmental Internal Controls to complement changes that need to be made in the County's financial system.

Public Works

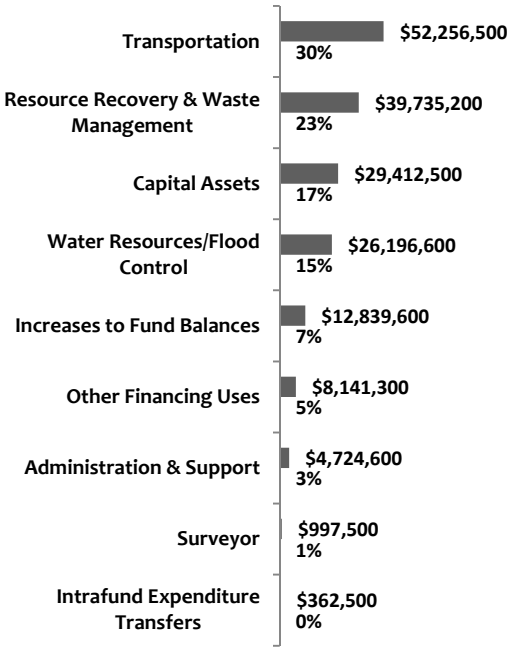
Department

Recommended Sources & Uses of Funds

Source of Funds - $174,666,300

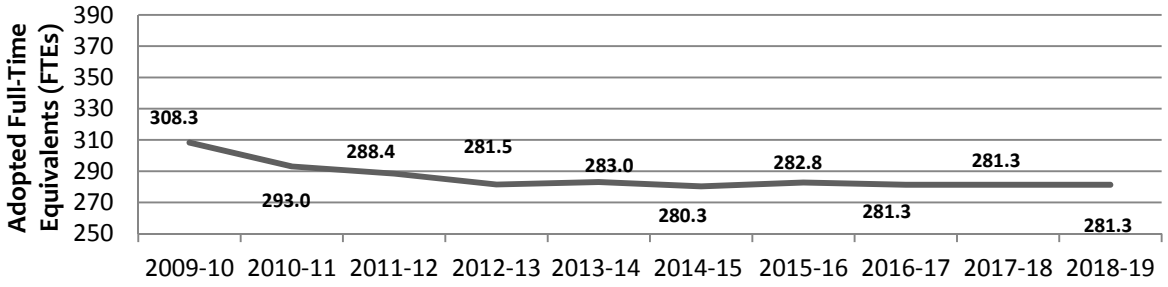


Use of Funds - $174,666,300



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Public Works

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	15.46	16.00	16.00	16.00	-
Transportation	105.54	117.00	117.00	117.00	-
Surveyor	4.73	5.00	5.00	5.00	-
Water Resources/Flood Control	43.40	48.00	48.00	48.00	-
Resource Recovery & Waste Management	89.33	95.25	95.25	95.25	-
Unallocated	2.50	-	-	-	-
Total	260.95	281.25	281.25	281.25	-

Budget By Budget Program					
Administration & Support	$ 4,353,482	$ 4,491,007	$ 4,475,400	$ 4,724,600	$ 233,593
Transportation	34,373,490	47,279,394	52,015,300	52,256,500	4,977,106
Surveyor	899,583	944,061	938,500	997,500	53,439
Water Resources/Flood Control	15,216,291	19,313,055	18,304,800	26,196,600	6,883,545
Resource Recovery & Waste Management	36,035,843	34,138,447	35,998,600	39,735,200	5,596,753
Unallocated	0	-	-	-	-
Total	$ 90,878,688	$ 106,165,964	$ 111,732,600	$ 123,910,400	$ 17,744,436

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 32,709,910	$ 37,358,968	$ 36,929,400	$ 38,421,700	$ 1,062,732
Services and Supplies	47,287,630	59,490,768	64,680,900	68,985,600	9,494,832
Other Charges	10,881,149	9,316,228	10,122,300	16,503,100	7,186,872
Total Operating Expenditures	90,878,688	106,165,964	111,732,600	123,910,400	17,744,436
Capital Assets	12,365,737	26,966,000	19,265,400	29,412,500	2,446,500
Other Financing Uses	7,420,114	9,972,123	11,850,400	8,141,300	(1,830,823)
Intrafund Expenditure Transfers (+)	97,855	439,650	373,300	362,500	(77,150)
Increases to Fund Balances	10,023,634	16,148,000	15,289,400	12,839,600	(3,308,400)
Fund Balance Impact (+)	2,714,585	-	-	-	-
Total	$ 123,500,613	$ 159,691,737	$ 158,511,100	$ 174,666,300	$ 14,974,563

Budget By Categories of Revenues					
Taxes	$ 23,071,604	$ 22,079,132	$ 22,981,300	$ 23,281,700	$ 1,202,568
Licenses, Permits and Franchises	3,492,277	4,166,192	4,148,100	3,698,400	(467,792)
Use of Money and Property	1,176,154	965,374	1,210,600	1,180,300	214,926
Intergovernmental Revenue	23,335,114	34,589,002	30,810,900	44,450,600	9,861,598
Charges for Services	45,150,474	51,153,097	52,609,300	57,387,200	6,234,103
Miscellaneous Revenue	3,031,043	1,783,756	1,720,300	1,458,200	(325,556)
Total Operating Revenues	99,256,664	114,736,553	113,480,500	131,456,400	16,719,847
Other Financing Sources	6,830,835	7,752,500	9,675,400	5,909,600	(1,842,900)
Intrafund Expenditure Transfers (-)	97,855	439,650	373,300	362,500	(77,150)
Decreases to Fund Balances	9,000,891	33,739,334	31,784,200	33,914,100	174,766
General Fund Contribution	3,128,900	3,023,700	3,197,700	3,023,700	-
Fund Balance Impact (-)	5,185,468	-	-	-	-
Total	$ 123,500,613	$ 159,691,737	$ 158,511,100	$ 174,666,300	$ 14,974,563

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Works

Department

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

Staffing

- No change in total number of FTEs

Expenditures

- Net operating expenditure increase of $17,745,000 due to:
  - +$1,063,000 increase in Salaries and Employee Benefits consisting of:
    - +$782,000 increase in salary costs.
    - +$445,000 increase in retirement costs.
    - -$164,000 decrease in workers' compensation and extra help costs.
  - +$9,495,000 increase in Services and Supplies due to:
    - +$4,134,000 increase in costs for phase 2 and 3 landfill closure projects.
    - +$4,554,000 increase in Transportation projects due to disaster related costs, SB1 funding availability for additional projects, and Federal Highway Bridge funded projects.
    - +$582,000 increase in debris basin maintenance supplies.
    - +$225,000 increase in County Counsel charges related to the Tajiguas Landfill.
  - $7,187,000 increase in Other Charges due to:
    - +$6,316,000 increase in Flood Control due to Proposition 1 Implementation Round.
    - +$449,000 increase in Resource Recovery depreciation costs.
    - +$291,000 increase in Liability Insurance Charges.
    - +$131,000 increase in Resource Recovery motor pool and communication charges.

- Net non-operating expenditure decrease of $2,770,000 due to:
  - +2,447,000 increase in Capital Assets consisting of:
    - +$2,278,000 increase in Laguna Sanitation sludge beds project.
    - +$1,606,000 increase for Resource Recovery flood protection project.
    - +$1,320,000 increase in Resource Recovery storm drain improvements.
    - -$2,757,000 decrease in capital infrastructure improvements in Flood Control.
  - -$1,832,000 decrease in Other Financing Uses due to a decrease in transfers between Transportation Funds.
  - -$77,000 decrease in Intrafund Expenditure Transfers (+) for transfers between divisions.
  - -$3,308,000 decrease in contribution to Fund Balances, from $16,148,000 in FY 2017-18 to $12,840,000 in FY 2018-19.

These changes result in Recommended operating expenditures of $123,910,400 and non-operating expenditures of $50,755,600, for total expenditures of $174,666,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

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

Revenues

- Net operating revenue increase of $16,720,000 primarily due to:
  - +$1,203,000 increase in Taxes due to:
    - +$1,370,000 increase in Property Taxes.
    - -$167,000 decrease in Sales Tax revenue.
  - -$468,000 decrease in Licenses, Permits, and Franchises.
  - +$214,000 increase in Use of Money and Property across all funds due to increased interest rates.
  - +$9,862,000 increase in Intergovernmental Revenues consisting of:
    - +$6,316,000 increase in State Department of Water Resources Prop 1 pass-through grants.
    - +$3,546,000 increase in Transportation related SB1 revenues.
  - +$6,234,000 increase in Charges for Services due to:
    - +$2,635,000 increase to Transportation maintenance projects with Service Charges paid to the Roads Operating Fund.
    - +$3,599,000 increase in sanitation service charges at both Tajiguas Landfill and Laguna Sanitation.
  - -$325,000 decrease in Miscellaneous Revenue in Resource Recovery for recyclable sales.

- Net non-operating revenue decrease of $1,746,000:
  - -$1,843,000 decrease in Other Financing Sources due to:
    - -$2,020,000 decrease in General Fund contributions in Transportation.
    - -$1,300,000 decrease in Operating Transfers In – Other Funds in Flood Control.
    - +$1,477,000 increase in transfers from other funds and sale of capital assets.
  - -$77,000 decrease in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works.
  - +$174,000 increase in release of Fund Balances from a decrease of $33,739,000 in FY 20017-18 to a decrease of $33,914,100 in FY 2018-19.

These changes result in Recommended operating revenues of $131,456,400 and non-operating revenues of $43,209,900, for total revenues of $174,666,300. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration & Support				
Percentage of department workforce "Lost Time" (Target=4.5%)	5.2% 29,139/557,778	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 (Target=100%)	96.4% 1582/1641	95% 1544/1625	95.0% 1568/1650	96.0% 1648/1716
Percentage of randomly selected employees tested for Drugs & Alcohol within the quarter	100% 87/87	98% 85/87	100% 87/87	100% 87/87
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target=100%)	83% 220/265	85% 240/282	100% 245/282	100% 282/282
Transportation				
Average Pavement Condition Index (PCI) for the County Maintained Road System (Target=70)	59	58	56	70
Percentage of Transportation service requests responded to within 48 hours (Target/standard=95%)	99% 1081/1092	99.0% 1280/1295	97% 1521/1531	97% 950/1000
Percentage of design and construction administration costs for completed pavement preservation project costs (Target=20%)	19.6%	19%	19%	20%
Percentage of school zone traffic control pavement markings refreshed annually (Target=50%)	57% 25/44	55% 24/44	34% 15/44	25% 11/44
Surveyor				
Percentage of Record of Surveys & Corner Records reviewed within 20 days per Government Code requirements (Target=100%)	51.5% 155/301	47% 74/156	76% 182/239	100% 250/250
Average number of days to complete development project reviews (Target=15 days)	24	20	18	30
Average number of days to publish recorded maps on the County web site (Target=10 days)	10	18	18	15

Public Works

Department

Performance Measures (cont'd)

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Water Resources				
Percentage of planned flood control maintenance projects completed (Target=95%)	100% 37/37	100% 33/33	98% 39/40	95% 33/35
Percentage of water quality inquiries responded to within 24 hours	100% 79/79	97% 83/86	90% 72/80	90% 72/80
Percentage of flood control maintenance requests responded to within 48 hours (Target/standard=95%)	99.1% 320/323	98% 160/163	90% 198/220	90% 135/150
Percentage of plan check submittals completed within two weeks	100% 23/23	95% 69/69	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%
Percentage of Laguna County Sanitation's sewer system flushed and/or videoed annually	69.5% 86/124	54% 67/124	50% 62/124	50% 62/124
Average annual cost per pound of household hazardous waste disposed	$1.78	$1.74	$1.86	$1.86
Achieve 1,000 pounds/sq ft compaction at the Tajiguas Landfill to maximize capacity	1,000	965	1,020	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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ADMINISTRATIVE DEPUTY DIRECTOR	1.54	1.00	1.00	1.00	-
CIVIL ENGINEER SPECIALIST	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	0.77	1.00	1.00	1.00	-
IT MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	1.00	2.00	2.00	2.00	-
ACCOUNTANT	0.38	-	-	-	-
ADMN OFFICE PRO	2.58	3.00	3.00	3.00	-
COST ANALYST	0.38	1.00	1.00	1.00	-
DEPT BUS SPEC	0.88	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	1.00	-	-	-	-
EXECUTIVE SECRETARY	0.92	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
SAFETY OFFICER-DIVISIONAL	1.00	1.00	1.00	1.00	-
Total	15.46	16.00	16.00	16.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Works

Program

Administration & Support (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 2,415,944	$ 2,574,579	$ 2,573,300	$ 2,729,900	$ 155,321
Services and Supplies	1,654,759	1,598,916	1,589,500	1,665,900	66,984
Other Charges	282,779	317,512	312,600	328,800	11,288
Total Operating Expenditures	4,353,482	4,491,007	4,475,400	4,724,600	233,593
Capital Assets	34,462	-	20,000	20,000	20,000
Other Financing Uses	717,576	623,200	1,373,200	624,200	1,000
Increases to Fund Balances	145,918	375,192	392,200	439,300	64,108
Total Expenditures	$ 5,251,438	$ 5,489,399	$ 6,260,800	$ 5,808,100	$ 318,701
Budget By Categories of Revenues					
Taxes	1,686,401	1,736,833	1,753,700	1,832,800	95,967
Use of Money and Property	15,061	9,818	22,400	17,900	8,082
Intergovernmental Revenue	7,480	7,640	7,600	7,600	(40)
Charges for Services	3,150,033	3,430,800	3,405,500	3,634,300	203,500
Miscellaneous Revenue	2,243	-	-	-	-
Total Operating Revenues	4,861,218	5,185,091	5,189,200	5,492,600	307,509
Intrafund Expenditure Transfers (-)	67,879	69,650	48,400	52,500	(17,150)
Decreases to Fund Balances	301,439	234,658	1,023,200	263,000	28,342
General Fund Contribution	16,000	-	-	-	-
Total Revenues	$ 5,246,537	$ 5,489,399	$ 6,260,800	$ 5,808,100	$ 318,701

2017-18 Anticipated Accomplishments

- Managed a coordinated Public Works departmental response to the Thomas Debris Flow Disaster.
- Produced and published high quality Thomas Debris Flow public information in a timely manner.
- Developed a business plan for Laguna Sanitation Plant debt issuance and upgrade.
- Provided departmental supervisor/manager training with a focus on safety related to new disaster threats.
- Conducted leadership training for all managers and supervisors in Public Works.
- Achieved an 87% on time rating for performance reviews compared to 85% in previous year.
- Continued the design/remodel of the Administration area to provide better customer service and better safety for staff.
- Prepare a plan to increase network/server stability including server replacement and efficient backup/restore capabilities.

Administration & Support (cont'd)

2018-19 Objectives

- Complete fee study of Transportation Encroachment Permits, Flood Fees and County Surveyors Office.
- Conduct an analysis of the timesheet approval process within the department to increase accuracy in reporting and authorizations.
- Strengthen and standardize internal controls within the department to compliment changes that are needed in the County financial system.
- Work closely with all divisions within Public Works to maximize disaster related reimbursement from FEMA and CalOES.

Public Works

Program

Transportation

Provide a clear path, smooth ride, and safe trip for the traveling public.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	2.00	2.00	2.00	2.00	-
PROJECT MANAGER	3.00	3.00	3.00	3.00	-
CIVIL ENGINEER SPECIALIST	3.00	3.00	3.00	3.00	-
PROGRAM MANAGER	2.00	3.00	3.00	2.00	(1.00)
TRANSPORTATION PLANNER SUPV	1.00	1.00	1.00	1.00	-
ROAD MAINT MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.77	3.00	3.00	3.00	-
ENGINEERING GEOLOGIST	1.69	2.00	2.00	1.00	(1.00)
MAINT SUPERINTENDENT	2.88	3.00	3.00	3.00	-
TEAM/PROJECT LDR-GEN	1.00	1.00	1.00	1.00	-
CIV ENGINEERING ASSOC	7.50	10.00	10.00	11.00	1.00
ENG ENVIRON PLANNER SR.	1.02	1.00	1.00	1.00	-
ACCOUNTANT	1.81	2.00	2.00	2.00	-
ADMN OFFICE PRO	4.77	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO	0.77	1.00	1.00	2.00	1.00
ENGINEERING TECH SPEC	7.08	8.00	8.00	8.00	-
URBAN FORESTRY SUPV	1.00	1.00	1.00	1.00	-
GEOLOGIST REGISTERED	0.08	-	-	-	-
MAINTENANCE SUPV	3.77	4.00	4.00	4.00	-
MAINTENANCE LEADER	10.81	11.00	11.00	11.00	-
FINANCIAL OFFICE PRO SR	0.88	1.00	1.00	-	(1.00)
ADMN OFFICE PRO SR	3.04	3.00	3.00	3.00	-
ENGINEERING TECH	4.44	4.00	4.00	4.00	-
URBAN FORESTRY INSP	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	7.54	8.00	8.00	8.00	-
MAINTENANCE WORKER	24.42	24.00	24.00	27.00	3.00
TRAFFIC SIGNAL TECHNICIAN	1.12	1.00	1.00	1.00	-
MAINT WORKER APPRENTICE	4.15	9.00	9.00	7.00	(2.00)
Total	105.54	117.00	117.00	117.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Public Works

Program

Transportation (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 12,998,748	$ 15,223,184	$ 15,569,900	$ 15,510,900	$ 287,716
Services and Supplies	19,031,852	29,966,629	34,412,100	34,427,300	4,460,671
Other Charges	2,342,890	2,089,581	2,033,300	2,318,300	228,719
Total Operating Expenditures	34,373,490	47,279,394	52,015,300	52,256,500	4,977,106
Capital Assets	997,802	1,770,000	1,029,700	1,787,500	17,500
Other Financing Uses	5,021,134	5,812,000	7,516,600	5,228,700	(583,300)
Intrafund Expenditure Transfers (+)	29,976	370,000	324,900	310,000	(60,000)
Increases to Fund Balances	7,402,375	9,605,059	8,868,600	9,137,600	(467,459)
Total Expenditures	$ 47,824,776	$ 64,836,453	$ 69,755,100	$ 68,720,300	$ 3,883,847
Budget By Categories of Revenues					
Taxes	7,728,832	7,523,002	7,658,400	7,230,200	(292,802)
Licenses, Permits and Franchises	374,105	335,000	345,300	332,000	(3,000)
Use of Money and Property	95,648	119,755	141,500	102,700	(17,055)
Intergovernmental Revenue	17,408,832	27,551,533	23,882,300	32,115,300	4,563,767
Charges for Services	4,468,519	5,239,104	6,023,200	7,110,000	1,870,896
Miscellaneous Revenue	681,093	95,000	232,600	103,000	8,000
Total Operating Revenues	30,757,029	40,863,394	38,283,300	46,993,200	6,129,806
Other Financing Sources	6,788,131	5,812,000	8,296,900	5,248,700	(563,300)
Intrafund Expenditure Transfers (-)	29,976	370,000	324,900	310,000	(60,000)
Decreases to Fund Balances	8,383,183	15,994,259	20,879,200	14,371,600	(1,622,659)
General Fund Contribution	1,862,000	1,796,800	1,970,800	1,796,800	-
Total Revenues	$ 47,820,319	$ 64,836,453	$ 69,755,100	$ 68,720,300	$ 3,883,847

2017-18 Anticipated Accomplishments

- Responded to the Thomas Debris Flow, assisting search and rescue and utility companies to access compromised facilities, clearing roadways, installing temporary bridge repairs, and beginning work on over $10M in permanent restoration.
- Continued work on over $4M in permanent restoration work from the 2017 storms.
- Delivered $2 million of deferred maintenance work.
- Responded to over 1,100 servicerequests.
- Developed the budget, Annual Road Map (RdMAP), Construction in Progress (CIP) and five-year forecast for all sections.
- Managed expenditures to revenues while addressing the impacts to diminishing operations revenue.
- Completed the San Jose Creek Bike Path and Bridge.
- Constructed the Goleta Beach Access Bridge.
- Constructed the Pardall at Embarcadero del Norte signal project to improve circulation and safety.
- Constructed ADA and pedestrian circulations improvements (hardscape and ramps) on Sabado Tarde in Isla Vista and Foster Road in Orcutt.

Transportation (cont'd)

2018-19 Objectives

- Restore strategic reserves to levels that support capital project implementation and 90 day operating reserves.
- Update development review and permit fees to increase cost recovery where possible.
- Implement long-term strategy for the division to implement the programs based on State Road Maintenance and Rehabilitation Account (RMRA).
- Expand capabilities for in-house maintenance work to address deferred maintenance while still achieving core mission of corrective maintenance.
- Update AB1600 programs make them current and implement a process for systematic tracking and updating. Also, focus on efficiency and cost recovery for related development review.
- Complete permanent restoration at 2017 storm and 2018 debris flow sites as funding allows.
- Begin Construction of the Foothill Low Water Crossing Replacement in New Cuyama.
- Update ADA transition plan and implement new guidelines.
- Update Engineering Design Standards.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
COUNTY SURVEYOR	1.00	1.00	1.00	1.00	-
SURVEY SUPERVISOR	1.00	1.00	1.00	1.00	-
SURVEY SPECIALIST	2.73	3.00	3.00	3.00	-
Total	4.73	5.00	5.00	5.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 778,937	$ 846,745	$ 846,500	$ 897,300	$ 50,555
Services and Supplies	37,554	45,508	41,300	42,200	(3,308)
Other Charges	83,092	51,808	50,700	58,000	6,192
Total Operating Expenditures	899,583	944,061	938,500	997,500	53,439
Intrafund Expenditure Transfers (+)	67,879	69,650	48,400	52,500	(17,150)
Increases to Fund Balances	15,190	20,000	15,000	20,000	-
Total Expenditures	$ 982,652	$ 1,033,711	$ 1,001,900	$ 1,070,000	$ 36,289
Budget By Categories of Revenues					
Licenses, Permits and Franchises	1,704	850	200	300	(550)
Use of Money and Property	20,000	-	-	-	-
Intergovernmental Revenue	37,019	10,000	5,700	6,500	(3,500)
Charges for Services	289,178	377,761	365,900	432,100	54,339
Miscellaneous Revenue	651	300	300	300	-
Total Operating Revenues	348,552	388,911	372,100	439,200	50,289
Decreases to Fund Balances	-	30,000	15,000	16,000	(14,000)
General Fund Contribution	634,100	614,800	614,800	614,800	-
Total Revenues	$ 982,652	$ 1,033,711	$ 1,001,900	$ 1,070,000	$ 36,289

2017-18 Anticipated Accomplishments

- Provided Professional Land Surveyor map review services to the City of Guadalupe and City of Solvang.
- Worked in the Emergency Operations Center during the Thomas Fire and Montecito Debris Flow incidents.
- Started the work on securing funding and managing the right of way surveys in the areas affected by the Thomas Debris Flow.

Surveyor (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- Coordinated the land survey efforts of the County with the private sector surveyors in the areas affected by the Thomas Debris Flow.
- Performed over 600 project reviews for compliance with state laws and local ordinances.
- Reviewed and recorded, within 13 months from the initial submittal, the Rice Ranch Unit Two Meadows and Groves Tract Map that created 259 new lots.
- Completed the review and approved LAFCO legal description and exhibit maps for the formation of the Los Olivos Community Services District.
- Provided outstanding customer service through an online interactive GIS web page and at the public counter.
- Recorded or filed over 220 maps, corner records and documents.
- Fostered an internship program with the UCSB Geography Department for recorded maps indexing.
- As a member of the Agricultural Preserve Advisory Committee participated in work on the Cannabis Land Use Ordinance.

2018-19 Objectives

- Provide mandated surveying services to County Government, survey professionals and the general public.
- Continue managing the right of way surveys in the areas affected by the Thomas Debris Flow.
- Research and prepare GIS software solutions for the 2020 redistricting process.
- Continue working with UCSB on developing the internship program to increase number, completeness and consistency of datasets available to the general public and professional surveyors using the Interactive GIS Surveyor Information System customer service tool.
- Perform the County Surveyors Office fee study and implement the new schedule.
- Partner with the County Recorder in the internship program to rescan the original recorded maps in higher resolution.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER SPECIALIST	1.00	1.00	1.00	1.00	-
WATER AGENCY MANAGER	1.85	2.00	2.00	2.00	-
PROGRAM MANAGER	0.08	1.00	1.00	3.00	2.00
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.88	2.00	2.00	2.00	-
HYDROLOGIST SENIOR	1.89	2.00	2.00	2.00	-
MAINT SUPERINTENDENT	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	0.88	-	-	-	-
CIV ENGINEERING ASSOC	2.92	3.00	3.00	2.00	(1.00)
ENG ENVIRON PLANNER SR.	1.98	2.00	2.00	2.00	-
ACCOUNTANT	0.92	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	3.00	3.00	3.00	3.00	-
ENGINEERING TECH SUPV	0.54	1.00	1.00	1.00	-
PUBLIC WORKS PRGM SPEC SR	1.15	2.00	2.00	2.00	-
ENGINEERING TECH SPEC	3.46	4.00	4.00	3.00	(1.00)
MAINTENANCE SUPV	2.00	2.00	2.00	2.00	-
PUBLIC WORKS PRGM SPEC	1.00	1.00	1.00	1.00	-
MAINTENANCE LEADER	5.00	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ENGINEERING TECH	0.12	-	-	1.00	1.00
MAINT WELDER-MECHANIC	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	3.73	5.00	5.00	5.00	-
PESTICIDE SPECIALIST	1.00	1.00	1.00	1.00	-
MAINTENANCE WORKER	2.04	2.00	2.00	2.00	-
MAINT WORKER APPRENTICE	0.96	2.00	2.00	2.00	-
Total	43.40	48.00	48.00	48.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Water Resources/Flood Control (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 5,859,866	$ 6,913,092	$ 6,010,100	$ 6,960,200	$ 47,108
Services and Supplies	8,686,439	11,992,120	10,985,400	12,444,500	452,380
Other Charges	669,986	407,843	1,309,300	6,791,900	6,384,057
Total Operating Expenditures	15,216,291	19,313,055	18,304,800	26,196,600	6,883,545
Capital Assets	6,311,482	17,351,000	10,606,400	14,540,000	(2,811,000)
Other Financing Uses	154,750	1,970,550	1,370,600	690,600	(1,279,950)
Increases to Fund Balances	2,460,152	2,791,807	2,291,500	2,242,700	(549,107)
Total Expenditures	$ 24,142,675	$ 41,426,412	$ 32,573,300	$ 43,669,900	$ 2,243,488
Budget By Categories of Revenues					
Taxes	13,656,371	12,819,297	13,569,200	14,218,700	1,399,403
Use of Money and Property	311,826	292,657	473,600	481,600	188,943
Intergovernmental Revenue	5,496,644	6,639,457	6,534,900	11,959,700	5,320,243
Charges for Services	3,515,950	3,655,484	3,975,400	4,048,700	393,216
Miscellaneous Revenue	192,590	2,500	1,200	1,500	(1,000)
Total Operating Revenues	23,173,380	23,409,395	24,554,300	30,710,200	7,300,805
Other Financing Sources	39,600	1,940,500	1,378,500	660,900	(1,279,600)
Decreases to Fund Balances	316,268	15,480,417	6,044,400	11,702,700	(3,777,717)
General Fund Contribution	616,800	596,100	596,100	596,100	-
Total Revenues	$ 24,146,048	$ 41,426,412	$ 32,573,300	$ 43,669,900	$ 2,243,488

2017-18 Anticipated Accomplishments

- Prepared 11 Debris Basins Post Fire, Pre Thomas Debris Flow, work completed before any debris movements.
- Responded to Debris Flow impacts including:
- Secured Corps of Engineers Direct Assistance in Debris Removal (estimated to be valued at $120 Million).
- Cleared Bridges and Creeks after the Thomas Debris Flow to allow opening of roads and US 101.
- Cooperated with Corps of Engineers on Stream Clearing, with the County directing stream clearing, and Corps of Engineers trucking and disposing of debris.
- Completed Construction of Unit II Channel Improvements (Santa Maria).
- Continued leadership with Cachuma in tracking remaining water, holding monthly Member Unit Manager Meetings and working with State and Local agencies.
- Assisted in forming all required Groundwater Sustainability Agencies (GSA).

Water Resources/Flood Control (cont'd)

2018-19 Objectives

- Develop a Debris Staging / Disposal plan as an essential element of the Public Works Department's ability to respond to emergencies.
- Complete the Lower Mission Creek Project through to the upstream side of the US 101.
- Repair all damaged facilities from Thomas Debris Flow and submit Hazard Mitigation Grants for projects to improve system performance.
- Complete Cachuma Contract Renewal prior to the expiration.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	1.92	2.00	2.00	2.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER SPECIALIST	0.27	1.00	1.00	1.00	-
PROGRAM MANAGER	0.85	1.00	1.00	1.00	-
OPERATIONS MANAGER	0.42	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.00	1.00	1.00	1.00	-
ENGINEERING GEOLOGIST	1.00	1.00	1.00	1.00	-
CIV ENGINEERING ASSOC	-	1.00	1.00	1.00	-
STAFF ANALYST	1.00	1.00	1.00	1.00	-
ENG ENVIRON PLANNER SR.	1.00	1.00	1.00	1.00	-
ACCOUNTANT	0.96	2.00	2.00	2.00	-
WASTEWTR PLANT OPER CHIEF	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	3.00	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	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	-
COST ANALYST	0.23	-	-	-	-
WASTEWTR PLANT OPER SUPV	1.00	1.00	1.00	1.00	-
ENGINEERING TECH SPEC	1.85	2.00	2.00	2.00	-
REFUSE SUPERVISOR	3.77	4.00	4.00	4.00	-
WASTEWTR PLANT OPER	8.00	8.00	8.00	8.00	-
REFUSE LEADER	4.54	5.00	5.00	4.00	(1.00)
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	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	1.15	1.00	1.00	1.00	-
ENGINEERING TECH	0.88	-	-	-	-
EQUIPMENT MECHANIC	3.77	5.00	5.00	5.00	-
HEAVY EQUIP OPERATOR	9.92	10.00	10.00	10.00	-
REFUSE INSPECTOR	2.00	2.00	2.00	2.00	-
HEAVY TRUCK DRIVER	11.88	11.00	11.00	12.00	1.00
REFUSE CHECKER SUPERVISOR	1.00	1.00	1.00	1.00	-
SHOP SUPERVISOR	0.08	-	-	-	-
MAINTENANCE WORKER	5.88	5.00	5.00	5.00	-
REFUSE CHECKER	9.19	9.50	9.50	9.50	-
RECYCLE WORKER	2.00	2.00	2.00	2.00	-
MAINT WORKER APPRENTICE	-	2.00	2.00	2.00	-
Total	89.33	95.25	95.25	95.25	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll

Resource Recovery & Waste Management (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 10,656,415	$ 11,801,368	$ 11,929,600	$ 12,323,400	$ 522,032
Services and Supplies	17,877,027	15,887,595	17,652,600	20,405,700	4,518,105
Other Charges	7,502,402	6,449,484	6,416,400	7,006,100	556,616
Total Operating Expenditures	36,035,843	34,138,447	35,998,600	39,735,200	5,596,753
Capital Assets	5,021,992	7,845,000	7,609,300	13,065,000	5,220,000
Other Financing Uses	1,526,654	1,566,373	1,590,000	1,597,800	31,427
Increases to Fund Balances	-	3,355,942	3,722,100	1,000,000	(2,355,942)
Total Expenditures	$ 42,584,488	$ 46,905,762	$ 48,920,000	$ 55,398,000	$ 8,492,238
Budget By Categories of Revenues					
Licenses, Permits and Franchises	3,116,468	3,830,342	3,802,600	3,366,100	(464,242)
Use of Money and Property	733,619	543,144	573,100	578,100	34,956
Intergovernmental Revenue	385,138	380,372	380,400	361,500	(18,872)
Charges for Services	33,726,794	38,449,948	38,839,300	42,162,100	3,712,152
Miscellaneous Revenue	2,154,466	1,685,956	1,486,200	1,353,400	(332,556)
Total Operating Revenues	40,116,485	44,889,762	45,081,600	47,821,200	2,931,438
Other Financing Sources	3,104	-	-	-	-
Decreases to Fund Balances	-	2,000,000	3,822,400	7,560,800	5,560,800
General Fund Contribution	-	16,000	16,000	16,000	-
Total Revenues	$ 40,119,589	$ 46,905,762	$ 48,920,000	$ 55,398,000	$ 8,492,238

2017-18 Anticipated Accomplishments

- Prepared a revised design for the Tajiguas Resource Recovery Project changing the location of the anaerobic digester and completed negotiation of a revised construction and operation agreement with MSB Investors.
- Received a Silver Solid Waste Association of North America Excellence Award for our integrated solid waste management system.
- Prepared and submitted a grant application to the California Department of Parks & Recreation to fund a portion of the Baron Ranch trail improvements.
- Prepared and implemented a Private Property Debris Removal Management Plan to address the material deposited on private property as a result of the Thomas Debris Flow.
- Continued to add additional businesses to the source separated food waste collection program in compliance with AB1826.
- Completed CEQA documentation for Laguna Phase 1 waste water plant upgrade.
- Final design for Waller County Park recycled water retrofit project.
- Updated Laguna pretreatment/industrial discharge ordinance.
- Completed CSA 12 sewer model.
- Completed CSA 12 Vista Elevada lift station reconstruction.

Resource Recovery & Waste Management (cont'd)

2018-19 Objectives

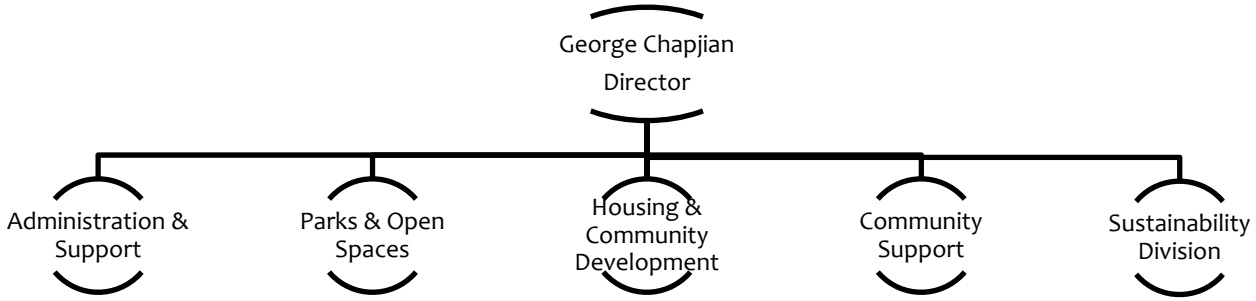
- Complete the design and prepare the bid package for the Laguna County Sanitation District (LCSD) Phase I wastewater treatment plant upgrade.
- Pursue funding for the Laguna County Sanitation District Phase I wastewater treatment plant upgrade.
- Initiate the Laguna sludge beds replacement project.
- Initiate Laguna flood protection project.
- Evaluate the need for major Laguna Sanitation sewer system rehabilitation.

Public Works

Community Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 30,575,600**
Capital	**$ 1,881,000**
FTEs	**82.11**



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. The Sustainability (formerly Energy & Sustainability Initiatives) Division grew out of the emPower program and became a new CSD division in 2015.
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, culture and the environment.
The combined operating and capital budgets are presented as budget programs: Administration & Support, Parks and Open Spaces, Housing & Community Development, Community Support, and the Sustainability Division.

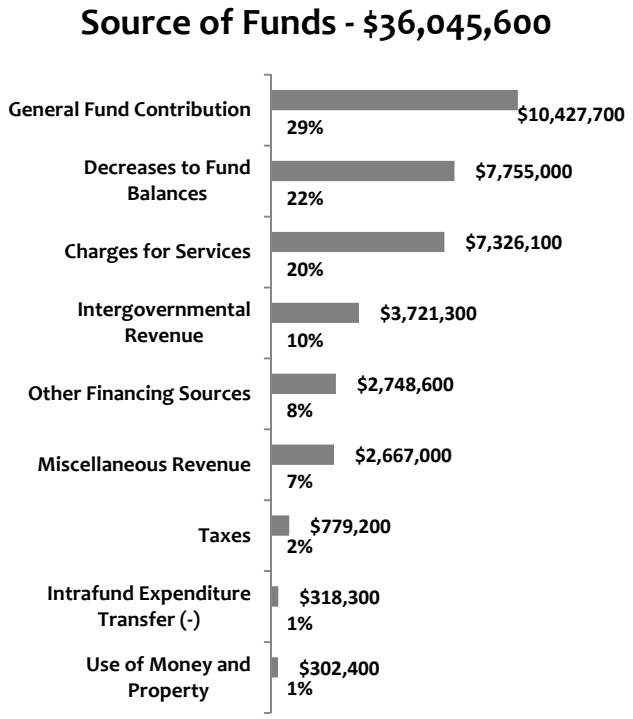
Highlights of 2018-19 Objectives

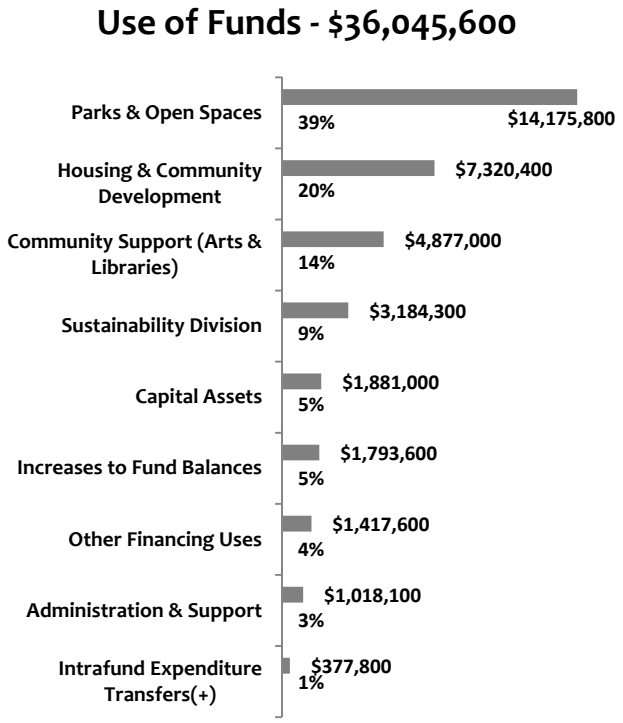
- Pursue a Public-Private Partnership for alternative camping accommodations at Cachuma Lake.
- Complete the design of the Lookout Park East End Renovation.
- Complete the design and commence construction of the Baron Trail access bridge.
- Complete the design and installation of affordable accommodations at Jalama Beach Park.
- Secure $1.73+ million in Housing and Urban Development funding through the FY 2018 Continuum of Care (CoC) Program Competition for the Santa Maria/Santa Barbara County CoC.
- Maintain designation as the Administrative Entity for State Emergency Solutions Grant (ESG) funds in order to be eligible to receive over $800,000 in 2018 funding to support homelessness assistance and prevention activities countywide.
- Maintain high fiscal stewardship of federal, state, and local grant funding and loan repayments.
- 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.
- Implement gallery software to catalogue and display public art and the county collection online.
- Organize community outreach efforts to increase participation in arts exhibitions at the County's Channing Peak and Betteravia Galleries.
- Secure new funding sources to expand energy efficiency and renewable energy offerings and grow into other sustainability areas that support the implementation of the Energy Climate Action Plan (ECAP).
- Develop a benchmarking and voluntary auditing program that assists building owners with development of energy efficiency and renewable energy projects as well as comply with benchmarking and disclosure requirements mandated by AB 802.
- Complete emPower 50 Home Challenge Solvang and if successful, expand to other communities.

Community Services

Department

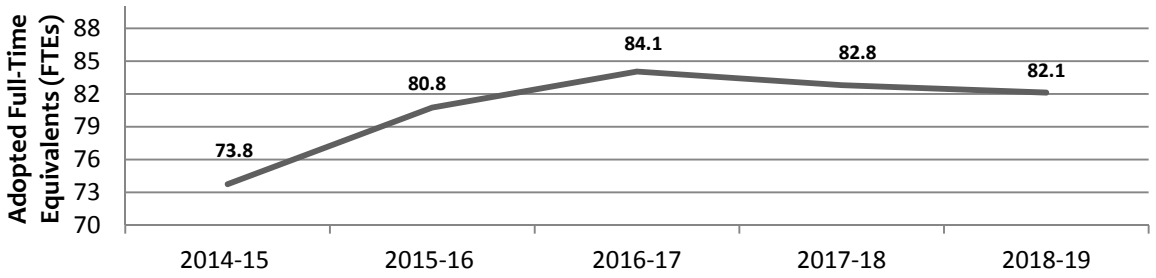
Recommended Sources & Uses of Funds





Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Community Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	5.00	5.00	5.00	5.00	-
Parks & Open Spaces	56.48	57.00	57.00	56.31	(0.69)
Housing & Community Development	10.77	12.00	12.00	12.00	-
Community Support (Arts & Libraries)	2.99	2.80	2.80	2.80	-
Energy and Sustainability Initiatives	5.77	6.00	6.00	6.00	-
Total	81.01	82.80	82.80	82.11	(0.69)

Budget By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	$ 896,937	$ 978,155	$ 978,200	$ 1,018,100	$ 39,945
Parks & Open Spaces	13,208,969	13,449,668	14,149,300	14,175,800	726,132
Housing & Community Development	4,499,879	5,883,866	5,264,600	7,320,400	1,436,534
Community Support (Arts & Libraries)	5,197,815	5,244,013	5,300,900	4,877,000	(367,013)
Energy and Sustainability Initiatives	1,783,816	3,266,438	2,435,200	3,184,300	(82,138)
Unallocated	1,357	-	-	-	-
Total	$ 25,588,773	$ 28,822,140	$ 28,128,200	$ 30,575,600	$ 1,753,460

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 10,201,433	$ 11,274,163	$ 10,985,700	$ 11,617,700	$ 343,537
Services and Supplies	12,808,543	14,579,035	13,985,800	15,504,600	925,565
Other Charges	2,578,797	2,968,942	3,156,700	3,453,300	484,358
Total Operating Expenditures	25,588,773	28,822,140	28,128,200	30,575,600	1,753,460
Capital Assets	1,038,272	1,329,000	812,800	1,881,000	552,000
Other Financing Uses	2,596,914	1,237,040	1,618,800	1,417,600	180,560
Intrafund Expenditure Transfers (+)	338,726	347,422	346,000	377,800	30,378
Increases to Fund Balances	2,993,580	1,201,512	1,809,500	1,793,600	592,088
Fund Balance Impact (+)	2,549	-	-	-	-
Total	$ 32,558,813	$ 32,937,114	$ 32,715,300	$ 36,045,600	$ 3,108,486

Budget By Categories of Revenues	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Taxes	$ 714,303	$ 721,020	$ 721,000	$ 779,200	$ 58,180
Use of Money and Property	220,263	240,380	239,400	302,400	62,020
Intergovernmental Revenue	3,329,941	3,470,857	3,208,400	3,721,300	250,443
Charges for Services	8,509,787	6,888,020	7,753,100	7,326,100	438,080
Miscellaneous Revenue	2,390,798	2,262,572	2,125,200	2,667,000	404,428
Total Operating Revenues	15,165,093	13,582,849	14,047,100	14,796,000	1,213,151
Other Financing Sources	2,727,804	2,354,840	2,630,000	2,748,600	393,760
Intrafund Expenditure Transfers (-)	256,318	240,004	238,000	318,300	78,296
Decreases to Fund Balances	3,951,064	6,362,582	5,403,400	7,755,000	1,392,418
General Fund Contribution	10,458,535	10,396,839	10,396,800	10,427,700	30,861
Total	$ 32,558,813	$ 32,937,114	$ 32,715,300	$ 36,045,600	$ 3,108,486

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Community Services

Department

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

Staffing

- -0.69 decrease in FTEs due to the reduction of 0.69 planner position in the Parks Division.

Expenditures

- Net operating expenditure increase of $1,753,500:
  - +$344,000 increase in Salaries and Employee Benefits due to increases in salaries and benefits.
  - +$926,000 net increase in Services and Supplies primarily due to the following:
    - +$1,346,000 net increase in Housing due to anticipated HOME and in-lieu funded housing projects Sierra Madre Cottages and Residences at Depot Street.
    - -$367,000 decrease in Community Support Arts & Libraries driven by a loss of one-time funding ($360,000) for libraries and one-time consulting contract costs.
    - -$152,000 decrease in Sustainability Division primarily due to timing of Community Choice Energy (CCE)
  - +$484,000 increase in Other Charges primarily due to:
    - +$468,000 increase in Parks due to the following:
      - +$326,000 increase in Liability Insurance, largely driven by two recent claim experiences.
      - +$155,000 increase in utility charges for water, electricity and sewer.
    - +$49,000 increase in Sustainability Division's liability insurance costs due to recent claim experience.

- Non-operating expenditure increase of $1,355,000:
  - +$552,000 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 budgeted during FY 2018-19 include the Point Sal access road culvert repair, 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.
  - +$181,000 increase in Other Financing Uses primarily due to the following:
    - +$167,000 increase in Housing due to the following:
      - +$112,000 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 ($40,000), CoC Planning grant ($22,000), Coordinating Entry grant ($12,000) and Redevelopment agency ($40,000).
      - +$55,000 increase in Orcutt Community Facilities District transfers to Fire, Sheriff, Flood, and Parks.
  - +$592,000 net increase in Fund Balances primarily due to the following:
    - +$488,000 increase in Housing due to an anticipated foreclosure of an Inclusionary Housing property ($390,000) and increased loan receipts ($100,000) based on recent history.
    - +$150,000 increase in Parks to retain unexpended funding dedicated towards the California Coastal Commission's Goleta Beach permit requirements.
    - -$51,000 decrease in Community Support Libraries due to one time funding for the library consultant study.
  - +$30,000 increase in Intrafund Expenditure Transfers primarily due to one time funding for the Arts Vault project upgrades ($25,000).

Community Services

Department

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

These changes result in Recommended operating expenditures of $30,575,600, non-operating expenditures of $5,470,000, and total expenditures of $36,045,600. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of $1,213,000:
  - +$58,000 increase in Taxes primarily due to an increase in Orcutt Community Facilities District special assessment revenue.
  - +$62,000 increase in Use of Money and Property primarily due to:
    - +$51,000 increase in Parks due to an accounting change switching special event and festival revenues to another Object Level.
  - +$250,000 net increase in Intergovernmental Revenue primarily due to:
    - +$197,000 increase in Sustainability Division due shift in focus towards Department of Energy (DOE) funded residential and commercial energy efficiency programs.
    - +$89,000 net increase largely driven by biennial Federal ESG award.
  - +$438,000 net increase in Charges For Services primarily due to:
    - +$497,000 net increase in Parks due to the following:
      - +$175,000 increase in recreation vehicle camping revenues.
      - +$90,000 increase in camping revenue.
      - +$75,000 increase in concessionaire revenue driven by the BoatHouse restaurant.
      - +$50,000 increase in group camping revenue.
      - +$40,000 increase in cabin revenue.
    - -$56,000 decrease in Community Support Arts due to a decline in Arts grant revenue.
  - +$404,000 increase in Miscellaneous Revenue primarily due to:
    - +$400,000 increase in Housing due to an anticipated foreclosure of an Inclusionary Housing property.

- Net non-operating revenue increase of $1,895,000:
  - +$394,000 increase in Other Financing Sources primarily due to the following:
    - +$277,000 increase in Parks due to timing of Jalama Affordable Accommodations capital project.
    - +$117,000 increase in funds available to transfer to Housing's general fund for operating costs primarily driven by administrative funding allocated as part of the new State ESG program ($40,000), CoC Planning grant ($22,000), Coordinating Entry grant ($12,000) and Redevelopment agency ($40,000).
  - +$78,000 increase in Intrafund Expenditure Transfers (-) primarily due to Housing Division transferring funding to the Parks Division to cover shared front desk staffing ($30,000).
  - +$1,392,000 net increase in decreases to Fund Balances largely due to:
    - +$1,390,000 increase in Housing due to use of Program Income for HOME and In-Lieu project expenditures.
    - +$581,000 increase in Parks mainly due to one-time funding for deferred maintenance and tree trimming.
    - -$350,000 decrease in Community Support/Libraries due to a decrease in one-time funding for Libraries.

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

- -$298,000 decrease in Sustainability Division due to timing of disbursements of Community Choice Energy (CCE) expenses and the potential future Phases of CCE.

o +31,000 increase in General Fund Contribution (GFC) due to an increase to keep library funding consistent with Board policy.

These changes result in recommended operating revenues of $14,796,000, non-operating revenues of $21,249,600, and total revenues of $36,045,600. Non-operating revenues primarily include General Fund Contribution, Transfers, and Decreases to Fund Balances.

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 Parks 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 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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration & Support				
Percent of staff EPRs completed on time. (Target: 100%)	56%	68%	78%	100%
Percentage of reservations booked online. (Target: 70%)	68% (20,003 / 29,324)	68% (21,081 / 31,098)	70% (22,400 / 32,000)	75% (24,750 / 33,000)
Number of calls received by Parks Reservation Call Center (Target: 19,000)	5,313	16,441	18,000	19,000
Number of visits to the Community Services website. (Target: 625,000)	605,000	621,100	630,000	650,000
Parks & Open Spaces				
Total visitors to the County Park System (Target: 7,700,000) (% of users who ***do not*** pay a user fee.)	7,074,000 (89.0%)	7,349,000 (93.6%)	7,500,000 (94.0%)	7,700,000 (95.0%)
Percentage of occupancy at Jalama Beach utilizing cabins. (Target: 95%)	92.1%	93.3%	95.0%	95.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing cabins and yurts. (Target: 70%)	62.6%	63.4%	70.0%	75.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing tented, partial hookup, and full hookup camp sites. (Target: 25%)	20.5%	22.8%	25.0%	30.0%
Housing & Community Development				
Total number of households assisted with Tenant-Based Rental Assistance. (Target: 125)	223	167	123	125
Total number of affordable housing units produced. (Target: 120)	89	90	49	120
Percent of County restricted Affordable Housing units monitored. (Target: 100%)	100.0% (567 / 567)	104.2% (573 / 550)	100.0% (679/679)	100.0% (654/654)
Community Support (Arts & Libraries)				
Number of Students engaged Countywide in Poetry Out Loud Program	1,200	2,000	2,500	2,500
Number of local artists receiving public art exhibition opportunities.	241	200	225	230
Number of applications submitted for Community Arts Enrichment Grants (CAEG).	46	50	58	60
Library circulation in Santa Barbara County.	2,635,923	2,777,673	2,839,000	2,887,000
Amount of per capita library funding.	$7.80	$7.80*	$7.80*	$7.80

*Excludes additional one time funding provided by the Board of Supervisors of $200,000 in FY16-17 and $360,000 in FY17-18.

Performance Measures (cont'd)

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Energy & Sustainability Initiatives				
Percentage of energy use saved by project participating in emPower.	25%	23%	25%	25%
Number of Energy Coach home site visits conducted.	281	234	225	225
Percentage of ECAP emission reductions measures implemented (Year 2020 Target:190,180 $MTCO_2e$)	Not used in Prior Years	Not used in Prior Years	16% (30,605 MTCO2e)	25% (47,545 MTCO2e)

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
BUSINESS MANAGER	0.58	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.42	-	-	-	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
Total	5.00	5.00	5.00	5.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 854,280	$ 922,876	$ 921,600	$ 973,800	$ 50,924
Services and Supplies	22,066	11,900	11,900	11,800	(100)
Other Charges	20,592	43,379	44,700	32,500	(10,879)
Total Operating Expenditures	896,937	978,155	978,200	1,018,100	39,945
Increases to Fund Balances	37,000	-	-	-	-
Total Expenditures	$ 933,937	$ 978,155	$ 978,200	$ 1,018,100	$ 39,945
Budget By Categories of Revenues					
Charges for Services	40,564	40,000	40,000	40,000	-
Total Operating Revenues	40,564	40,000	40,000	40,000	-
Intrafund Expenditure Transfers (-)	119,971	126,804	126,800	136,800	9,996
Decreases to Fund Balances	-	-	-	30,000	30,000
General Fund Contribution	823,497	811,351	811,400	811,300	(51)
Total Revenues	$ 984,032	$ 978,155	$ 978,200	$ 1,018,100	$ 39,945

2017-18 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.
- Complete overhaul of all division websites with emphasis on improved distribution of information to constituents and customers.

Administration & Support (cont'd)

- Expanded the online reservation system to include compatibility with mobile devices for increased efficiency within the booking process.

2018-19 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	0.85	1.00	1.00	1.00	-
OPERATIONS MANAGER	3.00	3.00	3.00	3.00	-
PLANNER	1.00	1.00	1.00	0.31	(0.69)
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	2.00	2.00	2.00	2.00	-
DEPT BUS SPEC	1.73	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-RES	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	0.92	1.00	1.00	1.00	-
AQUATICS MANAGER	0.75	1.00	1.00	1.00	-
PARK RANGER	27.35	27.00	27.00	27.00	-
MECHANIC/WELDER	0.27	-	-	-	-
WTR & SEWAGE PLANT OPER	1.00	1.00	1.00	1.00	-
MAINTENANCE PLUMBER	2.00	2.00	2.00	2.00	-
NATURALIST	0.96	1.00	1.00	1.00	-
ASST NATURALIST	1.00	1.00	1.00	1.00	-
PARK MAINTENANCE WORKER	6.65	7.00	7.00	7.00	-
Total	56.48	57.00	57.00	56.31	(0.69)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Parks & Open Spaces (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 6,852,255	$ 7,412,513	$ 7,459,900	$ 7,625,400	$ 212,887
Services and Supplies	4,841,298	4,274,856	4,674,200	4,320,200	45,344
Other Charges	1,515,416	1,762,299	2,015,200	2,230,200	467,901
Total Operating Expenditures	13,208,969	13,449,668	14,149,300	14,175,800	726,132
Capital Assets	1,038,272	1,329,000	812,800	1,881,000	552,000
Other Financing Uses	592,527	172,600	182,600	187,600	15,000
Intrafund Expenditure Transfers (+)	229,196	218,522	219,100	161,100	(57,422)
Increases to Fund Balances	451,499	91,990	82,000	242,800	150,810
Total Expenditures	$ 15,520,462	$ 15,261,780	$ 15,445,800	$ 16,648,300	$ 1,386,520
Budget By Categories of Revenues					
Taxes	336,609	342,940	343,000	350,700	7,760
Use of Money and Property	176,095	203,130	198,100	254,400	51,270
Intergovernmental Revenue	504,362	242,900	199,900	207,900	(35,000)
Charges for Services	7,541,190	6,177,700	7,042,800	6,674,700	497,000
Miscellaneous Revenue	95,569	198,000	62,000	179,000	(19,000)
Total Operating Revenues	8,653,824	7,164,670	7,845,800	7,666,700	502,030
Other Financing Sources	1,472,894	1,655,000	1,357,000	1,931,900	276,900
Intrafund Expenditure Transfers (-)	-	-	-	30,000	30,000
Decreases to Fund Balances	1,508,883	2,557,006	2,357,800	3,137,900	580,894
General Fund Contribution	3,947,502	3,885,104	3,885,200	3,881,800	(3,304)
Total Revenues	$ 15,583,104	$ 15,261,780	$ 15,445,800	$ 16,648,300	$ 1,386,520

2017-18 Anticipated Accomplishments

Accomplishments include the following:

- Completed major facility improvements to Toro Canyon Park, Manning Park, Rocky Nook, Tuckers Grove, Goleta Beach Park, Cachuma Lake, Live Oak Camp, Nojoqui, Jalama Beach, and Waller Park through the deferred and preventative maintenance programs.
- Removed dead trees and tree limbs countywide for public safety.
- Upgraded the irrigation system at Orcutt Community Park for improved water efficiency.
- Completed construction of the Lookout Park Host Relocation project.
- Completed construction of the Arroyo Burro Sewer Lift Station upgrades.
- Completed the design of the Arroyo Burro Ranger Office and Storage Area improvements.
- At Cachuma Lake, Parks completed the following:
    - Restroom upgrades at two restroom locations.
    - Renovation of yurts.
    - Rehabilitate sewage lift station #1 at the wastewater treatment plant.
    - Electrical and lighting upgrades and Live Oak Camp.
- Obtained State Division of Boating and Waterway Grant to fund staff, public education and equipment for improved Quagga Mussel Prevention Program for two years.

Parks & Open Spaces (Cont'd)

- Submitted permit applications to retain emergency rock protection and pier repairs at Goleta Beach Park installed as a protective measure during the January and February 2017 storm season.
- Received concurrence from FEMA for full reimbursement of emergency work that occurred at Goleta Beach Park during the January and February 2017 storm season.
- Obtained permits from the California Public Utilities Commission for an at-grade crossing for the Santa Claus Lane Beach Access project in coordination with County Planning and Development.
- Completed master plan design for the 10-acre parcel at San Marcos Preserve.
- Obtain permits and complete design upgrades at Jalama Beach Park to include affordable accommodations and provide facility upgrades for the public.

2018-19 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.
- Continue to examine and implement operational efficiencies.
- 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 major facilities improvements in all Supervisorial Districts through the deferred and preventive maintenance programs.
- At Cachuma Lake, Parks will do the following:
    - Complete the design of various facilities including renovations of the RV hookup sites and pool complex.
    - Pursue a Public-Private Partnership for alternative camping accommodations.
    - Commence construction of the main water transmission line.
- At Jalama Beach, Parks will do the following:
    - Install affordable accommodations for the public.
    - Replace restroom buildings to better serve the public.
    - Work with Pacific Railroad to obtain permits for the replacement of the main water supply line to the park.
- Complete construction of the Camino Pescadero beach access stairway in Isla Vista.
- Complete construction of the Point Sal access road and culvert repairs.
- Complete construction of the Arroyo Burro Ranger Office and Storage Area improvements.
- Complete repaving of the Arroyo Burro Beach parking area.
- Complete construction of the Waller Park water well replacement.
- Complete the design of the Lookout Park East End Renovation.
- Complete the design and commence construction of the Baron Trail access bridge.
- Complete the design of the Santa Claus Lane Beach Access parking area in coordination with County Public Works.
- Complete Kellogg Park Tennis Court Rehabilitation project.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.38	-	-	-	-
ADMN OFFICE PRO	0.62	-	-	-	-
HOUSING PROGRAM SPEC SR	2.06	3.00	3.00	3.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
COST ANALYST	1.00	1.00	1.00	1.00	-
HOUSING PROGRAM SPEC	3.91	5.00	5.00	5.00	-
ACCOUNTANT	0.81	1.00	1.00	1.00	-
Total	10.77	12.00	12.00	12.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenues & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,334,082	$ 1,613,309	$ 1,378,500	$ 1,664,300	$ 50,991
Services and Supplies	3,128,830	4,205,038	3,820,700	5,615,800	1,410,762
Other Charges	36,967	65,519	65,400	40,300	(25,219)
Total Operating Expenditures	4,499,879	5,883,866	5,264,600	7,320,400	1,436,534
Other Financing Uses	1,998,935	1,062,690	1,436,200	1,230,000	167,310
Intrafund Expenditure Transfers (+)	11,196	15,700	15,700	40,200	24,500
Increases to Fund Balances	1,857,748	436,502	1,054,500	924,200	487,698
Total Expenditures	$ 8,367,758	$ 7,398,758	$ 7,771,000	$ 9,514,800	$ 2,116,042
Budget By Categories of Revenues					
Taxes	377,694	378,080	378,000	428,500	50,420
Use of Money and Property	34,162	27,950	32,000	35,300	7,350
Intergovernmental Revenue	2,804,441	3,126,457	2,907,000	3,215,200	88,743
Charges for Services	376,256	55,000	55,000	52,500	(2,500)
Miscellaneous Revenue	1,108,284	430,872	431,500	831,500	400,628
Total Operating Revenues	4,700,837	4,018,359	3,803,500	4,563,000	544,641
Other Financing Sources	1,254,910	699,840	1,273,000	816,700	116,860
Intrafund Expenditure Transfers (-)	38,013	-	-	-	-
Decreases to Fund Balances	1,260,809	1,520,197	1,534,200	2,974,700	1,454,503
General Fund Contribution	1,196,600	1,160,362	1,160,300	1,160,400	38
Total Revenues	$ 8,451,168	$ 7,398,758	$ 7,771,000	$ 9,514,800	$ 2,116,042

Housing & Community Development (cont'd)

2017-18 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) and HOME Program funds.
- Awarded $1.73 million in HUD funding through the FY 2017 Continuum of Care (CoC) Program Competition to support the operations of 15 homelessness assistance projects throughout Santa Barbara County.
- Awarded over $1.2 million in CDBG funds to County and nonprofits for facility improvements.
- Awarded $160,000 in CDBG funds to local non-profit organizations to provide general operating support.
- Successfully applied for and received $583,706 in 2017 State Housing and Community Development Emergency Solutions Grant (ESG) Program funds for homelessness assistance.
- Expanded the implementation of the Santa Barbara County Homeless Management Information System (HMIS) to 17 providers reporting on 1,118 homeless service beds.
- Completed the following capital improvements through the CDBG Program:
    - ADA-Accessible sidewalk installation in Orcutt.
    - Cuyama Valley Recreation District restroom facilities, concession area and installation of skate park (in progress).
    - Renovation of 3 apartments for Domestic Violence Solutions.
    - Capital improvements to Bridgehouse homeless shelter.
    - Replacement of 562-gallon water heater at PATH homeless shelter.
    - Assisted 10 non-profit organizations with general operating grants.
- Closed out CDBG code enforcement project in the City of Lompoc's low-to-moderate income areas.
- Monitored 338 County-restricted affordable housing units under the Inclusionary Housing Ordinance (IHO) program in spring 2017.
- Administered $190,000 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.
- Collected in excess of $500,000 in loan repayments from current year residual receipts and amortized housing program loan portfolio.

Housing & Community Development (cont'd)

2018-19 Objectives

The Housing and Community Development division will continue to apply for and administer various federal, state, and local funding sources to provide public services for eligible populations in order to provide homeless shelter, permanent supportive housing and rapid re-housing services, social services, affordable housing, and public infrastructure development and renovation.

- Continue to administer State of California and HUD federal grant programs and monitor grant contracts for regulatory compliance for CDBG, HOME, Federal and State ESG, and CoC programs providing vital public services and capital improvements to community infrastructure.
- Secure $1.73+ million in HUD funding through the FY 2018 CoC Program Competition for the Santa Maria/Santa Barbara County CoC.
- Maintain designation as the Administrative Entity for State ESG funds in order to be eligible to receive over $800,000 in 2018 funding to support homelessness assistance and prevention activities countywide.
- Maintain high fiscal stewardship of federal, state, and local grant funding and loan repayments.
- 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.
- 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 Spring 2018 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ENTERPRISE LDR-GEN	0.01	-	-	-	-
EXEC DIR-ARTS COMM	1.00	1.00	1.00	1.00	-
HOUSING PROGRAM SPEC SR	0.01	-	-	-	-
DEPT BUS SPEC	0.80	0.80	0.80	0.80	-
HOUSING PROGRAM SPEC	0.25	-	-	-	-
VISUAL ARTS COORDINATOR	0.92	1.00	1.00	1.00	-
Total	2.99	2.80	2.80	2.80	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 358,902	$ 359,993	$ 360,400	$ 370,000	$ 10,007
Services and Supplies	4,235,171	4,469,182	4,526,100	4,091,200	(377,982)
Other Charges	603,742	414,838	414,400	415,800	962
Total Operating Expenditures	5,197,815	5,244,013	5,300,900	4,877,000	(367,013)
Other Financing Uses	1,952	-	-	-	-
Intrafund Expenditure Transfers (+)	-	-	-	25,000	25,000
Increases to Fund Balances	608,240	615,320	615,300	563,900	(51,420)
Total Expenditures	$ 5,808,007	$ 5,859,333	$ 5,916,200	$ 5,465,900	$ (393,433)
Budget By Categories of Revenues					
Use of Money and Property	4,536	1,600	1,600	5,000	3,400
Charges for Services	551,778	615,320	615,300	558,900	(56,420)
Miscellaneous Revenue	5,899	-	-	-	-
Total Operating Revenues	562,212	616,920	616,900	563,900	(53,020)
Decreases to Fund Balances	898,568	1,009,379	1,066,400	634,800	(374,579)
General Fund Contribution	4,175,936	4,233,034	4,232,900	4,267,200	34,166
Total Revenues	$ 5,636,716	$ 5,859,333	$ 5,916,200	$ 5,465,900	$ (393,433)

Community Support (Arts & Libraries) (cont'd)

2017-18 Anticipated Accomplishments

Arts

- Hosted the Arts Commissions 40th Anniversary Celebration honoring the work of the Commission as well as past staff members.
- Established relationships with arts organizations countywide and held workshops and attended community meetings from Cuyama to Carpinteria.
- Continued to receive grant applications and award grant funds to strong applicants throughout the county.
- Hosted Randy Cohen, Vice President of Research and Policy for the Americans for the Arts, in both Santa Maria and Santa Barbara to share the American's for the Arts 'Arts and Economic Prosperity' study results November of 2017.
- Worked with Arts Commissioners from each of the Supervisorial Districts to plan relevant brown bag lunches for their districts.
- Implemented grant software that increased internal efficiency and created a positive experience for residents applying for arts grant funding.
- Initiate public and private institutional collaborations and community engagement throughout North and South County including working with the Museum of Contemporary Art, Santa Barbara and County Parks to host "*Runaway*" at Lake Cachuma and working with The Squire Foundation, Friends of Waller Park, and County parks to exhibit animal sculptures at Waller Park.

Libraries

- Prepared and obtained approval of the annual library operations agreement.
- Coordinated quarterly library zone administration meetings to improve communication and library system operations.
- Engaged with an external consultant, Management Partner's, to explore future funding and operational strategies for the County library system.

Shelter Services

- Provided funding to the following providers for shelters and warming centers:
    - Good Samaritan Bridgehouse Shelter, $75,096.
    - Good Samaritan Santa Maria Emergency Shelter, $105,332.
    - Good Samaritan Family Shelter, $48,788.
    - PATH Santa Barbara Emergency Shelter, $98,868.
    - Good Samaritan Santa Maria Women's Shelter, $8,458.
    - Unitarian Society Freedom Warming Centers $58,458.

Community Support (Arts & Libraries) (cont'd)

2018-19 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.
- Serve on the Creative Communities Project with the Santa Barbara Foundation to lead and support countywide Arts & Culture Planning initiatives.
- Work with Arts Commissioners to plan quarterly relevant brown bag lunches throughout the county.
- Implement gallery software to catalogue and display public art and the county collection online.
- Organize community outreach efforts to increase participation in arts exhibitions at the County's Channing Peak and Betteravia Galleries.
- Work with other local arts funders, non-profits, and schools to improve the grant evaluation process to make it consistent across the sector while also providing greater insight into grant funding impact.

Libraries

- Continue to prepare and obtain approval of the annual library operations agreement.
- Coordinate imposition of administrative fees by library zone cities for County library system.
- 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.

Shelter Services

- Continue to provide funding for homeless shelter and warming centers to provide basic assistance to persons without housing.

Community Services

Program

Sustainability Division

The Sustainability Division (formerly Energy and Sustainability Initiatives Division) collaborates across County departments and regionally to provide resources that empower and connect people to enhance the environment and our quality of life. The Sustainability Division was formed in July 2015 and recently completed a strategic planning process to increase efficiencies and maximize fiscal, social, and environmental impact. The Sustainability Division continues to expand its energy efficiency and renewable energy offerings and is actively pursuing new funding sources to grow into other sustainability areas, such as clean transportation, sustainable water use, and rethinking material use and waste.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	-	-	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
PROGRAM ADMINISTRATOR	1.00	1.00	1.00	-	(1.00)
DEPT BUS SPEC	2.77	3.00	3.00	3.00	-
Total	5.77	6.00	6.00	6.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 801,558	$ 965,472	$ 865,300	$ 984,200	$ 18,728
Services and Supplies	580,178	1,618,059	952,900	1,465,600	(152,459)
Other Charges	402,080	682,907	617,000	734,500	51,593
Total Operating Expenditures	1,783,816	3,266,438	2,435,200	3,184,300	(82,138)
Other Financing Uses	3,500	1,750	-	-	(1,750)
Intrafund Expenditure Transfers (+)	98,334	113,200	111,200	151,500	38,300
Increases to Fund Balances	39,093	57,700	57,700	62,700	5,000
Total Expenditures	$ 1,924,743	$ 3,439,088	$ 2,604,100	$ 3,398,500	$ (40,588)
Budget By Categories of Revenues					
Use of Money and Property	5,471	7,700	7,700	7,700	-
Intergovernmental Revenue	21,139	101,500	101,500	298,200	196,700
Miscellaneous Revenue	1,181,047	1,633,700	1,631,700	1,656,500	22,800
Total Operating Revenues	1,207,656	1,742,900	1,740,900	1,962,400	219,500
Intrafund Expenditure Transfers (-)	98,334	113,200	111,200	151,500	38,300
Decreases to Fund Balances	282,804	1,276,000	445,000	977,600	(298,400)
General Fund Contribution	315,000	306,988	307,000	307,000	12
Total Revenues	$ 1,903,793	$ 3,439,088	$ 2,604,100	$ 3,398,500	$ (40,588)

Sustainability Division (cont'd)

2017-18 Anticipated Accomplishments

- Completed strategic planning and reorganized activities around implementation of the Energy and Climate Action Plan (ECAP) as the division's guiding policy framework. Transitioned to a co-leadership model emphasizing collaborative decision-making, authenticity, and continued learning.
- Delivered first ECAP progress report, highlighting the County's and community's successes reducing greenhouse gas emissions by an estimated 30,605 metric tons of carbon dioxide-equivalent through CY2016. That's equivalent to taking almost 6,500 cars off local roads for a year and 16 percent of the 2020 greenhouse gas reduction goal.
- Expanded County Sustainability Committee's role beyond ECAP reporting to also include sharing and modeling sustainability best practices across County departments and partner agencies.
- Completed tri-county community choice energy (CCE) feasibility study and peer review and anticipate completing Santa Barbara County-only CCE feasibility study. Presented study results to Board of Supervisors and other local governments' governing bodies and oversight committees.
- Anticipate partnering with South County local governments and potentially other stakeholders to participate in Southern California Edison's Moorpark Local Capacity Requirements/Goleta Resiliency Request for Proposals to identify opportunities to use public assets to enhance the resiliency of the local electric grid and increase local renewable energy generation.
- Monitored and participated in key California Public Utilities Commission (CPUC), California Energy Commission (CEC), and legislative activities related to energy efficiency, renewable energy, and CCE. Participation included collaborating with statewide interest groups such as the California Community Choice Association and Local Governments for Sustainable Energy Coalition.
- Launched new ECAP and CCE websites. Increased emPower Central Coast (emPower) social media engagement.
- Enhanced the community's awareness of and involvement in division activities by hosting and participating in community meetings on clean energy topics, such as CCE and strategic energy planning, and meeting individually with key environmental, energy, business, and labor stakeholders.
- Strengthened partnerships with local governments throughout Santa Barbara, San Luis Obispo, and Ventura Counties through regional implementation of the emPower Central Coast program, submission of a joint proposal to the CPUC to form a tri-county Regional Energy Network (3C-REN), shared exploration and funding of CCE, joint strategic energy planning to enhance the resiliency of the local electric grid and lay the foundation for a countywide sustainable energy roadmap, support for regional climate change resiliency studies, and discussions about multi-governmental climate action planning and reporting.
- Leveraged cross-departmental General Fund dollars and outside funding to add two temporary positions: an extra help intern focused on promoting the emPower 50 Home Challenge and an AmeriCorps CivicSpark Fellow who was co-funded with the General Services Department to improve energy use reporting and benchmarking for County facilities, achieve environmentally friendly certification of County facilities through the Green Business Program of Santa Barbara County, and support emPower.
- Presented County best practices related to ECAP and CCE at statewide conferences, including the California Climate Action Planning Conference and the Business of Local Energy Symposium.

Sustainability Division (cont'd)

- Despite utility attempts to defund emPower, retained ratepayer funding via SoCal Gas to support emPower program operations for 2018.
- Since emPower program inception:
    - Hosted or attended over 400 homeowner workshops or community events, conducted 1,123 Energy Coach home visits and provided 69 contractor trainings, cumulatively providing energy efficiency education and assistance to thousands of customers and contractors.
    - Generated 1,119 energy project leads for participating contractors, resulting in 314 completed projects, over $3.4M in loan applications and approximately $1.87M closed to date. It is estimated that emPower has generated $9M in economic impact.
- Launched the 50 Home Challenge in Solvang, a joint initiative between the emPower program and the Community Home Energy Retrofit Program (CHERP) to engage an entire community and retrofit 50 single family homes to make them more energy efficient.
- Assisted Board in decision to proceed with Commercial PACE program and negotiated agreements and reporting requirements with the selected program provider, California Statewide Communities Development Authority (CSCDA). Staff plans to bring Commercial PACE back to the Board for approval in early 2018.
- Received approval from the U.S. Department of Energy and the CEC to reprogram existing grant funding to expand into new market sectors including commercial and multi-family.
- Submitted a Regional Energy Network application and subsequent regulatory filings to the CPUC, in partnership with the Counties of Ventura and San Luis Obispo. If approved, this would allow the Counties to receive ratepayer funding directly from the CPUC rather than via the utilities, providing greater program design flexibility. Participated in related stakeholder meetings such as the California Energy Efficiency Coordinating Committee and with CPUC staff.

2018-19 Objectives

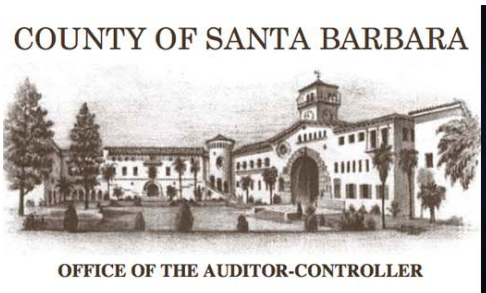
- Secure new funding sources to expand energy efficiency and renewable energy offerings and grow into other sustainability areas that support the implementation of the ECAP.
- Develop and implement a comprehensive communications plan to promote the division's activities, services, and partnership opportunities.
- Establish a community coordinating committee to provide feedback on and support for division activities.
- Streamline ECAP reporting process and minimize data gaps.
- 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.
    - Develop and seek CPUC 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.

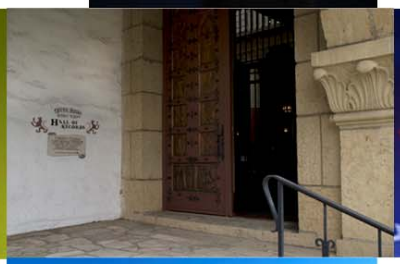
Sustainability Division (cont'd)

- Sign service agreements with investor-owned utilities and establish data and billing interchange processes.
- Launch Commercial PACE program in partnership with CSCDA. Track completed projects towards ECAP goals.
- Gain approval from funding agencies to redesign emPower financing eligibility requirements to allow the program to finance energy efficiency measures that do not qualify for or receive utility rebates.
- Complete 50 Home Challenge Solvang and if successful, expand to other communities.
- Analyze local commercial building stock and compile information on type, size and energy usage characteristics in partnership with the UCLA Energy Atlas project. Use information to develop a benchmarking and voluntary auditing program that assists building owners with development of energy efficiency and renewable energy projects as well as comply with benchmarking and disclosure requirements mandated by AB 802.

Community Services

General Government & Support Services





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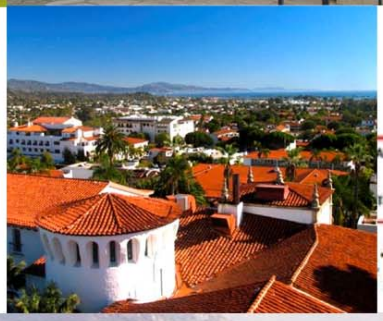

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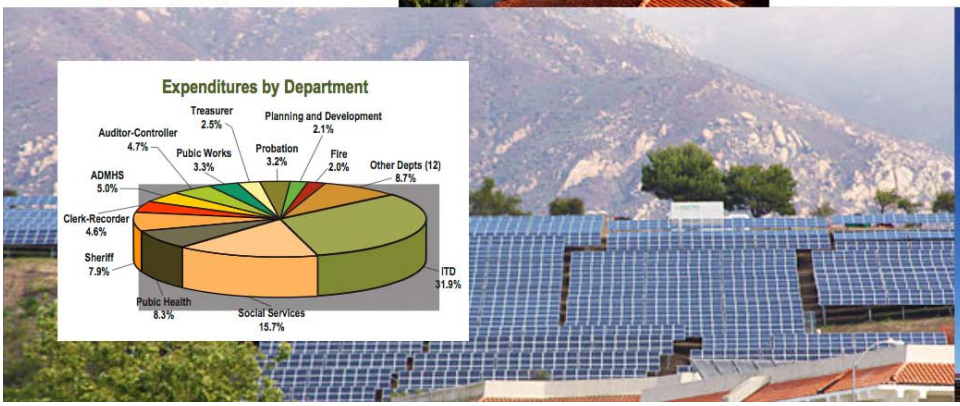
VETERANS SERVICES



General Government & Support Services

Functional Group Overview

The General Government and Support Services Functional Group includes the Auditor-Controller (A-C), Clerk-Recorder-Assessor-Elections (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 supporting 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 for County facilities and Parks that seek to replace antiquated infrastructure in Capital Planning.
- The Functional 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. Numerous Public Safety Communication sites are being upgraded to improve coverage areas. The County has embraced a new Countywide Information Technology governance structure. 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
Auditor-Controller	45.72	49.00	49.00	48.60	(0.40)
Clerk-Recorder-Assessor	95.52	98.50	98.50	99.50	1.00
General Services	108.62	115.50	115.50	117.50	2.00
Human Resources	26.36	29.25	29.25	25.25	(4.00)
Treasurer-Tax Collector-Public	41.42	44.00	44.00	43.50	(0.50)
Total	317.64	336.25	336.25	334.35	(1.90)

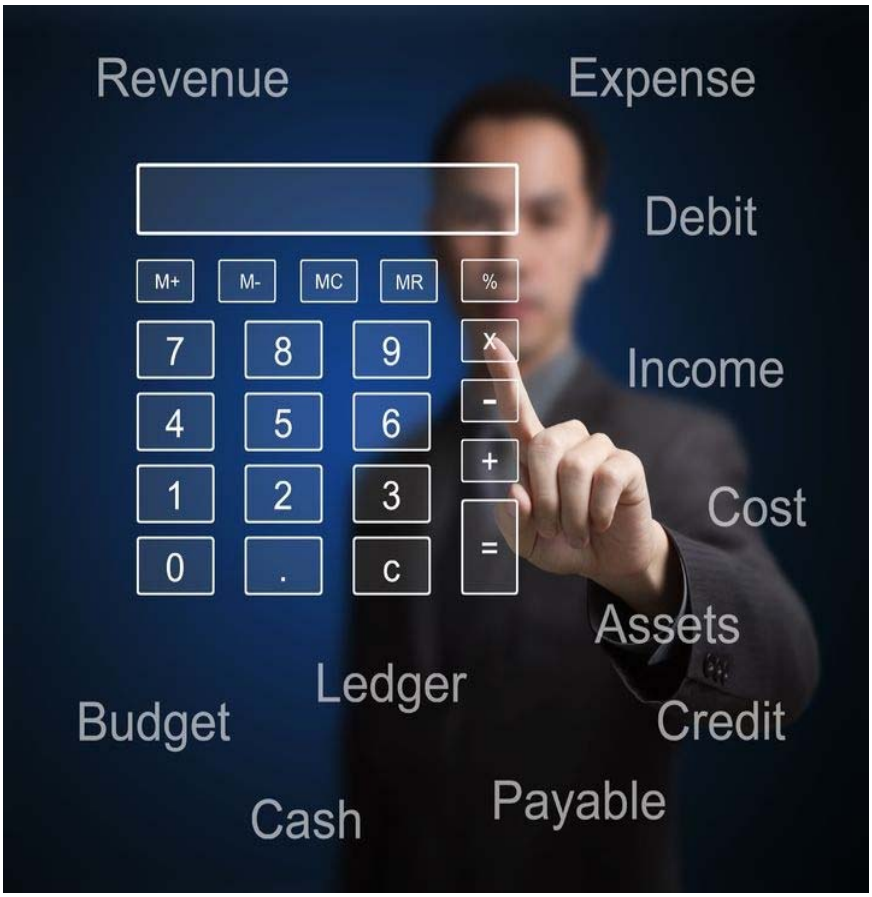
Budget By Department					
Auditor-Controller	$ 7,880,813	$ 8,929,000	$ 8,408,400	$ 9,056,800	$ 127,800
Clerk-Recorder-Assessor	15,625,220	17,487,118	16,960,900	17,968,100	480,982
General Services	43,888,048	47,558,580	44,892,600	49,001,700	1,443,120
Human Resources	8,069,634	8,664,661	8,237,500	8,511,700	(152,961)
Treasurer-Tax Collector-Public	6,824,801	7,723,199	7,261,900	7,896,200	173,001
North County Jail	23,050,318	73,849,605	40,535,400	37,364,200	(36,485,405)
Debt Service	2,008,470	1,902,646	1,906,500	1,792,300	(110,346)
Total	$ 107,347,306	$ 166,114,809	$ 128,203,200	$ 131,591,000	$ (34,523,809)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 43,905,376	$ 47,962,810	$ 44,283,700	$ 48,500,900	$ 538,090
Services and Supplies	48,628,936	103,032,701	68,343,700	67,313,500	(35,719,201)
Other Charges	14,812,994	15,119,298	15,575,800	15,776,600	657,302
Total Operating Expenditures	107,347,306	166,114,809	128,203,200	131,591,000	(34,523,809)
Capital Assets	9,533,472	16,994,049	13,517,800	19,141,100	2,147,051
Other Financing Uses	7,379,423	4,940,149	5,141,400	4,919,000	(21,149)
Intrafund Expenditure Transfers (+)	1,508,006	2,315,185	2,347,700	2,398,400	83,215
Increases to Fund Balances	17,438,943	348,972	2,476,100	337,000	(11,972)
Fund Balance Impact (+)	3,921,636	-	977,400	-	-
Total	$ 147,128,786	$ 190,713,164	$ 152,663,600	$ 158,386,500	$ (32,326,664)

Budget By Categories of Revenues					
Taxes	$ 273,373	$ 225,000	$ 225,000	$ 225,000	$ -
Licenses, Permits and Franchises	361,531	322,500	320,500	424,200	101,700
Fines, Forfeitures, and Penalties	8,257	6,000	6,000	6,500	500
Use of Money and Property	1,063,082	1,099,994	1,253,100	1,194,400	94,406
Intergovernmental Revenue	23,997,650	69,506,259	39,294,900	27,601,900	(41,904,359)
Charges for Services	42,409,387	43,175,237	43,231,000	44,806,700	1,631,463
Miscellaneous Revenue	4,076,013	3,768,197	3,631,300	3,722,700	(45,497)
Total Operating Revenues	72,189,295	118,103,187	87,961,800	77,981,400	(40,121,787)
Other Financing Sources	22,634,709	11,146,522	9,846,000	16,244,300	5,097,778
Intrafund Expenditure Transfers (-)	1,514,733	2,304,590	2,357,400	2,412,600	108,010
Decreases to Fund Balances	14,422,151	24,083,865	17,423,400	26,673,200	2,589,335
General Fund Contribution	35,896,711	35,075,000	35,075,000	35,075,000	-
Fund Balance Impact (-)	471,187	-	-	-	-
Total	$ 147,128,786	$ 190,713,164	$ 152,663,600	$ 158,386,500	$ (32,326,664)

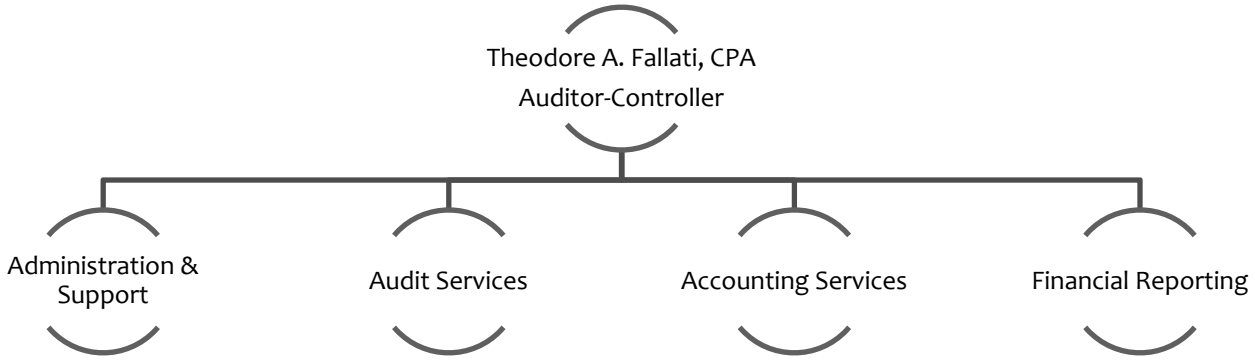
General Government & Support Services

Auditor-Controller



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**9,056,800**
Capital	**$**	**15,000**
FTEs		**48.60**



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 and 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 2018-19 Objectives

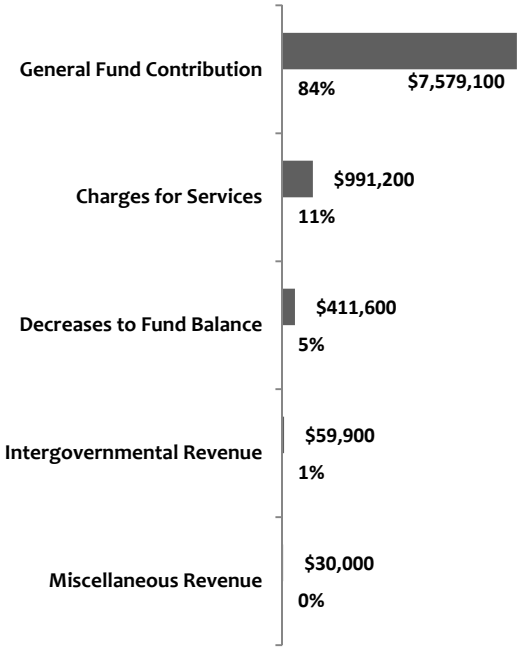
- Transition executive leadership after retirement of Auditor-Controller in January 2019.
- Initiate concerted outreach to departments through the audit plan, internal control reviews, Renew '22 participation, and other engagements.
- Improve support for disasters and extraordinary incidents that allows for more timely reporting and claim reimbursement for such events and participate in the cost recovery efforts.
- Implement necessary subsystems to better interface with the new core Aumentum property tax system and create more efficient processing.
- Provide for the administration of the consolidated RDA Successor Agency Oversight Board.
- Continue to 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 $915 to $945 million in property taxes to local agencies annually.
- Manage biweekly payroll process for approximately 4,740 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.

Auditor-Controller

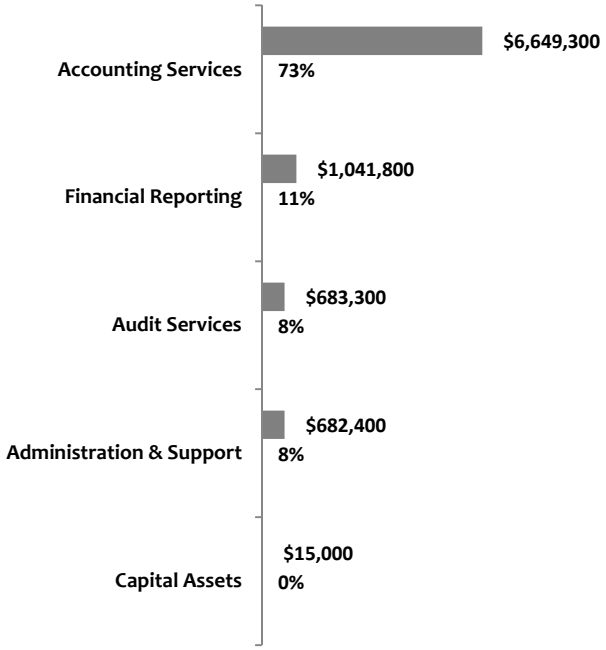
Department

Recommended Sources & Uses of Funds

Source of Funds - $9,071,800

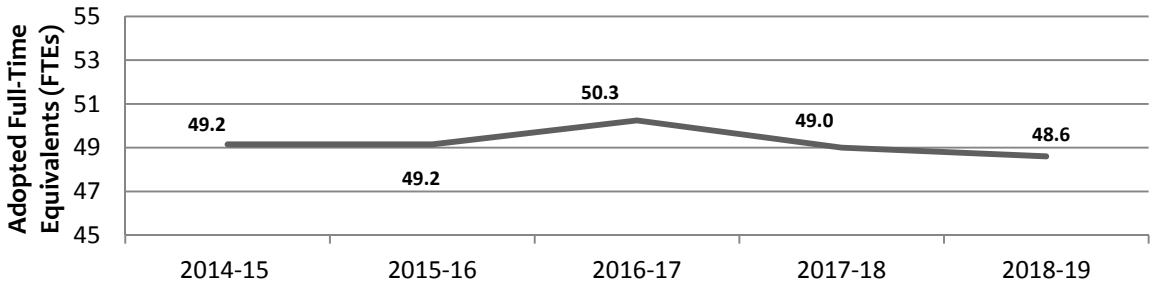


Use of Funds - $9,071,800



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Auditor-Controller

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	3.48	3.00	3.00	3.00	-
Audit Services	4.07	5.00	5.00	5.00	-
Accounting Services	33.08	35.00	35.00	35.60	0.60
Financial Reporting	5.10	6.00	6.00	5.00	(1.00)
Total	45.72	49.00	49.00	48.60	(0.40)

Budget By Budget Program					
Administration & Support	$ 832,355	$ 705,356	$ 867,000	$ 682,400	$ (22,956)
Audit Services	523,007	824,279	792,300	787,300	(36,979)
Accounting Services	5,609,684	6,346,730	4,338,500	6,545,300	198,570
Financial Reporting	915,767	1,052,635	2,410,600	1,041,800	(10,835)
Total	$ 7,880,813	$ 8,929,000	$ 8,408,400	$ 9,056,800	$ 127,800

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,058,946	$ 8,001,000	$ 7,430,500	$ 8,084,100	$ 83,100
Services and Supplies	582,868	669,000	719,800	685,000	16,000
Other Charges	239,000	259,000	258,100	287,700	28,700
Total Operating Expenditures	7,880,813	8,929,000	8,408,400	9,056,800	127,800
Capital Assets	13,970	15,000	15,000	15,000	-
Increases to Fund Balances	200,000	-	-	-	-
Fund Balance Impact (+)	722,925	-	248,600	-	-
Total	$ 8,817,708	$ 8,944,000	$ 8,672,000	$ 9,071,800	$ 127,800

Budget By Categories of Revenues					
Intergovernmental Revenue	$ 48,470	$ 56,110	$ 62,100	$ 59,900	$ 3,790
Charges for Services	986,594	899,300	989,200	991,200	91,900
Miscellaneous Revenue	115,245	30,000	38,100	30,000	-
Total Operating Revenues	1,150,308	985,410	1,089,400	1,081,100	95,690
Intrafund Expenditure Transfers (-)	-	-	3,500	-	-
Decreases to Fund Balances	-	379,490	-	411,600	32,110
General Fund Contribution	7,667,400	7,579,100	7,579,100	7,579,100	-
Total	$ 8,817,708	$ 8,944,000	$ 8,672,000	$ 9,071,800	$ 127,800

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Auditor-Controller

Department

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

Staffing

- There is a -0.40 FTE decrease from 2017-18 Adopted to 2018-19 recommended due to converting a full-time Financial Systems Analyst position to a part-time 0.6 position.
- The Department has a current projected staff of 48.6 FTE for FY 2018-19. The Department has centralized operations in Santa Barbara and also has one small satellite office in Santa Maria.

As a result of the economic downturn, the Auditor-Controller has dropped its budgeted staffing level over the last ten years from 57.9 FTE in FY 2007-08 to a recommended staffing level of 48.6 FTE in FY 2018-19. The Department has 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 9.3 FTEs or a 16% decrease in positions since FY 2007-08, which have resulted in service reductions in the areas of document processing time, internal audit engagements, contract review and services to outside entities.

Although not included in the recommended budget, for optimal long-term staffing, the office requires at least 52.0 FTEs which includes the restoration of the following positions:

- Cost 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 increase of +$127,800 due to:
  - +$83,100 increase in Salaries and Employee Benefits primarily due to the negotiated increases of Regular Salaries and an increase in Retirement Contributions;
  - +$16,000 increase in Services and Supplies primarily due to increases in Equipment Maintenance, IT Software Maintenance, and Transportation and Travel;
  - +$28,700 increase in Other Charges primarily due to increases in Information & Communication Technology charges and Liability Insurance.

These changes result in recommended operating expenditures of $9,056,800, non-operating expenditures of $15,000, and total expenditures of $9,071,800. Non-operating expenditures are for capital assets.

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

Revenues

- Net operating revenue increase of +$95,690 primarily due to:
  - +$3,790 increase in Intergovernmental Revenue–State due to increase in 2011 Local Realignment;
  - +$91,900 increase in Charges for Services due to an increase in recoverable costs from Property Tax operations.
- Net non-operating revenue increase of +$32,110 due to:
  - +$32,110 increase in the use of A-C Automation Committed Fund Balance.

Although not reflected in the Auditor-Controller department budget, cost allocation revenue of $2,940,000 for FY 2018-19 will be contributed as General Revenues (a policy change in FY 2011-12). This represents A-C cost reimbursement revenue from Federal and State programs and equates to 32% of the total A-C budget.

These changes result in recommended operating revenues of $1,081,100, non-operating revenues of $7,990,700, and total revenues of $9,071,800. Non-operating revenues primarily include General Fund Contribution and decreases to fund balances.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
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% 3/3	100% 3/3	100% 3/3	100% 3/3
Number of revenue allocations made legally, accurately, and timely - Distribution of Property Taxes to all taxing entities (Target: 30)	35	30	30	30
Number of revenue allocations made legally, accurately, and timely - Specialty & Advanced Accounting (Target: 350)	383	383	372	372
Percentage of annual payroll disbursements to employees through Direct Deposit (Target: 100%)	98% 4,790/4,870	98% 4,662/4,740	100% 4,740/4,740	100% 4,740/4,740
Percentage of employees using automated time entry system (Target: 95%)	93% 4,519/4,870	93% 4,422/4,740	95% 4,500/4,740	95% 4,500/4,740
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
Percentage of annual disbursements to County vendors through direct deposit (ACH) (Target: 65%)	59% 70K/118K	60% 73K/121K	60% 73K/121K	65% 79K/121K
Percentage of total dollar disbursements to County vendors paid through direct deposit (ACH), rather than Warrant (Target: 83%)	82% $499M/$607M	81% $534M/$656M	83% $544M/$656M	83% $544M/$656M
Number of published newsletters/surveys related to policy and training (Target: 4)	4	4	4	4
Number of SBC Accounting courses offered at EU (Target: 6)	6	6	6	6
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: 90)	80	86	90	90
Number of popular annual financial highlight reports produced timely. (Target: 5)	3	5	5	5

Auditor-Controller

Department

Performance Measures (cont'd)

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
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% $81K/$8.1M	1% $84K/$8.4M	1% $91K/$9.1M
Percentage of staff with one or more professional licenses or designations (Target: 50%)	54% 26/48	50% 22/44	50% 23/46	55% 27/49
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%)	100% 47/47	98% 42/43	100% 45/45	100% 48/48
Maintain lost time at or below County average (Target: 4.0%)	4.1%	5.6%	4.5%	4.1%
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
Percentage of internal Computer Service Requests completed within the FY requested (Target: 93%)	95% 482/509	93% 393/423	93% 140/150	93% 140/150

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
AUDITOR-CONTROLLER	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	0.67	-	-	-	-
FINANCIAL OFFICE PRO	1.81	2.00	2.00	2.00	-
Total	3.48	3.00	3.00	3.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 749,787	$ 576,658	$ 762,700	$ 573,700	$ (2,958)
Services and Supplies	32,677	66,518	41,700	41,800	(24,718)
Other Charges	49,891	62,180	62,600	66,900	4,720
Total Operating Expenditures	832,355	705,356	867,000	682,400	(22,956)
Total Expenditures	$ 832,355	$ 705,356	$ 867,000	$ 682,400	$ (22,956)
Budget By Categories of Revenues					
Miscellaneous Revenue	69,865	-	23,100	18,200	18,200
Total Operating Revenues	69,865	-	23,100	18,200	18,200
General Fund Contribution	880,496	705,356	843,900	664,200	(41,156)
Total Revenues	$ 950,361	$ 705,356	$ 867,000	$ 682,400	$ (22,956)

2017-18 Anticipated Accomplishments

- Conducted recruitment and provided training for a new class of three Accountant-Auditors for the New Auditor Training and Development Program.
- Successful recruitments to fill the Internal Audit Chief, Audit Supervisor, Payroll Supervisor, and Systems Division Chief positions, which are key positions in the Department.
- Worked with General Services to replace high traffic areas of 20 year old carpet in the office.
- Participated in various Renew '22 committees.
- Established regular executive committee meetings with Division managers in order to provide direction, support, and facilitate the goals of the office.
- Supported Emergency Operations Center during the disasters.

Auditor-Controller

Program

Administration & Support (cont'd)

2018-19 Objectives

- Transition executive leadership after retirement of Auditor-Controller in January 2019.
- 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.
- Participate in countywide Renew '22 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
AUDIT MANAGER	1.00	1.00	1.00	1.00	-
AUDIT SUPERVISOR	0.95	1.00	1.00	1.00	-
COST ANALYST	0.23	1.00	1.00	-	(1.00)
ACCOUNTANT-AUDITOR	1.88	2.00	2.00	3.00	1.00
Total	4.07	5.00	5.00	5.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 496,789	$ 774,336	$ 757,900	$ 751,500	$ (22,836)
Services and Supplies	19,545	42,567	27,100	27,000	(15,567)
Other Charges	6,673	7,376	7,300	8,800	1,424
Total Operating Expenditures	523,007	824,279	792,300	787,300	(36,979)
Total Expenditures	$ 523,007	$ 824,279	$ 792,300	$ 787,300	$ (36,979)
Budget By Categories of Revenues					
Charges for Services	7,500	7,500	6,300	7,500	-
Total Operating Revenues	7,500	7,500	6,300	7,500	-
Intrafund Expenditure Transfers (-)	-	-	3,500	-	-
General Fund Contribution	904,820	816,779	782,500	779,800	(36,979)
Total Revenues	$ 912,320	$ 824,279	$ 792,300	$ 787,300	$ (36,979)

2017-18 Anticipated Accomplishments

- Successfully recruited Internal Audit Supervisor.
- Developed Countywide Internal control policy and framework for Board adoption.
- Re-staffed entire Internal Audit Division and refocused the Division to operational audits, internal control reviews, and Renew '22 initiatives.
- Performed investigations of departments reporting lost or stolen property to the Auditor-Controller's Office as required by the County Fraud Policy.
- 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.

Audit Services (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- 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.
  - Contract audit of an external contractor.
  - Legally mandated reviews of the County Treasury.
- Developed an annual Audit Plan risk assessment prototype incorporating some best practices with respect to enterprise risk management.
- Developed a formal training curriculum for Internal Audit staff.
- Implemented a County Fraud Hotline.

2018-19 Objectives

- Develop tracking report for management action plans on future audit report findings, and sample prior audits to determine if recommendations have been implemented.
- Provide a risk-based annual internal audit plan to the Board of Supervisors to include risk-based engagements, required engagements, annual contract audit, training, investigations, and other relevant activities.
- Initiate concerted outreach to departments through the audit plan, internal control reviews, Renew '22 participation, and other engagements.
- Evaluate replacement electronic work paper software to house audit documentation and enhance auditor engagement and project management.
- Update Internal Audit Division manual.
- Administer new County Fraud Hotline.
- Increase assistance to departments and collaboratively improve processes and reduce overall risk through the use of internal control frameworks to evaluate and report on the effectiveness of the County's system of internal control.
- Develop and adopt an Internal Audit Charter.
- Provide ad-hoc support to management for special projects as resources allow.
- 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

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	0.13	1.00	1.00	1.00	-
DIVISION CHIEF	4.92	6.00	6.00	6.00	-
CHIEF DEPUTY CONTROLLER	0.88	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.12	-	-	-	-
FINANCIAL SYS ANALYST SR-R	5.88	6.00	6.00	6.00	-
FINANCIAL SYS ANALYST	6.07	6.00	6.00	5.60	(0.40)
FINANCIAL ACCT ANALYST	3.20	3.00	3.00	3.00	-
COST ANALYST	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO COORD SR	1.00	1.00	1.00	1.00	-
ACCOUNTANT-AUDITOR	4.88	5.00	5.00	6.00	1.00
FINANCIAL OFFICE PRO SR-RES	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	2.00	2.00	2.00	2.00	-
Total	33.08	35.00	35.00	35.60	0.60

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Auditor-Controller

Program

Accounting Services (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 5,041,948	$ 5,732,524	$ 3,652,900	$ 5,873,200	$ 140,676
Services and Supplies	392,909	433,162	505,300	470,200	37,038
Other Charges	174,827	181,044	180,300	201,900	20,856
Total Operating Expenditures	5,609,684	6,346,730	4,338,500	6,545,300	198,570
Capital Assets	13,970	15,000	15,000	15,000	-
Increases to Fund Balances	200,000	-	-	-	-
Total Expenditures	$ 5,823,654	$ 6,361,730	$ 4,353,500	$ 6,560,300	$ 198,570
Budget By Categories of Revenues					
Intergovernmental Revenue	48,470	56,110	62,100	59,900	3,790
Charges for Services	979,094	891,800	982,900	983,700	91,900
Miscellaneous Revenue	45,380	30,000	15,000	11,800	(18,200)
Total Operating Revenues	1,072,943	977,910	1,060,000	1,055,400	77,490
Decreases to Fund Balances	-	379,490	-	411,600	32,110
General Fund Contribution	4,793,234	5,004,330	3,542,100	5,093,300	88,970
Total Revenues	$ 5,866,177	$ 6,361,730	$ 4,602,100	$ 6,560,300	$ 198,570

2017-18 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 additional transaction approval controls in FIN Web to improve error and fraud prevention.
  - Implemented additional controls in FIN Web related to segregation of duties for granting user access and user approvals.
- Upgraded and reconfigured Property Tax servers to improve performance, provide enhanced testing capabilities, and provide for disaster recovery.
- Rejoined the County's CO domain as the starting point to better management of user access to our network and systems.
- Refactored payroll calculation engine in a more modern and flexible programming language.
- Made available an upgraded user interface to ESS+, the County's Employee Self Service and Time Capture system.

Property Tax Administration

- Timely processed tax roll corrections for properties damaged or destroyed in the fire and mudslide disasters.
- Administered the distribution of $919 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)

2017-18 Anticipated Accomplishments (cont'd)

- Continued implementation of the multi-year tax exchange agreement between the County and the Fire Protection District.
- Worked jointly with the Treasurer-Tax Collector to implement solutions to challenge areas remaining with the Aumentum property tax system that went live in early FY 2014-15. However, further development using A-C applications will be required outside the scope of the current Aumentum vendor product.
- Reduced backlog of assessment roll corrections, escape assessments, and supplemental assessments from approximately 8,670 to below 600.

Payroll Operations

- Timely and accurately processed approximately 123,190 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.
- Developed additional automated payroll adjustment feature which will eliminate the need for time-consuming manual calculations by departmental and A-C payroll staff.
- Published comprehensive index-linked New Hire Form for Countywide use.
- Implemented Countywide Personnel File Sharing method for secure file transmission of all Personnel documents from 25 departments to Central HR, A-C Payroll, and SBCERS for processing.
- Implemented Disaster Leave Sharing Pool.

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.
- Assisted with the ongoing improvements to FIN, including additional internal controls and user interface enhancements.
- Analyzed the current recording, tracking, and reconciliations procedures in order to determine what system modifications may be required in order to properly record and track cannabis revenues and expenditures.
- Analyzed, prepared, and mailed out 1,400 Internal Revenue Service Forms 1099.
- Provided multiple trainings, including Employee University classes, Introduction to FIN, travel claim reimbursement training, fiscal year-end training, and various department specific trainings.

Accounting Services (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

Advanced and Specialty Accounting

- Completed the cost reimbursement process for the Refugio Oil Spill.
- Provided coordinator and staffing for the finance section of the Emergency Operations Center.
- Provided essential cost recovery and accounting support for the Thomas Fire and Debris Flow incidents.
- Managed the budget, the revenue distribution, and the forecasting analysis of the County general revenues.
- Performed a variety of complex revenue and tax allocations for county departments and external entities including Realignment and Public Safety revenue.
- Delivered accounting, budgeting, and financial reporting assistance to Special Districts.
- Collaborated with the Independent Special Districts to ensure the timely reporting of the legally mandated audited financials and budgets.
- Timely completion of Special Districts Financial Transaction Reports as mandated by the State.
- Applied for corrections of misallocated Sales Tax in favor of the County.

2018-19 Objectives

Applications Development and Systems

- Continue to stabilize and improve processes and interfaces related to the Property Tax System.
- Develop additional controls and capabilities for the County's Employee Self Service and Time Capture system.
- Improve user access control and account management to provide increased security for our data and systems.
- Replace, upgrade, and reconfigure the SQL servers that host data and processing for Countywide applications to provide better security, facilitate maintenance, enhance systems, and facilitate disaster recovery.
- 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 $915 to $945 million in property taxes to local agencies annually.
- Administration of the RDA successor agency 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.
- Publish popular annual Property Tax Highlights Report.

Payroll Operations

- Manage biweekly payroll process for approximately 4,740 employees.
- Participate in constant improvement of technology supporting new-hire onboarding, employee changes, payroll cost accounting, payroll calculations, and reporting.

Accounting Services (cont'd)

2018-19 Objectives (cont'd)

- 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 and the payroll system enhancement project.
- Provide an option for electronic only Internal Revenue Service Forms W-2.
- Initiate the development of employee electronic payroll forms.

Financial Accounting and Customer Support

- Provide additional FIN training offerings utilizing expanded platforms.
- Finalize changes to the new 1099 reporting database and continue to make improvements to our 1099 reporting process.
- 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 promote direct deposit.
- Work with Purchasing to develop a Request for Proposal (RFP) for a new integrated purchasing system including document workflow.
- Work with Internal Audit to perform reviews of departmental credit card documentation and procedures.

Advanced and Specialty Accounting

- Improve support for disasters and extraordinary incidents to allow for more timely reporting and claim reimbursement for such events and participate in the cost recovery efforts.
- Document revenue streams and develop tools to improve the budget, revenue distribution and forecasting analysis of the Sales Taxes, Transient Occupancy Taxes (TOT), Realignment, and Public Safety Revenues.
- Provide support to departments and agencies with complex allocations of inter-agency revenues and taxes including Realignment and Public Safety revenue.
- Ensure the accurate and timely allocation of revenues to departments and other entities.
- Develop an efficient process to timely complete and ensure the information is accurate and relevant on the Special District Compliance Report, Sales Tax Highlights and TOT Annual Report.
- Provide support to the finance committee of the Northern Branch Jail project.
- Document and improve the Court Revenues process to ensure that Court Fines and Fees are remitted to the State timely and accurately.
- Provide for the administration of the consolidated RDA Successor Agency Oversight Board.

Auditor-Controller

Program

Financial Reporting

Provide meaningful and timely financial reports and cost analysis to management, the Board of Supervisors, and the public. Comply with State and Federal reporting requirements and generally accepted accounting principles (GAAP). Operate, maintain, enhance, and support the County's budget development system.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	0.20	-	-	-	-
DIVISION CHIEF	0.85	1.00	1.00	1.00	-
CHIEF DEPUTY CONTROLLER	0.01	-	-	-	-
ENTERPRISE LDR-GEN	0.08	-	-	-	-
AUDIT SUPERVISOR	0.51	0.50	0.50	0.50	-
FINANCIAL SYS ANALYST	0.04	-	-	-	-
FINANCIAL ACCT ANALYST	1.18	1.50	1.50	2.50	1.00
COST ANALYST	0.23	1.00	1.00	-	(1.00)
ACCOUNTANT-AUDITOR	2.00	2.00	2.00	1.00	(1.00)
Total	5.10	6.00	6.00	5.00	(1.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 770,421	$ 917,482	$ 2,257,000	$ 885,700	$ (31,782)
Services and Supplies	137,737	126,753	145,700	146,000	19,247
Other Charges	7,609	8,400	7,900	10,100	1,700
Total Operating Expenditures	915,767	1,052,635	2,410,600	1,041,800	(10,835)
Total Expenditures	$ 915,767	$ 1,052,635	$ 2,410,600	$ 1,041,800	$ (10,835)
Budget By Categories of Revenues					
General Fund Contribution	1,088,850	1,052,635	2,410,600	1,041,800	(10,835)
Total Revenues	$ 1,088,850	$ 1,052,635	$ 2,410,600	$ 1,041,800	$ (10,835)

2017-18 Anticipated Accomplishments

- Earned the Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication, both of which have been achieved annually since 1991 and 1998 respectively.
- Maintained a commitment to keep the public informed on matters concerning public finances by publishing and distributing the popular Financial Highlights Report.
- Received the GFOA award for the County Budget.
- Continued working with the CEO on making improvements to budget development processes, tools, and policies.
- Conducted intermediate and advanced accounting courses at the Employee University.
- Implemented a new database to streamline preparation of the County's Annual Cost Allocation Plan.

Financial Reporting (cont'd)

2017-18 Anticipated Accomplishments (cont'd)

- Implemented the new Governmental Accounting Standards Board (GASB) pronouncement on accounting and financial reporting for postemployment benefits other than pensions.
- Assisted the Sheriff's Office in developing a new cost model for law enforcement services provided under contract to cities and other local entities.
- Published a Capital Asset Manual along with ongoing technical assistance to departments to improve capital asset accounting.
- Prepared Fiscal Impact Analysis for the cannabis tax measure for June 2018 election.

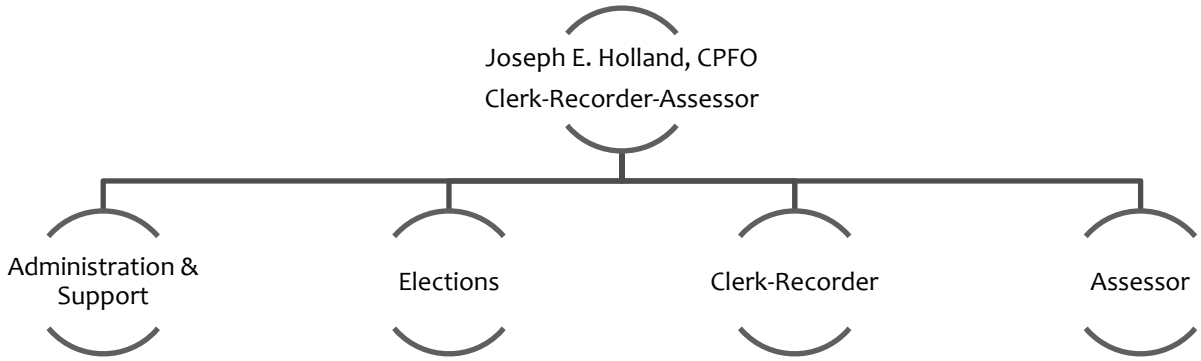
2018-19 Objectives

- 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.
- Prepare a revised County full cost recovery policy for fees, grants, and revenue contracts for consideration by the Board of Supervisors.

Clerk-Recorder-Assessor

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 17,968,100**
Capital	**$ 2,625,000**
FTEs	**99.5**



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 2018-19 Objectives

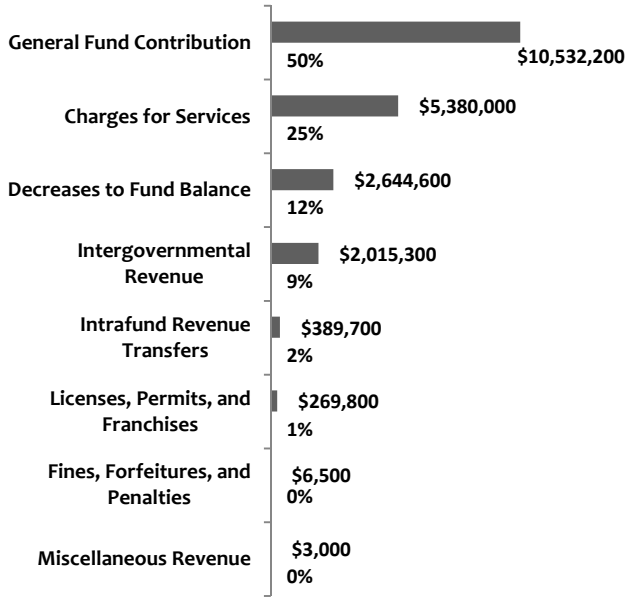
- Elections will conduct the Montecito Fire Protection District Special Election, the 2018 Gubernatorial General Election, and any local elections as requested by local agencies.
- Elections will finalize the website update project making it more accessible to all voters.
- The Clerk-Recorder will pursue standardizing indexing practices with other counties, creating a new training manual, and providing training for the staff.
- The Clerk-Recorder will implement a new website with expanded content and additional accessibility for users such as translation into Spanish and compatibility with mobile devices and Section 508 standards.
- The Assessor anticipates reviewing an estimated 9,000 parcels subject to Proposition 8/Section 51 of the Revenue and Taxation Code, which requires property values to be enrolled at the lesser of factored base value or market value as of the 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.

Clerk-Recorder-Assessor

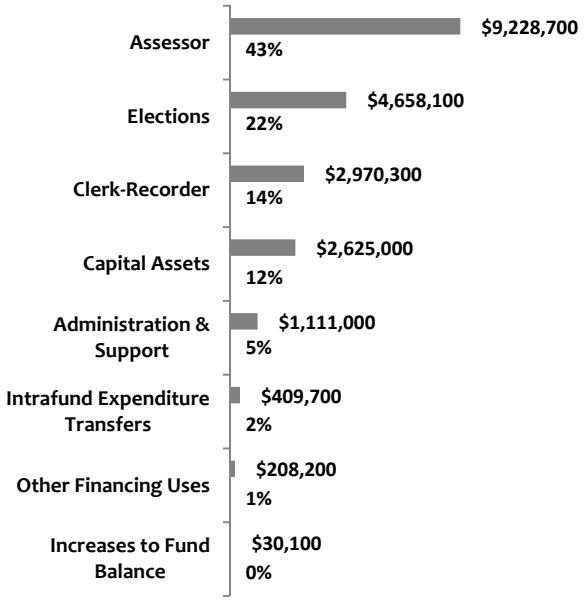
Department

Recommended Sources & Uses of Funds

Source of Funds - $21,241,100

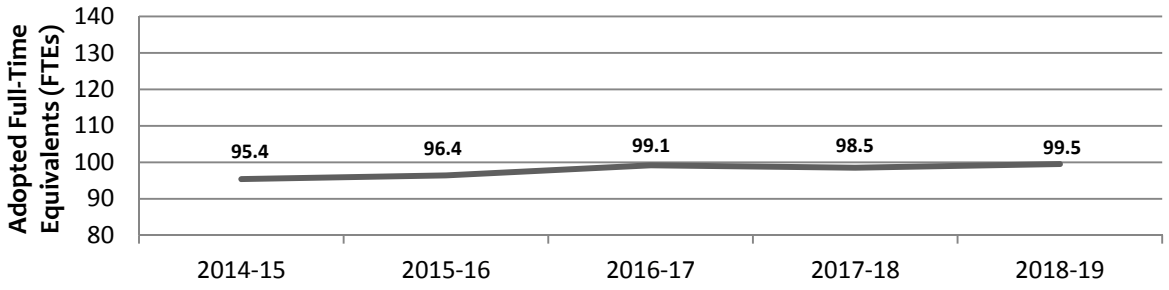


Use of Funds - $21,241,100



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Clerk-Recorder-Assessor

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	5.34	5.32	5.32	5.22	(0.10)
Elections	12.60	12.30	12.30	12.70	0.40
Clerk-Recorder	16.18	18.98	18.98	18.78	(0.20)
Assessor	61.41	61.90	61.90	62.80	0.90
Total	95.52	98.50	98.50	99.50	1.00

Budget By Budget Program					
Administration & Support	$ 1,102,281	$ 1,113,195	$ 1,275,000	$ 1,111,000	$ (2,195)
Elections	3,874,271	4,330,024	4,142,100	4,658,100	328,076
Clerk-Recorder	2,343,839	3,012,684	2,993,900	2,970,300	(42,384)
Assessor	8,304,829	9,031,215	8,549,900	9,228,700	197,485
Total	$ 15,625,220	$ 17,487,118	$ 16,960,900	$ 17,968,100	$ 480,982

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 12,149,907	$ 13,080,759	$ 12,608,200	$ 13,326,100	$ 245,341
Services and Supplies	2,828,688	3,611,019	3,611,000	3,868,900	257,881
Other Charges	646,625	795,340	741,700	773,100	(22,240)
Total Operating Expenditures	15,625,220	17,487,118	16,960,900	17,968,100	480,982
Capital Assets	-	2,725,000	225,000	2,625,000	(100,000)
Other Financing Uses	207,966	207,968	208,000	208,200	232
Intrafund Expenditure Transfers (+)	10,964	350,280	353,800	409,700	59,420
Increases to Fund Balances	2,193,725	68,836	32,800	30,100	(38,736)
Fund Balance Impact (+)	515,344	-	-	-	-
Total	$ 18,553,219	$ 20,839,202	$ 17,780,500	$ 21,241,100	$ 401,898

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 269,000	$ 241,500	$ 241,500	$ 269,800	$ 28,300
Fines, Forfeitures, and Penalties	8,257	6,000	6,000	6,500	500
Intergovernmental Revenue	457,505	2,090,313	85,000	2,015,300	(75,013)
Charges for Services	6,714,645	5,165,500	5,140,800	5,380,000	214,500
Miscellaneous Revenue	22,665	3,000	34,900	3,000	-
Total Operating Revenues	7,472,072	7,506,313	5,508,200	7,674,600	168,287
Intrafund Expenditure Transfers (-)	-	330,280	330,300	389,700	59,420
Decreases to Fund Balances	281,646	2,470,409	1,409,800	2,644,600	174,191
General Fund Contribution	10,799,500	10,532,200	10,532,200	10,532,200	-
Total	$ 18,553,219	$ 20,839,202	$ 17,780,500	$ 21,241,100	$ 401,898

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Clerk-Recorder-Assessor

Department

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

Staffing

- Net increase of 1.0 FTEs due to the addition of an Appraiser II position (1.0 FTE) funded by a one-time release of Committed Assessment Appeals Support fund balance. There were offsetting FTE changes within the Clerk-Recorder, Elections, and Administrative and Support budget programs due to consolidation of a few partially-funded positions.

The Department's budgeted staff has decreased by 19 FTEs 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 FY 2018-19 Recommended staffing levels remain consistent with budgeted FY 2017-18 levels. 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 $481,000:
  - +$258,000 increase in Services and Supplies primarily in the Elections division due to the implementation of AB 1461 California New Motor Voter Program and minimum wage cost increases for Temporary Staff and Poll Workers.
  - +$245,000 increase in Salaries and Employee Benefits costs to fund 99.5 FTEs, partially driven by the implementation of AB 1461 California New Motor Voter Program.
  - -$22,000 decrease in Other Charges primarily driven by a decrease in Information Technology Department data service charges.

- Net non-operating expenditure decrease of $79,000:
  - -$100,000 decrease in Capital Asset expenditures due to the completed acquisition and installation of a new ballot extractor.
  - -$39,000 decrease in funds designated for future departmental use primarily due to a downturn in recording fee revenue.
  - +$59,000 increase in Intrafund Expenditure Transfers due to a change in intra-department overhead charges.

These changes result in Recommended operating expenditures of $17,968,100, non-operating expenditures of $3,273,000, and total expenditures of $21,241,100. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balance components.

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

Revenues

- Net operating revenue increase of $168,000:
  - +$214,500 net increase in Charges for Services primarily due to:
    - +$330,000 increase in recoverable election costs from local agencies due to the holding of a Gubernatorial General Election in FY 2018-19 involving local agency consolidation.
    - +$280,000 increase from the newly implemented SB 2 Building Homes and Jobs Act, which went into effect on January 1, 2018.
    - -$384,500 decrease driven by a downturn in recording fee revenue stemming from legislative changes and an almost 50% drop in real estate sales in Montecito from the prior year as a result of the recent disasters.
  - +$28,000 increase in Licenses, Permits, and Franchises for annual fluctuations in the number of estimated marriage licenses issued.
  - -$75,000 decrease in Intergovernmental Revenue due to the completed acquisition and installation of a $100,000 ballot extractor of which $75,000 was reimbursable through California Proposition 41.

- Net non-operating revenue increase of $234,000:
  - +$174,000 net increase in use of fund balances primarily due to:
    - +$340,000 increase in budgeted use of Committed Emerging Issues fund balance to address cost increases in the Elections division associated with AB 1461 California New Motor Voter Program.
    - +$225,000 increase in use of Assessor Property System Maintenance/Development fund balance to fund project costs for the new Assessor Property System.
    - +$74,000 increase in use of Assessment Appeals Support fund balance to fund the new Appraiser II position created to address the large volume of assessment appeals.
    - +$63,000 increase in use of restricted fund balances within the Recorder budget program due to a downturn in recording fee revenue.
    - -$30,000 decrease in use of Elections Voting Equipment fund balance due to the completed acquisition and installation of a ballot extractor funded primarily with State monies that also required a local match.
    - -$498,000 decrease in budgeted use of committed fund balances to balance the Department's operating budget.
  - +59,000 increase in Intrafund Revenue Transfers due to a change in intra-department overhead charges.

These changes result in Recommended operating revenue of $7,674,600, non-operating revenues of $13,566,500, and total sources of $21,241,100. Non-operating revenues primarily include General Fund Contribution and decreases to fund balance components.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration and Support				
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	82%	76%	100%	100%
Elections				
Number of voter registration transactions (adds, deletes, and changes) processed for the Fiscal Year	126,711	115,930	85,000	90,000
Number of Federal, State, and Local Elections conducted in the Fiscal Year	1	4	3	3
Number of VoteCal transactions processed for the Fiscal Year	9,748	10,267	10,000	10,000
Total voter registration in the scheduled statewide election	201,865	222,983	230,000	276,000
Permanent Vote By Mail registration as a percentage of total registration	62% 125,156	63% 141,628	60% 138,000	60% 165,600
Total turnout in the scheduled statewide election as a percentage of total registration	59% 118,974	82% 182,264	40% 92,000	60% 165,600
Poll turnout as percentage of total votes in the scheduled statewide election	32% 38,157	34% 61,652	30% 27,600	35% 57,960
Vote By Mail turnout as percentage of total votes in the scheduled statewide election	68% 80,817	66% 120,612	70% 64,400	65% 107,640
Clerk Recorder				
Percentage and number of official documents recorded and indexed the same day	100% 79,418	100% 84,056	100% 70,000	100% 70,000
Percentage and number of documents recorded electronically (E-Recorded)	31% 24,317	33% 27,635	34% 23,800	34% 23,800
Number of marriage licenses issued	3,912	4,062	3,850	4,000
Assessor				
Total number of parcels subject to Proposition 8/Section 51 of the Revenue and Taxation Code	16,300	14,200	11,300	9,000
Retention rate and retained value of property under appeal	95% $1.25 Billion	91% $1.10 Billion	90% 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
COUNTY CLK-REC-ASSESSOR	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY CLERK-RECORDER	0.09	-	-	-	-
PROGRAM MANAGER	0.07	0.10	0.10	-	(0.10)
EDP OFFICE AUTO SPEC	0.90	0.81	0.81	0.81	-
HR MANAGER	1.00	1.00	1.00	1.00	-
FISCAL MANAGER	-	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	0.74	0.81	0.81	0.81	-
TEAM/PROJECT LDR-GEN	0.92	-	-	-	-
FINANCIAL OFFICE PRO SR	0.61	0.60	0.60	0.60	-
ADMN OFFICE PRO SR	0.01	-	-	-	-
Total	5.34	5.32	5.32	5.22	(0.10)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 955,460	$ 949,566	$ 1,114,900	$ 928,300	$ (21,266)
Services and Supplies	115,027	122,700	122,700	147,700	25,000
Other Charges	31,794	40,929	37,400	35,000	(5,929)
Total Operating Expenditures	1,102,281	1,113,195	1,275,000	1,111,000	(2,195)
Capital Assets	-	50,000	50,000	50,000	-
Total Expenditures	$ 1,102,281	$ 1,163,195	$ 1,325,000	$ 1,161,000	$ (2,195)
Budget By Categories of Revenues					
Miscellaneous Revenue	123	-	-	-	-
Total Operating Revenues	123	-	-	-	-
Intrafund Expenditure Transfers (-)	-	330,280	330,300	389,700	59,420
Decreases to Fund Balances	229,044	-	-	-	-
General Fund Contribution	968,990	832,915	994,700	771,300	(61,615)
Total Revenues	$ 1,198,157	$ 1,163,195	$ 1,325,000	$ 1,161,000	$ (2,195)

Administration & Support (cont'd)

2017-18 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.

2018-19 Objectives

- Prepare, monitor, and execute a FY 2018-19 Budget in support of the Department's FY 2018-19 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
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	-
PROJECT MANAGER	0.01	-	-	-	-
EDP OFFICE AUTO SPEC	0.06	-	-	-	-
EDP SYS & PROG ANLST	0.47	0.30	0.30	0.50	0.20
ASSESSMENT SUPERVISOR	0.03	-	-	-	-
ADMN OFFICE PRO	1.91	2.00	2.00	2.00	-
DEPT BUS SPEC	2.00	2.00	2.00	2.00	-
MAPPING/GIS ANALYST	0.10	-	-	0.20	0.20
COMPUTER SYSTEMS SPEC	0.03	-	-	-	-
APPRAISER	0.05	-	-	-	-
TEAM/PROJECT LDR-GEN	0.01	-	-	-	-
ADMN OFFICE PRO SR	5.91	6.00	6.00	6.00	-
Total	12.60	12.30	12.30	12.70	0.40

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,810,294	$ 1,833,506	$ 1,667,700	$ 1,942,600	$ 109,094
Services and Supplies	1,912,443	2,307,049	2,306,800	2,530,600	223,551
Other Charges	151,534	189,469	167,600	184,900	(4,569)
Total Operating Expenditures	3,874,271	4,330,024	4,142,100	4,658,100	328,076
Capital Assets	-	2,630,000	130,000	2,530,000	(100,000)
Other Financing Uses	207,966	207,968	208,000	208,200	232
Intrafund Expenditure Transfers (+)	10,964	20,000	20,000	20,000	-
Total Expenditures	$ 4,093,201	$ 7,187,992	$ 4,500,100	$ 7,416,300	$ 228,308
Budget By Categories of Revenues					
Intergovernmental Revenue	457,505	2,090,313	85,000	2,015,300	(75,013)
Charges for Services	760,643	25,000	25,000	355,000	330,000
Miscellaneous Revenue	996	-	-	-	-
Total Operating Revenues	1,219,144	2,115,313	110,000	2,370,300	254,987
Decreases to Fund Balances	-	621,941	127,200	932,200	310,259
General Fund Contribution	3,519,215	4,450,738	4,262,900	4,113,800	(336,938)
Total Revenues	$ 4,738,359	$ 7,187,992	$ 4,500,100	$ 7,416,300	$ 228,308

Elections (cont'd)

2017-18 Anticipated Accomplishments

- Successfully conducted the Santa Barbara County Employees' Retirement System Board Election and the Los Olivos Community Services District Formation Election and will conduct the 2018 Statewide Direct Primary Election in June 2018.
- Completed review and revision of website content and received feedback from Santa Barbara County Voting Accessibility Advisory Committee as well as staff from Braille Institute on best practices for layout and functionality of website to make it accessible to all voters.
- Continued to research and attend demonstrations for new vote tabulation systems and hosted two demonstrations for members of the community as well as members of the Santa Barbara County Voting Accessibility Advisory Committee to gain feedback on the accessible component with the goal to acquire the system after the June 2018 election.
- Continued to research and evaluate the viability and cost-effectiveness of conducting all-mailed ballot elections under the SB 450 Voters Choice Act.
- Successfully conducted a mock election with the other California counties to test new functionality of the Statewide Voter Registration Database and our Election Management System.
- Increased the frequency of the meetings with the Santa Barbara County Voting Accessibility Advisory Committee from annually to semi-annually to provide more time to discuss topics such as website accessibility, polling place accessibility, and how to best communicate with and reach out to all voters.
- Revised procedures for Curbside Voting to improve the process and better serve voters who need assistance.
- Prepared for the implementation of the AB 1461 California New Motor Voter Act which registers every eligible citizen who goes to a Department of Motor Vehicles office to obtain a driver's license, renew a driver's license, or change their address.
- Purchased and implemented new ballot extraction equipment to process ballots more efficiently.

2018-19 Objectives

- Conduct the Montecito Fire Protection District Special Election, the 2018 Gubernatorial General Election, and any local elections as requested by local agencies.
- Finalize project to update website making it more accessible to all voters.
- Acquire and implement a new vote tabulation system in FY 2018-19.
- Continue to evaluate the viability and cost-effectiveness of SB 450 Voters Choice Act, which 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.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
CHIEF DEPUTY CLERK-RECORDER	0.90	1.00	1.00	1.00	-
DIVISION CHIEF	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	0.04	0.19	0.19	0.19	-
EDP SYS & PROG ANLST	0.53	0.70	0.70	0.50	(0.20)
ADMN OFFICE PRO	9.32	11.50	11.50	11.50	-
COMPUTER SYSTEMS SPEC	-	0.19	0.19	0.19	-
TEAM/PROJECT LDR-GEN	0.07	-	-	-	-
FINANCIAL OFFICE PRO SR	0.35	0.40	0.40	0.40	-
ADMN OFFICE PRO SR	3.97	4.00	4.00	4.00	-
Total	16.18	18.98	18.98	18.78	(0.20)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,798,171	$ 2,260,188	$ 2,241,800	$ 2,218,900	$ (41,288)
Services and Supplies	410,421	590,850	590,900	588,900	(1,950)
Other Charges	135,248	161,646	161,200	162,500	854
Total Operating Expenditures	2,343,839	3,012,684	2,993,900	2,970,300	(42,384)
Capital Assets	-	25,000	25,000	25,000	-
Intrafund Expenditure Transfers (+)	-	330,280	333,800	389,700	59,420
Increases to Fund Balances	700,176	68,836	32,800	30,100	(38,736)
Total Expenditures	$ 3,044,015	$ 3,436,800	$ 3,385,500	$ 3,415,100	$ (21,700)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	269,000	241,500	241,500	269,800	28,300
Fines, Forfeitures, and Penalties	8,257	6,000	6,000	6,500	500
Charges for Services	2,762,126	2,570,500	2,343,600	2,456,900	(113,600)
Miscellaneous Revenue	4,632	3,000	3,000	3,000	-
Total Operating Revenues	3,044,015	2,821,000	2,594,100	2,736,200	(84,800)
Decreases to Fund Balances	-	615,800	791,400	678,900	63,100
Total Revenues	$ 3,044,015	$ 3,436,800	$ 3,385,500	$ 3,415,100	$ (21,700)

Clerk-Recorder (cont'd)

2017-18 Anticipated Accomplishments

- Implemented the SB 2 Building Homes and Jobs Act, which included development of policies and procedures in coordination with County Counsel and the Uniform Practice Committee from the County Recorders Association. The revenue collected will be earmarked for affordable housing and administered by the California Department of Housing and Community Development.
- Provided staffing for the Local Recovery and Assistance Center, which supported residents affected by the Thomas Fire and subsequent flood and debris flow events. Fees for certified copies of vital records (birth, death, and marriage) were suspended for any individual who lost such records as a result of the wildfires and related flooding and mudslides.
- Completed the mandated redaction of Social Security Numbers in all official records dating back to 1980 and eliminated the Truncation Fee.
- Scanned and digitized 250 Photostat Real Estate books from 1959-1961 improving the quality of image for copies.
- Continued automating the historic birth certificates, which currently reside on microfilm and paper books, decreasing the wait time for customers requesting birth records from the 1960s.
- Installed a digital sign at the Hall of Records to help direct the customers accessing counter services.
- Preserved and restored 12 historic maps, including high resolution digital scans accessible to the public for free from the Clerk-Recorder website.

2018-19 Objectives

- 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, creating a new training manual, and providing training for the staff.
- Implement a new website for the Clerk-Recorder with expanded content and additional accessibility for users such as translation into Spanish and compatibility with mobile devices and Section 508 standards.
- Digitize Real Estate records from 1961-1969 for improved quality of copy images.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
CHIEF DEPUTY ASSESSOR	0.99	1.00	1.00	1.00	-
PROGRAM MANAGER	3.93	3.90	3.90	4.00	0.10
FINANCIAL SYS ANALYST SR	2.00	2.00	2.00	2.00	-
PROJECT MANAGER	0.99	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	2.81	3.00	3.00	3.00	-
MAPPING/GIS ANALYST SUPV	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
ASSESSMENT SUPERVISOR	5.97	6.00	6.00	6.00	-
ADMN OFFICE PRO	8.90	10.00	10.00	11.00	1.00
MAPPING/GIS ANALYST	2.90	3.00	3.00	2.80	(0.20)
APPRAISER	19.75	19.00	19.00	20.00	1.00
AUDITOR-APPRAISER	5.00	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO SR	0.04	-	-	-	-
ADMN OFFICE PRO SR	6.11	6.00	6.00	5.00	(1.00)
Total	61.41	61.90	61.90	62.80	0.90

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 7,585,983	$ 8,037,499	$ 7,583,800	$ 8,236,300	$ 198,801
Services and Supplies	390,798	590,420	590,600	601,700	11,280
Other Charges	328,048	403,296	375,500	390,700	(12,596)
Total Operating Expenditures	8,304,829	9,031,215	8,549,900	9,228,700	197,485
Capital Assets	-	20,000	20,000	20,000	-
Increases to Fund Balances	1,493,549	-	-	-	-
Total Expenditures	$ 9,798,378	$ 9,051,215	$ 8,569,900	$ 9,248,700	$ 197,485
Budget By Categories of Revenues					
Charges for Services	3,191,877	2,570,000	2,772,200	2,568,100	(1,900)
Miscellaneous Revenue	16,914	-	31,900	-	-
Total Operating Revenues	3,208,791	2,570,000	2,804,100	2,568,100	(1,900)
Decreases to Fund Balances	52,602	1,232,668	491,200	1,033,500	(199,168)
General Fund Contribution	6,311,295	5,248,547	5,274,600	5,647,100	398,553
Total Revenues	$ 9,572,688	$ 9,051,215	$ 8,569,900	$ 9,248,700	$ 197,485

Assessor (cont'd)

2017-18 Anticipated Accomplishments

- Anticipate reviewing roughly 11,300 parcels subject to Proposition 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.
- Reviewed property tax values on properties affected by the Thomas Fire and subsequent debris flow events.
- Continued updating and modernizing the Assessor Property System.

2018-19 Objectives

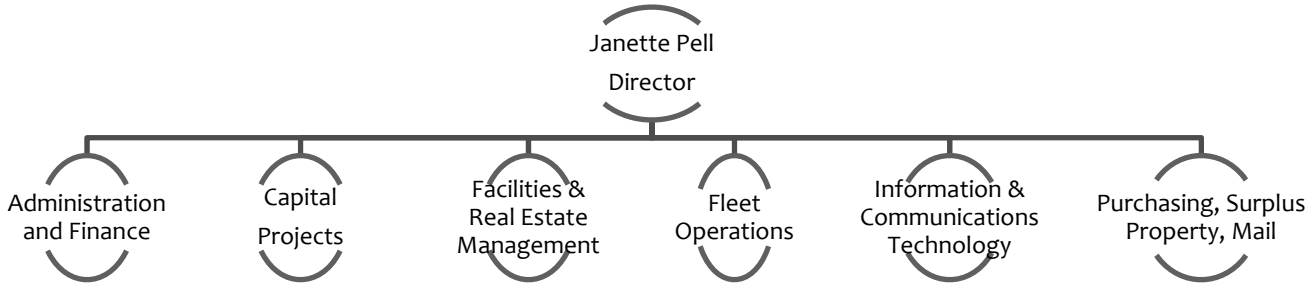
- Review an estimated 9,000 parcels subject to Proposition 8/Section 51 of the Revenue and Taxation Code, which requires property values to be enrolled at the lesser of factored base value or market value as of the January 1st tax lien date, by June 30th as part of the assessment roll.
- Perform timely resolution of assessment appeals within the statutory timeframe while adequately defending the disputed roll value at risk.
- Complete Phase 3 on the Maps Module and Change of Ownership Module modernizing the Assessor Property System.
- Complete Phases 5 and 6 on the Title Transfer Module modernizing the Assessor Property System.

Clerk-Recorder-Assessor

General Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 49,001,700**
Capital	**$ 15,632,500**
FTEs	**117.5**



General Services

Department

Mission Statement

Provide vital, sustainable, and innovative services to ensure that the County accomplishes its goals and objectives for the public good.

Department Description

The General Services Department delivers an array of support services to the other County departments. The Department's vision is to be *The Premier Resource for First Class Service*. 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 2018-19 Objectives

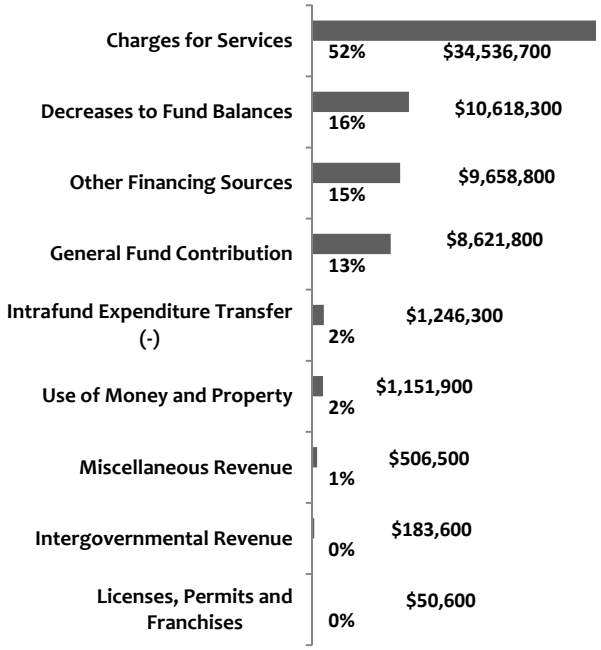
- Complete the Northern Branch Jail Project.
- Implement the County's commissioning program and energy efficiency standards to improve the County's sustainability initiatives.
- Identify the most critical deferred maintenance projects and complete within Fiscal Year.
- Work with all Departments to establish fossil fuel reduction goals (total fuel gallons used annually), provide reporting data and monitor progress.
- Update the Countywide Information Technology Strategic Plan.
- Complete the strategic plan to identify costs to upgrade the County's Public Safety Radio System.
- Further digitize the Mail and Surplus Property processes for a more streamlined service.
- Continue to pursue implementation of the Countywide Procurement Analysis (Renew '22) recommendations.
- Facilitate a simplified $100k vendor aggregate contract process.
- Finalize all required contracts to support the opening & operation of the Northern Branch Jail.

General Services

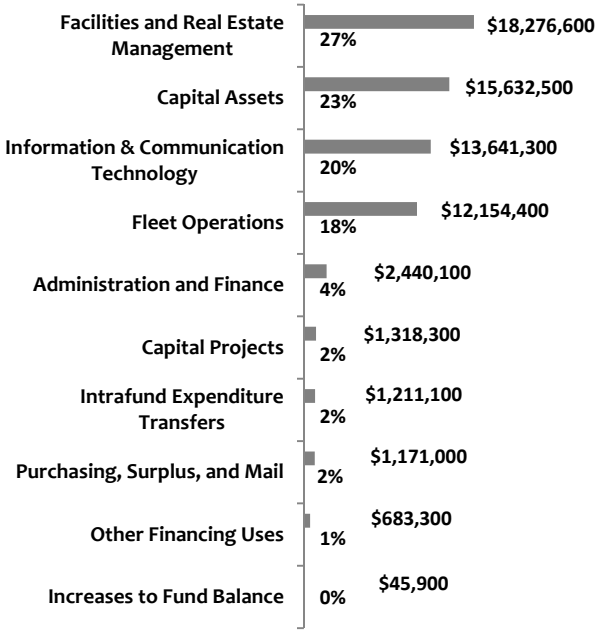
Department

Recommended Sources & Uses of Funds

Source of Funds - $66,574,500

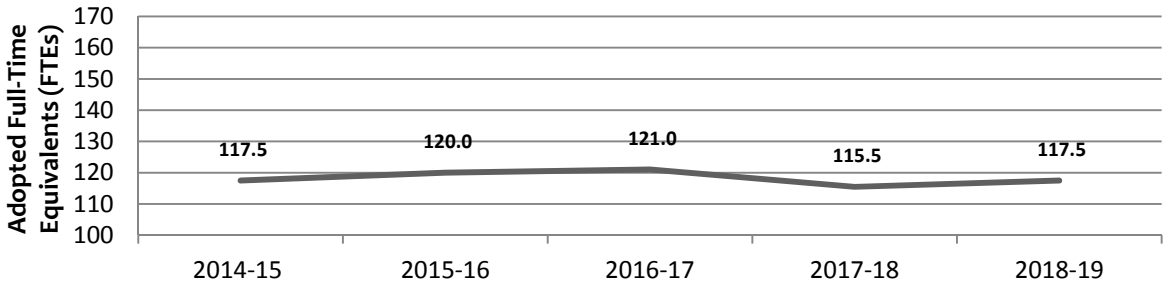


Use of Funds - $66,574,500



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



General Services

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration and Finance	9.99	12.00	12.00	12.00	-
Capital Projects	5.89	7.00	7.00	7.00	-
Facilities and Real Estate Management	30.64	34.50	34.50	33.50	(1.00)
Fleet Operations	20.19	20.00	20.00	20.00	-
Information and Communications Technolc	32.88	34.00	34.00	37.00	3.00
Purchasing, Surplus and Mail	8.41	8.00	8.00	8.00	-
Unallocated	0.62	-	-	-	-
Total	108.62	115.50	115.50	117.50	2.00

Budget By Budget Program					
Administration and Finance	$ 1,757,970	$ 2,347,690	$ 2,096,300	$ 2,440,100	$ 92,410
Capital Projects	1,103,317	1,263,194	1,240,900	1,318,300	55,106
Facilities and Real Estate Management	17,769,635	17,534,956	17,808,100	18,276,600	741,644
Fleet Operations	10,489,536	12,576,298	10,554,500	12,154,400	(421,898)
Information and Communications Technolc	11,652,339	12,751,387	12,206,500	13,641,300	889,913
Purchasing, Surplus and Mail	1,115,251	1,085,055	986,300	1,171,000	85,945
Total	$ 43,888,048	$ 47,558,580	$ 44,892,600	$ 49,001,700	$ 1,443,120

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 15,084,764	$ 16,171,954	$ 14,535,300	$ 16,639,600	$ 467,646
Services and Supplies	20,098,750	22,481,423	21,079,200	22,737,000	255,577
Other Charges	8,704,534	8,905,203	9,278,100	9,625,100	719,897
Total Operating Expenditures	43,888,048	47,558,580	44,892,600	49,001,700	1,443,120
Capital Assets	9,519,502	13,585,562	13,235,800	15,632,500	2,046,938
Other Financing Uses	1,322,277	682,854	883,000	683,300	446
Intrafund Expenditure Transfers (+)	921,462	1,146,333	1,146,800	1,211,100	64,767
Increases to Fund Balances	1,220,018	44,000	2,298,100	45,900	1,900
Fund Balance Impact (+)	2,265,131	-	279,800	-	-
Total	$ 59,136,438	$ 63,017,329	$ 62,736,100	$ 66,574,500	$ 3,557,171

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 50,571	$ 38,000	$ 36,000	$ 50,600	$ 12,600
Use of Money and Property	1,052,308	1,060,994	1,208,800	1,151,900	90,906
Intergovernmental Revenue	552,224	1,297,035	2,713,300	183,600	(1,113,435)
Charges for Services	31,527,291	33,359,237	33,218,000	34,536,700	1,177,463
Miscellaneous Revenue	1,064,582	570,193	564,900	506,500	(63,693)
Total Operating Revenues	34,246,976	36,325,459	37,741,000	36,429,300	103,841
Other Financing Sources	2,615,080	6,337,581	5,032,300	9,658,800	3,321,219
Intrafund Expenditure Transfers (-)	939,573	1,156,738	1,177,500	1,246,300	89,562
Decreases to Fund Balances	12,095,900	10,575,751	10,163,500	10,618,300	42,549
General Fund Contribution	8,919,400	8,621,800	8,621,800	8,621,800	-
Fund Balance Impact (-)	319,509	-	-	-	-
Total	$ 59,136,438	$ 63,017,329	$ 62,736,100	$ 66,574,500	$ 3,557,171

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

General Services

Department

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

Staffing

General Services staffing increased from Fiscal Year 2017-18 to 2018-19 by 2.0 FTE to a total of 117.5 FTE. The Department added the 2.0 FTE for FY2018-19 in the Information & Communications Technology (ICT) Division. Of note, 1.0 FTE was moved from Facilities and Real Estate Management to ICT to provide technical support to the Building Security System.

Expenditures

Net operating expenditure increase of $1,443,000 due to:

- +$720,000 increase in Other Charges primarily reflects increases in depreciation due to the replacement of fully depreciated assets.
- +$468,000 increase in Salaries and Employee Benefits primarily due to negotiated increases and the addition of 2.0 FTE's for Information & Communications Technology technical support that was budgeted in the FY 2018-19 ISF rates.
- +$256,000 increase in Services and Supplies primarily due an increase in Cost Allocation Plan of $233,000. The Internal Service Funds have increases in expenditures (electricity, natural gas, water, refuse, and sewer) of +$806,000 that are offset by a reduction in fuel costs of -$750,000; and budgeted maintenance (routine, planned projects, and emergency) net funding remains consistent with FY 2017-18 amounts.

Net non-operating expenditure increase of $2,114,000 primarily due to:

- +$2,047,000 increase Capital Assets primarily due to additional Capital Projects such as but not limited to Fire Buellton Operations and Administration Center, ICT infrastructure and equipment, Public Safety Radio Upgrades, and vehicle replacements.

These changes resulted in Recommended operating expenditures of $49,001,700, non-operating expenditures of $17,572,800, resulting in total expenditures of $66,574,500. Non-operating expenditures primarily include capital assets.

Revenues

Net operating revenue increase of $104,000 primarily due to:

- +$1,178,000 increase in Charges for Services primarily due to the anticipated increases for Internal Service Funds (ICT, Fleet, and Utilities).
- -$1,113,000 decrease in intergovernmental Revenues primarily driven by the completion of the Santa Ynez Valley Airport Authority AIP-16 Safety Grading project from the prior year.
- +91,000 increase in Use of Money and Property primarily due to higher anticipated interest income.

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

Net non-operating revenue increase of $3,453,000 primarily due to:

- +$3,321,000 increase in Other Financing Sources primarily due to increases in Operating Transfers (In) – Other Funds for additional Capital Projects, driven by Fire's Buellton Operations and Admin project.

These changes result in Recommended operating revenues of $36,429,300, non-operating revenues of $30,145,200 resulting in total revenues of $66,574,500. Non-operating revenues primarily include decreases to Fund balances, Transfers and General Fund Contribution.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration and Finance				
Percentage of customers who are satisfied or highly satisfied with services provided by the Department. (Target = 100%)	n/a	87% 650/750	89% 668/750	92% 690/750
Percent of Departmental Employee Performance Reviews (EPR's) Completed by the due date. (Target = 100%)	88% 99/112	100% 121/121	100% 115/115	100% 115/115
Capital Projects				
Percentage of projects that are completed within expected time and budget estimates and according to project customer expectations. (Target = 100%)	n/a	100% 8/8	100% 5/5	100% 6/6
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	97% 29/30	90% 9/10	90% 14/15
Percentage of customers who rate janitorial services satisfactory or better based on random inspections with building tenant and vendor (Target = 95%)	n/a	n/a	95% 34/36	95% 34/36
Preventative Work Orders completed within 30 days of assigned due date (Target = 95%)	n/a	n/a	95% 1,834/2,000	95% 1,900/2,000
Percent of Real Property Projects completed on time. (Target = 100%)	n/a	n/a	93% 15/16	90% 18/20
Percent of County electricity (kWh) use from Solar. (Target = 20% by 2020, 100% by 2030)	13% 1,800 kWh/ 14,000 kWh	11% 1,600 kWh/ 14,000 kWh	11% 1,600 kWh/ 14,000 kWh	16% 2,200 kWh/ 14,000 kWh
Fleet Operations				
Assigned Fleet Availability. (Target = 100%; Weighted Average)	97.67%	97.83%	97.85%	98.00%
Percentage of new vehicles purchased that are hybrid or alternatively fueled. (Target = 10%)	n/a	12.5% 13/104	9.3% 6/56	10.0% 10/100
New vehicle in-service time: Length of time from delivery to in-service (Assigned and Motor Pool) target measured by vehicle class type (Target = 95%)	n/a	n/a	n/a	95% 86/90
Surplus vehicle disposal time: Length of time from a vehicle's retirement date to sold at auction within 90 days. (Target = 95%)	n/a	n/a	n/a	95% 86/90

Performance Measures (cont'd)

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Information and Communications Technology				
Percentage of customers surveyed who rate the ICT Operations Center incident handling process as "Satisfactory" or better. (Target = 100%)	99% 88/89	97% 152/157	98% 147/150	97% 194/200
Percentage of uptime for Countyofsb.org website. (Target = 100%)	99.61% 524k/525.9k minutes	99.50% 523k/525.9k minutes	99.50% 523k/525.9k minutes	99.90% 525k/525.9k minutes
Percentage of Countywide telephone system service repair calls resolved within one business day. (Target = 100%)	99% 737/743	99% 1166/1174	99% 513/516	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%)	61% $106M/$173M	60% $98M/$163M	60% $87M/$146M	60% $99M/$165M
Percentage of formal bids awarded within 60 days of requisition receipt for purchases in excess of $25,000. (Target = 100%)	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 support within the Department and for the Countywide Internal Service Funds, including accounting, budgeting, financial reporting, accounts payable, accounts receivable, grant management, human resources support and payroll operations.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIRECTOR	0.84	1.00	1.00	1.00	-
ASST DIRECTOR	1.12	3.00	3.00	3.00	-
DIVISION MANAGER	0.02	-	-	-	-
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
ENERGY MANAGER	0.02	-	-	-	-
COST ANALYST	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	1.00	1.00	1.00	1.00	-
ACCOUNTANT	1.00	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	-
Total	9.99	12.00	12.00	12.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

General Services

Program

Administration and Finance (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,531,821	$ 2,066,425	$ 1,844,400	$ 2,143,500	$ 77,075
Services and Supplies	129,499	110,500	93,100	110,500	-
Other Charges	96,651	170,765	158,800	186,100	15,335
Total Operating Expenditures	1,757,970	2,347,690	2,096,300	2,440,100	92,410
Total Expenditures	$ 1,757,970	$ 2,347,690	$ 2,096,300	$ 2,440,100	$ 92,410
Budget By Categories of Revenues					
Charges for Services	1,033,205	1,001,007	1,039,000	1,067,800	66,793
Miscellaneous Revenue	21,060	-	-	-	-
Total Operating Revenues	1,054,265	1,001,007	1,039,000	1,067,800	66,793
Other Financing Sources	22,350	-	-	-	-
Intrafund Expenditure Transfers (-)	921,462	1,145,138	1,145,400	1,209,700	64,562
Decreases to Fund Balances	-	146,421	146,400	155,400	8,979
General Fund Contribution	-	55,124	45,300	7,200	(47,924)
Total Revenues	$ 1,998,077	$ 2,347,690	$ 2,376,100	$ 2,440,100	$ 92,410

2017-18 Anticipated Accomplishments

- Implemented a new General Services Call Center for one stop assistance to County departments.
- Developed a new emergency resource tracking system to better manage disaster events.
- Processed over 25,000 claims and invoices for the Department and Countywide Internal Service Funds.
- Provided fiscal oversight of the Northern Branch Jail Project processing nearly $60.0 million of the $111.0 million project.
- Updated the Department's Strategic Plan and aligned it with Renew '22 to continue advancing towards the Department's Vision and Mission.
- Substantial investment in Departmental Human Capital.

2018-19 Objectives

- Further streamline operations by digitizing where possible and reducing manual inefficiencies.
- Monitor the financial obligations of the Northern Branch Jail Project and prepare the final Audit Report.
- Revamp the County's Capital Improvement Program
- Improve internal process for tracking and reviewing Board letters.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	0.04	-	-	-	-
PROJECT MANAGER	3.00	3.00	3.00	3.00	-
ARCHITECT	1.00	1.00	1.00	1.00	-
CAPITAL PROJECTS COORD	1.85	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	-	1.00	1.00	1.00	-
Total	5.89	7.00	7.00	7.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

General Services

Program

Capital Projects (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 866,829	$ 1,044,667	$ 897,700	$ 1,037,500	$ (7,167)
Services and Supplies	57,624	43,320	46,600	30,400	(12,920)
Other Charges	178,864	175,207	296,600	250,400	75,193
Total Operating Expenditures	1,103,317	1,263,194	1,240,900	1,318,300	55,106
Capital Assets	1,334,331	6,859,000	5,083,000	8,410,000	1,551,000
Other Financing Uses	598,583	-	24,200	-	-
Intrafund Expenditure Transfers (+)	144,543	259,722	260,200	256,800	(2,922)
Increases to Fund Balances	825,291	-	24,400	1,900	1,900
Total Expenditures	$ 4,006,065	$ 8,381,916	$ 6,632,700	$ 9,987,000	$ 1,605,084
Budget By Categories of Revenues					
Use of Money and Property	10,994	-	22,800	-	-
Intergovernmental Revenue	396,759	1,152,505	2,563,700	50,000	(1,102,505)
Charges for Services	923,780	940,000	910,000	632,000	(308,000)
Miscellaneous Revenue	(81,941)	-	1,600	-	-
Total Operating Revenues	1,249,592	2,092,505	3,498,100	682,000	(1,410,505)
Other Financing Sources	1,035,118	4,950,000	2,288,500	8,360,000	3,410,000
Decreases to Fund Balances	2,258,837	1,339,411	846,100	-	(1,339,411)
General Fund Contribution	-	-	-	945,000	945,000
Total Revenues	$ 4,543,547	$ 8,381,916	$ 6,632,700	$ 9,987,000	$ 1,605,084

2017-18 Anticipated Accomplishments

- Achieved Northern Branch Jail Project (AB900) construction milestones including 50%+ completion of the facility and 100% completion of the offsite utilities work.
- Received AB900 reimbursements from the State consistently ahead of anticipated timeframes.
- Completed the Carpinteria Health Clinic Renovation within the revised budget and schedule.
- Completed the Casa Nueva tenant improvements for Child Support Services on time and within budget.
- Completed Phase I of the Isla Vista Community Center.
- Advanced the main jail deferred maintenance implementation plan.
- Completed improvements to the Santa Ynez Airport by adding runway edge and threshold lights, taxiway edge lights, guidance signs and a new backup generator.
- Completed the storage facility improvements for the Treasurer Tax Collector on the Calle Real Campus, replacing an existing north county storage facility being relinquished to the Laguna Sanitary District.

Capital Projects (cont'd)

2018-19 Objectives

- Continue to successfully manage the construction of the Northern Branch Jail including expedited receipt of State reimbursement grant funds.
- Design and construct Behavioral Wellness projects in support of the County's mental health initiatives.
- Complete the Franklin Clinic improvements and additional projects in accordance with Public Health's strategic plans.
- Integrate facilities condition consultant reports into maintenance and capital project planning.
- Prioritize and integrate sustainable design principles into project planning, design, and construction.
- Complete Phase II of the Isla Vista Community Center.
- Continue streamlined project delivery utilizing the Job Order contracting (JOC) program.
- Develop a plan for projects for the main jail to be implemented in a 10 year program in accordance with the implementation plan.
- Implement the County's commissioning program and energy efficiency standards to improve the County's sustainability initiatives.
- Develop projects resulting from the debt financing initiative in accordance with Capital Improvement Program prioritization.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIRECTOR	0.01	-	-	-	-
ASST DIRECTOR	1.34	-	-	-	-
DIVISION MANAGER	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	-	2.00	2.00	-	(2.00)
FACILITIES MANAGER	2.00	2.00	2.00	3.00	1.00
ENERGY MANAGER	0.98	1.00	1.00	1.00	-
COST ANALYST	0.92	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	1.00	-	-	2.00	2.00
ADMN OFFICE PRO	1.00	1.50	1.50	1.50	-
DEPT BUS SPEC	1.08	1.00	1.00	1.00	-
ACCOUNTANT	0.08	-	-	-	-
REAL PROPERTY AGENT	1.42	2.00	2.00	2.00	-
BUILDING MAINT SUPV	2.73	3.00	3.00	2.00	(1.00)
ADMN OFFICE PRO SR	1.08	1.00	1.00	1.00	-
HVAC SPECIALIST	1.00	3.00	3.00	3.00	-
MAINTENANCE PLUMBER	3.00	3.00	3.00	3.00	-
MAINT ELECTRICIAN	0.77	1.00	1.00	-	(1.00)
MAINTENANCE CARPENTER	0.58	1.00	1.00	-	(1.00)
BUILDING MAINT WORKER	10.65	11.00	11.00	12.00	1.00
Total	30.64	34.50	34.50	33.50	(1.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

General Services

Program

Facilities & Real Estate Management (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 4,054,794	$ 4,039,511	$ 3,573,900	$ 3,852,300	$ (187,211)
Services and Supplies	11,469,729	11,262,268	12,023,900	12,065,100	802,832
Other Charges	2,245,113	2,233,177	2,210,300	2,359,200	126,023
Total Operating Expenditures	17,769,635	17,534,956	17,808,100	18,276,600	741,644
Capital Assets	525,325	-	20,000	-	-
Other Financing Uses	704,802	682,854	838,100	683,300	446
Intrafund Expenditure Transfers (+)	632,376	731,910	731,600	779,500	47,590
Increases to Fund Balances	394,727	44,000	39,000	44,000	-
Total Expenditures	$ 20,026,865	$ 18,993,720	$ 19,436,800	$ 19,783,400	$ 789,680
Budget By Categories of Revenues					
Licenses, Permits and Franchises	50,571	38,000	36,000	50,600	12,600
Use of Money and Property	853,700	798,300	851,000	851,900	53,600
Intergovernmental Revenue	155,465	144,530	149,600	133,600	(10,930)
Charges for Services	6,285,123	6,806,783	6,893,300	7,632,200	825,417
Miscellaneous Revenue	663,136	396,649	429,700	404,900	8,251
Total Operating Revenues	8,007,995	8,184,262	8,359,600	9,073,200	888,938
Other Financing Sources	292,520	-	78,700	-	-
Intrafund Expenditure Transfers (-)	18,111	11,600	32,100	36,600	25,000
Decreases to Fund Balances	3,425,312	3,470,938	3,530,200	4,349,800	878,862
General Fund Contribution	8,149,126	7,326,920	7,436,200	6,323,800	(1,003,120)
Total Revenues	$ 19,893,064	$ 18,993,720	$ 19,436,800	$ 19,783,400	$ 789,680

2017-18 Anticipated Accomplishments

- Responded to over 400 emergency work orders for broken water lines, HVAC failures, vandalism, sewer back-ups, broken windows, and roof leaks.
- Implemented Security enhancements to County Facilities per the recommendations of the Security Assessment as funds allowed.
- Completed Water Savings projects through the County, replacing high flow toilets, faucets, and irrigation systems.
- Implemented a handheld device to staff to become paperless for responding to work requests.
- Continually provide an overall experience that delivers excellent customer service by producing sophisticated documents while meeting a completion date within targeted timeframes.
- Implemented County property management system (Yardi) tracking 265 active agreements.
- Increased the Real Property billing fee from $98 to $132 per hour to better represent actual costs.
- Implemented Survey Monkey to email Real Property Evaluation Survey with up-to-date analyzed results to better meet performance measures.
- Continued to utilize college interns to assist in the Yardi implementation.

Facilities & Real Estate Management (cont'd)

2018-19 Objectives

- Continue efforts towards merging the three deferred maintenance reports (Jorgensen, Marx Okubo, and the County Deferred Maintenance) into the County Maintenance Connection Program to fully understand the impact of the $64M back log of deferred maintenance.
- Identify the most critical deferred maintenance projects and complete within Fiscal Year.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	0.50	1.00	1.00	-	(1.00)
FLEET MANAGER	0.88	-	-	1.00	1.00
DEPT BUS SPEC	2.00	2.00	2.00	3.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00	-
LEAD MECHANIC	3.00	3.00	3.00	3.00	-
ADMN OFFICE PRO SR	0.19	-	-	-	-
EQUIPMENT MECHANIC	2.00	2.00	2.00	2.00	-
AUTOMOTIVE MECHANIC	9.62	10.00	10.00	8.00	(2.00)
MOTOR POOL DISPATCH	1.00	1.00	1.00	1.00	-
STOREKEEPER	-	-	-	1.00	1.00
Total	20.19	20.00	20.00	20.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 2,218,574	$ 2,298,656	$ 2,065,500	$ 2,306,800	$ 8,144
Services and Supplies	4,450,791	6,438,054	4,442,700	5,784,200	(653,854)
Other Charges	3,820,172	3,839,588	4,046,300	4,063,400	223,812
Total Operating Expenditures	10,489,536	12,576,298	10,554,500	12,154,400	(421,898)
Capital Assets	6,345,953	2,513,581	3,895,000	2,408,800	(104,781)
Other Financing Uses	18,891	-	20,700	-	-
Increases to Fund Balances	-	-	1,809,500	-	-
Total Expenditures	$ 16,854,381	$ 15,089,879	$ 16,279,700	$ 14,563,200	$ (526,679)
Budget By Categories of Revenues					
Use of Money and Property	69,130	78,518	160,000	125,000	46,482
Charges for Services	11,025,739	12,397,236	12,200,000	11,927,800	(469,436)
Miscellaneous Revenue	462,274	100,544	107,600	101,600	1,056
Total Operating Revenues	11,557,143	12,576,298	12,467,600	12,154,400	(421,898)
Other Financing Sources	928,326	162,581	1,440,100	57,800	(104,781)
Decreases to Fund Balances	5,260,808	2,351,000	2,372,000	2,351,000	-
Total Revenues	$ 17,746,278	$ 15,089,879	$ 16,279,700	$ 14,563,200	$ (526,679)

Fleet Operations (cont'd)

2017-18 Anticipated Accomplishments

- Established process to review all County vehicle accident with Risk management to help mitigate risk to the organization.
- Continued progress towards right sizing the County's vehicle fleet.
- County Fleet repair Shops have maintain their "ASE" Blue Shield of Excellence certifications.
- Vehicle property insurance rates were renegotiated through CSAC lowering the County's annual insurance premiums by nearly 45%, and the deductible per incident was lowered from $20k to $10k.

2018-19 Objectives

- Continue efforts towards right sizing the County's vehicle fleet (Recurring).
- Work with all County Departments to establish fossil fuel reduction goals (total fuel gallons used annually), provide reporting data and monitor progress.
- Ensure that all staff members receive a minimum of 40 hours of professional training.
- Improve the administration of fleet policies to ensure adherence.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
DIVISION MANAGER	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	13.12	13.00	13.00	15.00	2.00
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
COMMUNICATIONS MANAGER	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	-	-	-	1.00	1.00
RADIO COMMUNICATION SYSTEMS ENGINEER	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	-
COMM SYSTEMS SUPV	1.00	1.00	1.00	1.00	-
COMM EQUIP TECH SR	2.00	2.00	2.00	2.00	-
EDP OFFICE AUTO COORD	1.00	1.00	1.00	1.00	-
COMM EQUIP TECH	1.00	2.00	2.00	2.00	-
ELECTRONICS SYSTEMS TECH	1.00	1.00	1.00	2.00	1.00
FINANCIAL OFFICE PRO SR	0.77	1.00	1.00	-	(1.00)
Total	32.88	34.00	34.00	37.00	3.00

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

General Services

Program

Information & Communications Technology (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 5,419,449	$ 5,774,606	$ 5,302,200	$ 6,282,800	$ 508,194
Services and Supplies	3,945,036	4,594,926	4,443,100	4,713,200	118,274
Other Charges	2,287,855	2,381,855	2,461,200	2,645,300	263,445
Total Operating Expenditures	11,652,339	12,751,387	12,206,500	13,641,300	889,913
Capital Assets	1,306,386	4,212,981	4,237,800	4,813,700	600,719
Increases to Fund Balances	-	-	425,200	-	-
Total Expenditures	$ 12,958,725	$ 16,964,368	$ 16,869,500	$ 18,455,000	$ 1,490,632
Budget By Categories of Revenues					
Use of Money and Property	118,483	184,176	175,000	175,000	(9,176)
Charges for Services	12,259,444	12,214,211	12,175,700	13,276,900	1,062,689
Miscellaneous Revenue	-	73,000	25,000	-	(73,000)
Total Operating Revenues	12,377,927	12,471,387	12,375,700	13,451,900	980,513
Other Financing Sources	336,765	1,225,000	1,225,000	1,241,000	16,000
Decreases to Fund Balances	1,015,958	3,267,981	3,268,800	3,762,100	494,119
Total Revenues	$ 13,730,650	$ 16,964,368	$ 16,869,500	$ 18,455,000	$ 1,490,632

2017-18 Anticipated Accomplishments

- Established a Geographically redundant Data Center in Santa Maria as a backup to EOC– consolidated all systems from three data centers to two.
- Developed relationships with new telecommunications service providers ensuring lowest cost delivery through competition.
- Provided network, security and infrastructure support for departmental application migration to cloud service (Retirement took pension Gold to cloud, PHD took Electronic Health Records to cloud).
- Web Team – Readysbc.org was created for EOC disaster support.
- Activated new Fire Radio Channels at Chumash Casino new tower and Foster Rd County Complex.
- Activated Sheriff Radio Channel at White Hills and Arellanes High School.
- Completed upgrade of legacy phone system to new vendor IP-based platform Voice Complete.
- Activated Call Center for Behavioral Health.
- Implemented new telephone number management system Number Pro.
- Upgraded the enterprise Audio Conferencing system "Consortium" to cloud-based system.

2018-19 Objectives

- Realign staffing geographically across the County to provide better coverage.
- Update the Countywide Information Technology Strategic Plan.

General Services

Program

Information & Communications Technology (cont'd)

- Obtain International Standards Organization (ISO) 27001 Certification – cybersecurity.
- Implement IT Service Management platform that allows for more effective delivery to customers, ServiceNow.
- Provide commoditized services with price points that meet customer business needs, yet ensure data security and enterprise integration, i.e.) Implementation of a tiered data storage service offering.
- Implement Telecom Expense Management (TEM) to improve visibility and increase automation of recurring telecom invoices.
- Increase use of a mobile workforce through digital collaboration, telecommuting and remote conferencing to support real time communication and reduce travel time.
- Complete Sheriff and Fire Radio Expansion projects.
- Begin enterprise VoIP paging system upgrade project.
- Complete the strategic plan to identify costs to upgrade the County's Public Safety Radio System.
- Assume service support for WINDSX security system.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIVISION MANAGER	0.79	-	-	-	-
ENTERPRISE LDR-GEN	-	-	-	1.00	1.00
PURCHASING MANAGER	0.81	1.00	1.00	-	(1.00)
DEPT BUS SPEC	0.58	1.00	1.00	-	(1.00)
PROGRAM MANAGER	0.42	-	-	1.00	1.00
BUYER	2.81	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	-
Total	8.41	8.00	8.00	8.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,002,371	$ 948,089	$ 851,600	$ 1,016,700	$ 68,611
Services and Supplies	37,000	32,355	29,800	33,600	1,245
Other Charges	75,880	104,611	104,900	120,700	16,089
Total Operating Expenditures	1,115,251	1,085,055	986,300	1,171,000	85,945
Capital Assets	7,506	-	-	-	-
Intrafund Expenditure Transfers (+)	144,543	154,701	155,000	174,800	20,099
Total Expenditures	$ 1,267,300	$ 1,239,756	$ 1,141,300	$ 1,345,800	$ 106,044
Budget By Categories of Revenues					
Miscellaneous Revenue	54	-	1,000	-	-
Total Operating Revenues	54	-	1,000	-	-
Decreases to Fund Balances	134,985	-	-	-	-
General Fund Contribution	770,274	1,239,756	1,140,300	1,345,800	106,044
Total Revenues	$ 905,313	$ 1,239,756	$ 1,141,300	$ 1,345,800	$ 106,044

Purchasing, Surplus and Mail (cont'd)

2017-18 Anticipated Accomplishments

- Completed a Countywide Procurement Analysis (Renew '22) with recommendations for improving the efficiency and effectiveness of procurement processes in the County.
- Improved the Mail and Surplus Property Office to allow for easier departmental use of dropping off mail, batteries, and e-waste.
- Completed 32 RFPs on behalf of the County.
- Implemented a new training course on purchasing and contract renewals.
- Bid out postage metering services to obtain the lowest cost - best value to the County.

2018-19 Objectives

- Further digitize the Mail and Surplus Property processes for a more streamlined service.
- Finalize all required contracts to support the opening & operation of the Northern Branch Jail.
- Continue to pursue implementation of the Countywide Procurement Analysis (Renew '22) recommendations.
- Facilitate a simplified $100k vendor aggregate contract process

Northern Branch Jail Project

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 37,364,200**
Capital	**$ 400,000**
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 April 2019.

Highlights of 2018-19 Objectives

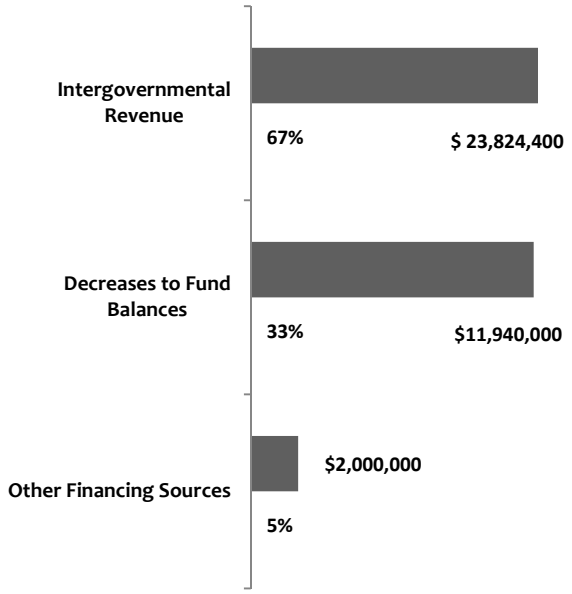
- Coordinating commissioning efforts to ensure sustainable, energy efficient systems perform as designed.
- Manage furniture fixture and equipment (FF&E) procurement to allow the Sheriff to transition into the facility.
- Finalize all required contracts to support the opening & operation of the Northern Branch Jail.
- Completion in Spring 2019.

Northern Branch Jail Project

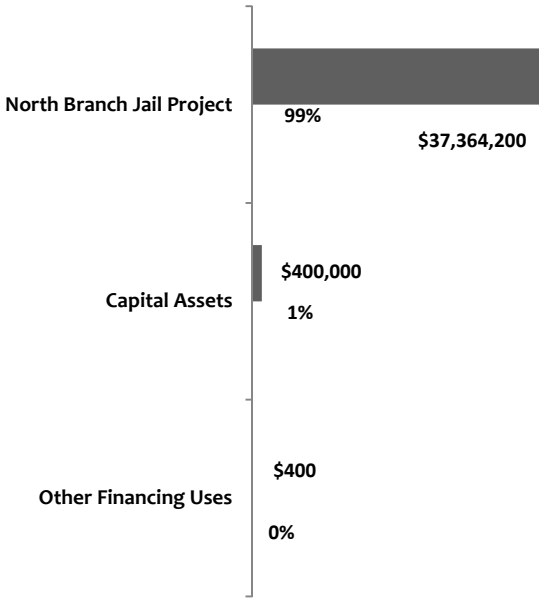
Department

Recommended Sources & Uses of Funds

Source of Funds - $37,764,600



Use of Funds - $37,764,600



Northern Branch Jail Project

Department

Budget Overview

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Budget By Budget Program					
North Branch Main Jail Project	$ 23,050,318	$ 73,849,605	$ 40,535,400	$ 37,364,200	$ (36,485,405)
Total	$ 23,050,318	$ 73,849,605	$ 40,535,400	$ 37,364,200	$ (36,485,405)
Budget By Categories of Expenditures					
Services and Supplies	$ 23,050,318	$ 73,849,605	$ 40,535,400	$ 37,364,200	$ (36,485,405)
Total Operating Expenditures	23,050,318	73,849,605	40,535,400	37,364,200	(36,485,405)
Capital Assets	-	200,000	-	400,000	200,000
Other Financing Uses	1,977,477	-	-	400	400
Increases to Fund Balances	13,757,068	-	-	-	-
Total	$ 38,784,863	$ 74,049,605	$ 40,535,400	$ 37,764,600	$ (36,285,005)
Budget By Categories of Revenues					
Intergovernmental Revenue	$ 21,423,712	$ 64,504,995	$ 34,751,900	$ 23,824,400	$ (40,680,595)
Total Operating Revenues	21,423,712	64,504,995	34,751,900	23,824,400	(40,680,595)
Other Financing Sources	15,383,675	189,605	189,600	2,000,000	1,810,395
Decreases to Fund Balances	1,977,477	9,355,005	5,593,900	11,940,200	2,585,195
Total	$ 38,784,863	$ 74,049,605	$ 40,535,400	$ 37,764,600	$ (36,285,005)

Northern Branch Jail Project

Department

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

Expenditures

- Net operating expenditures decrease of $36,485,400 due to:
  - - $36,485,400 decrease 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 with anticipated completion during the during Fiscal Year 2018-19. The construction Contractual Services are the primary component of operational expenditures and the costs are budgeted to reflect the planned progress of the project.

- Net non-operating expenditure increase of $200,400 primarily due to:
  - +$200,000 increase to Capital Asset expenditures comprised entirely of information technology and computer control sysstems for the jail. These are budgeted to coincide with the planned progress of the project.
  - +$400 increase in other financing uses due to an increase in operating transfers to refund the General Fund for prior years cost allocation funding.

These changes result in recommended operating expenditures of $37,364,200, non-operating expenditures of $400,400 and total expenditures of $37,764,600.

Revenues

- Net operating revenues decrease of $40,681,000 due to:
  - - $40,681,000 decrease 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 increase of $4,396,000 primarily due to:
  - +$2,585,200 increase to Use of Fund Balance from anticipated draw of committed fund balance due to the planned progression of the project.
  - +$1,810,400 increase in other financing sources due to a decrease in General Fund transfers in the amount of $190,000 to fund cost allocation and a $2,000,000 increase in General Fund transfer for ongoing construction costs.

These changes result in recommended operating revenues of $23,824,400, non-operating revenues of $13,940,200 and total revenues of $37,764,600. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Northern Branch Jail Project

Department

Performance Measures

- Meet or exceed State and County established milestones for completion of construction and occupancy by Summer 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 April 2019.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Services and Supplies	$ 23,050,318	$ 73,849,605	$ 40,535,400	$ 37,364,200	$ (36,485,405)
Total Operating Expenditures	23,050,318	73,849,605	40,535,400	37,364,200	(36,485,405)
Capital Assets	-	200,000	-	400,000	200,000
Other Financing Uses	-	-	-	400	400
Increases to Fund Balances	13,757,068	-	-	-	-
Total Expenditures	$ 36,807,386	$ 74,049,605	$ 40,535,400	$ 37,764,600	$ (36,285,005)
Budget By Categories of Revenues					
Intergovernmental Revenue	21,423,712	64,504,995	34,751,900	23,824,400	(40,680,595)
Total Operating Revenues	21,423,712	64,504,995	34,751,900	23,824,400	(40,680,595)
Other Financing Sources	15,383,675	189,605	189,600	2,000,000	1,810,395
Decreases to Fund Balances	-	9,355,005	5,593,900	11,940,200	2,585,195
Total Revenues	$ 36,807,386	$ 74,049,605	$ 40,535,400	$ 37,764,600	$ (36,285,005)

2017-18 Anticipated Accomplishments

- Successful management of the construction phase on the onsite construction bid package 1 and completion of the offsite utilities bid package 2.
- Establish utility services in time for completion.
- 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.
- Mitigating change orders and seeking opportunities to value engineer unnecessary items.
- Continuing to manage 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)

2018-19 Objectives

- Expediting State AB900 reimbursements continuing the goal of a less than 60 day turnaround.
- Coordinating commissioning efforts to ensure sustainable, energy efficient systems perform as designed.
- Manage furniture fixture and equipment (FF&E) procurement to allow the Sheriff to transition into the facility
- Deliver a functional, energy efficient facility on time and within budget ready for occupancy in summer 2019.
- Fulfilling the criteria to allow reimbursement of the State retention following occupancy.
- Finalize all required contracts to support the opening & operation of the Northern Branch Jail.
- Completion in Spring 2019

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

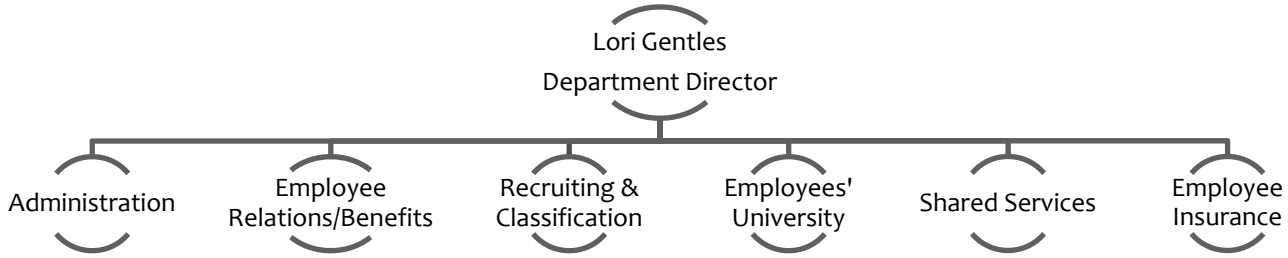
Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Other Financing Uses	$ 1,977,477	$ -	$ -	$ -	$ -
Total Expenditures	$ 1,977,477	$ -	$ -	$ -	$ -
Budget By Categories of Revenues					
Decreases to Fund Balances	1,977,477	-	-	-	-
Total Revenues	$ 1,977,477	$ -	$ -	$ -	$ -

Northern Branch Jail Project

Human Resources

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 8,511,700**
Capital	**$0**
FTEs	**25.25**



Human Resources

Department

Mission Statement

HR Committed to PEOPLE: Positively Empowering Our People to Lead with Enthusiasm

Department Description

The Human Resources Department (HR) 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. HR works as a consultative partner with all departments to create a County government that is accountable, customer-focused and efficient.

HR is comprised of six budget programs:

1. **Administration** – This budget program provides executive, fiscal, and operational oversight and services to HR 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 (EU)** – 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 Benefits staff oversee these funds, but there are no FTEs budgeted to the program.

Highlights of 2018-19 Objectives

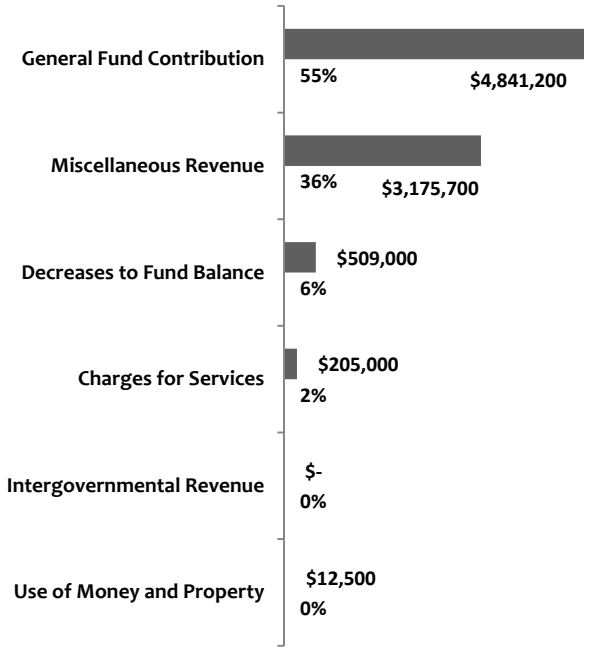
- Complete a comprehensive analysis of HR centralization and consolidation and associated funding mechanisms
- Update, modernize, and standardize HR policies and processes
- Move toward integrated HR systems to provide creative HR solutions
- Negotiate retirement cost sharing

Human Resources

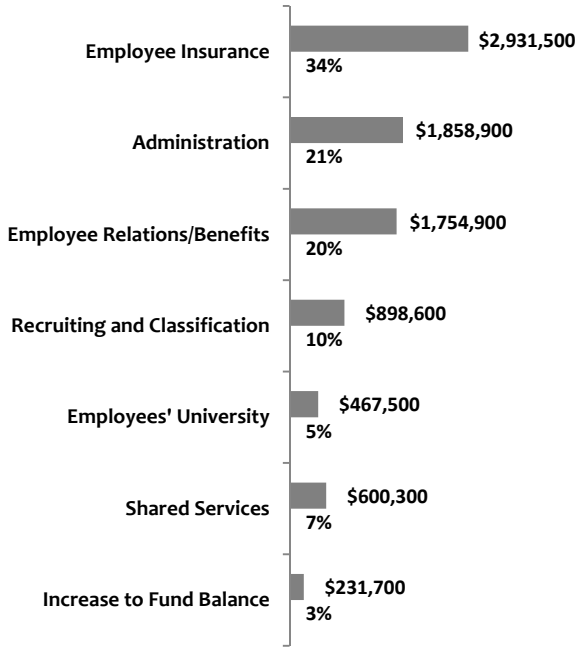
Department

Recommended Sources & Uses of Funds

Source of Funds - $8,743,400

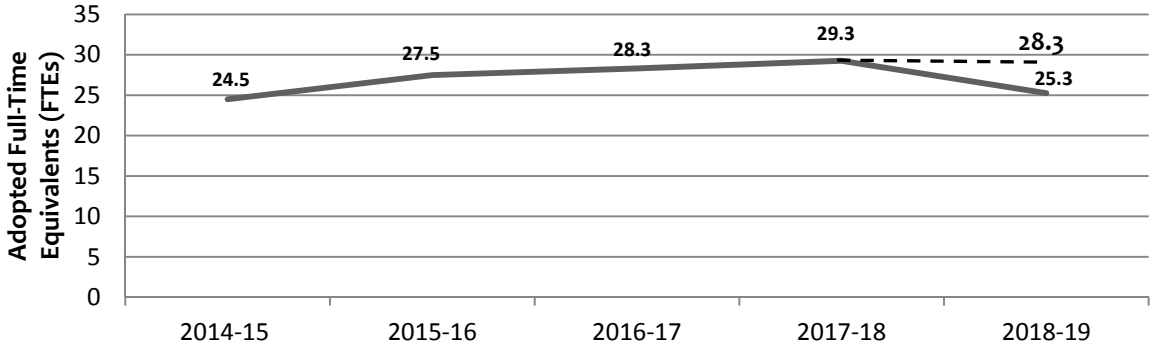


Use of Funds - $8,743,400



Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Although the FY18-19 FTE count shows a decrease of 4 FTEs, this decrease actually includes 3 FTEs that are funded and outstationed to other departments. The true FTE count is 28.3.

Human Resources

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration	6.34	6.00	6.00	6.00	-
Employee Relations/Benefits	9.22	10.25	10.25	9.25	(1.00)
Recruiting and Classification	5.67	7.00	7.00	5.00	(2.00)
Employees' University	1.98	3.00	3.00	2.00	(1.00)
Shared Services	3.16	3.00	3.00	3.00	-
Total	26.36	29.25	29.25	25.25	(4.00)

Budget By Budget Program					
Administration	$ 1,861,612	$ 1,777,614	$ 1,704,900	$ 1,858,900	$ 81,286
Employee Relations/Benefits	1,481,328	1,655,251	1,489,900	1,754,900	99,649
Recruiting and Classification	844,927	1,089,825	885,100	898,600	(191,225)
Employees' University	439,127	617,673	723,000	467,500	(150,173)
Shared Services	505,613	498,905	326,600	600,300	101,395
Employee Insurance	2,936,275	3,025,393	3,108,000	2,931,500	(93,893)
Unallocated	753	-	-	-	-
Total	$ 8,069,634	$ 8,664,661	$ 8,237,500	$ 8,511,700	$ (152,961)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 4,217,225	$ 4,743,610	$ 4,071,100	$ 4,315,200	$ (428,410)
Services and Supplies	864,421	885,846	992,600	1,145,400	259,554
Other Charges	2,987,989	3,035,205	3,173,800	3,051,100	15,895
Total Operating Expenditures	8,069,634	8,664,661	8,237,500	8,511,700	(152,961)
Increases to Fund Balances	-	206,886	115,900	231,700	24,814
Fund Balance Impact (+)	60,153	-	106,700	-	-
Total	$ 8,129,788	$ 8,871,547	$ 8,460,100	$ 8,743,400	$ (128,147)

Budget By Categories of Revenues					
Use of Money and Property	$ 8,215	$ 9,000	$ 14,300	$ 12,500	$ 3,500
Intergovernmental Revenue	5,939	57,375	165,000	-	(57,375)
Charges for Services	132,841	166,000	205,000	205,000	39,000
Miscellaneous Revenue	2,847,885	3,150,004	2,978,400	3,175,700	25,696
Total Operating Revenues	2,994,880	3,382,379	3,362,700	3,393,200	10,821
Decreases to Fund Balances	58,919	647,968	256,200	509,000	(138,968)
General Fund Contribution	4,924,311	4,841,200	4,841,200	4,841,200	-
Fund Balance Impact (-)	151,677	-	-	-	-
Total	$ 8,129,788	$ 8,871,547	$ 8,460,100	$ 8,743,400	$ (128,147)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Human Resources

Department

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

Staffing

- Decrease of -4.0 FTEs:
  - -3.0 FTEs as a result of transferring 3 Human Resource Managers to the Public Health, Public Works, and Behavioral Wellness Departments as part of the HR Consolidation Plan. While these FTEs sit in the various departments for budgetary purposes, they are still direct reports to HR
  - -1.0 FTE as a result of outsourcing various Employee Benefits and Employee Relations functions to outside vendors

Expenditures

- Net operating expenditure decrease of -$153,000:
  - -$428,000 decrease to Salaries and Benefits due primarily to outstationing 3.0 FTEs to Public Health, Public Works, and Behavioral Wellness to provide HR Manager services and the reduction of 1.0 FTE due to outsourcing various Benefits and Employee Relation functions to an outside vendor
  - +$260,000 increase to Services and Supplies due primarily to increases in Professional and Special Services due to outsourcing costs and consulting projects
  - +$16,000 increase to Other Charges primarily due to increases in IT, General Liability, and Utility Charges, partially offset by decreases in Unemployment and Self-Funded Dental Insurance claims
- Net non-operating expenditure increase of $25,000 due to:
  - -$115,000 Increases to Fund Balances account for the Unemployment Insurance Fund
  - +$140,000 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 8,511,700, non-operating expenditures of $231,700, and total expenditures of $8,743,400.

Revenues

- Net operating revenue increase of +$11,000:
  - -$57,000 decrease to Intergovernmental Revenue due to the end of funding for the Adult Education Block Grant
  - +$39,000 increase to Charges for Services due to anticipated increase in Equal Employment Opportunity (EEO) Investigations
  - +$29,000 increase to Miscellaneous Revenue from Unemployment and Dental Insurance Premiums and Interest earnings

- Net non-operating revenue decrease of -$139,000:
  - -$139,000 decrease to the use of Fund Balance for one-time expenditures

These changes result in recommended operating revenues of $3,393,200, non-operating revenues of $5,350,200 and total revenues of $8,743,400. Non-operating revenues primarily include General Fund Contribution and changes to fund balances.

Human Resources

Department

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Reduce first year turnover rate through: effective hiring, stay interview process, effective on-boarding, etc.	N/A	19.3% 296/367	16.7% 225/270	14.6% 239/280
Align 80% of new hires within the Leadership Classes at the new control point	N/A	*80% 8/10	85% 17/20	80% 16/20
Meet a target of 40 business days, on average, between approval of a recruitment requisition and certification of the list	69 Days	38 Days	37 Days	40 Days
Receive a high satisfaction rating on 90% of participant surveys for New Employee Orientation	N/A	93% 126/136	91% 100/110	90% 108/120

* As of April 2017 and based on leadership hires after Board of Supervisors' 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	0.99	1.00	1.00	1.00	-
PROGRAM MANAGER	0.10	-	-	1.00	1.00
HR MANAGER	0.18	1.00	1.00	-	(1.00)
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.02	-	-	-	-
DIVISION MANAGER	0.84	-	-	-	-
FISCAL MANAGER	0.95	1.00	1.00	1.00	-
DEPT BUS SPEC	0.21	-	-	-	-
EXECUTIVE SECRETARY	0.85	1.00	1.00	1.00	-
ADMN OFFICE PRO SR-RES	0.22	-	-	-	-
Total	6.34	6.00	6.00	6.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,269,047	$ 1,161,602	$ 1,098,900	$ 1,280,000	$ 118,398
Services and Supplies	385,014	416,620	400,300	300,600	(116,020)
Other Charges	207,551	199,392	205,700	278,300	78,908
Total Operating Expenditures	1,861,612	1,777,614	1,704,900	1,858,900	81,286
Total Expenditures	$ 1,861,612	$ 1,777,614	$ 1,704,900	$ 1,858,900	$ 81,286
Budget By Categories of Revenues					
Miscellaneous Revenue	3,644	-	-	-	-
Total Operating Revenues	3,644	-	-	-	-
Decreases to Fund Balances	58,919	456,593	-	151,600	(304,993)
General Fund Contribution	1,838,283	1,321,021	1,321,000	1,707,300	386,279
Total Revenues	$ 1,900,846	$ 1,777,614	$ 1,321,000	$ 1,858,900	$ 81,286

Human Resources

Program

Administration (Cont'd)

2017-18 Anticipated Accomplishments

- Developed and Implemented the Voluntary Employee Separation Incentive Plan to assist departments in strategically managing their staffing and providing both one-time and on-going salary and benefit savings to County departments
- Completed a total compensation study on executive and management positions to help the County make informed and targeted decisions regarding changes to salaries and benefits that will better position the County to attract and retain critical talent
- Completed the conversion of HR paper personnel files to electronic format in order to improve the security of records, while streamlining our record keeping processes
- Completed outsourcing of employment and salary verification
- Completed the RENEW 22 planning effort and began making changes to start reconfiguring the Human Resources organization to reflect the priorities of HR's RENEW 22 plan

2018-19 Objectives

- Initiate a comprehensive HR consolidation and centralization study to determine the most effective and efficient HR organizational model
- Begin evaluation and potentially implementation of integrated HR systems to increase capacity and departmental effectiveness
- Redesign the HR website to provide more useful information and take advantage of new technology and communication methods
- Update, modernize, and standardize HR policies

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST DIRECTOR	0.01	-	-	-	-
ENTERPRISE LDR-GEN	0.92	-	-	1.00	1.00
PROGRAM MANAGER	0.90	1.00	1.00	-	(1.00)
HR MANAGER	0.09	2.00	2.00	-	(2.00)
ADMN OFFICE PRO	-	-	-	1.00	1.00
DIVISION MANAGER	1.42	1.00	1.00	2.00	1.00
EMPLOYEE BENEFITS MANAGER	1.00	1.00	1.00	1.00	-
FISCAL MANAGER	0.05	-	-	-	-
DEPT BUS SPEC	2.99	3.00	3.00	2.75	(0.25)
ADMN OFFICE PRO SR-RES	1.83	2.25	2.25	1.50	(0.75)
Total	9.22	10.25	10.25	9.25	(1.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,440,288	$ 1,632,511	$ 1,406,100	$ 1,422,100	$ (210,411)
Services and Supplies	32,891	13,200	72,800	322,500	309,300
Other Charges	8,149	9,540	11,000	10,300	760
Total Operating Expenditures	1,481,328	1,655,251	1,489,900	1,754,900	99,649
Total Expenditures	$ 1,481,328	$ 1,655,251	$ 1,489,900	$ 1,754,900	$ 99,649
Budget By Categories of Revenues					
Charges for Services	4,978	46,000	85,000	85,000	39,000
Miscellaneous Revenue	19,680	29,000	25,000	25,000	(4,000)
Total Operating Revenues	24,658	75,000	110,000	110,000	35,000
Decreases to Fund Balances	-	89,100	-	215,400	126,300
General Fund Contribution	1,474,029	1,491,151	1,491,200	1,429,500	(61,651)
Total Revenues	$ 1,498,687	$ 1,655,251	$ 1,601,200	$ 1,754,900	$ 99,649

Human Resources

Program

Employee Relations/Benefits (cont'd)

2017-18 Anticipated Accomplishments

- Negotiated and implemented the Organ Donor Leave Policy
- Negotiated and implemented program for early vacation use for newly hired employees whose ability to report to work was impacted by the Thomas Fire-related debris flow
- Negotiated the implementation of the Voluntary Employee Separation Incentive Program
- Negotiated and implemented incorporation of Benefit Allowance to base pay
- Successfully relocated the Santa Barbara Employee Health Clinic to a more functional location
- Through various plan design and cost saving measures such as the medical tourism program, secured a health insurance renewal rate of 7.4% for 2017, which is down from the 2016 renewal rate of 15.2%
- Successfully added an additional 180 employees to the County's High Deductible plan, which will have a positive impact on future County insurance renewals due to the lower cost and decreased plan usage

2018-19 Objectives

- Negotiate Retirement Cost Sharing agreements with labor unions
- Negotiate and implement Civil Service Rule revisions
- Maximize the use of third party administrators to handle day-to-day transactional tasks

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
HR MANAGER	2.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.10	-	-	-	-
DIVISION MANAGER	0.12	1.00	1.00	1.00	-
EMPLOYEE BENEFITS MANAGER	0.03	-	-	-	-
HR ANALYST	1.00	3.00	3.00	1.00	(2.00)
DEPT BUS SPEC	0.84	1.00	1.00	1.00	-
ADMINISTRATIVE LDR-GEN	0.58	-	-	-	-
ADMN OFFICE PRO SR-RES	1.00	1.00	1.00	1.00	-
Total	5.67	7.00	7.00	5.00	(2.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 698,173	$ 974,375	$ 755,600	$ 755,500	$ (218,875)
Services and Supplies	143,887	112,000	126,800	140,500	28,500
Other Charges	2,868	3,450	2,700	2,600	(850)
Total Operating Expenditures	844,927	1,089,825	885,100	898,600	(191,225)
Total Expenditures	$ 844,927	$ 1,089,825	$ 885,100	$ 898,600	$ (191,225)
Budget By Categories of Revenues					
Decreases to Fund Balances	-	-	-	42,300	42,300
General Fund Contribution	1,034,607	1,089,825	1,089,800	856,300	(233,525)
Total Revenues	$ 1,034,607	$ 1,089,825	$ 1,089,800	$ 898,600	$ (191,225)

Recruiting & Classification (cont'd)

2017-18 Anticipated Accomplishments

- Partnered with EU on implementation of Adult Education Block Grant
- Trained various departmental Human Resources staff to recruit for department specific positions
- Held a mixer and focus group of newly hired executives to provide a networking opportunity, but also to get feedback on the County's recruitment, onboarding, and leadership development experience
- Collaborated with Housing Trust Fund of Santa Barbara County to provide employees with information about affordable housing programs and down payment assistance for first-time home buyers
- Met with department heads to assess leadership development needs and priorities in preparation of developing an executive coaching program

2018-19 Objectives

- Revise existing Recruitment policies and practices and train HR and departmental staff on new policies resulting from Civil Service Rule revisions
- Implement an Executive Coaching Program for County Leadership

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PROGRAM MANAGER	0.81	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.04	-	-	-	-
HR MANAGER	0.19	-	-	1.00	1.00
DIVISION MANAGER	-	1.00	1.00	-	(1.00)
DEPT BUS SPEC	0.89	1.00	1.00	-	(1.00)
ADMN OFFICE PRO SR-RES	0.04	-	-	-	-
Total	1.98	3.00	3.00	2.00	(1.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 311,131	$ 478,209	$ 511,500	$ 342,200	$ (136,009)
Services and Supplies	100,200	109,275	181,800	94,400	(14,875)
Other Charges	27,796	30,189	29,700	30,900	711
Total Operating Expenditures	439,127	617,673	723,000	467,500	(150,173)
Total Expenditures	$ 439,127	$ 617,673	$ 723,000	$ 467,500	$ (150,173)
Budget By Categories of Revenues					
Intergovernmental Revenue	5,939	57,375	165,000	-	(57,375)
Charges for Services	127,863	120,000	120,000	120,000	-
Total Operating Revenues	133,802	177,375	285,000	120,000	(57,375)
Decreases to Fund Balances	-	-	-	17,000	17,000
General Fund Contribution	281,603	440,298	440,300	330,500	(109,798)
Total Revenues	$ 415,405	$ 617,673	$ 725,300	$ 467,500	$ (150,173)

Employees' University (Cont'd)

2017-18 Anticipated Accomplishments

- Delivered a successful Leadership Retreat focused on organizational transformation and change management in support of the RENEW 22 initiative
- Implemented the Adult Education Block Grant program designed to create a pathway for employment and career success with the County
- Delivered Civil Treatment for Leaders training to over 230 executives and managers in support of the County's commitment to developing and maintaining a civil and respectful workplace
- Provided 4,952 combined classroom training hours to over 1,000 County employees
- Began implementing Stay Interview training

2018-19 Objectives

- Design and implement the Leadership Certificate Program
- Implement Civil Treatment training for line employees
- Expand existing and develop new partnerships with outside organizations to increase training opportunities for employees and outside agencies

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
HR MANAGER	1.00	2.00	2.00	2.00	-
EMPLOYEE BENEFITS MANAGER	0.20	-	-	-	-
PROGRAM/BUS LDR-GEN	0.12	-	-	-	-
TEAM/PROJECT LDR-GEN	0.77	-	-	-	-
DEPT BUS SPEC	0.08	-	-	-	-
Total	3.16	3.00	3.00	3.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 501,587	$ 496,913	$ 299,000	$ 515,400	$ 18,487
Services and Supplies	2,003	-	25,300	82,700	82,700
Other Charges	2,023	1,992	2,300	2,200	208
Total Operating Expenditures	505,613	498,905	326,600	600,300	101,395
Total Expenditures	$ 505,613	$ 498,905	$ 326,600	$ 600,300	$ 101,395
Budget By Categories of Revenues					
Decreases to Fund Balances	-	-	-	82,700	82,700
General Fund Contribution	295,789	498,905	498,900	517,600	18,695
Total Revenues	$ 295,789	$ 498,905	$ 498,900	$ 600,300	$ 101,395

2017-18 Anticipated Accomplishments

- Worked with County departments to minimize the impact of layoffs and connect displaced employees to support services
- Began HR services centralization and consolidation process by providing direct Human Resource Management services to the Public Health, Public Works, and Behavioral Wellness departments

2018-19 Objectives

- Increase the consistency of policy application through the consolidation and centralization of HR services
- Train departments on new HR policies and practices resulting from the revision of the Civil Service Rules

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Services and Supplies	$ 197,426	$ 234,751	$ 185,600	$ 204,700	$ (30,051)
Other Charges	2,738,849	2,790,642	2,922,400	2,726,800	(63,842)
Total Operating Expenditures	2,936,275	3,025,393	3,108,000	2,931,500	(93,893)
Increases to Fund Balances	-	206,886	115,900	231,700	24,814
Total Expenditures	$ 2,936,275	$ 3,232,279	$ 3,223,900	$ 3,163,200	$ (69,079)
Budget By Categories of Revenues					
Use of Money and Property	8,215	9,000	14,300	12,500	3,500
Miscellaneous Revenue	2,824,561	3,121,004	2,953,400	3,150,700	29,696
Total Operating Revenues	2,832,776	3,130,004	2,967,700	3,163,200	33,196
Decreases to Fund Balances	-	102,275	256,200	-	(102,275)
Total Revenues	$ 2,832,776	$ 3,232,279	$ 3,223,900	$ 3,163,200	$ (69,079)

2017-18 Anticipated Accomplishments

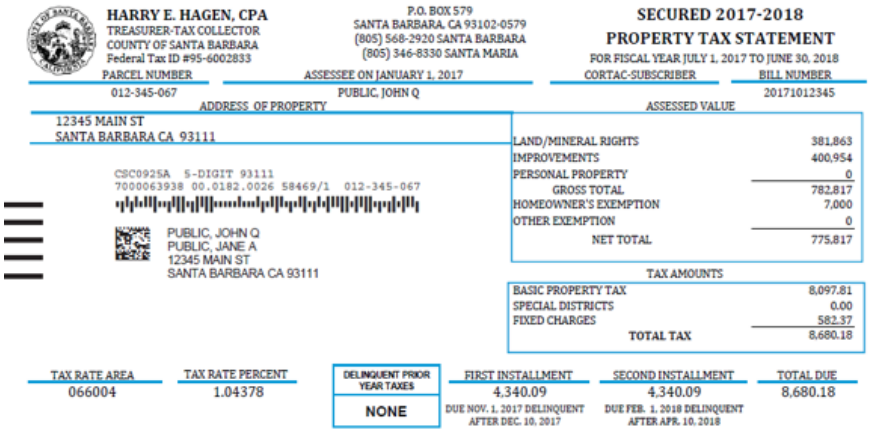
- Successfully managed the Unemployment and Self-Funded Dental insurance plans to ensure adequate revenue to cover claims and maintain an appropriate fund reserve

2018-19 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

Human Resources

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 2017-2018
PROPERTY TAX STATEMENT
FOR FISCAL YEAR JULY 1, 2017 TO JUNE 30, 2018

PARCEL NUMBER	ASSESSEE ON JANUARY 1, 2017	CORTAC-SUBSCRIBER	BILL NUMBER
012-345-067	PUBLIC, JOHN Q		20171012345

ADDRESS OF PROPERTY
12345 MAIN ST
SANTA BARBARA CA 93111

CSC0925A 5-DIGIT 93111
7000063938 00.0182.0026 58469/1 012-345-067

PUBLIC, JOHN Q
PUBLIC, JANE A
12345 MAIN ST
SANTA BARBARA CA 93111

ASSESSED VALUE

LAND/MINERAL RIGHTS	381,863
IMPROVEMENTS	400,954
PERSONAL PROPERTY	0
GROSS TOTAL	782,817
HOMEOWNER'S EXEMPTION	7,000
OTHER EXEMPTION	0
NET TOTAL	775,817

TAX AMOUNTS

BASIC PROPERTY TAX	8,097.81
SPECIAL DISTRICTS	0.00
FIXED CHARGES	582.37
TOTAL TAX	8,680.18

TAX RATE AREA	TAX RATE PERCENT	DELINQUENT PRIOR YEAR TAXES	FIRST INSTALLMENT	SECOND INSTALLMENT	TOTAL DUE
066004	1.04378	NONE	4,340.09 DUE NOV. 1, 2017 DELINQUENT AFTER DEC. 10, 2017	4,340.09 DUE FEB. 1, 2018 DELINQUENT AFTER APR. 10, 2018	8,680.18

TREASURER-TAX COLLECTOR

PUBLIC ADMINISTRATION

VETERANS' SERVICES

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**7,896,200**
Capital	**$**	**468,600**
FTEs		**43.5**

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 taxes, 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.

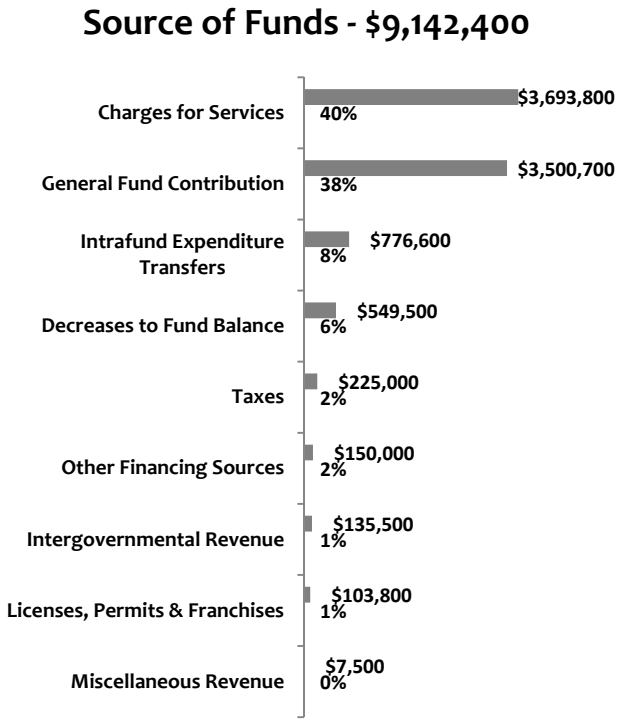
Highlights of 2018-19 Objectives

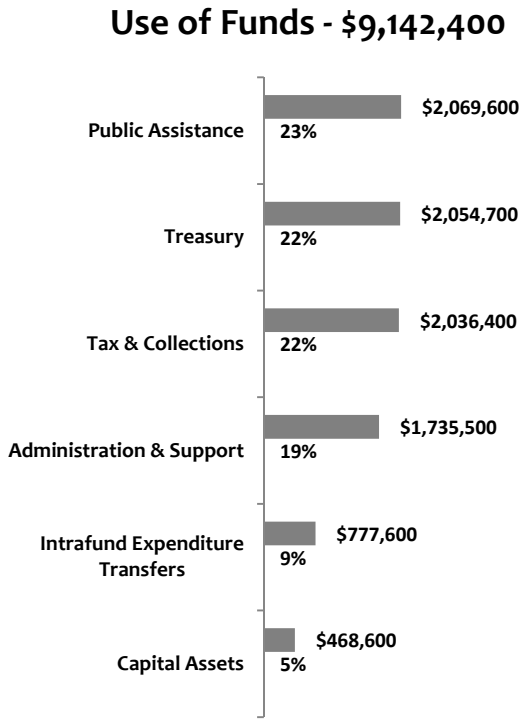
- The Department's top priority is to work with the County Executive Office and other affected departments on cannabis related projects including tax collection, business licenses, and banking services.

Treasurer – Tax Collector – Public Adm.

Department

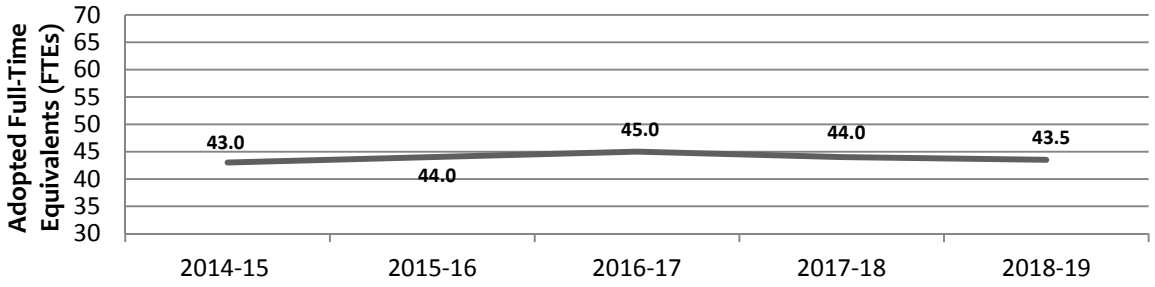
Recommended Sources & Uses of Funds





Staffing Trend

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Treasurer – Tax Collector – Public Adm.

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Administration & Support	6.19	7.40	7.40	8.04	0.63
Treasury	8.09	8.11	8.11	8.43	0.32
Tax & Collections	11.16	11.35	11.35	10.88	(0.47)
Public Assistance	15.97	17.13	17.13	16.15	(0.99)
Total	41.42	44.00	44.00	43.50	(0.50)

Budget By Budget Program					
Administration & Support	$ 1,632,276	$ 1,567,600	$ 1,581,300	$ 1,735,500	$ 167,900
Treasury	1,535,219	1,916,355	1,974,900	2,036,400	120,045
Tax & Collections	1,900,112	2,130,316	1,845,600	2,054,700	(75,616)
Public Assistance	1,757,194	2,108,928	1,860,100	2,069,600	(39,328)
Total	$ 6,824,801	$ 7,723,199	$ 7,261,900	$ 7,896,200	$ 173,001

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,394,534	$ 5,965,487	$ 5,638,600	$ 6,135,900	$ 170,413
Services and Supplies	1,197,138	1,521,920	1,390,500	1,497,800	(24,120)
Other Charges	233,129	235,792	232,800	262,500	26,708
Total Operating Expenditures	6,824,801	7,723,199	7,261,900	7,896,200	173,001
Capital Assets	-	468,487	42,000	468,600	113
Other Financing Uses	-	100,000	100,000	-	(100,000)
Intrafund Expenditure Transfers (+)	575,580	818,572	847,100	777,600	(40,972)
Increases to Fund Balances	68,132	-	-	-	-
Fund Balance Impact (+)	358,083	-	342,300	-	-
Total	$ 7,826,597	$ 9,110,258	$ 8,593,300	$ 9,142,400	$ 32,142

Budget By Categories of Revenues					
Taxes	$ 273,373	$ 225,000	$ 225,000	$ 225,000	$ -
Licenses, Permits and Franchises	41,960	43,000	43,000	103,800	60,800
Intergovernmental Revenue	126,351	118,544	135,500	135,500	16,956
Charges for Services	3,048,017	3,585,200	3,678,000	3,693,800	108,600
Miscellaneous Revenue	25,635	15,000	15,000	7,500	(7,500)
Total Operating Revenues	3,515,336	3,986,744	4,096,500	4,165,600	178,856
Other Financing Sources	150,000	150,000	150,000	150,000	-
Intrafund Expenditure Transfers (-)	575,160	817,572	846,100	776,600	(40,972)
Decreases to Fund Balances	-	655,242	-	549,500	(105,742)
General Fund Contribution	3,586,100	3,500,700	3,500,700	3,500,700	-
Total	$ 7,826,597	$ 9,110,258	$ 8,593,300	$ 9,142,400	$ 32,142

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Treasurer – Tax Collector – Public Adm.

Department

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

Staffing

The TTCPA has a projected staff of 43.5 employees with centralized operations in Santa Barbara, and satellite operations in Santa Maria and Lompoc. A reduction of a 1.0 FTE Admin Office Pro I position will be offset by the addition of a 0.5 FTE Financial Office Pro Sr. position for a net decrease of 0.5 FTE in fiscal year 2018-19.

Expenditures

- Net operating expenditure increase of $173,000 is primarily due to:
  - +$170,000 increase in Salaries and Employee Benefits due to:
    - +$110,000 increase in departmental retirement costs, employee salaries, and other benefits.
    - +$60,000 increase due to the addition of 0.5 FTE for Cannabis Business License processing.
  - +$27,000 increase in General Service charges for utilities, insurance, motor pool and IT services.
  - -$24,000 decrease in Services and Supplies due primarily to:
    - -$46,000 decrease in Printing and Postage charges.
    - +$16,000 increase in costs related to an office reconfiguration and remodel.
    - +$5,000 increase in Equipment Maintenance costs.

- Net non-operating expenditure decrease of $141,000 is primarily due to:
  - -$100,000 decrease in Other Financing Uses for a Public Administrator/Guardian storage building occupied in the prior year.
  - -$41,000 decrease in intra-departmental transfers to balance programs.

These changes result in Recommended operating expenditures of $7,896,200, non-operating expenditures of $1,246,200, and total expenditures of $9,142,400. Non-operating expenditures are primarily Intrafund expenditure transfers and capital assets.

Revenues

- Net operating revenue increase of $179,000 primarily consists of:
  - +109,000 increase in Charges for Services due primarily to:
    - +$82,000 increase in Treasury Administration fees due to increased retirement and salaries & benefits costs.
    - +$30,000 increase in Estate Fees.
  - +$61,000 increase in Licenses, Permits and Franchises due primarily to the new Cannabis Business License fees.
  - +$17,000 increase in Intergovernmental Revenues due primarily to an increase in State Aid for Veterans Affairs (+14,000).
  - -$8,000 decrease in Miscellaneous Revenue due to a decrease in Transient Occupancy Tax late fees & interest.

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

- Net non-operating revenue decrease of $147,000 primarily consists of:
  - -106,000 decrease in Decreases to Fund Balances due primarily to:
    - -$100,000 decrease in release of Tax Collector Projects fund balance for a Public Administrator/Guardian storage building occupied in the prior year.
    - -$6,000 decrease in release of CalVet Subvention Program funds.
  - -$41,000 decrease in intra-departmental transfers to balance programs.

These changes result in Recommended operating revenues of $4,165,600, non-operating revenues of $4,976,800, resulting in total revenues of $9,142,400. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration & Support				
Amount of Transient Occupancy Tax (TOT) Collected-non vacation rental	$7,293,000	$8,190,000	$7,295,000	$8,201,000
Amount of Transient Occupancy Tax (TOT) Collected-vacation rental	$1,670,000	$1,880,000	$1,790,000	$1,141,000
Number of participants in County Deferred Compensation Plan	3,839	3,964	3,990	3,999
Number of debt, trustee and arbitrage payments made on behalf of County departments and school districts	150	135	142	150
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	98% 41	100% 41	100% 41	100% 41
Treasury				
Accounting of cash & cash equivalents processed through the County Treasury	$10.2 Billion	$10.6 Billion	$9.3 Billion	$9.3 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
Investment compliance with the Government Code and the Treasurer's Investment Policy	100%	100%	100%	100%
Tax & Collections				
Percent & amount of annual secured taxes collected	99.1% $ 776 Million	99.2% $ 810 Million	99.1% $ 860 Million	99.1% $ 886 Million
Percent & amount of annual unsecured taxes collected	96.4% $ 36 Million	97.3% $ 36 Million	97.3% $ 36 Million	97% $ 35 Million
Public Assistance				
Percent & number of probate conservatee visits in the past twelve months	100% 208	100% 225	100% 220	100% 230
Number of Veterans Benefit Claims filed	1,952	1,916	1,850	1,850
Number of Lanterman Petris Short (LPS) clients case managed	129	139	135	139
Number of Representative Payee clients case managed	273	273	275	275
Number of Probate clients case managed	43	41	45	45
Number of Incompetent to Stand Trial (IST) Investigations	7	42	40	40

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
TREAS/TAX COLL/PUB ADMIN	0.50	0.50	0.50	0.50	-
CHIEF INVESTMENT OFFICER	0.55	0.53	0.53	0.40	(0.13)
ASST TREAS/TAXCOLL/PUBADMN	0.86	0.50	0.50	0.80	0.30
TREASURY FINANCE CHIEF	0.90	0.88	0.88	0.92	0.04
OPERATIONS MANAGER	0.24	0.24	0.24	0.32	0.08
IT MANAGER	-	-	-	0.19	0.19
EDP SYS PROGRAMMER	0.46	-	-	-	-
FINANCIAL SYS ANALYST	1.39	1.57	1.57	1.75	0.18
FINANCIAL OFFICE PRO	0.12	1.06	1.06	1.00	(0.06)
BUSINESS MANAGER	0.97	0.95	0.95	1.00	0.05
ACCOUNTANT	0.14	0.14	0.14	0.15	0.01
FINANCIAL OFFICE PRO SR	0.06	1.02	1.02	1.01	(0.01)
Total	6.19	7.40	7.40	8.04	0.63

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,278,376	$ 1,290,141	$ 1,299,500	$ 1,416,300	$ 126,159
Services and Supplies	164,977	90,700	93,700	109,100	18,400
Other Charges	188,923	186,759	188,100	210,100	23,341
Total Operating Expenditures	1,632,276	1,567,600	1,581,300	1,735,500	167,900
Capital Assets	-	-	42,000	-	-
Total Expenditures	$ 1,632,276	$ 1,567,600	$ 1,623,300	$ 1,735,500	$ 167,900
Budget By Categories of Revenues					
Charges for Services	31	-	-	-	-
Miscellaneous Revenue	9,160	-	-	-	-
Total Operating Revenues	9,191	-	-	-	-
Intrafund Expenditure Transfers (-)	575,160	817,572	846,100	776,600	(40,972)
General Fund Contribution	1,132,894	750,028	1,119,500	958,900	208,872
Total Revenues	$ 1,717,245	$ 1,567,600	$ 1,965,600	$ 1,735,500	$ 167,900

Administration & Support (cont'd)

2017-18 Anticipated Accomplishments

- Filed six Return for Credit Payments to Issuers of Qualified Bonds which enabled the County to receive over $617,000 in interest subsidies from the Internal Revenue Service.
- Contracted with a new vendor to provide fully hosted electronic property tax payment processing through the web and the telephone. The TTCPA negotiated lower processing fees with the vendor including free ACH processing saving taxpayers an estimated $25,000 in the first 8 months of operation.
- Collected $2.7 million for the Santa Barbara South Coast and Santa Ynez Tourism Business Improvement Districts in the first eight years of the program. Current annual revenues total $615,000. This revenue is used by the improvement districts to promote the local tourism industry. The economic impacts include increased sales tax and TOT revenues.

2018-19 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.
- Assist County departments in issuing long-term debt to fund capital projects.
- Work in conjunction with Planning & Development to create a new short-term rental tracking process.
- Analyze the feasibility of developing a software system for tracking transient occupancy revenues.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	0.25	0.25	-
ASST TREAS/TAXCOLL/PUBADMN	0.12	0.25	0.25	0.20	(0.05)
CHIEF INVESTMENT OFFICER	0.45	0.47	0.47	0.59	0.12
TREASURY FINANCE CHIEF	0.09	0.12	0.12	0.08	(0.04)
OPERATIONS MANAGER	0.11	0.13	0.13	0.16	0.03
IT MANAGER	0.20	0.12	0.12	0.14	0.02
FINANCIAL SYS ANALYST SR	0.01	-	-	-	-
EDP SYS PROGRAMMER	0.02	-	-	-	-
PUBLIC ADMIN/CONS VETS MANAGER	0.05	0.09	0.09	0.07	(0.02)
FINANCIAL SYS ANALYST	0.34	0.13	0.13	0.25	0.12
FINANCIAL ACCT ANALYST	-	-	-	0.40	0.40
FINANCIAL OFFICE PRO	3.33	3.40	3.40	2.94	(0.46)
BUSINESS MANAGER	0.01	0.02	0.02	-	(0.02)
ACCOUNTANT	1.53	1.66	1.66	1.26	(0.40)
FINANCIAL OFFICE PRO SR	1.56	1.48	1.48	2.09	0.61
PUBLIC ADM/CONSERVATOR	0.01	-	-	-	-
Total	8.09	8.11	8.11	8.43	0.32

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,057,520	$ 1,097,561	$ 1,221,400	$ 1,230,200	$ 132,639
Services and Supplies	471,261	812,100	747,000	799,400	(12,700)
Other Charges	6,438	6,694	6,500	6,800	106
Total Operating Expenditures	1,535,219	1,916,355	1,974,900	2,036,400	120,045
Capital Assets	-	43,849	-	43,900	51
Intrafund Expenditure Transfers (+)	522,944	748,083	773,800	709,800	(38,283)
Total Expenditures	$ 2,058,163	$ 2,708,287	$ 2,748,700	$ 2,790,100	$ 81,813
Budget By Categories of Revenues					
Charges for Services	2,058,163	2,664,438	2,748,700	2,746,200	81,762
Total Operating Revenues	2,058,163	2,664,438	2,748,700	2,746,200	81,762
Decreases to Fund Balances	-	43,849	-	43,900	51
Total Revenues	$ 2,058,163	$ 2,708,287	$ 2,748,700	$ 2,790,100	$ 81,813

Treasury (cont'd)

2017-18 Anticipated Accomplishments

- The County Treasury processed over $9.3 billion annually. The County Treasury held and invested funds for the County, schools and special districts.
- Evaluated the County's compliance with the Payment Card Industry (PCI) guidelines for electronic property tax payments and implemented process changes where needed. Coordinated county-wide PCI awareness training and attestations of compliance and provided merchants within the County more secured online payment solutions.
- Entered into a banking agreement with a financial institution that will accept cannabis-sourced taxes, licenses and permit revenues, keeping them segregated from other funds held for the County, schools, and special districts.

2018-19 Objectives

- Analyze the feasibility of upgrading or replacing the TTCPA cashiering system.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	0.25	0.25	-
ASST TREAS/TAXCOLL/PUBADMN	0.01	0.25	0.25	-	(0.25)
CHIEF INVESTMENT OFFICER	-	-	-	0.01	0.01
OPERATIONS MANAGER	0.65	0.63	0.63	0.52	(0.10)
IT MANAGER	0.80	0.88	0.88	0.67	(0.21)
FINANCIAL SYS ANALYST SR	0.99	1.00	1.00	1.00	-
EDP SYS PROGRAMMER	0.02	-	-	-	-
FINANCIAL SYS ANALYST	1.22	1.30	1.30	1.00	(0.30)
FINANCIAL ACCT ANALYST	-	-	-	0.60	0.60
FINANCIAL OFFICE PRO	1.96	1.55	1.55	2.06	0.51
ACCOUNTANT	1.88	1.99	1.99	1.37	(0.62)
FINANCIAL OFFICE PRO SR	3.38	3.50	3.50	3.40	(0.10)
Total	11.16	11.35	11.35	10.88	(0.47)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Treasurer – Tax Collector – Public Adm.

Program

Tax & Collections (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,549,570	$ 1,708,319	$ 1,470,600	$ 1,657,900	$ (50,419)
Services and Supplies	344,106	415,740	368,700	389,900	(25,840)
Other Charges	6,436	6,257	6,300	6,900	643
Total Operating Expenditures	1,900,112	2,130,316	1,845,600	2,054,700	(75,616)
Capital Assets	-	424,638	-	424,700	62
Intrafund Expenditure Transfers (+)	52,637	70,489	73,300	67,800	(2,689)
Total Expenditures	$ 1,952,749	$ 2,625,443	$ 1,918,900	$ 2,547,200	$ (78,243)
Budget By Categories of Revenues					
Taxes	273,373	225,000	225,000	225,000	-
Licenses, Permits and Franchises	41,960	43,000	43,000	103,800	60,800
Charges for Services	837,200	850,762	859,300	847,600	(3,162)
Miscellaneous Revenue	13,735	15,000	15,000	7,500	(7,500)
Total Operating Revenues	1,166,268	1,133,762	1,142,300	1,183,900	50,138
Decreases to Fund Balances	-	434,638	-	434,600	(38)
General Fund Contribution	836,137	1,057,043	776,600	928,700	(128,343)
Total Revenues	$ 2,002,405	$ 2,625,443	$ 1,918,900	$ 2,547,200	$ (78,243)

2017-18 Anticipated Accomplishments

- TTCPA maintained a high secured tax collection ratio of 99.1%, which historically places Santa Barbara County in the top five for tax collection among all of the 58 California counties.
- Worked jointly with the Auditor-Controller to implement solutions to the challenging areas remaining with the Aumentum property tax system that went live in early FY 2014-15.
- Created a new bill print application to use in conjunction with the new property tax system to enable staff to track and print bills created by the Auditor-Controller.
- Administered an online auction of tax-defaulted property to collect unpaid secured taxes. This sale had the largest number of properties approved to sell by the Board of Supervisors.

2018-19 Objectives

- Develop and implement a process to track and collect voter approved cannabis tax.
- Identify improvements to the manual bankruptcy process including developing a new bankruptcy database, improving the user interface with the federal PACER court system, and filing claims electronically.
- Develop and implement a refund application that will integrate with the Aumentum property tax system.

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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
ASST TREAS/TAXCOLL/PUBADMN	0.01	-	-	-	-
PUBLIC ADMIN/CONS VETS MANAGER	0.95	0.91	0.91	0.93	0.02
FINANCIAL SYS ANALYST	0.05	-	-	-	-
FINANCIAL OFFICE PRO	1.98	1.99	1.99	2.00	0.01
ADMN OFFICE PRO	3.00	4.00	4.00	3.00	(1.00)
BUSINESS MANAGER	0.02	0.03	0.03	-	(0.03)
ACCOUNTANT	0.21	0.21	0.21	0.22	0.01
PUBLIC ADM/CON VETS SUPV	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
PUBLIC ADM/CONSERVATOR	5.76	6.00	6.00	6.00	-
Total	15.97	17.13	17.13	16.15	(0.99)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 1,509,067	$ 1,869,466	$ 1,647,100	$ 1,831,500	$ (37,966)
Services and Supplies	216,795	203,380	181,100	199,400	(3,980)
Other Charges	31,332	36,082	31,900	38,700	2,618
Total Operating Expenditures	1,757,194	2,108,928	1,860,100	2,069,600	(39,328)
Other Financing Uses	-	100,000	100,000	-	(100,000)
Increases to Fund Balances	68,132	-	-	-	-
Total Expenditures	$ 1,825,326	$ 2,208,928	$ 1,960,100	$ 2,069,600	$ (139,328)
Budget By Categories of Revenues					
Intergovernmental Revenue	126,351	118,544	135,500	135,500	16,956
Charges for Services	152,623	70,000	70,000	100,000	30,000
Miscellaneous Revenue	2,740	-	-	-	-
Total Operating Revenues	281,715	188,544	205,500	235,500	46,956
Other Financing Sources	150,000	150,000	150,000	150,000	-
Decreases to Fund Balances	-	176,755	-	71,000	(105,755)
General Fund Contribution	1,617,069	1,693,629	1,604,600	1,613,100	(80,529)
Total Revenues	$ 2,048,784	$ 2,208,928	$ 1,960,100	$ 2,069,600	$ (139,328)

Public Assistance (cont'd)

2017-18 Anticipated Accomplishments

- The Public Guardian's division served over 135 Lanterman Petris Short (LPS) mental health conservatorships, 273 representative payees and 51 probate clients this fiscal year, providing case management for individuals unable to provide their own basic needs.
- Successfully completed court ordered LPS and Probate investigations on incompetent to stand trial cases.
- Moved the Public Administrator/Guardian warehouse from Santa Maria to Santa Barbara which will decrease driving time and provide a more secure storage environment for items held on behalf of clients.
- The Veterans' Services program assists County veterans and their families in obtaining benefits. County veterans received approximately $10 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.

2018-19 Objectives

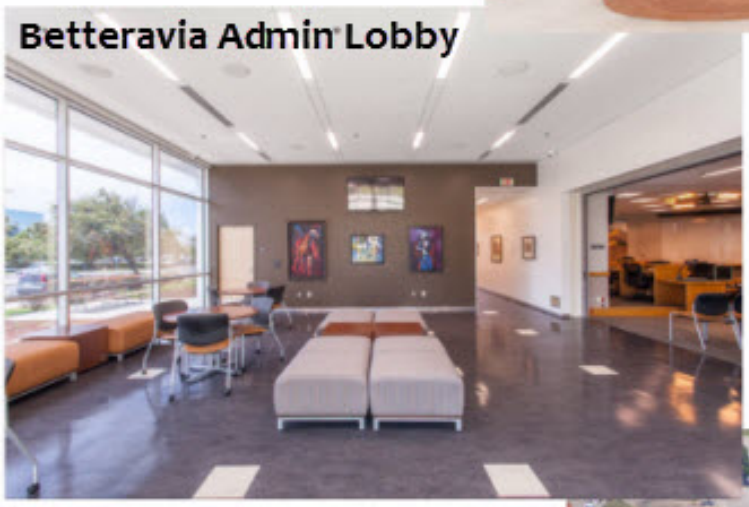
- The Veterans' Services program will continue to move toward a paperless office through a multi-year scanning project to digitally file and secure veterans' records.

Treasurer – Tax Collector – Public Adm.

Debt Service

Public Defender Remodel

Santa Maria Court


Betteravia Admin Lobby

Calle Real Solar Project

Debt Service

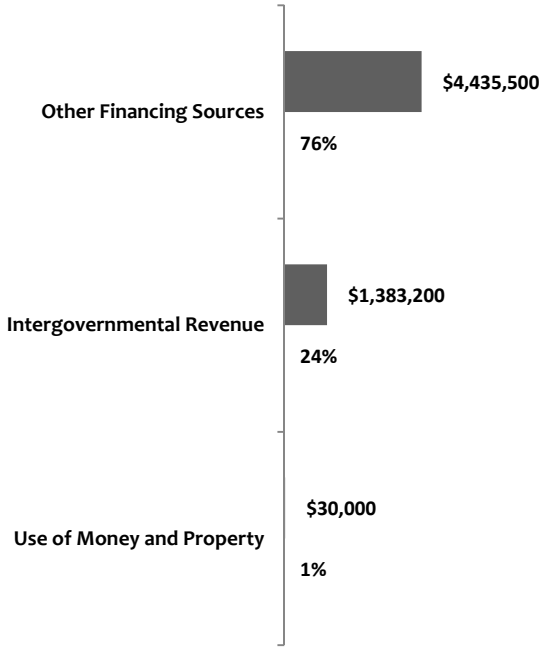
Department

Department Description

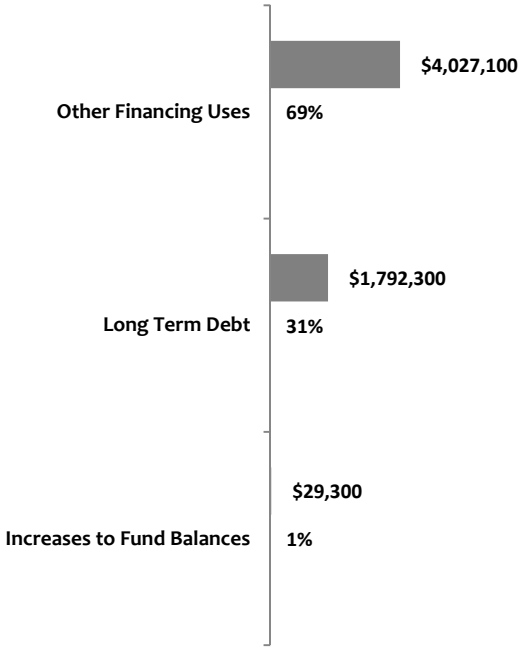
Debt Service payments, both principal and interest, which are budgeted in various departments for Certificates of Participation (COPs) and other authorized long-term debt instruments, are consolidated here for oversight and payment by the Treasurer-Tax Collector-Public Administrator Department. Internal Service Funds and Enterprise Funds are separate accounting entities that budget their debt directly in their own funds. The Debt Service budget also includes short-term Tax and Revenue Anticipation Notes (TRAN) debt payments.

Recommended Sources & Uses of Funds

Source of Funds - $5,848,700



Use of Funds - $5,848,700



Debt Service

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Budget By Budget Program					
Long Term Debt	$ 2,008,470	$ 1,902,646	$ 1,906,500	$ 1,792,300	$ (110,346)
Total	$ 2,008,470	$ 1,902,646	$ 1,906,500	$ 1,792,300	$ (110,346)
Budget By Categories of Expenditures					
Services and Supplies	$ 6,752	$ 13,888	$ 15,200	$ 15,200	$ 1,312
Other Charges	2,001,718	1,888,758	1,891,300	1,777,100	(111,658)
Total Operating Expenditures	2,008,470	1,902,646	1,906,500	1,792,300	(110,346)
Other Financing Uses	3,871,703	3,949,327	3,950,400	4,027,100	77,773
Increases to Fund Balances	-	29,250	29,300	29,300	50
Total	$ 5,880,174	$ 5,881,223	$ 5,886,200	$ 5,848,700	$ (32,523)
Budget By Categories of Revenues					
Use of Money and Property	$ 2,559	$ 30,000	$ 30,000	$ 30,000	$ -
Intergovernmental Revenue	1,383,451	1,381,887	1,382,100	1,383,200	1,313
Total Operating Revenues	1,386,010	1,411,887	1,412,100	1,413,200	1,313
Other Financing Sources	4,485,955	4,469,336	4,474,100	4,435,500	(33,836)
Decreases to Fund Balances	8,209	-	-	-	-
Total	$ 5,880,174	$ 5,881,223	$ 5,886,200	$ 5,848,700	$ (32,523)

Debt Service

Department

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

Staffing

- This department is administered by the Treasurer-Tax Collector-Public Administrator.

Expenditures

- Net operating expenditure decrease of $110,000 which primarily consists of:
  - -$111,000 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 $1,792,300, non-operating expenditures of $4,056,400, for total expenditures of $5,848,700. Non-operating expenditures primarily include long-term debt principal repayment.

Revenues

- Net operating revenue decrease of $1,000 which primarily consists of:
  - -$1,000 decreased in transfers from other departments for debt service payments, as annual debt payment amounts decline.

- Net non-operating revenue decrease of $34,000 which primarily consists of:
  - -$34,000 reflects decreased transfers from other departments for debt service payments, as annual debt payment amounts decline.

These changes result in recommended operating revenues of $1,413,200, non-operating revenues of $4,435,500, resulting in total revenues of $5,848,700. 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 18-19" 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	$5,848,700
Less LTD Cost & Fees	(15,200)
Less ADMHS and CRA Leases	(407,000)
Less Increase to Fund Balance	(29,300)
Adjustment for Rounding	(2,783)

Debt Service

Department

Santa Barbara County
Long-term Debt Payment Schedule by Project/Fund
June 30, 2019

DESCRIPTION	FUND	DEPT	TOTAL DEBT SERVICE	RESERVE & SUBSIDY	NET RENTAL PAYMENTS	PAYMENTS FY 18-19	REMAINING DEBT SERVICE
GENERAL AND OPERATING FUNDS							
2008 COP							
REDEVELOPMENT AGENCY	3120	725	$ 15,073,644	$ 1,430,480	$ 13,643,164	$ 1,379,383	$ 12,263,781
2010 COP							
PUBLIC DEFENDER REMODEL	0001	990	11,953,944	2,986,106	8,967,838	435,327	8,532,511
BETTERAVIA ADMINISTRATION	0001	990	4,294,881	1,040,603	3,254,278	167,758	3,086,520
EMERGENCY OPERATIONS CENTER	0001	990	11,720,803	2,934,176	8,786,627	445,127	8,341,500
SUBTOTAL			27,969,628	6,960,885	21,008,743	1,048,212	19,960,531
2011 PP							
CASA NUEVA - GENERAL SERVICES	0001	063	1,012,730	0	1,012,730	337,723	675,007
CASA NUEVA - SOCIAL SERVICES	0001	990	410,643	0	410,643	136,940	273,703
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	475,169	0	475,169	158,306	316,863
JUVENILE HALL	0070	990	1,213,648	0	1,213,648	405,037	808,611
JUVENILE COURT - EXPANSION	0071	990	356,674	0	356,674	118,757	237,917
JUVENILE COURT - ATTORNEYS	0070	990	261,174	0	261,174	86,975	174,199
DISTRICT ATTORNEY	0070	990	1,529,289	0	1,529,289	510,147	1,019,142
SHERIFF - HVAC	0070	990	49,695	0	49,695	16,713	32,982
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	304,159	0	304,159	100,141	204,018
SUBTOTAL			5,613,182	0	5,613,182	1,870,739	3,742,443
2014 PP							
LOMPOC SUBSTATION - FIRE	0001	031	1,440,442	0	1,440,442	240,989	1,199,453
LOMPOC SUBSTATION - SHERIFF	0001	032	893,735	0	893,735	149,223	744,512
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	1,884,693	0	1,884,693	315,542	1,569,151
TECHNICAL BUILDING - SHERIFF	0001	032	1,684,199	0	1,684,199	281,232	1,402,967
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	654,979	0	654,979	109,097	545,882
SUBTOTAL			6,558,048	0	6,558,048	1,096,083	5,461,965
SUBTOTAL GENERAL AND OPERATING FUNDS			**55,214,502**	**8,391,365**	**46,823,137**	**5,394,417**	**41,428,720**
2008 COP ENTERPRISE FUND							
TAJIGUAS LANDFILL LINER	1930	054	3,457,095	555,363	2,901,732	579,960	2,321,772
2010 COP ENTERPRISE FUND							
TAJIGUAS LANDFILL LINER	1930	054	742,038	231,189	510,849	371,390	139,459
2011 PP ENTERPRISE FUND							
LAGUNA SANITATION SOLAR PROJECT	2870	054	2,906,059	356,895	2,549,164	395,688	2,153,476
2011 PP INTERNAL SERVICE FUND							
CALLE REAL SOLAR PROJECT	1920	063	3,837,288	469,708	3,367,580	470,073	2,897,507
TOTAL COP DEBT			**$ 66,156,982**	**$ 10,004,520**	**$ 56,152,462**	**$ 7,211,528**	**$ 48,940,934**

Debt, Obligations and Debt Management Policies

Debt, Obligations and Debt Management Policies

Debt, Obligations and Debt Management Policies

Contents:

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2. Debt D-458
3. Objectives of the County Debt Management Policy D-459
4. Credit Ratings D-459
5. Debt Service Ratios D-460
6. Short Term Obligations D-460
7. Long Term Obligations D-461

Debt, Obligations and Debt Management Policies

Introduction

This section of the Recommended Budget book 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	6/30/2017	Estimated 6/30/2018	Payments Principal	Payments *Interest*	Expected Incr/(Decr)	Estimated 6/30/2019
Short-term Obligations:						
TRAN	$0.0	$0.0	$0.0	*$0.0*	$0.0	$0.0
Long-term Obligations:						
Certificates of Participation (COPs)	32.4	30.7	(1.8)	*(1.6)*	0	28.9
Capital Bonds & Notes	23.7	19.9	(3.4)	*(0.5)*	0	16.5
Capital Leases	2.0	1.7	(0.3)	*(0.1)*	0	1.4
Net Pension Liability	780.0	875.9	0	*0*	0	875.9
Net OPEB Liability	124.3	122.3	0	*0*	0	122.3
Self-Insurance:						
Workers' Compensation Ins	9.5	9.4	0	*0*	(1.9)	7.5
Other Self-Insurance	9.8	9.9	0	*0*	1.0	10.9
Compensated Absences	33.7	33.0	0	*0*	(0.7)	32.3
Landfill Closure	29.3	32.9	0	*0*	3.60	36.5
Total	**$ 1,044.7**	**$ 1,135.7**	**$ (5.5)**	***$ (2.2)***	**$ 2.0**	**$ 1,132.2**

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.

The County's Net Pension Liability and Net Other Post-Employment Benefits (OPEB) Liability are now required by the Governmental Accounting Standards Board (GASB) to be included on the County statement of net position. These outstanding obligations are also described in more detail below.

Debt, Obligations and Debt Management Policies

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;
- An experienced management team that has implemented strong financial policies and prudent expenditure controls; and
- Low overall debt levels.

Debt, Obligations and Debt Management Policies

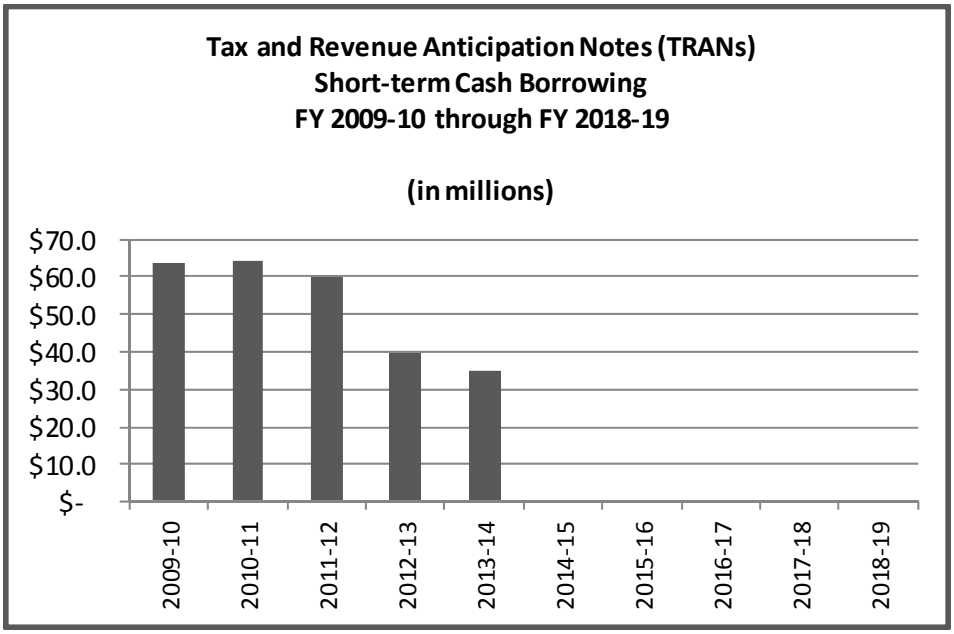
Standard & Poor's, in its most recent May 29, 2013 rating of the County's fiscal year (FY) 13-14 $35,000 Tax and Revenue Anticipation Notes (TRAN), states that the 'SP-1+' short-term rating "reflects the County's very strong underlying general credit characteristics, as well as strong County-projected 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 0.70%.

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 2009-10. FY 2018-19 available cash balances will be sufficient to provide for operational cash requirements and a TRAN will not be issued.

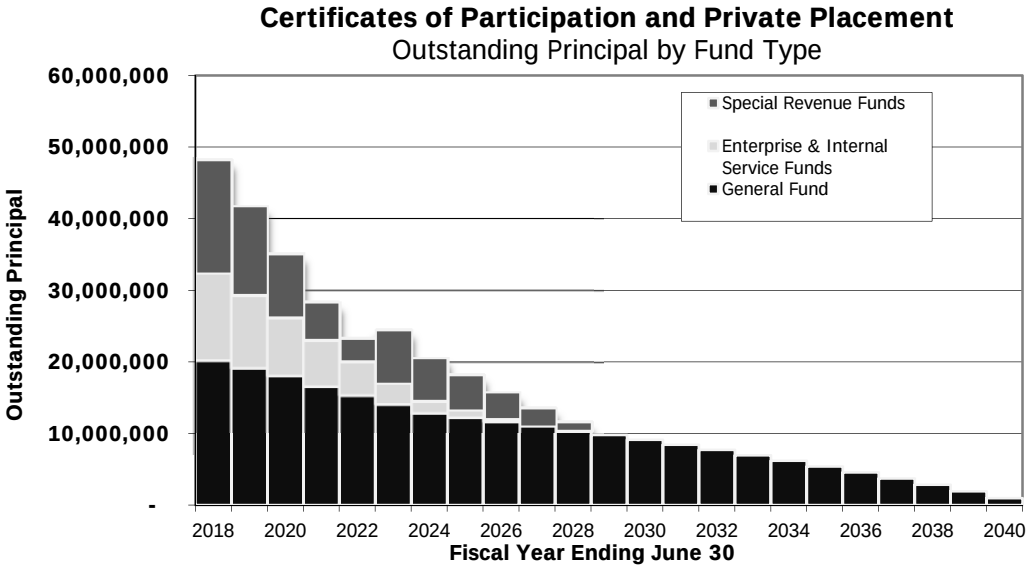


Debt, Obligations and Debt Management Policies

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 6/30/2017 are COPS $32.4 million, Capital Bonds and Notes $23.7 million. The repayment of the total outstanding principal of $56.1 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, $18.2 million of interest will be paid over the remaining life of the bonds.

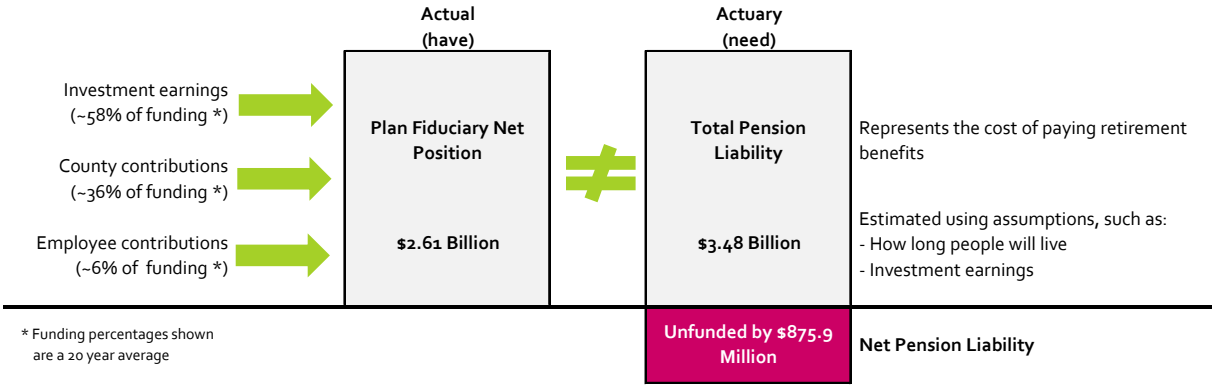


- **Capital Leases** are financing instruments sold to investors or leasing finance companies to raise cash to acquire capital assets. When all the lease terms and conditions are met, the related asset becomes the property of the County. At June 30, 2017, capital lease liabilities totaled $2.0 million, not including financing costs. Outstanding interest for capital leases totaled $0.5 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

- **Net Pension Liability:** The County provides pension benefits to eligible employees through defined benefit pension plans administered by the Santa Barbara County Employees' Retirement System (SBCERS). These pension benefits are funded by County contributions, employee contributions, and investment earnings, all of which are invested in the pension fund. Each year, an actuary estimates how much is needed by the pension fund to pay future pension benefits. As demonstrated in the graphic below, the shortfall between the assets held in the pension fund and how much is needed to pay future pension benefits is recorded as a Net Pension Liability (NPL) in the County's financial statements.



As shown in the table below, the County's NPL will increase 12.3% from June 30, 2017 to June 30, 2018. This increase is due in part to the change in the assumed rate of return from 7.50% to 7.0%, as well as various other factors. The Plan Fiduciary Net Position as a percentage of the Total Pension Liability, which indicates the funded status of the County's pension obligations, will remain consistent at approximately 75%.

Santa Barbara County Employee's Retirement System
Change in Net Pension Liability - County of Santa Barbara (Proportionate Share)
(in millions)

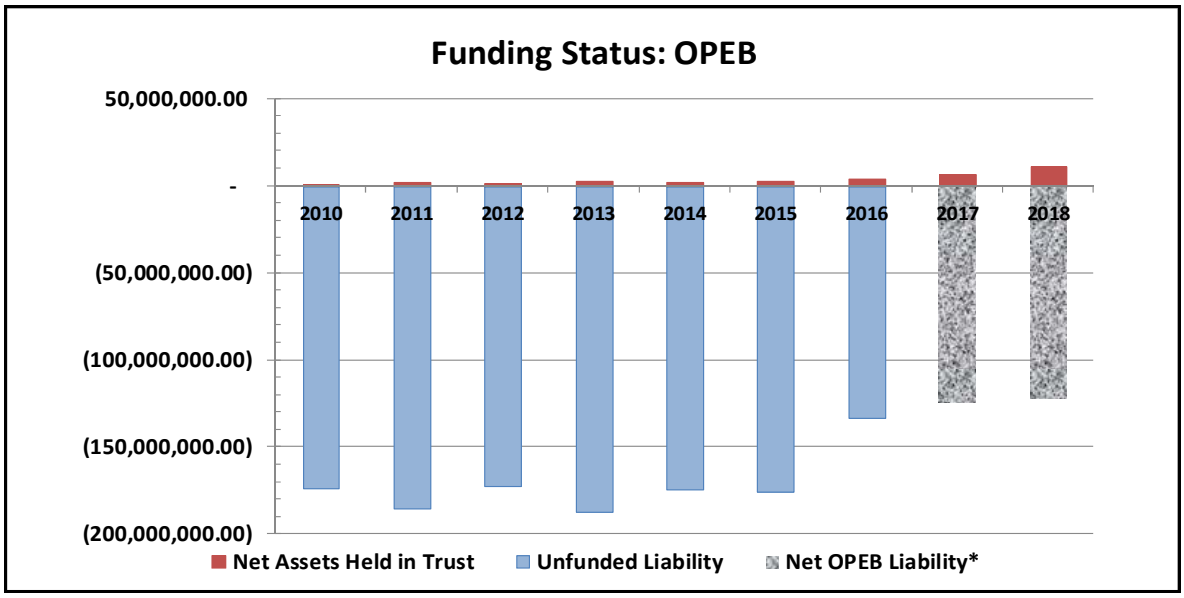
Fiscal Year End	2017	2018	Change
Total Pension Liability	$ 3,150.2	$ 3,484.2	10.6%
Plan Fiduciary Net Position	$ 2,370.2	$ 2,608.3	10.0%
Net Pension Liability	$ 780.0	$ 875.9	12.3%
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	75.2%	74.9%	-0.4%

- **Net Other Post Employment Benefits (OPEB) Liability:** 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 sets aside assets held is trust by SBCERS to pay future benefits. As shown in the table below, the County's Net OPEB Liability will decrease 1.6% from June 30, 2017 to June 30, 2018. This decrease is due primarily to the increase in assets held in trust to pay future benefits. The Plan Fiduciary Net Position as a percentage of the Total OPEB Liability, which indicates the funded status of the County's OPEB obligations, will increase 3.3%.

Santa Barbara County Employee's Retirement System
Change in Net OPEB Liability - County of Santa Barbara
(in millions)

Fiscal Year End	2017	2018	Change
Total OPEB Liability	$ 131.1	$ 133.7	2.0%
Plan Fiduciary Net Position	$ 6.8	$ 11.4	67.6%
Net OPEB Liability	$ 124.3	$ 122.3	-1.6%
Plan Fiduciary Net Position as a Percentage of the Total OPEB Liability	5.2%	8.5%	3.3%

As shown below, the funding status of the County's OPEB obligations has improved due in part to the closed status of the OPEB plan as well as the accumulation of resources to pay future OPEB benefits.



* Beginning with June 30, 2017, the County reports a Net OPEB Liability in accordance with new governmental accounting standards.

- **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, 2016**	**June 30, 2017**
Self-insurance claim and other liabilities	$ 15.0	$ 15.0
Assets available to pay liabilities	11.7	7.9
Unfunded claim and other liabilities	$ 3.3	$ 7.1
Funded Ratio	78.0%	52.7%

Other Self-Insurance		
Fiscal Year End	**June 30, 2016**	**June 30, 2017**
Self-insurance claim and other liabilities	$ 8.4	$ 9.1
Assets available to pay liabilities	10.7	11.1
Unfunded claim and other liabilities	$ (2.3)	$ (2.0)
Funded Ratio	127.4%	122.0%

- **Compensated Absences** are related to unused employee vacation balances that could be paid out upon termination. At June 30, 2017 the balance was $33.7 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, 2017, the total liability was $29.3 million and $17.3 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change from FY17-18 Ado to FY18-19 Rec
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	$ 2,036,723	$ 1,998,595	$ 1,979,400	$ 2,810,300	$ 811,705
Total	$ 2,036,723	$ 1,998,595	$ 1,979,400	$ 2,810,300	$ 811,705

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 185,448	$ 217,668	$ 218,200	$ 221,800	$ 4,132
Services and Supplies	722,403	613,750	595,700	1,453,700	839,950
Other Charges	1,128,872	1,167,177	1,165,500	1,134,800	(32,377)
Total Operating Expenditures	2,036,723	1,998,595	1,979,400	2,810,300	811,705
Other Financing Uses	55,747,470	38,922,190	40,835,400	38,604,900	(317,290)
Intrafund Expenditure Transfers (+)	212,123,906	216,581,255	218,265,900	226,332,900	9,751,645
Increases to Fund Balances	36,973,369	42,108,661	44,520,000	39,800,200	(2,308,461)
Fund Balance Impact (+)	5,607,896	-	-	-	-
Total	$ 312,489,364	$ 299,610,701	$ 305,600,700	$ 307,548,300	$ 7,937,599

Budget By Categories of Revenues					
Taxes	$ 222,362,254	$ 230,726,000	$ 227,770,600	$ 237,013,000	$ 6,287,000
Licenses, Permits and Franchises	2,881,069	3,016,000	3,016,000	3,076,000	60,000
Fines, Forfeitures, and Penalties	6,728,177	5,406,000	5,770,000	6,141,000	735,000
Use of Money and Property	724,778	430,799	827,400	915,800	485,001
Intergovernmental Revenue	3,238,058	2,466,400	5,751,800	1,284,000	(1,182,400)
Charges for Services	11,152,493	10,685,576	10,700,600	12,845,600	2,160,024
Miscellaneous Revenue	787,939	183,357	183,400	134,200	(49,157)
Total Operating Revenues	247,874,769	252,914,132	254,019,800	261,409,600	8,495,468
Other Financing Sources	820,750	2,168,558	2,251,300	1,171,100	(997,458)
Intrafund Expenditure Transfers (-)	91,988	50,279	50,300	-	(50,279)
Decreases to Fund Balances	39,211,439	15,415,711	18,061,900	8,605,000	(6,810,711)
General Fund Contribution	24,490,419	29,062,021	30,746,200	36,362,600	7,300,579
Fund Balance Impact (-)	-	-	471,200	-	-
Total	$ 312,489,364	$ 299,610,701	$ 305,600,700	$ 307,548,300	$ 7,937,599

General County Programs & General Revenues

General County Programs

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**2,810,300**
Capital	**$**	**0**
FTEs		**1.0**

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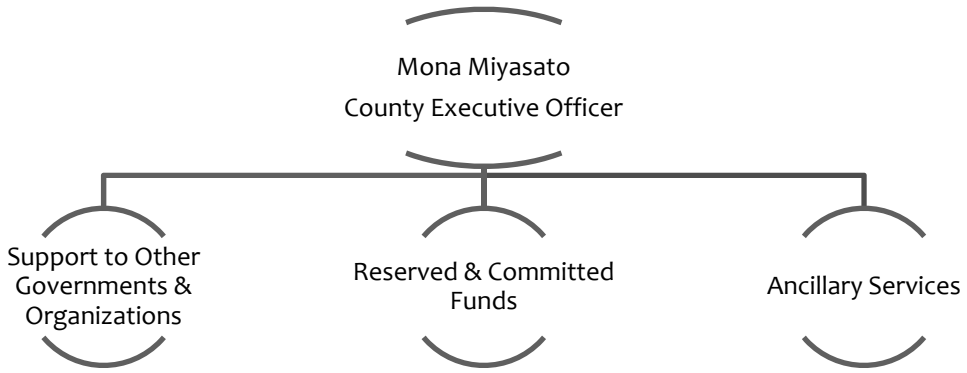


General County Programs

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 and the Local Agency Formation Commission (LAFCO).
- Reserved & Committed Funds consisting of increases and decreases to committed fund balances (including increased funding for maintenance and Northern Branch Jail operations), 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 2018-19 Objectives

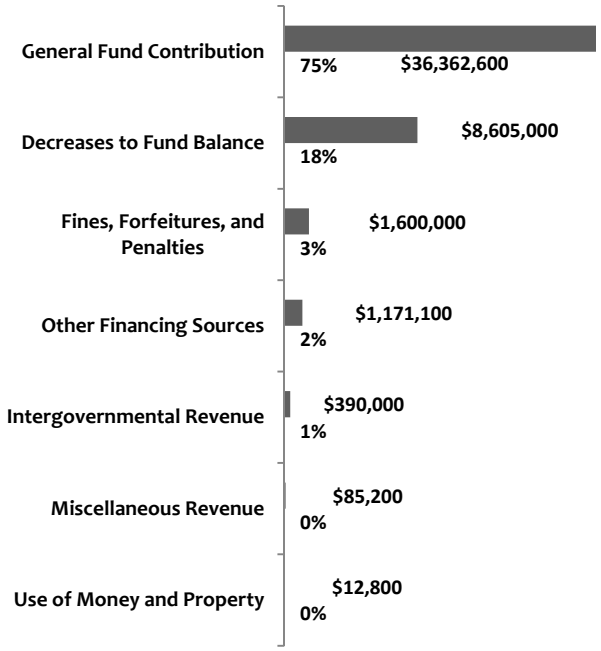
- Fund the Northern Branch Jail Operations in accordance with the established funding plan ($10.90 million in FY 2018-19).
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy ($4.0 million in FY 2018-19).
- Identify County deferred maintenance projects and develop long term funding plan.
- Fund capital/infrastructure projects based on needs, priorities, and available funding.
- Transfer the Human Services Commission grant program administration to the Community Services department.

General County Programs

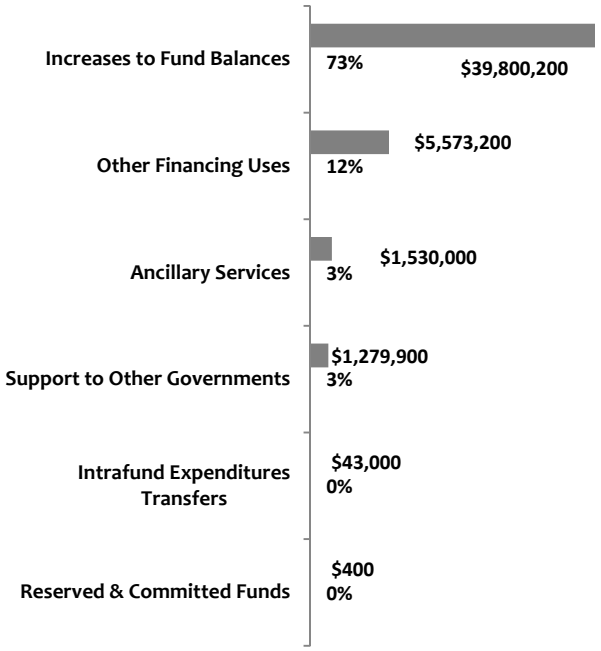
Department

Recommended Sources & Uses of Funds

Source of Funds - $48,226,700



Use of Funds - $48,226,700



General County Programs

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Support to Other Governments & Organiza	0.88	1.00	1.00	1.00	-
Reserved & Committed Funds	0.12	-	-	-	-
Total	1.00	1.00	1.00	1.00	-

Budget By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Support to Other Governments & Organiza	$ 1,305,489	$ 1,308,065	$ 1,302,100	$ 1,279,900	$ (28,165)
Reserved & Committed Funds	43	-	10,700	400	400
Ancillary Services	731,191	690,530	666,600	1,530,000	839,470
Total	$ 2,036,723	$ 1,998,595	$ 1,979,400	$ 2,810,300	$ 811,705

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 185,448	$ 217,668	$ 218,200	$ 221,800	$ 4,132
Services and Supplies	722,403	613,750	595,700	1,453,700	839,950
Other Charges	1,128,872	1,167,177	1,165,500	1,134,800	(32,377)
Total Operating Expenditures	2,036,723	1,998,595	1,979,400	2,810,300	811,705
Other Financing Uses	25,716,270	5,890,445	7,803,600	5,573,200	(317,245)
Intrafund Expenditure Transfers (+)	216,000	3,000	3,000	43,000	40,000
Increases to Fund Balances	36,973,369	42,108,661	44,520,000	39,800,200	(2,308,461)
Fund Balance Impact (+)	1,365,742	-	-	-	-
Total	$ 66,308,104	$ 50,000,701	$ 54,306,000	$ 48,226,700	$ (1,774,001)

Budget By Categories of Revenues	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Fines, Forfeitures, and Penalties	$ 1,397,203	$ 1,700,000	$ 1,445,000	$ 1,600,000	$ (100,000)
Use of Money and Property	10,996	8,799	17,500	12,800	4,001
Intergovernmental Revenue	466,978	1,560,400	1,692,900	390,000	(1,170,400)
Miscellaneous Revenue	312,477	85,212	85,200	85,200	(12)
Total Operating Revenues	2,187,654	3,354,411	3,240,600	2,088,000	(1,266,411)
Other Financing Sources	820,750	2,168,558	2,251,300	1,171,100	(997,458)
Decreases to Fund Balances	38,809,282	15,415,711	18,061,900	8,605,000	(6,810,711)
General Fund Contribution	24,490,419	29,062,021	30,746,200	36,362,600	7,300,579
Fund Balance Impact (-)	-	-	6,000	-	-
Total	$ 66,308,104	$ 50,000,701	$ 54,306,000	$ 48,226,700	$ (1,774,001)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

General County Programs

Department

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

Staffing

- There are no FTE changes.

Expenditures

- Net operating expenditure increase of $811,700 primarily due to:
  - +$840,000 increase to Services and Supplies primarily to provide funding for the implementation of countywide Renew '22 initiatives.
  - +$4,100 increase to Salaries & Employee Benefits.
  - -$32,400 decrease to Other Charges the majority of which is due to elimination of the Human Services Commission Mini Grants for 2018-19.

- Net non-operating expenditure decrease of $2,585,700 primarily due to:
  - -$2,308,500 decrease in Increases to Fund Balance (see Fund Balance Component schedule on following pages for more detail).
  - -$317,200 decrease in Other Financing Uses which is primarily due to a decrease in one-time departmental allocations.
  - +40,000 increase in Intrafund Expenditure transfers due to scheduling software consultant fees incurred by the Sheriff.

These changes result in Recommended operating expenditures of $2,810,300, non-operating expenditures of $45,416,400, and total expenditures of $48,226,700. Non-operating expenditures primarily include Increases to Fund Balances, Other Financing Uses, and Intrafund Expenditure Transfers.

Revenues

- Net operating revenue decrease of $1,266,400 primarily due to :
  - -$1,170,400 decrease to Intergovernmental Revenue is due to elimination of the Prop 172 Fire Tax Shift reallocation to General County Programs.
  - -$100,000 decrease to Fines, Forfeitures, and Penalties.
  - +$4,000 increase to Use of Money and Property due to an expected increase in interest income.
- Net non-operating revenue decrease of $507,600 primarily due to:
  - +$7,300,600 increase in General Fund Contribution.
  - -$6,810,700 decrease in use of Fund Balance for projects (see Fund Balance Component schedule on following pages for more detail).
  - -$997,500 decrease in Other Financing Sources primarily due to a reduction in Tobacco Settlement Advisory Committee (TSAC) funds transferred in from the Public Health Department.

These changes result in Recommended operating revenues of $2,088,000, non-operating revenues of $46,138,700, and total revenues of $48,226,700. Non-operating revenues primarily include General Fund Contribution, use of fund balances, and transfers.

General County Programs

Department

Fund Balance Component Detail

General Fund Key Discretionary Fund Balance Components Detail					
Estimated Actual FY 2017-18					
Fund Balance Component	Beginning Balance	Recommended Net Changes	Recommended Changes Detail		Estimated Ending Balance
9768 -- Public Safety Prop 172	-	1,170,400	1,170,400	Prop 172 Revenue	1,170,400
9811 -- Behavioral Wellness	686,100	-	2,200,000	Per Budget Development Policies and CEO Rec. for adjustments	686,100
			(1,200,000)	Behavioral Wellness - IMD and Hospital beds	
			(1,000,000)	Behavioral Wellness - Budget Gap	
9815 -- Props 215/64 - Cannabis	-	-			-
9818 -- 18% Deferred Maintenance	7,000	-	3,260,000	Per 18% Maintenance Budget Policy	7,000
			(1,630,000)	Public Works	
			(1,140,000)	General Services	
			(490,000)	Parks	
9830 -- Capital	700,000	-	1,400,000	COP Debt Financing	700,000
			(1,400,000)	Reallocation to Deferred Maintenance	
9836 -- Roads	-	-	2,070,000	Per Budget Development Policies and CEO Rec. for adjustments	-
			(2,070,000)	Public Works - Roads Projects	
9840 -- Strategic Reserve	30,866,400	(7,250,000)	(1,000,000)	Public Works - 2017 Winter Storm Road Repairs	23,616,400
			(3,500,000)	County Executive Office - Thomas Fire/Debris Flow Disasters	
			(2,750,000)	Sheriff - Thomas Fire/Debris Flow Disasters	
9845 -- Litigation	819,200	1,825,000	2,200,000	Litigation Costs	2,644,200
			(250,000)	County Counsel - Outside Counsel fees	
			(100,000)	Clerk-Recorder-Assessor	
			(25,000)	County Executive Office - Public Records Requests	
9846 -- Disaster Revovery	-	-			-
9849 -- Program Stabilization	1,250,000	625,000	1,250,000	Per CEO Rec. for employee/pension costs reserve	1,875,000
			625,000	IHSS MOE Reserve	
			(1,250,000)	Sheriff - Employee lost time mitigation	
9851 -- Facilities Maintenance - Baseline	6,000	499,800	3,870,000	Per Budget Development Policies and CEO Rec. for adjustments	505,800
			(2,400,200)	General Services	
			(970,000)	Parks	
9852 -- Assessment Appeals	-	579,200	852,200	Assessment Appeals Support	579,200
			(228,000)	County Counsel	
			(45,000)	County Executive Office	
9880 -- New Jail Operations	7,835,600	5,569,400	9,100,000	Per Jail Operations funding plan	13,405,000
			(3,530,600)	Sheriff - Draw for transition staffing	
9890 -- Emerging Issues (one-time funding)	1,748,000	429,000	6,211,400	Per CEO Recommendation for adjustments	2,177,000
			(380,000)	District Attorney - N. Co. multi-defendant case	
			(567,000)	Parks - Goleta Beach Coastal Commission Compliance & Permitting	
			(800,000)	Sheriff - County Courts Bailiffs	
			(475,000)	Sheriff - 25% Restoration of Staff	
			(360,000)	Community Services - Countywide Library Services	
			(300,000)	Housing & Community Development - CCE Phase III	
			(259,100)	Probation - Restore 2 Deputy Probation Officers	
			(155,400)	General Services - Jail Accountant	
			(85,000)	County Executive Office - Research	
			(925,000)	General Services - Public Safety radios	
			(481,200)	Increase to Contingencies for Unexpected Needs	
			(410,000)	General County Programs - Cannabis EIR and election costs	
			(50,000)	Child Support Services - FY 17-18 grant match allocation	
			(275,000)	Behavioral Wellness - Laura's Law	
			(259,700)	Social Services - Child Welfare and Foster Care workers	
9898 -- Contingencies	49,000	1,955,700	2,274,700	General County Programs	2,004,700
			(319,000)	Emerging Issues	
9940 -- Fund Balance-Residual (One-time)	733,700	2,341,700	7,005,900	Reallocation to Emerging Issues	3,075,400
			(4,664,200)	Reallocation to Emerging Issues	
Unallocated (Ongoing)	-	-	-		-
TOTAL	44,701,000	6,574,800			52,446,200

General County Programs

Department

Fund Balance Component Detail (Cont'd)

General Fund Key Discretionary Fund Balance Components Detail				
Recommended FY 2018-19				
Fund Balance Component	Beginning Balance	Recommended Net Changes	Recommended Changes Detail	Available to Allocate
9768 -- Public Safety Prop 172	1,170,400	(1,121,000)	(941,000) General Services - Radio Replacement Plan (40,000) Sheriff - Scheduling software consultant fees **Earmarked Funds** (140,000) Computer Aided Dispatch Software upgrades	49,400
9811 -- Behavioral Wellness	686,100	2,000,000	2,000,000 Per Budget Development Policies and CEO Rec. for adjustments	2,686,100
9815 -- Props 215/64 - Cannabis	-	-	1,700,000 Estimated Cannabis Tax Revenue (1,700,000) Countywide enforcement costs	-
9818 -- 18% Deferred Maintenance	7,000	(7,000)	4,360,000 Per 18% Maintenance Budget Policy (2,180,000) Public Works (1,532,000) General Services (655,000) Parks	-
9830 -- Capital	700,000	-	1,400,000 COP Debt Financing (1,400,000) Reallocate to Facilities Maintenance	700,000
9836 -- Roads	-	-	500,000 Per Budget Development Policies and CEO Rec. for adjustments (500,000) Public Works - Roads Projects	-
9840 -- Strategic Reserve	23,616,400	-		23,616,400
9845 -- Litigation	2,644,200	2,119,400	2,500,000 Litigation Costs (250,000) County Counsel - Outside Counsel fees (100,000) Clerk-Recorder-Assessor (30,600) County Executive Office - Public Records Requests	4,763,600
9846 -- Disaster Revovery	-	-	6,250,000 Disaster Revovery Funds **Earmarked Funds** (6,250,000) Disaster Local match and cash flow obligations	-
9849 -- Program Stabilization	1,875,000	(625,000)	2,375,000 Per CEO Rec. for employee/pension costs reserve **Earmarked Funds** (1,750,000) Sheriff - Overtime Reduction Plan (1,250,000) IHSS MOE Reserve	1,250,000
9851 -- Facilities Maintenance - Baseline	505,800	-	3,250,000 Per Budget Development Policies and CEO Rec. for adjustments (1,800,000) General Services (1,450,000) Parks	505,800
9852 -- Assessment Appeals	579,200	(458,000)	(293,000) County Counsel (91,000) County Executive Office (74,000) Clerk-Recorder-Assessor	121,200
9880 -- New Jail Operations	13,405,000	(1,688,700)	10,900,000 Per Jail Operations funding plan (10,588,700) Sheriff - Draw for transition staffing (2,000,000) General Services - Jail Construction	11,716,300
9890 -- Emerging Issues (one-time funding)	2,177,000	(2,167,000)	1,485,400 Per CEO Recommendation for adjustments (500,000) Reallocate to Program Stabilization (430,000) General County Programs - Cannabis Election Costs (400,000) District Attorney - Case management system (unused in FY 17-18) (380,000) District Attorney - N. Co. multi-defendant case (340,000) CRA - Motor Voter (211,000) County Counsel - Counsel IV for Disaster (FY 18-19 - Yr 1 Funding) (155,400) General Services - Jail Accountant (150,000) General Services - ADA Facility Assessment (130,000) Sheriff - CIT Training (50,000) Community Services - Fair Housing Assessment (50,000) Reallocate to Facilities Maintenance (15,000) Community Services - Homeless Count **Earmarked Funds** (500,000) Sheriff - Court Security Services (211,000) County Counsel - Counsel IV for Disaster (FY 19-20 - Yr 2 Funding) (130,000) Public Works - Vintage Ranch funding plan year 1	10,000
9898 -- Contingencies	2,004,700	2,000,000	2,000,000 Increase to Contingencies	4,004,700
9940 -- Fund Balance-Residual (One-time)	3,075,400	(3,075,400)	(2,267,000) Reallocate to Disaster Recovery and Emerging Issues (808,400) Reallocate to Emerging Issues	-
Unallocated (Ongoing)	-	376,200	376,200	376,200
	52,446,200	(1,525,500)		49,799,700

General County Programs

Program

Support to Other Governments & Organizations

Support to Other Governments & Organizations including the Human Services Commission and LAFCO.

Staffing

Staffing Detail By Budget Program	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
DEPT BUS SPEC	0.88	1.00	1.00	1.00	-
Total	0.88	1.00	1.00	1.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 137,381	$ 143,668	$ 133,500	$ 500	$ (143,168)
Services and Supplies	45,733	5,250	4,500	5,300	50
Other Charges	1,122,375	1,159,147	1,164,100	1,126,800	(32,347)
Total Operating Expenditures	1,305,489	1,308,065	1,302,100	1,132,600	(175,465)
Other Financing Uses	5,434,320	1,555,030	2,729,000	30,000	(1,525,030)
Intrafund Expenditure Transfers (+)	3,000	3,000	3,000	3,000	-
Increases to Fund Balances	3,348,550	2,200,000	2,200,000	1,000,000	(1,200,000)
Total Expenditures	$ 10,091,358	$ 5,066,095	$ 6,234,100	$ 2,165,600	$ (2,900,495)
Budget By Categories of Revenues					
Intergovernmental Revenue	76,643	-	132,500	-	-
Miscellaneous Revenue	36,275	-	-	-	-
Total Operating Revenues	112,917	-	132,500	-	-
Other Financing Sources	331,625	2,000,000	2,000,000	1,000,000	(1,000,000)
Decreases to Fund Balances	8,358,921	1,250,000	2,699,000	-	(1,250,000)
General Fund Contribution	1,576,912	1,541,065	1,541,100	1,312,900	(228,165)
Total Revenues	$ 10,380,375	$ 4,791,065	$ 6,372,600	$ 2,312,900	$ (2,478,165)

2017-18 Anticipated Accomplishments

- Maintained the existing level of funding of $1.2 million for the Human Services Commission for the third year of the three-year contract term.

2018-19 Objectives

- Maintain funding of $1.15 million for the Human Services Commission for an additional one-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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 6	$ -	$ 10,700	$ -	$ -
Services and Supplies	-	-	-	400	400
Other Charges	37	-	-	-	-
Total Operating Expenditures	43	-	10,700	400	400
Other Financing Uses	19,100,527	3,145,638	3,883,500	4,352,200	1,206,562
Intrafund Expenditure Transfers (+)	213,000	-	-	40,000	40,000
Increases to Fund Balances	33,492,518	39,900,294	42,247,800	38,791,800	(1,108,494)
Total Expenditures	$ 52,806,088	$ 43,045,932	$ 46,142,000	$ 43,184,400	$ 138,468
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,397,203	1,700,000	1,445,000	1,600,000	(100,000)
Use of Money and Property	6,698	6,000	13,100	10,000	4,000
Intergovernmental Revenue	-	1,170,400	1,170,400	-	(1,170,400)
Total Operating Revenues	1,403,901	2,876,400	2,628,500	1,610,000	(1,266,400)
Other Financing Sources	489,125	168,558	251,300	171,100	2,542
Decreases to Fund Balances	29,966,913	13,722,113	14,881,000	8,161,400	(5,560,713)
General Fund Contribution	21,931,112	26,553,891	28,238,000	33,241,900	6,688,009
Total Revenues	$ 53,791,051	$ 43,320,962	$ 45,998,800	$ 43,184,400	$ (136,562)

2017-18 Anticipated Accomplishments

- Funded future operations of the Northern Branch Jail in the amount of $9.1 million, a $1.5 million increase from 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 emerging issues (See Fund Balance Component Detail).

2018-19 Objectives

- Fund the Northern Branch Jail Operations in accordance with the established funding plan ($10.9 million in FY 2018-19).
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy ($4.0 million in FY 2018-19).
- 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Salaries and Employee Benefits	$ 48,061	$ 74,000	$ 74,000	$ 74,000	$ -
Services and Supplies	676,670	608,500	591,200	1,448,000	839,500
Other Charges	6,460	8,030	1,400	8,000	(30)
Total Operating Expenditures	731,191	690,530	666,600	1,530,000	839,470
Other Financing Uses	1,181,423	1,189,777	1,191,100	1,191,000	1,223
Increases to Fund Balances	132,301	8,367	72,200	8,400	33
Total Expenditures	$ 2,044,915	$ 1,888,674	$ 1,929,900	$ 2,729,400	$ 840,726
Budget By Categories of Revenues					
Use of Money and Property	4,298	2,799	4,400	2,800	1
Intergovernmental Revenue	390,335	390,000	390,000	390,000	-
Miscellaneous Revenue	276,202	85,212	85,200	85,200	(12)
Total Operating Revenues	670,836	478,011	479,600	478,000	(11)
Decreases to Fund Balances	483,448	443,598	481,900	443,600	2
General Fund Contribution	982,395	967,065	967,100	1,807,800	840,735
Total Revenues	$ 2,136,678	$ 1,888,674	$ 1,928,600	$ 2,729,400	$ 840,726

2017-18 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.

2018-19 Objectives

- Support Home for Good, formerly known as 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	2016-17 Actual	2017-18 Adopted	2017-18 Estimated Actual	2018-19 Recommended	Change From FY17-18 Ado to FY18-19 Rec
Budget By Budget Program					
Budget By Categories of Expenditures					
Other Financing Uses	$ 30,031,200	$ 33,031,745	$ 33,031,800	$ 33,031,700	$ (45)
Intrafund Expenditure Transfers (+)	211,907,906	216,578,255	218,262,900	226,289,900	9,711,645
Fund Balance Impact (+)	4,242,154	-	-	-	-
Total	$ 246,181,260	$ 249,610,000	$ 251,294,700	$ 259,321,600	$ 9,711,600
Budget By Categories of Revenues					
Taxes	$ 222,362,254	$ 230,726,000	$ 227,770,600	$ 237,013,000	$ 6,287,000
Licenses, Permits and Franchises	2,881,069	3,016,000	3,016,000	3,076,000	60,000
Fines, Forfeitures, and Penalties	5,330,973	3,706,000	4,325,000	4,541,000	835,000
Use of Money and Property	713,783	422,000	809,900	903,000	481,000
Intergovernmental Revenue	2,771,080	906,000	4,058,900	894,000	(12,000)
Charges for Services	11,152,493	10,685,576	10,700,600	12,845,600	2,160,024
Miscellaneous Revenue	475,463	98,145	98,200	49,000	(49,145)
Total Operating Revenues	245,687,116	249,559,721	250,779,200	259,321,600	9,761,879
Intrafund Expenditure Transfers (-)	91,988	50,279	50,300	-	(50,279)
Decreases to Fund Balances	402,157	-	-	-	-
Fund Balance Impact (-)	-	-	465,200	-	-
Total	$ 246,181,260	$ 249,610,000	$ 251,294,700	$ 259,321,600	$ 9,711,600

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 Recommended Budget.

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 2018-19 through FY 2022-23.

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 2018-19 Operating Budget.

Differences between the Capital Budget and the CIP - Reconciliation

Appropriations are separated into operating and capital budgets. The Capital Budget in the Recommended Budget does not include salaries and benefits paid to County staff or payments for services and supplies, such as to contractors and vendors, 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 $90.3 million, compared to $106.9 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	
$ 92,292,900	Section C - Capital Budget Summary (page C-31)
106,869,000	Section E - Capital Projects Budget (page E-15)
(14,576,100)	Difference
2,642,600	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.
11,933,500	Certain projects and estimated costs included in the Section E Capital Projects Budget are not included in the Section C Capital Budget Summary due to differences between CIP development and Recommended Budget development.
$ -	

Capital Budget Summary

Overview of the Recommended Capital Budget

The FY 2019-2023 CIP contains 162 capital projects and 15 maintenance projects. This includes 6 projects that are new this year. Of this total, 78 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 $697.1 million five year capital needs, as presented by the Departments, $306.3 million have identified funding sources.

CIP projects are also categorized by Classes (see definitions starting on E-13). The Five Year CIP is broken down by each class or category, as shown in the table below. Of the $306.3 million funded total, 95% of the expenditures are in three classes, $74.5 million in Building & Building Improvements, $191.4 million in Infrastructure and $25.8 million in Equipment.

Five Year CIP through Fiscal Year Ending June 30, 2023
Class Summary Funded
(In thousands of dollars)

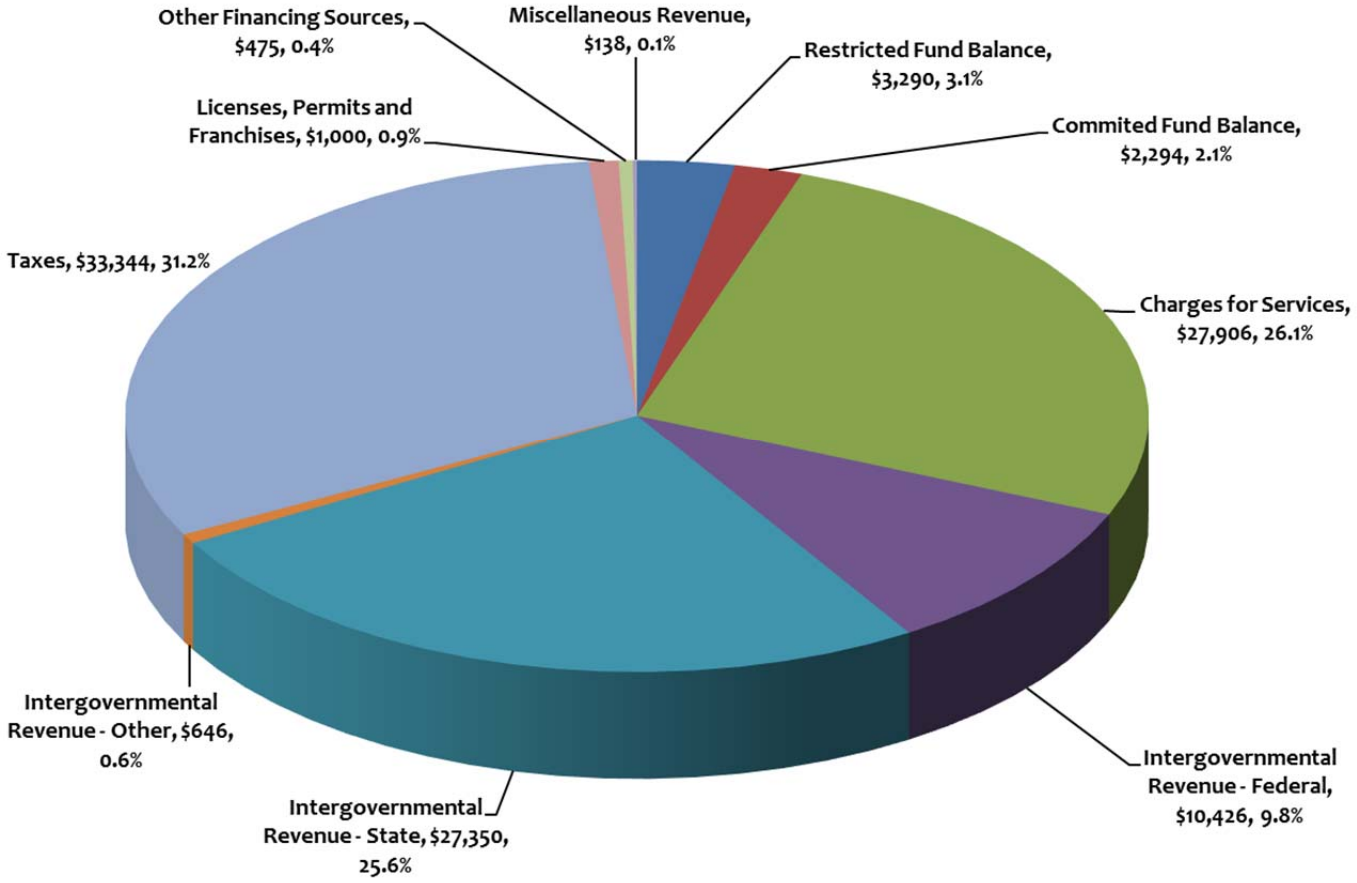
Class Summary	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Land	$ 4,341	$ 3,100	$ 13	$ 730	$ 1,590	**$ 9,774**
Land Improvements	1,269	160	160	160	160	**1,909**
Building & Building Improvements	52,347	11,224	6,909	3,460	600	**74,540**
Equipment	5,764	7,088	4,756	5,080	3,130	**25,818**
IT Hardware/Software	1,329	431	287	293	499	**2,839**
Infrastructure	41,819	60,720	49,522	25,701	13,654	**191,416**
Five Year Total	**$ 106,869**	**$ 82,723**	**$ 61,647**	**$ 35,424**	**$ 19,633**	**$ 306,296**

Five Year CIP through Fiscal Year Ending June 30, 2023
Class Summary Unfunded
(In thousands of dollars)

Class Summary	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Land	$ -	$ 4,175	$ 7,588	$ 910	$ 2,333	**$ 15,006**
Land Improvements	1,067	9,813	8,208	7,758	50,763	**77,609**
Building & Building Improvements	77,984	81,284	10,377	8,060	81,764	**259,469**
Equipment	8	2,600	6,360	8,350	3,535	**20,853**
IT Hardware/Software	130	955	880	155	-	**2,120**
Infrastructure	1,550	1,400	1,490	8,915	2,405	**15,760**
Five Year Total	**$ 80,739**	**$ 100,227**	**$ 34,903**	**$ 34,148**	**$ 140,800**	**$ 390,817**

Capital Budget Summary

Majority of Funding from Taxes and Federal/State Sources Identified for FY 2018-19
Fiscal Year Funding by Object Level
(In thousands of dollars)

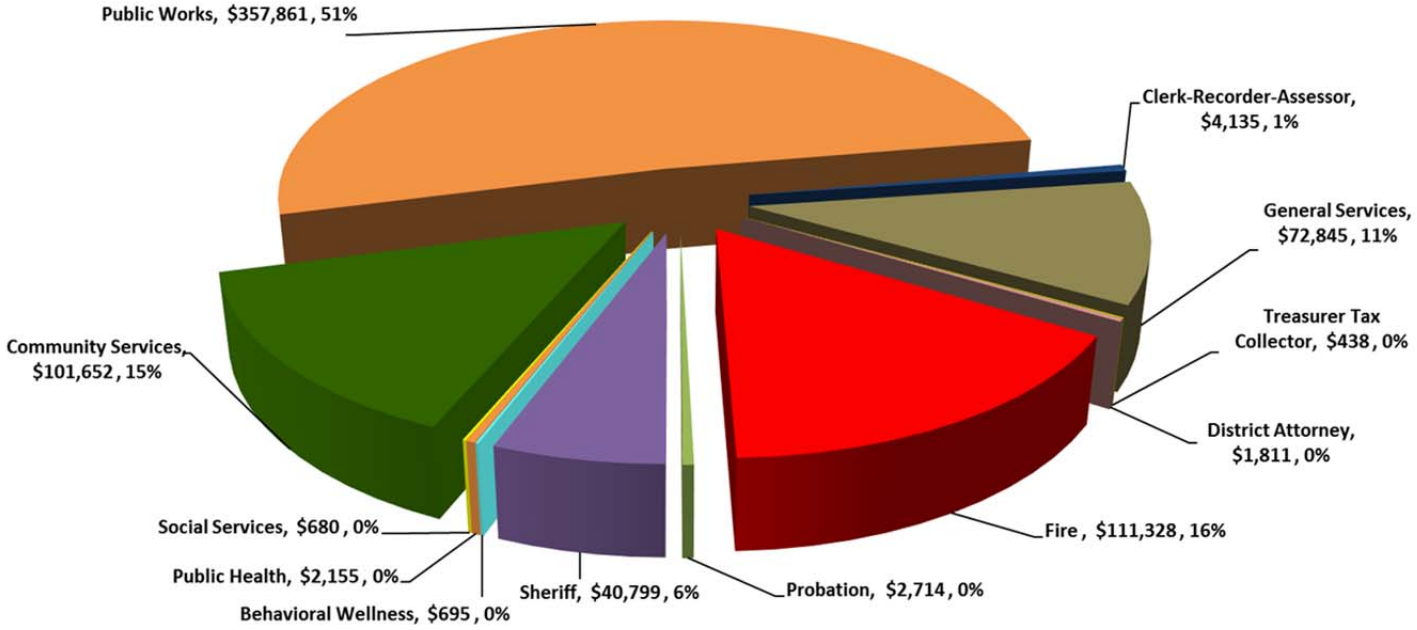


Capital Budget Summary

CAPITAL PROJECTS BY DEPARTMENT

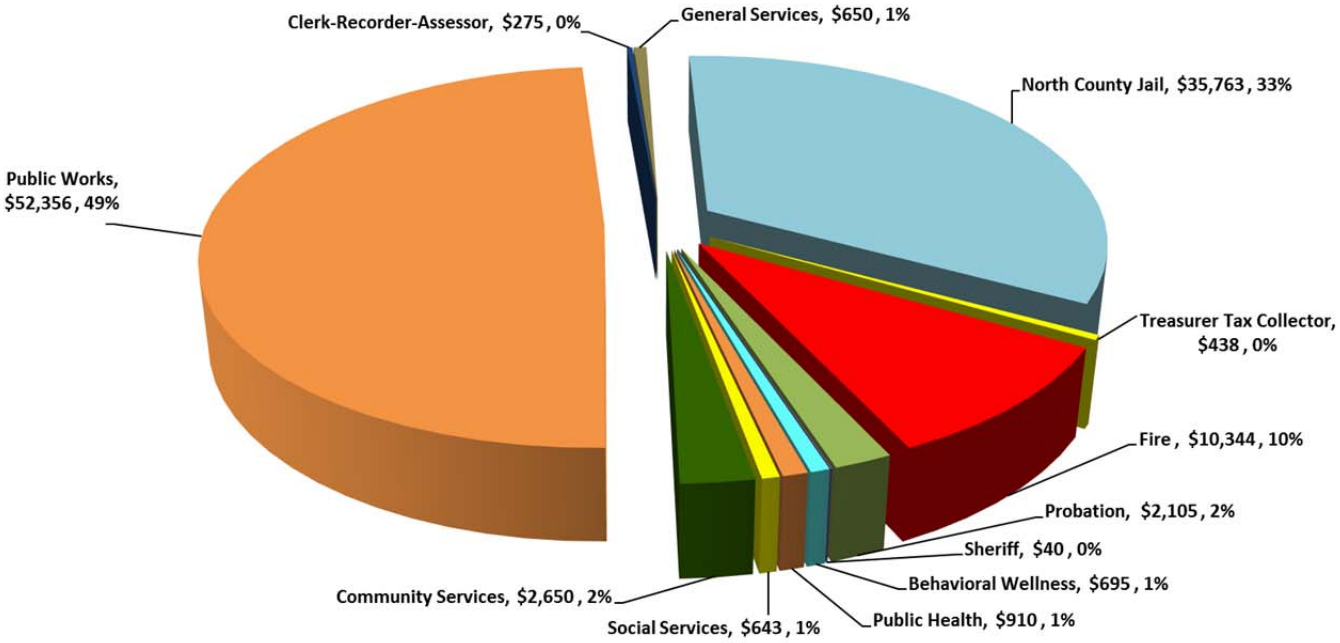
Presentation of the CIP is by function and department. This structure is consistent with the Operating Budget organization. Within each department, projects are grouped by project class, whether they are funded, partially funded, and unfunded and listed in alphabetical order. The following chart shows the FY 2019-2023- CIP by department total including both funded/partially funded and unfunded projects.

Five Year CIP through Fiscal Year Ending June 30, 2023, by Department
(In thousands of dollars)



Capital Budget Summary

One Year CIP for Recommended Fiscal Year Ending June 30, 2019, by Department
(In thousands of dollars)



Overview of Maintenance

Does it include Maintenance?

Starting in FY 2015-16 and continuing for FY 2018-19, 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 2019-23, totaling $391 million. Of these projects $32.9 million are funded and the remainder, $358 million are currently unfunded. Those unfunded deferred maintenance 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-14. 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

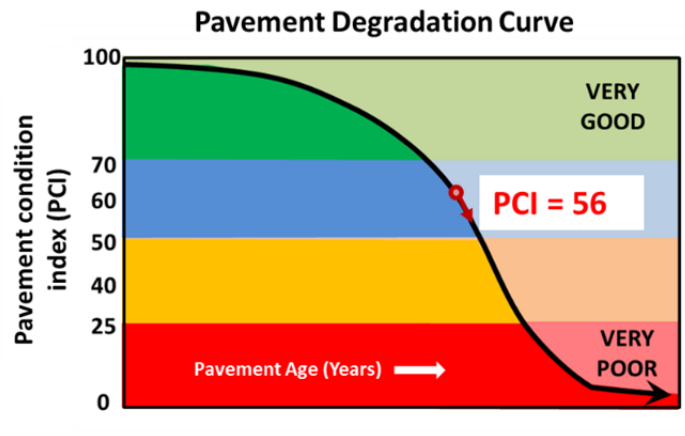
Deferred Maintenance

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, 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 56, with a higher PCI in more urban areas (61) to compared rural areas (47). 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.



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 on the next page.

Capital Budget Summary

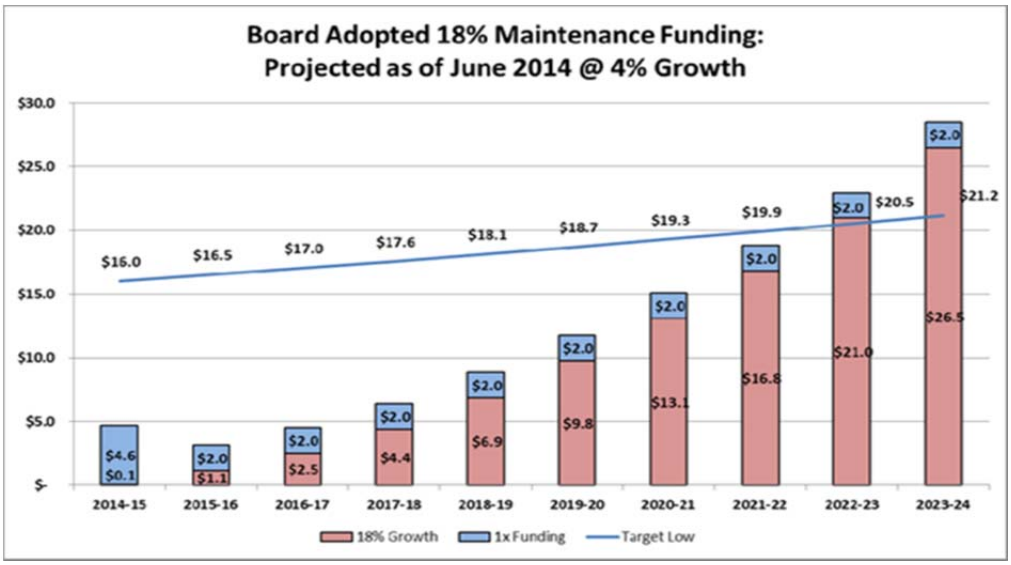
Departmental Estimated Unfunded Deferred Maintenance Source: CIP Database ($'s in millions)	
Public Works	
Prev Maint- 5 Year Countywide Concrete Program	37,500
Prev Maint- 5 Year Countywide Surface Treatment Program	120,650
Prev Maint- 5 Yr Bridge Repair & Rehabilitation Program	64,395
Prev Maint- 5 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	18,877
Park 5 Year Repaving/Restriping Maintenance Program	22,400
Total Community Services - Parks	**$41,277**
Grand Total	**$358,017**

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 2018-19 are based on existing needs and priorities. The 18% Maintenance Growth Allocation for FY 2018-19 will be determined at the 2018 Budget Hearings and is allocated as: 50% to Public Works, 35% to General Services, and 15% to Parks. The graph below shows the projected growth as of June 2014. The table below shows the allocation through FY 2017-18:

REVISED Maintenance Funding for FY 2017-18 (General Fund Allocations)

	Public Works		General Services		Comm. Services Department		Maintenance Total	
Baseline	$ 500,000		$ 1,300,000		$ 500,000		$ 2,300,000	
18% Maintenance Funding	1,630,000	5	1,140,000	5	490,000	5	$ 3,260,000	
One-Time Maintenance Funds	1,570,000	1	1,100,000	2	470,000	3	$ 3,140,000	*
Subtotal	**$ 3,700,000**		**$ 3,540,000**		**$ 1,460,000**		**$ 8,700,000**	
Funding for Capital Debt Service	-		700,000	4	-		700,000	*
	$ 3,700,000		**$ 4,240,000**		**$ 1,460,000**		**$ 9,400,000**	

Notes

1 Public Works one-time maintenance funds include CEO Recommended Expansions for road maintenance.

2 General Services one-time maintenance funds include CEO Recommendations for previously deferred projects and potential emergencies.

3 CSD one-time maintenance funds include CEO Recommendations for deferred maintenance and dead or dying tree clearing.

4 General Services debt service to support acceleration of capital projects. Proceeds could be used for non-General Services projects.

5 Shifts $260,000 from One-Time Maintenance Funds to 18% Maintenance Funding (PW $130,000, GS $90,000, CSD $40,000) revised from original FY 17-18 Recommended Budget

* - Additional FY 2017-18 funding, in excess of policy is $4,100,000

Note: Other funding sources provide maintenance funding, but are not shown here. This chart shows only General Fund allocations.

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 2018-19 unfunded need totals over $80.7 million and the five year unfunded capital needs totals over $390 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. 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 additional 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 are being evaluated including funds generated from the 18% Maintenance Funding Policy and expiring General Fund debt service.

Fiscal Year 2017-18 Significant Completed Projects

CARPINTERIA HEALTH CARE CENTER-PUBLIC HEALTH AND GENERAL SERVICES

This project remodeled sections of the Carpinteria Health Care Center to convert office and procedure space into new exam rooms. The Affordable Care Act has greatly benefitted residents of Santa Barbara County and has increased the number of Public Health Department patients with health care coverage by greater than 70%. This increase in those with health care coverage has created additional demand for primary care services, women's health and pediatric patient services. This project will reduce patient wait times, improve efficiencies and increase handicap access under the requirements of the American with Disabilities Act.

Total project cost: $475,000
Source of funds: Public Health Fund

NEW ELECTRONIC HEALTH RECORDS/PRACTICE MANAGEMENT SYSTEM-PUBLIC HEALTH

This project migrated the Public Health Department's Practice Management (PM) System (McKesson Horizon Practice Plus) and Electronic Health Record (General Electric (GE) Centricity EMR) to a new Electronic Health Record known as EPIC. The Public Health Department contracted with a consortium of federally qualified health centers that provide access to EPIC through a hosted solution. The successful culminating of this project resulted in a single vendor solution that allows the reduction of data interfaces between the EMR and the PM, a single patient database, improved reporting and billing capabilities, a more stable and maintained platform and a simplified hardware architecture.

Total project cost: $1.3 million
Source of funds: Public Health Fund

Capital Budget Summary

ARROYO BURRO PARK LIFT STATION-COMMUNITY SERVICES/PARKS

This project upgraded components of the sewage lift station at Arroyo Burro Beach Park, including the addition of an automatic notification system and back-up generator for reduced park maintenance staff needs and improved public health and safety impacts. Sewage lift stations are used for pumping wastewater from a lower to higher elevation, particularly where the elevation of the source is not sufficient for gravity flow.

Total project cost: $385,000
Source of funds: AB 1600 and Quimby

STRUCTURE R&R – GOLETA BEACH ACCESS BRIDGE 51C-158-PUBLIC WORKS

This project replaced the existing bridge over Goleta Slough that serves Goleta Beach. The old structure was structurally deficient and is the sole access point to the Goleta Beach County Parks facilities. Public Works provided design and construction administration services to the Parks Department on this bridge replacement. This88 replaced the existing bridge on a new alignment approximately 60 feet to the west of the existing bridge.

Total project cost: $8 million
Source of funds: 60% Highway Bridge Program, 2% Developer Fees, and 38% Other.

STRUCTURE R&R – JALAMA ROAD BRIDGE 51C-013-PUBLIC WORKS

This project is located on Jalama Road over Salsipuedes Creek at the intersection with State Route 1 near the City of Lompoc. The project consists of widening the current bridge to accommodate present and future traffic.

Total project cost: $2.6 million
Source of funds: 88.53% *Highway Bridge Program,* 11.47% funded by Measure A and Proposition 1B

Fiscal Year 2018-19 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 $19 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. The facility is expected to be online and operational in Summer 2019.

Budgeted project cost in FY 18-19: $35.7 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.

ROADWAY IMPROVEMENT - CLARK AVENUE AT HIGHWAY 101 – PUBLIC WORKS (CIP SECTION D, PAGE 119)

This project includes relocation of the on-ramp and off-ramp and installation of a new traffic signal at Clark Avenue and U.S. 101 Northbound in the Orcutt area. This project will improve circulation, help mitigate traffic increases due to planned area development and improve safety at this location. Because the US 101 ramps are in State right-of-way, this project requires a Caltrans PSR review and design approval. Caltrans is also the lead agency for environmental.

Capital Budget Summary

Funding for the project will be primarily from developer fees collected per the Orcutt Transportation Improvement Plan (OTIP) fee schedule. The unfunded portion is anticipated OTIP fees that have not been realized to date. The remaining amount is funded with the Federal Highway Safety Improvement Program (HSIP).

Budgeted project cost in FY 18-19: $2 million
Total budgeted project cost: $2.8 million
Source of funds: Orcutt Transportation Improvement Plan fees, Federal Highway Safety Improvement Program, Roads – Capital Infrastructure.

LOWER MISSION CREEK FLOOD CONTROL PROJECT-PUBLIC WORKS (CIP SECTION D, PAGE 141)

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 18-19: $4.2 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 126)

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.

Budgeted project cost in FY 18-19: $435 thousand
Total Budgeted project cost: $37 million
Source of funds: Highway Bridge Replacement and Toll Credits

NORTH COUNTY RESIDENTIAL CRISIS CENTER- BEHAVIORAL WELLNESS (D-48)

This project will retrofit and rehabilitate an existing building located at 116 Agnes Avenue in Santa Maria as a Crisis Residential Treatment (CRT) center for individuals at risk. The work includes interior renovation to provide semi-private sleeping rooms, kitchen area, laundry, and staff observation station. Work also includes visitor area, doctors office and assessment room. Renovation work includes demolition, framing, drywall, finishes, electrical, lighting, landscape and parking renovations. 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.

Budgeted project cost in FY 18-19: $475 thousand
Total Budgeted project cost: $950 thousand
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 2018-19 Capital Projects Budget (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	2017-18 Estimated Actual	FY 2018-19 Recommended	Project Total All Years	FY 2018-19 Net Operating Costs*
Public Safety					
Fire					
Buellton Operations and Administrative Center	$ -	$ -	$ 6,000	$ 6,000	$ -
Fire Communications Center/Headquarters Rebuild			500	17,260	
Miscellaneous Equipment		1,590	2,757	6,607	-
Station 10 (Western Goleta) New Station	1,466	177	1,087	7,639	
Department Totals	**$ 1,466**	**$ 1,767**	**$ 10,344**	**$ 37,506**	**$ -**
Probation					
Probation Resource and Report Center (PRRC) Remodel			$ 1,500	$ 1,500	
Santa Maria Juvenile Hall Security Upgrades	-	125	605	730	-
Department Totals	**$ -**	**$ 125**	**$ 2,105**	**$ 2,230**	**$ -**
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		$ 475	$ 475	$ 950	$ 47
Psychiatric Health Facility Rehabilitation	100	75	220	395	-
Department Totals	**$ 100**	**$ 550**	**$ 695**	**$ 1,345**	**$ 47**
Public Health					
Building 1 HVAC Assessment and Installation			$ 500	$ 590	$ 16
Franklin Health Care Center Remodel	55	90	135	190	7
Santa Barbara Health Care Center Remodel	20		200	220	-
Santa Maria Health Care Center Remodel			75	475	-
Department Totals	**$ 75**	**$ 90**	**$ 910**	**$ 1,475**	**$ 23**
Social Services					
Document Imaging Replacement System	$ -		$ 275	$ 275	$ -
Facility Machine Replacement	-	45	43	125	-
IT Hardware Replacement Program	-	325	325	650	-
Department Totals	**$ -**	**$ 370**	**$ 643**	**$ 1,050**	**$ -**
Community Resources & Public Facilities					
Community Services					
Arroyo Burro Ranger Office & Storage Area Improvements	$ 5	$ 25	$ 21	$ 680	$ -
Cachuma Lake Rec Enhancements & Infrastructure Upgrades	397	355	500	17,500	5
Goleta Beach Project	2,152	425	462	4,810	-
Jalama Beach Affordable Overnight Accomodations	75	142	1,000	3,395	-
Jalama Beach Park - Water Line	31	30	319	380	-
Park 5 Year Equipment Program	-	165	50	3,100	-
Point Sal Coastal Improvements	181	350	131	11,000	
Waller Park Playfields	219	10	31	13,000	-
Walter Capps Park	2,585	19	136	3,615	-
Department Totals	**$ 5,645**	**$ 1,521**	**$ 2,650**	**$ 57,480**	**$ 5**
Public Works					
Basin - Cold Springs Debris Basin Modification	$ 62	$ 17	$ 15	$ 2,976	$ -
Basin - Hot Srpings Basin	-	10	100	2,000	
Basin - Lower Arroyo Paredon	1	10	100	4,599	
Basin - Maria Ygnacio East Debris Basin Modification	128	55	25	899	-
Basin - Maria Ygnacio Main Debris Basin Modification	158	42	25	978	-
Basin - Rattlesnake Debris Basin Modification	61	19	15	721	-

Capital Budget Summary

FY 2018-19 Capital Projects Budget (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	2017-18 Estimated Actual	FY 2018-19 Recommended	Project Total All Years	FY 2018-19 Net Operating Costs*
Basin - Romero Basin Rehabilitation	-	-	150	150	
Basin - San Ysidro Debris Basin Modification	66	17	15	758	-
Channel - Lower Mission Creek Flood Control Proj, S.B.	22,100	3,450	4,200	85,972	-
Channel - Montecito Creek Channel Improvements, Mont.	-	42	22	8,703	-
Channel - Sycamore Cr. Improvement Proj, Santa Barbara	-	67	20	58,890	-
Channel - Unit Two Channel Improvements, Santa Maria	1,284	1,900	180	3,364	-
Equipment Replacement Program - Flood Control District	-	-	135	1,005	-
Equipment Replacement Program - PW Transportation	-	767	1,535	4,909	-
Flood - Stockpile Area - South Coast	-	10	4,010	5,843	-
Landfill - Heavy Equipment Replacement Program	1,901	2,408	920	13,309	-
Landfill - Tajiguas Landfill Phase 3C & 3D Liners	-	3,263	590	3,853	-
LCSD - Flood Protection	-	-	2,116	2,116	
LCSD - Plant Upgrade	3,704	823	15,442	50,623	-
LCSD - Recycled Water Distribution Expansion	55	-	388	4,635	-
LCSD - Sewer System Improvements	-	-	1,700	2,900	-
LCSD - Solids Handling Upgrade	191	32	2,278	2,501	-
Planning - Mission Cyn Master Drainage Plan, S.B.	-	46	10	56	-
Roadway Improv - Clark Avenue at Highway 101	199	172	2,000	2,821	-
Roadway Improv - Hollister Ave/State St Improv -Phase I	190	555	415	1,160	-
Roadway Improv - IV Infrastructure Improvements Program	-	80	670	1,950	-
Roadway Improv - UVP Woodmere Barrier Wall Project	440	192	1,000	1,632	
Storm Drain - ESSD Outlet Reconstruction	-	83	510	593	
Storm Drain - North Ave Storm Drain Imprv., East Phase	74	131	501	706	-
Storm Drain - West Green Cyn 72" Extension, Santa Maria	264	68	1,000	1,332	-
Structure R&R - Bonita School Road Bridge Replacement	857	500	435	37,028	-
Structure R&R - East Mountain Drive LWC Replacement	401	360	343	4,166	-
Structure R&R - Fernald Pt. Br. 51C-137 Replacement	877	170	485	2,617	-
Structure R&R - Floradale Avenue Br. No. 51C-006	1,253	615	2,179	22,668	-
Structure R&R - Foothill Rd. LWC Replacement	1,160	760	6,118	18,952	-
Structure R&R - Refugio Road MP 0.3 LWC Replacement	355	75	100	3,525	-
Structure R&R - Refugio Road MP 1.8 LWC Replacement	231	70	140	2,829	-
Structure R&R - Refugio Road MP 3.0 LWC Replacement	-	-	190	2,035	
Structure R&R - Refugio Road MP 3.1 LWC Replacement	-	-	194	2,305	
Structure R&R - Scour Countermeasure Br No. 51C-0163	181	52	235	559	-
Transfer Stations - SCRTS Storm Drain Syst Improvements	-	466	1,320	1,786	-
Transfer Stations - SYVRTS Storm Drain Sys Improvements	-	-	270	270	-
Transfer Stations - Various improvements	-	35	260	295	-
Department Totals	**$ 36,193**	**$ 17,362**	**$ 52,356**	**$ 370,989**	**$ -**
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	$ 34,748	$ 40,346	$ 35,763	$ 110,857	$ 676
Department Totals	**$ 34,748**	**$ 40,346**	**$ 35,763**	**$ 110,857**	**$ 676**
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	**$ 80,522**	**$ 63,582**	**$ 106,869**	**$ 609,141**	**$ 957**

*** Net Operating Costs will be $0 for any projects that are not anticipated to be completed in FY 2018-19. This is result of projects not being completed within one FY and not placed into operation.**

COUNTY OF SANTA BARBARA
CALIFORNIA

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 adopted budget, current year estimated actual, and new year recommended expenditures and revenues by department. The recommended budget will become the adopted budget.
- 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 – Dec)	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. As part of the operating budget process, a five year forecast is created to assist in development of the priorities and policies.
	Develop Capital Budget
Phase II (Oct – 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.
	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

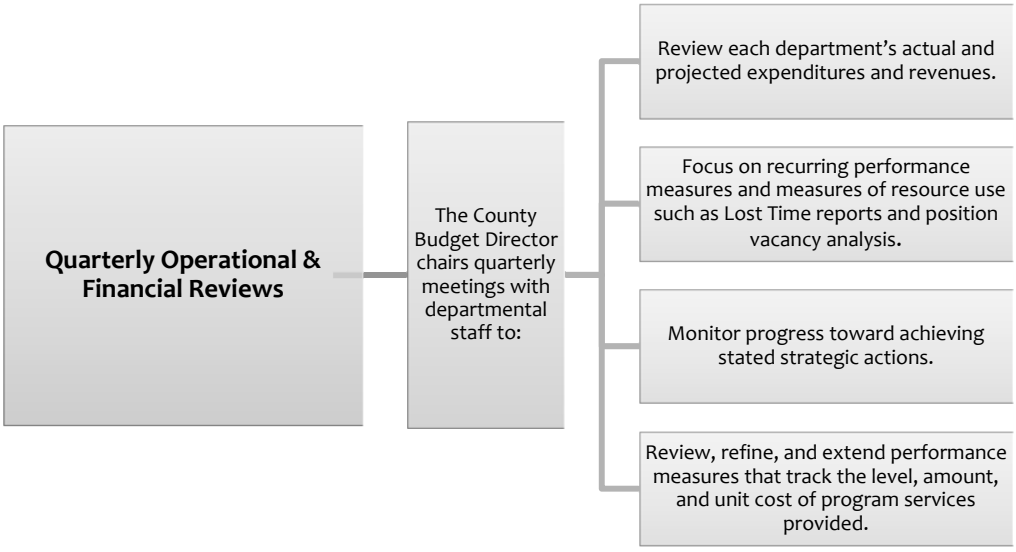
Budget Accountability

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 2018-2019

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. 12, 2017. 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=3287945&GUID=FAD13391-3B34-4A64-8692-05AE70137616.

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. *Program-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 2018-19 General Fund Allocation Policy

The Fiscal Year 2018-19 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 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 2018-19 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=3287945&GUID=FAD13391-3B34-4A64-8692-05AE70137616.

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. 12, 2017. The General Fund Allocation Policy for fiscal year 2018-19 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. Initial General Fund Contribution allocations for the FY 2018-18 budget will be equal to the adopted contribution for FY 2017-2018, reduced by any one-time FY 2017-2018 allotments.

2. Where not prohibited by law, departments must use all non-General Fund revenues, such as special revenues, grants, and agency funds, before using General Fund Contributions. Unanticipated revenues should be used to eliminate departmental use of one-time funds for ongoing operations.
3. 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, 2017, is estimated at $76.0 billion, making the debt limit approximately $950.0 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).

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

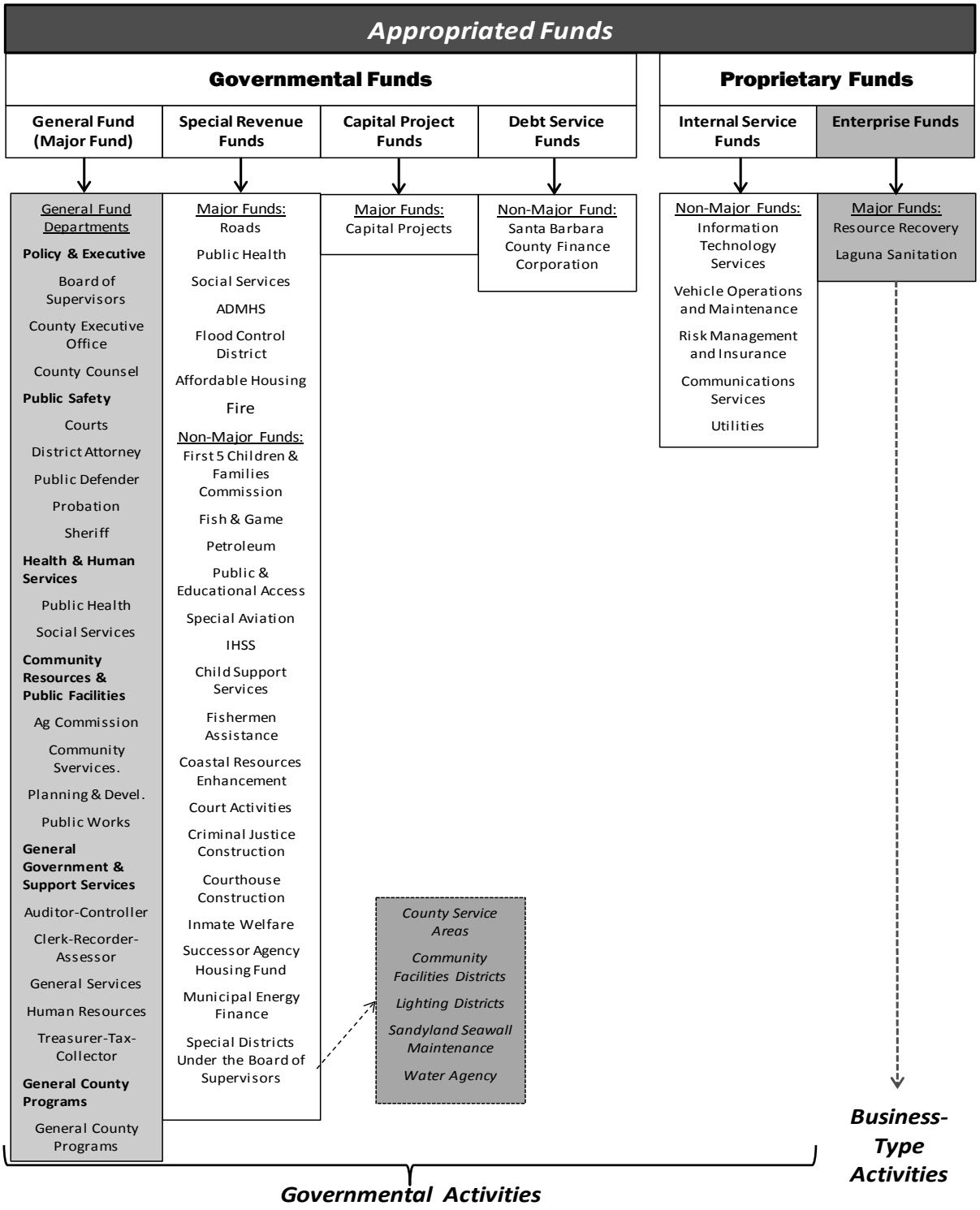
Fund Accounting

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

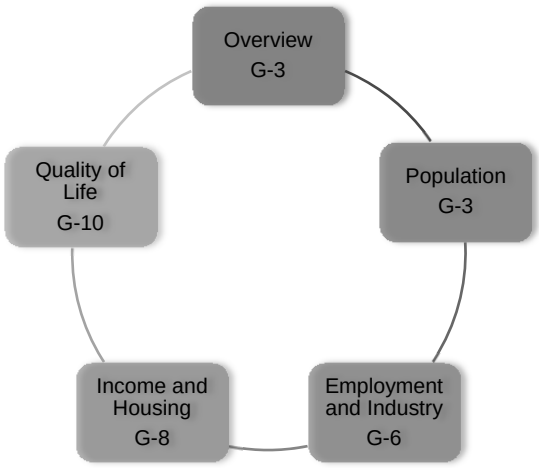


Figure 1: Santa Barbara County Fast Facts

FAST FACTS

FOUNDED: February 18, 1850
SIZE: 2,745 square miles[1]
INCORPORATED CITIES: 8
POPULATION: 450,663[2]
UNEMPLOYMENT RATE: 4.9%[1]
PER CAPITA INCOME: $54,016[1]
MEDIAN HOUSEHOLD INCOME: $65,161[3]
ASSESSED VALUE OF PROPERTY: $75.13 billion[4]
TAXABLE SALES: $7.1 billion in FY2016-17[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	State/County/City	Total Population 1/1/2016	1/1/2017	Change %	Rank	State/County/City	1/1/2016	1/1/2017	Change %
1	Los Angeles	10,182,961	10,241,278	0.6%	30	El Dorado	184,371	185,062	0.4%
2	San Diego	3,286,717	3,316,192	0.9%	31	Shasta	178,232	178,605	0.2%
3	Orange	3,172,152	3,194,024	0.7%	32	Madera	154,933	156,492	1.0%
4	Riverside	2,348,213	2,384,783	1.6%	33	Kings	149,822	149,537	-0.2%
5	San Bernardino	2,135,724	2,160,256	1.1%	34	Napa	141,888	142,408	0.4%
6	Santa Clara	1,922,619	1,938,180	0.8%	35	Humboldt	135,557	136,953	1.0%
7	Alameda	1,629,233	1,645,359	1.0%	36	Nevada	98,609	98,828	0.2%
8	Sacramento	1,496,619	1,514,770	1.2%	37	Sutter	96,614	96,956	0.4%
9	Contra Costa	1,126,824	1,139,513	1.1%	38	Mendocino	88,771	89,134	0.4%
10	Fresno	985,079	995,975	1.1%	39	Yuba	74,328	74,577	0.3%
11	Kern	886,803	895,112	0.9%	40	Lake	64,790	64,945	0.2%
12	San Francisco	864,889	874,228	1.1%	41	Tehama	63,942	63,995	0.1%
13	Ventura	853,893	857,386	0.4%	42	San Benito	56,621	56,854	0.4%
14	San Mateo	765,895	770,203	0.6%	43	Tuolumne	54,949	54,707	-0.4%
15	San Joaquin	735,677	746,868	1.5%	44	Calaveras	45,246	45,168	-0.2%
16	Stanislaus	541,466	548,057	1.2%	45	Siskiyou	44,722	44,688	-0.1%
17	Sonoma	502,604	505,120	0.5%	46	Amador	37,667	38,382	1.9%
18	Tulare	466,563	471,842	1.1%	47	Lassen	30,841	30,918	0.2%
19	**Santa Barbara**	**447,295**	**450,663**	**0.8%**	48	Glenn	28,639	28,731	0.3%
20	Monterey	438,171	442,365	1.0%	49	Del Norte	27,006	27,124	0.4%
21	Solano	430,972	436,023	1.2%	50	Colusa	21,965	22,043	0.4%
22	Placer	376,203	382,837	1.8%	51	Plumas	19,837	19,819	-0.1%
23	San Luis Obispo	278,480	280,101	0.6%	52	Inyo	18,632	18,619	-0.1%
24	Santa Cruz	275,557	276,603	0.4%	53	Mariposa	18,167	18,148	-0.1%
25	Merced	271,547	274,665	1.1%	54	Mono	13,654	13,713	0.4%
26	Marin	263,150	263,604	0.2%	55	Trinity	13,647	13,628	-0.1%
27	Butte	224,703	226,404	0.8%	56	Modoc	9,620	9,580	-0.4%
28	Yolo	215,522	218,896	1.6%	57	Sierra	3,194	3,207	0.4%
29	Imperial	186,080	188,334	1.2%	58	Alpine	1,160	1,151	-0.8%
						California	**39,189,035**	**39,523,613**	**0.9%**

County Statistical Profile

Cities and Unincorporated Area

As of January 1, 2017, the estimated County population was 450,663[2]. This includes an estimated 143,439 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.

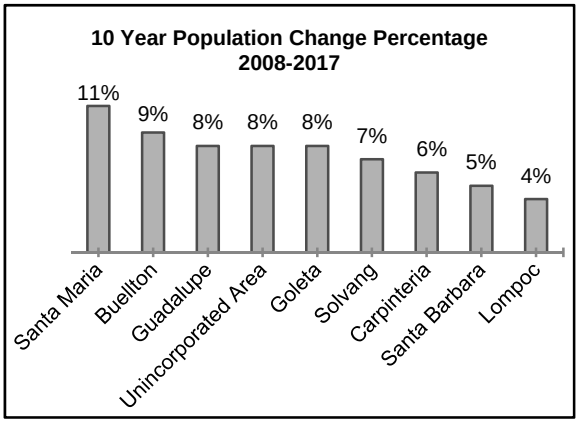
Figure 3 [2]

Estimated Population 2017

City	Est. Population (Jan 1, 2017)
Buellton	5,129
Solvang	5,593
Guadalupe	7,414
Carpinteria	13,943
Goleta	31,760
Lompoc	44,042
Santa Barbara	93,063
Santa Maria	106,280
Unincorporated	143,439
Total	450,663

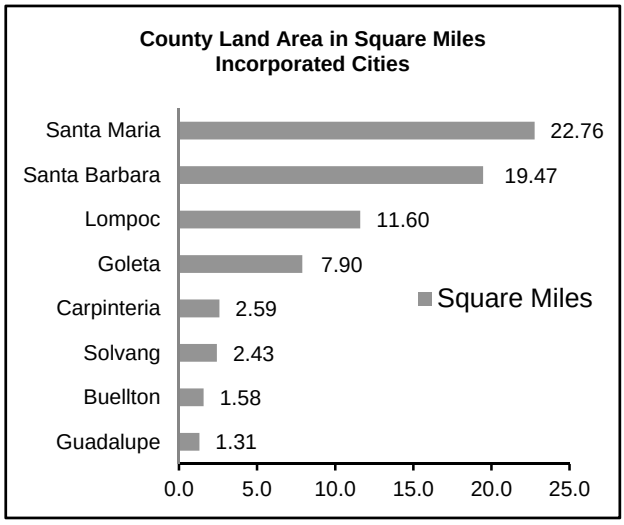
While Santa Barbara and Santa Maria have the largest populations, the areas with the most change in population rate over the past ten years have been Santa Maria, Buellton, and Guadalupe.

Figure 4 [2]



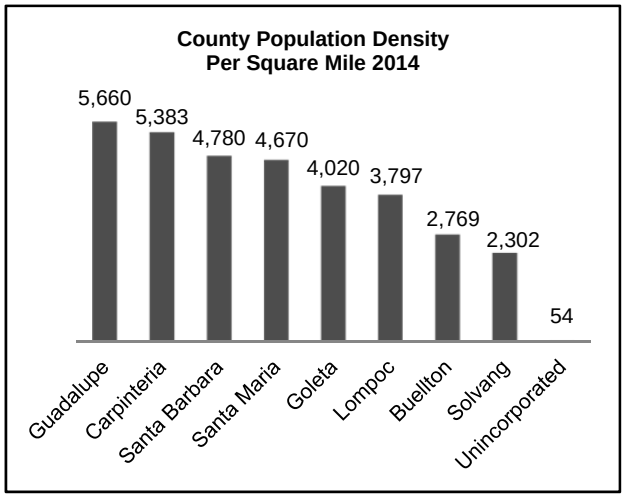
The County spans over 2,700 square miles, of which incorporated cities occupy almost 70 square miles, or 2.6%. Each city's respective square mile occupancy is provided in the graph below.

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

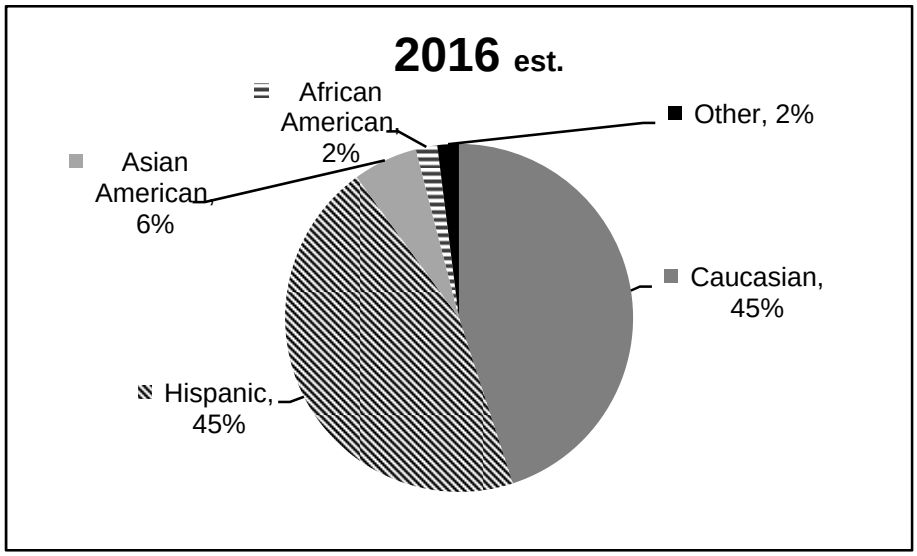
Population by Ethnicity

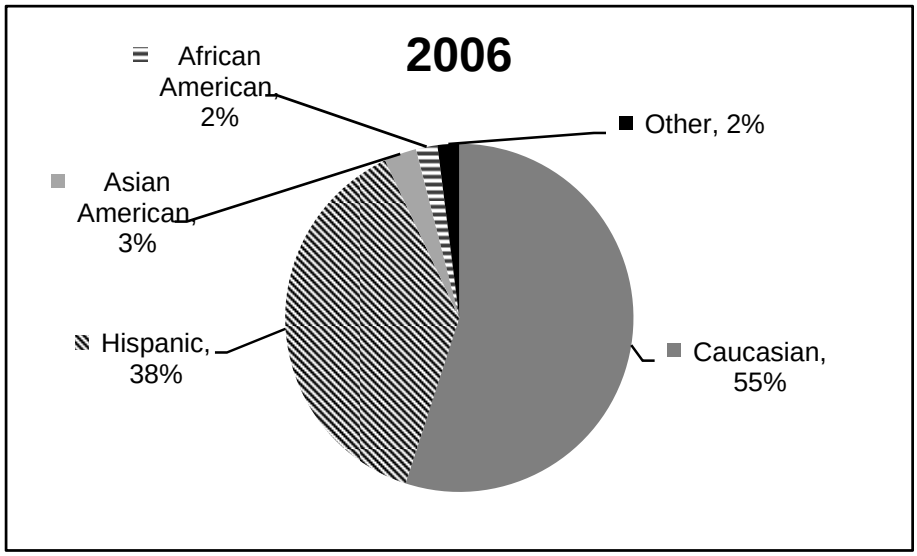
Changes in Santa Barbara County's ethnicity are illustrated in the pie charts below.

While the changes are relatively gradual from year-to-year, over a ten-year period ending in 2016, the Caucasian population declined by 10% relative to the total population. The African American population remained constant at 2%; the Hispanic population increased 7%, and the Asian American population increased 3%, while other ethnic populations remained constant at 2%.

Additionally, the graph is showing how in 2016 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 16-17, the County for the seventh 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]

Sector	Salary in 2015	Salary in 2016	Percent Change
Mining	115,833	116,801	0.8%
Management of Companies and Enterprises	100,702	101,789	1.1%
Utilities	100,254	99,597	-0.7%
Finance and Insurance	96,393	92,829	-3.7%
Information	104,904	90,531	-13.7%
Professional and Technical Services	86,068	87,569	1.7%
Wholesale Trade	70,639	70,320	-0.5%
Manufacturing	68,267	68,512	0.4%
Construction	54,039	55,674	3.0%
Health Care and Social Assistance	52,397	53,433	2.0%
Transportation and Warehousing	43,546	47,280	8.6%
Educational Services	44,143	44,320	0.4%
Real Estate and Rental and Leasing	44,536	43,742	-1.8%
Administrative and Waste Services	39,937	38,143	-4.5%
Agriculture, Forestry, Fishing and Hunting	31,510	34,008	7.9%
Other Services, Except Public Administration	32,478	33,232	2.3%
Retail Trade	33,227	32,796	-1.3%
Arts, Entertainment, and Recreation	27,115	27,323	0.8%
Accommodation and Food Services	22,262	23,077	3.7%
Government			
Federal Government	68,538	68,573	0.1%
State Government	69,148	71,982	4.1%
Local Government	55,754	57,938	3.9%
Total, All Industries	50,633	50,778	0.3%

County Statistical Profile

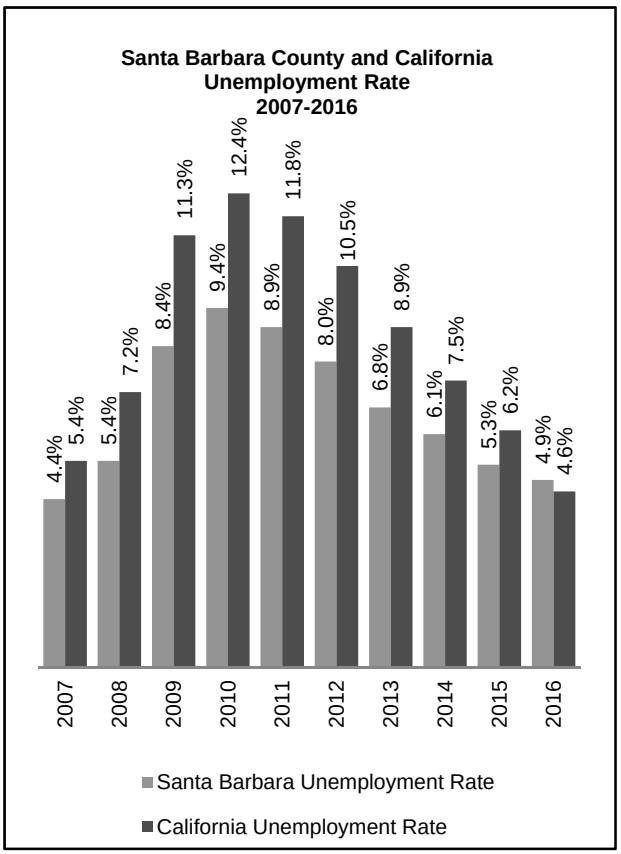
Figure 9 [1]

Job Growth by Sector Santa Barbara County				
Sector	Jobs in 2016	Jobs in 2017	Jobs Created/(Lost)	Percent Change
Government	38,900	40,600	1700	4%
Trade, Transportation & Utilities	28,100	28,100	0	0%
Educational & Health Services	27,000	28,100	1100	4%
Leisure & Hospitality	26,900	27,100	200	1%
Professional & Business Services	21,000	21,300	300	1%
Goods Producing	22,200	22,700	500	2%
Farm	16,300	16,800	500	3%
Financial Activities	6,600	6,700	100	2%
Other Services	6,000	6,000	0	0%
Information	5,000	5,000	0	0%
Total, All Industries	198,000	202,400	4400	2%

Figure 10 [11]

Major Employers in Santa Barbara County, FY 2017 (Over 1,000 Employees)				
Rank	Company	Location	Industry	FTEs
1	University of California, Santa Barbara	Santa Barbara	Higher education	4,325
2	County of Santa Barbara	Santa Barbara	Government	4,213
3	Cottage Health	Santa Barbara	Health care	3,606
4	Vandenberg Air Force Base	Lompoc	Defense	2,500
5	Santa Maria-Bonita School District	Santa Maria	Education	2,120
6	Chumash Casino Resort	Santa Ynez	Recreation and hospitality	2,000
7	Allan Hancock College	Santa Maria	Education	1,480
8	Santa Barbara Unified School District	Santa Barbara	Education	1,400
9	Zodiac Aerospace	Santa Maria	Manufacturer	1,200
10	Santa Barbara City College	Santa Barbara	Education	1,193
11	City of Santa Barbara	Santa Barbara	Government	1,050
12	Raytheon	Goleta	Aerospace and defense	1,000
13	Sansum Clinic	Santa Barbara	Health care	1,000

Figure 11 [1]



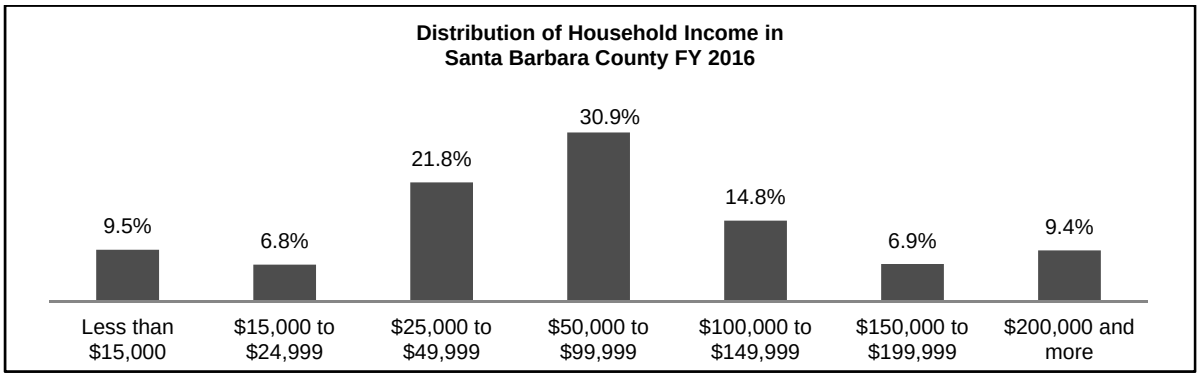
County Statistical Profile

Income and Housing

Income

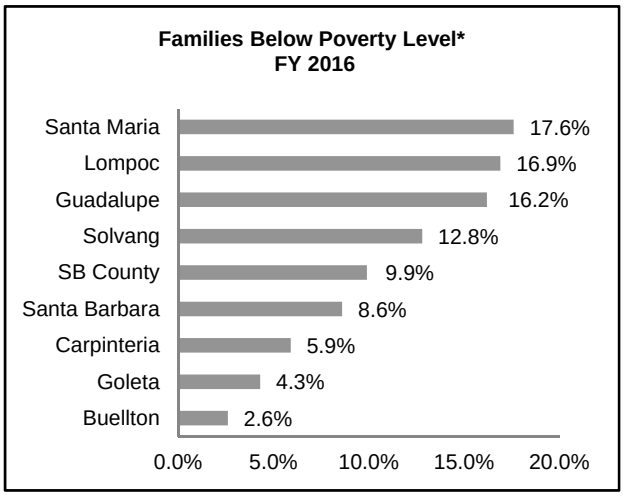
Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 38% of households earning below $49,999 per year; and 32% of households earning $100,000 per year or more.

Figure 12 [3]



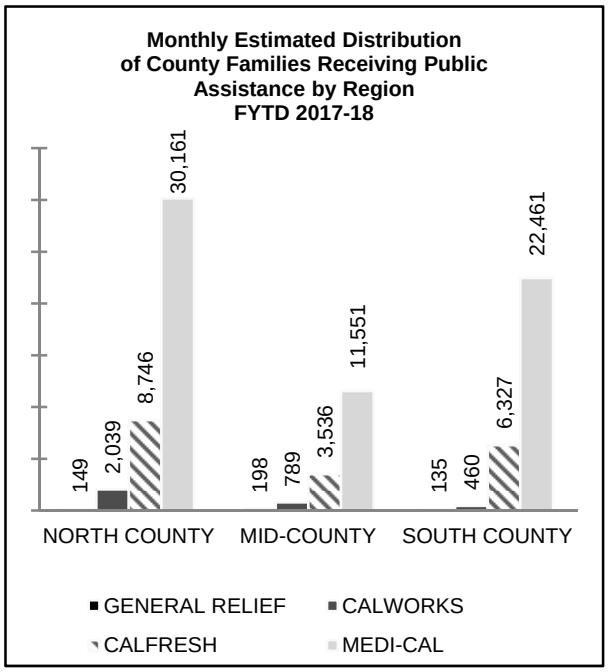
The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

Figure 13 [3]



*Federal Poverty level: about $24,600 for a family of four.

Figure 14 [6]

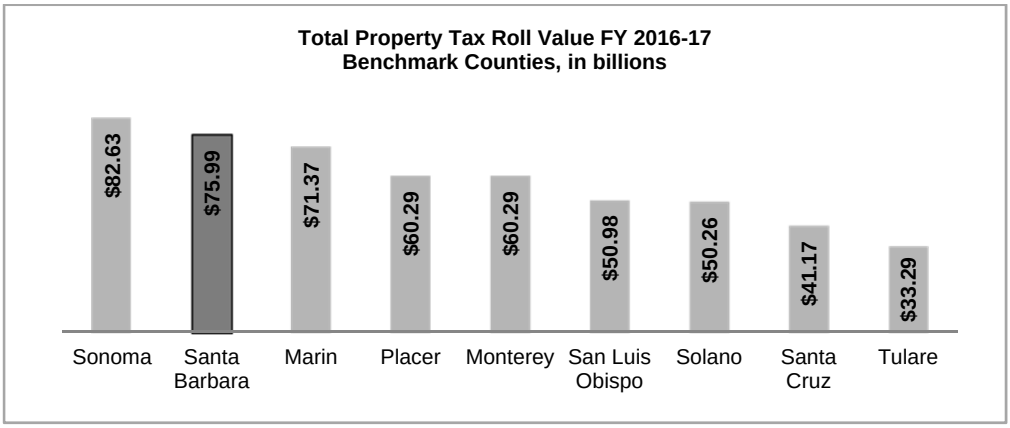


County Statistical Profile

Housing

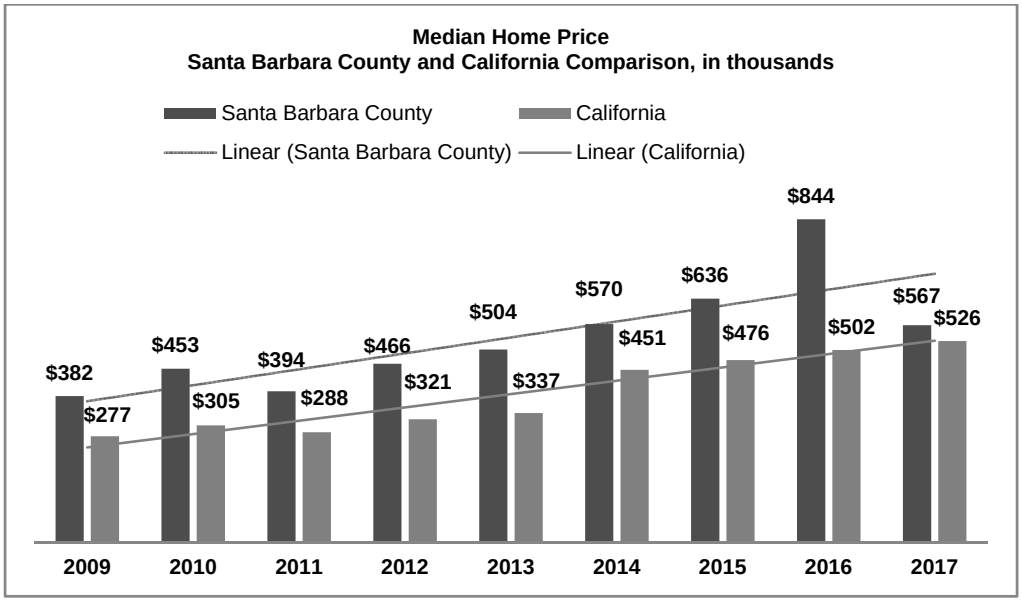
Santa Barbara County's greatest inflow of expendable revenue (for all jurisdictions) comes from collections of property taxes, including secured, unsecured, stated assessed property, and supplemental taxes. The total value of the County's property tax roll in FY 2016-17 was $75.99 billion, the second highest value after Sonoma, when compared to benchmark counties.

Figure 15 [7]



The median home price in Santa Barbara County has decreased dramatically and shows a 32% decrease over the prior year. The statewide median home price increased 5% 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]

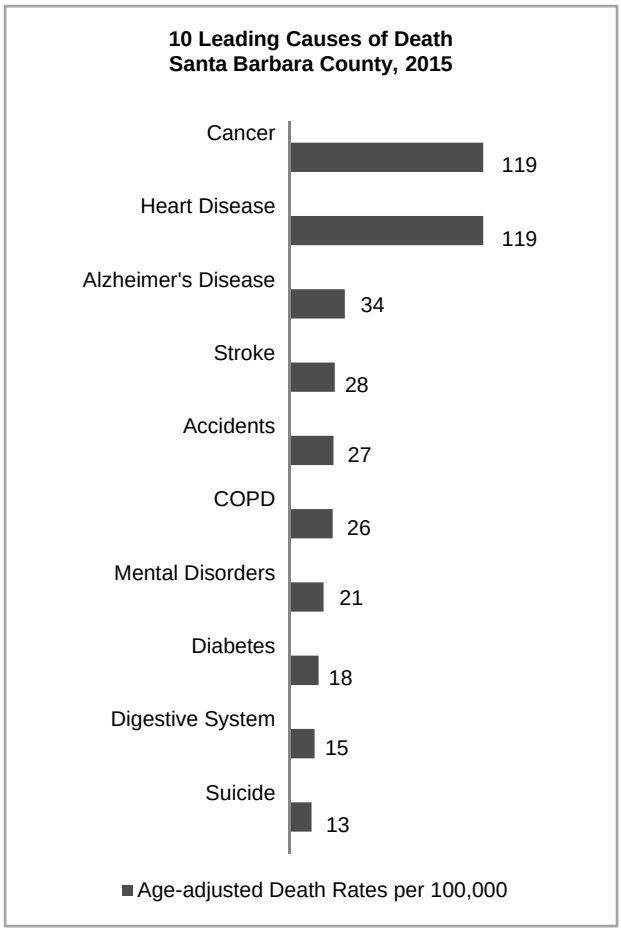
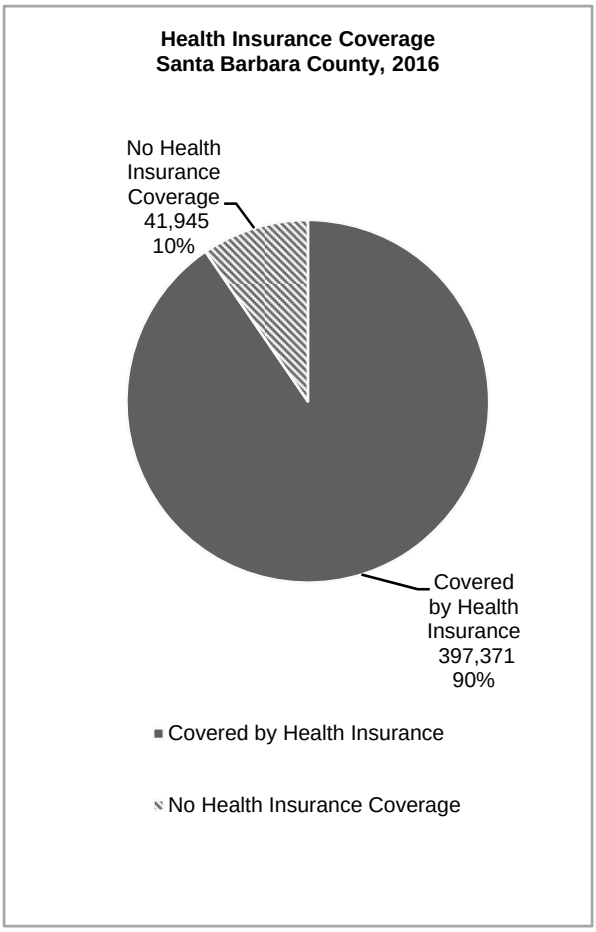


Figure 18 [3]



County Statistical Profile

Education

The County has twenty (20) K-12 School Districts and two Community College Districts. There were 5,124 high school seniors enrolled in FY 2016-17 with a graduation rate of 94%, according to the California Department of Education.

Figure 19 [3]

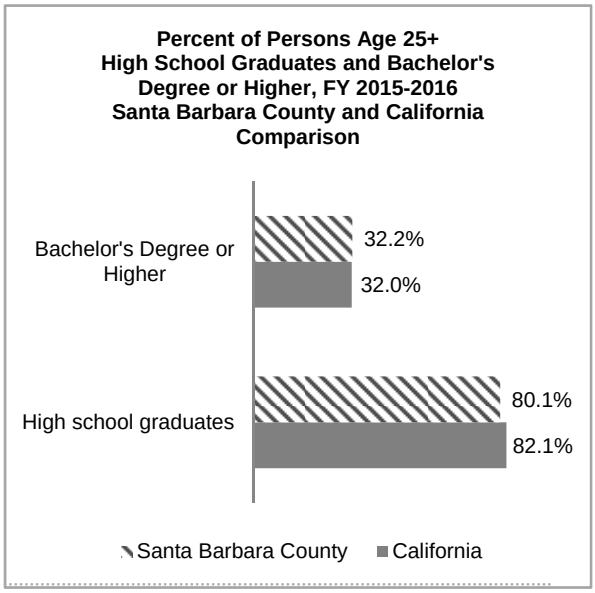


Figure 20 [10]

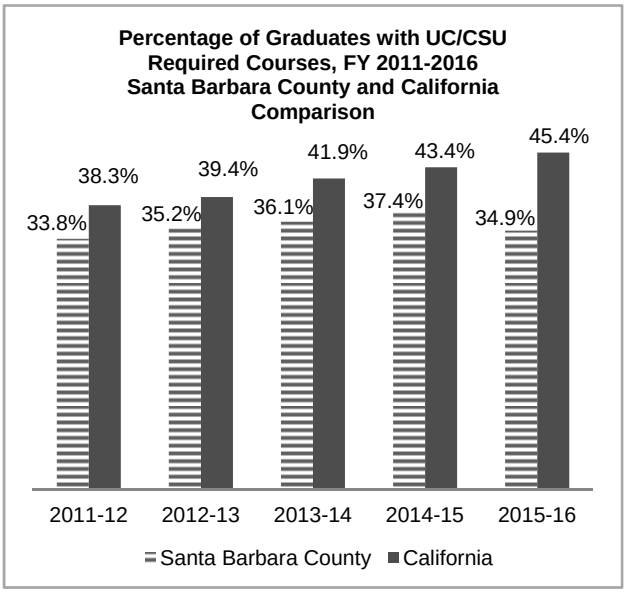
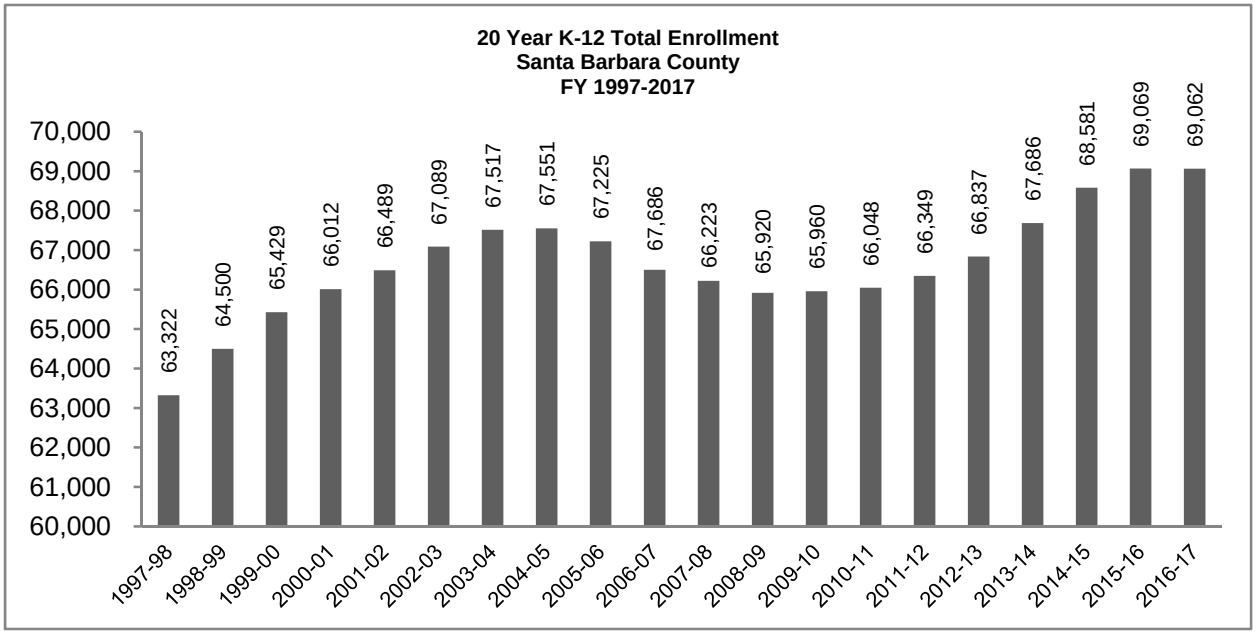


Figure 21 [10]



County Statistical Profile

List of Sources

1. State of California Employment Development Department - County Info report, FY 2017
2. California Department of Finance, FY 2017
3. United States Census Bureau, FY 2016-2017
4. County of Santa Barbara, Auditor-Controller's Office, FY 2017-2018
5. The California Economic Forecast, FY 2016-2017
6. County of Santa Barbara, Department of Social Services, FY 2017-2018
7. California State Board of Equalization, FY 2016-2017
8. California Association of Realtors, FY 2017
9. County of Santa Barbara, Public Health Department, FY 2017
10. California Department of Education, FY 2017
11. Book of Lists, FY 2018

Section H

Department FTE Summary & Lost Time Report

COUNTY OF SANTA BARBARA
CALIFORNIA

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Agricultural Commissioner/W&M				
ADMN OFFICE PRO	2.77	3.00	-	3.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
AG COMM/SEALER WGTS-MEAS	1.00	1.00	-	1.00
AGRI BIOLOGIST	13.71	15.00	3.00	18.00
AGRI BIOLOGIST SUPV	1.92	2.00	1.00	3.00
AGRI COMMISSIONER-DEPT	2.00	2.00	1.00	3.00
AGRICULTURAL INTEGRATED PEST MANAGEMENT	0.62	1.00	-	1.00
ASST DIRECTOR	1.00	1.00	-	1.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00
TEAM/PROJECT LDR-GEN	1.00	1.00	(1.00)	-
WGTS-MEASURES INSP	4.50	4.00	-	4.00
Agricultural Commissioner/W&M Department Total	31.52	33.00	4.00	37.00
Auditor-Controller				
ACCOUNTANT-AUDITOR	8.77	9.00	1.00	10.00
ASST DIRECTOR	1.00	1.00	-	1.00
AUDIT MANAGER	1.00	1.00	-	1.00
AUDIT SUPERVISOR	1.46	1.50	-	1.50
AUDITOR-CONTROLLER	1.00	1.00	-	1.00
CHIEF DEPUTY CONTROLLER	0.88	1.00	-	1.00
COST ANALYST	1.46	3.00	(2.00)	1.00
DIVISION CHIEF	5.77	7.00	-	7.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	0.19	-	-	-
FINANCIAL ACCT ANALYST	4.38	4.50	1.00	5.50
FINANCIAL OFFICE PRO	2.81	3.00	-	3.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00
FINANCIAL OFFICE PRO SR-RES	2.00	2.00	-	2.00
FINANCIAL SYS ANALYST	6.11	6.00	(.40)	5.60
FINANCIAL SYS ANALYST SR-R	5.88	6.00	-	6.00
Auditor-Controller Department Total	45.72	49.00	(.40)	48.60
Behavioral Wellness				
ACCOUNTANT	1.51	3.00	-	3.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00
ADMHS CASE WORKER	25.88	30.00	0.04	30.04
ADMHS PRACTITIONER	30.37	30.00	7.00	37.00
ADMHS PRACTITIONER INTERN	39.35	48.00	(6.97)	41.03
ADMHS PSYCHIATRIC TECH	25.04	27.15	(1.46)	25.69
ADMHS RECOVERY ASSISTANT	28.52	33.50	(2.00)	31.50
ADMHS REHABILITATION SPEC	4.50	5.00	2.04	7.04
ADMHS TEAM SUPV-CASE WKR	1.00	2.00	2.04	4.04
ADMHS TEAM SUPV-CLIN PSYCH	1.96	2.00	(1.00)	1.00
ADMHS TEAM SUPV-PRACTITIONER	11.50	11.00	1.00	12.00
ADMHS TEAM SUPV-PSYCH TECH	1.00	1.00	-	1.00
ADMHS TEAM SUPV-RN	4.54	5.00	(1.00)	4.00
ADMN OFFICE PRO	28.46	28.50	0.02	28.52
ADMN OFFICE PRO SR	6.00	6.00	1.00	7.00
ALCOHOL & DRUG SERVICE SPEC	4.00	4.00	1.00	5.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Behavioral Wellness				
ASST DEPT LDR - MEDICAL DIRECTOR	0.81	1.00	-	1.00
ASST DEPT LDR - PSYCHIATRIST	1.00	1.00	-	1.00
ASST DIRECTOR	2.00	2.00	-	2.00
BUILDING MAINT WORKER	1.50	1.50	0.50	2.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
CLIN PSY POST DOC INTERN	2.42	3.00	1.04	4.04
CLIN PSYCHOLOGIST	3.04	3.00	(1.00)	2.00
COMPUTER SYSTEMS SPEC	4.85	6.00	-	6.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COST ANALYST	4.00	4.00	-	4.00
DEPT BUS SPEC	3.50	4.00	-	4.00
DEPUTY DIRECTOR	2.00	2.00	1.00	3.00
DIRECTOR	1.00	1.00	-	1.00
DIVISION CHIEF	2.77	2.00	1.00	3.00
EDP OFFICE AUTO SPEC	1.00	1.00	0.02	1.02
EDP SYS & PROG ANLST	2.00	3.00	-	3.00
EDP SYS & PROG ANLST SR	2.00	3.00	(1.00)	2.00
EPIDEMIOLOGIST SR	1.00	1.00	-	1.00
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	-	1.00
FACILITIES MANAGER	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	2.00	2.00	1.00	3.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00
FINANCIAL SYS ANALYST	1.00	1.00	-	1.00
FISCAL ANALYST	-	-	1.00	1.00
FISCAL MANAGER	1.31	2.00	-	2.00
HEALTH CARE PRACTITIONER	1.04	3.00	-	3.00
HEALTH CARE PROGRAM COORDINATOR	6.77	7.00	(1.00)	6.00
HR ANALYST	-	-	1.00	1.00
HR MANAGER	0.92	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
MEDICAL RECORDS ADMIN	1.00	1.00	1.00	2.00
NURSING DIRECTOR	0.19	-	1.00	1.00
NUTRITIONIST	0.73	1.00	-	1.00
OPERATIONS MANAGER	-	-	1.00	1.00
PATIENTS RIGHTS ADVOCATE	1.00	1.00	-	1.00
PHARMACIST-IN-CHARGE	-	-	1.00	1.00
PROGRAM MANAGER	6.38	11.00	(1.00)	10.00
PROJECT MANAGER	1.00	1.00	1.00	2.00
PSYCHIATRIC NURSE	18.45	23.90	0.81	24.71
PSYCHIATRIC NURSE SR	2.81	4.00	(1.00)	3.00
PSYCHIATRIC NURSE SUPV	1.00	1.00	-	1.00
PSYCHIATRIST	5.17	15.58	(1.76)	13.81
QUALITY ASSURANCE COORD	5.96	6.00	6.00	12.00
RECREATIONAL THERAPIST	1.00	1.25	-	1.25
REGIONAL CLINIC MANAGER	2.96	3.00	1.00	4.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	-	1.00
STAFF PHYSICIAN	0.75	0.75	-	0.75
Behavioral Wellness Department Total	318.96	370.13	14.31	384.44

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Board of Supervisors				
ADMN OFFICE PRO	3.00	3.00	(1.00)	2.00
BOS ADMIN ASST	6.91	7.25	0.75	8.00
EXECUTIVE STAFF ASST	5.08	5.00	-	5.00
SUPERVISOR ELECTIVE	5.08	5.00	-	5.00
Board of Supervisors Department Total	20.07	20.25	(.25)	20.00
Child Support Services				
ADMN OFFICE PRO	4.75	4.75	-	4.75
ADMN OFFICE PRO SR	1.50	1.00	-	1.00
ASST DIRECTOR	0.54	1.00	-	1.00
BUSINESS MANAGER	0.62	1.00	-	1.00
CHILD SUPPORT ATTY	1.75	1.75	(.25)	1.50
CHILD SUPPORT ATTY SUPV	1.00	1.00	-	1.00
CHILD SUPPORT INVEST SPEC	2.00	2.00	-	2.00
CHILD SUPPORT MANAGER	1.81	2.00	-	2.00
CHILD SUPPORT OFFICER	31.41	31.50	0.25	31.75
CHILD SUPPORT OFFICER SR	5.75	5.75	-	5.75
CHILD SUPPORT OFFICER SUPV	5.38	5.00	-	5.00
COMPUTER SYSTEMS SPEC	0.12	-	-	-
DEPT BUS SPEC	-	-	1.00	1.00
DEPT/CORP LDR-EXEC	0.46	-	-	-
DIRECTOR	0.54	1.00	-	1.00
EDP SYS & PROG ANLST	0.88	1.50	(.50)	1.00
FINANCIAL OFFICE PRO	3.19	3.00	(2.00)	1.00
FINANCIAL OFFICE PRO SR	4.23	5.00	-	5.00
LEGAL OFFICE PRO	1.00	1.00	-	1.00
LEGAL OFFICE PRO SR	3.00	3.00	(1.00)	2.00
PROGRAM/BUS LDR-GEN	1.12	-	-	-
TEAM/PROJECT LDR-GEN	0.08	-	-	-
Child Support Services Department Total	71.13	71.25	(2.50)	68.75
Clerk-Recorder-Assessor				
ADMN OFFICE PRO	20.14	23.50	1.00	24.50
ADMN OFFICE PRO SR	16.00	16.00	(1.00)	15.00
APPRAISER	19.81	19.00	1.00	20.00
ASSESSMENT SUPERVISOR	6.00	6.00	-	6.00
AUDITOR-APPRAISER	5.00	5.00	-	5.00
CHIEF DEPUTY ASSESSOR	1.00	1.00	-	1.00
CHIEF DEPUTY CLERK-RECORDER	1.00	1.00	-	1.00
CHIEF DEPUTY REGISTRAR OF VOTERS	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	0.77	1.00	-	1.00
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00
DEPT BUS SPEC	2.00	2.00	-	2.00
DIVISION CHIEF	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	2.00	2.00	-	2.00
EDP SYS & PROG ANLST SR	2.81	3.00	-	3.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00
FINANCIAL SYS ANALYST SR	2.00	2.00	-	2.00
FISCAL MANAGER	-	1.00	-	1.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Clerk-Recorder-Assessor				
HR MANAGER	1.00	1.00	-	1.00
MAPPING/GIS ANALYST	3.00	3.00	-	3.00
MAPPING/GIS ANALYST SUPV	1.00	1.00	-	1.00
PROGRAM MANAGER	5.00	5.00	-	5.00
PROJECT MANAGER	1.00	1.00	-	1.00
TEAM/PROJECT LDR-GEN	1.00	-	-	-
Clerk-Recorder-Assessor Department Total	95.52	98.50	1.00	99.50
Community Services				
ACCOUNTANT	0.81	1.00	-	1.00
ADMN OFFICE PRO	2.62	2.00	-	2.00
ADMN OFFICE PRO SR	0.92	1.00	-	1.00
ADMN OFFICE PRO SR-RES	1.00	1.00	-	1.00
AQUATICS MANAGER	0.75	1.00	-	1.00
ASST DIRECTOR	1.85	2.00	-	2.00
ASST NATURALIST	1.00	1.00	-	1.00
BUSINESS MANAGER	0.58	1.00	-	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
COST ANALYST	1.00	1.00	-	1.00
DEPT BUS SPEC	5.30	5.80	-	5.80
DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	0.81	-	-	-
EXEC DIR-ARTS COMM	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00
HOUSING PROGRAM SPEC	4.15	5.00	-	5.00
HOUSING PROGRAM SPEC SR	2.08	3.00	-	3.00
MAINTENANCE LEADER	3.00	3.00	-	3.00
MAINTENANCE PLUMBER	2.00	2.00	-	2.00
MECHANIC/WELDER	0.27	-	-	-
NATURALIST	0.96	1.00	-	1.00
OPERATIONS MANAGER	4.00	4.00	-	4.00
PARK MAINTENANCE WORKER	6.65	7.00	-	7.00
PARK RANGER	27.35	27.00	-	27.00
PLANNER	1.00	1.00	(.69)	0.31
PROGRAM ADMINISTRATOR	1.00	1.00	(1.00)	-
PROGRAM MANAGER	2.00	2.00	-	2.00
PROGRAM/BUS LDR-GEN	-	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	-	1.00
VISUAL ARTS COORDINATOR	0.92	1.00	-	1.00
WTR & SEWAGE PLANT OPER	1.00	1.00	-	1.00
WTR/SEW PLANT OPER CHIEF	1.00	1.00	-	1.00
Community Services Department Total	81.01	82.80	(.69)	82.11
County Counsel				
BUSINESS MANAGER	1.00	1.00	-	1.00
CHIEF ASST COUNTY COUNSEL	1.00	1.00	-	1.00
CHIEF DEPUTY	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
County Counsel				
COUNTY COUNSEL	1.00	1.00	-	1.00
DEPUTY COUNTY COUNSEL	10.58	10.50	2.50	13.00
DEPUTY COUNTY COUNSEL SR	11.42	12.00	1.00	13.00
DEPUTY COUNTY COUNSEL SR-RES	1.00	1.00	-	1.00
LEGAL OFFICE PRO	0.62	1.00	1.00	2.00
LEGAL OFFICE PRO SR-RES	9.38	8.15	(.15)	8.00
County Counsel Department Total	38.00	37.65	4.35	42.00
County Executive Office				
ACCOUNTANT	1.00	1.00	-	1.00
ADMN OFFICE PRO	2.27	4.00	-	4.00
ADMN OFFICE PRO SR	1.31	1.00	-	1.00
ASST DIRECTOR	3.81	5.00	-	5.00
BUSINESS MANAGER	0.96	1.00	-	1.00
CHF DEP CLK OF BD OF SUPV	1.00	1.00	-	1.00
CHIEF INFORMATION SECURITY OFFICER	-	-	1.00	1.00
COUNTY EXECUTIVE OFFICER	1.00	1.00	-	1.00
CSBTV MANAGER	1.00	1.00	-	1.00
DEPT BUS SPEC	0.88	1.00	-	1.00
DEPUTY COUNTY EXEC OFFICER	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	1.42	1.00	-	1.00
FISCAL & POLICY ANALYST	3.04	4.00	-	4.00
MAPPING/GIS ANALYST	-	-	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	(1.00)	-
PROGRAM MANAGER	3.69	4.00	1.00	5.00
PROJECT MANAGER	2.00	2.00	(1.00)	1.00
RISK ANALYST	2.00	2.00	-	2.00
SAFETY OFFICER	0.80	1.00	-	1.00
TEAM/PROJECT LDR-GEN	-	-	1.00	1.00
County Executive Office Department Total	29.19	33.00	2.00	35.00
District Attorney				
ADMN OFFICE PRO	1.50	1.50	-	1.50
ADMN OFFICE PRO SR	2.00	2.00	-	2.00
ASST DIRECTOR	1.00	1.00	-	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00
CHIEF DEPUTY	4.00	4.00	-	4.00
COMPUTER SYSTEMS SPEC	0.50	-	-	-
DA INVESTIGATOR	12.00	11.00	1.00	12.00
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00
DA INVESTIGATOR SUPV	3.00	2.00	-	2.00
DEPT BUS SPEC	1.00	1.00	-	1.00
DEPUTY DISTRICT ATTY	30.38	33.00	1.00	34.00
DEPUTY DISTRICT ATTY SR	14.08	14.00	-	14.00
DISTRICT ATTORNEY	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	0.50	1.00	-	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	0.88	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
District Attorney				
LEGAL OFFICE PRO	17.00	16.00	(.50)	15.50
LEGAL OFFICE PRO SR	19.73	21.00	1.00	22.00
PARALEGAL	0.46	1.00	(1.00)	-
PROGRAM MANAGER	1.00	1.00	-	1.00
PROGRAM/BUS LDR-GEN	-	-	1.00	1.00
VICTIM WITNESS PROG ASST	11.08	12.00	-	12.00
VICTIM WITNESS PROG SUPV	2.00	2.00	-	2.00
District Attorney Department Total	127.11	129.50	2.50	132.00
Fire				
ACCOUNTANT	2.00	2.00	-	2.00
ADMN OFFICE PRO	4.00	5.00	1.00	6.00
ADMN OFFICE PRO SR	2.46	2.00	-	2.00
AIR SUPPORT PILOT	0.73	2.00	-	2.00
AIRCRAFT MECHANIC	0.08	1.00	-	1.00
BATTALION CHIEF	8.85	9.00	-	9.00
BLDG ENGNR INSPECTOR	-	3.00	(3.00)	-
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00
COST ANALYST	-	1.00	-	1.00
DEPUTY CHIEF	1.00	1.00	-	1.00
DIVISION CHIEF	3.00	4.00	-	4.00
DP MANAGER-DEPT	1.00	1.00	-	1.00
EMERGENCY MED SVCS ADMINISTRATOR	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	1.00	1.00	(1.00)	-
FINANCIAL OFFICE PRO SR	3.95	4.00	-	4.00
FIRE CAPTAIN SHIFT	49.31	53.00	-	53.00
FIRE CAPTAIN STAFF	17.15	14.00	-	14.00
FIRE CHIEF	1.00	1.00	-	1.00
FIRE ENG INSPECTOR SHIFT	47.96	54.00	-	54.00
FIRE ENG INSPECTOR STAFF	4.27	5.00	-	5.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00
FIRE EQUIPMENT OPER ASST	1.00	1.00	2.00	3.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00
FIRE INSPECTOR	-	-	3.00	3.00
FIREFIGHTER SHIFT	70.54	80.00	-	80.00
FIREFIGHTER STAFF	5.38	-	-	-
FIREFIGHTER TRAINEE	0.31	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00
MAPPING/GIS ANALYST	0.77	1.00	-	1.00
PETROLEUM INSP TECH	0.92	1.00	-	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00
PUBLIC INFO SPECIALIST	1.00	1.00	-	1.00
STOREKEEPER	1.00	1.00	-	1.00
TEAM/PROJECT LDR-BATT CHF STF	0.15	-	-	-
Fire Department Total	239.83	259.00	2.00	261.00
First 5, Children & Families				
ADMN OFFICE PRO	1.00	1.00	-	1.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
First 5, Children & Families				
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	-	3.00
PROGRAM MANAGER	1.00	-	-	-
PROJECT MANAGER	1.00	1.00	-	1.00
PUBLIC INFO SPECIALIST	1.00	1.00	-	1.00
First 5, Children & Families Department Total	11.00	10.00	-	10.00
General County Programs				
DEPT BUS SPEC	1.00	1.00	-	1.00
General County Programs Department Total	1.00	1.00	-	1.00
General Services				
ACCOUNTANT	2.08	2.00	-	2.00
ADMN OFFICE PRO	1.00	1.50	1.00	2.50
ADMN OFFICE PRO SR	1.27	1.00	-	1.00
ARCHITECT	1.00	1.00	-	1.00
ASST DIRECTOR	4.00	5.00	(1.00)	4.00
AUTOMOTIVE MECHANIC	9.62	10.00	(2.00)	8.00
BUILDING MAINT SUPV	2.73	3.00	(1.00)	2.00
BUILDING MAINT WORKER	10.65	11.00	1.00	12.00
BUSINESS MANAGER	1.00	1.00	-	1.00
BUYER	2.81	3.00	-	3.00
CAPITAL PROJECTS COORD	1.85	2.00	-	2.00
COMM EQUIP TECH	1.00	2.00	-	2.00
COMM EQUIP TECH SR	2.00	2.00	-	2.00
COMM SYSTEMS SUPV	1.00	1.00	-	1.00
COMMUNICATIONS MANAGER	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00
COST ANALYST	1.92	2.00	-	2.00
DEPT BUS SPEC	3.65	4.00	-	4.00
DIRECTOR	0.85	1.00	-	1.00
DIVISION MANAGER	2.81	2.00	-	2.00
EDP NETWORK TECH	6.00	6.00	-	6.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	13.12	13.00	2.00	15.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00
EDP SYS & PROG ANLST SR	2.00	2.00	-	2.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	1.00	2.00
ENERGY MANAGER	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	-	-	1.00	1.00
EQUIPMENT MECHANIC	2.00	2.00	-	2.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FACILITIES MANAGER	2.00	2.00	1.00	3.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO SR	1.77	3.00	(1.00)	2.00
FLEET MANAGER	0.88	-	1.00	1.00
HVAC SPECIALIST	1.62	3.00	-	3.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
General Services				
LEAD MECHANIC	3.00	3.00	-	3.00
MAIL CENTER SUPERVISOR	1.00	1.00	-	1.00
MAIL CENTER WORKER	2.00	2.00	-	2.00
MAINT ELECTRICIAN	0.77	1.00	(1.00)	-
MAINTENANCE CARPENTER	0.58	1.00	(1.00)	-
MAINTENANCE PLUMBER	3.00	3.00	-	3.00
MOTOR POOL DISPATCH	1.00	1.00	-	1.00
PROGRAM MANAGER	0.42	-	1.00	1.00
PROJECT MANAGER	4.00	6.00	(2.00)	4.00
PURCHASING MANAGER	0.81	1.00	(1.00)	-
RADIO COMMUNICATION SYSTEMS ENGINEER	1.00	1.00	-	1.00
REAL PROPERTY AGENT	1.42	2.00	-	2.00
STOREKEEPER	-	-	1.00	1.00
TEAM/PROJECT LDR-GEN	1.00	-	2.00	2.00
General Services Department Total	108.62	115.50	2.00	117.50
Human Resources				
ADMINISTRATIVE LDR-GEN	0.58	-	-	-
ADMN OFFICE PRO	0.12	-	1.00	1.00
ADMN OFFICE PRO SR-RES	3.10	3.25	(.75)	2.50
ASST DIRECTOR	1.00	1.00	-	1.00
DEPT BUS SPEC	5.00	5.00	(1.25)	3.75
DIRECTOR	1.00	1.00	-	1.00
DIVISION MANAGER	2.38	3.00	-	3.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00
EMPLOYEE BENEFITS MANAGER	1.23	1.00	-	1.00
ENTERPRISE LDR-GEN	0.96	-	1.00	1.00
EXECUTIVE SECRETARY	0.85	1.00	-	1.00
FISCAL MANAGER	1.00	1.00	-	1.00
HR ANALYST	1.00	3.00	(2.00)	1.00
HR MANAGER	3.46	6.00	(2.00)	4.00
PROGRAM MANAGER	2.81	3.00	-	3.00
PROGRAM/BUS LDR-GEN	0.12	-	-	-
TEAM/PROJECT LDR-GEN	0.77	-	-	-
Human Resources Department Total	26.36	29.25	(4.00)	25.25
Planning & Development				
ACCOUNTANT	1.00	1.00	-	1.00
ADMN OFFICE PRO	7.35	7.00	1.00	8.00
ADMN OFFICE PRO SR	3.40	4.00	(1.00)	3.00
ASST DIRECTOR	1.00	1.00	-	1.00
ASST PLAN CHECKER	2.23	2.00	2.00	4.00
BLDG ENGNR INSPECTOR	7.58	10.00	(1.00)	9.00
BLDG ENGNR INSPECTOR SPEC	1.00	1.00	-	1.00
BLDG ENGNR INSPECTOR SUPV	3.46	4.00	-	4.00
BUILDING PERMIT TECH	2.58	3.00	(1.00)	2.00
BUSINESS MANAGER	0.69	0.70	0.30	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.57	3.00	-	3.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00
DEPUTY DIRECTOR	2.73	4.00	-	4.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Planning & Development				
DIRECTOR	1.00	1.00	-	1.00
DIVISION CHIEF	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	-	1.00	-	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00
ENERGY SPECIALIST	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	1.00	-	-	-
EXECUTIVE SECRETARY	0.92	1.00	-	1.00
FINANCIAL OFFICE PRO	2.63	2.80	0.20	3.00
GRADING INSPECTOR SR	2.00	2.00	-	2.00
MAPPING/GIS ANALYST	1.00	1.00	-	1.00
PETROLEUM SPECIALIST	2.00	2.00	-	2.00
PLANNER	26.72	28.30	6.00	34.30
PLANNER SUPERVISING	6.73	7.00	-	7.00
PLANNING PROCESS ANALYST	1.00	1.00	-	1.00
PROGRAM MANAGER	0.27	-	-	-
Planning & Development Department Total	84.85	91.80	6.50	98.30
Probation				
ACCOUNTANT	1.00	1.00	2.00	3.00
ACCOUNTANT SUPERVISING	-	-	1.00	1.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00
ADMN OFFICE PRO	46.04	48.00	4.00	52.00
ADMN OFFICE PRO SR	12.77	13.00	1.00	14.00
CHIEF INNOVATION OFFICER	1.00	1.00	-	1.00
CHIEF PROBATION OFFICER	1.00	1.00	-	1.00
COLLECTIONS MANAGER	1.00	1.00	(1.00)	-
COMPUTER SYSTEMS SPEC	1.62	2.00	-	2.00
COOK	2.38	2.50	-	2.50
COST ANALYST	1.00	1.00	-	1.00
DEP CHIEF PROBATION OFFCR	2.42	3.00	-	3.00
DEP PROBATION OFFICER	83.88	87.00	4.00	91.00
DEP PROBATION OFFICER SR	40.62	41.00	(1.00)	40.00
DEP PROBATION OFFICER SUP	16.38	15.00	-	15.00
DEPT BUS SPEC	-	-	1.00	1.00
EDP SYS & PROG ANLST	2.38	3.00	1.00	4.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	1.31	3.00	(1.00)	2.00
FISCAL MANAGER	1.00	1.00	-	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00
FOOD SERVICES WORKER	1.98	2.50	-	2.50
JUVENILE INST OFFICER	51.04	52.00	(11.00)	41.00
JUVENILE INST OFFICER SR	21.69	21.00	7.00	28.00
PROBATION ASSISTANT	12.88	10.00	-	10.00
PROBATION MANAGER	6.62	7.00	-	7.00
PROJECT MANAGER	1.00	1.00	-	1.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00
Probation Department Total	315.02	321.00	7.00	328.00
Public Defender				
ASST PUBLIC DEFENDER	-	1.00	(1.00)	-

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Public Defender				
BUSINESS MANAGER	1.00	1.00	-	1.00
CHIEF DEPUTY	2.62	3.00	(1.00)	2.00
COMPUTER SYSTEMS SPEC	1.00	1.00	(1.00)	-
DEP PUBLIC DEFENDER	20.73	23.00	6.00	29.00
DEP PUBLIC DEFENDER SR	5.73	6.00	(1.00)	5.00
DEPT BUS SPEC	-	-	1.00	1.00
EDP SYS & PROG ANLST	-	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	(1.00)	-
FINANCIAL OFFICE PRO	-	1.00	(1.00)	-
LEGAL OFFICE PRO	7.77	10.00	(1.00)	9.00
LEGAL OFFICE PRO SR	4.15	6.00	-	6.00
PD INVESTIGATOR	2.00	3.00	(3.00)	-
PUBLIC DEFENDER	0.62	1.00	-	1.00
PUBLIC DEFENDER INVEST	3.38	4.00	3.00	7.00
SOC SVCS WORKER SR PS/L	0.77	1.00	-	1.00
SOCIAL SERVICES WORKER	-	1.00	-	1.00
Public Defender Department Total	50.77	63.00	1.00	64.00
Public Health				
ACCOUNTANT	3.00	3.00	-	3.00
ADMN OFFICE PRO	67.33	69.75	(.50)	69.25
ADMN OFFICE PRO SR	20.00	21.00	-	21.00
ANIMAL CONTROL OFF	8.65	9.00	-	9.00
ANIMAL CONTROL OFF SUPV	4.00	4.00	-	4.00
ANIMAL HEALTH & REG DIR	1.00	1.00	-	1.00
ANIMAL SHELTER ATTENDANT	11.73	11.00	-	11.00
BEHAVIORAL HEALTH SPECIALIST	2.27	3.00	-	3.00
BUILDING MAINT WORKER	1.00	1.00	-	1.00
BUSINESS MANAGER	-	-	1.00	1.00
CCS CASEWORKER	5.96	6.00	(4.00)	2.00
CCS OCC/PHYS THERAPIST	9.31	10.75	0.25	11.00
CCS SUPERVISING THERAPIST	3.00	3.00	-	3.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
CLINICAL LAB SCIENTIST	0.69	1.00	-	1.00
CLINICAL LAB SCIENTIST SR	2.96	3.00	-	3.00
COMM OUTRCH CRD ANML HLTH	1.73	2.00	-	2.00
COMMUNITY HEALTH NURSE	0.60	0.60	-	0.60
COMPUTER SYSTEMS SPEC	5.00	5.00	-	5.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COST ANALYST	3.99	3.80	-	3.80
DEPT BUS SPEC	6.02	6.75	-	6.75
DEPT/CORP LDR-EXEC	-	-	1.00	1.00
DEPUTY DIRECTOR	2.00	2.00	-	2.00
EDP OFFICE AUTO SPEC	2.99	3.00	-	3.00
EDP SYS & PROG ANLST	4.00	4.00	-	4.00
EDP SYS & PROG ANLST SR	1.96	2.00	-	2.00
EMERG SVCS PLANNER	2.00	2.00	-	2.00
ENVIRON HEALTH SPEC	7.62	9.50	(3.00)	6.50
ENVIRON HEALTH SPEC SR	4.73	5.00	-	5.00
ENVIRON HEALTH SPEC SUPV	2.59	3.00	(.38)	2.63

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Public Health				
ENVIRON HEALTH SPEC TR	2.73	1.00	4.00	5.00
EPIDEMIOLOGIST SR	-	-	1.00	1.00
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	33.81	33.00	(1.00)	32.00
FINANCIAL OFFICE PRO SR	3.00	3.00	-	3.00
GEOLOGIST REGISTERED	1.00	1.00	-	1.00
HAZ MATERIALS SPEC	7.35	9.00	1.00	10.00
HAZ MATERIALS SPEC SR	1.69	2.00	-	2.00
HAZARD MATERIALS SUPV	2.00	2.00	-	2.00
HEALTH CARE PRACTITIONER	9.49	9.95	-	9.95
HEALTH CARE PROGRAM COORDINATOR	9.87	9.00	2.00	11.00
HEALTH EDUC ASSOC	6.92	8.50	-	8.50
HEALTH EDUCATION ASST	15.21	15.75	(1.75)	14.00
HEALTH EDUCATION ASST SR	5.73	5.00	1.00	6.00
HEALTH EDUCATOR	4.48	6.00	2.00	8.00
HEALTH SERVICES AIDE	1.00	1.00	-	1.00
HEALTH SERVICES AIDE SR	5.50	5.50	-	5.50
HEALTH SERVICES LAB SUPV	1.00	1.00	-	1.00
HR MANAGER	1.00	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
LABORATORY ASSISTANT	8.10	8.50	-	8.50
LACTATION CONSULTANT	1.60	2.60	-	2.60
LICENSED VOCATIONAL NURSE	1.00	1.00	-	1.00
MEDICAL ASSISTANT	61.18	64.25	2.00	66.25
MEDICAL DIRECTOR	1.00	1.00	-	1.00
MEDICAL SOC SVC PRACT	1.00	1.00	(1.00)	-
MEDICAL SOC SVC WKR SR	0.75	0.75	(.75)	-
NUTRITION SERVICES SUPV	0.42	5.00	(1.00)	4.00
NUTRITION SITE SUPV	3.69	-	-	-
NUTRITIONIST	5.26	5.25	(.75)	4.50
OPERATIONS MANAGER	2.00	3.00	(1.00)	2.00
PH PERFORM IMPROVE COORD	4.15	5.00	-	5.00
PHARMACIST SUPV	1.00	1.00	-	1.00
PHARMACIST-IN-CHARGE	3.00	3.00	-	3.00
PHARMACY TECHNICIAN	9.00	9.00	-	9.00
PROGRAM MANAGER	7.00	7.00	-	7.00
PROJECT MANAGER	3.00	3.00	-	3.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00
PUBLIC HEALTH MICROB	3.85	4.00	(1.50)	2.50
PUBLIC HEALTH MICROB SR	1.00	1.00	-	1.00
PUBLIC HEALTH NURSE	18.23	19.50	(1.00)	18.50
PUBLIC HEALTH NURSE SUPV	4.42	5.00	-	5.00
PUBLIC HLTH DIR/HLTH OFFCR	1.04	1.00	(1.00)	-
PUBLIC INFO ASSISTANT	1.00	1.00	-	1.00
REGIONAL CLINIC MANAGER	4.00	4.00	-	4.00
REGISTERED VET TECH	1.81	2.00	-	2.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	-	1.00
STAFF NURSE	21.15	24.15	(2.90)	21.25
STAFF NURSE SR	1.00	1.00	-	1.00
STAFF NURSE SUPV	6.62	8.00	-	8.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Public Health				
STAFF PHYSICIAN	19.58	21.03	(.83)	20.20
STAFF PHYSICIAN SUPV	3.79	4.00	(.20)	3.80
STOREKEEPER	1.00	1.00	-	1.00
THERAPY ATTENDANT	2.50	2.50	-	2.50
UTILITY CLERK-DEPT	2.00	2.00	-	2.00
Public Health Department Total	510.05	536.38	(7.30)	529.07
Public Works				
ACCOUNTANT	4.08	5.00	(1.00)	4.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.54	1.00	-	1.00
ADMN OFFICE PRO	13.50	14.00	-	14.00
ADMN OFFICE PRO SR	5.19	5.00	-	5.00
ASST DIRECTOR	1.00	1.00	-	1.00
CIV ENGINEERING ASSOC	10.42	14.00	-	14.00
CIVIL ENGINEER SPECIALIST	5.27	6.00	-	6.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	4.65	6.00	-	6.00
CIVIL ENGINEERING MANAGER	4.92	5.00	-	5.00
COMPUTER SYSTEMS SPEC	1.00	-	-	-
COST ANALYST	0.62	1.00	-	1.00
COUNTY SURVEYOR	1.00	1.00	-	1.00
DEPT BUS SPEC	0.88	1.00	-	1.00
DEPUTY DIRECTOR	2.00	2.00	-	2.00
DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	1.00	2.00	-	2.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00
ENG ENVIRON PLANNER SR.	4.00	4.00	-	4.00
ENGINEERING GEOLOGIST	2.69	3.00	(1.00)	2.00
ENGINEERING TECH	5.44	4.00	1.00	5.00
ENGINEERING TECH SPEC	12.38	14.00	(1.00)	13.00
ENGINEERING TECH SUPV	0.54	1.00	-	1.00
EQUIPMENT MECHANIC	3.77	5.00	-	5.00
EXECUTIVE SECRETARY	0.92	1.00	-	1.00
FINANCIAL OFFICE PRO	1.77	1.00	1.00	2.00
FINANCIAL OFFICE PRO SR	2.88	4.00	(1.00)	3.00
GEOLOGIST REGISTERED	0.08	-	-	-
HEAVY EQUIP OPERATOR	21.19	23.00	-	23.00
HEAVY TRUCK DRIVER	13.12	11.00	1.00	12.00
HYDROLOGIST SENIOR	1.89	2.00	-	2.00
IT MANAGER	1.00	1.00	-	1.00
MAINT SUPERINTENDENT	3.88	4.00	-	4.00
MAINT WELDER-MECHANIC	1.00	1.00	-	1.00
MAINT WORKER APPRENTICE	5.12	13.00	(2.00)	11.00
MAINTENANCE LEADER	15.81	17.00	-	17.00
MAINTENANCE SUPV	5.77	6.00	-	6.00
MAINTENANCE WORKER	33.42	31.00	3.00	34.00
OPERATIONS MANAGER	1.42	2.00	-	2.00
PESTICIDE SPECIALIST	1.00	1.00	-	1.00
PROGRAM MANAGER	3.73	6.00	1.00	7.00
PROJECT MANAGER	4.00	4.00	-	4.00
PUBLIC WORKS PRGM SPEC	3.75	3.75	-	3.75

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Public Works				
PUBLIC WORKS PRGM SPEC SR	3.15	4.00	-	4.00
RECYCLE WORKER	2.00	2.00	-	2.00
REFUSE CHECKER	9.19	9.50	-	9.50
REFUSE CHECKER SUPERVISOR	1.00	1.00	-	1.00
REFUSE INSPECTOR	2.00	2.00	-	2.00
REFUSE LEADER	4.54	5.00	(1.00)	4.00
REFUSE SUPERVISOR	3.77	4.00	-	4.00
ROAD MAINT MANAGER	1.00	1.00	-	1.00
SAFETY OFFICER-DIVISIONAL	1.00	1.00	-	1.00
SHOP SUPERVISOR	0.08	-	-	-
STAFF ANALYST	1.00	1.00	-	1.00
SURVEY PARTY CHIEF	1.00	1.00	-	1.00
SURVEY SPECIALIST	2.73	3.00	-	3.00
SURVEY SUPERVISOR	1.00	1.00	-	1.00
TEAM/PROJECT LDR-GEN	1.88	1.00	-	1.00
TRAFFIC SIGNAL TECHNICIAN	1.12	1.00	-	1.00
TRANSPORTATION PLANNER SUPV	1.00	1.00	-	1.00
URBAN FORESTRY INSP	1.00	1.00	-	1.00
URBAN FORESTRY SUPV	1.00	1.00	-	1.00
WASTEWTR PLANT OPER	8.00	8.00	-	8.00
WASTEWTR PLANT OPER CHIEF	1.00	1.00	-	1.00
WASTEWTR PLANT OPER SUPV	1.00	1.00	-	1.00
WATER AGENCY MANAGER	1.85	2.00	-	2.00
Public Works Department Total	260.95	281.25	-	281.25
Sheriff				
ACCOUNTANT	2.00	2.00	0.46	2.46
ACCOUNTANT SUPERVISING	0.08	-	-	-
ADMINISTRATIVE LDR-GEN	0.08	-	-	-
ADMN OFFICE PRO	48.89	56.50	9.96	66.46
ADMN OFFICE PRO SR	20.62	20.25	2.62	22.87
AIR SUPPORT PILOT	0.27	1.00	(1.00)	-
AIRCRAFT MECHANIC	1.19	1.00	-	1.00
ALC/DRUG COUN-CORR FAC	3.00	4.00	-	4.00
ASST DEPT LDR-EXEC	0.58	-	-	-
CHIEF DEPUTY SHERIFF	2.12	2.00	-	2.00
CHIEF FINANCIAL OFFICER	0.69	1.00	-	1.00
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00
COMMUNICATIONS DISP	18.69	24.00	-	24.00
COMMUNICATIONS DISP SUPV	5.85	6.00	-	6.00
COMPUTER SYSTEMS SPEC	3.85	4.00	0.81	4.81
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COOK	-	-	1.92	1.92
COOK SHERIFFS INSTITUTIONS	7.00	7.00	-	7.00
COST ANALYST	-	1.00	-	1.00
CRIME SCENE TECHNICIAN	0.96	1.00	2.00	3.00
CRIME SCENE TECHNICIAN SENIOR	3.00	3.00	(1.00)	2.00
CUSTODIAN	1.50	2.00	-	2.00
CUSTODY COMMANDER	2.00	2.00	0.73	2.73
CUSTODY DEPUTY	138.12	152.13	22.51	174.64

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Sheriff				
CUSTODY DEPUTY S/DUTY	31.03	31.00	0.80	31.80
CUSTODY LIEUTENANT	6.65	7.00	1.46	8.46
CUSTODY SERGEANT	17.85	19.00	(.27)	18.73
DEPT BUS SPEC	2.00	2.00	-	2.00
EDP OFFICE AUTO SPEC	4.00	4.00	-	4.00
EXECUTIVE SECRETARY	1.73	2.00	(1.00)	1.00
FINANCIAL OFFICE PRO	1.88	2.00	-	2.00
FINANCIAL OFFICE PRO SR	2.00	2.00	1.00	3.00
FISCAL MANAGER	-	1.00	-	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00
FORENSIC PATHOLOGIST	1.00	1.00	-	1.00
HR ANALYST	-	-	1.00	1.00
INMATE PROG SUPV-CORR FAC	1.00	1.00	(1.00)	-
IT MANAGER	1.00	1.00	-	1.00
LAUNDRY COORDINATOR	2.00	2.00	0.46	2.46
LEGAL OFFICE PRO	3.85	4.00	2.00	6.00
LEGAL OFFICE PRO SR	2.00	2.00	(1.00)	1.00
MAINTENANCE PAINTER	1.00	1.00	0.31	1.31
MAINTENANCE SUPV	-	-	0.65	0.65
MAPPING/GIS TECH	1.00	1.00	-	1.00
OPERATIONS MANAGER	0.92	1.00	-	1.00
PARK RANGER	1.00	1.00	-	1.00
PARK RANGER I, GROUNDS	-	-	0.38	0.38
PARKING ENFORCEMENT OFFCR	0.73	2.00	(1.00)	1.00
POLYGRAPH EXAMINER	1.00	1.00	-	1.00
PROGRAM MANAGER	1.00	1.00	3.00	4.00
PROGRAM/BUS LDR-GEN	0.23	-	-	-
SHERIFF PRNTSHP CSTDY SUP	0.50	1.00	-	1.00
SHERIFF-CORONER	1.00	1.00	-	1.00
SHERIFFS COMMANDER	3.88	4.00	-	4.00
SHERIFFS DEPUTY	107.31	127.00	(14.92)	112.08
SHERIFFS DEPUTY S/DUTY	82.89	77.00	5.54	82.54
SHERIFFS DEPUTY TR	11.00	10.00	(2.00)	8.00
SHERIFFS LIEUTENANT	12.81	12.00	-	12.00
SHERIFFS SERGEANT	37.46	36.35	(2.54)	33.81
SHERIFF'S SERVICE TECH-LAW ENFORCE	-	-	17.00	17.00
SOCIAL SERVICES WORKER	1.00	1.00	-	1.00
STOREKEEPER	1.00	1.00	0.46	1.46
UNDERSHERIFF	1.00	1.00	-	1.00
UTILITY WORKER, INSTITUTIONS	6.23	11.00	3.38	14.38
Sheriff Department Total	614.42	664.23	52.73	716.96
Social Services				
ACCOUNTANT	11.23	12.00	-	12.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00
ADMN OFFICE PRO	113.96	105.00	-	105.00
ADMN OFFICE PRO SR	31.27	27.00	(1.00)	26.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00
CAREER EMP SPECIALIST	11.58	7.00	-	7.00
CAREER EMP SPECIALIST SR	28.35	28.00	2.00	30.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Social Services				
CAREER EMP SPECIALIST SUPV	9.77	9.00	-	9.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	9.35	9.00	-	9.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COST ANALYST	3.00	3.00	-	3.00
DEPT BUS SPEC	48.87	41.00	1.00	42.00
DEPUTY DIRECTOR	3.77	3.00	-	3.00
DIRECTOR	1.00	1.00	-	1.00
DIVISION CHIEF	17.35	16.00	1.00	17.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	5.62	6.00	-	6.00
EDP SYS & PROG ANLST SR	3.42	3.00	-	3.00
ELIGIBILITY SUPERVISOR	41.46	34.00	1.00	35.00
ELIGIBILITY WORKER	321.08	281.77	(4.77)	277.00
EXECUTIVE SECRETARY	2.08	2.00	-	2.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	9.08	8.00	-	8.00
FINANCIAL OFFICE PRO SR	3.77	4.00	-	4.00
HR ANALYST	0.69	1.00	(1.00)	-
IT MANAGER	1.00	1.00	-	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00
PROGRAM MANAGER	2.00	2.00	-	2.00
PROJECT MANAGER	1.00	1.00	-	1.00
PUBLIC HEALTH NURSE	1.69	2.00	-	2.00
SOC SVCS WORKER SR PS/L	31.19	33.00	6.00	39.00
SOCIAL SERVICES CASE AIDE	8.73	9.00	-	9.00
SOCIAL SERVICES SUPV	18.27	20.00	(1.00)	19.00
SOCIAL SERVICES WORKER	38.69	37.00	(5.50)	31.50
SOCIAL SVCS PRACTITIONER	21.12	20.00	2.00	22.00
STOREKEEPER	0.73	1.00	-	1.00
UTILITY CLERK-DEPT	7.50	7.00	-	7.00
Social Services Department Total	816.59	741.77	(.27)	741.50
Treasurer-Tax Collector-Public				
ACCOUNTANT	3.77	4.00	(1.00)	3.00
ADMN OFFICE PRO	3.00	4.00	(1.00)	3.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
ASST TREAS/TAXCOLL/PUBADMN	1.00	1.00	-	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00
CHIEF INVESTMENT OFFICER	1.00	1.00	-	1.00
EDP SYS PROGRAMMER	0.50	-	-	-
FINANCIAL ACCT ANALYST	-	-	1.00	1.00
FINANCIAL OFFICE PRO	7.38	8.00	-	8.00
FINANCIAL OFFICE PRO SR	6.00	7.00	0.50	7.50
FINANCIAL SYS ANALYST	3.00	3.00	-	3.00
FINANCIAL SYS ANALYST SR	1.00	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00
PUBLIC ADM/CONSERVATOR	5.77	6.00	-	6.00

Department FTE Summary

	2016-17 Actual	2017-18 Adopted	Change From FY 17-18 Ado to FY 18-19 Rec	2018-19 Recommended
Treasurer-Tax Collector-Public				
PUBLIC ADMIN/CONS VETS MANAGER	1.00	1.00	-	1.00
TREAS/TAX COLL/PUB ADMIN	1.00	1.00	-	1.00
TREASURY FINANCE CHIEF	1.00	1.00	-	1.00
Treasurer-Tax Collector-Public Department Total	41.42	44.00	(.50)	43.50
Grand Total	**3,939.11**	**4,083.25**	**83.48**	**4,166.73**

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	2015-16	2016-17	2017-18*
Countywide	**5.4%**	**5.6%**	**5.3%**
Policy & Executive	**2.7%**	**3.1%**	**2.6%**
Board of Supervisors	3.4%	3.0%	4.3%
County Executive Office	2.3%	2.6%	1.9%
County Counsel	2.7%	3.6%	2.4%
Public Safety	**4.9%**	**5.1%**	**4.9%**
District Attorney	3.6%	3.2%	3.4%
Probation	6.1%	6.1%	6.2%
Public Defender	5.1%	4.4%	3.6%
Fire	3.8%	3.6%	4.0%
Sheriff	5.1%	5.9%	5.2%
Health & Human Services	**6.2%**	**6.5%**	**6.3%**
Public Health	5.9%	6.1%	6.4%
Behavioral Wellness	5.9%	6.5%	6.3%
Social Services	6.4%	6.7%	6.4%
Child Support Services	7.5%	7.0%	5.8%
First 5	4.0%	4.3%	4.7%
Community Resources & Public Facilities	**4.9%**	**4.9%**	**3.9%**
Agricultural Commissioner	4.2%	5.4%	4.6%
Parks	3.4%	5.3%	3.0%
Planning & Development	3.2%	3.4%	3.1%
Public Works	6.0%	5.2%	4.2%
Housing & Community Development	2.7%	4.5%	4.9%
Community Services	2.4%	2.3%	6.4%
General Government & Support Services	**4.7%**	**4.9%**	**4.6%**
Auditor-Controller	4.1%	5.6%	4.7%
Clerk-Recorder-Assessor	4.5%	4.2%	4.0%
General Services	4.5%	5.3%	4.4%
Human Resources	3.9%	4.2%	7.8%
Treasurer-Tax Collector	6.5%	5.0%	4.4%

*** Represents actual results for the current year through 4/8/2018**

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.

Fiscal Year 2018-19 Recommended Budget