COUNTY OF **SANTA BARBARA**

RECOMMENDED **BUDGET**

FY 2020-21

NAVIGATING THROUGH THE PRESENT TO THE NEXT NORMAL

ONE **COUNTY**. ONE **FUTURE**.

COUNTY OF SANTA BARBARA
CALIFORNIA

COUNTY OF SANTA BARBARA

FISCAL YEAR 2020-21 RECOMMENDED BUDGET

Presented in June 2020 to the

BOARD OF SUPERVISORS

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

By

Mona Miyasato
County Executive Officer

Betsy M. Schaffer, CPA
Auditor-Controller

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Santa Barbara County

California

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Santa Barbara, California for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the seventeenth consecutive year that the County has received this prestigious award.

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

FISCAL YEAR 2020-21 RECOMMENDED BUDGET

Acknowledgements:

County Executive Office

Jeff Frapwell
Assistant CEO / Budget Director

Paul Clementi
Principal Analyst

Rachel Lipman
Richard Morgantini
A.J. Quinoveva
Wesley Welch
Steven Yee
Reese Ellestad

Terri Maus-Nisich, Assistant CEO
Barney Melekian, Assistant CEO
Nancy Anderson, Assistant CEO

Auditor-Controller

Kyle Slattery
Chief Deputy Controller

Robert Geis
Advanced Accounting Division Chief

Joel Boyer
Financial Reporting Division Chief

Suzann Uffelman
Danny Forner
Jeff Arthur

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Directory of Elected & Appointed County Officials

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

Second District
Gregg Hart, Supervisor, Chair
http://www.countyofsb.org/bos/hart.sbc

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

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

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

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

Auditor-Controller
Betsy M. Schaffer, CPA, CPFO (Elected)
http://cosb.countyofsb.org/auditor/

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

Child Support Services
Joni Maiden, 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://www.sbcvote.com

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

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

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

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

Fire Department
Mark Hartwig, Chief
http://www.sbcfire.com

First 5
Wendy Sims-Moten, Executive Director
http://first5santabarbaracounty.org

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

Human Resources
Maria Elena De Guevara, Director
http://www.sbcounty.org/hr

Planning and Development
Lisa Plowman, Director
http://sbcountyplanning.org

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

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

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

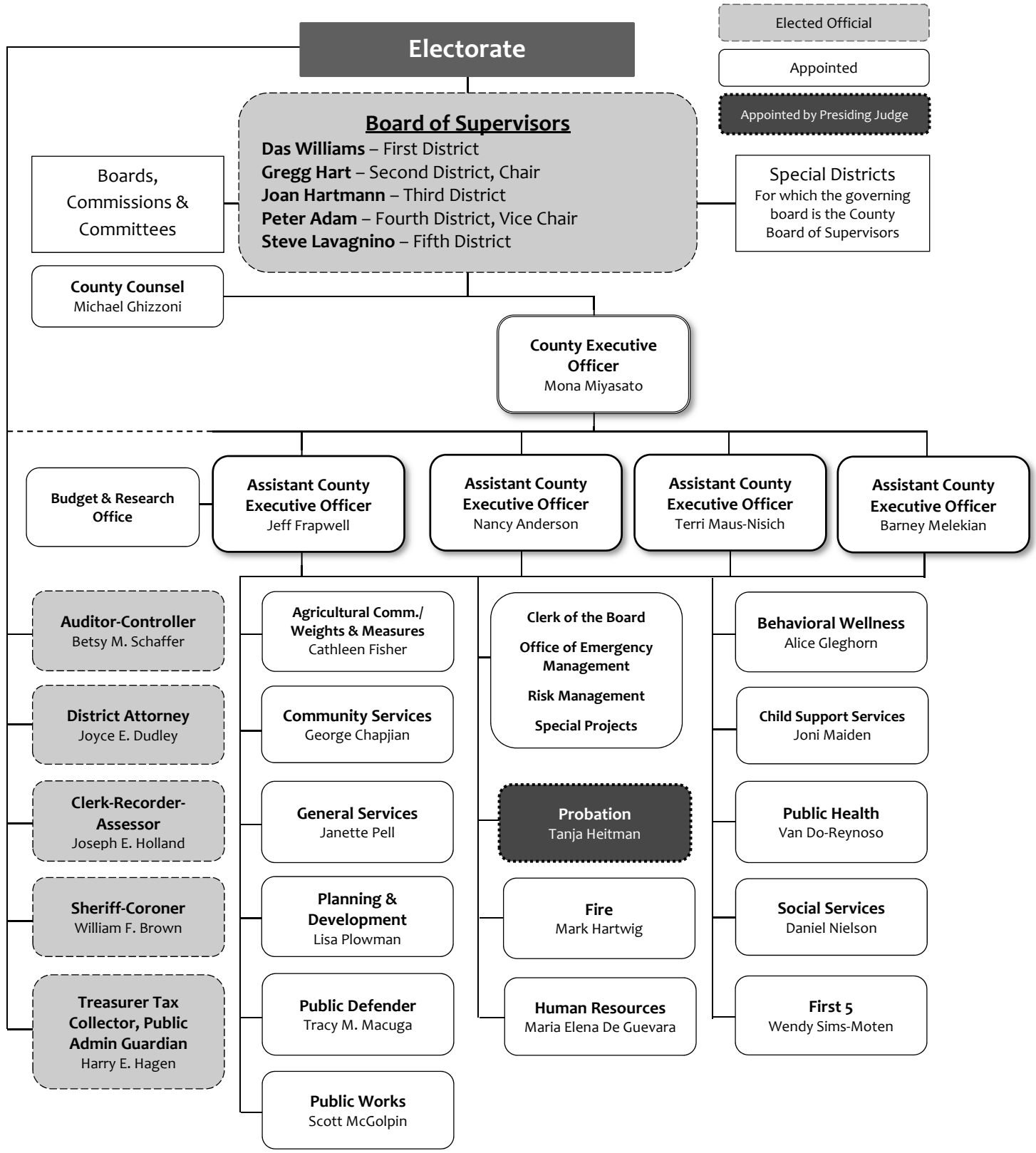
Public Works/Flood Control
Scott McGolpin, Director
http://www.countyofsb.org/pwd

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

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

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

Organization Chart



COUNTY OF SANTA BARBARA
CALIFORNIA

Section A

Transmittal Letter

COUNTY OF SANTA BARBARA
CALIFORNIA

County of Santa Barbara

Mona Miyasato
County Executive Officer

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

Executive Office

Assistant County Executive Officers
Nancy Anderson
Jeff Frapwell
Bernard Melekian
Terri Nisich

May 22, 2020

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

Chair Hart and Board Members:

The Fiscal Year (FY) 2020-21 Recommended Budget for the County of Santa Barbara is submitted for your consideration, possible amendment, and adoption. The recommended budget represents participation from all departments and adherence to the budget development policies adopted by your Board on December 10, 2019, and input received at the budget workshop conducted on April 13, 2020. In compliance with California Government Code (Section 29062) and Santa Barbara County Code (Chapter 2, Article X, Section 2-71 k), the recommended FY 2020-21 operating and capital budgets are balanced and were developed in alignment with approved County policies and long-range plans through a thorough evaluation of departmental requests for expenditures, revenues, and fund balances.

As we continue to address the COVID-19 pandemic, which will impact our revenues, our expenditures, and the health and well-being of our communities, we do not know what the full impact will be, but we do know our resilience will be tested. After the emergency, we must continue, and invariably will be forced, to transform how we do our work, constantly learning to work differently. County employees are equipped to adapt to the present, prepare for tomorrow, and thrive in the future. When we have the benefit of looking back on the COVID-19 pandemic, we are optimistic that we will be proud of our collective strength and collaborations with our community partners to move all of us forward during an extremely difficult and uncertain time. With so many unknowns, the recommended budget reflects continued adherence to responsible fiscal practices in an effort to buffer the County's finances from COVID-19 impacts, as well as a possible recession.

Community members are welcome to participate in the discussions and decisions that affect the County's spending priorities. In addition to the April budget workshop, public hearings on the Recommended Budget are scheduled for June 9, 2020, and will continue, if necessary, on June 11, 2020. Due to uncertainty regarding how long the California Governor's Stay at Home Executive Order N-33-20, issued on March 19, 2020, will be in effect, in-person participation may not be available. Details about public participation will be made available in advance of the budget hearings.

I would like to thank your Board for its leadership and commitment to building and maintaining a fiscally responsible platform for our organization even in difficult times as we face today. I also would like to thank our department directors and their staff for their contributions throughout the budget process, as well as the County Executive Office and Auditor-Controller's Office staff for their efforts in preparing this document. Lastly, I'd like to express my gratitude to our employees. We are responding to an unprecedented pandemic, and our employees continue to demonstrate their dedication in serving our community, their commitment to our long-term success, and exhibiting excellence in public service every day.

Sincerely,

Mona Miyasato
County Executive Officer

Section B

Executive Summary

COUNTY OF SANTA BARBARA
CALIFORNIA

Executive Summary

Adapting to an Unprecedented Pandemic and Preparing for the "Next Normal"

The COVID-19 pandemic has caused a national recession, a sudden reduction in state and local revenues, and severe economic distress for businesses, families, community organizations and public agencies. It has jeopardized the health of our communities and our economic livelihood. As of the writing of the Recommended Budget, the County is still under the State Public Health Officer's "Stay-at-Home" Order, with very limited easing of restrictions.

In preparing this Recommended Budget, which began in November 2019 and was completed in early May to meet statutory requirements for public review, we lacked complete information on the extent and severity of the disruption to the County's Budget. The Governor's May Revise of the State's budget demonstrates a deficit of $54.3 billion, and it will be several more months before the specific impact to our budget is known. While the pandemic has caused seismic changes to our daily lives and economy, it is impossible to answer with certainty the essential questions of "for how long" and "how severe" from where we stand today.

In the California Legislative Analyst's Office's Spring Fiscal Outlook Report, released in mid-May, two scenarios are suggested: a "U"-shaped recession, where the economy would begin to see meaningful recovery this summer, with rapid activity beginning in the second half of 2021; and an "L"-shaped recession, where the economy would remain in a slump well into 2021 with gradual recovery starting in the second half of 2021.

The information in this Recommended Budget is based on assumptions that projected revenue losses, beginning in spring 2020 of the current year, continue in key local and State revenues through the first quarter of the upcoming fiscal year and taper down through the remainder of the fiscal year. In addition, conservative estimates of funding have been assumed.

Our objectives have been to maintain current service levels to the extent possible ("status quo" levels of service) so as not to further harm members of our community; continue to fulfill Board commitments and priorities; and invest in initiatives that will help mitigate recessionary impacts and prepare for the next normal and recovery. In this vein, cannabis tax revenue is being utilized to fill certain gaps created by increased COVID-19 related expenditures and temporary decreases in key revenues. In addition, one-time sources—such as the County's Strategic Reserve—are recommended to be used to support expenditures in certain areas to preserve service levels. With the current level of uncertainty, combined with sufficient one-time revenue for backfilling losses and covering new costs, few ongoing budget reductions are recommended at this time. However, the CEO's office intends to return to the Board in the fall with potential ongoing budget reductions to be taken at mid-year should they be necessary.

It is also worth noting that while all organizations are facing similar challenges, county governments are at the forefront of fighting the pandemic, expanding and intensifying health, public safety and safety net services, and leading emergency operations countywide. Public Health employees have been working around the clock in this crisis, and at their side have been employees from almost every County department serving in various capacities to protect our residents. The total impact to the County for lost revenues and additional costs are estimated at $25.1 million in the FY 2019-20 year and $27.3 million in FY 2020-21, for a total of $52.4 million. The County will seek FEMA reimbursement (75% allowed) where feasible, but the County has not yet received any direct funding from the federal government for COVID-19 impacts or costs (although the Governor's May Revise proposes passing through funding for this purpose).

Executive Summary

It is also important to emphasize that we enter this next recession with healthy reserves to draw upon to fill temporary revenue declines. Through the Board's prudent contributions to our rainy-day funds, restraint in spending cannabis revenue, and our fiscal discipline with minimal expansions of ongoing revenue in recent years, we are better prepared to face a downturn. We now find ourselves in need of these funds to preserve essential services for our community. Once the FY 2020-21 budget is adopted, we will turn our attention to updating the financial forecast—evaluating, planning, and testing for potential economic scenarios—and developing a contingency plan should COVID-19 impacts and a recession appear to warrant mid-year budget action. Indeed, we anticipate returning to the Board one or more times during FY 2020-21 with budget revisions and for policy guidance as the full impacts of the pandemic play out.

The following provides the basis of the recommended budget for FY 2020-21:

- **Discretionary general revenues and special revenue fund revenues are expected to be impacted by COVID-19.** Most of these losses are considered temporary, with the expectation that they will recover once the economy reopens.

- **Service levels have been preserved and reductions have largely been avoided.** The Probation Department has reduced a Deputy Probation Officer position funded through SB 678, the California Community Corrections Performance Incentives Act of 2009, because the State-provided funding is no longer sufficient to sustain all funded positions. The department does not request funding for this position and will attempt to manage the existing workload through rebalancing and redistribution efforts.

- **Cannabis tax revenue will help mitigate the immediate impacts of the recession.** In addition to fully funding cannabis enforcement costs, as has been done every year, it has been used to backfill certain expected losses that could have resulted in service level reductions and potential layoffs in public safety and social services departments. Specifically, cannabis tax revenue is recommended to enhance County funding to libraries to preserve current levels of services and prevent reductions in hours or closures, to backfill anticipated COVID-19 related losses in State revenue for public safety and social services departments, and to support new disaster costs related to COVID-19. The remaining unallocated cannabis tax revenue totals approximately $875,000. It is recommended that these remaining funds be considered to support the cannabis program to ensure success and the continuity of the revenue stream, for one-time critical expenditures, or to be set aside to backfill revenue to preserve service levels should that become necessary.

Cannabis Uses in FY 2020-21	Recommended Budget
Cannabis Enforcement	$ 3,000,000
Tax Collection & Program Administration	480,000
Enhanced Library Funding	659,000
Backfill Proposition 172 Revenue Losses	3,600,000
Backfill Social Services Realignment Losses	3,000,000
New COVID-19 Response Costs	3,000,000
Total	**$ 13,739,000**

- **Budget expansions have not been granted to any department.** In prior years, expansions were included in the recommended budget to meet mandates, address potential regulatory issues, and address critical organizational needs. However, given the uncertainty surrounding COVID-19 cost and revenue impacts on

both countywide discretionary revenues and department-specific revenues, expansion requests that would require ongoing General Fund commitment—some of which might otherwise have been warranted—are not being recommended for funding at this time. Departments have submitted requests for General Fund budget expansions totaling $12.7 million in ongoing funding, $4.3 million in one-time funds, and additional staffing of 59.5 FTE. Requests for use of cannabis tax revenue total $1.5 million in ongoing funding, $341,000 in one-time funding, and 8.0 additional positions.

- **Adherence to budget development policies continue.** These policies were adopted by the Board in December and set guidelines for departments to follow while developing their budget requests. Some policies called for contributions to reserve accounts for specific purposes, and the recommended budget reflects those allocations:

  - $500,000 has been set aside for Americans with Disabilities Act (ADA) improvements. The County maintains a rolling five-year prioritized list of improvements that need to be made within County-owned facilities to enhance the County's compliance with the ADA.

  - $2,000,000 has been set aside in the Technology Replacement and Investment Fund to address critical countywide and multi-departmental information technology project needs. In FY 2019-20, the adopted budget established a Technology Replacement and Investment Fund account with an initial $2.0 million contribution. The intent of this account is to address the growing need for updated technology infrastructure, security, and data storage capabilities across the County. This need is greater than ever as the COVID-19 pandemic has accelerated the transition to digital and online solutions.

- **Maintain strong reserves to weather current year and future year losses in discretionary revenues**. Our Strategic Reserve and Contingencies accounts are our first lines of defense against unanticipated State budget impacts, COVID-19 impacts, and a recession. Although we had hoped to increase the Strategic Reserve balance to 9% of the annual General Fund operating budget to prepare for a future recession, we are unable to recommend this increase in FY 2020-21 because $3.8 million from the account is needed to backfill a portion of Social Services Realignment revenue losses. This draw is offset by a $3.1 million contribution back to the account, which will bring the balance up to the 7.6% level. A $2 million increase in the Contingencies account balance is also recommended, to bring the balance to $5 million from $3 million in the current year.

Essential Priorities and Commitments for the Future

In FY 2019-20, major milestones will have been met: the Northern Branch Jail construction is nearly complete; the Fire Tax Shift will reach its funding target of 17% of property tax revenues; the Tajiguas Resource Recovery project will make significant progress in construction; pension cost-sharing resulted in a net reduction to pension contribution costs, and will be fully implemented next year after three years; and major capital improvement projects received funding.

In the next few years, as we navigate the recession caused by the pandemic, the County will need to focus on the essential priorities of health and safety, and ways to position the County in the "next normal" or life after the pandemic, through revenue enhancement, cost savings, and new ways of operating. The following are initiatives that were established in the prior years that will be continued or implemented in FY 2020-21:

- **Northern Branch Jail will commence operations.** The construction of the Northern Branch Jail is expected to be completed in the summer of 2020, with operations commencing by mid-year. The annualized operating cost is currently estimated at $20.4 million, and includes staffing costs to operate and maintain the facility, as well as costs for inmate medical services, food, utilities, and other necessities. The operations

funding plan is currently structured to ensure sufficient funding for the next several years, but given the escalation of project construction and operating costs over time, the plan will likely need to be revised to extend the timeline to achieve adequate ongoing funding. Evaluation of the staffing needs of the combined jail operations also will occur given the census of the jail during the COVID-19 emergency. This is discussed more fully later in this section.

- **ReSource Center:** Formerly known as the Tajiguas Resource Recovery Project, the ReSource Center project will convert commercial and residential waste into resources by recovering recyclable materials, transforming organics into landscape nutrients, and creating renewable energy in the process. With this new technology, approximately 60% of additional waste from our trash cans will be diverted from the landfill, bringing our region's diversion rate above 85% while significantly reducing greenhouse gas emissions. The facility broke ground in December 2018 and is anticipated to open in early 2021.

- **Major capital projects will be initiated.** High-priority capital projects were identified in early 2019 for Certificate of Participation (COP) funding, and COPs are expected to be issued within the next year. Funding for debt service payments is carved out in the recommended budget in anticipation of this issuance and projects will be brought to the Board for necessary approvals.

    - **Public Safety Radio Replacement:** The need for replacement of the public safety radio system has been included in the fiscal issues report with a potential price tag of around $45 million. The County of Santa Barbara has a diverse radio communications environment, with several different land mobile radio systems deployed to meet specific operational needs of County departments. These systems, which together make up the County's Public Safety Radio Network, have varying technologies and capabilities. The County needs to replace the Public Safety Radio Network as it is at the end of its useful life. The replacement network must meet public safety standards for performance and reliability and provide robust radio communications for the next 10 to 20 years. The County will consider consolidating systems where it can provide efficiencies and reduce operating costs. COPs are likely the most cost-effective funding option for this project, but the project will also require a significant upfront cash investment to fund certain components of this project that don't lend themselves to long-term financing, such as assets with shorter useful lives. The recommended budget includes the set aside of one-time sources to build up the necessary cash balance.

    - **Probation Department Headquarters:** This project will consolidate operations by combining Probation Administration and Adult Services with the Probation Report and Resource Center and Juvenile Services. This consolidation would result in an estimated annual savings of approximately $350,000. In addition, it would remove a large amount of deferred maintenance needs due to the age of the existing facilities. The total cost is estimated at $17.5 million, $2.1 million of which will be contributed by the Probation Department using earmarked funds.

    - **Main Jail Renovations:** The Main Jail facilities and infrastructure are aging and severely deteriorated as documented by reports, studies, and maintenance records. The result is an estimated, on average, $260,000 in emergency repairs annually. The renovation project will address egress issues, ADA modifications and repairs, paths of travel enhancements, seismic upgrades, medical and mental health modifications, housing unit upgrades, classroom/program space additions, security upgrades, and address overall deferred maintenance. This project would be completed in two phases, with a total estimated cost of $24.6 million.

    - **Cachuma Lake Park Infrastructure Upgrades**: This project will renovate the RV Park campsites at Cachuma Lake and includes elements designed to address deferred maintenance and improve the

economic competitiveness and desirability of recreational opportunities while delivering increased revenues of an estimated $450,000 per year. This project has a total estimated cost of $12 million.

- **Emergency Operations Center Expansion:** This project will expand the existing EOC structure to provide space for a call center, a redesigned area for the Joint Information Center, as well as new space for the Fire dispatch center. Cost estimates are currently being refined, but will likely exceed $10 million.

- **Criminal Justice System Partnerships:** Criminal justice partners and Behavioral Wellness continue to implement major initiatives to reduce the numbers of mentally ill individuals entering the criminal justice system and increase referrals to appropriate mental health services. The County has received four major grants to support these efforts, including two mental health diversion grants (one funded through the Department of State Hospitals and another funded through the Bureau of State and Community Corrections (BSCC), which includes funding for a sobering center), a BSCC Edward Byrne Memorial Justice Assistance Grant (JAG) Mental Health Training Grant, and a Homeless Emergency Aid Program grant.

- **Internal Process Improvement and Innovation Efforts:** We have embarked upon several initiatives designed to re-imagine how we do business to ensure our activities align with our mission to deliver exceptional services. Now, responding to the COVID-19 emergency and beyond, these initiatives will help us address the "next normal."

  - **Departmental Management Reviews:** KPMG consultants continue to conduct high-level assessments of departments to identify strengths and opportunities for improvement as part of the Renew '22 initiative. Three of these reviews have been presented to the Board, four are in process (though currently on hold because of COVID-19), and the remaining two under the current contract, which were anticipated to be completed by July 2020, will be delayed because of COVID-19. These reviews will focus on what departments can do in the near term to adjust to potentially reduced revenues and different ways of operating. The County anticipates that the balance of departmental management reviews will be completed within the next two fiscal years.

  - **Business Applications Needs Assessment (BANA):** The County has initiated preparations for a countywide business applications needs assessment to review the current status and needs of the County's digital business systems. This is the first step towards evaluating the need to replace major technology systems with a more integrated and modern solution.

  - **Renew '22 Big Picture Goals:** The Renew '22 Executive Team established a set of Big Picture Goals that are shared across all departments. These goals are intended to drive systemic change by focusing departments' efforts on countywide initiatives to meet all four components of Renew '22. Department-specific application of these goals are included in the recommended budget book. Some tasks are on hold because of staff availability during the COVID-19 emergency; however, it remains a necessary strategy to accelerate agility, innovation and improvement to address impacts of the emergency on our organization and community.

  - **Process Improvement and Innovation Training:** In late 2019, the first cohort of "black belt" trainees completed an intensive week-long training conducted by representatives from the Denver Peak Academy, a nationally recognized process improvement and innovation group established in 2011 that, at last count in 2017, has saved the City and County of Denver more than $25 million in soft and hard costs. The County Executive Office is leading the development of a process improvement and innovation training program in the County, with a goal of training 225 employees by June 2022.

Executive Summary

COVID-19 Recession-Related Impacts and Costs

Our biggest unknowns are the length and extent of the COVID-19 impacts, as well as to what degree federal or State governments will assist local governments. The one certainty is that the pandemic will impact our finances on both the revenue and cost sides. FY 2020-21 represents the second year of COVID-19 impacts on our revenues and expenditures; in FY 2019-20, impacts are expected to reach $25.1 million. Estimated FY 2020-21 impacts are summarized in the table below.

FY 2020-21 Estimated COVID-19 Budgetary Impacts	
Major Revenue Categories	
General Fund Discretionary Revenues	$ 3,597,000
1991 & 2011 Realignment (Public Health, Behavioral Wellness, and Social Services Departments)	10,618,000
Proposition 172 Public Safety Sales Tax	3,616,000
Transportation Revenues (SB 1 gas tax, HUTA, and Measure A)	3,916,000
Total Estimated Revenue Loss	**21,747,000**
Response Cost Categories	
Alternative Care Sites	2,750,000
EOC operations, Public Health DOC, and overtime response staffing	1,000,000
Temporary shelter and accommodations	850,000
COVID testing and contact tracing	750,000
Paid leave time provided to employees	250,000
Total Estimated Response Cost	**5,600,000**
TOTAL ESTIMATED FY 2020-21 IMPACT	**$ 27,347,000**

- **Total revenue losses are anticipated to reach $21.7 million in FY 2020-21.**

  - **Discretionary Revenues:** Our primary discretionary General Fund revenue sources are property taxes, sales and use taxes, and transient occupancy tax (TOT). Economically driven revenues, including TOT, sales taxes, and gas taxes, will be especially susceptible to losses resulting from decreased tourism and decreased retail activity. Once the economy begins to reopen, these revenues are expected to recover over the next two fiscal years. Cannabis tax revenue, which is considered relatively recession-proof, is not expected to decline and is becoming a significant source of revenue, projected to contribute more than sales taxes next year and nearly as much as TOT. Property tax revenues, which make up nearly 80% of our total discretionary revenues, are not expected to be immediately impacted by COVID-19, though there could be a lagging impact in future fiscal years, specifically related to reassessments of commercial properties that receive revenue-based appraisals.

  - **Realignment and Proposition 172 Revenues:** In addition to the general sales tax considered a discretionary revenue, an additional 2% of sales goes to the State for allocation back to the cities and counties to fund public safety needs and safety net services (through 1991 and 2011 realignment and Proposition 172 funds). In addition, 0.75% of sales goes toward county and city roads and transportation. In total, this generates over $100 million from Santa Barbara County; most go directly to the State for allocation back to the County. Current estimates are a loss of approximately $10.6 million in realignment revenues and $3.6 million in Proposition 172 revenue for FY 2020-21. Expected temporary losses in these areas have been backfilled with cannabis tax revenue, Strategic Reserve, a portion of the Southern California Edison (SCE) settlement monies, prior-year carryover fund balances, as well as the use of departmental fund balances.

    The Department of Social Services (DSS) will be particularly impacted by realignment revenue losses. Realignment revenues support programs and services such as In-Home Supportive Services, cash

assistance payments for foster care and adoptions, and child welfare services. As the revenue shortfalls are expected to affect realignment revenue receipts from March 2020 onward, DSS plans to use all available reserves to cover FY 2019-20 year-end deficits, requiring other funding for the FY 2020-21 anticipated shortfall. To backfill these anticipated temporary losses and avoid service level reductions, particularly child welfare services which would have borne the largest direct financial impact, the Recommended Budget includes an additional allocation of General Fund totaling $10.8 million, including cannabis tax revenue, Strategic Reserve, SCE settlement monies, and prior-year carryover fund balance.

- **Transportation funding:** Public Works relies on three major revenue sources to support operations and transportation projects—SB 1 gas tax, HUTA (highway users tax), and Measure A. These funding sources are generated through a per-gallon tax on gasoline sales (SB 1 and HUTA) and a one-half percent sales tax (Measure A). As residents forgo local travel and tourism declines, key revenues supporting critical Public Works activities decline. Current estimates of transportation revenue losses total $3.9 million in FY 2020-21. These expected decreases have been mitigated through the shifting of the 18% deferred maintenance funding—for one year only and only to the extent necessary—to support Public Works operations, as well as the use of departmental fund balance. The planned use of this departmental fund balance is of concern because it would leave the transportation funds with minimal reserves for equipment replacement and contingencies.

- **Additional department-specific revenues:** Though not quantified, revenues dedicated to specific department services generated through fees for services or reimbursements are also at risk of decline. Should demand for land use planning, park usage, or Clerk-Recorder functions decrease, for example, so would the revenues that offset the costs of providing the services and pay for a portion of overhead to support department and countywide central services, which must continue regardless of service levels. In addition, if CPI slows or declines, this would impact some fee schedules, resulting in costs to provide services outpacing revenues generated. Behavioral Wellness Mental Health Services Act (MHSA) revenues are generated through a 1% tax on earnings of more than $1 million in personal income to provide funding for mental health services and programs; if personal incomes decline in California, this revenue source will also decrease. Behavioral Wellness will exhaust all reserves as well as draw $2.4 million in funds set aside for mental health services in General County Programs to maintain services within the MHSA fund.

- **Direct COVID-19 related costs are expected to reach $5.6 million in FY 2020-21.** The anticipated pandemic response costs are described below. Greater costs may be incurred during the year depending on the status of testing and containment efforts, the pandemic's trajectory in the fall when a second wave of infection may occur, availability of state and federal assistance, and ability to mitigate local economic impacts once stay-at home orders are loosened.

  - **Alternative Care Sites:** These are facilities that temporarily house patients with COVID-19 to remain and receive medical care to reduce the burden on hospitals and other medical facilities in the event of a local surge in infections. The establishment and maintenance of these sites is expected to cost $2.8 million in FY 2020-21.

  - **Emergency and Public Health Response:** The County has staffed the emergency operations center and Joint Incident Command to manage logistical, financial, and public information-related aspects of the pandemic response. In addition, the Public Health Department Operations Center coordinates and controls all actions specific to public health emergency response. Across other departments, including first responders and employees who have been working on other aspects of response, significant overtime costs have been and will continue to be incurred. The total cost of emergency and public health response is expected to reach $1 million in FY 2020-21.

- **Temporary Shelter and Accommodations:** Temporary accommodations for at-risk homeless individuals have been established pursuant to the State's Project Roomkey. These costs are expected to reach nearly $0.9 million in FY 2020-21.

- **COVID-19 testing and contact tracing:** The cost of testing and contact tracing is estimated at $0.8 million in FY 2020-21.

- **Paid leave time provided to employees:** To comply with the employee paid leave provisions of the Families First Coronavirus Response Act, County employees have been given a bank of paid leave hours for specified reasons related to COVID-19. This benefit is expected to cost $0.3 million in FY 2020-21.

In some areas, we expect that demand for certain services, particularly safety net services, may increase as a result of COVID-19 impacts. We expect that state and federal revenues will cover a portion of these increased costs, but there also will be a local share of costs. Additionally, potentially compounding the costs discussed above, as response activities grow, many County employees who work under categorical grant programs may be redirected to the COVID-19 response. These employees will therefore not be drawing down program revenues to support their costs, creating unfunded local costs.

We are working closely with legislative advocates and industry groups to advocate for and secure reimbursement funding to cover the local portion of COVID-19-related revenue losses, cost increases, and economic recovery assistance.

Continuing Challenges and Issues

- **Legislative and Policy Changes:** When federal and state legislation is enacted, there can be significant impacts on our county departments. The State will sometimes provide funding sources to cover new mandates or backfill losses in funding, and other times the State does not establish any funding mechanism to address changing or increasing responsibilities, in which case the County or specific departments will engage in advocacy efforts to address the unfunded mandates through industry groups or local lobbying initiatives. However, particularly at the beginning of new legislative requirements taking effect, departments often find themselves without the additional resources necessary to address increased demands on their staff workload and responsibilities. Some departments—including District Attorney and Public Defender—have included budget expansion requests to address the associated increases in workload.

- **Deferred Maintenance:** Departments continue to struggle with addressing deferred maintenance for parks, roads and county facilities. 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 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 every year that experiences growth in discretionary revenues. The recommended budget allocates $8.1 million in ongoing General Fund revenues to deferred maintenance per the 18% formula in FY 2020-21, reflecting growth of $1.7 million from the current $6.4 million ongoing level. Despite the annual growth anticipated in funding, the backlog of deferred maintenance projects countywide remains at over $450 million, leaving a very significant gap between allocated funding and the current need.

Executive Summary

- **Aging Technology Systems:** The County relies upon hundreds of technology systems to support operations throughout County departments. Some systems have now reached the end of their useful lives and are in need of upgrade or full replacement; other systems are no longer able to meet the complex demands of the County's business operations. The launch of the BANA project and the continued contribution to the Technology Replacement and Investment Fund are a step towards addressing this major need. As much of the County workforce has moved to telecommuting during the pandemic, it has become readily apparent that the county's technology is inadequate. If we are forced to use technology to compensate for the efficiencies of in-person operations, our systems must be upgraded.

- **Facility Conditions and Office Space Reconfiguration:** Many, if not all, county departments have some degree of need for facility upgrades, space reorganizations, or other office space-related improvements because of our aging facilities, which either have not been consistently maintained or no longer meet the requirements of today's modern work demands. General Services compiled an inventory of needs, a prioritization system, and a plan to systematically address the identified deficiencies, conditions, and space needs, which were used to prioritize projects for funding during the development of the General Fund portion of the Capital Improvement Plan. Department requests for facility upgrades or enhancements submitted through the CIP process were reviewed and prioritized according to established criteria. Funding is generally recommended to be allocated to projects involving ADA enhancements, physical security enhancements, energy retrofits, or priority roof and parking lot improvements.

- **Recruitment, Retention, and Succession Planning:** While the focus of recruitment has changed due to the pandemic emergency, the longer term issue remains and has become more critical. The tight labor market, high cost of housing in the County, and expected retirement of experienced workers add to the challenge. The FY 2019-20 adopted budget included the addition of two new recruiter positions in the Human Resources Department to address the need for timely recruitments. HR has, so far, reduced the average recruitment cycle time from the prior year's average and streamlined recruitment processes through technology and automation. The County continues to address this challenge in FY 2020-21 through HR's programs and modernization efforts as well as the Renew '22 Big Picture Goals. Given the pandemic, recruitments have slowed as HR prioritizes filling essential positions needed for the response efforts. In addition, HR and the CEO's office have instituted a review of department hiring to ensure only the most critical needs are being filled given the level of economic uncertainty.

- **Jail Staffing:** In 2019, the County contracted with Justice Planners to refresh a jail staffing study performed by CGL in 2015 that provided recommended staffing levels for the Main Jail and Northern Branch Jail (NBJ). The update incorporated new information, such as the creation of the Sheriff Service Technician (SST) job classification and the plans to renovate the Main Jail, which was not known at the time of the 2015 CGL report. It also updated the relief factor calculation for all positions that require shift relief, which had not been updated since a 2013 study by Crout & Sida. The final Justice Planners report provides a range of recommendations for increased staffing needs at the Main Jail during renovations there, as well as longer term recommended staffing at both facilities after Main Jail renovations are complete.

  However, with the jail population at historic lows, and given the current fiscal restraints due to COVID-19 impacts, this recommended budget does not include additional staff at this time. If the Sheriff is not able to maintain the current low jail population levels, additional staffing will be needed. After renovations are complete, and some design efficiencies are achieved and sections permanently closed at the Main Jail, the recommended staffing is only 11 sworn staff above current funding, and 12 non-sworn. The study also finds that the NBJ could potentially reduce the currently funded level of Custody Deputies by using SSTs in certain places instead. The net recommended staffing at the NBJ is only 2 FTE more than what's currently funded, with a recommended increase of 7 non-sworn staff and a decrease of 5 sworn staff.

Executive Summary

Preparing for the "Next Normal"
A daunting challenge ahead for all of us is responding to an unknown and uncertain future while positioning our organizations to act quickly once the crisis subsides. Reimagining our future requires that we adopt new practices, be more responsive and resilient, and rethink what the public needs and expects of us. This is an acceleration of Renew '22, which was set in motion to fortify the organization to be prepared for the next economic or natural emergency. That event is occurring now.

This coming year, we will continue to follow responsible fiscal practices in an effort to buffer the County's finances from COVID-19 impacts but are making adjustments to prior-year practices in light of the disaster. As discussed earlier, due to the uncertainty of federal, state and local revenues, some temporary adjustments to these practices are being made until there is greater clarity.

- Ensure use of one-time funds for one-time (not ongoing) uses. If revenue losses are expected to continue beyond two years then accompanying expenditure reductions should occur and will be recommended. For now, certain revenue losses are anticipated to be temporary in nature, and there is sufficient revenue uncertainty that it would be premature to enact service level reductions; therefore, one-time revenues are being used for a short-term bridge.

- Allocate cannabis revenue, after enforcement costs, to one-time uses. The County has practiced this approach to curtail ongoing program expansions, other than those related to cannabis regulation or enforcement, until there is stability of cannabis operations in the County and market impacts are known. In FY 2020-21, one-time revenue is being used to support core services to mitigate COVID-19 impacts on revenues and expenditures until more is known from the State and federal governments.

- Maintain the Strategic Reserve funding at close to target level. The FY 2020-21 recommended budget places the reserve at a 7.6% balance (compared to a target level of 8% of the operating budget), which represents the net impact of diverting $3.8 million of the balance to backfill DSS Realignment revenue losses and a $3.1 million replenishment per Board policy to reach a balance of $33.7 million. This may be used to further backfill revenue losses if mid-year budget reductions are required.

- Enhance the Contingency fund by $2 million, bringing the balance from $3 million to $5 million, which will be used similarly to the Strategic Reserve balance, as a first line of defense against mid-year budget impacts.

- Reduce discretionary General Fund revenue estimates to prevent overcommitting of revenues in the face of losses in discretionary revenues resulting from COVID-19 impacts.

- Continue to invest in large multi-year initiatives, including setting aside funding in areas that have been identified by departments as highest priority, such as technology enhancements and capital needs to improve efficiencies and offset costs.

- Continue efficiencies and process improvements, and training employees to be able to identify and implement opportunities for improved operations and innovative solutions.

- Seek grant opportunities and better grant coordination.

- Partner with other departments and agencies.

Executive Summary

Budget Summary

The recommended budget for FY 2020-21 is balanced, with total operating revenues of $1.19 billion and total operating expenditures of $1.19 billion. Operating expenditures include both ongoing and one-time costs, and ongoing costs are largely supported by ongoing revenues. The FY 2020-21 recommended budget includes full-time equivalent (FTE) staffing of 4,304.

FY 2020-21 Recommended Budget Summary

	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Recommended
Operating Revenues	$1.12 Billion	$1.15 Billion	$1.19 Billion
Operating Expenditures	$1.03 Billion	$1.14 Billion	$1.19 Billion
Net Increase to Reserves	$0.09 Billion	$0.01 Billion	--
Staffing (FTEs)	3,792.3	4,254.8	4,304.0

Operating Revenues: All Funds

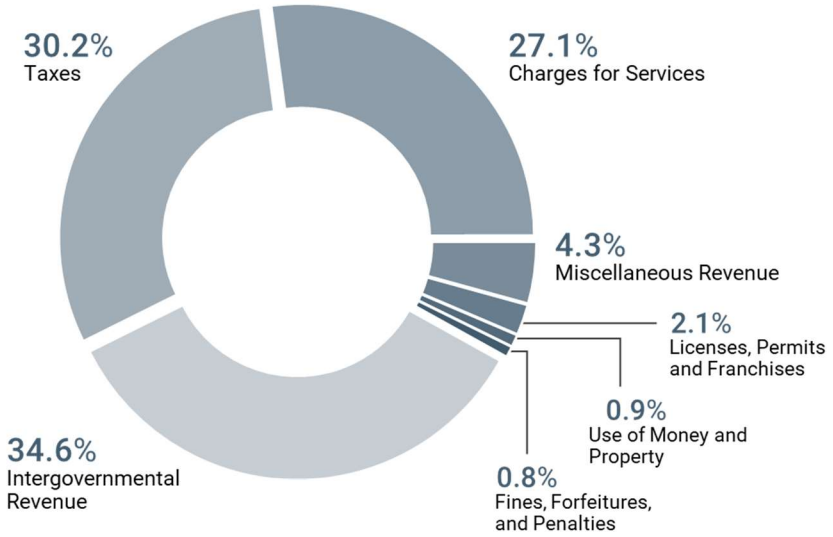
All Funds – Revenue by Category *(in millions)*

	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Recommended	Change from Adopted to Recommended
Intergovernmental Revenue	$ 406.8	$ 407.7	$ 410.5	$ 2.9
Taxes	325.4	337.5	358.8	21.2
Charges for Services	289.6	315.3	321.6	6.3
Miscellaneous Revenue	55.0	47.3	51.0	3.6
Licenses, Permits and Franchises	21.2	24.1	25.4	1.3
Fines, Forfeitures, and Penalties	8.9	8.4	9.2	0.8
Use of Money and Property	18.2	7.8	10.3	2.5
Total Operating Revenues	**$ 1,125.0**	**$ 1,148.0**	**$ 1,186.7**	**$ 38.7**

Operating revenues for all funds total $1.19 billion, reflecting an increase of $38.7 million or 3.4% from the FY 2019-20 adopted budget. The chart below identifies the major categories of county revenues.

Executive Summary

Operating Revenues - All Funds, $1.19 Billion



Operating Revenues by Category

Revenues from taxes are projected to increase by $21.2 million or 6.3% from the FY 2019-20 adopted budget for total recommended tax revenue of $358.8 million, making up 30.2% of operating revenues in all funds. The primary drivers of the increase are Secured Property Tax, Property Tax In-Lieu of VLF, RDA Property Tax Trust Fund (RPTTF) residual distributions, and cannabis tax revenue. Despite losses expected in sales taxes and transient occupancy tax, strong property tax and cannabis tax growth is expected to result in net growth in the taxes revenue category. However, once the final assessed valuation roll is filed by the Clerk-Recorder-Assessor's Office, we will reevaluate property tax revenue projections.

Countywide, Secured Property Taxes are projected to increase by $11.2 million or 5.4% and are 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 $7.2 million and reflects an increase of 5.1% over the FY 2019-20 adopted budget. Property Tax In-Lieu of VLF is projected to increase by 5.5% or $3.2 million from the prior year. RDA RPTTF residual distributions are expected to grow by $1.4 million, a 13.3% increase from the FY 2019-20 adopted budget due to normal growth, and cannabis tax revenue is expected to increase by $5.0 million or 89% from the prior adopted budget.

Use of Money and Property is expected to increase by $2.5 million or 32.5% and includes interest income, revenue from building and land leases, and revenues from public phone and vending machine use.

Intergovernmental Revenues include State, federal, and other governmental sources and are projected to increase by $2.9 million or 0.7% to $410.5 million. Though we anticipate large increases for Homeless Emergency Aid Program (HEAP) grant funding and the National Resources Conservation Service (NRCS) funding for the Santa Monica Debris Basin, these expected increases are significantly offset by COVID-19 related losses in transportation funding, Realignment revenues, and Proposition 172 public safety revenue.

Executive Summary

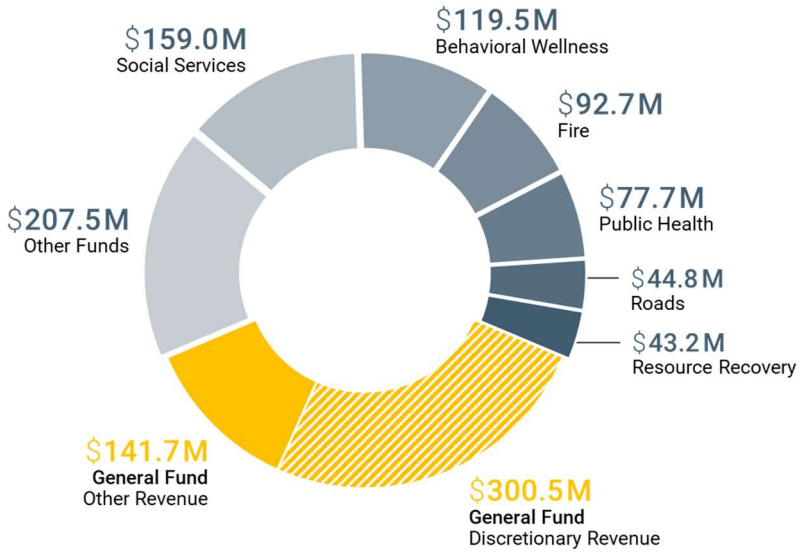
Charges for Services are expected to grow by $6.3 million or 2.0% over FY 2019-20 adopted budget levels. The growth is spread across many different sources, including increases in certain fee-based revenues as well as cost allocations for administrative and other services, offset in part by anticipated losses in Medi-Cal revenue due to COVID-19 impacts.

Fines, Forfeitures, and Penalties are projected to increase by $0.8 million or 9.8% from the FY 2019-20 adopted budget, reflecting anticipated increases in property tax penalty revenue.

Miscellaneous Revenues are expected to grow by $3.6 million or 7.7% from the FY 2019-20 adopted budget. These revenues include numerous sources that do not fall into specific categories, with increases driven largely by 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 specific purposes, 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 chart above displays FY 2020-21 operating revenues by major fund, the largest of which is the General Fund, making up 37% of countywide revenues. The General Fund can be further broken down into Discretionary General Revenues and Other Revenues.

Local Discretionary Revenues

The FY 2019-20 recommended operating revenues across all funds are $1.19 billion. Of these total revenues, the Board of Supervisors has complete discretion over the allocation of about 25% or $300.5 million, which is made up primarily of property tax revenues. This local discretionary revenue is allocated out to departments as General Fund Contribution (GFC), with 90% to General Fund departments and 10% 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 2020-21 and compares them with prior fiscal years. Property taxes, sales taxes, and Transient Occupancy Taxes (TOT) are 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 77% of total discretionary revenues.

Executive Summary

In the recommended budget, local discretionary revenues increased by $24.5 million from the FY 2019-20 adopted budget, for a total of $300.5 million. This increase is most notably from property taxes, cost allocation charges, and cannabis tax revenue.

FY 2018-19 through FY 2020-21 Discretionary Revenue *(in millions)*

	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Recommended
Significant Property Taxes*	$ 212.4	$ 218.4	$ 230.9
RDA Dissolution Proceeds	0.3	-	0.1
RDA Prop. Tax - Ongoing	7.9	9.4	10.6
Subtotal Property Taxes	**$ 220.6**	**$ 227.9**	**$ 241.7**
Cost Allocation Services	12.8	11.1	17.4
Local Sales Tax	11.0	11.0	10.3
Transient Occupancy Tax	10.3	13.2	12.4
Cannabis Tax	6.8	5.6	10.6
All Other	13.5	7.2	8.1
Total Discretionary Revenues	**$ 275.1**	**$ 276.0**	**$ 300.5**
		Growth Year over Year	$ 24.5
		Rate of Growth	8.9%

* Significant Property Taxes 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 change 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 in the County's budget. The FY 2020-21 recommended budget of $241.7 million reflects net growth of 8.9% or $24.5 million over the FY 2018-19 adopted budget of $227.9 million, which is in line with trends showing that FY 2019-20 actual property tax revenues will come in higher than the adopted budget level.

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 decrease by $644,000 from the FY 2019-20 adopted budget, and a $1.0 million decrease from earlier projections for FY 2020-21 receipts, due to COVID-19 impacts on the economy.

Transient Occupancy Tax (TOT)

This source of revenue is highly dependent on tourism and the quantity of lodging in the unincorporated County. TOT is expected to decrease by $819,000 from the prior year adopted budget in FY 2020-21 due to COVID-19 impacts on the economy, and reflects a total decrease of almost $2.0 million from earlier pre-COVID-19 estimates for FY 2020-21.

Executive Summary

Cannabis Tax

FY 2020-21 will be the third year of cannabis tax generation for the County. Receipts are expected to increase by 89% to $10.6 million in the recommended budget. These taxes fully fund enforcement operations as well as backfilling anticipated COVID-19 related temporary losses in Proposition 172 revenue and covering one-time costs associated with the pandemic response. Enforcement costs are increasing to reflect general salary and benefit increases. The County Executive Office's budget for FY 2020-21 also includes an additional $150,000 to fund a cannabis tax enforcement audit. Tax revenue resulting from retail storefront cannabis operations will not materialize until FY 2021-22 as the process is currently in development and the first permits and licenses aren't anticipated to be issued until spring of 2021. The County's business license ordinance allows for six retail storefront operations, one in each community plan area.

	FY 2019-20 Adopted	FY 2019-20 Est. Actual	FY 2020-21 Recommended
Enforcement Costs			
County Executive Office	$ 84,500	$ 72,300	$ 67,000
County Counsel	107,400	107,400	136,600
District Attorney	527,600	527,600	530,600
Sheriff	1,526,000	1,672,000	1,671,800
Public Health	100,000	100,000	100,000
Agricultural Commissioner	116,200	116,200	75,000
Planning & Development	354,100	354,100	393,000
Subtotal	**$ 2,815,800**	**$ 2,949,600**	**$ 2,974,000**
Tax Collection & Program Administration			
County Executive Office	$ 164,700	$ 286,000	$ 355,900
Treasurer-Tax Collector	165,000	--	124,600
Subtotal	**$ 329,700**	**$ 287,000**	**$ 480,500**
Total	**$ 3,145,500**	**$ 3,236,600**	**$ 3,454,500**

All Other Discretionary Revenues

This category is made up of Franchise Fees, Interest Income, State, and Federal Payments. These revenues are expected to increase by $897,000 or 12.4% in the FY 2020-21 recommended budget, due mainly to increased interest income and property tax penalty payments.

Operating Expenditures: All Funds

Significant Changes from FY 2019-20 Adopted Budget

The County's recommended FY 2020-21 operating expenditures are $1.19 billion, a $50.3 million or 4.4% increase over the FY 2019-20 adopted budget of $1.14 billion. Salaries and benefits show a projected 3.7% increase of $23.3 million; services and supplies are expected to increase by $19.2 million or 5.4%; and other charges are expected to increase by $7.8 million or 5.4%. The table below identifies significant categories of these expenditures.

Executive Summary

Significant Changes from FY 2019-20 Adopted Budget *(in millions)*

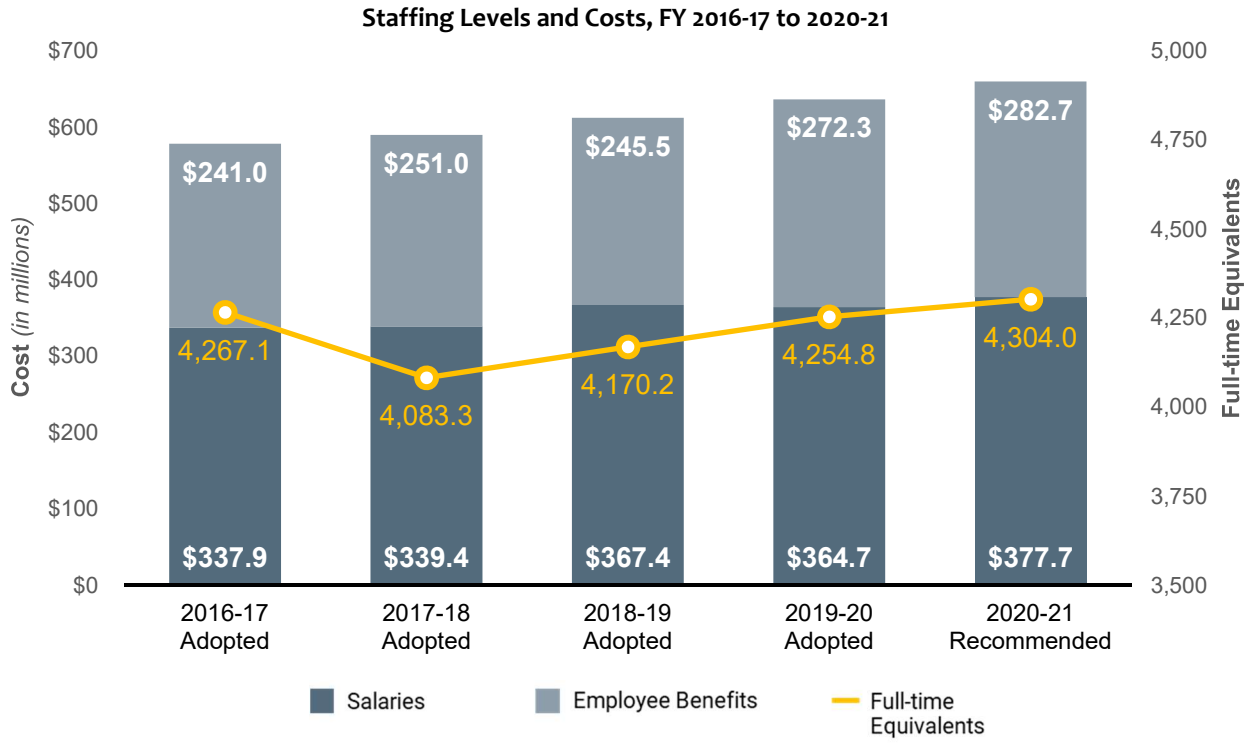
	FY 2018-19 Actual	FY 2019-20 Adopted	FY 2020-21 Recommended	Change from Adopted to Recommended
Salaries and Employee Benefits				
Regular Salaries	$ 339.1	$ 379.5	$ 395.6	$ 16.1
Budgeted Salary Savings	--	(23.5)	(28.7)	(5.1)
Retirement Contribution*	127.6	142.9	151.7	8.8
Retiree Medical OPEB	13.5	15.3	15.9	0.6
Health Insurance Contribution	37.7	43.7	45.2	1.5
Workers Compensation	16.3	16.2	16.9	0.7
Other	44.6	63.0	63.7	0.7
Subtotal	**$ 578.7**	**$ 637.0**	**$ 660.4**	**$ 23.3**
% Change				3.7%
Services and Supplies				
Contractual and Special Services	$ 117.5	$ 131.2	$ 141.5	$ 10.4
All Other Services and Supplies	210.4	225.0	233.8	8.8
Subtotal	**$ 327.9**	**$ 356.2**	**$ 375.4**	**$ 19.2**
% Change				5.4%
Other Charges				
Cash Assistance Payments	$ 45.1	$ 47.0	$ 49.1	$ 2.1
All Other Charges	78.5	97.1	102.8	5.7
Subtotal	**$ 123.6**	**$ 144.1**	**$ 151.9**	**$ 7.8**
% Change				5.4%
Total Operating Expenditures	**$ 1,030.2**	**$ 1,137.3**	**$ 1,187.7**	**$ 50.3**

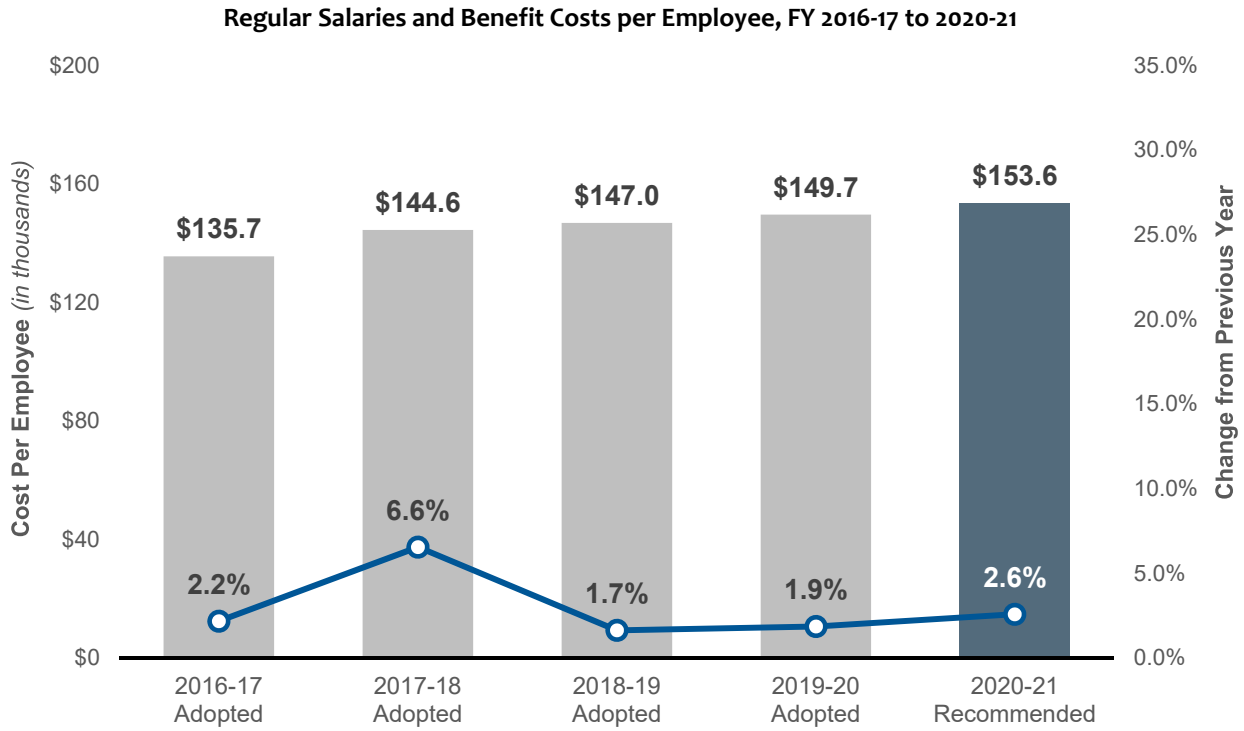
Salaries and Employee Benefits

Recommended salary and benefit costs of $660.4 million in FY 2020-21 represent the combined impacts of the addition of 49.2 FTEs, negotiated salary increases, and employee benefit cost increases. The increase in FTEs is primarily driven by Probation (9.7 FTEs), Planning and Development (8.0 FTEs), General Services (5.0 FTEs), Sheriff (5.0 FTEs), and Social Services (5.0 FTEs). Staffing additions are largely attributable to new revenue sources such as grants or State funding, assumption of responsibility for work previously performed by another agency, or efforts to improve operations and service delivery. For example, Probation took over the Pretrial Assessments program from the Courts, and accordingly, received additional FTE and funding. Each department gives a detailed breakdown of the changes in their FTE counts in Section D of this book. The total cost per employee is projected to increase by 2.6% to $153,600 in FY 2020-21.

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

Executive Summary



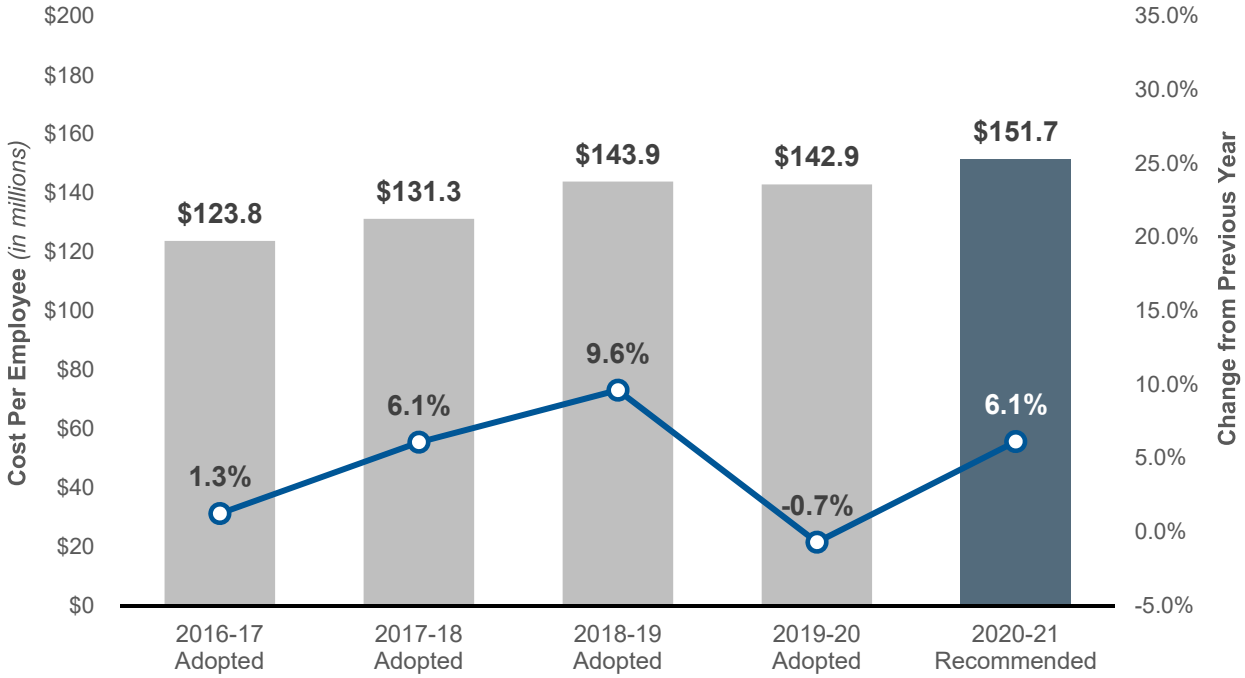


Executive Summary

Retirement Contributions

The County's net retirement contribution increases by $8.8 million or 6.1% from the FY 2019-20 adopted budget. Retirement cost sharing between the County and employees was negotiated and implemented in FY 2018-19; the first full year of implementation of cost sharing provisions followed in FY 2019-20. The County's retirement contribution grows by 7.4% to $159.2 million in FY 2020-21; however, employee cost-sharing will offset this growth by $7.5 million. Each year, SBCERS sets its rates based on an assumed rate of return; should actual rates of return not meet expectations, the result is increased retirement contributions in future fiscal years. The market impacts of the COVID-19 pandemic raises the likelihood that SBCERS will not achieve the assumed rate of return built into the FY 2019-20 rates, which would have an impact on the County contribution rates in FY 2021-22, but would not impact FY 2020-21 rates.

Countywide Retirement Contribution, FY 2016-17 to FY 2020-21



Note: The significant increase from FY 2017-18 adopted to FY 2018-19 adopted was the result of an accounting accrual and does not reflect a significant change in staffing or retirement contribution rates.

Northern Branch Jail Construction and Operations

The Northern Branch Jail Project is located outside 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, to be completed in the summer of 2020. 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 $20.4 million for the first full year of operations (FY 2020-21), with annual increases in future years. These costs are higher than original operating cost estimates, developed almost 10 years ago, mostly due to a higher cost for medical services contracted at the jail than assumed in original estimates. The County recently changed to a higher cost service provider at the

Main Jail, for a higher level of service, and that same provider will also be contracted to provide services at the Northern Branch Jail.

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, $14.9 million is allocated to this fund in the FY 2020-21 budget, building upon the balances contributed in prior years. The fund balance at year-end is estimated to be $5.6 million. A draw of $7 million was made from the fund in FYs 2018-19 and 2019-20 to provide additional funds for construction as costs continue to exceed original estimates for a variety of reasons, including the project architect's withdrawal and subsequent bankruptcy filing. Funding was needed to continue towards project completion, while insurance recovery is being pursued. A negative $0.7 million balance is shown at the end of FY 2022-23, but if money is recovered from insurance and returned to the fund, this will become positive. However, the total GFC set aside by that time, $19.3 million, is $2.3 million less than the currently projected operating costs in that year, meaning it is likely that the funding plan will need to be extended a couple more years to achieve parity between GFC and Operating Costs. Better projections can be made after a full year of operations at the NBJ.

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	-	(3.8)	13.1
2018-19	9.1	1.8	$ 10.9	(0.5)	(7.2)	16.3
2019-20	10.9	1.8	$ 12.7	(6.5)	(11.4)	11.1
2020-21	12.7	2.2	$ 14.9	-	(20.4)	5.6
2021-22	14.9	2.2	$ 17.1	-	(21.0)	1.7
2022-23	17.1	$ 2.2	$ 19.3	$ -	(21.6)	(0.7)

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. The Board of Supervisors approved a list of priority capital projects for which to pursue debt financing through issuance of Certificates of Participation (COP) in FY 2019-20. The project costs and COP revenue are not included in the recommended budget, but the budget does include anticipated debt service obligations. A complete summary of projects and recommended appropriations for capital expenditures can be found in Section E of the recommended budget book.

All Funds Operating Expenditures by Functional Area

Changes in department operating budgets are presented in the table below, grouped by functional area. Increases or decreases of more than $1.0 million are explained by department below the table, and all significant department 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

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from Adopted to Recommended
Policy & Executive					
Board of Supervisors	$3,172,251	$3,216,500	$3,190,000	$3,502,200	$285,700
County Executive Office	42,136,775	42,148,600	43,583,548	43,727,900	1,579,300
County Counsel	8,718,592	9,532,900	9,383,000	9,935,300	402,400
Subtotal	**54,027,618**	**54,898,000**	**56,156,548**	**57,165,400**	**2,267,400**
Public Safety					
Court Special Services	15,331,080	14,695,400	14,911,200	14,817,600	122,200
District Attorney	25,090,433	27,339,100	26,357,900	28,580,800	1,241,700
Fire	75,568,692	84,906,300	81,776,200	89,226,800	4,320,500
Probation	53,245,316	58,931,500	56,782,700	61,950,700	3,019,200
Public Defender	12,048,084	13,556,800	13,874,200	14,910,000	1,353,200
Sheriff	143,529,874	154,871,000	153,405,900	165,297,700	10,426,700
Subtotal	**324,813,479**	**354,300,100**	**347,108,100**	**374,783,600**	**20,483,500**
Health & Human Services					
Behavioral Wellness	114,029,462	132,321,400	128,669,200	134,537,600	2,216,200
Child Support Services	9,356,860	9,601,400	9,415,600	9,483,200	-118,200
First 5	3,354,258	3,496,300	3,399,300	3,724,600	228,300
Public Health	88,704,443	93,895,500	92,334,600	95,990,200	2,094,700
Social Services	160,533,812	174,272,210	174,181,800	178,899,700	4,627,490
Subtotal	**375,978,835**	**413,586,810**	**408,000,500**	**422,635,300**	**9,048,490**
Community Resources & Public Facilities					
Agricultural Commissioner	5,515,453	6,233,600	6,233,600	6,711,200	477,600
Community Services	31,701,311	36,853,800	37,556,400	42,482,200	5,628,400
Planning & Development	16,019,681	24,788,400	21,192,800	25,675,500	887,100
Public Works	104,988,675	137,193,900	132,055,000	145,961,100	8,767,200
Subtotal	**158,225,120**	**205,069,700**	**197,037,800**	**220,830,000**	**15,760,300**
General Government & Support Services					
Auditor-Controller	8,377,089	9,158,900	8,889,500	9,363,300	204,400
Clerk-Recorder-Assessor	16,235,534	18,499,500	18,079,700	19,196,400	696,900
Debt Service	1,793,884	1,724,500	1,724,500	1,596,000	-128,500
General Services	46,328,671	54,115,000	53,817,000	57,782,400	3,667,400
Human Resources	8,565,944	8,609,000	8,557,400	8,599,700	-9,300
North County Jail	27,821,600	7,556,400	12,249,300	6,044,000	-1,512,400
Treasurer-Tax Collector	7,292,635	8,088,200	7,341,000	7,974,600	-113,600
Subtotal	**116,415,357**	**107,751,500**	**110,658,400**	**110,556,400**	**2,804,900**
General County Programs					
General County Programs	765,936	1,741,300	2,713,800	1,726,600	-14,700
Subtotal	**765,936**	**1,741,300**	**2,713,800**	**1,726,600**	**-14,700**
Total	**$1,030,226,345**	**$1,137,347,410**	**$1,121,675,148**	**$1,187,697,300**	**$50,349,890**

Executive Summary

Significant Changes by Functional Group and Department

Policy & Executive

- ***County Executive Office:*** The FY 2020-21 recommended budget increases by $1.5 million from the FY 2019-20 budget, primarily reflecting increases in general liability and workers' compensation insurance premiums and the COVID-19 response from the Office of Emergency Management.

Public Safety

- ***District Attorney:*** The FY 2020-21 recommended budget increases by $1.2 million, primarily due to union negotiated increases in salary and benefits and increases in general liability insurance costs.

- ***Fire:*** The FY 2020-21 recommended budget increases by $4.3 million, primarily due to salary and benefit increases.

- ***Probation:*** The FY 2020-21 recommended budget increases by $3.0 million, primarily due to the addition of 9.7 FTEs, increased salary and benefit costs due to assuming responsibility for Pretrial Assessments, and increases in Professional and Special services for additional grant contracts.

- ***Public Defender:*** The FY 2020-21 recommended budget increases by $1.3 million, primarily resulting from salary and benefit increases and increased general liability costs.

- ***Sheriff:*** The FY 2020-21 recommended budget increases by $10.4 million primarily due to annual salary and benefit increases, an increase in inmate medical costs that coincide with the addition of the Northern Branch Jail to CFMG medical contracts, increased liability costs, and increased Information Technology costs in the Northern Branch Jail.

Health & Human Services

- ***Behavioral Wellness:*** The FY 2020-21 recommended budget increases by $2.2 million, primarily due to increases in contracted services for grants and rate increases in Medical Malpractice and General Liability insurance premiums.

- ***Public Health:*** The FY 2020-21 recommended budget increases by $2.1 million, primarily due to general salary and benefit increases, cost increases for contract and specialty physicians, increased costs for immunization services, services for the homeless, and utilities.

- ***Social Services:*** The FY 2020-21 recommended budget increases by $4.6 million due to salary and benefit increases, including the addition of 5.0 FTE in In-Home Supportive Services with State funding, as well as increases in Maximum Aid Payment and an increase in client payments for Child Care and Housing support programs.

Community Resources & Public Facilities

- ***Public Works:*** The FY 2020-21 recommended budget increases by $7.7 million due to increases in Transportation Road Map projects, salary and benefit increases, capital project increases, and increases to various areas of Services and Supplies, including a Fortistar Contract buyout in Resource Recovery.

Executive Summary

- ***Community Services***: The FY 2020-21 recommended budget increase of $5.6 million is mainly due to salary and benefit increases, including the addition of 3.75 FTE, an increase in Housing Assistance driven by the State Homeless Housing Assistance and Prevention Program (HHAP), preventative and regular maintenance costs in parks, and an increase in library pass-through funding.

General Government & Support Services

- ***General Services:*** The FY 2020-21 recommended budget increases by $3.7 million due to salary and benefit increases, general increases in utility costs paid on behalf of all County departments, as well as an increase in other charges reflecting the replacement of fully depreciated assets.

- **Northern Branch Jail:** The decrease of $1.5 million reflects a reduction in Northern Branch Jail construction costs as the project nears completion.

Section C

Summary Schedules

COUNTY OF SANTA BARBARA
CALIFORNIA

Summary Schedules

Summary Schedules

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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:

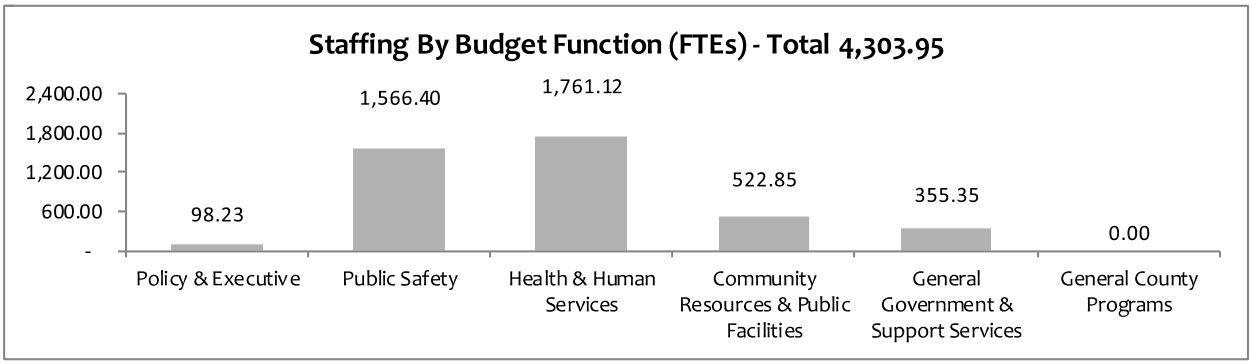
1. **Staffing** – this shows permanent staffing full-time equivalents for the level being reflected (e.g. Function, Budget Program, etc.)
2. **Operating Budget** – this shows the expenditure budget for the level being reflected (e.g. Function, Budget Program, etc.). Please note that these Summary Schedules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

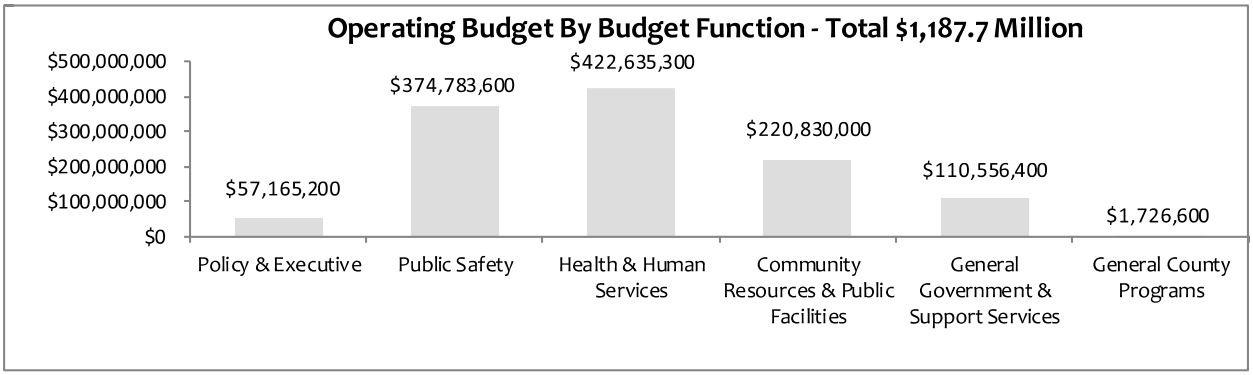
A review of the standard format will show that the totals for groupings 3 & 4 are equal. Also, groupings 3 & 4 provide subtotals to differentiate "operating amounts" from total amounts. For the most part, operating amounts represent amounts that are ongoing in nature. Non-operating amounts primarily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

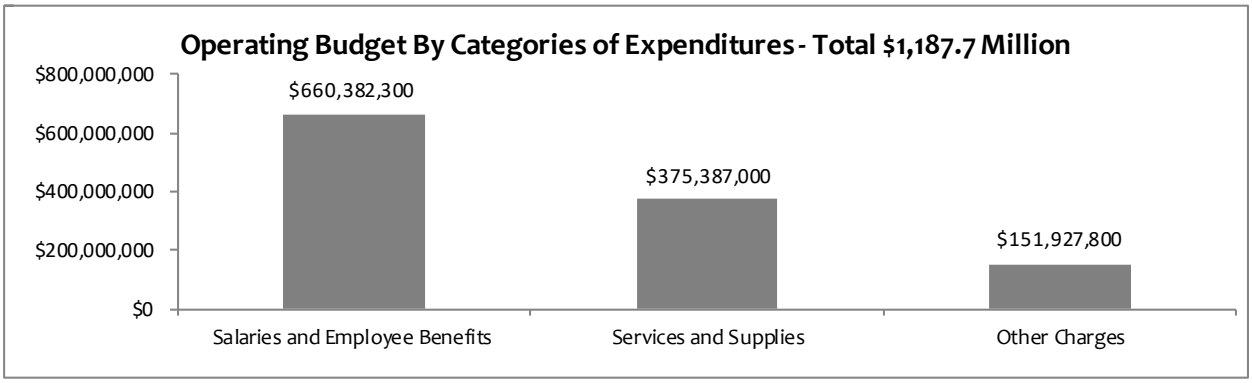
Summary Schedules

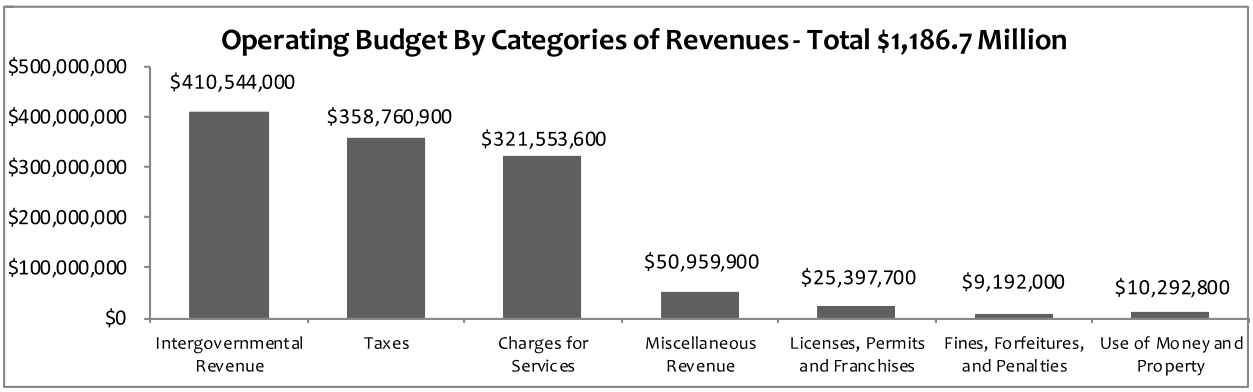
Countywide Budget Overview

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Policy & Executive	92.04	97.23	97.23	98.23	1.00
Public Safety	1,363.52	1,542.17	1,542.17	1,566.40	24.23
Health & Human Services	1,573.66	1,756.50	1,756.50	1,761.12	4.63
Community Resources & Public Facl.	461.82	509.05	509.05	522.85	13.80
General Government & Support Services	301.18	349.85	349.85	355.35	5.50
General County Programs	0.04	-	-	-	-
Total	**3,792.26**	**4,254.79**	**4,254.79**	**4,303.95**	**49.16**
Operating Budget By Budget Function					
Policy & Executive	$ 54,027,618	$ 54,898,000	$ 56,156,548	$ 57,165,200	$ 2,267,200
Public Safety	324,813,479	354,300,100	347,108,100	374,783,600	20,483,500
Health & Human Services	375,978,835	413,586,810	408,000,500	422,635,300	9,048,490
Community Resources & Public Facl.	158,225,120	205,069,700	197,037,800	220,830,000	15,760,300
General Government & Support Services	116,415,357	107,751,500	110,658,400	110,556,400	2,804,900
General County Programs	765,936	1,741,300	2,713,800	1,726,600	(14,700)
Total Operating Expenditures	**$1,030,226,345**	**$1,137,347,410**	**$ 1,121,675,148**	**$ 1,187,697,100**	**$ 50,349,690**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 578,723,478	$ 637,041,700	$ 619,319,958	$ 660,382,300	$ 23,340,600
Services and Supplies	327,940,799	356,179,310	360,477,770	375,387,000	19,207,690
Other Charges	123,562,068	144,126,400	141,877,420	151,927,800	7,801,400
Total Operating Expenditures	**1,030,226,345**	**1,137,347,410**	**1,121,675,148**	**1,187,697,100**	**50,349,690**
Capital Assets	88,265,439	130,537,755	119,063,250	105,952,200	(24,585,555)
Other Financing Uses	82,363,878	90,732,600	109,946,300	114,360,200	23,627,600
Intrafund Expenditure Transfers (+)	243,803,693	252,605,100	257,901,100	279,148,800	26,543,700
Increases to Fund Balances	130,285,897	79,247,300	139,242,280	122,353,200	43,105,900
Fund Balance Impact (+)	126,163,740	-	3,663,100	-	-
Total Expenditures	**$1,701,108,991**	**$1,690,470,165**	**$ 1,751,491,178**	**$ 1,809,511,500**	**$ 119,041,335**
Budget By Categories of Revenues					
Taxes	$ 325,362,708	$ 337,533,200	$ 342,534,800	$ 358,760,900	$ 21,227,700
Licenses, Permits and Franchises	21,230,923	24,051,100	22,726,500	25,397,700	1,346,600
Fines, Forfeitures, and Penalties	8,871,144	8,371,600	10,257,200	9,192,000	820,400
Use of Money and Property	18,211,170	7,771,000	10,568,262	10,292,800	2,521,800
Intergovernmental Revenue	406,761,121	407,676,300	396,343,100	410,544,000	2,867,700
Charges for Services	289,567,969	315,295,500	304,514,600	321,553,600	6,258,100
Miscellaneous Revenue	54,975,006	47,312,300	78,088,985	50,959,900	3,647,600
Total Operating Revenues	**1,124,980,041**	**1,148,011,000**	**1,165,033,447**	**1,186,700,900**	**38,689,900**
Other Financing Sources	208,245,022	53,574,500	84,646,600	73,351,400	19,776,900
Intrafund Expenditure Transfers (-)	7,736,106	11,001,200	12,031,100	15,155,900	4,154,700
Decreases to Fund Balances	87,671,789	201,884,165	207,582,831	233,783,100	31,898,935
General Fund Contribution	269,099,284	275,999,300	280,099,400	300,520,200	24,520,900
Fund Balance Impact (-)	3,376,748	-	2,097,800	-	-
Total Revenues	**$1,701,108,991**	**$1,690,470,165**	**$ 1,751,491,178**	**$ 1,809,511,500**	**$ 119,041,335**
Beginning Fund Balance	$ 510,622,225	$ 578,837,110	$ 578,837,110	$ 512,061,859	$ (66,775,251)
Net Change in Sources Over Uses	165,401,099	(122,636,865)	(66,775,251)	(111,429,900)	11,206,965
Ending Fund Balance	**$ 676,023,324**	**$ 456,200,245**	**$ 512,061,859**	**$ 400,631,959**	**$ (55,568,286)**

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Policy & Executive	85.22	90.23	90.23	91.23	1.00
Public Safety	1,110.67	1,264.17	1,264.17	1,284.40	20.23
Health & Human Services	69.43	79.38	79.38	36.00	(43.38)
Community Resources & Public Facl.	213.18	245.80	245.80	162.25	(83.55)
General Government & Support Services	247.66	289.85	289.85	271.85	(18.00)
General County Programs	0.04	-	-	-	-
Total	**1,726.20**	**1,969.42**	**1,969.42**	**1,845.73**	**(123.69)**
Operating Budget By Budget Function					
Policy & Executive	$ 21,221,776	$ 20,201,600	$ 21,900,600	$ 24,196,000	$ 3,994,400
Public Safety	232,493,027	252,658,100	248,366,900	268,663,500	16,005,400
Health & Human Services	11,376,775	12,346,200	12,115,700	5,417,500	(6,928,700)
Community Resources & Public Facl.	48,885,841	60,797,300	58,720,100	44,688,900	(16,108,400)
General Government & Support Services	52,272,866	58,633,600	54,026,800	57,961,100	(672,500)
General County Programs	765,936	1,628,700	2,605,900	1,639,300	10,600
Total Operating Expenditures	**$ 367,016,221**	**$ 406,265,500**	**$ 397,736,000**	**$ 402,566,300**	**$ (3,699,200)**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 284,987,982	$ 311,535,700	$ 303,570,000	$ 303,695,200	$ (7,840,500)
Services and Supplies	58,241,942	67,957,700	67,527,680	69,044,500	1,086,800
Other Charges	23,786,297	26,772,100	26,638,320	29,826,600	3,054,500
Total Operating Expenditures	**367,016,221**	**406,265,500**	**397,736,000**	**402,566,300**	**(3,699,200)**
Capital Assets	2,218,252	5,297,700	2,693,700	583,800	(4,713,900)
Other Financing Uses	44,076,860	56,060,700	78,386,900	71,310,600	15,249,900
Intrafund Expenditure Transfers (+)	240,649,306	245,225,300	250,857,200	271,328,300	26,103,000
Increases to Fund Balances	83,444,427	53,749,400	77,137,600	76,986,600	23,237,200
Fund Balance Impact (+)	10,112,487	-	3,644,800	-	-
Total Expenditures	**$ 747,517,552**	**$ 766,598,600**	**$ 810,456,200**	**$ 822,775,600**	**$ 56,177,000**
Budget By Categories of Revenues					
Taxes	$ 244,812,725	$ 254,472,900	$ 258,283,000	$ 271,609,400	$ 17,136,500
Licenses, Permits and Franchises	16,514,643	19,654,700	17,756,000	5,513,400	(14,141,300)
Fines, Forfeitures, and Penalties	5,507,637	5,301,900	5,634,100	5,991,300	689,400
Use of Money and Property	5,953,844	2,942,500	3,860,037	3,498,400	555,900
Intergovernmental Revenue	102,201,908	88,168,400	88,448,000	84,547,000	(3,621,400)
Charges for Services	73,233,780	75,343,600	71,303,300	67,887,900	(7,455,700)
Miscellaneous Revenue	4,607,969	3,228,400	32,963,300	3,143,400	(85,000)
Total Operating Revenues	**452,832,505**	**449,112,400**	**478,247,737**	**442,190,800**	**(6,921,600)**
Other Financing Sources	5,946,972	6,187,000	6,833,100	7,111,500	924,500
Intrafund Expenditure Transfers (-)	4,581,720	3,621,400	5,229,300	7,335,400	3,714,000
Decreases to Fund Balances	47,031,196	66,073,900	72,344,263	102,145,000	36,071,100
General Fund Contribution	236,067,586	241,603,900	245,704,000	263,992,900	22,389,000
Fund Balance Impact (-)	1,057,573	-	2,097,800	-	-
Total Revenues	**$ 747,517,552**	**$ 766,598,600**	**$ 810,456,200**	**$ 822,775,600**	**$ 56,177,000**
Beginning Fund Balance	$ 129,876,123	$ 175,344,268	$ 175,344,268	$ 181,684,605	$ 6,340,337
Net Change in Sources Over Uses	45,468,144	(12,324,500)	6,340,337	(25,158,400)	(12,833,900)
Ending Fund Balance	**$ 175,344,268**	**$ 163,019,768**	**$ 181,684,605**	**$ 156,526,205**	**$ (6,493,563)**

Summary Schedules

Flood Control Districts Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Community Resources & Public Facl.	37.63	39.00	39.00	39.00	-
Total	**37.63**	**39.00**	**39.00**	**39.00**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 16,518,284	$ 16,787,100	$ 16,669,000	$ 16,274,400	(512,700)
Total Operating Expenditures	**$ 16,518,284**	**$ 16,787,100**	**$ 16,669,000**	**$ 16,274,400**	**(512,700)**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,412,659	$ 5,604,900	$ 5,482,900	$ 5,736,800	131,900
Services and Supplies	10,622,785	10,601,300	10,606,100	9,880,700	(720,600)
Other Charges	482,840	580,900	580,000	656,900	76,000
Total Operating Expenditures	**16,518,284**	**16,787,100**	**16,669,000**	**16,274,400**	**(512,700)**
Capital Assets	11,588,106	12,752,000	6,457,200	22,805,000	10,053,000
Other Financing Uses	877,225	-	-	-	-
Increases to Fund Balances	3,202,166	3,004,200	6,733,400	23,030,000	20,025,800
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 32,185,780**	**$ 32,543,300**	**$ 29,859,600**	**$ 62,109,400**	**29,566,100**
Budget By Categories of Revenues					
Taxes	$ 11,739,137	$ 11,660,000	$ 11,660,000	$ 12,066,700	406,700
Licenses, Permits and Franchises	74,346	-	-	-	-
Fines, Forfeitures, and Penalties	(2,043)	-	-	-	-
Use of Money and Property	1,901,833	686,800	782,100	762,200	75,400
Intergovernmental Revenue	8,333,740	7,765,800	6,790,000	13,308,200	5,542,400
Charges for Services	3,819,873	3,574,700	3,904,000	4,013,600	438,900
Miscellaneous Revenue	570,531	1,500	1,500	1,500	-
Total Operating Revenues	**26,437,418**	**23,688,800**	**23,137,600**	**30,152,200**	**6,463,400**
Other Financing Sources	989,417	76,600	2,076,600	65,100	(11,500)
Decreases to Fund Balances	4,758,946	8,777,900	4,645,400	31,892,100	23,114,200
Total Revenues	**$ 32,185,780**	**$ 32,543,300**	**$ 29,859,600**	**$ 62,109,400**	**29,566,100**
Beginning Fund Balance	$ 64,654,342	$ 63,097,562	$ 63,097,562	$ 65,185,562	2,088,000
Net Change in Sources Over Uses	(1,556,780)	(5,773,700)	2,088,000	(8,862,100)	(3,088,400)
Ending Fund Balance	**$ 63,097,562**	**$ 57,323,862**	**$ 65,185,562**	**$ 56,323,462**	**(1,000,400)**

Summary Schedules

Public Health Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Health & Human Services	422.97	447.96	447.96	449.30	1.34
Total	**422.97**	**447.96**	**447.96**	**449.30**	**1.34**
Operating Budget By Budget Function					
Health & Human Services	$ 77,327,668	$ 81,549,300	$ 80,218,900	$ 83,087,100	1,537,800
General County Programs	-	104,600	104,600	79,300	(25,300)
Total Operating Expenditures	**$ 77,327,668**	**$ 81,653,900**	**$ 80,323,500**	**$ 83,166,400**	**1,512,500**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 57,071,206	$ 59,825,900	$ 58,507,500	$ 62,182,800	2,356,900
Services and Supplies	17,229,334	18,264,600	18,193,300	17,385,600	(879,000)
Other Charges	3,027,128	3,563,400	3,622,700	3,598,000	34,600
Total Operating Expenditures	**77,327,668**	**81,653,900**	**80,323,500**	**83,166,400**	**1,512,500**
Capital Assets	21,828	85,490	107,200	45,000	(40,490)
Other Financing Uses	4,054,102	4,297,400	4,262,100	5,015,600	718,200
Intrafund Expenditure Transfers (+)	104,800	105,000	229,600	185,000	80,000
Increases to Fund Balances	5,499,999	4,966,000	1,096,800	2,250,100	(2,715,900)
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 87,008,397**	**$ 91,107,790**	**$ 86,019,200**	**$ 90,662,100**	**(445,690)**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 61,782	$ 55,800	$ 53,300	$ 53,800	(2,000)
Fines, Forfeitures, and Penalties	459,542	437,100	642,900	476,400	39,300
Use of Money and Property	608,256	320,700	360,800	361,200	40,500
Intergovernmental Revenue	21,251,501	20,511,290	21,416,000	21,518,900	1,007,610
Charges for Services	46,065,742	49,196,300	47,345,200	48,620,500	(575,800)
Miscellaneous Revenue	4,555,299	4,556,600	4,519,200	4,498,600	(58,000)
Total Operating Revenues	**73,002,122**	**75,077,790**	**74,337,400**	**75,529,400**	**451,610**
Other Financing Sources	1,987,488	2,544,600	2,550,800	2,767,300	222,700
Intrafund Expenditure Transfers (-)	104,800	105,000	229,600	185,000	80,000
Decreases to Fund Balances	4,725,988	6,027,400	1,548,400	4,685,400	(1,342,000)
General Fund Contribution	7,188,000	7,353,000	7,353,000	7,495,000	142,000
Total Revenues	**$ 87,008,397**	**$ 91,107,790**	**$ 86,019,200**	**$ 90,662,100**	**(445,690)**
Beginning Fund Balance	$ 25,778,330	$ 26,552,341	$ 26,552,341	$ 26,100,741	(451,600)
Net Change in Sources Over Uses	774,011	(1,061,400)	(451,600)	(2,435,300)	(1,373,900)
Ending Fund Balance	**$ 26,552,341**	**$ 25,490,941**	**$ 26,100,741**	**$ 23,665,441**	**(1,825,500)**

Summary Schedules

Roads Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Community Resources & Public Facl.	108.03	117.00	117.00	118.00	1.00
Total	**108.03**	**117.00**	**117.00**	**118.00**	**1.00**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 39,697,096	$ 54,281,000	$ 51,313,500	$ 63,442,400	9,161,400
Total Operating Expenditures	**$ 39,697,096**	**$ 54,281,000**	**$ 51,313,500**	**$ 63,442,400**	**9,161,400**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 14,260,796	$ 15,858,900	$ 14,995,400	$ 16,183,500	324,600
Services and Supplies	23,043,738	35,908,600	33,801,200	44,613,000	8,704,400
Other Charges	2,392,563	2,513,500	2,516,900	2,645,900	132,400
Total Operating Expenditures	**39,697,096**	**54,281,000**	**51,313,500**	**63,442,400**	**9,161,400**
Capital Assets	870,965	2,246,000	2,696,500	1,311,000	(935,000)
Other Financing Uses	2,854,921	981,500	2,217,400	1,234,400	252,900
Intrafund Expenditure Transfers (+)	2,095	310,000	310,000	310,000	-
Increases to Fund Balances	10,026,808	7,453,300	16,185,800	4,209,300	(3,244,000)
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 53,451,885**	**$ 65,271,800**	**$ 72,723,200**	**$ 70,507,100**	**5,235,300**
Budget By Categories of Revenues					
Taxes	$ 7,975,973	$ 7,434,700	$ 7,319,400	$ 7,025,500	(409,200)
Licenses, Permits and Franchises	492,453	374,000	362,000	362,000	(12,000)
Use of Money and Property	619,016	272,000	439,500	288,800	16,800
Intergovernmental Revenue	24,122,940	34,850,200	29,654,300	33,092,100	(1,758,100)
Charges for Services	5,534,645	5,082,700	6,347,200	3,868,000	(1,214,700)
Miscellaneous Revenue	154,717	112,500	134,200	127,500	15,000
Total Operating Revenues	**38,899,744**	**48,126,100**	**44,256,600**	**44,763,900**	**(3,362,200)**
Other Financing Sources	6,322,812	5,240,800	15,989,100	5,933,200	692,400
Intrafund Expenditure Transfers (-)	2,095	310,000	310,000	310,000	-
Decreases to Fund Balances	6,430,434	9,774,100	10,346,700	17,656,500	7,882,400
General Fund Contribution	1,796,800	1,820,800	1,820,800	1,843,500	22,700
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 53,451,885**	**$ 65,271,800**	**$ 72,723,200**	**$ 70,507,100**	**5,235,300**
Beginning Fund Balance	$ 18,492,094	$ 22,088,468	$ 22,088,468	$ 27,927,568	5,839,100
Net Change in Sources Over Uses	3,596,373	(2,320,800)	5,839,100	(13,447,200)	(11,126,400)
Ending Fund Balance	**$ 22,088,468**	**$ 19,767,668**	**$ 27,927,568**	**$ 14,480,368**	**(5,287,300)**

Summary Schedules

Capital Projects Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Total	-	-	-	-	-
Operating Budget By Budget Function					
Public Safety	-	-	45,900	-	-
General Government & Support Services	27,821,600	8,331,400	13,024,300	6,319,000	(2,012,400)
Total Operating Expenditures	**$ 27,821,600**	**$ 8,331,400**	**$ 13,070,200**	**$ 6,319,000**	**(2,012,400)**
Budget By Categories of Expenditures					
Services and Supplies	$ 27,821,600	$ 8,331,400	$ 13,070,200	$ 6,319,000	(2,012,400)
Total Operating Expenditures	**27,821,600**	**8,331,400**	**13,070,200**	**6,319,000**	**(2,012,400)**
Capital Assets	7,593,989	24,649,300	5,652,250	30,466,400	5,817,100
Other Financing Uses	584,089	211,600	349,500	76,000	(135,600)
Intrafund Expenditure Transfers (+)	-	*82,000*	*92,000*	-	(82,000)
Increases to Fund Balances	789,738	596,000	12,665,933	4,648,100	4,052,100
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 36,789,417**	**$ 33,870,300**	**$ 31,829,883**	**$ 41,509,500**	**7,639,200**
Budget By Categories of Revenues					
Use of Money and Property	$ 188,514	$ 5,000	$ 21,983	$ 12,000	7,000
Intergovernmental Revenue	20,729,475	5,169,000	801,200	5,290,900	121,900
Charges for Services	451,397	1,606,200	838,500	1,253,500	(352,700)
Miscellaneous Revenue	1,441,703	128,000	20,000	742,200	614,200
Total Operating Revenues	**22,811,089**	**6,908,200**	**1,681,683**	**7,298,600**	**390,400**
Other Financing Sources	3,528,290	23,609,000	21,913,200	18,654,900	(4,954,100)
Intrafund Expenditure Transfers (-)	-	*82,000*	*92,000*	-	(82,000)
Decreases to Fund Balances	10,450,037	2,996,100	7,868,000	15,281,000	12,284,900
General Fund Contribution	-	275,000	275,000	275,000	-
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 36,789,417**	**$ 33,870,300**	**$ 31,829,883**	**$ 41,509,500**	**7,639,200**
Beginning Fund Balance	$ 21,273,797	$ 11,613,498	$ 11,613,498	$ 16,411,431	4,797,933
Net Change in Sources Over Uses	(9,660,299)	(2,400,100)	4,797,933	(10,632,900)	(8,232,800)
Ending Fund Balance	**$ 11,613,498**	**$ 9,213,398**	**$ 16,411,431**	**$ 5,778,531**	**(3,434,867)**

Summary Schedules

Fire Protection District Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Public Safety	248.59	270.00	270.00	274.00	4.00
Total	**248.59**	**270.00**	**270.00**	**274.00**	**4.00**
Operating Budget By Budget Function					
Public Safety	$ 75,568,692	$ 84,906,300	$ 81,776,200	$ 89,226,800	$ 4,320,500
Total Operating Expenditures	**$ 75,568,692**	**$ 84,906,300**	**$ 81,776,200**	**$ 89,226,800**	**$ 4,320,500**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 62,917,446	$ 68,265,900	$ 66,819,900	$ 72,517,900	$ 4,252,000
Services and Supplies	7,585,056	9,898,700	9,076,600	9,560,400	(338,300)
Other Charges	5,066,190	6,741,700	5,879,700	7,148,500	406,800
Total Operating Expenditures	**75,568,692**	**84,906,300**	**81,776,200**	**89,226,800**	**4,320,500**
Capital Assets	5,167,645	577,500	1,979,600	3,313,700	2,736,200
Other Financing Uses	2,856,902	10,081,800	3,266,800	9,613,000	(468,800)
Increases to Fund Balances	1,671,772	-	335,400	-	-
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 85,265,011**	**$ 95,565,600**	**$ 87,358,000**	**$ 102,153,500**	**$ 6,587,900**
Budget By Categories of Revenues					
Taxes	$ 55,033,426	$ 58,052,000	$ 59,333,200	$ 61,959,000	$ 3,907,000
Licenses, Permits and Franchises	21,710	20,000	24,000	24,000	4,000
Fines, Forfeitures, and Penalties	(9,069)	-	100	-	-
Use of Money and Property	373,663	53,000	227,000	24,000	(29,000)
Intergovernmental Revenue	1,755,358	672,500	1,714,300	1,987,100	1,314,600
Charges for Services	27,009,680	26,487,000	24,428,100	27,694,500	1,207,500
Miscellaneous Revenue	223,909	500,800	1,103,200	1,042,800	542,000
Total Operating Revenues	**84,408,677**	**85,785,300**	**86,829,900**	**92,731,400**	**6,946,100**
Other Financing Sources	359,863	446,000	528,100	543,000	97,000
Decreases to Fund Balances	496,471	9,334,300	-	8,879,100	(455,200)
Total Revenues	**$ 85,265,011**	**$ 95,565,600**	**$ 87,358,000**	**$ 102,153,500**	**$ 6,587,900**
Beginning Fund Balance	$ 25,747,838	$ 27,417,237	$ 27,417,237	$ 27,752,637	$ 335,400
Net Change in Sources Over Uses	1,175,302	(9,334,300)	335,400	(8,879,100)	455,200
Ending Fund Balance	**$ 26,923,140**	**$ 18,082,937**	**$ 27,752,637**	**$ 18,873,537**	**$ 790,600**

Summary Schedules

Behavioral Wellness Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Health & Human Services	315.79	403.66	403.66	403.78	0.12
Total	**315.79**	**403.66**	**403.66**	**403.78**	**0.12**
Operating Budget By Budget Function					
Health & Human Services	$ 114,029,462	$ 132,321,400	$ 128,669,200	$ 134,537,600	$ 2,216,200
Total Operating Expenditures	**$ 114,029,462**	**$ 132,321,400**	**$ 128,669,200**	**$ 134,537,600**	**$ 2,216,200**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 43,975,262	$ 55,475,800	$ 48,246,300	$ 52,870,900	$ (2,604,900)
Services and Supplies	66,934,831	73,999,000	77,518,600	78,198,100	4,199,100
Other Charges	3,119,369	2,846,600	2,904,300	3,468,600	622,000
Total Operating Expenditures	**114,029,462**	**132,321,400**	**128,669,200**	**134,537,600**	**2,216,200**
Capital Assets	(8)	-	80,400	200,000	200,000
Other Financing Uses	3,957,799	3,439,200	3,915,200	3,919,300	480,100
Intrafund Expenditure Transfers (+)	2,948,244	6,844,800	6,132,200	7,287,500	442,700
Increases to Fund Balances	7,120,623	100,000	330,500	405,000	305,000
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 128,056,120**	**$ 142,705,400**	**$ 139,127,500**	**$ 146,349,400**	**$ 3,644,000**
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 39,189	$ 24,700	$ 41,000	$ 41,000	$ 16,300
Use of Money and Property	317,732	365,900	498,100	530,000	164,100
Intergovernmental Revenue	56,036,240	54,588,300	57,628,000	56,247,600	1,659,300
Charges for Services	56,537,986	65,236,400	59,839,800	62,647,400	(2,589,000)
Miscellaneous Revenue	2,638,962	81,100	74,100	65,000	(16,100)
Total Operating Revenues	**115,570,109**	**120,296,400**	**118,081,000**	**119,531,000**	**(765,400)**
Other Financing Sources	2,750,352	4,088,200	3,502,100	8,979,800	4,891,600
Intrafund Expenditure Transfers (-)	2,948,244	6,844,800	6,132,200	7,287,500	442,700
Decreases to Fund Balances	1,257,815	5,861,100	5,797,300	4,857,300	(1,003,800)
General Fund Contribution	5,529,600	5,614,900	5,614,900	5,693,800	78,900
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 128,056,120**	**$ 142,705,400**	**$ 139,127,500**	**$ 146,349,400**	**$ 3,644,000**
Beginning Fund Balance	$ 11,275,732	$ 17,138,540	$ 17,138,540	$ 11,671,740	$ (5,466,800)
Net Change in Sources Over Uses	5,862,808	(5,761,100)	(5,466,800)	(4,452,300)	1,308,800
Ending Fund Balance	**$ 17,138,540**	**$ 11,377,440**	**$ 11,671,740**	**$ 7,219,440**	**$ (4,158,000)**

Summary Schedules

Affordable Housing Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Community Resources & Public Facl.	2.89	-	-	-	-
Total	**2.89**	**-**	**-**	**-**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	7,502,926	9,513,700	9,513,700	12,598,200	3,084,500
Total Operating Expenditures	**$ 7,502,926**	**$ 9,513,700**	**$ 9,513,700**	**$ 12,598,200**	**$ 3,084,500**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 290,799	$ -	$ -	$ -	$ -
Services and Supplies	7,045,075	9,513,700	9,513,700	12,598,200	3,084,500
Other Charges	167,052	-	-	-	-
Total Operating Expenditures	**7,502,926**	**9,513,700**	**9,513,700**	**12,598,200**	**3,084,500**
Other Financing Uses	1,401,168	1,687,700	1,778,900	3,985,600	2,297,900
Intrafund Expenditure Transfers (+)	65,880	-	-	-	-
Increases to Fund Balances	874,373	676,500	746,500	950,400	273,900
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 9,844,347**	**$ 11,877,900**	**$ 12,039,100**	**$ 17,534,200**	**$ 5,656,300**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 702	$ -	$ -	$ -	$ -
Use of Money and Property	$ 331,450	$ 40,000	$ 40,000	$ 165,000	$ 125,000
Intergovernmental Revenue	4,873,923	9,795,900	9,887,100	14,520,200	4,724,300
Charges for Services	53,245	50,000	50,000	50,000	-
Miscellaneous Revenue	1,506,155	442,000	442,000	469,000	27,000
Total Operating Revenues	**6,765,474**	**10,327,900**	**10,419,100**	**15,204,200**	**4,876,300**
Other Financing Sources	-	-	70,000	-	-
Intrafund Expenditure Transfers (-)	65,880	-	-	-	-
Decreases to Fund Balances	3,012,993	1,550,000	1,550,000	2,330,000	780,000
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 9,844,347**	**$ 11,877,900**	**$ 12,039,100**	**$ 17,534,200**	**$ 5,656,300**
Beginning Fund Balance	$ 8,022,531	$ 5,883,911	$ 5,883,911	$ 5,080,411	$ (803,500)
Net Change in Sources Over Uses	(2,138,620)	(873,500)	(803,500)	(1,379,600)	(506,100)
Ending Fund Balance	**$ 5,883,911**	**$ 5,010,411**	**$ 5,080,411**	**$ 3,700,811**	**$ (1,309,600)**

Summary Schedules

Social Services Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Health & Human Services	684.78	740.50	740.50	745.50	5.00
Total	**684.78**	**740.50**	**740.50**	**745.50**	**5.00**
Operating Budget By Budget Function					
Health & Human Services	$ 147,129,239	$ 159,778,100	$ 159,767,000	$ 164,132,100	$ 4,354,000
Total Operating Expenditures	**$ 147,129,239**	**$ 159,778,100**	**$ 159,767,000**	**$ 164,132,100**	**$ 4,354,000**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 76,612,804	$ 83,841,500	$ 83,506,400	$ 86,191,300	$ 2,349,800
Services and Supplies	18,842,362	21,368,500	19,750,300	20,124,600	(1,243,900)
Other Charges	51,674,073	54,568,100	56,510,300	57,816,200	3,248,100
Total Operating Expenditures	**147,129,239**	**159,778,100**	**159,767,000**	**164,132,100**	**4,354,000**
Capital Assets	376,563	2,332,665	378,800	905,000	(1,427,665)
Other Financing Uses	85,839	174,400	1,177,000	198,600	24,200
Increases to Fund Balances	3,975,880	1,909,900	1,909,900	1,909,900	-
Total Expenditures	**$ 151,567,521**	**$ 164,195,065**	**$ 163,232,700**	**$ 167,145,600**	**$ 2,950,535**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 82,164	$ 66,000	$ 66,000	$ 66,000	$ -
Fines, Forfeitures, and Penalties	12,507	13,200	13,200	13,200	-
Use of Money and Property	331,145	241,100	211,600	237,400	(3,700)
Intergovernmental Revenue	139,372,109	149,257,700	145,825,700	144,289,400	(4,968,300)
Charges for Services	60,865	110,800	104,100	75,800	(35,000)
Miscellaneous Revenue	879,702	416,000	416,000	416,000	-
Total Operating Revenues	**140,738,491**	**150,104,800**	**146,636,600**	**145,097,800**	**(5,007,000)**
Other Financing Sources	59,400	49,400	49,400	10,844,400	10,795,000
Intrafund Expenditure Transfers (-)	-	-	-	-	-
Decreases to Fund Balances	2,139,231	5,372,465	7,878,300	2,422,600	(2,949,865)
General Fund Contribution	8,630,399	8,668,400	8,668,400	8,780,800	112,400
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 151,567,521**	**$ 164,195,065**	**$ 163,232,700**	**$ 167,145,600**	**$ 2,950,535**
Beginning Fund Balance	$ 5,428,438	$ 7,265,087	$ 7,265,087	$ 1,296,687	$ (5,968,400)
Net Change in Sources Over Uses	1,836,649	(3,462,565)	(5,968,400)	(512,700)	2,949,865
Ending Fund Balance	**$ 7,265,087**	**$ 3,802,522**	**$ 1,296,687**	**$ 783,987**	**$ (3,018,535)**

Summary Schedules

Resource Recovery Enterprise Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Community Resources & Public Facl.	72.40	78.25	78.25	78.30	0.05
Total	**72.40**	**78.25**	**78.25**	**78.30**	**0.05**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 32,824,256	$ 40,681,400	$ 42,062,200	$ 40,934,100	$ 252,700
Total Operating Expenditures	**$ 32,824,256**	**$ 40,681,400**	**$ 42,062,200**	**$ 40,934,100**	**$ 252,700**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 9,546,702	$ 10,120,700	$ 10,733,700	$ 10,936,900	$ 816,200
Services and Supplies	14,390,225	17,943,800	18,293,200	17,195,800	(748,000)
Other Charges	8,887,328	12,616,900	13,035,300	12,801,400	184,500
Total Operating Expenditures	**32,824,256**	**40,681,400**	**42,062,200**	**40,934,100**	**252,700**
Capital Assets	52,278,091	68,258,500	81,725,900	12,804,600	(55,453,900)
Other Financing Uses	13,541,119	5,125,200	5,847,200	8,947,900	3,822,700
Increases to Fund Balances	8,100,000	3,051,500	-	1,350,000	(1,701,500)
Fund Balance Impact (+)	107,723,298	-	-	-	-
Total Expenditures	**$ 214,466,763**	**$ 117,116,600**	**$ 129,635,300**	**$ 64,036,600**	**$ (53,080,000)**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 3,949,837	$ 3,865,600	$ 4,183,400	$ 4,142,300	$ 276,700
Use of Money and Property	2,982,631	885,000	1,685,000	1,870,400	985,400
Intergovernmental Revenue	300,603	2,242,000	2,242,000	2,662,500	420,500
Charges for Services	27,056,795	35,786,500	34,353,700	35,736,600	(49,900)
Miscellaneous Revenue	223,482	136,000	136,000	124,500	(11,500)
Total Operating Revenues	**34,513,349**	**42,915,100**	**42,600,100**	**44,536,300**	**1,621,200**
Other Financing Sources	177,360,992	4,288,500	5,010,500	8,679,900	4,391,400
Decreases to Fund Balances	2,592,422	69,913,000	82,024,700	10,820,400	(59,092,600)
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 214,466,763**	**$ 117,116,600**	**$ 129,635,300**	**$ 64,036,600**	**$ (53,080,000)**
Beginning Fund Balance	$ 51,662,048	$ 57,394,840	$ 57,394,840	$ (24,629,860)	$ (82,024,700)
Net Change in Sources Over Uses	113,230,876	(66,861,500)	(82,024,700)	(9,470,400)	57,391,100
Ending Fund Balance	**$ 164,892,923**	**$ (9,466,660)**	**$ (24,629,860)**	**$ (34,100,260)**	**$ (24,633,600)**

***NOTE:** Resource Recovery Ending Fund Balance is negative due to the Fund carrying approximately $147,000,000 of Certificates of Participation (COP) debt related to the ongoing construction of the Tajiguas Resource Recovery Project (TRRP).

Summary Schedules

Laguna Sanitation Enterprise Major Fund Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Community Resources & Public Facl.	17.00	17.00	17.00	17.00	-
Total	**17.00**	**17.00**	**17.00**	**17.00**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 7,140,370	$ 7,752,200	$ 8,420,000	$ 9,682,500	$ 1,930,300
Total Operating Expenditures	**$ 7,140,370**	**$ 7,752,200**	**$ 8,420,000**	**$ 9,682,500**	**$ 1,930,300**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 2,440,912	$ 2,447,400	$ 2,627,400	$ 2,810,400	$ 363,000
Services and Supplies	2,841,587	3,416,800	4,032,000	4,145,500	728,700
Other Charges	1,857,870	1,888,000	1,760,600	2,726,600	838,600
Total Operating Expenditures	**7,140,370**	**7,752,200**	**8,420,000**	**9,682,500**	**1,930,300**
Capital Assets	664,407	6,129,000	6,115,000	24,410,000	18,281,000
Other Financing Uses	803,801	808,800	821,500	1,774,500	965,700
Increases to Fund Balances	593,325	1,572,100	16,390,700	1,000,000	(572,100)
Fund Balance Impact (+)	6,257,284	-	-	-	-
Total Expenditures	**$ 15,459,186**	**$ 16,262,100**	**$ 31,747,200**	**$ 36,867,000**	**$ 20,604,900**
Budget By Categories of Revenues					
Use of Money and Property	$ 1,171,653	$ 557,100	$ 620,300	$ 764,000	$ 206,900
Intergovernmental Revenue	104,407	65,100	65,100	56,100	(9,000)
Charges for Services	14,091,179	14,610,900	14,968,100	15,378,500	767,600
Miscellaneous Revenue	62,009	29,000	93,700	23,000	(6,000)
Total Operating Revenues	**15,429,248**	**15,262,100**	**15,747,200**	**16,221,600**	**959,500**
Other Financing Sources	29,939	-	15,000,000	-	-
Decreases to Fund Balances	-	1,000,000	1,000,000	20,645,400	19,645,400
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 15,459,186**	**$ 16,262,100**	**$ 31,747,200**	**$ 36,867,000**	**$ 20,604,900**
Beginning Fund Balance	$ 62,307,754	$ 70,626,570	$ 70,626,570	$ 86,017,270	$ 15,390,700
Net Change in Sources Over Uses	6,850,609	572,100	15,390,700	(19,645,400)	(20,217,500)
Ending Fund Balance	**$ 69,158,362**	**$ 71,198,670**	**$ 86,017,270**	**$ 66,371,870**	**$ (4,826,800)**

Summary Schedules

Other Non-Major Funds Summary

Staffing By Budget Function	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Policy & Executive	6.81	7.00	7.00	7.00	-
Public Safety	4.26	8.00	8.00	8.00	-
Health & Human Services	80.69	85.00	85.00	126.55	41.55
Community Resources & Public Facl.	10.70	12.00	12.00	108.30	96.30
General Government & Support Services	53.52	60.00	60.00	83.50	23.50
Total	**155.99**	**172.00**	**172.00**	**333.35**	**161.35**
Operating Budget By Budget Function					
Policy & Executive	$ 32,805,842	$ 34,696,400	$ 34,255,948	$ 32,969,200	$ (1,727,200)
Public Safety	16,751,760	16,735,700	16,919,100	16,893,300	157,600
Health & Human Services	26,115,691	27,591,810	27,229,700	35,461,000	7,869,190
Community Resources & Public Facl.	5,656,347	15,257,000	10,339,300	33,209,500	17,952,500
General Government & Support Services	36,320,891	40,786,500	43,607,300	46,276,300	5,489,800
General County Programs	-	8,000	3,300	8,000	-
Total Operating Expenditures	**$ 117,650,531**	**$ 135,075,410**	**$ 132,354,648**	**$ 164,817,300**	**$ 29,741,890**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 21,206,909	$ 24,065,000	$ 24,830,458	$ 47,256,600	$ 23,191,600
Services and Supplies	73,342,264	78,975,210	79,094,890	86,321,600	7,346,390
Other Charges	23,101,358	32,035,200	28,429,300	31,239,100	(796,100)
Total Operating Expenditures	**117,650,531**	**135,075,410**	**132,354,648**	**164,817,300**	**29,741,890**
Capital Assets	7,485,601	8,209,600	11,176,700	9,107,700	898,100
Other Financing Uses	7,270,053	7,864,300	7,923,800	8,284,700	420,400
Intrafund Expenditure Transfers (+)	33,368	38,000	280,100	38,000	-
Increases to Fund Balances	4,986,786	2,168,400	5,709,747	5,613,800	3,445,400
Fund Balance Impact (+)	2,070,672	-	18,300	-	-
Total Expenditures	**$ 139,497,011**	**$ 153,355,710**	**$ 157,463,295**	**$ 187,861,500**	**$ 34,505,790**
Budget By Categories of Revenues					
Taxes	$ 5,801,447	$ 5,913,600	$ 5,939,200	$ 6,100,300	$ 186,700
Licenses, Permits and Franchises	33,286	15,000	281,800	15,236,200	15,221,200
Fines, Forfeitures, and Penalties	2,863,381	2,594,700	3,925,900	2,670,100	75,400
Use of Money and Property	3,431,435	1,401,900	1,821,842	1,779,400	377,500
Intergovernmental Revenue	27,678,917	34,590,110	31,871,400	33,024,000	(1,566,110)
Charges for Services	35,652,781	38,210,400	41,032,600	54,327,300	16,116,900
Miscellaneous Revenue	38,110,567	37,680,400	38,185,785	40,306,400	2,626,000
Total Operating Revenues	**113,571,815**	**120,406,110**	**123,058,527**	**153,443,700**	**33,037,590**
Other Financing Sources	8,909,498	7,044,400	11,123,700	9,772,300	2,727,900
Intrafund Expenditure Transfers (-)	33,368	38,000	38,000	38,000	-
Decreases to Fund Balances	4,776,256	15,203,900	12,579,768	12,168,300	(3,035,600)
General Fund Contribution	9,886,900	10,663,300	10,663,300	12,439,200	1,775,900
Fund Balance Impact (-)	2,319,175	-	-	-	-
Total Revenues	**$ 139,497,011**	**$ 153,355,710**	**$ 157,463,295**	**$ 187,861,500**	**$ 34,505,790**
Beginning Fund Balance	$ 86,103,198	$ 94,414,789	$ 94,414,789	$ 87,563,068	$ (6,851,721)
Net Change in Sources Over Uses	(37,974)	(13,035,500)	(6,851,721)	(6,554,500)	6,481,000
Ending Fund Balance	**$ 86,065,225**	**$ 81,379,289**	**$ 87,563,068**	**$ 81,008,568**	**$ (370,721)**

Summary Schedules

Departmental Budget Summary

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
POLICY & EXECUTIVE					
Board of Supervisors					
Staffing	19.5	20.2	20.2	20.2	-
Operating Expenditures	3,172,251	3,216,500	3,190,000	3,502,200	285,700
General Fund Contribution	3,151,600	3,216,500	3,216,500	3,502,200	285,700
County Executive Office					
Staffing	32.9	36.0	36.0	37.0	1.0
Operating Expenditures	42,136,775	42,148,600	43,583,548	43,727,700	1,579,100
Operating Revenues	33,065,973	32,662,400	33,165,285	34,772,700	2,110,300
General Fund Contribution	5,748,800	5,877,100	5,877,100	6,530,100	653,000
County Counsel					
Staffing	39.7	41.0	41.0	41.0	-
Operating Expenditures	8,718,592	9,532,900	9,383,000	9,935,300	402,400
Operating Revenues	4,705,168	5,000,700	4,686,400	605,300	(4,395,400)
General Fund Contribution	3,814,200	3,950,800	3,950,800	8,793,400	4,842,600
PUBLIC SAFETY					
Court Special Services					
Staffing	-	-	-	-	-
Operating Expenditures	15,331,080	14,695,400	14,911,200	14,817,600	122,200
Operating Revenues	5,416,660	5,244,500	5,533,900	5,497,100	252,600
General Fund Contribution	8,586,800	9,266,700	9,266,700	9,266,700	-
District Attorney					
Staffing	129.4	140.5	140.5	142.0	1.5
Operating Expenditures	25,090,433	27,339,100	26,357,900	28,580,800	1,241,700
Operating Revenues	10,092,176	11,325,100	10,215,600	10,617,800	(707,300)
General Fund Contribution	13,887,500	14,302,800	14,302,800	15,135,700	832,900
Fire					
Staffing	248.6	270.0	270.0	274.0	4.0
Operating Expenditures	75,568,692	84,906,300	81,776,200	89,226,800	4,320,500
Operating Revenues	84,408,677	85,785,300	86,829,900	92,731,400	6,946,100
General Fund Contribution	-	-	-	-	-
Probation					
Staffing	297.6	327.5	327.5	337.2	9.7
Operating Expenditures	53,245,316	58,931,500	56,782,700	61,950,700	3,019,200
Operating Revenues	33,927,499	31,335,900	33,599,700	31,637,800	301,900
General Fund Contribution	27,266,500	27,891,600	27,891,600	28,597,900	706,300
Public Defender					
Staffing	58.3	67.0	67.0	71.0	4.0
Operating Expenditures	12,048,084	13,556,800	13,874,200	14,910,000	1,353,200
Operating Revenues	4,118,887	4,243,000	4,026,700	3,859,100	(383,900)
General Fund Contribution	7,538,800	8,547,700	8,547,700	9,324,300	776,600
Sheriff					
Staffing	629.6	737.2	737.2	742.2	5.0
Operating Expenditures	143,529,874	154,871,000	153,405,900	165,297,700	10,426,700
Operating Revenues	59,611,127	59,647,600	59,243,600	58,637,400	(1,010,200)
General Fund Contribution	75,500,600	77,719,100	77,719,100	82,535,300	4,816,200

Summary Schedules

Departmental Budget Summary (cont'd)

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
HEALTH & HUMAN SERVICES					
Behavioral Wellness					
Staffing	315.8	403.7	403.7	403.8	0.1
Operating Expenditures	114,029,462	132,321,400	128,669,200	134,537,600	2,216,200
Operating Revenues	115,570,109	120,296,400	118,081,000	119,531,000	(765,400)
General Fund Contribution	5,529,600	5,614,900	5,614,900	5,693,800	78,900
Child Support Services					
Staffing	64.8	69.0	69.0	68.1	(1.0)
Operating Expenditures	9,356,860	9,601,400	9,415,600	9,483,200	(118,200)
Operating Revenues	9,428,283	9,535,600	9,415,600	9,457,100	(78,500)
General Fund Contribution	-	-	-	-	-
First 5, Children & Families					
Staffing	7.6	8.0	8.0	7.0	(1.0)
Operating Expenditures	3,354,258	3,496,300	3,399,300	3,724,600	228,300
Operating Revenues	3,415,595	3,174,500	3,779,400	3,403,200	228,700
General Fund Contribution	-	-	-	-	-
Public Health					
Staffing	492.4	527.3	527.3	528.8	1.5
Operating Expenditures	88,704,443	93,895,500	92,334,600	95,990,200	2,094,700
Operating Revenues	82,173,099	80,671,090	79,719,600	81,241,400	570,310
General Fund Contribution	9,075,700	8,980,400	9,056,400	9,152,700	172,300
Social Services					
Staffing	693.1	748.5	748.5	753.5	5.0
Operating Expenditures	160,533,812	174,272,210	174,181,800	178,899,700	4,627,490
Operating Revenues	153,437,894	163,701,310	159,479,000	159,039,800	(4,661,510)
General Fund Contribution	9,334,399	9,462,100	9,462,100	9,574,500	112,400
COMMUNITY RESOURCES & PUBLIC FACILITIES					
Agricultural Commissioner/W&M					
Staffing	34.9	37.0	37.0	37.0	(0.0)
Operating Expenditures	5,515,453	6,233,600	6,233,600	6,711,200	477,600
Operating Revenues	3,959,185	4,679,400	4,679,400	5,063,800	384,400
General Fund Contribution	1,595,100	1,638,000	1,638,000	1,672,400	34,400
Community Services					
Staffing	76.3	88.5	88.5	92.3	3.8
Operating Expenditures	31,701,311	36,853,800	37,556,400	42,482,200	5,628,400
Operating Revenues	19,690,093	23,242,000	22,765,862	29,192,500	5,950,500
General Fund Contribution	11,760,000	11,950,500	11,950,500	12,118,400	167,900
Planning & Development					
Staffing	87.9	102.3	102.3	110.3	8.0
Operating Expenditures	16,019,681	24,788,400	21,192,800	25,675,500	887,100
Operating Revenues	13,552,276	18,521,600	17,438,900	19,976,800	1,455,200
General Fund Contribution	3,589,500	3,324,100	3,324,100	3,389,500	65,400
Public Works					
Staffing	262.7	281.3	281.3	283.3	2.1
Operating Expenditures	104,988,675	137,193,900	132,055,000	145,961,100	8,767,200
Operating Revenues	126,079,638	146,504,900	139,824,600	150,234,400	3,729,500
General Fund Contribution	3,023,700	3,061,400	3,061,400	3,098,800	37,400

Summary Schedules

Departmental Budget Summary (cont'd)

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
GENERAL GOVERNMENT & SUPPORT SERVICES					
Auditor-Controller					
Staffing	44.2	48.6	48.6	48.6	-
Operating Expenditures	8,377,089	9,158,900	8,889,500	9,363,300	204,400
Operating Revenues	1,532,635	1,420,600	1,449,600	1,386,300	(34,300)
General Fund Contribution	7,579,100	7,768,300	7,768,300	7,992,000	223,700
Clerk-Recorder-Assessor					
Staffing	90.4	101.5	101.5	102.5	1.0
Operating Expenditures	16,235,534	18,499,500	18,079,700	19,196,400	696,900
Operating Revenues	5,932,866	7,210,100	6,568,500	6,291,900	(918,200)
General Fund Contribution	10,532,200	10,728,300	10,728,300	11,198,300	470,000
Debt Service					
Staffing	-	-	-	-	-
Operating Expenditures	1,793,884	1,724,500	1,724,500	1,596,000	(128,500)
Operating Revenues	1,422,067	1,408,000	1,408,000	1,410,500	2,500
General Fund Contribution	-	-	-	-	-
General Services					
Staffing	103.6	124.5	124.5	129.5	5.0
Operating Expenditures	46,328,671	54,115,000	53,817,000	57,782,400	3,667,400
Operating Revenues	37,588,928	38,499,500	38,924,100	44,998,200	6,498,700
General Fund Contribution	8,621,800	9,276,900	9,276,900	9,533,600	256,700
Human Resources					
Staffing	22.6	30.8	30.8	30.8	-
Operating Expenditures	8,565,944	8,609,000	8,557,400	8,599,700	(9,300)
Operating Revenues	3,401,491	3,452,400	3,777,500	2,692,900	(759,500)
General Fund Contribution	4,841,200	5,163,600	5,163,700	5,760,500	596,900
North County Jail					
Staffing	-	-	-	-	-
Operating Expenditures	27,821,600	7,556,400	12,249,300	6,044,000	(1,512,400)
Operating Revenues	19,531,492	4,000,000	-	4,000,000	-
General Fund Contribution	-	-	-	-	-
Treasurer-Tax Collector-Public					
Staffing	40.4	44.5	44.5	44.0	(0.5)
Operating Expenditures	7,292,635	8,088,200	7,341,000	7,974,600	(113,600)
Operating Revenues	4,151,155	3,724,100	4,130,500	3,680,900	(43,200)
General Fund Contribution	3,500,700	3,773,100	3,773,100	3,852,600	79,500
GENERAL COUNTY PROGRAMS					
General County Programs					
Staffing	0.0	-	-	-	-
Operating Expenditures	765,936	1,741,300	2,713,800	1,726,600	(14,700)
Operating Revenues	13,714,939	6,725,700	35,217,000	6,221,400	(504,300)
General Fund Contribution	44,621,486	44,485,400	48,509,400	53,797,500	9,312,100
General Revenues					
Staffing	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Operating Revenues	275,052,127	275,999,300	281,073,800	300,520,200	24,520,900
General Fund Contribution	-	-	-	-	-
REPORT TOTALS					
Total Staffing	3,792.3	4,254.8	4,254.8	4,304.0	49.2
Total Operating Expenditures	1,030,226,345	1,137,347,410	1,121,675,148	1,187,697,100	50,349,690
Total Operating Revenues	1,124,980,041	1,148,011,000	1,165,033,447	1,186,700,900	38,689,900
Total General Fund Contribution	269,099,284	275,999,300	280,099,400	300,520,200	24,520,900

Summary Schedules

Appropriations

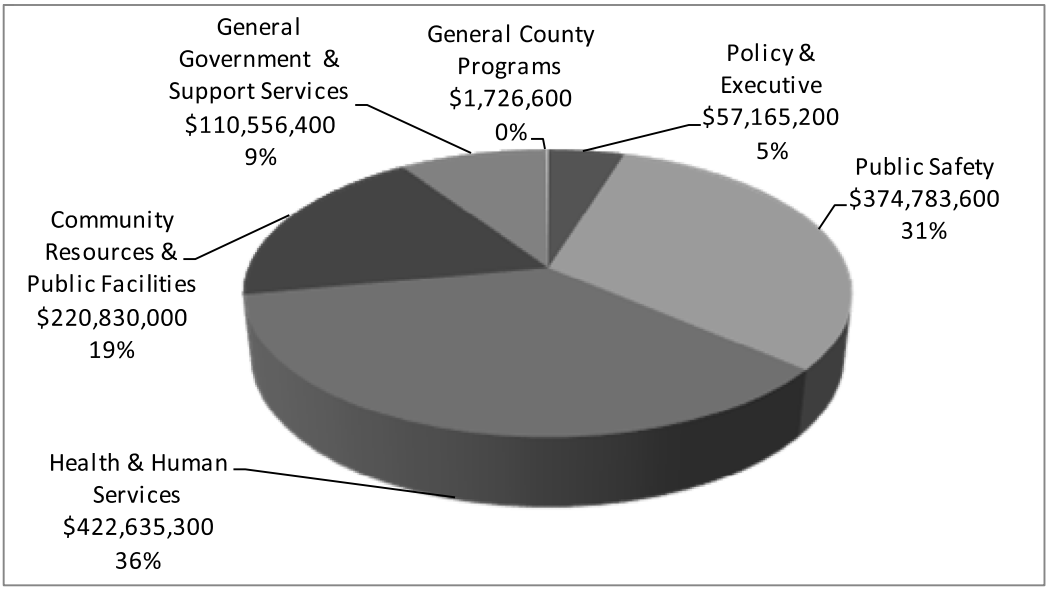
Appropriations are the legally budgeted amount for expenditures. This section of the Summary Schedules focuses on appropriations by showing them with different sorts and groupings on a Countywide level. "Total Appropriations" includes Operating Expenditures, such as Salaries & Employee Benefits and Services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

Total Appropriations by Category

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 578,723,478	$ 637,041,700	$ 619,319,958	$ 660,382,300	$ 23,340,600
Services and Supplies	327,940,799	356,179,310	360,477,770	375,387,000	19,207,690
Other Charges	123,562,068	144,126,400	141,877,420	151,927,800	7,801,400
Operating Expenditures	**1,030,226,345**	**1,137,347,410**	**1,121,675,148**	**1,187,697,100**	**50,349,690**
Capital Assets	88,265,439	130,537,755	119,063,250	105,952,200	(24,585,555)
Other Financing Uses	82,363,878	90,732,600	109,946,300	114,360,200	23,627,600
Intrafund Expenditure Transfers (+)	243,803,693	252,605,100	257,901,100	279,148,800	26,543,700
Increase To Fund Balance	130,285,897	79,247,300	139,242,280	122,353,200	43,105,900
Fund Balance Impact(+)	126,163,740	-	3,663,100	-	-
Appropriations Total	**$1,701,108,991**	**$ 1,690,470,165**	**$ 1,751,491,178**	**$ 1,809,511,500**	**$ 119,041,335**

Operating Appropriations by Function

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

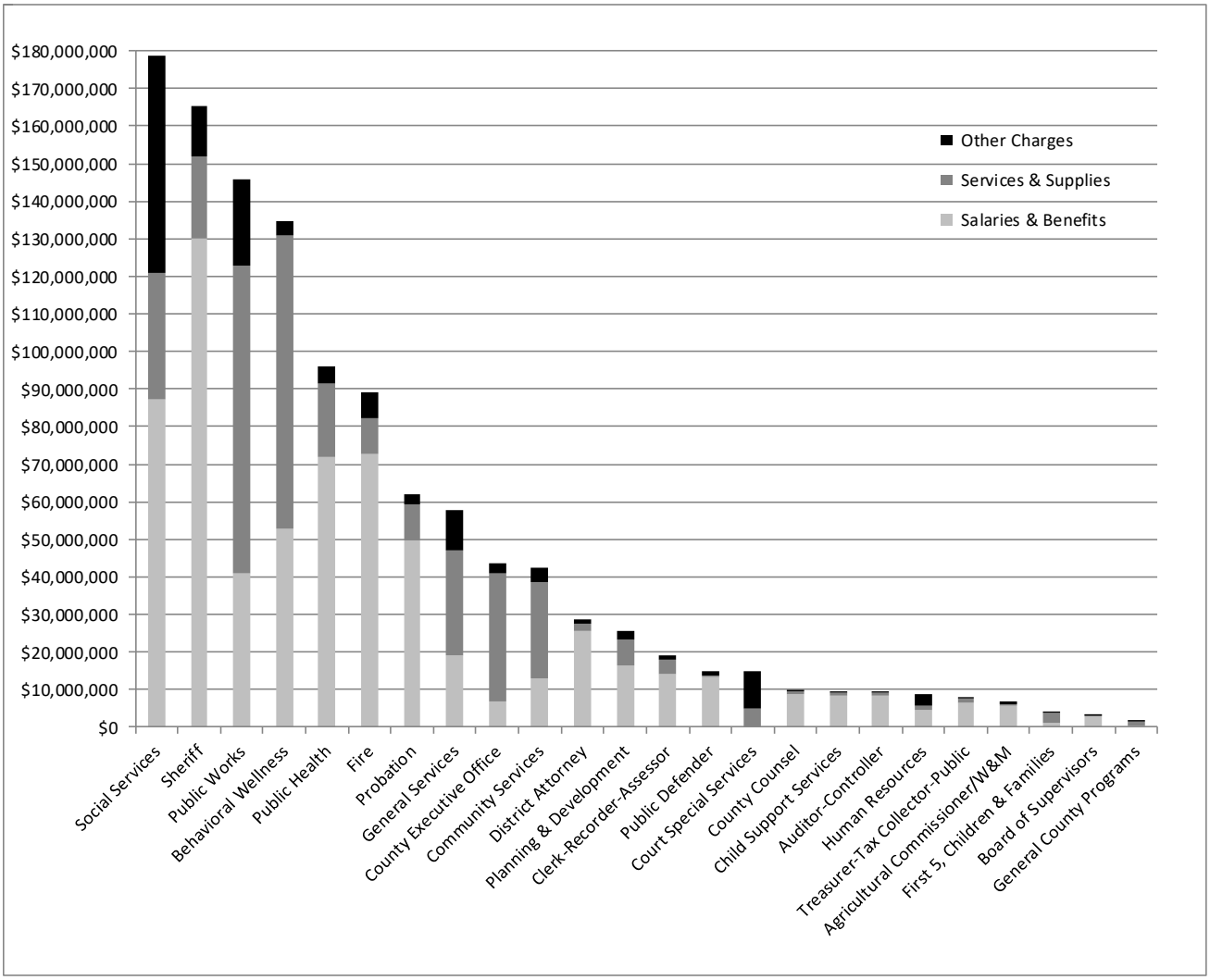


Summary Schedules

Operating Appropriations by Department

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

FY 20-21 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.

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Policy & Executive					
Board of Supervisors	$ 3,172,251	$ 3,216,500	$ 3,190,000	$ 3,502,200	$ 285,700
County Executive Office	42,136,775	42,148,600	43,583,548	43,727,700	1,579,100
County Counsel	8,718,592	9,532,900	9,383,000	9,935,300	402,400
Sub-Total	**54,027,618**	**54,898,000**	**56,156,548**	**57,165,200**	**2,267,200**
Public Safety					
Court Special Services	15,331,080	14,695,400	14,911,200	14,817,600	122,200
District Attorney	25,090,433	27,339,100	26,357,900	28,580,800	1,241,700
Fire	75,568,692	84,906,300	81,776,200	89,226,800	4,320,500
Probation	53,245,316	58,931,500	56,782,700	61,950,700	3,019,200
Public Defender	12,048,084	13,556,800	13,874,200	14,910,000	1,353,200
Sheriff	143,529,874	154,871,000	153,405,900	165,297,700	10,426,700
Sub-Total	**324,813,479**	**354,300,100**	**347,108,100**	**374,783,600**	**20,483,500**
Health & Human Services					
Behavioral Wellness	114,029,462	132,321,400	128,669,200	134,537,600	2,216,200
Child Support Services	9,356,860	9,601,400	9,415,600	9,483,200	(118,200)
First 5, Children & Families	3,354,258	3,496,300	3,399,300	3,724,600	228,300
Public Health	88,704,443	93,895,500	92,334,600	95,990,200	2,094,700
Social Services	160,533,812	174,272,210	174,181,800	178,899,700	4,627,490
Sub-Total	**375,978,835**	**413,586,810**	**408,000,500**	**422,635,300**	**9,048,490**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	5,515,453	6,233,600	6,233,600	6,711,200	477,600
Community Services	31,701,311	36,853,800	37,556,400	42,482,200	5,628,400
Planning & Development	16,019,681	24,788,400	21,192,800	25,675,500	887,100
Public Works	104,988,675	137,193,900	132,055,000	145,961,100	8,767,200
Sub-Total	**158,225,120**	**205,069,700**	**197,037,800**	**220,830,000**	**15,760,300**
General Government & Support Services					
Auditor-Controller	8,377,089	9,158,900	8,889,500	9,363,300	204,400
Clerk-Recorder-Assessor	16,235,534	18,499,500	18,079,700	19,196,400	696,900
Debt Service	1,793,884	1,724,500	1,724,500	1,596,000	(128,500)
General Services	46,328,671	54,115,000	53,817,000	57,782,400	3,667,400
Human Resources	8,565,944	8,609,000	8,557,400	8,599,700	(9,300)
North County Jail	27,821,600	7,556,400	12,249,300	6,044,000	(1,512,400)
Treasurer-Tax Collector-Public	7,292,635	8,088,200	7,341,000	7,974,600	(113,600)
Sub-Total	**116,415,357**	**107,751,500**	**110,658,400**	**110,556,400**	**2,804,900**
General County Programs					
General County Programs	765,936	1,741,300	2,713,800	1,726,600	(14,700)
Sub-Total	**765,936**	**1,741,300**	**2,713,800**	**1,726,600**	**(14,700)**
Operating Appropriations Total	**$ 1,030,226,345**	**$ 1,137,347,410**	**$ 1,121,675,148**	**$ 1,187,697,100**	**$ 50,349,690**

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.

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Policy & Executive					
Board of Supervisors					
First District	$ 615,189	$ 599,100	$ 592,800	$ 645,600	$ 46,500
Second District	531,742	544,600	527,500	587,700	43,100
Third District	685,388	683,100	674,100	718,800	35,700
Fourth District	505,285	560,600	551,400	592,800	32,200
Fifth District	503,255	473,600	483,900	484,800	11,200
Board Support	331,393	355,500	360,300	472,500	117,000
Sub-Total	**3,172,251**	**3,216,500**	**3,190,000**	**3,502,200**	**285,700**
County Executive Office					
County Management	5,392,638	5,471,800	5,346,100	5,916,100	444,300
Emergency Management	3,938,290	1,980,400	3,981,500	4,842,400	2,862,000
Risk Management	32,805,846	34,696,400	34,255,948	32,969,200	(1,727,200)
Sub-Total	**42,136,775**	**42,148,600**	**43,583,548**	**43,727,700**	**1,579,100**
County Counsel					
Legal Services	8,718,592	9,532,900	9,383,000	9,935,300	402,400
Sub-Total	**8,718,592**	**9,532,900**	**9,383,000**	**9,935,300**	**402,400**
Function Total	**$ 54,027,618**	**$ 54,898,000**	**$ 56,156,548**	**$ 57,165,200**	**$ 2,267,200**
Public Safety					
Court Special Services					
Grand Jury	$ 151,184	$ 211,600	$ 211,600	$ 211,600	$ -
Court Special Services	12,386,210	12,063,000	12,278,700	12,185,100	122,100
Conflict Defense Representation	2,793,686	2,420,800	2,420,900	2,420,900	100
Sub-Total	**15,331,080**	**14,695,400**	**14,911,200**	**14,817,600**	**122,200**
District Attorney					
Administration & Support	1,941,013	1,840,100	1,632,400	1,762,700	(77,400)
Criminal Prosecution	22,902,944	25,065,500	24,303,100	26,468,300	1,402,800
Civil Prosecution	246,477	433,500	422,400	349,800	(83,700)
Sub-Total	**25,090,433**	**27,339,100**	**26,357,900**	**28,580,800**	**1,241,700**
Fire					
Administration & Support	12,537,366	14,330,200	13,466,200	14,094,800	(235,400)
Fire Prevention	3,057,367	3,143,900	4,033,000	5,282,700	2,138,800
Emergency Operations	59,974,068	67,432,200	64,277,000	69,849,300	2,417,100
Sub-Total	**75,568,692**	**84,906,300**	**81,776,200**	**89,226,800**	**4,320,500**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Public Safety (cont'd)					
Probation					
Administration & Support	$ 6,713,403	$ 7,354,700	$ 6,895,400	$ 7,784,200	$ 429,500
Institutions	16,841,174	18,234,900	18,475,400	18,575,400	340,500
Juvenile Services	8,242,191	9,440,900	8,804,400	9,234,900	(206,000)
Adult Services	21,448,627	23,901,000	22,607,500	26,356,200	2,455,200
Unallocated	(79)	-	-	-	-
Sub-Total	**53,245,316**	**58,931,500**	**56,782,700**	**61,950,700**	**3,019,200**
Public Defender					
Administration & Support	1,543,931	1,012,400	1,253,300	909,400	(103,000)
Adult Legal Services	9,617,470	11,582,600	11,648,000	13,135,300	1,552,700
Juvenile Legal Services	886,684	961,800	804,100	865,300	(96,500)
Sub-Total	**12,048,084**	**13,556,800**	**13,874,200**	**14,910,000**	**1,353,200**
Sheriff					
Administration & Support	11,377,999	12,052,300	11,850,700	13,106,100	1,053,800
Custody Operations	58,209,380	66,964,000	65,352,100	73,230,700	6,266,700
Countywide Law Enforcement	65,285,844	67,375,400	67,162,700	69,989,300	2,613,900
Court Security Services	8,656,650	8,479,300	8,946,800	8,971,600	492,300
Sub-Total	**143,529,874**	**154,871,000**	**153,405,900**	**165,297,700**	**10,426,700**
Function Total	**$ 324,813,479**	**$ 354,300,100**	**$ 347,108,100**	**$ 374,783,600**	**$ 20,483,500**
Health & Human Services					
Behavioral Wellness					
Administration & Support	$ 12,094,904	$ 13,112,000	$ 12,080,200	$ 12,046,200	$ (1,065,800)
Mental Health Inpatient Services	14,828,118	16,936,800	17,091,600	19,652,000	2,715,200
Quality Care Management	2,899,970	4,666,200	4,249,800	4,774,600	108,400
Mental Health Outpatient & Community	70,466,728	77,225,700	77,183,200	79,891,800	2,666,100
Alcohol & Drug Programs	13,739,880	20,380,700	18,064,400	18,173,000	(2,207,700)
Sub-Total	**114,029,462**	**132,321,400**	**128,669,200**	**134,537,600**	**2,216,200**
Child Support Services					
Case Management & Collections	9,356,860	9,601,400	9,415,600	9,483,200	(118,200)
Sub-Total	**9,356,860**	**9,601,400**	**9,415,600**	**9,483,200**	**(118,200)**
First 5, Children & Families					
Administration & Support	457,978	415,800	358,500	421,500	5,700
Program Evaluation and Research	161,258	193,500	251,900	341,000	147,500
Children's Wellness and Support	2,735,021	2,887,000	2,788,900	2,962,100	75,100
Sub-Total	**3,354,258**	**3,496,300**	**3,399,300**	**3,724,600**	**228,300**
Public Health					
Administration & Support	9,501,281	9,749,600	9,517,200	9,785,900	36,300
Health Care Centers	47,477,833	51,116,600	50,388,800	51,340,500	223,900
Community Health Programs	4,232,891	4,296,000	4,144,100	4,274,500	(21,500)
Disease Prevention & Health Promotion	13,697,241	14,135,600	13,864,800	14,942,200	806,600
Regulatory Programs & Emergency Preparedness	8,565,388	8,962,500	8,863,500	10,070,200	1,107,700
Animal Services	5,229,808	5,635,200	5,556,200	5,576,900	(58,300)
Sub-Total	**88,704,443**	**93,895,500**	**92,334,600**	**95,990,200**	**2,094,700**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Health & Human Services (cont'd)					
Social Services					
Administration & Support	$ 17,950,015	$ 19,372,500	$ 18,153,800	$ 20,107,700	$ 735,200
Economic Assistance and Employment Services	81,809,189	89,502,610	90,432,300	91,348,900	1,846,290
Protective Services for Children,Adults & Disabled	60,774,609	65,397,100	65,595,700	67,443,100	2,046,000
Sub-Total	**160,533,812**	**174,272,210**	**174,181,800**	**178,899,700**	**4,627,490**
Function Total	**$ 375,978,835**	**$ 413,586,810**	**$ 408,000,500**	**$ 422,635,300**	**$ 9,048,490**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	$ 538,108	$ 570,900	$ 572,000	$ 564,400	$ (6,500)
Agriculture	4,104,676	4,742,300	4,741,200	5,163,500	421,200
Weights & Measures	872,669	920,400	920,400	983,300	62,900
Sub-Total	**5,515,453**	**6,233,600**	**6,233,600**	**6,711,200**	**477,600**
Community Services					
Administration & Support	962,864	1,035,300	1,029,300	1,029,700	(5,600)
Parks & Open Spaces	14,376,369	14,580,000	15,005,100	15,804,800	1,224,800
Housing & Community Development	8,971,157	12,095,500	12,229,500	15,770,500	3,675,000
Community Support (Arts & Libraries)	6,076,422	6,380,700	6,530,200	7,118,400	737,700
Energy and Sustainability Initiatives	1,314,499	2,762,300	2,762,300	2,758,800	(3,500)
Sub-Total	**31,701,311**	**36,853,800**	**37,556,400**	**42,482,200**	**5,628,400**
Planning & Development					
Administration & Support	2,623,040	2,813,500	2,722,500	3,260,200	446,700
Permitting	10,815,324	15,879,600	14,317,900	16,591,100	711,500
Coastal Mitigation	120,337	1,642,500	610,800	1,579,300	(63,200)
Code Enforcement	625,500	929,600	863,100	1,077,800	148,200
Long Range Planning	1,835,480	3,523,200	2,678,500	3,167,100	(356,100)
Sub-Total	**16,019,681**	**24,788,400**	**21,192,800**	**25,675,500**	**887,100**
Public Works					
Administration & Support	4,255,203	4,879,900	4,480,500	4,916,700	36,800
Transportation	39,763,347	54,473,000	51,533,600	63,627,500	9,154,500
Surveyor	1,076,013	1,516,700	1,644,700	2,051,100	534,400
Water Resources/Flood Control	19,914,198	27,874,700	23,898,000	24,733,200	(3,141,500)
Resource Recovery & Waste Management	39,979,915	48,449,600	50,498,200	50,632,600	2,183,000
Sub-Total	**104,988,675**	**137,193,900**	**132,055,000**	**145,961,100**	**8,767,200**
Function Total	**$ 158,225,120**	**$ 205,069,700**	**$ 197,037,800**	**$ 220,830,000**	**$ 15,760,300**
General Government & Support Services					
Auditor-Controller					
Administration & Support	$ 879,180	$ 844,300	$ 868,000	$ 939,200	$ 94,900
Audit Services	689,009	817,000	806,300	923,700	106,700
Accounting Services	5,815,319	6,464,500	6,164,800	6,546,000	81,500
Financial Reporting	993,578	1,033,100	956,400	954,400	(78,700)
Sub-Total	**8,377,089**	**9,158,900**	**8,889,500**	**9,363,300**	**204,400**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	$ 1,182,451	$ 1,143,800	$ 1,207,700	$ 1,154,300	$ 10,500
Elections	3,992,846	5,238,800	5,218,100	5,702,300	463,500
Clerk-Recorder	2,564,909	3,075,000	2,902,500	3,200,500	125,500
Assessor	8,495,328	9,041,900	8,751,400	9,139,300	97,400
Sub-Total	**16,235,534**	**18,499,500**	**18,079,700**	**19,196,400**	**696,900**
Debt Service					
Long Term Debt	1,793,884	1,724,500	1,724,500	1,596,000	(128,500)
Sub-Total	**1,793,884**	**1,724,500**	**1,724,500**	**1,596,000**	**(128,500)**
General Services					
Administration and Finance	2,254,393	2,824,600	2,335,060	2,363,000	(461,600)
Capital Projects	1,199,643	4,126,700	3,966,900	4,750,200	623,500
Facilities and Real Estate Management	17,110,358	16,627,000	17,077,040	18,634,700	2,007,700
Fleet Operations	11,356,840	13,364,000	12,680,700	13,240,400	(123,600)
Information and Communications Technology	13,314,421	15,967,100	16,531,700	17,418,700	1,451,600
Purchasing, Surplus and Mail	1,093,016	1,205,600	1,225,600	1,375,400	169,800
Sub-Total	**46,328,671**	**54,115,000**	**53,817,000**	**57,782,400**	**3,667,400**
Human Resources					
Administration & Operations	1,921,707	1,614,200	1,668,700	1,887,400	273,200
Employee Relations	1,295,472	982,400	920,800	899,600	(82,800)
Employment & Workforce Planning	957,851	1,672,900	1,878,200	1,747,600	74,700
Organizational & Talent Development	512,932	723,400	757,800	736,400	13,000
Benefits and Wellness	589,189	629,600	639,800	691,000	61,400
Employee Insurance	3,288,368	2,986,500	2,692,100	2,637,700	(348,800)
Unallocated	425	-	-	-	-
	8,565,944	**8,609,000**	**8,557,400**	**8,599,700**	**(9,300)**
North County Jail AB900					
North Branch Main Jail Project	27,821,600	7,556,400	12,249,300	6,044,000	(1,512,400)
Sub-Total	**27,821,600**	**7,556,400**	**12,249,300**	**6,044,000**	**(1,512,400)**
Treasurer-Tax Collector-Public					
Administration & Support	1,799,649	1,772,700	1,716,500	1,967,400	194,700
Treasury	1,799,850	1,983,400	2,066,900	1,819,300	(164,100)
Tax & Collections	1,765,064	2,130,600	1,589,700	1,942,800	(187,800)
Public Support	1,928,072	2,201,500	1,967,900	2,245,100	43,600
Sub-Total	**7,292,635**	**8,088,200**	**7,341,000**	**7,974,600**	**(113,600)**
Function Total	**$ 116,415,357**	**$ 107,751,500**	**$ 110,658,400**	**$ 110,556,400**	**$ 2,804,900**
General County Programs					
General County Programs					
Support to Other Governments & Organizations	$ 161,162	$ 175,700	$ 606,800	$ 162,700	$ (13,000)
Reserved & Committed Funds	16,275	254,600	263,200	79,300	(175,300)
Ancillary Services	588,499	1,311,000	1,843,800	1,484,600	173,600
Sub-Total	**765,936**	**1,741,300**	**2,713,800**	**1,726,600**	**(14,700)**
Fuction Total	**$ 765,936**	**$ 1,741,300**	**$ 2,713,800**	**$ 1,726,600**	**$ (14,700)**
Operating Appropriations Total	**$ 1,030,226,345**	**$ 1,137,347,410**	**$1,121,675,148**	**$ 1,187,697,100**	**$ 50,349,690**

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.

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Land					
Community Services	$ 1,510,093	$ -	$ -	$ -	$ -
Fire	510,425	-	-	619,000	619,000
Public Works	1,739,097	730,000	340,000	6,400,000	5,670,000
Sub-Total	**3,759,615**	**730,000**	**340,000**	**7,019,000**	**6,289,000**
Land Improvements					
Community Services	487,345	1,034,400	238,600	1,551,400	517,000
	287,861	-	-	-	-
Sub-Total	**775,206**	**1,034,400**	**238,600**	**1,551,400**	**517,000**
Structures & Structures Improvements					
Community Services	407,902	1,658,600	885,420	1,272,000	(386,600)
County Counsel	-	50,000	50,000	-	(50,000)
General Services	3,654,816	19,681,300	2,195,830	27,201,000	7,519,700
Fire	510,425	-	-	-	-
Public Works	31,837,340	52,935,000	63,879,500	33,457,600	(19,477,400)
Sheriff	14,805	20,000	20,000	-	(20,000)
Social Services	-	-	-	200,000	200,000
Sub-Total	**36,425,288**	**74,344,900**	**67,030,750**	**62,130,600**	**(12,214,300)**
Equipment					
Agricultural Commissioner/W&M	81,062	-	-	-	-
Behavioral Wellness	(8)	-	10,600	-	-
Clerk-Recorder-Assessor	-	2,537,500	769,200	30,000	(2,507,500)
Community Services	346,530	100,000	100,000	150,000	50,000
County Executive Office	474,382	40,000	-	-	(40,000)
Fire	4,146,795	547,500	1,949,600	2,694,700	2,147,200
General Services	4,732,576	4,975,800	6,366,400	5,660,900	685,100
Public Health	21,828	85,490	117,200	10,300	(75,190)
Public Works	22,122,831	23,292,500	27,014,900	5,210,000	(18,082,500)
Sheriff	560,890	224,300	594,700	50,000	(174,300)
Social Services	16,054	373,800	378,800	55,000	(318,800)
Treasurer-Tax Collector-Public	5,510	-	-	-	-
Sub-Total	**32,508,449**	**32,176,890**	**37,301,400**	**13,860,900**	**(18,315,990)**

Summary Schedules

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

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
IT Hardware > $5K / Software > $100K					
Auditor-Controller	$ -	$ 30,000	$ 30,000	$ 15,000	$ (15,000)
Behavioral Wellness	-	-	69,800	200,000	200,000
Clerk-Recorder-Assessor	133,998	815,000	722,000	95,000	(720,000)
County Executive Office	5,808	-	-	-	-
District Attorney	160,439	610,000	-	265,000	(345,000)
Fire	-	30,000	30,000	-	(30,000)
General Services	2,722,037	3,048,300	4,044,300	3,043,400	(4,900)
North County Jail	42,187	400,000	400,000	-	(400,000)
Planning & Development	7,361	10,300	10,300	59,400	49,100
Public Health	-	-	-	45,000	45,000
Public Works	10,200	41,500	11,000	47,000	5,500
Sheriff	220,572	1,050,600	1,413,200	116,000	(934,600)
Social Services	360,509	1,958,865	-	650,000	(1,308,865)
Treasurer-Tax Collector-Public	212,307	-	222,900	115,500	115,500
Sub-Total	**3,875,417**	**7,994,565**	**6,953,500**	**4,651,300**	**(3,343,265)**
Infrastructure					
Community Services	1,219,165	1,840,000	1,449,800	487,000	(1,353,000)
Public Works	9,702,299	12,417,000	5,749,200	16,252,000	3,835,000
Sub-Total	**10,921,463**	**14,257,000**	**7,199,000**	**16,739,000**	**2,482,000**
Capital Appropriations SubTotal	**$ 88,265,439**	**$ 130,537,755**	**$ 119,063,250**	**$ 105,952,200**	**$ (24,585,555)**
Operating Expenditures Found In The Capital Funds					
Sheriff - Capital Outlay Fund	-	-	45,900	-	-
General Services - Capital Outlay Fund	-	775,000	775,000	275,000	(500,000)
North County Jail - North County Jail /	27,821,600	7,556,400	12,249,300	6,044,000	(1,512,400)
Sub-Total	**27,821,600**	**8,331,400**	**13,070,200**	**6,319,000**	**(2,012,400)**
Capital Appropriations SubTotal	**$116,087,038**	**$ 138,869,155**	**$ 132,133,450**	**$ 112,271,200**	**$ (26,597,955)**

Summary Schedules

Revenues

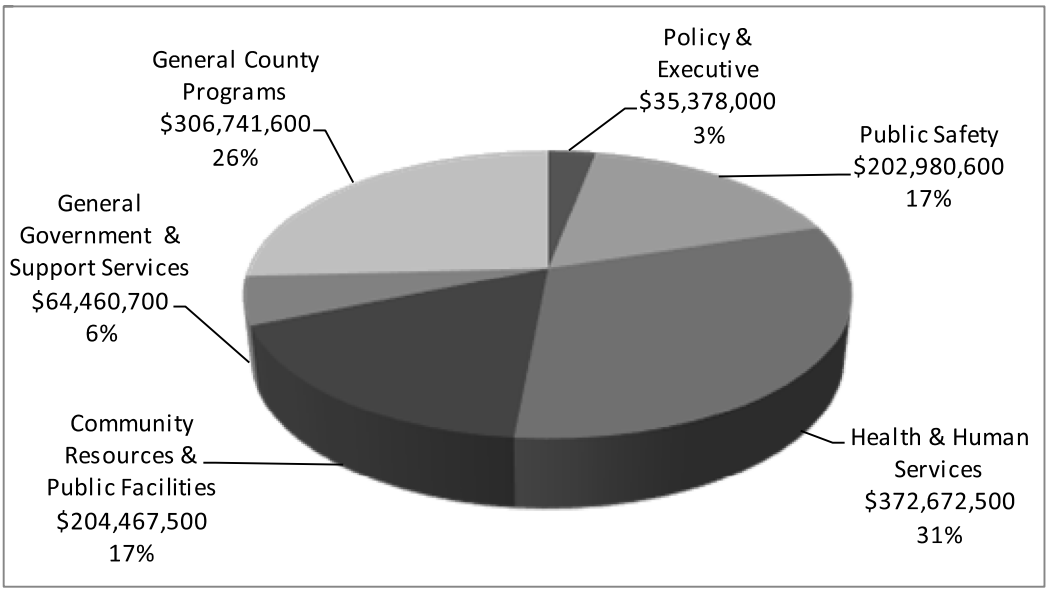
Budgets for revenues are adopted in order to help manage, anticipate, and compare revenue estimates with actual. Additionally, the County Budget Act requires the County to adopt a "balanced budget", which means that appropriations cannot be adopted without an equal source of revenue. This section of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

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Taxes	$ 325,362,708	$ 337,533,200	$ 342,534,800	$ 358,760,900	$ 21,227,700
Licenses, Permits and Franchises	21,230,923	24,051,100	22,726,500	25,397,700	1,346,600
Fines, Forfeitures, and Penalties	8,871,144	8,371,600	10,257,200	9,192,000	820,400
Use of Money and Property	18,211,170	7,771,000	10,568,262	10,292,800	2,521,800
Intergovernmental Revenue	406,761,121	407,676,300	396,343,100	410,544,000	2,867,700
Charges for Services	289,567,969	315,295,500	304,514,600	321,553,600	6,258,100
Miscellaneous Revenue	54,975,006	47,312,300	78,088,985	50,959,900	3,647,600
Operating Revenue	**1,124,980,041**	**1,148,011,000**	**1,165,033,447**	**1,186,700,900**	**38,689,900**
Other Financing Sources	208,245,022	53,574,500	84,646,600	73,351,400	19,776,900
Intrafund Expenditure Transfers (-)	7,736,106	11,001,200	12,031,100	15,155,900	4,154,700
Release of Fund Balance	87,671,789	201,884,165	207,582,831	233,783,100	31,898,935
Fund Balance Impact(-)	3,376,748	-	2,097,800	-	-
General Fund Contribution	269,099,284	275,999,300	280,099,400	300,520,200	24,520,900
Revenues Total	**$ 1,701,108,991**	**$ 1,690,470,165**	**$ 1,751,491,178**	**$ 1,809,511,500**	**$ 119,041,335**

Operating Revenues by Function

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

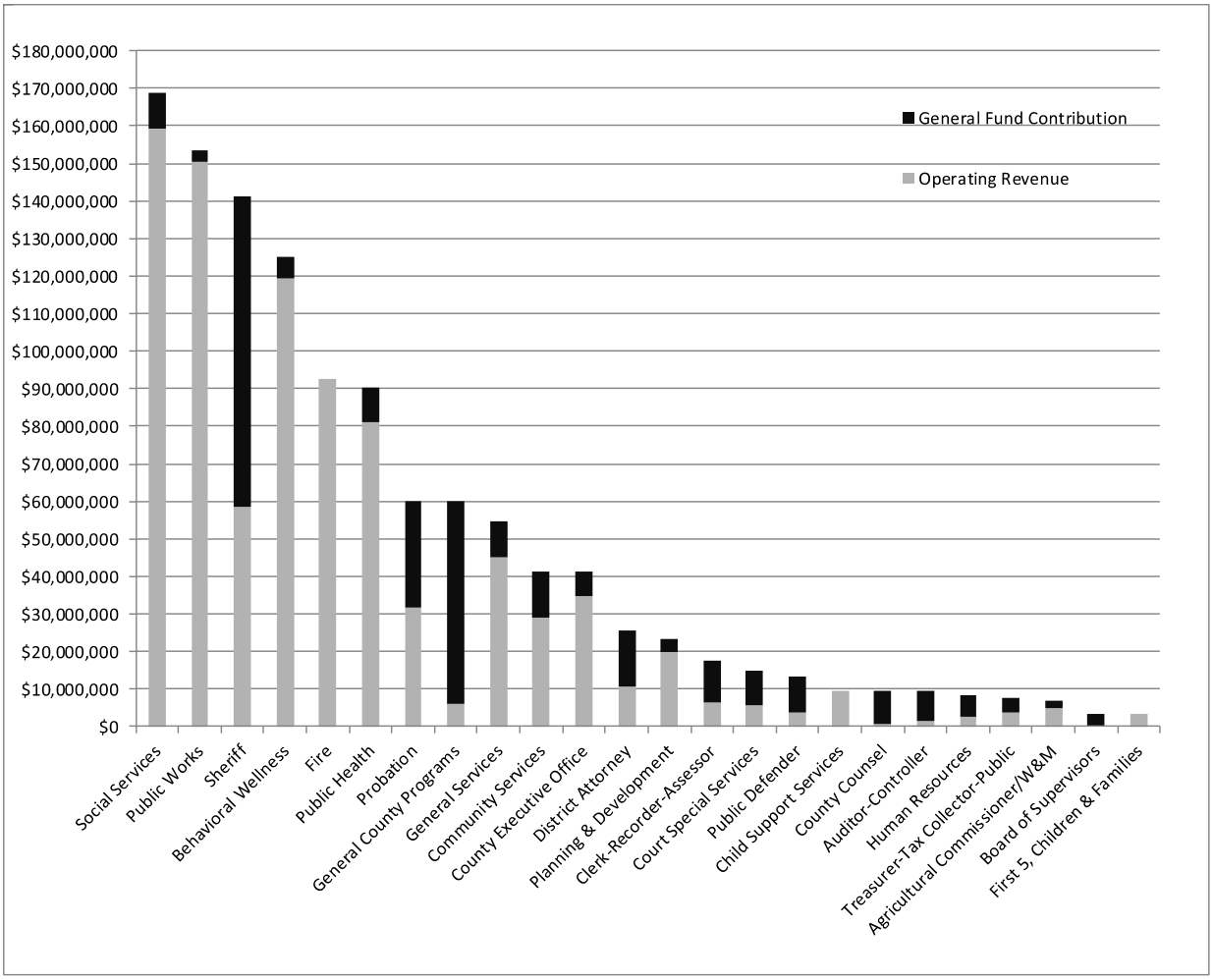


Summary Schedules

Operating Revenues by Department

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

FY 2020-21 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.

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Policy & Executive					
Board of Supervisors	$ -	$ -	$ -	$ -	$ -
County Executive Office	33,065,973	32,662,400	33,165,285	34,772,700	2,110,300
County Counsel	4,705,168	5,000,700	4,686,400	605,300	(4,395,400)
Sub-Total	**37,771,141**	**37,663,100**	**37,851,685**	**35,378,000**	**(2,285,100)**
Public Safety					
Court Special Services	5,416,660	5,244,500	5,533,900	5,497,100	252,600
District Attorney	10,092,176	11,325,100	10,215,600	10,617,800	(707,300)
Fire	84,408,677	85,785,300	86,829,900	92,731,400	6,946,100
Probation	33,927,499	31,335,900	33,599,700	31,637,800	301,900
Public Defender	4,118,887	4,243,000	4,026,700	3,859,100	(383,900)
Sheriff	59,611,127	59,647,600	59,243,600	58,637,400	(1,010,200)
Sub-Total	**197,575,026**	**197,581,400**	**199,449,400**	**202,980,600**	**5,399,200**
Health & Human Services					
Behavioral Wellness	115,570,109	120,296,400	118,081,000	119,531,000	(765,400)
Child Support Services	9,428,283	9,535,600	9,415,600	9,457,100	(78,500)
First 5, Children & Families	3,415,595	3,174,500	3,779,400	3,403,200	228,700
Public Health	82,173,099	80,671,090	79,719,600	81,241,400	570,310
Social Services	153,437,894	163,701,310	159,479,000	159,039,800	(4,661,510)
Sub-Total	**364,024,981**	**377,378,900**	**370,474,600**	**372,672,500**	**(4,706,400)**
Community Resources & Public Facilities					
Agricultural Commissioner	3,959,185	4,679,400	4,679,400	5,063,800	384,400
Community Services	19,690,093	23,242,000	22,765,862	29,192,500	5,950,500
Planning & Development	13,552,276	18,521,600	17,438,900	19,976,800	1,455,200
Public Works	126,079,638	146,504,900	139,824,600	150,234,400	3,729,500
Sub-Total	**163,281,192**	**192,947,900**	**184,708,762**	**204,467,500**	**11,519,600**
General Government & Support Services					
Auditor-Controller	1,532,635	1,420,600	1,449,600	1,386,300	(34,300)
Clerk-Recorder-Assessor	5,932,866	7,210,100	6,568,500	6,291,900	(918,200)
Debt Service	1,422,067	1,408,000	1,408,000	1,410,500	2,500
General Services	37,588,928	38,499,500	38,924,100	44,998,200	6,498,700
Human Resources	3,401,491	3,452,400	3,777,500	2,692,900	(759,500)
North County Jail	19,531,492	4,000,000	-	4,000,000	-
Treasurer-Tax Collector-Pu	4,151,155	3,724,100	4,130,500	3,680,900	(43,200)
Sub-Total	**73,560,634**	**59,714,700**	**56,258,200**	**64,460,700**	**4,746,000**
General County Programs					
General County Programs	13,714,939	6,725,700	35,217,000	6,221,400	(504,300)
General Revenues	275,052,127	275,999,300	281,073,800	300,520,200	24,520,900
Sub-Total	**288,767,066**	**282,725,000**	**316,290,800**	**306,741,600**	**24,016,600**
					-
Operating Revenues Total	**$ 1,124,980,041**	**$ 1,148,011,000**	**$ 1,165,033,447**	**$ 1,186,700,900**	**$ 38,689,900**

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.

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Policy & Executive					
Board of Supervisors					
All Five Districts & Board Support	$ -	$ -	$ -	$ -	$ -
Sub-Total	**-**	**-**	**-**	**-**	**-**
County Executive Office					
County Management	903,442	753,900	674,800	502,200	(251,700)
Emergency Management	951,888	616,600	1,285,500	688,700	72,100
Risk Management	31,210,578	31,291,900	31,204,985	33,581,800	2,289,900
Unallocated	64	-	-	-	-
Sub-Total	**33,065,973**	**32,662,400**	**33,165,285**	**34,772,700**	**2,110,300**
County Counsel					
Legal Services	4,705,168	5,000,700	4,686,400	605,300	(4,395,400)
Sub-Total	**4,705,168**	**5,000,700**	**4,686,400**	**605,300**	**(4,395,400)**
Function Total	**$ 37,771,141**	**$ 37,663,100**	**$ 37,851,685**	**$ 35,378,000**	**$ (2,285,100)**
Public Safety					
Court Special Services					
Court Special Services	5,415,872	5,244,500	5,533,800	5,497,000	252,500
Conflict Defense Representation	788	-	100	100	100
Sub-Total	**5,416,660**	**5,244,500**	**5,533,900**	**5,497,100**	**252,600**
District Attorney					
Administration & Support	10	-	-	-	-
Criminal Prosecution	9,876,702	11,175,100	9,985,600	10,368,000	(807,100)
Civil Prosecution	215,464	150,000	230,000	249,800	99,800
Sub-Total	**10,092,176**	**11,325,100**	**10,215,600**	**10,617,800**	**(707,300)**
Fire					
Administration & Support	499,517	23,293,800	15,869,700	23,180,600	(113,200)
Fire Prevention	713,550	3,165,900	4,221,600	5,302,700	2,136,800
Emergency Operations	83,195,610	59,325,600	66,738,600	64,248,100	4,922,500
Sub-Total	**84,408,677**	**85,785,300**	**86,829,900**	**92,731,400**	**6,946,100**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Public Safety (cont'd)					
Probation					
Administration & Support	$ 131,750	$ 131,300	$ 174,900	$ 131,800	$ 500
Institutions	8,355,210	7,718,900	8,461,900	7,760,000	41,100
Juvenile Services	5,363,947	4,400,800	4,490,500	4,298,000	(102,800)
Adult Services	20,076,591	19,084,900	20,472,400	19,448,000	363,100
Sub-Total	**33,927,499**	**31,335,900**	**33,599,700**	**31,637,800**	**301,900**
Public Defender					
Administration & Support	15	-	-	-	-
Adult Legal Services	4,118,872	4,243,000	4,026,700	3,859,100	(383,900)
Sub-Total	**4,118,887**	**4,243,000**	**4,026,700**	**3,859,100**	**(383,900)**
Sheriff					
Administration & Support	2,120,571	1,687,700	2,014,100	1,639,500	(48,200)
Custody Operations	21,207,887	21,403,200	20,100,400	19,088,600	(2,314,600)
Countywide Law Enforcement	28,447,975	28,725,600	29,310,400	29,981,200	1,255,600
Court Security Services	7,834,694	7,831,100	7,818,700	7,928,100	97,000
Sub-Total	**59,611,127**	**59,647,600**	**59,243,600**	**58,637,400**	**(1,010,200)**
Function Total	**$ 197,575,026**	**$ 197,581,400**	**$ 199,449,400**	**$ 202,980,600**	**$ 5,399,200**
Health & Human Services					
Behavioral Wellness					
Administration & Support	$ 14,642,433	$ 12,463,500	$ 12,050,900	$ 11,403,300	$ (1,060,200)
Mental Health Inpatient Services	11,360,083	12,142,900	11,478,800	12,241,700	98,800
Quality Care Management	1,737,884	4,666,200	4,249,800	4,389,300	(276,900)
Mental Health Outpatient & Community	73,817,612	70,992,500	72,628,500	72,797,100	1,804,600
Alcohol & Drug Programs	14,012,096	20,031,300	17,673,000	18,699,600	(1,331,700)
Sub-Total	**115,570,109**	**120,296,400**	**118,081,000**	**119,531,000**	**(765,400)**
Child Support Services					
Case Management & Collections	9,428,283	9,535,600	9,415,600	9,457,100	(78,500)
Sub-Total	**9,428,283**	**9,535,600**	**9,415,600**	**9,457,100**	**(78,500)**
First 5, Children & Families					
Administration & Support	1,233,048	94,000	738,600	100,100	6,100
Program Evaluation and Research	169,677	193,500	251,900	341,000	147,500
Children's Wellness and Support	2,012,871	2,887,000	2,788,900	2,962,100	75,100
Sub-Total	**3,415,595**	**3,174,500**	**3,779,400**	**3,403,200**	**228,700**
Public Health					
Administration & Support	4,658,800	3,515,300	3,806,200	3,699,800	184,500
Health Care Centers	46,719,861	48,995,100	47,849,100	48,944,900	(50,200)
Community Health Programs	8,403,978	4,016,200	3,901,100	3,986,700	(29,500)
Disease Prevention & Health Promotion	10,660,931	11,678,490	11,903,700	12,002,400	323,910
Regulatory Programs & Emergency Preparedness	8,209,945	8,828,200	8,594,000	8,904,800	76,600
Animal Services	3,519,585	3,637,800	3,665,500	3,702,800	65,000
Sub-Total	**82,173,099**	**80,671,090**	**79,719,600**	**81,241,400**	**570,310**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Health & Human Services (cont'd)					
Social Services					
Administration & Support	$ 473,748	$ 44,700	$ 47,600	$ 32,600	$ (12,100)
Economic Assistance and Employment Services	93,373,213	100,651,110	101,243,600	102,474,500	1,823,390
Protective Services for Children,Adults & Disabled	59,590,934	63,005,500	58,187,800	56,532,700	(6,472,800)
Sub-Total	**153,437,894**	**163,701,310**	**159,479,000**	**159,039,800**	**(4,661,510)**
Function Total	**$ 364,024,981**	**$ 377,378,900**	**$ 370,474,600**	**$ 372,672,500**	**$ (4,706,400)**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	$ 183,733	$ 407,100	$ 408,200	$ 396,900	$ (10,200)
Agriculture	3,293,247	3,574,000	3,572,900	4,144,300	570,300
Weights & Measures	482,204	698,300	698,300	522,600	(175,700)
Sub-Total	**3,959,185**	**4,679,400**	**4,679,400**	**5,063,800**	**384,400**
Community Services					
Administration & Support	13,600	-	-	-	-
Parks & Open Spaces	11,439,425	10,742,200	10,167,825	11,585,200	843,000
Housing & Community Development	6,776,973	10,951,700	11,042,900	15,849,700	4,898,000
Community Support (Arts & Libraries)	764,924	563,900	570,937	794,800	230,900
Energy and Sustainability Initiatives	695,171	984,200	984,200	962,800	(21,400)
Sub-Total	**19,690,093**	**23,242,000**	**22,765,862**	**29,192,500**	**5,950,500**
Planning & Development					
Administration & Support	877,461	1,824,400	2,252,500	2,169,700	345,300
Permitting	11,676,964	15,593,700	14,116,300	16,321,600	727,900
Coastal Mitigation	558,205	530,200	515,100	535,100	4,900
Code Enforcement	248,831	268,200	252,000	212,500	(55,700)
Long Range Planning	190,816	305,100	303,000	737,900	432,800
Sub-Total	**13,552,276**	**18,521,600**	**17,438,900**	**19,976,800**	**1,455,200**
Public Works					
Administration & Support	5,338,990	5,592,300	5,306,100	5,776,800	184,500
Transportation	38,908,182	48,157,500	44,299,100	44,806,000	(3,351,500)
Surveyor	440,746	959,400	1,076,300	1,359,700	400,300
Water Resources/Flood Control	31,289,455	33,618,500	30,795,800	37,534,000	3,915,500
Resource Recovery & Waste Management	50,102,266	58,177,200	58,347,300	60,757,900	2,580,700
Sub-Total	**126,079,638**	**146,504,900**	**139,824,600**	**150,234,400**	**3,729,500**
Function Total	**$ 163,281,192**	**$ 192,947,900**	**$ 184,708,762**	**$ 204,467,500**	**$ 11,519,600**
General Government & Support Services					
Auditor-Controller					
Administration & Support	$ 31,899	$ 26,500	$ 26,600	$ -	$ (26,500)
Audit Services	7,500	7,500	6,300	7,500	-
Accounting Services	1,493,236	1,386,600	1,416,700	1,378,800	(7,800)
Sub-Total	**1,532,635**	**1,420,600**	**1,449,600**	**1,386,300**	**(34,300)**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Elections	$ 570,185	$ 2,135,300	$ 914,200	$ 665,000	$ (1,470,300)
Clerk-Recorder	2,669,202	2,654,800	3,057,300	3,051,900	397,100
Assessor	2,693,479	2,420,000	2,597,000	2,575,000	155,000
Sub-Total	**5,932,866**	**7,210,100**	**6,568,500**	**6,291,900**	**(918,200)**
Debt Service					
Long Term Debt	1,422,067	1,408,000	1,408,000	1,410,500	2,500
Sub-Total	**1,422,067**	**1,408,000**	**1,408,000**	**1,410,500**	**2,500**
General Services					
Administration and Finance	1,068,139	1,145,100	1,145,000	1,133,000	(12,100)
Capital Projects	1,453,527	777,000	670,000	2,803,000	2,026,000
Facilities and Real Estate Management	8,172,233	8,116,300	8,264,200	9,022,700	906,400
Fleet Operations	12,795,598	13,424,000	13,681,100	13,706,900	282,900
Information and Communications Technology	14,096,543	15,037,100	14,892,800	18,013,800	2,976,700
Purchasing, Surplus and Mail	2,888	-	271,000	318,800	318,800
Sub-Total	**37,588,928**	**38,499,500**	**38,924,100**	**44,998,200**	**6,498,700**
Human Resources					
Administration & Operations	4	-	-	-	-
Employee Relations	154,366	107,500	87,400	-	(107,500)
Employment & Workforce Planning	-	-	68,900	-	-
Organizational & Talent Development	85,181	120,000	115,200	25,000	(95,000)
Benefits and Wellness	-	24,000	36,700	25,000	1,000
Employee Insurance	3,161,940	3,200,900	3,469,300	2,642,900	(558,000)
Sub-Total	**3,401,491**	**3,452,400**	**3,777,500**	**2,692,900**	**(759,500)**
North County Jail					
North Branch Main Jail Project	19,531,492	4,000,000	-	4,000,000	-
Sub-Total	**19,531,492**	**4,000,000**	**-**	**4,000,000**	**-**
Treasurer-Tax Collector-Public					
Administration & Support	623	-	-	-	-
Treasury	2,533,289	2,357,500	2,769,600	2,496,400	138,900
Tax & Collections	1,325,393	1,145,600	1,141,900	930,500	(215,100)
Public Support	291,851	221,000	219,000	254,000	33,000
Sub-Total	**4,151,155**	**3,724,100**	**4,130,500**	**3,680,900**	**(43,200)**
Function Total	**$ 73,560,634**	**$ 59,714,700**	**$ 56,258,200**	**$ 64,460,700**	**$ 4,746,000**
General County Programs					
General County Programs					
Support to Other Governments & Organizations	$ 63,777	$ -	$ 430,200	$ -	$ -
Reserved & Committed Funds	13,213,750	6,321,700	34,382,300	5,828,600	(493,100)
Ancillary Services	437,412	404,000	404,500	392,800	(11,200)
Sub-Total	**13,714,939**	**6,725,700**	**35,217,000**	**6,221,400**	**(504,300)**
General Revenues					
General Revenues	275,052,127	275,999,300	281,073,800	300,520,200	24,520,900
Sub-Total	**275,052,127**	**275,999,300**	**281,073,800**	**300,520,200**	**24,520,900**
Function Total	**$ 288,767,066**	**$ 282,725,000**	**$ 316,290,800**	**$ 306,741,600**	**$ 24,016,600**
Operating Revenues Total	**$ 1,124,980,041**	**$ 1,148,011,000**	**$ 1,165,033,447**	**$1,186,700,900**	**$ 38,689,900**

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.

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Taxes					
Property Tax-Current Secured	$ 136,635,211	$ 140,630,000	$ 142,100,500	$ 147,785,000	$ 7,155,000
Property Tax-Unitary	2,831,152	2,940,000	2,930,800	3,067,000	127,000
Property Tax In-Lieu of VLF	56,934,869	59,212,000	59,212,000	62,445,000	3,233,000
PT PY Corr/Escapes Secured	(725,150)	210,000	211,200	219,000	9,000
Property Tax-Current Unsecd	4,163,417	4,756,000	4,718,100	5,143,000	387,000
Prop Tax-Curr Unsec Aircraft	615,718	648,000	648,400	660,000	12,000
PT PY Corr/Escapes Unsecured	(23,066)	240,000	241,000	244,000	4,000
RDA Pass-through Payments	693,535	669,000	669,000	807,000	138,000
RDA RPTTF Resid Distributions	7,936,243	9,449,000	9,449,000	10,646,000	1,197,000
Property Tax-Prior Secured	(21,336)	(453,000)	(447,500)	(178,000)	275,000
Property Tax-Prior Unsecured	186,627	-	-	50,000	50,000
Supplemental Pty Tax-Current	2,854,234	2,217,000	2,200,400	3,086,000	869,000
Supplemental Pty Tax-Prior	78,987	-	2,200	35,000	35,000
Sales and Use Retail Tax State	11,032,881	10,964,000	11,220,400	10,320,400	(643,600)
Cannabis Tax	6,760,662	5,615,000	9,200,000	10,620,000	5,005,000
Transient Occupancy Tax	10,320,426	13,213,900	11,600,000	12,394,700	(819,200)
Racehorse Taxation	3,175	4,000	4,000	2,100	(1,900)
Property Transfer Taxes	4,253,205	3,933,000	4,063,500	4,003,200	70,200
Sub-Total	**244,530,791**	**254,247,900**	**258,023,000**	**271,349,400**	**17,101,500**
Licenses, Permits and Franchises					
Franchises	2,955,194	3,140,000	2,962,000	2,977,700	(162,300)
Sub-Total	**2,955,194**	**3,140,000**	**2,962,000**	**2,977,700**	**(162,300)**
Fines, Forfeitures, and Penalties					
PT-506 Int, 480 CIOS/CIC Pen	(27,378)	18,000	8,200	15,000	(3,000)
PT-Delinquent Penalty-CY	2,370,447	1,561,000	1,519,700	1,843,000	282,000
PT-Redemption Penalty-PY	1,583,031	2,109,000	2,217,700	2,360,000	251,000
PT-Delinquent Penalty-PY	758,651	1,052,000	909,200	1,188,000	136,000
Sub-Total	**4,684,751**	**4,740,000**	**4,654,800**	**5,406,000**	**666,000**
Use of Money and Property					
Interest Income	2,551,609	1,500,000	2,402,400	1,900,000	400,000
Unrealized Gain/Loss Invstmnts	1,804,596	-	(273,900)	-	-
Other Rental of Bldgs and Land	395,146	350,000	411,000	427,400	77,400
Sub-Total	**4,751,350**	**1,850,000**	**2,539,500**	**2,327,400**	**477,400**
Intergovernmental Revenue-State					
State Aid for Disaster	1,127,529	-	-	-	-
Motor Vhcle In-Lieu In Excess	181,826	142,000	187,000	185,000	43,000
Homeowners Property Tax Relief	720,612	709,000	698,600	722,000	13,000
State Off Hwy Mtr Veh Lic Fees	554	-	300	-	-
Sub-Total	**2,030,521**	**851,000**	**885,900**	**907,000**	**56,000**
Intergovernmental Revenue-Federal					
Federal Grazing Fees	119	-	-	-	-
Payments In Lieu of Taxes	1,945,629	19,000	67,600	19,000	-
RDA Dissolution Proceeds	282,235	-	123,000	123,000	123,000
Sub-Total	**2,227,983**	**19,000**	**190,600**	**142,000**	**123,000**
Charges for Services					
Cost Allocation Services	11,906,748	10,116,152	10,116,200	16,210,400	6,094,248
Cost Allocation Use Allowance	937,339	986,248	986,200	1,146,300	160,052
Sub-Total	**12,844,087**	**11,102,400**	**11,102,400**	**17,356,700**	**6,254,300**
Miscellaneous Revenue					
Unclaimed Money In Co.Treasury	358	49,000	3,500	-	(49,000)
Grant/Audit/Other Settlements	1,027,091	-	712,100	-	-
Other Miscellaneous Revenue	-	-	-	54,000	54,000
Sub-Total	**1,027,449**	**49,000**	**715,600**	**54,000**	**5,000**
Changes to Committed					
Unrealized Gains	-	-	319,400	-	-
Sub-Total	**-**	**-**	**319,400**	**-**	**-**
Revenue Total	**$ 275,052,127**	**$ 275,999,300**	**$ 281,393,200**	**$ 300,520,200**	**$ 24,520,900**

Summary Schedules

Prop 172 Revenues

Proposition 172, which became effective January 1, 1994, placed a one-half percent sales tax in the State's Constitution and required revenue derived from the tax to be used only for local public safety services. The Board has the authority to allocate this funding annually as it sees fit, among allowable uses. One-half percent of statewide taxable sales are first deposited into the State's Local Public Safety Pool. This revenue is then allocated to county governments throughout the State based on a factor. Each year, the factor is determined based upon prior year actual sales in the County divided by the total State sales.

The CEO recommends allocation of Proposition 172 funding annually as part of the Recommended Budget. Any revenues received in excess of the fiscal year's budgeted allocations will be placed within the Proposition 172 Restricted Fund Balance in General County Programs. Conversely, in years where revenue comes in below budgeted amounts, the CEO will bring budget revisions to draw from this fund balance and distribute to Departments to make up the difference between budgeted and actual receipts. This will ensure Departments can rely on receiving their full budgeted amount every year. Due to COVID-19 impacts on sales tax, declines are expected in both FY 2019-20 estimated actual and FY 2020-21. Fund balance is being used to cover this gap in Departments.

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Prop 172 Revenue					
District Attorney	$ 5,145,400	$ 5,299,700	$ 5,014,300	$ 4,781,100	$ (518,600)
Probation	8,630,000	8,888,900	8,410,300	8,019,100	(869,800)
Public Defender	3,833,100	3,948,100	3,735,500	3,561,800	(386,300)
Fire	527,000	187,500	177,400	-	(187,500)
Sheriff	18,228,500	18,775,200	17,764,200	16,938,000	(1,837,200)
Community Services	43,000	43,000	40,700	38,800	(4,200)
General County Programs	1,744,802	355,300	-	-	(355,300)
Total	**$ 38,151,803**	**$ 37,497,700**	**$ 35,142,400**	**$ 33,338,800**	**$ (4,158,900)**

	Balance 7/1/2019	Estimated Balance 6/30/2020	Change From 6/30/2020	Recommended Balance 6/30/2021
Prop 172 Fund Balance				
District Attorney	$ 736,999	$ 604,499	$ (513,100)	$ 91,399
Probation	1,187,376	880,176	-	880,176
Public Defender	216,794	72,594	(104,100)	(31,506)
Community Services	3,007	3,007	-	3,007
General County Programs	2,000,654	654	-	654
Total Fund Balance	**$ 4,144,830**	**$ 1,560,930**	**$ (617,200)**	**$ 943,730**

Summary Schedules

Realignment Funding

Beginning in 1991, the State of California shifted the fiscal and programmatic responsibility of several health and social services programs from the State to counties. In 2011, the State shifted additional social services and mental health programs to counties along with the responsibility to provide certain public safety services. With the realignment of these various State services, counties were provided a portion of the State's sales tax and vehicle license fee revenue, as described in greater detail below. As a result, counties assumed the annually escalating cost for providing these services and received funding from the State that is subject to fluctuations when there is instability in the overall State economy.

1991 Realignment

In 1991, the State shifted responsibility for a number of mental health, social services, and public health programs to counties. This shift, known as 1991 Realignment, resulted in the creation of two dedicated funding streams from the State to help offset the cost of the shifted services; a ½ cent Sales Tax and a portion of Vehicle License Fee (VLF) revenue made available by a change in the depreciation schedule for vehicles. Each of the three service areas identified was required to have their own separate accounts established and each of those service areas receive a different share of statewide 1991 Realignment revenue. At the County level, these revenues are administered through the use of three separate funds to disburse revenues to Social Services, Behavioral Wellness, and Public Health.

The 1991 Realignment program funding streams pose a challenge to the County as they are sensitive to the economy. When the economy does poorly, demand for services is high, but revenues under perform. When the economy is doing well, demand for services is reduced, sales and vehicle license fee revenue are high, and growth in these funding streams is experienced.

The 1991 Realignment trust funds do not directly spend funds or provide services. They are pass-through funds required by the State and the actual expenditures occur within the operating budget units of the departments that receive Realignment revenue.

The 1991 Realignment legislation allows for some local flexibility in usage of funds at the County level. Upon action by the Board of Supervisors, a County can transfer 10% of a given year's revenue from one fund to another if it is found that the transfer is the most cost-effective use of available resources to maximize client outcomes. An additional 10% can be transferred from the County's Health Realignment Fund specifically to help meet caseload needs in excess of the revenue growth in the social services account.

2011 Realignment

In 2011, the State addressed prison over-crowding by shifting custodial responsibility of nonserious, non-sexual, and non-violent offenders to local jails. In addition, the parole function of the state was delegated to county Probation departments; parole revocation hearings were shifted to the local jurisdictions and cases assigned to the District Attorney and Public Defender. The State also realigned Juvenile Re-Entry and Trial Court Security by shifting 100% of the financial burden of these programs to the County. The justification for the Public Safety Realignment is that it gives the county flexibility to better provide mental health and social services to the recently incarcerated in the hopes of reducing recidivism and having the net effect of lowering both jail and prison population.

In conjunction with Public Safety Realignment (AB 109), the State also shifted the full financial burden of many social service and mental health programs to the County, including: Adult Protective Services, Foster Care, Child Welfare Services, Child Abuse Prevention and Intervention, Drug Court, and Medi-Cal substance abuse treatment programs. The County was responsible for the delivery of these programs before realignment, but with the shift, the State no longer participates in the share of cost.

While the State no longer shares in the cost, it has dedicated a portion of the State sales tax (1.0625%) revenue, along with a portion of vehicle license fees for these realigned programs. However, as with 1991 Realignment, this greater reliance on economically sensitive revenues puts the County at higher risk of funding losses during economic downturns, at exactly the time when demand for services will increase.

Tobacco Settlement Revenues

Santa Barbara County receives an annual allocation from the State which is a result of the November 1998 Master Settlement Agreement (MSA) between forty-six states, including California, and the major tobacco companies to recover the costs of treating smoking-related illness and unfair business practices claims. In FY 2020-21, that allocation is anticipated to be $4.4 million. Although the funds don't have a legally restricted use, the Board of Supervisors has previously directed that the funds are to be spent on County health-related needs and programs.

	2017-18 Adopted	2018-19 Adopted	2019-20 Adopted	2020-21 Recommended
Tobacco Settlement Use of Funds				
Direct Medical/Dental Care	447,418	385,618	230,300	230,300
Psychiatric Crisis Recovery	313,034	313,034	313,000	313,000
Animal Services	405,450	405,450	405,500	405,500
Public Health Prevention/Education	2,560,610	2,511,030	2,280,100	2,280,100
Environmental Health Services	398,000	398,000	-	-
Mental Health Reserves	2,634,250	1,000,000	1,000,000	1,000,000
Administration	35,450	35,450	25,000	-
Total	**$ 6,794,212**	**$ 5,048,582**	**$ 4,253,900**	**$ 4,228,900**

	7/1/2019	6/30/2020	6/30/2020	6/30/2021
Tobacco Settlement Fund Balance	**$ 7,428,622**	**$ 7,652,022**	**$ 238,700**	**$ 7,890,722**

Summary Schedules

General Fund Contribution

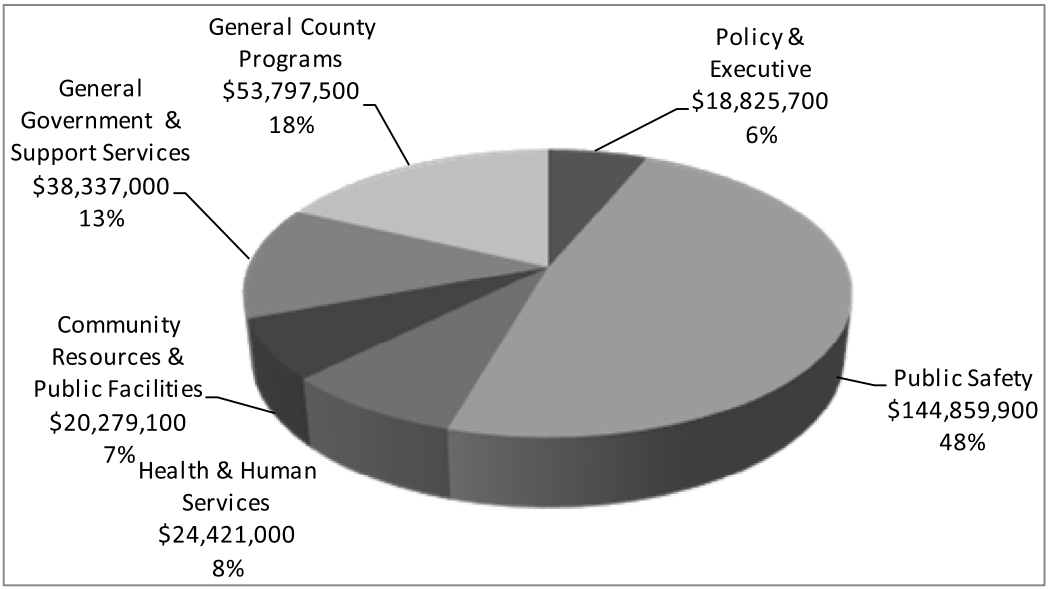
This section of the Summary Schedules shows the amount of "General Fund Contribution (GFC)" allocated to the various County departments. The allocation methodology (i.e. the determination of how much a department will receive in GFC) is based on principles adopted by the Board of Supervisors before each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

	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Policy & Executive					
Board of Supervisors	$ 3,151,600	$ 3,216,500	$ 3,216,500	$ 3,502,200	$ 285,700
County Executive Office	5,748,800	5,877,100	5,877,100	6,530,100	653,000
County Counsel	3,814,200	3,950,800	3,950,800	8,793,400	4,842,600
Sub-Total	**12,714,600**	**13,044,400**	**13,044,400**	**18,825,700**	**5,781,300**
Public Safety					
Court Special Services	8,586,800	9,266,700	9,266,700	9,266,700	-
District Attorney	13,887,500	14,302,800	14,302,800	15,135,700	832,900
Probation	27,266,500	27,891,600	27,891,600	28,597,900	706,300
Public Defender	7,538,800	8,547,700	8,547,700	9,324,300	776,600
Sheriff	75,500,600	77,719,100	77,719,100	82,535,300	4,816,200
Sub-Total	**132,780,200**	**137,727,900**	**137,727,900**	**144,859,900**	**7,132,000**
Health & Human Services					
Behavioral Wellness	5,529,600	5,614,900	5,614,900	5,693,800	78,900
Public Health	9,075,700	8,980,400	9,056,400	9,152,700	172,300
Social Services	9,334,399	9,462,100	9,462,100	9,574,500	112,400
Sub-Total	**23,939,698**	**24,057,400**	**24,133,400**	**24,421,000**	**363,600**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	1,595,100	1,638,000	1,638,000	1,672,400	34,400
Community Services	11,760,000	11,950,500	11,950,500	12,118,400	167,900
Planning & Development	3,589,500	3,324,100	3,324,100	3,389,500	65,400
Public Works	3,023,700	3,061,400	3,061,400	3,098,800	37,400
Sub-Total	**19,968,300**	**19,974,000**	**19,974,000**	**20,279,100**	**305,100**
General Government & Support Services					
Auditor-Controller	7,579,100	7,768,300	7,768,300	7,992,000	223,700
Clerk-Recorder-Assessor	10,532,200	10,728,300	10,728,300	11,198,300	470,000
General Services	8,621,800	9,276,900	9,276,900	9,533,600	256,700
Human Resources	4,841,200	5,163,600	5,163,700	5,760,500	596,900
Treasurer-Tax Collector-Public	3,500,700	3,773,100	3,773,100	3,852,600	79,500
Sub-Total	**35,075,000**	**36,710,200**	**36,710,300**	**38,337,000**	**1,626,800**
General County Programs					
General County Programs	44,621,486	44,485,400	48,509,400	53,797,500	9,312,100
Sub-Total	**44,621,486**	**44,485,400**	**48,509,400**	**53,797,500**	**9,312,100**
General Fund Contributions Total	**$ 269,099,284**	**$ 275,999,300**	**$ 280,099,400**	**$ 300,520,200**	**$ 24,520,900**

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.

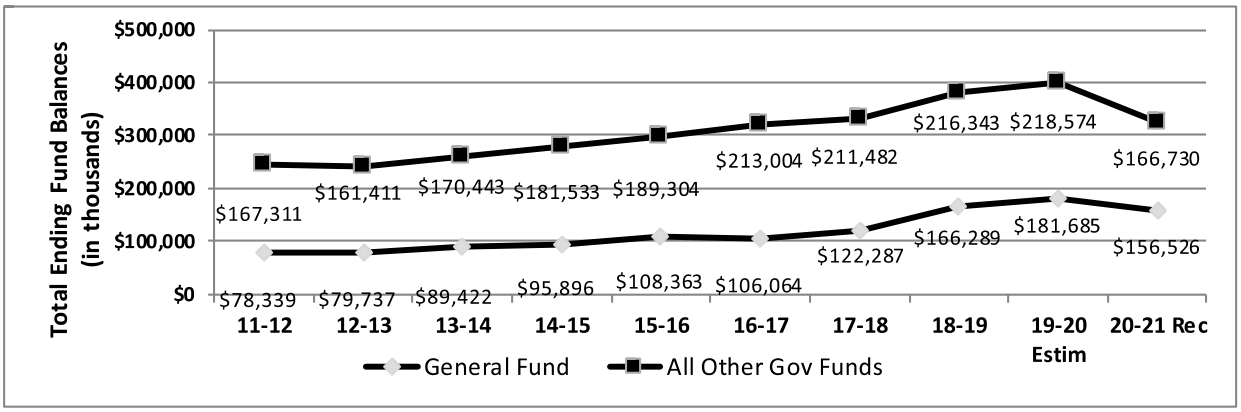
There are two schedules in this section that focus on the fund balances of the County's budgeted funds. The first schedule lists the County's budgeted funds and provides estimates on beginning and ending fund balances based on estimated activity for the current fiscal year and the estimated activity 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 2019-20 and 2020-21 can be found on the following Fund Balance Summary schedule.



Summary Schedules

Fund Balance Summary

	Estimated Fund Balances as of June 30, 2020	Recommended Revenues & Other Financing Sources	Recommended Expenditures & Other Financing Uses	Estimated Fund Balances as of June 30, 2021
Governmental Funds				
Major Funds				
General Fund	$ 181,684,605	$ 720,630,600	$ 745,789,000	$ 156,526,205
Flood Control Districts	65,185,562	30,217,300	39,079,400	56,323,462
Public Health	26,100,741	85,976,700	88,412,000	23,665,441
Fire Protection District	27,752,637	93,274,400	102,153,500	18,873,537
Roads Fund	27,927,568	52,850,600	66,297,800	14,480,368
Behavioral Wellness	11,671,740	141,492,100	145,944,400	7,219,440
Capital Projects	16,411,431	26,228,500	36,861,400	5,778,531
Affordable Housing	5,080,411	15,204,200	16,583,800	3,700,811
Social Services	1,296,687	168,725,700	169,238,400	783,987
Sub-Total	363,111,381	1,334,600,100	1,410,359,700	287,351,781
Non-Major Funds				
Water Agencies	11,741,749	7,993,000	8,529,400	11,205,349
First 5 Children and Families Commission	5,157,710	3,403,200	3,724,600	4,836,310
County Service Areas	4,319,817	2,153,100	1,787,200	4,685,717
Courthouse Construction	3,903,509	630,000	222,200	4,311,309
Inmate Welfare	2,920,441	2,028,600	2,075,700	2,873,341
Coastal Resource Enhancement	2,451,899	460,000	1,339,200	1,572,699
Muni Finance - Debt Service	1,520,969	5,992,800	6,013,500	1,500,269
Public and Educational Access	1,057,302	2,800	8,000	1,052,102
Fish and Game	674,430	11,600	25,900	660,130
Community Facilities District	617,665	825,800	839,700	603,765
Seawalls	678,809	13,100	175,100	516,809
Child Support Services	468,775	9,457,100	9,483,200	442,675
Petroleum	372,022	701,600	637,100	436,522
Fishermen Assistance	415,718	16,000	31,000	400,718
Lighting Districts	386,367	570,000	613,200	343,167
Court Operations	318,783	14,863,800	14,855,600	326,983
Special Aviation	134,514	305,000	305,000	134,514
Criminal Justice Construction	1,100	1,017,100	1,017,100	1,100
IHSS Public Authority	5,785	10,760,100	10,764,900	985
Sub-Total	37,147,363	61,204,700	62,447,600	35,904,463
Total Governmental Funds	**$ 400,258,744**	**$ 1,395,804,800**	**$ 1,472,807,300**	**$ 323,256,244**

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 2020-21, the fund balances for all governmental funds are anticipated to decrease by 19%, or $77.0 million, and the major funds as a whole are projected to decrease by 21%, or $75.8 million. However, due to legal controls on appropriations, conservative revenue estimates, and favorable outcomes, the actual draws on fund balances are generally less than budgeted.

	Est. Fund Balance as of June 30, 2020	Est. Fund Balance as of June 30, 2021	Difference	Percent Change
Governmental Major Funds Detail				
General Fund	**$ 181,684,605**	**$ 156,526,205**	**$ (25,158,400)**	**-14%**
Flood Control Districts	65,185,562	56,323,462	(8,862,100)	-14%
Public Health	26,100,741	23,665,441	(2,435,300)	-9%
Fire Protection District	27,752,637	18,873,537	(8,879,100)	-32%
Roads Fund	27,927,568	14,480,368	(13,447,200)	-48%
Behavioral Wellness	11,671,740	7,219,440	(4,452,300)	-38%
Capital Projects	16,411,431	5,778,531	(10,632,900)	-65%
Affordable Housing	5,080,411	3,700,811	(1,379,600)	-27%
Social Services	1,296,687	783,987	(512,700)	-40%
Total Other Governmental Major Funds	**181,426,777**	**130,825,577**	**(50,601,200)**	**-28%**
Total Governmental Major Funds	**363,111,381**	**287,351,781**	**(75,759,600)**	**-21%**
Total Non-Major Governmental Funds	**37,147,363**	**35,904,463**	**(1,242,900)**	**-3%**
Total Governmental Funds	**$400,258,744**	**$323,256,244**	**$ (77,002,500)**	**-19%**

Significant Changes (10% or more)

- The Flood Control Districts Fund is estimated to decrease 14%, or $8.9 million, primarily due to capital creeks projects such as the Cold Springs Basin Expansion Project.
- The Roads Fund is estimated to decrease 48%, or $13.4 million, primarily due to increased services & supplies operating costs couple with reduced intergovernmental and charges for services revenues.
- The Fire Protection District Fund is estimated to decrease 32%, or $8.9 million, primarily due to increased salaries & benefits and capital projects.
- The Capital Projects Fund is estimated to decrease 65%, or $10.6 million, to fund the construction of the North County Jail.
- The Behavioral Wellness Fund is estimated to decrease 38%, or $4.5 million, primarily due to increased services & supplies operating costs coupled with a decrease in Medi-Cal revenues as a result of COVID-19.
- The Affordable Housing Fund is estimated to decrease 27%, or $1.4 million, primarily due to an increase in services & supplies operating costs.
- The Social Services Fund is estimated to decrease 40%, or $0.5 million, due to the anticipated decline of 1991 and 2011 Realignment as a result of COVID-19.

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 7/1/2019	Estimated Balance 6/30/2020	Change From 6/30/2020	Recommended Balance 6/30/2021
Fund Balance Nonspendable				
Teeter Tax Losses	$ 9,089,462	$ 9,528,462	$ -	$ 9,528,462
Receivables	2,288,999	2,288,999	-	2,288,999
Prepaids/Deposits	50,000	50,000	-	50,000
Nonspendable Total	**11,428,461**	**11,867,461**	**-**	**11,867,461**
Fund Balance Restricted				
Local Realignment 2011	$ 18,124,870	$ 17,086,470	$ (1,747,200)	$ 15,339,270
Probation YOBG	3,660,357	3,883,457	(313,900)	3,569,557
Sheriff Categorical Grants	2,323,333	2,368,333	25,600	2,393,933
Public Safety Prop 172	4,144,830	1,560,930	(617,200)	943,730
Recorder Modernization	2,227,527	2,227,527	-	2,227,527
Purpose of Fund	2,185,504	1,976,904	(2,196,000)	(219,096)
Recorder Operations	866,474	866,474	-	866,474
Maintenance-Casa Nueva Bldg	699,474	734,974	36,000	770,974
Los Prietos Donation	640,000	640,000	-	640,000
GATV Infrastructure	962,382	722,382	(722,300)	82
Probation LESF/COPS	1,228,259	1,014,459	(695,400)	319,059
Sheriff Asset Forfeiture-Fed	659,176	901,576	-	901,576
P&D Offsite Mitigation	1,698,819	1,429,819	-	1,429,819
Public Arts Program	642,408	528,545	(140,600)	387,945
Gaviota Bikeway	335,011	337,711	-	337,711
PHD Special Projects	307,197	322,197	(310,000)	12,197
District Attorney Programs	307,127	307,127	-	307,127
Survey Monument	315,903	314,903	(1,000)	313,903
Assessor AB818	503,770	503,770	(500,000)	3,770
Donations	160,911	190,911	-	190,911
Consumer/Environmental	214,560	214,560	(100,000)	114,560
Recorder Micrographics	273,946	273,946	-	273,946
Probation Programs	107,905	106,505	(500)	106,005
Animal Control Programs	104,816	146,816	55,000	201,816
State Off Hwy Fee	146,927	146,927	-	146,927
Recorder Redaction	68,967	68,967	-	68,967
Local Innovation Sub-Account	-	130,000	447,600	577,600
DA Asset Forfeiture-State	-	-	(150,000)	(150,000)
Health Care Programs	179,510	179,510	(185,000)	(5,490)
Sustainability Programs	298,986	298,986	(1,302,000)	(1,003,014)
DSA Surplus Health Allocations	145,000	145,000	-	145,000
CalVet Subvention Program	202,781	202,781	(83,000)	119,781
Recorder ERDS	128,054	128,054	-	128,054
Weights and Measures	79,864	79,864	-	79,864
Real Estate Fraud	40,518	40,518	(40,500)	18
DARE	40,384	40,384	-	40,384
Imprest Cash	10,000	10,000	-	10,000
Allocated for Capital Outlay	841	841	-	841
Vital Records	161,199	161,199	-	161,199
Restricted Total	**44,197,590**	**40,293,327**	**(8,540,400)**	**31,752,927**

Summary Schedules

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

	Balance 7/1/2019	Estimated Balance 6/30/2020	Change From 6/30/2020	Recommended Balance 6/30/2021
Fund Balance Committed				
Strategic Reserve	34,116,144	34,381,144	(659,900)	33,721,244
New Jail Operations	16,284,474	11,141,974	(5,409,100)	5,732,874
Litigation	6,713,156	9,725,756	(533,800)	9,191,956
Program Stabilization	4,250,000	4,750,000	(750,000)	4,000,000
Mental Health	2,923,838	4,823,838	(1,444,600)	3,379,238
Contingencies	3,855,072	3,805,072	2,064,600	5,869,672
Accumulated Capital Outlay	700,000	3,350,000	20,850,000	24,200,000
Disaster Recovery	8,946,443	19,442,943	(15,325,000)	4,117,943
Emerging Issues	3,562,586	3,585,586	213,000	3,798,586
Tech Replacement & Investment	-	2,319,000	2,000,000	4,319,000
Auditor Systems Maint/Develop	1,765,231	1,765,231	-	1,765,231
Facilities Maintenance	505,996	1,505,996	(250,000)	1,255,996
County Executive Programs	1,474,259	1,988,959	(782,400)	1,206,559
General Services Projects	1,641,146	1,118,946	(299,900)	819,046
Props 215/64 - Cannabis	678,682	5,093,482	(4,047,900)	1,045,582
P&D Land Use System	944,320	861,520	(9,800)	851,720
Parks Projects	1,513,487	1,135,487	(566,000)	569,487
Purpose of Fund	1,550,351	624,351	(317,600)	306,751
Planning/Development Projects	1,489,787	1,260,787	(587,000)	673,787
Tobacco Settlement	634,250	634,250	-	634,250
General County Programs	1,296,386	632,586	-	632,586
Human Resources Programs	572,503	365,103	(251,500)	113,603
District Attorney Programs	492,500	492,500	(160,300)	332,200
Assessment Appeals Support	668,921	668,921	-	668,921
Sheriff Projects	362,378	339,278	(23,100)	316,178
North County Jail Contingency	302,000	302,000	-	302,000
Public Defender Programs	220,060	220,060	-	220,060
Treas Tax Collector Projects	618,967	299,967	(200,000)	99,967
Rental Maintenance	164,210	164,210	-	164,210
Housing Programs	343,404	265,904	(15,000)	250,904
Clerk Record Assessor Projects	1,795,184	436,784	(435,000)	1,784
Probation Programs	49,051	49,051	-	49,051
Elections Voting Equipment	915,748	751,648	(612,600)	139,048
Building & Safety Permitting	40,000	40,000	-	40,000
Imprest Cash	21,980	22,180	(500)	21,680
Maintenance-Montecito Com Hall	52	52	-	52
Ag Commissioner Projects	805	805	-	805
Unrealized Gains	673,803	399,903	-	399,903
Committed Total	**102,087,172**	**118,765,272**	**(7,553,400)**	**111,211,872**
Fund Balance Residual				
Fund Balance-Residual	9,054,914	10,601,914	-	10,601,914
Residual Fund Balance-Inc/Dec	-	(9,054,900)	-	(9,054,900)
Unassigned Fund Balance	8,576,130	9,211,530	(9,064,600)	146,930
Residual Total	**17,631,044**	**10,758,544**	**(9,064,600)**	**1,693,944**
Fund Balance Total	**$ 175,344,268**	**$ 181,684,605**	**$ (25,158,400)**	**$ 156,526,205**

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 5-year period can found on the next page. The explanations are referenced by number on this trend chart to the numbered explanation.

	Adopted FY 16-17	Adopted FY 17-18	Adopted FY 18-19	Adopted FY 19-20	Recommended FY 20-21
Policy & Executive					
Board of Supervisors	20.00	20.25	20.00	20.23	**20.23**
County Counsel	39.00	37.65	42.00	41.00	**41.00**
County Executive Office	36.00	33.00	35.00	36.00	**37.00**
Sub-Total	**95.00**	**90.90**	**97.00**	**97.23**	**98.23**
Public Safety					
District Attorney	133.50	129.50	133.00	140.50	**142.00**
Fire	254.00	259.00	261.00	270.00	**274.00**
Probation	324.00	321.00	329.00	327.50	**337.23** (4)
Public Defender	67.00	63.00	64.00	67.00	**71.00**
Sheriff	669.08	664.23	713.96 (2)	737.17 (2)	**742.17**
Sub-Total	**1,447.58**	**1,436.73**	**1,500.96**	**1,542.17**	**1,566.40**
Health & Human Services					
Behavioral Wellness	370.88	370.13	387.44	403.66 (3)	**403.78**
Child Support Services	75.08	71.25	68.75	69.00	**68.05**
First 5, Children & Families	11.00	10.00	10.00	8.00	**7.00**
Public Health	536.24	536.38	529.07	527.34	**528.80**
Social Services	898.75	741.77 (1)	741.50	748.50	**753.50**
Sub-Total	**1,891.95**	**1,729.52**	**1,736.76**	**1,756.50**	**1,761.12**
Community Resources & Public Facl.					
Agricultural Commissioner/W&M	33.00	33.00	37.00	37.00	**37.00**
Community Services	84.05	82.80	84.57	88.50	**92.25**
Planning & Development	91.59	91.80	98.30	102.30	**110.30**
Public Works	281.25	281.25	281.25	281.25	**283.30**
Sub-Total	**489.89**	**488.85**	**501.12**	**509.05**	**522.85**
General Government & Support Services					
Auditor-Controller	50.25	49.00	48.60	48.60	**48.60**
Clerk-Recorder-Assessor	99.13	98.50	99.50	101.50	**102.50**
General Services	119.00	115.50	117.50	124.50	**129.50**
Human Resources	28.25	29.25	25.25	30.75	**30.75**
Treasurer-Tax Collector-Public	45.00	44.00	43.50	44.50	**44.00**
Sub-Total	**341.63**	**336.25**	**334.35**	**349.85**	**355.35**
General County Programs					
General County Programs	1.00	1.00	-	-	**-**
Sub-Total	**1.00**	**1.00**	**-**	**-**	**-**
FTE Total	**4,267.04**	**4,083.25**	**4,170.19**	**4,254.79**	**4,303.95**

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) 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.

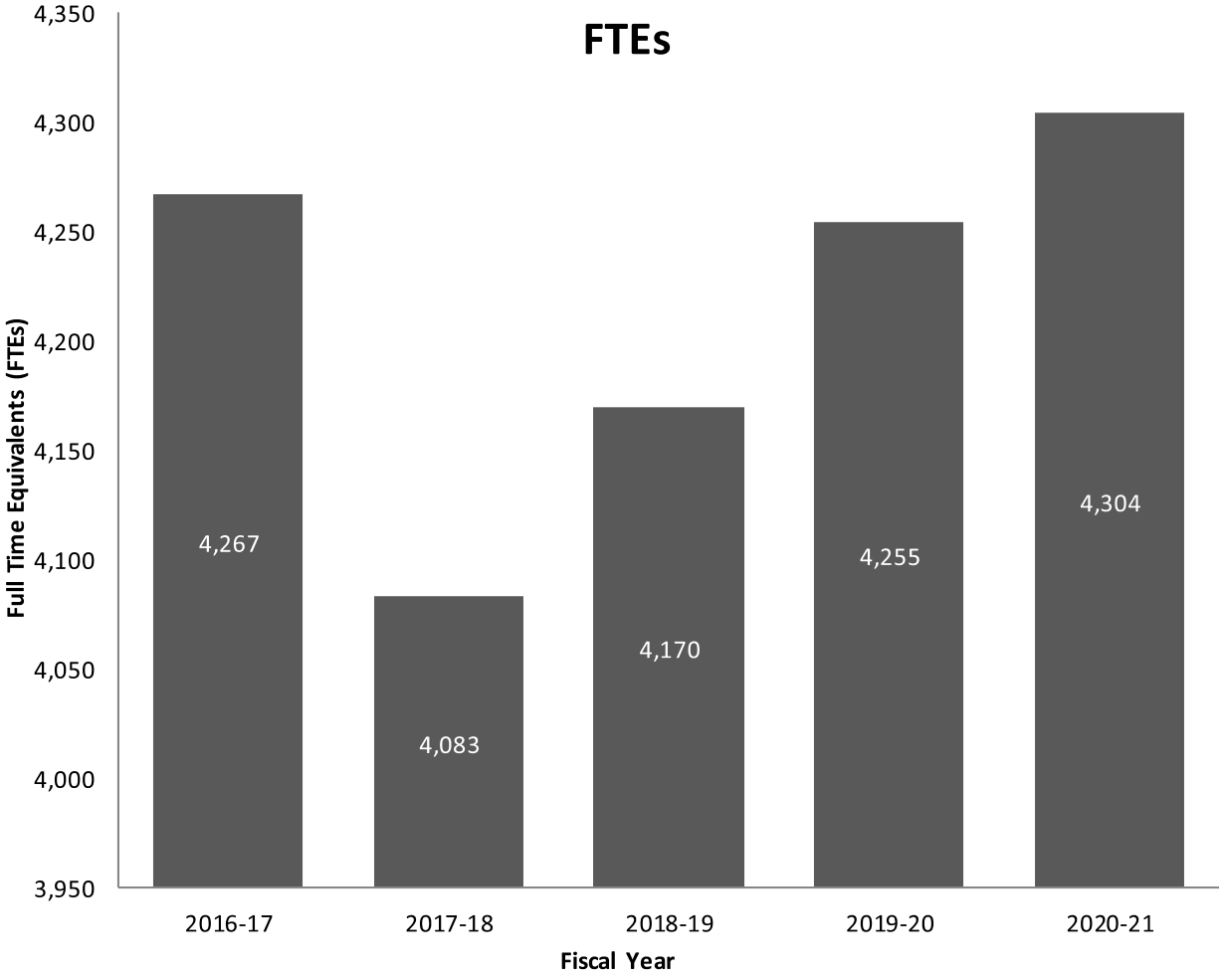
(2) Sheriff FTEs increased by 49.73 in FY 18-19 and 23.21 in FY 2019-20 primarily due to increased staffing for the North Branch Jail which is expected to open during FY 2020-21.

(3) Behavioral Wellness FTEs increased by 16.22 in FY 2019-20 primarily 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.

(4) Probation FTEs are budgeted to increase by 9.73 in FY 2020-21 primarily due to assuming Pretrial Assessments from the Courts on December 30, 2019.

Summary Schedules

5-Year Recommended Staffing Trend – Countywide



Notes:

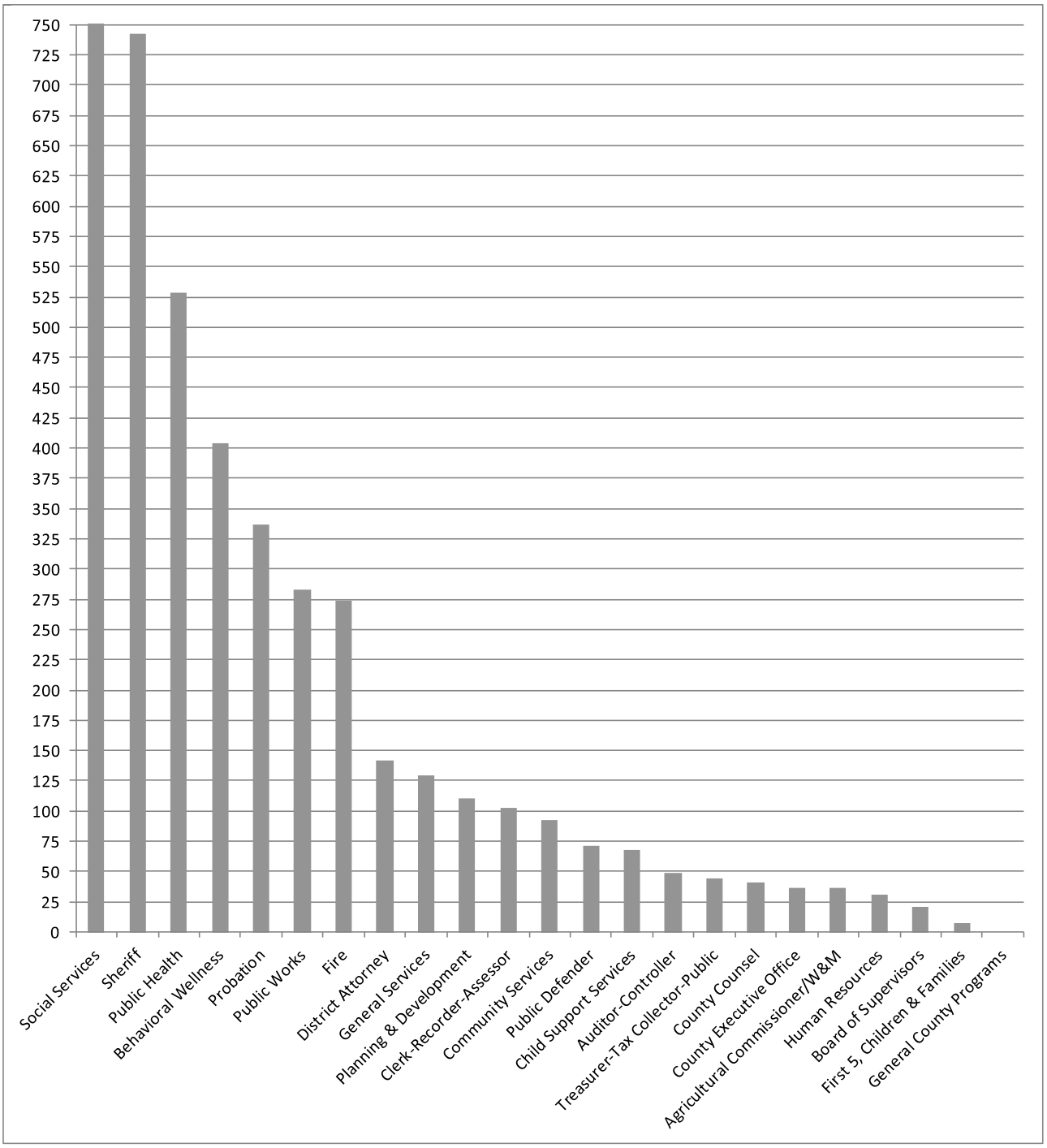
- This schedule is based on the Recommended budget figures. Refer to page C-48 to view the Adopted budget figures.

Summary Schedules

Full Time Equivalents By Department

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

FY 2020-21 FTE Totals By Department



Summary Schedules

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
- 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.
- Manage general liability and workers’ compensation expenses in a manner that protects the County’s assets and financial health.

Policy & Executive

Functional Group Summary

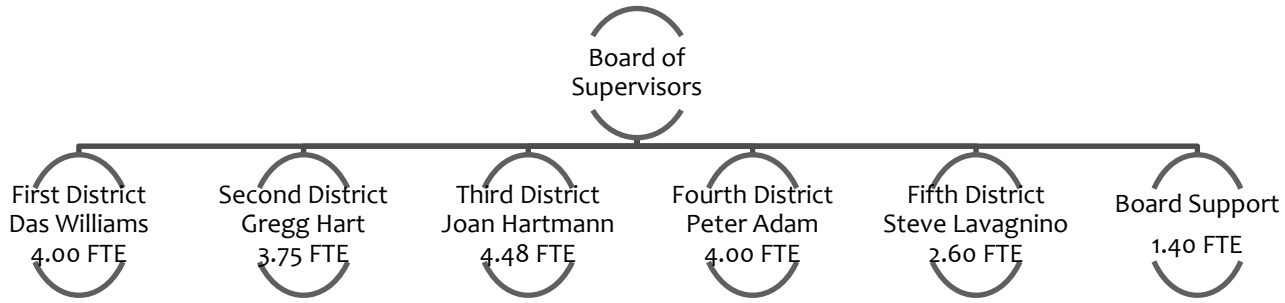
Staffing By Department	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Board of Supervisors	19.46	20.23	20.23	20.23	-
County Executive Office	32.87	36.00	36.00	37.00	1.00
County Counsel	39.70	41.00	41.00	41.00	-
Total	92.04	97.23	97.23	98.23	1.00
Budget By Department					
Board of Supervisors	$ 3,172,251	$ 3,216,500	$ 3,190,000	$ 3,502,200	$ 285,700
County Executive Office	42,136,775	42,148,600	43,583,548	43,727,700	1,579,100
County Counsel	8,718,592	9,532,900	9,383,000	9,935,300	402,400
Total	$ 54,027,618	$ 54,898,000	$ 56,156,548	$ 57,165,200	$ 2,267,200
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 17,390,346	$ 18,043,900	$ 17,891,758	$ 18,820,100	$ 776,200
Services and Supplies	34,702,755	33,992,800	35,684,835	34,648,000	655,200
Other Charges	1,934,517	2,861,300	2,579,955	3,697,100	835,800
Total Operating Expenditures	54,027,618	54,898,000	56,156,548	57,165,200	2,267,200
Capital Assets	480,189	90,000	50,000	-	(90,000)
Other Financing Uses	89,064	505,000	1,011,300	2,080,600	1,575,600
Intrafund Expenditure Transfers (+)	41,436	-	-	-	-
Increases to Fund Balances	494,467	260,000	902,300	912,600	652,600
Fund Balance Impact (+)	50	-	32,300	-	-
Total	$ 55,132,824	$ 55,753,000	$ 58,152,448	$ 60,158,400	$ 4,405,400
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 364,789	$ 484,300	$ 330,900	$ 426,800	$ (57,500)
Use of Money and Property	627,969	46,000	207,400	52,500	6,500
Intergovernmental Revenue	916,964	615,000	1,285,500	688,700	73,700
Charges for Services	5,277,795	5,330,000	5,086,500	793,000	(4,537,000)
Miscellaneous Revenue	30,583,624	31,187,800	30,941,385	33,417,000	2,229,200
Total Operating Revenues	37,771,141	37,663,100	37,851,685	35,378,000	(2,285,100)
Other Financing Sources	-	-	2,000,000	-	-
Intrafund Expenditure Transfers (-)	35,436	-	-	-	-
Decreases to Fund Balances	3,016,383	5,045,500	5,091,963	5,954,700	909,200
General Fund Contribution	12,714,600	13,044,400	13,044,400	18,825,700	5,781,300
Fund Balance Impact (-)	1,595,264	-	164,400	-	-
Total	$ 55,132,824	$ 55,753,000	$ 58,152,448	$ 60,158,400	$ 4,405,400

Policy & Executive

Board of Supervisors

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**3,502,200**
Capital	**$**	**0**
FTEs		**20.23**



Board of Supervisors

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 that reflects the diversity of the community.

Department Description

A five-member Board of Supervisors governs County services for a population of approximately 455,000 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.

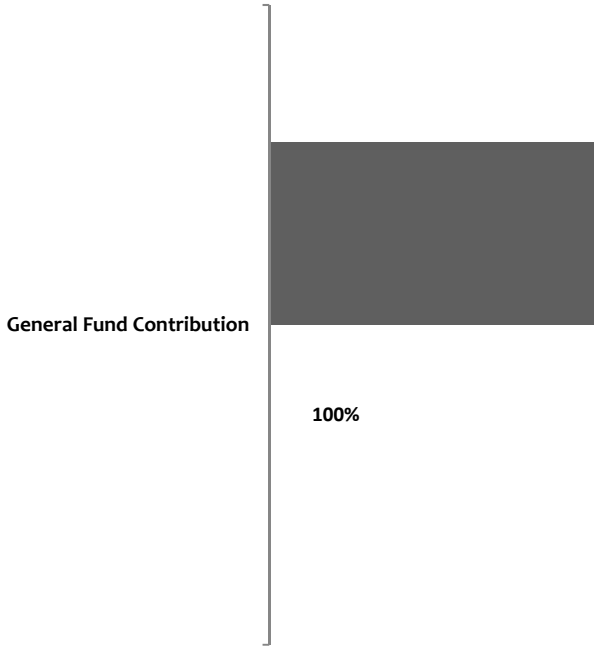
The fourth supervisorial district includes the City of Lompoc, the southwest portion of Los Alamos, the unincorporated community of Orcutt, and portions of the Santa Maria Valley.

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

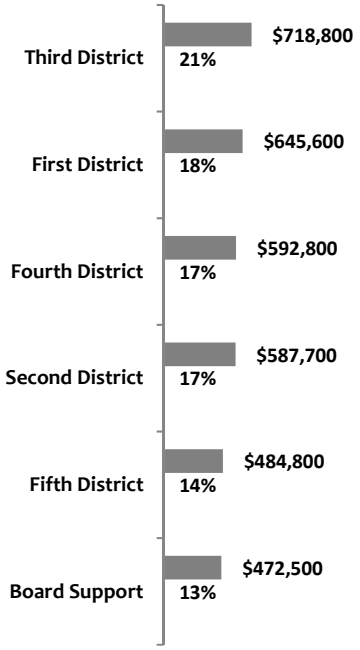
Board of Supervisors

Recommended Sources & Uses of Funds

Source of Funds - $3,502,200

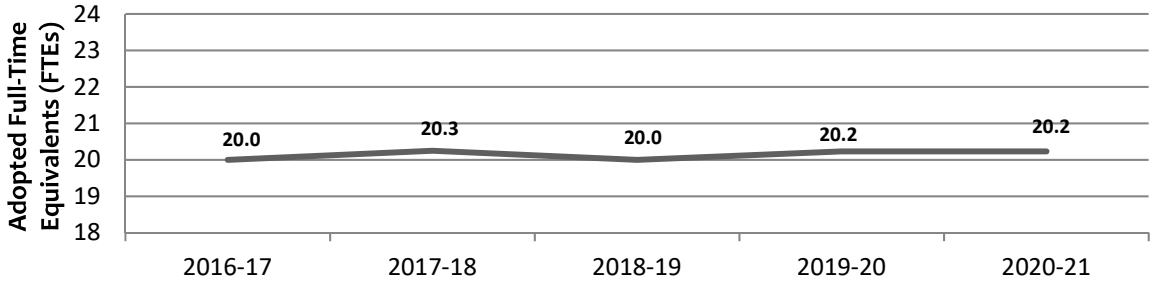


Use of Funds - $3,502,200



Staffing Trend

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



Board of Supervisors

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
First District	4.08	4.00	4.00	4.00	-
Second District	3.53	3.75	3.75	3.75	-
Third District	4.59	4.47	4.47	4.47	-
Fourth District	2.97	4.00	4.00	4.00	-
Fifth District	2.80	2.75	2.75	2.60	(0.15)
Board Support	1.48	1.25	1.25	1.40	0.15
Total	19.46	20.23	20.23	20.23	-

Budget By Budget Program					
First District	$ 615,189	$ 599,100	$ 592,800	$ 645,600	$ 46,500
Second District	531,742	544,600	527,500	587,700	43,100
Third District	685,388	683,100	674,100	718,800	35,700
Fourth District	505,285	560,600	551,400	592,800	32,200
Fifth District	503,255	473,600	483,900	484,800	11,200
Board Support	331,393	355,500	360,300	472,500	117,000
Total	$ 3,172,251	$ 3,216,500	$ 3,190,000	$ 3,502,200	$ 285,700

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 2,777,866	$ 2,742,700	$ 2,726,500	$ 2,933,700	$ 191,000
Services and Supplies	120,996	138,800	125,300	163,800	25,000
Other Charges	273,388	335,000	338,200	404,700	69,700
Total Operating Expenditures	3,172,251	3,216,500	3,190,000	3,502,200	285,700
Intrafund Expenditure Transfers (+)	35,436	-	-	-	-
Fund Balance Impact (+)	-	-	26,500	-	-
Total	$ 3,207,687	$ 3,216,500	$ 3,216,500	$ 3,502,200	$ 285,700

Budget By Categories of Revenues					
Decreases to Fund Balances	$ 56,087	$ -	$ -	$ -	$ -
General Fund Contribution	3,151,600	3,216,500	3,216,500	3,502,200	285,700
Total	$ 3,207,687	$ 3,216,500	$ 3,216,500	$ 3,502,200	$ 285,700

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

Board of Supervisors

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- No changes

Expenditures

- Net operating expenditure increase of $285,700 primarily due to:
  - +$191,000 increase in Salaries and Employee Benefits to fund 20.2 FTEs.
  - +$69,700 increase Other Charges due primarily to the advent of the IT Customer Service Program.
  - +$25,000 increase in Services and Supplies due to an increase in BEACON membership dues.

These changes result in Recommended operating expenditures of $3,502,200.

Revenues

- Net non-operating revenue increase of $285,700:
  - +$285,700 increase in General Fund Contribution.

Total revenues of $3,502,200 consist entirely of General Fund Contribution.

Related Links

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

Board of Supervisors

First District Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
SUPERVISOR ELECTED	1.00	1.00	1.00	1.00	-
CHIEF OF STAFF	0.70	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.30	-	-	-	-
BOS ADMIN ASST	2.08	2.00	2.00	2.00	-
Total	4.08	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 579,509	$ 555,800	$ 547,600	$ 603,400	$ 47,600
Services and Supplies	9,771	11,700	13,600	11,700	-
Other Charges	25,909	31,600	31,600	30,500	(1,100)
Total Operating Expenditures	615,189	599,100	592,800	645,600	46,500
Intrafund Expenditure Transfers (+)	3,392	-	-	-	-
Total Expenditures	$ 618,581	$ 599,100	$ 592,800	$ 645,600	$ 46,500
Budget By Categories of Revenues					
General Fund Contribution	588,800	599,100	599,100	645,600	46,500
Total Revenues	$ 588,800	$ 599,100	$ 599,100	$ 645,600	$ 46,500

2019-20 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.
- Played an active role in getting Santa Barbara County to join the community choice energy aggregate, Monterey Bay Community Power (MBCP). Additionally, was appointed by the Board of Supervisors to serve on the Governance Board of MBCP and was selected by the Governance Board of that body to also serve on the Executive Board for MBCP.
- Championed County policy to require that all new vehicles added to the County fleet be electric.
- Allocated funding to increase options for green commute options for County employees.
- Supported the first large-scale wind energy project in Santa Barbara County, which will double the amount of renewable energy we produce in our County.
- Continued our work with the Montecito community to rebuild homes and infrastructure in the wake of the January 9, 2018 debris flow.
- Worked with community members to hold an event commemorating the second anniversary of the Montecito debris flow.

First District Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

- Partnered with the Santa Barbara Bucket Brigade, Montecito Trails Foundation, Montecito Community Foundation, and others to create the Jameson walking trail to link Olive Mill and San Ysidro roads and began work with those organizations on an additional walking trail along Olive Mill Road.
- Worked with Montecito-based non-profit Partners in Community Renewal and our Santa Barbara County Flood Control to move plans forward for a new debris basin on Randall Road in Montecito.
- Allocated the funding necessary to begin the process for improving three existing debris basins in Montecito: Cold Springs, San Ysidro, and Romero Creek.
- Celebrated the opening of Carp Connect – a space located at the Carpinteria Veterans Hall that brings together numerous mental health services in one centralized location – in partnership with HopeNet of Carpinteria, Carpinteria Children's Project, and others.
- Continued to serve on the Board for the Cuyama Basin Groundwater Sustainability Agency and developed a Groundwater Sustainability Plan in coordination with multiple community stakeholders that was sent to the California Department of Water Resources.
- Proactively sought to educate and inform First District residents of ways to prepare for a potential Public Safety Power Shutoff (PSPS).
- Working with Santa Barbara County Public Health to ensure accuracy and transparency of information related to the COVID-19 public health crisis and working to continually keep constituents informed of what the current status is and helping constituents through personal challenges that have arisen as a result of the crisis.
- Co-sponsored a moratorium on evictions due to financial challenges that came as a result of the COVID-19 crisis in the unincorporated area of Santa Barbara County.
- 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.
- Continued to work with both neighbors and cannabis growers in the Carpinteria Valley to decrease the impact of odor on the community and worked to increase compliance with taxation.
- Worked with the County Community Services Department to ensure funding availability to begin construction on community-approved improvements to Lookout Park in Summerland.
- Worked with Summerland Citizens Association to have robust community input in the design of the 101 HOV project through the town.
- Worked with the Montecito community to ensure their input is received as plans are developed for projects in the community that are accessory to the 101 HOV widening.
- Served on the Santa Barbara Board of Supervisors ad hoc committee on libraries and worked with stakeholders to develop a long-term solution to the sustainability of our library system.
- Participated in the City of Carpinteria's ad hoc committee on their library in partnership with the Friends of the Montecito Library to consider options specifically related to the Carpinteria and Montecito library branches and held two town halls (one in Carpinteria and one in Montecito) on the subject of the challenges faced by their respective libraries and potential solutions.
- Worked with the Montecito Planning Commission to hold the first ever Montecito Planning Commission meeting directly in the community of Montecito.
- Held a community meeting in Montecito regarding the latest debris flow risk map and how to prepare for the winter storm season.

First District Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

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)
- Santa Barbara County First 5 Commission
- Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)
- Multi-Jurisdictional Solid Waste Task Force
- Santa Barbara County Adult and Aging Network
- Chair of the Library Advisory Committee
- Home for Good Funders Collaborative
- Legislative Program Committee

2020-21 Objectives

- Continue to serve on the Governance Board of community choice aggregate, Monterey Bay Community Power, and use the position to advocate for expanded carbon-free energy throughout our region.
- Continue to push for and champion a countywide utility-scale solar ordinance.
- Continue working with the Montecito community on recovery, rebuilding, and other opportunities for community improvement following the January 9 debris flow.
- Continue working to push forward debris basin enhancements throughout the County, and specifically in the areas affected by the January 9 debris flow.
- Continue to do proactive outreach to constituents on critical First District issues.
- Continue to work with the Summerland community to finalize 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 implementation of a Groundwater Sustainability Plan that will bring the Basin into sustainability by 2040.
- 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.
- Continue to 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.

First District Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

- 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 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

SECOND DISTRICT BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
SUPERVISOR ELECTED	1.04	1.00	1.00	1.00	-
CHIEF OF STAFF	0.74	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.30	-	-	-	-
BOS ADMIN ASST	1.46	1.75	1.75	1.75	-
Total	3.53	3.75	3.75	3.75	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 500,604	$ 511,000	$ 502,200	$ 549,400	$ 38,400
Services and Supplies	12,459	11,100	2,700	11,100	-
Other Charges	18,678	22,500	22,600	27,200	4,700
Total Operating Expenditures	531,742	544,600	527,500	587,700	43,100
Intrafund Expenditure Transfers (+)	2,408	-	-	-	-
Total Expenditures	$ 534,149	$ 544,600	$ 527,500	$ 587,700	$ 43,100
Budget By Categories of Revenues					
General Fund Contribution	534,800	544,600	544,600	587,700	43,100
Total Revenues	$ 534,800	$ 544,600	$ 544,600	$ 587,700	$ 43,100

2019-20 Anticipated Accomplishments

- Managed the Second District office that is responsive to, and respectful of, all constituents.
- Communicated with constituents on issues of interest, invited public participation in County decision-making, and connected constituents with county services and programs to meet their specific needs.
- Worked to improve the fiscal health of the County of Santa Barbara.
- Supported increased investment to improve critical infrastructure including streets, sidewalks, and lighting.
- Advanced improvements in County emergency preparation and disaster response.
- Improved public safety collaboration between mental health services and law enforcement.
- Collaborated with the Cities of Santa Barbara and Goleta on regional issues.
- Worked to support continued water conservation efforts, water supply diversification, and sustainability practices.
- Supported policies to create and rehabilitate additional affordable housing opportunities.
- Promoted environmental protection, sustainability, renewable energy, and open space preservation.
- Facilitated community efforts to create additional recreational options for children and adults.

Second District Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

- Brought partner agencies and local organizations together to improve coordination of efforts to reduce homelessness.
- Worked with community partners to increase the availability of mental health treatment services.
- Continued to advance alternative transportation options that reduce greenhouse gas emissions.
- Facilitated regional collaboration to protect Goleta Beach Park with increased sand nourishment.

2020-21 Objectives

- Regularly meet with residents of the Second District to effectively advocate for their interests.
- Continue monthly meetings with County Department heads and weekly meetings with CEO, to ensure input into issues and projects benefitting County and Second District residents.
- Seek completion of many priority projects, including but not limited to:
  - San Marcos Public Park - next phase of development.
  - Improvements at County Service Area 3 Open Spaces.
  - Implementation of San Marcos Pass-Eastern Goleta Valley Community Wildfire Protection Plan recommendations.
  - Completion of County Facilities Master Plan process.
  - Initiate phase two of the County's Strategic Energy Plan and support the development of the updated Energy and Climate Action Plan.
- Continue participation on Regional Boards and Commissions, including:
  - Santa Barbara County Air Pollution Control District (APCD)
  - Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)
  - Behavioral Wellness Commission
  - Santa Barbara County Community Corrections Partnership (CCP)
  - Santa Barbara County Juvenile Justice Coordinating Council (JJCC)
  - Santa Barbara County Association of Governments (SBCAG)
    - South Coast Subregional Planning Committee
    - Executive Committee
  - Los Angeles–San Diego–San Luis Obispo Rail Corridor Agency (LOSSAN)
  - Santa Barbara County Child Care Planning Council (CCPC)

Board of Supervisors

Third District Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
SUPERVISOR ELECTED	1.00	1.00	1.00	1.00	-
CHIEF OF STAFF	0.70	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.30	-	-	-	-
BOS ADMIN ASST	2.59	2.48	2.48	2.48	-
Total	4.59	4.47	4.47	4.47	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 640,245	$ 629,500	$ 622,200	$ 670,000	$ 40,500
Services and Supplies	9,751	12,500	10,900	12,500	-
Other Charges	35,392	41,100	41,000	36,300	(4,800)
Total Operating Expenditures	685,388	683,100	674,100	718,800	35,700
Intrafund Expenditure Transfers (+)	2,946	-	-	-	-
Total Expenditures	$ 688,334	$ 683,100	$ 674,100	$ 718,800	$ 35,700
Budget By Categories of Revenues					
General Fund Contribution	677,600	683,100	683,100	718,800	35,700
Total Revenues	$ 677,600	$ 683,100	$ 683,100	$ 718,800	$ 35,700

2019-20 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 courteous, prompt, efficient, and effective way.
- Encouraging collaborative relationships with the communities of Santa Ynez, 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.
- Regularly holding office hours in Solvang, Vandenberg Village, Los Alamos, Guadalupe, and Isla Vista.
- 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.

Third District Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

- Collaborating with local Cities on issues important to the community.
- Promoting efficiency, transparency, and accountability in County government.

Ongoing Accomplishments:

- Continued implementation of the Renew 2022 and "One County - One Future" visions to achieve greater efficiencies.
- Continued recovery, rebuilding, and resilience efforts from natural disasters.
- Continued to ensure public safety and ensure resources are prioritized to keep our community safe.
- Continued to promote fiscal responsibility so that public resources are used efficiently and effectively.
- Continued to protect safety net services for our most vulnerable community members.
- Continued to provide timely, responsive, and professional constituent service.
- 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.
- Planned for the future by encouraging strong neighborhood and environmental planning.
- 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.
- Worked with the Public Works Department to address fence, street trees, and sidewalk repairs and continued implementation of corrective and preventive road maintenance program in the Third District.
- Continued a robust government-to-government relationship with the Santa Ynez Band of Chumash Indians in the pursuit of mutually beneficial objectives.
- Continued to support a strategic vision and plan for sustainable economic growth in Santa Barbara County.
- Continued coordination with water agencies and sanitation districts to develop sustainable water resource management strategies and plans.
- 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.
- Continued progress toward completion the Santa Ynez Valley Traffic Circulation and Safety Study.
- Continued development and approval of the Santa Ynez Valley Bike Master Plan.
- Continued to protect our children by working with county and state agencies to enhance traffic safety around their schools.
- Continued implementation of renewable energy and energy efficiency programs in County facilities and in the community to reduce GHG emissions.
- Continued enactment of programs and policies, including the Clean Energy Road Map and Energy Assurance Plan to increase energy resilience and streamline permitting of renewable energy in Santa Barbara County in order to achieve economic and environmental benefits.
- Completion of the Baron Ranch Master Plan towards enhancing recreational opportunities and trails on the property.
- Supported all libraries within the district.
- Supported County's Healthy Eating Active Living (HEAL) initiative.
- Implemented a shared-governance model for the operations of the Isla Vista Community Center.
- Opened the Isla Vista Community Center to the public.
- Improved Safety thresholds along the bluffs in Isla Vista.

Third District Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

Continued Serving on Boards and Commissions including:

- Santa Barbara County Association of Governments (SBCAG)
- SBCAG South Coast Sub Regional
- SBCAG North County Sub Regional
- Air Pollution Control District (APCD)
- Legislative Program committee
- Local Agency Formation Commission (LAFCO)
- KIDS Network Policy Council
- Elected Officials Committee on Regional Homelessness Solutions
- Adult and Aging Network
- Fire Safe Council
- CenCal Health
- Legislative Committee
- Law Library Board of Trustees
- Multi-jurisdictional Solid Waste Task Force
- Indian Gaming Local Community Benefit Committee
- First Five Children and Families Commission alternate
- Community Action Commission (CAC) alternate
- Beach Erosion Authority for Control Operations and Nourishment (BEACON) alternate

2020-21 Objectives

- Continue implementation of the Renew 2022 and "One County - One Future" visions to achieve greater efficiencies in the current budget climate.
- Continue to ensure public safety and ensure resources are prioritized to keep our community safe.
- Continue to promote fiscal responsibility so public resources are used efficiently and effectively.
- Continue partnership with Adult and Aging Network to fill gaps in the continuum of care for our most vulnerable seniors.
- Continue to increase roadway safety on Highway 135, Highway 1, Highway 101, Highway 154, Highway 246, and Highway 166 with measures including but not limited to increased California Highway Patrol enforcement and the Santa Ynez Valley Traffic Circulation and Safety Study.
- Continue to address street, fence, street trees, and sidewalk repairs and continued implementation of corrective and preventive road maintenance program in the Third District and across the County.
- Develop of a countywide bicycle master plan as part of the Circulation Element.
- Promote fire safety and preparedness through the development of Community Wildfire Protection Plans on the Gaviota Coast and in the Vandenberg Village / Mission Hills area.
- Continue to support the update and implementation of County's Energy and Climate Action Plan (ECAP) and further reductions of County GHG emissions to meet ECAP targets.
- Continue work with local Park Districts, County Parks, and Public Works Department to implement County policies to enhance and maintain private and public properties.
- Continue to support self-governance in Isla Vista.
- Continue to support and enhance agricultural viability in Santa Barbara County and the preservation of the rural character of Santa Barbara County.

Third District Budget Program (cont'd)

2020-21 Objectives (cont'd)

- Continue to support and enhance economic vitality in Santa Barbara County.
- Continue to enhance recreational opportunities for county residents by collaborating with other agencies to improve coastal access, trails, bike paths, and access to open space.

Board of Supervisors

Fourth District Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
SUPERVISOR ELECTED	1.00	1.00	1.00	1.00	-
CHIEF OF STAFF	0.70	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.30	-	-	-	-
ADMN OFFICE PRO	0.97	1.00	1.00	1.00	-
BOS ADMIN ASST	-	1.00	1.00	1.00	-
Total	2.97	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 456,979	$ 495,400	$ 488,700	$ 527,000	$ 31,600
Services and Supplies	20,028	32,300	29,800	32,300	-
Other Charges	28,277	32,900	32,900	33,500	600
Total Operating Expenditures	505,285	560,600	551,400	592,800	32,200
Intrafund Expenditure Transfers (+)	3,449	-	-	-	-
Total Expenditures	$ 508,734	$ 560,600	$ 551,400	$ 592,800	$ 32,200
Budget By Categories of Revenues					
General Fund Contribution	549,500	560,600	560,600	592,800	32,200
Total Revenues	$ 549,500	$ 560,600	$ 560,600	$ 592,800	$ 32,200

2019-20 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.

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.

Fourth District Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

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 – Vice Chair
- North County Sub-Regional (Division of SBCAG)
- Santa Barbara County Association of Governments (SBCAG)

2020-21 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 and unforeseen and 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.

Supervisor Adam 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

Fifth District Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
SUPERVISOR ELECTED	1.00	1.00	1.00	1.00	-
CHIEF OF STAFF	0.70	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.30	-	-	-	-
BOS ADMIN ASST	0.80	0.75	0.75	0.60	(0.15)
Total	2.80	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 458,316	$ 420,200	$ 428,700	$ 432,300	$ 12,100
Services and Supplies	3,936	11,400	9,900	11,400	-
Other Charges	41,003	42,000	45,300	41,100	(900)
Total Operating Expenditures	503,255	473,600	483,900	484,800	11,200
Intrafund Expenditure Transfers (+)	3,064	-	-	-	-
Total Expenditures	$ 506,318	$ 473,600	$ 483,900	$ 484,800	$ 11,200
Budget By Categories of Revenues					
General Fund Contribution	472,900	473,600	473,600	484,800	11,200
Total Revenues	$ 472,900	$ 473,600	$ 473,600	$ 484,800	$ 11,200

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/

Board of Supervisors

Fifth District Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Assembled cannabis enforcement team to eradicate illegal operations.
- Implemented cannabis tax to fund enforcement and other general fund priorities.
- Hosted 8th annual Santa Barbara County Stand Down for veterans.
- Maintained the lowest district office budget on the Board of Supervisors.

2020-21 Objectives

- Establish greater mental health capacity in Santa Barbara County.
- Lobby Congress on behalf of the county for priorities including infrastructure, water supply, social programs and other local issues with a federal nexus.
- Open the Northern Branch Jail.
- Approve a Groundwater Sustainability Plan covering the Cuyama groundwater basin.
- Maintain the 18% maintenance plan adopted by the Board of Supervisors in 2014.
- Re-visit the short-term rental ordinance.

Board of Supervisors

Board Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ADMN OFFICE PRO	1.03	1.00	1.00	1.00	-
BOS ADMIN ASST	0.46	0.25	0.25	0.40	0.15
Total	1.48	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 142,214	$ 130,800	$ 137,100	$ 151,600	$ 20,800
Services and Supplies	65,052	59,800	58,400	84,800	25,000
Other Charges	124,128	164,900	164,800	236,100	71,200
Total Operating Expenditures	331,393	355,500	360,300	472,500	117,000
Intrafund Expenditure Transfers (+)	20,177	-	-	-	-
Total Expenditures	$ 351,570	$ 355,500	$ 360,300	$ 472,500	$ 117,000
Budget By Categories of Revenues					
Decreases to Fund Balances	56,087	-	-	-	-
General Fund Contribution	328,000	355,500	355,500	472,500	117,000
Total Revenues	$ 384,087	$ 355,500	$ 355,500	$ 472,500	$ 117,000

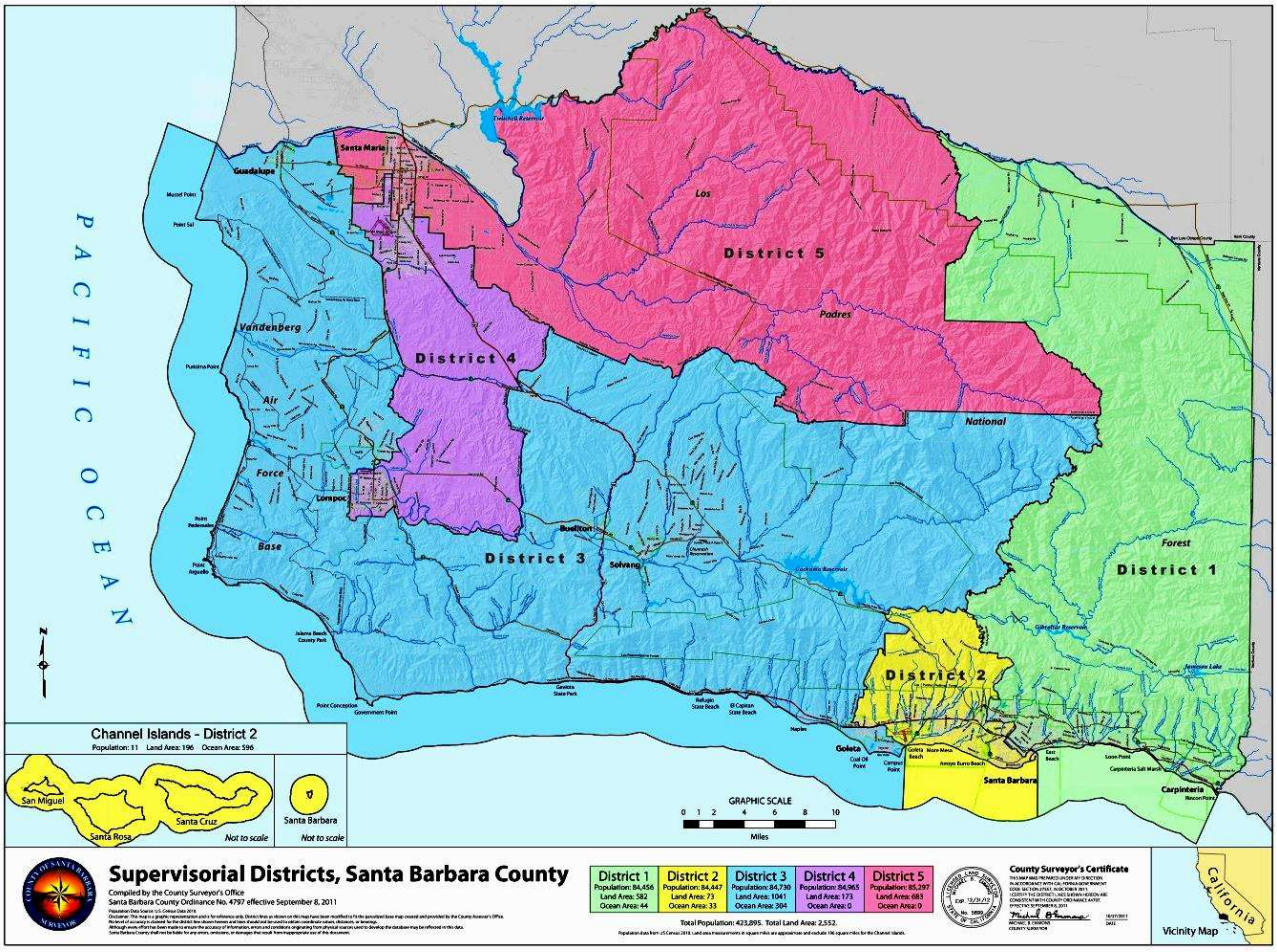
2019-20 Anticipated Accomplishments

- 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.

2020-21 Objectives

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

Board of Supervisors



Board of Supervisors

County Executive Office

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 43,727,700**
Capital	**$ 0**
FTEs	**37.0**

Mona Miyasato
County Executive Officer

- County Management — 24.00 FTE
- Emergency Management — 6.00 FTE
- Risk Management — 7.00 FTE

County Executive Office

Mission Statement

Through collaboration and innovation, provide the Board of Supervisors, Departments, and the community with expert fiscal guidance, analysis, policy development, and organizational leadership required to reach goals.

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 2020-21 Objectives

- Lead COVID-19 emergency response, fiscal and budgetary recovery, and organizational resilience efforts.
- Complete the Operational and Performance Reviews of the Public Safety and Health and Human Services departments.
- Initiate the supervisorial redistricting process upon receipt of the certified Census 2020 population figures.
- Implement economic reopening framework and explore options for long-term resiliency efforts.
- Lead the development of a County Process Improvement and Innovation Training program.
- Continue to coordinate the land use permitting and business license processes related to cannabis operations.
- Enhance planning and support for utility de-electrification (PSPS), including coordination of mass care facilities, individuals with access and functional needs, and enhancing bilingual public education.
- Implement an electronic Board Letter approval process and initiate an electronic signature approval process.

County Executive Office

Highlighted Renew 2022 Initiatives

Already Underway

- **Department Operational and Performance Reviews**
  - In coordination with the County Executive Office (CEO), KPMG has completed the reviews of five departments, is in the process of reviewing two departments, and is scheduled to review two departments through July 2020.
  - Two departments, including CEO, responded to KPMG's recommendations and identified actions and implementation timeframes to address them.

- **Process Improvement and Innovation Training**
  - In coordination with General Services and Human Resources, the County Executive Office facilitated the training of the first cohort of County employees in driving process improvement through innovation by Denver Peak Academy.
  - Four CEO staff participated in the "Black Belt" training, which is designed to train employees to become process improvement leaders in the County.

Implementation in FY 2020-21

- **Department Operational and Performance Reviews**
  - Complete the Operational and Performance Reviews of the Public Safety and Health and Human Services departments.

- **Economic Vitality Strategy**
  - Enhance economic development community relations and explore options for an Economic Vitality Plan for the County.

- **Process Improvement and Innovation Training**
  - Lead the development of a County training program, including:
    - Establishment of a "Green Belt" training series to introduce employees to process improvement tools
    - Continuation of the "Black Belt" training series for process improvement leaders

County Executive Office

Renew 2022 Big Picture Goals

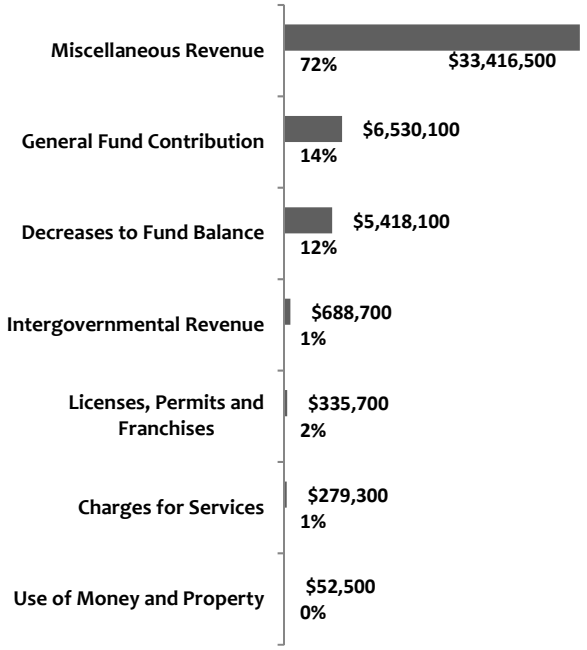
The County Executive Office will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Implement online filing of Assessment Appeals applications • Continue exploring the implementation of an electronic routing and approval system for Board Letters
Train County employees in County-Provided Process Improvement Training	• Enroll Fiscal and Policy Analysts and lead staff in Risk Management, Emergency Management, and Clerk of the Board in Black Belt training • Enroll fiscal and administrative support staff and project leads involved in Re-Design and Re-Balance Big Picture Goals in Green Belt training
RE-BALANCE	
Enhance financial resiliency	• Create a "paper-light" office by increasing the use of available technology, including electronic signatures as deemed appropriate, and improving document management systems to reduce resource costs and enhance staff efficiency • Improve efficiency of general liability claim processing by eliminating duplicative claim entry in multiple financial systems
RESPOND	
Conduct an internal customer service survey	• Conduct an internal customer service survey with the County's internal service departments and identify opportunities for improvement
RETAIN	
Facilitate the participation of managers in a leadership development program	• Send one staff member to the Leadership Certificate Program • Sponsor early and mid-career managers' participation in external leadership development programs such as the Emerging Leaders Development Program offered by ICMA and the Credentialed Government Leader Certification program developed by MMASC, MMANC, and Cal-ICMA
Retain new employees during their first 5 years of employment	• Explore upskilling strategies and defining career pathways within the County Executive Office and throughout the County

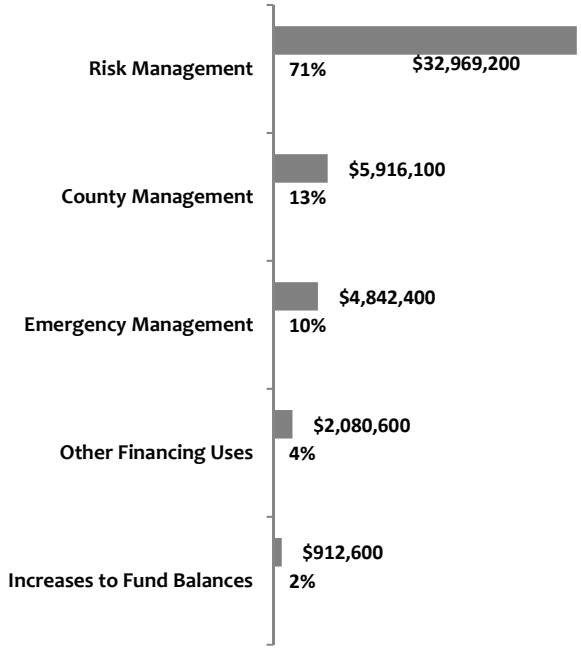
County Executive Office

Recommended Sources & Uses of Funds

Source of Funds - $46,720,900

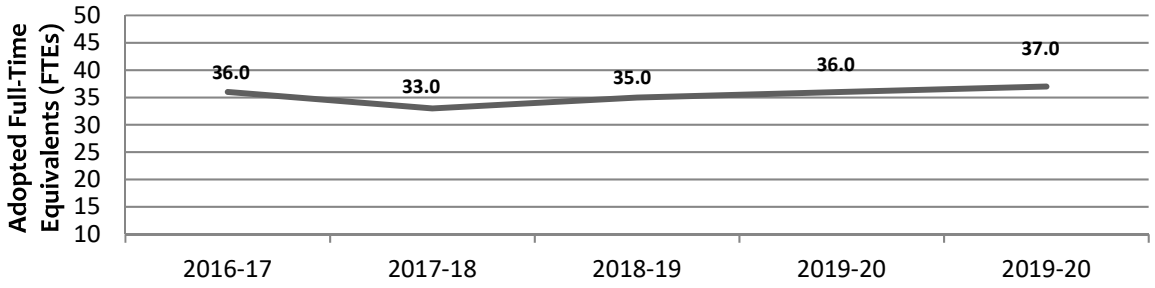


Use of Funds - $46,720,900



Staffing Trend

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



County Executive Office

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
County Management	20.87	23.00	23.00	24.00	1.00
Emergency Management	5.18	6.00	6.00	6.00	-
Risk Management	6.81	7.00	7.00	7.00	-
Total	32.87	36.00	36.00	37.00	1.00
Budget By Budget Program					
County Management	$ 5,392,638	$ 5,471,800	$ 5,346,100	$ 5,916,100	$ 444,300
Emergency Management	3,938,290	1,980,400	3,981,500	4,842,400	2,862,000
Risk Management	32,805,846	34,696,400	34,255,948	32,969,200	(1,727,200)
Total	$ 42,136,775	$ 42,148,600	$ 43,583,548	$ 43,727,700	$ 1,579,100
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 6,499,707	$ 6,627,700	$ 6,641,658	$ 7,013,700	$ 386,000
Services and Supplies	34,179,123	33,215,200	34,923,190	33,758,600	543,400
Other Charges	1,457,945	2,305,700	2,018,700	2,955,400	649,700
Total Operating Expenditures	42,136,775	42,148,600	43,583,548	43,727,700	1,579,100
Capital Assets	480,189	40,000	-	-	(40,000)
Other Financing Uses	89,064	505,000	1,011,300	2,080,600	1,575,600
Intrafund Expenditure Transfers (+)	6,000	-	-	-	-
Increases to Fund Balances	431,467	260,000	902,300	912,600	652,600
Fund Balance Impact (+)	50	-	5,800	-	-
Total	$ 43,143,545	$ 42,953,600	$ 45,502,948	$ 46,720,900	$ 3,767,300
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 315,883	$ 376,900	$ 310,700	$ 335,700	$ (41,200)
Use of Money and Property	627,969	46,000	207,400	52,500	6,500
Intergovernmental Revenue	916,964	615,000	1,285,500	688,700	73,700
Charges for Services	644,546	437,200	420,800	279,300	(157,900)
Miscellaneous Revenue	30,560,611	31,187,300	30,940,885	33,416,500	2,229,200
Total Operating Revenues	33,065,973	32,662,400	33,165,285	34,772,700	2,110,300
Other Financing Sources	-	-	2,000,000	-	-
Intrafund Expenditure Transfers (-)	35,436	-	-	-	-
Decreases to Fund Balances	2,698,072	4,414,100	4,460,563	5,418,100	1,004,000
General Fund Contribution	5,748,800	5,877,100	5,877,100	6,530,100	653,000
Fund Balance Impact (-)	1,595,264	-	-	-	-
Total	$ 43,143,545	$ 42,953,600	$ 45,502,948	$ 46,720,900	$ 3,767,300

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

County Executive Office

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Net Increase of 1.0 FTE:
  - +2.0 FTE increase to County Management due to the addition of two Fiscal and Policy Analysts.
  - -1.0 FTE decrease to County Management due to the unfunding of the Deputy County Executive Officer position.

Expenditures

- Net operating expenditure increase of $1,579,100:
  - +$543,400 increase to Services and Supplies due primarily to:
    - +$3,327,100 increase to Risk Management Insurance costs.
    - +$2,850,000 increase to Office of Emergency Management for COVID-19 response.
    - +$2,189,600 increase in Risk Management Cost Allocations.
    - +$106,700 increase to County Management for IT Hardware Purchases as part of an IT replacement plan.
    - -$107,000 decrease to Risk Management for Services County Provided.
    - -$123,700 decrease to Risk Management for Special Department Expense.
    - -$352,000 decrease to Emergency management for Instruments and Equipment purchased as part of the Homeland Security Grant Program.
    - -$749,200 decrease to Risk Management Legal Fees.
    - -$1,700,000 decrease in Risk Management Disability-Medical costs.
    - -$2,300,000 decrease in Risk Management Indemnity Expense.
    - -$2,637,500 decrease in Risk Management County Counsel Fees & Costs.
  - +$649,700 increase to Other Charges due primarily to:
    - +$600,000 increase to Risk Management Insurance Claim charges due to the transfer of Unemployment Self-Insurance Fund administration from Human Resources Employee Insurance to County Executive Office Risk Management.
    - +$224,200 increase to departmental IT Service charges.
    - +$50,000 increase in Contributions to Other Governments.
    - -$70,100 decrease to departmental Comm/AV charges.
    - -$160,000 decrease to General Liability Paid Losses.
  - +$386,000 increase to Salaries and Employee Benefits required to fund 37.0 FTEs.

- Net non-operating expenditure increase of $2,188,300:
  - +$1,575,600 increase in Other Financing Uses due primarily to:
    - +$750,000 transfer to General Services the 4th Floor remodel project.
    - +$522,300 increase in the transfer to General Services for the Board of Supervisors Hearing Room A/V Upgrade project.
    - +$308,300 in the transfers to County departments participating in the Homeland Security Grant Program.
  - +$652,600 increase in funds set aside in Fund Balances, primarily in the Retained Earnings account in Risk Management.

These changes result in Recommended Operating Expenditures of $43,727,700, Non-operating Expenditures of $2,993,200, and Total Expenditures of $46,720,900. Non-operating Expenditures consist of Other Financing Uses, Increases to Fund Balances, and Capital Assets.

County Executive Office

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

Revenues

- Net operating revenue increase of $2,110,300:
  - +$2,229,200 increase to Miscellaneous Revenue, primarily due to an increase in reimbursements from County departments for Risk Management insurance costs.
  - +$73,700 increase in Intergovernmental Revenue due to an increase in the Homeland Security Grant.
  - -$41,200 decrease in Licenses, Permits, and Franchises due to a reduction in Cannabis License revenue.
  - -$157,900 decrease in Charges for Services primarily as a result of certain county provided services being charged through the Cost Allocation Plan beginning in FY 2020-21.
- Net non-operating revenue increase of $1,657,000:
  - +$1,004,000 increase to Decreases to Fund Balances.
  - +$653,000 increase in General Fund Contribution.

These changes result in Recommended Operating Revenues of $34,772,700, Non-Operating Revenues of $11,948,200, and Total Revenues of $46,720,900. Non-operating revenues primarily include Decreases to Fund Balances, General Fund Contribution, 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
County Management				
Percentage of Board of Supervisor Meeting Summaries approved without amendment by the Board **(Target=100%)**	100% 35/35	100% 36/36	100% 39/39	100% 37/37
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date **(Target=100%)**	97% 34/35	97% 29/30	91% 29/32	100% 38/38
Number of public notices issued in English and Spanish (excluding Aware and Prepare alerts)	3,456	834	1,200	1,300
Number of Cannabis licenses issued	N/A	2	10	20
Emergency Management				
Number of total Aware and Prepare subscribers **(Target =10% increase of subscribers per year)**	50,000	57,000	64,000	70,400
Number of Emergency Operations Center exercises **(Target is to complete 3 exercises per year)**	2	4	7	3
Number of Emergency Operations Center / Disaster Response Trainings **(Target is to complete 8 exercises per year)**	N/A	7	6	8
Risk Management & Employee Insurance				
Percentage of General Liability cases closed vs. opened within the year **(Target≥100%)**	104% 135/130	88% 99/113	110% 114/104	100% 120/120
Percentage of Workers Compensation cases closed vs. opened within the year **(Target≥100%)**	71% 383/539	76% 341/448	72% 400/550	90% 450/500

County Executive Office

COUNTY MANAGEMENT BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
COUNTY EXECUTIVE OFFICER	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	3.78	4.00	4.00	4.00	-
DEPUTY COUNTY EXEC OFFICER	1.00	1.00	1.00	-	(1.00)
PROGRAM MANAGER	1.78	2.00	2.00	2.00	-
FISCAL & POLICY ANALYST	3.80	4.00	4.00	6.00	2.00
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
CHF DEP CLK OF BD OF SUPV	0.74	1.00	1.00	1.00	-
CSBTV MANAGER	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	3.15	4.00	4.00	4.00	-
FINANCIAL OFFICE PRO	-	1.00	1.00	-	(1.00)
EDP OFFICE AUTO SPEC	1.00	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	2.00	1.00
ADMN OFFICE PRO SR	1.19	1.00	1.00	-	(1.00)
FISCAL ANALYST	-	-	-	1.00	1.00
CABLE TV STAFF ASSISTANT	0.44	1.00	1.00	1.00	-
Total	20.87	23.00	23.00	24.00	1.00

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 4,314,258	$ 4,405,500	$ 4,343,100	$ 4,616,900	$ 211,400
Services and Supplies	806,497	741,200	677,600	967,900	226,700
Other Charges	271,884	325,100	325,400	331,300	6,200
Total Operating Expenditures	5,392,638	5,471,800	5,346,100	5,916,100	444,300
Capital Assets	24,232	40,000	-	-	(40,000)
Other Financing Uses	27,913	500,000	500,000	1,772,300	1,272,300
Intrafund Expenditure Transfers (+)	6,000	-	-	-	-
Increases to Fund Balances	431,467	260,000	435,000	300,000	40,000
Total Expenditures	$ 5,882,250	$ 6,271,800	$ 6,281,100	$ 7,988,400	$ 1,716,600
Budget By Categories of Revenues					
Licenses, Permits and Franchises	315,883	376,900	310,700	335,700	(41,200)
Charges for Services	580,570	377,000	360,600	165,000	(212,000)
Miscellaneous Revenue	6,989	-	3,500	1,500	1,500
Total Operating Revenues	903,442	753,900	674,800	502,200	(251,700)
Intrafund Expenditure Transfers (-)	35,436	-	-	-	-
Decreases to Fund Balances	225,411	907,200	943,500	2,385,700	1,478,500
General Fund Contribution	4,548,600	4,610,700	4,610,700	5,100,500	489,800
Total Revenues	$ 5,712,889	$ 6,271,800	$ 6,229,000	$ 7,988,400	$ 1,716,600

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

COUNTY MANAGEMENT BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- Provided leadership during the COVID-19 pandemic including:
  - Coordinating response and recovery from the pandemic for the community and County government.
  - Facilitating the continuation of County government via the implementation of remote Board of Supervisors Meetings and a Teleworking processes.
  - Strategic planning for countywide revenue and expenditure impacts.
- Coordinated Department Operational and Performance Reviews.
  - KPMG completed the reviews of five departments and is in the process of reviewing two additional departments.
  - Two departments, including CEO, responded to KPMG's recommendations and identified actions to address them.
- Directed the Renew '22 initiative and led the first cohort of employees through a County provided process improvement training program.
- Integrated a Cascade goals and objective tracking system for the Renew '22 initiative.
- Improved the budget enhancement request process, integrating performance measures and Renew '22 initiatives.
- Developed 5-Year forecasting projections on major General Fund discretionary revenue for budget development.
- Completed the Census 2020 Complete Count Outreach Implementation and Non-response Plan.
- Made significant progress on the criminal justice mapping project to identify service delivery gaps, particularly as it relates to indigent and mentally ill defendants, by coordinating with criminal justice partners.
- Continued to help ensure that policy, programs, and services provided by Behavioral Wellness and the Criminal justice system are coordinated by integrating all departmental work plans, grant applications and projects into a comprehensive effort with the objective of increasing the number of persons diverted from the criminal justice system into appropriate care. Key grant awards included:
  - Receiving three separate grants totaling nearly $9m that will fund three co-response teams, a sobering center and step-down housing.
  - Receiving a technical assistance grant from the Bureau of Justice Assistance that is anticipated to help streamline court processes.
- Developed a specific plan of action for Dispatch operations to respond to Board direction concerning the separation of the Fire and Law disciplines and obtained Board approval of that plan.
- Worked with the Sheriff's Office to amend the existing medical services contract to allow for inmate access to medical care in the new facility.
- Reduced the time required to process Cannabis Business License applications and renewals, and continued to work on implementing the cannabis retail licensing process.
- Worked with County HR and California State University Northridge to bring the Masters of Public Administration (MPA) program back to Santa Barbara. Courses are anticipated to begin in January, 2021.
- Transitioned leadership of the Clerk of the Board division.
- Completed Phase I of the Clerk of the Board records digitization and destruction project.
- Coordinated with the Assessment Appeals Ad hoc subcommittee to revise the Local Rules and Authority, which facilitate the work of the board and ensure uniformity in the processing of and decision on Applications for Changed Assessment.

COUNTY MANAGEMENT BUDGET PROGRAM (CONT'D)

2020-21 Objectives

- Continue to Lead COVID-19 emergency response, fiscal and budgetary recovery, and organizational resilience efforts.
- Lead Renew '22 in its fourth year, focusing on progress toward, and achievement of, the County's Big Picture Goals.
- Complete the Operational and Performance Reviews of the Public Safety and Health and Human Services departments.
- Initiate the supervisorial redistricting process upon receipt of the certified Census 2020 population figures.
- Implement economic reopening framework and explore options for long-term resiliency efforts.
- Fully implement the paperless board letter system within the County Executive Office.
- Lead County departments in the reevaluation of the Homeless Interagency Policy Council work plan.
- Lead the development of a County Process Improvement and Innovation Training program.
- Recalibrate the implementation timeline of KPMG's recommendations for the County Executive Office.
- Conduct a mid-year Budget Reset process to update the Board, and amend the County's adopted budget as necessary, to reflect final State budget actions and updated COVID-19 budgetary impacts.
- Work with departments to improve 5-year forecasting methodologies for greater accuracy and develop a macro County forecast model for major operating funds.
- Ensure the issuance of a Request For Proposal for the proposed contract for ambulance delivery services in the County of Santa Barbara.
- Continue to coordinate the land use permitting and business license processes related to cannabis operations.
- Ensure successful completion of construction of the Northern Branch Jail and transition of staff and inmates, working with General Services, the Sheriff's Office and other involved departments.
- Expand bilingual public information by having Board of Supervisor's meetings translated into Spanish.
- Implement an internal electronic Board Letter approval and signature approval process.
- Continue the Clerk of the Board records digitization and destruction project.

County Executive Office

Emergency Management Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	0.89	1.00	1.00	1.00	-
PROGRAM MANAGER	2.41	3.00	3.00	3.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	0.89	1.00	1.00	1.00	-
Total	5.18	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 789,329	$ 975,200	$ 1,017,000	$ 1,155,300	$ 180,100
Services and Supplies	2,759,705	670,700	2,627,200	3,170,700	2,500,000
Other Charges	389,256	334,500	337,300	516,400	181,900
Total Operating Expenditures	3,938,290	1,980,400	3,981,500	4,842,400	2,862,000
Capital Assets	455,957	-	-	-	-
Other Financing Uses	61,151	5,000	511,300	308,300	303,300
Increases to Fund Balances	-	-	467,300	-	-
Total Expenditures	$ 4,455,399	$ 1,985,400	$ 4,960,100	$ 5,150,700	$ 3,165,300
Budget By Categories of Revenues					
Intergovernmental Revenue	916,964	615,000	1,285,500	688,700	73,700
Charges for Services	4,976	-	-	-	-
Miscellaneous Revenue	29,949	1,600	-	-	(1,600)
Total Operating Revenues	951,888	616,600	1,285,500	688,700	72,100
Decreases to Fund Balances	2,472,661	102,400	2,466,100	3,032,400	2,930,000
General Fund Contribution	1,200,200	1,266,400	1,266,400	1,429,600	163,200
Total Revenues	$ 4,624,750	$ 1,985,400	$ 5,018,000	$ 5,150,700	$ 3,165,300

Emergency Management Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Maintained emergency readiness for disaster response and recovery, including:
  - Assessed business operational and Emergency Operations Center (EOC) staffing levels to ensure ability to respond to potential threats.
  - Published Public Safety Power Shut-off (PSPS) public information products, including a bilingual PSPS readiness brochure and PSPS-specific webpage on ReadySBC.org.
  - Provided at least 73 public education and outreach presentations.
  - Conducted and/or participated in 38 exercises, 25 training events, and 53 equipment tests/checks. (Total=116)
  - Created and/or updated 10 internal plans and reviewed nine others for Operational Area (OA) partners. Including the development of a Multi-County Transportation Emergency Preparedness Plan.
- Improved Public Alert and Warning programs, including:
  - Revised the Public Alert and Warning Standard Operating Procedures (SOP) utilized by the Office of Emergency Management (OEM) and Sheriff Dispatch to include new legislation and best practices.
  - Developed an online interactive multi-hazard risk map for public protection.
  - Transitioned alert and warning brand to ReadySBC Alerts (formerly Aware & Prepare Alerts) within Everbridge and on ReadySBC.org.
- Expanded bilingual Spanish services to include:
  - Expand the OA team of Spanish translators and interpreters.
  - Developed the Message Alert Generator (MAG) in coordination with city and community partners. The MAG is a real time translation tool that utilizes an algorithm within Excel to link pre-scripted English alerting terms and phrases with its Spanish translation. Distributed this tool to the OA for use.
  - Successfully incorporated bilingual (English and Spanish) notifications into 100% of OEM-generated public alerts and warnings.
- Managed or supported multiple grant funding efforts, including:
  - Homeland Security Grant Program (HSGP) Funds, Emergency Management Performance Grants, Fire Management Assistance Grant (FMAG), Hazard Mitigation Funding and Public Assistance reimbursements.
  - Finalized the Santa Cruz Island Public Safety Communications Project with funding from the HSGP.
  - Implemented a new sub-applicant grant management program.
- Maintained Duty Officer program and activated response and coordination structures and systems as needed, including:
  - COVID-19 Pandemic Activation
  - Responded to six potential PSPS events involving both electrical utility companies serving Santa Barbara County.
  - Activated the County/OA EOC for five different events for a total of 14 days.
  - Monitored and coordinated an additional eight events that did not require EOC activation.
- Continued development of program to meet all current laws, standards and best practices:
  - Implemented new State and Federal Emergency Preparedness legislation as well as lessons learned from events across California in the last several years into programs.
  - OEM served on 24 councils and committees (regular, ad-hoc, and special project based).
- Completed a Santa Barbara County Office of Emergency Management Strategic Plan to incorporate an integrated planning, training, and exercise program that is inclusive of the OA and reflective of our Whole Community.
  - Restructured training and exercise efforts to complement plan development and revision cycles.

Emergency Management Budget Program (cont'd)

2020-21 Objectives

- Support the County's response mission to the COVID-19 pandemic.
- Utilize PSPS funding to enhance support services in a PSPS event or other disaster; including coordination of Mass Care Facilities, coordination of Access and Functional Needs, and enhance bilingual public education.
- Support the countywide GIS Needs Assessment and implementation of solutions that will enhance day-to-day information management, as well as disaster response.
- Research and utilize available technology to improve public alerting, situational awareness, and emergency coordination.
- Undertake revisions to the Santa Barbara County OA Emergency Operations Plan (EOP) including the corresponding position-specific guidebooks for all 43 County/OA EOC positions.
- Initiate the process to update the OA Agreements with partner agencies.
- Facilitate a countywide update to the County's and each Department's Continuity of Operations and Continuity of Government Plans (COOP), including specific chapters for communicable disease and PSPS hazard preparedness and mitigation.
- Further integrate cultural competence into emergency plans, community outreach efforts, and partner collaboration per new legislation.
- Spearhead the creation of standardized EOC forms, systems and processes to enhance communications, situational awareness and emergency response coordination with all coordinating partners in the OA.
  Update Santa Barbara County Ordinance, Chapter 12 – Emergency Management to reflect lessons learned from recent disasters, current laws, and changes to the OA Agreement.

County Executive Office

Risk Management Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF INFORMATION SECURITY OFFICER	0.81	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
RISK ANALYST	2.00	2.00	2.00	2.00	-
SAFETY OFFICER	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	1.00	1.00	1.00	1.00	-
ACCOUNTANT	1.00	1.00	1.00	1.00	-
Total	6.81	7.00	7.00	7.00	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,396,120	$ 1,247,000	$ 1,281,558	$ 1,241,500	$ (5,500)
Services and Supplies	30,612,921	31,803,300	31,618,390	29,620,000	(2,183,300)
Other Charges	796,805	1,646,100	1,356,000	2,107,700	461,600
Total Operating Expenditures	32,805,846	34,696,400	34,255,948	32,969,200	(1,727,200)
Increases to Fund Balances	-	-	-	612,600	612,600
Total Expenditures	$ 32,805,846	$ 34,696,400	$ 34,255,948	$ 33,581,800	$ (1,114,600)
Budget By Categories of Revenues					
Use of Money and Property	627,969	46,000	207,400	52,500	6,500
Charges for Services	59,000	60,200	60,200	114,300	54,100
Miscellaneous Revenue	30,523,609	31,185,700	30,937,385	33,415,000	2,229,300
Total Operating Revenues	31,210,578	31,291,900	31,204,985	33,581,800	2,289,900
Other Financing Sources	-	-	2,000,000	-	-
Decreases to Fund Balances	-	3,404,500	1,050,963	-	(3,404,500)
Total Revenues	$ 31,210,578	$ 34,696,400	$ 34,255,948	$ 33,581,800	$ (1,114,600)

Risk Management Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Provided and funded countywide online access to Safety Data Sheets (a document that provides information about chemical substances).
- Continued to ensure departments possess and practice their Emergency Action Plan.
- Joined with General Services and the Office of Emergency Management to implement Countywide participation in California's Great Shakeout Drill (October 17, 2019).
- Continued to develop and implement a risk communication strategy to improve safe practices by employees and increase awareness of Risk Management services and opportunities.
- Performed a risk assessment of the County's General Liability Insurance policy. As a result, the County has increased its General Liability Policy Limits to from $35M to $50M.
- Collaborated with SBCERS to advise them on purchasing stand-alone insurance policies. SBCERS has purchased separate General Liability, Auto and Property insurance policies.
- Developed and implemented the Workers' Compensation Alternative Dispute Prevention and Resolution Pilot Program.
- Eliminated Medical Malpractice Fund and combined as single item within General Liability Fund. Returned excess Medical Malpractice capital to impacted departments.
- Negotiated and completed the transfer of Workers' Compensation Tail Claims to CSAC-EIA, which eliminates any future County liability associated with these claims.
  Revised the Back to Work Policy approved by the Union and ratified by the Board.

2020-21 Objectives

- Review and revise current contract insurance and indemnification language to ensure the County is properly protected.
- Develop and disseminate department specific dashboards reflecting all Risk Management activities (workers' compensation claims, general liability claims, disability management referrals, first-party property claims, contract reviews, and Cal/OSHA incidents and Safety audits) relating to the specific department.
- Create individual department scorecards to track each department's risk management loss control and prevention policies and procedures.
- Perform an Injury Illness Prevention Program Safety Audit of all departments.
- Evaluate insurance products that would provide critical budget protection from economic downturns or catastrophic events.
- Transfer the Unemployment Fund to Risk Management for oversight and administration.

County Executive Office

County Counsel

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**9,935,300**
Capital	**$**	**0**
FTEs		**41.0**

Michael Ghizzoni
County Counsel

Legal Services
41.0 FTE

County Counsel

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; child protection "dependency" actions; 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, 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 2020-21 Objectives

- Litigate: 1) Defense against Southern California Edison's Cross-Complaint from the Thomas Fire and 1/9 Debris Flow; 2) class action lawsuit about the Main Jail's "conditions of confinement;" 3) $1.0 ***b***illion plus of property tax assessment appeals; 4) $1.75 million of costs disallowed by State Medi-Cal audits; 5) 31 other civil rights, tort, employment, property rights, and "land use" cases, with 9 already set for trial; 6) construction claims and litigation from the Northern Branch Jail Project; 7) HVI Cat Canyon bankruptcy litigation; 8) against opioid manufacturers and distributers of prescription opioids to recover County's damages from addressing opioid misuse in the County's population; and 9) weekly court calendars of conservatorships and child protection cases.
- Legal support, concurrently, to major programs: 1) COVID-19 response and recovery; 2) long-term Thomas Fire disaster recovery; 3) cannabis ordinance amendments, permitting and enforcement; 4) contract amendment for the State Water Supply Agreement; 5) renewal of the separate Water Service Contract -- the "Cachuma Project" -- which otherwise expires in 2020; 6) emergency ambulance Request for Proposals; and 7) "Public Safety Power Shutoff" regulatory improvements through California Public Utilities Commission.
- Legal support, concurrently, to more than $328 million of capital projects including: 1) Northern Branch Jail; 2) ReSource Center (Revised Tajiguas Resource Recovery Project); 3) Main Jail improvements; and 4) Laguna County Sanitation District Plant Upgrade project.

County Counsel

Highlighted Renew 2022 Initiatives

Already Underway

Proposal in Progress. Delegation of limited litigation filing and settlement authority to County Counsel for affirmative claims, not to exceed $25,000. This is the follow-on to the delegation of $50,000 of limited litigation settlement authority to County Counsel for defensive claims that the Board of Supervisors approved in April of 2019. Compared to taking every litigation case to Closed Session this limited delegation for affirmative claims could:

- Make the County more agile in filing and resolving time-sensitive claims at the early stages of relatively minor cases; and
- Save time by not using Closed Session presentations to obtain authority each time to file and resolve these cases.

County Counsel

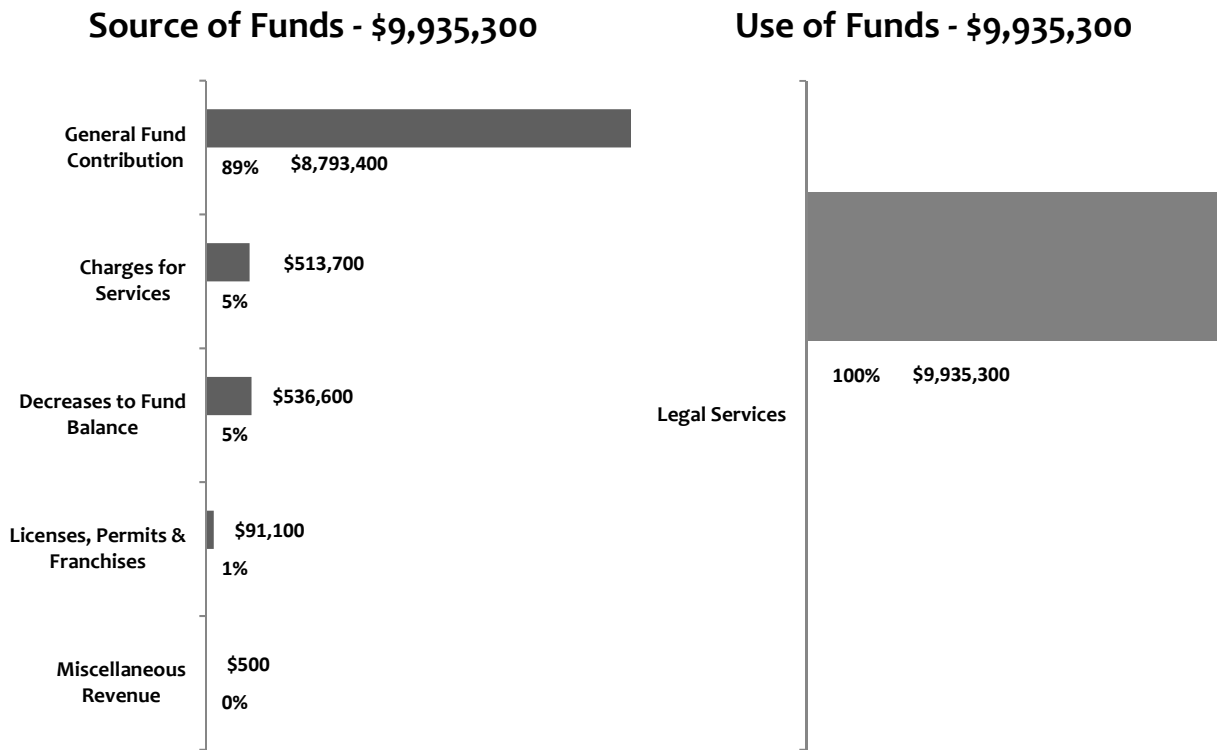
Renew 2022 Big Picture Goals

County Counsel will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
	• Identify and enroll appropriate employees in County-provided process improvement training.
RE-BALANCE	
Enhance financial resiliency	• Worked with CEO's office to develop steadier funding model for Office of County Counsel's budget for future years. Completed except for the Property Tax Administration Fee component, which is in progress. • Consolidate IT services with County Executive Officer, General Services, Human Resources, and First 5 for a cost savings to County Counsel of approximately $74,000 per year. Completed. • Increase County Counsel revenues by approximately $30,000, per year, by recommending updated cost recovery fees for County Counsel legal services on planning and zoning permit applications. This would not become effective without a fee study and Board approval. In progress.
RESPOND	
Conduct an internal customer service survey	• Conduct Internal Customer Survey, estimated June 2020.
RETAIN	
Facilitate the participation of managers in a leadership development program	• 97% per year retention average over the past 3 years, excluding retirements. • Succession planning in place. • Management Training for all managers through Employee University and other training opportunities.
Retain new employees during their first 5 years of employment	• 6th year of "Stay Interviews" and responding to feedback. • Weekly updates to staff and actively encouraging collaboration. • Strengthened internal training program.

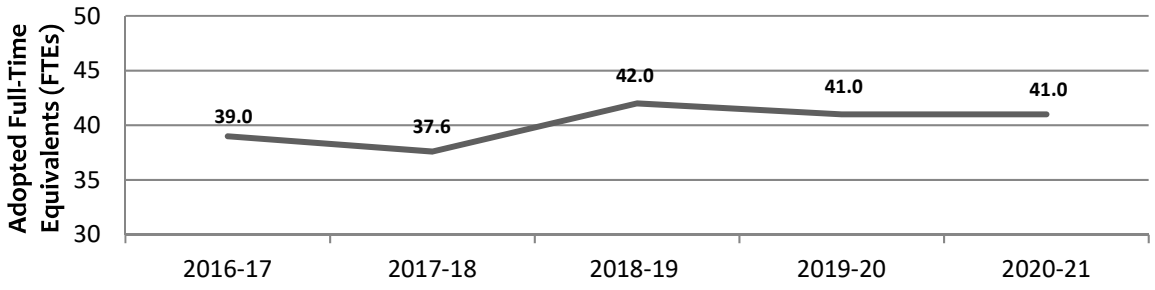
County Counsel

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

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Legal Services	39.70	41.00	41.00	41.00	-
Total	39.70	41.00	41.00	41.00	-

Budget By Budget Program					
Legal Services	$ 8,718,592	$ 9,532,900	$ 9,383,000	$ 9,935,300	$ 402,400
Total	$ 8,718,592	$ 9,532,900	$ 9,383,000	$ 9,935,300	$ 402,400

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 8,112,773	$ 8,673,500	$ 8,523,600	$ 8,872,700	$ 199,200
Services and Supplies	402,635	638,800	636,345	725,600	86,800
Other Charges	203,184	220,600	223,055	337,000	116,400
Total Operating Expenditures	8,718,592	9,532,900	9,383,000	9,935,300	402,400
Capital Assets	-	50,000	50,000	-	(50,000)
Increases to Fund Balances	63,000	-	-	-	-
Total	$ 8,781,592	$ 9,582,900	$ 9,433,000	$ 9,935,300	$ 352,400

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 48,906	$ 107,400	$ 20,200	$ 91,100	$ (16,300)
Charges for Services	4,633,249	4,892,800	4,665,700	513,700	(4,379,100)
Miscellaneous Revenue	23,013	500	500	500	-
Total Operating Revenues	4,705,168	5,000,700	4,686,400	605,300	(4,395,400)
Decreases to Fund Balances	262,224	631,400	631,400	536,600	(94,800)
General Fund Contribution	3,814,200	3,950,800	3,950,800	8,793,400	4,842,600
Fund Balance Impact (-)	-	-	164,400	-	-
Total	$ 8,781,592	$ 9,582,900	$ 9,433,000	$ 9,935,300	$ 352,400

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

County Counsel

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- For FY 20/21, there will be no changes to the total number of FTE's at 41.0. However staffing will change as follows:
  - As part of our Renew '22 Resiliency Initiative, we will cost-share with 5 other departments to consolidate the Information Technology (IT) staff. This change reduces County Counsel's FTEs by one.
  - Due to the increased workload in Child Welfare Services (CWS) County Counsel is adding an additional staff attorney dedicated to dependency cases. This increases our FTEs by one, resulting in a net zero change in total FTEs.

Expenditures

- Net operating expenditure increase of +$402,400 due to:
  - +199,200 increase in Salaries and Employee Benefits due primarily to retirement costs, health insurance costs and employee salaries. An additional slight increase was driven by the net cost increase between adding an attorney in CWS and moving our IT staff member to a shared service center.
  - +$86,800 in Services and Supplies primarily driven by a one-time increase in funding for Outside Counsel costs to support Northern Branch Jail litigation.
  - +$116,400 in Other Charges primarily driven by the increase in Information Technology Service costs which are the result of moving to the shared service center.

These changes result in Recommended operating expenditures of $9,935,300 and non-operating expenditures of $0.

Revenues

- Net operating revenue decrease of -$4,395,400 due to:
  - -$16,300 decrease in Licenses, Permits and Franchises reflects County Counsel's slightly increased relative time on Cannabis Enforcement versus Cannabis Permitting: 60%/40%, in FY 20-21, compared to 50%/50% in FY 19-20.
  - -$4,379,100 decrease in Charges for Legal Services as County Counsel moves towards a steadier funding stream through General Fund Contribution.
- Net non-operating revenue increase of +$4,747,800 primarily due to:
  - -$94,800 decrease in Decreases to Committed fund balances, after the end of one-time funding provided to the department for Disaster support for the Thomas Fire and resulting Debris Flow.
  - +$4,842,600 increase in Ongoing General Fund as a result of the department moving towards a steadier funding stream with General Fund Contribution.

These changes result in Recommended operating revenues for FY 2020-21 of $605,300 and non-operating revenues of $9,330,000, resulting in total revenues of $9,935,300. Non-operating revenues primarily include General Fund Contribution 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 20-21 Recommend
The percentage of litigated cases which resolve at 85% or less than the amount reserved by Risk: Target=85%.	76% 16/21	84% 21/25	88% 14/16	86% 18/21
The percentage of litigated cases resolved without payment to plaintiff: Target=60%.	67% 16/24	62% 18/29	56% 10/18	60% 12/20
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date: Target: 100%.	87% 33/38	76% 31/41	90% 37/41	100% 41/41

County Counsel

Legal Services Budget Program

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 Special Districts; 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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 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	1.33	2.00	2.00	2.00	-
DEPUTY COUNTY COUNSEL SR-RES	1.74	1.00	1.00	1.00	-
DEPUTY COUNTY COUNSEL SR	10.70	11.00	11.00	12.00	1.00
DEPUTY COUNTY COUNSEL	12.19	13.00	13.00	13.00	-
LEGAL OFFICE PRO	2.74	3.00	3.00	3.00	-
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	1.00	1.00	1.00	-	(1.00)
LEGAL OFFICE PRO SR-RES	7.00	7.00	7.00	7.00	-
Total	39.70	41.00	41.00	41.00	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 8,112,773	$ 8,673,500	$ 8,523,600	$ 8,872,700	$ 199,200
Services and Supplies	402,635	638,800	636,345	725,600	86,800
Other Charges	203,184	220,600	223,055	337,000	116,400
Total Operating Expenditures	8,718,592	9,532,900	9,383,000	9,935,300	402,400
Capital Assets	-	50,000	50,000	-	(50,000)
Increases to Fund Balances	63,000	-	-	-	-
Total Expenditures	$ 8,781,592	$ 9,582,900	$ 9,433,000	$ 9,935,300	$ 352,400
Budget By Categories of Revenues					
Licenses, Permits and Franchises	48,906	107,400	20,200	91,100	(16,300)
Charges for Services	4,633,249	4,892,800	4,665,700	513,700	(4,379,100)
Miscellaneous Revenue	23,013	500	500	500	-
Total Operating Revenues	4,705,168	5,000,700	4,686,400	605,300	(4,395,400)
Decreases to Fund Balances	262,224	631,400	631,400	536,600	(94,800)
General Fund Contribution	3,814,200	3,950,800	3,950,800	8,793,400	4,842,600
Total Revenues	$ 8,781,592	$ 9,582,900	$ 9,268,600	$ 9,935,300	$ 352,400

LEGAL SERVICES BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

Resolved complex cost recovery litigation claims against Southern California Edison from the Thomas Fire and 1/9 Debris Flow: After strong coordination with FEMA and CalOES, the multi-part settlement agreement yielded the County, Flood Control District and Fire Protection District ("3 County entities"): 1) SCE's initial payment to the 3 County entities of $28.1 million; 2) escrow for payment by SCE to the 3 County entities of another $2.8 million to $15.8 million, depending on which pending disaster program applications FEMA and CalOES ultimately approve from about $54.1 million of pending applications by the 3 County entities, and in addition to whatever funds FEMA and CalOES approve from those pending applications; 3) escrow for payment by SCE to FEMA and CalOES of another $7.1 million to fully satisfy the obligations of the 3 County entities to repay FEMA and CalOES for disaster projects that FEMA and CalOES already have approved; and 4) FEMA's confirmation that the 3 County entities have no further repayment obligation from another about $110 million of Direct Federal Assistance by the U.S. Army Corps of Engineers for debris and sediment removal work. Defense against SCE's Cross-Complaint is ongoing.

Provided extensive and effective legal support to the County's unprecedented COVID-19 response.

Recovered $677,000 so far in bankruptcy litigation with HVI Cat Canyon, Inc. (formerly Greka): After HVI Cat Canyon filed for bankruptcy on July 25, 2019, we obtained a venue shift from U.S. Bankruptcy Court in New York to Santa Barbara and appointment of a Trustee. Ongoing.

Progress handling the prolonged "new normal" increase in defined "complex case" property tax assessment appeals: In 2016 and 2017, the 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 4 complex cases: 2016 had 19 complex cases; 2017 had 15 complex cases; 2018 had 15 complex cases and 2019 had 8 complex cases. Defined complex cases need much more attorney support and many more hearing days than other assessment appeals. In 2019, we, with support of Assessor's staff, resolved 13 complex cases. Beginning in Fall 2017, we assigned two additional attorneys to these cases, full-time, to work closely with Assessor's staff and handle the increase in complex cases. With 8 complex cases in 2019 recently filed, the remaining unresolved 7 complex cases and 2 Superior Court refund actions pending, we anticipate still assigning 2 full-time attorneys to staff these cases. Ongoing.

Thomas Fire disaster recovery: Throughout fiscal year 2019-2020, our attorneys provided legal support to disaster recovery operations. This included: 1) the frequent contracting support necessary to continue to provide resources; and to protect the County later with reimbursements and within audits; and 2) assisting with recovery projects including: performance security, permitting, and installation of the Debris Nets Project;" obtained extended "price-gouging" protection; property acquisition; debris basin projects; and Hazard Mitigation Grant Program applications. Ongoing.

Cannabis regulation and permitting: After substantial changes in State law, we provided fast and extensive attorney support for the County's cannabis regulation, including from January 2019-January 2020: 1) substantial zoning regulations and amendments; and, 2) business licenses and business license ordinance amendments. This included reviewing ordinance amendments and staff reports for 3 sets of business license ordinance amendments and 1 set of zoning ordinance amendments; staffing numerous Planning Commission hearings; and, staffing at least 15 Board hearings. In the first 6 months of Fiscal Year 2019-2020, approximately 76% of County Counsel "cannabis permitting" time was spent on ordinance amendments and updates. County Counsel also advised and assisted Planning and

2019-20 Anticipated Accomplishments (Cont'd)

Development on permit applications and appeals and assisted CEO, Sheriff, and Treasurer Tax Collector with business license appeals. Ongoing.

Cannabis enforcement: Provided extensive legal support to the cannabis enforcement team including: assisting Planning and Development on reviewing Chapter 24A zoning and building enforcement cases and developing enforcement actions; and assisting the cannabis enforcement team on developing an enforcement strategy. Ongoing.

Behavioral Wellness housing, contracts, and audit: Provided extensive legal support for: Felony Mental Health Diversion grant funds including over $3 million in funds for the County to provide residential treatment services; No Place Like Home funding with the Housing Authority of the County of Santa Barbra for the development of supportive housing including $1.5 million for a project in north county and $4.8 million for a project in south county; contracts for approximately 30 community-based organizations and; the audit of the County's Psychiatric Health Facility by the Centers for Medicare and Medicaid Services and California Department of Public Health. Ongoing.

ReSource Center: Provide extensive and time-critical legal support for construction of this project that will use conversion technology to extend the life of the Tajiguas Landfill. Ongoing.

State audits of County Medi-Cal programs: Continued litigation of State Fiscal Year (SFY) 07/08-13/14 audits, which at the start of the fiscal year totaled more than $2.1 million of disallowed County costs. Recovered $150,000 for costs disallowed in FY 11-12. Ongoing.

"Public Safety Power Shutoffs:" Participated with "Joint Local Governments" and obtained initial regulatory improvements through California Public Utilities Commission. Ongoing.

Legal support for 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 supported Social Services by litigating approximately 650-700 ongoing cases and prevailing in 7 of 8 writs and appeals at the Court of Appeal. Ongoing.

Other litigation since March 1, 2019 included:

- Successfully resolved 18 civil rights, tort, employment, and property rights cases for a total payout of less than $1.1 million, where 10 of those cases (56%) were resolved with no County payout, including through motion practice, and another 3 were resolved with payouts of $10,000 or less each.
- Prevailed in 7 of 8 Child Welfare Services appeals before the California Court of Appeal, involving issues such as termination of parental rights and adequacy/termination of family reunification services.
- Successfully closed-out County Counsel's litigation of self-insured workers' compensation "tail claims" for pre-7/01/10 injuries, by coordinating with Risk Management to resolve them economically and with appropriate contributions from County's excess insurer, CSAC-EIA (effective 7/01/10, County transitioned from self-insurance with excess coverage to "first dollar" coverage through CSAC-EIA's Primary Workers' Compensation Program).

Legal Services Budget Program (cont'd)

2019-20 Anticipated Accomplishments (Cont'd)

- Prevailed in 2 other "land use" cases:
  - Successfully defended the County's approval and CEQA action in Buena Vista 796, LLC v. County of Santa Barbara in Superior Court, and the petitioners filed an appeal in September 2019 but subsequently dismissed before briefing;
  - Casa Blanca v. County of Santa Barbara, et. al, prevailed in Motion for Summary Judgment on all claims; this protected the County's interest in a lateral public beach access easement near Santa Claus Beach.
- Murray: Made significant progress towards a reasonable structured settlement of Disability Rights California's federal class action lawsuit alleging unconstitutional "conditions of confinement" at the Main Jail. Ongoing.

Delegation of $50,000 limited litigation authority for defensive claims: In April 2019, the Board of Supervisors delegated limited litigation settlement authority to County Counsel for defensive claims, not to exceed $50,000, and in coordination with County Executive Office and involved County departments. Compared to taking every litigation case to Closed Session this:

- Saved time otherwise needed to work up even small cases for Closed Session; and
- Increased the County's agility with small litigation cases.

LEGAL SERVICES BUDGET PROGRAM (CONT'D)

2020-21 Objectives

Continue to provide timely and effective support for Thomas Fire/ Debris Flow long term disaster recovery: Defend against Southern California Edison's Cross-Complaint from the Thomas Fire and 1/9 Debris Flow, in which SCE attempts to shift SCE's potential litigation losses onto the County and Flood Control District. We expect that the County's disaster recovery operations will continue to need legal support throughout all of FY 2020-21.

Maintain extensive and effective legal support to the County's unprecedented COVID-19 response and recovery.

Cannabis regulation: Continue to provide timely and extensive legal support for the County's cannabis program including: 1) zoning regulations and amendments; 2) business licenses and business license ordinance amendments; 3) permitting; 4) appeals; and 5) enforcement.

Litigate complex case property tax assessment appeals, to protect about $1.0 ***b***illion plus of "assessed value," including:

- CWI Santa Barbara Hotel LP & CWI2 Santa Barbara Hotel, LP. The disputed assessments involve the Ritz-Carlton Bacara, Santa Barbara (formerly Bacara Resort & Spa). For tax years 2017-2019, CWI's total valuation dispute with the County Assessor is about $570 million;
- XHR Santa Barbara LLC. The disputed assessments involve the Canary Hotel. For tax years 2015 and 2017-2019, XHR's total valuation dispute with the County Assessor is about $140 million; and
- Santa Maria Energy LLC. The disputed assessments involve oil and gas activities. For tax years 2013-2015, Santa Maria Energy's total valuation dispute with the County Assessor is about $80 million.

Murray: Continue to work towards a reasonable structured settlement of Disability Rights California's federal class action lawsuit alleging unconstitutional "conditions of confinement" at the Main Jail.

State audits of County Medi-Cal programs by Behavioral Wellness and Public Health: We expect that further litigation will be ongoing throughout FY 2020-201, where we seek to recover the remaining about $1.75 million of disallowed County costs for SFY 07/08-13/14.

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.

Northern Branch Jail Project: Anticipated construction completion is June 2020. Because of the State's notification, disclosure 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 year for: 1) supporting multiple separate contracts within this project; 3 State agreements; the onsite construction agreement; and 3 consultant agreements [construction management and architect; Inspector of Record; and testing and special inspections]; 2) construction "change orders;" 3) construction claims, litigation, closeouts and audits, including current litigation against Rosser; and 4) related to opening the Northern Branch Jail, services contracts and Northern Branch Jail policies and procedures.

Emergency Ambulance Services: Provide extensive legal support for the Local Emergency Medical Services Agency for a Request for Proposals for emergency ambulance services.

Legal Services Budget Program (cont'd)

2020-21 Objectives (Cont'd)

"Public Safety Power Shutoffs:" Continue to work with "Joint Local Governments" to obtain more regulatory improvements through California Public Utilities Commission.

ReSource Center: Continue to provide extensive and time-critical legal support for the construction of this project that will use conversion technology to extend the life of the Tajiguas Landfill.

Laguna County Sanitation District Wastewater Plant Upgrade project: We expect to review project documents related to public financing; contracts; and construction.

Defend County and its employees in civil rights, tort, employment, and property rights cases, including:

- 9 cases already set for trial before March 2021: Carreno (alleges shooting by sheriff's deputies caused wrongful death); Crown Castle (alleges conditional use permit fees for small wireless facilities are excessive in violation of the California Fee Mitigation Act and Telecommunications Act of 1996); Espaillat and Keller (separate cases alleging dangerous conditions of County roads caused motor vehicle accidents); French (alleges sheriff's deputy used excessive force following high-speed vehicle pursuit); McCrory (alleges employment discrimination, retaliation, defamation, and economic interference); O'Keefe (alleges dangerous condition of County property caused decedent to be struck by train); Schwinghammer (alleges employee not paid all owed); and Sobhani (alleges breach of lease).

Defend/prosecute County's interests in state and federal court "land use" and property rights litigation, including:

- 3558 Sagunto Street: Defend against property owner's appeal of Superior Court judgment denying request to enjoin County from applying the Development Plan to its property and granting the County's demurrer to property owner's takings claim.
- Orcutt Citizens for Responsible Growth CEQA litigation: Defend against CEQA litigation on Key Site 2 development project.
- True Horizons: Defend against a cross-complaint in the Fernald Point Bridge Replacement Project eminent domain litigation including defending against a claim that the Department of Public Works is not in compliance with their Coastal Development Permit for the Project.
- O'Neil v. California Coastal Commission et al.: Defend against a state court action in which Plaintiff is appealing the Coastal Commission's denial of a rezone and ordinance amendments for his property in Summerland. The County approved the request for a permit and it was subsequently denied by the Commission.
- O'Neil v. California Coastal Commission et al.: Defend against this federal litigation relating to the land use designation of Plaintiff's property, located in Summerland, and alleging that denial of a CDP in 2006 and subsequent approval in 2018 of a CDP, General Plan Amendment, and Rezone effected a temporary taking of Plaintiff's property.
- Santa Barbara Coalition for Responsible Cannabis v. County of Santa Barbara: Defend against a CEQA challenge of the Board's April 9, 2019 certification of the Final Environmental Impact Report and approval of the Hoop Structure Ordinance Amendment.

Legal Services Budget Program (cont'd)

2020-21 Objectives (Cont'd)

- Rancho La Laguna: Defend against property owner's challenge of the Board's denial of the 13-lot subdivision.
- Lazy Landing/ Nomad Village: Continue litigating lessees and operator of mobile home park claims of civil rights violations from application of Mobilehome Rent Control Ordinance.

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

- Cannabis ordinance amendments, permitting and enforcement.
- Consideration of: Accessory Dwelling Unit Ordinance Amendment; Agricultural Tiered Permitting Project; Circulation Element; Safety Element; Farmstays Ordinance Amendments; Orcutt Community Plan Amendment; Santa Claus Lane Streetscape, Beach Access and Parking; Advanced Meter (Southern California Gas Company) Ordinance Amendment; and Utility Grade Solar Ordinance and Policy Amendments.
- 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.
- 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.

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 Group Summary

Staffing By Department	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
District Attorney	129.44	140.50	140.50	142.00	1.50
Probation	297.61	327.50	327.50	337.23	9.73
Public Defender	58.26	67.00	67.00	71.00	4.00
Fire	248.59	270.00	270.00	274.00	4.00
Sheriff	629.62	737.17	737.17	742.17	5.00
Total	1,363.52	1,542.17	1,542.17	1,566.40	24.23

Budget By Department					
District Attorney	$ 25,090,433	$ 27,339,100	$ 26,357,900	$ 28,580,800	$ 1,241,700
Probation	53,245,316	58,931,500	56,782,700	61,950,700	3,019,200
Public Defender	12,048,084	13,556,800	13,874,200	14,910,000	1,353,200
Court Special Services	15,331,080	14,695,400	14,911,200	14,817,600	122,200
Fire	75,568,692	84,906,300	81,776,200	89,226,800	4,320,500
Sheriff	143,529,874	154,871,000	153,405,900	165,297,700	10,426,700
Total	$324,813,479	$354,300,100	$347,108,100	$374,783,600	$ 20,483,500

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$255,879,554	$276,873,900	$272,940,300	$291,163,600	$ 14,289,700
Services and Supplies	41,099,408	46,030,200	43,620,400	48,573,300	2,543,100
Other Charges	27,834,517	31,396,000	30,547,400	35,046,700	3,650,700
Total Operating Expenditures	324,813,479	354,300,100	347,108,100	374,783,600	20,483,500
Capital Assets	6,124,349	2,482,400	4,007,500	3,744,700	1,262,300
Other Financing Uses	4,543,556	12,098,000	7,962,300	12,384,000	286,000
Intrafund Expenditure Transfers (+)	931,302	1,253,300	1,549,200	1,420,900	167,600
Increases to Fund Balances	9,101,522	726,700	4,793,000	578,800	(147,900)
Fund Balance Impact (+)	2,926,065	-	1,205,200	-	-
Total	$348,440,274	$370,860,500	$366,625,300	$392,912,000	$ 22,051,500

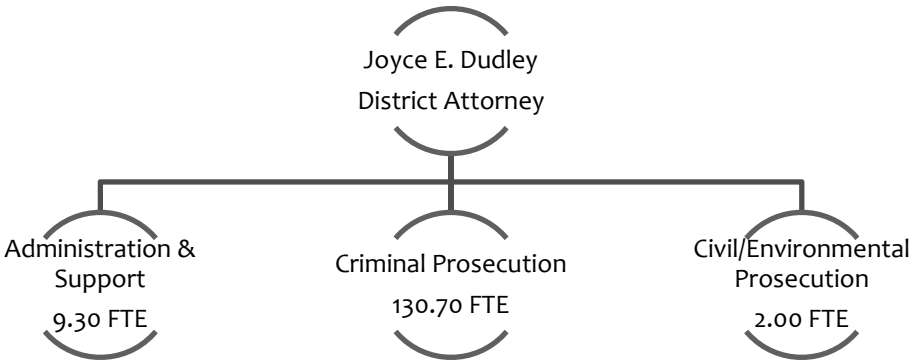
Budget By Categories of Revenues					
Taxes	$ 55,033,426	$ 58,052,000	$ 59,333,200	$ 61,959,000	$ 3,907,000
Licenses, Permits and Franchises	25,798	326,000	202,400	351,000	25,000
Fines, Forfeitures, and Penalties	2,148,183	1,908,900	2,601,300	2,000,400	91,500
Use of Money and Property	1,213,355	747,700	847,900	637,100	(110,600)
Intergovernmental Revenue	82,059,896	79,264,000	80,986,600	78,654,400	(609,600)
Charges for Services	51,789,669	52,519,300	49,218,700	53,566,000	1,046,700
Miscellaneous Revenue	5,304,700	4,763,500	6,259,300	5,812,700	1,049,200
Total Operating Revenues	197,575,026	197,581,400	199,449,400	202,980,600	5,399,200
Other Financing Sources	3,869,432	3,062,400	3,151,500	3,632,300	569,900
Intrafund Expenditure Transfers (-)	949,306	1,247,100	3,234,700	5,053,800	3,806,700
Decreases to Fund Balances	12,208,737	31,241,700	21,128,400	36,385,400	5,143,700
General Fund Contribution	132,780,200	137,727,900	137,727,900	144,859,900	7,132,000
Fund Balance Impact (-)	1,057,573	-	1,933,400	-	-
Total	$348,440,274	$370,860,500	$366,625,300	$392,912,000	$ 22,051,500

Public Safety

District Attorney

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**28,580,800**
Capital	**$**	**265,000**
FTEs		**142.0**



District Attorney

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 2020-21 Objectives

- Begin prosecuting the second phase of the unprecedented Operation Matador case, which is expected to conclude in 2021 – 2022.
- Continue to collaborate with multiple California jurisdictions to prosecute the alleged Golden State Killer in order to secure justice for victims and their families.
- Partner with law enforcement agencies and defense counsel to streamline the discovery process in an effort to reduce delays throughout the criminal justice system.
- Begin local customization and beta testing of the Electronic Suspected Child Abuse Reporting System (eSCARS) to ensure the application meets our community's needs, and establish the eSCARS Steering Committee to ensure that the needs of all key stakeholders are met.
- Initiate the implementation of a new case management system.
- Partner with the Second District Office to implement a Neighborhood Court pilot program in Goleta.
- Enhance efforts to combat crime throughout Santa Barbara County by establishing a Cyber-Crimes Unit to more effectively and efficiently gather digital evidence.
- Continue to enforce local ordinances by eliminating unlicensed cannabis operations as a member of the Santa Barbara County Cannabis Enforcement Team.
- Recruit, develop, and retain staff.
- Further develop the Civil/Environmental Unit to strengthen Santa Barbara County's enforcement of consumer and environmental laws.

District Attorney

Highlighted Renew 2022 Initiatives

Already Underway

- Case management system upgrade
  - The new system will automate manual tasks and redundancies to better track and manage cases, provide improved technology for data entry and retrieval, create office-wide workflow efficiencies, allow for more detailed case reporting, and ensure that reporting requirements are met.
  - Staff has completed extensive data review and conversion within the existing case management system to ensure that data is migrated successfully during the implementation and integration of the new system.
  - Contract negotiations are complete, and a contract is expected to be executed in Fiscal Year 2019-20.
- Electronic Suspected Child Abuse Reporting System (eSCARS)
  - eSCARS will be a secure, web-based application allowing the Department of Social Services, the Sheriff's Office, the District Attorney, and all other Santa Barbara County law enforcement agencies to better communicate information related to suspected child abuse reports.
  - eSCARS will facilitate the mandated duty to cross-report allegations of suspected child abuse among all affected agencies in order to comply with California's Child Abuse and Neglect Reporting Act (CA Penal Code §11166(a)).
  - The District Attorney has partnered with Yolo County to develop the eSCARS application. The application development process is expected to be completed in Fiscal Year 2019-20.
- Electronic file-sharing pilot program
  - Partnered with several local law enforcement agencies to successfully implement an improved method of transferring digital evidence following a successful pilot program with the Santa Barbara Sheriff's Office.
  - The goals are to expedite discovery requests, and allow criminal justice partners to streamline business processes and more effectively transmit information.

Implementation in FY 2020-21

- Case management system upgrade
  - Establish a team of subject matter experts from each area or division within the District Attorney's Office to help ensure a successful and timely migration to the new system.
  - Begin customization, data migration, and system testing.
- Electronic Suspected Child Abuse Reporting System (eSCARS)
  - Establish a Steering Committee composed of key stakeholders.
  - Complete application development process and local customization to ensure the application meets our community's specific needs.
  - Begin beta testing.
- Electronic file-transfer protocol program for discovery
  - Expand the program to all local law enforcement agencies following the successful pilot program.

District Attorney

Renew 2022 Big Picture Goals

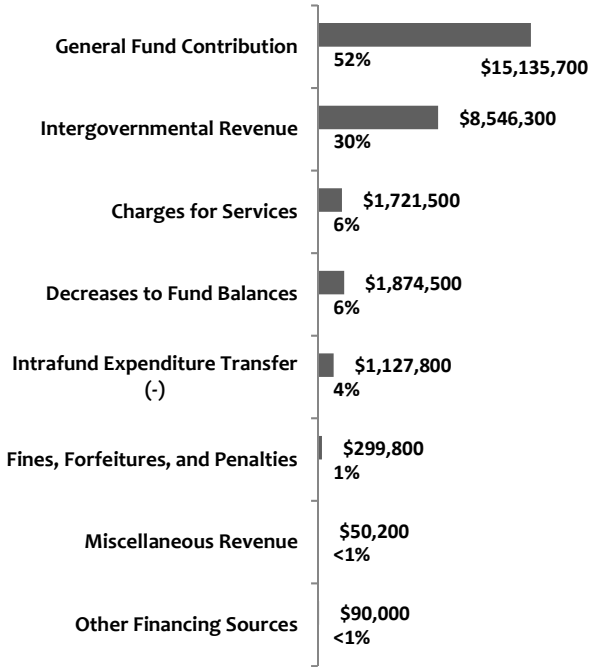
The District Attorney will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Purchase and implement digital discovery software, which would allow the District Attorney to use one platform to dispense discovery. • Complete development and begin beta testing of the secure, web-based eSCARS application, which will allow for improved inter-agency communication related to suspected child abuse reports. • Begin customization, data migration, and system testing of a new web-based case management system.
Train County employees in process improvement	• Two managers will participate in the County-provided process improvement and innovation training program and utilize the process improvement tools to enhance key programs.
RE-BALANCE	
Enhance financial resiliency	• Go paperless with case files. This would allow the District Attorney's Office to save money on ink, printing expenses, paper, physical storage of files, and staff time associated with maintenance of physical files. • Establish a Cyber-Crimes Unit and partner with local colleges to staff the Unit using student investigative interns. The Cyber-Crimes program would significantly reduce the turnaround time for digital forensic investigations and promote the earlier dispositions of cases.
RESPOND	
Conduct an external customer or client satisfaction survey	• Continue to disseminate Domestic Violence Lethality Assessment forms to all Santa Barbara County law enforcement officers. • Conduct a department-wide job satisfaction survey.
RETAIN	
Facilitate the participation of managers in a leadership development program	• Continue to implement an ongoing attorney training and development program. • Develop leadership skills through annual trainings for current and potential leaders department-wide.
Retain new employees during their first 5 years of employment	• Foster a positive work environment through facility improvements in North County. • Provide improved support, training, and supervision to trial attorneys through a newly-established Supervising Trial Attorney structure.

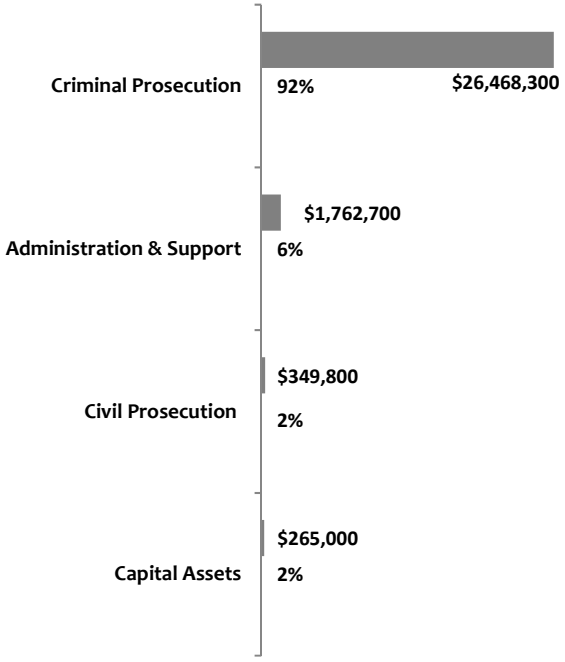
District Attorney

Recommended Sources & Uses of Funds

Source of Funds - $28,845,800

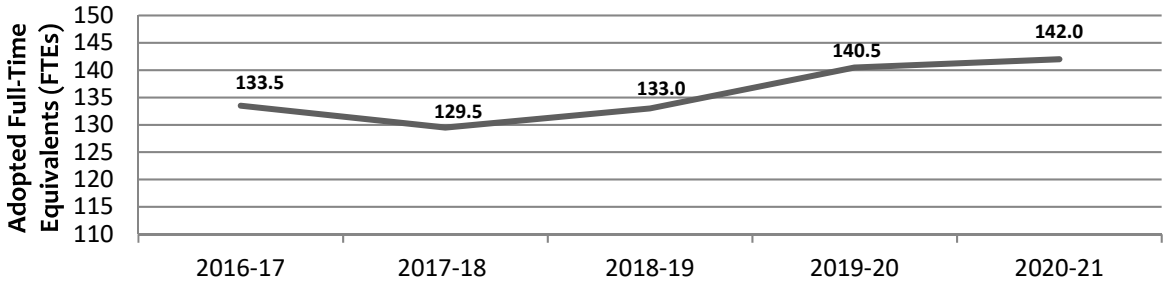


Use of Funds - $28,845,800



Staffing Trend

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



District Attorney

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	8.73	9.00	9.00	9.30	0.30
Criminal Prosecution	119.27	129.00	129.00	130.70	1.70
Civil Prosecution	1.29	2.50	2.50	2.00	(0.50)
Unallocated	0.15	-	-	-	-
Total	129.44	140.50	140.50	142.00	1.50
Budget By Budget Program					
Administration & Support	$ 1,941,013	$ 1,840,100	$ 1,632,400	$ 1,762,700	$ (77,400)
Criminal Prosecution	22,902,944	25,065,500	24,303,100	26,468,300	1,402,800
Civil Prosecution	246,477	433,500	422,400	349,800	(83,700)
Total	$ 25,090,433	$ 27,339,100	$ 26,357,900	$ 28,580,800	$ 1,241,700
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 22,758,005	$ 24,658,100	$ 23,911,400	$ 25,637,000	$ 978,900
Services and Supplies	1,486,597	1,758,400	1,516,000	1,765,500	7,100
Other Charges	845,831	922,600	930,500	1,178,300	255,700
Total Operating Expenditures	25,090,433	27,339,100	26,357,900	28,580,800	1,241,700
Capital Assets	160,439	610,000	-	265,000	(345,000)
Increases to Fund Balances	18,000	-	-	-	-
Total	$ 25,268,872	$ 27,949,100	$ 26,357,900	$ 28,845,800	$ 896,700
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 261,944	$ 253,000	$ 366,800	$ 299,800	$ 46,800
Intergovernmental Revenue	8,315,473	9,280,500	8,410,600	8,546,300	(734,200)
Charges for Services	1,472,175	1,741,600	1,388,000	1,721,500	(20,100)
Miscellaneous Revenue	42,585	50,000	50,200	50,200	200
Total Operating Revenues	10,092,176	11,325,100	10,215,600	10,617,800	(707,300)
Other Financing Sources	52,600	52,600	25,000	90,000	37,400
Intrafund Expenditure Transfers (-)	406,099	489,000	774,400	1,127,800	638,800
Decreases to Fund Balances	830,497	1,779,600	1,040,100	1,874,500	94,900
General Fund Contribution	13,887,500	14,302,800	14,302,800	15,135,700	832,900
Total	$ 25,268,872	$ 27,949,100	$ 26,357,900	$ 28,845,800	$ 896,700

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

District Attorney

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Total increase of 1.5 FTE due to the following:
  - Addition of 1.0 FTE Legal Office Professional II to staff the Neighborhood Court pilot program.
  - Addition of 0.5 FTE Deputy District Attorney III to review and process Proposition 47 petitions.

Expenditures

- Total operating expenditure increase of $1,241,700 due to:
  - +$978,900 increase in Salaries and Employee Benefits largely due to union-negotiated salary increases and retirement cost increases ($802,900), in addition to 1.0 FTE Legal Office Professional II in Criminal Prosecution for the Neighborhood Court pilot program ($87,800) and 0.5 FTE Deputy District Attorney III for Proposition 47 petition review and processing ($88,200).
  - +$255,700 increase in Other Charges primarily due to an increase in general liability insurance costs ($182,500), in addition to increases in several other Internal Service Fund (ISF) rates.
  - +$7,100 increase in Services and Supplies primarily due to startup costs associated with the Neighborhood Court pilot program, in addition to increases in Structure and Ground Maintenance associated with office improvements and upgrades. These increases are offset by expenditure reductions totaling -$53,100.
- Total non-operating expenditure decrease of -$345,000 in Capital Assets due to the deferred implementation of the new case management system.

These changes result in recommended operating expenditures of $28,580,800 and non-operating expenditures of $265,000, for total expenditures of $28,845,800. Non-operating expenditures include capital assets.

Revenues

- Net operating revenue decrease of -$707,300 primarily due to:
  - -$734,200 decrease in Intergovernmental Revenue primarily due to a reduction of $518,600 in Prop 172 revenues due to COVID-19 economic impacts as well as the close-out of a large medical provider fraud case grant and a $27,000 decrease in other State programs.
  - -$20,100 decrease in Charges for Services primarily due to a $40,500 decrease in recording fee revenue collected for the Real Estate Fraud Prosecution Unit, which is offset by a $29,800 increase in Welfare Fraud Investigations due to increases in Salaries and Employee Benefits costs.
  - +$46,800 increase in Fines, Forfeitures, and Penalties primarily due to an increase in civil penalties.
- Total non-operating revenue increase of $1,604,000 due to:
  - +$832,900 increase in Board-designated General Fund allocation.
  - +$638,800 increase to Intrafund Expenditure Transfers (-) primarily due to a $518,600 transfer of cannabis tax revenue from General County Programs to offset the loss of Proposition 172 revenues, as well as a $120,200 one-time increase in AB 109 funding.
  - +$94,900 increase to Use of Fund Balances primarily due to a $344,900 increase in one-time use of fund balance for ongoing operations, and a $150,000 increase in DA Asset Forfeiture-State due to one-time equipment purchases and facility improvements for the new Cyber-Crimes Unit. This is offset by a -$400,000 decrease in Emerging Issues due to the deferred implementation of the new case management system.
  - +$37,400 increase in Other Financing Sources due to $90,000 in new Proposition 47 grant funding, which is offset by a -$52,600 decrease due to a one-time reduction in SART billing.

District Attorney

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

Revenues

These changes result in recommended operating revenues of $10,617,800 and non-operating revenues of $18,228,000, for total revenues of $28,845,800. 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Department-Wide				
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	61% 6,427/10,527	52% 5,131/9,922	58% 5,366/9,278	57% 5,641/9,909
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings.	79% 288/365	77% 282/367	83% 300/362	80% 290/365
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances.	62% 1,363/2,199	56% 1,347/2,416	58% 1,390/2,380	59% 1,367/2,332
Percent of new victims of violent crime claims verified and filed within 90 days of application thereby expediting reimbursements.	100% 697/697	100% 643/643	100% 754/754	100% 700/700
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	83% 108/129.5	79% 105/133	90% 126/140.5	90% 128/142

District Attorney

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DISTRICT ATTORNEY	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	1.00	1.00	1.00	0.95	(0.05)
IT MANAGER	1.00	1.00	1.00	0.75	(0.25)
EDP OFFICE AUTO SPEC	1.00	1.00	1.00	0.75	(0.25)
BUSINESS MANAGER	0.99	1.00	1.00	0.85	(0.15)
ADMN OFFICE PRO	0.96	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	0.78	1.00	1.00	1.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
COST ANALYST	-	-	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
Total	8.73	9.00	9.00	9.30	0.30

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,864,390	$ 1,756,300	$ 1,545,900	$ 1,706,000	$ (50,300)
Services and Supplies	51,338	54,500	56,900	51,100	(3,400)
Other Charges	25,285	29,300	29,600	5,600	(23,700)
Total Operating Expenditures	1,941,013	1,840,100	1,632,400	1,762,700	(77,400)
Total Expenditures	$ 1,941,013	$ 1,840,100	$ 1,632,400	$ 1,762,700	$ (77,400)
Budget By Categories of Revenues					
Miscellaneous Revenue	10	-	-	-	-
Total Operating Revenues	10	-	-	-	-
General Fund Contribution	1,941,003	1,840,100	1,632,400	1,762,700	(77,400)
Total Revenues	$ 1,941,013	$ 1,840,100	$ 1,632,400	$ 1,762,700	$ (77,400)

Administration & Support Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Continued to perform extensive data review within the existing case management system to ensure successful data migration during the implementation of the new system.
- Collaborated with local law enforcement agencies to implement an improved method of transferring digital evidence by utilizing electronic file-sharing in an effort to expedite discovery requests, and more effectively share information with our criminal justice partners.
- Recruited and successfully onboarded 18 full-time and extra-help employees due to high turnover rate, as well as 15 volunteer interns who provide support to attorneys, legal support staff, investigators, and victim-witness advocates.
- Initiated development of the eSCARS application, which is expected to be complete in Fiscal Year 2019-20. In addition, the District Attorney hosted a regional kick-off meeting for key stakeholders including local law enforcement agencies, the Department of Social Services, community partners, and County leadership.
- Continued to seek out additional grant opportunities to provide critical services to our constituents, and maintained a grant portfolio of 14 grants totaling $3 million in annual funding.
- Created a secure office bay for the Bureau of Investigations on the first floor of the Santa Barbara office building to improve office security, increase office space for deputy district attorneys, and strengthen the Bureau's partnership with the Victim-Witness Assistance Program.
- Hosted a comprehensive leadership development training for current and potential leaders department-wide.

2020-21 Objectives

- Recruit, develop, and retain staff.
- Begin 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 reporting requirements are met.
- Initiate local customization and beta testing of the eSCARS application to ensure it meets our community's needs, and establish the eSCARS Steering Committee to ensure that the needs of all key stakeholders are met.
- Continue to seek opportunities for additional State and federal funding in an effort to improve financial resiliency.
- Continue to utilize technology to streamline business processes and effectively share information with our criminal justice partners.

District Attorney

Criminal Prosecution Budget Program

Criminal Prosecution consists of various units:

- Appellate Prosecution and Post-Conviction Litigation: Attorneys file petitions for appellate review of criminal charges including adverse court orders, or respond to habeas corpus petitions filed by in-custody defendants. With the implementation of numerous and far-reaching criminal justice reform propositions and statutes, 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 striking enhancements or reductions of their sentences from felonies to misdemeanors. When appropriate, attorneys also appear at parole hearings to advocate against the release of criminals serving life sentences. Due to the passage of SB 1437, anyone who was previously convicted of murder under certain circumstances can petition the court for an order to vacate that murder conviction. Even those who are not eligible for relief have filed petitions, thereby necessitating a response from the District Attorney. As this law is still being judicially interpreted and applied, significant resource challenges remain going forward. Some cases will need to be re-litigated decades after the original conviction or plea bargain. In addition, under Penal Code §1170(d), sentenced prisoners can have their sentences reduced at the recommendation of the California Department of Corrections (CDCR) or the District Attorney, which results in the use of additional District Attorney resources.
- Arraignment Court: Attorneys in arraignment courts are responsible for setting appropriate bail for defendants, requesting protective orders and preliminary restitution for victims, and resolving prosecution at initial stages.
- Bureau of Investigations: This unit consists primarily of sworn peace officers who provide investigative and technical support to prosecutions. Investigators assist in investigating alleged crimes and gathering evidence to be used in the prosecution of criminal cases. There are two primary missions of the Bureau. 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, complex theft, internet crimes against children, misconduct by public officials, and cannabis compliance. In these types of investigations, the Bureau serves as the primary investigating agency. The Bureau also provides victim services support following mass casualty events.
- 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, Veterans' Treatment, and Solution courts.
- 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 trial, plea, or dismissal.
- 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 passage of Proposition 57, juvenile offenders who would have been initially 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 impact office resources due to increased court appearances and additional litigation.
- Sexual Assault Response Team (SART): The Victim-Witness Assistance Program maintains administrative oversight for the SART program, which facilitates forensic medical and legal services to sexual assault victims in Santa Barbara County.
- 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. Attorneys, investigators, and advocates also frequently provide services to victims and assist law enforcement investigators on a 24/7 basis.

Criminal Prosecution Budget Program (Cont'd)

- Victim-Witness Assistance Program: This program provides comprehensive services to over 4,000 crime victims annually to mitigate impacts of crime and prevent future crimes. The California Victim Compensation Board provides funding for victim compensation claims, which expedites recovery to victims and local service providers. The Program also provides victim services following mass casualty events. In addition, the Program continues to seek out additional opportunities for State and federal funding, and has a portfolio of 11 victim services grants totaling $2.4 million dollars in annual funding.
- Welfare Fraud Investigations and Prosecution: This is a contracted program with DSS, which conducts the investigation of fraudulent receipts of aid and secures cost recovery or criminal penalties where appropriate.

District Attorney

Criminal Prosecution Budget Program (Cont'd)

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF DEPUTY	3.94	4.00	4.00	4.00	-
DA INVESTIGATOR CHIEF	1.00	1.00	1.00	1.00	-
DEPUTY DISTRICT ATTY SR	11.67	11.00	11.00	17.00	6.00
DEPUTY DISTRICT ATTY	34.89	38.00	38.00	32.50	(5.50)
ASST DIRECTOR	-	-	-	0.05	0.05
DA INVESTIGATOR SUPV	2.81	3.00	3.00	3.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
DA INVESTIGATOR	10.30	12.00	12.00	12.00	-
IT MANAGER	-	-	-	0.25	0.25
EDP OFFICE AUTO SPEC	-	-	-	0.25	0.25
PROGRAM/BUS LDR-GEN	1.00	1.00	1.00	1.00	-
BUSINESS MANAGER	0.01	-	-	0.15	0.15
ADMN OFFICE PRO	0.78	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	-	1.00	1.00	-	(1.00)
LEGAL OFFICE PRO	16.55	18.50	18.50	19.00	0.50
PROJECT MANAGER	0.04	-	-	1.00	1.00
LEGAL OFFICE PRO SR	19.37	19.50	19.50	20.50	1.00
ADMN OFFICE PRO SR	2.00	2.00	2.00	2.00	-
VICTIM WITNESS PROG SUPV	2.00	2.00	2.00	2.00	-
OPERATIONS MANAGER	-	1.00	1.00	-	(1.00)
VICTIM WITNESS PROG ASST	11.93	13.00	13.00	13.00	-
Total	119.27	129.00	129.00	130.70	1.70

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 20,660,347	$ 22,476,900	$ 21,956,700	$ 23,594,500	$ 1,117,600
Services and Supplies	1,423,802	1,697,100	1,447,300	1,702,600	5,500
Other Charges	818,794	891,500	899,100	1,171,200	279,700
Total Operating Expenditures	22,902,944	25,065,500	24,303,100	26,468,300	1,402,800
Capital Assets	160,439	610,000	-	265,000	(345,000)
Total Expenditures	$ 23,063,382	$ 25,675,500	$ 24,303,100	$ 26,733,300	$ 1,057,800
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	46,480	103,000	136,800	50,000	(53,000)
Intergovernmental Revenue	8,315,473	9,280,500	8,410,600	8,546,300	(734,200)
Charges for Services	1,472,175	1,741,600	1,388,000	1,721,500	(20,100)
Miscellaneous Revenue	42,575	50,000	50,200	50,200	200
Total Operating Revenues	9,876,702	11,175,100	9,985,600	10,368,000	(807,100)
Other Financing Sources	52,600	52,600	25,000	90,000	37,400
Intrafund Expenditure Transfers (-)	406,099	489,000	774,400	1,127,800	638,800
Decreases to Fund Balances	793,297	1,779,600	1,040,100	1,774,500	(5,100)
General Fund Contribution	11,934,685	12,179,200	12,478,000	13,373,000	1,193,800
Total Revenues	$ 23,063,382	$ 25,675,500	$ 24,303,100	$ 26,733,300	$ 1,057,800

Criminal Prosecution Budget Program (Cont'd)

2019-20 Anticipated Accomplishments

- Began prosecuting the unprecedented Operation Matador case. Due to logistical reasons, two consecutive trials are necessary. The first trial began in 2020, and the second trial is expected to begin in 2021.
- Developed a countywide training on domestic violence lethality assessments, and disseminated domestic violence lethality assessment forms to all Santa Barbara County law enforcement officers.
- Continued to enforce local ordinances by eliminating unlicensed cannabis operations as a member of the Santa Barbara County Cannabis Enforcement Team.
- Continued to vigorously target gang-related crimes throughout Santa Barbara County.
- Developed procedures for the transition to a paperless file system in an effort to improve the processing, retention, and accessibility of case files.
- Implemented an ongoing attorney training and development program.
- Continued to leverage federal grant funding to enhance the Human Trafficking Task Force in order to identify and serve victims, proactively investigate human trafficking cases, refine protocols, and promote opportunities for cross-training. Since January 2017, several proactive operations have been conducted resulting in criminal prosecutions against over 64 commercial sex purchasers, including several who sought to engage minors in commercial sex acts, and the identification of potential victims of human trafficking. In addition, the District Attorney's Office was awarded $675,000 in grant funding from the Department of Justice to provide direct services to support victims of human trafficking for another three years.
- Continued a domestic violence investigations training program designed for responding law enforcement officers in an effort to prevent domestic violence homicides in Santa Barbara County.
- Cleared 849 criminal cases from our congested courts through the Misdemeanor Diversion Program (MDP). In 2019, 771 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 2019, offenders paid $12,114 in victim restitution and $33,500 in cost recovery fees. MDP continues to provide a criminal justice "win-win," combining better outcomes with significant savings in County resources.
- Continued to aggressively seek out and prosecute various types of insurance fraud in an effort to protect honest workers and business owners. 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.
- 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, and connects students and their families to 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. Of the 29,093 truancy prevention letters that were sent to families during the 2018-19 school year, only 48 parents required a referral to the District Attorney for legal action to address absenteeism. In addition to court appearances, District Attorney representatives met with 1,227 students and/or their families to discuss positive school attendance. Due to changes in statewide laws, in FY 2019-20 the Truancy Program provided additional support to students between kindergarten and eighth grade, in addition to continuing to support high school students. In California, the Santa Barbara District Attorney's Truancy Program remains a leading example among truancy programs.
- Reviewed, processed and responded to all SB 1437 petitions filed within Santa Barbara County, each of which is litigated in a manner similar to that of a post-conviction appeal within the trial courts. No petitions to vacate a murder conviction have been granted to date.
- Continued efforts to improve first responder resiliency through outreach and stakeholder engagement.

Criminal Prosecution Budget Program (Cont'd)

2019-20 Anticipated Accomplishments

- Continued to collaborate with law enforcement partners and community groups on specialized task forces that were created to combat certain crimes. Now beginning its tenth year, the District Attorney Arson Task Force focuses on ways to improve the investigation of arson fires and prosecution of arsonists. The Federal Human Trafficking Task Force has more than 70 members who work to identify and serve victims of human trafficking, and promote greater understanding of this crime.
- Served in a leadership capacity on the Isla Vista Safe Committee (IV Safe), which was created and chaired by District Attorney Joyce E. 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. In addition, the IV Safe Sexual Assault Subcommittee that was established in FY 2017-18 continues to address the issue of sexual assault in Isla Vista, with a joint focus on prevention and bystander intervention. In FY 2019-20, IV Safe joined with Standing Together to End Sexual Assault (STESA) to create a video educating the Isla Vista community on the various agencies that are engaged in investigating and prosecuting sexual assault crimes. The goal of this film was to encourage victims to come forward and report all suspected acts of assault and abuse. Since its inception, IV Safe has played a significant role in increasing public safety in Isla Vista.
- Continued to provide targeted outreach to elder and dependent adults at risk for various types of abuse. The Elder Abuse team provided services such as court support, service referrals, and restitution assistance to over 350 victims affected by elder abuse. Informational materials were distributed via brochures, cards, television, radio, and print media. In addition, the team continued to participate in several multi-disciplinary teams whose members include public and private agencies addressing senior and dependent adults. These agencies included Latino Elder Outreach Network (LEON), the Adult and Aging Network, the Elder and Dependent Adult Abuse Prevention Council, the Elder Abuse Multi-Disciplinary Case Management Team, and the FBI Tri-Counties Working Group. The team also continued its increased engagement with local Spanish-language television and radio stations in an effort to provide expanded information to Spanish-language viewers and listeners. Staff participates in a weekly radio show with a "Scam Squad" segment, alerting seniors to different scams targeting our community and providing a hotline for reporting abuse. In producing this radio show, staff collaborates with the senior fraud specialist for a local bank and the president of our local Better Business Bureau. In addition, the Elder Abuse team worked with LEON members representing over 30 different agencies to organize Dia de los Abuelos, a luncheon designed to inform and connect Hispanic seniors to different community resources. Staff continues to give an average of 50 annual presentations to senior residences, clubs, churches and caregivers.
- Performed four real estate fraud investigations and completed the prosecution of four previously filed cases. The Real Estate Fraud Unit also continues to partner closely with the Clerk-Recorder-Assessor to identify criminal activity related to recorded documents.
- Obtained an additional $200,000 in federal grant funding to bolster the Sexual Assault Response Team (SART) through March 2021, which will ensure that victims of sexual assault continue to receive therapeutic interventions.
- Relocated the Santa Maria Sexual Assault Response Team (SART) site, thereby improving our ability to provide trauma-informed and victim-centered care for victims of sexual assault in North County.
- Successfully implemented Phase 1 of online case review in North County in an effort to increase automation within our case management system in order to streamline processes and maximize resources.
- Expanded paperless discovery procedures in an effort to process cases more efficiently, thereby improving the resolution of cases at an earlier stage of the proceedings.
- Initiated the One Voice Program in partnership with local faith-based organizations in an effort to prevent domestic violence throughout Santa Barbara County.

Criminal Prosecution Budget Program (Cont'd)

2019-20 Anticipated Accomplishments

- Processed the dismissals and reductions of prior cannabis-related convictions as necessitated by Proposition 64.
- Collaborated with the Office of Emergency Management and local law enforcement partners to develop a coordinated Family Assistance Center plan to provide comprehensive services to the community following a mass victimization/casualty event.
- 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.
- Participated in Solutions Court, a new treatment-based program aimed at reducing recidivism among chronically homeless individuals who have been charged with multiple crimes.
- Continued to work with the County Office of Education and all Santa Barbara County school districts to develop accurate, timely, and meaningful statistics aimed at tracking and combatting truancy.

2020-21 Objectives

- Begin prosecuting the second phase of the unprecedented Operation Matador case.
- Continue to collaborate with multiple California jurisdictions to prosecute the alleged Golden State Killer in order to secure justice for victims and their families.
- Enhance efforts to combat crime throughout Santa Barbara County by establishing a Cyber-Crimes Unit to more effectively and efficiently gather digital evidence. The Unit will partner with local colleges to create a Digital Forensic Internship Program, which would reduce the turnaround time for forensic investigations.
- Continue to review and litigate all SB 1437 petitions filed by individuals previously convicted of murder under certain circumstances who wish to petition the court for orders to vacate their murder convictions.
- Increase the County of Santa Barbara's participation in the Internet Crimes against Children (ICAC) Task Force, and enhance our utilization of ICAC grant funding and equipment to strengthen the District Attorney's ability to investigate and prosecute child pornography cases.
- Continue to initiate early contact with victims in order to obtain restitution orders and expedite the disposition of cases.
- Partner with law enforcement partners to create a more seamless system for discovery of electronic evidence delivered to our office.
- 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, appear at parole hearings for life inmates subject to new Proposition 57 early release regulations, and maintain victim contact throughout the process.
- Co-locate an additional Victim Advocate in a local law enforcement agency in an effort to initiate earlier interventions to victims of crime.
- Continue to partner with the Santa Barbara County Sheriff's Office and local law enforcement agencies to conduct proactive human trafficking investigations and victim interventions utilizing federal grant funding.
- Collaborate with the Public Defender and law enforcement partners to establish a new pre-filing diversion program through Proposition 47 grant funding.
- Partner with the Second District Office to implement a Neighborhood Court pilot program in Goleta which will serve as a restorative justice-based pre-filing diversion program for certain misdemeanor offenses and infractions, thereby diverting low level offenses through a restorative justice process that promotes accountability, and reducing time and money spent on adjudicating low level offenses in court.
- Continue to enforce local ordinances by eliminating unlicensed cannabis operations in partnership with the Santa Barbara County Cannabis Enforcement Team.

District Attorney

Civil/Environmental Prosecution Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF DEPUTY	0.06	-	-	-	-
DEPUTY DISTRICT ATTY	1.00	2.00	2.00	2.00	-
DA INVESTIGATOR SUPV	0.08	-	-	-	-
DA INVESTIGATOR	0.11	-	-	-	-
LEGAL OFFICE PRO SR	0.04	0.50	0.50	-	(0.50)
Total	1.29	2.50	2.50	2.00	(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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 233,268	$ 424,900	$ 408,800	$ 336,500	$ (88,400)
Services and Supplies	11,457	6,800	11,800	11,800	5,000
Other Charges	1,752	1,800	1,800	1,500	(300)
Total Operating Expenditures	246,477	433,500	422,400	349,800	(83,700)
Increases to Fund Balances	18,000	-	-	-	-
Total Expenditures	$ 264,477	$ 433,500	$ 422,400	$ 349,800	$ (83,700)
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	215,464	150,000	230,000	249,800	99,800
Total Operating Revenues	215,464	150,000	230,000	249,800	99,800
Decreases to Fund Balances	37,200	-	-	100,000	100,000
General Fund Contribution	11,813	283,500	192,400	-	(283,500)
Total Revenues	$ 264,477	$ 433,500	$ 422,400	$ 349,800	$ (83,700)

Civil/Environmental Prosecution Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Continued to combat environmental crimes on the Environmental Task Force, which is composed of more than 60 members from 26 agencies that enforce environmental laws and regulations within the Santa Barbara County. Due to the District Attorney's commitment to environmental protection, these agencies receive the support and direction they need. This enables them to complete their investigations more effectively and efficiently, and allows them to achieve the enforcement results that are necessary in order to 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 recently settled a case against a statewide retailer for price-scanner violations and deceptive return policies. In addition, the Unit completed a lengthy investigation and is now prosecuting a statewide retailer for false advertising in relation to purported fire-protection products.
- Collected $189,144 in restricted civil penalty proceeds in FY 2018-19 through settlements of civil cases. 82% of the proceeds were for countywide civil cases, and 18% were for statewide civil cases to which Santa Barbara County was a party. The District Attorney has collected $406,279.24 in civil penalties through March 2020, with an expected increase in pending case settlements 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 Certified Unified Program Agency (CUPA), California Department of Fish & Wildlife, Air Pollution Control District, and California Department of Toxic Substances Control 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 unlawfully handling hazardous materials.

2020-21 Objectives

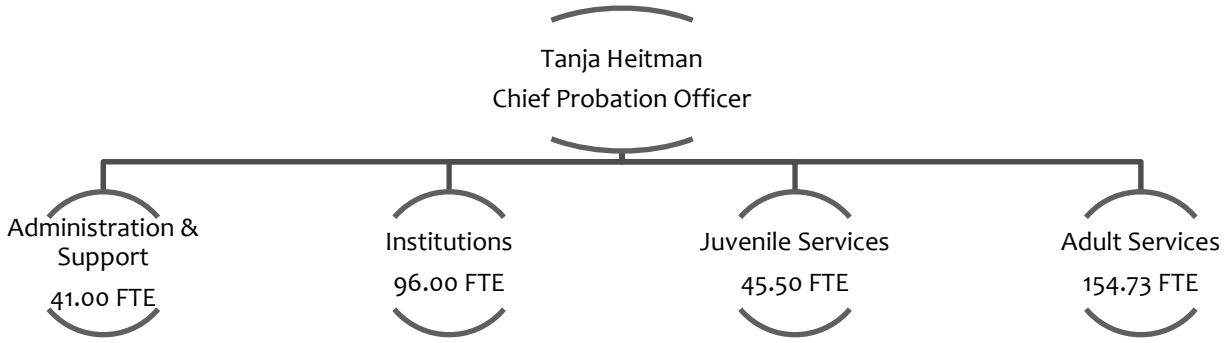
- Continue to develop the Civil/Environmental Unit, which will allow Santa Barbara County to strengthen its enforcement of consumer and environmental laws, as well as increase its involvement in statewide litigation.
- Further strengthen relationships with State and local regulatory and investigative agencies by investigating and prosecuting consumer and environmental cases within Santa Barbara County. Current investigations include alleged consumer fraud and deceptive practices in online sales practices, unauthorized practice of law including non-lawyers posing as immigration attorneys, unlicensed practice of medicine including pharmacists acting as doctors and unlicensed persons prescribing and providing medications, and false advertising in fire-protection products and cosmetics.

District Attorney

Probation

Budget & Full-time equivalents Summary & Budget Programs Chart

Operating	**$ 61,950,700**
Capital	**$ 0**
FTEs	**337.23**



Probation

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 supervision and release conditions, requiring responsibility/accountability, 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 assessment, investigation and supervision services for justice involved individuals, and provides victim assistance through notification services and the collection of restitution.

The Department has implemented a wide variety of evidence-based programs (EBP) to address client needs, strengthen families, and reduce recidivism. 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 2020-21 Objectives

- Expand the ability of department staff to work remotely.
- Implement program-specific performance-based contract measures for community-based organizations serving our youth, and conduct fidelity checks for contracted services.
- Utilize pre-arraignment judicial review for all eligible bookings.

Probation

Highlighted Renew 2022 Initiatives

Already Underway

- Probation Clerical Support Services – "eReception"
  - Redesign the workflow for clients coming into Probation Department lobbies
  - In collaboration with the Treasurer Tax Collector, enter into a contract with a vendor to accept online credit card payments.

- Decision-Based Analysis for Juvenile Detention
  - Evaluate the implementation and use of the Juvenile Incentives and Intervention Matrix in order to: ensure data on the use of incentives and sanctions is fully and appropriately captured; determine how to ensure incentive use is foundational to the achievement of case plan goals and objectives, in accordance with best practices.
  - Establish new programs in partnership with community-based organizations to facilitate diversion of referrals to the least restrictive interventions.

- Institutional Staffing Efficiencies
  - Fully implement scheduling software to achieve additional efficiencies in demand staffing within juvenile facilities and better analyze staffing trends to reduce the use of overtime while ensuring appropriate staffing levels across both facilities.
  - Explore a partnership with a community-based organization to provide programming and behavioral interventions to specified youth within the institutional settings in order to allow sworn staff to focus on group-oriented supervision and security.

- Early Terminations and Conversion to Unsupervised Probation
  - Expand the use of Risk-Needs-Responsivity model to identify low and medium risk clients for consideration for early termination of probation or conversion to unsupervised court probation to reduce current caseload size and increase capacity for supervision of high risk clients.

Implementation in FY 2020-21

- Early Terminations and Conversion to Unsupervised Probation
  - Design and utilize a decision matrix to help guide recommendations to the Court which will include criteria specific to risk level, crime type, duration of probation, and length of compliance.
  - Evaluate and expand the use of adult incentive options, and ensure data is available to assess and improve strategies to increase client motivation for compliance with case plan objectives and Court ordered conditions.

Probation

Renew 2022 Big Picture Goals

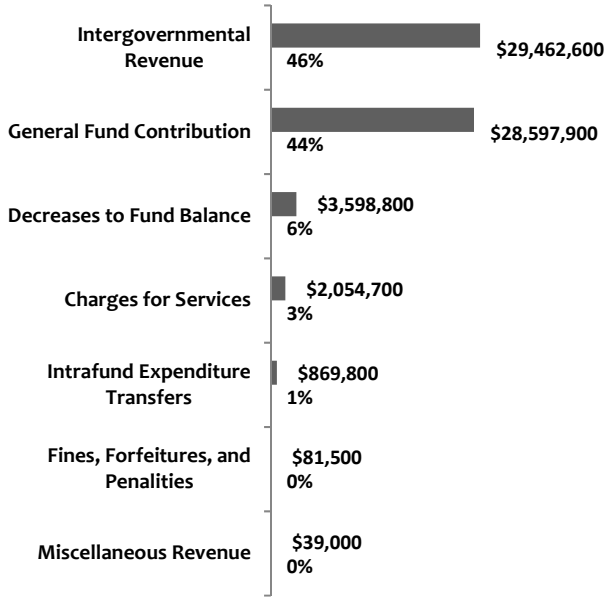
Probation will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Explore the implementation of online visitation scheduling requests for Probation Institutions. • Explore the implementation of online ordering of probation uniform clothing for staff.
Train employees in the County-provided process improvement training	
RE-BALANCE	
Enhance financial resiliency	• Continue to assess the ability to utilize technology to free up existing staff to address unmet needs. • Utilize best practices and research to drive strategies which will reduce overall supervised population in order to focus resources on the highest risk of the justice involved individuals.
RESPOND	
Conduct an external customer or client satisfaction survey	• Establish a youth-led, adult-guided workgroup to provide youth input into Department processes and services.
RETAIN	
Facilitate the participation of managers in a leadership development program	• Ensure all management staff complete Management Leadership Academy within the first two years of assignment.
Retain new employees during their first 5 years of employment	• Establish consistent onboarding of all new staff.

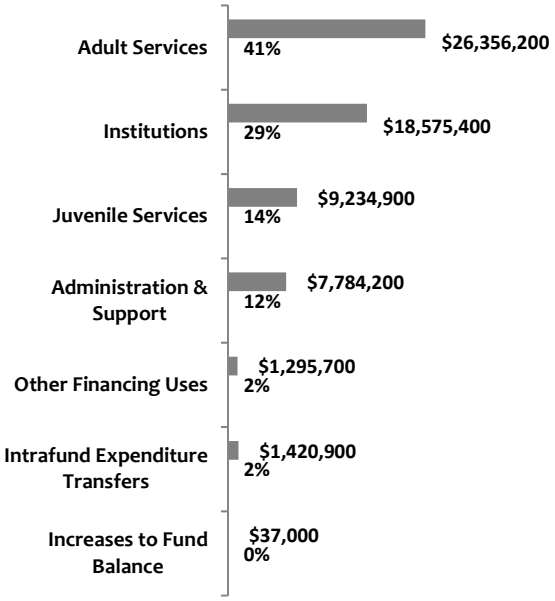
Probation

Recommended Sources & Uses of Funds

Source of Funds - $64,704,300

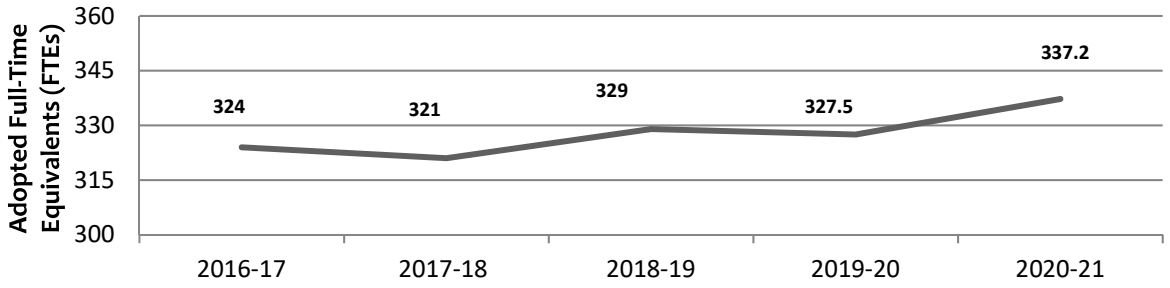


Use of Funds - $64,704,300



Staffing Trend

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



Probation

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	32.29	39.00	39.00	41.00	2.00
Institutions	88.02	96.50	96.50	96.00	(0.50)
Juvenile Services	47.36	53.50	53.50	45.50	(8.00)
Adult Services	128.98	138.50	138.50	154.73	16.23
Unallocated	0.96	-	-	-	-
Total	297.61	327.50	327.50	337.23	9.73
Budget By Budget Program					
Administration & Support	$ 6,713,403	$ 7,354,700	$ 6,895,400	$ 7,784,200	$ 429,500
Institutions	16,841,174	18,234,900	18,475,400	18,575,400	340,500
Juvenile Services	8,242,191	9,440,900	8,804,400	9,234,900	(206,000)
Adult Services	21,448,627	23,901,000	22,607,500	26,356,200	2,455,200
Unallocated	(79)	-	-	-	-
Total	$ 53,245,316	$ 58,931,500	$ 56,782,700	$ 61,950,700	$ 3,019,200
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 43,480,363	$ 47,582,300	$ 46,113,000	$ 49,595,500	$ 2,013,200
Services and Supplies	7,680,103	9,060,800	8,358,500	9,840,200	779,400
Other Charges	2,084,850	2,288,400	2,311,200	2,515,000	226,600
Total Operating Expenditures	53,245,316	58,931,500	56,782,700	61,950,700	3,019,200
Other Financing Uses	435,654	1,249,900	3,326,600	1,295,700	45,800
Intrafund Expenditure Transfers (+)	929,235	1,248,900	1,545,900	1,420,900	172,000
Increases to Fund Balances	4,510,442	52,700	3,452,600	37,000	(15,700)
Fund Balance Impact (+)	2,844,260	-	1,205,200	-	-
Total	$ 61,964,907	$ 61,483,000	$ 66,313,000	$ 64,704,300	$ 3,221,300
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 73,615	$ 81,500	$ 325,100	$ 81,500	$ -
Use of Money and Property	36,159	-	-	-	-
Intergovernmental Revenue	31,499,844	29,170,500	31,164,000	29,462,600	292,100
Charges for Services	2,280,257	2,045,900	2,071,800	2,054,700	8,800
Miscellaneous Revenue	37,624	38,000	38,800	39,000	1,000
Total Operating Revenues	33,927,499	31,335,900	33,599,700	31,637,800	301,900
Other Financing Sources	5,854	-	-	-	-
Intrafund Expenditure Transfers (-)	-	-	478,600	869,800	869,800
Decreases to Fund Balances	765,055	2,255,500	4,343,100	3,598,800	1,343,300
General Fund Contribution	27,266,500	27,891,600	27,891,600	28,597,900	706,300
Total	$ 61,964,907	$ 61,483,000	$ 66,313,000	$ 64,704,300	$ 3,221,300

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

Probation

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Net increase of 9.7 FTEs:
  - Increase of 9.0 FTE due to assuming responsibility for Pretrial Assessments from the Courts on December 30, 2019.
  - Increase of 6.0 FTE due to a being awarded a Pretrial Pilot Program grant from the Judicial Council of California.
  - Decrease of 1.0 FTE at LPBC for the Community Transition Officer (CTO) duties funded with Youthful Offender Block Grant (YOBG) due to a reduction in workload as a result of the successful Juvenile Justice Renew 22 project.
  - Decrease of 1.0 in Adult Supervision due to Senate Bill 678 funding not being sufficient to sustain all funded positions.
  - Decrease of 1.0 FTE in Juvenile Services due to a reduction in workload as a result of the successful Juvenile Justice Renew 22 project.
  - Decrease of 1.0 FTE in Adult Services support staffing due to efficiencies created within the Probation Department.
  - Decrease of 0.73 FTE as a result of the Veteran's Treatment Court Grant ending on September 30, 2020.
  - Decrease of 0.5 FTE in Juvenile Services support staffing due to efficiencies created within the Probation Department.

Expenditures

- Net operating expenditures increase of +$3,019,200:
  - +$2,013,200 increase in Salaries and Employee Benefits due in large part to the assuming responsibility for Pretrial Assessments from the Courts and being awarded a Pretrial Pilot Program grant ($1,558,000). Overall increase primarily due to: +$1,600,000 increase in salary costs net of budgeted salary savings, +$650,000 increase in retirement costs net of additional employee cost pickup, +$181,000 increase in health insurance costs, +$68,000 increase in retiree medical, +$63,000 increase in social security contribution, +$26,000 increase in Medi-Care contribution, and +$24,000 increase in unemployment insurance, offset by decrease of -$347,000 in accrued salary and benefits, and -$263,000 decrease in workers compensation insurance costs.
  - +$779,000 increase in Services & Supplies primarily due to: +$612,000 increase in Professional and Special services for additional grant contracts, +$75,000 increase in Medical, Dental and Lab for increased Department of Behavioral Wellness and WellPath costs in the institutions, +$46,000 increase in uniforms, and +$44,000 increase in Rents/Leases-Equipment for GPS devices.
  - +$226,000 increase in Other Charges primarily due to: +$91,000 increase in Liability Insurance, +$32,000 increase in Utilities costs, +$30,000 increase in Building Security costs, +$25,000 increase in Postage, +$24,000 increase in Telephone Services costs, and $21,000 increase in Communication Services.

- Net non-operating expenditures increase of +$202,000:
  - +$45,800 increase in Other Financing Uses primarily due to: Local Realignment 2011 funding transferred to the Department of Behavioral Wellness.
  - +$172,000 increase in Intrafund Expenditure Transfers primarily due to: +$120,000 increase of Local Realignment 2011 funding to the District Attorney and a +$65,000 increase of Local Realignment 2011 funding to the Public Defender.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

- -$15,700 decrease in reserve funds to the Restricted Fund Balance for YOBG due to a one-time increase occurring in the prior fiscal year.

These changes result in recommended operating expenditures of $61,950,700, non-operating expenditures of $2,753,600, and total expenditures of $64,704,300. Non-operating expenditures primarily include Intrafund Transfers and Increases to Fund Balances.

Revenues

- Net operating revenues increase of $302,000:
  - +$292,000 increase in Intergovernmental Revenue primarily due to: +$761,000 increase in State funding for the Pretrial Pilot Program grant, +$405,000 increase in Local Realignment 2011, +$210,000 for the Youth Reinvestment Grant, and offset by an -$870,000 reduction in Proposition 172 Public Safety Sales Tax due to COVID 19 impacts.
  - +$9,000 increase in Charges for Services primarily due to: +$35,000 increase in reprographic revenue from the Los Prietos Business Center, and offset by a -$25,000 decrease in adult investigation fees.

- Net non-operating revenues increase of $3,221,300:
  - +$1,343,000 increase in the use of one-time restricted fund balance due to: + $1,282,000 to fund staffing related to assuming pretrial assessment responsibilities from the Court and +$39,000 increase in the use of Local Realignment 2011 fund balance.
  - +$706,000 increase in General Fund Contribution.

These changes result in recommended operating revenues of $31,637,800, non-operating revenues of $33,066,500, and total revenues of $64,704,300. 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration & Support				
Collect restitution, fines and fees from adult and juvenile offenders (Target => $3,400,000)	$3,494,632	$3,420,848	$6,431,490*	$3,400,000
Institutions				
Average number of youths housed on daily basis at the Santa Maria Juvenile Hall and the Los Prietos Boys Camp (Projection = < 56)	83	58	62	56
Juvenile Services				
Percentage of youthful offenders without a new sustained petition for a felony offense while they are on probation (Target => 85%)	84% 310 / 369	83% 242 / 291	83% 257 / 308	85% 255 / 300
Receive referrals of youthful offenders for felony, misdemeanor, infraction, and probation violations. (Target: 2,400)	2,964	2,656	2,412	2,400
Number of youthful offenders receiving supervision services (Target: 400)	555	429	420	400
Adult Services				
Percentage of adult offenders without a new felony conviction during their term of supervision (Target => 90%)	91% 4,072 / 4,487	89% 2,684 /3,026	89% 2,995 / 3,364	90% 2,876 / 3,195
Number of Sentencing Investigations completed on all adult offenders assigned by the Superior Court (Projection = 1,230)	1,459	1,242	1,353	1,230
Number of adult offenders receiving supervision services (Projection = 3,400)	4,091	3,604	3,460	3,400
Utilize the Virginia Pretrial Risk Assessment Instrument (VPRAI) to determine the intensity of community supervision of pretrial individuals by risk. (Target=85%) **	N/A	84% (389/462)	81% (389/480)	85% (425 /500)

* Includes significant collection of fines, fees, and restitution from a single case.
** This is a new goal established for FY2020-21. In some instances, prior years data was not available.

Probation

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF PROBATION OFFICER	1.00	1.00	1.00	1.00	-
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CHIEF INNOVATION OFFICER	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
PROBATION MANAGER	1.00	1.00	1.00	1.00	-
BUSINESS MANAGER	-	-	-	1.00	1.00
FISCAL MANAGER	1.00	1.00	1.00	1.00	-
DEP PROBATION OFFICER SUP	1.06	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	2.89	4.00	4.00	4.00	-
COST ANALYST	0.74	-	-	-	-
ACCOUNTANT SUPERVISING	0.67	2.00	2.00	2.00	-
ADMN OFFICE PRO	5.70	5.00	5.00	4.00	(1.00)
FINANCIAL OFFICE PRO	2.20	2.00	2.00	4.00	2.00
DEP PROBATION OFFICER SR	3.01	4.00	4.00	4.00	-
COMPUTER SYSTEMS SPEC	1.96	2.00	2.00	2.00	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	4.28	6.00	6.00	5.00	(1.00)
ACCOUNTANT	0.74	4.00	4.00	4.00	-
DEPT BUS SPEC	0.48	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	1.56	-	-	1.00	1.00
Total	32.29	39.00	39.00	41.00	2.00

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

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 4,806,311	$ 5,656,500	$ 5,049,000	$ 5,912,000	$ 255,500
Services and Supplies	1,235,870	912,100	1,043,800	1,004,900	92,800
Other Charges	671,221	786,100	802,600	867,300	81,200
Total Operating Expenditures	6,713,403	7,354,700	6,895,400	7,784,200	429,500
Intrafund Expenditure Transfers (+)	10,624	12,000	12,000	12,000	-
Total Expenditures	$ 6,724,026	$ 7,366,700	$ 6,907,400	$ 7,796,200	$ 429,500
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	27,768	30,000	30,000	30,000	-
Intergovernmental Revenue	100,800	100,800	143,900	100,800	-
Miscellaneous Revenue	3,183	500	1,000	1,000	500
Total Operating Revenues	131,750	131,300	174,900	131,800	500
Decreases to Fund Balances	-	-	60,000	-	-
General Fund Contribution	6,771,500	7,235,400	7,235,400	7,664,400	429,000
Total Revenues	$ 6,903,250	$ 7,366,700	$ 7,470,300	$ 7,796,200	$ 429,500

2019-20 Anticipated Accomplishments

- Implementation of an Improved Force Review Process. Utilizing representatives from all divisions with the Department, a team reviews force incidents on a monthly basis to: ensure the proper and uniform documentation of use of force events; address equipment needs and utilization; confirm training practices are current, effective and appropriate; and ensure department policies, procedures and practices are consistent with the law. This process meets the review requirements pursuant to Senate Bill 230 (Use of Deadly Force Training and Policies).
- Implemented online credit card payments.
- Forgave all outstanding juvenile fees and updated the fee schedule to reflect $0 charge for each juvenile fee.
- Delivery of Evidence Based Practices training to all adult officers to increase understanding of Risk-Needs-Responsivity and criminogenic needs, and application to case planning and casework approaches with clients.
- Coordinated six (6) "Brown Bag" lunch and learn opportunities for staff and community partners to discuss topics of interest in support of our community of practice. FY 2019-20 topics included: supportive housing; intimate partner violence; co-occurring disorders and interactive journaling.
- Upgraded all department computers from Windows 7 to Windows 10 operating system.

2020-21 Objectives

- Complete design of new Probation Headquarters to consolidate all Santa Barbara Probation operations into new co-located and efficient building.
- Decrease Department vacancies to budget levels.

Probation

Institutions Budget Program

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 (also known as SMJH) 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. A behavior modification program utilizes positive incentives to promote positive behavior by youth detained in the juvenile facilities.

The Probation Department operates Los Prietos Boys Camp (LPBC) which is located in the Los Padres National Forest. The LPBC program is a 24-hour minimum security facility. The LPBC was established in 1944 and is currently staffed to house up to 32 youth and offers a 120 or a 180 day program. The goal of the program 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 provides pro-social training, opportunities and life experiences that help to broaden a youth's world view, as well as create pro-social community connections. The program addresses criminal thinking, 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 ensure youth are monitored at the least restrictive appropriate option.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEP CHIEF PROBATION OFFCR	1.00	1.00	1.00	1.00	-
PROBATION MANAGER	2.00	2.00	2.00	2.00	-
DEP PROBATION OFFICER SUP	2.77	3.00	3.00	3.00	-
ADMN OFFICE PRO	6.72	9.50	9.50	10.00	0.50
DEP PROBATION OFFICER SR	9.40	9.00	9.00	9.00	-
DEP PROBATION OFFICER	0.08	-	-	-	-
JUVENILE INST OFFICER SR	18.61	25.00	25.00	24.00	(1.00)
JUVENILE INST OFFICER	39.89	39.00	39.00	39.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
FOOD SERVICES SUPERVISOR	1.00	1.00	1.00	1.00	-
COOK	2.50	2.50	2.50	2.50	-
UTILITY WORKER, INSTITUTIONS	1.00	1.00	1.00	1.00	-
FOOD SERVICES WORKER	2.06	2.50	2.50	2.50	-
Total	88.02	96.50	96.50	96.00	(0.50)

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

Probation

INSTITUTIONS BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 13,146,134	$ 14,030,800	$ 14,326,800	$ 14,269,700	$ 238,900
Services and Supplies	2,962,803	3,417,600	3,361,500	3,448,500	30,900
Other Charges	732,237	786,500	787,100	857,200	70,700
Total Operating Expenditures	16,841,174	18,234,900	18,475,400	18,575,400	340,500
Other Financing Uses	288,613	-	-	-	-
Intrafund Expenditure Transfers (+)	1,943	3,800	58,700	-	(3,800)
Total Expenditures	$ 17,131,730	$ 18,238,700	$ 18,534,100	$ 18,575,400	$ 336,700
Budget By Categories of Revenues					
Intergovernmental Revenue	8,308,470	7,697,400	8,405,500	7,703,600	6,200
Charges for Services	46,740	21,500	56,400	56,400	34,900
Total Operating Revenues	8,355,210	7,718,900	8,461,900	7,760,000	41,100
Other Financing Sources	4,801	-	-	-	-
Intrafund Expenditure Transfers (-)	-	-	143,600	260,900	260,900
Decreases to Fund Balances	12,946	29,800	29,800	29,800	-
General Fund Contribution	10,340,000	10,490,000	10,490,000	10,524,700	34,700
Total Revenues	$ 18,712,956	$ 18,238,700	$ 19,125,300	$ 18,575,400	$ 336,700

2019-20 Anticipated Accomplishments

- SMJH fully implemented the "Trust Unit". Using a pilot behavior modification positive incentive program for youth detained in the juvenile hall, the program was designed to reward youth who demonstrate ongoing positive behavior with extra comforts, privileges and a less restrictive environment than a standard detention unit. It is believed the opportunity to be housed in the Trust Unit will improve overall behavior of youth as they strive to be eligible for the Unit, thus decreasing behavior issues, room confinement and increase safety for youth and staff alike.
- Revised and implemented an incentive-based behavior management program at SMJH to proactively reduce room confinement time and address challenging behaviors.
- Completed the capital improvement project involving the second tier fall protection barriers at the SMJH.
- Performed two self-audits of the juvenile facility medical operations in preparation for National Commission on Correctional Health Care (NCCHC) accreditation. Working from an action plan created by NCCHC accreditation experts to address potential issues and become accreditation compliant, Probation, Wellpath and Behavior Wellness staff jointly made the necessary policy and procedure changes to begin a one-year pre-accreditation compliance period and submitted the application to become accredited. An accreditation audit of the Probation Juvenile Facilities is tentatively scheduled for spring 2020.
- In partnership with County Education, the SMJH reconfigured and refurbished school classrooms to be in line with traditional high school classrooms and teaching environments.
- Eleven youth have graduated from high school while at SMJH and LPBC between July 1, 2019 and the end of February 2020.

2020-21 Objectives

- Become NCCHC accredited.
- Increase enrollment of eligible youth in post-secondary education or career technical courses.
- Continue the Institutions Division reduction in the use of pepper spray in facilities.

Probation

Juvenile Services Budget Program

The Juvenile Services Division serves and protects the community by providing investigation and youth 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 Services Division consists of intake, court investigations, placement, wraparound services, and field supervision. Officers assess youth risk/needs through the use of a validated assessment tool, divert low-level offenders where appropriate, engage the youth and family in planning case goals and objectives for change, evaluate behaviors using an incentives and interventions matrix, and target interventions and services to specific, individualized risk and needs. Services include victim restitution, referrals to evidence-based programs, referrals for mental health assessments, and participation in Helping Achieve Resiliency Treatment (HART) Court for youth who are at risk of commercial sexual exploitation. Officers facilitate or perform a wide variety of activities, including drug testing, collection of restitution, probation searches, participating in child and family team (CFT) meetings, monitoring of school performance, electronic monitoring, and referrals of youth and families to community treatment interventions.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEP CHIEF PROBATION OFFCR	1.01	1.00	1.00	1.00	-
PROBATION MANAGER	1.00	1.00	1.00	1.00	-
DEP PROBATION OFFICER SUP	3.07	3.00	3.00	3.00	-
ADMN OFFICE PRO	10.02	14.00	14.00	8.00	(6.00)
DEP PROBATION OFFICER SR	6.92	7.00	7.00	7.00	-
DEP PROBATION OFFICER	18.95	21.00	21.00	20.00	(1.00)
JUVENILE INST OFFICER SR	0.68	-	-	-	-
ADMN OFFICE PRO SR	3.03	3.50	3.50	2.50	(1.00)
PROBATION ASSISTANT	2.68	3.00	3.00	3.00	-
Total	47.36	53.50	53.50	45.50	(8.00)

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

JUVENILE SERVICES BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 6,957,314	$ 7,747,800	$ 7,111,900	$ 7,039,100	$ (708,700)
Services and Supplies	1,021,841	1,395,400	1,391,400	1,864,300	468,900
Other Charges	263,036	297,700	301,100	331,500	33,800
Total Operating Expenditures	8,242,191	9,440,900	8,804,400	9,234,900	(206,000)
Increases to Fund Balances	1,660,742	52,700	326,300	37,000	(15,700)
Total Expenditures	$ 9,902,933	$ 9,493,600	$ 9,130,700	$ 9,271,900	$ (221,700)
Budget By Categories of Revenues					
Use of Money and Property	36,159	-	-	-	-
Intergovernmental Revenue	5,098,590	4,333,600	4,419,300	4,261,000	(72,600)
Charges for Services	194,757	29,700	34,200	-	(29,700)
Miscellaneous Revenue	34,441	37,500	37,000	37,000	(500)
Total Operating Revenues	5,363,947	4,400,800	4,490,500	4,298,000	(102,800)
Other Financing Sources	1,053	-	-	-	-
Decreases to Fund Balances	374,256	571,700	286,200	1,015,500	443,800
General Fund Contribution	5,093,500	4,521,100	4,521,100	3,958,400	(562,700)
Total Revenues	$ 10,832,755	$ 9,493,600	$ 9,297,800	$ 9,271,900	$ (221,700)

2019-20 Anticipated Accomplishments

- Full implementation of the Positive Achievement Change Tool (PACT), enabling staff to conduct pre-screenings and full risk/needs assessment on youth, create goal-focused case plans, and more accurately refer youth to targeted interventions. Since its implementation in July 2019, over 500 assessments have been completed.
- Awarded $795,193 of Youth Reinvestment Grant (YRG) funds by the Board of State and Community Corrections (BSCC), in partnership with the Council on Alcoholism and Drug Abuse (CADA) and the University of California, Santa Barbara (UCSB). These funds have enabled us to create the Youth Empowerment Services (YES) program, serving youth county-wide, which is now in its implementation phase. YES will enhance the county's ability to divert youth away from the juvenile justice system, while providing evidence-based, trauma-informed, culturally relevant and developmentally appropriate treatment options in partnership with CADA. Direct diversion will be available to youth referred by law enforcement, schools and Probation. Program evaluation will be conducted by UCSB throughout the life of the grant.
- Outstanding reduction in the use of congregate care (group homes). Through a more thoughtful approach to case management and the use of out of home care, Probation use of out of home placement alternatives such as short-term residential therapeutic programs (STRTP) decreased dramatically - from 17 in September 2018 to zero during the last 4 months of 2019.
- Notable reduction in the number of youth on probation. Probation has increased its use of informal diversion options, decreased the number of misdemeanants on probation, and decreased the number of youth on formal supervision. As a result, the number of youth under probation supervision decreased 28% from September 2018 (457) to March 1, 2020 (327).

Juvenile Services Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Through a competitive process, the Department was selected to deliver the Reimagining Juvenile Justice (RJJ) Curriculum, sponsored by the Annie E. Casey Foundation and administered by School and Main Institute (SMI). A collaborative cohort of 25 participants from Probation and partner agencies (including Public Defender, Public Health, Behavioral Wellness, Supervisor Hart's Office, Child Welfare, Community Action Commission, County Education Office, Santa Barbara Police Department, and Santa Barbara Sheriff's Office) attended six modules of RJJ training presented by Probation. The cohort developed/presented over 30 specific recommendations and strategies for juvenile justice system improvement to county leadership for consideration and future implementation.

2020-21 Objectives

- Establish a youth panel to incorporate adult-guided, youth-led input into programs and services.
- Research existing programs targeting gang involvement and violence, and adopt a promising or evidence-based practice for local implementation *to serve youth in the community and Probation facilities*.
- Increase agency skill and capacity for SOGIE data (sexual orientation, gender expression and identity) collection and reporting, regarding LGBTQ/ GNC youth participants in the juvenile justice system.

Probation

Adult Services Budget Program

The Adult Services Division serves and protects the community by providing sentencing investigation and adult supervision services for the courts, and providing treatment, employment services, and cognitive behavioral interventions to individuals while in the community under supervision.

The Division provides all adult services (court investigation, pretrial, case management, and field supervision) for individuals under the court's jurisdiction, those released on supervision pending resolution of their case, and 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), Pretrial Assessment, Intensive Pretrial Supervision, and specialized caseloads and services for individuals with behavioral health challenges, and those convicted of sex offenses, gang-related crimes and domestic violence.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEP CHIEF PROBATION OFFCR	0.95	1.00	1.00	1.00	-
PROBATION MANAGER	3.00	3.00	3.00	3.00	-
DEP PROBATION OFFICER SUP	8.36	9.00	9.00	10.00	1.00
FINANCIAL OFFICE PRO	0.05	-	-	-	-
ADMN OFFICE PRO	20.13	22.00	22.00	28.00	6.00
DEP PROBATION OFFICER SR	19.90	20.00	20.00	20.00	-
DEP PROBATION OFFICER	67.53	73.00	73.00	71.23	(1.77)
ADMN OFFICE PRO SR	3.36	3.50	3.50	4.50	1.00
PRE-TRIAL SERVICES SPECIALIST	-	-	-	11.00	11.00
PROBATION ASSISTANT	5.69	7.00	7.00	6.00	(1.00)
Total	128.98	138.50	138.50	154.73	16.23

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

ADULT SERVICES BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 18,570,682	$ 20,147,200	$ 19,625,300	$ 22,374,700	$ 2,227,500
Services and Supplies	2,459,589	3,335,700	2,561,800	3,522,500	186,800
Other Charges	418,356	418,100	420,400	459,000	40,900
Total Operating Expenditures	21,448,627	23,901,000	22,607,500	26,356,200	2,455,200
Other Financing Uses	147,041	1,249,900	3,326,600	1,295,700	45,800
Intrafund Expenditure Transfers (+)	916,669	1,233,100	1,475,200	1,408,900	175,800
Increases to Fund Balances	2,849,700	-	3,126,300	-	-
Total Expenditures	$ 25,362,036	$ 26,384,000	$ 30,535,600	$ 29,060,800	$ 2,676,800
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	45,847	51,500	295,100	51,500	-
Intergovernmental Revenue	17,991,984	17,038,700	18,195,300	17,397,200	358,500
Charges for Services	2,038,760	1,994,700	1,981,200	1,998,300	3,600
Miscellaneous Revenue	-	-	800	1,000	1,000
Total Operating Revenues	20,076,591	19,084,900	20,472,400	19,448,000	363,100
Intrafund Expenditure Transfers (-)	-	-	335,000	608,900	608,900
Decreases to Fund Balances	377,853	1,654,000	3,967,100	2,553,500	899,500
General Fund Contribution	5,052,536	5,645,100	5,645,100	6,450,400	805,300
Total Revenues	$ 25,506,981	$ 26,384,000	$ 30,419,600	$ 29,060,800	$ 2,676,800

2019-20 Anticipated Accomplishments

- Implementation of Assembly Bill (AB) 372, a three year domestic violence program. This bill authorized Santa Barbara County to offer an alternative program for individuals convicted of domestic violence that includes a risk and needs assessment, components which are evidence-based or promising practices, and the collection specified data as outlined in the statute. This project included coordination and delivery of new curriculum training to all providers, launching on-line curriculum for low risk clients, and database construction.
- PRRC "Reentry ReBoot" project launched a direct report model to PRRC from custody resulting in increased enrollments in treatment groups. This "ReBoot" included the launching of Reentry Specialists positions at the PRRC to assist high need clients in navigating requirements, demands and barriers that can be present when returning to the community from jail or prison.
- Launched a Supportive Housing 28 bed two (2) year pilot project for high and medium risk clients with vulnerabilities such as mental illness, significant addiction, or physical disabilities. To date, 85 clients have been housed.
- Assumption and expansion of Pretrial Assessment Unit from the Superior Court.

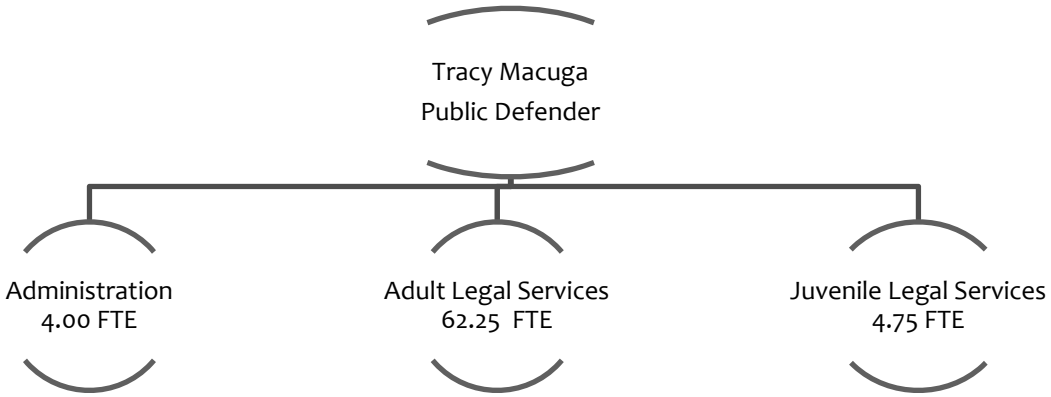
2020-21 Objectives

- Increase referrals of high and medium risk offenders to cognitive-based therapy interventions.
- Increase access to supportive and transitional housing for justice-involved individuals with vulnerabilities such as significant substance addiction and behavioral health challenges.

Public Defender

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**14,910,000**
Capital	**$**	**0**
FTEs		**71**



Public Defender

Mission Statement

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

Department Description

The Santa Barbara County Public Defender's Office fulfills the County's obligation to provide excellent representation to residents who cannot afford an attorney. The law requires the Public Defender to defend adults charged with crimes triable in the Superior Court, including death penalty crimes; defend minors in delinquency proceedings; defend persons charged with contempt of court; protect individuals who can no longer care for themselves for reasons such as physical or developmental 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's Office appears in 25 different courtrooms in our Santa Barbara, Santa Maria, and Lompoc Superior Courts.

Highlights of 2020-21 Objectives

- Adopt workplace processes and procedures that reflect the new office model necessary to provide services in light of COVID-19. This will include a teleworking policy for attorneys and support staff.
- Re-vision Department's values statement so it aligns with Renew '22 principles.
- Develop Law Office Professional, Information Technology, and Community Defender Division Policy and Procedures Manuals to complete three-year plan encompassing all job classes.
- Conduct workplace assessment.
- Create written resource pamphlets and information materials (print and web based) to improve services to clients, with an emphasis on specialty courts and protocols for implementation of SB 384.
- Modified and 'cleaned' eDefender case management system database to migrate data into soon to be launched E2 case management system.
- Expand IT tools and resources to assist in effective and efficient representation:
    - Develop Case Management Business Intelligence to streamline work processes
    - Improved remote workforce tools needed to assist with digital transition of applications
    - Created and implemented an inventory process
- Expand holistic defense into juvenile delinquency proceedings and representation of transitional age youth, employing a holistic approach to advocate for the whole child.
- Establish a pre-arraignment diversion program in conjunction with law enforcement agencies, Probation, and the District Attorney. This program will target individuals who suffer from substance abuse disorders and mental health issues funded through the Prop 47 grant.
- Maintain the Pre-Arraignment Unit representation to ensure clients are connected with services as soon as possible with the goal of reducing the pre-trial incarceration population.
- Community Outreach: Continue to participate in and lead community events such as Justice Bus, Veteran's Stand Down, Know Your Rights presentations, career days, and community based organizational fairs.

Public Defender

Highlighted Renew 2022 Initiatives

Already Underway

- Established a strategic five-year plan rooted in Renew '22 principles that reaffirms our values of seeking justice, fairness and dignity for our clients.
  - Incorporate an IT Strategic Plan that leverages mobility.
  - Publish first-ever annual report outlining a snapshot of the effort, accomplishments, achievements, dedication and commitment of Public Defender employees.
- Case Management System Rebuild and Redesign (E2)
  - Utilize artificial intelligence, business intelligence, and automation to improve efficiency and customer service.
  - Employ data-driven decision making that relies on quantitative and qualitative statistics to assist in staffing recommendations, effectiveness of services provided, and overall budget needs.
  - E2 expected launch date of August 2020 with future enhancements coming in the next 2 years including launching an online portal.
- Talent retention and development through participation in training curriculum for supervisors and trainers. Executive management participation in the first Santa Barbara County Leadership Certificate Program.
- Invest in staff development to meet the evolving 21st century workforce.
  - Facilitated the first ever NAPD leadership conference in California in December 2019.
- Expand holistic defense countywide and specifically to address the needs of our juvenile clients and transitional age youth.
- Community outreach and increased office presence is ongoing to promote educational programming for schools and community events.
- Develop Law Office Professionals Policy and Procedures Manual.
- In-House Training and Career Development
  - In-house trainings include trial skills, mitigation work, and forensics.
  - Specialized trainings for attorneys to meet mandated legal education requirements.
  - Partnerships with outside organizations for additional trainings.
- Identify Additional Grant Opportunities
  - Awarded Prop 47, SB1810, and Women's Fund of Santa Barbara grant
  - Continue to seek grant opportunities to generate new revenue streams
- Continue to strengthen strategic partnerships with the Sheriff, Probation and Behavioral Wellness to further successful re-entry and reduce recidivism by collaborative case management and discharge planning.
- Continue to build capacity to share non-confidential data to enhance seamless re-entry opportunities and secure benefits for clients in need of substance abuse disorders treatment options.
- Emergency response to COVID-19 which has included moving 90% of our workforce to teleworking while the courts have been closed to all but essential functions.

Implementation in FY 2020-21

- Technology Expansion:
  - Train all staff on new technology as developed in E2 and remote workforce tools needed to support digital transition of Public Defender applications.
  - Enhance services offered through Uptrust, a software program that allows direct messaging with clients, to connect client needs with case management system.
  - Utilize data extracted from E2 to evaluate workload for all staff and adjust as necessary.

  - Apply new technology to existing business practices to improve processes for daily operations such as conflict checks, case assignments, expert requests, IT help desk requests, and task assignments.
  - Build in work queues to transform business operations to eliminate paper process and digitize them within case management system
- Grow strategic partnerships
  - Expand partnership with AmeriCorps to provide increased holistic defense countywide
  - Improve electronic discovery exchange with the District Attorney's Office to coincide with the launch of the Pre-Arraignment Diversion Program
  - Strengthen relationships with community-based organizations in order to enhance communication when providing clients holistic defense and access to services.
  - Draft a countywide electronic discovery protocol in association with justice partners.
- Advance Department Leadership and Emergency Planning
    - Author a succession plan for the head of the department.
    - Identify potential candidates for management positions and develop their skills through leadership training.

Public Defender

Renew 2022 Big Picture Goals

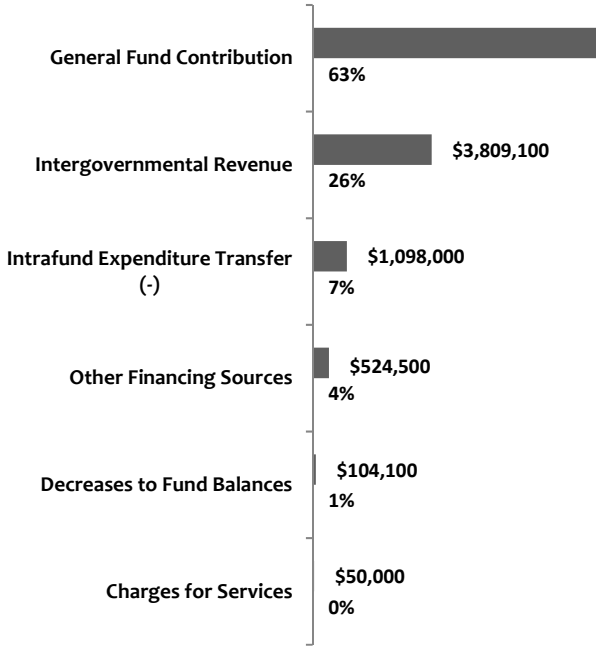
Public Defender will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Launch eDefender portal, online access for clients to submit financial applications, request services, and submit walk-in requests to the Public Defender's Office. • As part of the holistic defense vision, expand Uptrust enrollment and services. This social justice communication platform generates automatic text message notifications to clients to remind them of court dates and scheduled meetings with their attorneys, thereby reducing Failures to Appear (FTAs). Expansion will also connect clients with services to address hardships such as transportation challenges, child care needs, and school/work needs that are often connected to FTAs.
Train County employees in the process improvement program	• Two staff members from the leadership team will participate in the County-provided process improvement and innovation training program, who will then provide in-house training to other staff members to share the process improvement and innovation tools throughout the Department.
RE-BALANCE	
Enhance financial resiliency	• Secure a fellowship for an immigration attorney with a partnering law school to meet our constitutional duties under Padilla v. Kentucky. • Utilize data to make evidence based decisions in work process development to ensure that the most efficient use of time and funds are being employed. • Continue to develop strategic public-private partnerships and garner IT tools to increase sustainability in the Department's infrastructure and services.
RESPOND	
Conduct an external customer or client satisfaction survey	• Conduct a work place assessment. In conjunction, conduct employee engagement surveys to take place annually to assist in shaping the evolving role of public defense. • Develop a client satisfaction survey to be completed at the conclusion of a case.
RETAIN	
Facilitate the participation of managers in a leadership development program	• Commit to sending one member of the Public Defender's Office each year to the Leadership Program at the EU. • Leadership team and future leaders of the Office will attend yearly leadership training focused specifically on public defense.
Retain new employees during their first 5 years of employment	• Conduct yearly stay interviews coupled with employee performance reviews to provide agile response to employee needs. • Develop employee expectations for all job classes to develop guidelines to meet the demands of today's workforce.

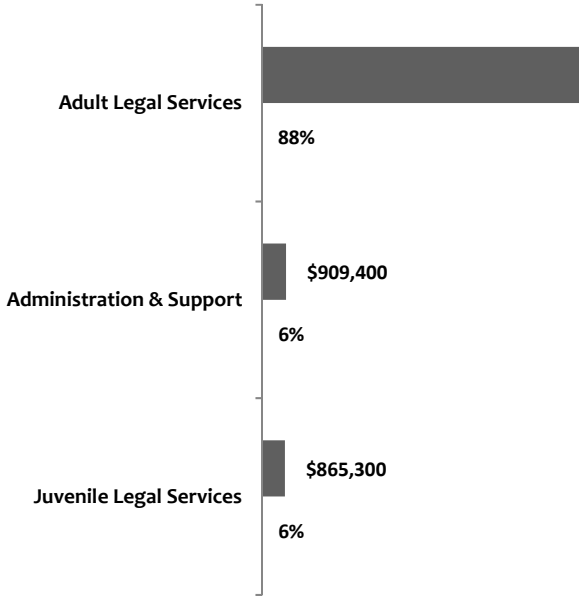
Public Defender

Recommended Sources & Uses of Funds

Source of Funds - $14,910,100

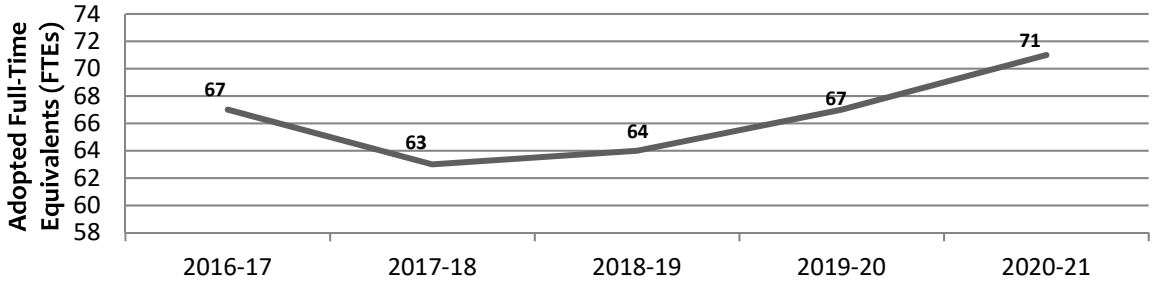


Use of Funds - $14,910,100



Staffing Trend

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



Public Defender

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	6.65	5.00	5.00	4.00	(1.00)
Adult Legal Services	46.66	56.85	56.85	62.25	5.40
Juvenile Legal Services	4.84	5.15	5.15	4.75	(0.40)
Unallocated	0.11	-	-	-	-
Total	58.26	67.00	67.00	71.00	4.00

Budget By Budget Program					
Administration & Support	$ 1,543,931	$ 1,012,400	$ 1,253,300	$ 909,400	$ (103,000)
Adult Legal Services	9,617,470	11,582,600	11,648,000	13,135,300	1,552,700
Juvenile Legal Services	886,684	961,800	804,100	865,300	(96,500)
Unallocated	-	-	168,800	-	-
Total	$ 12,048,084	$ 13,556,800	$ 13,874,200	$ 14,910,000	$ 1,353,200

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 10,663,973	$ 12,029,500	$ 12,183,600	$ 13,177,400	$ 1,147,900
Services and Supplies	697,090	731,700	892,900	703,500	(28,200)
Other Charges	687,021	795,600	797,700	1,029,100	233,500
Total Operating Expenditures	12,048,084	13,556,800	13,874,200	14,910,000	1,353,200
Fund Balance Impact (+)	81,805	-	-	-	-
Total	$ 12,129,889	$ 13,556,800	$ 13,874,200	$ 14,910,000	$ 1,353,200

Budget By Categories of Revenues					
Intergovernmental Revenue	$ 4,055,690	$ 4,193,000	$ 3,980,400	$ 3,809,100	$ (383,900)
Charges for Services	63,182	50,000	46,300	50,000	-
Miscellaneous Revenue	15	-	-	-	-
Total Operating Revenues	4,118,887	4,243,000	4,026,700	3,859,100	(383,900)
Other Financing Sources	-	-	100,000	524,500	524,500
Intrafund Expenditure Transfers (-)	472,202	656,100	868,700	1,098,000	441,900
Decreases to Fund Balances	-	110,000	254,200	104,100	(5,900)
General Fund Contribution	7,538,800	8,547,700	8,547,700	9,324,300	776,600
Fund Balance Impact (-)	-	-	76,900	-	-
Total	$ 12,129,889	$ 13,556,800	$ 13,874,200	$ 14,910,000	$ 1,353,200

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

Public Defender

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Net increase of 4.0 FTE due to:
  - Addition of 1.0 deputy public defender, social worker and case manager through SB1810 grant. Grant funding for three years for a total of 3.0 FTE.
  - Addition of 1.0 social worker through CCP funding.

Expenditures

- Net operating expenditure increase of $1,353,200 due to:
  - +$1,147,900 in Salaries and Employee Benefits, primarily due to additional 4.0 FTE (3.0 FTE grant funded and 1.0 Community Corrections Partnership funded) positions and negotiated salary increases.
  - +$233,500 increase in Other Charges, primarily for General Liability Insurance ($159,800), Information Technology Service ($25,300) and Motor Pool ($37,200).
  - -$28,200 decrease in Services and Supplies, due to contract with Family Services Agency adult holistic defense program funds only being one-time funding for FY19/20.

These changes result in recommended total expenditures of $14,910,000.

Revenues

- Net operating revenue decrease of $383,900 due to:
  - -$383,900 decrease in intergovernmental Revenue from Prop 172 Revenue due to COVID shutdown.
- Net non-operating revenue increase of $1,112,000 due to:
  - +776,600 increase in Intrafund Expenditure Transfer for General Fund Contribution.
  - +$524,500 increase in Miscellaneous Revenue due to three grant funds, Department of State Hospitals (DSH) SB1810, BSCC Prop47, and HEAP funding.
  - +$386,300 increase in Intrafund Expenditure drawn from unallocated cannabis revenue due to anticipated decline in Prop 172 revenues.
  - +$55,600 increase in Intrafund Expenditure Transfers for AB 109 funding.
  - -$5,900 decrease in Use of Fund Balances to reflect changes in one-time use of funds.

These changes result in recommended operating revenues of $3,859,100 and non-operating revenues of $11,050,900, for total revenues of $14,910,000. 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Department-Wide				
Advocate for clients' release: number of clients provided with pre-arraignment consultation (target = 800)	N/A	502	600	800
Number of clients evaluated for referral to services including shelter, housing, drug treatment, mental health treatment, vocation services (target = 800)	N/A	N/A	700	800
Hours spent internally interpreting for client meetings, phone calls, jail visits (target = 4,000)	N/A	N/A	4,000	4,000
Percentage of PD IT Helpdesk request that are forensic litigation support related (target = 1,400) 35%	N/A	437	1,288	1,400
Number of requests sent out for audio/video transcripts needed for a hearing or trial (target = 500)	N/A	N/A	550	550
Number of Expert requests submitted by Deputy Public Defenders (target = 140)	N/A	N/A	140	140
Number of investigative request submitted by attorneys to investigators (target = 3,200)	N/A	N/A	3,200	3,200
Provide expungement services: number of Prop 47 motions filed (target = 7,000)	N/A	7,000	7,000	7,000
Provide immigration representation: number of Padilla consultations, averaging 3-5 hours per consult (target = 1,000)	N/A	500	600	600
Provide expungement clinics hosted in the community (target = 6)	N/A	4	6	6
Number of juvenile record requests sealed (target = 450)	210	350	450	450
Provide training to staff: number of in-house trainings, workshops, and lectures provided (target = 160)	N/A	146	150	160
Volunteer hours for post-bars, interns, and externs: total number of hours (target = 10,000)	N/A	7,000	8,000	10,000
Provide effective representation to defendants: - Number of felony matters handled - Number of misdemeanor matters handled - Number of juvenile matters handled - Number of LPS court trials	N/A	 2,542 9212 710 15	 2,617 8825 788 17	 2,617 8,825 788 17

Public Defender

ADMINISTRATION & SUPPORT BUDGET PROGRAM

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

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PUBLIC DEFENDER	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY	1.63	-	-	-	-
DEP PUBLIC DEFENDER	0.46	-	-	-	-
ASST DIRECTOR	-	-	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.30	-	-	-	-
CHIEF FINANCIAL OFFICER	0.70	1.00	1.00	-	(1.00)
LEGAL OFFICE PRO	0.26	-	-	-	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	0.93	1.00	1.00	1.00	-
PUBLIC DEFENDER INVEST	0.07	-	-	-	-
EXECUTIVE SECRETARY	0.07	-	-	-	-
LEGAL OFFICE PRO SR	0.23	-	-	-	-
COMPUTER SYSTEMS SPEC	-	1.00	1.00	-	(1.00)
Total	6.65	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,450,698	$ 991,000	$ 1,214,300	$ 876,800	$ (114,200)
Services and Supplies	5,814	21,400	24,500	28,600	7,200
Other Charges	87,419	-	14,500	4,000	4,000
Total Operating Expenditures	1,543,931	1,012,400	1,253,300	909,400	(103,000)
Total Expenditures	$ 1,543,931	$ 1,012,400	$ 1,253,300	$ 909,400	$ (103,000)
Budget By Categories of Revenues					
Miscellaneous Revenue	15	-	-	-	-
Total Operating Revenues	15	-	-	-	-
Intrafund Expenditure Transfers (-)	-	-	-	14,000	14,000
General Fund Contribution	1,433,700	1,012,400	1,012,400	895,400	(117,000)
Total Revenues	$ 1,433,715	$ 1,012,400	$ 1,012,400	$ 909,400	$ (103,000)

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- Strategic Private Partnerships
  - Awarded two grants in collaboration with our justice partners totaling $9 million: $6 million three-year Board of State and Community Partnership (BSCC) grant and $3million three-year Department of State Hospitals (DSH) $3 grant.
  - Recruited the Bail Project to partner with the Public Defender's Office which is a non-profit organization providing money for people unable to pay bail.
  - Initiated social justice text messaging options through Uptrust with a goal of reducing FTAs and bench warrants.
  - Selected as National Legal Aid and Defender Association (NLADA) VISTA host site providing holistic defense capacity building within the communities
- Modernized our practice with ambitious technology initiatives.
  - Discovered majority of issues causing problems within the current case management system database.
    - Developed and started to implement plan to resolve issues and prepare database for future implementation and expansion.
  - Over 50 major database issues were identified on the system, consisting of more than 360,000 corrupted data items (finding more weekly). Corrupted data items include bad data, data stored in the wrong location, incorrect connections between database entities and malfunctioning workflows leading to errors and loss of data. Over the last 12 months we have been working on 'fixing' these database issues and cleaning up the corrupted data items.
  - Designed/blue print main E2 case forms with new entity developments in mind.
  - Identified 'pitfalls' within the system and developed plans to fix/avoid in upgraded E2 case management system.
  - Evaluated the needs of all staff to design E2 system to meet the application needs of all job class and duties.
  - Redesigned the workflows in the current system that were failing (that were able to be fixed without the database upgrade)
  - Completed IT Strategic roadmap, leveraging Department five-year plan, Renew '22, and County five-year IT strategic plan.
  - By the end of June 2020, every attorney will have a laptop, and every investigator and community defender staff will be updated from a desktop to a Surface Pro.
  - By the end of 2019, every user upgraded to new version of Windows 10 and all legacy assets retired.
  - IT inventory of all equipment created.
  - Technology resources for remote workforce developed
  - Active Directory cleaned up to correctly reflect users and devices
- Policies and Procedures
  - Completed policies and procedures for investigators, which were approved by the investigators' union.
  - Legal office professional policies and procedures drafted.
- File Retention & Life Cycle Management Policy
  - Retired legacy assets based on pre-identified technology lifecycle, share services opportunities, and cost/benefit analysis.
  - Adhered to Sustainability Policy: Strive to reuse before buy, buy before build. Assure sustainable maintenance according to lifecycle.

Public Defender

2020-21 Objectives

- Continue exploration and expansion of technological tools to assist staff with teleworking needs in support of the office's ongoing COVID-19 response.
- Re-Vision values statement to reflect the stated goals of Renew '22.
- Execute policy and procedures for legal office professionals, information technology and Community Defender Division and have them ratified by the union.
- Continue to develop additional Strategic Private Partnerships
    - Establish fellowship with Code for America providing three data fellows focused on building resources for clients.
    - Be selected as Gideon's Promise host site, recruiting the future leaders of client-focused public defense.
    - Formulate Immigration and Post-Bar Fellowships.
- Technology initiatives implemented to continue modernizing our practice:
    - Roll new and updated web-based case management system, eDefender 2.0, which will further enable attorney mobility as well as streamline our business processes. Commencement August 2020. Phase 1 will be complete and Phase 2-4 to be completed by June 2021
        - Phase 2: Finish database clean up (including migrating data and creating placeholders for new data); build designed E2 case forms and connect them to the proper database locations and test data entry; upgrade the database to current stable version offered by JTI (2018 SR3), thus converting from E1 to E2; build document handling system to preserve security and utilizing automation task creation.
        - Phase 3: Design and implement workflows converting current forms into tasks and requests within our system with document handling and paperless approval process; work queues developed to handle requests of all job classes; office forms templates utilizing JDA 3 to build motions within our system as repository for commonly used motions, notices and letters
        - Phase 4: Build in IT helpdesk ticketing system within case management system; design and develop online portal of case management system; set up fully updated test environment as a 'sand box' for future upgrades and environment to build features before launching into production
    - By the end of June 2021, all support staff will have upgraded desktops with the latest Windows operating system.
    - Updated modern intranet and internet websites that are easier to navigate and contains more information for our clients, the public, and our employees.
    - Continue developing social justice text messaging system through Uptrust in order to meet our clients' needs, expanding the use to our Community Defender Division.
    - Future proof modern applications by developing and incorporating remote workforce tools needed to meet the virtual needs in response to COVID-19 pandemic.

Public Defender

Adult Legal Services Budget Program

Provides 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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF DEPUTY	0.18	1.85	1.85	2.00	0.15
DEP PUBLIC DEFENDER SR	5.96	6.00	6.00	8.25	2.25
DEP PUBLIC DEFENDER	20.61	25.00	25.00	24.00	(1.00)
PROGRAM MANAGER	-	-	-	1.00	1.00
DIVISION CHIEF	-	1.00	1.00	-	(1.00)
LEGAL OFFICE PRO	6.10	8.00	8.00	8.00	-
PUBLIC DEFENDER INVEST	6.37	7.00	7.00	7.00	-
LEGAL OFFICE PRO SR	5.61	6.00	6.00	6.00	-
SOC SVCS WORKER SR PS/L	1.04	1.00	1.00	4.00	3.00
COMPUTER SYSTEMS SPEC	-	-	-	1.00	1.00
SOCIAL SVCS PRACTITIONER	-	1.00	1.00	-	(1.00)
SOCIAL SERVICES WORKER	0.78	-	-	-	-
ADMHS CASE WORKER	-	-	-	1.00	1.00
Total	46.66	56.85	56.85	62.25	5.40

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 8,405,639	$ 10,119,100	$ 10,046,800	$ 11,435,300	$ 1,316,200
Services and Supplies	675,912	667,900	837,800	674,900	7,000
Other Charges	535,919	795,600	763,400	1,025,100	229,500
Total Operating Expenditures	9,617,470	11,582,600	11,648,000	13,135,300	1,552,700
Total Expenditures	$ 9,617,470	$ 11,582,600	$ 11,648,000	$ 13,135,300	$ 1,552,700
Budget By Categories of Revenues					
Intergovernmental Revenue	4,055,690	4,193,000	3,980,400	3,809,100	(383,900)
Charges for Services	63,182	50,000	46,300	50,000	-
Total Operating Revenues	4,118,872	4,243,000	4,026,700	3,859,100	(383,900)
Other Financing Sources	-	-	100,000	524,500	524,500
Intrafund Expenditure Transfers (-)	472,202	656,100	868,700	1,084,000	427,900
Decreases to Fund Balances	-	110,000	254,200	104,100	(5,900)
General Fund Contribution	5,600,900	6,573,500	6,573,500	7,563,600	990,100
Total Revenues	$ 10,191,974	$ 11,582,600	$ 11,823,100	$ 13,135,300	$ 1,552,700

ADULT LEGAL SERVICES BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- **Adult Litigation:**
  - Deputy public defenders provide legal representation to clients at every stage of the criminal process, from arraignment to sentencing. Our practice is client centered and we strive to attain the most successful case and life outcomes for the people we represent. This year, we provided newly hired public defenders with an in-house immersion training that prepared them for a misdemeanor trial rotation and instilled the tenets of holistic defense.
  - The adult litigation team handled an average caseload of 2617 felonies and 8825 misdemeanors.
    - The litigation team took 12 felony cases and 8 misdemeanor cases to jury trial, and completed 4 bench trials. Each jury trial case averaged 9.85 court days per trial and 122.7 days from the date of assignment to jury trial start date.
  - Investigated and briefed approximately 10-15 Franklin cases requiring an average of 80-120 hours of investigative work and 40-60 hours attorney time per case. This is a special process for people who were age 25 or younger at the time of their crimes and sentenced to life sentences or long determinate sentences, which requires defense counsel to prepare special sentencing briefings and investigations to preserve the record of a client's youthful factors surrounding his or her crime so that they will have a record to present at their Youthful Parole Hearing.
  - The Pre-Arraignment unit continued to develop and progress. PAU is the first point of contact with most Public Defender clients in custody, and allows our office to identify possible pre-arraignment diversion candidates and effectively argue for release from jail on reasonable terms.

- **Specialty Units:**
  - As part of our duties we represent individuals in Probate, LPS conservatorships, and those who are deemed incompetent to stand trial. These clients are often some of our most vulnerable. Our conservator/probate attorneys handled a total of 17 Total LPS Trials, 1 Murphy Trial.
  - We also file writs and appeals when the case warrants such a filing. The Writs team has been instrumental in its response to the COVID-19 crisis by crafting motion work for relief both at the superior court level as well as the appellate court. The Writs team also won the release of 6 clients from the Psychiatric Health Facility.

- **Community Defender Division and Re-Entry Services:**
  - The Community Defender Division (CDD) continues to provide compassionate and tireless advocacy and services for our clients while simultaneously seeking long-term systemic changes to improve the lives of our most vulnerable citizens. CDD combines the knowledge and expertise of social workers, housing advocates, resource specialists and attorneys to address the entire person and all of the underlying causes for involvement with the criminal justice system. Clients have been assisted in the following areas this year: finding housing, addressing substance abuse, connection with medical insurance, assistance in mental health treatment, and overall case management for those of varying intellectual abilities. This year we were able to increase the CDD staff to 11 full time holistic defense advocates.
  - CDD is expected to make 615 referrals by the end of FY 2019-20.
  - Holistic Defense Advocates have made 112 total referrals:
    - 65 connections to services (58%)
    - 43 assisted with benefits (38%)
    - 35 released from custody to treatment (30%)
    - 33 mitigation reports (29%)
    - 64 social histories (57%)
    - 22 mental health petitions (20%)

    - 88 crisis intervention (78%)
    - 61 short term counseling (54%)
    - 11 long term counseling (9%)
    - 33 oral advocacy in court (29%)
- Women's Fund of Santa Barbara Grant provides a Holistic Defense Advocate: 39 referrals have been made
    - 21 have children
    - 19 have serious mental illness
    - 17 have mild to moderate mental illness
    - 29 have experienced trauma
    - 26 have substance use issues
    - 12 are victims of violence
    - 24 were unhoused at the time of arraignment
    - 28 have housing now
- Client Resource Advocates have made jail visits to 2,450 individuals
- Housing Specialists have made 150 referrals
    - 78 clients connected to social services for benefits (Medi-Cal, GR, Food Stamps)
    - 78 clients connected to the housing authority with Section 8 applications and low income housing applications
    - 60 individuals have had beds saved for them at the shelter
    - 60 clients have been housed transitionally, whether in a residential treatment facility or sober living
    - 40 clients have been permanently housed
- Rehabilitation Services Coordinators have made 230 referrals
    - 200 individuals applied and accepted into residential treatment programming
    - 13 individuals linked to sober living homes
- Additional achievements
    - Launched a drop-in legal clinic in Santa Maria.
    - Applied for the previously awarded Women's Fund Grant that is focused on holistic defense for justice-involved women.
    - Continued collaboration with United Way AmeriCorps to provide a housing specialist for homeless clients in Solutions Court.
    - Continued to develop informational material for Public Defender client and staff use including a county-wide resource guide, DUI information packet in English and Spanish, and CDD brochure explaining each position.
    - Continued to participate in community events and outreach, including:
        - Participated in the Veteran's Stand Down event
        - Expungement Clinics through partnership with Pepperdine Law School's Justice Bus – 6 total
        - Sleeping Bag Drive—gave away 225 sleeping bags
        - Recovery Day in Santa Maria
        - Point in Time Count
        - Various High School Career Fairs
        - Thanksgiving and Christmas Dinner meal service to the homeless

Public Defender

2020-21 Objectives

- Continue to collaborate with all justice partners in public safety to streamline electronic discovery exchange.
- Build more relationships with community based organizations to ensure that our clients are seamlessly connected to services that are needed to provide holistic defense.
- Reduce the average length of time felony and misdemeanor cases have been waiting to go to court to ensure that a client's right to a speedy trial.
- Secure a fellowship for an immigration attorney with a partnering law school to meet our constitutional duties under Padilla v. Kentucky.
- Improve PAU services to increase pre-trial release and linkage to community services thus beginning re-entry upon arrest. Lowering the pre-trial incarceration population will ease the burden on all justice partners, most notably the Sheriff's Office
    - Identify ways to collect accurate and inclusive data regarding ethnicity and indigenous populations in order to determine appropriate service needs for traditionally underrepresented communities, including ways in which to overcome pervasive language barriers.
- Expand resources for justice involved people and their families by creating informational materials (print and web based) to improve service to clients (adult and juvenile), potential clients, and their loved ones.
- Build innovative technology tools to assist our newly formed remote workforce in light of COVID-19.

Public Defender

Juvenile Legal Services Budget Program

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

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF DEPUTY	-	0.15	0.15	-	(0.15)
DEP PUBLIC DEFENDER SR	0.19	-	-	0.75	0.75
DEP PUBLIC DEFENDER	3.51	3.00	3.00	2.00	(1.00)
LEGAL OFFICE PRO	0.97	1.00	1.00	1.00	-
PUBLIC DEFENDER INVEST	0.05	1.00	1.00	1.00	-
LEGAL OFFICE PRO SR	0.13	-	-	-	-
Total	4.84	5.15	5.15	4.75	(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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 807,636	$ 919,400	$ 753,700	$ 865,300	$ (54,100)
Services and Supplies	15,364	42,400	30,600	-	(42,400)
Other Charges	63,683	-	19,800	-	-
Total Operating Expenditures	886,684	961,800	804,100	865,300	(96,500)
Total Expenditures	$ 886,684	$ 961,800	$ 804,100	$ 865,300	$ (96,500)
Budget By Categories of Revenues					
General Fund Contribution	504,200	961,800	961,800	865,300	(96,500)
Total Revenues	$ 504,200	$ 961,800	$ 961,800	$ 865,300	$ (96,500)

2019-20 Anticipated Accomplishments

- Completed approximately 500 juvenile hall visits with minors.
- Assisted 450 juvenile clients in sealing their records and aided adult clients in sealing their juvenile records.
- Handled 5 juvenile transfer cases.
- Increased the number of attorneys in our office that qualify to serve in juvenile court pursuant to California Court Rule 5.664. Currently we have 7 attorneys qualified.

2020-21 Objectives

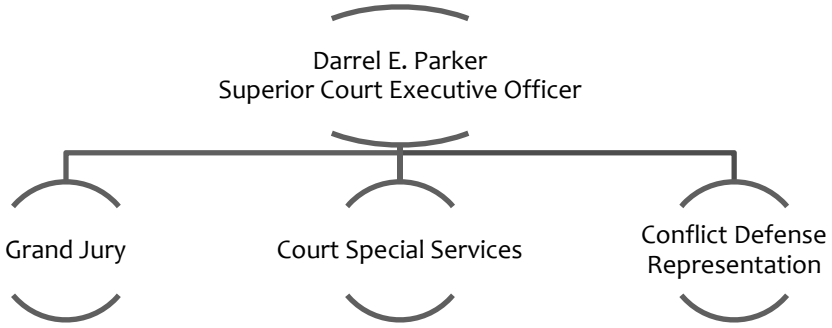
- Participate in educational events aimed at juveniles including Know Your Rights Programming, career fairs and, community service fairs to inform the community of our representation of minors.
- Continue to meet expanding constitutional and ethical duties for justice involved youth.
- Expand holistic defense into juvenile unit to assist with placement, advocacy, mitigation (particularly in transfer hearings), and relationship building with CBOs providing services to youth.
- Expand immigration defense in the juvenile division by assisting with Special Immigrant Juvenile Status (SIJS) applications, which provides immigration relief to juveniles in state custody who have been abandoned, abused or neglected.
- Improve non-confidential information sharing across departments providing services to youth (i.e. Child Welfare Services, Probation, and Behavioral Wellness).

Public Defender

Court Special Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 14,817,600**
Capital	**$ 0**
FTEs	**8**



Court Special Services

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 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.

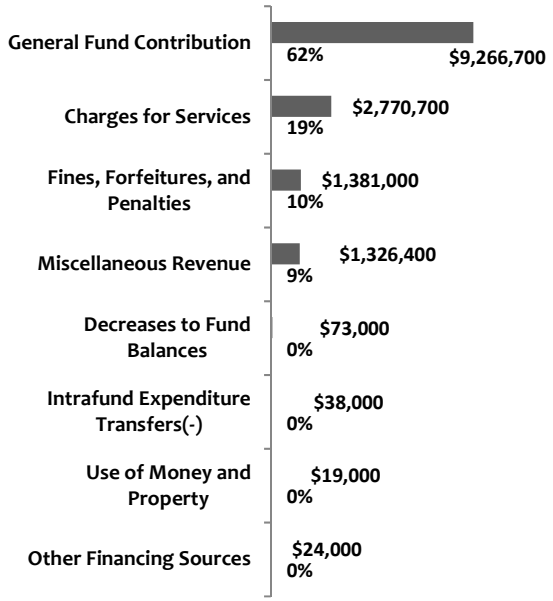
Highlights of 2020-21 Objectives

- 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.
- Enhanced Collections: In February 2019 the Collections Unit added a new vendor with the goal of increased collection on delinquent cases 2016 and older. From February 2019 – January 2020 there has been an increase of $627K collected on these cases. The Collections Unit 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, 2020. The Court is working on extending the agreements for the representation of eligible indigents in both the North and South County.

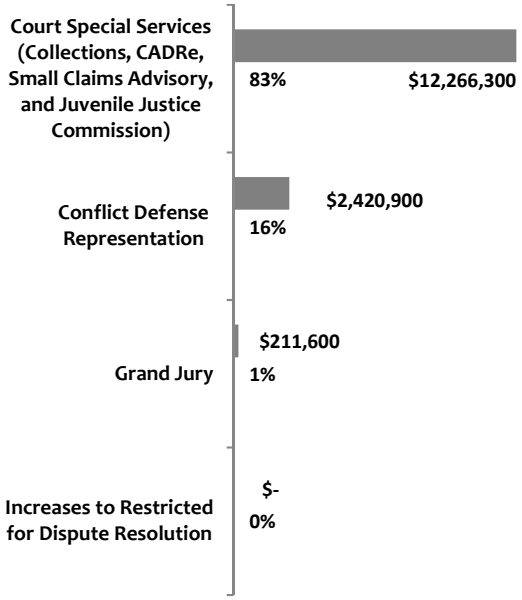
Court Special Services

Recommended Sources & Uses of Funds

Source of Funds - $14,898,800



Use of Funds - $14,898,800



Staffing Trend

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

Court Special Services

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Budget By Budget Program					
Grand Jury	$ 151,184	$ 211,600	$ 211,600	$ 211,600	$ -
Court Special Services	12,386,210	12,063,000	12,278,700	12,185,100	122,100
Conflict Defense Representation	2,793,686	2,420,800	2,420,900	2,420,900	100
Total	$ 15,331,080	$ 14,695,400	$ 14,911,200	$ 14,817,600	$ 122,200
Budget By Categories of Expenditures					
Services and Supplies	$ 5,431,177	$ 4,796,200	$ 5,012,000	$ 4,915,900	$ 119,700
Other Charges	9,899,903	9,899,200	9,899,200	9,901,700	2,500
Total Operating Expenditures	15,331,080	14,695,400	14,911,200	14,817,600	122,200
Increases to Fund Balances	80,188	72,000	81,500	81,200	9,200
Total	$ 15,411,268	$ 14,767,400	$ 14,992,700	$ 14,898,800	$ 131,400
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 1,379,833	$ 1,337,500	$ 1,379,000	$ 1,381,000	$ 43,500
Use of Money and Property	20,951	21,800	19,000	19,000	(2,800)
Charges for Services	2,878,959	2,809,500	2,809,500	2,770,700	(38,800)
Miscellaneous Revenue	1,136,918	1,075,700	1,326,400	1,326,400	250,700
Total Operating Revenues	5,416,660	5,244,500	5,533,900	5,497,100	252,600
Other Financing Sources	1,302,441	146,200	80,800	24,000	(122,200)
Intrafund Expenditure Transfers (-)	33,368	38,000	38,000	38,000	-
Decreases to Fund Balances	72,000	72,000	73,300	73,000	1,000
General Fund Contribution	8,586,800	9,266,700	9,266,700	9,266,700	-
Total	$ 15,411,268	$ 14,767,400	$ 14,992,700	$ 14,898,800	$ 131,400

Court Special Services

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

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

Expenditures

- Net operating expenditure increase $122,200 primarily due to:
  - $120,000 in services and supplies due to an increase in court attorney fees on multi-defendant and complicated legal cases.

- Net non-operating expenditure increase $9,200 due to:
  - $9,200 in restricted funds for dispute resolution.

These changes result in recommended operating expenditures for FY 2020-21 of $14,817,600, non-operating expenditures of $81,200, resulting in total expenditures of $14,898,800. Non-operating expenditures are restricted funds for dispute resolution.

Revenues

- Net operating revenue increase $252,600 primarily due to:
  - $250,700 increase in miscellaneous revenue caused by an increase in state reimbursements from higher commission costs on revenue collected by the court's private collection vendors.

- Net non-operating revenue decrease $121,200 primarily due to:
  - -$122,200 decrease in intrafund expenditure transfer from Probation.

These changes result in recommended operating revenues for FY 2020-21 of $5,497,100 non-operating revenues of $9,401,700, resulting in total revenues of $14,898,800. 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Conflict Defense Representation within Contract				
Number of Adult cases represented	1,447	1,744	1,626	1,626
Number of Juvenile cases represented	440	461	183	183
Alternative Dispute				
Percentage and amount of qualified cases ordered to alternative dispute processes	68% 243/360	59% 186/316	59% 186/316	59% 186/316

Court Special Services

Grand Jury Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Services and Supplies	$ 147,950	$ 209,700	$ 209,700	$ 208,800	$ (900)
Other Charges	3,234	1,900	1,900	2,800	900
Total Operating Expenditures	151,184	211,600	211,600	211,600	-
Total Expenditures	$ 151,184	$ 211,600	$ 211,600	$ 211,600	$ -
Budget By Categories of Revenues					
General Fund Contribution	211,600	211,600	211,600	211,600	-
Total Revenues	$ 211,600	$ 211,600	$ 211,600	$ 211,600	$ -

Court Special Services

Grand Jury Budget Program (cont'd)

2020-21 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 Budget Program

Enhanced Collections 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 Collections Unit works directly with the Department of Motor Vehicles (DMV), Franchise Tax Board (FTB), Alliance One, and GC Services 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 filing a court case.

Staffing

There are no County employees for this budget program. However, 8 Court employees work on Court Special Services programs in the following areas: Enhanced Collections 7 employees, and Court Administered Dispute Resolution 1 employee.

Court Special Services

COURT SPECIAL SERVICES BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Services and Supplies	$ 2,489,541	$ 2,165,700	$ 2,381,400	$ 2,286,200	$ 120,500
Other Charges	9,896,669	9,897,300	9,897,300	9,898,900	1,600
Total Operating Expenditures	12,386,210	12,063,000	12,278,700	12,185,100	122,100
Increases to Fund Balances	80,188	72,000	81,500	81,200	9,200
Total Expenditures	$ 12,466,398	$ 12,135,000	$ 12,360,200	$ 12,266,300	$ 131,300
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,379,833	1,337,500	1,379,000	1,381,000	43,500
Use of Money and Property	20,951	21,800	19,000	19,000	(2,800)
Charges for Services	2,878,171	2,809,500	2,809,400	2,770,600	(38,900)
Miscellaneous Revenue	1,136,918	1,075,700	1,326,400	1,326,400	250,700
Total Operating Revenues	5,415,872	5,244,500	5,533,800	5,497,000	252,500
Other Financing Sources	1,302,441	146,200	80,800	24,000	(122,200)
Intrafund Expenditure Transfers (-)	33,368	38,000	38,000	38,000	-
Decreases to Fund Balances	72,000	72,000	73,300	73,000	1,000
General Fund Contribution	6,058,400	6,634,300	6,634,300	6,634,300	-
Total Revenues	$ 12,882,080	$ 12,135,000	$ 12,360,200	$ 12,266,300	$ 131,300

2019-20 Anticipated Accomplishments

Enhanced Collections

The County and Court continue to improve its process for collecting delinquent fees and fines utilizing the Enhanced Collections Unit. In FY 2018-19 the Enhanced Collections Unit collected $5.5 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 $10.4 million in delinquent revenues were collected by the Collections Unit.

Delinquent revenues collected by the Unit for FY 2019-20 are expected to come in at the same range as FY 2018-19. The combined total of delinquent revenues collected by the Collections Unit, July 2019 through February 2020 is $3.8 million, which is the same for that period in FY 2018-19.

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 2018-19 was at $1.06 million. This revenue is reported in Miscellaneous Revenue.

Reimbursement revenue from the state is expected to come in higher than FY 2018-19. Reimbursement revenue July 2019 through February 2020 is at $799k, up $199k from the same period in FY 2018-19. The increase is attributed to higher commission costs, due to increase in revenue being collected by the court's private collection vendors.

2020-21 Objectives

- Continue reviewing all delinquent cases to verify they are updated and tracked to maximize collection.
- Work with other courts and our case management system vendor to finalize an automated AB 103 report.
- Discharge uncollectable court-ordered debt.

Court Special Services

Conflict Defense Representation Budget Program

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 only 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 have adversely affected the costs of indigent representation. Additionally, escalating investigative and expert witness costs associated with egregious offences and gang related activity have impacted the Court Special Services budget.

Staffing

There are no County employees for this budget program.

Court Special Services

Conflict Defense Representation Budget Program (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Services and Supplies	$ 2,793,686	$ 2,420,800	$ 2,420,900	$ 2,420,900	$ 100
Total Operating Expenditures	2,793,686	2,420,800	2,420,900	2,420,900	100
Total Expenditures	$ 2,793,686	$ 2,420,800	$ 2,420,900	$ 2,420,900	$ 100
Budget By Categories of Revenues					
Charges for Services	788	-	100	100	100
Total Operating Revenues	788	-	100	100	100
General Fund Contribution	2,316,800	2,420,800	2,420,800	2,420,800	-
Total Revenues	$ 2,317,588	$ 2,420,800	$ 2,420,900	$ 2,420,900	$ 100

2019-20 Anticipated Accomplishments

The Court will pursue extending the multi-year contracts for indigent defense representation in both the North and South County through June 30, 2021.

2020-21 Objectives

- Closely monitor investigative and expert witness costs to ensure consistency in approval of payment and recommend caps on the authorized expenditures.

Court Special Services

Fire

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 89,226,800**
Capital	**$ 3,313,700**
FTEs	**274.0**

Mark A. Hartwig
Fire Chief

- Administration & Support — 35.95 FTE
- Fire Prevention — 17.67 FTE
- Emergency Operations — 220.38 FTE

Fire

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 2020-21 Objectives

- Continue to strengthen the Fire Department's Emergency Medical Services (EMS) program, with the conversion of engine companies from Basic Life Support to Advanced Life Support, to increase service levels provided to our community.
- Develop the Fire Department capital improvement program to ensure capital project investments align with long-term service goals and objectives. This will improve the Fire Department's ability to forecast fiscal and operational needs for future projects.
- Finalize the design and launch construction of the Regional Fire Communications Facility in collaboration with General Services.
- Implement a Workers' Compensation Carve Out/Alternate Dispute Resolution (ADR) pilot program to expedite claims handling, reduce claim costs, expedite employee return-to-work time, improve employee morale, and reduce overtime costs.
- Continue to modernize and enhance the delivery of emergency medical services for the County in collaboration with Emergency Medical Services Agency (EMSA) and the Operational Area Fire Chiefs.
- Secure funding for the fixed-belly tank for the Firehawk.

Fire

Highlighted Renew 2022 Initiatives

Already Underway

- Re-design – Improve Process and Efficiency
  - Regional Fire/EMS Dispatch (multi-year implementation)
    - Develop and implement an improvement plan for existing dispatch services to enhance 911 capabilities, provide closest resource dispatch capabilities, promote regional partnerships, provide options for a backup dispatch center, and advance communications and efficiency in dispatch service delivery
  - Workers' Compensation Carve Out program development in collaboration with labor, Risk Management, Auditor and CEO, to streamline the process and bring injured employees back to work sooner

- Retain - High-performing Workforce
  - Succession planning, recruitment diversity efforts and the development of firefighter career training, mentoring, and health and wellness programs

- Respond – Improve Customer Service
  - Implement a digital document management system with 24/7 access for land use records in collaboration with the Planning and Development Department (multi-year implementation)

Implementation in FY 2020-21

- Re-design – Improve Process and Efficiency
  - Regional Fire/EMS Dispatch (multi-year implementation)
    - Develop and implement an improvement plan for existing dispatch services to enhance 911 capabilities, provide closest resource dispatch capabilities, promote regional partnerships, provide options for a backup dispatch center, and advance communications and efficiency in dispatch service delivery
  - Air Support Unit program enhancements with Firehawk modifications
    - Complete the final modifications to the Firehawk helicopter to replace the water bucket with a fixed-belly tank

Fire

Renew 2022 Big Picture Goals

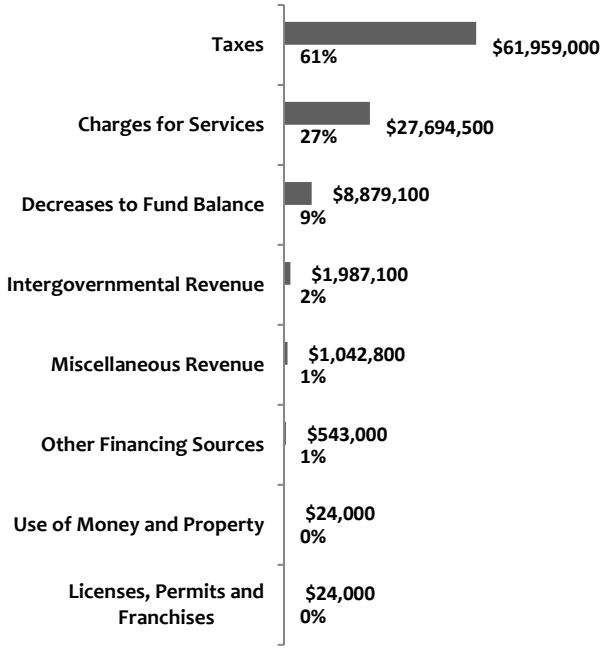
The Fire Department will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Launch safety preparedness webpage to increase community awareness, education and outreach regarding fire prevention, defensible space requirements, and the "Ready Set Go" program. • Automate departmental procurement authorization form (workflow) to an application-based website. This will streamline internal processes by reducing manual entry and request handling.
Train County employees in County-provided process improvement program	• Facilitate three staff to participate in the County-provided process improvement program that offers opportunities for development and leadership training for aspiring leaders.
RE-BALANCE	
Enhance financial resiliency	• Collect $1M in donations to fund the fixed belly-tank for the Firehawk. In addition, the Fire District has submitted a funding request, in the amount of $208K, from the Homeland Security Grant Program (HSGP). This is the final phase of the Blackhawk conversion to a mission-ready Firehawk. This initiative allows the Fire Department the ability to redirect financial resources to other capital needs.
RESPOND	
Conduct an external customer or client satisfaction survey	• Develop an online customer service portal integrated into the Fire Protection Certificate application process. • Redesign the Fire Department's existing website to strengthen website capability, enhance the customer experience, educate the public, quickly guide visitors to the correct content, and utilize SMART form technology to answer common questions with a custom auto-reply email.
RETAIN	
Facilitate the participation of managers in a leadership development program	• Host one-day comprehensive leadership development training for all staff in management job classifications to strengthen our leadership culture. • Identify three key employees to enroll in various County's Leadership Development programs.
Retain new employees during their first 5 years of employment	• Conduct stay interviews in an effort to retain high-performing employees, encourage engagement, and more closely monitor growth and development of our staff. • Continue to conduct monthly anonymous staff surveys to provide a platform for employees to ask questions and solicit ideas to the executive staff. The Fire Chief responds to these comments and ideas via an Instagram broadcast.

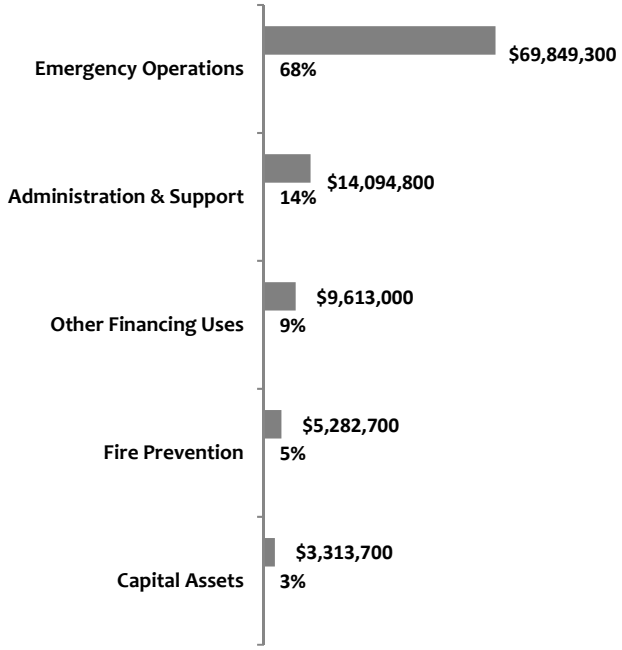
Fire

Recommended Sources & Uses of Funds

Source of Funds - $102,153,500

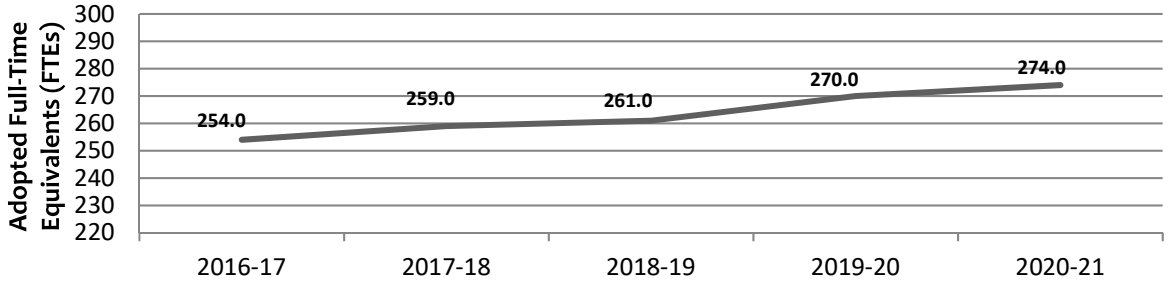


Use of Funds - $102,153,500



Staffing Trend

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



Fire

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	34.07	33.95	33.95	35.95	2.00
Fire Prevention	15.51	16.05	16.05	17.67	1.62
Emergency Operations	198.09	220.00	220.00	220.38	0.38
Unallocated	0.93	-	-	-	-
Total	248.59	270.00	270.00	274.00	4.00

Budget By Budget Program					
Administration & Support	$ 12,537,366	$ 14,330,200	$ 13,466,200	$ 14,094,800	$ (235,400)
Fire Prevention	3,057,367	3,143,900	4,033,000	5,282,700	2,138,800
Emergency Operations	59,974,068	67,432,200	64,277,000	69,849,300	2,417,100
Unallocated	(109)	-	-	-	-
Total	$ 75,568,692	$ 84,906,300	$ 81,776,200	$ 89,226,800	$ 4,320,500

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 62,917,446	$ 68,265,900	$ 66,819,900	$ 72,517,900	$ 4,252,000
Services and Supplies	7,585,056	9,898,700	9,076,600	9,560,400	(338,300)
Other Charges	5,066,190	6,741,700	5,879,700	7,148,500	406,800
Total Operating Expenditures	75,568,692	84,906,300	81,776,200	89,226,800	4,320,500
Capital Assets	5,167,645	577,500	1,979,600	3,313,700	2,736,200
Other Financing Uses	2,856,902	10,081,800	3,266,800	9,613,000	(468,800)
Increases to Fund Balances	1,671,772	-	335,400	-	-
Total	$ 85,265,011	$ 95,565,600	$ 87,358,000	$102,153,500	$ 6,587,900

Budget By Categories of Revenues					
Taxes	$ 55,033,426	$ 58,052,000	$ 59,333,200	$ 61,959,000	$ 3,907,000
Licenses, Permits and Franchises	21,710	20,000	24,000	24,000	4,000
Fines, Forfeitures, and Penalties	(9,069)	-	100	-	-
Use of Money and Property	373,663	53,000	227,000	24,000	(29,000)
Intergovernmental Revenue	1,755,358	672,500	1,724,400	1,987,100	1,314,600
Charges for Services	27,009,680	26,487,000	24,428,100	27,694,500	1,207,500
Miscellaneous Revenue	223,909	500,800	1,103,200	1,042,800	542,000
Total Operating Revenues	84,408,677	85,785,300	86,840,000	92,731,400	6,946,100
Other Financing Sources	359,863	446,000	518,000	543,000	97,000
Decreases to Fund Balances	496,471	9,334,300	-	8,879,100	(455,200)
Total	$ 85,265,011	$ 95,565,600	$ 87,358,000	$102,153,500	$ 6,587,900

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

Fire

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Increase of 4.0 total FTEs including three (3.0 FTE) Senior Fire Control Workers and one (1.0 FTE) Oil and Gas Fire Captain.

Expenditures

- Net operating expenditure increase of $4,320,500:
  - +$4,252,000 increase in Salaries and Employee Benefits due to:
    - +$1.5 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;
    - +1.2 million increase in retirement contributions;
    - +1.0 million increase in extra help staffing associated with the grant funded Lompoc Valley Fuel Reduction program; and
    - +$0.6 million increase in workers' compensation premiums.
  - -$338,300 decrease in Services and Supplies primarily due to:
    - -$1.1 million decrease for maintenance, avionics, airframe modifications, hoist overhaul and painting of the Black Hawk helicopter that was modified in FY 2019-20, resulting in a mission ready Firehawk;
    - +$0.6 million increase due to IT costs associated with software maintenance, IT purchases for small equipment and the development of the cloud-based CAD for the Regional Fire Communication Facility;
    - -$0.4 million decrease in Clothing and Personal due to a bulk purchase of turnouts which occurred in FY 19-20;
    - +$0.3 million increase for cost allocation charges, primarily due to direct billings from County Cost Centers;
    - +$0.2 million increase for various line items primarily due to an increase of $42K in Utilities for the new Solvang Fire Prevention Office, $28K Instruments & Equipment, $25K in Operating Supplies for stations, $25K in Training Fees and Supplies, $24K in Communications, $24K in Incident Food, $18K IT Software Maintenance costs foe new CAD, $10K in Printing Expense, $10K in Household Supplies for stations, and $10K for Rent/Leases for Structures;
    - -$0.2 million decrease for facilities maintenance projects;
    - +$0.2 million increase for small tools and instruments; and
    - -$0.1 million decrease for fire station furniture and office furniture expense.
  - +$406,800 increase in Other Charges due to:
    - +$0.1 million increase in cost allocation of General Liability charges form the Risk Management, Internal Service Fund;
    - +$0.1 million increase in Motor Pool charges primarily due to ongoing costs for replacement vehicles;
    - +$0.1 million increase from the Communications Internal Service Fund; and
    - +$0.1 million increase in utility charges, building security systems and IT Internal Service Fund costs.
- Net non-operating expenditure increase of $2,267,400 primarily due to:
  - +$2,736,200 increase in Capital Asset equipment purchases for the Firehawk fixed-belly tank.
  - -$468,800 decrease in Other Financing Uses primarily due to:
    - -$0.4 million decrease in transfers to General Services due to the final funding allocation for the Command Channel project transfer in FY 2019-20; and
    - -$0.1 million decrease in transfers to the Vehicle Operations Fund.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

Expenditures (cont'd)

These changes result in Recommended operating expenditures of $89,226,800, non-operating expenditures of $12,926,700, and total expenditures of $102,153,500.

Revenues

- Net operating revenue increase of $6,587,900 primarily due to:
  - +$3,907,700 increase in Taxes due to an estimated 4.75% property tax growth increment for the Fire District.
  - +1,207,500 increase in Charges for Services primarily due to:
    - +$0.6 million increase for a draw on mitigation fees to fund the land acquisition of the future site of Fire Station 25, in Orcutt;
    - +$0.3 million increase associated with the State fire protection services contract;
    - +$0.1 million increase associated Planning and Engineering and Inspection fees and services; and
    - +$0.1 million increase associated with the UCSB Long Range Development Plan growth agreement.
  - +$1,314,600 increase in Intergovernmental Revenues primarily due to the Lompoc Valley Fuel Reduction grant.
  - +$542,000 increase in Miscellaneous Revenue due to anticipated Firehawk fixed-belly tank donations.
  - -24,000 decrease in Use of Money and Property for rental income from tenants in the Solvang Fire Prevention Office that will be vacating the building in FY 2020-21.
- Net non-operating revenue decrease of $358,200 primarily due to:
  - +$97,000 increase in Other Financing Sources due to:
    - +$232,300 increase due to the CAL OES Homeland Security grant funding to be used to offset costs associated with the Firehawk's fixed-belly tank.
    - -$135,300 decrease to the revenue distribution from the Orcutt Community Facilities District Fund.
  - -$455,200 decrease in the use of one-time fund balance primarily for the modification of the Black Hawk/Firehawk fixed-belly tank.

These changes result in Recommended operating revenues of $92,731,400, non-operating revenues of $9,422,100 and total revenues of $102,153,500.

Related Links

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

Fire

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration and Support				
Percentage of Advanced Life Support (ALS) responses that are in compliance with County protocols.	100% 5,916	100% 4,438	100% 4,500	100% 4,750
Percentage of Basic Life Support (BLS) responses that are in compliance with County protocols.	100% 5,536	100% 5,426	100% 5,500	100% 5,750
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date.	65% 136/209	60% 126/211	70% 147/211	80% 168/211
Fire Prevention				
Percentage of fire code inspections conducted that meet the Department's target cycle time.	61% 2,428/3,967	87% 2116/2442	90% 2,700/3,000	90% 2,700/3,000
Structure fire rate per 1,000 inspectable properties (may exclude intentional fires). Target is 3.0 or less.	2.7	3.0	3.0	3.0
Percentage of building and wildland fires with a determination of cause to improve prevention and public education programs.	84% 138/165	81% 110/136	85% 127/150	85% 127/150
Percentage of defensible space inspections conducted that meet the Fire Departments target cycle time (All structures in the SRA inspected annually).	N/A	95% 13,930/14,645	95% 14,000/14,700	95% 14,000/14,700
Percentage of fire protection certificate (FPC) applications and system plan checks reviewed and responses provided within target. (FY 18/19 new target: FPC=30 business days and Plan checks=20 business days. Old target was 20 and 10 days respectively)	36% 466/1,285	65% 694/1,071	46% 570/1,232	80% 960/1,200
Emergency Operations				
Total number of calls.	15,763	14,999	16,000	16,250
Percentage of medical calls versus total calls.	73% 11,452/15,763	55% 8,237/14,999	73% 11,680/16,000	74% 12,025/16,250
Percentage of all wildland fires contained to 10 acres or less to protect life and property.	87% 77/89	95% 60/63	95% 81/85	95% 81/85
Percentage of all structure fires confined to the room of origin to protect life and property.	88% 79/90	83% 69/83	90% 81/90	90% 81/90
Percentage of medical calls arrived at within the Emergency Medical Services Agency (EMSA) response time standards.	92% 8,813/9,557	93% 8,801/9,467	96% 9,600/10,000	100% 10,500 /10,500

Fire

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
FIRE CHIEF	0.74	1.00	1.00	1.00	-
DEPUTY CHIEF	1.00	1.00	1.00	2.00	1.00
DIVISION CHIEF	2.95	3.00	3.00	3.00	-
CHIEF FINANCIAL OFFICER	0.93	1.00	1.00	1.00	-
BATTALION CHIEF	1.84	2.00	2.00	2.00	-
FISCAL MANAGER	0.98	1.00	1.00	1.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
FIRE CAPTAIN STAFF	5.84	6.00	6.00	6.00	-
DP MANAGER-DEPT	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	2.90	3.00	3.00	4.00	1.00
FIREFIGHTER STAFF	0.49	-	-	-	-
ACCOUNTANT	2.00	2.00	2.00	2.00	-
COMPUTER SYSTEMS SPEC	2.00	2.00	2.00	2.00	-
COST ANALYST	-	1.00	1.00	1.00	-
PUBLIC INFO SPECIALIST	0.98	1.00	1.00	1.00	-
FIRE CAPTAIN SHIFT	0.60	-	-	-	-
DEPT BUS SPEC	-	-	-	1.00	1.00
EXECUTIVE SECRETARY	1.07	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	3.99	3.95	3.95	3.95	-
ADMN OFFICE PRO SR	1.93	2.00	2.00	1.00	(1.00)
FIRE ENG INSPECTOR SHIFT	0.39	-	-	-	-
FIREFIGHTER SHIFT	0.45	-	-	-	-
STOREKEEPER	0.92	1.00	1.00	1.00	-
TEAM/PROJECT LDR-BATT CHF SHFT	0.08	-	-	-	-
Total	34.07	33.95	33.95	35.95	2.00

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

Fire

Administration & Support Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 6,727,429	$ 7,002,400	$ 7,002,400	$ 7,582,000	$ 579,600
Services and Supplies	3,844,171	4,153,100	4,153,100	4,116,300	(36,800)
Other Charges	1,965,766	3,174,700	2,310,700	2,396,500	(778,200)
Total Operating Expenditures	12,537,366	14,330,200	13,466,200	14,094,800	(235,400)
Capital Assets	1,059,966	220,000	220,000	641,000	421,000
Other Financing Uses	2,157,663	8,743,600	2,243,600	8,444,800	(298,800)
Total Expenditures	$ 15,754,994	$ 23,293,800	$ 15,929,800	$ 23,180,600	$ (113,200)
Budget By Categories of Revenues					
Taxes	-	22,282,200	14,908,200	21,749,500	(532,700)
Use of Money and Property	22,079	53,000	47,000	24,000	(29,000)
Intergovernmental Revenue	527,000	191,100	191,100	3,600	(187,500)
Charges for Services	-	747,000	697,000	1,382,000	635,000
Miscellaneous Revenue	(49,562)	20,500	36,500	21,500	1,000
Total Operating Revenues	499,517	23,293,800	15,879,800	23,180,600	(113,200)
Other Financing Sources	14,512	-	50,000	-	-
Total Revenues	$ 514,029	$ 23,293,800	$ 15,929,800	$ 23,180,600	$ (113,200)

2019-20 Anticipated Accomplishments

- Maximized investments in technology and applications in order to provide enhanced mobile access to fire analytics and reporting and real time digital media and records.
- Purchased property with an existing building in Solvang to provide offices for prevention and administrative staff in lieu of remodeling the Buellton Operations and Administrative Center, resulting in a cost savings for the project.
- Completed the steps necessary to implement a Workers' Compensation Carve Out/Alternate Dispute Resolution (ADR) pilot program, in collaboration with labor, Risk Management, and the Auditor/Controller and CEO offices. This program is targeted to be effective on July 1, 2020.
- Completed the Citygate Operational Enhancements Update to the 2012 Fire Services Deployment, Capital and Departmental Performance Audit and present the key findings to the Board of Supervisors.

2020-21 Objectives

- Finalize the design and launch construction of the Regional Fire Communications Facility in collaboration with General Services.
- Develop the Fire Department Capital Improvement program to ensure capital project investments align with long-term service goals and objectives. This will improve the Fire Department's ability to forecast fiscal and operational needs for future projects.
- Continue to modernize and enhance the delivery of emergency medical services for the County, in collaboration with Emergency Medical Services Agency (EMSA) and the Operational Area Fire Chiefs.

Administration & Support Budget Program (cont'd)

2020-21 Objectives

- Pursue grant funding and donations to modify the Sikorsky Firehawk to include a fixed-belly tank.
- Implement a Workers' Compensation Carve Out/Alternate Dispute Resolution (ADR) pilot program to expedite claims handling, reduce claim costs, expedite employee return-to-work time, improve employee morale, and reduce overtime costs.
- Continue to identify, examine, and implement appropriate improvements to department operations, with an emphasis on long-term cost savings and efficiency, and support the countywide RENEW '22 transformation initiative.
- Expand the Fire Department behavioral wellness program in collaboration with Labor Management and At Ease.
- Continue to work with the City of Goleta on the Station 10 construction project in accordance with the Memorandum of Understanding between the Fire Department and the City of Goleta.
- Develop an improvement plan for existing dispatch services that will enhance 911 capabilities, provide closest resource dispatching, promote regional partnerships, and advance communications and efficiency in dispatch service delivery Countywide based on direction from the County Board of Supervisors.
- Recruit, support, and retain a high-performing and diverse workforce and ensure succession plans are in place.

Fire

Fire Prevention Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
FIRE CAPTAIN STAFF	3.85	4.00	4.00	5.00	1.00
FIRE ENG INSPECTOR STAFF	3.72	4.00	4.00	4.00	-
ADMN OFFICE PRO	2.70	3.00	3.00	2.00	(1.00)
MAPPING/GIS ANALYST	0.99	1.00	1.00	1.00	-
PETROLEUM INSP TECH	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	0.01	0.05	0.05	0.05	-
FIRE ENG INSPECTOR SHIFT	0.19	-	-	-	-
FIRE INSPECTOR	3.00	3.00	3.00	3.00	-
FIREFIGHTER SHIFT	0.05	-	-	-	-
FIRE CONTROL WORKER SENIOR	-	-	-	1.62	1.62
Total	15.51	16.05	16.05	17.67	1.62

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 2,756,908	$ 2,821,400	$ 3,505,900	$ 4,497,100	$ 1,675,700
Services and Supplies	149,081	172,600	375,200	550,800	378,200
Other Charges	151,378	149,900	151,900	234,800	84,900
Total Operating Expenditures	3,057,367	3,143,900	4,033,000	5,282,700	2,138,800
Capital Assets	131,595	22,000	182,600	-	(22,000)
Other Financing Uses	19,238	-	6,000	20,000	20,000
Total Expenditures	$ 3,208,200	$ 3,165,900	$ 4,221,600	$ 5,302,700	$ 2,136,800
Budget By Categories of Revenues					
Taxes	-	2,486,600	2,608,300	3,095,300	608,700
Licenses, Permits and Franchises	21,710	20,000	24,000	24,000	4,000
Intergovernmental Revenue	-	-	994,000	1,494,100	1,494,100
Charges for Services	675,832	585,000	595,000	689,000	104,000
Miscellaneous Revenue	16,008	74,300	300	300	(74,000)
Total Operating Revenues	713,550	3,165,900	4,221,600	5,302,700	2,136,800
Other Financing Sources	61,151	-	-	-	-
Total Revenues	$ 774,701	$ 3,165,900	$ 4,221,600	$ 5,302,700	$ 2,136,800

Fire Prevention Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Secured $2.29 Million in grant revenue to complete the Lompoc Valley Fuel Reduction Project (LVFRP). The project proposes 2,518 acres of combined treatments and the removal of 200 dead trees, to reduce the impacts of wildfires to this area by mitigating fuel continuity, providing improved safe separation distance for firefighters, and providing opportunities for access to improve suppression efforts.
- Participated and collaborated with UCSB on the National Science Foundation funded Sundowner Wind Experiment (SWEX). The data will be used to refine and improve sophisticated computer simulations that are used for a wide range of applications, including the enhanced prediction of Sundowner winds.
- Completed Draft Fire Danger Operating Plan (FDOP) which provides analytics to support increased staffing, daily resource needs, and wildland fire response based on real time fuel and weather conditions.
- Integrated the tracking of new development projects through the ACCELA program in partnership with Planning and Development.
- Finalized the second phase of the Target Hazard Pre-plan Project that includes high target hazard occupancies.
- Completed adoption of the 2019 California Fire Code and revisions to Chapter 15 Fire Prevention Ordinance.
- Continued to enhance the Defensible Space Inspection Program using the Fulcrum data collection application. Fulcrum is an electronic records management system that allows Fire Prevention staff the ability to perform analytics and mapping of all our inspections to increase efficiency and overall responsiveness.
- Developed Fuels Crew Program to implement fuel reduction goals.
- Completed three vegetation management projects approved under the Governor's High Priority Projects program. The projects are located in Mission Canyon, San Marcos Pass, and Painted Cave Communities.
- Finalized the buildout of Remote Automated Weather Station (R.A.W.S.) network that will provide real-time weather and improve situational awareness.
- Completed the buildout of the Solvang Fire Prevention Office which provides a centralized Fire Prevention and Inspection location for our community.
- Integrated the transfer of the Oil & Gas Compliance program to the Fire Department to ensure regulatory oversight and enforcement.

2020-21 Objectives

- Integrate Fire Department participation in Cannabis Business License Program which facilitates our involvement at the business development stages to ensure fire code compliance.
- Continue to collaborate and work with the County Cannabis Regulations Working Group to ensure necessary safety requirements are met for cannabis production in the County.
- Complete first 12 months cycle of the Lompoc Valley Fuel Reduction Project. This program is grant funded for 30 months. The next phase of the project will involve the right of way fuel reduction along Burton Mesa, Rucker, and Harris Grade Roads.
- Develop draft SBC Vegetation Management Plan, in partnership with the County Fire Chief Association, based on the certified California Vegetation Treatment Program, Program Environmental Impact Report (VTP PEIR).
- Transition Prescribed Fire Program from the VMP PEIR to the California Vegetation Treatment Program, Program Environmental Impact Report (VTP PEIR).
- Finalize the third phase of the Target Hazard Preplan project that includes moderate to low risk target hazard facilities.

Fire

- Secure funding from Cal Fire for the Gaviota Coast Community Wildfire Protection Plan in partnership with the Fire Safe Council.
- Continue to identify and implement fuels reduction projects and seek appropriate state funding in order to enhance the community fire-protection program.
- Finalize the digitization of all archived land use documents in the shared document management system.

Fire

Emergency Operations Budget Program

Reduce the loss of life and damage to the environment and property by responding promptly to all emergencies with effective deployment 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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION CHIEF	1.09	1.00	1.00	-	(1.00)
BATTALION CHIEF	7.12	10.00	10.00	10.00	-
FISCAL MANAGER	0.02	-	-	-	-
FIRE EQUIPMENT OPER SUPV	1.00	1.00	1.00	1.00	-
FIRE CAPTAIN STAFF	5.65	4.00	4.00	4.00	-
FIRE EQUIPMENT OPER	3.00	3.00	3.00	3.00	-
EMERGENCY MED SVCS ADMINISTRATOR	1.00	1.00	1.00	1.00	-
AIR SUPPORT PILOT	1.85	2.00	2.00	2.00	-
FIRE ENG INSPECTOR STAFF	2.35	1.00	1.00	1.00	-
STAFF NURSE SR	-	-	-	2.00	2.00
ADMN OFFICE PRO	0.10	-	-	-	-
FIREFIGHTER STAFF	1.70	-	-	-	-
MAPPING/GIS ANALYST	0.01	-	-	-	-
PUBLIC INFO SPECIALIST	0.02	-	-	-	-
FIRE CAPTAIN SHIFT	50.07	53.00	53.00	53.00	-
AIRCRAFT MECHANIC	0.89	2.00	2.00	2.00	-
HEALTH CARE PROGRAM COORDINATOR	-	2.00	2.00	-	(2.00)
FIRE ENG INSPECTOR SHIFT	48.12	54.00	54.00	54.00	-
FIREFIGHTER SHIFT	72.76	83.00	83.00	83.00	-
FIRE EQUIPMENT OPER ASST	1.00	3.00	3.00	1.00	(2.00)
STOREKEEPER	0.08	-	-	-	-
FIRE CONTROL WORKER SENIOR	0.22	-	-	3.38	3.38
TEAM/PROJECT LDR-BATT CHF SHFT	0.03	-	-	-	-
Total	198.09	220.00	220.00	220.38	0.38

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

Note: The Healthcare Program Coordinator positions represent the EMS Specialist classification.

EMERGENCY OPERATIONS BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 53,433,218	$ 58,442,100	$ 56,311,600	$ 60,438,800	$ 1,996,700
Services and Supplies	3,591,804	5,573,000	4,548,300	4,893,300	(679,700)
Other Charges	2,949,046	3,417,100	3,417,100	4,517,200	1,100,100
Total Operating Expenditures	59,974,068	67,432,200	64,277,000	69,849,300	2,417,100
Capital Assets	3,976,084	335,500	1,577,000	2,672,700	2,337,200
Other Financing Uses	680,001	1,338,200	1,017,200	1,148,200	(190,000)
Increases to Fund Balances	1,671,772	-	335,400	-	-
Total Expenditures	$ 66,301,926	$ 69,105,900	$ 67,206,600	$ 73,670,200	$ 4,564,300
Budget By Categories of Revenues					
Taxes	55,033,426	33,283,200	41,816,700	37,114,200	3,831,000
Fines, Forfeitures, and Penalties	(9,069)	-	100	-	-
Use of Money and Property	351,584	-	180,000	-	-
Intergovernmental Revenue	1,228,358	481,400	539,300	489,400	8,000
Charges for Services	26,333,848	25,155,000	23,136,100	25,623,500	468,500
Miscellaneous Revenue	257,463	406,000	1,066,400	1,021,000	615,000
Total Operating Revenues	83,195,610	59,325,600	66,738,600	64,248,100	4,922,500
Other Financing Sources	284,200	446,000	468,000	543,000	97,000
Decreases to Fund Balances	496,471	9,334,300	-	8,879,100	(455,200)
Total Revenues	$ 83,976,281	$ 69,105,900	$ 67,206,600	$ 73,670,200	$ 4,564,300

2019-20 Anticipated Accomplishments

- Continued collaboration with the Sheriff to manage the Air Support Unit and update the Memorandum of Understanding (MOU) to implement continuous improvements in service delivery.
- Coordinated and delivered the annual Active Shooter training with the Sheriff's Office, University of California, Santa Barbara, and local law enforcement agencies.
- Procured and received a multi-mission capable Blackhawk military surplus helicopter for the Air Support Unit, providing increased water dropping capabilities, improved safety margins during aerial firefighting and hoist operations, and enhanced search and rescue mission capabilities.
- Operated as a high performing, collaborative and skilled fire and emergency services agency in response to incidents in the local area.
- Managed large and complex emergency incident operations locally with the Santa Barbara County Type III Incident Management Team and continue succession planning for critical positions on the team.
- Improved the management span of control, emergency response timeliness in the central and northern portions of the county, and command and control capabilities during emergency incidents by adding a Battalion Chief post position (3.0 FTEs) and restructuring the Operations Division from two to three battalions to ensure safe, efficient and effective operations.
- Trained on the new MSA self-contained breathing apparatus (SCBA) units for all department members and placed in full service on all fire apparatus.
- Improved ALS capabilities at Station 23 in Sisquoc with a cross-trained Firefighter/Paramedic post position.

Emergency Operations Budget Program (cont'd)

- Completed the National Institute of Standards and Technology (NIST) new transitional fire attack training on new techniques in rapid-fire extinguishment, life safety, and property conservation, for all department safety members.
- Graduated the 2020 Fire Academy.
- Added a Firefighter position to Station 21 in Old Town Orcutt, an increase from 3.0 FTE to 4.0 FTE, to ensure safe, efficient, and effective operations.

2020-21 Objectives

- Continue to develop and utilize the multi-agency Santa Barbara County Type III Incident Management Team to manage local emergency incidents and to meet the needs of any emergency incident.
- Secure funding for the fixed-belly tank for the Firehawk.
- Convert an extra help Aircraft Mechanic position into a regular full-time position (1.0 FTE) to support maintenance efforts when the Firehawk is placed into service.
- Continue to strengthen the Fire Department's Emergency Medical Services (EMS) program, with the conversion of engine companies from Basic Life Support to Advanced Life Support, to increase service levels provided to our community.
- Update federal, state, and local mutual aid agreements and contracts.

Sheriff

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 165,297,700**
Capital	**$ 166,000**
FTEs	**742.17**

Bill Brown
Sheriff-Coroner

- Administration & Support 53.42 FTE
- Custody Operations 334.62 FTE
- Countywide Law Enforcement 317.25 FTE
- Court Security Services 36.88 FTE

Sheriff

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 739.17 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 2020-21 Objectives

- Begin Main Jail Remodel.
- Recruit and hire staff to fill all vacancies and requested additional positions.
- Enter into Agreement with CA Department of State Hospitals to open a Jail Based Competency Training Program at the Main Jail.
- Complete Vehicle Fleet Management Project.
- Launch Inmate Dog and Cat Training Program.

Sheriff

Highlighted Renew 2022 Initiatives

Already Underway

- Civilianization (RD-2.28)
  - This would explore positions that could move from sworn officer positions to civilian positions to reallocate resources and to use civilians where they are experts. To date we have civilianized 10 Deputy Sheriff to SST, an HR Lieutenant to a HR Manager, and a Records Lieutenant to a Records Manager, and a Sergeant Forensic Supervisor to a Support Supervisor.
- Contract Services Bureau (RD-2.29)
  - This unit would assure that the Sheriff obtains full-cost recovery for all contracts by examining actual versus budgeted costs. The creation of the Contract Law Services Bureau is complete.
- Overtime Reduction and Standardized Scheduling (RD-2.30)
  Implemented internal scheduling program to track overtime and overtime eligibility reducing lost time in Sheriff Department.
- Front Desk Automation and Civilianization (RD-2.31)
  - This would add a phone tree and decrease the need for a Private Branch Exchange (PBX) operator in addition to using civilians for tasks related to reports and customer needs in Sheriff Department. The phone tree has recently been added.

Implementation in FY 2020-21

- Vehicle Fleet Management Project
  - This would reduce costs and create greater efficiency in the management of the vehicle fleet.

Sheriff

Renew 2022 Big Picture Goals

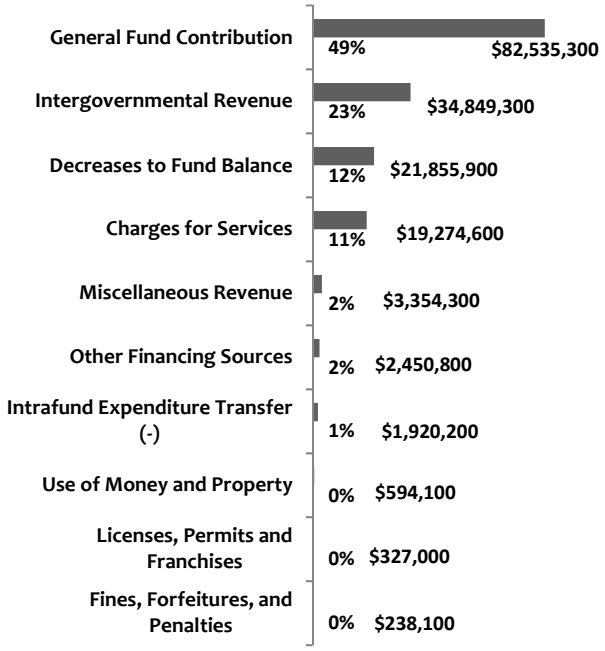
The Sheriff's Office will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Enhance Functionality to Agency Website
Train County employees in the Peak Performance program	• Agency Members to Attend County-provided Process Improvement training
RE-BALANCE	
Enhance financial resiliency	• Continue Vehicle Fleet Management Project • Decrease Size of Vehicles in Fleet
RESPOND	
Conduct an external customer or client satisfaction survey	• Agency Representation on Survey Committee
RETAIN	
Facilitate the participation of managers in a leadership development program	• Conduct Multi-day Teambuilding Session for Managers
Retain new employees during their first 5 years of employment	• HR is expanding the on boarding process in cooperation with County HR. We will also look at "Stay Interviews" in the first year of employment as a means of enhancing our retention of staff. • Sheriff's HR staff was invited to present the Sheriff's Office program for employee retention at the County HR Summit.

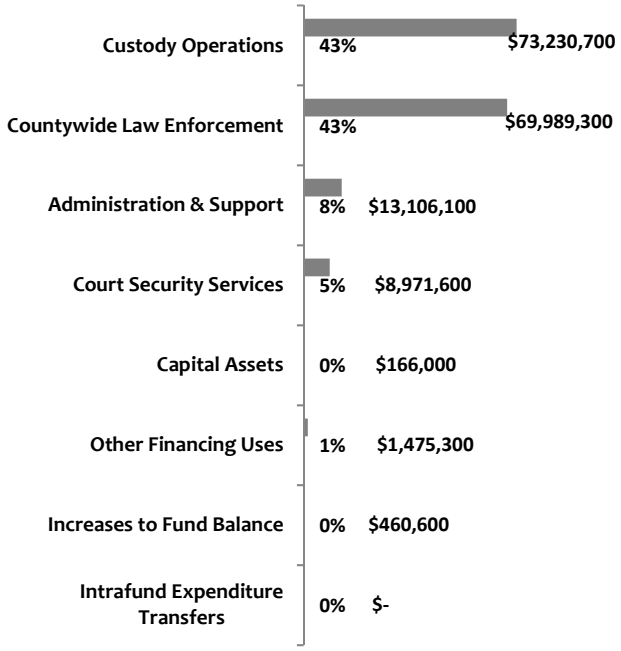
Sheriff

Recommended Sources & Uses of Funds

Source of Funds - $167,399,600

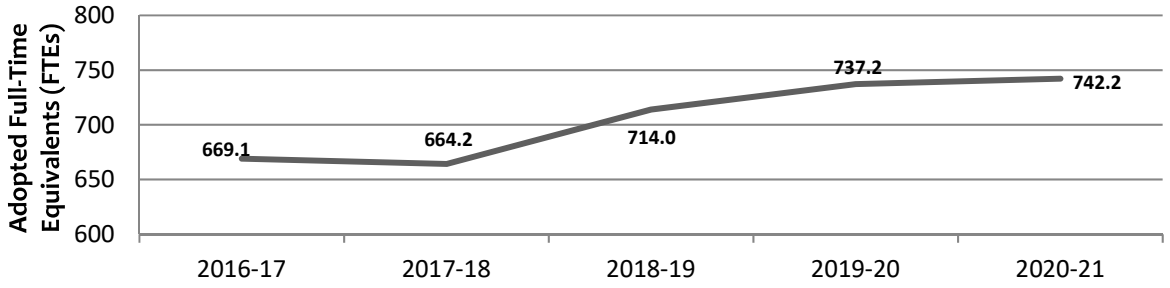


Use of Funds - $167,399,600



Staffing Trend

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



Sheriff

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	49.27	49.42	49.42	53.42	4.00
Custody Operations	256.18	336.62	336.62	334.62	(2.00)
Countywide Law Enforcement	281.94	314.25	314.25	317.25	3.00
Court Security Services	36.63	36.88	36.88	36.88	-
Unallocated	5.59	-	-	-	-
Total	629.62	737.17	737.17	742.17	5.00
Budget By Budget Program					
Administration & Support	$ 11,377,999	$ 12,052,300	$ 11,850,700	$ 13,106,100	$ 1,053,800
Custody Operations	58,209,380	66,964,000	65,352,100	73,230,700	6,266,700
Countywide Law Enforcement	65,285,844	67,375,400	67,162,700	69,989,300	2,613,900
Court Security Services	8,656,650	8,479,300	8,946,800	8,971,600	492,300
Unallocated	-	-	93,600	-	-
Total	$143,529,874	$154,871,000	$153,405,900	$165,297,700	$ 10,426,700
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$116,059,767	$124,338,100	$123,912,400	$130,235,800	$ 5,897,700
Services and Supplies	18,219,384	19,784,400	18,764,400	21,787,800	2,003,400
Other Charges	9,250,722	10,748,500	10,729,100	13,274,100	2,525,600
Total Operating Expenditures	143,529,874	154,871,000	153,405,900	165,297,700	10,426,700
Capital Assets	796,266	1,294,900	2,027,900	166,000	(1,128,900)
Other Financing Uses	1,251,000	766,300	1,368,900	1,475,300	709,000
Intrafund Expenditure Transfers (+)	2,067	4,400	3,300	-	(4,400)
Increases to Fund Balances	2,821,120	602,000	923,500	460,600	(141,400)
Total	$148,400,327	$157,538,600	$157,729,500	$167,399,600	$ 9,861,000
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 4,088	$ 306,000	$ 178,400	$ 327,000	$ 21,000
Fines, Forfeitures, and Penalties	441,861	236,900	530,300	238,100	1,200
Use of Money and Property	782,582	672,900	601,900	594,100	(78,800)
Intergovernmental Revenue	36,433,532	35,947,500	35,717,300	34,849,300	(1,098,200)
Charges for Services	18,085,415	19,385,300	18,475,000	19,274,600	(110,700)
Miscellaneous Revenue	3,863,649	3,099,000	3,740,700	3,354,300	255,300
Total Operating Revenues	59,611,127	59,647,600	59,243,600	58,637,400	(1,010,200)
Other Financing Sources	2,148,675	2,417,600	2,417,600	2,450,800	33,200
Intrafund Expenditure Transfers (-)	37,637	64,000	1,075,000	1,920,200	1,856,200
Decreases to Fund Balances	10,044,715	17,690,300	15,417,700	21,855,900	4,165,600
General Fund Contribution	75,500,600	77,719,100	77,719,100	82,535,300	4,816,200
Fund Balance Impact (-)	1,057,573	-	1,856,500	-	-
Total	$148,400,327	$157,538,600	$157,729,500	$167,399,600	$ 9,861,000

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

Sheriff

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- FTEs increase 5.0 from 737.17 to 742.17 due to:
  - Increase of 2.0 Sheriff Deputy S/Duty for new grants
  - Increase of 2.0 Sheriff Deputies for new grants
  - Increase of 2.0 Custody Deputies for new grants
  - Decrease of 1.0 Sheriff Deputy for city contracts

Expenditures

- Net operating expenditures increase of $10.4 million due to:
  - +$5.9 million increase in Salaries and Employee Benefits primarily due to:
    - +3.4 million increase in regular Salaries due to negotiated cost of living increases.
    - +$2.5 million increase in Retirement Contributions.
    - -$709,400 increase in EE Pickup Retirement Contribution.
    - +$309,300 increase in Health Insurance Contributions.
    - +$459,400 increase in Workers Compensation.
  - +$2.0 million increase in Services and Supplies primarily due to increase in Jail Medical primarily due to addition of North Branch Jail to CFMG medical contracts.
  - +$2.5 million increase in Other Charges primarily due to:
    - +$749,600 increase in utilities charges.
    - +77,500 increase in Communications A/V for camera maintenance.
    - +80,100 increase Building Security Systems for General Services new Security Officer.
    - +736,500 increase in Information Technology Services primarily for the North Branch Jail.
    - +252,200 increase in Communications Services primarily for the North Branch Jail.
    - +465,100 increase in the Liability Insurance premiums.
    - +300,200 in Medical Malpractice Insurance premiums.
    - +60,200 increase in Telephone Services primarily for the North Branch Jail.
    - -193,700 decrease in Motor Pool due to an accounting change for purchases and true-ups.
- Net non-operating expenditures decrease of $565,700 primarily due to:
  - -$1.1 million net decrease in IT Hardware/Software primarily due prior year one-time replacement of the Titan M7 COBAN systems in the patrol vehicles.
  - +$709,000 net increase in Other Financing Uses due to:
    - +$247,200 transfer to Behavior Wellness for Co-Response grant.
    - +462,000 transfer to General Services due to an accounting change for purchases and true-ups.
  - -$4,400 decrease in Intrafund Transfer to Public Health.
  - -$141,400 decrease in changes to fund balances due to:
    - -$43,500 decrease in Sheriff Projects due to a change by the granting authority regarding the receipt of revenue.
    - -97,900 decrease in Sheriff Projects due to reduced Orcutt CFD transfer.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

These changes result in Recommended operating expenditures of $165,297,700, non-operating expenditures of $2,101,900 and total expenditures of $167,399,600. Non-operating expenditures include capital assets, transfers to other departments, debt service, and increases to fund balances.

Revenues

- Net operating revenue decrease of $1.0 million due to:
  - -1.8 million decrease in Public Safety Prop 172 revenue.
  - +881,400 increase in Intergovernmental revenue due to:
    - +1.1 million increase in various grants.
    - -200,000 decrease in State Criminal Alien Assistance Program (SCAAP) funding.
  - -$110,700 decrease Charges for Services primarily due to changes in Law Enforcement city contracts.
  - +$255,300 increase in Miscellaneous Operating Revenues primarily due to increased Commissary sales in Fund 0075 for Inmate Services.

- Net non-operating revenue increase of $10.9 million due to:
  - +$33,200 increase in Other Financing Sources primarily due to:
    - +11,200 increase in Fire transfer for Dispatch services.
    - +199,100 increase in Prop 47 grant.
    - -79,200 decrease in Fire transfer for Air Support Unit.
    - -131,100 decrease in Orcutt CFD revenues.
  - +$4.8 million increase in General Fund Contribution primarily due to increases in salaries and benefits.
  - +$1.8 increase in Intrafund Expenditure Transfers due to:
    - +19,000 increase to Parks/Community Services.
    - +1.8 million increase from General County Programs to offset Prop 172 losses.
  - +4.2 million increase in the use of Fund Balances primarily due to:
    - +4.8 million increase in New Jail Operations for funding of the North Branch Jail.
    - +376,400 increase in Local Realignment 2011 funding for AB109.
    - -961,800 decrease in Props 215/64 Cannabis funding, primarily used for cannabis enforcement, mostly due to the reduction of $1.1 million provided in the prior year for the one-time cost of replacing the Titan M7 COBAN systems in patrol vehicles.
    - -124,800 decrease in release of Purpose of Fund – Inmate Welfare funds.

These changes result in Recommended operating revenues of $58,637,400 non-operating revenues of $108,762,200, and total revenues of $167,399,600. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Related Links

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

Sheriff

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration & Support Budget Program				
Complete 95% of all employee evaluations prior to the probationary/annual date of each active employee.	80.0% 676/845	62.0% 574/890	62.0% 565/905	95.0% 859/905
Process 80% of all "Law" calls within 55 seconds.	68 seconds 45,263	69 seconds 44,483	81 seconds 41,670	<60 seconds 43,000
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% of 8,760 hours per year.	0.05% 5 hours	0.003% 15 mins.	0.05% 5 hours	0.05% 5 hours
Answer 90% of 911 calls within 10 seconds.	98.5% 58,160/59,126	98.8% 57,580/58,326	99.1% 56,399/56,912	98.0% 60,760/62,000
After initial call entry, handle 95% of High Risk Emergency Medical Dispatching (EMD) without interruption.	87.0% 368/422	*****EMSA unable to provide due to no staffing to provide EMD CQI***	*****EMSA unable to provide due to no staffing to provide EMD CQI***	*****EMSA unable to provide due to no staffing to provide EMD CQI***
Custody Operations Budget Program				
Reduce or maintain the total of jail medical grievances to 300 or below. (Responses in Calendar Years) (*Originally 450)	549* CY 2017	390* CY 2018	296 CY 2019	300 CY 2020
Maintain enrollment in the Sheriff's Treatment Program at or above 80% of capacity.	100.0% 303/303	94.7% 287/303	95.0% 570/600	80.0% 720/900
Countywide Law Enforcement Budget Program				
Deputies will arrive at 90% of in-progress calls (person or property) within 8 minutes of being dispatched.	67.3% 12,571/18,693	65.2% 11,433/17,536	66.0% 7,816/11,842	80.0% 14,000/17,500
Maintain or exceed the UCR "clearance by arrest" rate of 60% for aggravated assault cases. (FBI average is 52.5%)	64.7% 140/218	63.5% 143/225	60.0% 138/230	60.0% 138/230
Maintain or exceed a filing rate of 65% of all cases submitted to the DA's office by the Criminal Investigations Division.	67.0% 139/206	55.5% 81/146	65.0% 98/150	65.0% 98/150

Sheriff

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
SHERIFF-CORONER	1.00	1.00	1.00	1.00	-
UNDERSHERIFF	1.00	1.00	1.00	1.00	-
SHERIFFS COMMANDER	0.50	0.67	0.67	0.67	-
SHERIFFS LIEUTENANT	2.67	1.75	1.75	1.75	-
CUSTODY LIEUTENANT	0.03	-	-	-	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
IT MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	4.00	4.00	4.00	4.00	-
SHERIFFS SERGEANT	3.13	4.00	4.00	4.00	-
FISCAL MANAGER	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	1.00	1.00	-
SHERIFFS DEPUTY S/DUTY	7.41	7.00	7.00	6.00	(1.00)
ADMN OFFICE PRO	4.88	5.00	5.00	4.00	(1.00)
FINANCIAL OFFICE PRO	0.70	1.00	1.00	2.00	1.00
PROGRAM MANAGER	1.01	1.00	1.00	1.00	-
POLYGRAPH EXAMINER	1.00	1.00	1.00	1.00	-
COST ANALYST	1.00	1.00	1.00	1.00	-
CUSTODY SERGEANT	0.04	-	-	-	-
SHERIFFS DEPUTY	0.15	-	-	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
ACCOUNTANT	-	-	-	2.00	2.00
COMPUTER SYSTEMS SPEC	4.00	4.00	4.00	4.00	-
COMMUNICATIONS DISP SUPV	0.01	-	-	-	-
CUSTODY DEPUTY S/DUTY	2.75	3.00	3.00	3.00	-
EXECUTIVE SECRETARY	-	-	-	1.00	1.00
HR MANAGER	-	1.00	1.00	1.00	-
SHERIFFS DEPUTY TR	0.11	-	-	-	-
CUSTODY DEPUTY	0.03	-	-	-	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	2.00	1.00
ADMN OFFICE PRO SR	4.86	4.00	4.00	4.00	-
UTILITY WORKER, INSTITUTIONS	1.00	1.00	1.00	1.00	-
CUSTODIAN	2.00	2.00	2.00	2.00	-
Total	49.27	49.42	49.42	53.42	4.00

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

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 8,745,694	$ 9,250,100	$ 8,992,800	$ 10,058,600	$ 808,500
Services and Supplies	1,249,996	1,317,400	1,370,600	1,433,400	116,000
Other Charges	1,382,310	1,484,800	1,487,300	1,614,100	129,300
Total Operating Expenditures	11,377,999	12,052,300	11,850,700	13,106,100	1,053,800
Capital Assets	229,711	136,000	498,600	116,000	(20,000)
Other Financing Uses	745,996	743,300	745,000	743,100	(200)
Increases to Fund Balances	649,805	496,000	830,900	398,100	(97,900)
Total Expenditures	$ 13,003,511	$ 13,427,600	$ 13,925,200	$ 14,363,300	$ 935,700
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	237,659	-	299,900	-	-
Use of Money and Property	86,771	-	23,500	-	-
Intergovernmental Revenue	1,751,297	1,631,200	1,681,200	1,631,200	-
Charges for Services	25,000	50,000	-	-	(50,000)
Miscellaneous Revenue	19,844	6,500	9,500	8,300	1,800
Total Operating Revenues	2,120,571	1,687,700	2,014,100	1,639,500	(48,200)
Other Financing Sources	141,260	306,000	306,000	208,100	(97,900)
Intrafund Expenditure Transfers (-)	10,624	12,000	12,000	12,000	-
Decreases to Fund Balances	230,059	120,000	537,500	100,000	(20,000)
General Fund Contribution	10,245,900	11,301,900	11,301,900	12,403,700	1,101,800
Total Revenues	$ 12,748,413	$ 13,427,600	$ 14,171,500	$ 14,363,300	$ 935,700

2019-20 Anticipated Accomplishments

- Changed multiple agency supervision and management positions from Sworn to Professional Staff (Renew '22 Initiative).
- Hire more people in the Fiscal Year then previously recorded.
- Deployed modern multi-band portable radios to all Sheriff's patrol staff, custody transportation and courts services personnel.
- Remodeled the Sheriff's Headquarters lobby to facilitate the transition from a sworn desk officer to professional staff (Renew '22 Initiative).
- Implement enhanced scheduling systems that maximizes scheduling efficiency for end users, while simultaneously allowing for a global view of resource availability across the organization.
- Continue to identify and implement overtime cost savings measures.

2020-21 Objectives

- Identify more positions to civilianize (Renew '22 Initiative).
- Continue with the review of agency positions help by peace office classification for potential reclassification of Support staff Technical Experts and Support Supervisors and Managers. (Renew '22 Initiative).
- Open and occupy Northern Branch Jail.
- Conduct Management Teambuilding Training.

Collaborate with the County CEO's Office and SBC Fire in the planning and building of a combined Fire / Sheriff public safety facility for the Cuyama Valley.

Sheriff

CUSTODY OPERATIONS BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF DEPUTY SHERIFF	1.00	1.00	1.00	1.00	-
CUSTODY COMMANDER	2.04	3.00	3.00	3.00	-
CUSTODY LIEUTENANT	8.00	9.00	9.00	9.00	-
SHERIFFS DEPUTY S/DUTY	1.10	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	0.52	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	23.45	37.00	37.00	37.00	-
PROGRAM MANAGER	0.70	1.00	1.00	1.00	-
CUSTODY SERGEANT	16.89	18.37	18.37	18.37	-
SHERIFFS DEPUTY	0.10	-	-	-	-
ACCOUNTANT	1.59	3.00	3.00	1.00	(2.00)
COMPUTER SYSTEMS SPEC	0.07	1.00	1.00	1.00	-
DEPT BUS SPEC	1.00	1.00	1.00	-	(1.00)
CUSTODY DEPUTY S/DUTY	31.15	30.25	30.25	30.25	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	-	(1.00)
PROGRAM/BUS LDR-GEN	0.04	-	-	-	-
SHERIFFS DEPUTY TR	0.63	-	-	-	-
CUSTODY DEPUTY	136.49	163.00	163.00	165.00	2.00
COMMUNICATIONS DISP	0.01	-	-	-	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	4.93	10.00	10.00	11.00	1.00
ALC/DRUG COUN-CORR FAC	2.52	4.00	4.00	4.00	-
FOOD SERVICES SUPERVISOR	1.00	1.00	1.00	1.00	-
SHERIFF'S SERVICE TECH-LAW ENFORCE	-	10.00	10.00	-	(10.00)
SHERIFF'S SERVICE TECHNICIAN	3.78	-	-	10.00	10.00
MAINTENANCE PAINTER	1.00	2.00	2.00	2.00	-
BUILDING MAINT SUPV	-	1.00	1.00	1.00	-
SOCIAL SERVICES WORKER	1.00	1.00	1.00	1.00	-
COOK SHERIFFS INSTITUTIONS	6.74	12.00	12.00	12.00	-
PARK RANGER I, GROUNDS	-	2.00	2.00	2.00	-
LAUNDRY COORDINATOR	2.00	3.00	3.00	3.00	-
SHERIFF PRNTSHP CSTDY SUP	-	1.00	1.00	1.00	-
UTILITY WORKER, INSTITUTIONS	5.81	16.00	16.00	16.00	-
PARK RANGER	0.26	-	-	-	-
STOREKEEPER	0.37	2.00	2.00	2.00	-
Total	256.18	336.62	336.62	334.62	(2.00)

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

CUSTODY OPERATIONS BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 41,872,897	$ 48,009,300	$ 47,780,700	$ 49,946,600	$ 1,937,300
Services and Supplies	13,100,541	15,296,400	13,955,600	17,289,600	1,993,200
Other Charges	3,235,942	3,658,300	3,615,800	5,994,500	2,336,200
Total Operating Expenditures	58,209,380	66,964,000	65,352,100	73,230,700	6,266,700
Capital Assets	13,553	137,000	45,500	25,000	(112,000)
Other Financing Uses	20,142	-	-	322,000	322,000
Intrafund Expenditure Transfers (+)	1,462	3,600	2,600	-	(3,600)
Increases to Fund Balances	1,387,631	-	-	-	-
Total Expenditures	$ 59,632,169	$ 67,104,600	$ 65,400,200	$ 73,577,700	$ 6,473,100
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	-	114,800	-	-	(114,800)
Use of Money and Property	695,686	672,900	578,400	594,100	(78,800)
Intergovernmental Revenue	18,457,856	18,719,000	17,498,800	16,475,000	(2,244,000)
Charges for Services	501,367	659,000	568,200	565,000	(94,000)
Miscellaneous Revenue	1,552,978	1,237,500	1,455,000	1,454,500	217,000
Total Operating Revenues	21,207,887	21,403,200	20,100,400	19,088,600	(2,314,600)
Intrafund Expenditure Transfers (-)	-	-	1,011,000	1,837,200	1,837,200
Decreases to Fund Balances	7,282,641	14,893,200	12,031,900	20,084,100	5,190,900
General Fund Contribution	31,289,500	30,808,200	30,808,200	32,567,800	1,759,600
Total Revenues	$ 59,780,028	$ 67,104,600	$ 63,951,500	$ 73,577,700	$ 6,473,100

2019-20 Anticipated Accomplishments

- National Commission on Correctional Health Care (NCCHC) pre-accreditation completed January 2020 and final audit schedule for March 2020.
- Completed the software upgrade of the ATIMS Jail Management System in August 2019.
- Final Main Jail Renovation Implementation Plan submitted to General Services and is awaiting funding approval.

2020-21 Objectives

- Open and occupy the Northern Branch Jail.
- Complete hiring and assigning new Sheriff's Service Technician class staff to Control Room posts.
- Obtain funding approval from General Services to Consolidate Control Room operations through Security System upgrade.

Sheriff

COUNTYWIDE LAW ENFORCEMENT BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
FORENSIC PATHOLOGIST	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY SHERIFF	1.00	1.00	1.00	1.00	-
SHERIFFS COMMANDER	3.50	3.33	3.33	3.33	-
SHERIFFS LIEUTENANT	9.82	9.75	9.75	9.75	-
CUSTODY LIEUTENANT	0.01	-	-	-	-
SHERIFFS SERGEANT	30.52	28.31	28.31	28.31	-
COMMUNICATION DISP MANAGER	1.00	1.00	1.00	1.00	-
SHERIFFS DEPUTY S/DUTY	65.91	70.54	70.54	74.54	4.00
ADMN OFFICE PRO	23.22	24.00	24.00	23.00	(1.00)
LEGAL OFFICE PRO	4.59	6.00	6.00	6.00	-
PROGRAM MANAGER	1.58	2.00	2.00	2.00	-
FORENSIC UNIT SUPERVISOR	0.15	-	-	1.00	1.00
SHERIFFS DEPUTY	84.19	94.08	94.08	95.08	1.00
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
CRIME SCENE TECHNICIAN SENIOR	1.85	2.00	2.00	1.00	(1.00)
AIR SUPPORT PILOT	0.15	1.00	1.00	1.00	-
COMMUNICATIONS DISP SUPV	5.99	6.00	6.00	6.00	-
CUSTODY DEPUTY S/DUTY	0.01	-	-	-	-
ACCOUNTANT SUPERVISING	-	1.00	1.00	-	(1.00)
PROGRAM/BUS LDR-GEN	0.22	-	-	-	-
AIRCRAFT MECHANIC	1.00	1.00	1.00	1.00	-
SHERIFFS DEPUTY TR	5.82	8.00	8.00	7.00	(1.00)
CUSTODY DEPUTY	0.04	-	-	-	-
COMMUNICATIONS DISP	20.69	24.00	24.00	24.00	-
LEGAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	0.89	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	9.92	10.25	10.25	10.25	-
CRIME SCENE TECHNICIAN	3.07	3.00	3.00	4.00	1.00
MAPPING/GIS TECH	0.96	1.00	1.00	1.00	-
SHERIFF'S SERVICE TECH-LAW ENFORCE	-	7.00	7.00	-	(7.00)
SHERIFF'S SERVICE TECHNICIAN	1.33	-	-	7.00	7.00
ECC CALL TAKER	0.48	5.00	5.00	5.00	-
PARKING ENFORCEMENT OFFCR	1.00	1.00	1.00	1.00	-
Total	281.94	314.25	314.25	317.25	3.00

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

COUNTYWIDE LAW ENFORCEMENT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 57,076,853	$ 58,947,400	$ 58,421,300	$ 61,592,500	$ 2,645,100
Services and Supplies	3,827,812	3,166,100	3,433,700	3,060,300	(105,800)
Other Charges	4,381,179	5,261,900	5,307,700	5,336,500	74,600
Total Operating Expenditures	65,285,844	67,375,400	67,162,700	69,989,300	2,613,900
Capital Assets	553,002	1,021,900	1,483,800	25,000	(996,900)
Other Financing Uses	484,861	23,000	623,900	410,200	387,200
Intrafund Expenditure Transfers (+)	605	800	700	-	(800)
Increases to Fund Balances	783,684	106,000	92,600	62,500	(43,500)
Total Expenditures	$ 67,107,996	$ 68,527,100	$ 69,363,700	$ 70,487,000	$ 1,959,900
Budget By Categories of Revenues					
Licenses, Permits and Franchises	4,088	306,000	178,400	327,000	21,000
Fines, Forfeitures, and Penalties	204,202	122,100	230,400	238,100	116,000
Use of Money and Property	126	-	-	-	-
Intergovernmental Revenue	8,500,713	7,892,000	8,832,000	8,943,100	1,051,100
Charges for Services	17,466,434	18,550,500	17,793,400	18,581,500	31,000
Miscellaneous Revenue	2,272,412	1,855,000	2,276,200	1,891,500	36,500
Total Operating Revenues	28,447,975	28,725,600	29,310,400	29,981,200	1,255,600
Other Financing Sources	2,007,415	2,111,600	2,111,600	2,242,700	131,100
Intrafund Expenditure Transfers (-)	27,014	52,000	52,000	71,000	19,000
Decreases to Fund Balances	2,032,015	2,677,100	2,848,300	1,671,800	(1,005,300)
General Fund Contribution	33,497,900	34,960,800	35,609,000	36,520,300	1,559,500
Total Revenues	$ 66,012,318	$ 68,527,100	$ 69,931,300	$ 70,487,000	$ 1,959,900

2019-20 Anticipated Accomplishments

- Realignment of patrol schedules to cut down on the use of unbudgeted overtime.
- Training of all deputies in Crisis Intervention (CIT), through the Sheriff's Behavioral Sciences Unit.
- Operationalization of a pilot body worn cameras program.
- Collaborated with many other county agencies to obtain grant funding for the operationalization of multiple mental health co-response teams.
- Sought and obtained competitive grant funding to bring back a School Resource Deputy to the Santa Ynez Valley.
- Implement enhanced scheduling systems that maximizes scheduling efficiency for end users, while simultaneously allowing for a global view of resource availability across the organization.

2020-21 Objectives

- Continue collaborating with other county departments, city agencies and other local entities in an effort to expand upon mental health co-response capabilities throughout the county.
- Continue collaborating with other county departments, city agencies and other local entities in an effort to expand upon mental health Crisis Intervention Training throughout Santa Barbara County.

COURT SECURITY SERVICES BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
SHERIFFS LIEUTENANT	0.51	0.50	0.50	0.50	-
SHERIFFS SERGEANT	2.09	2.00	2.00	2.00	-
SHERIFFS DEPUTY S/DUTY	3.84	4.00	4.00	4.00	-
CUSTODY SERGEANT	1.00	0.63	0.63	0.63	-
SHERIFFS DEPUTY	17.49	15.00	15.00	15.00	-
CUSTODY DEPUTY S/DUTY	1.20	0.75	0.75	0.75	-
CUSTODY DEPUTY	10.51	14.00	14.00	14.00	-
Total	36.63	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 8,364,323	$ 8,131,300	$ 8,624,000	$ 8,638,100	$ 506,800
Services and Supplies	41,036	4,500	4,500	4,500	-
Other Charges	251,291	343,500	318,300	329,000	(14,500)
Total Operating Expenditures	8,656,650	8,479,300	8,946,800	8,971,600	492,300
Total Expenditures	$ 8,656,650	$ 8,479,300	$ 8,946,800	$ 8,971,600	$ 492,300
Budget By Categories of Revenues					
Intergovernmental Revenue	7,723,666	7,705,300	7,705,300	7,800,000	94,700
Charges for Services	92,614	125,800	113,400	128,100	2,300
Miscellaneous Revenue	18,414	-	-	-	-
Total Operating Revenues	7,834,694	7,831,100	7,818,700	7,928,100	97,000
Decreases to Fund Balances	500,000	-	-	-	-
General Fund Contribution	467,300	648,200	-	1,043,500	395,300
Total Revenues	$ 8,801,994	$ 8,479,300	$ 7,818,700	$ 8,971,600	$ 492,300

2019-20 Anticipated Accomplishments

- Completed Memorandum of Understanding with Santa Barbara County Superior Court for court security staffing.
- Completed operational/security/staffing plans for large profile murder trial (South County) and MS-13 trial (North County).
- Completed and implemented directives for court restraints with input/agreement with all stakeholders.

2020-21 Objectives

- Work with our State and County partners and stakeholders and secure the entire Anacapa Courthouse and remainder of the Santa Maria Courthouse.

Health & Human Services

Health & Human Services

Functional Group Overview

The Behavioral Wellness, Child Support Services, First 5, Public Health, and Social Services Departments comprise the Health and Human Services Functional Group. 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 hazardous materials, 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 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 Group Summary

Staffing By Department	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Public Health	492.40	527.34	527.34	528.80	1.46
Behavioral Wellness	315.79	403.66	403.66	403.78	0.12
Social Services	693.11	748.50	748.50	753.50	5.00
Child Support Services	64.77	69.00	69.00	68.05	(0.95)
First 5, Children & Families	7.59	8.00	8.00	7.00	(1.00)
Total	1,573.66	1,756.50	1,756.50	1,761.12	4.63

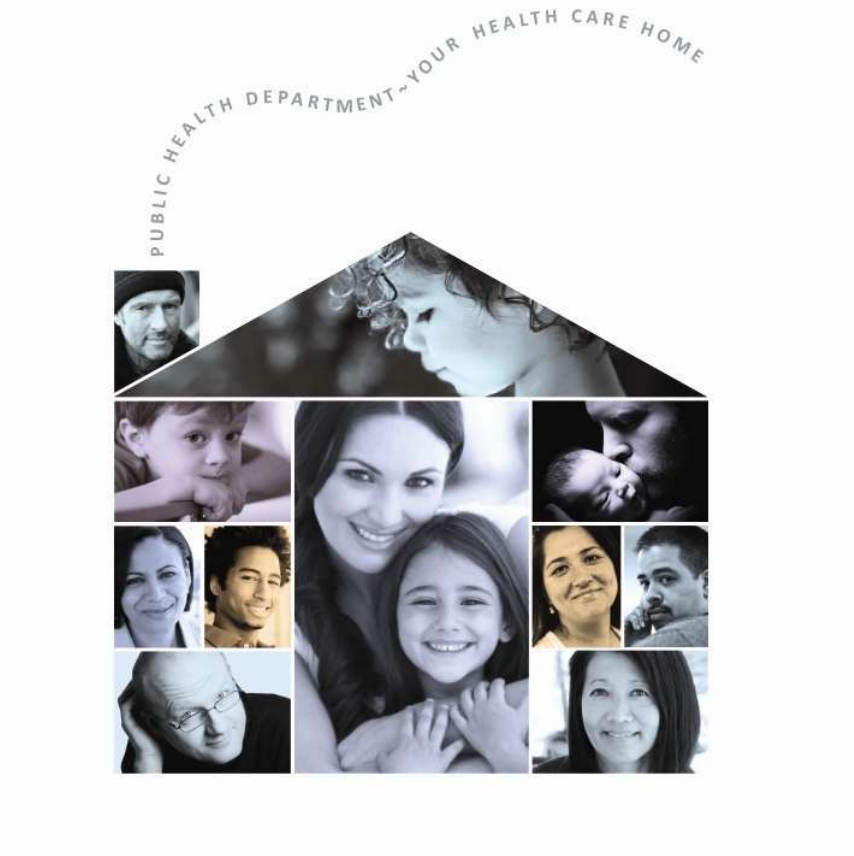
Budget By Department					
Public Health	$ 88,704,443	$ 93,895,500	$ 92,334,600	$ 95,990,200	$ 2,094,700
Behavioral Wellness	114,029,462	132,321,400	128,669,200	134,537,600	2,216,200
Social Services	160,533,812	174,272,210	174,181,800	178,899,700	4,627,490
Child Support Services	9,356,860	9,601,400	9,415,600	9,483,200	(118,200)
First 5, Children & Families	3,354,258	3,496,300	3,399,300	3,724,600	228,300
Total	$375,978,835	$413,586,810	$408,000,500	$422,635,300	$ 9,048,490

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$196,309,795	$219,564,600	$209,985,400	$221,602,900	$ 2,038,300
Services and Supplies	120,510,767	131,696,110	133,638,400	134,783,600	3,087,490
Other Charges	59,158,272	62,326,100	64,376,700	66,248,800	3,922,700
Total Operating Expenditures	375,978,835	413,586,810	408,000,500	422,635,300	9,048,490
Capital Assets	398,384	2,418,155	576,400	1,160,300	(1,257,855)
Other Financing Uses	8,172,736	3,760,400	5,234,600	7,724,400	3,964,000
Intrafund Expenditure Transfers (+)	3,053,044	6,949,800	6,361,800	7,472,500	522,700
Increases to Fund Balances	17,303,157	2,630,500	3,569,900	5,628,200	2,997,700
Fund Balance Impact (+)	66,879	-	-	-	-
Total	$404,973,035	$429,345,665	$423,743,200	$444,620,700	$ 15,275,035

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 1,619,165	$ 1,828,100	$ 1,707,400	$ 1,794,600	$ (33,500)
Fines, Forfeitures, and Penalties	526,871	475,000	716,300	533,000	58,000
Use of Money and Property	1,428,315	828,600	963,000	1,056,300	227,700
Intergovernmental Revenue	242,864,662	251,279,700	251,342,800	249,326,400	(1,953,300)
Charges for Services	109,448,192	122,387,100	114,973,000	119,302,800	(3,084,300)
Miscellaneous Revenue	8,137,776	580,400	772,100	659,400	79,000
Total Operating Revenues	364,024,981	377,378,900	370,474,600	372,672,500	(4,706,400)
Other Financing Sources	5,605,016	7,167,300	6,645,900	25,820,900	18,653,600
Intrafund Expenditure Transfers (-)	3,064,708	6,972,700	6,382,100	7,472,500	499,800
Decreases to Fund Balances	8,338,633	13,769,365	16,107,200	14,233,800	464,435
General Fund Contribution	23,939,698	24,057,400	24,133,400	24,421,000	363,600
Fund Balance Impact (-)	-	-	-	-	-
Total	$404,973,035	$429,345,665	$423,743,200	$444,620,700	$ 15,275,035

Health & Human Services

Public Health



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 95,990,200**
Capital	**$ 55,300**
FTEs	**528.80**

Van Do-Reynoso, MPH, PhD

Director

- Administration & Support 60.22 FTE
- Health Care Centers 256.54 FTE
- Community Health Programs 25.3 FTE
- Disease Prevention & Health Promotion 95.51 FTE
- Regulatory Programs & Emergency Preparedness 54.11 FTE
- Animal Services 37.12 FTE

Public Health

Mission Statement

To improve the health of our communities by preventing disease, promoting wellness and health equity, while 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; Community 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, especially 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 emergency 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 2020-21 Objectives

- Maximizing existing technology and implementing new systems to establish performance management and quality improvement measures across the department.

- Implementing new accreditation standards in Community Health Division.

- Implementing the Whole Person Care initiative to develop a rapid response protocol to facilitate quick assessment for needs and referral to services to regain and/or secure housing for health center patients aged 55 and older living in Santa Barbara County who are either at risk for homelessness or who are currently experiencing homelessness.

- Enhancing the delivery of care by implementing a new data surveillance tool (FirstWatch) to conduct real-time data analysis.

- Developing and improving the structure and processes of the Animal Services Volunteer Program as a means of enhancing services to animals in our care.

- Continuing to mitigate the spread of COVID-19 in our communities.

Public Health

Highlighted Renew 2022 Initiatives

Already Underway

- Analysis of Public Health Intergovernmental Transfer (IGT) options
  - Working with CenCal Health and State to bring additional federal dollars for public health.

- Re-engineering of Public Health Patient Billing Process
  - Performance metrics developed for right-sizing and optimization of processes.

- Non-emergency Medical Transportation Options
  - Analyzing CenCal Health benefit for Medi-Cal enrollees for transportation to medical appointments and other needs not requiring ambulance transport.

- Animal Services
  - Successful transfer of Public Spay/Neuter clinics to community partners without any interruption in community service.

- Environmental Health Service Fees
  - Activity-based full cost fees implemented in FY 2019-20.

Implementation in FY 2020-21

- Clinical Labs
  - Optimization of alternatives based on Renew ’22 Principles.

- Animal Services Operations
  - Analysis and re-engineering of program operations based on Renew ’22 principles.

- Learning Management System (LMS)
  - Review options for selecting and procuring a LMS to assist the department in preparing, classifying, and compiling required and requested trainings.

- Adverse Childhood Experiences and Adverse Community Environments (ACEs)
  - Integrate screenings into primary care visits.
  - Expand ACEs within the Maternal Child Adolescent Health (MCAH) program.

Public Health

Renew 2022 Big Picture Goals

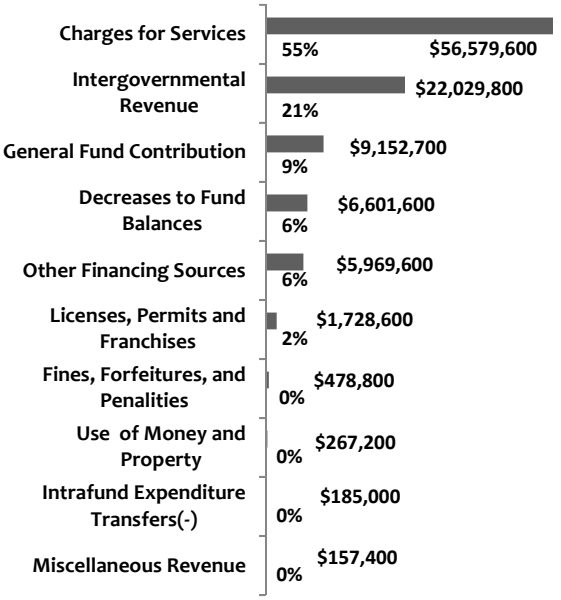
Public Health will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Explore opportunities in Environmental Health for online processes. • Explore opportunities in Animal Services for online processes.
Train County employees in the Peak Performance program	• Increase number of patients enrolled in appointment reminders via text message. • Look for efficiencies in productivity by utilizing EPIC reports and develop detailed performance measures and eliminate manual workarounds.
RE-BALANCE	
Enhance financial resiliency	• Develop Grant Unit to assist programs to research and evaluate new funding opportunities. • Engage community partners in forming a private non-profit foundation to support and enhance Public Health services.
RESPOND	
Conduct an external customer or client satisfaction survey	• Identify and develop relevant community partnerships to address the Community Health Improvement Plan (CHIP). • Collaborate with Public Health Accreditation stakeholders to create strategic plan following the CHIP.
RETAIN	
Facilitate the participation of managers in a leadership development program	• Create a local "certificate" program that offers Public Health leaders and managers an opportunity to earn units or credits by attending PHD sponsored seminars or learning sessions. • Engage managers with trainings in Equity, Diversity and Inclusion, Resiliency, Protected Leaves, Back to Work, Progressive Discipline, and Performance Evaluations.
Retain new employees during their first 5 years of employment	• Establish system for consistent onboarding all staff to ensure the intended culture and values are seeded in every new team member. • Engage staff with speakers from outside organizations and other departments, in order to help their understanding of our role as part of a larger whole and how we can and do make a difference in our communities.

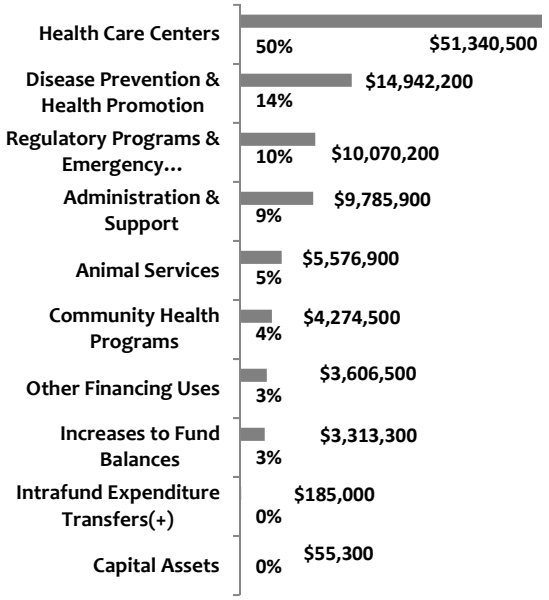
Public Health

Recommended Sources & Uses of Funds

Source of Funds - $103,150,300

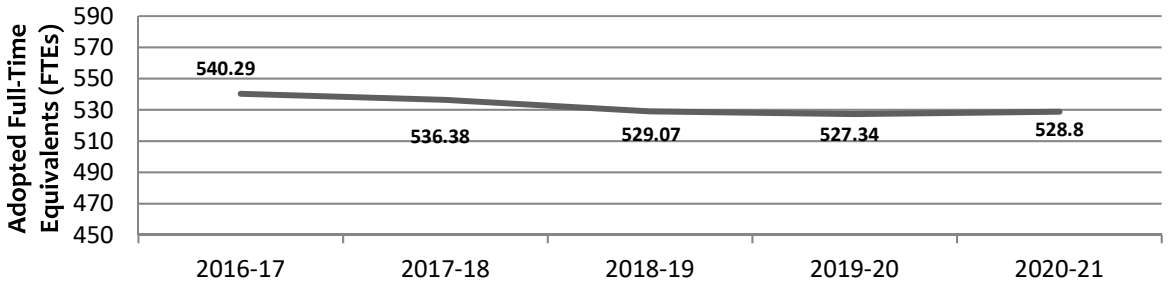


Use of Funds - $103,150,300



Staffing Trend

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



Public Health

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	59.16	61.33	61.33	60.22	(1.11)
Health Care Centers	241.88	254.11	254.11	256.54	2.43
Community Health Programs	24.25	25.51	25.51	25.30	(0.21)
Disease Prevention & Health Promotior	86.94	95.32	95.32	95.51	0.19
Regulatory Programs & Emergency Pre	47.09	53.99	53.99	54.11	0.13
Animal Services	32.07	37.08	37.08	37.12	0.04
Unallocated	1.02	-	-	-	-
Total	492.40	527.34	527.34	528.80	1.46

Budget By Budget Program					
Administration & Support	$ 9,501,281	$ 9,749,600	$ 9,517,200	$ 9,785,900	$ 36,300
Health Care Centers	47,477,833	51,116,600	50,388,800	51,340,500	223,900
Community Health Programs	4,232,891	4,296,000	4,144,100	4,274,500	(21,500)
Disease Prevention & Health Promotior	13,697,241	14,135,600	13,864,800	14,942,200	806,600
Regulatory Programs & Emergency Pre	8,565,388	8,962,500	8,863,500	10,070,200	1,107,700
Animal Services	5,229,808	5,635,200	5,556,200	5,576,900	(58,300)
Total	$ 88,704,443	$ 93,895,500	$ 92,334,600	$ 95,990,200	$ 2,094,700

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 65,923,378	$ 69,568,500	$ 67,883,500	$ 72,013,200	$ 2,444,700
Services and Supplies	18,843,600	19,828,400	19,896,700	19,453,600	(374,800)
Other Charges	3,937,465	4,498,600	4,554,400	4,523,400	24,800
Total Operating Expenditures	88,704,443	93,895,500	92,334,600	95,990,200	2,094,700
Capital Assets	21,828	85,490	117,200	55,300	(30,190)
Other Financing Uses	4,054,102	146,800	142,400	3,606,500	3,459,700
Intrafund Expenditure Transfers (+)	104,800	105,000	229,600	185,000	80,000
Increases to Fund Balances	5,987,650	620,600	949,400	3,313,300	2,692,700
Fund Balance Impact (+)	66,879	-	-	-	-
Total	$ 98,939,702	$ 94,853,390	$ 93,773,200	$103,150,300	$ 8,296,910

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 1,537,001	$ 1,762,100	$ 1,641,400	$ 1,728,600	$ (33,500)
Fines, Forfeitures, and Penalties	475,175	437,100	662,100	478,800	41,700
Use of Money and Property	616,784	200,600	230,800	267,200	66,600
Intergovernmental Revenue	22,085,267	21,148,090	21,969,600	22,029,800	881,710
Charges for Services	52,849,342	57,039,900	55,029,100	56,579,600	(460,300)
Miscellaneous Revenue	4,609,532	83,300	186,600	157,400	74,100
Total Operating Revenues	82,173,099	80,671,090	79,719,600	81,241,400	570,310
Other Financing Sources	2,790,938	3,026,800	2,971,300	5,969,600	2,942,800
Intrafund Expenditure Transfers (-)	116,464	127,900	249,900	185,000	57,100
Decreases to Fund Balances	4,783,502	2,047,200	1,776,000	6,601,600	4,554,400
General Fund Contribution	9,075,700	8,980,400	9,056,400	9,152,700	172,300
Total	$ 98,939,702	$ 94,853,390	$ 93,773,200	$103,150,300	$ 8,296,910

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

Public Health

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Net increase of 1.46 FTEs due to the addition of 1.50 FTE Lab Assistants, funded by an allocation of new state funds for Immunization and Communicable Disease prevention efforts.

Expenditures

- Net operating expenditure increase of $2,094,700*:*
  - +$2,444,700 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.
  - -$374,800 decrease in Services and Supplies:
    - -$1,803,100 decrease in pharmaceutical expenditures for the 340B Contract Pharmacy Network due to increased use of generic, not brand, specialty pharmaceuticals.
    - +$504,800 increase in countywide cost allocation plan charges.
    - +$212,000 increase in costs for outside contract and specialty physicians.
    - +$200,000 increase in costs for sewer projects in Environmental Health Services.
    - +$200,000 increase in consultant fees for assistance in the ambulance system Request for Proposal (RFP).
    - +$175,000 increase in costs for outside Community Based Organizations funded by State grant funds for immunization services and communicable disease prevention.
    - +$157,000 increase for services to the homeless through federal Homeless Emergency Assistance Program (HEAP) funds.
    - -$152,700 decrease in Information Technology software maintenance costs, associated with the new OCHIN/Epic Electronic Health Record, due to a previous year one-time "true-up" of implementation costs.
    - +$105,700 increase for the purchase and initial implementation of the "First Watch" system for Emergency Medical Services.
    - -$83,500 decrease in costs for the Calle Real Campus "Wayfinding" signage project.
    - +$60,000 increase in contracted training and other services in the Emergency Preparedness Program.
    - +$50,000 increase for miscellaneous services and supplies.
  - +$24,800 increase in Other Charges*:*
    - -$226,900 decrease in premiums for malpractice insurance.
    - +$112,400 increase in costs for utilities.
    - +$75,900 increase in Information Technology and communication charges.
    - +$63,400 increase in premiums for liability insurance.

- Net non-operating expenditure increase of $6,202,200:
  - -$30,200 decrease in Capital Assets due to the prior year purchase of Public Health Laboratory equipment.
  - +$3,459,700 increase in Other Financing Uses:

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

- +$2,642,700 increase primarily due to the transfer of various agency funds from Fund 0001 to Fund 0051, with the establishment of a new special revenue fund for Environmental Health Services.
- +$767,000 increase due to the transfer of funds to general services for the replacement of an aging boiler and air conditioning unit in Calle Real Campus Building 1.
- +$50,000 increase due to the replacement of trucks for Animal Services.

- +$80,000 increase in Intrafund Operating Transfers (+) for an allocation of indirect costs.
- +$2,692,700 increase in Increases to Fund Balance primarily due to the transfer of various agency funds from Fund 0001 to Fund 0051, with the establishment of a new special revenue fund for Environmental Health Services.

These changes result in recommended operating expenditure of $95,990,200, non-operating expenditures of $7,160,100 resulting in total expenditures of $103,150,300. Non-operating expenditures primarily include Capital Assets, Other Financing Uses, and Increases to Fund Balances.

Revenues

- Net operating revenue increase of $570,300:
  - -$33,500 decrease in Licenses, Permits, and Franchises:
    - -$103,100 decrease in Cannabis license revenues, due to a lower cost and number of licenses issued.
    - +$69,600 increase in permits and on-demand services in Environmental Health Services for building applications and other services.
  - +$41,700 increase in anticipated Maddy EMS fund revenues.
  - +$66,600 increase in Use of Money and Property due to an increase in interest income.
  - +$881,700 increase in Intergovernmental Revenues:
    - +$271,000 increase in funding for Family Planning, Access, Coordination, and Treatment (PACT) services.
    - +$200,000 increase in 1991 Health Realignment Vehicle License Fees.
    - +$182,800 increase in State grant funds for immunization services and communicable disease prevention.
    - +$65,700 increase in grant funding for the California Children's Services (CCS) program.
    - +$67,000 increase in Medi-Cal Administrative Activities (MAA) funding.
    - +$54,900 increase in the Proposition 56 funded Tobacco Cessation program.
    - +$40,300 increase in CenCal Health Primary Care Provider (PCP) Incentive payments.
  - -$460,300 decrease in Charges for Services:
    - -$754,900 decrease in pharmaceutical revenue due to a decrease in the 340B program participation for specialty pharmaceuticals.
    - +$155,600 increase in Health Center patient service revenues from Medi-Cal, Medicare, and other public programs.
    - +$114,900 increase in services provided to other County departments.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

        - +$76,500 increase in Animal Services municipal contracts.
        - -$52,400 decrease in certain demand services in Environmental Health Services.
    - +$74,100 increase in Miscellaneous Revenue due to the collection of doubtful accounts for the Health Care Centers.
- *Net non-operating revenue increase of $7,726,600:*
    - +$2,942,800 increase in Other Financing Sources:
        - $2,785,800 increase due primarily to the transfer of various agency funds from Fund 0001 to Fund 0051, with the establishment of a new special revenue fund for Environmental Health Services.
        - +$157,000 increase in services to the homeless through federal Homeless Emergency Assistance Program (HEAP) funds.
    - +$57,100 increase in Intrafund Expenditure Transfers (-) for indirect costs.
    - +$4,554,400 increase in Decreases to Fund Balance:
        - +$2,822,100 increase due primarily to the transfer of various agency funds from Fund 0001 to Fund 0051, with the establishment of a new special revenue fund for Environmental Health Services.
        - +$767,000 increase due to the replacement of an aging boiler and air conditioning unit in Calle Real Campus Building 1.
        - +$436,600 increase in the use of designated funds for operations.
        - +$200,000 increase for consultant fees for assistance in the ambulance system Request for Proposal (RFP).
        - +$193,700 increase for Implementation of the First Watch system and other one-time project costs for Emergency Medical Services.
        - +$50,000 increase for the replacement of trucks for Animal Services.
        - +$45,000 increase for the replacement of computer servers.
        - +$40,000 increase for Maddy Fund disbursements.
    - +$172,300 increase of General Fund Contribution due to an increase of local dollars used to support Public Health programs.

These changes result in recommended operating revenues of $81,241,400, non-operating revenues of $21,908,900 resulting in total revenues of $103,150,300. 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 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 = >90%)	85% 635 / 746	80% 644 / 807	90% 783 / 870	90% 783 / 870
Percent of newly diagnosed HIV persons linked into HIV medical care within 1 month of diagnosis (Target = >84%)	80% 20 / 25	65% 15 / 23	84% 21 / 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%)	53% 1,728 / 3,283	56% 1,703 / 3,055	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 = >27,540)	24,249	25,132	27,000	27,540
Percent of foodborne illness complaints that are responded to within one working day to reduce the risk of others becoming ill (Target = 100%)	100% 12 / 12	100% 11 / 11	100% 15 / 15	100% 15 / 15
Percent of infants in the Women, Infants, Children (WIC) program each month that will be exclusively breastfed (Target = >48.4%)	37% 1,086 / 2,975	37% 1,074 / 2,877	48.4% 1,455 / 3,007	48.4% 1,455 / 3,007
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%)	84% 960 / 1,137	85% 911 / 1,072	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%)	71% 2,329 / 3,286	71% 2,370 / 3,279	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 = >24,000)	23,405	22,750	23,000	24,000
Number of California Children's Services patients receiving medical therapy sessions to improve health care access of children with special needs (Target = >415)	394	404	390	415

Public Health

Performance Measures (cont'd)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration and Support				
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target = 100%)	56% 302 / 538	45% 222 / 494	100% 500 / 500	100% 500 / 500
Percentage of department workforce "Lost Time" (Target= <5.3%)	6.1% 70,836 / 1,161,212	5.7% 61,933 / 1,089,772	5.3% 58,396 / 1,101,821	5.3% 58,396 / 1,101,821

Public Health

Administration & Support Budget Program

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, health equity, and facility management.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPT/CORP LDR-EXEC	1.00	1.00	1.00	1.00	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
ADMINISTRATIVE DEPUTY DIRECTOR	-	1.00	1.00	1.00	-
IT MANAGER	0.99	1.00	1.00	-	(1.00)
ENTERPRISE LDR-GEN	0.74	-	-	-	-
EDP OFFICE AUTO SPEC	2.97	3.00	3.00	3.00	-
EDP SYS & PROG ANLST SR	1.94	1.95	1.95	1.40	(0.55)
EDP SYS & PROG ANLST	3.50	3.34	3.34	3.31	(0.03)
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	1.00	1.00	-
COST ANALYST	3.22	3.37	3.37	2.27	(1.10)
DP MANAGER-DEPT	-	-	-	1.00	1.00
BUSINESS MANAGER	0.97	1.00	1.00	1.00	-
HR MANAGER	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	2.75	2.75	2.75	1.76	(0.99)
FINANCIAL OFFICE PRO	15.59	15.64	15.64	15.75	0.11
ACCOUNTANT	1.15	1.08	1.08	2.74	1.66
COMPUTER SYSTEMS SPEC	3.99	5.00	5.00	5.00	-
DEPT BUS SPEC	5.85	6.00	6.00	6.00	-
HEALTH CARE PROGRAM COORDINATOR	2.00	2.00	2.00	2.00	-
HEALTH EDUCATOR	-	-	-	1.00	1.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	3.00	3.00	3.00	2.00	(1.00)
ADMN OFFICE PRO SR	1.85	2.00	2.00	2.00	-
BUILDING MAINT WORKER	0.89	1.00	1.00	1.00	-
STOREKEEPER	0.74	1.00	1.00	-	(1.00)
HEALTH SERVICES AIDE SR	-	0.20	0.20	-	(0.20)
UTILITY CLERK-DEPT	2.00	2.00	2.00	3.00	1.00
Total	59.16	61.33	61.33	60.22	(1.11)

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

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 8,181,887	$ 8,507,800	$ 8,201,200	$ 8,474,100	$ (33,700)
Services and Supplies	976,825	867,700	946,000	825,700	(42,000)
Other Charges	342,570	374,100	370,000	486,100	112,000
Total Operating Expenditures	9,501,281	9,749,600	9,517,200	9,785,900	36,300
Other Financing Uses	10,000	10,000	10,000	770,000	760,000
Increases to Fund Balances	246,042	-	-	-	-
Total Expenditures	$ 9,757,324	$ 9,759,600	$ 9,527,200	$ 10,555,900	$ 796,300
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	13,603	12,900	19,000	14,100	1,200
Use of Money and Property	400,742	199,400	229,600	240,000	40,600
Intergovernmental Revenue	3,774,178	2,643,900	2,780,000	2,780,000	136,100
Charges for Services	367,865	597,100	615,500	523,700	(73,400)
Miscellaneous Revenue	102,411	62,000	162,100	142,000	80,000
Total Operating Revenues	4,658,800	3,515,300	3,806,200	3,699,800	184,500
Other Financing Sources	1,400,000	1,933,600	1,933,600	1,873,600	(60,000)
Intrafund Expenditure Transfers (-)	104,800	105,000	229,600	185,000	80,000
Decreases to Fund Balances	1,590	-	93,500	800,000	800,000
General Fund Contribution	3,565,000	4,205,700	3,464,300	3,997,500	(208,200)
Total Revenues	$ 9,730,190	$ 9,759,600	$ 9,527,200	$ 10,555,900	$ 796,300

2019-20 Anticipated Accomplishments

- Reorganized the Administration Division to streamline services and processes to help our programs operate effectively in an environment of rapidly evolving issues, managing stakeholder expectations, and new statutory authorities and responsibilities.

- Updated the Continuity of Operation Plan (COOP) to determine how the department will continue to provide essential services in a disaster or other event that disrupts normal operations.

- Worked with CenCal Health and the California State Department of Health Care Services (DHCS) on options for an Intergovernmental Transfer (IGT) to bring additional federal funding to the County to support public health services.

- Design, plan, and implement a new "Day One" experience for Public Health staff. Develop curricula for an in-person first day new employee orientation that equips new employees with critical information, forms relationships with peers and leaders, and p*romotes the Department's culture.*

- Supported the Public Health Response to COVID-19 through the strategic use of new technological tools and software to provide ongoing support to response staff, as well as other departmental staff to provide for social distancing and remote working.

Administration & Support Budget Program (cont'd)

2020-21 Objectives

- Develop and implement a Public Health Leadership Certificate program. The program will include training and mentoring designed to identify and prepare future department leaders. This will assist in staff retention and development of succession plans for key positions.

- Complete a physical security risk analysis of Public Health facilities based on the Department's 2017 Security Master Plan as well as develop ratings that assist leadership in targeting facility improvements based on risk level.

- Develop programmatic succession planning through cooperative efforts with PHD Human Resources and program managers and supervisors to assist in the replacement for and recruitment for key positions.

- Develop strategies for optimization of the "braiding" of new resources for a financial recovery plan for COVID-19 response costs.

Public Health

Health Care Centers Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
MEDICAL DIRECTOR	1.00	1.00	1.00	1.00	-
STAFF PHYSICIAN SUPV	3.49	3.60	3.60	4.00	0.40
STAFF PHYSICIAN	17.95	19.26	19.26	18.74	(0.52)
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	0.10	0.10	0.10	0.14	0.04
PROJECT MANAGER	0.92	1.00	1.00	1.00	-
HEALTH SERVICES LAB SUPV	1.00	1.00	1.00	1.00	-
HEALTH CARE PRACTITIONER	9.66	11.15	11.15	10.80	(0.35)
REGIONAL CLINIC MANAGER	4.93	5.00	5.00	5.00	-
PH PERFORM IMPROVE COORD	2.13	1.78	1.78	1.80	0.03
PUBLIC HEALTH NURSE SUPV	0.23	0.21	0.21	0.21	-
EDP SYS & PROG ANLST SR	0.06	0.05	0.05	0.60	0.55
STAFF NURSE SUPV	7.63	8.00	8.00	8.00	-
EDP SYS & PROG ANLST	-	-	-	0.12	0.12
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
PUBLIC HEALTH NURSE	4.04	4.30	4.30	4.22	(0.08)
CLINICAL LAB SCIENTIST SR	2.81	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	14.11	15.00	15.00	15.00	-
ADMN OFFICE PRO	41.87	44.25	44.25	44.73	0.48
STAFF NURSE	18.30	20.15	20.15	20.15	-
NUTRITION SITE SUPV	0.54	0.50	0.50	0.80	0.30
CLINICAL LAB SCIENTIST	1.00	1.00	1.00	1.00	-
HEALTH CARE PROGRAM COORDINATOR	3.11	3.90	3.90	3.90	-
ADMHS TEAM SUPV-PRACTITIONER	-	-	-	1.00	1.00
REGISTERED DIETITIAN	1.30	1.68	1.68	1.44	(0.24)
HEALTH EDUCATOR	0.49	0.50	0.50	-	(0.50)
BEHAVIORAL HEALTH SPECIALIST	3.00	4.00	4.00	4.00	-
ADMN OFFICE PRO SR	12.57	13.03	13.03	13.05	0.02
LICENSED VOCATIONAL NURSE	1.00	1.00	1.00	1.00	-
HEALTH EDUC ASSOC	1.48	1.50	1.50	1.50	-
PHARMACY TECHNICIAN	9.00	9.00	9.00	9.00	-
MEDICAL ASSISTANT	62.10	62.75	62.75	63.75	1.00
LABORATORY ASSISTANT	6.91	7.50	7.50	7.50	-
HEALTH SERVICES AIDE SR	2.14	1.91	1.91	2.09	0.18
HEALTH SERVICES AIDE	1.00	1.00	1.00	1.00	-
Total	241.88	254.11	254.11	256.54	2.43

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

HEALTH CARE CENTERS BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 33,188,202	$ 34,289,900	$ 34,336,700	$ 36,068,000	$ 1,778,100
Services and Supplies	12,414,100	14,499,000	13,656,100	13,039,200	(1,459,800)
Other Charges	1,875,531	2,327,700	2,396,000	2,233,300	(94,400)
Total Operating Expenditures	47,477,833	51,116,600	50,388,800	51,340,500	223,900
Capital Assets	10,200	6,600	5,800	45,000	38,400
Other Financing Uses	-	7,500	61,500	-	(7,500)
Total Expenditures	$ 47,488,033	$ 51,130,700	$ 50,456,100	$ 51,385,500	$ 254,800
Budget By Categories of Revenues					
Use of Money and Property	1,200	1,200	1,200	1,200	-
Intergovernmental Revenue	3,878,127	3,607,600	4,335,600	4,216,400	608,800
Charges for Services	42,749,405	45,384,000	43,509,800	44,725,300	(658,700)
Miscellaneous Revenue	91,129	2,300	2,500	2,000	(300)
Total Operating Revenues	46,719,861	48,995,100	47,849,100	48,944,900	(50,200)
Other Financing Sources	214,653	102,000	102,000	259,000	157,000
Decreases to Fund Balances	124,622	1,231,100	656,000	1,321,700	90,600
General Fund Contribution	299,098	802,500	1,849,000	859,900	57,400
Total Revenues	$ 47,358,234	$ 51,130,700	$ 50,456,100	$ 51,385,500	$ 254,800

2019-20 Anticipated Accomplishments

- Integrated Adverse Childhood Experience (ACE) screening into patient primary care visits.
- Successfully completed the HRSA "Service Area Competition" (SAC) application for continued Federally Qualified Health Center (FQHC) status and federal funding.
- Continued to solidify Primary Care-Behavioral Health integration infrastructure at all clinic sites with help of HRSA supplemental funding. Successfully staffed one Behavioral Health Specialist (BHS) at each clinic location and received HRSA funding to hire one BHS supervisor to oversee the team.
- Offered Medication Assisted Treatment for Opioid Use Disorder at all our Health Care Centers.
- Redirected clinical staff to the Public Health Response to COVID-19 and optimized the new use of telephonic and virtual visits to provide patient visits, while allowing for social distancing and staff and patient safety.

2020-21 Objectives

- Implement universal screening for ACEs at all the Health Care Centers.
- Maintain patient population and services at the Lompoc Health Care Center.

Health Care Centers Budget Program (Cont'd)

- In partnership with Finance, IT, and other partners, develop robust operational goals and reporting to drive positive financial outcomes to decrease costs and increase billable patients visits by 15%.
- Expand services at the Santa Maria Health Care Center to include pediatrics.
- Implement the Whole Person Care initiative to develop a rapid response protocol to facilitate quick assessment for needs and referral to services to regain and/or secure housing for health center patients aged 55 and older living in Santa Barbara County who are either at risk for homelessness or who are currently experiencing homelessness.
- Implement the Homeless Emergency Aid Program (HEAP), and participate in the development of the roles and responsibilities of the PHD member assigned to the HEAP County Multidisciplinary Team incorporating the Health Care for the Homeless Program as appropriate.
- Continue to work toward full recovery of patient visit volume as the department continues its response to the spread of COVID-19.

Public Health

Community Health Programs Budget Program

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

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
STAFF PHYSICIAN	0.22	0.18	0.18	0.20	0.02
PROGRAM MANAGER	0.01	0.01	0.01	-	(0.01)
PROJECT MANAGER	0.08	-	-	-	-
PH PERFORM IMPROVE COORD	0.17	0.22	0.22	0.20	(0.02)
PUBLIC HEALTH NURSE SUPV	0.82	0.85	0.85	0.75	(0.10)
CCS SUPERVISING THERAPIST	3.00	3.00	3.00	3.00	-
EDP SYS & PROG ANLST	0.01	-	-	-	-
OPERATIONS MANAGER	0.30	0.80	0.80	0.75	(0.05)
CCS OCC/PHYS THERAPIST	10.44	11.00	11.00	11.00	-
PUBLIC HEALTH NURSE	0.63	1.00	1.00	1.00	-
ADMN OFFICE PRO	3.42	3.00	3.00	3.90	0.90
STAFF NURSE	0.04	-	-	-	-
NUTRITION SITE SUPV	0.01	-	-	-	-
ADMN OFFICE PRO SR	0.51	0.95	0.95	-	(0.95)
CCS CASEWORKER	2.10	2.00	2.00	2.00	-
THERAPY ATTENDANT	2.50	2.50	2.50	2.50	-
Total	24.25	25.51	25.51	25.30	(0.21)

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

COMMUNITY HEALTH PROGRAMS BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 3,435,317	$ 3,621,800	$ 3,273,600	$ 3,544,800	$ (77,000)
Services and Supplies	703,968	574,900	771,300	623,500	48,600
Other Charges	93,606	99,300	99,200	106,200	6,900
Total Operating Expenditures	4,232,891	4,296,000	4,144,100	4,274,500	(21,500)
Other Financing Uses	3,991,502	-	-	-	-
Increases to Fund Balances	5,187,314	430,200	636,000	469,000	38,800
Total Expenditures	$ 13,411,706	$ 4,726,200	$ 4,780,100	$ 4,743,500	$ 17,300
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	353,162	334,900	508,500	364,200	29,300
Use of Money and Property	206,314	-	-	-	-
Intergovernmental Revenue	3,246,613	3,359,000	3,322,700	3,372,700	13,700
Charges for Services	246,124	321,300	68,900	248,800	(72,500)
Miscellaneous Revenue	4,351,765	1,000	1,000	1,000	-
Total Operating Revenues	8,403,978	4,016,200	3,901,100	3,986,700	(29,500)
Other Financing Sources	61,267	50,000	50,000	50,000	-
Decreases to Fund Balances	4,543,432	535,000	704,000	575,000	40,000
General Fund Contribution	403,000	125,000	125,000	131,800	6,800
Total Revenues	$ 13,411,676	$ 4,726,200	$ 4,780,100	$ 4,743,500	$ 17,300

2019-20 Anticipated Accomplishments

- Worked with other County departments and community agencies to implement outreach and enrollment processes for the Medi-Cal expansion population of undocumented young adults aged 18-25.
- Provided assistance with expedited Medi-Cal enrollment to an approximate 70 Health Center patients in partnership with the Department of Social Services in order to swiftly connect them with necessary outside specialty care and treatment after diagnosis by a public health department clinician.
- Recertified 28 departmental staff as active Certified Application Counselors in order to provide enrollment assistance for health coverage options for Health Center patients.
- Conducted several community weekend enrollment events offering bilingual assistance, Covered California information, and scheduled enrollments at the Santa Barbara, Carpinteria and Franklin health care center sites.

2020-21 Objectives

- Work with other County departments and community agencies to implement outreach and enrollment processes for the proposed Medi-Cal expansion population of undocumented seniors over the age of 64.
- Work with CenCal Health to address the impacts of California Childrens Services (CCS) patients with the CA Department of Health Services (DHCS) transition of Medi-Cal pharmacy services from Medi-Cal Managed Care (MCP) to Fee-for-service (FFS).

Public Health

Disease Prevention & Health Promotion Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
STAFF PHYSICIAN	0.79	0.66	0.66	0.76	0.09
DEPUTY DIRECTOR	0.83	0.92	0.92	1.00	0.08
PROGRAM MANAGER	1.30	2.89	2.89	2.86	(0.04)
PROJECT MANAGER	0.83	1.00	1.00	1.00	-
PUBLIC HEALTH LAB SUPV	0.78	1.00	1.00	1.00	-
PUBLIC HEALTH NURSE SUPV	4.17	3.94	3.94	4.04	0.10
EPIDEMIOLOGIST SR	0.22	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	0.04	0.02	0.02	0.01	(0.01)
COST ANALYST	0.12	0.13	0.13	0.13	-
OPERATIONS MANAGER	1.07	1.20	1.20	0.25	(0.95)
PUBLIC HEALTH NURSE	10.99	12.70	12.70	12.28	(0.42)
PUBLIC HEALTH MICROB SR	1.15	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO	0.04	0.05	0.05	0.03	(0.02)
ADMN OFFICE PRO	5.69	5.75	5.75	3.85	(1.90)
COMMUNITY HEALTH NURSE	0.60	0.60	0.60	2.00	1.40
EPIDEMIOLOGIST/BIOSTAT	0.53	0.50	0.50	0.50	-
STAFF NURSE	1.00	1.00	1.00	1.00	-
NUTRITION SITE SUPV	3.86	4.50	4.50	4.20	(0.30)
ACCOUNTANT	-	0.02	0.02	0.21	0.19
HEALTH CARE PROGRAM COORDINATOR	4.26	4.10	4.10	4.10	-
STAFF NURSE SR	0.15	-	-	-	-
PUBLIC HEALTH MICROB	2.02	1.50	1.50	1.00	(0.50)
REGISTERED DIETITIAN	2.61	3.07	3.07	3.31	0.24
HEALTH EDUCATOR	5.39	5.50	5.50	4.50	(1.00)
ADMN OFFICE PRO SR	5.15	5.02	5.02	5.95	0.93
LACTATION CONSULTANT	2.08	2.60	2.60	2.60	-
DEGREED NUTRITIONIST	1.19	2.00	2.00	2.00	-
HEALTH EDUC ASSOC	3.44	4.00	4.00	3.77	(0.23)
HEALTH EDUCATION ASST SR	4.00	4.00	4.00	4.00	-
MEDICAL ASSISTANT	1.50	1.50	1.50	1.50	-
HEALTH EDUCATION ASST	15.65	15.75	15.75	16.75	1.00
LABORATORY ASSISTANT	2.11	3.00	3.00	4.50	1.50
HEALTH SERVICES AIDE SR	3.36	3.39	3.39	3.41	0.02
Total	86.94	95.32	95.32	95.51	0.19

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

Public Health

Disease Prevention & Health Promotion Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 10,747,384	$ 11,683,000	$ 11,006,700	$ 12,233,200	$ 550,200
Services and Supplies	2,381,230	1,857,900	2,268,000	2,126,300	268,400
Other Charges	568,628	594,700	590,100	582,700	(12,000)
Total Operating Expenditures	13,697,241	14,135,600	13,864,800	14,942,200	806,600
Capital Assets	11,628	78,890	101,400	-	(78,890)
Other Financing Uses	52,600	52,600	25,000	-	(52,600)
Increases to Fund Balances	-	-	200,000	-	-
Total Expenditures	$ 13,761,469	$ 14,267,090	$ 14,191,200	$ 14,942,200	$ 675,110
Budget By Categories of Revenues					
Licenses, Permits and Franchises	61,782	55,800	53,300	53,800	(2,000)
Intergovernmental Revenue	9,486,518	10,284,390	10,269,900	10,500,700	216,310
Charges for Services	1,102,637	1,333,300	1,575,500	1,442,900	109,600
Miscellaneous Revenue	9,994	5,000	5,000	5,000	-
Total Operating Revenues	10,660,931	11,678,490	11,903,700	12,002,400	323,910
Other Financing Sources	299,098	446,500	450,500	511,700	65,200
General Fund Contribution	2,843,202	2,142,100	1,837,000	2,428,100	286,000
Total Revenues	$ 13,803,230	$ 14,267,090	$ 14,191,200	$ 14,942,200	$ 675,110

2019-20 Anticipated Accomplishments

- Responded to increasing incidences of sexually transmitted disease rates and developed a STD/HIV Training Curriculum required for all staff to help assure timely investigations by building redundancy and capacity within the program.

- Redesigned and rebalanced syphilis case investigation workload to reduce the total average number of days to close a case from 80 to 13.

- Redesigned the Disease Control & Prevention Program to include Lab Assistants which resulted in the ability to seamlessly provide venipuncture services in the field for required Quantiferon and HIV testing.

- Collaborated with the Epidemiology program to conduct the 2020-2025 Maternal Child and Adolescent Health (MCAH) Title V Needs Assessment and worked with partners to identify top priorities to guide the future work plan.

- Served 1333 unique families by providing short-term, in-home case management.

- Trained all eligible nutrition staff Certified Lactation Specialists to increase capacity and further promote breastfeeding.

- Led the efforts to revise and pass the tobacco retail license ordinance to ban the sale of all flavored tobacco products, require larger sizes for packs of cigarettes, and restrict the online purchasing and delivery of any flavored tobacco product in an effort to protect our youth and the larger community.

Public Health

Disease Prevention & Health Promotion Budget Program (cont'd)

- Worked with a local school to address environmental changes, including the installation of an exercise track and field and expansion of the school garden, to promote healthy eating and active living.
- Coordinated the Public Health Response to COVID-19 through Contact Tracing, Disease Containment, Disease Control and Isolation and Quarantine.
- Provided rapid disease containment to prevent outbreaks in congregate settings and among high-risk populations.
- Created portal to share COVID-19 critical information and data.

2020-21 Objectives

- Implement an evidence based home visitation program for our MCAH Program.
- Integrate Adverse Childhood Experiences (ACEs) screening for clients served and work towards a trauma informed department to address ACE's and adversity faced by our community.
- Continue the department's response to prevent the spread of COVID-19 through ongoing Testing, Contract Tracing, and Isolation and Quarantine.

Public Health

Regulatory Programs & Emergency Preparedness Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPUTY DIRECTOR	-	0.03	0.03	-	(0.03)
PROGRAM MANAGER	3.00	3.00	3.00	3.00	-
IT MANAGER	0.01	-	-	-	-
PROJECT MANAGER	0.13	-	-	-	-
EDP OFFICE AUTO SPEC	0.01	-	-	-	-
PH PERFORM IMPROVE COORD	2.00	2.00	2.00	2.00	-
HAZARD MATERIALS SUPV	2.00	2.00	2.00	3.00	1.00
GEOLOGIST REGISTERED	1.00	1.00	1.00	1.00	-
ENVIRON HEALTH SPEC SUPV	2.48	2.62	2.62	2.75	0.12
EDP SYS & PROG ANLST	0.37	0.54	0.54	0.46	(0.08)
COST ANALYST	0.21	0.28	0.28	0.35	0.07
BUSINESS MANAGER	0.03	-	-	-	-
ADMN OFFICE PRO	8.00	8.00	8.00	7.00	(1.00)
FINANCIAL OFFICE PRO	1.04	1.05	1.05	1.00	(0.05)
HAZ MATERIALS SPEC SR	2.59	3.00	3.00	2.00	(1.00)
EPIDEMIOLOGIST/BIOSTAT	0.47	0.50	0.50	0.50	-
ENVIRON HEALTH SPEC SR	4.22	5.50	5.50	5.50	-
ACCOUNTANT	1.16	1.25	1.25	1.30	0.05
COMPUTER SYSTEMS SPEC	0.01	-	-	-	-
DEPT BUS SPEC	0.75	0.75	0.75	0.75	-
HEALTH CARE PROGRAM COORDINATOR	0.26	1.00	1.00	1.00	-
STAFF NURSE SR	0.04	-	-	-	-
ENVIRON HEALTH SPEC	8.28	9.50	9.50	8.50	(1.00)
HAZ MATERIALS SPEC	7.22	9.00	9.00	9.00	-
EMERG SVCS PLANNER	1.00	1.96	1.96	1.00	(0.96)
ENVIRON HEALTH SPEC TR	0.81	1.00	1.00	2.00	1.00
HEALTH EDUC ASSOC	-	-	-	1.00	1.00
ENVIRONMENTAL HEALTH TECH	-	-	-	1.00	1.00
Total	47.09	53.99	53.99	54.11	0.13

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

REGULATORY PROGRAMS & EMERGENCY PREPAREDNESS BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 6,686,281	$ 7,371,400	$ 7,157,000	$ 7,720,500	$ 349,100
Services and Supplies	1,407,182	1,059,800	1,183,200	1,805,700	745,900
Other Charges	471,926	531,300	523,300	544,000	12,700
Total Operating Expenditures	8,565,388	8,962,500	8,863,500	10,070,200	1,107,700
Other Financing Uses	-	-	25,900	2,736,500	2,736,500
Intrafund Expenditure Transfers (+)	104,800	105,000	229,600	151,400	46,400
Increases to Fund Balances	482,895	148,400	71,400	2,789,300	2,640,900
Total Expenditures	$ 9,153,083	$ 9,215,900	$ 9,190,400	$ 15,747,400	$ 6,531,500
Budget By Categories of Revenues					
Licenses, Permits and Franchises	595,429	822,300	717,500	804,200	(18,100)
Fines, Forfeitures, and Penalties	104,804	89,300	132,200	98,100	8,800
Use of Money and Property	8,528	-	-	26,000	26,000
Intergovernmental Revenue	1,666,290	1,251,100	1,259,300	1,157,800	(93,300)
Charges for Services	5,811,955	6,664,900	6,479,000	6,818,300	153,400
Miscellaneous Revenue	22,940	600	6,000	400	(200)
Total Operating Revenues	8,209,945	8,828,200	8,594,000	8,904,800	76,600
Other Financing Sources	410,470	12,500	29,700	2,809,500	2,797,000
Intrafund Expenditure Transfers (-)	11,664	22,900	20,300	-	(22,900)
Decreases to Fund Balances	113,858	204,400	322,500	3,854,900	3,650,500
General Fund Contribution	436,700	147,900	223,900	178,200	30,300
Total Revenues	$ 9,182,637	$ 9,215,900	$ 9,190,400	$ 15,747,400	$ 6,531,500

2019-20 Anticipated Accomplishments

- Implemented an outreach campaign and response plan to prepare vulnerable power-dependent populations for Public Safety Power Shutoff events.
- Achieved the American Heart Association's (AHA) Mission Lifeline Gold + award, for our outstanding care in STEMI patients.
- Planned/Facilitated/Participated in two (2) full-scale Federal Aviation Administration (FAA) aircraft incident mass-casualty drills.
- Coordinated the Public Health Response to COVID-19 through Emergency Planning and coordination with Health Care Partners to provide Personal Protection Equipment (PPE) and guidance.

2020-21 Objectives

- Enhance the delivery of care by implementing a new data surveillance tool (FirstWatch) to conduct real-time data analysis.
- Develop performance metrics across programs to assure conformance with regulatory requirements, facilitate active management of workload, and assure annual performance goals by focusing on short term objectives.

Regulatory Programs & Emergency Preparedness Budget Program (cont'd)

- Initiate the development of and release of a Request for Proposal (RFP) for the selection of County's ambulance transport contract provider.

- Continue to support the department's Disease Control and Containment efforts to prevent the spread of COVID-19, while supporting and partnering with our healthcare partners to continue efforts to "flatten the curve" to keep from overwhelming area hospitals.

Public Health

Animal Services Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPUTY DIRECTOR	0.02	0.05	0.05	-	(0.05)
EDP OFFICE AUTO SPEC	0.02	-	-	-	-
EDP SYS & PROG ANLST	0.07	0.10	0.10	0.10	-
COST ANALYST	0.06	0.02	0.02	0.05	0.03
OPERATIONS MANAGER	0.37	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	0.63	-	-	-	-
ANIMAL HEALTH & REG DIR	0.30	1.00	1.00	1.00	-
ADMN OFFICE PRO	3.00	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	0.25	0.26	0.26	0.22	(0.04)
ACCOUNTANT	0.68	0.65	0.65	0.75	0.10
DEPT BUS SPEC	1.11	-	-	-	-
HEALTH CARE PROGRAM COORDINATOR	-	-	-	1.00	1.00
COMM OUTRCH CRD ANML HLTH	1.11	2.00	2.00	1.00	(1.00)
ANIMAL CONTROL OFF SUPV	3.15	4.00	4.00	4.00	-
ADMN OFFICE PRO SR	0.26	1.00	1.00	1.00	-
PUBLIC INFO ASSISTANT	1.00	1.00	1.00	1.00	-
REGISTERED VET TECH	2.00	2.00	2.00	2.00	-
ANIMAL CONTROL OFF	7.37	9.00	9.00	9.00	-
HEALTH EDUC ASSOC	1.00	1.00	1.00	1.00	-
ANIMAL SHELTER ATTENDANT	9.67	11.00	11.00	11.00	-
Total	32.07	37.08	37.08	37.12	0.04

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

ANIMAL SERVICES BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 3,684,308	$ 4,094,600	$ 3,908,300	$ 3,972,600	$ (122,000)
Services and Supplies	960,295	969,100	1,072,100	1,033,200	64,100
Other Charges	585,205	571,500	575,800	571,100	(400)
Total Operating Expenditures	5,229,808	5,635,200	5,556,200	5,576,900	(58,300)
Capital Assets	-	-	10,000	10,300	10,300
Other Financing Uses	-	76,700	20,000	100,000	23,300
Intrafund Expenditure Transfers (+)	-	-	-	33,600	33,600
Increases to Fund Balances	71,399	42,000	42,000	55,000	13,000
Total Expenditures	$ 5,301,207	$ 5,753,900	$ 5,628,200	$ 5,775,800	$ 21,900
Budget By Categories of Revenues					
Licenses, Permits and Franchises	879,790	884,000	870,600	870,600	(13,400)
Fines, Forfeitures, and Penalties	3,606	-	2,400	2,400	2,400
Intergovernmental Revenue	33,541	2,100	2,100	2,200	100
Charges for Services	2,571,355	2,739,300	2,780,400	2,820,600	81,300
Miscellaneous Revenue	31,293	12,400	10,000	7,000	(5,400)
Total Operating Revenues	3,519,585	3,637,800	3,665,500	3,702,800	65,000
Other Financing Sources	405,450	482,200	405,500	465,800	(16,400)
Decreases to Fund Balances	-	76,700	-	50,000	(26,700)
General Fund Contribution	1,528,700	1,557,200	1,557,200	1,557,200	-
Total Revenues	$ 5,453,735	$ 5,753,900	$ 5,628,200	$ 5,775,800	$ 21,900

2019-20 Anticipated Accomplishments

- Established social media platforms for an online presence that is progressive and engaging. Currently, messaging reaches 117K Facebook accounts per month and has an engagement of over 70K per month.

- Focused on strengthening partnerships with community partners to increase adoption center locations, funding for shelter pets through local businesses fundraising efforts, and promoting workforce capacity through offering internships.

2020-21 Objectives

- Expand the use of technology assets and the Chameleon software system as a means of building communication and operational efficiencies.

- Develop and improve the structure and processes of the Animal Services Volunteer Program as a means of enhancing services to animals in our care.

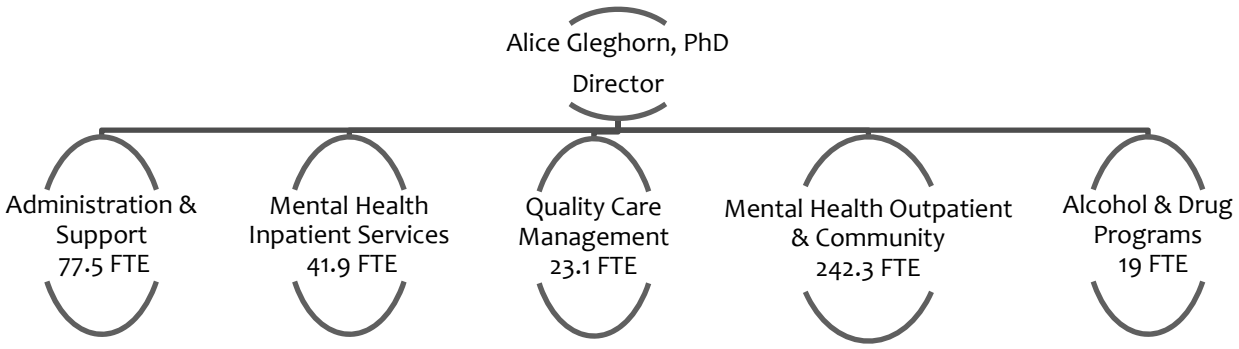
Public Health

Behavioral Wellness

Diversity Ribbon
by Amanda Kirk

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 134,537,600**
Capital	**$ 200,000**
FTEs	**403.78**



Behavioral Wellness

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 2018-19, 8,645 individuals of all ages received specialty mental health services and 3,901 individuals received Substance Use Disorder services.

As of June of 2019, Behavioral Wellness employed 437 persons, which includes regular and extra-help positions. Behavioral Wellness also contracts with a number of community-based alcohol, drug and mental health providers, as well as with individual practitioners called "network providers" to offer additional services countywide including newly expanded substance use disorder residential services.

Highlights of 2020-21 Objectives

- Expanded housing and sheltering services through No Place Like Home projects, Homeless Emergency Aid Program (HEAP), and Homeless Housing, Assistance, and Prevention Program (HHAP).
- Operationalizing of Innovations funded Peer to Peer Chat and Digital Therapeutics (PPCDT) application (Tech Suite)
- Ongoing Community Trauma Support and Mass Casualty Incidents
- Champion Healing Center, anticipated to open in fall of 2020, will bring clients back in county and improve the bed mix at the County's Psychiatric Health Facility (PHF) by providing an in-county step-down facility.
- Fully implement diversion grants (Prop 47 & AB1810) with data collection focus to evaluate outcomes in collaboration with criminal justice department partners.
- Update the Assisted Outpatient Treatment (AOT) program to incorporate with a more assertive proactive model including co-response (per the Governor's budget recommendation).

Behavioral Wellness

Highlighted Renew 2022 Initiatives

Already Underway

- Rebalancing of Resources to a Paperless System
  - Institute healthcare signature pads for all Behavioral Wellness contract-based agencies.
  - Implement Contracts module within ServiceNow.
  - Initiate DocuSign for electronic signatures in conjunction with several other county departments.
- Increasing Access to Substance Abuse Treatment
  - Complete launch of the Drug Medi-Cal Organized Delivery System (DMC-ODS) with data monitoring.
  - Increase access to care for individuals seeking substance use disorder services.
- Co-Response by Law Enforcement and Mobile Crisis Mental Health
  - Continue planning to expand Co-Response teams with the Police Department.
  - Begin planning for expansion with City of Goleta, West County and North County.
- Non-Emergency Medical Transportation Option
  - Collaboration with Public Health, CenCal Health, Behavioral Wellness and Social Services.
  - Increase client and provider awareness and utilization of this benefit.

Implementation in FY 2020-21

- Development of Behavioral Health Care Centers
  - Pilot training and certification of emergency room doctors writing 5150 detentions.
  - Determine needs to develop a pilot model at one or more locations.
  - Planning with all hospitals in Santa Barbara County to evaluate collaborative crisis response strategies.
- Implement Forensic mental health rehabilitation center
  - Open locked forensic mental health rehabilitation center for legal detention and mental health services to serve forensic clients in an appropriate setting.
- Updating IT Infrastructure and Operations
  - Implement changes from Clearwater Compliance report to address high priority risks.
  - Implement Contract Management module in ServiceNow.
  - Implement Onboarding and Transitions module in ServiceNow.

Behavioral Wellness

Renew 2022 Big Picture Goals

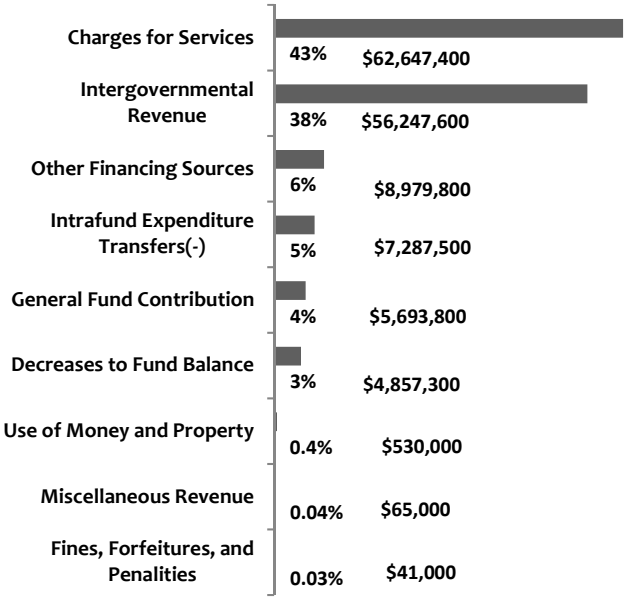
Behavioral Wellness will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Development of Behavioral Health Care Centers	• Evaluate pilot program of emergency room doctors writing 5150 detentions and releases, and expand doctor certification to perform these tasks • Meet with all hospitals in Santa Barbara County to evaluate collaborative crisis response strategies and pilot in additional locations
Updating Information Technology (IT) Infrastructure and Operations	• Prioritize investment in IT resources to enable the Department to update its IT infrastructure as well as implement IT solutions to improve system and program operations • Implement Onboarding and Transitions module in ServiceNow • Select PHF electronic health record (EHR)/ Electronic medication administration records (eMar) and begin implementation
RE-BALANCE	
Non-Medical Transportation	• Increase revenue at the Psychiatric Health Facility by improving the ratio of acute to admin clients. This will be achieved with the opening of Champion Center, which will improve the flow of clients ready to transition from the PHF to lower levels of care.
RESPOND	
Innovations in Co-Response	• Increase the number of co-response teams (Behavioral Wellness and Law Enforcement) to reduce potential incarcerations and inpatient hospitalizations • Expand teams countywide
RE-VISION	
Increase Access to Substance Abuse Treatment	• Through the launch of the Drug Medi-Cal Organized Delivery System, expand and enhance covered substance abuse treatment benefits available to residents as result of the Affordable Care Act • Fully integrate the Access Line to accepts calls and conduct screenings for substance use disorder and mental health treatment needs

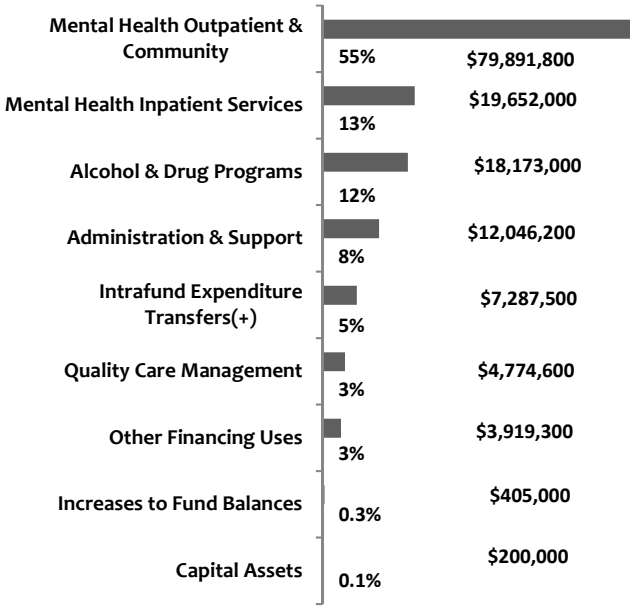
Behavioral Wellness

Recommended Sources & Uses of Funds

Source of Funds - $146,349,400

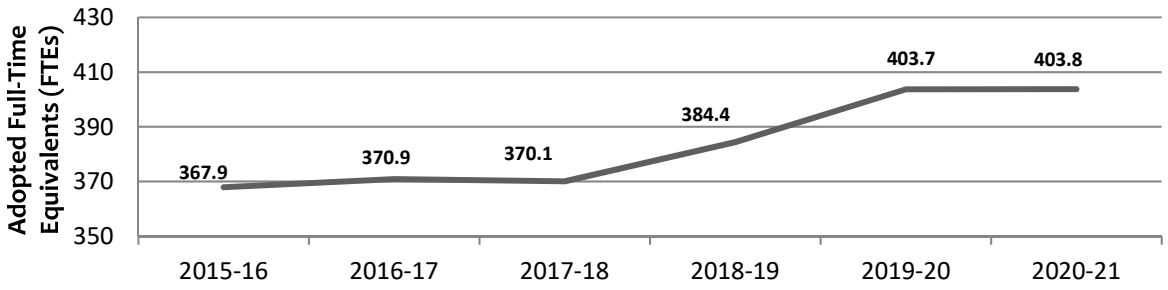


Use of Funds - $146,349,400



Staffing Trend

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



Behavioral Wellness

Budget Overview

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	64.36	75.63	75.63	77.50	1.87
Mental Health Inpatient Services	33.23	42.74	42.74	41.90	(0.84)
Quality Care Management	14.23	26.25	26.25	23.05	(3.20)
Mental Health Outpatient & Community	190.87	242.03	242.03	242.28	0.25
Alcohol & Drug Programs	12.53	17.00	17.00	19.04	2.04
Unallocated	0.57	-	-	-	-
Total	315.79	403.66	403.66	403.78	0.12

Budget By Budget Program					
Administration & Support	$ 12,094,904	$ 13,112,000	$ 12,080,200	$ 12,046,200	$ (1,065,800)
Mental Health Inpatient Services	14,828,118	16,936,800	17,091,600	19,652,000	2,715,200
Quality Care Management	2,899,970	4,666,200	4,249,800	4,774,600	108,400
Mental Health Outpatient & Community	70,466,728	77,225,700	77,183,200	79,891,800	2,666,100
Alcohol & Drug Programs	13,739,880	20,380,700	18,064,400	18,173,000	(2,207,700)
Unallocated	(138)	-	-	-	-
Total	$ 114,029,462	$ 132,321,400	$ 128,669,200	$ 134,537,600	$ 2,216,200

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 43,975,262	$ 55,475,800	$ 48,246,300	$ 52,870,900	$ (2,604,900)
Services and Supplies	66,934,831	73,999,000	77,518,600	78,198,100	4,199,100
Other Charges	3,119,369	2,846,600	2,904,300	3,468,600	622,000
Total Operating Expenditures	114,029,462	132,321,400	128,669,200	134,537,600	2,216,200
Capital Assets	(8)	-	80,400	200,000	200,000
Other Financing Uses	3,957,799	3,439,200	3,915,200	3,919,300	480,100
Intrafund Expenditure Transfers (+)	2,948,244	6,844,800	6,132,200	7,287,500	442,700
Increases to Fund Balances	7,120,623	100,000	330,500	405,000	305,000
Total	$ 128,056,120	$ 142,705,400	$ 139,127,500	$ 146,349,400	$ 3,644,000

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 39,189	$ 24,700	$ 41,000	$ 41,000	$ 16,300
Use of Money and Property	317,732	365,900	498,100	530,000	164,100
Intergovernmental Revenue	56,036,240	54,588,300	57,628,000	56,247,600	1,659,300
Charges for Services	56,537,986	65,236,400	59,839,800	62,647,400	(2,589,000)
Miscellaneous Revenue	2,638,962	81,100	74,100	65,000	(16,100)
Total Operating Revenues	115,570,109	120,296,400	118,081,000	119,531,000	(765,400)
Other Financing Sources	2,750,352	4,088,200	3,502,100	8,979,800	4,891,600
Intrafund Expenditure Transfers (-)	2,948,244	6,844,800	6,132,200	7,287,500	442,700
Decreases to Fund Balances	1,257,815	5,861,100	5,797,300	4,857,300	(1,003,800)
General Fund Contribution	5,529,600	5,614,900	5,614,900	5,693,800	78,900
Total	$ 128,056,120	$ 142,705,400	$ 139,127,500	$ 146,349,400	$ 3,644,000

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

Behavioral Wellness

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

Total increase of 0.12 FTE in Mental Health Inpatient Services, Mental Health Outpatient & Community, Quality Care Management, and Administration & Support Programs due to additional funding for the Alcohol and Drug Programs Organized Delivery System continued expansion.

Expenditures

- Net operating expenditure increase of $2,216,200 primarily due to:
  - -$2,606,900 decrease in Salaries and Employee Benefits due to higher utilization of contracted psychiatrists and the shortage of civil service psychiatrists.
  - +$4,201,100 increase in Services and Supplies due to increases in contracted services for grants.
  - +$622,000 increase in Other Charges due to rate increases in Medical Malpractice and General Liability.
- Net non-operating expenditures increase of $1,427,800 primarily due to:
  - +$200,000 increase in Capital Assets for the purchase and implementation of the Psychiatric Health Facility Electronic Health Record (EHR) of one-time funds.
  - +$158,900 increase in Other Financing Uses mainly due to a transfer to the Public Defender Department for intensive residential treatment services to Felony Mental Health Diversion Clients.
  - +$1,068,900 increase in Intrafund Expenditure Transfers mainly due to transfer of Crisis Services costs to align with ongoing Prevention and Early Intervention (PEI) funding allocation.

These changes result in recommended operating expenditures of $134,537,600 and non-operating expenditures of $11,811,800 for total expenditures of $146,349,400. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue decrease of $765,400 primarily due to:
  - -$16,100 decrease in Miscellaneous Revenue due to lower than anticipated Penal Code 1000 Drug Diversion Program miscellaneous fees.
  - -$2,589,000 decrease in Charges for Services revenue due to lower Medi-Cal revenue due to COVID-19 impact.
  - +$1,250,000 Increase in Intergovernmental revenue due to $1.25 in MHSA revenue deferred from FY 2019-20 to FY 2020-21 due to COVID-19 impacts.
- Net non-operating revenue increase of $3,644,000 primarily due to:
  - +$2,444,600 increase in one-time General Fund Contribution due to COVID-19 impacts.
  - +$2,600,000 increase in Other Financing Sources for services provided to various county departments.
  - -$1,003,800 decrease in use of fund balances, due to lower fund balances available in FY 2020-21 due to COVID-19.
  - +$78,900 increase in one-time ongoing General Fund Contribution.

These changes result in recommended operating revenues of $119,531,000 and non-operating revenues of $26,818,400 for total revenues of $146,349,400. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Related Links

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

Behavioral Wellness

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Mental Health Inpatient Services				
Percentage of clients readmitted to the PHF within 30 days of discharge	13% (55/345)	13% (58/313)	11% (27/233)	10%
Average inpatient length of stay at the PHF	13 days (436)	13 days (419)	11 days (233)	7 days
Average number of days to appointment following PHF discharge	4 days (252/434)	5 days (281/412)	7.6 days (153/215)	7 days
Percentage of PHF clients on administrative day status	44% (2,214/5,060)	48% (2,186/4,570)	54% (1,072/1,998)	55%
Quality Care Management				
Percentage of MH adult clients reporting satisfaction with the services they received	87% (494/571)	91% (505/540)	90%	90%
Percentage of SUD adult clients reporting satisfaction with the services they received	n/a	n/a	91% (487/538)	90%
Percentage of MH clients reporting satisfaction with the services received by their children	94% (301/322)	93% (282/302)	90%	90%
Percentage of call center requests for MH crisis services offered appointment within one day	98% (2,258/2,288)	98% (1,965/1,987)	99% (894/901)	100%
Percentage of call center requests for SUD services offered appointment within 10 days	n/a	83% (1,304/1,564)	72% (1,104/1,540)	100%
Average # of days from call center requests for SUD services to offered appointment	n/a	5 days (1,564)	7 days (1,540)	10 days
Mental Health Outpatient & Community Services				
Percentage of adult Crisis Stabilization Unit clients that stabilize in the community (do not need involuntary inpatient care within 30 days)	92% (383/416)	92% (383/416/)	91% (187/205)	85%
Percentage of adult outpatient clients stabilize and improve	77% (1,065/1,383)	79% (1,161/1,470)	80% (927/1,159)	80%
Percentage of transition-age youth clients stabilize and improve	85% (181/213)	85% (158/186)	84% (72/86)	85%

Behavioral Wellness

Performance Measures (Cont'd)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Alcohol and Drug Programs/Substance Use Disorder *				
Percentage of adults initiating substance use disorder treatment within 14 days of admission	95% (1,714/1,804)	97% (1,529/1,553)	99% (2,704/2,738)	80%
Percentage of youth initiating substance use disorder treatment within 14 days of admission	91% (213/234)	98% (104/106)	97% (260/268)	80%
Percentage of adults who completed 90 days or more of (L1) outpatient treatment - retention	60% (1,083/1,805)	40% (375/928)	38% (518/1,357)	45%
Percentage of youth who completed 90 days or more of (L1) outpatient treatment – retention	59% (126/214)	48% (120/248)	52% (90/172)	45%
Percentage of adults who successfully completed treatment	57% (648/1,137)	65% (1,030/1,569)	66% (1,705/2,594)	50%
Percentage of youth who successfully completed treatment	43% (101/234)	55% (94/172)	57% (141/248)	50%

Footnotes:

*ADP/SUD: ODS implementation began mid FY (December 1 18/19). Data are not comparable pre and post ODS. FY 18/19 ADP data reported here only include Q3 and Q4 of FY 18/19

The ADP client satisfaction survey began in the Fall of 2019 (therefor data are not available for prior years)

Acronyms:
SUD = Substance Use Disorder; PHF = Psychiatric Health Facility; MH = Mental Health; SUD = Substance Use Disorder; MORS = Milestones of Recovery Scale.

Behavioral Wellness

Administration & Support Budget Program

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

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ASST DEPT LDR - PSYCHIATRIST	0.99	1.00	1.00	1.00	-
PSYCHIATRIST	0.02	-	-	-	-
ASST DIRECTOR	1.47	1.50	1.50	2.00	0.50
DEPUTY DIRECTOR	2.38	1.75	1.75	2.00	0.25
DIVISION CHIEF	0.08	0.25	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	-
PROGRAM MANAGER	2.81	3.00	3.00	3.00	-
FISCAL MANAGER	0.91	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
HR MANAGER	0.49	1.00	1.00	1.00	-
FACILITIES MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	0.85	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	1.00	2.00	2.00	2.00	-
EDP SYS & PROG ANLST	1.78	2.00	2.00	2.00	-
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	1.00	1.00	-
COST ANALYST	3.57	4.00	4.00	4.00	-
HR ANALYST	-	1.00	1.00	1.00	-
OPERATIONS MANAGER	0.88	1.00	1.00	2.00	1.00
FINANCIAL OFFICE PRO	3.85	4.00	4.00	5.00	1.00
ADMN OFFICE PRO	16.07	17.00	17.00	18.00	1.00
FINANCIAL SYS ANALYST	0.19	1.00	1.00	1.00	-
ACCOUNTANT SUPERVISING	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	5.04	6.00	6.00	5.50	(0.50)
DEPT BUS SPEC	4.00	4.00	4.00	4.00	-
MEDICAL RECORDS ADMIN	0.26	1.00	1.00	2.00	1.00
HEALTH CARE PROGRAM COORDINATOR	0.03	-	-	-	-
ACCOUNTANT	1.24	3.00	3.00	1.00	(2.00)
PATIENTS RIGHTS ADVOCATE	1.00	1.00	1.00	1.00	-
EXECUTIVE SECRETARY	-	-	-	1.00	1.00
FISCAL ANALYST	0.30	1.00	1.00	1.00	-
ADMINISTRATIVE LDR-GEN	0.26	-	-	-	-
ADMN OFFICE PRO SR	3.00	4.00	4.00	3.00	(1.00)
FINANCIAL OFFICE PRO SR	2.00	2.00	2.00	2.00	-
SAFETY/PRIVACY OFFICER-DEPT	-	-	-	1.00	1.00
ADMHS PRACTITIONER INTERN	-	1.04	1.04	-	(1.04)
ADMHS TEAM SUPV-CASE WKR	-	0.04	0.04	-	(0.04)
ADMHS CASE WORKER	-	0.02	0.02	-	(0.02)
BUILDING MAINT WORKER	1.98	2.00	2.00	2.00	-
ADMHS RECOVERY ASSISTANT	0.92	1.04	1.04	1.00	(0.04)
Total	64.36	75.63	75.63	77.50	1.87

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

Behavioral Wellness

Administration & Support Budget Program (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 9,412,094	$ 10,535,500	$ 9,350,200	$ 9,565,500	$ (970,000)
Services and Supplies	2,016,842	2,000,000	2,131,700	1,600,600	(399,400)
Other Charges	665,968	576,500	598,300	880,100	303,600
Total Operating Expenditures	12,094,904	13,112,000	12,080,200	12,046,200	(1,065,800)
Capital Assets	(8)	-	-	-	-
Other Financing Uses	300,375	340,600	340,600	318,700	(21,900)
Increases to Fund Balances	3,405,206	-	-	-	-
Total Expenditures	$ 15,800,477	$ 13,452,600	$ 12,420,800	$ 12,364,900	$ (1,087,700)
Budget By Categories of Revenues					
Use of Money and Property	29,407	(3,400)	(11,500)	-	3,400
Intergovernmental Revenue	2,540,422	2,132,500	998,200	373,900	(1,758,600)
Charges for Services	11,079,073	10,334,100	11,064,200	11,029,400	695,300
Miscellaneous Revenue	993,531	300	-	-	(300)
Total Operating Revenues	14,642,433	12,463,500	12,050,900	11,403,300	(1,060,200)
Other Financing Sources	3,850	-	-	-	-
Decreases to Fund Balances	4,000	839,100	219,900	811,600	(27,500)
General Fund Contribution	150,000	150,000	150,000	150,000	-
Total Revenues	$ 14,800,283	$ 13,452,600	$ 12,420,800	$ 12,364,900	$ (1,087,700)

2019-20 Anticipated Accomplishments

- Implemented distribution of Staff Activity report to all Supervisors/Managers to improve monitoring of staff action
- Collaborated with other county departments and community partners on a $6 million Proposition 47 grant award to divert persons with substance use disorders and dual diagnosis from criminalization. Designed and implemented a new sobering center, step-down housing, and additional crisis Co-Response teams.
- Based on Mental Health Services Act planning priorities, Administration continued development of housing options for consumers. This included funding and opening of Mental Wellness Center's Polly's House in November 2019 which is permanent housing for 10 older adult residents with mental illness.
- Supported creation of new County of Santa Barbara Ten Year Homeless Plan in order to apply for future No Place Like Home funding opportunities and expansion of homeless outreach services
- Utilized the last allotment of Mental Health Service Act Housing funds in creation of 35 permanent supportive housing units in Santa Maria at Depot Street in partnership with the County of Santa Barbara Housing Authority (anticipated opening is May 2020).

2020-21 Objectives

- No Place Like Home (Proposition 2) round two funding application results anticipated for development of 33 permanent supportive housing units for unsheltered persons with mental illness at Hollister Ave in Santa Barbara and 30 one-bedroom units at West Cox Lane in Santa Maria.
- Coordinated effort with various county departments in solving the Homeless Crisis. Behavioral Wellness will lead in designing and creation of a homeless navigation center, permanent supportive housing at Heath House, expanded safe parking options, and deployment of multi-disciplinary outreach team to support those experiencing homelessness and residing in various newly created housing options.

Behavioral Wellness

Mental Health Inpatient Services Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DEPT LDR - PSYCHIATRIST	0.01	-	-	-	-
ASST DEPT LDR - MEDICAL DIRECTOR	-	1.00	1.00	1.00	-
PSYCHIATRIST	0.24	1.50	1.50	1.75	0.25
STAFF PHYSICIAN	0.50	0.50	0.50	0.75	0.26
PHARMACIST-IN-CHARGE	1.00	1.00	1.00	1.00	-
NURSING DIRECTOR	0.14	-	-	0.50	0.50
PROGRAM MANAGER	1.24	1.10	1.10	1.00	(0.10)
PSYCHIATRIC NURSE SUPV	1.00	1.00	1.00	1.00	-
ADMHS TEAM SUPV-RN	3.04	3.00	3.00	3.00	-
HEALTH CARE PRACTITIONER	-	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	0.93	1.00	1.00	1.00	-
PSYCHIATRIC NURSE	5.74	8.25	8.25	7.75	(0.50)
HEALTH CARE PROGRAM COORDINATOR	0.91	2.00	2.00	1.00	(1.00)
ADMHS PRACTITIONER	2.01	2.00	2.00	2.00	-
REGISTERED DIETITIAN	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.00	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	1.75	0.75
ADMHS PSYCHIATRIC TECH	4.83	6.00	6.00	5.00	(1.00)
RECREATIONAL THERAPIST	1.00	1.00	1.00	1.00	-
ADMHS RECOVERY ASSISTANT	7.65	8.40	8.40	8.40	-
PHARMACY TECHNICIAN	-	-	-	1.00	1.00
Total	33.23	42.74	42.74	41.90	(0.84)

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

Behavioral Wellness

Mental Health Inpatient Services Budget Program (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 5,563,676	$ 7,296,200	$ 6,453,000	$ 6,979,000	$ (317,200)
Services and Supplies	8,959,157	9,320,100	10,299,500	12,151,500	2,831,400
Other Charges	305,285	320,500	339,100	521,500	201,000
Total Operating Expenditures	14,828,118	16,936,800	17,091,600	19,652,000	2,715,200
Capital Assets	-	-	-	200,000	200,000
Other Financing Uses	-	400,000	-	-	(400,000)
Total Expenditures	$ 14,828,118	$ 17,336,800	$ 17,091,600	$ 19,852,000	$ 2,515,200
Budget By Categories of Revenues					
Intergovernmental Revenue	5,886,536	7,850,900	8,555,200	7,064,600	(786,300)
Charges for Services	4,615,182	4,292,000	2,923,600	5,177,100	885,100
Miscellaneous Revenue	858,366	-	-	-	-
Total Operating Revenues	11,360,083	12,142,900	11,478,800	12,241,700	98,800
Other Financing Sources	-	-	-	1,214,000	1,214,000
Decreases to Fund Balances	-	400,000	818,900	1,523,500	1,123,500
General Fund Contribution	4,708,600	4,793,900	4,793,900	4,872,800	78,900
Total Revenues	$ 16,068,683	$ 17,336,800	$ 17,091,600	$ 19,852,000	$ 2,515,200

2019-20 Anticipated Accomplishments

- Completed the design phase for new locked Mental Health Rehabilitation Center funded by the Community Corrections partnership to serve those with criminal justice involvement in the county
- Opened 3rd Crisis Residential Facility in North County adding 10 beds to the crisis continuum
- Plan to reduce beds for those incompetent to stand trial at Psychiatric Health Facility by use of alternate locked facilities in county as they are developed

2020-21 Objectives

- Open a locked Mental Health Rehabilitation Center to bring clients under conservatorship back to their home community and augment monitoring of their clinical status (planned for fall 2020)
- Continue system-wide review and improvement of pharmaceutical procedures in the Psychiatric Health Facility
- Request for Proposals and plans to shift the Psychiatric Health Facility to an integrated Electronic Health Record

Behavioral Wellness

Quality Care Management Budget Program

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

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PSYCHIATRIST	0.26	0.50	0.50	0.25	(0.25)
DEPUTY DIRECTOR	0.04	1.00	1.00	-	(1.00)
DIVISION CHIEF	1.48	2.75	2.75	2.00	(0.75)
PROGRAM MANAGER	0.02	1.00	1.00	1.50	0.50
EPIDEMIOLOGIST SR	0.90	1.00	1.00	-	(1.00)
PSYCHIATRIC NURSE SR	1.00	2.00	2.00	1.00	(1.00)
QUALITY ASSURANCE COORD	5.52	7.00	7.00	9.50	2.50
OPERATIONS MANAGER	0.02	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	1.22	1.00	1.00	2.00	1.00
FINANCIAL OFFICE PRO	0.04	-	-	-	-
ADMHS TEAM SUPV-PRACTITIONER	0.75	1.00	1.00	1.00	-
EPIDEMIOLOGIST/BIOSTAT	0.73	1.00	1.00	0.80	(0.20)
HEALTH CARE PROGRAM COORDINATOR	0.60	1.00	1.00	1.00	-
ADMHS PRACTITIONER	0.87	3.00	3.00	2.00	(1.00)
ADMN OFFICE PRO SR	-	-	-	1.00	1.00
SAFETY/PRIVACY OFFICER-DEPT	0.15	1.00	1.00	-	(1.00)
ADMHS PRACTITIONER INTERN	0.65	1.00	1.00	1.00	-
ADMHS TEAM SUPV-CASE WKR	-	1.00	1.00	-	(1.00)
Total	14.23	26.25	26.25	23.05	(3.20)

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

QUALITY CARE MANAGEMENT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 2,207,623	$ 4,065,300	$ 2,981,700	$ 3,853,200	$ (212,100)
Services and Supplies	581,763	429,500	1,088,100	671,000	241,500
Other Charges	110,584	171,400	180,000	250,400	79,000
Total Operating Expenditures	2,899,970	4,666,200	4,249,800	4,774,600	108,400
Other Financing Uses	2,345,132	2,400,000	2,600,000	2,600,000	200,000
Total Expenditures	$ 5,245,102	$ 7,066,200	$ 6,849,800	$ 7,374,600	$ 308,400
Budget By Categories of Revenues					
Intergovernmental Revenue	-	1,909,300	1,846,300	2,201,300	292,000
Charges for Services	1,737,884	2,756,900	2,403,500	2,188,000	(568,900)
Total Operating Revenues	1,737,884	4,666,200	4,249,800	4,389,300	(276,900)
Other Financing Sources	2,345,132	2,400,000	2,600,000	2,600,000	200,000
Decreases to Fund Balances	-	-	-	385,300	385,300
Total Revenues	$ 4,083,016	$ 7,066,200	$ 6,849,800	$ 7,374,600	$ 308,400

2019-20 Anticipated Accomplishments

- Continued integration of education activities to ensure a knowledgeable and skilled workforce that comfortably assesses and facilitates access to mental health and substance use services as needed by clients
- Resource adequacy to assure an efficient and effective integrated system to allow for timely access to care for substance use disorder and mental health services and adequate levels of services available throughout the community
- Expanded DMC-ODS QCM team in order to continue to provide support and technical assistance to providers within that system of care

2020-21 Objectives

- Develop a robust programmatic monitoring plan to ensure that providers have the support and information needed to continue to be in compliance with contracts, regulations, and agreements
- Redesign an integrated Quality Improvement Work Plan with relevant and data-driven goals that are measurable and include clear action steps to achieve them, leading to improved care to beneficiaries
- Continue to improve access to services by monitoring data and making process improvements

Behavioral Wellness

Mental Health Outpatient & Community Services Budget Program

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

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PSYCHIATRIST	4.02	12.28	12.28	11.52	(0.75)
STAFF PHYSICIAN	0.25	0.26	0.26	-	(0.26)
ASST DIRECTOR	0.52	0.50	0.50	-	(0.50)
DEPUTY DIRECTOR	0.31	0.25	0.25	1.00	0.75
DIVISION CHIEF	1.00	1.00	1.00	1.00	-
NURSING DIRECTOR	0.30	-	-	0.50	0.50
PROGRAM MANAGER	4.22	4.90	4.90	5.00	0.10
REGIONAL CLINIC MANAGER	2.07	3.00	3.00	3.00	-
FISCAL MANAGER	0.02	-	-	-	-
HR MANAGER	0.07	-	-	-	-
ADMHS TEAM SUPV-CLIN PSYCH	1.89	2.00	2.00	1.00	(1.00)
PSYCHIATRIC NURSE SR	0.74	1.50	1.50	1.00	(0.50)
ADMHS TEAM SUPV-RN	0.36	0.75	0.75	-	(0.75)
CLIN PSYCHOLOGIST	3.44	4.00	4.00	4.00	-
QUALITY ASSURANCE COORD	0.07	-	-	0.50	0.50
COST ANALYST	0.01	-	-	-	-
HEALTH CARE PRACTITIONER	-	2.00	2.00	2.50	0.50
OPERATIONS MANAGER	0.37	-	-	-	-
ADMN OFFICE PRO	10.25	11.50	11.50	10.50	(1.00)
PSYCHIATRIC NURSE	10.52	14.75	14.75	16.25	1.50
DEPT BUS SPEC	-	-	-	0.66	0.66
ADMHS TEAM SUPV-PRACTITIONER	10.07	10.00	10.00	11.00	1.00
HEALTH CARE PROGRAM COORDINATOR	0.36	1.00	1.00	1.00	-
ADMHS PRACTITIONER	34.31	35.60	35.60	45.10	9.50
ACCOUNTANT	0.02	-	-	-	-
CLIN PSY POST DOC INTERN	1.63	3.00	3.00	2.00	(1.00)
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMHS REHABILITATION SPEC	4.41	8.00	8.00	3.00	(5.00)
ADMHS PRACTITIONER INTERN	27.50	37.00	37.00	31.00	(6.00)
ALCOHOL & DRUG SERVICE SPEC	4.44	6.00	6.00	6.00	-
ADMHS TEAM SUPV-CASE WKR	1.00	2.00	2.00	3.00	1.00
ADMHS PSYCHIATRIC TECH	18.95	20.25	20.25	19.25	(1.00)
ADMHS CASE WORKER	28.26	35.00	35.00	37.00	2.00
ADMHS RECOVERY ASSISTANT	18.49	24.50	24.50	24.50	-
Total	190.87	242.03	242.03	242.28	0.25

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

Behavioral Wellness

Mental Health Outpatient & Community Services Budget Program (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 24,877,887	$ 31,041,400	$ 27,009,000	$ 29,613,100	$ (1,428,300)
Services and Supplies	43,833,109	44,522,200	48,488,500	48,640,800	4,118,600
Other Charges	1,755,732	1,662,100	1,685,700	1,637,900	(24,200)
Total Operating Expenditures	70,466,728	77,225,700	77,183,200	79,891,800	2,666,100
Capital Assets	-	-	10,600	-	-
Other Financing Uses	1,312,292	298,600	608,600	679,400	380,800
Intrafund Expenditure Transfers (+)	2,837,812	6,422,900	5,782,200	6,933,600	510,700
Increases to Fund Balances	3,375,707	-	-	-	-
Total Expenditures	$ 77,992,539	$ 83,947,200	$ 83,584,600	$ 87,504,800	$ 3,557,600
Budget By Categories of Revenues					
Use of Money and Property	308,573	373,800	569,600	530,000	156,200
Intergovernmental Revenue	41,592,416	36,419,000	37,996,500	38,320,300	1,901,300
Charges for Services	31,378,905	34,199,700	34,062,400	33,946,800	(252,900)
Miscellaneous Revenue	537,719	-	-	-	-
Total Operating Revenues	73,817,612	70,992,500	72,628,500	72,797,100	1,804,600
Other Financing Sources	401,370	1,688,200	902,100	5,165,800	3,477,600
Intrafund Expenditure Transfers (-)	2,837,812	6,422,900	5,782,200	6,933,600	510,700
Decreases to Fund Balances	1,186,321	4,172,600	3,600,800	1,937,300	(2,235,300)
General Fund Contribution	671,000	671,000	671,000	671,000	-
Total Revenues	$ 78,914,116	$ 83,947,200	$ 83,584,600	$ 87,504,800	$ 3,557,600

2019-20 Anticipated Accomplishments

- Expand continuum of care to include medication-only services at Recovery Learning Centers in South and West County
- Provide telehealth services in remote area of the county, including New Cuyama
- Restructured the adult Community Treatment and Support meetings to include oversight of out-of-county step-down housing
- Implemented Co-Response programs with Sheriff Department county-wide
- Created Transitional Age Youth (TAY) Full Service Partnership (FSP) programs
- Implemented weekly Child/Adolescent Community Treatment and Support meetings

2020-21 Objectives

- Provide telehealth services in remote areas of the county to include Guadalupe and Carpinteria
- Create stand-alone Transitional Age Youth (TAY) Full Service Partnership (FSP) programs in Santa Maria
- Expand continuum of care to include medication-only services at Recovery Learning Center in North County
- Provide Evidenced-Based Practice training for First Episode Psychosis for all Transitional Age Youth (TAY) staff and implement coordinated treatment throughout the system.

Behavioral Wellness

Alcohol & Drug Programs Budget Program

The Alcohol & Drug programs deliver publicly funded alcohol and drug prevention, early intervention, treatment, and recovery support services provided primary through community-based organizations.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPUTY DIRECTOR	0.03	-	-	-	-
DIVISION CHIEF	1.14	1.00	1.00	1.00	-
PROGRAM MANAGER	-	-	-	0.50	0.50
EPIDEMIOLOGIST SR	0.10	-	-	1.00	1.00
QUALITY ASSURANCE COORD	2.41	5.00	5.00	3.00	(2.00)
COST ANALYST	1.01	1.00	1.00	1.00	-
DEPT BUS SPEC	-	-	-	0.34	0.34
ADMHS TEAM SUPV-PRACTITIONER	1.25	1.00	1.00	2.00	1.00
EPIDEMIOLOGIST/BIOSTAT	0.01	-	-	0.20	0.20
HEALTH CARE PROGRAM COORDINATOR	2.44	3.00	3.00	3.00	-
ADMHS PRACTITIONER	4.11	4.00	4.00	5.00	1.00
ACCOUNTANT	-	-	-	1.00	1.00
ADMHS RECOVERY ASSISTANT	-	2.00	2.00	1.00	(1.00)
Total	12.53	17.00	17.00	19.04	2.04

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,914,121	$ 2,537,400	$ 2,452,400	$ 2,860,100	$ 322,700
Services and Supplies	11,543,960	17,727,200	15,510,800	15,134,200	(2,593,000)
Other Charges	281,800	116,100	101,200	178,700	62,600
Total Operating Expenditures	13,739,880	20,380,700	18,064,400	18,173,000	(2,207,700)
Capital Assets	-	-	69,800	-	-
Other Financing Uses	-	-	366,000	321,200	321,200
Intrafund Expenditure Transfers (+)	110,431	421,900	350,000	353,900	(68,000)
Increases to Fund Balances	339,710	100,000	330,500	405,000	305,000
Total Expenditures	$ 14,190,022	$ 20,902,600	$ 19,180,700	$ 19,253,100	$ (1,649,500)
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	39,189	24,700	41,000	41,000	16,300
Use of Money and Property	(20,248)	(4,500)	(60,000)	-	4,500
Intergovernmental Revenue	6,016,866	6,276,600	8,231,800	8,287,500	2,010,900
Charges for Services	7,726,942	13,653,700	9,386,100	10,306,100	(3,347,600)
Miscellaneous Revenue	249,347	80,800	74,100	65,000	(15,800)
Total Operating Revenues	14,012,096	20,031,300	17,673,000	18,699,600	(1,331,700)
Intrafund Expenditure Transfers (-)	110,431	421,900	350,000	353,900	(68,000)
Decreases to Fund Balances	67,495	449,400	1,157,700	199,600	(249,800)
Total Revenues	$ 14,190,022	$ 20,902,600	$ 19,180,700	$ 19,253,100	$ (1,649,500)

Alcohol & Drug Programs Budget Program (Cont'd)

2019-20 Anticipated Accomplishments

- Helped secure a Drug Free Communities (DFC) in Isla Vista to prevent opioid use and abuse among youth and TAY individuals
- Helped coordinate and expand Medication-Assisted Treatment (MAT) services in South County

2020-21 Objectives

- Establishment of a Medication-Assisted Treatment (MAT) Access Point in South County to provide office-based buprenorphine Induction (OBIC) services to clients with opioid use disorder
- Expand substance use disorder care coordination and peer support services

Behavioral Wellness

Social Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 178,899,700**
Capital	**$ 905,000**
FTEs	**753.5**

Daniel Nielson
Department Director

- Administration & Support 124.0 FTE
- Economic Assistance & Employment Services 445.0 FTE
- Protective Services for Children, Adults & Disabled 184.5 FTE

Social Services

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 (DSS) 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 and 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, fair hearings and collections, 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 Supplemental Security Income (SSI) application process and help stabilize their living situations. It also includes the Adult & Aging Network and the KIDS Network, which coordinate and advise the Board of Supervisors 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 2020-21 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.
- Continue to plan and implement key technology enhancements and modernization improvements to increase departmental efficiencies, improve client service, and promote program integration.
- Continue to engage in interdepartmental efforts to make optimal use of resources, generate long-term solutions, and develop the next generation of County leaders.
- Continue working with community organizations to facilitate development of a collaborative, trauma-informed system of care for children and families.

Social Services

Highlighted Renew 2022 Initiatives

Already Underway

- Assessing interdepartmental opportunities within the Health and Human Services departments and Probation to develop a pilot process by which any client coming into any department for assistance can be quickly linked to all other services which they need and for which they might qualify.

  Renew '22 Goals: Responding to residents with quality service and redesigning workflows for efficiency.

Implementation in FY 2020-21

- Implement a pilot project to develop an integrated child/adult abuse reporting hotline.

  Renew '22 Goals: Rebalancing resources and redesigning workflows for efficiency.

  - Involves cross-training staff in both the Child Welfare Services (CWS) Central Intake Unit and Adult Protective Services (APS) program. Potential benefits include increased staffing flexibility, client satisfaction, and workload efficiency; and leveraging the CWS Global Navigator (GNAV) call center telephone monitoring and reporting system, which was designed for greater call volume and functionality than the APS manual phone system.
  - The business process is currently under development and the Department is studying Orange County's combined hotline unit, with a goal of implementation in 2020.
  - Renew '22 goals: rebalancing resources and redesigning workflows for efficiency.

- Leverage newly deployed CalWIN Business Intelligence data warehouse to explore opportunities to track program performance data more efficiently.

  Renew '22 Goal: Redesigning workflows for efficiency.

Social Services

Renew 2022 Big Picture Goals

Social Services will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Plan for functional upgrades to the OCTOPUS online document submission system—including automatic date-stamping, cumulative document preview, and automatic confirmation emails—to improve user-friendliness for clients and increase processing efficiency for staff. • Launch Semi-Annual Reporting (SAR-7) functionality in the GetCalFresh online service, reducing churn in the CalFresh program by making the periodic reporting process easier. Includes text-message reminders hyperlinked to the online SAR-7.
Train County employees in the County-provided Process Improvement training	• Identify how many and which DSS staff should receive County-provided Process Improvement training. • Begin developing a plan for trained staff to train others in application of the Process Improvement principles.
RE-BALANCE	
Enhance financial resiliency	• Streamline and redesign Economic Assistance and Employment Services Branch induction training model. To continue maximizing class size for eligibility worker new hires, line staff positions are redirected to training classes for optimal trainee support and more efficient use of staffing resources. Line units are collapsed during the training period, ensuring appropriate supervisory and lead worker support. Induction training classes are in session for six months, with two classes per year. Two line Eligibility Supervisors and two line Eligibility Worker IIIs are redirected to training, foregoing the need to have four additional training FTEs. • Increase Housing Support Program (HSP) funding above base allocation level via annual competitive selection process. By seeking additional HSP funds, DSS frees up CalWORKs Single Allocation dollars to offset rising staffing costs.
RESPOND	
Conduct an external customer or client satisfaction survey	• Collect online user feedback from clients using the GetCalFresh interface. • Conduct satisfaction surveys for One-Stop employment services customers. • Conduct after-call client satisfaction surveys for our Benefit Service Center (call center), with results reported on the monthly dashboard. • Conduct paper and online client surveys to gather participant feedback to assist the Department in identifying opportunities for improved service delivery as part of the California CalWORKs Outcomes & Accountability Review (Cal-OAR) continuous quality improvement process.

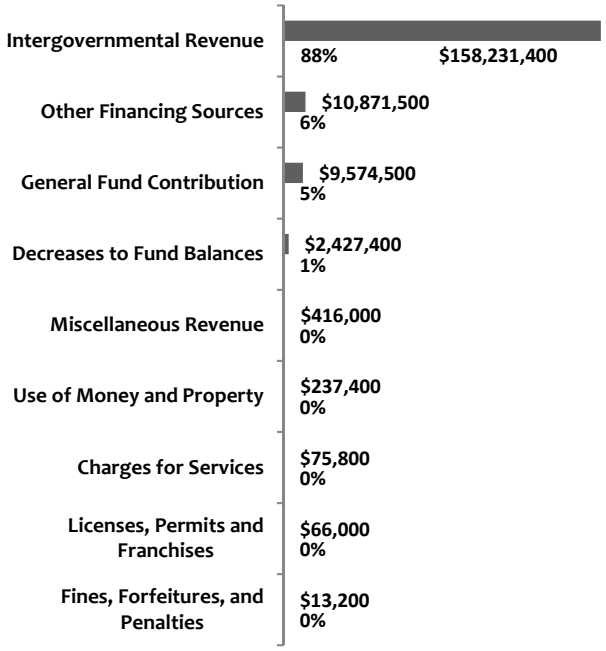
Social Services

RETAIN	
Facilitate participation of managers in a leadership development program	• Continue offering the Leaders in Action (LIA) training for program managers. The LIA program was developed together with the Southern Area Consortium of Human Services (SACHS) Directors and San Diego State University. The LIA curriculum is delivered by current and past agency directors and executives, trainers, faculty, and program alumni. It improves upper-level management competencies while enhancing strategic thinking with an outcome-based perspective. • Continue to offer opportunities to join community- and Employees' University-led leadership development programs.
Retain new employees during their first 5 years of employment	• Implement a Supervisory Employee Engagement practice, reducing the hiring and productivity cost of avoidable separations. • Deploy an Employee Engagement Framework guide—focused on the core areas of past, present, future, obstacles encountered, and resource needs—to be used by supervisors during monthly conferences. The guide facilitates dialogue and an atmosphere of shared investment to support employee growth, development, and engagement in order to help retain high-performing employees.

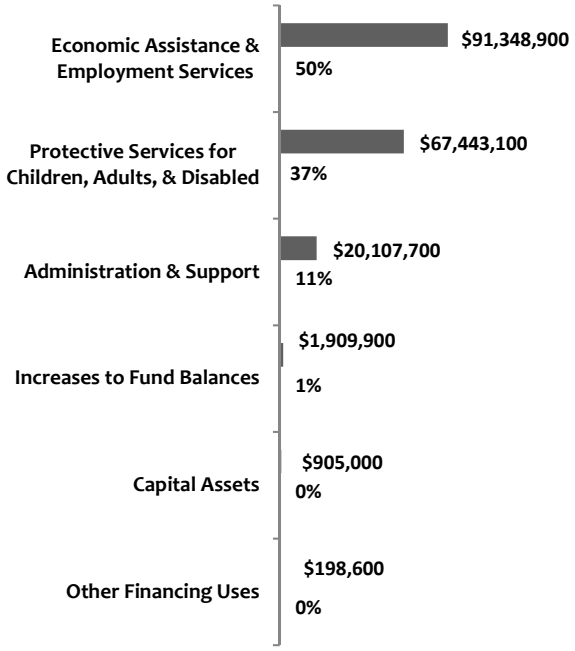
Social Services

Recommended Sources & Uses of Funds

Source of Funds - $181,913,200

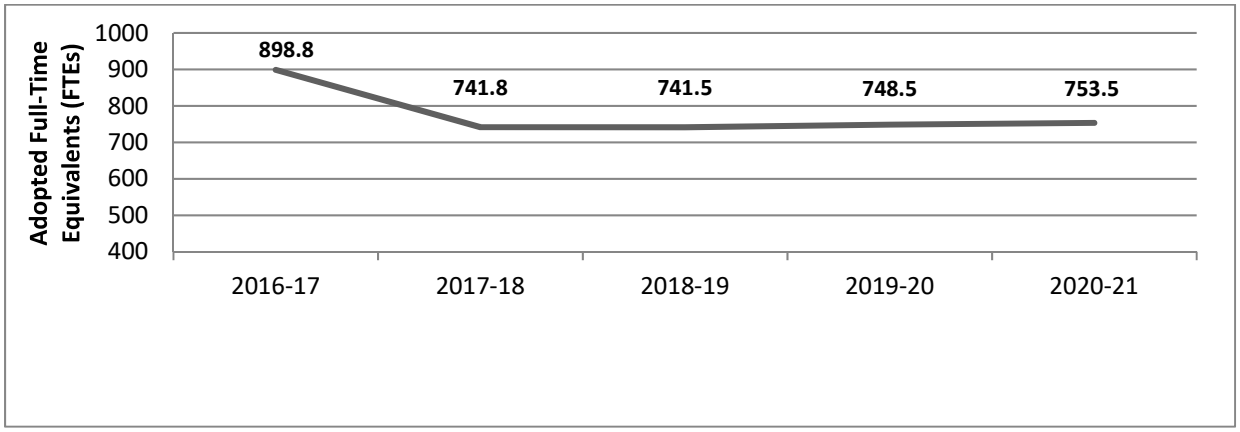


Use of Funds - $181,913,200



Staffing Trend

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



Social Services

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	123.86	123.73	123.73	124.00	0.27
Economic Assistance and Employment	398.31	440.11	440.11	445.00	4.89
Protective Services for Children,Adults	170.79	184.66	184.66	184.50	(0.16)
Unallocated	0.15	-	-	-	-
Total	693.11	748.50	748.50	753.50	5.00

Budget By Budget Program					
Administration & Support	$ 17,950,015	$ 19,372,500	$ 18,153,800	$ 20,107,700	$ 735,200
Economic Assistance and Employment	81,809,189	89,502,610	90,432,300	91,348,900	1,846,290
Protective Services for Children,Adults	60,774,609	65,397,100	65,595,700	67,443,100	2,046,000
Total	$160,533,812	$174,272,210	$174,181,800	$178,899,700	$ 4,627,490

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 77,700,251	$ 84,989,100	$ 84,651,600	$ 87,383,900	$ 2,394,800
Services and Supplies	31,153,674	34,673,510	33,010,800	33,693,500	(980,010)
Other Charges	51,679,888	54,609,600	56,519,400	57,822,300	3,212,700
Total Operating Expenditures	160,533,812	174,272,210	174,181,800	178,899,700	4,627,490
Capital Assets	376,563	2,332,665	378,800	905,000	(1,427,665)
Other Financing Uses	85,839	174,400	1,177,000	198,600	24,200
Increases to Fund Balances	3,976,350	1,909,900	1,909,900	1,909,900	-
Total	$164,972,564	$178,689,175	$177,647,500	$181,913,200	$ 3,224,025

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 82,164	$ 66,000	$ 66,000	$ 66,000	$ -
Fines, Forfeitures, and Penalties	12,507	13,200	13,200	13,200	-
Use of Money and Property	333,116	241,100	211,600	237,400	(3,700)
Intergovernmental Revenue	152,069,525	162,854,210	158,668,100	158,231,400	(4,622,810)
Charges for Services	60,865	110,800	104,100	75,800	(35,000)
Miscellaneous Revenue	879,717	416,000	416,000	416,000	-
Total Operating Revenues	153,437,894	163,701,310	159,479,000	159,039,800	(4,661,510)
Other Financing Sources	59,400	52,300	172,500	10,871,500	10,819,200
Decreases to Fund Balances	2,140,871	5,473,465	8,533,900	2,427,400	(3,046,065)
General Fund Contribution	9,334,399	9,462,100	9,462,100	9,574,500	112,400
Total	$164,972,564	$178,689,175	$177,647,500	$181,913,200	$ 3,224,025

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

Social Services

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

The increase of 5.0 FTEs from the FY 2019-20 Adopted Budget to the FY 2020-21 Recommended Budget is due to the addition of five Social Services Worker positions to support the In-Home Supportive Services Program, which was approved by the Board of Supervisors in the third quarter of FY 2019-20. The Department will utilize ongoing available funds and approved legal positions.

Expenditures

- Net Operating Expenditure increase of $4,627,500 primarily due to:
  - +$2,395,000 net increase in Salaries and Employee Benefits due to:
    - An increase in Regular Salaries and the corresponding Benefit Costs (+$1,757,000)
    - An increase in Retirement Contributions (+$1,341,000) offset by an increase in employee cost-sharing (+$173,000)
    - A net increase in Overtime costs (+$338,000)
    - A net decrease in Unemployment Insurance Contributions and Workers Compensation (-$245,000)
    - A decrease in Accrued Salaries (-$624,000)
  - -$980,000 net decrease in Services and Supplies primarily due to:
    - A decrease in Contractual Services primarily for the Workforce Innovation and Opportunity Act (WIOA) program due to the underspending of the Transitional Job Program grants and the early contract termination of the National Dislocated Worker Grant (-$1,499,000)
    - A decrease in Consulting & Management Fees primarily associated with California Work Opportunity and Responsibility to Kids Information Network (CalWIN) contract being directly billed to San Bernardino County as the statewide fiscal agent to receive CalWIN allocation (-$1,425,000)
    - A decrease in previously direct charged legal fees that will be included in the Cost Allocation Plan (CAP) (-$1,070,000)
    - A decrease in Purchase of Social Service for contracts including SB 163 Wrap Around program (-$275,000)
    - A decrease in postage charges based on actual cost trends (-$130,000)
    - An increase in the Department's Cost Allocation Plan (CAP) due to the inclusion of legal fees in the CAP that previously were charged directly by County Counsel (+$1,577,000)
    - An increase in the County's Mandated Share as prescribed in the In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) resulting from several factors including the shift of the IHSS Administration MOE and IHSS Public Authority MOE to the IHSS Services MOE, a mandatory 4% annual increase, and annualized cost of wage increases (+$1,844,000)
  - +$3,213,000 net increase in Other Charges primarily due to:
    - A net increase in Cash Assistance Payments due to increases in the CalWORKs Maximum Aid Payment (MAP) and in the Adoption Assistance programs' cost per case for federal cases (+$2,116,000)
    - An increase in Supportive Services reflecting an increase in client payments for Child Care and Housing Support programs (+$567,000)
    - An increase in the Department's use of Information Technology Services for data processing (+$177,000)
    - An increase in Motor Pool Charges due to the increase in Internal Service Funds (ISF) rates and electric vehicle replacement costs (+$93,000)
    - An increase in Building Security Systems (+$80,000)
    - An increase in Utility charges (+$78,000)
    - An increase in Liability Insurance Premiums (+$46,000)
    - An increase in Telephone Services (+$27,000)

CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED (CONT'D)

Expenditures (cont'd)

Net Non-Operating Expenditure decrease of -$1,403,500 primarily due to:

- A decrease in Capital Assets in FY 2020-21 due to the estimated completion of fixed asset projects in FY 2019-20 and delay in purchasing needed equipment until FY 2021-22 (-$1,428,000)
- An increase in Other Financing Uses due to the unspent contract amount for the Transitions-Mental Health Association's Growing Grounds Farm Program, which has been rolled over into FY 2020-21 (+$27,000)

These changes result in recommended Operating Expenditures of $178,899,700 and Non-Operating Expenditures of $3,013,500, resulting in Total Expenditures of $181,913,200. Non-Operating Expenditures primarily include Capital Assets, Other Financing Uses, and Increase in Fund Balances.

Revenues

- Net Operating Revenue decreased by -$4,661,500 primarily due to a -$4,623,000 net decrease in Intergovernmental Revenue:
  - A net increase in federal and State revenue for CalWORKs and Adoption Assistance programs primarily due to increases in the Maximum Aid Payment (MAP) in CalWORKs and cost per case for federal cases in the Adoption Assistance programs (+$1,838,000)
  - An increase in federal and State revenue for In-Home Supportive Services (IHSS) Administration resulting from the change in allocation and Maintenance of Effort (MOE) methodology (+$1,818,000)
  - An increase in federal and State funds for Medi-Cal administration due to an estimated 3.0 % increase in allocation based on the Governor's State Budget (+$978,000)
  - A net increase in federal and State revenue funds primarily for the CalWORKs Administration block grant single allocation programs and the anticipated utilization of CalWORKs Incentive funds (+$506,000)
  - An increase in the Federal Medical Assistance Percentage (FMAP) for Adoption and Foster Care Assistance during the period of the COVID-19 national health emergency (+$579,000)
  - An increase in federal and State revenue for Continuum of Care Reform (CCR) Resource Family Approval (RFA) and Child Family Team (CTF) administration (+$446,000)
  - A net increase in federal revenue due to the anticipated increase in CalWORKs Housing Support Program allocation (+$402,000)
  - A net increase in federal and State funds for CalFresh administration due to an estimated increase in allocation based on the Governor's State Budget (+$288,000)
  - An increase in federal and State funds for Foster Care Administration, Mental Health Substance Abuse, and CalFresh Employment Training (CFET), and Promoting Safe and Stable Families (PSSF) programs due to reimbursements of increased program expenditures (+$179,000)
  - An increase in reimbursement due to increased utilization of the Commercially Sexually Exploited Children (CSEC) allocation (+$112,000)
  - An increase in federal and State funds for IHSS Public Authority Administration resulting from the change in allocation and Maintenance of Effort (MOE) methodology (+$110,000)
  - An increase in federal and State funds for Emergency Child Care Bridge (ECCB) program due to the anticipated increase in allocation (+$33,000)
  - A decrease in federal and State funds due to the transfer of California Work Opportunity and Responsibility to Kids Information Network (CalWIN) allocation to San Bernardino County (-$1,180.000).

CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED (CONT'D)

Revenues (cont'd)

- A net decrease in federal funds for the termination of California Wildfires National Dislocated Worker Subgrant (-$1,566,000)
- A net decrease in federal and State revenue leveraged by the 2011 Realignment remaining for administration of Child Welfare Service (CWS), Adult Protective Services (APS), Foster Care and Adoptions Administration programs after funding cash assistance payments. The decrease also reflects updated federal reimbursement estimates and recent trends in federally-eligible foster care cases (-$1,876,000)
- A decrease in base funding for 1991 Realignment due to a projected decline in sales tax brought on by the closure of nonessential businesses and sales tax deferral due to the COVID-19 pandemic, offset in part by anticipated greater stability in vehicle license fees (-$2,088,000)
- A decrease in State funds for 2011 Realignment based on a projected decline in sales tax brought on by the closure of nonessential businesses and sales tax deferral due to the COVID-19 pandemic (-5,201,000)

- Net Non-Operating Revenue increase of +$7,885,500 primarily due to:
  - A net decrease in the use of Fund Balance due to the planned utilization of one-time fund balance in FY 2019-20 to offset the decline in 1991 and 2011 Realignment anticipated in March-June FY 2019-20 as result of COVID-19 (-$3,046,000)
  - An increase in on-going General Fund Contribution (+$112,000) due to increase in Salaries and Benefits
  - An increase in Other Financing Sources due to a transfer of General Fund to offset the anticipated decline of 1991 and 2011 Realignment and planned utilization of one-time fund balance in FY 2019-20 (+$10,819,000)

These changes result in Recommended Operating Revenues of $159,039,800 and Non-Operating Revenues of $22,873,400, resulting in Total Revenues of $181,913,200. Non-Operating Revenues primarily include General Fund, 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/dss**.

Social Services

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration & Support				
Percent of staff training delivered through online, video conferencing, and other resource-saving technologies. *(Dept. Target => 50% through FY 2018-19)* *(Dept. Target => 55% through FY 2019-20)* *(Dept. Target => 50% beginning FY 2020-21)*	**38%** 3,898/10,177	**52%** 5,372/10,293	**50%** 2,000/4,000	**50%** 2,100/4,200
Percent of departmental Employee Performance Evaluations completed by the due date. *(County Target = 100%)*	**91%** 555/608	**94%** 592/627	**100%** 709/709	**100%** 709/709
Economic Assistance & Employment Services				
Percent of Welfare-to-Work participants engaged in employment, education, or services. *(Dept. Target => 81% through FY 2018-19)* *(Dept. Target => 85% through FY 2019-20)* *(Dept. Target => 90% beginning FY 2020-21)*	**87%** 816/935	**90%** 706/789	**90%** 630/700	**90%** 527/585
Percent of CalWORKs intake cases processed within mandated timeframes. *(Dept. Target => 98% through FY 2018-19)* *(Dept. Target => 99% beginning in FY 2019-20)*	**99%** 4,507/4,546	**99%** 4,103/4,108	**99%** 3,898/3,910	**99%** 3,740/3,750
Percent of CalFresh intake cases processed within mandated timeframes. *(Federal Target => 90%)*	**89%** 17,265/19,382	**94%** 23,362/24,950	**90%** 23,860/26,511	**90%** 25,291/28,102
Percent of General Relief intake cases processed within mandated timeframes. *(Dept. Target => 95% through FY 2018-19)* *(Dept. Target => 98% through FY 2019-20)* *(Dept. Target => 96% beginning in FY 2020-21)*	**98%** 4,529/4,607	**98%** 4,497/4,612	**96%** 4,258/4,456	**96%** 4,104/4,275
Percent of Medi-Cal intake cases processed within mandated timeframes. *(State Target => 90%)*	**91%** 18,991/20,895	**90%** 17,820/19,723	**90%** 17,944/19,986	**90%** 18,707/20,785
Percent of Medi-Cal redeterminations processed within mandated timeframes. *(State Target => 90%)*	**66%** 34,420/51,892	**69%** 35,999/52,295	**63%** 33,274/52,817	**70%** 37,341/53,345

Social Services

Performance Measures (cont'd)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Percent of Welfare-to-Work participants exiting subsidized employment program due to obtaining unsubsidized employment. *(Dept. Target = 56% beginning in FY 2019-20)*	**54%** 45/84	**56%** 50/90	**56%** 49/88	**56%** 48/86
Protective Services for Children, Adults, Disabled				
Percent of child abuse and neglect allegations receiving timely contact. *(Dept. Target = 100%)* *(State Target => 90%)*	**98%** 3,369/3,433	**99%** 3,987/4,023	**99%** 4,250/4,260	**100%** 4,473/4,473
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%)*	**99%** 5,580/5,657	**98%** 5,813/5,916	**99%** 6,013/6,136	**100%** 6,320/6,320
Percent of average monthly In-Home Supportive Services recipients that are placed in long-term care facilities. *(Dept. Target =< 1%)*	**0.32%** 12/3,786	**0.31%** 12/3,852	**0.33%** 13/3,953	**0.34%** 14/4,071
Percent of Adult Protective Services referrals that receive a Risk Assessment within 21 days of the initial face-to-face visit. *(Dept. Target => 90% thru FY 2018-19)* *(Dept. Target => 95% beginning in FY 2019-20)*	**84%** 1,142/1,355	**92%** 1,098/1,188	**93%** 1,260/1,362	**95%** 1,294/1,362
Percent of monthly In-Home Supportive Services cases with timely reassessments. *(State Target => 90%)* *(Dept. Target => 95% beginning in FY 2019-20)*	**98%** 3,344/3,412	**91%** 3,145/3,466	**92%** 3,312/3,600	**95%** 3,523/3,708

Social Services

Administration & Support Budget Program

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, fair hearings and collections, 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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
DEPUTY DIRECTOR	2.99	3.00	3.00	3.00	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
IT MANAGER	0.81	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	2.89	3.00	3.00	3.00	-
EDP SYS & PROG ANLST	6.33	7.00	7.00	8.00	1.00
COST ANALYST	2.81	3.00	3.00	4.00	1.00
ACCOUNTANT SUPERVISING	1.00	1.00	1.00	1.00	-
DIVISION CHIEF	4.00	4.00	4.00	4.00	-
OPERATIONS MANAGER	0.99	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	0.37	-	-	-	-
PROJECT MANAGER	0.63	1.00	1.00	1.00	-
HR ANALYST	-	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	5.67	8.00	8.00	8.00	-
ADMN OFFICE PRO	27.08	27.00	27.00	9.00	(18.00)
COMPUTER SYSTEMS SPEC SUPV	0.85	1.00	1.00	1.00	-
ACCOUNTANT	10.15	12.00	12.00	11.00	(1.00)
COMPUTER SYSTEMS SPEC	6.19	10.00	10.00	9.00	(1.00)
DEPT BUS SPEC	11.19	11.43	11.43	13.00	1.57
SOCIAL SERVICES SUPV	-	-	-	2.00	2.00
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	11.49	12.85	12.85	9.00	(3.85)
FINANCIAL OFFICE PRO SR	3.00	3.00	3.00	3.00	-
SOC SVCS WORKER SR PS/L	-	-	-	2.00	2.00
ELIGIBILITY SUPERVISOR	2.00	0.35	0.35	5.00	4.65
ELIGIBILITY WORKER	10.62	0.10	0.10	13.00	12.90
STOREKEEPER	1.00	1.00	1.00	1.00	-
UTILITY CLERK-DEPT	6.78	7.00	7.00	6.00	(1.00)
Total	123.86	123.73	123.73	124.00	0.27

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

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 16,122,652	$ 16,898,200	$ 15,929,600	$ 17,441,500	$ 543,300
Services and Supplies	(352,934)	1,792,100	1,585,400	1,885,700	93,600
Other Charges	2,180,297	682,200	638,800	780,500	98,300
Total Operating Expenditures	17,950,015	19,372,500	18,153,800	20,107,700	735,200
Capital Assets	64,116	1,479,965	(195,700)	(93,800)	(1,573,765)
Other Financing Uses	-	-	260,700	27,100	27,100
Increases to Fund Balances	161,902	-	-	-	-
Total Expenditures	$ 18,176,033	$ 20,852,465	$ 18,218,800	$ 20,041,000	$ (811,465)
Budget By Categories of Revenues					
Use of Money and Property	92,794	14,700	17,600	17,600	2,900
Charges for Services	41,678	30,000	30,000	15,000	(15,000)
Miscellaneous Revenue	339,276	-	-	-	-
Total Operating Revenues	473,748	44,700	47,600	32,600	(12,100)
Other Financing Sources	58,400	48,400	48,400	208,400	160,000
Intrafund Expenditure Transfers (-)	16,968,503	18,370,400	16,098,900	18,721,000	350,600
Decreases to Fund Balances	546	1,708,865	760,500	335,000	(1,373,865)
General Fund Contribution	674,800	680,100	1,263,400	744,000	63,900
Total Revenues	$ 18,175,997	$ 20,852,465	$ 18,218,800	$ 20,041,000	$ (811,465)

2019-20 Anticipated Accomplishments

- The Department of Social Services (DSS) served over 148,000 County residents monthly or 33% of the County population, including 67,500 children, or 68% of all County children.
- Maintained audit results in the most recent Single Audit, contributing to the County's low-risk auditee status for FY 2018-19.
- Continued our efforts to develop on-demand and video training.
- Developed process and user materials to effectively utilize paging technology in Social Services buildings to ensure appropriate communication during emergencies.
- Deployed CalWIN Business Intelligence (BI), a "data warehouse" tied to our eligibility determination system for Supervisors and Managers. BI includes real-time data and the platform to develop and deploy customized dashboards and reports to improve caseload management, provide more efficient client services, and track performance.
- Continued to engage in the County's Renew '22 process to be prepared for challenges by re-visioning our organization, rebalancing our resources, redesigning how we do our work, responding to community and client needs, and retaining high-performing employees and preparing the next generation of leaders.
- To allow customers to be served during a power outage and mitigate risk of computer system failure, installed backup power generators at the Santa Barbara district office and countywide Benefit Service Center.

Administration & Support Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

- Modernized roaming computer profiles so employees can efficiently move from one workstation to another, improving their ability to seamlessly provide client services remotely in different offices or locations.
- Completed planning for the end-of-life of the Department's legacy document imaging system—including conducting a needs assessment, research on other County department imaging systems, gap analysis, system design and planning, and issuing a request for proposal.
- Developed an Employee Engagement Framework guide—focused on the core areas of past, present, future, obstacles encountered, and resource needs—to be used by supervisors during monthly conferences. The guide facilitates dialogue and an atmosphere of shared investment to support employee growth, development, and engagement, in order to help retain high-performing employees.

2020-21 Objectives

- Continue to implement new, more efficient data storage infrastructure elements to provide additional storage capacity. The new software and hardware storage components will safeguard critical client data and ensure that client records can be stored, saved, and retrieved efficiently and securely.
- Implement replacement for the Department's legacy document imaging system.
- Continue to redesign and improve the Leadership & Professional Development Program (LPDP) in order to attract, develop and retain high-performing Department employees; and offer a six-month LPDP program.
- Retain high-performing County employees by supervisors implementing the Employee Engagement Framework into all monthly one-on-one employee conferences.
- Continue active participation in County Communities of Interest for systems upgrades, guiding future upgrade decisions and maximizing interoperability among agencies.

Social Services

Economic Assistance and Employment Services Budget Program

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 America's Job Centers of California, Workforce Innovation and Opportunity Act (WIOA), and the Workforce Development Board (WDB), which develops workforce strategies to help businesses, individuals, and industries achieve and sustain economic vitality.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPUTY DIRECTOR	0.01	-	-	-	-
EXECUTIVE STAFF ASST	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	0.07	-	-	-	-
OPERATIONS MANAGER	0.01	-	-	1.00	1.00
DIVISION CHIEF	7.37	8.00	8.00	8.00	-
ADMN OFFICE PRO	46.57	49.71	49.71	68.00	18.29
COMPUTER SYSTEMS SPEC	0.36	-	-	-	-
DEPT BUS SPEC	21.93	22.70	22.70	21.00	(1.70)
ADMN OFFICE PRO SR	11.69	12.15	12.15	16.00	3.85
CAREER EMP SPECIALIST SUPV	8.00	8.00	8.00	8.00	-
ELIGIBILITY SUPERVISOR	31.74	33.65	33.65	29.00	(4.65)
CAREER EMP SPECIALIST SR	33.26	33.00	33.00	33.00	-
ELIGIBILITY WORKER	233.98	267.90	267.90	256.00	(11.90)
CAREER EMP SPECIALIST	1.11	3.00	3.00	3.00	-
UTILITY CLERK-DEPT	0.22	-	-	-	-
Total	398.31	440.11	440.11	445.00	4.89

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

ECONOMIC ASSISTANCE AND EMPLOYMENT SERVICES BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 40,934,555	$ 45,966,600	$ 46,507,000	$ 47,184,200	$ 1,217,600
Services and Supplies	14,807,641	16,112,810	13,220,300	13,543,100	(2,569,710)
Other Charges	26,066,993	27,423,200	30,705,000	30,621,600	3,198,400
Total Operating Expenditures	81,809,189	89,502,610	90,432,300	91,348,900	1,846,290
Capital Assets	217,694	597,600	406,500	713,600	116,000
Other Financing Uses	-	2,900	527,000	-	(2,900)
Increases to Fund Balances	376,380	-	-	-	-
Total Expenditures	$ 82,403,264	$ 90,103,110	$ 91,365,800	$ 92,062,500	$ 1,959,390
Budget By Categories of Revenues					
Use of Money and Property	236,494	226,400	194,000	219,800	(6,600)
Intergovernmental Revenue	92,813,273	100,424,710	101,049,600	102,254,700	1,829,990
Miscellaneous Revenue	323,445	-	-	-	-
Total Operating Revenues	93,373,213	100,651,110	101,243,600	102,474,500	1,823,390
Other Financing Sources	-	2,900	123,100	27,100	24,200
Intrafund Expenditure Transfers (-)	(14,996,849)	(14,344,800)	(13,452,500)	(14,307,600)	37,200
Decreases to Fund Balances	-	-	-	213,800	213,800
General Fund Contribution	4,026,900	3,793,900	3,451,600	3,654,700	(139,200)
Total Revenues	$ 82,403,264	$ 90,103,110	$ 91,365,800	$ 92,062,500	$ 1,959,390

2019-20 Anticipated Accomplishments

- Continued to improve our CalFresh utilization rate by providing food aid to a greater share of the population identified as likely to need it and likely to be eligible. Santa Barbara County's standing on the Program Reach Index rose from 60.3 to 62.2, and the County's ranking improved to 39 from 48 out of 58 counties, up from 56 in 2014.
- Nearly completed the expansion of CalFresh due to the legislative reversal of the Supplemental Security Income (SSI) Cash-Out policy, which took effect on June 1, 2019 and continues over a 15-month period. As of June 2020, the Department will have enrolled 1,900 new CalFresh households and included previously excluded household members to another 930 CalFresh households in the County as SSI recipients, including seniors and people with disabilities, became eligible for CalFresh food benefits for the first time. The Department was ready with employee training, outreach materials, and community partner collaborations to help outreach to SSI recipients.
- Launched a new resource hub to provide community partner agencies with instant online access to brochures, forms, and other information helpful in explaining the Medi-Cal, CalFresh, and CalWORKs programs to their clients.
- In preparation for the migration to a single statewide automated welfare system (CalSAWS), actively participated in ongoing pre-implementation activities, including participation in off-site functional design sessions, targeted topic webinars, and organizational change management implementation and support requirements.
- Implemented "Immediate and Continuous Eligibility" for the CalWORKs Stage 1 child care program. By authorizing child care for 12 months, rather than for a single Welfare-to-Work (WTW) activity, children no longer experience breaks in child care services even if parents' activities change. This improves family stability, promotes healthy child development, reduces the administrative burden of frequent re-certifications, and reduces the chances that a recipient is sanctioned for non-participation in required WTW activities.

Economic Assistance and Employment Services Budget Program (Cont'd)

2019-20 Anticipated Accomplishments (cont'd)

- Santa Barbara County remains a leader in CalWORKs 2.0 implementation. Santa Barbara County was invited to present its innovative approaches and accomplishments at the 2019 National Transitional Assistance to Needy Families (TANF) State Directors' Meeting in Virginia in fall 2019 and subsequently was selected through a competitive process as one of 15 California counties to participate in the CalWORKs 2.0 Innovation Initiative 2020, in which its application stood out for its boldness in addressing homelessness. Through this initiative, key staff received professional coaching and training in customer-centered design, acquired the necessary tools to work more effectively with CalWORKs clients experiencing homelessness, and showcased the County's outcomes at a statewide learning forum.
- Partnered with AmeriCorps and formalized the CalWORKs Housing Support Program's role in the County's Continuum of Care/Coordinated Entry System, utilizing the Homeless Management Information System (HMIS) in a cohesive and standardized approach to providing services to people experiencing homelessness.
- Provided financial assistance to 142 families for case management, rent, security deposits, utilities, and storage fees through our CalWORKs Housing Support Program, a 78% increase over the prior year.
- Provided 172 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 150 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 for in-demand industries and occupations, enrollment in post-secondary education, and career path planning.
- Using resources from a regional grant, the Santa Barbara County WDB worked with other workforce development boards in the region to create a regional and uniform approach to business services alignment and regional sector analysis and align business services across the Coastal Regional Planning Unit to create stronger employer leadership and engagement.

2020-21 Objectives

- After conclusion of the 15-month implementation period for the recent CalFresh/SSI Expansion (June 2019 – August 2020), analyze CalFresh participation among SSI recipients newly eligible due to the legislative reversal of the SSI Cash-Out policy, and conduct additional targeted outreach to this vulnerable population as needed.
- Implement key changes to the Department's CalFresh Employment and Training program to better assist General Relief clients in work experience and work training activities.
- Continue implementation of the California CalWORKs Outcomes and Accountability Review (Cal-OAR) measurement and accountability system, moving into year two of a three-year cycle, and work with internal and external stakeholders to develop the County Self-Assessment (CSA) to identify program strengths and opportunities for program improvement as part of the development of the County Self-Improvement Plan (SIP).
- Expand use of CalWIN Text Messaging to include CalWIN Text Notifications: one-way outbound communications to Income Maintenance clients who have provided a valid cell phone number stored in the CalWIN system. These notifications are in addition to the standard semi-annual and annual reporting (RRR and SAR-7) messages sent by CalWIN and allow the Department to send custom text messages directly to clients' cell phones. Records of the text messages are also documented in the CalWIN Case Comments subsystem.

Economic Assistance and Employment Services Budget Program (Cont'd)

2020-21 Objectives (cont'd)

- Leverage the newly deployed CalWIN Business Intelligence data warehouse to explore opportunities to track program performance data more efficiently.
- Continue to participate in operational pre-implementation activities and develop a formal project plan for migrating to the single statewide automated welfare system (CalSAWS) in April 2023.

Social Services

Protective Services for Children, Adults, Disabled Budget Program

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 (CWS), Adult Protective Services, and In-Home Supportive Services (IHSS). 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 Network and the KIDS Network. 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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROGRAM MANAGER	0.78	1.00	1.00	1.00	-
DIVISION CHIEF	4.89	5.00	5.00	5.00	-
TEAM/PROJECT LDR-GEN	0.22	-	-	-	-
PUBLIC HEALTH NURSE	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO	26.94	27.29	27.29	27.00	(0.29)
FINANCIAL OFFICE PRO	2.00	-	-	-	-
DEPT BUS SPEC	7.89	8.87	8.87	8.00	(0.87)
SOCIAL SERVICES SUPV	19.04	20.00	20.00	18.00	(2.00)
SOCIAL SVCS PRACTITIONER	18.70	21.00	21.00	25.00	4.00
ADMN OFFICE PRO SR	5.44	6.00	6.00	6.00	-
SOC SVCS WORKER SR PS/L	39.15	40.00	40.00	38.00	(2.00)
ELIGIBILITY SUPERVISOR	0.63	1.00	1.00	1.00	-
SOCIAL SERVICES WORKER	28.37	34.50	34.50	35.50	1.00
ELIGIBILITY WORKER	6.14	9.00	9.00	9.00	-
SOCIAL SERVICES CASE AIDE	8.59	9.00	9.00	9.00	-
Total	170.79	184.66	184.66	184.50	(0.16)

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

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 20,643,044	$ 22,124,300	$ 22,215,000	$ 22,758,200	$ 633,900
Services and Supplies	16,698,966	16,768,600	18,205,100	18,264,700	1,496,100
Other Charges	23,432,598	26,504,200	25,175,600	26,420,200	(84,000)
Total Operating Expenditures	60,774,609	65,397,100	65,595,700	67,443,100	2,046,000
Capital Assets	94,752	255,100	168,000	285,200	30,100
Other Financing Uses	85,839	171,500	389,300	171,500	-
Increases to Fund Balances	3,438,068	1,909,900	1,909,900	1,909,900	-
Total Expenditures	$ 64,393,267	$ 67,733,600	$ 68,062,900	$ 69,809,700	$ 2,076,100
Budget By Categories of Revenues					
Licenses, Permits and Franchises	82,164	66,000	66,000	66,000	-
Fines, Forfeitures, and Penalties	12,507	13,200	13,200	13,200	-
Use of Money and Property	3,828	-	-	-	-
Intergovernmental Revenue	59,256,252	62,429,500	57,618,500	55,976,700	(6,452,800)
Charges for Services	19,187	80,800	74,100	60,800	(20,000)
Miscellaneous Revenue	216,995	416,000	416,000	416,000	-
Total Operating Revenues	59,590,934	63,005,500	58,187,800	56,532,700	(6,472,800)
Other Financing Sources	1,000	1,000	1,000	10,636,000	10,635,000
Intrafund Expenditure Transfers (-)	(1,971,654)	(4,025,600)	(2,646,400)	(4,413,400)	(387,800)
Decreases to Fund Balances	2,140,325	3,764,600	7,773,400	1,878,600	(1,886,000)
General Fund Contribution	4,632,699	4,988,100	4,747,100	5,175,800	187,700
Total Revenues	$ 64,393,303	$ 67,733,600	$ 68,062,900	$ 69,809,700	$ 2,076,100

2019-20 Anticipated Accomplishments

- Increased the capacity of home-based family care placements with the "Our County, Our Kids" resource family recruitment, retention, and support campaign. The average number of approved resource family homes increased by 99% from 2017 to 2019.
- Co-sponsored the fourth and largest-ever Bridges to Resilience conference for those working with youth and families in Santa Barbara County. Over 350 people from a variety of disciplines attended presentations and breakout sessions focused on building a trauma-informed and resiliency-focused community.
- Completed a Memorandum of Understanding (MOU) with Behavioral Wellness in alignment with the Integrated Core Practice Model Framework for co-located clinicians to complete the Child and Adolescent Strengths and Needs (CANS) Assessment Tool to expedite the assessment process, allow for more complete and accurate assessments of children and families, and strengthen the Child and Family Team (CFT) Process.
- Began phase two of the ACEs Connection project, now called "Resilient Santa Barbara County" (RSBC). RSBC is embarking on detailed planning and discussions about action steps that will support the objectives identified in phase one: promoting trauma-informed principles and practices in the health care, human services, education, and early child care communities, with a focus on addressing Adverse Childhood Experiences (ACEs) and building resilience. 18 organizations have signed the partnership agreement, including three County departments.

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

2019-20 Anticipated Accomplishments (cont'd)

- Coordinated outreach to recipients and providers in the IHSS program to increase participation in the electronic time sheet (ETS) system from 25% to 75%, in anticipation of full statewide implementation of electronic time sheets in January 2021.
- Finalized collaborative MOU with the Behavioral Wellness, Probation, and partner agencies to ensure coordinated, integrated, and effective delivery of services to children, youth, and families.
- Continued to collaborate with the Housing Authority of the County of Santa Barbara to fully implement the Family Unification Program and maximize the number of families and youth who receive housing assistance. In 2019, CWS and partner agencies referred over 125 eligible families and youth, and 50 youth and families have successfully secured housing to date.
- Developed a Family Finding social worker position to complete extensive searches to locate relatives and other kin when a child is removed from the home, thereby increasing the percentage of initial relative placements by 8% from 2016 to 2018 and the number of siblings placed together from 39% in 2016 to 64% in 2019.
- Implemented the Resource Family Support Program to provide an array of post-placement support services to resource families including: family advocacy and support, referrals to community resources, educational advocacy, crisis intervention, and family development and training.
- Selected as one of 22 counties to participate in CWS-led Prevention Summit by the California Department of Social Services Office of Child Abuse Prevention (OCAP). Compiled a cross-sector county prevention team to develop a coordinated action plan that aligns multiple frameworks and focuses on strengthening relationships between CWS and prevention-focused networks and organizations.
- Promoted age-friendly and dementia-friendly communities in Santa Barbara County by sponsoring screenings of the film "Lives Well Lived," participating in the Santa Barbara and Lompoc Senior Expos, and bringing the Virtual Dementia Tour to multiple locations across the County.
- Improved CWS social worker retention by implementing strategies to address secondary traumatic stress in the Child Welfare Workforce. Strategies include partnering with the Chadwick Center's Advancing California's Trauma Informed Systems (ACTS) project to create an intentional model for how managers and supervisors address secondary traumatic stress and expanded availability of RAFT Sessions, support and education groups to address secondary traumatic stress and burnout.

2020-21 Objectives

- Continue developing and strengthening statewide partnerships through the California Collaborative for Long-Term Services and Supports to collectively elevate the needs of seniors and individuals with disabilities. Support the development and implementation of the 2020 Master Plan for Aging in partnership with Collaborative Members and legislative champions.
- Continue to implement changes to the CWS program as a result of the Continuum of Care Reform with a comprehensive framework that supports children, youth, and families across placement settings in achieving safety, permanency, and well-being.
- Design and implement CWS Parent Orientation Class in collaboration with Parent Partner Program to increase family engagement and improve timely family reunification outcomes.

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

2020-21 Objectives (cont'd)

- Launch redesign of current CWS policies and procedures through comprehensive business process mapping and integration of Core Practice Model framework to support best practices.
- Develop and implement a multi-agency placement staffing process with community partners and placement agencies for youth who have a history of placement disruption to improve permanency outcomes.
- Continue to implement the Santa Barbara County Prevention Plan and align the work of the Partnership for Strengthening Families with that of Resilient Santa Barbara County by working together to understand adversity and promote resilience in the Lompoc Valley.
- In coordination with Child and Family Services Case Reviews, develop and expand Continuous Quality Improvement (CQI) processes in the CWS program to enhance coordinated placement practices and processes to improve placement stability outcomes for children and youth in foster care.

Social Services

Child Support Services

Supporting California Children

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 9,483,200**
Capital	**$ 0**
FTEs	**68.05**

Joni Maiden
Child Support Services
Director

Case Management &
Collections
68.05 FTE

Child Support Services

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 (DCSS).

Highlights of 2020-21 Objectives

- In correlation with the State, implement Tableau Business Analytics tool, which will provide a dashboard of performance metrics and enhance the department's use of data analytics.
- Complete departmental 5-Year Strategic Plan, which will align with Renew '22 goals and encompass performance measures, process improvement, communication, customer service and staff recognition.
- In collaboration with the State, increase outreach to families who could benefit from our services.
- Collaborate with other agencies to analyze and improve cross referral process.

Child Support Services

Highlighted Renew 2022 Initiatives

Already Underway

- Installation of self-service check-in kiosks in Santa Maria and Santa Barbara office locations:
  - Enhances operational efficiency by reducing the need for front counter receptionist.
  - Generates data on customer visits to office locations which will be useful for management decision-making.

- In collaboration with the department's human resources management consultant:
  - Conducting strengths-based, customized leadership training and coaching to further succession planning efforts.
  - Development of a more streamlined employee performance evaluation process with clearer, more objective and data-driven measures of performance.

Implementation in FY 2020-21

- Restructuring of supervisorial roles and responsibilities and reorganizing certain functions within the department, with the goals of:
  - More effective, efficient customer service.
  - Cost savings.

Child Support Services

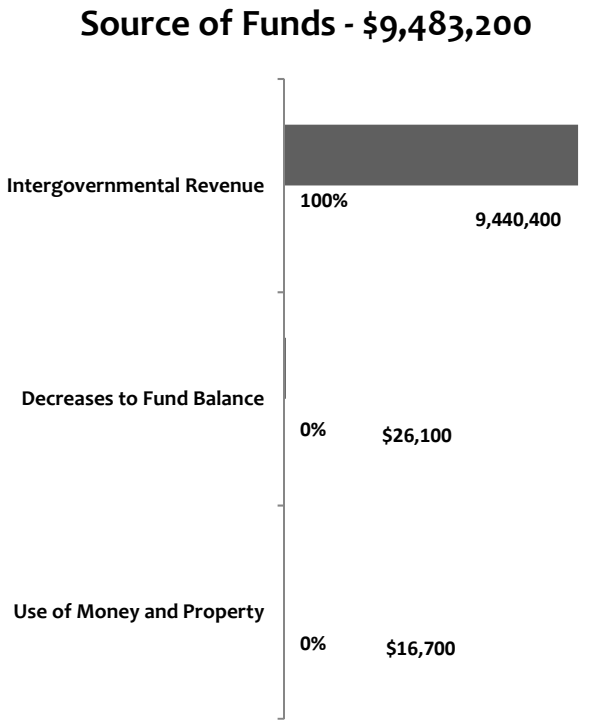
Renew 2022 Big Picture Goals

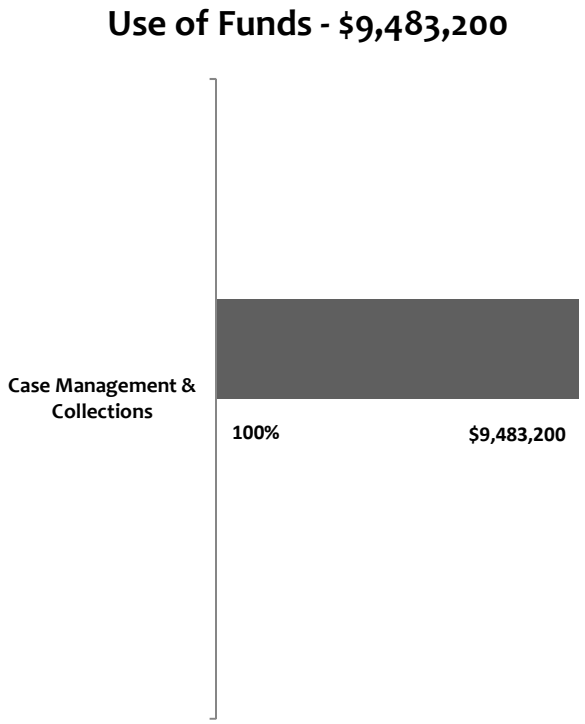
Santa Barbara County Department of Child Support Services will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• The department has begun the process of vendor selection for a **self-service check-in kiosk** system for customers in the Santa Maria and Santa Barbara office locations and is anticipating implementation of a system in FY 2020-21. A self-service check-in system would reduce the need for a front counter receptionist, facilitate direct communication between the customer and the caseworker and provide traffic flow data useful for management decision-making.
Train County employees in County-provided process improvement training	• Identify and enroll employees as appropriate in County-provided process improvement training
RE-BALANCE	
Enhance financial resiliency	• In FY 2018-19, the department restructured its management roles and responsibilities, resulting in cost savings of $200,000 and a reduction in the number of departmental managers. In FY 2020-21, the department will begin **restructuring its supervisorial roles and responsibilities** and reorganizing certain functions within the Department, with the goal of more efficient and effective customer service, cost savings and possible further reductions in departmental FTEs.
RESPOND	
Conduct an external customer or client satisfaction survey	• The department currently conducts surveys of its external customers but, in FY 2020-21, the department will strive to reach a wider audience with its surveys (for example, customers who are present in Court for hearings).
RETAIN	
Facilitate the participation of managers in a leadership development program	• Conduct strengths-based, customized leadership training and coaching to further succession planning efforts. We have begun this training in FY 2019-20 and it will continue it throughout FY 2020-21.
Retain new employees during their first 5 years of employment	• The department has been working with its human resources management consultant to define measures of performance for each job classification. In FY 2020-21, the department will complete the development of a more streamlined employee performance evaluation process with clearer, more objective and data-driven measures of performance.

Child Support Services

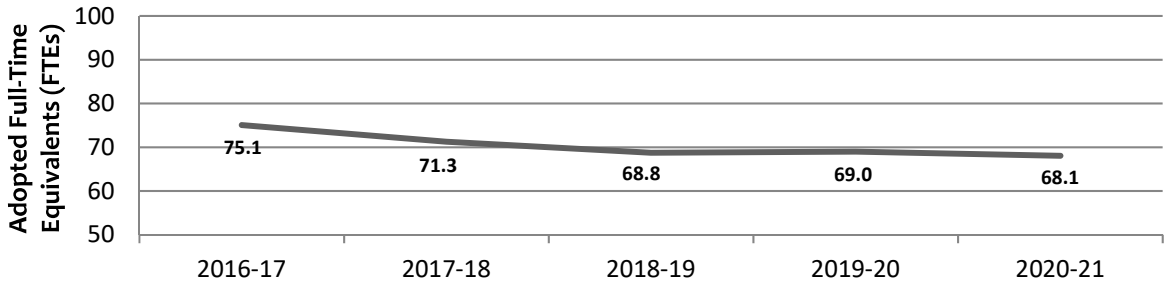
Recommended Sources & Uses of Funds





Staffing Trend

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



Child Support Services

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Case Management & Collections	64.77	69.00	69.00	68.05	(0.95)
Total	64.77	69.00	69.00	68.05	(0.95)
Budget By Budget Program					
Case Management & Collections	$ 9,356,860	$ 9,601,400	$ 9,415,600	$ 9,483,200	$ (118,200)
Total	$ 9,356,860	$ 9,601,400	$ 9,415,600	$ 9,483,200	$ (118,200)
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,693,074	$ 8,300,700	$ 8,127,900	$ 8,201,300	$ (99,400)
Services and Supplies	1,300,353	984,800	944,700	930,500	(54,300)
Other Charges	363,433	315,900	343,000	351,400	35,500
Total Operating Expenditures	9,356,860	9,601,400	9,415,600	9,483,200	(118,200)
Other Financing Uses	74,997	-	-	-	-
Increases to Fund Balances	1,359	-	-	-	-
Total	$ 9,433,216	$ 9,601,400	$ 9,415,600	$ 9,483,200	$ (118,200)
Budget By Categories of Revenues					
Use of Money and Property	$ 25,516	$ 16,000	$ 17,500	$ 16,700	$ 700
Intergovernmental Revenue	9,396,199	9,519,600	9,388,100	9,440,400	(79,200)
Miscellaneous Revenue	6,568	-	10,000	-	-
Total Operating Revenues	9,428,283	9,535,600	9,415,600	9,457,100	(78,500)
Other Financing Sources	3,301	-	-	-	-
Decreases to Fund Balances	1,632	65,800	-	26,100	(39,700)
Total	$ 9,433,216	$ 9,601,400	$ 9,415,600	$ 9,483,200	$ (118,200)

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

Child Support Services

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Net decrease of 0.95 FTEs due primarily to the unfunding of the Business Manager position as a result of the restructuring of management roles within the Department.

Expenditures

- Net operating expenditures have decreased by $118,200 to $9,483,200 as a result of the following variations:
  - -$99,400 decrease in Salaries and Employee Benefits primarily due to the unfunding of the Business Manager position.
  - -$54,300 decrease in Services and Supplies primarily due to a decrease in Cost Allocations and the recategorization of Postage from Services and Supplies to Other Charges.
  - +$35,500 increase in Other Charges primarily due to increases in Information Technology Services and Postage, offset by a decrease in Motor Pool Charges.

Revenues

- Net revenue has decreased by $118,200 to $9,483,200 primarily as a result of a decrease in 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Case Management & Collections				
Percent of child support cases with court-established orders. Statewide average = 92.1%	93.7% 11,207/11,964	94.5% 11,218/11,874	94.5% 11,169/11,821	94.5% 11,340/12,000
Percent of current court ordered child support payments collected and distributed. Statewide average = 66.6%	67.7% $20.1m/$29.7m	67.8% $20.2m/$29.9m	68.0% $20.3m/$29.9m	68.0% $20.3m/$29.9m
Percent of cases with arrears that have past-due payments collected and distributed. Statewide average = 66.7%	70.7% 6,427/9,090	70.4% 6,438/9,139	71.0% 6,461/9,100	71.0% 6,461/9,100
Percent of paternity establishment for children born out-of-wedlock. Note: Compares current year resolved caseload to prior year open. Statewide average = 101.5%	108.4% 9,194/8,483	107.3% 9,074/8,455	100.0% 8,189/8,189	100.0% 8,200/8,200
Child support payments collected and distributed, divided by operating dollars expended. Statewide average = $2.51	$2.94	$3.08	$3.00	$3.00
Child support payment dollars collected and distributed.	$29,022,200	$28,717,400	$29,000,000	$29,000,000
Dollars collected and distributed to federal, state, and local governments for reimbursement of public assistance expended.	$3,725,800	$3,725,000	$3,725,000	$3,725,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	100% 70/70	97% 66/68	99% 67/68	100% 68/68

Child Support Services

Case Management & Collections Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHILD SUPPORT ATTY SUPV	0.74	1.00	1.00	1.00	-
ASST DIRECTOR	0.59	1.00	1.00	1.00	-
CHILD SUPPORT ATTY	1.20	2.00	2.00	2.00	-
BUSINESS MANAGER	0.67	1.00	1.00	-	(1.00)
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
CHILD SUPPORT MANAGER	2.00	2.00	2.00	2.00	-
DEPT/CORP LDR-EXEC	0.26	-	-	-	-
DIRECTOR	0.74	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	4.34	4.75	4.75	4.75	-
LEGAL OFFICE PRO	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
CHILD SUPPORT OFFICER SUPV	5.00	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO SR	5.00	5.00	5.00	5.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
LEGAL OFFICE PRO SR	2.00	2.00	2.00	2.00	-
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	29.47	31.50	31.50	31.55	0.05
Total	64.77	69.00	69.00	68.05	(0.95)

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

Child Support Services

Case Management & Collections Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 7,693,074	$ 8,300,700	$ 8,127,900	$ 8,201,300	$ (99,400)
Services and Supplies	1,300,353	984,800	944,700	930,500	(54,300)
Other Charges	363,433	315,900	343,000	351,400	35,500
Total Operating Expenditures	9,356,860	9,601,400	9,415,600	9,483,200	(118,200)
Other Financing Uses	74,997	-	-	-	-
Increases to Fund Balances	1,359	-	-	-	-
Total Expenditures	$ 9,433,216	$ 9,601,400	$ 9,415,600	$ 9,483,200	$ (118,200)
Budget By Categories of Revenues					
Use of Money and Property	25,516	16,000	17,500	16,700	700
Intergovernmental Revenue	9,396,199	9,519,600	9,388,100	9,440,400	(79,200)
Miscellaneous Revenue	6,568	-	10,000	-	-
Total Operating Revenues	9,428,283	9,535,600	9,415,600	9,457,100	(78,500)
Other Financing Sources	3,301	-	-	-	-
Decreases to Fund Balances	1,632	65,800	-	26,100	(39,700)
Total Revenues	$ 9,433,216	$ 9,601,400	$ 9,415,600	$ 9,483,200	$ (118,200)

2019-20 Anticipated Accomplishments

- Collected and distributed $28.7 million for child support in federal fiscal year ended September 30, 2019. Of this amount, $25.0 million (87.0%) went directly to families; $13.3 million of these funds went to families who previously were, but no longer are, on public assistance. Collected and returned $3.5 million (12.2%) to the federal and State governments and $228,300 (1.0%) to the County to reimburse expenditures for public assistance grants.
- Attained the highest cost effectiveness ratio (3.08) in the history of the Department. The cost effectiveness ratio represents the ratio of child support collections to program expenditures.
- Underwent a quinquennial State review of the Department's FY17-18 Administrative Expense Claim which resulted in no amounts owed to or due from the State.
- Conducted strengths-based, customized leadership training and coaching to further succession planning efforts.
- Developed and implemented staff training to comply with the new requirements of Assembly Bill 2684 related to the Voluntary Declaration of Parentage and new California Family Code Sections related to parentage.
- In correlation with State DCSS, completed implementation of a new Budget and Expenditure Claiming Application (BECA) which replaced four antiquated applications previously used to submit LCSA budgets, expenditures and supporting fiscal data to State DCSS.
- Realized savings of an estimated $200,000 as a result of the restructuring of management roles within the Department.

Child Support Services

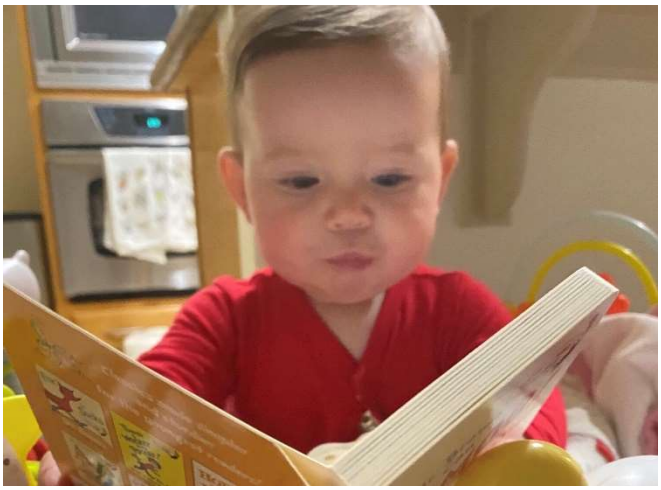
Case Management & Collections Budget Program (cont'd)

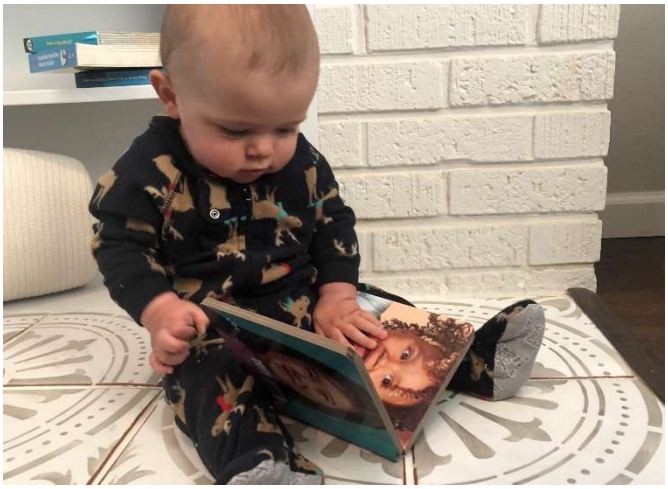
2020-21 Objectives

- Restructure supervisorial roles and reorganize certain functions within the Department with the goal of more efficient and effective customer service and cost savings.
- Complete departmental 5-Year Strategic Plan, which will align with Renew 22 goals and encompass performance measures, process improvement, communication, customer service and staff recognition.
- In correlation with the State, implement Tableau Business Analytics tool, which will provide a dashboard of performance metrics and enhance the department's use of data analytics.
- Complete the development of a more streamlined employee performance evaluation process with clearer, more objective and data driven measures of performance.
- Develop an electronic payment process for out of County lien release and process service fees.
- In collaboration with the State, increase outreach to families who could benefit from our services.
- Collaborate with other agencies to analyze and improve cross referral process.

Child Support Services

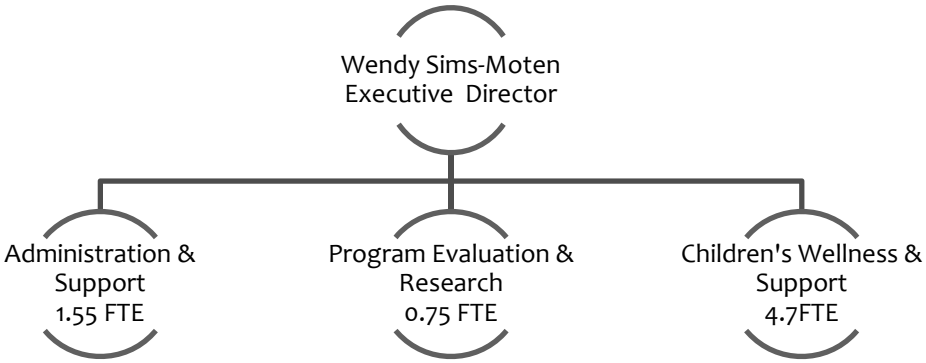
First 5





Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**3,724,600**
Capital	**$**	**0**
FTEs		**7.0**



First 5

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 overall 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 2020-21 Objectives

- Respond to the needs of the community by increasing our presence as a factual and accurate source for data and research on young children, families, and the early care workforce by re-designing our evaluation framework and enhancing the ability to access real-time data on our website pages for immediate decision making
- Respond to feedback from community partners, local philanthropy, and County Departments on how to improve our practice in promoting and supporting a system of care for children and families by conducting regional input sessions, designing relevant surveys, and facilitating targeted stakeholder meetings
- Retain staff by implementing realignment of the First 5 team in order to better complete our current and future work
- Re-Balance our fiscal commitments to meet the changing revenue and strategies identified in our current and future strategic plan(s) by developing an economic vitality strategy for sustainability through continued fiscal control measures and thoughtful financial planning; maintaining efficiency and the leveraging of resources
- Re-Design our Communication framework to promote child wellbeing in coordinated efforts with other county departments, community partners, and state initiatives that align with First 5's vision and mission.

First 5

Highlighted Renew 2022 Initiatives

Already Underway

- Reclassification of existing staff to allow for more autonomy in decision making and to lead efforts
- Increased First 5 presence at County Committees, Councils, and Task Forces (i.e. Child Care Planning Council, Kids Network, County Legislative Committee, etc.)
- Redesign of Communication Plan that coordinates with community partners to allow for consistent messaging, common platforms, and ease of access for families and caregivers as well as work with Public Information Officer as appropriate to leverage outreach (i.e. Census, etc.)
- Re-Design of how we do our work by participating on the Renew '22 Task Force
- Respond to consumers by conducting regional input sessions, designing surveys, and conducting targeted stakeholder meetings

Implementation in FY 2020-21

- Re-Design of Evaluation Framework with UCSB and with other County Departments as countywide system infrastructure is developed
- Re-Design how we do our work by using technology to enhance our efficiency

Future Year Implementation

- Re-Balance budget and implementation plans based on emerging trends (2021-2022)
- Respond to community feedback and suggestions for improvement through new strategic plan beginning July 2021
- Re-Vision our strategies through the First 5 Strategic Plan beginning July 2021 and continue to support and complement relevant County of Santa Barbara goals

First 5

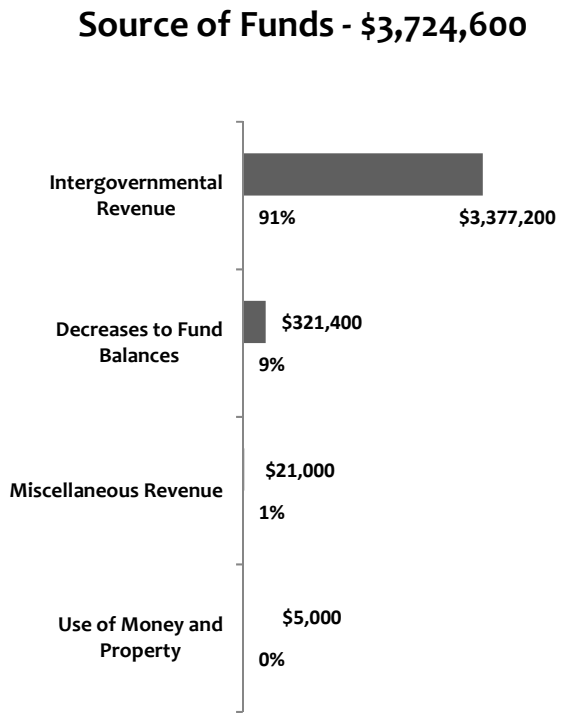
Renew 2022 Big Picture Goals

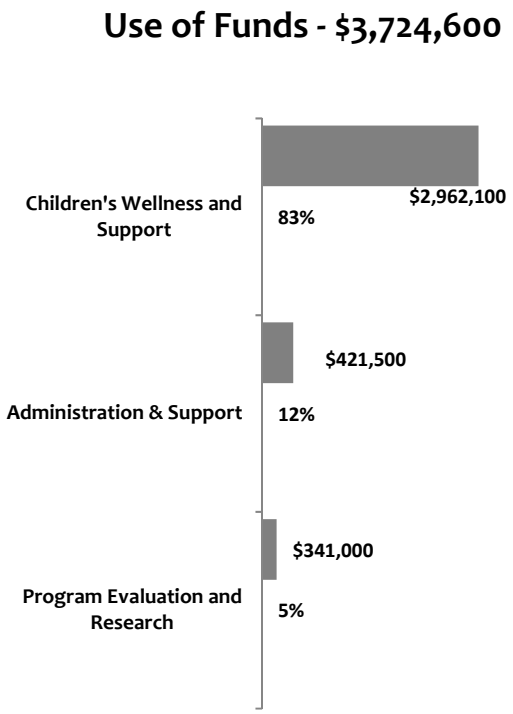
First 5 will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• By July 2020 move to online agenda for Commission and Committee meetings • Facilitate work transitioning from contractor to in-house staff by use of BOX (cloud storage)
Train County employees in County-provided process improvement training	• By July 2022, train 2 employees in the County-provided process improvement training program
RE-BALANCE	
Enhance financial resiliency	• Cost avoidance equal to the cost of 1.0 FTE by June 2021 • By December 2020, complete reclassification of current staff and cross train for continuity of government goals • Cost avoidance by bringing work in house and increasing staff capacity/skills.
RESPOND	
Conduct an external customer or client satisfaction survey	• By December 2020, conduct external customer or client surveys and develop individual department or collective department action plans • Begin implementation of new First 5 Strategic Plan as approved by Commission in fall 2020 with full implementation beginning July 2021
RETAIN	
Facilitate the participation of managers in a leadership development program	• Develop personal/professional development plans through the EPR process with each employee • Assistant Director will complete the County Leadership Certificate Program by January 2021
Retain new employees during their first 5 years of employment	• Not applicable to our department at this time.

First 5

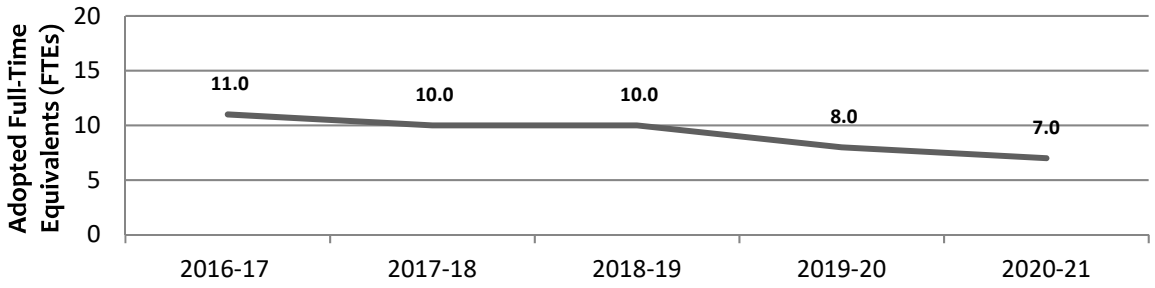
Recommended Sources & Uses of Funds





Staffing Trend

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



First 5

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	1.63	1.66	1.66	1.55	(0.11)
Program Evaluation and Research	-	0.25	0.25	0.75	0.50
Children's Wellness and Support	5.92	6.09	6.09	4.70	(1.39)
Unallocated	0.04	-	-	-	-
Total	7.59	8.00	8.00	7.00	(1.00)

Budget By Budget Program					
Administration & Support	$ 457,978	$ 415,800	$ 358,500	$ 421,500	$ 5,700
Program Evaluation and Research	161,258	193,500	251,900	341,000	147,500
Children's Wellness and Support	2,735,021	2,887,000	2,788,900	2,962,100	75,100
Total	$ 3,354,258	$ 3,496,300	$ 3,399,300	$ 3,724,600	$ 228,300

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 1,017,830	$ 1,230,500	$ 1,076,100	$ 1,135,600	$ (94,900)
Services and Supplies	2,278,311	2,210,400	2,267,600	2,505,900	295,500
Other Charges	58,117	55,400	55,600	83,100	27,700
Total Operating Expenditures	3,354,258	3,496,300	3,399,300	3,724,600	228,300
Increases to Fund Balances	217,176	-	380,100	-	-
Total	$ 3,571,433	$ 3,496,300	$ 3,779,400	$ 3,724,600	$ 228,300

Budget By Categories of Revenues					
Use of Money and Property	$ 135,167	$ 5,000	$ 5,000	$ 5,000	$ -
Intergovernmental Revenue	3,277,431	3,169,500	3,689,000	3,377,200	207,700
Miscellaneous Revenue	2,997	-	85,400	21,000	21,000
Total Operating Revenues	3,415,595	3,174,500	3,779,400	3,403,200	228,700
Other Financing Sources	1,025	-	-	-	-
Decreases to Fund Balances	154,813	321,800	-	321,400	(400)
Total	$ 3,571,433	$ 3,496,300	$ 3,779,400	$ 3,724,600	$ 228,300

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

First 5

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

Net decrease of 1.0 FTE due to unfunding a First 5 Program Specialist position

Expenditures

- Net operating expenditure increase of $228,300 primarily due to:
  - -$94,900 decrease in Salaries and Employee Benefits primarily due to an employee resignation.
  - +$295,500 increase in Services and Supplies primarily due to one-time Strategic Planning expenses and an increase in County Cost allocations.
  - +$27,700 increase in Other Charges primarily due to an increase in Information Technology Service.

These changes result in recommended operating expenditures of $3,724,600 and non-operating expenditures of $0 resulting in total expenditures of $3,724,600.

Revenues

Net operating revenue increase of $228,300 due to an increase in Proposition 10 revenue.

These changes result in recommended operating revenues of $3,403,200, and non-operating revenues of $321,400 resulting in total revenues of $3,724,600.

Related Links

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

First 5

Performance Measures

Since its inception, First 5 has served primarily as a funder, convener, communicator, and advocate towards a robust system of care for the well-being of children and families in the community. Historically, our performance measures are reflective of the agency's outcomes we fund to provide critical services in the community to support children, families and providers as dictated by our approved strategic plan. This plan is designed and approved by the Children and Families Commission of Santa Barbara County and our current plan ends in June 2021.

Performance measures examine our internal contribution, performance, and work in the following ways: how are we impacting, influencing, and improving the system care for children and families in Santa Barbara County and, are the children that we touch ready for Kindergarten. We evaluate this effort through the Results Based Accountability Framework (RBA) which looks at: how much did we do, how well we did it, and is anyone better off.

Our current performance measures in our 2017-2021 Strategic Plan are as follows:

- Children Live in Healthy, Safe, Stable, and Nurturing Family Environments
- Children are Learning in a Manner and in Environments that Support School Readiness
- There is a System of Accessible, Community-Based Services and Support Available to Children and their Families

The premise of these performance measures, if met, will reduce the need for families to need additional public services by reducing the rate of child abuse and neglect, increasing the number of families who can identify, access and utilize family, health, and child resources, increase the number of parents and caregivers who have awareness and skills to help support their child's school readiness, and build a system of care that provides a safety net during times of need.

Additionally, our cross-collaborative systems work aims to establish high performance programs and services that encourage linkages across sectors and improve the political contexts that surrounds young children, their families, their caregivers, and the systems that they access (i.e. medical homes, education, and community resources).

For future planning and as part of Renew 22 and the redesigned strategic vision of the Children and Families Commission (aka First 5), we aim to increase our ***collaborative problem solving, strategic thinking, and alignment with vision*** with other county departments in an effort to streamline, promote the lens of children and families as an essential piece of any planning, and to work towards one county, one future.

First 5

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHILDREN & FAMILY SVCS DIR	1.07	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.20	-	-	-	-
FIRST 5 PROGRAM SPECIALIST	-	0.26	0.26	-	(0.26)
ACCOUNTANT	-	0.15	0.15	0.15	-
ADMN OFFICE PRO SR	0.26	0.25	0.25	0.40	0.15
FINANCIAL OFFICE PRO SR	0.09	-	-	-	-
Total	1.63	1.66	1.66	1.55	(0.11)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 285,300	$ 298,100	$ 251,800	$ 294,000	$ (4,100)
Services and Supplies	154,486	108,600	96,700	114,500	5,900
Other Charges	18,192	9,100	10,000	13,000	3,900
Total Operating Expenditures	457,978	415,800	358,500	421,500	5,700
Increases to Fund Balances	217,176	-	380,100	-	-
Total Expenditures	$ 675,154	$ 415,800	$ 738,600	$ 421,500	$ 5,700
Budget By Categories of Revenues					
Use of Money and Property	135,167	5,000	5,000	5,000	-
Intergovernmental Revenue	1,095,379	89,000	733,200	95,100	6,100
Miscellaneous Revenue	2,501	-	400	-	-
Total Operating Revenues	1,233,048	94,000	738,600	100,100	6,100
Decreases to Fund Balances	63,916	321,800	-	321,400	(400)
Total Revenues	$ 1,296,964	$ 415,800	$ 738,600	$ 421,500	$ 5,700

First 5

Administration & Support Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Administered and maintained grants and/or contracts totaling $1.7 million with nonprofit organizations, school districts, and businesses to serve children ages 0-5 years and their families.
- Provided a high level of fiscal control, transparency, accounting, and reporting; meeting all requirements of State law, the rules and regulations of First 5 California, the County's auditing and fiscal control processes, and an independent third party audit.
- Increased our First 5 presence at County Committees, Councils, and Task Forces to better cross collaborate.

2020-21 Objectives

- Re-Balance our fiscal commitments to meet the changing revenue and strategies identified in our current and future strategic plan(s) by developing an economic vitality strategy for sustainability through continued fiscal control measures and thoughtful financial planning; maintaining efficiency and leveraging resources.

First 5

Program Evaluation and Research Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROJECT MANAGER	-	-	-	0.75	0.75
PROGRAM MANAGER	-	0.25	0.25	-	(0.25)
Total	-	0.25	0.25	0.75	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ (3,386)	$ 43,300	$ 90,300	$ 129,100	$ 85,800
Services and Supplies	164,244	149,900	161,300	211,100	61,200
Other Charges	400	300	300	800	500
Total Operating Expenditures	161,258	193,500	251,900	341,000	147,500
Total Expenditures	$ 161,258	$ 193,500	$ 251,900	$ 341,000	$ 147,500
Budget By Categories of Revenues					
Intergovernmental Revenue	169,677	193,500	251,900	341,000	147,500
Total Operating Revenues	169,677	193,500	251,900	341,000	147,500
Total Revenues	$ 169,677	$ 193,500	$ 251,900	$ 341,000	$ 147,500

2019-20 Anticipated Accomplishments

- Supported transparency and community engagement by publishing data, results, and outcomes on an ongoing basis, through multiple venues.
- Continued to strengthen the way First 5 collects, tracks, and reports on program indicators and desired results.

First 5

Program Evaluation and Research (cont'd)

2020-21 Objectives

- Respond to the needs of the community by increasing our presence as an authoritative source for data and research on young children, families, and the early care workforce by re-designing our evaluation framework and enhancing the ability to access real-time data on our website pages for immediate decision making.
- Respond to feedback from community partners, local philanthropy, and County Departments on how to improve our practice in promoting and supporting a system of care for children and families by conducting regional input sessions, designing relevant surveys, and facilitating targeted stakeholder meetings.
    - Convene meetings with our team and the University of California, Santa Barbara (UCSB) third party evaluator
    - Analyze and redesign the way First 5 currently collects, tracks, and reports on program indicators and desired results to better align with the First 5 California Annual Report and to better reflect the impact of First 5's investments
    - Work with Vertical Change (database software designer and server hosting system) to enhance the online database software
    - Develop reports for more in depth contract monitoring
    - Create a dashboard for more comprehensive graphs
    - Compliance with First 5 California Annual Report requirements

First 5

Children's Wellness and Support Budget Program

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:

1. Systems Change and Capacity Building
2. Communications and Policy

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROJECT MANAGER	-	-	-	2.25	2.25
PROGRAM MANAGER	-	0.75	0.75	-	(0.75)
ADMN OFFICE PRO	0.80	-	-	-	-
PROGRAM ADMINISTRATOR	-	1.00	1.00	-	(1.00)
DEPT BUS SPEC	-	2.00	2.00	-	(2.00)
PUBLIC INFO SPECIALIST	1.00	-	-	-	-
FIRST 5 PROGRAM SPECIALIST	2.48	0.74	0.74	-	(0.74)
ACCOUNTANT	-	0.85	0.85	0.85	-
FINANCIAL OFFICE PRO SR	0.91	-	-	-	-
ADMN OFFICE PRO SR	0.74	0.75	0.75	1.60	0.85
Total	5.92	6.09	6.09	4.70	(1.39)

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

First 5

Children Wellness and Support Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 735,916	$ 889,100	$ 734,000	$ 712,500	$ (176,600)
Services and Supplies	1,959,581	1,951,900	2,009,600	2,180,300	228,400
Other Charges	39,525	46,000	45,300	69,300	23,300
Total Operating Expenditures	2,735,021	2,887,000	2,788,900	2,962,100	75,100
Total Expenditures	$ 2,735,021	$ 2,887,000	$ 2,788,900	$ 2,962,100	$ 75,100
Budget By Categories of Revenues					
Intergovernmental Revenue	2,012,375	2,887,000	2,703,900	2,941,100	54,100
Miscellaneous Revenue	495	-	85,000	21,000	21,000
Total Operating Revenues	2,012,871	2,887,000	2,788,900	2,962,100	75,100
Other Financing Sources	1,025	-	-	-	-
Decreases to Fund Balances	90,897	-	-	-	-
Total Revenues	$ 2,104,793	$ 2,887,000	$ 2,788,900	$ 2,962,100	$ 75,100

2019-20 Anticipated Accomplishments

- Administered and maintained grants and/or contracts totaling $1.7 million with non-profit organizations, school districts, and businesses to serve children ages 0-5 years and their families.
- Invested in evidence-based and research-informed strategies with an emphasis on serving children and families most in need including Family Strengthening through Family Resource Centers and Preschool and Childcare quality improvement and expansion.
- Continued 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 by promoting the Talk, Read, Sing messaging and supporting community improvement efforts through intentional co-sponsorships of events.

2020-21 Objectives

- Re-Design our Communication framework to promote child wellbeing in coordinated efforts with other county departments, community partners, and state initiatives that align with First 5's vision and mission.

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.
- 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.
- Continue implementation of the Housing Element including adoption by the Board of Supervisors of ordinance amendments to address changes in State law regarding housing; continue major updates of the County's Comprehensive Plan, including the Circulation and Safety Element; and continue permitting, enforcement and compliance associated with Cannabis operations.
- Pursue adequate and sustainable infrastructure maintenance.

Community Resources & Public Facilities

Functional Group Summary

Staffing By Department	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Agricultural Commissioner/W&M	34.88	37.00	37.00	37.00	-
Planning & Development	87.87	102.30	102.30	110.30	8.00
Public Works	262.73	281.25	281.25	283.30	2.05
Community Services	76.34	88.50	88.50	92.25	3.75
Total	461.82	509.05	509.05	522.85	13.80

Budget By Department					
Agricultural Commissioner/W&M	$ 5,515,453	$ 6,233,600	$ 6,233,600	$ 6,711,200	$ 477,600
Planning & Development	16,019,681	24,788,400	21,192,800	25,675,500	887,100
Public Works	104,988,675	137,193,900	132,055,000	145,961,100	8,767,200
Community Services	31,701,311	36,853,800	37,556,400	42,482,200	5,628,400
Total	$158,225,120	$205,069,700	$197,037,800	$220,830,000	$ 15,760,300

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 64,244,628	$ 71,680,900	$ 70,214,800	$ 76,176,500	$ 4,495,600
Services and Supplies	74,671,858	102,242,700	98,377,635	114,957,400	12,714,700
Other Charges	19,308,634	31,146,100	28,445,365	29,696,100	(1,450,000)
Total Operating Expenditures	158,225,120	205,069,700	197,037,800	220,830,000	15,760,300
Capital Assets	69,471,225	94,059,300	99,678,720	64,886,400	(29,172,900)
Other Financing Uses	25,211,585	16,181,900	17,300,800	23,150,100	6,968,200
Intrafund Expenditure Transfers (+)	277,147	811,200	789,900	524,300	(286,900)
Increases to Fund Balances	27,686,645	17,708,600	43,690,980	33,205,500	15,496,900
Fund Balance Impact (+)	115,064,488	-	60,900	-	-
Total	$395,936,209	$333,830,700	$358,559,100	$342,596,300	$ 8,765,600

Budget By Categories of Revenues					
Taxes	$ 25,516,557	$ 25,008,300	$ 24,918,600	$ 25,192,500	$ 184,200
Licenses, Permits and Franchises	15,977,294	17,864,700	17,154,500	19,482,400	1,617,700
Fines, Forfeitures, and Penalties	139,198	40,700	677,800	45,600	4,900
Use of Money and Property	7,846,578	2,869,900	4,047,362	4,338,700	1,468,800
Intergovernmental Revenue	42,605,299	66,812,700	57,997,500	74,297,900	7,485,200
Charges for Services	65,415,603	78,040,500	77,319,700	78,440,200	399,700
Miscellaneous Revenue	5,780,664	2,311,100	2,593,300	2,670,200	359,100
Total Operating Revenues	163,281,192	192,947,900	184,708,762	204,467,500	11,519,600
Other Financing Sources	187,610,709	13,667,900	41,686,500	18,649,700	4,981,800
Intrafund Expenditure Transfers (-)	268,191	781,500	787,700	641,900	(139,600)
Decreases to Fund Balances	24,807,817	106,459,400	111,402,138	98,558,100	(7,901,300)
General Fund Contribution	19,968,300	19,974,000	19,974,000	20,279,100	305,100
Fund Balance Impact (-)	-	-	-	-	-
Total	$395,936,209	$333,830,700	$358,559,100	$342,596,300	$ 8,765,600

Community Resources & Public Facilities

Agriculture Weights & Measures Department

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$6,711,200**
Capital	**$ 100,000**
FTEs	**37.0**

Cathleen Fisher
Agriculture Commissioner/Director of Weights & Measures

- Agriculture 28.63 FTE
- Weights & Measures 6.43 FTE
- Administration & Support 1.94 FTE

Agriculture 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 weights & measures programs. 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 5,000 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 7,000 commercial devices in the County each year and check over 725 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 2020-21 Objectives

- Support our new combined Agriculture/Weights & Measures Inspector positions by ensuring staff are being cross-trained and supervisors in the programs are working together to ensure program workloads are completed in an efficient and timely manner.
- Participate in upcoming hemp regulatory program.
- Prepare staff for future leadership opportunities through department, county, and state trainings.
- Collaborate with other agencies including University of California Cooperative Extension (UCCE), University of California Santa Barbara (UCSB), and the community on developing a comprehensive outreach and education program for the Shot hole borer.
- Replace aging meter testing equipment used for certifying utility meters with a more technologically advanced testing unit.
- Digitize department files per State and County guidelines whenever possible to ensure all department staff are able to view files through a central location.
- Due to COVID-19 the Department will develop online training/workshops to assist growers and pest control industry to earn the necessary continuing education credits required by the Department of Pesticide Regulations to acquire pesticide applicators licensing.

Agriculture Weights & Measures Department

Highlighted Renew 2022 Initiatives

Already Underway

- Re-balance
  - Reclassification of Agricultural Biologist and Weights & Measure Inspector allows staff to work in multiple programs throughout the years providing challenges and professional development.
- Re-design
  - New phytosanitary pilot program for additional agricultural businesses.
- Retain
  - Reduced commute time for staff.
  - Participate with Leadership Certificate pilot program.
  - Offer alternative work schedules.

Implementation in FY 2020-21

- Re-design
  - Migrate 100% of all department forms on-line.
- Respond
  - Monthly summaries, quarterly newsletters, website/social media, staff meetings, expand education and outreach.
  - Taskforce develop and implement a biennial customer satisfaction survey.
- Retain
  - Provide opportunity for supervisors and managers to participate in the county Leadership Certification Program (LCP).
  - New employee orientation and training plan.
  - Department office locations provide staff opportunity to live closer to their work location.
  - Offer alternative work schedules.

Agriculture Weights & Measures Department

Renew 2022 Big Picture Goals

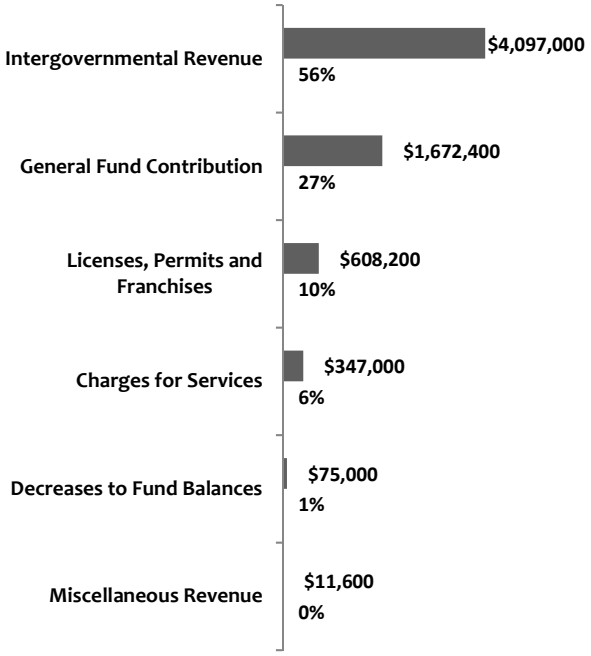
Agriculture Weights & Measures Department will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Provide industry access to complete registration forms on-line. • Migrate 100% of all department forms on-line.
County provided process improvement training	• Facilitate a licensing study and training group. • Provide training for leadership opportunities in all programs.
RE-BALANCE	
Enhance financial resiliency	• Reclassification of Agricultural Biologist and Weights & Measure Inspector allows staff to work in multiple programs throughout the years providing challenging work environment and professional development. • Review schedule of fees and revise hourly rate.
RESPOND	
Conduct an external customer or client satisfaction survey	• Coordinate a department taskforce. • Taskforce develop and implement a biennial customer satisfaction survey.
RETAIN	
Facilitate the participation of managers in a leadership development program	• Provide opportunity for supervisors and managers to participate in the county Leadership Certification Program (LCP).
Retain new employees during their first 5 years of employment	• Department office locations provide staff opportunity to live closer to their work location. • Offer alternative work schedules. • New employee onboarding / orientation and training plan.

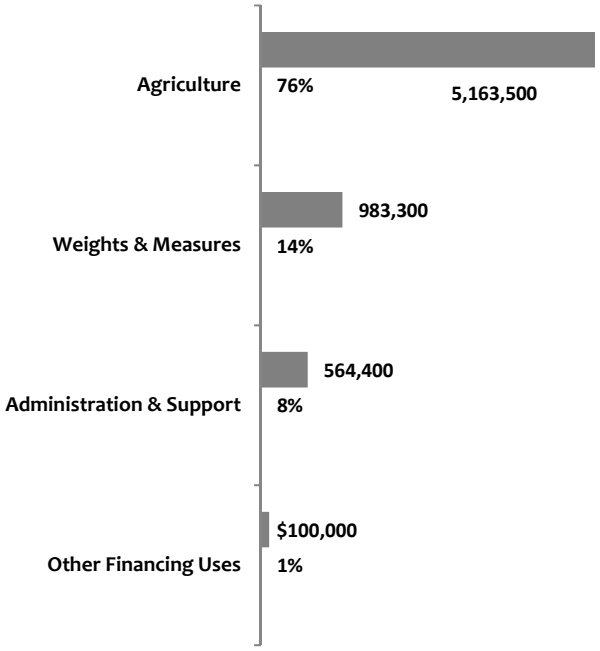
Agriculture Weights & Measures Department

Recommended Sources & Uses of Funds

Source of Funds - $6,811,200

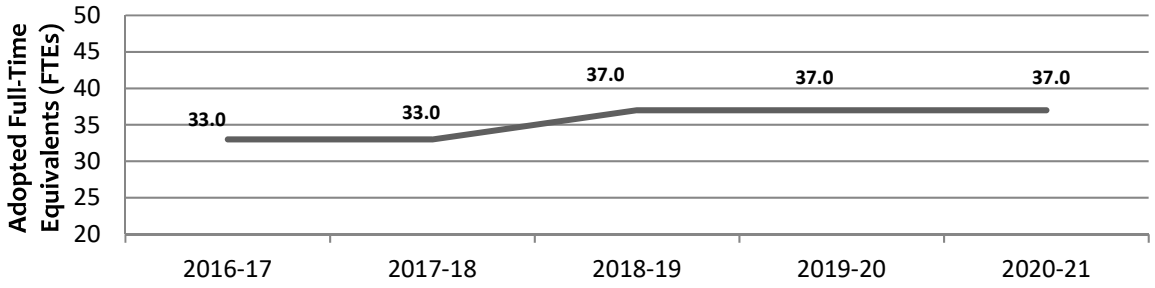


Use of Funds - $6,811,200



Staffing Trend

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



Agriculture Weights & Measures Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	1.92	2.29	2.29	1.94	(0.36)
Agriculture	27.02	28.30	28.30	28.63	0.34
Weights & Measures	5.94	6.41	6.41	6.43	0.02
Total	34.88	37.00	37.00	37.00	-

Budget By Budget Program					
Administration & Support	$ 538,108	$ 570,900	$ 572,000	$ 564,400	$ (6,500)
Agriculture	4,104,676	4,742,300	4,741,200	5,163,500	421,200
Weights & Measures	872,669	920,400	920,400	983,300	62,900
Total	$ 5,515,453	$ 6,233,600	$ 6,233,600	$ 6,711,200	$ 477,600

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 4,421,674	$ 5,105,800	$ 5,105,800	$ 5,548,500	$ 442,700
Services and Supplies	656,378	714,000	712,900	696,300	(17,700)
Other Charges	437,400	413,800	414,900	466,400	52,600
Total Operating Expenditures	5,515,453	6,233,600	6,233,600	6,711,200	477,600
Capital Assets	81,062	-	-	-	-
Other Financing Uses	35,643	200,000	200,000	100,000	(100,000)
Fund Balance Impact (+)	4,864	-	-	-	-
Total	$ 5,637,021	$ 6,433,600	$ 6,433,600	$ 6,811,200	$ 377,600

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 480,275	$ 928,000	$ 928,000	$ 608,200	$ (319,800)
Intergovernmental Revenue	3,188,008	3,396,800	3,396,800	4,097,000	700,200
Charges for Services	281,325	341,000	341,000	347,000	6,000
Miscellaneous Revenue	9,576	13,600	13,600	11,600	(2,000)
Total Operating Revenues	3,959,185	4,679,400	4,679,400	5,063,800	384,400
Decreases to Fund Balances	82,737	116,200	116,200	75,000	(41,200)
General Fund Contribution	1,595,100	1,638,000	1,638,000	1,672,400	34,400
Total	$ 5,637,021	$ 6,433,600	$ 6,433,600	$ 6,811,200	$ 377,600

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

Agriculture Weights & Measures Department

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- The department's current staffing level is at 37.0 FTEs.

Expenditures

- Net operating expenditures increase of $477,600 is primarily due to:
  - +$442,700 increase in Salaries and Employee Benefits reflects an increase in regular salaries, retirement, Social Security, medical insurance costs and unemployment insurance costs.
  - -$17,700 decrease in Services and Supplies.
  - +$52,600 increase in Other Charges for Utilities and Other Services.
- Net Non- operating expenditures decrease of $100,000 due to fewer vehicle replacements.

These changes result in recommended operating expenditures of $6,711,200, non-operating expenditures of $100,000 for total expenditures of $6,811,200.

Revenues

- Net operating revenue increase of $384,400 is primarily due to:
  - +$700,200 increase in Intergovernmental Revenue for our agricultural programs.
  - + $6,000 increase in Charges for Services.
  - -$319,800 decrease in Licenses, Permits and Franchises and Miscellaneous Revenue.
- Net non-operating revenue decrease of $6,800 is primarily due to:
  - -$41,200 decrease in use of Fund Balances.
  - +$34,400 increase in General Fund Contribution.

These changes result in recommended operating revenues of $5,063,800 non-operating revenues of $1,747,400 and total revenues of $6,811,200.

Related Links

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

Agriculture Weights & Measures Department

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommended
Administration & Support				
Departmental Employee Performance Reviews (EPRs) completed by the due date	100% 33/33	100% 42/42	100% 47/47	100% 37/37
Agriculture				
Certified Farmers' Markets inspections conducted	100% 28/28	100% 18/18	100% 22/22	100% 22/22
Pesticide use enforcement program inspections conducted	106% 425/400	103% 410/400	113% 480/425	100% 425/425
Education/outreach sessions conducted	100% 100/100	100% 100/100	100% 100/100	100% 100/100
Weights & Measures				
Commercial weighing and measuring devices inspected for compliance	100% 6,500/6,500	100% 7,000/7,000	101% 7,043/7,000	100% 7,000/7,000
Business locations with point-of-sale (scanner) pricing systems inspected	100% 750/750	100% 725/725	102% 739/725	100% 725/725

Agriculture Weights & Measures Department

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
AG COMM/SEALER WGTS-MEAS	0.62	0.55	0.55	0.53	(0.02)
ASST DIRECTOR	0.49	0.56	0.56	0.34	(0.22)
EDP SYS & PROG ANLST	0.01	0.01	0.01	0.03	0.02
AGRI COMMISSIONER-DEPT	0.19	0.20	0.20	0.24	0.04
DEPUTY DIRECTOR	0.11	0.10	0.10	0.09	(0.01)
ADMN OFFICE PRO	0.02	0.04	0.04	-	(0.04)
AGRICULTURAL INTEGRATED PEST MANA	0.04	0.10	0.10	0.03	(0.07)
AGRI BIOLOGIST SUPV	0.04	0.02	0.02	0.53	0.51
WGTS & MEASURES INSP SUPV	0.05	0.10	0.10	0.01	(0.09)
AG BIO/W&M INSPECTOR	0.09	0.51	0.51	0.09	(0.42)
AGRI BIOLOGIST	0.15	0.08	0.08	0.04	(0.04)
WGTS-MEASURES INSP	0.10	0.02	0.02	-	(0.02)
ADMN OFFICE PRO SR	-	-	-	0.01	0.01
Total	1.92	2.29	2.29	1.94	(0.36)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 418,440	$ 431,600	$ 431,600	$ 396,400	$ (35,200)
Services and Supplies	29,399	24,200	24,200	52,900	28,700
Other Charges	90,269	115,100	116,200	115,100	-
Total Operating Expenditures	538,108	570,900	572,000	564,400	(6,500)
Capital Assets	1,076	-	-	-	-
Other Financing Uses	5,643	-	-	-	-
Total Expenditures	$ 544,826	$ 570,900	$ 572,000	$ 564,400	$ (6,500)
Budget By Categories of Revenues					
Intergovernmental Revenue	183,598	407,100	408,200	396,900	(10,200)
Miscellaneous Revenue	135	-	-	-	-
Total Operating Revenues	183,733	407,100	408,200	396,900	(10,200)
General Fund Contribution	79,800	163,800	163,800	167,500	3,700
Total Revenues	$ 263,533	$ 570,900	$ 572,000	$ 564,400	$ (6,500)

Agriculture Weights & Measures Department

Administration & Support Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Administrative staff continue working with the agricultural industry to ensure accurate data entry into the Phytosanitary Certificate Issuance & Tracking System.
- Enable industry to process their federal phytosanitary certificate forms at their office locations. Transition two additional growers to assume Authorized Entity (AE) roles per California Department Food and Agriculture (CDFA) requirements.
- Support the EOC during natural disasters and recovery efforts by identifying staff who live locally and are able to access the facility during a disaster and attend the EOC trainings.
- Participate with County Cannabis Business Licensing program and enforcement task group.
- Facilitate agriculture/cannabis stakeholder working group to address potential incompatible farming practices.
- Support staff to successfully obtain all state licenses and prepare for future leadership opportunities through in-house study groups and participation in county and state partnership events such as California Association of Standards and Agricultural Professionals (CASAP).
- Support leadership staff with enrolling in Human Resources management/executive training classes.
- Continue to support and participate in the county's Leadership Certification Program and Transformation Taskforce.
- Relocation of mid-county office to Buellton to provide and improve services to the industry.
- Establish an improved on-boarding/training program.
- Support the agricultural industry, commercial businesses and public by providing essential services during the COVID-19 pandemic while practicing social distancing and utilizing remote communication tools to minimize contact and slow the spread of the COVID-19.
-

2020-21 Objectives

- Support our combined Agriculture/Weights & Measures Inspector positions by ensuring staff are being cross-trained and supervisors in the programs are working together to ensure program workloads are completed in an efficient and timely manner.
- Continue to volunteer support of the EOC during natural disasters and support federal agencies with recovery efforts for the agricultural community.
- Provide industry the necessary training to process their federal phytosanitary certificate forms at their locations. Have at least two more growers assumed Approval Entity (AE) roles per CDFA requirements.
- Digitize department files per State and County guidelines whenever possible to ensure all department staff are able to view files through a central location.
- In cooperation with the weights and measures database vendor, introduce paperless options for inspection and permitting processes.
- Continue involvement with County Cannabis Licensing program.
- Continue to provide essential services, programs and support to agricultural industry, commercial businesses, and the public which may be struggling due to the COVID-19 pandemic.

Agriculture Weights & Measures Department

Agriculture Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
AG COMM/SEALER WGTS-MEAS	0.33	0.35	0.35	0.43	0.08
ASST DIRECTOR	0.44	0.37	0.37	0.60	0.23
EDP SYS & PROG ANLST	0.90	0.92	0.92	0.88	(0.03)
AGRI COMMISSIONER-DEPT	2.80	2.79	2.79	2.76	(0.03)
DEPUTY DIRECTOR	0.20	0.30	0.30	0.26	(0.04)
ADMN OFFICE PRO	2.48	2.54	2.54	2.57	0.03
AGRICULTURAL INTEGRATED PEST MANA	0.85	0.90	0.90	0.97	0.07
AGRI BIOLOGIST SUPV	1.88	1.98	1.98	1.47	(0.51)
WGTS & MEASURES INSP SUPV	0.10	0.30	0.30	0.25	(0.05)
AG BIO/W&M INSPECTOR	3.29	10.99	10.99	8.54	(2.45)
WGTS-MEASURES INSP	0.18	0.01	0.01	0.02	0.01
AGRI BIOLOGIST	12.67	5.92	5.92	8.94	3.02
ADMN OFFICE PRO SR	0.89	0.94	0.94	0.94	-
Total	27.02	28.30	28.30	28.63	0.34

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 3,290,294	$ 3,871,500	$ 3,871,500	$ 4,282,900	$ 411,400
Services and Supplies	548,881	625,300	624,200	559,400	(65,900)
Other Charges	265,501	245,500	245,500	321,200	75,700
Total Operating Expenditures	4,104,676	4,742,300	4,741,200	5,163,500	421,200
Capital Assets	24,129	-	-	-	-
Other Financing Uses	20,007	160,000	160,000	85,000	(75,000)
Total Expenditures	$ 4,148,812	$ 4,902,300	$ 4,901,200	$ 5,248,500	$ 346,200
Budget By Categories of Revenues					
Licenses, Permits and Franchises	13,807	423,000	423,000	106,000	(317,000)
Intergovernmental Revenue	3,004,410	2,818,700	2,817,600	3,700,100	881,400
Charges for Services	272,405	332,000	332,000	338,000	6,000
Miscellaneous Revenue	2,625	300	300	200	(100)
Total Operating Revenues	3,293,247	3,574,000	3,572,900	4,144,300	570,300
Decreases to Fund Balances	12,427	116,200	116,200	75,000	(41,200)
General Fund Contribution	1,196,300	1,212,100	1,212,100	1,029,200	(182,900)
Total Revenues	$ 4,501,974	$ 4,902,300	$ 4,901,200	$ 5,248,500	$ 346,200

Agriculture Weights & Measures Department

Agriculture Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Assure staff is prepared to become certified through the USDA Export Services program as Accredited Certification Officials in order to increase export services to the agricultural growers.
- Continue to volunteer support of the EOC during natural disasters and support federal agencies with recovery efforts for the agricultural community.
- Provide the necessary training and support for the combined Agriculture/Weights & Measures Inspector position to successfully integrate into all agriculture and weights & measures programs.
- Identify emerging leaders within our department and support the growth and development of leadership skills through our department's and state partner sponsored training.
- Provide education and outreach at the 2019 Santa Barbara County Fair.
- Implement the Bee Safe program that includes bee health and the enforcement of AB 2468.
- Attend Southern Deputy Agricultural Commissioner group meetings.
- Provide education and outreach to certified producers and organic growers.
- Re-establish quarterly weed management meetings to build membership and leadership through community involvement.
- Receive grant funding through CDFA for an invasive weed removal project.
- Coordinate with the Resource Conservation District (RCD) and the new UCCE Rangeland advisor on outreach and educational opportunities for ranchers.
- Receive grant funding from California Department of Forestry and Fire Protection to remove diseased trees and provide education and outreach regarding the invasive Shot hole borer pest.
- Launch new mobile device pesticide complaint application.
- Increase staff time in the structural Branch 1 fumigation program.
- Provide education and outreach of new and existing State Pesticide regulations to staff, pesticide applicators, and structural pest control industry.
- Continue education outreach and enforcement to agricultural growers and licensed cannabis cultivators on the state's pesticide regulatory program.
- Continue administrative support to the Agricultural Advisory Committee (AAC).
- Continue to chair the Agricultural Preserve Advisory Committee (APAC).
- Due to the impact of COVID-19 pandemic and the need to practice social distancing the department was able to continue providing essential services such as issuing permits, export certifications, pesticide use enforcement, and direct marketing in support of the agricultural industry and public.

Agriculture Budget Program (cont'd)

2020-21 Objectives

- Prepare staff for future leadership opportunities through department, county, and state trainings.
- Continue attending Southern Deputy Agricultural Commissioner group meetings.
- Continue supporting the development of the Weed Management Area (WMA) through community involvement.
- Collaborate with other agencies including UCCE, UCSB, and the community on developing a comprehensive outreach and education program for the Shot hole borer.
- Host the 2020 Annual Statewide Detection Dog and Handler Meeting.
- Support the Santa Barbara County Farm Bureau for the fourth Spray Safe event (2021) in Santa Barbara County.
- Participate in upcoming hemp regulatory program.
- Continue education outreach and enforcement to agricultural growers and licensed cannabis/hemp cultivators on the state's pesticide regulatory program.
- Participate with CDFA Cal Cannabis division license inspection program.
- Continue administrative support to the AAC.
- Continue to chair the APAC.
- Due to COVID-19 the Department will develop online training/workshops to assist growers and pest control industry to earn the necessary continuing education credits required by the Department of Pesticide Regulations to acquire and maintain pesticide applicators licensing.

Agriculture Weights & Measures Department

Weights & Measures Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
AG COMM/SEALER WGTS-MEAS	0.05	0.10	0.10	0.03	(0.07)
ASST DIRECTOR	0.07	0.07	0.07	0.06	(0.01)
EDP SYS & PROG ANLST	0.09	0.07	0.07	0.09	0.02
AGRI COMMISSIONER-DEPT	0.01	0.01	0.01	-	(0.01)
DEPUTY DIRECTOR	0.68	0.60	0.60	0.65	0.05
ADMN OFFICE PRO	0.50	0.43	0.43	0.43	0.01
WGTS & MEASURES INSP SUPV	0.48	0.60	0.60	0.74	0.14
AG BIO/W&M INSPECTOR	1.65	3.50	3.50	3.37	(0.13)
AGRI BIOLOGIST	0.07	-	-	0.02	0.02
WGTS-MEASURES INSP	2.24	0.97	0.97	0.98	0.02
ADMN OFFICE PRO SR	0.11	0.06	0.06	0.05	(0.01)
Total	5.94	6.41	6.41	6.43	0.02

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 712,940	$ 802,700	$ 802,700	$ 869,200	$ 66,500
Services and Supplies	78,098	64,500	64,500	84,000	19,500
Other Charges	81,630	53,200	53,200	30,100	(23,100)
Total Operating Expenditures	872,669	920,400	920,400	983,300	62,900
Capital Assets	55,858	-	-	-	-
Other Financing Uses	9,993	40,000	40,000	15,000	(25,000)
Total Expenditures	$ 938,519	$ 960,400	$ 960,400	$ 998,300	$ 37,900
Budget By Categories of Revenues					
Licenses, Permits and Franchises	466,468	505,000	505,000	502,200	(2,800)
Intergovernmental Revenue	-	171,000	171,000	-	(171,000)
Charges for Services	8,920	9,000	9,000	9,000	-
Miscellaneous Revenue	6,816	13,300	13,300	11,400	(1,900)
Total Operating Revenues	482,204	698,300	698,300	522,600	(175,700)
Decreases to Fund Balances	70,310	-	-	-	-
General Fund Contribution	319,000	262,100	262,100	475,700	213,600
Total Revenues	$ 871,514	$ 960,400	$ 960,400	$ 998,300	$ 37,900

Agriculture Weights & Measures Department

WEIGHTS & MEASURES BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

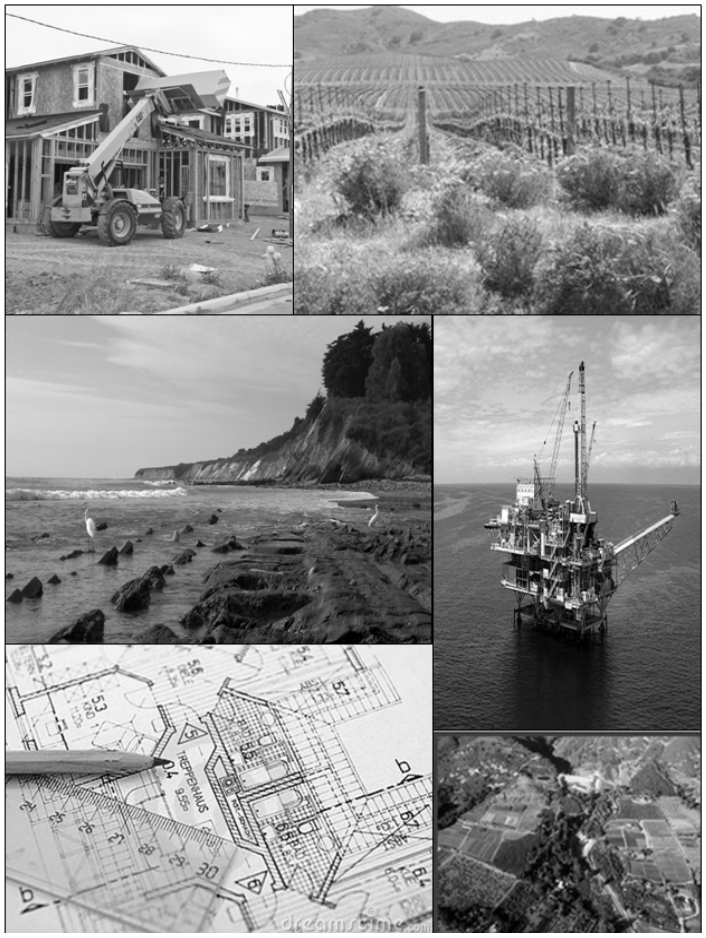
- Inspect 100% of the 7,043 commercial weighing and measuring devices in the County. Some of the categories of devices inspected include:
    - 2,791 retail motor fuel meters (gas pumps) inspected and resulted in a 97% compliance rate;
    - 1,085 small capacity scales (grocery store scales, farmers markets, recycling and shipping scales) inspected and resulted in a 90% compliance rate;
    - 400 heavy capacity scales (vehicle scales, livestock and winery scales) inspected and resulted in an 78% compliance rate;
    - 95 taxi meters inspected and resulted in a 79% compliance rate.
    - Inspect 739 business locations with price verification/point of sales pricing systems in place.
- Issue 12 Administrative Civil Penalties for price inspection overcharges.
- Provide the necessary training and support for the combined Agriculture/Weights & Measures Inspector position to successfully integrate into all agriculture and weights & measures programs.
- Support staff with professional development.
- Continue attending Southern California Deputy Sealer Group Meetings.
- Supervisor to serve as Vice-President of CASAP Board of Directors.
- Participate as a voting delegate at annual conferences, a forum for consensus standards.
- Conduct training, outreach, and enforcement on the regulatory program of device and package inspections of licensed cannabis businesses.
- Conduct education outreach and enforcement to agricultural growers and licensed cannabis cultivators on the state's weights and measures laws and regulations.
- Work with State partners on developing testing procedures for alternative energy fuel sources, such as hydrogen fuel dispensers, and transportation measuring system companies.
- Due to COVID-19 the department continues to provide essential services to the cattle/livestock industry, agricultural processing facilities and the public by responding to consumer complaints.

2020-21 Objectives

- Support and prepare staff for future leadership opportunities to ensure succession planning.
- Staff will continue to volunteer support of the EOC during natural disasters and recovery efforts.
- Work with State partners on developing testing procedures for electric vehicle charging stations.
- Acquire testing equipment and train staff on the new electric vehicle charging station inspection procedures.
- Acquire testing equipment and train staff on the transportation network regulatory program.
- Replace aging meter testing equipment used for certifying utility meters with a more technologically advanced testing unit.
- Continue training outreach and enforcement to licensed cannabis/hemp cultivators on the state's weights and measures laws and regulations.
- Educate the public on the Weights and Measures program and its protection of the consumer and safeguard equity in the marketplace.
- The department will conduct outreach to those commercial businesses impacted by COVID-19 to ensure compliance with Weights & Measures laws and regulations.

Agriculture Weights & Measures Department

Planning & Development



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Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 25,675,500**
Capital	**$ 59,400**
FTEs	**110.3**

Lisa Plowman
Planning & Development Director

- Administration & Support 19.05 FTE
- Permitting 72.28 FTE
- Coastal Mitigation 0.16 FTE
- Code Enforcement 6.42 FTE
- Long Range Planning 12.39 FTE

Planning & Development

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, gas, and mining development, including permitting facilities and ensuring that they comply with their permits;
- Manages and updates the County's Comprehensive Plan; and
- 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 2020-21 Objectives

- Continue to implement the cannabis ordinance by permitting cannabis operations that are consistent with State and local requirements, ensure compliance with their permits, and coordinate with County, State and other agencies in enforcement actions against non-permitted cannabis operations.
- Continue to work with property owners on the rebuilding process related to the Thomas Fire and Montecito debris flow events.
- Continue staff development efforts, including job training, leadership development, and special assignments, to support staff engagement and retention and strengthen the resiliency of the Department.
- Leverage new and existing technology to streamline processes and gain efficiencies throughout the Department (e.g., limited online permitting, automation efforts, digital file conversions).
- Continue major updates to the County's Comprehensive Plan, starting with the Circulation and Safety Elements.
- Work collaboratively with County departments to implement the Homeless Interagency Policy Council Work Plan.

Planning & Development

Highlighted Renew 2022 Initiatives

Already Underway

- Full Cost Recovery for Permit Services
  - Set permit fees at a level to recover all allowed costs
  - Review and adjust fees to reflect changes in costs

- Evaluate Long Range Planning Work Program
  - Assess the number of projects in the Long Range Planning Division
  - Review staffing needs to efficiently complete projects
  - Investigate alternate funding method

- General Plan Maintenance Surcharge
  - Maintenance costs of the General Plan may be recovered through a surcharge on permits
  - Currently a 5% surcharge on building permits generates approximately $200,000 per year

Implementation in FY 2020-21

- Online Permitting Tools
  - Continue enhancing online features of the Accela permitting system including the expansion of the Accela system for all departments within the land development permit process and electronic application submittal.
  - Add additional online tools to increase efficiency of permit process.

Planning & Development

Renew 2022 Big Picture Goals

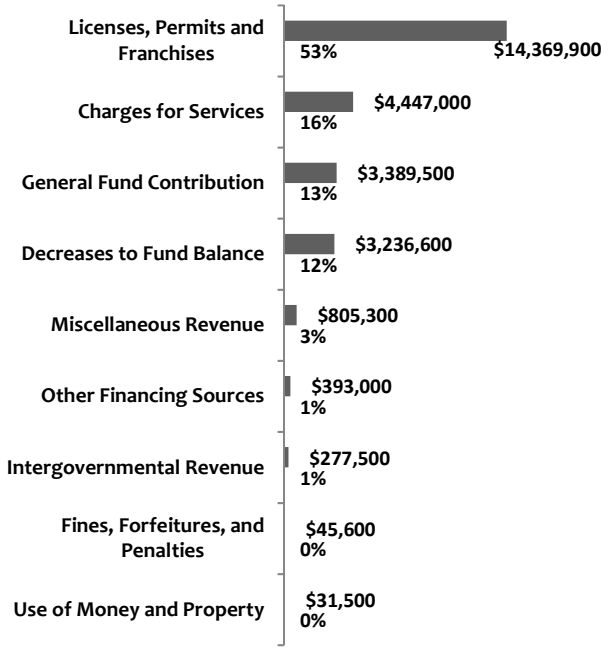
Planning and Development will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Websites upgrades including online permit submittal and credit card payments; • Implement permitting and GIS system online tools to increase the efficiency of permit process.
Train County employees in County-provided process improvement training	• Identify additional staff from each division to enroll in County-provided process improvement training to optimize departmental processes.
RE-BALANCE	
Enhance financial resiliency	• Continue to review and adjust fees to reflect changes in cost and set permit fees at a level to recover all allowed costs; • Continue to pursue grant funding within the Board-adopted Long Range Planning Work Program; • Structure Enterprise Funds to provide appropriate service levels resulting from changes in business/economic cycles.
RESPOND	
Conduct an external customer or client satisfaction survey	• Continue online survey at case closure to solicit customer feedback on their experience and satisfaction; • Implement customer service survey cards at permitting counters.
RETAIN	
Facilitate the participation of managers in a leadership development program	• 20% of Management Team participation in County Leadership Program; • Continue Management Team succession planning efforts.
Retain new employees during their first 5 years of employment	• Continue employee engagement efforts, including the Department's On-Boarding Program, positive motivators, and mentoring. • Continue succession planning efforts including the Leadership Development Academy and internal training programs.

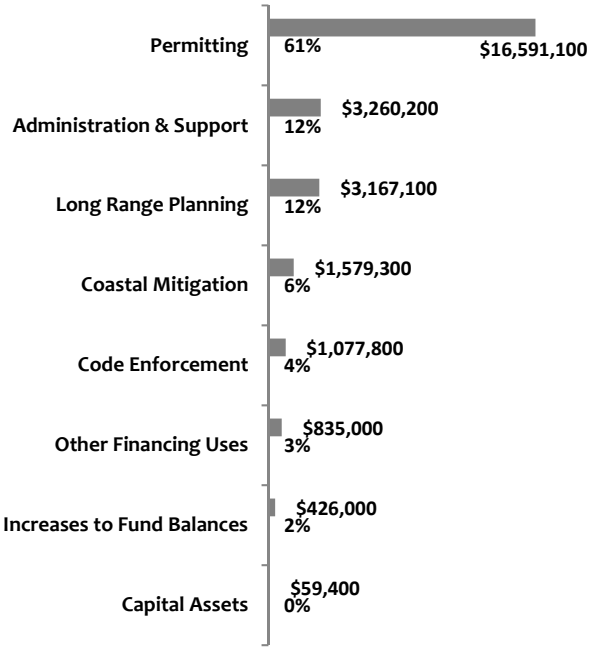
Planning & Development

Recommended Sources & Uses of Funds

Source of Funds - $26,995,900

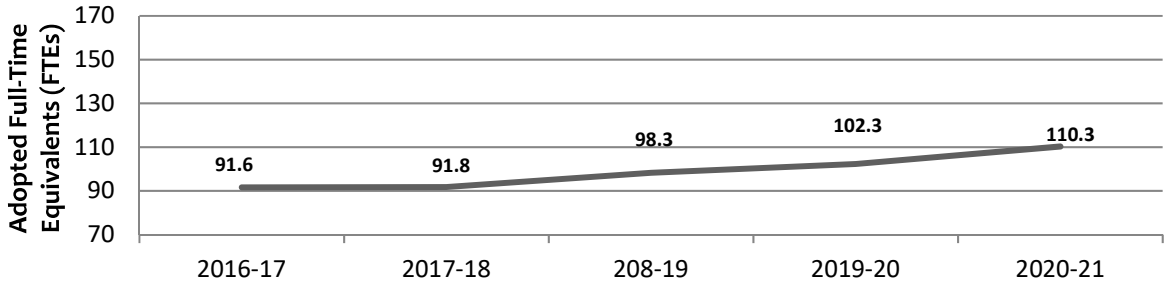


Use of Funds - $26,995,900



Staffing Trend

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



Planning & Development

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	14.85	16.14	16.14	19.05	2.91
Permitting	58.55	67.44	67.44	72.28	4.84
Coastal Mitigation	0.10	0.16	0.16	0.16	-
Code Enforcement	3.86	6.17	6.17	6.42	0.25
Long Range Planning	10.51	12.39	12.39	12.39	-
Total	87.87	102.30	102.30	110.30	8.00

Budget By Budget Program					
Administration & Support	$ 2,623,040	$ 2,813,500	$ 2,722,500	$ 3,260,200	$ 446,700
Permitting	10,815,324	15,879,600	14,317,900	16,591,100	711,500
Coastal Mitigation	120,337	1,642,500	610,800	1,579,300	(63,200)
Code Enforcement	625,500	929,600	863,100	1,077,800	148,200
Long Range Planning	1,835,480	3,523,200	2,678,500	3,167,100	(356,100)
Total	$ 16,019,681	$ 24,788,400	$ 21,192,800	$ 25,675,500	$ 887,100

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 12,763,783	$ 15,021,300	$ 14,243,200	$ 16,494,200	$ 1,472,900
Services and Supplies	2,437,594	7,480,300	5,588,400	6,855,600	(624,700)
Other Charges	818,304	2,286,800	1,361,200	2,325,700	38,900
Total Operating Expenditures	16,019,681	24,788,400	21,192,800	25,675,500	887,100
Capital Assets	7,361	10,300	10,300	59,400	49,100
Other Financing Uses	58,875	887,000	144,000	835,000	(52,000)
Increases to Fund Balances	739,055	271,300	842,800	426,000	154,700
Fund Balance Impact (+)	832,688	-	60,900	-	-
Total	$ 17,657,660	$ 25,957,000	$ 22,250,800	$ 26,995,900	$ 1,038,900

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 10,950,322	$ 12,697,100	$ 11,681,100	$ 14,369,900	$ 1,672,800
Fines, Forfeitures, and Penalties	142,078	40,700	677,800	45,600	4,900
Use of Money and Property	143,354	29,500	64,300	31,500	2,000
Intergovernmental Revenue	-	-	100,000	277,500	277,500
Charges for Services	1,548,972	4,967,500	4,166,900	4,447,000	(520,500)
Miscellaneous Revenue	767,550	786,800	748,800	805,300	18,500
Total Operating Revenues	13,552,276	18,521,600	17,438,900	19,976,800	1,455,200
Other Financing Sources	-	-	-	393,000	393,000
Decreases to Fund Balances	515,883	4,111,300	1,487,800	3,236,600	(874,700)
General Fund Contribution	3,589,500	3,324,100	3,324,100	3,389,500	65,400
Total	$ 17,657,660	$ 25,957,000	$ 22,250,800	$ 26,995,900	$ 1,038,900

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

Planning & Development

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Increase of 8.0 FTE due to:
  - Mid-year addition of one full-time supervising planner position in FY 2019-20.
  - Addition of three planner positions, two administrative office professionals, one computer systems specialist and one department business specialist in FY 2020-21. These positions will provide permit information, permitting services, online permitting, and internal training programs in addition to supporting significant expansions of information systems.

Expenditures

- Net operating expenditure increase of $887,100:
  - +$1,472,900 increase in Salaries and Employee Benefits due to the mid-year addition of one full-time supervising planner position in FY 2019-20, addition of three planner positions, two administrative office professionals, one computer systems specialist and one department business specialist in FY 2020-21, and general salary and benefit cost increases, which are offset by mandatory budgeted salary savings per Board-adopted budget guidelines and allocation policy.
  - -$624,700 decrease in Services and Supplies due to a $386,400 increase in enterprise fund cost allocations and $272,200 increase in administrative expenses, which are offset by a $776,000 decrease in applicant-funded consultant services, a $435,100 decrease in professional services, and a net decrease of $72,200 in miscellaneous office expenses such as software and office supplies.
  - +$38,900 increase in Other Charges due to a $81,900 increase in general County support services such as motor pool and information technology charges, a $20,500 increase in general liability insurance charges, which are offset by a $50,000 decrease in coastal mitigation grant awards and a decrease of $13,500 in development mitigation grant awards.
- Net non-operating expenditure increase of $151,800:
  - +$154,700 increase to Committed and Restricted Fund Balances primarily to fund one-time needs and structure Enterprise Funds to provide appropriate service levels.
  - -$52,000 decrease in Other Financing Uses reflecting a decreased transfer of $87,000 to the Community Services Department for expenditures related to the Jalama Beach affordable overnight accommodations, offset by an increase of $35,000 for vehicle replacements.
  - +$49,100 increase in Capital Assets representing changing equipment replacement needs.

These changes result in recommended operating expenditures of $25,675,500 and non-operating expenditures of $1,320,400, for total expenditures of $26,995,900.

Revenues

- Net operating revenue increase of $1,455,200:
  - +$1,672,800 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.
  - -$520,500 decrease in Charges for Services reflecting a $819,000 decrease in applicant-funded consultant services, which is offset by a $272,200 increase in administrative revenues and a net increase of $26,000 in miscellaneous services such as petroleum inspection fee revenue and other services.
  - +$277,500 increase in Intergovernmental Revenue due to $164,200 in grant funds from the California Department of Housing and Community Development (HCD) Planning Grants and Community Program and $113,300 from the California Governor's Office of Emergency Services (Cal OES) Hazard Mitigation Grant.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

- +$18,500 increase in Miscellaneous Revenue reflecting projected increases in technology fee revenue due to increased permit revenue and increased Fishery Enhancement Fund fees as a result of the adopted annual fee adjustments.
- +$4,900 increase in Fines, Forfeitures, and Penalties reflecting projected revenue recovery.
- +$2,000 increase in Use of Money and Property due to Interest Income.

- Net non-operating revenue decrease of $416,300:
  - +$393,000 increase in Other Funding Sources from cannabis tax revenues for cannabis enforcement salary and benefit costs.
  - +$65,400 increase in General Fund Contribution (GFC) due to the Board-adopted GFC allocation policy.
  - -$874,700 decrease in Use of Fund Balances reflecting a $141,500 increase in one-time funding for Long Range Planning Projects and a $125,300 increase in one-time funding for department operations (e.g., expansion of information systems and succession planning), which are offset by a $933,900 net decrease transfer amount of cannabis tax revenues for one-time funding of Long Range Planning projects and cannabis enforcement salary and benefit costs, an $87,000 decrease transfer in mitigation funds to the Community Services Department for the Jalama Beach affordable overnight accommodations project, a $50,000 decrease for the development mitigation grant program, a $40,800 decrease in grant award reimbursements by the Coastal Resource Enhancement Fund Grant Program, and a $29,800 decrease in the use of fund balance for various one-time needs.

These changes result in Recommended operating revenues of $19,976,800, non-operating revenues of $7,019,100 for total revenues of $26,995,900.

Related Links

For more information about the Planning & Development Department, refer to the website at http://www.countyofsb.org/plndev/home.sbc.

Planning & Development

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration				
Percent of lost time at 4% or less, providing a productive workforce.	2.9% 5,130/176,129	4.4% 8,087/182,696	4.0% ~7,130 / 178,387	Target < 4%
Percent of departmental Employee Performance Reviews completed by the due date.	92.4% 61/66	86.2% 56/65	80.3% 61/76	Target = 100% ~ 100/100
Permitting				
Provide initial planner feedback on staff-issued permit applications within ten (10) working days of application submittal.	94.7% 445/470	86.0% 545/634	73.3% 557/760	Target = 100% ~ 625/625
Issue complete or incomplete letters on discretionary project submittals within thirty (30) days of submittal or re-submittal by the project applicant.	99.5% 199/200	95.6% 262/274	88.5% 184/208	Target = 100% ~ 254/254
Approve staff-issued permits within sixty (60) days of application submittal.	57.6% 358/621	54.1% 390/721	46.6% 372/798	Target = 80% ~ 560/700
Present to decision maker within four (4) months of application completeness on planning projects that require a CEQA Exemption.	75.9% 41/54	64.0% 32/50	90.6% 58/64	Target = 95% ~ 61/64
Present to decision maker within six (6) months of application completeness on planning projects that require a Negative Declaration or addendum to Negative Declaration.	61.1% 11/18	72.7% 8/11	70.0% ~14/20	Target = 80% ~ 12/15
Conduct pre-construction meetings on projects requiring permit compliance monitoring within five (5) working days of an applicant's requested date.	100% 32/32	100.0% 30/30	100% ~21/21	Target = 100% ~ 20/20
Conduct final inspections on projects for sign-off on conditions of approval within five (5) working days of an applicant's requested date.	98.8% 79/80	97.4% 184/189	99.5% 199/200	Target = 100% ~ 200/200
For planning permits requiring a security deposit, provide applicants an estimate of total costs where 90% of estimates are within 10% of actual costs.	71.9% 294/409	70.9% 246/347	63.9% ~78/122	Target = 90% ~ 315/350
Complete first plan check review for grading plans < 1500 cubic yards within two (2) weeks of application acceptance.	89% 100/112	83.9% 99/118	85% ~119/140	Target = 100% ~ 140/140

Planning & Development

Performance Measures (cont'd)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Complete inspections within one business day of requested date.	99.3% 24,124/24,282	99.6% 26,821 / 26,927	99.9% ~ 26,973/27,000	Target = 100% ~28,000/28,000
Complete first plan check review for medium to large projects (>600 sq ft) within 30 calendar days of completed prep review.	82.7% 640/774	77.8% 582/748	80.6% 540/670	Target = 100% ~ 670/670
Provide complete response to project applicants within 30 calendar days for compliance plans that require approval or updating.	98% 12/13	100.0% 13/13	100% ~ 8/8	Target = 100% ~ 11/11
Perform oil well and tank farm inspections on all well and tank farm sites monitored by the Petroleum Unit.	2,744	2,365	~ 2,603	Target = ~2,612
Code Enforcement				
Make a determination of whether a violation exists within 60 days of receiving the complaint.	76.1% 344/452	88.0% 416/473	93.3% 485/520	Target = 100% ~ 500/500
Send initial advisory contact letter to property owners within one business day for non-health and safety or ongoing construction complaints.	98.0% 342/349	97.4% 336/345	99.7% 339/340	Target = 100% ~ 340/340

Planning & Development

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPT/CORP LDR-EXEC	0.43	-	-	-	-
DIRECTOR	0.24	1.00	1.00	1.00	-
ASST DIRECTOR	0.55	0.69	0.69	0.60	(0.09)
PLANNING PROCESS ANALYST	0.97	0.94	0.94	0.94	-
PROGRAM MANAGER	-	-	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.74	1.00	1.00	-	(1.00)
BUSINESS MANAGER	0.96	0.85	0.85	0.85	-
PLANNER	0.01	-	-	-	-
PROGRAM ADMINISTRATOR	0.37	1.00	1.00	1.00	-
ADMN OFFICE PRO	2.93	2.09	2.09	2.09	-
FINANCIAL OFFICE PRO	1.97	2.80	2.80	2.80	-
COMPUTER SYSTEMS SPEC	1.15	1.00	1.00	3.00	2.00
MAPPING/GIS ANALYST	0.83	0.87	0.87	0.87	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	-	-	-	1.00	1.00
ACCOUNTANT	-	0.90	0.90	0.90	-
ADMN OFFICE PRO SR	2.14	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	0.58	-	-	-	-
Total	14.85	16.14	16.14	19.05	2.91

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

Planning & Development

Administration & Support Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 2,124,048	$ 2,389,000	$ 2,348,900	$ 2,662,000	$ 273,000
Services and Supplies	446,851	358,200	287,700	515,400	157,200
Other Charges	52,141	66,300	85,900	82,800	16,500
Total Operating Expenditures	2,623,040	2,813,500	2,722,500	3,260,200	446,700
Capital Assets	1,472	1,900	1,900	11,400	9,500
Increases to Fund Balances	239,594	50,000	597,200	190,000	140,000
Total Expenditures	$ 2,864,107	$ 2,865,400	$ 3,321,600	$ 3,461,600	$ 596,200
Budget By Categories of Revenues					
Licenses, Permits and Franchises	569,711	1,456,500	1,325,000	1,710,800	254,300
Fines, Forfeitures, and Penalties	8,337	10,700	615,800	10,600	(100)
Use of Money and Property	2,282	700	3,100	1,000	300
Charges for Services	23,042	37,400	23,600	110,200	72,800
Miscellaneous Revenue	274,089	319,100	285,000	337,100	18,000
Total Operating Revenues	877,461	1,824,400	2,252,500	2,169,700	345,300
Decreases to Fund Balances	2,040	93,800	78,200	407,200	313,400
General Fund Contribution	1,054,000	947,200	947,200	884,700	(62,500)
Total Revenues	$ 1,933,501	$ 2,865,400	$ 3,277,900	$ 3,461,600	$ 596,200

2019-20 Anticipated Accomplishments

- Continued to provide training opportunities for line staff, supervisors, and managers as part of succession planning efforts.
- Continued employee engagement efforts to identify and implement areas for improvement including positive motivators for staff, mentoring, and training programs.
- Established an Enterprise Fund to support full cost recovery model for permitting services.
- Implemented online permitting option for simple, over the counter permits.
- Implemented credit card option for online and in-office payments for permitting fees.
- Developed credit card acceptance policies and procedures for counter and accounting staff.
- Completed Windows 10 Operating System upgrades Department-wide to comply with County security standards.
- Upgraded aging core infrastructure hardware to ensure continuity of software services used by Department staff.
- Worked with the County Fire Department to implement their permitting workflows within the Department's Permit Tracking Software to enhance communication and shared data between the two departments.

2020-21 Objectives

- Continue to convert paper staff-issued planning permits for online access by the public.
- Implementation of Department-wide on boarding program for all new hires.
- Initiate a third round of the Leadership Development Academy for prospective supervisors and managers.
- Develop a complete training program for all new hires and existing staff.
- Streamline and enhance case deposit refund processes.
- Implement internal IT support ticketing system to enhance tracking of IT requests.
- Transition Departmental website to a new web platform selected by the County team.
- Participate in the selection and implementation of an Enterprise GIS system spearheaded by the County Executive Office.

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

- Develop policies and procedures that will enable the successful implementation of an online permitting system.
- Upgrade Permit Tracking Software to a newer version to leverage enhanced capabilities for staff and ensure continued maintenance support from software vendor.
- Evaluate opportunities to implement other County agency permitting workflows within the Department's Permit Tracking Software to increase information sharing and communication.

Planning & Development

Permitting Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPT/CORP LDR-EXEC	0.18	-	-	-	-
DIRECTOR	0.05	-	-	-	-
ASST DIRECTOR	0.38	0.75	0.75	0.65	(0.10)
DEPUTY DIRECTOR	1.73	2.53	2.53	1.95	(0.58)
ENTERPRISE LDR-GEN	0.93	-	-	0.58	0.58
PLANNER SUPERVISING	3.29	4.47	4.47	5.47	1.00
PLANNING PROCESS ANALYST	0.03	0.06	0.06	0.06	-
ENERGY SPECIALIST	0.79	0.80	0.80	0.75	(0.05)
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.74	4.00	4.00	4.00	-
BUSINESS MANAGER	0.01	-	-	-	-
PLANNER	21.29	26.76	26.76	28.76	2.00
BLDG ENGNR INSPECTOR SUPV	3.88	3.70	3.70	3.70	-
ADMN OFFICE PRO	4.43	5.27	5.27	6.27	1.00
FINANCIAL OFFICE PRO	0.03	0.04	0.04	0.04	-
PETROLEUM SPECIALIST	1.99	2.00	2.00	2.00	-
ASST PLAN CHECKER	3.11	3.00	3.00	3.00	-
BLDG ENGNR INSPECTOR SPEC	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	0.07	-	-	-	-
GRADING INSPECTOR SR	1.80	1.95	1.95	1.90	(0.05)
BLDG ENGNR INSPECTOR	7.54	8.01	8.01	8.05	0.04
ACCOUNTANT	-	0.10	0.10	0.10	-
ADMN OFFICE PRO SR	1.15	1.00	1.00	2.00	1.00
FINANCIAL OFFICE PRO SR	0.12	-	-	-	-
BUILDING PERMIT TECH	2.00	2.00	2.00	2.00	-
Total	58.55	67.44	67.44	72.28	4.84

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

PERMITTING BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 8,370,077	$ 9,819,300	$ 9,208,800	$ 10,782,400	$ 963,100
Services and Supplies	1,820,004	5,464,000	4,472,400	5,127,400	(336,600)
Other Charges	625,243	596,300	636,700	681,300	85,000
Total Operating Expenditures	10,815,324	15,879,600	14,317,900	16,591,100	711,500
Capital Assets	4,932	7,100	7,100	42,000	34,900
Other Financing Uses	58,875	887,000	144,000	835,000	(52,000)
Increases to Fund Balances	54,176	60,000	78,600	74,500	14,500
Total Expenditures	$ 10,933,307	$ 16,833,700	$ 14,547,600	$ 17,542,600	$ 708,900
Budget By Categories of Revenues					
Licenses, Permits and Franchises	10,054,003	10,785,300	9,962,100	12,260,600	1,475,300
Fines, Forfeitures, and Penalties	79,062	10,000	44,000	10,000	-
Use of Money and Property	57,658	16,500	26,900	16,500	-
Charges for Services	1,484,078	4,775,700	4,081,000	4,028,300	(747,400)
Miscellaneous Revenue	2,163	6,200	2,300	6,200	-
Total Operating Revenues	11,676,964	15,593,700	14,116,300	16,321,600	727,900
Decreases to Fund Balances	168,587	965,000	216,400	906,500	(58,500)
General Fund Contribution	264,200	275,000	275,000	314,500	39,500
Total Revenues	$ 12,109,751	$ 16,833,700	$ 14,607,700	$ 17,542,600	$ 708,900

2019-20 Anticipated Accomplishments

- Provided continued support for recovery and rebuilding efforts following the Thomas Fire, Montecito Debris Flow, and Holiday Fire through ongoing safety inspections and maintaining the case manager system.
- Completed processing major projects including:
  - Local Coastal Program Amendment for the CalTrans Highway 101 HOV Lanes Project
  - Debris Flow Nets Emergency Permit and Development Plan
  - Orcutt Willow Creek and Hidden Canyon Residential Project
  - Strauss Wind Energy Project
  - Orni Battery Energy Storage Facility Project
- Implement procedures to accept digital submittals and the electronic permit review of applications.
- Processed and approved approximately 1,551 zoning permits, including 15 cannabis related permits and 3,472 building permits with an estimated valuation of $392 million.
- Maintained a 99% on-time inspection rate.
- Developed standard note sheets that can be used by design teams to reduce the extent of plan review corrections.
- Completed an update of the Isla Vista Bluff policy to ensure setback standards reflect current conditions.

PERMITTING BUDGET PROGRAM (CONT'D)

- Provided key technical participation in the State Fire Marshall's development of regulations to implement the new State pipeline safety law (Assembly Bill (AB) 864) that arose directly as a result of the Refugio oil spill and its aftermath.
- Completed annual inspections of all 17 mining operations within the County to ensure compliance with State Department 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.
- Completed annual inspections of 2,603 oil and gas wells and 125 facilities within the County to ensure compliance with County requirements.
- Continued to participate in the Refugio Oil Spill Natural Resource Damage Assessment process as an advisor to the trustee agencies.
- Provided compliance monitoring for the clean-up and restoration of the Gaviota Terminal Company site.

2020-21 Objectives

- Continue to identify and implement process improvement strategies in evaluating the application intake process and increasing the use of technology in the permit review process.
- Continue to provide support and assistance in the recovery and rebuilding efforts following the Thomas Fire, Montecito Debris Flow, and the Holiday Fire.
- Continue to provide support in the permitting of cannabis operations and identify methods and strategies to streamline the permitting process and coordination with other Departments.
- Continue to implement and improve procedures and processes for the electronic submittal and review of permit applications.
- Explore implementation of regulations for seismic retrofit of soft-story apartment buildings.
- Increase customer awareness and use of electronic plan submittal.
- Increase efficiency in the building permit process by implementing recurring coordination meetings for all agencies within the building permit process.
- Continue to evaluate methods to increase the use of technology in processing applications and permit compliance activities to streamline application processing and enhance customer service.
- Evaluate methods to increase the use of technology for streamlining annual oil and gas facility inspections.
- 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 provide feedback to permitting staff from post-approval observations in the field to improve conditioning of projects.
- Prepare amendments to County's Petroleum Ordinance to provide clarity and consistency in the document and to require that financial assurances are in place for the removal of facilities when operations permanently cease.
- 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; California State Fire Marshall—Pipeline Safety Division; and the Bureau of Land Management to facilitate more efficient permitting and compliance oversight for oil and gas projects, including remediation.

PERMITTING BUDGET PROGRAM (CONT'D)

- 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.
- Complete permit processing for two major onshore oil and gas projects in the Cat Canyon area—AERA, and Terracore—as well as for the Exxon Mobil Interim Trucking.
- Continue to monitor the restoration of the Gaviota Terminal Company site.
- Continue to participate in the Natural Resource Damage Assessment for the Refugio oil spill.

Planning & Development

Coastal Mitigation Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPUTY DIRECTOR	-	0.02	0.02	-	(0.02)
ENTERPRISE LDR-GEN	0.01	-	-	0.02	0.02
PLANNER	0.09	0.14	0.14	0.14	-
Total	0.10	0.16	0.16	0.16	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 16,073	$ 32,400	$ 19,300	$ 32,000	$ (400)
Services and Supplies	19,707	56,100	24,000	56,700	600
Other Charges	84,556	1,554,000	567,500	1,490,600	(63,400)
Total Operating Expenditures	120,337	1,642,500	610,800	1,579,300	(63,200)
Increases to Fund Balances	445,284	161,300	167,000	161,500	200
Total Expenditures	$ 565,622	$ 1,803,800	$ 777,800	$ 1,740,800	$ (63,000)
Budget By Categories of Revenues					
Use of Money and Property	83,414	12,300	34,300	14,000	1,700
Charges for Services	14,468	56,400	19,300	59,100	2,700
Miscellaneous Revenue	460,323	461,500	461,500	462,000	500
Total Operating Revenues	558,205	530,200	515,100	535,100	4,900
Decreases to Fund Balances	2,334	1,273,600	261,300	1,205,700	(67,900)
Total Revenues	$ 560,539	$ 1,803,800	$ 776,400	$ 1,740,800	$ (63,000)

Coastal Mitigation Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- 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.

2020-21 Objectives

- Administer 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 2020-21 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.
- 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

Code Enforcement Budget Program

Ensures compliance with building, grading, and zoning ordinances and codes by investigating and responding to complaints.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	0.28	0.25	0.25	0.44	0.19
DEPUTY DIRECTOR	0.05	0.45	0.45	0.05	(0.40)
ENTERPRISE LDR-GEN	0.07	-	-	0.40	0.40
ENERGY SPECIALIST	0.21	0.20	0.20	0.25	0.05
PLANNER SUPERVISING	0.03	0.53	0.53	0.53	-
PLANNER	2.71	3.40	3.40	3.40	-
BLDG ENGNR INSPECTOR SUPV	0.01	0.30	0.30	0.30	-
ADMN OFFICE PRO	0.02	-	-	-	-
PETROLEUM SPECIALIST	0.01	-	-	-	-
MAPPING/GIS ANALYST	0.01	-	-	-	-
GRADING INSPECTOR SR	0.02	0.05	0.05	0.10	0.05
BLDG ENGNR INSPECTOR	0.46	0.99	0.99	0.95	(0.04)
Total	3.86	6.17	6.17	6.42	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 592,188	$ 902,700	$ 839,900	$ 1,029,600	$ 126,900
Services and Supplies	29,112	14,500	8,500	30,300	15,800
Other Charges	4,200	12,400	14,700	17,900	5,500
Total Operating Expenditures	625,500	929,600	863,100	1,077,800	148,200
Total Expenditures	$ 625,500	$ 929,600	$ 863,100	$ 1,077,800	$ 148,200
Budget By Categories of Revenues					
Licenses, Permits and Franchises	194,152	248,200	234,000	187,500	(60,700)
Fines, Forfeitures, and Penalties	54,679	20,000	18,000	25,000	5,000
Total Operating Revenues	248,831	268,200	252,000	212,500	(55,700)
Other Financing Sources	-	-	-	393,000	393,000
Decreases to Fund Balances	245,093	354,500	354,500	4,400	(350,100)
General Fund Contribution	267,000	306,900	306,900	467,900	161,000
Total Revenues	$ 760,924	$ 929,600	$ 913,400	$ 1,077,800	$ 148,200

Code Enforcement Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Continued coordination with County agencies for cannabis enforcement.
- Reported to the Board of Supervisors quarterly on cannabis permit and enforcement work volumes and findings.
- Streamlined coordination between code enforcement and permit compliance staff by restructuring staff reporting and supervision.
- Continue tracking and reporting systems for short-term rental compliance and enforcement.

2020-21 Objectives

- Continue coordination with the Treasurer-Tax Collector's Office for short-term rental enforcement and the collection of transient occupancy taxes.
- Provide feedback to policy development staff for improving the regulatory effectiveness of policies related to short-term rentals within the coastal zone.
- Continue coordination with the County Executive Office of tracking and reporting cost estimates relative to cannabis enforcement.
- Continue coordination with County, State and other agencies for cannabis enforcement.

Planning & Development

Long Range Planning Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPT/CORP LDR-EXEC	0.17	-	-	-	-
DIRECTOR	0.01	-	-	-	-
ASST DIRECTOR	0.01	0.31	0.31	0.31	-
DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
PLANNER SUPERVISING	2.00	2.00	2.00	2.00	-
BUSINESS MANAGER	0.03	0.15	0.15	0.15	-
PLANNER	7.09	8.00	8.00	8.00	-
ADMN OFFICE PRO	0.10	0.64	0.64	0.64	-
FINANCIAL OFFICE PRO	-	0.16	0.16	0.16	-
MAPPING/GIS ANALYST	0.10	0.13	0.13	0.13	-
Total	10.51	12.39	12.39	12.39	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,661,396	$ 1,877,900	$ 1,826,300	$ 1,988,200	$ 110,300
Services and Supplies	121,919	1,587,500	795,800	1,125,800	(461,700)
Other Charges	52,165	57,800	56,400	53,100	(4,700)
Total Operating Expenditures	1,835,480	3,523,200	2,678,500	3,167,100	(356,100)
Capital Assets	957	1,300	1,300	6,000	4,700
Total Expenditures	$ 1,836,437	$ 3,524,500	$ 2,679,800	$ 3,173,100	$ (351,400)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	132,456	207,100	160,000	211,000	3,900
Intergovernmental Revenue	-	-	100,000	277,500	277,500
Charges for Services	27,384	98,000	43,000	249,400	151,400
Miscellaneous Revenue	30,976	-	-	-	-
Total Operating Revenues	190,816	305,100	303,000	737,900	432,800
Decreases to Fund Balances	97,829	1,424,400	577,400	712,800	(711,600)
General Fund Contribution	2,004,300	1,795,000	1,795,000	1,722,400	(72,600)
Total Revenues	$ 2,292,945	$ 3,524,500	$ 2,675,400	$ 3,173,100	$ (351,400)

Long Range Planning Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Coastal Commission certification and completion of the Agricultural Employee Dwellings (AEDs) Zoning Ordinance Amendments.
- Completion of the 2019 General Package of Ordinance Amendments (e.g., removal of uncertified coastal regulations from the Land Use and Development Code, and revisions to certain wireless facilities regulations)
- Completion of amendments to the Land Use and Development Code to (1) change permitting requirements for cannabis activities on AG-I lands, and (2) increase notification requirements for proposed cannabis activities located within proximity to an Existing Developed Rural Neighborhood (EDRN).
- Prepared the guidance document for hoop structures setbacks from streams and creeks for the Board's consideration.
- Completed a countywide buildout analysis for the Public Works Department's use in updating the traffic impact mitigation fee program.
- Preparation and anticipated adoption of new CEQA environmental thresholds related to vehicle miles traveled (VMTs).
- Planning Commission approval of the coastal land use entitlements for the Santa Claus Lane Streetscape, Beach Access, and Parking Project.
- Awarded: $307,000 from the State Housing and Community Development Department as part of a SB 2 Planning Grant for housing implementation projects; and $148,253 from the California Office of Emergency Services/Federal Emergency Management Agency 404 Hazard Mitigation Grant Program for the Safety Element Update Project
- Prepared grant applications: $475,000 SB1 Sustainable Communities Grant from Caltrans for the Circulation Element Update; and $160,000 California Resilience Grant from the Bay Area Council Foundation for the Safety Element Update.
- Completion of the Conceptual Streetscape Improvements Plan and Design Guidelines for the Hollister Avenue-State Street Streetscape Project.
- Prepared responses to 13 responsible agency reviews and three Local Agency Formation Commission (LAFCO).

2020-21 Objectives

- Complete Coastal Commission certification of the Coastal Resiliency Project Local Coastal Program amendments.
- Complete local adoption of amendments to the Coastal Zoning Ordinance to address short-term rentals and homestays.
- Complete adoption of amendments to the telecommunications section of the County's Land Use and Development Code and Montecito Land Use and Development Code to address the Southern California Gas Company's Advanced Meter program.
- Complete the processing of an application to the U.S. Census Bureau to designate Eastern Goleta Valley as a Census Designated Place prior to the next decennial (10-year) census in 2020.
- Amend the Quality of Life threshold of significance for environmental analysis, as well as amend certain other thresholds of significance and administrative procedures, to be consistent with the California Environmental Quality Act (CEQA) and recently-adopted changes to the State CEQA Guidelines.

Long Range Planning Budget Program (cont'd)

- Complete the amendments to the Land Use and Development Code, and the Local Coastal Program Amendment to the Coastal Commission for certification, regarding: (1) accessory dwelling units (ADUs); (2) protections for housing development projects and emergency shelters from denial/density reduction; (3) density bonuses for affordable housing; (4) odor control for cannabis activities and incompatibilities between cannabis activities and conventional agriculture and urban areas; and (5) farmstays.
- Complete the Coastal Resiliency Local Coastal Program Amendments.
- Complete the preparation of interim CEQA environmental thresholds for greenhouse gas emissions, and continue to support the Community Services Department (Sustainability Division) on the update to the Energy and Climate Action Plan (ECAP).
- Review the Environmental Impact Report (EIR)/Environmental Assessment (EA) that the Public Works Department is preparing for the Hollister Avenue-State Street Streetscape Project, and work with the Public Works Department on integrating streetscape plans into final construction plans.
- Complete the Orcutt Community Plan Amendment (Union Valley Parkway Road Extension).
- Complete the Climate Change Vulnerability Assessment (CCVA) for the Safety Element Update.
- Retain a consultant to complete public outreach and conduct an existing conditions analysis to inform the Circulation Element Update and commence environmental review.
- Complete the following regarding the Santa Claus Lane Project: annexation process to add the project site to the Carpinteria Summerland Sanitary District; execute the Union Pacific Rail Crossing Construction Agreement; and develop a wetland mitigation and monitoring program.
- Make substantial progress on zoning ordinance amendments related to State Housing and Density Bonus Laws.
- Pursue grants to fund additional long range planning work prioritized in the work program.

Public Works

Inside a sorter in the Materials Recovery Facility at the ReSource Center

Clearing vegetation at Atascadero Creek

Paving at Alisos Canyon Road

Topographic map of Cold Springs Creek at the Cold Spring Trailhead

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 145,961,100**
Capital	**$61,366,600**
FTEs	**283.30**

Scott D. McGolpin, P.E.
Department Director

- Administration & Support 16.00 FTE
- Transportation 118.00 FTE
- Surveyor 6.00 FTE
- Water Resources 48.00 FTE
- Resource Recovery & Waste Management 95.30 FTE

Public Works

Mission Statement

To efficiently provide, operate and maintain Public Works infrastructure, facilities, and services to make everyday life as safe and convenient as possible for the public we serve.

Department Description

The Public Works Department enhances the health and safety of residents through a variety of critical activities and oversees 42 special purpose funds. The Public Works Department consists of five Budget Programs: Administration & Support, Transportation, Surveyor, Water Resources, and Resource Recovery & Waste Management - with approximately 283 full-time equivalent (FTE) staffing at 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 2020-21 Objectives

- Construct $10.1 million in Thomas Fire 1/9 Debris Flow disaster (SCE) road restoration work
- Complete construction and commissioning of the ReSource Center
- Complete Construction of Cold Springs Basin Expansion Project
- Complete Clark Avenue at US 101 interchange improvements and Union Valley Parkway barrier wall
- Complete the remaining 1/9 debris flow Transportation infrastructure replacement and repairs
- Continue to strengthen internal financial controls and add professional level staff across the department
- Enhance Public Works staff safety training by making it more accessible and cost effective
- Install expanded landfill gas collection system to provide power to the ReSource Center
- Expand recycled water distribution system at Laguna Sanitation District
- Implement web-based electronic project submittal and credit card payments for project reviews
- Complete and record right of way surveys in the areas affected by the 1/9 Debris Flow
- Provide GIS Mapping support for County redistricting process
- Execute an interim contract for the Cachuma Water Supply Contract

Public Works

Highlighted Renew 2022 Initiatives

Already Underway

- Electronic document submittal and review implementation
- Improve public communication through multiple electronic platforms
- Leadership Development 3.0 – third phase of leadership training for all managers, supervisors and aspiring leaders
- Optimize project delivery processes through department project management task force
- Strategically assess roads that can be removed from the maintained system
- Customer satisfaction survey for solid waste franchise agreements
- Internal survey across the department on leadership
- Implemented a new employee orientation program that complements the County program to introduce staff to the Public Works Department

Implementation in FY 2020-21

- Send Public Works team members to County-provided process improvement training
- Monitor and respond to public inquiries no later than 48 hours
- Designing Leadership Development 4.0 to be rolled out in 2022
- Added development efficiencies with new database management system
- Installation of new tonnage and revenue tracking software
- Seek low cost delivery customers for County mulch program
- Closed landfills – reduce the frequency of monitoring based on test results
- Enhancing existing departmental operational and technical training programs

Public Works

Renew 2022 Big Picture Goals

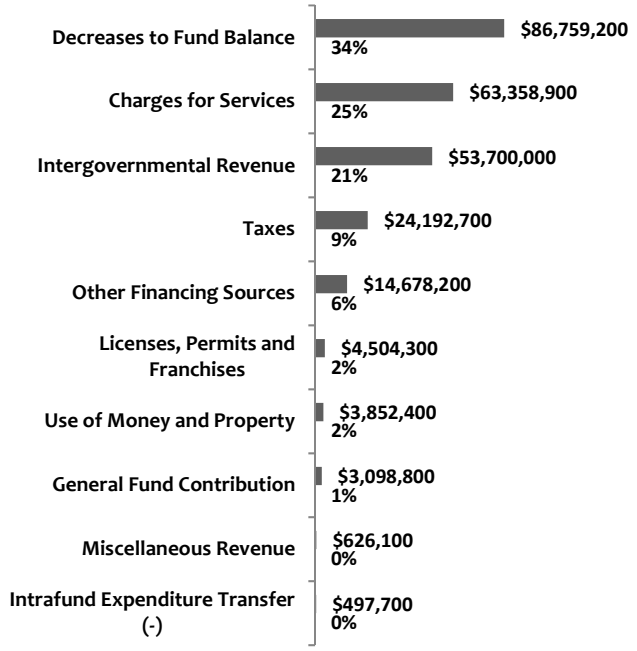
Public Works will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Electronic document submittal and review implementation • Added development efficiencies with new database management system
Train County employees in the Peak Performance program	• Send Public Works team members to County-provided process improvement training
RE-BALANCE	
Enhance financial resiliency	• Installation of new tonnage and revenue tracking software • Seek low cost delivery customers for County mulch program • Closed landfills-reduce the frequency of monitoring based on test results • Optimize project delivery processes through department project management task force • Strategically assess roads that can be removed from the maintained system
RESPOND	
Conduct an external customer or client satisfaction survey	• Customer satisfaction survey for solid waste franchise agreements • Internal survey across the department on leadership • Monitor and respond to public inquiries no later than 48 hours • Improve public communication through multiple electronic platforms
RETAIN	
Facilitate the participation of managers in a leadership development program	• Leadership Development 3.0 – third phase of leadership training for all managers, supervisors and aspiring leaders • Designing Leadership Development 4.0 to be rolled out in 2022
Retain new employees during their first 5 years of employment	• Implemented a new employee orientation program that complements the County program to introduce staff to the Public Works Department • Enhancing existing departmental operational and technical training programs

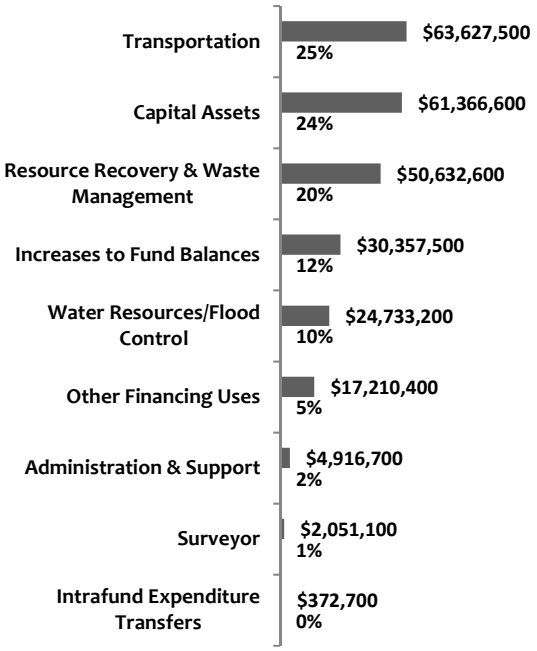
Public Works

Recommended Sources & Uses of Funds

Source of Funds - $255,268,300

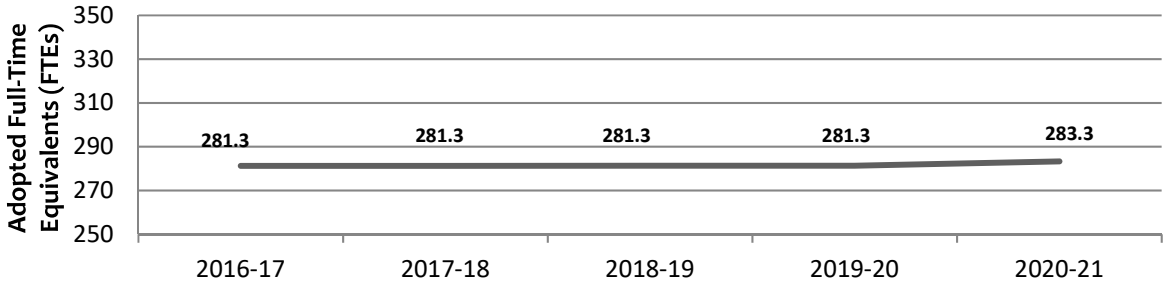


Use of Funds - $255,268,300



Staffing Trend

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



Public Works

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	14.83	16.00	16.00	16.00	-
Transportation	107.92	117.00	117.00	118.00	1.00
Surveyor	4.97	5.00	5.00	6.00	1.00
Water Resources/Flood Control	45.47	48.00	48.00	48.00	-
Resource Recovery & Waste Managem	89.36	95.25	95.25	95.30	0.05
Unallocated	0.19	-	-	-	-
Total	262.73	281.25	281.25	283.30	2.05

Budget By Budget Program					
Administration & Support	$ 4,255,203	$ 4,879,900	$ 4,480,500	$ 4,916,700	$ 36,800
Transportation	39,763,347	54,473,000	51,533,600	63,627,500	9,154,500
Surveyor	1,076,013	1,516,700	1,644,700	2,051,100	534,400
Water Resources/Flood Control	19,914,198	27,874,700	23,898,000	24,733,200	(3,141,500)
Resource Recovery & Waste Managem	39,979,915	48,449,600	50,498,200	50,632,600	2,183,000
Unallocated	0	-	-	-	-
Total	$104,988,675	$137,193,900	$132,055,000	$145,961,100	$ 8,767,200

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 36,327,793	$ 39,163,200	$ 38,475,300	$ 41,018,500	$ 1,855,300
Services and Supplies	54,313,543	73,678,800	71,005,200	81,981,400	8,302,600
Other Charges	14,347,339	24,351,900	22,574,500	22,961,200	(1,390,700)
Total Operating Expenditures	104,988,675	137,193,900	132,055,000	145,961,100	8,767,200
Capital Assets	65,411,767	89,416,000	96,994,600	61,366,600	(28,049,400)
Other Financing Uses	22,159,179	11,829,600	13,400,200	17,210,400	5,380,800
Intrafund Expenditure Transfers (+)	54,511	370,400	364,300	372,700	2,300
Increases to Fund Balances	24,464,899	15,714,400	40,862,500	30,357,500	14,643,100
Fund Balance Impact (+)	113,980,582	-	-	-	-
Total	$331,059,613	$254,524,300	$283,676,600	$255,268,300	$ 744,000

Budget By Categories of Revenues					
Taxes	$ 24,606,086	$ 24,029,300	$ 23,939,600	$ 24,192,700	$ 163,400
Licenses, Permits and Franchises	4,536,636	4,239,600	4,545,400	4,504,300	264,700
Fines, Forfeitures, and Penalties	(2,852)	-	-	-	-
Use of Money and Property	7,096,349	2,549,000	3,688,200	3,852,400	1,303,400
Intergovernmental Revenue	33,602,465	52,017,300	43,381,000	53,700,000	1,682,700
Charges for Services	54,512,409	63,340,400	63,512,900	63,358,900	18,500
Miscellaneous Revenue	1,728,545	329,300	757,500	626,100	296,800
Total Operating Revenues	126,079,638	146,504,900	139,824,600	150,234,400	3,729,500
Other Financing Sources	184,717,412	9,605,900	38,076,200	14,678,200	5,072,300
Intrafund Expenditure Transfers (-)	54,511	370,400	364,300	497,700	127,300
Decreases to Fund Balances	17,184,352	94,981,700	102,350,100	86,759,200	(8,222,500)
General Fund Contribution	3,023,700	3,061,400	3,061,400	3,098,800	37,400
Total	$331,059,613	$254,524,300	$283,676,600	$255,268,300	$ 744,000

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

Public Works

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Temporary increase in total number of FTEs by 2 to allow for succession planning.

Expenditures

- Net operating expenditure increase of $8,767,000 due to:
  - +$1,855,000 increase in Salaries and Employee Benefits consisting of:
    - +$965,000 increase in salary costs.
    - +$890,000 increase in retirement costs.
  - +$8,303,000 increase in Services and Supplies due to:
    - +$6,600,000 increase in Transportation Road Map projects with delays in FY 19/20 RdMap due to the 2019 winter storms.
    - +$1,165,000 is made up of various increases and decreases including a $2,000,000 Fortistar Contract buyout in Resource Recovery.
    - +$863,000 increase in capital projects such as bridges and a low water crossing.
    - +$325,000 increase in Survey Monument work due to the 1/9 debris flow work.
    - -$650,000 decrease in dredging and channel maintenance costs anticipated.
  - -$1,391,000 decrease in Other Charges due to:
    - +$1,000,000 increase in Resource Recovery depreciation costs.
    - -$2,391,000 decrease in Dept of Water Resources proposition 1 funding transfers.

- Net non-operating expenditure decrease of $8,023,000 due to:
  - -$28,049,000 decrease in Capital Assets consisting of:
    - +$10,053,000 increase in Water Resources mainly for a stockpile site, Mission Creek construction and Cold Springs Debris Basin.
    - -$38,102,000 decrease mainly attributable to the Tajiguas Resource Recovery Project completion.
  - +$5,381,000 increase in Other Financing Uses due to:
    - +$5,381,000 increase in Resource Recovery transfers-out related to debt payments.
  - +$2,000 increase in Intrafund Expenditure Transfers (+) for transfers between divisions.
  - +$14,643,000 increase in contribution to Fund Balances, from $15,714,000 in FY 2019-20 to $30,358,000 in FY 2020-21.

These changes result in Recommended operating expenditures of $145,961,100, non-operating expenditures of $109,307,200, and total expenditures of $255,268,300. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

Revenues

- Net operating revenue increase of $3,730,000 primarily due to:
  - +$163,000 increase in Taxes due to increase in property taxes and sales tax across all divisions.
  - +$265,000 increase in Licenses, Permits, and Franchises due to an increase in permit revenue.
  - +$1,303,000 increase in Use of Money and Property across all funds due to increased interest rates.
  - +$1,683,000 increase in Intergovernmental Revenues consisting of:
    - +$903,000 increase in Intergov Revenue Fed mainly due to an increase in the Highway Bridge Program.
    - +$585,000 increase in Intergov Revenue State mainly due to an increase in grants in Water Resources.
    - +$195,000 increase in South Coast Flood Zone for additional projects anticipated.
  - +$19,000 increase in Charges for Services.
  - +$297,000 increase in Miscellaneous Revenue across the department.

- Net non-operating revenue decrease of $2,986,000:
  - +$5,072,000 increase in Other Financing Sources due to:
    - +$5,072,000 increase in transfers due to the Tajiguas Project debt payments.
  - +$128,000 increase in Intrafund Expenditures Transfers (-) for transfers between divisions in Public Works.
  - +$37,000 increase in General Fund Contribution.
  - -$8,223,000 decrease in release of Fund Balances consisting of:
    - +$7,000,000 increase in release of Fund Balances in Transportation. The impact of COVID-19 will require the use of fund balance in FY 19/20 and the use of the General Fund 18% deferred maintenance policy funding allocation to support operations in lieu of deferred maintenance to minimize resource impacts. Also included here is the funding from SCE to bring impacted roads back to pre-debris flow disaster conditions.
    - +$22,100,000 increase in release of Fund Balances mainly due to an increase in planned Water Resources projects.
    - -$37,323,000 decrease in release of Retained Earnings in the Resource Recovery Division due to the project construction schedule coming to an end during next fiscal year.

These changes result in Recommended operating revenues of $150,234,400 and non-operating revenues of $105,033,900, for total revenues of $255,268,300. Non-operating revenues primarily include releases related to debt issuance, 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration & Support				
Percentage of department workforce "Lost Time" (Target=4.5%)	4.3% 23,290/540,490	4.3% 23,852/547,560	4.3% 29,000/680,000	4.3% 29,000/680,000
Percentage of departmental Information Technology requests resolved within 4 working hours (Target=100%)	95% 1,568/1,650	92.1% 912/990	95.4% 1,128/1,182	95.0% 1,425/1,500
Percentage of randomly selected employees tested for Drugs & Alcohol within the quarter	100% 38/38	93% 27/29	100% 60/60	100% 60/60
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target=100%)	87.1% 245/282	89% 251/282	95.7% 270/282	100% 283/283
Transportation				
Average Pavement Condition Index (PCI) for the County Maintained Road System (Target=70)	57	57	56	56
Percentage of Transportation service requests responded to within 48 hours (Target/standard=95%)	99.% 1,112/1,126	96% 1,097/1,139	98% 1,102/1,125	95% 1,140/1,200
Percentage of design and construction administration costs for completed pavement preservation project costs (Target=20%)	21%	16%	20%	20%
Percentage of school zone traffic control pavement markings refreshed annually (Target=25%)	34% 15/44	34% 15/44	25% 11/44	25% 11/44
Surveyor				
Percentage of Record of Surveys & Corner Records reviewed within 20 days per Government Code requirements (Target=100%)	76% 182/239	57% 206/364	46% 176/383	100% 383/383
Average number of days to complete development project reviews(Target=30 days)	25	18	20	30
Average number of days to publish recorded maps on the County web site (Target=15 days)	18	18	27	15

Public Works

Performance Measures (cont'd)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Water Resources				
Percentage of planned flood control maintenance projects completed (Target=95%)	98% 39/40	97% 29/30	100% 38/38	100% 32/32
Percentage of water quality inquiries responded to within 24 hours (Target=90%)	96% 66/69	100% 72/72	95% 78/82	90% 72/80
Percentage of flood control maintenance requests responded to within 48 hours (Target/standard=90%)	93% 223/240	97% 173/179	95% 143/150	95% 143/150
Percentage of plan check submittals completed within two weeks (Target=90%)	100% 29/29	100% 25/25	90% 63/70	90% 63/70
Resource Recovery & Waste Management				
Percentage of waste diversion (recycling) as calculated by Cal Recycle (Target=75% by 2020)	72%	73%	73%	75%
Percentage of Laguna County Sanitation's sewer system flushed and/or videoed annually (Target=50%)	62% 78/125	70% 89/127	50% 63/127	50% 63/127
Average annual cost per pound of household hazardous waste disposed (Target=$1.90)	$1.85	$1.85	$1.87	$1.90
Achieve 1,000 pounds/sq ft compaction at the Tajiguas Landfill to maximize capacity	1,020	1,040	1,000	1,000

Public Works

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER SPECIALIST	0.96	1.00	1.00	-	(1.00)
IT MANAGER	0.81	1.00	1.00	1.00	-
PROGRAM MANAGER	0.68	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.19	-	-	-	-
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	0.63	1.00	1.00	1.00	-
PROJECT MANAGER	-	-	-	1.00	1.00
EDP SYS & PROG ANLST	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO	1.89	2.00	2.00	2.00	-
COST ANALYST	-	-	-	1.00	1.00
ACCOUNTANT	0.67	1.00	1.00	-	(1.00)
DEPT BUS SPEC	1.00	1.00	1.00	-	(1.00)
FINANCIAL SYS ANALYST	-	-	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	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	14.83	16.00	16.00	16.00	-

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

Public Works

Administration & Support Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 2,547,476	$ 2,758,300	$ 2,538,200	$ 2,818,500	$ 60,200
Services and Supplies	1,415,645	1,807,000	1,630,300	1,727,100	(79,900)
Other Charges	292,082	314,600	312,000	371,100	56,500
Total Operating Expenditures	4,255,203	4,879,900	4,480,500	4,916,700	36,800
Capital Assets	10,200	30,500	-	36,000	5,500
Other Financing Uses	836,191	1,134,200	734,200	624,200	(510,000)
Increases to Fund Balances	341,036	497,100	542,800	547,900	50,800
Total Expenditures	$ 5,442,629	$ 6,541,700	$ 5,757,500	$ 6,124,800	$ (416,900)
Budget By Categories of Revenues					
Taxes	1,834,002	1,882,700	1,908,300	1,943,800	61,100
Fines, Forfeitures, and Penalties	(277)	-	-	-	-
Use of Money and Property	121,372	35,800	38,900	44,400	8,600
Intergovernmental Revenue	15,639	7,600	3,000	3,000	(4,600)
Charges for Services	3,363,409	3,666,200	3,355,900	3,785,600	119,400
Miscellaneous Revenue	4,845	-	-	-	-
Total Operating Revenues	5,338,990	5,592,300	5,306,100	5,776,800	184,500
Other Financing Sources	9,411	110,000	-	-	(110,000)
Intrafund Expenditure Transfers (-)	52,416	60,400	54,300	62,700	2,300
Decreases to Fund Balances	40,676	779,000	397,100	285,300	(493,700)
Total Revenues	$ 5,441,492	$ 6,541,700	$ 5,757,500	$ 6,124,800	$ (416,900)

2019-20 Anticipated Accomplishments

- Conducted third phase of leadership training for all managers, supervisors and aspiring leaders
- Completed the business plan for the Laguna Sanitation District Plant Upgrade
- Utilized drone technology to document condition of basins and roads to assist in recovery of storm related costs
- Created multiple public information videos and publications to educate community members
- Updated the departmental policies and procedures
- Implemented a new employee orientation that compliments the County program to introduce staff to the Public Works department
- Added safety and security features at multiple Public Works locations
- Developed Vision 5.0 – our Renew 22 Implementation Plan
- Provided Countywide disaster manager to work with CEO Team and obtained a reimbursement rate of 95%
- Implemented cameras on Public Works' semi vehicles that travel 360,000 miles per year to increase safety

Public Works

Administration & Support Budget Program (cont'd)

2020-21 Objectives

- Continue to strengthen internal financial controls and add professional level staff across the department
- Implement smart phones and push to talk technology with cell service/Wi-Fi extenders at remote sites
- Assess CSAs as a vehicle to provide additional services to areas in the County
- Enhance Public Works staff safety training by making it more accessible and cost effective
- Cost of service analysis at a program level to determine where efficiencies can be implemented

Public Works

Transportation Budget Program

Provide a clear path, smooth ride, and safe trip for the traveling public. The impact of COVID-19 will require the use of fund balance in FY 19/20 and the use of the General Fund 18% deferred maintenance policy funding allocation to support operations in lieu of deferred maintenance to minimize resource impacts.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	2.00	3.00	3.00	3.00	-
CIVIL ENGINEER SPECIALIST	3.00	3.00	3.00	3.00	-
ENTERPRISE LDR-GEN	1.00	-	-	1.00	1.00
PROGRAM MANAGER	2.56	3.00	3.00	2.00	(1.00)
TRANSPORTATION PLANNER SUPV	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	0.44	-	-	-	-
PROJECT MANAGER	3.00	3.00	3.00	4.00	1.00
ENGINEERING GEOLOGIST	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	3.19	3.00	3.00	2.00	(1.00)
MAINT SUPERINTENDENT	3.00	3.00	3.00	3.00	-
ROAD MAINT MANAGER	1.00	1.00	1.00	1.00	-
ENG ENVIRON PLANNER SR.	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	4.41	4.00	4.00	4.00	-
FINANCIAL OFFICE PRO	0.93	1.00	1.00	1.00	-
CIV ENGINEERING ASSOC	7.85	11.00	11.00	13.00	2.00
ACCOUNTANT	1.78	2.00	2.00	2.00	-
ENGINEERING TECH SPEC	6.67	8.00	8.00	7.00	(1.00)
URBAN FORESTRY SUPV	1.00	1.00	1.00	1.00	-
MAINTENANCE SUPV	4.00	4.00	4.00	4.00	-
MAINTENANCE LEADER	10.96	11.00	11.00	11.00	-
ADMN OFFICE PRO SR	3.00	3.00	3.00	3.00	-
ENGINEERING TECH	2.44	4.00	4.00	4.00	-
URBAN FORESTRY INSP	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	7.81	8.00	8.00	8.00	-
MAINTENANCE WORKER	28.92	30.00	30.00	31.00	1.00
TRAFFIC SIGNAL TECHNICIAN	0.93	1.00	1.00	1.00	-
MAINT WORKER APPRENTICE	3.04	5.00	5.00	4.00	(1.00)
Total	107.92	117.00	117.00	118.00	1.00

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

Public Works

Transportation Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 14,260,796	$ 15,858,900	$ 14,995,400	$ 16,183,500	$ 324,600
Services and Supplies	23,109,988	36,100,600	34,021,300	44,798,100	8,697,500
Other Charges	2,392,563	2,513,500	2,516,900	2,645,900	132,400
Total Operating Expenditures	39,763,347	54,473,000	51,533,600	63,627,500	9,154,500
Capital Assets	870,965	2,246,000	2,696,500	1,311,000	(935,000)
Other Financing Uses	6,084,921	4,690,800	5,926,700	5,793,200	1,102,400
Intrafund Expenditure Transfers (+)	2,095	310,000	310,000	310,000	-
Increases to Fund Balances	10,056,217	7,485,500	16,199,100	4,241,400	(3,244,100)
Total Expenditures	$ 56,777,545	$ 69,205,300	$ 76,665,900	$ 75,283,100	$ 6,077,800
Budget By Categories of Revenues					
Taxes	7,975,973	7,434,700	7,319,400	7,025,500	(409,200)
Licenses, Permits and Franchises	427,130	374,000	362,000	362,000	(12,000)
Use of Money and Property	646,776	275,800	454,400	302,900	27,100
Intergovernmental Revenue	24,122,940	34,850,200	29,654,300	33,092,100	(1,758,100)
Charges for Services	5,580,645	5,110,300	6,374,800	3,896,000	(1,214,300)
Miscellaneous Revenue	154,717	112,500	134,200	127,500	15,000
Total Operating Revenues	38,908,182	48,157,500	44,299,100	44,806,000	(3,351,500)
Other Financing Sources	6,322,812	5,130,800	15,989,100	5,933,200	802,400
Intrafund Expenditure Transfers (-)	2,095	310,000	310,000	310,000	-
Decreases to Fund Balances	9,682,333	13,786,200	14,246,900	22,390,400	8,604,200
General Fund Contribution	1,796,800	1,820,800	1,820,800	1,843,500	22,700
Total Revenues	$ 56,712,222	$ 69,205,300	$ 76,665,900	$ 75,283,100	$ 6,077,800

2019-20 Anticipated Accomplishments

- Awarded $10.1 million in Thomas Fire 1/9 Debris Flow Disaster Southern CA Edison (SCE) road restoration work
- Completed Ashley Road Bridge replacement less than two years after debris flow
- Expanded in-house capabilities for County maintenance forces, completing $1.5M in deferred maintenance work in addition to continuing all other maintenance operations
- Construct $8M of capital maintenance to address deferred maintenance backlog including pavement, drainage, traffic devices, bridges, and hardscape repairs
- Delivered Clark Avenue/ US 101 Northbound Interchange safety and operational improvements to construction

Transportation Budget Program (cont'd)

2020-21 Objectives

- Construct $10.1 million in Thomas Fire 1/9 Debris Flow disaster (SCE) road restoration work
- Complete Clark Avenue at US 101 interchange improvements and Union Valley Parkway barrier wall
- Complete the remaining 1/9 debris flow Transportation infrastructure replacement and repairs
- Construct $500K in bicycle, pedestrian and safe routes to school projects Countywide
- Deliver Floradale Bridge replacement and Foothill Bridge projects to construction
- Streamline permit and development review, approval, and payment using electronic systems

Public Works

Surveyor Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
COUNTY SURVEYOR	1.00	1.00	1.00	1.00	-
SURVEY SUPERVISOR	1.00	1.00	1.00	2.00	1.00
SURVEY SPECIALIST	2.97	3.00	3.00	3.00	-
Total	4.97	5.00	5.00	6.00	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 882,221	$ 910,600	$ 873,400	$ 1,086,100	$ 175,500
Services and Supplies	141,167	548,800	716,100	902,900	354,100
Other Charges	52,625	57,300	55,200	62,100	4,800
Total Operating Expenditures	1,076,013	1,516,700	1,644,700	2,051,100	534,400
Intrafund Expenditure Transfers (+)	52,416	60,400	54,300	62,700	2,300
Increases to Fund Balances	13,690	20,000	15,000	15,000	(5,000)
Total Expenditures	$ 1,142,118	$ 1,597,100	$ 1,714,000	$ 2,128,800	$ 531,700
Budget By Categories of Revenues					
Intergovernmental Revenue	17,143	450,000	253,000	587,000	137,000
Charges for Services	423,223	459,100	431,200	423,100	(36,000)
Miscellaneous Revenue	380	50,300	392,100	349,600	299,300
Total Operating Revenues	440,746	959,400	1,076,300	1,359,700	400,300
Intrafund Expenditure Transfers (-)	-	-	-	125,000	125,000
Decreases to Fund Balances	86,573	16,000	16,000	16,000	-
General Fund Contribution	614,800	621,700	621,700	628,100	6,400
Total Revenues	$ 1,142,118	$ 1,597,100	$ 1,714,000	$ 2,128,800	$ 531,700

2019-20 Anticipated Accomplishments

- Provided outstanding customer service through an online interactive GIS web page and at the public counter
- Implemented Accela database project management software to replace Land Records Database application
- Awarded contracts for FEMA grant right of way surveys in the 1/9 Debris Flow areas
- Provided over 850 compliance reviews, maps and documents in accordance with state laws and local ordinances
- Created a two-year temporary Survey Specialist position to facilitate succession and institutional knowledge transfer from retiring staff
- Collaborated with Clerk-Recorder to rescan original maps to improve resolution and preserve the documents

Surveyor Budget Program (cont'd)

2020-21 Objectives

- Provide mandated surveying services to County Government, survey professionals and the general public
- Provide Professional Land Surveyor services to the City of Guadalupe and City of Solvang
- Implement web-based electronic project submittal and credit card payments for project reviews
- Complete and record right of way surveys in the areas affected by the 1/9 Debris Flow
- Provide GIS Mapping support for the County redistricting process

WATER RESOURCES/FLOOD CONTROL BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 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	-
PROGRAM MANAGER	3.32	4.00	4.00	4.00	-
PROJECT MANAGER	-	-	-	1.00	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.00	2.00	2.00	2.00	-
MAINT SUPERINTENDENT	0.67	-	-	-	-
HYDROLOGIST SENIOR	2.00	2.00	2.00	2.00	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
WATER AGENCY MANAGER	1.00	1.00	1.00	1.00	-
ENG ENVIRON PLANNER SR.	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO	-	-	-	1.00	1.00
ADMN OFFICE PRO	3.00	3.00	3.00	3.00	-
ENGINEERING TECH SUPV	1.00	1.00	1.00	1.00	-
CIV ENGINEERING ASSOC	2.00	3.00	3.00	2.00	(1.00)
PUBLIC WORKS PRGM SPEC SR	1.74	2.00	2.00	2.00	-
ACCOUNTANT	1.00	1.00	1.00	1.00	-
ENGINEERING TECH SPEC	3.56	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	2.00	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	0.44	-	-	1.00	1.00
MAINT WELDER-MECHANIC	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	3.85	5.00	5.00	4.00	(1.00)
PESTICIDE SPECIALIST	1.00	1.00	1.00	1.00	-
MAINTENANCE WORKER	2.22	2.00	2.00	3.00	1.00
MAINT WORKER APPRENTICE	0.67	1.00	1.00	-	(1.00)
Total	45.47	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 BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 6,649,686	$ 7,067,300	$ 6,707,200	$ 7,183,100	$ 115,800
Services and Supplies	12,399,654	13,845,800	12,296,300	13,196,000	(649,800)
Other Charges	864,858	6,961,600	4,894,500	4,354,100	(2,607,500)
Total Operating Expenditures	19,914,198	27,874,700	23,898,000	24,733,200	(3,141,500)
Capital Assets	11,588,106	12,752,000	6,457,200	22,805,000	10,053,000
Other Financing Uses	893,146	70,600	70,600	70,600	-
Increases to Fund Balances	5,360,631	3,088,200	7,714,900	23,203,200	20,115,000
Total Expenditures	$ 37,756,081	$ 43,785,500	$ 38,140,700	$ 70,812,000	$ 27,026,500
Budget By Categories of Revenues					
Taxes	14,796,112	14,711,900	14,711,900	15,223,400	511,500
Fines, Forfeitures, and Penalties	(2,576)	-	-	-	-
Use of Money and Property	2,173,917	795,300	889,600	870,700	75,400
Intergovernmental Revenue	9,041,734	14,402,400	11,163,600	17,299,300	2,896,900
Charges for Services	3,997,157	3,707,400	4,029,200	4,139,100	431,700
Miscellaneous Revenue	1,283,111	1,500	1,500	1,500	-
Total Operating Revenues	31,289,455	33,618,500	30,795,800	37,534,000	3,915,500
Other Financing Sources	994,258	76,600	2,076,600	65,100	(11,500)
Decreases to Fund Balances	4,782,349	9,487,500	4,665,400	32,601,700	23,114,200
General Fund Contribution	596,100	602,900	602,900	611,200	8,300
Total Revenues	$ 37,662,162	$ 43,785,500	$ 38,140,700	$ 70,812,000	$ 27,026,500

2019-20 Anticipated Accomplishments

- Initiated design modifications to 3 existing debris basins and new Randall Road basin
- Completed design on Lower Mission Creek Phases 2B-2 and 3
- Received Award of $4.8 Million in Federal Funding for Santa Monica Debris Basin, initiated Design

2020-21 Objectives

- Complete Construction of Cold Springs Basin Expansion Project
- Complete Environmental Review (EIR) and Design of Randall Road Basin
- Execute an interim contract for the Cachuma Water Supply Contract

Public Works

Resource Recovery & Waste Management Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DEPT LDR-EXEC	0.59	-	-	-	-
DEPUTY DIRECTOR	0.59	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	2.00	2.00	2.00	2.00	-
CIVIL ENGINEER SPECIALIST	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	1.17	1.00	1.00	1.80	0.80
PROJECT MANAGER	0.41	1.00	1.00	-	(1.00)
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.00	1.00	1.00	1.00	-
GEOLOGIST REGISTERED	1.00	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	0.19	-	-	-	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
STAFF ANALYST	0.81	1.00	1.00	1.00	-
ENG ENVIRON PLANNER SR.	1.00	1.00	1.00	1.00	-
WASTEWTR PLANT OPER CHIEF	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	3.07	3.00	3.00	4.00	1.00
CIV ENGINEERING ASSOC	0.74	1.00	1.00	1.00	-
PUBLIC WORKS PRGM SPEC SR	2.00	2.00	2.00	2.00	-
SURVEY PARTY CHIEF	1.00	1.00	1.00	1.00	-
COST ANALYST	-	-	-	1.00	1.00
ACCOUNTANT SUPERVISING	-	-	-	1.00	1.00
ACCOUNTANT	1.78	2.00	2.00	-	(2.00)
WASTEWTR PLANT OPER SUPV	1.00	1.00	1.00	1.00	-
ENGINEERING TECH SPEC	2.00	2.00	2.00	2.00	-
REFUSE SUPERVISOR	4.00	4.00	4.00	4.00	-
WASTEWTR PLANT OPER	7.59	8.00	8.00	8.00	-
REFUSE LEADER	4.04	4.00	4.00	5.00	1.00
PUBLIC WORKS PRGM SPEC	2.58	2.75	2.75	3.00	0.25
MAINTENANCE LEADER	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	0.93	1.00	1.00	1.00	-
EQUIPMENT MECHANIC	5.00	5.00	5.00	5.00	-
HEAVY EQUIP OPERATOR	9.48	10.00	10.00	10.00	-
REFUSE INSPECTOR	2.00	2.00	2.00	2.00	-
HEAVY TRUCK DRIVER	10.52	12.00	12.00	11.00	(1.00)
REFUSE CHECKER SUPERVISOR	1.00	1.00	1.00	1.00	-
MAINTENANCE WORKER	5.59	6.00	6.00	5.00	(1.00)
WASTEWTR PLANT OPER TR	0.41	-	-	-	-
REFUSE CHECKER	7.46	9.50	9.50	9.50	-
RECYCLE WORKER	2.00	2.00	2.00	2.00	-
MAINT WORKER APPRENTICE	0.41	1.00	1.00	1.00	-
Total	89.36	95.25	95.25	95.30	0.05

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

RESOURCE RECOVERY & WASTE MANAGEMENT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 11,987,614	$ 12,568,100	$ 13,361,100	$ 13,747,300	$ 1,179,200
Services and Supplies	17,247,089	21,376,600	22,341,200	21,357,300	(19,300)
Other Charges	10,745,212	14,504,900	14,795,900	15,528,000	1,023,100
Total Operating Expenditures	39,979,915	48,449,600	50,498,200	50,632,600	2,183,000
Capital Assets	52,942,497	74,387,500	87,840,900	37,214,600	(37,172,900)
Other Financing Uses	14,344,920	5,934,000	6,668,700	10,722,400	4,788,400
Increases to Fund Balances	8,693,325	4,623,600	16,390,700	2,350,000	(2,273,600)
Total Expenditures	$115,960,658	$133,394,700	$161,398,500	$100,919,600	$ (32,475,100)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	4,109,506	3,865,600	4,183,400	4,142,300	276,700
Use of Money and Property	4,154,284	1,442,100	2,305,300	2,634,400	1,192,300
Intergovernmental Revenue	405,010	2,307,100	2,307,100	2,718,600	411,500
Charges for Services	41,147,975	50,397,400	49,321,800	51,115,100	717,700
Miscellaneous Revenue	285,492	165,000	229,700	147,500	(17,500)
Total Operating Revenues	50,102,266	58,177,200	58,347,300	60,757,900	2,580,700
Other Financing Sources	177,390,931	4,288,500	20,010,500	8,679,900	4,391,400
Decreases to Fund Balances	2,592,422	70,913,000	83,024,700	31,465,800	(39,447,200)
General Fund Contribution	16,000	16,000	16,000	16,000	-
Total Revenues	$230,101,619	$133,394,700	$161,398,500	$100,919,600	$ (32,475,100)

2019-20 Anticipated Accomplishments

- Managed over 240,000 tons of municipal solid waste, recyclables, green waste and hazardous waste
- Continued construction of ReSource Center and initiation of commissioning phase
- Completed storm drain improvement and general upgrade projects at Santa Ynez Valley Recycling & Transfer Station
- Completed construction of Phase 3 of the Tajiguas landfill expansion project and closed a portion of the landfill to house the future composting unit
- Completed solid waste collection franchise customer satisfaction survey
- Completed Baron Ranch Master Plan, Regional Disaster Debris Management Plan, and financing of Laguna Sanitation District Plant upgrades
- Completed flood prevention improvement projects at Laguna County Sanitation District

Resource Recovery & Waste Management Budget Program (cont'd)

2020-21 Objectives

- Complete construction and commissioning of the ReSource Center
- Complete procurement for long-term solid waste collection franchise agreements
- Install expanded landfill gas collection system to provide power to the ReSource Center
- Install new scale house software at all facilities to enhance operational efficiency
- Install environmental compliance system upgrades including use of SCADA technology
- Commence construction of Laguna County Sanitation District plant upgrade including securing financing and award of construction contract
- Expand recycled water distribution system at Laguna Sanitation District

Public Works

Community Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 42,482,200**
Capital	**$ 3,460,400**
FTEs	**92.25**

George Chapjian
Director

- Administration & Support — 5.00 FTE
- Parks & Open Spaces — 61.75 FTE
- Housing & Community Development — 16.50 FTE
- Community Support — 3.00 FTE
- Sustainability Division — 6.00 FTE

Community Services

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, Office of Arts and Culture, and Housing and Community Development. The Sustainability Division was created 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 2020-21 Objectives

- The Parks Division will improve public access and user experience at County park system.
- Parks will invest in its facilities in all Supervisorial Districts through the deferred and preventive maintenance programs.
- Parks will complete an administrative Draft Countywide Recreational Master Plan.
- Housing Division will continue to administer State of California and Housing and Urban Development (HUD) federal grant programs and monitor grant contracts for regulatory compliance for Community Development Block Grant (CDBG), HOME Investment Partnership program, Federal and State Emergency Solutions Grant (ESG), Homeless Emergency Assistance Program (HEAP), Homeless Housing Assistance and Prevention Program (HHAP), California Emergency Solutions and Housing (CESH) and Continuum of Care (CoC) programs providing vital public services and capital improvements to community infrastructure.
- Complete five affordable housing projects totaling 102 units for formerly homeless, those with chronic mental health issues, and low-income seniors.
- Work collaboratively with County departments to implement the FY 2020-21 Homeless Interagency Policy Council work plan.
- Install a large-scale public art project with Allan Hancock College on the Betteravia Campus in Santa Maria, conducting community programming with the support of $121, 500 in funds from the California Arts Council.
- Kick off the 2030 Climate Action Plan (CAP) development process including development of a climate action planning toolkit, launch of community engagement activities and prioritization of emission reduction measures. Staff anticipate bringing a draft of the 2030 CAP to the Board in May 2021.
- Launch Community Choice Energy program in coordination with Monterey Bay Community Power (MBCP). Work with MBCP to create a CCE launch and outreach plan that outlines a calendar of events, press and community outreach that will ensure customers are properly educated and aware of available options.
- In partnership with interested cities, develop an Energy Assurance Plan that will ensure reliability of local energy infrastructure and the ability of critical facilities (both county and privately owned) to maintain continuous operation during both planned and unplanned electrical grid outages. Preferably using clean, renewable, on-site power generation and battery storage backup.

Community Services

Highlighted Renew 2022 Initiatives

Already Underway

- Evaluate CSD's ten Boards, Commissions and Committees
  - Staff is reviewing all of our ten Boards and Commissions for potential consolidation or other efficiencies.
- Seek new revenue opportunities
  - Staff successfully negotiated terms with a new restaurant concessionaire Hook'd Bar and Grill at Cachuma Lake.
  - Staff performed bi-annual fee adjustment, effective January 9th, 2020, to align our fees with neighboring jurisdictions. Additional promotional flexibility will allow staff to increase occupancy during low season.

Implementation in FY 2020-21

- Cachuma Lake RV Site Renovation
  - County Staff is planning on renovating and reconfiguring 120 RV Camping sites at Cachuma Lake. Project would include replacing water and sewer lines and upgrading electrical service to meet the demands of today's RV camper. It would also include replacing paving, concrete pads, new landscaping, campground furnishings and camp area elements.
- Arts and Cultural Master Plan
- Countywide Parks Recreation Master Plan
- Community Action Plan to Address Homelessness, Second Phase

Community Services

Renew 2022 Big Picture Goals

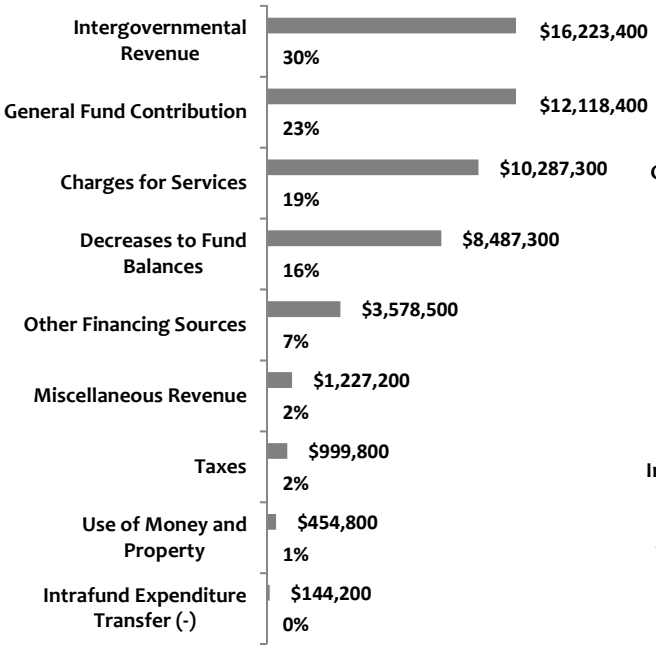
Community Services Department will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Migrate Junior Lifeguard Registration online • Migrate Wildlife Nature Cruises at Cachuma Lake online • Evaluate Boards, Commissions, and Committees for efficiencies
Train County employees in the Peak Performance program	• By June 2022, ensure 10 CSD employees complete County-provided process improvement training.
RE-BALANCE	
Enhance financial resiliency	• Cachuma Lake RV Renovation (COP) Project • Recent opening of Hook'd Café, restaurant concessionaire, at Cachuma Lake • Reallocation of North County Park Ranger by performing off season pool maintenance via online application with remote monitoring functionality
RESPOND	
Conduct an external customer or client satisfaction survey	• Customer Service Survey of our Wedding Program • Customer Service Survey of our Camping Park visitors
RETAIN	
Facilitate the participation of managers in a leadership development program	• By December 2020, 30% of managers participate in a leadership development program
Retain new employees during their first 5 years of employment	• Identify, retain, and provide development training and mentorships to high performers • Retain 80% of new employees during their first 5 years of County employment

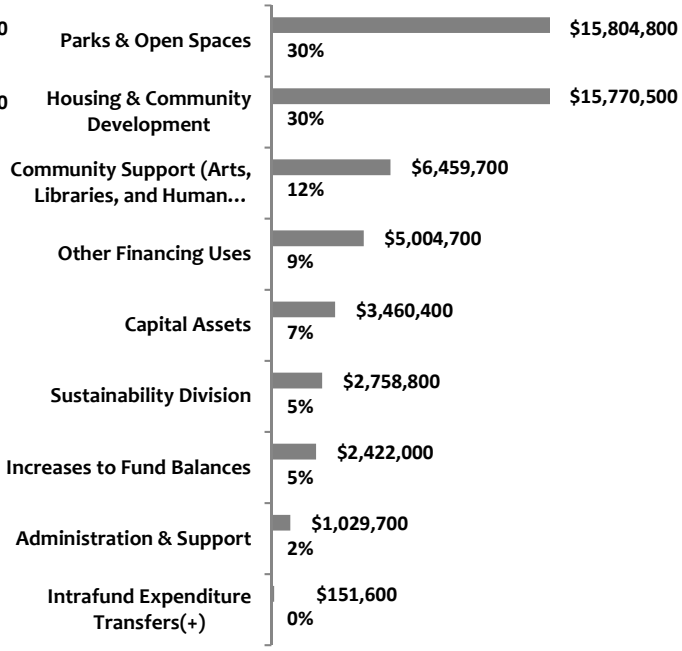
Community Services

Recommended Sources & Uses of Funds

Source of Funds - $53,520,900

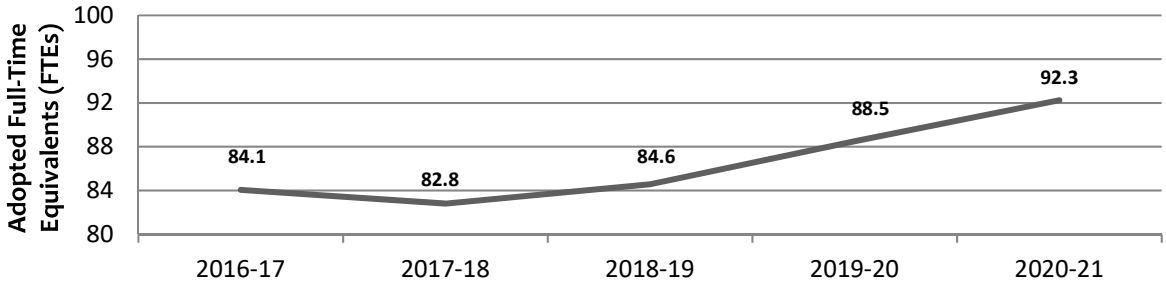


Use of Funds - $53,520,900



Staffing Trend

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



Community Services

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	4.74	5.00	5.00	5.00	-
Parks & Open Spaces	52.47	58.00	58.00	61.75	3.75
Housing & Community Development	11.52	15.50	15.50	16.50	1.00
Community Support (Arts & Libraries)	2.84	4.00	4.00	3.00	(1.00)
Energy and Sustainability Initiatives	4.77	6.00	6.00	6.00	-
Total	76.34	88.50	88.50	92.25	3.75

Budget By Budget Program					
Administration & Support	$ 962,864	$ 1,035,300	$ 1,029,300	$ 1,029,700	$ (5,600)
Parks & Open Spaces	14,376,369	14,580,000	15,005,100	15,804,800	1,224,800
Housing & Community Development	8,971,157	12,095,500	12,229,500	15,770,500	3,675,000
Community Support (Arts & Libraries)	6,076,422	6,380,700	6,530,200	7,118,400	737,700
Energy and Sustainability Initiatives	1,314,499	2,762,300	2,762,300	2,758,800	(3,500)
Total	$ 31,701,311	$ 36,853,800	$ 37,556,400	$ 42,482,200	$ 5,628,400

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 10,731,378	$ 12,390,600	$ 12,390,500	$ 13,115,300	$ 724,700
Services and Supplies	17,264,343	20,369,600	21,071,135	25,424,100	5,054,500
Other Charges	3,705,590	4,093,600	4,094,765	3,942,800	(150,800)
Total Operating Expenditures	31,701,311	36,853,800	37,556,400	42,482,200	5,628,400
Capital Assets	3,971,034	4,633,000	2,673,820	3,460,400	(1,172,600)
Other Financing Uses	2,957,888	3,265,300	3,556,600	5,004,700	1,739,400
Intrafund Expenditure Transfers (+)	222,636	440,800	425,600	151,600	(289,200)
Increases to Fund Balances	2,482,691	1,722,900	1,985,680	2,422,000	699,100
Fund Balance Impact (+)	246,355	-	-	-	-
Total	$ 41,581,915	$ 46,915,800	$ 46,198,100	$ 53,520,900	$ 6,605,100

Budget By Categories of Revenues					
Taxes	$ 910,471	$ 979,000	$ 979,000	$ 999,800	$ 20,800
Licenses, Permits and Franchises	10,060	-	-	-	-
Fines, Forfeitures, and Penalties	(28)	-	-	-	-
Use of Money and Property	606,875	291,400	294,862	454,800	163,400
Intergovernmental Revenue	5,814,826	11,398,600	11,119,700	16,223,400	4,824,800
Charges for Services	9,072,897	9,391,600	9,298,900	10,287,300	895,700
Miscellaneous Revenue	3,274,993	1,181,400	1,073,400	1,227,200	45,800
Total Operating Revenues	19,690,093	23,242,000	22,765,862	29,192,500	5,950,500
Other Financing Sources	2,893,297	4,062,000	3,610,300	3,578,500	(483,500)
Intrafund Expenditure Transfers (-)	213,680	411,100	423,400	144,200	(266,900)
Decreases to Fund Balances	7,024,845	7,250,200	7,448,038	8,487,300	1,237,100
General Fund Contribution	11,760,000	11,950,500	11,950,500	12,118,400	167,900
Total	$ 41,581,915	$ 46,915,800	$ 46,198,100	$ 53,520,900	$ 6,605,100

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

Community Services

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- +3.75 increase in FTEs due to the following:
  - +3.75 increase in Parks FTEs for 2 Park Maintenance Workers, 1 park Ranger, and 3/4 Park Naturalist at Cachuma Lake.
  - Shift of a Housing Program Specialist from Community Support to Housing and Community Development Division for operational efficiency.

Expenditures

- Net operating expenditure increase of $5,628,400:
  - +$724,700 increase in Salaries and Employee Benefits largely due to increases in salaries and benefits.
  - +$5,054,500 net increase in Services and Supplies primarily due to the following:
    - +$3,469,700 increase in Housing Division due to State Homeless Programs, largely driven by the latest State Homeless Housing Assistance and Prevention Program (HHAP).
    - +$754,800 increase in Parks and Open Spaces driven largely by increased funding for preventive and regular maintenance costs.
    - +658,700 increase in library pass through funding
  - -$150,800 net decrease in Other Charges primarily due to:
    - -$72,300 decrease in Parks Motor Pool charges and Insurance costs.
    - -$55,100 decrease in the Sustainability Division due to lower Insurance costs.
    - -$35,000 decrease in Housing Division's Insurance costs.

- Non-operating expenditure increase of $976,700:
  - +$1,739,400 net increase in Other Financing Uses primarily due to the following:
    - +$2,010,000 increase in Housing due to State HEAP funding reallocated from a previous project towards the multi-departmental County Housing Assistance for Vulnerable Emerging Neighbors- Engagement Service Team (HAVENEST).
    - -$270,000 decrease in Parks due to the completion of FEMA funded Montecito Trail renovations.
  - +$699,100 increase in Increases to Fund Balances primarily due to the following:
    - +$283,500 increase in Housing due to anticipated Housing Loan program income and restricted HEAP interest.
    - +$234,000 increase in Parks to fund future equipment and cabin replacements.
    - +$200,600 increase in Arts due to additional State Grant revenues.
  - -$1,172,600 decrease in Capital Assets. Projected budgets and timing of capital projects differ from year to year dependent upon the phase of the project and related permit requirements. Projects budgeted during FY 2020-21 include replacing stone bridges on East Valley Road trail and Enisbrook trail (FEMA Project), Walter Capps Park improvements, Baron Ranch Trail Extension, Arroyo Burro Ranger Office and Storage Area improvements, Jalama Affordable Accommodations, Gaviota Marine Terminal Trail, Cachuma Fireside Theatre renovation and New Cuyama Greenway project.
  - -$289,200 decrease in Intrafund Expenditure Transfers primarily due to an accounting change caused by the department consolidation within the accounting system.

These changes result in Recommended operating expenditures of $42,482,200, non-operating expenditures of $11,038,700 and total expenditures of $53,520,900. Non-operating expenditures primarily include other financing uses, capital assets, transfers, and increases to fund balances.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

Revenues

- Net operating revenue increase of $5,950,500:
  - +$4,824,800 net increase in Intergovernmental Revenue primarily due to:
    - +$4,724,300 net increase in Housing Division due State Homeless programs primarily driven by the Homeless Housing Assistance and Prevention Program (HHAP), and prior year remaining appropriations of the Homeless Emergency Assistance Program (HEAP) and California Emergency Solution and Housing program (CESH).
  - +$895,700 net increase in Charges For Services primarily due to:
    - +$664,800 increase in Parks due to increased camping revenues, primarily at Cachuma Lake Recreational Area.
    - +$230,900 in Arts due to increased grant revenue from the California Arts Council.
  - +$163,400 increase in Use of Money and Property within the Housing Division primarily due to restricted interest earned on HEAP funding received by the State.
  - +$45,800 increase in Miscellaneous Revenue primarily due to an anticipated increase in loan receipts.
  - +$20,800 increase in Taxes primarily due to an increase in Orcutt Community Facilities District special assessment revenue.

- Net non-operating revenue increase of $654,600:
  - +$1,237,100 net increase in decreases to Fund Balances largely due to:
    - +$412,700 increase in Housing due to use of HEAP and CESH funded project expenditures.
    - +658,700 increase in library pass through funding
  - +$167,900 increase in General Fund Contribution (GFC) to partially offset salary and benefit growth and to maintain library funding consistent with Board policy.
  - -$483,500 decrease in Other Financing Sources primarily due to the following:
    - -$918,800 decrease in Parks due to completion of the following capital projects, FEMA Toro Canyon Road repair project and Camino Pescadero Stairway Beach access project in Isla Vista.
    - +$435,300 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 HHAP program and remaining prior year administration funding from the HEAP and CESH Homeless programs.
  - -$266,900 decrease in Intrafund Expenditure Transfers (-) primarily due to an accounting change caused by the department consolidation within the accounting system.

These changes result in recommended operating revenues of $29,192,500, non-operating revenues of $24,328,400, and total revenues of $53,520,900. Non-operating revenues primarily include General Fund Contribution, Transfers, and Decreases to Fund Balances.

Community Services

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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration & Support				
Percent of staff EPRs completed on time. (Target: 100%)	79%	79%	79%	100%
Percentage of reservations booked online. (Target: 75%)	65% (21,014 / 30,662)	71% (24,735/ 34,290)	72% (29,232 / 40,600)	75% (31,500 / 42,000)
Percentage of calls answered by Parks Reservation Call Center – Not abandoned by customer (Target: 93%)	88.3% (15,785 / 17,877)	90.5% (15,333 / 17,163)	92.2% (14,700 / 16,000)	93% (13,950 / 15,000)
Number of unique visits to the Community Services, Parks Division website. (Target: 625,000)	593,000	691,000	664,500	625,000
Parks & Open Spaces				
Total visitors to the County Park System (% of users who ***do not*** pay a user fee.) (Target: 8,000,000 and 95%)	6,900,000 (90.6%)	6,800,000 (88.0%)	7,000,000 (88.0%)	8,000,000 (95.0%)
Percentage of occupancy at Jalama Beach utilizing cabins. (Target: 95%)	88.6%	85.8%	93.0%	95.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing cabins and yurts. (Target: 75%)	58.4%	63.6%	69.2%	75.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing tented, partial hookup, and full hookup camp sites. (Target: 40%)	22.5%	27.2%	37.2%	40.0%
Housing & Community Development				
Year Round Beds serving persons experiencing homelessness (Housing Inventory Count)	1,942	1,858	2,058	2,100
Homeless Management Information System (HMIS) Data Quality Rating (Target 98%)	96.10%	98.23%	98.29%	98.00%
Number of unduplicated households assisted with Tenant-Based Rental Assistance. (Target: 290)	78	70	110	290
Loan receipts received and to be recycled within Santa Barbara County for future affordable housing projects	$940,000	$950,000	$1,000,000	$1,100,000
Total number of affordable housing units produced. (Target: 171)	49	0	120	102
Percent of County restricted Affordable Housing units monitored. (Target: 100%)	100.0% (679/679)	100.0% (464/464)	100.0% (543/543)	100.0% (509/509)

Community Services

Performance Measures (cont'd)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Community Support (Arts, Libraries & Human Services Commission)				
Number of local artists receiving public art exhibition opportunities.	225	225	225	225
Number of applications submitted for Community Arts Enrichment Grants (CAEG).	58	50	35	35
Amount of per capita library funding.	$8.57*	$8.08**	$8.50***	$7.80****
*Includes additional one-time funding provided by the Board of Supervisors of $360,000 in FY17-18. ** Includes $200,000 in additional funding provided by the Board of Supervisors for smaller Branch Libraries in FY18-19. *** Includes $317,300 in additional funding provided by the Board of Supervisors for smaller Branch Libraries in FY19-20. ****Existing Board Library Funding Policy is set at $7.80 per capita.				
Greenhouse gas emissions as compared to baseline (Goal: 15% below 2007 levels)	Not used in Prior Years	Not used in Prior Years	14% above 2007 levels	Will not report until FY21-22*
Percentage of measurable ECAP emission reductions measures (ERMs) on track to reach GHG reduction goals	Not used in Prior Years	Not used in Prior Years	50% (18/36)	Will not report until FY21-22*
External funding secured to implement climate related programming	Not used in prior years	$965,954	$659,317	$720,939
Number of households participating in the Home Energy Savings energy efficiency retrofit program	Not used in prior years	Not used in Prior Years	150	300
Number of codes and standards and building performance training events provided to local building professionals	Not used in prior years	Not used in Prior Years	61	75
* The Board has directed staff to conduct ECAP reporting on a three year cycle. The timeline for data collection results in no changes to the performance measures until the end of 2020. This data will be reported in FY 21-22.				

Community Services

Pictured above, the Santa Barbara Historical Mural Room (Top and Middle), and Santa Barbara Veteran's Memorial Building (Bottom).

Community Services

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	-	-	-	1.00	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	-	(1.00)
ENTERPRISE LDR-GEN	0.74	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
Total	4.74	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 908,213	$ 984,500	$ 984,500	$ 958,200	$ (26,300)
Services and Supplies	22,274	17,800	11,760	27,800	10,000
Other Charges	32,377	33,000	33,040	43,700	10,700
Total Operating Expenditures	962,864	1,035,300	1,029,300	1,029,700	(5,600)
Total Expenditures	$ 962,864	$ 1,035,300	$ 1,029,300	$ 1,029,700	$ (5,600)
Budget By Categories of Revenues					
Charges for Services	13,600	-	-	-	-
Total Operating Revenues	13,600	-	-	-	-
Intrafund Expenditure Transfers (-)	142,800	181,600	181,600	-	(181,600)
Decreases to Fund Balances	-	20,000	20,000	-	(20,000)
General Fund Contribution	811,300	833,700	827,700	1,029,700	196,000
Total Revenues	$ 967,700	$ 1,035,300	$ 1,029,300	$ 1,029,700	$ (5,600)

2019-20 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.
- Coordinated the close out of multiple former Agency Funds in compliance with GASB 84.
- Upgraded the Parks online reservation system to latest module, Version 5, which will increase efficiencies by allowing internal configuration, Google Maps integration, and hourly rental facility capabilities.

Community Services

Administration & Support (Cont'd)

2020-21 Objectives

In the next fiscal year, the Administration and Support division will complete projects and explore new opportunities to improve Departmental operations, staff training, and program implementation.

- Expand the online reservation system to allow online reservation modifications.
- 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 Division's grant programs.

Community Services

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	0.22	1.00	1.00	1.00	-
PROGRAM MANAGER	0.48	1.00	1.00	1.00	-
OPERATIONS MANAGER	2.07	3.00	3.00	3.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	0.48	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	2.00	2.00	2.00	2.00	-
DEPT BUS SPEC	2.00	2.00	2.00	2.00	-
PLANNER	-	1.00	1.00	1.00	-
WTR/SEW PLANT OPER CHIEF	1.00	1.00	1.00	1.00	-
MAINTENANCE LEADER	2.74	3.00	3.00	3.00	-
ADMN OFFICE PRO SR-RES	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
AQUATICS MANAGER	0.88	1.00	1.00	1.00	-
PARK RANGER	27.59	28.00	28.00	29.00	1.00
ACCOUNTANT	0.04	-	-	1.00	1.00
NATURALIST	1.00	1.00	1.00	1.00	-
WTR & SEWAGE PLANT OPER	1.00	1.00	1.00	1.00	-
MAINTENANCE PLUMBER	1.59	2.00	2.00	2.00	-
PARK MAINTENANCE WORKER	6.37	6.00	6.00	8.00	2.00
ASST NATURALIST	-	-	-	0.75	0.75
CUSTODIAN	-	1.00	1.00	1.00	-
Total	52.47	58.00	58.00	61.75	3.75

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 7,128,276	$ 7,811,300	$ 7,811,300	$ 8,353,600	$ 542,300
Services and Supplies	5,185,477	4,302,800	4,727,900	5,057,600	754,800
Other Charges	2,062,617	2,465,900	2,465,900	2,393,600	(72,300)
Total Operating Expenditures	14,376,369	14,580,000	15,005,100	15,804,800	1,224,800
Capital Assets	3,836,034	4,633,000	2,673,820	3,460,400	(1,172,600)
Other Financing Uses	1,104,420	653,600	853,700	383,000	(270,600)
Intrafund Expenditure Transfers (+)	146,556	303,300	313,100	61,600	(241,700)
Increases to Fund Balances	340,284	370,000	555,280	597,500	227,500
Total Expenditures	$ 19,803,663	$ 20,539,900	$ 19,401,000	$ 20,307,300	$ (232,600)
Budget By Categories of Revenues					
Taxes	352,215	359,000	359,000	367,300	8,300
Licenses, Permits and Franchises	9,358	-	-	-	-
Fines, Forfeitures, and Penalties	(28)	-	-	-	-
Use of Money and Property	233,527	245,600	242,025	274,800	29,200
Intergovernmental Revenue	940,903	1,186,900	816,800	1,304,600	117,700
Charges for Services	8,359,050	8,779,700	8,687,000	9,444,500	664,800
Miscellaneous Revenue	1,544,400	171,000	63,000	194,000	23,000
Total Operating Revenues	11,439,425	10,742,200	10,167,825	11,585,200	843,000
Other Financing Sources	1,828,726	2,822,800	2,167,100	1,904,000	(918,800)
Intrafund Expenditure Transfers (-)	-	112,000	124,300	4,200	(107,800)
Decreases to Fund Balances	2,958,985	2,977,300	3,056,175	3,059,800	82,500
General Fund Contribution	3,881,800	3,885,600	3,885,600	3,754,100	(131,500)
Total Revenues	$ 20,108,936	$ 20,539,900	$ 19,401,000	$ 20,307,300	$ (232,600)

2019-20 Anticipated Accomplishments

Accomplishments include the following:

- Completed major facility improvements to Guadalupe Dunes Park, Waller Park, Jalama Beach, Cachuma Lake, Live Oak, Point Sal, Goleta Beach Pier, Arroyo Burro and Lookout Park through the deferred and preventative maintenance programs.
- Continue the Countywide Tree safety program, removed and pruned dead and dying trees and limbs in our parks for increased public safety.
- Completed construction of the Toro Canyon Park Road Repairs from the January 2018 storm events.
- Completed trail construction of the Montecito Trail Repairs from the January 2018 storm events.
- Completed construction of the Camino Pescadero beach access stairway in Isla Vista.
- Completed construction of the Lookout Park East End Renovation.
- Completed construction of the Guadalupe Dunes Access Revitalization Project, including a replacement vault restroom, interpretive panels and signage.
- Completed repaving of the Guadalupe Dunes Beach parking area.
- At Arroyo Burro, Parks completed the following:
    - Upgraded the irrigation system at Arroyo Burro for improved water efficiency.
    - Completed construction of the Arroyo Burro Ranger Office and Site Improvements.

Parks & Open Spaces (Cont'd)

2019-20 Anticipated Accomplishments (Cont'd)

- Completed construction of the Arroyo Burro Lifeguard Tower.

- At Cachuma Lake, Parks completed the following:
  - New Restaurant concessionaire opened the Marina Café (Hook'd).
  - Construction of the Marina Café patio area.
  - Installation of two new floating restrooms from a Division of Boating Waterways grant.
  - Restroom Renovations.
  - Paving Repairs.
- Completed the conceptual design of the Goleta Beach Park lawn area renovations.
- Completed the design of the Vandenberg Village Park.
- Completed the environmental Initial Study for the Waller Park Playfields.
- Awarded funds from the Bureau of Reclamation for design of the Cachuma Water Treatment Plant.
- Awarded funds from the California Coastal Commission for design and environmental review of the Jalama Beach Coastal Trail and Beach Access.
- Re-submit permit applications to retain emergency rock protection and pier repairs at Goleta Beach Park installed as a protective measure during the February 2017 storm season.
- Obtain permits and complete design upgrades at Jalama Beach Park to include affordable accommodations and facility upgrades for the public.
- In compliance with the Governors "Stay at Home" order, beginning March 17th, 2020 Parks cancelled all camping, day use, wedding, and special event reservations. This led to the cancelation of approximately 3,700 reservations and lost revenues of $847,000.
- Parks will continue to monitor State and Local Public Health Officials for guidance on COVID-19 and are working on plans to re-open parks. Any further needs to cancel reservations will cause additional loss of revenues.

2020-21 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.
- Complete construction of the Baron Trail access bridge.
- Complete repaving of the Arroyo Burro Beach parking area.
- Complete rehabilitation of the Kellogg Park Tennis / Pickleball Courts.
- Complete bridge construction of the Montecito Trail Repairs from the January 2018 storm events.
- Complete construction of Phase 1 of the Goleta Beach Park lawn area irrigation system.
- At Cachuma Lake, Parks will do the following:
  - Complete construction of the Marina Restroom ADA Ramp and Access.
  - Complete design of the Amphitheater Renovation.
  - Complete design of the RV hookup sites.

  - Pursue a Public-Private Partnership for alternative camping accommodations.
- At Jalama Beach, Parks will do the following:
  - Install affordable accommodations for the public.
  - Replace restroom buildings to better serve the public.
  - Complete the Master Plan for the park.

Parks & Open Spaces (Cont'd)

2020-21 Objectives (cont'd)

  - Complete design of the Jalama Beach Coastal Trail and Beach Access.
- Complete design of the Rincon Beach Park Restroom.
- Complete design of the Gaviota Marine Terminal Multi-Use Trail.
- Complete design of the Santa Claus Lane Beach Access parking area in coordination with County Public Works and County Planning.
- Complete the Adaptive Management Plan (AMP) for Goleta Beach Park under the Caltrans Adaptation Planning Grant.
- Complete an administrative Draft Countywide Recreational Master Plan.
- Due to COVID-19, fiscal staff will continually monitor the impacts of park safety and revenues.

Community Services

Housing & Community Development

The Housing and Community Development division leverages 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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	2.00	2.00	2.00	2.00	-
EDP SYS & PROG ANLST	0.56	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.30	1.00	1.00	-	(1.00)
HOUSING PROGRAM SPEC SR	2.96	4.00	4.00	5.00	1.00
COST ANALYST	0.78	1.00	1.00	1.00	-
DEPT BUS SPEC	0.30	1.00	1.00	1.00	-
HOUSING PROGRAM SPEC	2.59	2.50	2.50	3.50	1.00
COMPUTER SYSTEMS SPEC	0.33	1.00	1.00	1.00	-
ACCOUNTANT	0.70	1.00	1.00	1.00	-
Total	11.52	15.50	15.50	16.50	1.00

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

Revenues & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,585,171	$ 2,172,200	$ 2,172,100	$ 2,412,500	$ 240,300
Services and Supplies	7,345,125	9,833,500	9,967,200	13,303,200	3,469,700
Other Charges	40,862	89,800	90,200	54,800	(35,000)
Total Operating Expenditures	8,971,157	12,095,500	12,229,500	15,770,500	3,675,000
Other Financing Uses	1,526,511	2,596,700	2,687,900	4,606,700	2,010,000
Intrafund Expenditure Transfers (+)	10,200	45,000	45,000	-	(45,000)
Increases to Fund Balances	1,108,070	739,000	809,000	1,010,000	271,000
Total Expenditures	$ 11,615,938	$ 15,476,200	$ 15,771,400	$ 21,387,200	$ 5,911,000
Budget By Categories of Revenues					
Taxes	558,255	620,000	620,000	632,500	12,500
Use of Money and Property	347,212	40,800	40,800	175,000	134,200
Intergovernmental Revenue	4,777,660	9,795,900	9,887,100	14,520,200	4,724,300
Charges for Services	95,098	53,000	53,000	53,000	-
Miscellaneous Revenue	998,748	442,000	442,000	469,000	27,000
Total Operating Revenues	6,776,973	10,951,700	11,042,900	15,849,700	4,898,000
Other Financing Sources	767,614	1,239,200	1,443,200	1,674,500	435,300
Intrafund Expenditure Transfers (-)	5,000	50,000	50,000	50,000	-
Decreases to Fund Balances	2,778,357	1,972,000	1,972,000	2,384,700	412,700
General Fund Contribution	1,160,400	1,263,300	1,263,300	1,428,300	165,000
Total Revenues	$ 11,488,344	$ 15,476,200	$ 15,771,400	$ 21,387,200	$ 5,911,000

HOUSING & COMMUNITY DEVELOPMENT (CONT'D)

2019-20 Anticipated Accomplishments

Accomplishments include the following:

- The Residences At Depot Street, an 80 unit affordable housing development in Santa Maria, will open in April 2020.
- Sierra Madre Cottages, an affordable 40-unit Senior housing development in Santa Maria, will also open in 2020.
- Funding reservations for additional and renovation affordable housing projects;
    - Isla Vista Apartment, rehabilitation of 56 units for low-income families and farm workers.
    - Cabrillo Economic Development Corporation (CEDC) Buellton Senior Apartments, construction of 49 units for low-income seniors in Buellton.
    - Cypress and 7th, construction of 15 units for formerly homeless and those with chronic mental illness in Lompoc.
- Increase the affordable housing stock with the following projects;
    - West Cox Apartments, a new construction of 30 units for homeless and chronically mentally ill.
    - Good Samaritan Pine Street Bungalows, a single-family home for a large family with begin construction in early 2020.
    - Health House acquisition and rehabilitation of a single-family home for shared housing to commence in March 2020.
- Completed Phase II Regional Action Plan to Address Homelessness including identification of all funding to provide housing and services dedicated to persons experiencing homelessness and a gaps analysis of housing and shelter needs.
- Awarded $1.99 million in HUD funding through the FY 2019 Continuum of Care (CoC) Program Competition to support the operations of 11 homelessness assistance projects throughout Santa Barbara County.
- The Santa Maria/Santa Barbara County Continuum of Care (CoC) and County of Santa Barbara awarded $4.1 million in State Homeless Housing Assistance and Prevention Program (HHAP) funding for rental assistance, incentives to landlords, outreach and coordination of permanent housing and development of a new navigation center.
- Awarded $508,606 in State of CA Emergency Solutions and Housing (CESH) Program.
- Successfully applied for and received $336,401 in 2018 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 include additional providers, County departments and expanded to 130 end users.
- Implemented 2020 Point in Time Count of homeless persons to better understand local homeless population and residential history. Data consistently reveals that 76% of persons experiencing homelessness in Santa Barbara County became homeless in SBC and over 60% have resided in SBC for over 10 years or majority of their lives.
- The Continuum of Care added 318 beds dedicated to individuals and families experiencing homelessness, a 17% increase per the annual Housing Inventory Chart submitted to HUD.
- Awarded over $1.2 million in CDBG funds to County and nonprofits for facility improvements.
- Completed the following capital improvements through the CDBG Program:
    - Cuyama Valley Recreation District skate park.
    - Domestic Violence Solutions Bathroom renovation.
    - Camino Majorca beach access stairway replacement in Isla Vista.

HOUSING & COMMUNITY DEVELOPMENT (CONT'D)

- Mark's House Capital improvements.
- Sarah House HVAC installation.
- Bridgehouse leach field replacement.
- Agnes Ave. ADA site improvements.
- Assisted 12 non-profit organizations with $180,933 in general operating grants.

- Monitored 461 County-restricted affordable housing units under the Inclusionary Housing Ordinance (IHO) program in 2019, 49 under the Homebuyer Assistance Program (HAP) and 31 units under the HOME/In-Lieu program.
- Administered $190,000 in fulfillment contracts to 12 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 $1,000,000 in loan repayments from current year residual receipts and amortized housing program loan portfolio. In FY 20118-1, $948,748 in total loan repayments were collected.
- During COVID-19 Pandemic, took a leadership role in the Emergency Operations Center Homeless Task Force where we opened and operated a congregated and non-congregated shelter and supported existing outreach efforts to support unsheltered individuals.

2020-21 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, HEAP, HHAP, CESH and CoC programs providing vital public services and capital improvements to community infrastructure.
- Continue as the Lead Entity of the CDBG Urban County Partnership, which includes the County and the cities of Carpinteria, Buellton and Solvang; and the HOME Consortium, which includes the County and the cities of Carpinteria, Goleta, Buellton, Solvang, Lompoc and Santa Maria.
- Maintain high fiscal stewardship of federal, state, and local grant funding and loan repayments.
- Improve bed coverage, data quality and monitor system performance with the Santa Barbara County HMIS of persons who are homeless or at risk of homelessness to aid in homeless policy and decision making at the local, state, and federal levels.
- Work collaboratively with County departments to implement the Fy20/21 Homeless Interagency Policy Council Work Plan.
- 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 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

- Complete five affordable housing projects totaling 102 units for formerly homeless, those with chronic mental health issues, and low income seniors.
- HCD will continue to support the efforts of the COVID-19 Emergency Operations Center Homeless Task Force.
- HCD Fiscal staff will seek to maximize FEMA and other funding sources and reimbursements directly related to the immediate response to COVID-19.

Community Services

Community Support (Arts, Libraries & Human Services Commission)

Community Support includes the Office of Arts and Culture, County Branch Libraries, Human Services Commission and Shelter Services.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ENTERPRISE LDR-GEN	-	-	-	1.00	1.00
EXEC DIR-ARTS COMM	1.00	1.00	1.00	-	(1.00)
DEPT BUS SPEC	0.80	1.00	1.00	1.00	-
HOUSING PROGRAM SPEC	0.04	1.00	1.00	-	(1.00)
VISUAL ARTS COORDINATOR	1.00	1.00	1.00	1.00	-
Total	2.84	4.00	4.00	3.00	(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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 404,591	$ 527,700	$ 527,700	$ 524,500	$ (3,200)
Services and Supplies	4,270,253	4,421,100	4,569,875	5,161,100	740,000
Other Charges	1,401,578	1,431,900	1,432,625	1,432,800	900
Total Operating Expenditures	6,076,422	6,380,700	6,530,200	7,118,400	737,700
Capital Assets	135,000	-	-	-	-
Other Financing Uses	30,000	15,000	15,000	15,000	-
Intrafund Expenditure Transfers (+)	-	25,000	-	-	(25,000)
Increases to Fund Balances	709,954	563,900	571,400	764,500	200,600
Total Expenditures	$ 6,951,376	$ 6,984,600	$ 7,116,600	$ 7,897,900	$ 913,300
Budget By Categories of Revenues					
Use of Money and Property	24,775	5,000	12,037	5,000	-
Charges for Services	605,149	558,900	558,900	789,800	230,900
Miscellaneous Revenue	135,000	-	-	-	-
Total Operating Revenues	764,924	563,900	570,937	794,800	230,900
Decreases to Fund Balances	730,217	834,800	953,763	1,578,800	744,000
General Fund Contribution	5,524,500	5,585,900	5,591,900	5,524,300	(61,600)
Total Revenues	$ 7,019,641	$ 6,984,600	$ 7,116,600	$ 7,897,900	$ 913,300

COMMUNITY SUPPORT (ARTS, LIBRARIES & HUMAN SERVICES COMMISSION) (CONT'D)

2019-20 Anticipated Accomplishments

Office of Arts and Culture

- Worked with faculty from Allan Hancock College and Arts Commission to design and select a public art piece for the Betteravia Campus in Santa Maria, using a $121,000 grant from the state to help fund the beautification and community engagement project.
- Reviewed over 100 grant applications, conducted 7 workshops, hosted 4 review panels, and administered 83 grants for local artists and arts organizations, totaling over $350,000 in re-granting funds disbursed.
- Commissioned and installed the "Tiny Libraries" project at public libraries in Santa Barbara, Santa Maria, Goleta, New Cuyama, Los Alamos, and Guadalupe, providing new opportunities for literacy outreach efforts and community vitality through public art.
- The Office of Arts and Culture and Arts Commission assumed leadership of the County Arts and Culture Master Plan process, hosting community visioning sessions in Spanish and English in Buellton, Carpinteria, Cuyama, Goleta, Lompoc, Guadalupe, Santa Barbara, Santa Maria, Santa Ynez and Solvang, leveraging public investment and successfully facilitating public-private partnerships.
- Convened over 30 cross-sector community leaders and stakeholders at Cachuma Lake to construct and organize public, private, and non-profit resources, knowledge, and feedback into the master arts and culture plan.
- Curated, "Wit and Whimsy: Selections from the Collection of Michael and Nancy Gifford," an exhibition featuring works from the donation of almost 300 works of art from Michael and Nancy Gifford received by the County last year. This exhibition features 86 artworks by 80 Santa Barbara County artists and is slated to travel to the Betteravia Gallery.
- Served as the State-Local Partner for the California Arts Council; received almost $50,000 in staff salary support to promote arts and culture, administer the local Poetry Out Loud program, and connect local artists and organizations to statewide grant opportunities.
- Maintained a presence in North County, providing office hours in Lompoc, Santa Ynez, and Santa Maria. Provided outreach opportunities to artists and arts organizations by hosting grant workshops Buellton and Santa Maria.

Libraries

- Engaged a facilitator, Legacy Philanthropy Works, to assist the Library Ad Hoc committee to address the need for a sustainable and equitable County library system.
- Prepared and obtained approval of the annual library operations agreement.
- Coordinated quarterly library zone administration meetings to improve communication and library system operations.

Human Services Commission

Human Services Commission staff continues to administer 21 contracts under the Basic Services grants and 6 contracts for Best Practices grants funded with County general funds. These grants were awarded in FY 2019 for 3 consecutive years through FY 2021-22, for a total of $990,000. These awards will be renewed for FY 2020-21.

- The Basic Services program provides grants to non-profit organizations for the provision of food shelter, transportation and services to low-income persons or families, with a priority on programs that provide freedom from abuse (i.e. elder, child, spousal abuse). Agencies provide programs crossing all socioeconomic, cultural and language boundaries. Grants are provided in the $15,000 - $50,000 range and are renewed annually for up to three years.

COMMUNITY SUPPORT (ARTS, LIBRARIES & HUMAN SERVICES COMMISSION) (CONT'D)

2019-20 Anticipated Accomplishments (cont'd)

- The Best Practices program is similar to the Basic Services program but with added outcome measures. Best Practices combines the best research, quality data, clinical expertise, and client needs to determine measurable outcomes that demonstrate meaningful life changes in clients' lives. Grants are provided in the $50,000 - $100,000 range and are renewed annually for up to three years.

Shelter Services

- Provided funding to the following providers for shelters and warming centers:
    - Good Samaritan's Bridgehouse, Santa Maria Emergency Shelter, and Family Shelter, $234,773
    - PATH Santa Barbara Emergency Shelter, $110,227.
    - Unitarian Society Freedom Warming Centers $80,000

2020-21 Objectives

Office of Arts and Culture

- Install a large-scale public art project with Allan Hancock College on the Betteravia Campus in Santa Maria, conducting community programming with the support of $121, 500 in funds from the California Arts Council.
- Work with the Arts Commission to implement the first phase of the Countywide Arts and Culture Master Plan, to create a framework to support a sustainable arts and culture sector, promote equitable access for all community members, and empower the County's creative businesses and entrepreneurs to create, innovate and thrive.
- 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.
- Serve as the State-Local partner for the California Arts Council, receiving over $60,000 annually in staff support and partnering to bring statewide arts programs, funding and initiatives, including Poetry Out Loud, to Santa Barbara County.
- Implement public art throughout Santa Barbara County with the Arts Commission stewardship of Percent for Art funds and leveraging community support to create innovative and dynamic art and programming.
- Continue to collaborate with local arts non-profits, the County Office of Education, SB County Alliance for Arts Education and CA Alliance for Arts Education to work towards equitable access to arts education countywide.
- Work with Arts Commissioners to plan relevant arts workshops and discussions throughout the county to support artists and nonprofits and encourage the sharing of resources and best practices.
- Organize community outreach efforts to increase participation in arts exhibitions at the County's Channing Peake 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.
- Continue to coordinate quarterly library zone administration meetings to improve communication and library system operations.
- Continue to explore various types of operational efficiencies and funding structures for the County library system.

Human Services Commission

- Provide grants totaling $990,000 to 23 unique grant recipients.

Community Services

Shelter Services

- Continue to provide funding for homeless shelter and warming centers to provide basic assistance to persons without housing.

Community Services

Sustainability Division

The Sustainability Division, formed in July 2015, 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 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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ENTERPRISE LDR-GEN	1.74	2.00	2.00	1.00	(1.00)
OPERATIONS MANAGER	0.33	1.00	1.00	2.00	1.00
DEPT BUS SPEC	2.69	3.00	3.00	3.00	-
Total	4.77	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 705,127	$ 894,900	$ 894,900	$ 866,500	$ (28,400)
Services and Supplies	441,214	1,794,400	1,794,400	1,874,400	80,000
Other Charges	168,157	73,000	73,000	17,900	(55,100)
Total Operating Expenditures	1,314,499	2,762,300	2,762,300	2,758,800	(3,500)
Other Financing Uses	296,957	-	-	-	-
Intrafund Expenditure Transfers (+)	65,880	67,500	67,500	90,000	22,500
Increases to Fund Balances	324,383	50,000	50,000	50,000	-
Total Expenditures	$ 2,001,719	$ 2,879,800	$ 2,879,800	$ 2,898,800	$ 19,000
Budget By Categories of Revenues					
Licenses, Permits and Franchises	702	-	-	-	-
Use of Money and Property	1,363	-	-	-	-
Intergovernmental Revenue	96,262	415,800	415,800	398,600	(17,200)
Miscellaneous Revenue	596,844	568,400	568,400	564,200	(4,200)
Total Operating Revenues	695,171	984,200	984,200	962,800	(21,400)
Other Financing Sources	296,957	-	-	-	-
Intrafund Expenditure Transfers (-)	65,880	67,500	67,500	90,000	22,500
Decreases to Fund Balances	557,286	1,446,100	1,446,100	1,464,000	17,900
General Fund Contribution	382,000	382,000	382,000	382,000	-
Total Revenues	$ 1,997,294	$ 2,879,800	$ 2,879,800	$ 2,898,800	$ 19,000

SUSTAINABILITY DIVISION (CONT'D)

2019-20 Anticipated Accomplishments

- Oversaw the development of an updated Community Choice Energy (CCE) feasibility assessment. Presented an analysis of the results, as well as an assessment of alternative options for Board consideration. Information provided assisted the Board in its decision to proceed with joining Monterey Bay Community Power (MBCP), an existing CCE program.
- Launched the Tri-County Regional Energy Network (3C-REN) Energy Code Connect and Building Performance Training programs. The programs cooperatively aim to increase compliance with California's Energy and Green Building Codes and expand the high-performance building market by offering locally customized support, resources, and trainings to public and private sector building professionals in the tri-county region.
- Launched 3C-REN's Home Energy Savings program which offers free and reduced-cost home energy efficiency upgrades to historically undeserved residents in the tri-county region.
- Assumed leadership for development of the 2030 Climate Action Plan (CAP) with the support of Planning & Development (P&D). Developed and released RFP for technical consulting services. Anticipate selection of a technical consultant by May 2020.
- Launched the One Climate initiative, a singular identity that links all county climate efforts (e.g. CAP, Safety Element Update) under one campaign.
- Formed the Santa Barbara County Regional Climate Collaborative, a network of public agencies, non-profit and for-profit entities and community-based organizations, working together to advance climate mitigation and resiliency efforts in Santa Barbara County. Formation activities include development of operating by-laws, marketing collateral, outreach and member recruitment, creation of a web platform and coordination of regular in-person meetings.
- In partnership with the Cities of Carpinteria, Goleta, and Santa Barbara, developed the County's first-ever Strategic Energy Plan (SEP), a roadmap for developing clean energy resources throughout the county, which was formally adopted by the Board in 2019.
- In partnership with P&D, obtained $154K in grant funding from the Department of Conversation to conduct a landscape inventory to quantify the carbon stock of various land covers and the effect land use decisions have on existing carb stock. Information will be used to develop a natural and working lands component to the CAP.
- Along with nine other project partners, submitted a proposal to the California Energy Commission to bring over $9M in incentive funding from the California Electric Vehicle Infrastructure Project (CalEVIP) to the tri-county region. Worked internally and with other jurisdictions to ensure streamlined electric vehicle permitting processes were in place to increase the proposals competitiveness. If the proposal is successful, funds would be used to incentivize the purchase and installation of electric vehicle charging stations throughout the tri-county region.
- In collaboration with Human Resource Department, provided a presentation to the Board on employee commuter benefits options which resulted in development of a Clean Commute Program that includes a comprehensive commuter benefits webpage, a teleworking pilot in partnership with Human Resources, General Services and Community Services Department and a more flexible Transportation Demand Management (TDM) benefit vacation credit.
- Anticipate approval to re-scope existing funding from the California Energy Commission to provide Energy Assurance audits for commercial building owners that will identify potential resiliency upgrades and connect building owners with available incentive and financing programs.

Sustainability Division (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

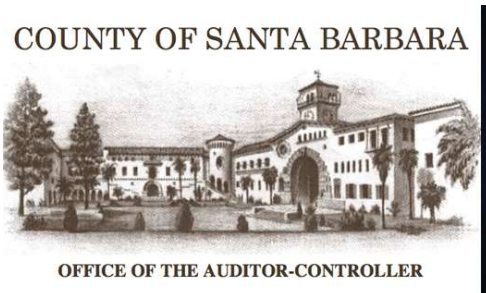
- Kicked off the New Cuyama Greenway project in partnership with the Parks Division, Cuyama Valley Recreation District and the Family Resources Center. The project will use $716K in state cap and trade funding to enhance Richardson Park in the Cuyama Valley including installation of a pedestrian pathway and the planting of drought-tolerant trees to sequester carbon and reduce greenhouse gas emissions.
- Launched a new interdepartmental initiative to pilot a food scrap collection program that has the potential to be expanded more broadly to other departments.
- Analyzed potential water conservation strategies and communicated the findings to County Parks.
- Monitored and participated in key CPUC, CEC, and legislative activities related to resiliency, 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 (LGSEC).
- Enhanced the community's awareness of and involvement in division activities by hosting and participating in community meetings on clean energy topics, such as coordinated climate action, CCE and strategic energy planning, and meeting individually with key environmental, energy, business, and labor stakeholders.

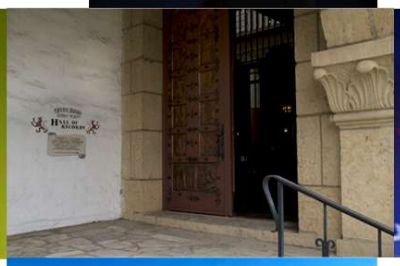
2020-21 Objectives

- Kick off the 2030 Climate Action Plan (CAP) development process including development of a climate action planning toolkit, launch of community engagement activities and prioritization of emission reduction measures. Staff anticipate bringing a draft of the 2030 CAP to the Board in May 2021.
- Launch CCE program in coordination with MBCP. Work with MBCP to create a CCE launch and outreach plan that outlines a calendar of events, press and community outreach that will ensure customers are properly educated and aware of available options.
- In partnership with interested cities, develop an Energy Assurance Plan that will ensure reliability of local energy infrastructure and the ability of critical facilities (both county and privately owned) to maintain continuous operation during both planned and unplanned electrical grid outages. Preferably using clean, renewable, on-site power generation and battery storage backup.
- Solidify Santa Barbara Climate Collaborative position as a framework for public and private partnerships around climate action. Seat steering committee members, form topic specific subcommittee that will identify regional solutions. Complete GHG inventories for all local jurisdictions.
- Design and launch 3C-REN multi-family program which will offer free technical support and incentives to property owners interested in making energy efficiency upgrades. Identify opportunities and funding to expand scope of 3C-REN offerings to other potential areas including decarbonization and resiliency activities.
- Secure new funding sources that support the implementation of the CAP and emission reduction measures that are currently unfunded.

Community Services

General Government & Support Services





PUBLIC ADMINISTRATION

TAX COLLECTOR

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 will complete 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. CRA is constantly focused on ensuring accurate elections, particularly the forthcoming Presidential General Election.
- GS has completed a comprehensive evaluation for the County's Public Safety Microwave Radio Communications Network. An RFP for an updated solution is currently being prepared. Phase 3 of the Public Safety Radio Tower Enhancements has been approved and is in process. 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 Group Summary

Staffing By Department	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
Auditor-Controller	44.24	48.60	48.60	48.60	-
Clerk-Recorder-Assessor	90.41	101.50	101.50	102.50	1.00
General Services	103.57	124.50	124.50	129.50	5.00
Human Resources	22.56	30.75	30.75	30.75	-
Treasurer-Tax Collector-Public	40.40	44.50	44.50	44.00	(0.50)
Total	301.18	349.85	349.85	355.35	5.50

Budget By Department					
Auditor-Controller	$ 8,377,089	$ 9,158,900	$ 8,889,500	$ 9,363,300	$ 204,400
Clerk-Recorder-Assessor	16,235,534	18,499,500	18,079,700	19,196,400	696,900
General Services	46,328,671	54,115,000	53,817,000	57,782,400	3,667,400
Human Resources	8,565,944	8,609,000	8,557,400	8,599,700	(9,300)
Treasurer-Tax Collector-Public	7,292,635	8,088,200	7,341,000	7,974,600	(113,600)
North County Jail	27,821,600	7,556,400	12,249,300	6,044,000	(1,512,400)
Debt Service	1,793,884	1,724,500	1,724,500	1,596,000	(128,500)
Total	$116,415,357	$107,751,500	$110,658,400	$110,556,400	$ 2,804,900

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 44,803,946	$ 50,783,400	$ 48,166,900	$ 52,477,200	$ 1,693,800
Services and Supplies	56,440,502	40,754,900	46,679,600	41,010,800	255,900
Other Charges	15,170,909	16,213,200	15,811,900	17,068,400	855,200
Total Operating Expenditures	116,415,357	107,751,500	110,658,400	110,556,400	2,804,900
Capital Assets	11,791,291	31,487,900	14,750,630	36,160,800	4,672,900
Other Financing Uses	5,568,503	5,039,300	5,696,700	5,371,600	332,300
Intrafund Expenditure Transfers (+)	2,749,594	1,986,900	1,551,300	1,997,100	10,200
Increases to Fund Balances	1,145,589	615,200	13,986,500	4,188,400	3,573,200
Fund Balance Impact (+)	3,927,217	-	938,700	-	-
Total	$141,597,550	$146,880,800	$147,582,230	$158,274,300	$ 11,393,500

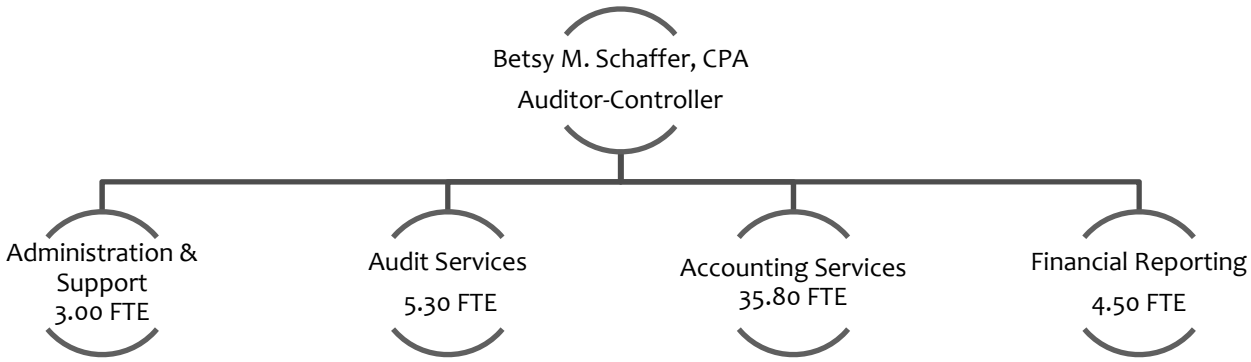
Budget By Categories of Revenues					
Taxes	$ 281,933	$ 225,000	$ 260,000	$ 260,000	$ 35,000
Licenses, Permits and Franchises	288,684	408,000	369,300	365,200	(42,800)
Fines, Forfeitures, and Penalties	7,120	7,000	7,000	7,000	-
Use of Money and Property	2,245,158	1,275,900	1,772,200	1,728,000	452,100
Intergovernmental Revenue	21,819,322	7,959,600	2,699,500	6,007,600	(1,952,000)
Charges for Services	44,792,624	45,916,200	46,814,300	52,094,900	6,178,700
Miscellaneous Revenue	4,125,793	3,923,000	4,335,900	3,998,000	75,000
Total Operating Revenues	73,560,634	59,714,700	56,258,200	64,460,700	4,746,000
Other Financing Sources	9,809,637	28,044,100	29,729,700	23,755,400	(4,288,700)
Intrafund Expenditure Transfers (-)	2,283,466	1,999,900	1,307,600	1,987,700	(12,200)
Decreases to Fund Balances	20,144,902	20,411,900	23,576,430	29,733,500	9,321,600
General Fund Contribution	35,075,000	36,710,200	36,710,300	38,337,000	1,626,800
Fund Balance Impact (-)	723,912	-	-	-	-
Total	$141,597,550	$146,880,800	$147,582,230	$158,274,300	$ 11,393,500

General Government & Support Services

Auditor-Controller

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**9,363,300**
Capital	**$**	**15,000**
FTEs		**48.60**



Auditor-Controller

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 2020-21 Objectives

- Lead and participate in the countywide business applications needs assessment (BANA) to review the current status and needs of the County's business systems: HR, FIN, Payroll, etc.
- Apply advanced analytical and audit procedures to county's disbursements.
- Continue activities to strengthen and reinforce the culture of customer service and teamwork.
- Continue a comprehensive review of Auditor-Controller fiscal and accounting policies with the aim to update and differentiate policy from procedure.
- Participate in the Executive Information Technology Committee, IT Policy Committee, and Information Technology Standards Committee as part of Renew '22.
- Continue concerted outreach to departments through the audit plan, internal control reviews, Renew '22 participation, and other engagements.
- Through Renew '22, we will identify best practices for paperless initiatives, i.e. electronic Form W-2s.
- Distribute an estimated $990 to $1,050 million in property taxes to local agencies annually.
- Manage biweekly payroll process for approximately 4,540 employees.
- Validate and record **102,000** transactional documents, an average of 400 per day, which include claim payments, vendor changes, general ledger transactions, budget entries, deposit entries, and journal entries.

Auditor-Controller

Highlighted Renew 2022 Initiatives

Already Underway

- Staff Development
  - Our office has had a long-standing and successful New Auditor Training and Development (NATD) program for newly hired Accountant-Auditors. In FY 2019-20, the 28th class of Accountant-Auditors was hired into the NATD program.
  - Support the fiscal responsibilities of County staff by providing fiscal, accounting, and internal control training development opportunities through (a) the newly established Chief Financial Officers (CFO) Consortium and (b) the development, with the CEO's Office, of a fiscal policies training course for all County management.
  - Initiating a rotational training and development program for our office's Information Technology professionals.

- Build Up Internal Audit
  - Continue concerted outreach to departments through the audit plan, internal control reviews, Renew '22 participation, other engagements, and becoming a resource to other County departments.

- Support to Independent Agencies
  - To the extent possible, provide training and tools to support Special Districts' financial activities.
  - Continue providing staff support to the Countywide Redevelopment Agency (RDA) Oversight Board.

- Paperless Initiatives
  - Continue implementing changes to Revenue and Taxation Code that eliminates the requirement of paper claim forms for certain property tax refunds.

- Collaboration with Other Departments
  - Lead and develop project structure for the countywide business applications needs assessment (BANA) to review the current status and needs of the County's business systems: HR, FIN, Payroll, etc.
  - As a central service department, we are involved with many departments on their Renew '22 initiatives.

Implementation in FY 2020-21

- Staff Development
  - Coordinate and facilitate the 29th class of the NATD program.
  - Coordinate and facilitate Chief Financial Officers (CFO) Consortiums.
  - Host an officewide half-day Staff Training Retreat.
  - Continue the Information Technology professional training and development program.
  - Conduct third annual Division Chiefs' retreat.
  - Continue Deming Roundtable as part of the biweekly Division Chiefs' meeting.

Auditor-Controller

Highlighted Renew 2022 Initiatives (cont'd)

Implementation in FY 2021-21 (Cont'd)

- Build Up Internal Audit
  - Continue being a resource to other County departments.

- Paperless Initiatives
  - Planning to provide Form W2s online through ESS+ versus printing and mailing them.
  - Encouraging vendors to receive their payments via ACH instead of paper warrants.

- Collaboration with Other Departments
  - As a central service department, we will continue to be involved with many departments on their Renew '22 initiatives.

Auditor-Controller

Renew 2022 Big Picture Goals

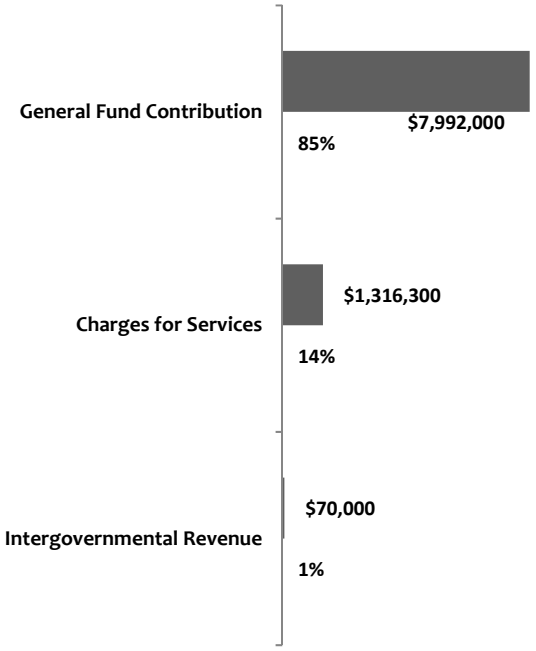
The Auditor-Controller will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Continue encouraging vendors to receive their payments via ACH instead of paper warrants • Provide Form W2s online through the Employee Self-Service portal
Train County employees in the process improvement	• Staff member participated in first Cohort of County provided process improvement training • Continue to participate in County provided process improvement training
RE-BALANCE	
Enhance financial resiliency	• Increase the self-reliance of special districts by providing training and tools to support their financial activities • Coordinate and facilitate Chief Financial Officers (CFO) Consortiums
RESPOND	
Conduct an internal customer service survey	• Participate in biennial internal customer survey with CEO, Human Resources, General Services, and County Counsel
RETAIN	
Facilitate the participation of managers in a leadership development program	• Participate in Leadership Certificate Program as attendees and instructor • Continue Annual Division Chief Retreat (to develop leadership skills and reinforce departmental goals and objectives) • Continue Deming Roundtable as part of the biweekly Division Chiefs' meetings
Retain new employees during their first 5 years of employment	• Continue facilitating and developing the New Auditor Training and Development (NATD) program for our new Accountant-Auditors • Coordinate and facilitate the Chief Financial Officers (CFO) Consortiums.

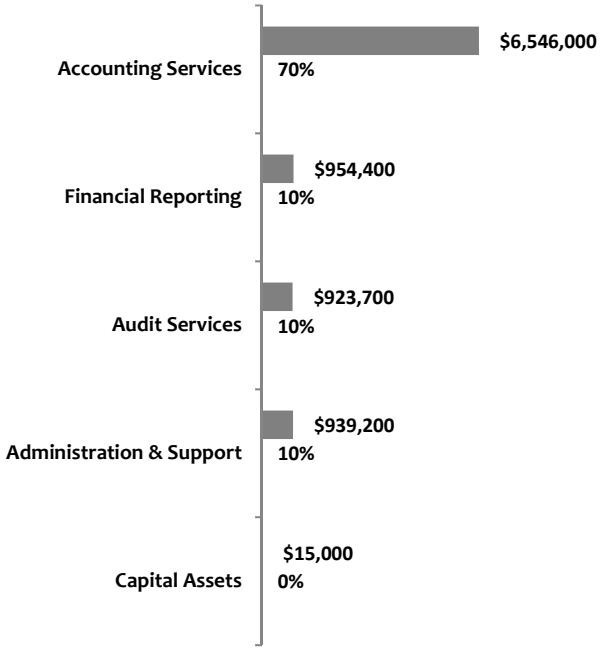
Auditor-Controller

Recommended Sources & Uses of Funds

Source of Funds - $9,378,300

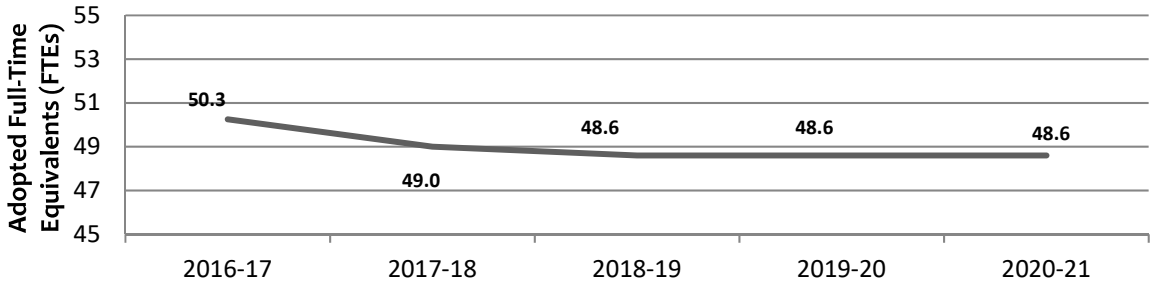


Use of Funds - $9,378,300



Staffing Trend

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



Auditor-Controller

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	3.30	3.00	3.00	3.00	-
Audit Services	4.08	4.80	4.80	5.30	0.50
Accounting Services	32.17	35.80	35.80	35.80	-
Financial Reporting	4.70	5.00	5.00	4.50	(0.50)
Total	44.24	48.60	48.60	48.60	-

Budget By Budget Program					
Administration & Support	$ 879,180	$ 844,300	$ 869,526	$ 939,200	$ 94,900
Audit Services	689,009	817,000	799,955	923,700	106,700
Accounting Services	5,815,319	6,464,500	6,163,019	6,546,000	81,500
Financial Reporting	993,578	1,033,100	990,246	954,400	(78,700)
Unallocated	2	-	94,045	-	-
Total	$ 8,377,089	$ 9,158,900	$ 8,916,791	$ 9,363,300	$ 204,400

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,496,519	$ 8,213,500	$ 7,967,317	$ 8,261,500	$ 48,000
Services and Supplies	608,872	665,000	667,076	759,200	94,200
Other Charges	271,698	280,400	282,398	342,600	62,200
Total Operating Expenditures	8,377,089	9,158,900	8,916,791	9,363,300	204,400
Capital Assets	-	30,000	30,000	15,000	(15,000)
Fund Balance Impact (+)	734,646	-	295,404	-	-
Total	$ 9,111,735	$ 9,188,900	$ 9,242,195	$ 9,378,300	$ 189,400

Budget By Categories of Revenues					
Intergovernmental Revenue	$ 68,180	$ 66,000	$ 83,541	$ 70,000	$ 4,000
Charges for Services	1,374,944	1,300,600	1,303,290	1,316,300	15,700
Miscellaneous Revenue	89,511	54,000	87,064	-	(54,000)
Total Operating Revenues	1,532,635	1,420,600	1,473,895	1,386,300	(34,300)
General Fund Contribution	7,579,100	7,768,300	7,768,300	7,992,000	223,700
Total	$ 9,111,735	$ 9,188,900	$ 9,242,195	$ 9,378,300	$ 189,400

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

Auditor-Controller

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- There are no FTE changes from 2019-20 Adopted to 2020-21 Recommended.
- The Department has a current projected staff of 48.6 FTE for FY 2020-21. The Department has centralized operations in Santa Barbara and also has one small satellite office in Santa Maria.

Expenditures

- Net operating expenditure increase of +$204,400 due to:
  - +$48,000 increase in Salaries and Employee Benefits primarily due to the negotiated increases of Regular Salaries and related Retirement Contributions.
  - $94,200 increase in Services and Supplies primarily due to increases in Professional & Special Service;
  - $62,200 increase in Other Charges primarily due to increases in Electricity, Information & Communication Technology, Water, and Motor Pool Charges.
- Net non-operating expenditure decrease of $15,000 due to:
  - -$15,000 decrease in Capital Assets for computer equipment.

These changes result in recommended operating expenditures of $9,363,300, non-operating expenditures of $15,000, and total expenditures of $9,378,300. Non-operating expenditures are for capital assets.

Revenues

- Net operating revenue decrease of -$34,300 primarily due to:
  - +$4,000 increase in Intergovernmental Revenue–State due to increase in 2011 Local Realignment;
  - +$15,700 increase in Charges for Services due to an increase in recoverable costs from Property Tax operations stemming from the 5-year amortization of the Property Tax System.
  - -$54,000 decrease in Miscellaneous Revenues due to the reclassification of Flex spending and credit card rebate monies to Department 991.
- Net non-operating revenue increase of +223,700 due to:
  - +$223,700 increase in General Fund Contribution, primarily, for Salary & Benefit increases.

Although not reflected in the Auditor-Controller department budget, cost allocation revenue of $3,960,000 for FY 2020-21 will be contributed as General Revenues. This represents A-C cost reimbursement revenue from Federal and State programs and equates to 42% of the total A-C budget.

These changes result in recommended operating revenues of $1,386,300, non-operating revenues of $7,992,000, and total revenues of $9,378,300. Non-operating revenues primarily include General Fund Contribution.

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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 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)	39	40	40	40
Number of revenue allocations made legally, accurately, and timely - Specialty & Advanced Accounting (Target: 350)	366	366	366	360
Percentage of annual payroll disbursements to employees through Direct Deposit (Target: 99%)	99% 4,569/4,629	99% 4,529/4,573	99% 4,535/4,580	100% 4,500/4,500
Percentage of employees using automated time entry system (Target: 95%)	94% 4,366/4,629	95% 4,119/4,580	95% 4,351/4,540	95% 4,275/4,500
A Financially Sound County: with goals of providing high-quality financial services and support of the County's financial infrastructure				
Complete the County's Comprehensive Annual Financial Report within 60 days and receive the GFOA Certificate of Excellence in Financial Reporting (Target: Yes)	Yes	Yes	Yes	Yes
Percentage of annual disbursements to County vendors through direct deposit (ACH) (Target: 65%)	60% 37K/62K	60% 37K/62K	64% 40K/63K	64% 40K/63K
Percentage of total dollar disbursements to County vendors paid through direct deposit (ACH), rather than Warrant (Target: 83%)	83% $561M/$673M	83% $561M/$673M	84% $619M/$734M	84% $619M/$734M
Number of published newsletters/surveys related to policy and training (Target: 4)	4	4	2	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)	86	91	91	91
Number of popular annual financial highlight reports produced timely. (Target: 5)	3	5	5	5

Auditor-Controller

Performance Measures (cont'd)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Knowledgeable and Effective Staff: with the goal of investing in our employees				
Percentage of department budget expended on training (Target: 1%)	1% $81K/$8.1M	1% $81K/$8.1M	1% $86K/$8.6M	1% $92K/$9.2M
Percentage of staff with one or more professional licenses or designations (Target: 50%)	50% 22/44	49% 23/47	46% 21/45	46% 21/45
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%)	**98% 42/43**	**100% 41/41**	**100% 46/46**	**100% 48/48**
Maintain lost time at or below County average (Target: 5.2%)	**5.6%**	**4.5%**	**4.0%**	**4.0%**
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%)	**93% 393/423**	**93% 114/122**	**93% 186/200**	**93% 186/200**

Auditor-Controller

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
AUDITOR-CONTROLLER	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	0.63	-	-	-	-
BUSINESS MANAGER	-	-	-	1.00	1.00
FINANCIAL OFFICE PRO	1.67	2.00	2.00	1.00	(1.00)
Total	3.30	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 762,159	$ 594,000	$ 669,500	$ 639,500	$ 45,500
Services and Supplies	64,075	193,600	145,600	234,200	40,600
Other Charges	52,946	56,700	52,900	65,500	8,800
Total Operating Expenditures	879,180	844,300	868,000	939,200	94,900
Total Expenditures	$ 879,180	$ 844,300	$ 868,000	$ 939,200	$ 94,900
Budget By Categories of Revenues					
Miscellaneous Revenue	31,899	26,500	26,600	-	(26,500)
Total Operating Revenues	31,899	26,500	26,600	-	(26,500)
General Fund Contribution	664,200	817,800	817,800	939,200	121,400
Total Revenues	$ 696,099	$ 844,300	$ 844,400	$ 939,200	$ 94,900

2019-20 Anticipated Accomplishments

Staffing and Organizational Development

- Conducted recruitment and provided training for the 28th New Auditor Training and Development Program.
- Successful recruitments to fill the Financial Reporting Division Chief, Business Manager, Internal Audit Supervisor, Cost Analyst, Accountant-Auditor III, and Financial Office Professional positions, which are key positions in the Department.
- Continued regular executive committee meetings with Division managers in the Internal Audit, Financial Applications & Systems Development, Advanced Revenue and Tax Accounting, Payroll, Financial Accounting & Customer Support, Advanced Accounting, and Financial Reporting Divisions in order to provide direction, support, and facilitate the goals of the office.
- Prepared for succession planning through staff development, training, and cultural shifts.

ADMINISTRATION & SUPPORT BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments (cont'd)

- Many activities have been initiated to strengthen and enforce the culture of customer service and teamwork, such as quarterly staff engagement lunches, an annual off-site Division Chief retreat, one-on-one lunches with staff, biannual Division Chief lunches, and the introduction of an organizational wellness liaison (OWL).
- Facilitated and hosted several countywide continuing professional education events for County Certified Public Accountants.
- Successfully activated our Continuity of Operations Plan (COOP) in response to the countywide COVID-19 pandemic response with 93% (50/54) of staff members, including Extra Help employees, working remotely during this period.

Program and Project Initiatives

- Improving countywide credit card program oversight by coordinating responsibilities throughout the department, updating procedures and policies, and performing analytical reviews of credit card usage.
- Participated in the Executive Information Technology Committee, Information Technology Policy Committee, and Information Technology Standards Committee as part of Renew '22.

Ex-Officio Responsibilities

The role of Auditor-Controller is a member of many countywide committees, such as:

- Affordable Housing Loan Committee which helps access applicant qualifications for restricted income housing programs.
- Capital Loan Committee which approves funding for various community development programs.
- Debt Advisory Committee which approves and provides guidance on potential debt to be issued by the County.
- Deferred Compensation Oversight Committee which monitors the performance of the investment funds and reviews and evaluates the communication and education programs supporting the County's Deferred Compensation Plan.
- Staff to Santa Barbara Finance Corporation which facilitates financing for the County and other public entities.

2020-21 Objectives

In the spirit of continuous improvement and in alignment with our office's principles and values, our efforts will be focused in the following areas:

- Leading and managing the A-C office effectively to carry out the duties of the office.
- Recruiting and hiring well-qualified staff.
- Encouraging staff performance and supporting staff training.
- Promoting employee health, wellness, and quality of life.
- Providing modern technology.
- Participating in countywide Renew '22 project.
- Partnering with County departments to help them achieve their goals.
- Providing training and resources that facilitate sound and controlled fiscal practices for the County.
- Continue to participate in future County provided process improvement trainings

Auditor-Controller

Audit Services Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	0.06	-	-	-	-
AUDIT MANAGER	0.58	0.80	0.80	0.80	-
AUDIT SUPERVISOR	0.52	1.00	1.00	1.00	-
FINANCIAL SYS ANALYST SR-R	-	-	-	1.00	1.00
FINANCIAL SYS ANALYST	-	-	-	0.50	0.50
FINANCIAL ACCT ANALYST	0.15	-	-	-	-
COST ANALYST	0.93	1.00	1.00	-	(1.00)
ACCOUNTANT-AUDITOR	1.85	2.00	2.00	2.00	-
Total	4.08	4.80	4.80	5.30	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 613,936	$ 777,500	$ 760,000	$ 880,400	$ 102,900
Services and Supplies	66,327	29,700	37,000	31,800	2,100
Other Charges	8,745	9,800	9,300	11,500	1,700
Total Operating Expenditures	689,009	817,000	806,300	923,700	106,700
Total Expenditures	$ 689,009	$ 817,000	$ 806,300	$ 923,700	$ 106,700
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	-
General Fund Contribution	779,800	809,500	809,500	916,200	106,700
Total Revenues	$ 787,300	$ 817,000	$ 815,800	$ 923,700	$ 106,700

2019-20 Anticipated Accomplishments

- Developed an annual Audit Plan risk assessment
- Provided 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.
- Successfully recruited new Internal Audit Supervisor.
- Refocused the Division to operational audits, internal control reviews, and Renew ’22 initiatives.
- Continued concerted outreach to departments through the audit plan, internal control reviews, Renew ’22 participation, and other engagements.

Audit Services Budget Program (cont'd)

2019-20 Anticipated Accomplishments (cont'd)

- Updated Whistleblower Hotline policies and procedures to comprehensively represent the operations and administration of the program by implementing best practices of other government.
- Developed internal control process for county credit card administration.
- Provided ad-hoc support to management for special projects as resources allow.
- 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.
- Performed mandatory engagements, including:
  - Cash and Investment Reviews
  - Tax Redemption Officer Audits
  - County Fraud/Loss Activities
- Performed internal controls review of certain agency funds, including consideration of GASB 84 requirements.
- 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.

2020-21 Objectives

- Continue to provide an updated 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.
- Develop multi-year comprehensive training plan for Internal Audit staff.
- Continue to provide internal control overview at monthly county-wide New Employee Orientation (NEO).
- Update Internal Audit Division manual.
- 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.
- Annual report to the Board of Supervisors of County Fraud Hotline activity.
- Perform mandatory engagements, including:
  - Cash and Investment Reviews
  - Tax Redemption Officer Audits
  - County Fraud/Loss Activities

Auditor-Controller

Accounting Services Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	0.26	1.00	1.00	1.00	-
DIVISION CHIEF	4.96	5.00	5.00	5.00	-
AUDIT MANAGER	0.01	-	-	-	-
CHIEF DEPUTY CONTROLLER	0.96	1.00	1.00	1.00	-
FINANCIAL SYS ANALYST SR-R	5.33	6.00	6.00	4.00	(2.00)
FINANCIAL SYS ANALYST	4.26	4.80	4.80	3.80	(1.00)
FINANCIAL ACCT ANALYST	3.49	4.00	4.00	7.00	3.00
COST ANALYST	2.93	3.00	3.00	1.00	(2.00)
FINANCIAL OFFICE PRO	1.30	1.00	1.00	1.00	-
EDP OFFICE AUTO COORD SR	1.00	1.00	1.00	1.00	-
ACCOUNTANT-AUDITOR	3.67	5.00	5.00	8.00	3.00
FINANCIAL OFFICE PRO SR-RES	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	2.00	2.00	2.00	1.00	(1.00)
Total	32.17	35.80	35.80	35.80	-

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

ACCOUNTING SERVICES BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 5,294,667	$ 5,965,900	$ 5,606,100	$ 5,940,500	$ (25,400)
Services and Supplies	318,840	295,100	348,700	353,200	58,100
Other Charges	201,813	203,500	210,000	252,300	48,800
Total Operating Expenditures	5,815,319	6,464,500	6,164,800	6,546,000	81,500
Capital Assets	-	30,000	30,000	15,000	(15,000)
Total Expenditures	$ 5,815,319	$ 6,494,500	$ 6,194,800	$ 6,561,000	$ 66,500
Budget By Categories of Revenues					
Intergovernmental Revenue	68,180	66,000	59,200	70,000	4,000
Charges for Services	1,367,444	1,293,100	1,297,000	1,308,800	15,700
Miscellaneous Revenue	57,612	27,500	60,500	-	(27,500)
Total Operating Revenues	1,493,236	1,386,600	1,416,700	1,378,800	(7,800)
General Fund Contribution	5,093,300	5,107,900	5,107,900	5,182,200	74,300
Total Revenues	$ 6,586,536	$ 6,494,500	$ 6,524,600	$ 6,561,000	$ 66,500

2019-20 Anticipated Accomplishments

Applications Development and Systems

- Maintained approximately 70 departmental and countywide financial applications and related hardware support.
  - Continued to implement the Auditor-Controller's functionality in the new property tax system for annual and supplemental billing, roll corrections, 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.
- Continued implementing improved security by formalizing system and access policies, strengthening password requirements, and user administration processes to address external audit recommendations.
- Continued working with Information Communication Technology (ICT) to migrate the office's workstations to the County (CO) domain.
- Refactored payroll calculation engine in a more modern and flexible programming language.

Advanced Revenue and Tax Administration

- Timely processed tax roll corrections for properties damaged or destroyed in the fire and debris flow disasters.
- Administered the distribution of $960 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.
- Continued implementation of the multi-year tax exchange agreement between the County and the Fire Protection District.

ACCOUNTING SERVICES BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments (cont'd)

- Collaborated with the Treasurer-Tax Collector to continue to implement solutions to challenge areas remaining with the Aumentum property tax system. However, further development using A-C applications will be required outside the scope of the current Aumentum vendor product.

Payroll Operations

- Timely and accurately processed approximately 121,000 County payroll payments.
- Timely and accurately processed annual wage reporting (W-2 and W-3).
- Timely and accurately processed 34 total federal and state Quarterly payroll tax returns and 82 total payroll tax deposits to federal and state authorities.
- Conducted training series for Department Payroll Administrators (DPA), one year-end training and a basics/refresher training.
- Implemented IRS 2020 Form W-2 update.
- Facilitated new employee relations provisions, as negotiated.
- Implemented year-end related systematic process improvements.

Financial Accounting and Customer Support

- Validated and recorded approximately 102,000 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.

Advanced Accounting

- Filled the Division Chief vacancy to focus on accounting policies and structure, implementation of new accounting announcements, and to support County departments with complex accounting issues.
- Continued to assist the Sheriff with recovering the costs of providing Contract Law Enforcement services by developing a cost recovery model which added stability and objectivity to the cost recovery method.
- Developed and deployed, with the CEO's Office, a fiscal policies training course for all County management.
- Provided extensive support and coordination for the countywide business applications needs assessment (BANA) project.
- Assisted with countywide cost analysis and recovery for COVID-19 pandemic response.

ACCOUNTING SERVICES BUDGET PROGRAM (CONT'D)

2020-21 Objectives

Applications Development and Systems

- Refocus our long-term strategic IT plan to position our office so that we may better serve our customers.
- Implement and test a Disaster Recovery and Business Continuity Plan.
- Maintain and strategically enhance the 70 applications in the A-C that serve multiple departments and County agencies.
- Improve user access control and account management to provide increased security for our data and systems.
- Improve the processes and systems to enhance the documentation for Auditor systems.
- 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.
- Upgrade and reconfigure non-SQL servers to improve performance, increase backup capabilities, and provide for disaster recovery.

Advanced Revenue and Tax Administration

- Distribute an estimated $990 to $1,050 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.
- 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.

Payroll Operations

- Manage biweekly payroll process for approximately 4,540 employees.
- Provide an option for electronic only Internal Revenue Service Forms W-2 (Paperless W2's).
- Timely and accurately processed payments and annual wage reporting to Election Workers of two County Election Cycles.
- Participate in constant improvement of technology supporting new-hire onboarding, employee changes, payroll cost accounting, payroll calculations, and reporting.
- Publish 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.
- Enhance internal controls by cross-training and rotating duties within the Division.
- Initiate the development of employee electronic payroll forms.

ACCOUNTING SERVICES BUDGET PROGRAM (CONT'D)

2020-21 Objectives (cont'd)

Financial Accounting and Customer Support

- Apply advanced analytical and audit procedures to county's disbursements.
- Provide additional FIN training offerings utilizing expanded platforms.
- Continue making improvements to the 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 Internal Audit to perform reviews of departmental credit card documentation and procedures.

Advanced Accounting

- Continue to participate and provide support and coordination for the countywide business applications needs assessment (BANA) project.
- Provide support to the finance committee of the Northern Branch Jail project and the Tajiguas Resource Recovery Project.
- Continue the administrative support for the newly implemented Countywide Oversight Board which oversees the winding-down of the Successor Agencies redevelopment activities.
- Continue a comprehensive review of Auditor-Controller fiscal and accounting policies with the aim to update and differentiate policy from procedure.
- Continue to assist with countywide cost analysis and recovery for COVID-19 pandemic response

Auditor-Controller

Financial Reporting Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	0.05	-	-	-	-
DIVISION CHIEF	0.89	1.00	1.00	1.00	-
CHIEF DEPUTY CONTROLLER	0.04	-	-	-	-
AUDIT SUPERVISOR	0.50	0.50	0.50	0.50	-
FINANCIAL SYS ANALYST	0.35	-	-	1.00	1.00
FINANCIAL ACCT ANALYST	2.10	2.50	2.50	-	(2.50)
COST ANALYST	0.07	-	-	2.00	2.00
ACCOUNTANT-AUDITOR	0.70	1.00	1.00	-	(1.00)
Total	4.70	5.00	5.00	4.50	(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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 825,755	$ 876,100	$ 837,700	$ 801,100	$ (75,000)
Services and Supplies	159,630	146,600	108,500	140,000	(6,600)
Other Charges	8,194	10,400	10,200	13,300	2,900
Total Operating Expenditures	993,578	1,033,100	956,400	954,400	(78,700)
Total Expenditures	$ 993,578	$ 1,033,100	$ 956,400	$ 954,400	$ (78,700)
Budget By Categories of Revenues					
General Fund Contribution	1,041,800	1,033,100	1,033,100	954,400	(78,700)
Total Revenues	$ 1,041,800	$ 1,033,100	$ 1,033,100	$ 954,400	$ (78,700)

2019-20 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.
- Eliminated direct charges from the Cost Allocation Plan (CAP) for use in FY 2020-21.
- Implemented Governmental Accounting Standards Board (GASB) Statement 84, Fiduciary Activities.
- Submitted the FY 2018-19 Financial Transactions Report (FTR) to the California State Controller.
- Established successful working relationship with new external audit firm.

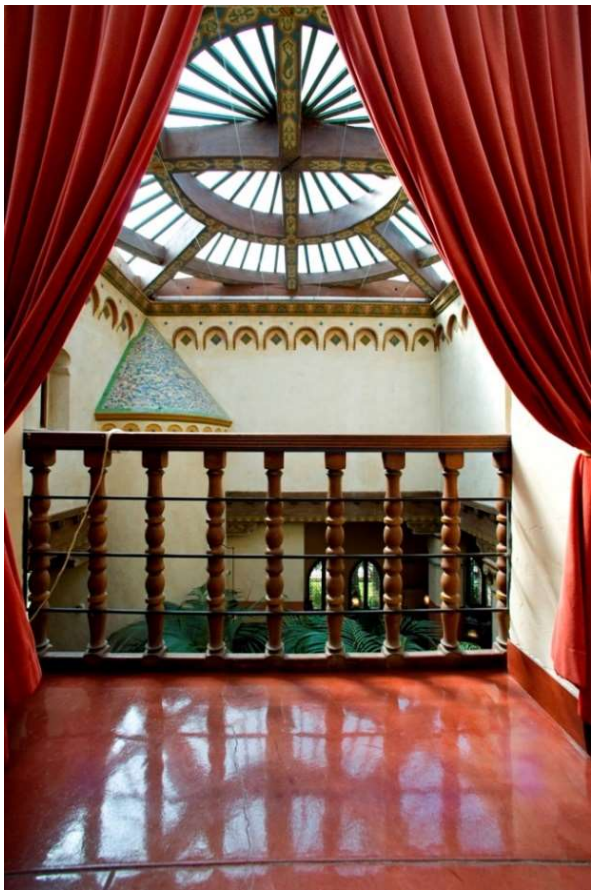
Financial Reporting Budget Program (cont'd)

2020-21 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.
- Publish and distribute the FY 2019-20 annual Financial Highlights publication.
- Earn the GFOA Award for Excellence in Financial Reporting for the County's FY 2019-20 CAFR and the GFOA Award for Outstanding Achievement for the County's FY 2019-20 Financial Highlights publication
- Earn the GFOA Award for the FY 2020-21 County Budget.
- Compile the FY 2019-20 Schedule of Expenditures of Financial Awards (SEFA) as a component of the annual Single Audit.
- Provide the Board of Supervisors, CEO, and management with the financial information necessary to make decisions that impact services to the community.
- Implement GASB Statement 87, Leases.
- Develop guidelines for departmental Fee Reviews and Indirect Cost Rate Proposals.
- Submit the FY 2019-20 FTR to the California State Controller.
- Develop a Countywide Fee Review plan and schedule.

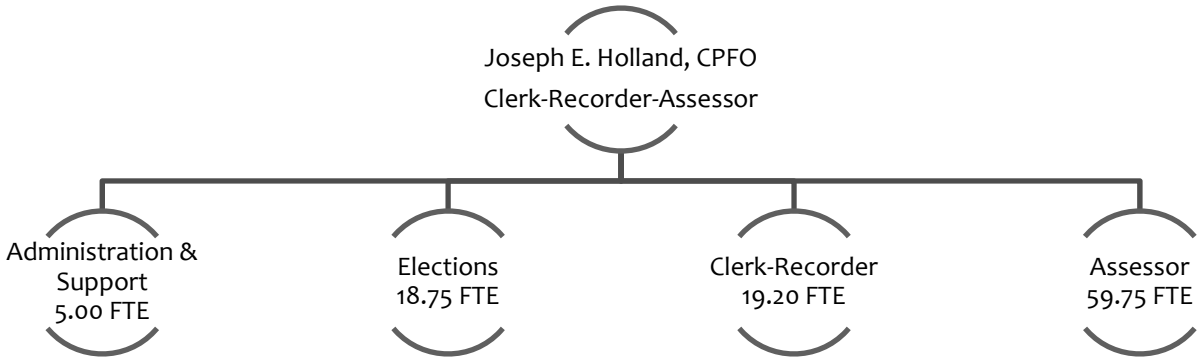
Auditor-Controller

Clerk-Recorder-Assessor



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 19,196,400**
Capital	**$ 125,000**
FTEs	**102.5**



Clerk-Recorder-Assessor

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 2020-21 Objectives

- Elections will conduct 2020 Presidential General Election and any local elections as requested by local agencies.
- Once the 2020 census data has been used to draw new district boundaries, Elections will conduct a process to redraw all precinct boundaries, evaluate and potentially relocate polling places, and evaluate language requirements.
- Clerk-Recorder will train staff to become proficient with the new Eagle Recorder system.
- Clerk-Recorder will conduct cost analysis and time studies for each Clerk-Recorder service to determine if new fees are required due to procedural changes stemming from the implementation of Eagle Recorder.
- The Assessor anticipates reviewing an estimated 8,300 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

Highlighted Renew 2022 Initiatives

Already Underway

- Ballot Layout and Vote Tabulation System
  - Initial purchase completed.
  - Evaluating additional equipment needs with any subsequent purchases deemed necessary to be completed prior to expiration of HAVA funding on June 30, 2021 and California Secretary of State funding on June 30, 2022.

- Voter's Choice Act (VCA) Model of Voting - All Vote-By-Mail Elections with Vote Centers and Ballot Drop Boxes
  - VCA pilot counties identified the planning and implementation phase to be very labor intensive.
  - Preliminary cost estimate—based on current formulas for vote centers and drop boxes—is substantially higher than the cost of the current model of voting in Santa Barbara County.
  - Division does not currently have the necessary staffing resources to successfully implement.
  - As it continues to be used by other counties through the current Presidential Election cycle, the Division will continue to evaluate the VCA model as well as any new technology that can be used to facilitate it to determine the feasibility of moving to this model in the future.

- New Possessory Interest Database
  - Completed during FY 2019-20.
  - System used for possessory interest valuations for 2019 Assessment Roll (current closed roll).
  - System used for possessory interest valuations for 2020 Assessment Roll (current working roll).

- Rebuild of Assessor Property Tax System
  - Underlying database completed and deployed in August 2019.
  - Title Transfer Module completed, beta tested, and successfully deployed into production on August 30, 2019.
  - Incorporated General Inquiry Module and retired the legacy General Inquiry in August 2019.
  - Change in Ownership Statement Module completed, beta tested, and deployed into production in February 2020.
  - Change in Ownership Statement Penalty-Assessor interface with Auditor to be completed by June 30, 2020.
  - Change in Ownership Statement Penalty Abatement Resolution (Res # 20-18) drafted and adopted by the Board of Supervisors in February 2020.
  - Maps Module in early developmental stages.

Implementation in FY 2020-21

- Continued rebuild and modernization of Assessor Property Tax System

Clerk-Recorder-Assessor

Renew 2022 Big Picture Goals

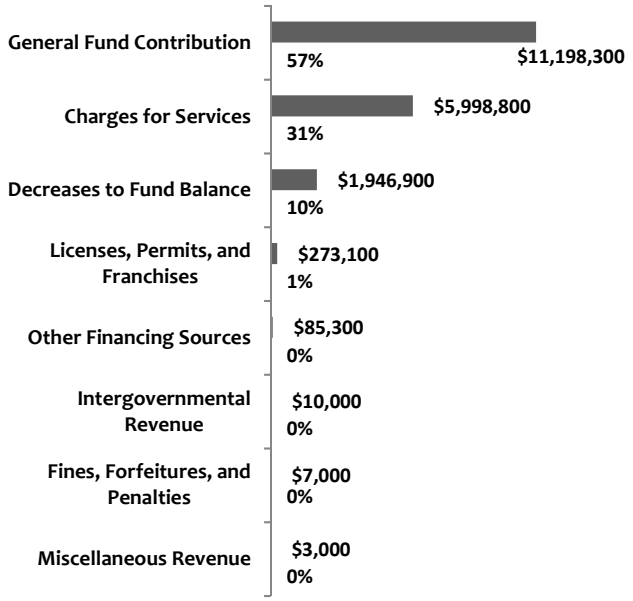
Clerk-Recorder-Assessor will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Elections seeking to move all fee services--excluding candidate filing--to an online system • Elections provides access to an online voter information self-lookup • Clerk-Recorder's move to Eagle Recorder enables applications and other request forms to be made available online • Clerk-Recorder is looking to replace paper forms using kiosks or the web • Assessor looking to create an online exemption filing process • Assessor looking to create an online filing process for annual possessory interest reporting
Train County employees in County-provided process improvement training	• Not applicable for FY 2020-21
RE-BALANCE	
Enhance financial resiliency	• Clerk-Recorder's move to Eagle Recorder will dramatically increase automation functionality resulting in staffing efficiencies within the Division in addition to savings on annual system maintenance costs • Assessor is implementing an auto scanning feature integrated with their document management system eliminating manual scanning by staff
RESPOND	
Conduct an external customer or client satisfaction survey	• Clerk-Recorder will create feedback forms and make them available online as well as at Santa Barbara and Santa Maria Clerk-Recorder offices
RETAIN	
Facilitate the participation of managers in a leadership development program	• The Department generally looks to promote from within and utilizes an internal leadership development program • An Assessor Division Manager is participating in the 2020 Leadership Certificate Program
Retain new employees during their first 5 years of employment	• The Department offers the opportunity for upward mobility within Divisions as well as transfers between Divisions and throughout the County providing staff with a variety of pathways for career development • The Assessor and Elections Divisions offer paid continuing education providing staff with resources to enhance and diversify their skillsets

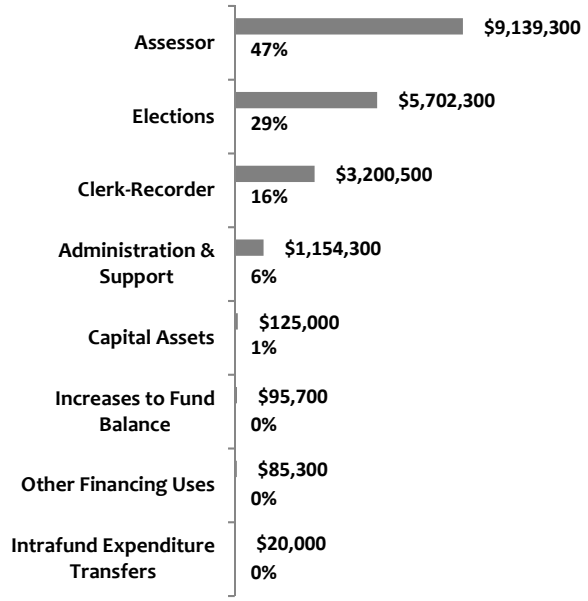
Clerk-Recorder-Assessor

Recommended Sources & Uses of Funds

Source of Funds - $19,522,400

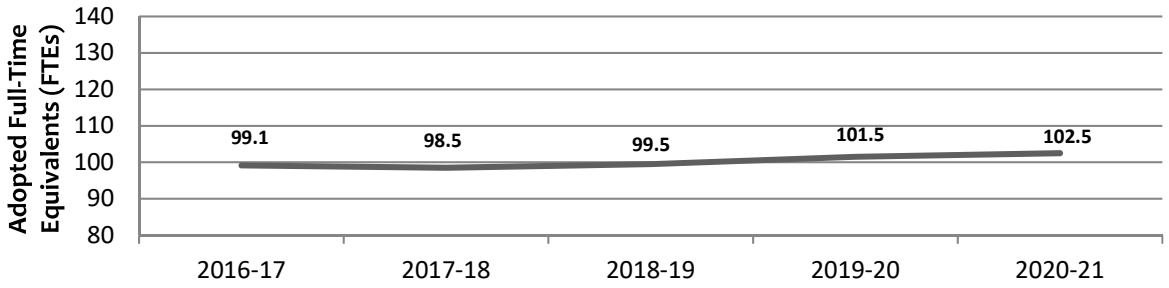


Use of Funds - $19,522,400



Staffing Trend

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



Clerk-Recorder-Assessor

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	5.62	5.20	5.20	5.00	(0.20)
Elections	11.80	15.70	15.70	18.75	3.05
Clerk-Recorder	15.98	18.80	18.80	19.00	0.20
Assessor	57.01	61.80	61.80	59.75	(2.05)
Total	90.41	101.50	101.50	102.50	1.00

Budget By Budget Program					
Administration & Support	$ 1,182,451	$ 1,143,800	$ 1,207,700	$ 1,154,300	$ 10,500
Elections	3,992,846	5,238,800	5,218,100	5,702,300	463,500
Clerk-Recorder	2,564,909	3,075,000	2,902,500	3,200,500	125,500
Assessor	8,495,328	9,041,900	8,751,400	9,139,300	97,400
Total	$ 16,235,534	$ 18,499,500	$ 18,079,700	$ 19,196,400	$ 696,900

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 12,395,997	$ 13,598,200	$ 13,400,900	$ 13,968,000	$ 369,800
Services and Supplies	3,123,792	4,092,300	3,802,800	4,155,400	63,100
Other Charges	715,745	809,000	876,000	1,073,000	264,000
Total Operating Expenditures	16,235,534	18,499,500	18,079,700	19,196,400	696,900
Capital Assets	133,998	3,352,500	1,491,200	125,000	(3,227,500)
Other Financing Uses	209,437	104,100	389,600	85,300	(18,800)
Intrafund Expenditure Transfers (+)	1,539,155	305,500	20,000	20,000	(285,500)
Increases to Fund Balances	263,015	-	118,800	95,700	95,700
Fund Balance Impact (+)	218,604	-	-	-	-
Total	$ 18,599,742	$ 22,261,600	$ 20,099,300	$ 19,522,400	$ (2,739,200)

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 231,773	$ 269,800	$ 269,800	$ 273,100	$ 3,300
Fines, Forfeitures, and Penalties	7,120	7,000	7,000	7,000	-
Use of Money and Property	4	-	-	-	-
Intergovernmental Revenue	41,937	2,065,300	829,200	10,000	(2,055,300)
Charges for Services	5,636,675	4,865,000	5,459,500	5,998,800	1,133,800
Miscellaneous Revenue	15,358	3,000	3,000	3,000	-
Total Operating Revenues	5,932,866	7,210,100	6,568,500	6,291,900	(918,200)
Other Financing Sources	-	-	285,500	85,300	85,300
Intrafund Expenditure Transfers (-)	494,700	285,500	-	-	(285,500)
Decreases to Fund Balances	1,639,976	4,037,700	2,517,000	1,946,900	(2,090,800)
General Fund Contribution	10,532,200	10,728,300	10,728,300	11,198,300	470,000
Total	$ 18,599,742	$ 22,261,600	$ 20,099,300	$ 19,522,400	$ (2,739,200)

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

Clerk-Recorder-Assessor

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- Net increase of 1.0 FTEs due to the addition of an Department Business Specialist I (1.0 FTE) funded by a one-time release of Committed Assessment Appeals Support fund balance. This position will be dedicated to succession planning within the Department's Information Systems division that primarily services the Assessor Property Tax System.

The Department's budgeted staff has decreased by 16.0 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, including the Chief Deputy Assessor in FY 2018-19. 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 $696,900:
  - +$369,800 increase in Salaries and Employee Benefits costs to fund 102.5 FTEs, including the addition of a 1.0 FTE Department Business Specialist to address succession planning.
  - +$264,000 increase in Other Charges driven by an increase in Information Technology Department data service charges and Liability Insurance as well as the addition of an internal Postage charge.
  - +$63,100 increase in Services and Supplies primarily in the Elections division due to the occurrence of a General Election versus a Primary Election.

- Net non-operating expenditure decrease of $3,436,100:
  - -$3,227,500 decrease in Capital Asset expenditures due to the completed acquisition and installation of a multiple equipment and software purchases including a new vote tabulation system, new servers to isolate Elections from the rest of the county, and a new recording and information management system for the Clerk-Recorder.
  - -$285,500 decrease in Intrafund Expenditure Transfers due to moving the Clerk-Recorder into a Special Revenue Fund eliminating the need for this transfer.

These changes result in Recommended operating expenditures of $19,196,400, non-operating expenditures of $326,000, and total expenditures of $19,522,400. Non-operating expenditures primarily include capital assets, other financing uses, and increases to fund balance components.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended (cont'd)

Revenues

- Net operating revenue decrease of $918,200:
  - -$2,055,300 decrease in Intergovernmental Revenue due to the completed acquisition and installation of a new vote tabulation system.
  - +$1,133,800 net increase in Charges for Services due to:
    - +$585,000 increase in recoverable election costs from local agencies due to the holding of a Presidential General Election in FY 2020-21 involving larger local agency consolidation.
    - +$393,800 increase in Recording Fee revenue stemming from better-than-expected FY 2019-20 revenues that are expected to remain consistent in FY 2020-21.
    - +$155,000 increase in expected Property Tax Administration Fee revenue and Supplemental Tax Administration Fee revenue.

- Net non-operating revenue decrease of $1,821,000:
  - -$2,090,800 net increase in use of fund balances primarily due to:
    - -$1,051,400 decrease in budgeted use of Restricted Clerk-Recorder fund balances due to the completed acquisition and implementation of a new recording and information management system as well as better-than-expected Recording Fee revenues.
    - -$622,200 decrease in use of Elections Voting Equipment fund balance due to the completed acquisition and installation of a new vote tabulation system and server system.
    - -$417,200 decrease in use committed fund balances to balance the Department's operating budget.
  - -$285,500 decrease in Intrafund Revenue Transfers due to moving the Clerk-Recorder into a Special Revenue Fund eliminating the need for this transfer.
  - +$470,000 increase in General Fund Contribution.

These changes result in Recommended operating revenue of $6,291,900 non-operating revenues of $13,230,500, and total sources of $19,522,400. 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration and Support				
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	70%	66%	100%	100%
Elections				
Number of voter registration transactions (adds, deletes, and changes) processed for the Fiscal Year	90,942	128,422	120,000	120,000
Number of Federal, State, and Local Elections conducted in the Fiscal Year	3	2	4	1
Number of VoteCal transactions processed for the Fiscal Year	15,142	22,482	20,000	25,000
Total voter registration in the scheduled statewide election	206,110	217,417	226,923	265,000
Permanent Vote By Mail registration as a percentage of total registration	66% 135,511	68% 146,871	73% 166,357	70% 185,500
Total turnout in the scheduled statewide election as a percentage of total registration	45% 92,919	73% 157,697	55% 125,000	83% 219,950
Poll turnout as percentage of total votes in the scheduled statewide election	25% 22,978	29% 45,035	32% 39,168	40% 87,980
Vote By Mail turnout as percentage of total votes in the scheduled statewide election	75% 69,941	71% 112,662	68% 83,232	60% 131,970
Clerk Recorder				
Percentage and number of official documents recorded and indexed the same day	100% 71,160	100% 64,024	100% 82,000	100% 83,000
Percentage and number of documents recorded electronically (E-Recorded)	34% 24,441	36% 23,045	50% 41,000	60% 50,000
Number of marriage licenses issued	3,673	3,546	3,691	3,800
Assessor				
Total number of parcels subject to Proposition 8/Section 51 of the Revenue and Taxation Code	12,068	9,664	8,700	8,300
Retention rate and retained value of property under appeal	96% $2.52 Billion	80% $3.13 Billion	85% $1.5 Billion	85% Unknown

Clerk-Recorder-Assessor

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
COUNTY CLK-REC-ASSESSOR	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	0.96	0.80	0.80	1.00	0.20
HR MANAGER	1.00	1.00	1.00	1.00	-
FISCAL MANAGER	0.95	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	0.72	0.60	0.60	-	(0.60)
COMPUTER SYSTEMS SPEC	1.00	0.80	0.80	1.00	0.20
Total	5.62	5.20	5.20	5.00	(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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,081,378	$ 955,200	$ 960,800	$ 958,900	$ 3,700
Services and Supplies	69,251	147,700	207,700	147,700	-
Other Charges	31,823	40,900	39,200	47,700	6,800
Total Operating Expenditures	1,182,451	1,143,800	1,207,700	1,154,300	10,500
Capital Assets	-	50,000	25,000	50,000	-
Total Expenditures	$ 1,182,451	$ 1,193,800	$ 1,232,700	$ 1,204,300	$ 10,500
Budget By Categories of Revenues					
Other Financing Sources	-	-	285,500	-	-
Intrafund Expenditure Transfers (-)	389,700	285,500	-	-	(285,500)
General Fund Contribution	771,300	908,300	947,200	1,204,300	296,000
Total Revenues	$ 1,161,000	$ 1,193,800	$ 1,232,700	$ 1,204,300	$ 10,500

Administration & Support Budget Program (cont'd)

2019-20 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.

2020-21 Objectives

- Prepare, monitor, and execute a FY 2020-21 Budget in support of the Department's FY 2020-21 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

Elections Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF DEPUTY CLERK-RECORDER	0.01	-	-	-	-
CHIEF DEPUTY REGISTRAR OF VOTERS	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	1.06	1.00	1.00	1.05	0.05
EDP OFFICE AUTO SPEC	0.04	-	-	-	-
EDP SYS & PROG ANLST SR	-	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	0.46	0.50	0.50	0.50	-
ASSESSMENT SUPERVISOR	0.03	-	-	-	-
ADMN OFFICE PRO	2.00	4.00	4.00	7.00	3.00
FISCAL MANAGER	0.01	-	-	-	-
DEPT BUS SPEC	1.00	2.00	2.00	3.00	1.00
MAPPING/GIS ANALYST	0.12	0.20	0.20	0.20	-
APPRAISER	0.05	-	-	-	-
ADMN OFFICE PRO SR	6.00	6.00	6.00	5.00	(1.00)
FINANCIAL OFFICE PRO SR	0.01	-	-	-	-
Total	11.80	15.70	15.70	18.75	3.05

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,847,130	$ 2,374,800	$ 2,382,300	$ 2,701,900	$ 327,100
Services and Supplies	1,958,253	2,682,300	2,642,500	2,758,400	76,100
Other Charges	187,464	181,700	193,300	242,000	60,300
Total Operating Expenditures	3,992,846	5,238,800	5,218,100	5,702,300	463,500
Capital Assets	-	2,637,500	811,200	-	(2,637,500)
Other Financing Uses	209,437	104,100	104,100	85,300	(18,800)
Intrafund Expenditure Transfers (+)	14,455	20,000	20,000	20,000	-
Total Expenditures	$ 4,216,738	$ 8,000,400	$ 6,153,400	$ 5,807,600	$ (2,192,800)
Budget By Categories of Revenues					
Intergovernmental Revenue	41,937	2,065,300	829,200	10,000	(2,055,300)
Charges for Services	526,383	70,000	85,000	655,000	585,000
Miscellaneous Revenue	1,865	-	-	-	-
Total Operating Revenues	570,185	2,135,300	914,200	665,000	(1,470,300)
Other Financing Sources	-	-	-	85,300	85,300
Decreases to Fund Balances	-	682,200	164,100	60,000	(622,200)
General Fund Contribution	4,113,800	5,182,900	5,075,100	4,997,300	(185,600)
Total Revenues	$ 4,683,985	$ 8,000,400	$ 6,153,400	$ 5,807,600	$ (2,192,800)

Elections Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Successfully conducted the candidate filing and appointment in lieu of election process for the Santa Rita Hills Community Services District.

- Conducted the SBCERS Retirement Board Election and a Special Vacancy Election for the SBCERS Retirement Board, the 2020 Presidential Primary Election, and the San Antonio Basin Water District Formation Election.

- Successfully completed the contract award, acquisition, and implementation of a new ballot layout and vote tabulation system.
  - The new system provides advanced technology and high-speed tabulation functionality.
  - This system will be used for the first time in the March 3, 2020 Presidential Primary Election.

- Evaluated the impact of Conditional Voter Registration on the three Elections Office locations and the impact of Same Day Registration being offered at all polling place locations on Election Day.
  - The Santa Maria Elections Office was temporarily relocated to the Board of Supervisors Hearing Room and lobby as the existing office location is too small to accommodate the number of voters on Election Day.
  - Additional resources were added to all three Elections Office locations and polling place locations and the process was streamlined to better serve voters.

- Completed project to survey all existing and potential polling place locations in accordance with the accessibility guidelines provided by the Secretary of State's office and created an evaluation system to determine which locations would best serve voters.

2020-21 Objectives

- Conduct the Presidential General Election and any approved local elections as requested by local agencies.

- Once the 2020 census data has been used to draw new district boundaries, conduct a process to redraw all precinct boundaries, evaluate and potentially relocate polling places, and evaluate language requirements.

Clerk-Recorder-Assessor

CLERK-RECORDER BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF DEPUTY CLERK-RECORDER	0.99	1.00	1.00	1.00	-
DIVISION CHIEF	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	-	0.20	0.20	-	(0.20)
EDP SYS & PROG ANLST	0.54	0.50	0.50	0.50	-
ADMN OFFICE PRO	10.10	12.50	12.50	12.50	-
FISCAL MANAGER	0.04	-	-	-	-
ADMN OFFICE PRO SR	3.04	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO SR	0.27	0.40	0.40	1.00	0.60
COMPUTER SYSTEMS SPEC	-	0.20	0.20	-	(0.20)
Total	15.98	18.80	18.80	19.00	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,864,586	$ 2,250,800	$ 2,191,600	$ 2,231,300	$ (19,500)
Services and Supplies	553,222	647,400	512,400	736,400	89,000
Other Charges	147,101	176,800	198,500	232,800	56,000
Total Operating Expenditures	2,564,909	3,075,000	2,902,500	3,200,500	125,500
Capital Assets	-	645,000	645,000	55,000	(590,000)
Other Financing Uses	-	-	285,500	-	-
Intrafund Expenditure Transfers (+)	389,700	285,500	-	-	(285,500)
Increases to Fund Balances	263,015	-	118,800	95,700	95,700
Total Expenditures	$ 3,217,624	$ 4,005,500	$ 3,951,800	$ 3,351,200	$ (654,300)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	231,773	269,800	269,800	273,100	3,300
Fines, Forfeitures, and Penalties	7,120	7,000	7,000	7,000	-
Charges for Services	2,423,960	2,375,000	2,777,500	2,768,800	393,800
Miscellaneous Revenue	6,349	3,000	3,000	3,000	-
Total Operating Revenues	2,669,202	2,654,800	3,057,300	3,051,900	397,100
Intrafund Expenditure Transfers (-)	105,000	-	-	-	-
Decreases to Fund Balances	443,422	1,350,700	894,500	299,300	(1,051,400)
Total Revenues	$ 3,217,624	$ 4,005,500	$ 3,951,800	$ 3,351,200	$ (654,300)

Clerk-Recorder Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Implemented the new Eagle Recorder recording system by Tyler Technologies, Inc., which will replace the current recording and cashiering system.
  - The new system will have more automated workflows, web processing capabilities, and includes data conversion of over forty-five years of data.

- Documented major service procedures, performed legislative analysis of required duties, and proposed workflow enhancements to improve processing times.
  - Improvements included digital forms that import into databases, automated form letters that populate from databases, digital certification instead of manual stamps and signatures, and automated reports to staff and customers via auto-scheduled emails (proposed improvements will be implemented in the new Eagle Recorder System scheduled to go live in May 2020).

- Moved to Heartland Credit Card services providing an opportunity to integrate with Eagle Recorder for faster processing times leading to shorter customer wait times, automated processing for customer accounts with recurring payments, and enhanced digital reporting features.

2020-21 Objectives

- Train staff to become proficient with the new Eagle Recorder system.

- Once staff becomes proficient with Eagle Recorder, conduct cost analysis and time studies for each Clerk-Recorder service to determine if new fees are required due to procedural changes stemming from the implementation of Eagle Recorder.

Clerk-Recorder-Assessor

Assessor Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF DEPUTY ASSESSOR	0.37	1.00	1.00	1.00	-
PROGRAM MANAGER	3.94	4.00	4.00	3.95	(0.05)
FINANCIAL SYS ANALYST SR	2.00	2.00	2.00	2.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	2.00	2.00	2.00	2.00	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST SUPV	0.85	1.00	1.00	1.00	-
ASSESSMENT SUPERVISOR	5.97	6.00	6.00	6.00	-
ADMN OFFICE PRO	8.21	11.00	11.00	10.00	(1.00)
AUDITOR-APPRAISER	4.89	5.00	5.00	4.00	(1.00)
DEPT BUS SPEC	-	-	-	1.00	1.00
MAPPING/GIS ANALYST	1.99	1.80	1.80	1.80	-
APPRAISER	19.47	20.00	20.00	19.00	(1.00)
ADMN OFFICE PRO SR	4.78	5.00	5.00	5.00	-
MAPPING/GIS TECH	0.55	1.00	1.00	1.00	-
Total	57.01	61.80	61.80	59.75	(2.05)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 7,602,904	$ 8,017,400	$ 7,866,200	$ 8,075,900	$ 58,500
Services and Supplies	543,066	614,900	440,200	512,900	(102,000)
Other Charges	349,358	409,600	445,000	550,500	140,900
Total Operating Expenditures	8,495,328	9,041,900	8,751,400	9,139,300	97,400
Capital Assets	133,998	20,000	10,000	20,000	-
Intrafund Expenditure Transfers (+)	1,135,000	-	-	-	-
Total Expenditures	$ 9,764,326	$ 9,061,900	$ 8,761,400	$ 9,159,300	$ 97,400
Budget By Categories of Revenues					
Use of Money and Property	4	-	-	-	-
Charges for Services	2,686,331	2,420,000	2,597,000	2,575,000	155,000
Miscellaneous Revenue	7,144	-	-	-	-
Total Operating Revenues	2,693,479	2,420,000	2,597,000	2,575,000	155,000
Decreases to Fund Balances	1,196,554	2,004,800	1,458,400	1,587,600	(417,200)
General Fund Contribution	5,647,100	4,637,100	4,706,000	4,996,700	359,600
Total Revenues	$ 9,537,134	$ 9,061,900	$ 8,761,400	$ 9,159,300	$ 97,400

Assessor Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Anticipate reviewing roughly 8,700 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.
  - Completed and deployed into production Phase 2: Title Transfer Module, Property Assessor Enhancements, and General Inquiry.
  - Completed and deployed into production Phase 4: Change of Ownership Statement Module and Penalty Interface with Auditor
  - Began Phase 3: Maps Module

2020-21 Objectives

- Review an estimated 8,300 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.

- Continue reviewing assessed values on properties still impacted by the Thomas Fire and subsequent debris flow to ensure proper values are captured on the tax roll.

- Continue updating and modernizing the Assessor Property System.
  - Complete Phase 3: Maps Module.
  - Continue to identify any new enhancements or features that would be beneficial to the system and plan for incorporating them should they be deemed feasible and cost effective.

Clerk-Recorder-Assessor

General Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 57,782,400**
Capital	**$ 35,905,300**
FTEs	**129.5**

Janette Pell
Director

- Administration and Finance 11.00 FTE
- Capital Projects 10.00 FTE
- Facilities & Real Estate Management 39.50 FTE
- Fleet Operations 21.00 FTE
- Information & Communications Technology 41.00 FTE
- Purchasing, Surplus Property, Mail 7.00 FTE

General Services

Mission Statement

Provide vital, cost-effective, 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 management of new County facilities, including remodels and related projects for all County departments.

Facilities & Real Estate Management

Facilities & Real Estate Management provides safe and healthy facilities for County employees and visitors, as well as professional real estate services.

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, surplus and disposal of County commodities and supplies, mail and courier services.

Highlights of 2020-21 Objectives

- Continue to support the COOP and COVID-19 pandemic response which includes staffing of the EOC Logistics section, and providing essential staff and resources from Facilities/Maintenance, Finance, HR, Fleet, ICT, Real Property and Purchasing.
- Begin implementation of the department's KPMG Operational Review recommendations.
- Invest resources to develop and define needed skills and performance outcomes for our employees.
- Complete and close out the Northern Branch Jail construction project.
- Establish a parking lot improvement program using the Pavement Condition Index (PCI).
- Invest in a countywide Building Energy Management System (BEMS).
- Initiate countywide space planning practices to guide tenant improvements.
- Establish a preventive maintenance program utilizing condition-based data.
- Expand mobile fleet maintenance capacity of equipment mechanics.
- Continue to increase the number of all-electric vehicles (EVs) within the county fleet.
- Complete the Procurement and Implementation of the Public Safety Radio Upgrade project.
- Migrate on premise Microsoft Office applications to the Office 365 Government Cloud.
- Implement digital signature service supporting County functions.
- Design and implement a Physical Security program.
- Initiate the development of center-led Contract Administration.

General Services

Highlighted Renew 2022 Initiatives

Already Underway

- Digital Signature Implementation
  - Implement countywide digital signature technology to improve business processes, integrations, efficiencies with customer service delivery, records management, document visibility, sustainability, which will result in overall cost savings.
  - Vendor platform RFI's have been received and vendors have provided presentations and demonstrations of their products. Vendor selection and recommendation to the EITC is in process.
- IT Customer Service Support Program
  - GS, County Counsel, HR and CEO have combined resources to provide IT Tier 1/Tier 2 support to their departments. The initial pilot is underway with the goal of expanding this program to other departments within the County.
- Capital Improvement Program (CIP) Process Improvement
  - Streamline the CIP development and review process through a project nomination process.
  - New project scoring criteria is now in place for prioritization.
  - Improved project selection transparency.
- Department Management Performance Review
  - GS KPMG Operational Management Performance Review completed during Q2 of FY2019-20
  - Recommendations and implementation timeline presented to the Board in February 2020.
- Standardize Information Technologies Countywide
  - Continuing to move toward standardizing technologies, beginning with the recent IT inventory assessment, which is providing the baseline for current systems.
  - New systems in the future will be required to follow the County IT Governance Program for standard adoption.
- Optimize Existing County Workspaces
  - Several analyses are underway that would consolidate GS and other department divisions in one single location to allow for a more productive, connected, and collaborative work environment.
  - Design work for the Administration Building 4th floor remodel of the CEO and Clerk offices is underway to optimize usable space and increase operational efficiencies.
- Create a Master Plan for Energy Efficiency Upgrades
  - Funding for the Betteravia lighting upgrade, solar, and battery project is in place and the project planning and design is underway.
  - The South County Retro Commissioning and Energy Audit is complete. Planning is on-going for future energy efficiency upgrade project development and implementation, based on the Energy Audit report.

General Services

Highlighted Renew '22 Initiatives (cont'd)

Implementation in FY 2020-21

- Migrate Information Technology Services to a Cloud Service Provider
    - This is a multi-year initiative involving migrating feasible services to cloud platforms.
    - County email services will migrate to MS Office 365 (O365), Skype and SharePoint will be cloned to O365 during FY2020-21.
- Create a Coordinated Geographic Information System (GIS)
    - An Enterprise GIS Needs Assessment is underway, which includes multiple department involvement.
    - Implementation, as informed by the Needs Assessment, will take place once the EITC and the Board of Supervisors approves the platform and the funding.
- Begin Implementation of the KPMG Operational Review Recommendations
    - Align the budget with department mission and vision
    - Develop countywide policies and procedures that guide governance and compliance
    - Establish a performance monitoring program for the workforce and develop service level expectations and performance requirements for our customers
    - Leverage and use existing technology capabilities
- Improve Countywide Procurement Processes
    - Improvements with Purchasing policies and procedures and department coordination and training of best practice for solicitation and purchasing requirements.
    - Standardizing and communicating purchasing processes based on a center-led service model for improved efficiency and cost saving through strategic sourcing
- Coordinate Facility Maintenance and Capital Projects
    - Continue to align Facility Maintenance and Capital Projects vision, mission and goals, now consolidated in one division under one Assistant Director
    - Implement a new staffing plan, based on workload analysis and shared project responsibilities
- IT Project Management Office (PMO) Capacity Enhancement
    - Current staffing and capabilities of the PMO will be expanded based on the additional IT projects planned and/or in process, improving the oversight and visibility of project prioritization and implementation

General Services

Renew 2022 Big Picture Goals

General Services will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• *Implement on-line requisitioning for all departments using cloud based Purchasing software* • *Implement on-line billing, accounting and receivables tracking of Real Property services using existing Real Property software*
Train County employees in the county provided process improvement program	• *Sent 5 General Services employees through cohort 1 of the county provided process improvement training facilitated by the City/County of Denver; all participants are working on projects to improve efficiency, and provide cost savings for the department and the County as they earn their black belt level of proficiency.* • *On-going process improvement training of department employees to accomplish the equivalent of the green belt or black belt level of proficiency in process improvement.*
RE-BALANCE	
Enhance financial resiliency	• *Streamline the Facilities Maintenance work order intake process for customers and the work order management process through the use of handhelds in the field* • *Consolidate IT support services, implement Service Now and streamline the ticketing process* • *Implement EV replacement program to reduce cost of fleet operation and maintenance* • *Invest in preventative security camera annual maintenance to extend equipment useful life* • *Implement the use of digital signatures on various forms and documents to improve efficiency* • *Centralize IT Customer Service Support*
RESPOND	
Conduct and Select survey based on department type.	• *Conduct biennial General Services Internal Customer Service Surveys and develop action and communication plans to address areas identified for needed improvement; KPMG Operational Review Survey sent out during Q4 of 2019, resulted in several recommendations for improvement that are currently in process*

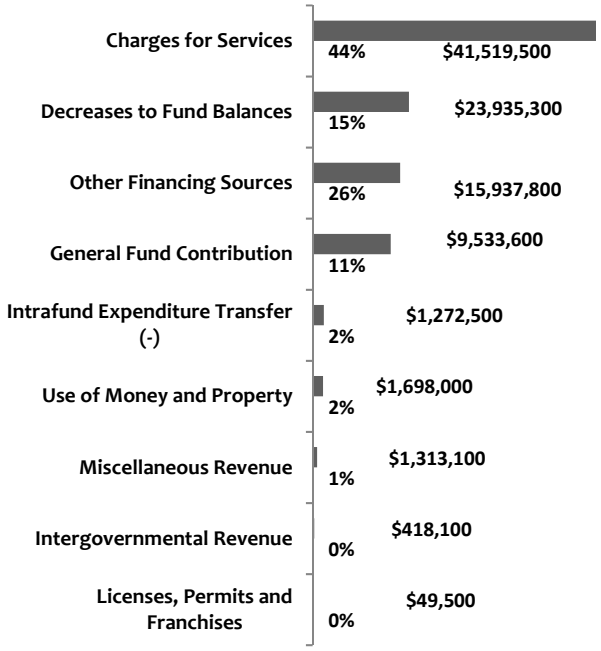
General Services

RETAIN	
Facilitate the participation of managers in a leadership development program	• *Participate with HR as the pilot department for new on-boarding processes using NeoGov to enhance the new hire experience for General Services employees* • *Hire an HR Manager in General Services to focus on department human resources initiatives and daily operations including training, performance management, workforce and succession planning, and recruitment and retention*
Retain new employees during their first 5 years of employment	• *General Services employees are nominated and participating in each Leadership Certificate Program cohort offered* • *General Services will continue to identify, support and fund additional leadership development opportunities for department managers*

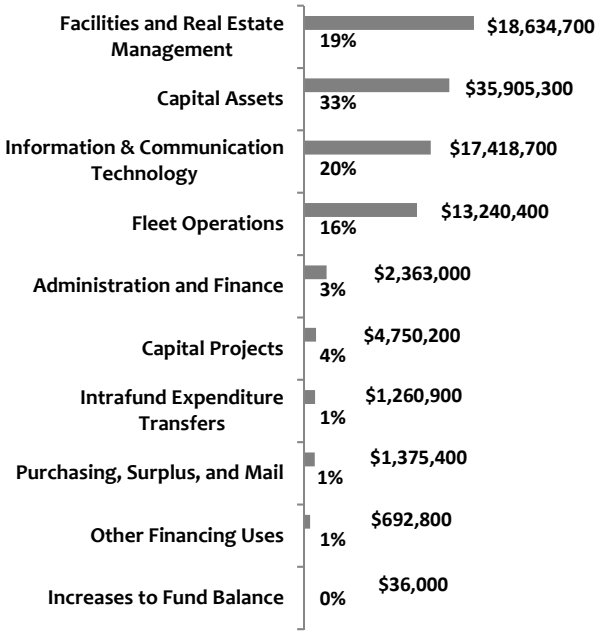
General Services

Recommended Sources & Uses of Funds

Source of Funds - $95,677,400

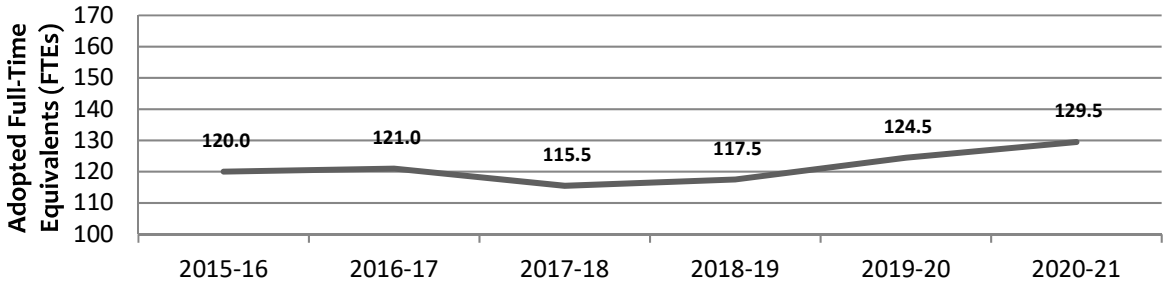


Use of Funds - $95,677,400



Staffing Trend

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



General Services

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration and Finance	11.00	13.00	13.00	11.00	(2.00)
Capital Projects	5.87	7.00	7.00	10.00	3.00
Facilities and Real Estate Management	27.71	38.50	38.50	39.50	1.00
Fleet Operations	17.56	20.00	20.00	21.00	1.00
Information and Communications Technolog	33.48	38.00	38.00	41.00	3.00
Purchasing, Surplus and Mail	6.41	8.00	8.00	7.00	(1.00)
Unallocated	1.56	-	-	-	-
Total	103.57	124.50	124.50	129.50	5.00

Budget By Budget Program					
Administration and Finance	$ 2,254,393	$ 2,824,600	$ 2,335,060	$ 2,363,000	$ (461,600)
Capital Projects	1,199,643	4,126,700	3,966,900	4,750,200	623,500
Facilities and Real Estate Management	17,110,358	16,627,000	17,077,040	18,634,700	2,007,700
Fleet Operations	11,356,840	13,364,000	12,680,700	13,240,400	(123,600)
Information and Communications Technolog	13,314,421	15,967,100	16,531,700	17,418,700	1,451,600
Purchasing, Surplus and Mail	1,093,016	1,205,600	1,225,600	1,375,400	169,800
Total	$ 46,328,671	$ 54,115,000	$ 53,817,000	$ 57,782,400	$ 3,667,400

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 15,079,424	$ 18,047,100	$ 16,117,800	$ 19,255,400	$ 1,208,300
Services and Supplies	22,307,586	25,969,000	27,830,000	27,692,600	1,723,600
Other Charges	8,941,660	10,098,900	9,869,200	10,834,400	735,500
Total Operating Expenditures	46,328,671	54,115,000	53,817,000	57,782,400	3,667,400
Capital Assets	11,397,289	27,705,400	12,606,530	35,905,300	8,199,900
Other Financing Uses	987,480	688,400	922,400	692,800	4,400
Intrafund Expenditure Transfers (+)	1,210,304	1,211,500	1,211,300	1,260,900	49,400
Increases to Fund Balances	869,851	44,000	12,761,100	36,000	(8,000)
Fund Balance Impact (+)	2,272,245	-	99,600	-	-
Total	$ 63,065,839	$ 83,764,300	$ 81,417,930	$ 95,677,400	$ 11,913,100

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 18,984	$ 48,000	$ 60,000	$ 49,500	$ 1,500
Use of Money and Property	2,155,560	1,232,500	1,715,700	1,698,000	465,500
Intergovernmental Revenue	660,346	319,300	235,200	418,100	98,800
Charges for Services	33,954,493	36,259,200	36,163,100	41,519,500	5,260,300
Miscellaneous Revenue	799,545	640,500	750,100	1,313,100	672,600
Total Operating Revenues	37,588,928	38,499,500	38,924,100	44,998,200	6,498,700
Other Financing Sources	4,749,145	21,835,800	18,235,900	15,937,800	(5,898,000)
Intrafund Expenditure Transfers (-)	1,788,766	1,245,500	1,276,500	1,272,500	27,000
Decreases to Fund Balances	9,945,703	12,906,600	13,704,530	23,935,300	11,028,700
General Fund Contribution	8,621,800	9,276,900	9,276,900	9,533,600	256,700
Fund Balance Impact (-)	371,498	-	-	-	-
Total	$ 63,065,839	$ 83,764,300	$ 81,417,930	$ 95,677,400	$ 11,913,100

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

General Services

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

General Services staffing increased by 5.0 FTE's from FY 2019-20 to FY 2020-21 to 129.5 FTE's due to the addition of 1.0 Heavy Equipment Operator, 1.0 Computer Systems Specialist II, and 3.0 Capital Project Managers.

Expenditures

Net operating expenditure increase of $3,667,400 due to:

- +$1,208,300 increase in Salaries and Employee Benefits primarily due to staffing increases noted above, anticipated overtime and negotiated increases.
- +$1,723,600 increase in Services and Supplies primarily due an increase in Utilities ($1,053k) & deferred maintenance projects ($631k).
- +$735,500 increase in Other Charges primarily reflects increases in depreciation due to the replacement of fully depreciated assets.

Net non-operating expenditure increase of $8,245,700 primarily due to:

- +$8,199,900 increase in Capital Assets primarily due to funding for: PH San Antonio Boiler/ac ($760K), BeWell MHRC ($3.0M), equipment for the Vehicles ISF related to EV's ($1.0M), Asbestos abatement ($1.5M), Downtown ADA plan ($500k), EOC HVAC ($500k), SB BOS Hearing Room AV ($500k) and County wide security ($400k).

These changes resulted in Recommended operating expenditures of $57,782,400, non-operating expenditures of $37,895,000, resulting in total expenditures of $95,677,400. Non-operating expenditures primarily include capital assets.

Revenues

Net operating revenue increase of $6,498,700 primarily due to:

- +$5,260,300 increase in Charges for Services primarily due to the anticipated increases for Internal Service Funds (ICT, Fleet, and Utilities).
- +$98,800 increase in intergovernmental Revenues primarily driven by the start of the Santa Ynez Valley Airport Authority AIP-18 Environmental Assessment project as compared to the prior year.
- +$672,600 increase in Miscellaneous Revenue primarily due to higher anticipated revenue for renewable energy/efficiency upgrades via on-bill financing.
- +$465,500 increase in Use of Money and Property due to anticipated increases in interest income.

Net non-operating revenue increase of $5,414,400 primarily due to:

- -$5,898,000 decrease in Other Financing Sources primarily due to the one time funding from the prior year for : Public Safety Radio Tower Enhancements Phase 3 at $2.1M, Calle Real Water System Replacement at $2.0M, Renewable Energy/Efficiency Upgrades at $1.6M.
- +$11,028,700 increase in Decreases to Fund Balance due to the designation of funding for: Public Safety Radio Tower Enhancements Phase 3 at $2.1M, Calle Real Water System Replacement at $2.0M, SB Courthouse Roof Replacement at $3.1M, and the BeWell MHRC project at $3.0M.
- +$256,700 increase to General Fund Contribution.

These changes result in Recommended operating revenues of $44,998,200, non-operating revenues of $50,679,200 resulting in total revenues of $95,677,400. Non-operating revenues primarily include Operating Transfers (In) 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

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration and Finance				
Percentage of customers who are satisfied or highly satisfied with services provided by the Department. (Target = 100%)	92% 496/539	92% 496/539	92% 59/67	92% 552/600
Percent of Departmental Employee Performance Reviews (EPR's) Completed by the due date. (Target = 100%)	100% 115/115	98% 114/116	98% 127/130	100% 130/130
Capital Projects				
Percentage of projects completed within expected time and budget estimates and according to project customer expectations. (Target = 100%)	100% 5/5	100% 5/5	100% 6/6	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%)	90% 9/10	90% 9/10	100% 23/23	95% 14/15
Percentage of customers who rate janitorial services satisfactory or better based on random inspections with building tenant and vendor (Target = 95%)	95% 34/36	98% 43/44	92% 33/36	96% 24/25
Preventative Work Orders completed within 30 days of assigned due date (Target = 95%)	91.7% 1,834/2,000	78.2% 2,717/3,472	84% 1,880/2,226	95% 3,800/4,000
Percent of Real Property Projects completed on time. (Target = 100%)	93% 15/16	93% 15/16	100% 9/9	100% 20/20
Percent of County electricity (mWh) use from Solar. (Target = 20% by 2020, 100% by 2030)	10% 1,700mWh/ 17,000 mWh	10% 1,700mWh/ 17,000 mWh	9% 1,700 mWh/ 19,000 mWh	16% 3,000 mWh/ 19,000 mWh
Fleet Operations				
Assigned Fleet Availability. (Target = 100%; Weighted Average)	97.85%	95.07%	94.40%	97.50%
Percentage of new vehicles purchased that are hybrid or alternatively fueled. (Target = 10%)	10.7% 6/56	6.5% 5/77	42.7% 56/131	25.0%
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%)	95.0%	70.4%	55.6%	95.0%
Surplus vehicle disposal: Length of time from a vehicle's retirement date to sale at auction within 90 days. (Target = 95%)	N/A	75.9%	83.3%	95.0%

General Services

Performance Measures (cont'd)

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Information and Communications Technology				
Percentage of customers surveyed who rate the ICT Operations Center incident handling process as "Satisfactory" or better. (Target = 100%)	98% 147/150	95% 102/107	100% 44/44	100% 150/150
Percentage of uptime for Countyofsb.org website. (Target = 100%)	99.50% 523k/525.9k minutes	99.92% 525.1k/525.6k minutes	99.85% 526.2k/527k minutes	99.92% 521.3K/525.6K minutes
Percentage of Countywide telephone system service repair calls resolved within one business day. (Target = 100%)	99% 513/516	99.80% 500/501	100% 594/594	99.81% 536/537
Purchasing, Surplus Property, Mail				
Percentage of dollars spent annually Countywide with County of Santa Barbara local vendors for County services and supplies. (Target = 60%)	60% $87M/$146M	55% $116M/$211M	61% $72M/$117M	61% $72M/$117M
Percentage of formal bids awarded within 60 days of requisition receipt for purchases in excess of $25,000. (Target = 100%)	100% 32/32	100% 32/32	100% 45/45	100% 60/60

General Services

Administration and Finance Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	2.00	3.00	3.00	3.00	-
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	0.33	1.00	1.00	-	(1.00)
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
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	0.67	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	2.00	1.00
Total	11.00	13.00	13.00	11.00	(2.00)

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

General Services

Administration and Finance Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,943,011	$ 2,320,200	$ 1,906,160	$ 2,050,900	$ (269,300)
Services and Supplies	127,203	303,200	237,200	104,600	(198,600)
Other Charges	184,179	201,200	191,700	207,500	6,300
Total Operating Expenditures	2,254,393	2,824,600	2,335,060	2,363,000	(461,600)
Increases to Fund Balances	-	-	18,840	30,900	30,900
Total Expenditures	$ 2,254,393	$ 2,824,600	$ 2,353,900	$ 2,393,900	$ (430,700)
Budget By Categories of Revenues					
Charges for Services	1,067,627	1,145,100	1,145,000	1,133,000	(12,100)
Miscellaneous Revenue	512	-	-	-	-
Total Operating Revenues	1,068,139	1,145,100	1,145,000	1,133,000	(12,100)
Intrafund Expenditure Transfers (-)	1,209,594	1,208,900	1,208,900	1,260,900	52,000
Decreases to Fund Balances	155,400	175,000	-	-	(175,000)
General Fund Contribution	7,200	295,600	-	-	(295,600)
Total Revenues	$ 2,440,333	$ 2,824,600	$ 2,353,900	$ 2,393,900	$ (430,700)

2019-20 Anticipated Accomplishments

- *Participated in the countywide departmental operational and performance review process, completed our analysis of the recommendations, and finalized our departmental implementation plan of the Enterprise Enablement and Division recommendations focused on improving systems, programs and services.*
- *Provided complex accounting and financial management support for the Northern Branch Jail project, including monthly project financial status reports, project funding and contingency forecasts, state reporting, and financial audit work as required by the county's independent audit firm.*
- *Developed and implemented a new department Budget Request and Forecast template workbook used by all divisions, resulting in more consistent, transparent, detailed budgetary information for planning, forecasting and strategic management decisions.*
- *Collaborated with HR to streamline and enhance recruitment strategies and timelines, the background investigation process for specific positions, and refine job postings and specifications for better alignment with required skills.*
- *Documented and communicated various department policies and procedures internally to enhance and clarify responsibilities, process, and resources in the areas of work schedules and time off, the General Services intranet site GS Connect, ergonomics and orderly workspaces, and meeting etiquette.*
- *Established the FY2020-21 Internal Service Fund (ISF) rates, through analysis, coordination, and collaboration with division subject matter experts and departments; continued to work on improvements in the ISF rate setting process and moving to a model where Finance coordinates rate setting methodologies, provides structured oversight and monitoring systems, and manages communication efforts.*
- *Implemented several Renew '22 initiatives, including streamlining of the Capital Improvement Program process, and creation of the IT Workforce Training Program.*
- *Continued developing various multi-year Renew '22 departmental initiatives and began collecting data and tracking milestones related to the Renew '22 Big Picture Goals.*

General Services

- *Supported the COOP activation and response to the COVID-19 pandemic emergency to include staffing and managing the EOC Logistics section, and providing IT, Communications, Facilities, Finance, HR, Purchasing, Real Property, and Fleet resources county-wide.*

2020-21 Objectives

- *Continue to provide Logistics support, management and guidance in response to the COVID-19 pandemic emergency and develop an on-going model for department-wide comprehensive telework for staff where appropriate.*
- *Begin implementation of the department's Operational Review recommendations focused on aligning the budget with department mission and vision, developing countywide policies and procedures that guide governance and compliance, establishing a performance-monitoring program for the workforce, developing service level expectations and performance requirements for our customers, and leveraging and using existing technology capabilities.*
- *Invest the necessary resources to analyze workload, and recruit, retain, develop, and define the needed skills and performance outcomes for our employees.*
- *Continue to support and promote employee training and development, participate in all offerings of the County Leadership Certificate Program, and county provided Process Improvement programs, to promote growth opportunities and prepare and engage our workforce for opportunities and challenges in the future.*
- *Enhance the internal service fund rate setting processes by consolidating the rate development and communication under Finance and Administration, providing more cohesive oversight, monitoring, and future planning.*
- *Accomplish the milestones established for the departmental Renew '22 initiatives and Big Picture Goals.*
- *Conduct biennial internal customer service surveys and develop an action and communication plan to address areas identified for needed improvement.*

General Services

Capital Projects Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROJECT MANAGER	2.85	3.00	3.00	6.00	3.00
ARCHITECT	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.01	-	-	-	-
CAPITAL PROJECTS COORD	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	-	1.00	1.00	1.00	-
Total	5.87	7.00	7.00	10.00	3.00

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

General Services

Capital Projects Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 872,984	$ 1,060,700	$ 1,378,140	$ 1,436,600	$ 375,900
Services and Supplies	80,445	2,987,400	2,512,160	3,286,500	299,100
Other Charges	246,214	78,600	76,600	27,100	(51,500)
Total Operating Expenditures	1,199,643	4,126,700	3,966,900	4,750,200	623,500
Capital Assets	3,654,816	19,681,300	2,195,830	27,201,000	7,519,700
Intrafund Expenditure Transfers (+)	256,841	264,000	264,000	265,000	1,000
Increases to Fund Balances	382,761	-	11,866,100	-	-
Total Expenditures	$ 5,494,061	$ 24,072,000	$ 18,292,830	$ 32,216,200	$ 8,144,200
Budget By Categories of Revenues					
Use of Money and Property	70,387	-	-	-	-
Intergovernmental Revenue	534,128	195,000	110,000	305,000	110,000
Charges for Services	849,012	582,000	559,800	1,883,800	1,301,800
Miscellaneous Revenue	-	-	200	614,200	614,200
Total Operating Revenues	1,453,527	777,000	670,000	2,803,000	2,026,000
Other Financing Sources	1,892,713	19,920,000	14,095,800	14,430,800	(5,489,200)
Decreases to Fund Balances	1,539,337	2,362,400	3,351,630	14,219,800	11,857,400
General Fund Contribution	945,000	1,012,600	275,000	762,600	(250,000)
Total Revenues	$ 5,830,577	$ 24,072,000	$ 18,392,430	$ 32,216,200	$ 8,144,200

2019-20 Anticipated Accomplishments

- *Achieved substantial construction completion of the Northern Branch Jail Project, including 100% completion of the offsite utilities work.*
- *Completed research and presented preliminary options for the Calle Real Master Plan project.*
- *Finalized the initial Countywide ADA Transition Plan and implementation strategy for the 11 identified sites.*
- *Constructed a temporary sobering center for Behavioral Wellness (BeWell) on the Calle Real campus and initiated construction of the permanent site.*
- *Attained substantial completion of the design of BeWell's forensic Mental Health Resource Center (MHRC) to be located on the Calle Real campus.*
- *Constructed the Court Clerk's security counter at the Santa Barbara Courthouse.*
- *Designed and began installation of electrical system infrastructure for 87 new Electric Vehicle (EV) charging stations for the downtown campus, Calle Real and Lompoc.*
- *Selected the County's first design-build team for the Fire Station 41 project in New Cuyama.*
- *Implemented a program-based approach to the Capital Improvement Program (CIP), including the establishment of selection criteria for project prioritization.*
- Received California Energy Resources Conservation and Development Commission (CEC) and Pacific, Gas & Electric (PG&E) financing for various sustainability improvements at the Santa Maria Betteravia Campus, including LED Light retrofits and the installation of a Photo Voltaic solar array within select parking lots, to be completed next fiscal year.

Capital Projects Budget Program (cont'd)

2020-21 Objectives

- *Complete and close out the Northern Branch Jail construction project, and support initial facility start-up efforts and on-going maintenance services.*
- *Complete the design and pre-construction phase of the new Probation Headquarters.*
- *Complete the design phase and begin construction of the BeWell MHRC.*
- *Construct the permanent BeWell Sobering Center located on the Calle Real Campus.*
- *Continue planning efforts for the re-development of the Calle Real Campus.*
- *Design and identify priority projects for the upgrade of the Calle Real Water Loop system.*
- *Establish a formal parking lot improvement program based on the Pavement Condition Index (PCI) analysis performed in FY2019-2020.*
- *Replace the Office of Emergency Management (OEM) server room HVAC system for longer-term efficacy and redundancy.*
- *Invest in a Countywide Building Energy Management Systems (BEMS) to collect and analyze real-time energy usage data used to determine long-term sustainability objectives and decisions.*
- *Initiate design and pre-construction efforts for improvements to the South County, Main Jail complex.*
- *Begin a facility Life Cycle Cost Analysis to inform future Capital program decisions.*
- *Begin to build an Asset Management database to document the condition of our Countywide building inventory and inform data-driven decisions on future CIP projects and programs.*
- *Complete the design and begin construction of Fire Station 41 in New Cuyama.*
- *Design the replacement portions of the Santa Barbara County Courthouse roof.*
- *Initiate countywide space planning practices to guide tenant improvements.*
- *Begin design of the Regional Fire Communications Facility in conjunction with the Emergency Operations Center (EOC) complex.*

General Services

Facilities & Real Estate Management Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PROJECT MANAGER	2.00	2.00	2.00	2.00	-
DIVISION MANAGER	0.78	1.00	1.00	1.00	-
FACILITIES MANAGER	2.00	2.00	2.00	2.00	-
ENERGY MANAGER	1.00	1.00	1.00	1.00	-
COST ANALYST	0.93	1.00	1.00	1.00	-
ADMN OFFICE PRO	1.23	1.50	1.50	1.50	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
REAL PROPERTY AGENT	2.00	2.00	2.00	2.00	-
FACILITIES SUPERVISOR	1.56	1.00	1.00	2.00	1.00
BUILDING MAINT SUPV	1.15	3.00	3.00	3.00	-
HVAC SPECIALIST	0.74	3.00	3.00	3.00	-
MAINTENANCE PLUMBER	2.85	4.00	4.00	4.00	-
ADMN OFFICE PRO SR	-	1.00	1.00	1.00	-
BUILDING MAINT WORKER	10.48	15.00	15.00	15.00	-
Total	27.71	38.50	38.50	39.50	1.00

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

FACILITIES & REAL ESTATE MANAGEMENT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 3,694,216	$ 4,650,600	$ 3,717,900	$ 5,148,500	$ 497,900
Services and Supplies	11,099,335	9,467,200	10,664,340	10,441,100	973,900
Other Charges	2,316,807	2,509,200	2,694,800	3,045,100	535,900
Total Operating Expenditures	17,110,358	16,627,000	17,077,040	18,634,700	2,007,700
Capital Assets	438,888	-	-	-	-
Other Financing Uses	782,723	688,400	748,400	692,800	4,400
Intrafund Expenditure Transfers (+)	780,100	772,100	771,900	832,500	60,400
Increases to Fund Balances	487,090	44,000	11,560	5,100	(38,900)
Total Expenditures	$ 19,599,159	$ 18,131,500	$ 18,608,900	$ 20,165,100	$ 2,033,600
Budget By Categories of Revenues					
Licenses, Permits and Franchises	18,984	48,000	60,000	49,500	1,500
Use of Money and Property	928,261	857,500	1,057,200	933,000	75,500
Intergovernmental Revenue	126,219	124,300	125,200	113,100	(11,200)
Charges for Services	6,506,407	6,546,000	6,420,200	7,377,300	831,300
Miscellaneous Revenue	592,362	540,500	601,600	549,800	9,300
Total Operating Revenues	8,172,233	8,116,300	8,264,200	9,022,700	906,400
Other Financing Sources	42,106	-	-	-	-
Intrafund Expenditure Transfers (-)	579,172	36,600	67,600	11,600	(25,000)
Decreases to Fund Balances	4,079,744	3,369,700	2,405,200	3,579,800	210,100
General Fund Contribution	6,323,800	6,608,900	7,871,900	7,551,000	942,100
Total Revenues	$ 19,197,055	$ 18,131,500	$ 18,608,900	$ 20,165,100	$ 2,033,600

2019-20 Anticipated Accomplishments

- *Responded to over 300 work orders countywide for unplanned deferred maintenance issues requiring immediate attention including broken water lines, HVAC failures, vandalism, sewer back-ups, sewer line ruptures, broken windows, water intrusion and roof leaks.*
- *Continued to document facility condition data and enhance the asset management database.*
- *Implemented several security enhancements to County facilities based on recommendations in the Security Assessment report.*
- *Assisted Goleta Water with the installation of new water main valves within the Calle Real campus.*
- *Replaced HVAC units in the HR building downtown, the Los Prietos Boy's Camp kitchen and upper dormitory, the BeWell Cares Unit, and the IV Community Center (IVCC).*
- *Assisted with various interior repairs needed in the IVCC restrooms and kitchen.*
- *Replaced the parking lot at 4444 Calle Real (BeWell).*
- *Completed roof replacement at the Treasurer/Tax Collector (T/TC) warehouse at the Calle Real campus.*
- *Completed the Administration building elevator assessment.*
- *Implemented Real Property expenditure tracking in FIN and provided internal database improvements to enhance the Real Property billing process.*
- *Completed the Phase 2 implementation in the Real Property management system, which includes the addition of closed agreements, inventory, critical dates, provisions, and tasks to the database along with enhanced reporting.*
- *Evaluated workload and resourced the appropriate staffing levels to address short-term needs and long-term goals.*

Facilities & Real Estate Management Budget Program (cont'd)

2020-21 Objectives

- *Coordinate with HR, Risk, and CEO to ensure the County Public Health Officer Order is executed to ensure Social Distancing Protocol as required.*
- *Continue aligning Facilities/Maintenance and Capital Division operations through collaborative project review.*
- *Establish a preventive maintenance program for HVAC systems, roof repair and replacement, parking lot repairs and upgrades, and other building systems utilizing condition-based data built in the asset management database.*
- *Develop Phase I of a Capital Assets Lifecycle policy that provides the predictive framework to identify, prioritize, and schedule deferred maintenance projects.*
- *Fully adopt the work order system and implement strategic analysis and prioritization of all work order requests.*
- *Continue recruitment, hiring, and training staff for the Northern Branch Jail (NBJ) facilities maintenance services.*
- *Continue phased implementation of the Real Property management system and fully utilize the available modules, including financial and budgetary project tracking, workload analysis and performance metrics.*
- *Coordinate with the Facilities and Capital Projects Division to develop a Space Allocation Management program to document building occupancy and consolidation opportunities, and to establish a management and disposition process.*
- *Establish strategic land management options, identify all County owned real estate, including vacant and undevelopable parcels, and assess and plan for potential income opportunities via public/private sector partnership, disposition, or open market sale.*
- *Work to achieve Real Property Division objectives with regard to the recent KPMG recommendations for improved operational efficiency and real estate portfolio management.*
- *Complete lease acquisition, tenant improvements and subsequent move to Goleta of General Services' downtown operations, if approved, to consolidate divisions in one location, improve information sharing and workflows between divisions, and increase insight into workload and performance.*

General Services

Fleet Operations Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
FLEET MANAGER	1.00	1.00	1.00	1.00	-
ACCOUNTANT	0.37	1.00	1.00	1.00	-
DEPT BUS SPEC	1.89	2.00	2.00	2.00	-
LEAD MECHANIC	2.93	3.00	3.00	3.00	-
EQUIPMENT MECHANIC	1.41	2.00	2.00	2.00	-
AUTOMOTIVE MECHANIC	8.26	9.00	9.00	9.00	-
HEAVY EQUIP OPERATOR	-	-	-	1.00	1.00
MOTOR POOL DISPATCH	0.96	1.00	1.00	1.00	-
STOREKEEPER	0.74	1.00	1.00	1.00	-
Total	17.56	20.00	20.00	21.00	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,927,267	$ 2,440,700	$ 2,122,800	$ 2,493,700	$ 53,000
Services and Supplies	5,639,828	6,623,900	6,531,400	6,819,200	195,300
Other Charges	3,789,744	4,299,400	4,026,500	3,927,500	(371,900)
Total Operating Expenditures	11,356,840	13,364,000	12,680,700	13,240,400	(123,600)
Capital Assets	2,026,603	4,675,800	5,245,500	5,160,900	485,100
Other Financing Uses	183,030	-	-	-	-
Increases to Fund Balances	-	-	864,600	-	-
Total Expenditures	$ 13,566,473	$ 18,039,800	$ 18,790,800	$ 18,401,300	$ 361,500
Budget By Categories of Revenues					
Use of Money and Property	587,821	200,000	370,000	410,000	210,000
Charges for Services	12,004,542	13,124,000	13,166,200	13,147,800	23,800
Miscellaneous Revenue	203,235	100,000	144,900	149,100	49,100
Total Operating Revenues	12,795,598	13,424,000	13,681,100	13,706,900	282,900
Other Financing Sources	741,311	1,115,800	1,609,700	1,507,000	391,200
Decreases to Fund Balances	1,135,600	3,500,000	3,500,000	3,187,400	(312,600)
Total Revenues	$ 14,672,509	$ 18,039,800	$ 18,790,800	$ 18,401,300	$ 361,500

Fleet Operations Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- *Continued making progress towards right sizing the county fleet, in collaboration with county departments, including a reduction of two Heavy Duty class trucks and downsizing replacement vehicles of additional class types.*
- *Expanded staff training by sending additional employees to the California Fire Mechanic Academy, and added multiple online training resources for all staff.*
- *Continued to maintain the ASE Blue Seal certification professional standard for all fleet repair facilities.*
- *Began the implementation of the Electric Vehicle (EV) Replacement Program, per Board policy, and increased the number of alternatively fueled replacement vehicles to include 56 all-electric vehicles.*
- Established alternative transportation methods for local business travel resulting in savings to the county of thousands of dollars annually.

2020-21 Objectives

- *Expand mobile fleet maintenance capacity of equipment mechanics to provide a higher level of customer service when performing scheduled and unplanned service calls in the field.*
- *Incentivize customer utilization of new all-electric vehicles within the motor pool, monitor progress and provide data and reporting.*
- *Continue to increase the number of all-electric vehicles within the county fleet, in accordance with the EV Replacement Program.*
- *Evaluate the implementation of telematics for enhanced fleet utilization.*
- *Pursue on-going educational opportunities for staff with the goal of a minimum of 40 training hours per employee annually.*

General Services

Information & Communications Technology Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.07	2.00	2.00	3.00	1.00
DIVISION MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	11.70	15.00	15.00	15.00	-
COMMUNICATIONS MANAGER	0.52	1.00	1.00	-	(1.00)
PROGRAM/BUS LDR-GEN	0.48	-	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	1.00	1.00	1.00	1.00	-
RADIO COMMUNICATION SYSTEMS ENGIN	1.00	1.00	1.00	1.00	-
EDP NETWORK TECH	5.70	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	-
COMPUTER SYSTEMS SPEC	-	-	-	2.00	2.00
COMM EQUIP TECH SR	2.00	2.00	2.00	2.00	-
EDP OFFICE AUTO COORD	1.00	1.00	1.00	1.00	-
ELECTRONICS SYSTEMS TECH	2.00	2.00	2.00	2.00	-
COMM EQUIP TECH	2.00	2.00	2.00	2.00	-
Total	33.48	38.00	38.00	41.00	3.00

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

INFORMATION & COMMUNICATIONS TECHNOLOGY BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 5,770,645	$ 6,532,200	$ 6,181,100	$ 7,271,200	$ 739,000
Services and Supplies	5,239,808	6,553,200	7,583,700	6,586,600	33,400
Other Charges	2,303,968	2,881,700	2,766,900	3,560,900	679,200
Total Operating Expenditures	13,314,421	15,967,100	16,531,700	17,418,700	1,451,600
Capital Assets	5,276,981	3,348,300	5,165,200	3,543,400	195,100
Other Financing Uses	21,727	-	174,000	-	-
Total Expenditures	$ 18,613,129	$ 19,315,400	$ 21,870,900	$ 20,962,100	$ 1,646,700
Budget By Categories of Revenues					
Use of Money and Property	569,091	175,000	288,500	355,000	180,000
Charges for Services	13,526,905	14,862,100	14,601,900	17,658,800	2,796,700
Miscellaneous Revenue	548	-	2,400	-	-
Total Operating Revenues	14,096,543	15,037,100	14,892,800	18,013,800	2,976,700
Other Financing Sources	2,073,015	800,000	2,530,400	-	(800,000)
Decreases to Fund Balances	3,035,621	3,478,300	4,447,700	2,948,300	(530,000)
Total Revenues	$ 19,205,179	$ 19,315,400	$ 21,870,900	$ 20,962,100	$ 1,646,700

2019-20 Anticipated Accomplishments

- *Completed Phases 3 & 4 (Design) of the Public Safety Radio Upgrade Project.*
- *Established an IT Governance Program supported by a multi-department council and committees.*
- *Implemented a pilot centralized Tier-1/Tier-2 customer support center, providing intake, triage and tracking of technical support calls for four departments.*
- *Enhanced the County's Project Management practice through Smartsheet license consolidation, among ICT, Public Health, Behavioral Wellness and Public Works as well as deployed the Smartsheet IT PMO Accelerator.*
- *Increased public safety radio coverage in Cuyama Valley through an infrastructure upgrade on Fire Station 41.*
- *Expanded the County's telephone number pool using 5-digit dialing.*
- *Installed the Valley Peak public safety radio site.*

2020-21 Objectives

- *Complete Phase 5 (Procurement/Implementation) of the Public Safety Radio Upgrade Project.*
- *Complete cloud migration of on-premise Microsoft Office applications to Microsoft's Office 365 Government Cloud.*
- *Migrate the Department of Social Services' network infrastructure into the County's central infrastructure.*
- *Implement digital signature service supporting County functions.*
- *Expand radio coverage with microwave tower infrastructure at Santa Ynez Peak, Figueroa and Mt. Abel (Phase 3).*
- *Design and implement a physical security program.*
- *Perform an upgrade assessment of the County's telephone infrastructure.*
- *Re-design the County website to improve resiliency using cloud-based platforms, and insure ADA compliance.*
- *Perform a GIS needs assessment to determine enterprise GIS mapping needs across all County departments.*

General Services

Purchasing, Surplus and Mail Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ENTERPRISE LDR-GEN	0.59	1.00	1.00	1.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
BUYER	2.00	2.00	2.00	2.00	-
MAIL CENTER SUPERVISOR	-	1.00	1.00	-	(1.00)
MAIL CENTER WORKER	1.81	2.00	2.00	2.00	-
Total	6.41	8.00	8.00	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 871,301	$ 1,042,700	$ 811,700	$ 854,500	$ (188,200)
Services and Supplies	120,967	34,100	301,200	454,600	420,500
Other Charges	100,749	128,800	112,700	66,300	(62,500)
Total Operating Expenditures	1,093,016	1,205,600	1,225,600	1,375,400	169,800
Intrafund Expenditure Transfers (+)	173,363	175,400	175,400	163,400	(12,000)
Total Expenditures	$ 1,266,379	$ 1,381,000	$ 1,401,000	$ 1,538,800	$ 157,800
Budget By Categories of Revenues					
Charges for Services	-	-	270,000	318,800	318,800
Miscellaneous Revenue	2,888	-	1,000	-	-
Total Operating Revenues	2,888	-	271,000	318,800	318,800
Decreases to Fund Balances	-	21,200	-	-	(21,200)
General Fund Contribution	1,345,800	1,359,800	1,130,000	1,220,000	(139,800)
Total Revenues	$ 1,348,688	$ 1,381,000	$ 1,401,000	$ 1,538,800	$ 157,800

PURCHASING, SURPLUS AND MAIL BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- *Completed 70 solicitations (RFPs/RFIs/RFQs) on behalf of the County.*
- *Continued to increase the use of the online bid process, including increasing vendor registrations and participation in bid and procurement opportunities.*
- *Tripled department adoption and use of the County Amazon Business account, which has improved our tracking and analysis of county spend through Amazon.*
- *Streamlined the Surplus Property process to increase property re-use and revenue from sales, and to minimize disposal.*
- *Implemented in-house postage metering services available to all county departments, which has resulted in cost savings and improved efficiency for participating departments.*
- *Continued vendor outreach efforts and worked on the planning of a vendor outreach event including Ventura County and San Luis Obispo County and in collaboration with Omnia Partners, to connect vendors and suppliers with the community and departments, and promote cooperative purchasing opportunities.*

2020-21 Objectives

- *Implement on-line requisitioning countywide using a cloud-based system to automate the purchase order and contract issuance process.*
- *Work to develop clear Board adopted policies to establish roles and responsibilities of Purchasing and county departments as the Purchasing division transitions over time to a center-led service provider for the county.*
- *Coordinate with the Auditor Controller to analyze spend data and provide an in-depth spend analysis and annual report in support of strategic purchasing efforts countywide.*
- *Initiate the development of center-led Contract Administration to lead and support the contracting lifecycle process to ensure best use of the county budget through favorable contract terms streamlined across departments.*
- *Establish processes and work with departments to proactively identify common goods and services that can be collectively bid and provide strategic sourcing opportunities countywide.*
- *Schedule recurring quarterly meetings with department representatives to collaborate and identify areas for contract consolidation, cost reduction, and elimination of duplicative purchasing related work.*
- *Create a vendor outreach program focused on small business, local vendor, and supplier diversity.*
- *Plan and implement a centralized mail services program, using one central sorting location and providing central support for more reliable and secure mail services.*
- *Standardize all bid documents to ensure consistency and compliance for all county solicitations.*

Northern Branch Jail Project

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 6,044,000**
Capital	**-**
FTEs	**-**

AB900 Northern Branch Jail Team
(General Services and Sheriff's Office)

Northern Branch Jail Project

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 Summer 2020.

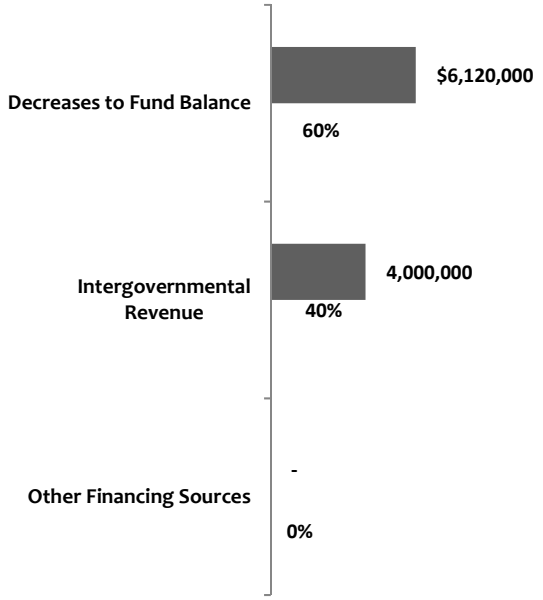
Highlights of 2020-21 Objectives

- 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 Summer 2020.

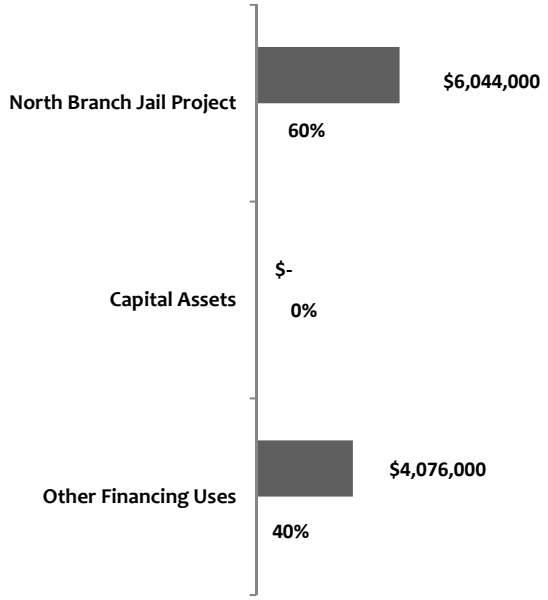
Northern Branch Jail Project

Recommended Sources & Uses of Funds

Source of Funds - $10,120,000



Use of Funds - $10,120,000



Northern Branch Jail Project

Budget Overview

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Budget By Budget Program					
North Branch Main Jail Project	$ 27,821,600	$ 7,556,400	$ 12,249,300	$ 6,044,000	$ (1,512,400)
Total	$ 27,821,600	$ 7,556,400	$ 12,249,300	$ 6,044,000	$ (1,512,400)
Budget By Categories of Expenditures					
Services and Supplies	$ 27,821,600	$ 7,556,400	$ 12,249,300	$ 6,044,000	$ (1,512,400)
Total Operating Expenditures	27,821,600	7,556,400	12,249,300	6,044,000	(1,512,400)
Capital Assets	42,187	400,000	400,000	-	(400,000)
Other Financing Uses	335,089	211,600	349,500	76,000	(135,600)
Increases to Fund Balances	-	-	-	4,000,000	4,000,000
Total	$ 28,198,876	$ 8,168,000	$ 12,998,800	$ 10,120,000	$ 1,952,000
Budget By Categories of Revenues					
Intergovernmental Revenue	$ 19,512,489	$ 4,000,000	$ -	$ 4,000,000	$ -
Miscellaneous Revenue	19,003	-	-	-	-
Total Operating Revenues	19,531,492	4,000,000	-	4,000,000	-
Other Financing Sources	500,000	1,500,000	6,500,000	3,000,000	1,500,000
Decreases to Fund Balances	8,167,384	2,668,000	6,498,800	3,120,000	452,000
Total	$ 28,198,876	$ 8,168,000	$ 12,998,800	$ 10,120,000	$ 1,952,000

Northern Branch Jail Project

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Expenditures

- Net operating expenditures decrease of -$1,512,400 due to:
  - - $1,512,400 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 Fiscal Year 2020-21. 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 $3,464,100 primarily due to:
  - +$4,000,000 increase in unassigned fund balance due to repayment of temporary funding from the General Fund until receipt of the reimbursement of the 5% retention of the $80M grant from the State BSCC.
  - -$135,630 decrease in other financing uses due to a decrease in operating transfers to refund the General Fund for prior years cost allocation funding.
  - -$400,000 decrease in capital asset expenditures for equipment purchased in FY 2019-20.

These changes result in recommended operating expenditures of 6,044,000, non-operating expenditures of $4,075,970 and total expenditures of $10,120,000.

Revenues

- Net operating revenues decrease of -$0 due to:
  - $4,000,000 Intergovernmental Revenue which is comprised entirely of anticipated reimbursement of State AB900 award funding which is directly related to eligible reimbursable construction costs was budgeted in the 2019/20 FY, but not received due to the timing of completion of the project. $4,000,000 is expected to be received in the 2020/21 Fiscal Year. These are budgeted to coincide with the planned completion of the project.

- Net non-operating revenue increase of $1,152,000 due to:
  - $4,52,000 increase to Use of Fund Balance from anticipated draw of committed fund balance due to the planned progression of the project.
  - $1,500,000 increase in General Fund Transfers for ongoing construction costs.

These changes result in recommended operating revenues of $4,000,000, non-operating revenues of $1,119,981 and total revenues of $6,120,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Performance Measures

- Meet or exceed State and County established milestones for completion of construction and occupancy by Summer 2020.
- Complete the project within the $115.86 million budget.

Northern Branch Jail Project

NORTH BRANCH MAIN JAIL PROJECT BUDGET PROGRAM

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 $110.8 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 Summer 2020.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Services and Supplies	$ 27,821,600	$ 7,556,400	$ 12,249,300	$ 6,044,000	$ (1,512,400)
Total Operating Expenditures	27,821,600	7,556,400	12,249,300	6,044,000	(1,512,400)
Capital Assets	42,187	400,000	400,000	-	(400,000)
Other Financing Uses	335,089	211,600	349,500	76,000	(135,600)
Increases to Fund Balances	-	-	-	4,000,000	4,000,000
Total Expenditures	$ 28,198,876	$ 8,168,000	$ 12,998,800	$ 10,120,000	$ 1,952,000
Budget By Categories of Revenues					
Intergovernmental Revenue	19,512,489	4,000,000	-	4,000,000	-
Miscellaneous Revenue	19,003	-	-	-	-
Total Operating Revenues	19,531,492	4,000,000	-	4,000,000	-
Other Financing Sources	500,000	1,500,000	6,500,000	3,000,000	1,500,000
Decreases to Fund Balances	8,167,384	2,668,000	6,498,800	3,120,000	452,000
Total Revenues	$ 28,198,876	$ 8,168,000	$ 12,998,800	$ 10,120,000	$ 1,952,000

2019-20 Anticipated Accomplishments

- Successful management of the construction phase on the onsite construction bid package 1.
- Establish utility services in time for completion.
- Received 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

NORTH BRANCH MAIN JAIL PROJECT BUDGET PROGRAM (CONT'D)

2020-21 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
- Deliver a functional, energy efficient facility on time and within budget ready for occupancy in Fall 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 2020.
- Complete final BSCC required performance and compliance audit within 90 days of project completion and occupancy to receive the 5% funding retention from the State.

Northern Branch Jail Project

Human Resources

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 8,599,700**
Capital	**$0**
FTEs	**30.75**

Maria Elena De Guevara
Department Director

- Administration & Operations 6.00 FTE
- Employee Relations 5.00 FTE
- Employment & Workforce Planning 10.75FTE
- Organizational & Talent Development 4.00 FTE
- Benefit & Wellness 5.00 FTE
- Employee Insurance 0.00 FTE

Human Resources

Mission Statement

To promote a County culture where our employees can do their best work, so our community can live its best life.

Department Description

The Human Resources Department (HR) is responsible for implementing strategic workforce policies and programs that support the directives of the Board of Supervisors, CEO, and the mission, goals, and objectives of the various County departments. HR serves as a strategic business partner to all departments to promote an organizational culture that engages County employees to effectively deliver services that allow the Santa Barbara community to thrive.

HR is comprised of six budget programs:

1. **Administration & Operations** – This budget program provides administrative, fiscal, and operational oversight and services to HR to ensure that the department is responsive to the needs of the Board of Supervisors, CEO, and our customers.
2. **Employee Relations** – This budget program is responsible for overseeing the relationship and negotiations with labor organizations throughout the County; compliance with all federal, state, and local laws, regulations, and policies and programs regarding diversity, inclusion and equal employment, discrimination, and harassment; and administrating County Civil Service Rules.
3. **Employment & Workforce Planning** – This budget program assists County departments in meeting their goals by acquiring the most qualified candidates to fill a wide variety of County positions and providing assistance and guidance to departments in ensuring each department has the workforce supply necessary to meet current and future requirements.
4. **Organizational & Talent Development** – This budget program focuses on empowering, and inspiring employees of the County to provide exceptional public service by offering high-quality technical, professional and leadership development, based on four pillars of learning; Leading Self, Leading Others, Leading Programs, and Leading County. Services are delivered through a variety of methods including partnerships with colleges and universities, on-line resources, and on-site courses through the Employees' University (EU).
5. **Benefit & Wellness** – This budget program provides relevant benefit options for County employees that are comprehensive and accessible; offering programs and resources critical for a healthy workforce that is best positioned for success.
6. **Employee Insurance** – This budget program provides coverage to County employees for Unemployment Insurance and dental coverage for those employees enrolled in the Self-Funded Dental Insurance program.

Highlights of 2020-21 Objectives

- **Redesign** - Implement upgrades to the County HR Information Management System.
- **Rebalance** - Begin negotiations for successor MOUs with SEIU Local 620, SEIU Local 721, the Engineers and Technicians Association, the Deputy District Attorneys Association, and the Civil Attorneys Association.
- **Redesign** - Invest in workforce data and analytics to meet workforce planning needs.
- **Retain** - Obtain Western Association of Schools and Colleges (WASC) Accreditation and Launch MPA Degree Program onsite at the EU.
- **Retain** - Launch the County Wellness and Diversity & Inclusion Programs.
- **Redesign** - Implement leave administration automation to better serve customers and mitigate risk.

Human Resources

Highlighted Renew 2022 Initiatives

Implementation in FY 2020-21

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Implement Digital Solutions to Transform How We Work	• Improve department technology to support HR service delivery and management of data. • Increase utilization of existing technology, consolidate systems, and maximize impact.
RE-BALANCE	
Establish Strong Internal Controls for Operating Effectiveness	• Finalize changes to Civil Service Rules and Administrative Policies. • Sustain HR Summit & HR Academy Certificate Program. • Implement Management Compensation Policy Changes.
RESPOND	
Create a Feedback Culture for the Sake of Transparency	• Develop Department Data Dashboards with existing data points. • Expand Employment & Workforce Planning customer satisfaction surveys.
RETAIN	
Keep Top Talent Inspired to Retain & Engage a Creative Workforce	• Design and launch County Internship Program. • Explore affordable dependent health insurance options. • Deploy on-line Masters in Public Health (MPH) program in partnership with California State University Northridge (CSUN).

Human Resources

Renew 2022 Big Picture Goals

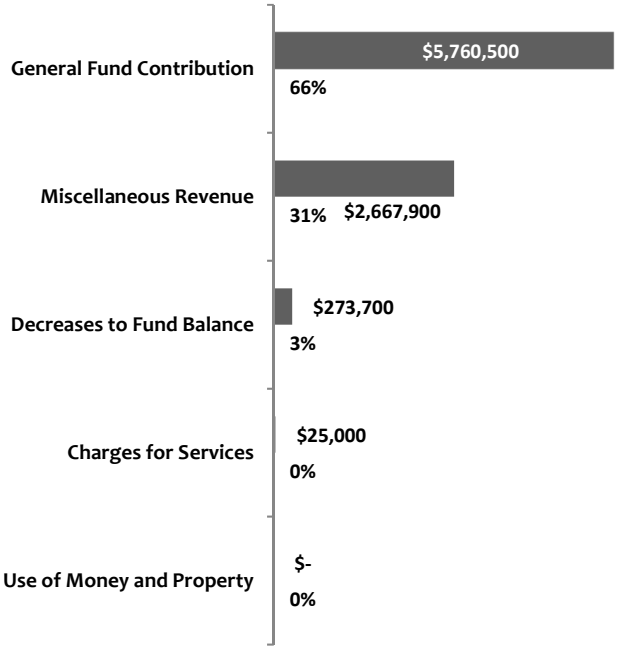
Human Resources will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• Redesign and automate existing Leave of Absence Billing process in preparation to outsource the billing and accounts receivable process to a Third Party Administrator. • Automate Employee Organizational & Talent Development (OTD) self-registration to improve efficiency, increase training compliance, and attendance.
Train County employees in County-provided process improvement training	• Establish Countywide Process Improvement Academy.
RE-BALANCE	
Enhance financial resiliency	• Continue to utilize staff efficiently and effectively, avoid costs where appropriate and reduce costs while maintaining and enhancing service levels.
RESPOND	
Conduct an internal customer service survey	• Participate in County internal customer service survey.
RETAIN	
Facilitate the participation of managers in a leadership development program	• Launch the Leadership Framework with comprehensive learning tracks to build competencies and leadership skills at all levels of the organization.
Retain new employees during their first 5 years of employment	• Create a blueprint for an Employee Performance Appraisal System to cultivate a feedback culture.

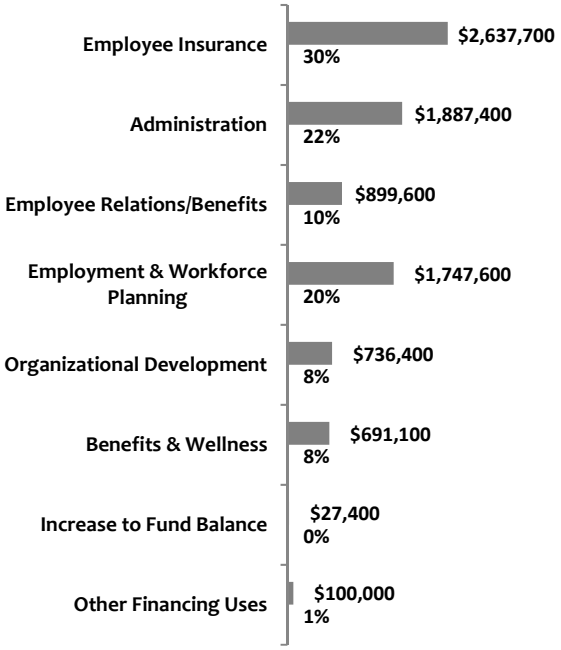
Human Resources

Recommended Sources & Uses of Funds

Source of Funds - $8,727,100

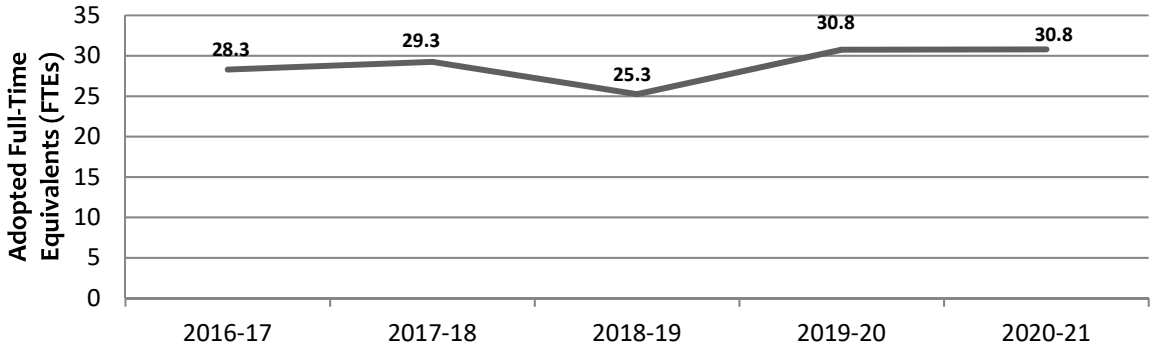


Use of Funds - $8,727,100



Staffing Trend

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



Human Resources

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Operations	4.87	7.00	7.00	6.00	(1.00)
Employee Relations	4.46	5.00	5.00	5.00	-
Employment & Workforce Planning	4.90	10.00	10.00	10.75	0.75
Organizational & Talent Development	2.25	4.00	4.00	4.00	-
Benefits and Wellness	5.89	4.75	4.75	5.00	0.25
Unallocated	0.19	-	-	-	-
Total	22.56	30.75	30.75	30.75	-

Budget By Budget Program					
Administration & Operations	$ 1,921,707	$ 1,614,200	$ 1,668,700	$ 1,887,400	$ 273,200
Employee Relations	1,295,472	982,400	920,800	899,600	(82,800)
Employment & Workforce Planning	957,851	1,672,900	1,878,200	1,747,600	74,700
Organizational & Talent Development	512,932	723,400	757,800	736,400	13,000
Benefits and Wellness	589,189	629,600	639,800	691,000	61,400
Employee Insurance	3,288,368	2,986,500	2,692,100	2,637,700	(348,800)
Unallocated	425	-	-	-	-
Total	$ 8,565,944	$ 8,609,000	$ 8,557,400	$ 8,599,700	$ (9,300)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 4,063,199	$ 4,642,000	$ 4,910,600	$ 4,677,200	$ 35,200
Services and Supplies	1,291,468	853,500	806,100	948,600	95,100
Other Charges	3,211,277	3,113,500	2,840,700	2,973,900	(139,600)
Total Operating Expenditures	8,565,944	8,609,000	8,557,400	8,599,700	(9,300)
Other Financing Uses	5,643	-	-	100,000	100,000
Increases to Fund Balances	-	241,900	777,300	27,400	(214,500)
Fund Balance Impact (+)	225,206	-	52,000	-	-
Total	$ 8,796,794	$ 8,850,900	$ 9,386,700	$ 8,727,100	$ (123,800)

Budget By Categories of Revenues					
Use of Money and Property	$ 49,569	$ 13,400	$ 26,500	$ -	$ (13,400)
Intergovernmental Revenue	1	-	68,900	-	-
Charges for Services	220,424	227,500	200,400	25,000	(202,500)
Miscellaneous Revenue	3,131,498	3,211,500	3,481,700	2,667,900	(543,600)
Total Operating Revenues	3,401,491	3,452,400	3,777,500	2,692,900	(759,500)
Intrafund Expenditure Transfers (-)	-	-	31,100	-	-
Decreases to Fund Balances	201,689	234,900	414,400	273,700	38,800
General Fund Contribution	4,841,200	5,163,600	5,163,700	5,760,500	596,900
Fund Balance Impact (-)	352,414	-	-	-	-
Total	$ 8,796,794	$ 8,850,900	$ 9,386,700	$ 8,727,100	$ (123,800)

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

Human Resources

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- No change to FTE

Expenditures

- Net operating expenditure decrease of -$9,300:
  - -$139,600 decrease primarily due to the transfer of the County Unemployment Self-Insurance Fund administration from HR Employee Insurance to CEO Risk Management ($599.6k) offset by anticipated increases in Self-Funded Dental Claims ($210k), General Liability Premiums ($140k), IT Services ($103k) and other miscellaneous increases ($7k).
  - +$35,200 increase to Salaries and Benefits due to increased labor costs.
  - +$95,100 increase to Services and Supplies primarily due to increases in programmatic expenditures such as the development and implementation of the County Wellness Program, County Diversity & Inclusion Program, Leadership Development Framework, and modernizing recruitment advertising, which is partially offset by decreased usage of consulting services.

- Net non-operating expenditure decrease of -$114,800 due to:
  - +$100,000 increase in transfers to General Services for space optimization.
  - -$214,500 reduction in contributions to fund balance, primarily due to the transfer of the County Unemployment Self-Insurance Fund administration from HR Employee Insurance to CEO Risk Management ($162.2k) and a decrease in the Self-Funded Dental Fund ($52.3k).

These changes result in recommended operating expenditures of $8,599,700, non-operating expenditures of $127,400, and total expenditures of $8,727,100.

Revenues

- Net operating revenue decrease of -$759,500:
  - -$543,600 decrease to Miscellaneous Revenue due primarily to the transfer of the County Unemployment Self-Insurance Fund administration from HR Employee Insurance to CEO Risk Management ($763.7k) offset by an increase to the Self-Funded Dental ($219.1k).
  - -$202,500 decrease to Charges for Services related to a Board budget policy to "Where feasible, eliminate the practice of Central Service Departments directly charging Special Revenue Funds for services provided…"
  - -$13,400 decrease in anticipated Interest Income due to the transfer of the County Unemployment Self-Insurance Fund administration from HR Employee Insurance to CEO Risk Management and anticipated decreases in the Self-Funded Dental Fund.
- Net non-operating revenue increase of +$635,700:
  - +$596,900 increase to General Fund contribution due to increases in Salaries & Benefits, Liability Insurance premiums and in accordance with the Board budget policy referenced above "The CEO's Office will recommend an allocation of General Fund Contribution to offset the lost direct charge revenue in the Central Service Departments."
  - +$38,800 increase to the use of Fund Balance for one-time expenditures

These changes result in recommended operating revenues of $2,692,900, non-operating revenues of $6,034,200 and total revenues of $8,727,100. Non-operating revenues primarily include General Fund Contribution and changes to fund balances.

Human Resources

Related Links

For more information on the Human Resources Department, please refer to the Web site at http://cosb.countyofsb.org/hr/

Human Resources

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommended
Administration & Operations				
Meet target of 15 business days, on average, between receipt of vendors to accurate payment.	NA	NA	NA	15 Days
Meet target of 75% of HR services placed on-line.	NA	NA	NA	75%
Meet target of 80% of new employees retained during their first year (voluntary turnover only).*	86% 280/326	87% 387/443	90% 450/500	80% 360/450
Employee Relations				
Achieve a response rate of 50% of survey respondents who rate their level of overall engagement and satisfaction at 3 out of 5 or better.	NA	NA	NA	50% 500/1000
Meet target of 60 business days on average between opening and closing investigations.	NA	NA	68 Days	60 Days
Employment Workforce Planning				
Meet target of 35 business days, on average, between approval of a recruitment requisition and list certification*.	38 Days	75 Days	46 Days	35 Days
Number of recruitments per Senior Recruiter.	NA	NA	40	50
Meet target of 45 business days, on average, from receipt of valid reclassification request to classification determination.	NA	NA	NA	45 Days
Organizational & Talent Development				
Increase percentage of unique trainees by 5% at the Employees' University.	+23.4% 832	-1.7% 818	+3.5% 850	+5% 893
Achieve a rate of 85% participation of new hires attending the New Employee Welcome (NEW).	NA	NA	75% 300/400	85% 340/400
Achieve a rate of 30% of all County Managers and Executives participating in a leadership development program (countywide or department sponsored).	NA	NA	NA	30% 90/300
Benefit and Wellness				
Increase enrollment in Wellness Programs by 20%.	NA	NA	NA	20%
Reduce the number of benefits queries via email and phone calls per Benefits staff by 10%.	NA	NA	1100	10% 990
Increase the number of Employees who are utilizing the SmartCare app by 10%.	NA	NA	1900	10% 2090

* Designates performance measures that carried forward from FY 2019-20. The remainder are new and FY20-21 data will be used to establish a baseline for comparison in future years.

Human Resources

ADMINISTRATION & OPERATIONS BUDGET PROGRAM

This budget program provides administrative, fiscal, and operational oversight and services to HR to ensure that the department is responsive to the needs of the Board of Supervisors, CEO, and our customers.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	0.85	1.00	1.00	1.00	-
DIVISION MANAGER	0.12	-	-	-	-
ASST DEPT LDR-EXEC	0.07	-	-	-	-
DIVISION CHIEF	0.22	1.00	1.00	1.00	-
HR ANALYST	0.16	1.00	1.00	-	(1.00)
FISCAL MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	-	(1.00)
TEAM/PROJECT LDR-GEN	0.05	-	-	-	-
DEPT BUS SPEC	0.15	-	-	1.00	1.00
EXECUTIVE SECRETARY	0.83	1.00	1.00	1.00	-
ADMN OFFICE PRO SR-RES	0.41	1.00	1.00	1.00	-
Total	4.87	7.00	7.00	6.00	(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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,090,342	$ 1,062,500	$ 1,120,000	$ 1,037,600	$ (24,900)
Services and Supplies	534,172	282,100	277,400	326,900	44,800
Other Charges	297,193	269,600	271,300	522,900	253,300
Total Operating Expenditures	1,921,707	1,614,200	1,668,700	1,887,400	273,200
Other Financing Uses	-	-	-	100,000	100,000
Increases to Fund Balances	-	-	100	-	-
Total Expenditures	$ 1,921,707	$ 1,614,200	$ 1,668,800	$ 1,987,400	$ 373,200
Budget By Categories of Revenues					
Miscellaneous Revenue	4	-	-	-	-
Total Operating Revenues	4	-	-	-	-
Decreases to Fund Balances	201,689	118,500	325,500	245,000	126,500
General Fund Contribution	1,707,300	1,495,700	1,495,700	1,742,400	246,700
Total Revenues	$ 1,908,993	$ 1,614,200	$ 1,821,200	$ 1,987,400	$ 373,200

Human Resources

Administration & Operations Budget Program (Cont'd)

2019-20 Anticipated Accomplishments

- Provided workforce data to support the on-going Countywide Operational Reviews for seven departments.
- Completed the redesign and roll-out of the new HR Internet and Intranet websites to improve content, navigation and access to information.
- Updated and provided staff training on administrative and fiscal control policies to ensure compliance with County purchasing and internal control policies.
- Implemented Annual HR Summit and designed and launched HR Academy Certificate Program.

2020-21 Objectives

- Implement upgrades to the County Human Resource Information Management System such as Manager and Employee Self Service to better serve our customers.
- Establish cadence for service level and performance reporting.
- Improve technology to support HR service delivery and management of data.
- Increase utilization of existing technology, consolidate systems, and maximize impact.
- Develop Department Data Dashboards with existing data points.

Human Resources

Employee Relations Budget Program

This budget program is responsible for overseeing the relationship and negotiations with labor organizations throughout the County; compliance with all federal, state, and local laws, regulations, and policies and programs regarding diversity, inclusion and equal employment, discrimination, and harassment; and administrating County Civil Service Rules.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION MANAGER	0.88	1.00	1.00	1.00	-
HR MANAGER	0.05	2.00	2.00	3.00	1.00
ENTERPRISE LDR-GEN	1.00	1.00	1.00	-	(1.00)
DEPT BUS SPEC	1.42	-	-	1.00	1.00
ADMN OFFICE PRO SR-RES	1.10	1.00	1.00	-	(1.00)
Total	4.46	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,198,718	$ 884,400	$ 873,200	$ 867,700	$ (16,700)
Services and Supplies	78,505	93,000	44,700	27,800	(65,200)
Other Charges	18,250	5,000	2,900	4,100	(900)
Total Operating Expenditures	1,295,472	982,400	920,800	899,600	(82,800)
Total Expenditures	$ 1,295,472	$ 982,400	$ 920,800	$ 899,600	$ (82,800)
Budget By Categories of Revenues					
Charges for Services	135,244	107,500	87,400	-	(107,500)
Miscellaneous Revenue	19,123	-	-	-	-
Total Operating Revenues	154,366	107,500	87,400	-	(107,500)
Decreases to Fund Balances	-	31,400	31,400	-	(31,400)
General Fund Contribution	1,429,500	843,500	843,600	899,600	56,100
Total Revenues	$ 1,583,866	$ 982,400	$ 962,400	$ 899,600	$ (82,800)

Human Resources

Employee Relations Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Prepared a revision to the County Code of Ordinances relating to Personnel which has largely been unchanged since 1971, and will serve as the foundation for modernization of the Civil Service Rules.
- Developed and distributed an Employee Handbook for County Employees.
- Appointed a Diversity, Inclusion and Equal Opportunity Manager charged with implementing proactive programs to promote diversity and prevent discrimination claims.
- Conducted proactive training on EEO, Diversity, Inclusion and Cultural risks topics to all 60 Fire Captains. Purpose of the training was to promote dialogue and competency in addressing sensitive topics.
- Established an Alternate Workers' Compensation Dispute Prevention and Resolution Pilot Program with the Firefighters Association in order to reduce workers compensation disputes and provide prompt treatment and early return to work.
- Prepared a County Employee Poll Worker policy for Board implementation to assist the Elections Division staff with elections.
- Designed and implemented an employee exit survey.

2020-21 Objectives

- Begin negotiations for successor MOUs with SEIU Local 620, SEIU Local 721, the Engineers and Technicians Association, the Deputy District Attorneys Association, and the Civil Attorneys Association.
- Complete a survey of Departments to identify potential changes to the negotiated MOUs that help departmental operations.
- Explore affordable dependent health insurance options for successor MOU negotiations.
- Finalize potential changes to the Civil Service Rules and Administrative Policy Manual for negotiation with all labor groups.
- Review options to address the unique needs of PEPRA employees.
- Develop and implement a Diversity and Inclusion plan.
- Initiate activities to increase engagement around diversity in the workplace by creating a Diversity and Inclusion training for leaders; Unconscious Bias training; Coffee Series (open dialogue with individuals from diverse backgrounds), and NEW presentation (introduction to new employees).
- Establish a set of data points for investigations to identify trends and risks.

Human Resources

Employment & Workforce Planning Budget Program

This budget program assists County departments in meeting their goals by acquiring most qualified candidates to fill a wide variety of County positions and providing assistance and guidance to departments in ensuring each department has the workforce supply necessary to meet current and future requirements.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION MANAGER	0.68	1.00	1.00	1.00	-
HR MANAGER	1.44	3.00	3.00	2.00	(1.00)
HR ANALYST	0.84	4.00	4.00	4.00	-
ADMN OFFICE PRO	-	-	-	0.75	0.75
TEAM/PROJECT LDR-GEN	0.06	-	-	-	-
DEPT BUS SPEC	0.56	2.00	2.00	2.00	-
EXECUTIVE SECRETARY	0.16	-	-	-	-
ADMN OFFICE PRO SR-RES	0.91	-	-	-	-
ADMINISTRATIVE LDR-GEN	0.26	-	-	-	-
PROGRAM ADMINISTRATOR	-	-	-	1.00	1.00
Total	4.90	10.00	10.00	10.75	0.75

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 801,456	$ 1,490,200	$ 1,701,200	$ 1,553,800	$ 63,600
Services and Supplies	149,501	178,300	172,200	187,800	9,500
Other Charges	6,894	4,400	4,800	6,000	1,600
Total Operating Expenditures	957,851	1,672,900	1,878,200	1,747,600	74,700
Total Expenditures	$ 957,851	$ 1,672,900	$ 1,878,200	$ 1,747,600	$ 74,700
Budget By Categories of Revenues					
Intergovernmental Revenue	-	-	68,900	-	-
Total Operating Revenues	-	-	68,900	-	-
Decreases to Fund Balances	-	44,000	44,000	-	(44,000)
General Fund Contribution	856,300	1,628,900	1,628,900	1,747,600	118,700
Total Revenues	$ 856,300	$ 1,672,900	$ 1,741,800	$ 1,747,600	$ 74,700

Employment & Workforce Planning Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Successful implementation of Phase 2 of the County of Santa Barbara Passport to Public Service Program, partnering with Santa Barbara California Adult Education Program (CAEP) Consortium, hiring 7 interns in 4 County departments, through grant funding.
- Partnered with the county departments to begin phase one of the automated onboarding platform through NEOGOV, to create an effective on-boarding experience for all new employees.
- Designed and implemented customer satisfaction surveys for all county recruitments to collect customer feedback for continued improvements.
- Implemented automation tools to enhance and/or streamline the County's recruiting efforts by creating a new requisition process, conducting paperless interviews, text messaging as a way of communication to applicants, created QR codes for applicants to apply for positions on their mobile devices.
- Created a social media brand which platformed on Instagram, Twitter, and Facebook.
- Launched Santa Barbara Housing Trust Program
- Created 12 templates for management recruitments.
- Enhanced recruiting services by offering a menu of services for departments prior to, during and after a recruitment.
- Launched the pilot to modernize County advertising strategy.

2020-21 Objectives

- Invest in workforce data and analytics to meet workforce planning needs.
- Expand Employment & Workforce Planning customer satisfaction surveys.
- Design a new job analysis questionnaire form, process, and training to streamline the reclassification request protocol.
- Design County Internship Program.
- Create a new testing structure for Office Professional Series recruitments.
- Enhance background check process for non-safety employees assigned to jail facilities.
- Establish service and performance reporting with necessary technology and data requirements.
- Launch NeoGov on-boarding module.
- Implement Management Compensation Policy changes.

Human Resources

Organizational & Talent Development Budget Program

This budget program focuses on empowering, and inspiring employees of the County to provide exceptional public service by offering high-quality technical, professional and leadership development based on four pillars of learning; Leading Self, Leading Others, Leading Programs, and Leading County. Services are delivered through a variety of methods including partnerships with colleges and universities, on-line resources, and on-site courses through the Employees' University (EU).

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION MANAGER	0.32	1.00	1.00	1.00	-
HR MANAGER	1.00	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.04	-	-	-	-
ADMN OFFICE PRO	-	1.00	1.00	1.00	-
DEPT BUS SPEC	-	1.00	1.00	1.00	-
ADMN OFFICE PRO SR-RES	0.89	-	-	-	-
Total	2.25	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 406,041	$ 580,800	$ 604,000	$ 582,600	$ 1,800
Services and Supplies	84,041	115,000	135,900	130,200	15,200
Other Charges	22,850	27,600	17,900	23,600	(4,000)
Total Operating Expenditures	512,932	723,400	757,800	736,400	13,000
Other Financing Uses	5,643	-	-	-	-
Total Expenditures	$ 518,575	$ 723,400	$ 757,800	$ 736,400	$ 13,000
Budget By Categories of Revenues					
Use of Money and Property	-	-	2,200	-	-
Intergovernmental Revenue	1	-	-	-	-
Charges for Services	85,180	120,000	113,000	25,000	(95,000)
Total Operating Revenues	85,181	120,000	115,200	25,000	(95,000)
Decreases to Fund Balances	-	1,500	1,500	-	(1,500)
General Fund Contribution	330,500	601,900	601,900	711,400	109,500
Total Revenues	$ 415,681	$ 723,400	$ 718,600	$ 736,400	$ 13,000

Organizational & Talent Development Budget Program (Cont'd)

2019-20 Anticipated Accomplishments

- Architected and implemented the Leadership Certificate "pilot" Program with a cohort of12 participants in support of the County's Renew '22 "Retain" multiyear organizational transformation.
- Created an innovative yearlong New Employee Welcome (NEW) program and engaged 209 new hires who achieved 100% compliance training completion.
- Designed and launched the Leadership Framework with comprehensive learning tracks to build competencies and leadership skills at all levels of the organization.
- Collaborated with the executive leadership team and implemented the "Black Belt" Process Improvement training and equipped 22 participants with tools to redesign the way we do our work.
- Completed the Succession Planning research in preparation for the development of the Countywide Success Development Program.
- Redesigned curriculum to align with strategic workforce planning.
- Partnered with departments to identify Learning Management System options.
- Launched online Masters in Public Health (MPH) program in partnership with Cal State Northridge (CSUN).

2020-21 Objectives

- Train 30% of managers in a County or Department sponsored leadership program.
- Create a blueprint for a performance appraisal system to cultivate a feedback culture.
- Partner with the executive leadership team to establish a countywide Process Improvement Academy in support of the County's Renew '22 "Redesign" Goal.
- Obtain Western Association of Schools and Colleges (WASC) accreditation and launch MPA degree program onsite the EU.
- Automate employee OTD self-registration to improve efficiency, increase training compliance and attendance.
- Develop and implement a Subject Matter Expert Program to equip County employees to design and facilitate OTD courses.
- Launch a training catalog that aligns with organizational skill requirements.

Human Resources

Benefit and Wellness Budget Program

This budget program provides relevant benefit options for County employees that are comprehensive and accessible; offering programs and resources critical for a healthy workforce that is best positioned for success.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION MANAGER	1.33	1.00	1.00	1.00	-
HR MANAGER	1.54	-	-	-	-
HR ANALYST	0.67	-	-	-	-
PROGRAM/BUS LDR-GEN	0.48	-	-	-	-
ADMN OFFICE PRO	0.89	1.00	1.00	1.00	-
DEPT BUS SPEC	0.78	1.75	1.75	2.00	0.25
ADMN OFFICE PRO SR-RES	0.20	1.00	1.00	1.00	-
Total	5.89	4.75	4.75	5.00	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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 566,216	$ 624,100	$ 612,200	$ 635,500	$ 11,400
Services and Supplies	21,213	800	11,900	50,400	49,600
Other Charges	1,759	4,700	15,700	5,100	400
Total Operating Expenditures	589,189	629,600	639,800	691,000	61,400
Total Expenditures	$ 589,189	$ 629,600	$ 639,800	$ 691,000	$ 61,400
Budget By Categories of Revenues					
Miscellaneous Revenue	-	24,000	36,700	25,000	1,000
Total Operating Revenues	-	24,000	36,700	25,000	1,000
Intrafund Expenditure Transfers (-)	-	-	31,100	-	-
Decreases to Fund Balances	-	12,000	12,000	6,500	(5,500)
General Fund Contribution	517,600	593,600	593,600	659,500	65,900
Total Revenues	$ 517,600	$ 629,600	$ 673,400	$ 691,000	$ 61,400

2019-20 Anticipated Accomplishments

- Achieved 99% ACA compliance.
- Hired County's first Wellness Partner to ensure a healthy workforce and to reduce benefit costs to the County.
- Designed and launched the Clean Commute Program.
- Launched a pilot Telework Project.
- Lead the Cycle-mania program to educate employees on the benefits of cycling to work.

Benefit and Wellness Budget Program (Cont'd)

2020-21 Objectives

- Implement leave administration automation to better serve customers and better mitigate risk.
- Redesign existing Leave of Absence Billing process in preparation to outsource the billing and accounts receivable process to a Third Party Administrator.
- Improve service delivery and process ownership.
- Launch County Wellness Program.
- Establish Benefits cross-training program.
- Utilize technology to automate routine division tasks.
- Improve and expand the Benefits & Wellness inter- and intranet.

Human Resources

Employee Insurance Budget Program

This budget program contains the funds for the County's Unemployment and Self-Funded Dental Insurance plans. Employee Benefit staff oversee these funds, but there are no FTEs budgeted in the program.

Staffing

- Not applicable as there are no employees in this program.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Services and Supplies	$ 424,037	$ 184,300	$ 164,000	$ 225,500	$ 41,200
Other Charges	2,864,331	2,802,200	2,528,100	2,412,200	(390,000)
Total Operating Expenditures	3,288,368	2,986,500	2,692,100	2,637,700	(348,800)
Increases to Fund Balances	-	241,900	777,200	27,400	(214,500)
Total Expenditures	$ 3,288,368	$ 3,228,400	$ 3,469,300	$ 2,665,100	$ (563,300)
Budget By Categories of Revenues					
Use of Money and Property	49,569	13,400	24,300	-	(13,400)
Miscellaneous Revenue	3,112,371	3,187,500	3,445,000	2,642,900	(544,600)
Total Operating Revenues	3,161,940	3,200,900	3,469,300	2,642,900	(558,000)
Decreases to Fund Balances	-	27,500	-	22,200	(5,300)
Total Revenues	$ 3,161,940	$ 3,228,400	$ 3,469,300	$ 2,665,100	$ (563,300)

2019-20 Anticipated Accomplishments

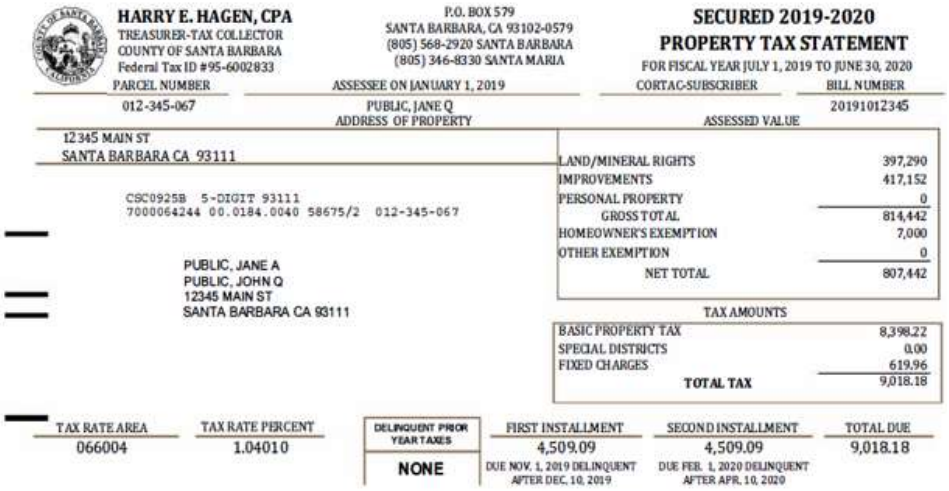
- Successfully managed the Unemployment and Self-Funded Dental Insurance plans to ensure adequate revenue to cover claims and maintain an appropriate fund reserve

2020-21 Objectives

- Continue to ensure that the Self-Funded Dental Insurance plan has adequate revenue to cover anticipated claims and to maintain an appropriate fund reserve

Note: For Fiscal Year 20-21 administration of the Unemployment Self-Insurance Fund will be transferred from HR Employee Insurance to CEO Risk Management.

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 2019-2020
PROPERTY TAX STATEMENT
FOR FISCAL YEAR JULY 1, 2019 TO JUNE 30, 2020

PARCEL NUMBER	ASSESSEE ON JANUARY 1, 2019	CORTAC-SUBSCRIBER	BILL NUMBER
012-345-067	PUBLIC, JANE Q		20191012345

ADDRESS OF PROPERTY
12345 MAIN ST
SANTA BARBARA CA 93111

CSC0925B 5-DIGIT 93111
7000064244 00.0184.0040 58675/2 012-345-067

PUBLIC, JANE A
PUBLIC, JOHN Q
12345 MAIN ST
SANTA BARBARA CA 93111

ASSESSED VALUE

LAND/MINERAL RIGHTS	397,290
IMPROVEMENTS	417,152
PERSONAL PROPERTY	0
GROSS TOTAL	814,442
HOMEOWNER'S EXEMPTION	7,000
OTHER EXEMPTION	0
NET TOTAL	807,442

TAX AMOUNTS

BASIC PROPERTY TAX	8,398.22
SPECIAL DISTRICTS	0.00
FIXED CHARGES	619.96
TOTAL TAX	9,018.18

TAX RATE AREA	TAX RATE PERCENT	DELINQUENT PRIOR YEAR TAXES	FIRST INSTALLMENT	SECOND INSTALLMENT	TOTAL DUE
066004	1.04010	NONE	4,509.09 DUE NOV. 1, 2019 DELINQUENT AFTER DEC. 10, 2019	4,509.09 DUE FEB. 1, 2020 DELINQUENT AFTER APR. 10, 2020	9,018.18

TREASURER-TAX COLLECTOR

PUBLIC SUPPORT

VETERANS' SERVICES

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**7,974,600**
Capital	**$**	**115,500**
FTEs		**44.0**

Harry E. Hagen, CPA, CPFA, CPFO, CFIP, CGIP, ACPFIM
Treasurer-Tax Collector-Public Administrator

- Administration & Support 8.25 FTE
- Treasury 8.15 FTE
- Tax & Collections 10.45 FTE
- Public Support 17.15 FTE

Treasurer – Tax Collector – Public Adm.

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.

All of these services are delivered while providing excellent customer service by practicing the core values of ACE: Accountable, Customer-focused and Efficient. By engaging these core values at every opportunity, we strive to improve and strengthen the overall effectiveness and accountability of our organization.

Department Description

The budget programs of the Treasurer-Tax Collector-Public Administrator (TTCPA) Department are Administration & Support, Treasury, Tax & Collections, and Public Support. 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 demands, while 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
- Assisting County veterans in obtaining state and federal benefits

Highlights of 2020-21 Objectives

- The Department will work with the County Executive Office and other affected departments on cannabis related projects including tax collection, business licenses, and banking services.
- The Department will meet court required LPS and Probate investigations for Incompetent to Stand Trial (IST) defendants and meet all other legal mandates for conservatorship, investigation, and client services.
- The TTCPA will complete the implementation of a new cashiering/remittance processing system project which will increase efficiency and reliability.

Treasurer – Tax Collector – Public Adm.

Highlighted Renew 2022 Initiatives

Already Underway

- Administration & Support
  - Annually refund excess monies in the Forfeiture account to deferred compensation participants.

- Treasury
  - Developed and implemented a cash management application to assist with portfolio management.
  - Began the implementation of a new cashiering/remittance processing system which will increase efficiency and reliability.

- Tax and Collections
  - Developed and implemented a refund application that will integrate with the Aumentum property tax system which will enable staff to work more efficiently and effectively.

- Public Assistance
  - The Public Guardian meets monthly with Behavioral Wellness, the Public Defender and County Counsel to effectively process current and pending IST court referrals.
  - The Public Guardian meets regularly with Social Services to collaborate on current and potential Adult Protective Services referrals to reduce duplication of services, which in turn decreases County costs.

Implementation in FY 2020-21

- Treasury
  - Complete the implementation of a new cashiering/remittance processing system which will increase efficiency and reliability.

- Tax and Collections
  - Utilize available information to find unreported short-term rental activity to bring the businesses into compliance with the County's TOT ordinance.

Treasurer – Tax Collector – Public Adm.

Renew 2022 Big Picture Goals

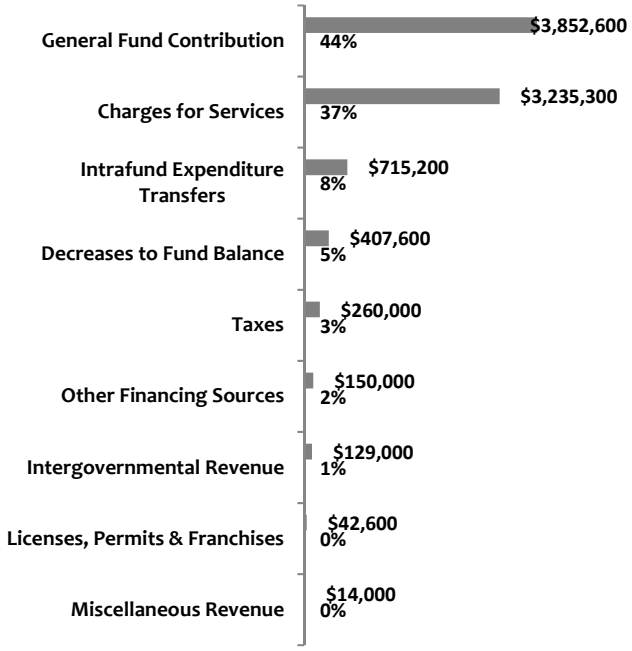
Treasurer-Tax Collector-Public Administrator (TTCPA) will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	• TTCPA currently has an on-line property tax payment and research system, and will continue to maintain and enhance it. • TTCPA will be looking into the feasibility of implementing a software system for collecting on-line Transient Occupancy Tax (TOT) payments.
Train County employees in County-provided process improvement training	• TTCPA plans to participate in the County-provided process improvement training when it becomes available.
RE-BALANCE	
Enhance financial resiliency	• TTCPA will continue to increase property tax, cannabis tax and TOT collections by being accountable, customer-focused and efficient.
RESPOND	
Conduct an external customer or client satisfaction survey	• Performance feedback is received through personal outreach by the TTCPA to community members through speaking engagements and meetings with community organizations.
RETAIN	
Facilitate the participation of managers in a leadership development program	• The TTCPA will sponsor any manager interested in leadership development opportunities.
Retain new employees during their first 5 years of employment	• The TTCPA engages its employees to determine their interests and encourages training that provides value to the department. • The TTCPA recognizes the value of a work/life balance and allows for alternative schedules where appropriate.

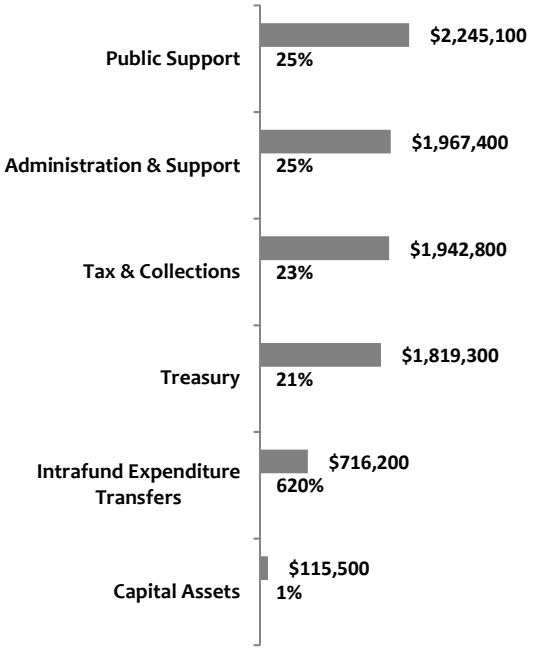
Treasurer – Tax Collector – Public Adm.

Recommended Sources & Uses of Funds

Source of Funds - $8,806,300

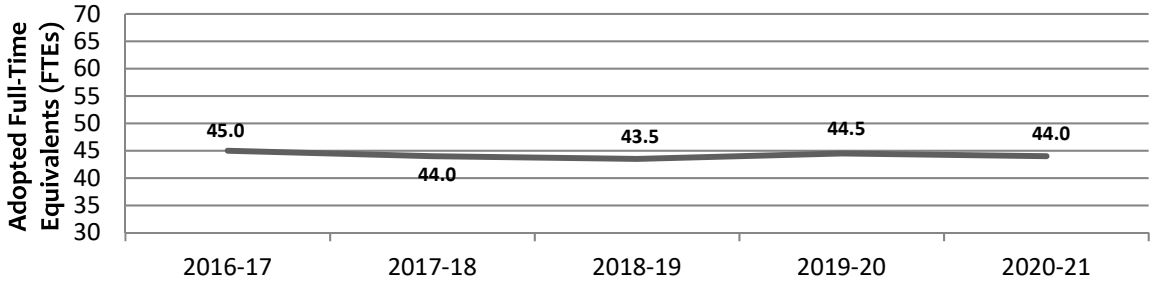


Use of Funds - $8,806,300



Staffing Trend

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



Treasurer – Tax Collector – Public Adm.

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Support	6.66	7.54	7.54	8.25	0.71
Treasury	8.85	8.25	8.25	8.15	(0.10)
Tax & Collections	8.90	11.47	11.47	10.45	(1.02)
Public Support	15.99	17.24	17.24	17.15	(0.10)
Total	40.40	44.50	44.50	44.00	(0.50)

Budget By Budget Program					
Administration & Support	$ 1,799,649	$ 1,772,700	$ 1,716,500	$ 1,967,400	$ 194,700
Treasury	1,799,850	1,983,400	2,066,900	1,819,300	(164,100)
Tax & Collections	1,765,064	2,130,600	1,589,700	1,942,800	(187,800)
Public Support	1,928,072	2,201,500	1,967,900	2,245,100	43,600
Total	$ 7,292,635	$ 8,088,200	$ 7,341,000	$ 7,974,600	$ (113,600)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,768,806	$ 6,282,600	$ 5,770,300	$ 6,315,100	$ 32,500
Services and Supplies	1,267,985	1,553,500	1,286,400	1,346,800	(206,700)
Other Charges	255,844	252,100	284,300	312,700	60,600
Total Operating Expenditures	7,292,635	8,088,200	7,341,000	7,974,600	(113,600)
Capital Assets	217,817	-	222,900	115,500	115,500
Other Financing Uses	4,957	-	-	-	-
Intrafund Expenditure Transfers (+)	135	469,900	320,000	716,200	246,300
Increases to Fund Balances	250	-	-	-	-
Fund Balance Impact (+)	476,517	-	488,700	-	-
Total	$ 7,992,310	$ 8,558,100	$ 8,372,600	$ 8,806,300	$ 248,200

Budget By Categories of Revenues					
Taxes	$ 281,933	$ 225,000	$ 260,000	$ 260,000	$ 35,000
Licenses, Permits and Franchises	37,927	90,200	39,500	42,600	(47,600)
Intergovernmental Revenue	154,328	131,000	129,000	129,000	(2,000)
Charges for Services	3,606,089	3,263,900	3,688,000	3,235,300	(28,600)
Miscellaneous Revenue	70,878	14,000	14,000	14,000	-
Total Operating Revenues	4,151,155	3,724,100	4,130,500	3,680,900	(43,200)
Other Financing Sources	150,305	150,000	150,000	150,000	-
Intrafund Expenditure Transfers (-)	-	468,900	-	715,200	246,300
Decreases to Fund Balances	190,150	442,000	319,000	407,600	(34,400)
General Fund Contribution	3,500,700	3,773,100	3,773,100	3,852,600	79,500
Total	$ 7,992,310	$ 8,558,100	$ 8,372,600	$ 8,806,300	$ 248,200

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

Treasurer – Tax Collector – Public Adm.

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

The TTCPA has a projected staff of 44.0 employees with centralized operations in Santa Barbara, and satellite operations in Santa Maria and Lompoc. A decrease of a .5 FTE Financial Office Pro Sr is showing in the 2020-21 budget due to a decrease in originally anticipated Cannabis license revenue.

Expenditures

- Net operating expenditure decrease of $113,600 is primarily due to:
  - +$32,500 increase in Salaries and Employee Benefits due to an increase in departmental retirement costs, employee salaries, and other benefits, less a budgeted 3% salary savings.
  - -$206,700 decrease in Services and Supplies due primarily to:
    - -$107,000 decrease in Hardware and Software charges for a new cashiering system now budgeted as a capital asset
    - -$100,000 decrease in Professional & Special Services for bank fees.
  - +$60,600 increase in Other Charges due to

- Net non-operating expenditure increase of $361,800 is primarily due to:
  - +$107,000 increase in Capital Assets for a new cashiering system.
  - +$246,300 increase in intra-departmental transfers to balance programs.

These changes result in Recommended operating expenditures of $7,974,600, non-operating expenditures of $831,700, and total expenditures of $8,806,300. Non-operating expenditures are Capital Assets and Intrafund transfers.

Revenues

- Net operating revenue decrease of $43,200 primarily consists of:
  - -$47,600 decrease in Licenses, Permits and Franchise fees due primarily to a decrease in originally anticipated Cannabis license revenue.

- Net non-operating revenue increase of $291,400 primarily consists of:
  - +$246,300 increase in intra-departmental transfers to balance programs.

These changes result in Recommended operating revenues of $3,680,900, non-operating revenues of $5,125,400, resulting in total revenues of $8,806,300. Non-operating revenues primarily include General Fund Contribution, Intrafund 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.

Performance Measures

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
Administration & Support				
Number of participants in County Deferred Compensation Plan	3,964	4,197	4,260	4,311
Number of debt, trustee and arbitrage payments made on behalf of County departments and school districts	137	123	139	153
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	100% 41	100% 40	95% 39	100% 41
Treasury				
Accounting of cash & cash equivalents processed through the County Treasury	$11.1 Billion	$11.9 Billion	$12.7 Billion	$13.0 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	98.8% $ 857 Million	99.0% $905 Million	99.0% $ 947 Million	99.0% $ 992 Million
Percent & amount of annual unsecured taxes collected	96.3% $ 36 Million	96.9% $ 38 Million	96.9% $ 38 Million	97.0% $ 39 Million
Amount of Transient Occupancy Tax (TOT) Collected-non vacation rental	$6,356,000	$8,470,283	$11,847,501	$11,900,000
Amount of Transient Occupancy Tax (TOT) Collected-vacation rental	$2,007,000	$1,688,150	$1,655,007	$1,670,000
Public Support				
Percent & number of probate conservatee visits in the past twelve months	100% 225	100% 237	100% 261	100% 250
Number of Veterans Benefit Claims filed	1,911	1,886	1,770	1,800
Number of Lanterman Petris Short (LPS) clients case managed	139	136	148	148
Number of Representative Payee clients case managed	273	254	247	250
Number of Probate clients case managed	43	45	49	49
Number of Incompetent to Stand Trial (IST) Investigations	41	51	50	50

Treasurer – Tax Collector – Public Adm.

Administration & Support Budget Program

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
TREAS/TAX COLL/PUB ADMIN	0.50	0.50	0.50	0.50	-
ASST TREAS/TAXCOLL/PUBADMN	0.82	0.80	0.80	0.75	(0.05)
CHIEF INVESTMENT OFFICER	0.51	0.50	0.50	1.00	0.50
IT MANAGER	0.13	-	-	0.55	0.55
OPERATIONS MANAGER	0.79	0.46	0.46	0.30	(0.16)
TREASURY FINANCE CHIEF	0.79	1.00	1.00	1.00	-
FINANCIAL SYS ANALYST SR	0.78	0.75	0.75	0.80	0.05
FINANCIAL SYS ANALYST	1.14	1.43	1.43	1.25	(0.18)
FINANCIAL ACCT ANALYST	0.03	-	-	-	-
COST ANALYST	0.01	0.85	0.85	-	(0.85)
FINANCIAL OFFICE PRO	0.05	0.25	0.25	1.05	0.80
BUSINESS MANAGER	0.96	1.00	1.00	1.00	-
ACCOUNTANT	0.10	-	-	-	-
FINANCIAL OFFICE PRO SR	0.05	-	-	0.05	0.05
Total	6.66	7.54	7.54	8.25	0.71

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,424,236	$ 1,465,900	$ 1,396,000	$ 1,604,100	$ 138,200
Services and Supplies	171,523	105,000	110,000	125,000	20,000
Other Charges	203,890	201,800	210,500	238,300	36,500
Total Operating Expenditures	1,799,649	1,772,700	1,716,500	1,967,400	194,700
Capital Assets	-	-	-	8,000	8,000
Total Expenditures	$ 1,799,649	$ 1,772,700	$ 1,716,500	$ 1,975,400	$ 202,700
Budget By Categories of Revenues					
Charges for Services	115	-	-	-	-
Miscellaneous Revenue	508	-	-	-	-
Total Operating Revenues	623	-	-	-	-
Other Financing Sources	305	-	-	-	-
Intrafund Expenditure Transfers (-)	-	468,900	-	715,200	246,300
Decreases to Fund Balances	-	37,700	-	207,400	169,700
General Fund Contribution	958,900	1,266,100	3,773,100	1,052,800	(213,300)
Total Revenues	$ 959,828	$ 1,772,700	$ 3,773,100	$ 1,975,400	$ 202,700

Administration & Support Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- Filed six Return for Credit Payments to Issuers of Qualified Bonds which enabled the County to receive over $514,000 in interest subsidies from the Internal Revenue Service.
- Updated the County Debt Management policy, which was last updated in 1991, and created a new County Debt Issuance Disclosure policy. These policies will assist in the retention of the County's long-term debt ratings.
- Annually refund excess monies in the Forfeiture account to deferred compensation participants.

2020-21 Objectives

- Complete the issuance of the Laguna County Sanitation District Revenue Certificates of Participation, Series 2020 to fund the District's much needed facility improvements.
- Assist County departments in issuing long-term debt, as needed, to fund capital projects.
- Conduct employee outreach for the County's deferred compensation plan to educate employees on the benefits of the plan and with the goal of increasing participation.

Treasurer – Tax Collector – Public Adm.

Treasury Budget Program

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 demands, while earning a market rate of return at minimum risk.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	0.25	0.25	-
ASST TREAS/TAXCOLL/PUBADMN	0.18	0.20	0.20	0.25	0.05
CHIEF INVESTMENT OFFICER	0.49	0.50	0.50	-	(0.50)
IT MANAGER	0.31	0.05	0.05	0.35	0.30
OPERATIONS MANAGER	0.06	0.04	0.04	0.10	0.06
TREASURY FINANCE CHIEF	0.04	-	-	-	-
FINANCIAL SYS ANALYST SR	0.04	-	-	0.20	0.20
PUBLIC ADMIN/CONS VETS DIV CHIEF	0.04	0.05	0.05	-	(0.05)
FINANCIAL SYS ANALYST	0.62	0.45	0.45	0.30	(0.15)
FINANCIAL ACCT ANALYST	0.38	0.38	0.38	0.45	0.07
COST ANALYST	0.14	0.15	0.15	1.20	1.05
FINANCIAL OFFICE PRO	3.19	3.35	3.35	3.45	0.10
BUSINESS MANAGER	0.03	-	-	-	-
ACCOUNTANT	0.96	0.87	0.87	0.05	(0.82)
PUBLIC ADM/CON VETS SUPV	0.01	-	-	-	-
FINANCIAL OFFICE PRO SR	2.06	1.96	1.96	1.55	(0.41)
PUBLIC ADM/CONSERVATOR	0.04	-	-	-	-
Total	8.85	8.25	8.25	8.15	(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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,258,198	$ 1,130,000	$ 1,394,700	$ 1,157,700	$ 27,700
Services and Supplies	534,622	846,600	665,400	654,800	(191,800)
Other Charges	7,030	6,800	6,800	6,800	-
Total Operating Expenditures	1,799,850	1,983,400	2,066,900	1,819,300	(164,100)
Capital Assets	33,735	-	222,900	107,500	107,500
Intrafund Expenditure Transfers (+)	-	417,600	-	637,000	219,400
Increases to Fund Balances	250	-	-	-	-
Total Expenditures	$ 1,833,835	$ 2,401,000	$ 2,289,800	$ 2,563,800	$ 162,800
Budget By Categories of Revenues					
Charges for Services	2,533,289	2,357,500	2,769,600	2,496,400	138,900
Total Operating Revenues	2,533,289	2,357,500	2,769,600	2,496,400	138,900
Decreases to Fund Balances	19,240	43,500	-	-	(43,500)
General Fund Contribution	-	-	-	67,400	67,400
Total Revenues	$ 2,552,529	$ 2,401,000	$ 2,769,600	$ 2,563,800	$ 162,800

TREASURY BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- The County Treasury processes over $12 billion of transactions annually. It also holds and invests funds for the County, schools, and special districts.
- The TTCPA began implementation of the new cashiering/remittance processing system project which will increase efficiency and reliability.
- The Treasury-Tax division expanded its employee cross-training initiative to build skill-sets while ensuring maximum coverage of key job responsibilities.

2020-21 Objectives

- Complete the implementation & final testing of the new cashiering/remittance processing system project which began in the prior fiscal year.

Treasurer – Tax Collector – Public Adm.

Tax & Collections Budget Program

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 Public Health Department patient accounts, Department of Social Services accounts, business licenses, and miscellaneous accounts. Collect Transient Occupancy Tax (TOT) and taxes on Cannabis operations located in the unincorporated areas of the County.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	0.25	0.25	-
IT MANAGER	0.56	0.95	0.95	0.10	(0.85)
OPERATIONS MANAGER	0.44	0.50	0.50	0.60	0.10
TREASURY FINANCE CHIEF	0.10	-	-	-	-
FINANCIAL SYS ANALYST SR	0.18	0.25	0.25	-	(0.25)
FINANCIAL SYS ANALYST	0.97	1.12	1.12	1.45	0.33
FINANCIAL ACCT ANALYST	0.59	0.62	0.62	0.55	(0.07)
COST ANALYST	0.40	0.84	0.84	0.75	(0.09)
FINANCIAL OFFICE PRO	1.62	2.40	2.40	2.50	0.10
ACCOUNTANT	0.46	-	-	0.85	0.85
FINANCIAL OFFICE PRO SR	3.33	4.54	4.54	3.40	(1.14)
Total	8.90	11.47	11.47	10.45	(1.02)

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

TAX & COLLECTIONS BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,349,830	$ 1,705,800	$ 1,219,800	$ 1,527,100	$ (178,700)
Services and Supplies	408,937	418,400	349,700	395,000	(23,400)
Other Charges	6,296	6,400	20,200	20,700	14,300
Total Operating Expenditures	1,765,064	2,130,600	1,589,700	1,942,800	(187,800)
Capital Assets	184,082	-	-	-	-
Intrafund Expenditure Transfers (+)	135	52,300	320,000	79,200	26,900
Total Expenditures	$ 1,949,280	$ 2,182,900	$ 1,909,700	$ 2,022,000	$ (160,900)
Budget By Categories of Revenues					
Taxes	281,933	225,000	260,000	260,000	35,000
Licenses, Permits and Franchises	37,927	90,200	39,500	42,600	(47,600)
Charges for Services	935,163	816,400	828,400	613,900	(202,500)
Miscellaneous Revenue	70,370	14,000	14,000	14,000	-
Total Operating Revenues	1,325,393	1,145,600	1,141,900	930,500	(215,100)
Decreases to Fund Balances	170,910	283,800	319,000	117,200	(166,600)
General Fund Contribution	928,700	753,500	-	974,300	220,800
Total Revenues	$ 2,425,003	$ 2,182,900	$ 1,460,900	$ 2,022,000	$ (160,900)

2019-20 Anticipated Accomplishments

- Maintained a high secured tax collection ratio of 99.0%, which historically places Santa Barbara County in the top quartile for tax collection among all of the 58 California counties.
- Developed and implemented a refund application that integrates with the Aumentum property tax system and enables staff to operate more efficiently and effectively.
- Coordinated with the County's software vendor to allow for online payments of cannabis taxes.
- In the past 10 years, collected over $4.3 million for the Santa Barbara South Coast and Santa Ynez Tourism Business Improvement Districts. This revenue is used by the improvement districts to promote the local tourism industry. The economic impacts include increased sales tax and TOT revenues.

2020-21 Objectives

- Increase the frequency of collection notifications and expand collection efforts in order to further cannabis tax compliance.
- Increase audit activity for hotel Transient Occupancy Tax revenue collections.
- Utilize available information to find unreported short-term rental activity to bring the businesses into compliance with the County's TOT ordinance.
- Analyze the feasibility of implementing a software system for collecting on-line Transient Occupancy Tax payments.

Treasurer – Tax Collector – Public Adm.

PUBLIC SUPPORT BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
PUBLIC INFORMATION OFFICER	-	-	-	1.00	1.00
PUBLIC ADMIN/CONS VETS DIV CHIEF	0.96	0.95	0.95	-	(0.95)
COST ANALYST	0.11	0.16	0.16	0.05	(0.11)
FINANCIAL OFFICE PRO	1.92	2.00	2.00	1.00	(1.00)
ADMN OFFICE PRO	2.85	3.00	3.00	3.00	-
BUSINESS MANAGER	0.01	-	-	-	-
ACCOUNTANT	0.18	0.13	0.13	0.10	(0.03)
PUBLIC ADM/CON VETS SUPV	1.99	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	2.00	1.00
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
PUBLIC ADM/CONSERVATOR	5.96	7.00	7.00	7.00	-
Total	15.99	17.24	17.24	17.15	(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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 1,736,542	$ 1,980,900	$ 1,759,800	$ 2,026,200	$ 45,300
Services and Supplies	152,901	183,500	161,300	172,000	(11,500)
Other Charges	38,628	37,100	46,800	46,900	9,800
Total Operating Expenditures	1,928,072	2,201,500	1,967,900	2,245,100	43,600
Other Financing Uses	4,957	-	-	-	-
Total Expenditures	$ 1,933,029	$ 2,201,500	$ 1,967,900	$ 2,245,100	$ 43,600
Budget By Categories of Revenues					
Intergovernmental Revenue	154,328	131,000	129,000	129,000	(2,000)
Charges for Services	137,523	90,000	90,000	125,000	35,000
Total Operating Revenues	291,851	221,000	219,000	254,000	33,000
Other Financing Sources	150,000	150,000	150,000	150,000	-
Decreases to Fund Balances	-	77,000	-	83,000	6,000
General Fund Contribution	1,613,100	1,753,500	-	1,758,100	4,600
Total Revenues	$ 2,054,951	$ 2,201,500	$ 369,000	$ 2,245,100	$ 43,600

Public Support Budget Program (cont'd)

2019-20 Anticipated Accomplishments

- The Public Guardian's division served over 148 Lanterman Petris Short (LPS) mental health conservatorships, 247 representative payees, and 49 probate clients this fiscal year, providing case management for individuals unable to provide their own basic needs.
- Successfully completed 50 court ordered LPS and Probate investigations on incompetent to stand trial cases.
- Completed the transition to the Public Administrator/Guardian warehouse in Santa Barbara.
- Hired a new LPS Deputy, expanding the Public Guardian's capacity to investigate new IST cases, and to manage the expanding LPS case load.
- The Veterans' Services program assists County veterans and their families in obtaining benefits. County veterans will receive approximately $9.5 million in new and retroactive benefits, lump sum awards, college fee waivers, and prior awards. In addition, approximately $1.5 million will be brought into the County for GI Bill students and Aid & Attendance assistance.

2020-21 Objectives

- The Public Guardian will continue to meet monthly with Behavioral Wellness, the Public Defender, and County Counsel to effectively process current and pending IST court referrals.
- The Public Guardian will continue to meet regularly with Social Services to collaborate on current and potential Adult Protective Services referrals to reduce duplication of services, which in turn will decrease County costs.

Debt Service

Public Defender Remodel

Santa Maria Court

Betteravia Admin Lobby

Calle Real Solar Project

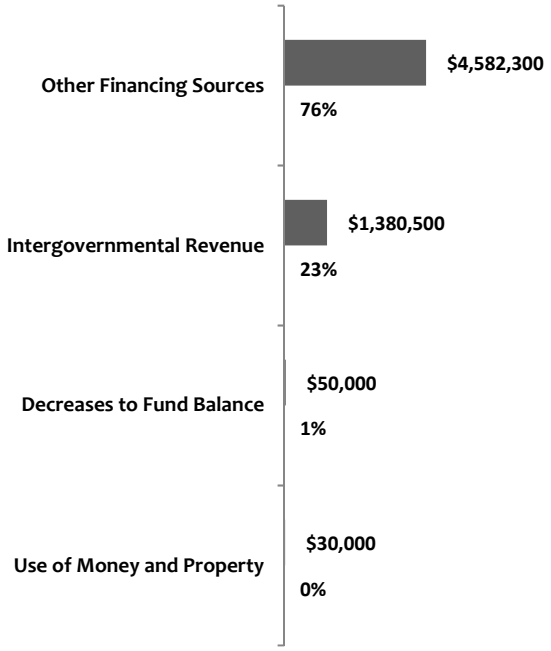
Debt Service

Department Description

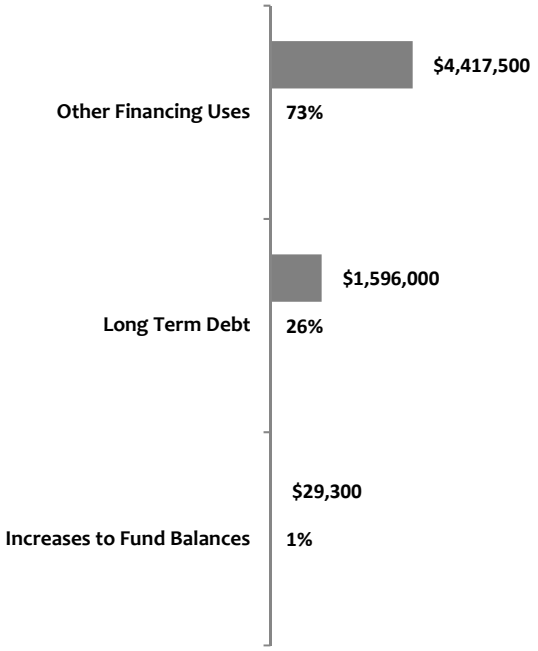
Debt service payments for Certificates of Participation (COPs) and other authorized long-term debt instruments are budgeted in various departments, and are consolidated here for oversight and payment by the Treasurer-Tax Collector-Public Administrator department. Debt service payments for Internal Service Funds and Enterprise Funds are budgeted directly in these funds, as these are separate accounting entities.

Recommended Sources & Uses of Funds

Source of Funds - $6,042,800



Use of Funds - $6,042,800



Debt Service

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Budget By Budget Program					
Long Term Debt	$ 1,793,884	$ 1,724,500	$ 1,724,500	$ 1,596,000	$ (128,500)
Total	$ 1,793,884	$ 1,724,500	$ 1,724,500	$ 1,596,000	$ (128,500)
Budget By Categories of Expenditures					
Services and Supplies	$ 19,199	$ 65,200	$ 65,200	$ 64,200	$ (1,000)
Other Charges	1,774,685	1,659,300	1,659,300	1,531,800	(127,500)
Total Operating Expenditures	1,793,884	1,724,500	1,724,500	1,596,000	(128,500)
Other Financing Uses	4,025,897	4,035,200	4,035,200	4,417,500	382,300
Increases to Fund Balances	12,473	329,300	329,300	29,300	(300,000)
Total	$ 5,832,254	$ 6,089,000	$ 6,089,000	$ 6,042,800	$ (46,200)
Budget By Categories of Revenues					
Use of Money and Property	$ 40,026	$ 30,000	$ 30,000	$ 30,000	$ -
Intergovernmental Revenue	1,382,042	1,378,000	1,378,000	1,380,500	2,500
Total Operating Revenues	1,422,067	1,408,000	1,408,000	1,410,500	2,500
Other Financing Sources	4,410,187	4,558,300	4,558,300	4,582,300	24,000
Decreases to Fund Balances	-	122,700	122,700	50,000	(72,700)
Total	$ 5,832,254	$ 6,089,000	$ 6,089,000	$ 6,042,800	$ (46,200)

Debt Service

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- This department is administered by the Treasurer-Tax Collector-Public Administrator.

Expenditures

- Net operating expenditure decrease of $128,500 which consists of an overall decrease in annual long-term debt interest payments.

- Net non-operating expenditure increase of $82,300 consists of:
  - +382,300 increase in Other Financing Uses due to an overall increase in annual long-term debt principal payments.
  - -$300,000 decrease to fund balances related to an increase in debt reserves required in FY 2019-20, but not required in FY 2020-21.

These changes result in recommended operating expenditures of $1,596,000, non-operating expenditures of $4,446,800 for total expenditures of $6,042,800. Non-operating expenditures are primarily for long-term debt principal repayment.

Revenues

- Net non-operating revenue decrease of $48,700 which consists of:
  - +$24,000 increase in Other Financing Sources related to a change in required debt service payments.
  - -$72,700 decrease in Decreases to Fund Balances due to a partial payoff of the 2010 COPs in FY 2019-20 that utilized the related debt reserves, without the corresponding activity in FY 2020-21.

These changes result in recommended operating revenues of $1,410,500, non-operating revenues of $4,632,300, resulting in total revenues of $6,042,800. Non-operating revenues primarily include transfers from General Fund departments and Special Revenue funds for debt service obligations.

Debt Service

Long-term Debt Payments Schedule by Project/Fund

DESCRIPTION	FUND	DEPT	TOTAL DEBT SERVICE	RESERVE & SUBSIDY	NET RENTAL PAYMENTS	PAYMENTS FY 20-21	REMAINING DEBT SERVICE
GENERAL AND OPERATING FUNDS							
2008 COP							
REDEVELOPMENT AGENCY	3120	725	$ 12,320,079	$ 1,422,744	$ 10,897,335	$ 1,376,648	$ 9,520,687
2010 COP							
PUBLIC DEFENDER REMODEL	0001	990	11,083,363	2,726,945	8,356,418	602,744	7,753,674
BETTERAVIA ADMINISTRATION	0001	990	3,959,416	940,274	3,019,142	215,222	2,803,920
EMERGENCY OPERATIONS CENTER	0001	990	10,830,660	2,668,258	8,162,402	593,388	7,569,014
SUBTOTAL			25,873,439	6,335,477	19,537,962	1,411,354	18,126,608
2011 PP							
CASA NUEVA - GENERAL SERVICES	0001	063	337,245	0	337,245	337,245	0
CASA NUEVA - SOCIAL SERVICES	0001	990	136,747	0	136,747	136,747	0
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	158,569	0	158,569	158,569	0
JUVENILE HALL	0070	990	403,569	0	403,569	403,569	0
JUVENILE COURT - EXPANSION	0071	990	119,169	0	119,169	119,169	0
JUVENILE COURT - ATTORNEYS	0070	990	86,689	0	86,689	86,689	0
DISTRICT ATTORNEY	0070	990	508,762	0	508,762	508,762	0
SHERIFF - HVAC	0070	990	16,486	0	16,486	16,486	0
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	102,216	0	102,216	102,216	0
SUBTOTAL			1,869,453	0	1,869,453	1,869,453	0
2014 PP							
LOMPOC SUBSTATION - FIRE	0001	031	958,357	0	958,357	241,087	717,270
LOMPOC SUBSTATION - SHERIFF	0001	032	598,319	0	598,319	148,165	450,154
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	1,255,017	0	1,255,017	312,611	942,406
TECHNICAL BUILDING - SHERIFF	0001	032	1,122,445	0	1,122,445	279,698	842,747
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	433,999	0	433,999	109,553	324,446
SUBTOTAL			4,368,137	0	4,368,137	1,091,114	3,277,023
SUBTOTAL GENERAL AND OPERATING FUNDS			**44,431,108**	**7,758,221**	**36,672,887**	**5,748,569**	**30,924,318**
2008 COP ENTERPRISE FUND							
TAJIGUAS LANDFILL LINER	1930	054	2,300,875	560,656	1,740,219	576,365	1,163,854
2011 PP ENTERPRISE FUND							
LAGUNA SANITATION SOLAR PROJECT	2870	054	2,124,261	207,294	1,916,967	376,402	1,540,565
2011 PP INTERNAL SERVICE FUND							
CALLE REAL SOLAR PROJECT	1920	063	2,906,336	285,695	2,620,641	451,485	2,169,156
2018 COP ENTERPRISE FUND							
TAJIGUAS RESOURCE RECOVERY PROJECT	1932	054	241,019,312	14,900,000	226,119,312	7,252,890	218,866,422
TOTAL COP DEBT			**$ 292,781,892**	**$ 23,711,866**	**$ 269,070,026**	**$14,405,711**	**$ 254,664,315**

Reconciliation of Budgeted Expenditures to Long-Term Debt Payments

A reconciliation of the budgeted Total Expenditures to the Long-term Debt Payments Schedule's total FY 2020-21 General and Operating Funds debt payments is provided below.

Total Budgeted Debt Service Expenditures	$	6,042,800
Less: Cost & Fees		(64,200)
Less: BeWell Lease		(200,731)
Less: Increase to Fund Balance		(29,300)
Total General & Operating Funds Debt Pmts	$	5,748,569

Debt Service

Debt, Obligations and Debt Management Policies

Contents:

1. Introduction D-488
2. Debt D-488
3. Objectives of the County Debt Management Policy D-489
4. Credit Ratings D-489
5. Debt Service Ratios D-490
6. Short Term Obligations D-490
7. Long Term Obligations D-491

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, Obligations and Debt Management Policy (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	6/30/2019	Estimated 6/30/2020	Payments Principal	Payments *Interest*	Expected Incr/(Decr)	Estimated 6/30/2021
Short-term Obligations:						
Tax Revenue Anticipation Note (TRAN)	$0.0	$0.0	$0.0	*$0.0*	$0.0	$0.0
Long-term Obligations:						
Certificates of Participation (COPs)	176.3	174.4	(4.9)	*(8.5)*	0	169.5
Capital Bonds & Notes	15.9	12.0	(3.8)	*(0.2)*	0	8.2
Capital Leases	1.3	1.0	(0.1)	*(0.1)*	0	0.9
Net Pension Liability	802.3	789.5	0	*0*	0	789.5
Net Other Post Employment Benefits (OPEB) Liability	116.5	109.6	0	*0*	0	109.6
Self-Insurance:						
Workers' Compensation Ins	11.5	2.3	0	*0*	(1.3)	1.0
Other Self-Insurance	10.3	10.1	0	*0*	1.8	11.9
Compensated Absences	37.0	37.0	0	*0*	-	37.0
Landfill Closure	32.2	34.2	0	*0*	2.00	36.2
Total	**$ 1,203.3**	**$ 1,170.1**	**$ (8.8)**	***$ (8.8)***	**$ 2.5**	**$ 1,163.8**

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.

Debt, Obligations and Debt Management Policies

The County's Net Pension Liability and Net 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.

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 (this scale ranges from SP-1, the highest, to D, the lowest) and a Standard & Poor's 'AA+' for long-term certificates of participation (this scale ranges from AAA, the highest, to D, the lowest). In addition, the County maintains a Moody's 'A1' rating (this scale ranges from Aaa1, the highest, to Caa3, the lowest) and an S&P 'AA' rating on its series 2018 Certificates of Participation. The County's strong credit ratings with Standard & Poor's and Moody's results in reduced borrowing costs for new capital asset construction (e.g.: the Tajiguas Resource Recovery Project).

The rationale behind the ratings reflects the rating agencies' view of:

- The long–term general creditworthiness of the County;
- The County's covenants to budget and appropriate lease payments;
- 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;
- Low overall debt levels; and
- The County's very strong underlying general credit characteristics.

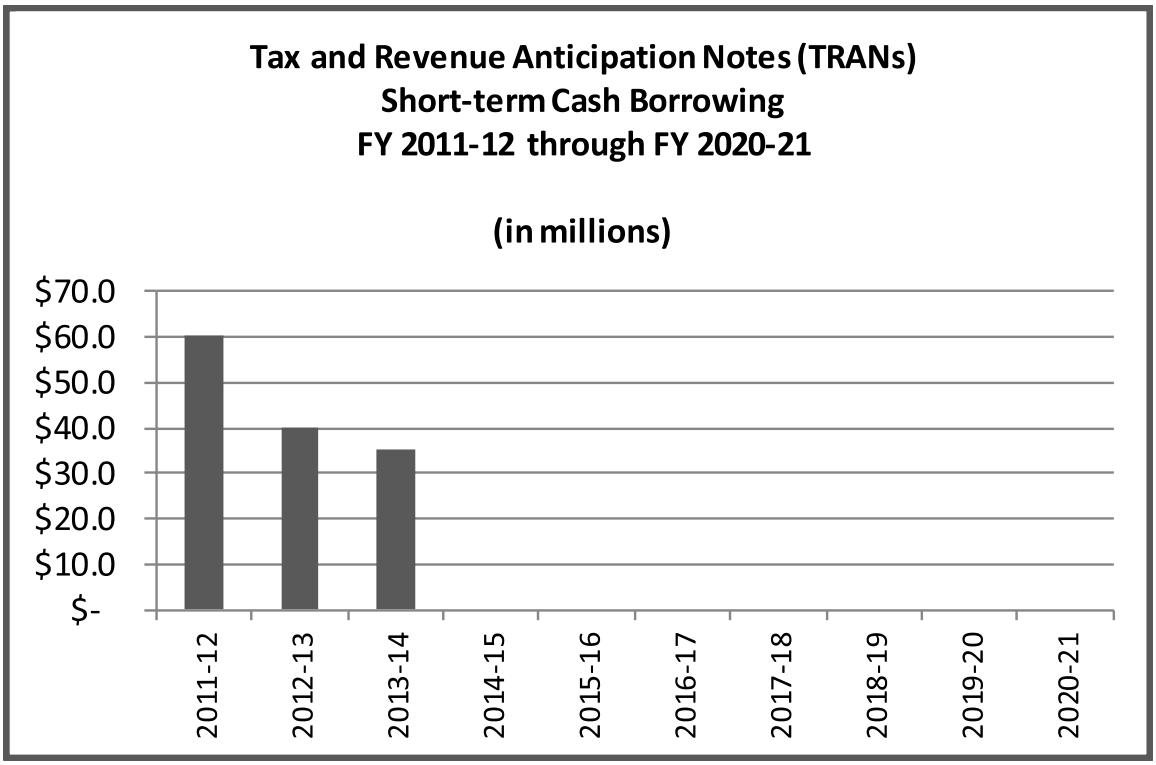
Debt, Obligations and Debt Management Policies

Debt Service Ratios

The following bonded debt service ratios include the COP's, Capital Bonds and Capital Leases. The ratio of total budgeted debt service to revenue estimates for all County Funds is 1.48%.

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 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 2011-12. FY 2018-19 available cash balances will be sufficient to provide for operational cash requirements and a TRAN will not be issued.

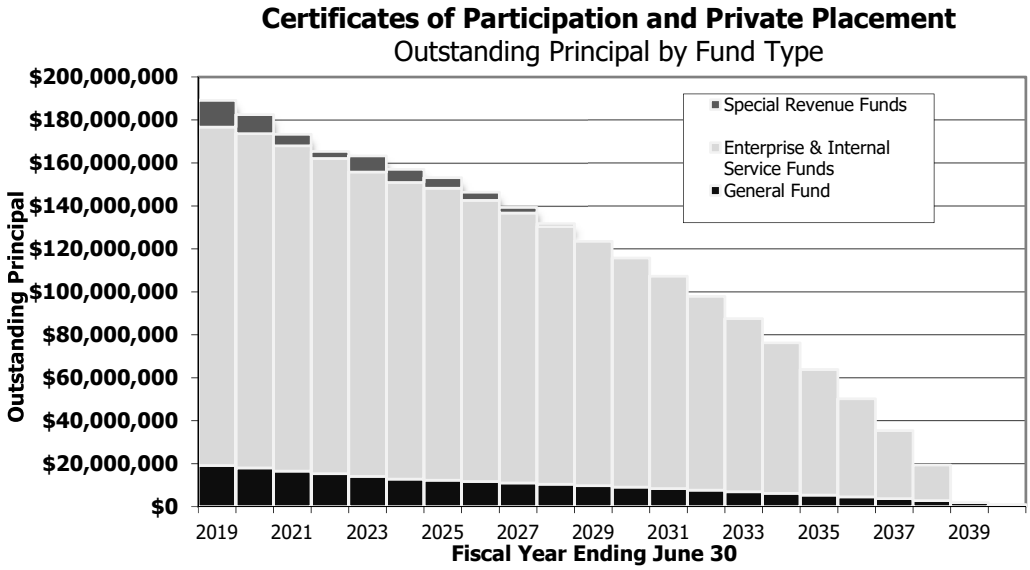


Debt, Obligations and Debt Management Policies

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.

- **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. In fiscal year 2018-19, a COP for $149 million was issued to finance the Tajiguas Resource Recovery Project. The outstanding principal amounts as of 6/30/2019 are COPS $176.3 million, Capital Bonds and Notes $8.8 million. The repayment of the total outstanding principal of $185.1 million is displayed on the following graph by fund type as part of the annual operating budget. In addition to principal, $116.0 million of interest will be paid over the remaining life of the COPs and $1.5 million of interest will be paid over the remaining life of the bonds and notes.

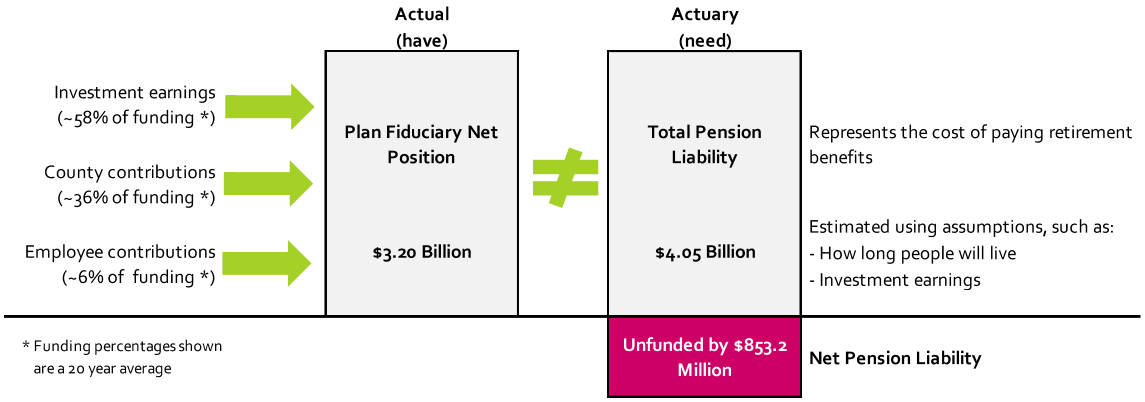


- **Capital Leases** are financing instruments sold to investors or leasing finance companies to raise cash to acquire capital assets. When all the lease terms and conditions are met, the related asset becomes the property of the County. At June 30, 2019, capital lease liabilities totaled $1.3 million, not including financing costs. Outstanding interest for capital leases totaled $0.3 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 in the County's financial statements.



As shown in the table below, the County's Net Pension Liability will increase 4.2% from June 30, 2019 to June 30, 2020. 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 79%.

Santa Barbara County Employee's Retirement System
Change in Collective Net Pension Liability - All Employers
(in millions)

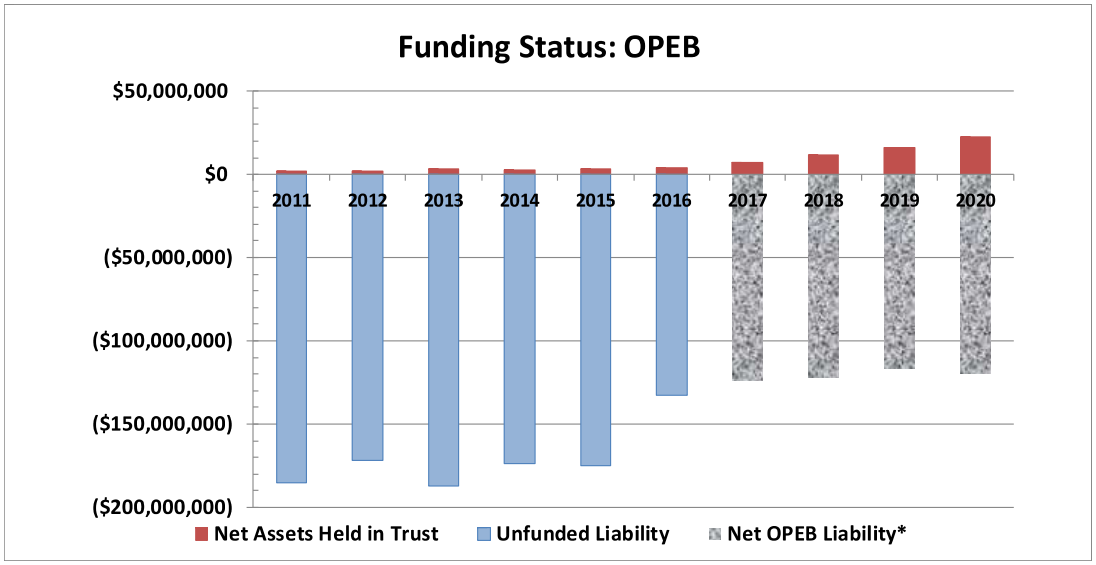
Fiscal Year End	2019	2020	Change
Total Pension Liability	$ 3,888.1	$ 4,051.3	4.2%
Plan Fiduciary Net Position	$ 3,002.0	$ 3,198.1	6.5%
Net Pension Liability	$ 886.1	$ 853.2	-3.7%
Plan Fudicuary Net Position as a Percentage of the Total Pension Liability	77.2%	78.9%	1.7%

- **Net 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 in trust by SBCERS to pay future benefits. As shown in the table below, the County's Net OPEB Liability will increase 5.2% from June 30, 2019 to June 30, 2020. 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 5.3%.

Santa Barbara County Employee's Retirement System
Change in Net OPEB Liability - County of Santa Barbara
(in millions)

Fiscal Year End	2019	2020	Change
Total OPEB Liability	$ 130.2	$ 145.7	11.9%
Plan Fiduciary Net Position	$ 16.3	$ 25.9	58.9%
Net OPEB Liability	$ 113.9	$ 119.8	5.2%
Plan Fiduciary Net Position as a Percentage of the Total OPEB Liability	12.5%	17.8%	5.3%

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, 2018**	**June 30, 2019**
Self-insurance claim and other liabilities	$ 8.4	$ 10.4
Assets available to pay liabilities	9.3	10.0
Unfunded claim and other liabilities	$ (0.9)	$ 0.4
Funded Ratio	110.7%	96.2%

Other Self-Insurance		
Fiscal Year End	**June 30, 2018**	**June 30, 2019**
Self-insurance claim and other liabilities	$ 9.1	$ 11.2
Assets available to pay liabilities	10.9	11.8
Unfunded claim and other liabilities	$ (1.8)	$ (0.6)
Funded Ratio	119.8%	105.4%

- **Compensated Absences** are related to unused employee vacation balances that could be paid out upon termination. At June 30, 2019 the balance was $37.0 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, 2019, the total liability was $32.2 million and $19.8 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

Functional Group Summary

Staffing By Department	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change from FY19-20 Ado to FY20-21 Rec
General County Programs	0.04	-	-	-	-
Total	0.04	-	-	-	-

Budget By Department					
General County Programs	$ 765,936	$ 1,741,300	$ 2,713,800	$ 1,726,600	$ (14,700)
Total	$ 765,936	$ 1,741,300	$ 2,713,800	$ 1,726,600	$ (14,700)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 95,209	$ 95,000	$ 120,800	$ 140,000	$ 45,000
Services and Supplies	515,509	1,462,600	2,476,900	1,415,900	(46,700)
Other Charges	155,218	183,700	116,100	170,700	(13,000)
Total Operating Expenditures	765,936	1,741,300	2,713,800	1,726,600	(14,700)
Other Financing Uses	38,778,435	53,148,000	72,740,600	63,649,500	10,501,500
Intrafund Expenditure Transfers (+)	236,751,170	241,603,900	247,648,900	267,734,000	26,130,100
Increases to Fund Balances	74,554,517	57,306,300	72,299,600	77,839,700	20,533,400
Fund Balance Impact (+)	4,179,040	-	1,426,000	-	-
Total	$355,029,099	$353,799,500	$396,828,900	$410,949,800	$ 57,150,300

Budget By Categories of Revenues					
Taxes	$244,530,791	$254,247,900	$258,023,000	$271,349,400	$ 17,101,500
Licenses, Permits and Franchises	2,955,194	3,140,000	2,962,000	2,977,700	(162,300)
Fines, Forfeitures, and Penalties	6,049,772	5,940,000	6,254,800	6,606,000	666,000
Use of Money and Property	4,849,795	2,002,900	2,730,400	2,480,200	477,300
Intergovernmental Revenue	16,494,977	1,745,300	2,031,200	1,569,000	(176,300)
Charges for Services	12,844,087	11,102,400	11,102,400	17,356,700	6,254,300
Miscellaneous Revenue	1,042,449	4,546,500	33,187,000	4,402,600	(143,900)
Total Operating Revenues	288,767,066	282,725,000	316,290,800	306,741,600	24,016,600
Other Financing Sources	1,350,229	1,632,800	1,433,000	1,493,100	(139,700)
Intrafund Expenditure Transfers (-)	1,135,000	-	319,000	-	-
Decreases to Fund Balances	19,155,318	24,956,300	30,276,700	48,917,600	23,961,300
General Fund Contribution	44,621,486	44,485,400	48,509,400	53,797,500	9,312,100
Fund Balance Impact (-)	-	-	-	-	-
Total	$355,029,099	$353,799,500	$396,828,900	$410,949,800	$ 57,150,300

General County Programs

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**1,726,600**
Capital	**$**	**0**
FTEs		**-**

Mona Miyasato
County Executive Officer

- Support to Other Governments & Organizations
- Reserved & Committed Funds
- Ancillary Services

General County Programs

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 that 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 Local Agency Formation Commission (LAFCO).
- Reserved & Committed Funds consist 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, multi-departmental Renew '22 initiatives, Board support, South Coast Task Force on Youth Safety support, and General Administration.

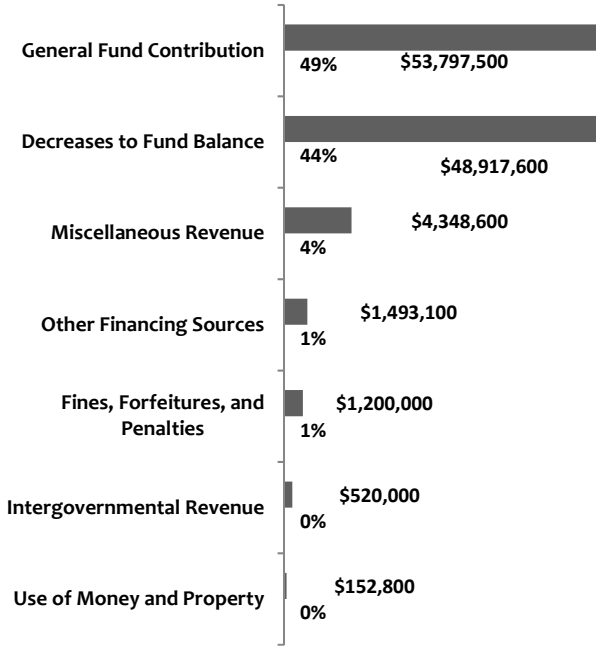
Highlights of 2020-21 Objectives

- Fund the Northern Branch Jail Operations in accordance with the established funding plan ($14.90 million in FY 2020-21).
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy ($7.22 million in FY 2020-21).
- Formalize the County's process improvement training program and provide training to at least 200 staff from all departments.
- Complete departmental reviews for Sheriff's Department, District Attorney, Fire Department, Behavior Wellness and Social Services.
- Continue funding the General Fund Strategic Reserve to meet Board adopted policy.

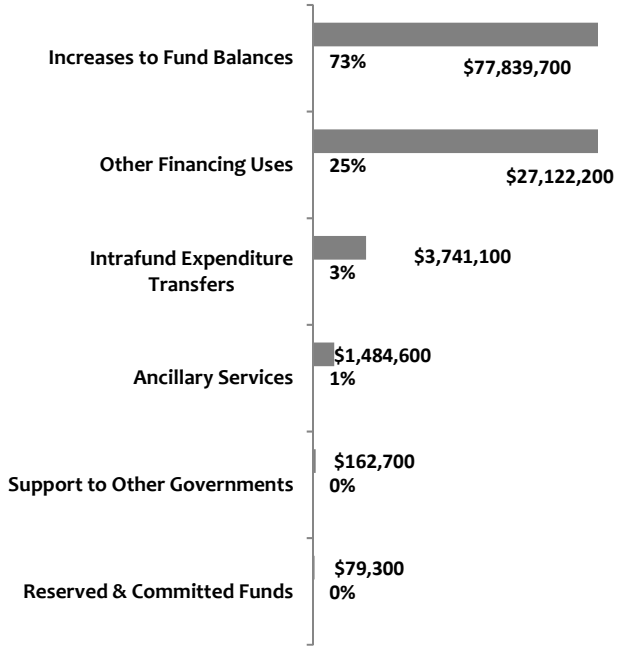
General County Programs

Recommended Sources & Uses of Funds

Source of Funds - $110,429,600



Use of Funds - $110,429,600



General County Programs

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Support to Other Governments & Orga	0.03	-	-	-	-
Reserved & Committed Funds	0.01	-	-	-	-
Total	0.04	-	-	-	-

Budget By Budget Program					
Support to Other Governments & Orga	$ 161,162	$ 175,700	$ 606,800	$ 162,700	$ (13,000)
Reserved & Committed Funds	16,275	254,600	263,200	79,300	(175,300)
Ancillary Services	588,499	1,311,000	1,843,800	1,484,600	173,600
Total	$ 765,936	$ 1,741,300	$ 2,713,800	$ 1,726,600	$ (14,700)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 95,209	$ 95,000	$ 120,800	$ 140,000	$ 45,000
Services and Supplies	515,509	1,462,600	2,476,900	1,415,900	(46,700)
Other Charges	155,218	183,700	116,100	170,700	(13,000)
Total Operating Expenditures	765,936	1,741,300	2,713,800	1,726,600	(14,700)
Other Financing Uses	4,646,738	18,752,600	38,275,200	27,122,200	8,369,600
Intrafund Expenditure Transfers (+)	683,584	-	2,021,000	3,741,100	3,741,100
Increases to Fund Balances	73,880,714	57,306,300	72,254,100	77,839,700	20,533,400
Fund Balance Impact (+)	-	-	171,600	-	-
Total	$ 79,976,972	$ 77,800,200	$115,435,700	$110,429,600	$ 32,629,400

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 1,365,021	$ 1,200,000	$ 1,600,000	$ 1,200,000	$ -
Use of Money and Property	98,445	152,900	190,900	152,800	(100)
Intergovernmental Revenue	12,236,473	875,300	954,700	520,000	(355,300)
Miscellaneous Revenue	15,000	4,497,500	32,471,400	4,348,600	(148,900)
Total Operating Revenues	13,714,939	6,725,700	35,217,000	6,221,400	(504,300)
Other Financing Sources	1,350,229	1,632,800	1,433,000	1,493,100	(139,700)
Intrafund Expenditure Transfers (-)	1,135,000	-	319,000	-	-
Decreases to Fund Balances	19,155,318	24,956,300	29,957,300	48,917,600	23,961,300
General Fund Contribution	44,621,486	44,485,400	48,509,400	53,797,500	9,312,100
Total	$ 79,976,972	$ 77,800,200	$115,435,700	$110,429,600	$ 32,629,400

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

General County Programs

Changes & Operational Impact: 2019-20 Adopted to 2020-21 Recommended

Staffing

- There are no FTE changes.

Expenditures

- Net operating expenditure decrease of $14,700 primarily due to:
  - -$46,700 decrease to Services and Supplies.
  - -$13,000 decrease to Other Charges.
  - +$45,000 increase to Salaries & Employee Benefits.

- Net non-operating expenditure increase of $32,644,100 primarily due to:
  - +$20,533,400 increase in Increases to Fund Balance (see Fund Balance Component schedule on following page for more detail).
  - +$3,741,100 increase in Intrafund Expenditure transfers primarily to backfill reduced Proposition 172 funding to departments.
  - -$8,369,600 decrease in Other Financing Uses which is primarily due to elimination of the one-time operating transfer to the General Services Capital Fund that occurred in FY 2019-20.

These changes result in Recommended operating expenditures of $1,726,600, non-operating expenditures of $108,703,000, and total expenditures of $110,429,600. Non-operating expenditures primarily include Increases to Fund Balances, Intrafund Expenditure Transfers, and Other Financing Uses.

Revenues

- Net operating revenue decrease of $504,300 primarily due to :
  - -$355,300 decrease to Intergovernmental Revenue due to elimination of Prop 172 revenues.
  - -$148,900 decrease to Miscellaneous Revenue primarily due to an anticipated reduction in TSAC revenue.

- Net non-operating revenue increase of $33,133,700 primarily due to:
  - +$23,961,300 increase in use of Fund Balance for projects (see Fund Balance Component schedule on following page for more detail).
  - +$9,312,100 increase in General Fund Contribution.
  - -$139,700 decrease in Other Financing Sources.

These changes result in Recommended operating revenues of $6,221,400, non-operating revenues of $104,208,200, and total revenues of $110,429,600. Non-operating revenues primarily include Decreases to Fund Balances, General Fund Contribution, and Other Financing Sources.

General County Programs

Fund Balance Component Detail

General Fund Key Discretionary Fund Balance Components Detail				
Fund Balance Component	**6/30/2020 Estimated Balance**	**2020-21 Recommended Increases**	**2020-21 Recommended Decreases**	**6/30/2021 Projected Balance**
Behavioral Wellness	$ 4,823,800	$ 1,000,000	$ (2,444,600)	$ 3,379,200
Cannabis Tax Revenue	$ 5,093,500	$ 10,620,000	$ (15,305,900)	$ 407,600
18% Deferred Maintenance	$ -	$ 8,124,500	$ (8,124,500)	$ -
Capital	$ 1,350,000	$ 26,625,000	$ (26,975,000)	$ -
Technology Replacement	$ 2,319,000	$ 2,000,000	$ (1,500,000)	$ 2,819,000
Roads - Baseline	$ -	$ 500,000	$ (500,000)	$ -
Strategic Reserve	$ 34,381,100	$ 3,140,100	$ (3,800,000)	$ 33,721,200
Litigation	$ 9,725,700	$ -	$ (8,433,800)	$ 1,292,000
Disaster Recovery	$ 19,442,900	$ -	$ (19,325,000)	$ 117,900
Program Stabilization	$ 4,750,000	$ 1,250,000	$ (6,000,000)	$ -
Facilities Maintenance - Baseline	$ 1,506,000	$ 2,800,000	$ (4,306,000)	$ -
Assessment Appeals	$ 668,900	$ -	$ (668,900)	$ -
Hazardous Tree Mitigation	$ -	$ 500,000	$ (500,000)	$ -
New Jail Operations	$ 11,442,000	$ 14,976,000	$ (20,385,100)	$ 5,732,900
Emerging Issues (one-time funding)	$ 2,898,100	$ 2,366,800	$ (5,086,800)	$ 156,100
Contingencies	$ 2,954,300	$ 2,064,600	$ -	$ 5,018,900
Total	**$ 101,055,400**	**$ 74,945,000**	**$ (123,355,600)**	**$ 52,644,800**

General County Programs

Support to Other Governments & Organizations Budget Program

Support to Other Governments & Organizations including Local Agency Formation Commission (LAFCO).

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DEPT BUS SPEC	0.03	-	-	-	-
Total	0.03	-	-	-	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 5,944	$ -	$ -	$ -	$ -
Services and Supplies	-	-	494,000	-	-
Other Charges	155,218	175,700	112,800	162,700	(13,000)
Total Operating Expenditures	161,162	175,700	606,800	162,700	(13,000)
Increases to Fund Balances	1,063,777	-	-	-	-
Total Expenditures	$ 1,224,940	$ 175,700	$ 606,800	$ 162,700	$ (13,000)
Budget By Categories of Revenues					
Intergovernmental Revenue	63,777	-	430,200	-	-
Total Operating Revenues	63,777	-	430,200	-	-
Other Financing Sources	1,000,000	-	-	-	-
Decreases to Fund Balances	-	-	63,800	-	-
General Fund Contribution	169,400	175,700	175,700	162,700	(13,000)
Total Revenues	$ 1,233,177	$ 175,700	$ 669,700	$ 162,700	$ (13,000)

2019-20 Anticipated Accomplishments

Provided ongoing support to LAFCO.

2020-21 Objectives

Provide ongoing support to LAFCO.

General County Programs

Reserved & Committed Funds Budget Program

Reserved & Committed Funds consist 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.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 2,078	$ -	$ -	$ -	$ -
Services and Supplies	14,197	254,600	263,200	79,300	(175,300)
Total Operating Expenditures	16,275	254,600	263,200	79,300	(175,300)
Other Financing Uses	3,472,599	17,334,500	36,857,100	25,569,600	8,235,100
Intrafund Expenditure Transfers (+)	683,584	-	2,021,000	3,741,100	3,741,100
Increases to Fund Balances	72,068,305	57,297,900	72,114,800	77,831,300	20,533,400
Total Expenditures	$ 76,240,763	$ 74,887,000	$ 111,256,100	$107,221,300	$ 32,334,300
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,365,021	1,200,000	1,600,000	1,200,000	-
Use of Money and Property	69,325	150,100	180,900	150,000	(100)
Intergovernmental Revenue	11,779,403	485,300	130,000	130,000	(355,300)
Miscellaneous Revenue	-	4,486,300	32,471,400	4,348,600	(137,700)
Total Operating Revenues	13,213,750	6,321,700	34,382,300	5,828,600	(493,100)
Other Financing Sources	350,229	1,632,800	1,433,000	1,493,100	(139,700)
Intrafund Expenditure Transfers (-)	1,135,000	-	319,000	-	-
Decreases to Fund Balances	18,966,623	24,752,700	29,059,200	48,904,000	24,151,300
General Fund Contribution	42,559,286	42,179,800	46,203,800	50,995,600	8,815,800
Total Revenues	$ 76,224,887	$ 74,887,000	$ 111,397,300	$107,221,300	$ 32,334,300

2019-20 Anticipated Accomplishments

- Funded future operations of the Northern Branch Jail in the amount of $12.7 million, a $2.0 million increase from the previous year.
- Provided ongoing funding for maintenance needs through the 18% Maintenance Funding Policy ($6.43 million in FY 2019-20)
- Established ongoing funding for Board priorities including facilities maintenance, roads projects, and contingencies

2020-21 Objectives

- Fund the Northern Branch Jail Operations in accordance with the established funding plan ($14.90 million in FY 2020-21).
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy ($7.22 million in FY 2020-21).
- Continue funding the General Fund Strategic Reserve to meet Board adopted policy.

General County Programs

Ancillary Services Budget Program

Ancillary Services which consists of debt service payments for General Fund projects, multi-departmental Renew '22 initiatives, Board support, South Coast Task Force on Youth Safety support, and General Administration.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	$ 87,187	$ 95,000	$ 120,800	$ 140,000	$ 45,000
Services and Supplies	501,312	1,208,000	1,719,700	1,336,600	128,600
Other Charges	-	8,000	3,300	8,000	-
Total Operating Expenditures	588,499	1,311,000	1,843,800	1,484,600	173,600
Other Financing Uses	1,174,139	1,418,100	1,418,100	1,552,600	134,500
Increases to Fund Balances	748,632	8,400	139,300	8,400	-
Total Expenditures	$ 2,511,270	$ 2,737,500	$ 3,401,200	$ 3,045,600	$ 308,100
Budget By Categories of Revenues					
Use of Money and Property	29,120	2,800	10,000	2,800	-
Intergovernmental Revenue	393,292	390,000	394,500	390,000	-
Miscellaneous Revenue	15,000	11,200	-	-	(11,200)
Total Operating Revenues	437,412	404,000	404,500	392,800	(11,200)
Decreases to Fund Balances	188,695	203,600	834,300	13,600	(190,000)
General Fund Contribution	1,892,800	2,129,900	2,129,900	2,639,200	509,300
Total Revenues	$ 2,518,908	$ 2,737,500	$ 3,368,700	$ 3,045,600	$ 308,100

2019-20 Anticipated Accomplishments

- Continued support of the South Coast Task Force on Youth Safety, Home for Good, and multi-departmental Renew '22 initiatives.
- Completed third-party departmental reviews for the CEO's Office, Human Resources and General Services. Reviews of Planning & Development and Public Defender nearing completion.
- Conducted pilot process improvement training for an initial cohort of 25 staff from seven County departments.

2020-21 Objectives

- Support the South Coast Task Force on Youth Safety, Home for Good, and multi-departmental Renew '22 initiatives.
- Formalize the County's process improvement training program and provide training to at least 200 staff from all departments
- Complete departmental reviews for Sheriff's Department, District Attorney, Fire Department, Behavior Wellness and Social Services.

General County Programs

General Revenues

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Budget By Budget Program					
Budget By Categories of Expenditures					
Other Financing Uses	$ 34,131,698	$ 34,395,400	$ 34,465,400	$ 36,527,300	$ 2,131,900
Intrafund Expenditure Transfers (+)	236,067,586	241,603,900	245,627,900	263,992,900	22,389,000
Increases to Fund Balances	673,803	-	45,500	-	-
Fund Balance Impact (+)	4,179,040	-	1,254,400	-	-
Total	$275,052,127	$275,999,300	$281,393,200	$300,520,200	$ 24,520,900
Budget By Categories of Revenues					
Taxes	$244,530,791	$254,247,900	$258,023,000	$271,349,400	$ 17,101,500
Licenses, Permits and Franchises	2,955,194	3,140,000	2,962,000	2,977,700	(162,300)
Fines, Forfeitures, and Penalties	4,684,751	4,740,000	4,654,800	5,406,000	666,000
Use of Money and Property	4,751,350	1,850,000	2,539,500	2,327,400	477,400
Intergovernmental Revenue	4,258,504	870,000	1,076,500	1,049,000	179,000
Charges for Services	12,844,087	11,102,400	11,102,400	17,356,700	6,254,300
Miscellaneous Revenue	1,027,449	49,000	715,600	54,000	5,000
Total Operating Revenues	275,052,127	275,999,300	281,073,800	300,520,200	24,520,900
Decreases to Fund Balances	-	-	319,400	-	-
Total	$275,052,127	$275,999,300	$281,393,200	$300,520,200	$ 24,520,900

General Revenues

Section E

Capital Budget Summary

COUNTY OF SANTA BARBARA
CALIFORNIA

Capital Budget Summary

Capital Budget Summary

Introduction

Capital Budget

The Capital Budget consists of the appropriations approved annually by the Board of Supervisors as part of the annual Budget process. The Capital Budget differs from the Capital Improvement Program (CIP) in that the CIP is a planning document that includes estimated project costs, and the Capital Budget is the actual funding appropriated for approved projects in the fiscal year covered by the budget. 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 2020-21 Approved Budget.

How does the Capital Budget differ from the Capital Improvement Program (CIP)?

The CIP is a compilation of projects and programs intended to implement various County plans and policies, including community plans, facilities plans, County Comprehensive (General) Plan, Net Zero Energy policy, and Accessibility programming. Projects and programs in the CIP quantify current and future capital needs. Accordingly, it includes projects for new and improved roads and bridges, County buildings and grounds, parks, and other facilities. Since the CIP includes estimates of 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 future funding needs. Some projects included in the CIP are non-recurring, have a long service life, and are generally over $100,000; these projects will be underway-during Fiscal Years 2020-21 through FY 2024-25 based on available funding. Other projects and programs in the CIP are recurring, including such categories as safety, maintenance (both current and deferred), energy reduction/efficiency, accessibility, security, and parking lot repair. As we take the next steps to enhance the CIP development process, it is important to include all of the programs that allow staff to bring resources to areas of highest priority.

The CIP includes funded, partially funded and unfunded projects in the plan. A funded project is one that has identified specific funding, including recurring existing sources, appropriated and available to implement and complete the project or program. A partially funded project has funding identified to accomplish various portions of the project but lacks sufficient identified funding currently to fully complete the project. An unfunded project is one that has been identified in the CIP as needed, but has no funding currently secured to implement the program, and will require future funding appropriation to complete.

A Different Approach for the FY2020-21 CIP Project-Program Presentation

Beginning in FY 2020-21, General Services (GS), in partnership with the Department of Public Works (DPW) and the Community Services Department (CSD) has modified the CIP to focus on four core areas. These areas are as follows:

- **Category One – Projects & Programs Funded in the Current Fiscal Year by the General Fund:** Recurring programs, such as accessibility, energy reduction/efficiency, electrical infrastructure replacement, and deferred maintenance are included within this section. These programs allow GS to focus funding on regulatory, asset protection, and policy driven requirements. Specific projects funded by the General Fund, that have gone through a project submittal, scoring, and prioritization process are also included in this category.

- **Category Two – Projects Funded Outside of the General Fund:** This category includes prioritized projects funded through sources outside of the general fund. The funding for these projects comes from Certificates of Participation (COPs), Special District Funds, grant funds, state and federal funds, and other possible funding sources.

Capital Budget Summary

- **Category Three – Projects Previously Funded and Underway:** There are a significant volume of projects that are multi-year and are in various stages of development or construction. These projects should be noted as part of an active CIP program, but do not specifically require new funding in the current fiscal year.

- **Category Four – Projects In Early Development that are Unfunded, with Funding To Be Determined:** There are multiple projects across GS, DPW, and CSD that are in the early stages of development and may not have specific funding appropriated at this time. Many of these projects are required to be included in various local and state plans (i.e., Transportation Improvement Plan, Community Services Plan, etc.), and are reported in this category to fulfill these regulatory requirements, and to provide an overview of future projects and long-term County priorities.

Differences between the Capital Budget and the CIP - Reconciliation

Appropriations within the Budget are allocated between the Operating Budget and the Capital Budget. The Capital Budget in this Recommended Budget does not include salaries and employee benefits paid to County staff, expenditures for services and supplies paid to contractors and vendors for services conducted within County construction funds, or equipment; accounting for these costs occurs in the operating budget.

The Capital Budget Summary Schedule in Section C of this Budget Presentation, does not include Salaries & Benefits for in-house design, or environmental and inspection costs for certain transportation projects. These costs are included in operating expenditure accounts and capitalized once the projects are complete.

Certain projects reported in the Capital Budget Summary Schedule in Section C are not included in this Capital Budget Summary Section E due to differences between CIP planning numbers as compared to the budget development numbers, and also because some small projects do not meet the CIP thresholds.

Overview of the Recommended Capital Budget

The FY 2020-2025 CIP contains 20 recurring programs and project categories that have funding allocated annually based on prioritized projects within each category. The table below presents the five year CIP Recurring Program and Project Plan for General Services, the Department of Public Works, and the Community Services – Parks Department. The FY 2020-21 thru FY 2024-25 Recommended Budget and Plans include primarily projects and programs that are recurring and have identified planned projects over the period. Recurring facility improvement projects are prioritized and funding is identified annually to address the highest priority projects. Larger facility and other improvement projects are non-recurring, cover multiple fiscal years to complete and fund.

Capital Budget Summary

CAPITAL IMPROVEMENT PROGRAM – RECURRING PROGRAM & PROJECT PLAN
FY 2020-21 THROUGH FY 2024-25

DEPARTMENT / PROGRAM	FY 2019-20 Carry Forward	FY 2020-21 Recommended	FY 2021-22 Plan	FY 2022-23 Plan	FY 2023-24 Plan	FY 2024-25 Plan	FY 2019-20 thru FY 2024-25 Total
GENERAL SERVICES							
Recurring/Yearly Programs (18% Maintenance Funding)[1]	$ -	$ 1,852,500	$ 1,889,600	$ 1,927,400	$ 1,965,900	$ 2,005,300	$ 9,640,700
Recurring/Yearly Projects (General Fund)	$ -	$ 1,250,000	$ 1,250,000	$ 1,250,000	$ 1,250,000	$ 1,250,000	$ 6,250,000
Facility Improvements[2]	$ -	$ 3,647,300	Determined Annually	Determined Annually	Determined Annually	Determined Annually	$ 3,647,300
Facility Improvements (Deferred from previous years)	$ 14,748,700	$ -	$ -	$ -	$ -	$ -	$ 14,748,700
Facility Improvements (Deferred from previous years - Other funding)	$ 7,260,000	$ -	$ -	$ -	$ -	$ -	$ 7,260,000
TOTAL GENERAL SERVICES	**$ 22,008,700**	**$ 6,749,800**	**$ 3,139,600**	**$ 3,177,400**	**$ 3,215,900**	**$ 3,255,300**	**$ 41,546,700**
DEPARTMENT OF PUBLIC WORKS							
Road – Pavement, Hardscape, Bridge Repair, Rehab, and Replacement	$ -	$ 18,109,000	$ 17,160,000	$ 17,160,000	$ 18,160,000	$ 17,647,000	$ 88,236,000
General MaintenanceBridges & Low Water Crossings	$ -	$ 13,485,000	$ 22,588,000	$ 34,309,000	$ 28,826,000	$ 24,802,000	$ 124,010,000
Traffic & Circulation Improvements	$ -	$ 2,035,000	$ 7,315,000	$ 9,475,000	$ 25,195,000	$ 25,000,000	$ 69,020,000
Culverts & Drainage Structures	$ -	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 1,500,000
Capital Equipment	$ -	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 4,500,000
Flood Control & Water Resources	$ 16,119,995	$ 22,779,000	$ 8,255,000	$ 7,235,000	$ 7,210,000	$ 7,000,000	$ 68,598,995
TOTAL DPW	**$ 16,119,995**	**$ 57,608,000**	**$ 56,518,000**	**$ 69,379,000**	**$ 80,591,000**	**$ 75,649,000**	**$ 355,864,995**
COMMUNITY SERVICES DEPARTMENT - PARKS							
Park Recurring/Yrly Programs (18% Maint Funds) *County Service Area	$ -	$ 1,218,600	$ 1,243,000	$ 1,268,000	$ 1,293,000	$ 1,319,000	$ 6,341,600
Park Recurring/Yearly Projects (General Fund)	$ -	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000
Park Recurring Equipment/Yearly Projects	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 2,655,000	$ 3,255,000
Park Facility and Site Improvements	$ 7,093,000	$ 3,801,000	$ 20,385,000	$ 8,045,000	$ 8,153,000	$ 52,007,000	$ 99,484,000
Park Renewable Energy	$ -	$ -	$ -	$ -	$ -	$ 4,725,000	$ 4,725,000
Park Trails	$ -	$ -	$ 300,000	$ 700,000	$ 1,271,000	$ 890,000	$ 3,161,000
Community Plan Parks and Open Spaces	$ 3,477,000	$ 448,000	$ 3,505,000	$ 2,462,000	$ 550,000	$ 57,703,000	$ 68,145,000
Park Facility Improvements (Deferred from previous years)	$ 29,861,000	$ -	$ -	$ -	$ -	$ -	$ 29,861,000
Park Pavement Improvements (Deferred from previous years)	$ 23,714,000	$ -	$ -	$ -	$ -	$ -	$ 23,714,000
TOTAL CSD - PARKS	**$ 64,145,000**	**$ 6,117,600**	**$ 26,083,000**	**$ 13,125,000**	**$ 11,917,000**	**$ 119,799,000**	**$ 241,186,600**
GRAND TOTAL	**$ 102,273,695**	**$ 70,475,400**	**$ 85,740,600**	**$ 85,681,400**	**$ 95,723,900**	**$ 198,703,300**	**$ 638,598,295**

[1]Recurring/Yearly Programs funding plan in future years includes a 2% escalation

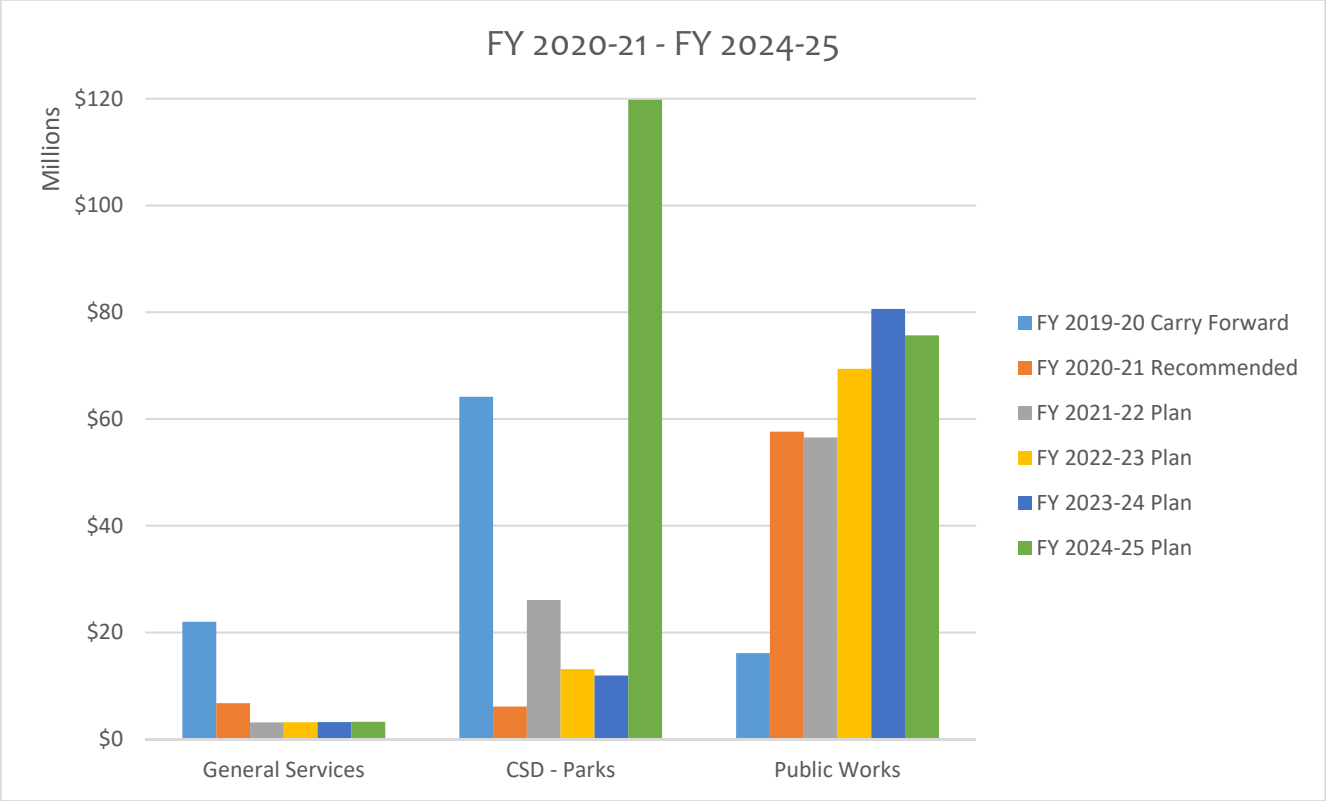
[2]Facility Improvements Allocation is determined annually and does not represent specific projects

Capital Budget Summary

CAPITAL IMPROVEMENT PROGRAM – RECURRING PROGRAM & PROJECT PLAN
FY 2020-21 THROUGH FY 2024-25

The CIP recurring program and project plan includes prioritized projects within the General Services, Public Works and the Community Services – Parks Department annual plan. The following chart presents the FY 2020-21 through FY 2024-25 CIP recurring program and project plan by fiscal year.

Five Year CIP through Fiscal Year Ending June 30, 2025
Recurring Program & Project Plan



Note: The General Services Facilities Improvements Project Plan is determined annually

- FY 2020-21 Recommended = $3,647,300
- FY 2021-22 through FY 2024-25 Plan dollars are not included

Capital Budget Summary

Overview of Maintenance

Does it include Maintenance?
Starting in FY 2015-16 and continuing through FY 2020-21, a Maintenance Funding Policy has been implemented as approved by the Board of Supervisors in FY 2014-15. This policy distributes 18% of the unallocated general revenue growth for ongoing maintenance needs. The annual distribution of the new funding is determined as part of the budget development process.

General Services has taken an alternative approach in this year's CIP by creating a recurring maintenance suite of project categories that will allow staff to focus on areas that support asset protection, while transitioning to a more preventive maintenance philosophy. For FY 2020-21, GS identified approximately $12.6 million in Facilities deferred maintenance projects for the five-year countywide maintenance program with the use of the County's Maintenance Connection (MC) software. MC serves as the County's Work Order system, while also capturing information in an asset management format to provide data on all facilities major component systems. MC software now provides specific conditional analysis of facility component data allowing GS to make better investment decisions by focusing on the areas of greatest need. This next step in our process is consistent with the Renew '22 approach of taking a more data-driven approach.

Aside from the $12.6 million in Facilities deferred maintenance projects, GS staff has also identified approximately $82.4 million of Countywide capital maintenance needs that exceed the available funding in the upcoming fiscal year. The information generated from this expanded list not only provides a larger framework for future maintenance investments, but it also informs larger project development and nomination outside of the maintenance categories.

The new recurring maintenance project categories and recommended funding for FY2020-21 are as follows:

- Deferred Maintenance Projects: $1,102,500
- Countywide Roof Repairs: $200,000
- Energy Reduction Upgrades: $350,000
- Countywide Parking Lot Repairs: $300,000
- Capital Project Planning: $100,000
- Countywide Electrical System Upgrades: $100,000

A summary of maintenance programs is included on page E-8 of this section and projects are presented in the capital projects budget summary beginning on page E-16.

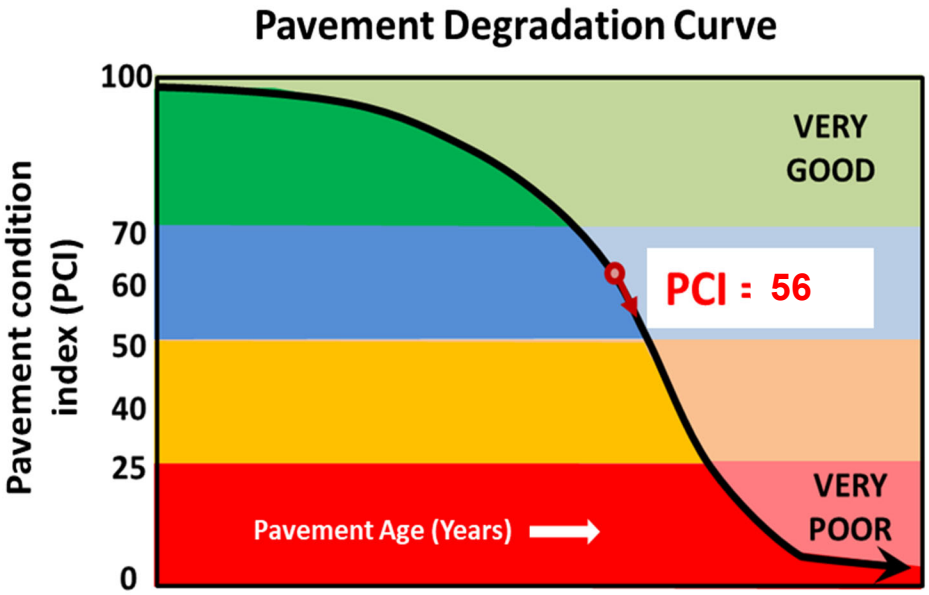
Deferred Maintenance
The proposed CIP continues to address the on-going significant public infrastructure maintenance needs identified in various strategies and long-range plans adopted by the County.

The County, like many other public entities, has seen an increase in deferred maintenance of buildings, parks, and roads ("County Assets"). Departments maintain inventories of facilities, deferred maintenance, and condition assessments of County assets. Public Works (roads), General Services (buildings), and Community Services (parks) manage a majority of these County assets.

The Public Works Department has a robust system in place to evaluate the inventory and condition of County maintained roads. Monitoring the Pavement Condition Index (PCI) is an existing practice within Public Works with the PCI reported annually to the Board of Supervisors. As shown in the following graph, a lower PCI reading indicates a worse or lower level pavement condition and a higher value indicates a better or higher level pavement condition.

Capital Budget Summary

In Santa Barbara County, the overall PCI is 56, with a higher PCI in more urban areas (61) compared to rural areas (49). To maintain the current condition would require an estimated $14 million annually. With the passage of Senate Bill 1, the Department will spend between $8.0 and $8.5 million on pavement preservation, leaving an annual need of approximately $6 million.



Accumulated deferred maintenance is the total deferred maintenance over a number of budget cycles. Several possible approaches to address the needed deferred maintenance funding have been identified. These approaches propose the use of ongoing and/or one-time General Fund dollars phased over time. These different approaches can be adapted at various funding levels and timeframes in order to balance maintenance funding needs with other Board priorities.
The table below is a summary of estimated and unfunded deferred maintenance.

Capital Budget Summary

FY 2020-21 Departmental Estimated Unfunded Deferred Maintenance Source: Departmental Data ($'s in thousands)	
Public Works - Preventive Maintenance (PM)	
PM - 5 Year Countywide Concrete Program	40,800
PM - 5 Year Countywide Surface Treatment Program	143,400
PM - 5 Year Bridge Repair & Rehabilitation Program	70,900
PM - 5 Year Repair/Replace Traffic Devices Program	7,800
PM - 5 Year Culvert Repair & Rehabilitation Program	48,400
Total Public Works	**$311,000**
General Services - Facilities Maintenance (FM)	
FM - 5 Year Countywide Maintenance Program[1]	12,642
Total General Services	**$12,642**
Community Services - Parks	
Parks - 5 Year Infrastructure Maintenance Program	29,861
Parks - 5 Year Repaving/Restriping Maintenance Program	23,714
Total Community Services - Parks	**$53,575**
Grand Total	**$377,217**

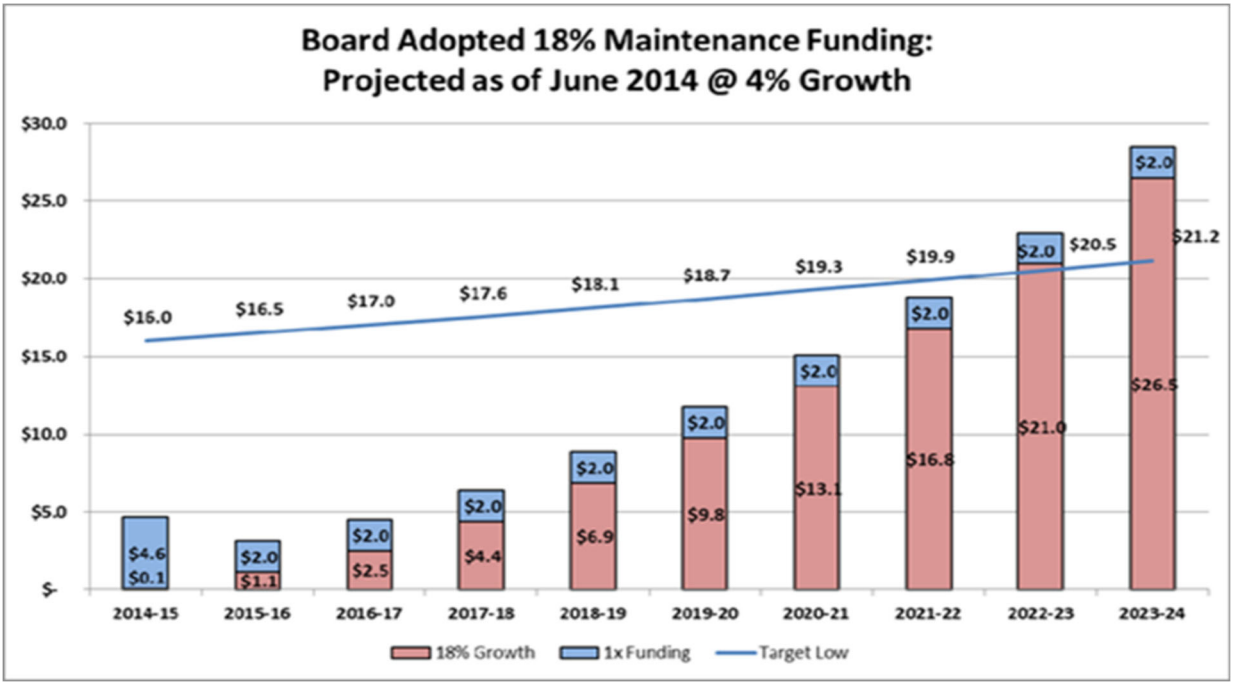
[1]Note - The GS 5 Year Countywide Maintenance Program includes existing FY 2019-20 Unfunded Deferred Maintenance of $11.0M and the FY 2020-21 through FY 2024-25 Projection of $1.6M = $12.6M. An additional $82.4 million in Countywide capital maintenance needs is not included in the table above.

Maintenance Funding Plan

The County of Santa Barbara's deferred maintenance needs have grown over time while funding has remained relatively static. Historically, the County's baseline funding was set at $2.8 million for deferred maintenance. In June 2014, the Board of Supervisors directed staff to implement a maintenance funding policy that would increase ongoing General Fund Contributions (GFC) for maintenance, by distributing 18% of unallocated Discretionary General Revenues towards maintenance projects and programs. This ongoing funding is projected to increase over time as new additional GFC is added annually. Also, if additional funds become available, they could potentially be utilized as supplemental 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 at the time projected $51 million in accumulated new funding during the five-year CIP period from FY 2015-16 to FY 2023-24 (excluding the estimated $2.0 million per year of one-time funding and existing departmental funding). These projections were based on estimated property tax increases of 4% per year (before the 25% Fire District Tax shift). As described in the Policy, these funds are calculated annually and allocated to departments based on current needs. The Table below presents the original Board Adopted 18% Maintenance Funding Plan adopted as of June 2014.

Capital Budget Summary



The proposed 18% Maintenance Policy allocations for FY 2020-21 are based on existing needs and priorities. The 18% Maintenance Growth Allocation for FY 2020-21 will be approved at the June 2020 Budget Hearings, allocated as follows: 50% to Public Works, 35% to General Services, and 15% to Parks. The graph above shows the projected growth based on the original plan as of June 2014. The table below shows the recommended allocation for FY 2020-21. As shown in the FY 2020-21 recommended table below, the total General Fund allocation includes $10.4M to Public Works, General Services, and CSD – Parks, $1.0M to General Services for CIP Prioritized Maintenance Projects, and $1.25M to General Services for the annual Countywide ADA Implementation Plan, Security Improvements, and Energy Reduction Upgrades, for a total General Fund allocation for maintenance of $12.7M. Additional funding of $8.0M from other sources is allocated to Public Works for road and other PW maintenance projects.

Capital Budget Summary

Maintenance Funding FY 2020-21	Public Works	General Services	CSD - Parks	Total
General Fund Allocations				
Baseline Funding	$ 500,000	$ 1,300,000	$ 500,000	$ 2,300,000
18% Maintenance Policy	4,058,800	2,847,100	1,218,600	$ 8,124,500
Subtotal	**$ 4,558,800**	**$ 4,147,100**	**$ 1,718,600**	**$ 10,424,500**
CIP Prioritized Projects				
EOC HVAC Replacement - Server Room	$ -	$ 500,000	$ -	$ 500,000
Sheriff Main Jail Roof Replacement	-	300,000	-	$ 300,000
Countywide Roof Replacements	-	225,000	-	$ 225,000
Subtotal	**$ -**	**$ 1,025,000**	**$ -**	**$ 1,025,000**
Annual Program				
Countywide ADA Implementation Plan	$ -	$ 500,000	$ -	$ 500,000
Countywide Security Improvements	-	400,000	-	$ 400,000
Energy Reduction Upgrades	-	350,000	-	$ 350,000
Subtotal	**$ -**	**$ 1,250,000**	**$ -**	**$ 1,250,000**
Major Special Revenue Fund Allocations				
Road Maintenance & Rehab (SB 1)	$ 7,369,000			$ 7,369,000
Grants, TIP, TDA, Other	600,000	-	-	$ 600,000
Subtotal	**$ 7,969,000**	**$ -**	**$ -**	**$ 7,969,000**
	$ 12,527,800	**$ 6,422,100**	**$ 1,718,600**	**$ 20,668,500**

Note: The Public Works 18% allocation will be used to backfill COVID-19 revenue losses that supported operations to the extent needed in FY 2020-21.

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, the focus has been on deferred maintenance. The FY 2020-21 projected deferred maintenance funding need totals over $377 million and the estimated five-year capital funding needs total over $466 million. The capital projects identified by departments that will require future funding include new facilities, upgrades or remodels, and replacement of systems to address deferred maintenance needs.

Criteria for ranking projects is based on mandates, health, safety, and legal risks. The high priority projects consist of mostly capital replacement, primarily resulting from accumulated deferred maintenance. These include the Santa Barbara Jail facility improvements, a new Probation Headquarters Building, Cachuma RV Recreational Enhancement and Infrastructure Upgrades, 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 was 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. Various funding sources are being evaluated including funds generated from the 18% Maintenance Funding Policy and expiring General Fund debt service.

Fiscal Year 2019-20 Significant Completed Projects

BeWell Agnes Crisis Center Complex (Santa Maria)
Re-development of a former commercial structure into a multi-bed transitional living center serving North County individuals moving towards independent living. Complete interior and exterior rehabilitation, including all building system components, roof and interior finishes.

Total project cost: $1,120,000
Source of funds: SB82 / CHFA

Calle Real Master Plan, Santa Barbara
GS Capital staff initiated the master planning process for the Calle Real campus, connecting with all departments (and several non-County stakeholders) in a detailed strategic engagement process. Various options for re-development are being developed and vetted. GS anticipates that the planning process will result in a comprehensive analysis of development and financing options, with a report to the Board in the second half of 2020.

Total project cost: $430,000
Source of funds: General Fund

HR, Downtown Santa Barbara Facility Roof & HVAC Replacement
Facilities/Maintenance (F/M) staff evaluated the existing HVAC systems at the downtown Santa Barbara campus HR building, then designed, ordered and installed new HVAC units on the facility. Upon completion of the HVAC install, F/M staff coordinated the roof replacement for the facility.

Total project cost: $140,000
Source of Funds: GS Deferred Maintenance

Pavement Repair & Replacement, Various Countywide Locations
F/M staff coordinated concrete lifts (to address tripping hazards) at the Santa Barbara Animal Shelter, Lompoc Social Services Building, Lompoc Public Health Department, and the Santa Maria Juvenile Hall Intake area. Staff also coordinated the asphalt replacement of the service entrance to Calle Real Building 4 service entrance. Several of these repairs addressed ADA access issues.

Total project cost: $168,000
Source of Funds: GS Deferred Maintenance

DPW, Jalama Road Bridge (16) Scour Repair
The Jalama Road Bridge project is located on Jalama Road about 8.6 miles southwest of Highway 1, and spans Ramajal Creek. Over time, the creek bed degraded, exposing the foundation of this bridge. There was also scour at the base of the retaining wall that protected the westerly bridge abutment. The project repaired the scour and installed scour countermeasures to reduce future deterioration.

Total project cost: $1,155 million
Source of funds: Federal Bridge Funds ($88.53%) and Measure A Revenue (11.47%)

Capital Budget Summary

Fiscal Year 2019-20 Significant Completed Projects cont'd

DPW, Ortega Ridge Road Repair (MS-TDA Wall)

The project is located on Ortega Ridge Road, approximately 850 feet north of Greenwell Avenue, near the City of Carpinteria, CA. The existing roadway and embankment were settling and caused loss of roadway width. The proposed project replaced, repaired and stabilized the subgrade and pavement; and constructed a new retaining wall using lightweight fill.

Total project cost: $1,032 million
Source of funds: Cal Recycle TDA Grant; Measure A Funds; and Roads-Capital Infrastructure Fund

DPW, Ashley Bridge Replacement Project (MS-TDA Wall)

Ashley Bridge Road connects East Mountain Drive to Sycamore Canyon Road and provides essential access to Montecito Fire Department Station #2 and Cold Springs School. During the 2018 (1/9) Debris Flow Cold Springs Creek was overwhelmed by debris and significantly damaged the bridge. In June 2018, the original bridge was demolished and replaced with a temporary structure used for emergency purposes only. Construction began on the new bridge, which included a higher arch and longer span to allow a 100-year storm event to pass below the structure.

Total project cost: $1,855 million
Source of funds: FEMA Federal Aid for Disaster Funding ($1.4 million); CALOES State Aid for Disaster Funding ($341,000); and County Road Maintenance Funds ($114,000)

CSD – Parks, ARROYO Burro Ranger Office, Storage Area and Site Improvements

Arroyo Burro Beach Park is a 13-acre dog-friendly public beach park located in Santa Barbara with over 1.3 million annual visitors and is one of the most popular parks in the County. Improvements include construction of a 350 square foot ranger office and maintenance storage building and re-alignment of the storage area fencing and landscaping to enhance site visibility and improved public safety. Site improvements also include new irrigation systems, plantings and seating improvements along the over 0.5 mile stretch of Cliff Drive.

Total project cost: $1,400 million
Source of funds: Development Impact Fees (AB1600 and Quimby) and Park Maintenance Funds

CSD – Parks, Lookout Park East End Renovation

The Project renovated the east end of Lookout Park on the coast of Summerland to increase recreational opportunities. Improvements included relocation of the host and maintenance facilities to the west end of the Park, installation of decomposed granite trails, stone benches, picnic areas with BBQs, pergolas, and site amenities including concrete ping pong tables and a bocce ball court, plantings, irrigation, a natural rock percolation drainage area, relocation of electric vehicle charging stations, and refurbishment of the parking lot.

Total project cost: $1,000 million
Source of funds: Development Impact Fees (AB1600 and Quimby), Community Service Area 11, Park Maintenance Funds and Park Capital Funds

Capital Budget Summary

Fiscal Year 2020-21 Planned Projects

FIRE STATION 41, NEW CUYAMA REPLACEMENT

Santa Barbara County Fire, SBC Sheriff's Office and General Services have coordinated a design-build (DB) process that has advanced through pre-design and design-build team selection in FY 19-20. The DB has been selected and the final design process is underway, with an anticipated early 2021 bidding and construction date. The roughly 8,500 sf facility will replace a 1960's structure, and will co-locate a Sheriff's substation within the design, which will replace the existing 20-year (plus) old modular structure. The facility will consist of six new apparatus bays and dorm capacity for up to 12 fire staff.

Budgeted project cost in FY 20-21: $5.0 million
Total budgeted project cost: $6.5 million
Source of funds: Fire District Funds / General Fund

SANTA BARBARA & SANTA MARIA, BOARD OF SUPERVISOR'S HEARING ROOM AV REPLACEMENT

The equipment used to broadcast public meetings, such as the BOS, Planning Commission or others requires a complicated array of devices. These devices become obsolete or no longer supported by broadcast carriers within a short period of time. Over that past few years, the broadcast world has steadily moved away from analog devices to all digital devices. The County broadcasting efforts are therefore required to keep pace with the broadcast carriers in order for the Channel 20 signal to be compatible with the broadcast carrier systems.

Replacement of cameras, displays and lighting will be completed in each hearing room. Small touch screen panels will be provided at each seat for: Supervisors, CEO, County Counsel, and staff tables. The Clerk-of-the-Board will have a master control panel from which to facilitate the meeting. The touch screen at the Chairs position will allow the management of the meeting, order of speakers and request to speak. Each decision-makers location will allow for touch screen voting, request to speak and presentation of speaker materials, agenda and other materials. Staff locations will allow for request to speak, review of materials, agenda and presentation materials. Submission of speaker slips will be by a touch-panel monitor in the hearing room lobbies. Remote testimony will remain in the current locations with the potential to deploy additional locations easily. Finally, an electronic voting system will allow each decision maker to submit their vote, which then will be electronically tallied and displayed in the hearing room if desired.

Budgeted project cost in FY 20-21: $1.0 million
Total budgeted project cost: $1.5 million
Source of funds: PEG Funds

RENEWABLE ENERGY UPGRADES, BETTERAVIA CAMPUS (SANTA MARIA)

Installation of a renewable energy system that includes an 0.8 Megawatt photovoltaic system, solar thermal system for hot water heating, lithium battery energy storage system and a small wind generation system at the Betteravia Campus and Fire Station 12 (Goleta). In addition, HVAC systems and controls, roofing, lighting, boiler, and water saving upgrades will be included to replace and update the County's outdated equipment. The goal is to bring these facilities closer to achieving Zero-Net Energy (ZNE), reduce dependence on the local utility grid, reduce the County's carbon footprint, and reduce utility and maintenance costs on County facilities. The County will earn credit for every kilowatt of clean energy produced and put on the grid.

Budgeted project cost in FY 20-21: $4.0 million
Total budgeted project cost: $4,433,044 million
Source of funds: CEC 1% Loan ($2,2M); PG&E On-Bill Financing ($614K); General Funds ($1.6M)

Capital Budget Summary

Fiscal Year 2020-21 Planned Projects cont'd

CLARK AVENUE AT HIGHWAY 101 IMPROVEMENTS (ORCUTT)

The project consists of the 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. Construction started in FY 19-20 and will be completed mid-year FY 20-21.

Budgeted project cost in FY 20-21: $900 thousand
Total budgeted project cost: $3,055 million
Source of funds: HSIP Funds; OTIP; and Roads Capital Fund

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. The next portions scheduled for construction in Spring 2019 are Reach 2B-2, the box culvert and weir structure from Montecito St. to Mission Creek on the North side of US 101 and Reach 3, the open channel between HWY101 and Gutierrez St. Reaches 1A-Phase 1, 1A-Phase 2, 1B, 2A, 2B-Phase 1, and the City's 4 bridges have been completed.

Budgeted project cost in FY 20-21: $7.0 million
Total budgeted project cost: $86.0 million
Source of funds: South Coast Flood Zone Funds, Proposition 50, City of Santa Barbara

FERNALD POINT BRIDGE 51C REPLACEMENT (MONTECITO)

The project is located in Montecito on Fernald Point Lane at Romero Creek just south of Highway 101, and includes the complete replacement of the existing bridge structure that meets current design and seismic standards.

Budgeted project cost in FY 20-21: $1.581 million
Total Budgeted project cost: $4.1 million
Source of funds: Federal Highway Bridge Program (HBP); and Federal Toll Credit Revenue

Capital Budget Summary

The Capital Improvement Program (CIP) Project Classes

The CIP is a countywide program and plan 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 2020-21 CIP, Capital Projects Budget Summary (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	FY 2019-20 Estimated Actual	FY 2020-21 Recommended	Project Total All Years	FY 2020-21 Net Operating Costs*
Public Safety					
District Attorney					
Office Improvements - Santa Maria	$ -	$ 200	$ -	$ 385	$ -
Office Improvements - Santa Barbara	$ -	$ -	$ -	$ 100	$ -
IT Storage Room Upgrades - Santa Barbara	$ -	$ -	$ -	$ 100	$ -
Department Totals	**$ 172**	**$ 200**	**$ -**	**$ 585**	**$ -**
Public Defender					
Office Improvements - Santa Maria	**$ -**	**$ -**	**$ -**	**$ 2,185**	$ -
Office Improvements - Santa Barbara	**$ -**	**$ -**	**$ -**	**$ 535**	$ -
Office Improvements - Lompoc	**$ -**	**$ -**	**$ -**	**$ 850**	$ -
File Tracking System - Santa Barbara	**$ -**	**$ -**	**$ -**	**$ 250**	$ -
Conference Room (SM, SB, Lompoc) Digital Systems	**$ -**	**$ -**	**$ -**	**$ 140**	$ -
Video Secuirty System - Santa Maria	**$ -**	**$ -**	**$ -**	**$ 100**	**$ -**
Department Totals	**$ -**	**$ -**	**$ -**	**$ 4,060**	**$ -**
Fire					
Fire Emergency Communications Center (ECC)	$ -	$ -	$ 2,000	$ 10,376	$ -
Miscellaneous Equipment	$ -	$ 1,980	$ 2,695	$ 5,549	$ -
Station 41 (Cuyama) Rebuild	$ 655	$ -	$ 3,900	$ 6,921	$ -
Fire Station 25 (Orcutt) Rebuild	$ -	$ -	$ 600	$ 8,500	$ -
Department Totals	**$ 655**	**$ 1,980**	**$ 9,195**	**$ 31,346**	**$ -**
Probation					
Los Prietos Boys Camp Cameras and Video Storage	**$ -**	**$ -**	$ 300	$ 700	**$ 50**
Santa Maria Juvenile Hall Cameras	**$ -**	**$ -**	$ 400	$ 400	**$ -**
Santa Maria Juvenile - Office Re-Model (Former Intake)	**$ -**	**$ -**	$ 285	$ 285	**$ -**
Santa Barbara - New Headquarters Building	$ -	$ -	$ 350	$ 21,000	$ -
Department Totals	**$ -**	**$ -**	**$ 1,335**	**$ 22,385**	**$ 50**
Health & Human Services					
Behavioral Wellness					
Calle Real - Bldg 3 Improvements - SB	$ -	$ -	$ -	$ 750	$ -
SM - Foster Road HVAC	$ -	$ -	$ -	$ 250	$ -
Mental Health Resource Center (MHRC) - SB	$ -	$ 100	$ 2,000	$ 3,100	$ -
Department Totals	**$ -**	**$ 100**	**$ 2,000**	**$ 3,100**	**$ -**
Public Health					
Building 1 HVAC Assessment and Installation	$ -	$ -	$ 760	$ 760	$ -
Department Totals	**$ -**	**$ -**	**$ 760**	**$ 760**	**$ -**
Social Services					
Parking Lot Paving - SB and Lompoc	$ -	$ -	$ -	$ 325	$ -
IT / Document Imgaing Replacement System	$ -	$ -	$ -	$ 500	$ -
Department Totals	**$ -**	**$ -**	**$ -**	**$ 825**	**$ -**
Community Resources & Public Facilities					
Community Services					
Cachuma Lake Amphitheater Renovation (Rec. Enhancement)	$ -	$ 2	$ 25	$ 550	$ -
Cachuma Lake Pool Area Renovations	$ 14	$ -	$ 250	$ 15,037	$ -
Cachuma Lake Water Treatment Plant (Infrastructure Upgrade)	$ 50	$ 18	$ 440	$ 5,000	$ -
Goleta Beach Project	$ 3,489	$ 160	$ 200	$ 6,430	$ -
Jalama Beach Affordable Overnight Accomodations	$ 195	$ 100	$ 2,201	$ 3,912	$ -
Jalama Beach Park Improvements	$ 941	$ -	$ 230	$ 3,674	$ -
Park 5 Year Equipment Program	$ -	$ 50	$ 150	$ 3,255	$ -
Park Restrooms ADA Upgrade Program	$ -	$ 90	$ 1,481	$ 5,670	$ -
Santa Claus Lane Beach Access	$ 695	$ -	$ 250	$ 4,410	$ -
Tucker's Grove Park - San Antonio Bridge	$ -	$ -	$ 130	$ 1,313	$ -
Vandenberg Village Park (NEW PROJECT)	$ 21	$ 70	$ 40	$ 3,171	$ 40
Waller Park Playfields	$ 249	$ 11	$ -	$ 14,385	$ -
Walter Capps Park	$ 2,612	$ -	$ 128	$ 4,095	$ -
Department Totals	**$ 8,266**	**$ 501**	**$ 5,525**	**$ 70,902**	**$ 40**

Capital Budget Summary

FY 2020-21 CIP, Capital Projects Budget Summary cont'd (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	FY 2019-20 Estimated Actual	FY 2020-21 Recommended	Project Total All Years	FY 2020-21 Net Operating Costs*
Public Works					
Basin - Buena Vista Creek Debris Basin	$ -	$ -	$ 150,000	$ 4,000	$ -
Basin - Cold Springs Debris Basin Modification	$ -	$ -	$ 151	$ 1,958	$ -
Basin - Maria Ygnacio East Debris Basin Modification	$ 737	$ -	$ 16	$ 970	$ -
Basin - Maria Ygnacio Main Debris Basin Modification	$ 200	$ -	$ 17	$ 1,076	$ -
Basin - Randall Road Debris Basin	$ -	$ 100	$ 9,000	$ 21,530	$ -
Basin - Romero Cr Debris Basin Capacity Improvem Proj	$ -	$ -	$ 250	$ 3,484	$ -
Basin - San Ysidro Debris Basin Modification	$ -	$ -	$ 170	$ 2,560	$ -
Basin - A Street Basin (Santa Maria)	$ -	$ -	$ 400	$ 400	$ -
Basin - Santa Monica Debris Basin Modification	$ -	$ 833	$ 4,167	$ 5,000	$ -
Channel - Debris Stockpile Area	$ -	$ -	$ 10	$ 10	$ -
Channel - Lower Mission Creek Flood Control Proj, (Reach 2b-2 & 3	$ 23,467	$ 1,483	$ 8,250	$ 85,972	$ -
Equipment Replacement Program - Flood Control District	$ -	$ -	$ 525	$ 1,005	$ -
Equipment Replacement Program - PW Transportation	$ 1,024	$ 1,505	$ 1,600	$ 8,929	$ -
LCSD - Flood Protection	$ 10	$ 1,420	$ -	$ 1,430	$ -
LCSD - Plant Upgrade	$ 3,935	$ 480	$ 18,855	$ 54,114	$ -
LCSD - Recycled Water Distribution Expansion	$ 607	$ 390	$ 1,710	$ 7,837	$ -
LCSD - Sewer System Improvements	$ 194	$ 1,050	$ 1,300	$ 20,258	$ -
LCSD - Solids Handling Upgrade	$ 197	$ 4,776	$ -	$ 4,973	$ -
Modoc Rd Multimodal Path	$ -	$ 500	$ 500	$ 6,990	$ -
Roadway Improv - Clark Avenue at Highway 101	$ 510	$ 2,545	$ -	$ 3,055	$ -
Roadway Improv - Santa Claus Ln Streetscape Improvement	$ 496	$ 270	$ 280	$ 10,326	$ -
Roadway Improv - UVP-Woodmere Barrier Wall Project	$ 591	$ 755	$ -	$ 1,346	$ -
Roadway Improv-Hollister/State St Improv, Phase I	$ 748	$ 147	$ 195	$ 54,115	$ -
2107 Storm Damage Repair (Countywide)	$ 1,956	$ 1,307	$ -	$ 3,263	$ -
Preventive Main. -5-Year CW Concrete Program	$ 1,848	$ 8,160	$ 8,160	$ 42,648	$ -
Preventive Main. -5-Year CW Surface Treatment Program	$ 8,230	$ 28,680	$ 28,680	$ 151,630	$ -
Storm Drain - ESSD Outlet Reconstruction	$ -	$ -	$ 500	$ 500	$ -
Structure R&R - 5-year Repair & Rehab Program	$ 150	$ 15,140	$ 15,140	$ 75,850	$ -
Structure R&R - Bonita School Road Bridge Replacement	$ 1,174	$ 375	$ 1,035	$ 51,519	$ -
Structure R&R - East Mountain Drive LWC Replacement	$ 740	$ 264	$ 659	$ 4,405	$ -
Structure R&R - Fernald Pt. Br. 51C-137 Replacement	$ 1,013	$ 938	$ 1,581	$ 4,104	$ -
Structure R&R - Alamo Pintado Rd, Br51C-081 Scour Counter.	$ 91	$ 100	$ 90	$ 281	$ -
Structure R&R - Floradale Avenue Br. No. 51C-006	$ 2,237	$ 260	$ 1,235	$ 19,917	$ -
Structure R&R - Foothill Rd. LWC Replacement	$ 2,511	$ 390	$ 5,413	$ 19,228	$ -
Structure R&R - Refugio Road MP 1.8 LWC Replacement	$ 262	$ 120	$ 2,363	$ 2,745	$ -
Structure R&R - Refugio Road MP 3.0 LWC Replacement	$ -	$ 10	$ 185	$ 1,855	$ -
Structure R&R - Refugio Road MP 3.1 LWC Replacement	$ -	$ -	$ 214	$ 2,076	$ -
Structure R&R - Refugio Road MP 3.2 LWC Replacement	$ -	$ -	$ 255	$ 1,308	$ -
Structure R&R - Refugio Road MP 3.3 LWC Replacement	$ -	$ -	$ 255	$ 1,455	$ -
Tajiguas Landfill - LFG Well Expansion	$ -	$ 113	$ 150	$ 437	$ -
Tajiguas Landfill - Groundwater Protect. Sys. & Phase 3E Liner	$ -	$ 2,474	$ -	$ 2,474	$ -
Tajiguas Landfill - Groundwater Protect. Sys. & Phase 3F Liner	$ -	$ -	$ -	$ 1,000	$ -
Transfer Stations - SCRTS Tunnel Repair	$ -	$ 285	$ -	$ 285	$ -
Transfer Stations - SCRTS Paving Project	$ -	$ 220	$ -	$ 220	$ -
Transfer Stations - SYVRTS Storm Drain Improvements	$ -	$ 239	$ 50	$ 289	$ -
Transfer Stations - SYVRTS Paving Project	$ -	$ 140	$ -	$ 140	
Department Totals	**$ 52,928**	**$ 75,469**	**$ 263,361**	**$ 688,967**	**$ -**
General Government & Support Services					
Clerk-Recorder-Assessor					
New APS System	$ 123	$ 165	$ 275	$ 1,923	$ -
Department Totals	**$ 123**	**$ 165**	**$ 275**	**$ 1,923**	**$ -**

Capital Budget Summary

FY 2020-21 CIP, Capital Projects Budget Summary cont'd (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	FY 2019-20 Estimated Actual	FY 2020-21 Recommended	Project Total All Years	FY 2020-21 Net Operating Costs*
General Services					
HR Space Optimization	$ -	$ -	$ 100	$ 100	$ -
BOS SB Hearing Room AV Upgrades	$ 141	$ 141	$ 1,022	$ 1,163	$ -
Admin Bldg 4th Floor Asbestos Abatement	$ -	$ -	$ 750	$ 750	$ -
Admin Bldg 4th Floor Re-Model	$ -	$ 35	$ 750	$ 750	$ -
EOC Server Room HVAC Replacement	$ -	$ -	$ 500	$ 500	$ -
Main Jail - SB, NW Wing Roof Replacement	$ -	$ -	$ 300	$ 300	$ -
Main Jail - SB	$ -	$ -	$ 1,000	$ 27,500	$ -
Countywide Roof Replacements	$ -	$ -	$ 225	$ 225	$ -
Countywide ADA Improvements	$ 150	$ 150	$ 500	$ 650	$ -
Countywide Security Improvements	$ -	$ -	$ 400	$ 400	$ -
Energy Reduction Upgrades	$ -	$ -	$ 350	$ 350	$ -
Capital Maintenance Annual Program	$ -	$ 1,973	$ 1,852	$ -	$ -
Calle Real Water Main Upgrades	$ -	$ -	$ 2,000	$ 2,000	$ -
Public Safety Radio Tower - Phase 3	$ -	$ -	$ 2,120	$ 2,120	$ -
SB Courthouse Roof	$ -	$ -	$ 3,100	$ 3,100	$ -
Betteravia Energy Upgrades	$ -	$ 133	$ 4,300	$ 4,433	$ -
MHRC Construction	$ 3,041	$ -	$ 3,041	$ 3,041	$ -
Department Totals	**$ 3,332**	**$ 2,432**	**$ 22,310**	**$ 47,382**	**$ -**
North County Jail					
County Jail - Northern Branch	$ 28,200	$ 13,000	$ 6,120	$ 115,900	$ 883
Department Totals	**$ 28,200**	**$ 13,000**	**$ 6,120**	**$ 115,900**	**$ 883**
GRAND TOTALS	**$ 93,676**	**$ 93,847**	**$ 310,881**	**$ 988,135**	**$ 973**

*** Net Operating Costs is $0 for projects not anticipated to be completed in FY 2020-21 since they span multiple FYs and are not yet placed into operation.**

Section F

Annual Budgetary Processes, Policies, & Fund Structure

COUNTY OF SANTA BARBARA
CALIFORNIA

Budget Processes, Policies, & Fund Structure

Budget Processes, Policies, & Fund Structure

Budget Processes, Policies, & Fund Structure

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Budget Processes, Policies, & Fund Structure

Introduction

This section of the operational plan presents the major budget processes, policies, and fund structure that guide the strategic direction of the County. Certain budget-related operational processes included in this section show how budget policies are supported and reinforced in the County. We have also provided information identifying the funds that are budgeted under the authority of the Board of Supervisors and their relationship within the County organization.

Budget Processes

Annual Budget Process

Authority & Composition

The annual budget is prepared, reviewed, and approved in accordance with the County Budget Act (California Government Code Sections 29000 through 30200), which can be found online at http://www.sco.ca.gov/Files-ARD-Local/CBG_Appdx_B.pdf. The annual operating budget, the Comprehensive Annual Financial Report (CAFR) and the County Financial Information Network (FIN) follow Generally Accepted Accounting Principles (GAAP) for governments. Budgets are prepared on the modified accrual basis of accounting consistent with GAAP.

Each year, two budgets are prepared; the annual *operating budget* and the *capital budget*. The annual *operating budget* includes all operating, capital, and debt service appropriation requirements of the County for the fiscal year, which runs from July 1 to June 30. In addition, the budget document provides for the following:

- Revenue and expense assumptions upon which the budget is based.
- Number of budgeted full-time equivalent employees.
- Mission, strategic priorities, impact, and performance measures of each operating department.
- Prior year actual, current year 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

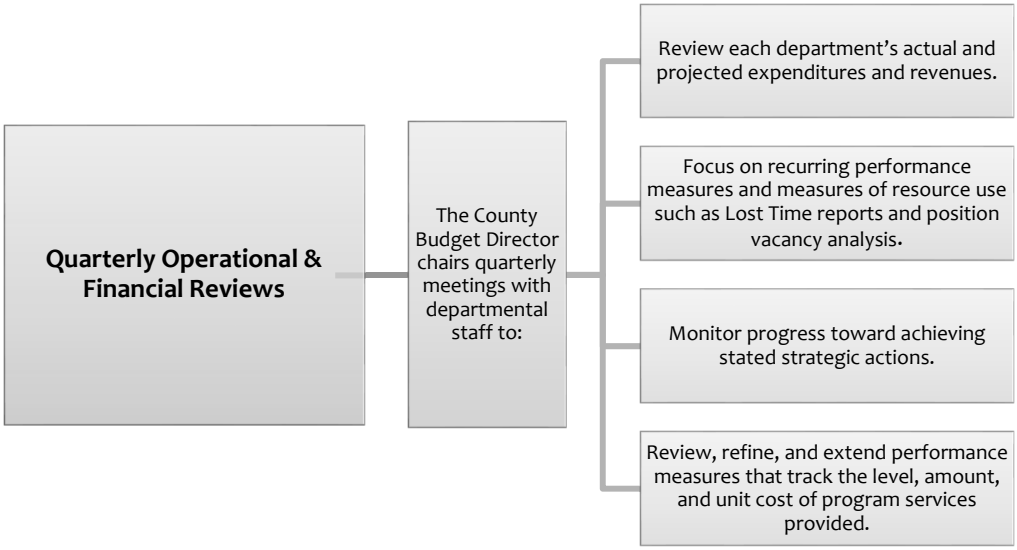
Budget Accountability

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, the County Executive Officer will submit a 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 will 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.

Budget Policies for Fiscal Year 2020-21

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. 10, 2019. 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=4273046&GUID=6BBC3409-5FB5-4825-B14D-DCD210B74C11&Options=&Search=

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.

Fiscal Year 2020-21 General Fund Allocation Policy

The Fiscal Year 2020-21 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 2020-21 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=4273046&GUID=6BBC3409-5FB5-4825-B14D-DCD210B74C11&Options=&Search=

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. 10, 2019. The General Fund Allocation Policy for fiscal year 2020-21 was approved by the Board of Supervisors at the same time on Dec. 10, 2019.

Policy Statement:

Allocations from the General Fund to departments will be distributed according to Board policy direction, historical spending, and Federal/State mandates.

Fiscal Strategy:

Allocate resources in a manner that supports Board strategic and programmatic goals without across-the-board reductions or increases.

Calculations:

1. Each Department's base General Fund Contribution (GFC) for the Fiscal Year (FY) 2020-21 budget will be the contribution for FY 2019-20 Adjusted Budget. One-time funds granted in FY 2019-20 are not considered GFC.
2. Where not prohibited by law, departments must use all non-General Fund revenues, such as special revenues, grants, and agency funds, before using GFC. Unanticipated revenues should be used to eliminate departmental use of one-time funds for ongoing operations.

3. In general, the base GFC will be adjusted by an amount equal to a percentage of the impact of projected wage and employee benefit increases in FY 2020-21, where that percentage is the proportion of GFC that makes up of the department's total funding in FY 2019-20. For example, if the wage and benefit cost increases total $100, and the FY 2019-20 GFC makes up 30% of the department's total funding, then the GFC base would be increased by $30.
4. In the event that projected Countywide General revenues do not meet the General Fund Contribution allocation, the departmental allocations will be reduced as necessary to balance the budget.
5. When submitted budgets reflect significant service level reductions from FY 2019-20 levels, departments will document service level impacts by program in order of severity, while identifying mandate levels and outcome measures.
6. Based on available funding, the CEO may recommend GFC allocations above the FY 2019-20 levels to address significant issues or structural imbalances within specific departments.
7. Any request for GFC in excess of the CEO's recommended allocation, and/or additional FTE above currently authorized levels, will be submitted as a budget expansion request. Expansion requests shall define the problem or issue to be addressed, provide data and applicable internal and/or external comparisons to illustrate how the requested expansion will help with the issue, and include a performance measure for tracking whether the expansion, if approved, is having the anticipated impact. Expansions based on the Department Renew '22 Plans, and that can point to evidence-based findings demonstrating their effectiveness, will receive priority consideration.
8. Special Revenue Funds will be evaluated at fiscal year-end, and appropriate adjustments may be made to the following year's GFC allocation.
9. Unallocated Discretionary General Fund Revenues will remain in the Unassigned Fund Balance account for future Board appropriation.

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, 2019, is estimated at $83.9 billion, making the debt limit approximately $1.05 billion.

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:
https://countyofsb.org/auditor/PublicationsLatest.sbc

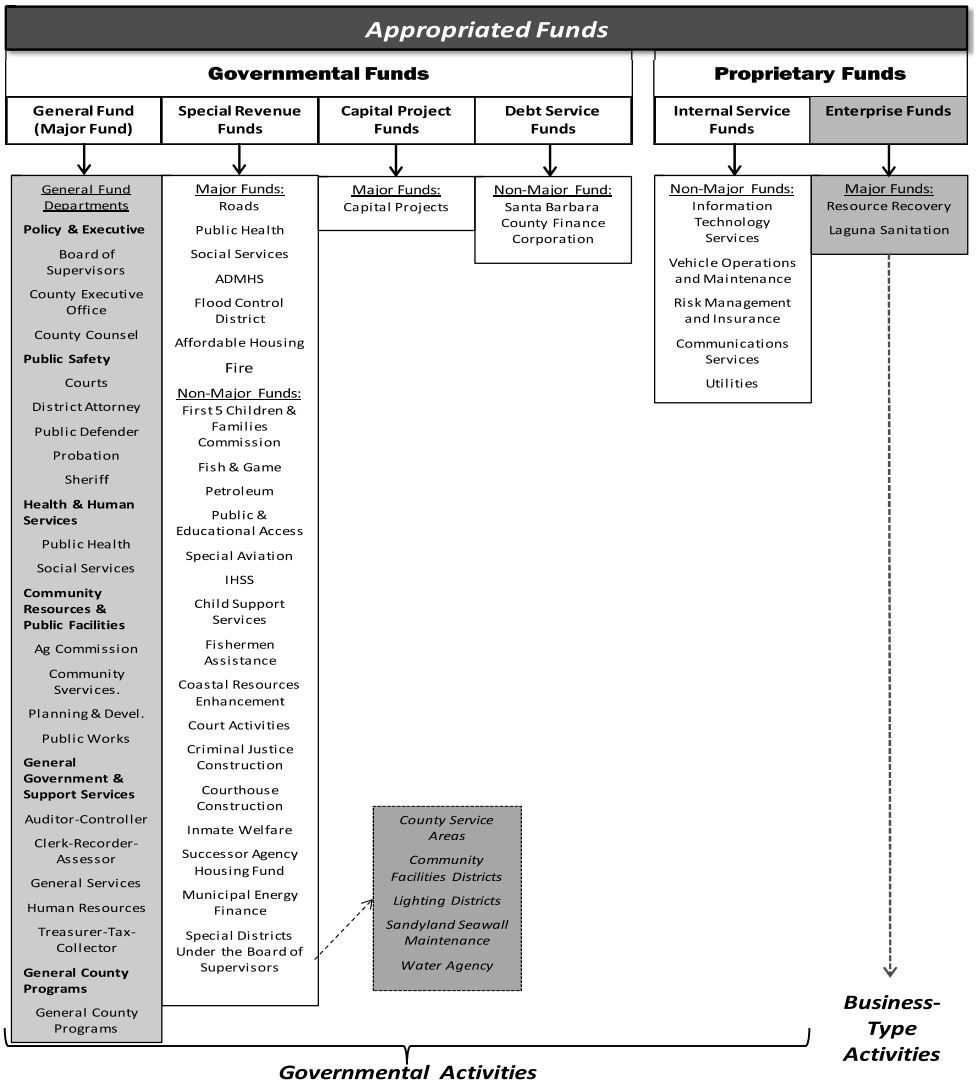
Fund Accounting

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.



Budget Processes, Policies, & Fund Structure

Section G

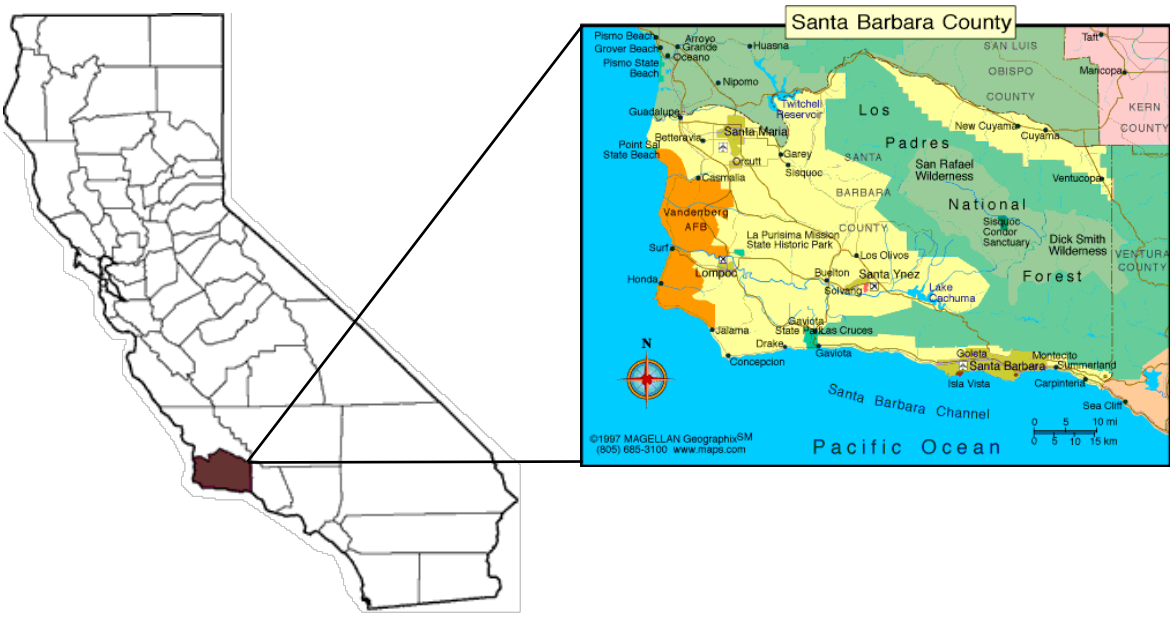
County Statistical Profile

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

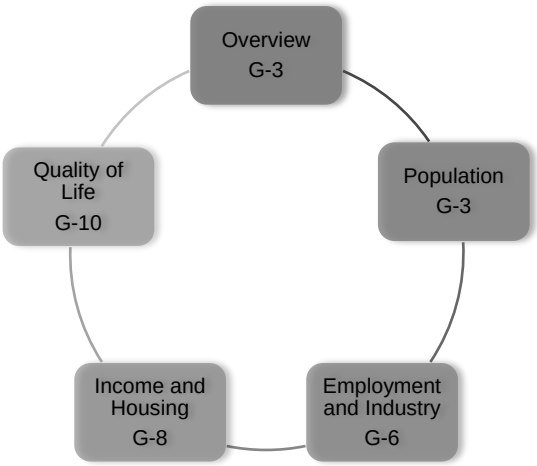


Figure 1: Santa Barbara County Fast Facts

FAST FACTS

FOUNDED: February 18, 1850
SIZE: 2,745 square miles[1]
INCORPORATED CITIES: 8
POPULATION: 454,593[2]
UNEMPLOYMENT RATE: 5.6%[1]
PER CAPITA INCOME: $56,129[1]
MEDIAN HOUSEHOLD INCOME: $77,472[3]
ASSESSED VALUE OF PROPERTY: $83.56 billion[4]
TAXABLE SALES: $7.9 billion in FY2018-19[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 1/1/2018	1/1/2019	Change %	Rank	State/County/City	1/1/2018	1/1/2019	Change %
1	Los Angeles	10,254,658	10,253,716	0.0%	30	Imperial	189,623	190,266	0.3%
2	San Diego	3,333,128	3,351,786	0.6%	31	Shasta	178,926	178,773	-0.1%
3	Orange	3,213,275	3,222,498	0.3%	32	Madera	158,328	159,536	0.8%
4	Riverside	2,412,536	2,440,124	1.1%	33	Kings	151,776	153,710	1.3%
5	San Bernardino	2,171,517	2,192,203	1.0%	34	Napa	140,966	140,779	-0.1%
6	Santa Clara	1,947,798	1,954,286	0.3%	35	Humboldt	136,084	135,333	-0.6%
7	Alameda	1,656,884	1,669,301	0.7%	36	Nevada	99,024	98,904	-0.1%
8	Sacramento	1,530,242	1,546,174	1.0%	37	Sutter	97,210	97,490	0.3%
9	Contra Costa	1,147,879	1,155,879	0.7%	38	Mendocino	89,130	89,009	-0.1%
10	Fresno	1,007,252	1,018,241	1.1%	39	Yuba	77,202	77,916	0.9%
11	Kern	906,563	916,464	1.1%	40	Lake	65,064	65,071	0.0%
12	San Francisco	880,980	883,869	0.3%	41	Tehama	64,103	64,387	0.4%
13	Ventura	857,415	856,598	-0.1%	42	San Benito	60,841	62,296	2.4%
14	San Mateo	772,372	774,485	0.3%	43	Tuolumne	54,721	54,590	-0.2%
15	San Joaquin	757,279	770,385	1.7%	44	Calaveras	45,147	45,117	-0.1%
16	Stanislaus	554,108	558,972	0.9%	45	Siskiyou	44,605	44,584	0.0%
17	Sonoma	502,866	500,675	-0.4%	46	Amador	37,920	38,294	1.0%
18	Tulare	475,346	479,112	0.8%	47	Lassen	30,584	30,150	-1.4%
19	**Santa Barbara**	**452,747**	**454,593**	**0.4%**	48	Glenn	28,762	29,132	1.3%
20	Monterey	442,940	445,414	0.6%	49	Del Norte	27,192	27,401	0.8%
21	Solano	439,102	441,307	0.5%	50	Colusa	22,063	22,117	0.2%
22	Placer	389,480	396,691	1.9%	51	Plumas	19,793	19,779	-0.1%
23	Merced	279,424	282,928	1.3%	52	Inyo	18,599	18,593	0.0%
24	San Luis Obispo	280,048	280,393	0.1%	53	Mariposa	18,112	18,068	-0.2%
25	Santa Cruz	276,071	274,871	-0.4%	54	Trinity	13,650	13,688	0.3%
26	Marin	262,803	262,879	0.0%	55	Mono	13,727	13,616	-0.8%
27	Butte	227,896	226,466	-0.6%	56	Modoc	9,599	9,602	0.0%
28	Yolo	221,175	222,581	0.6%	57	Sierra	3,220	3,213	-0.2%
29	El Dorado	189,592	191,848	1.2%	58	Alpine	1,161	1,162	0.1%
						California	**39,740,508**	**39,927,315**	**0.5%**

County Statistical Profile

Cities and Unincorporated Area

As of January 1, 2019, the estimated County population was 454,593[2]. This includes an estimated 144,503 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.

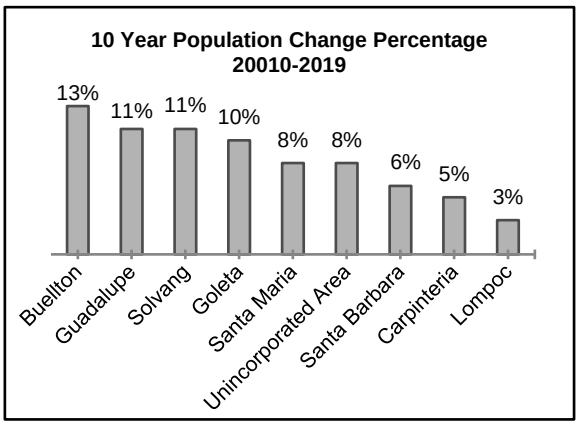
Figure 3 [2]

Estimated Population 2019

City	Est. Population (Jan 1, 2019)
Buellton	5,453
Solvang	5,822
Guadalupe	7,839
Carpinteria	13,680
Goleta	32,759
Lompoc	43,649
Santa Barbara	93,532
Santa Maria	107,356
Unincorporated	144,503
Total	454,593

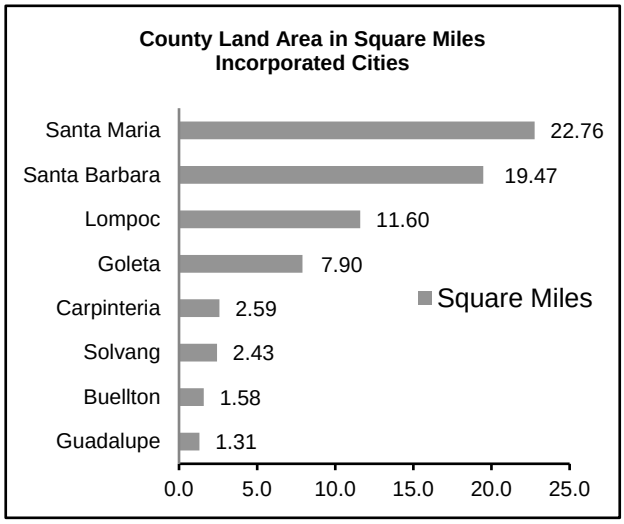
While Santa Barbara and Santa Maria have the largest populations, the areas with the most change in population rate over the past ten years have been Buellton, Guadalupe, and Solvang.

Figure 4 [2]



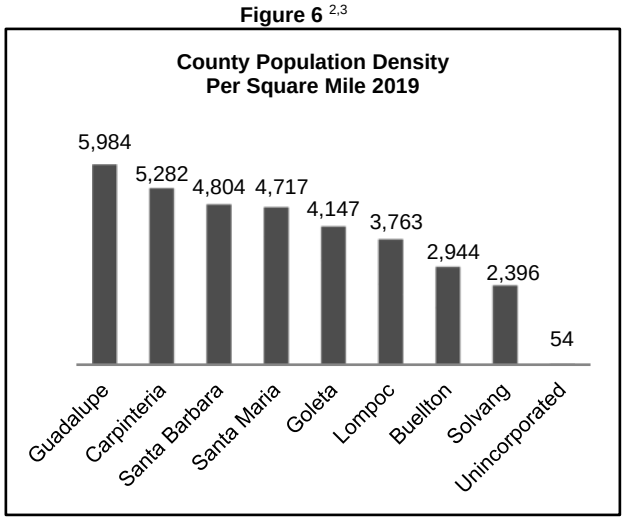
The County spans over 2,700 square miles, of which incorporated cities occupy almost 70 square miles, or 2.6%. Each city's respective square mile occupancy is provided in the graph below.

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]



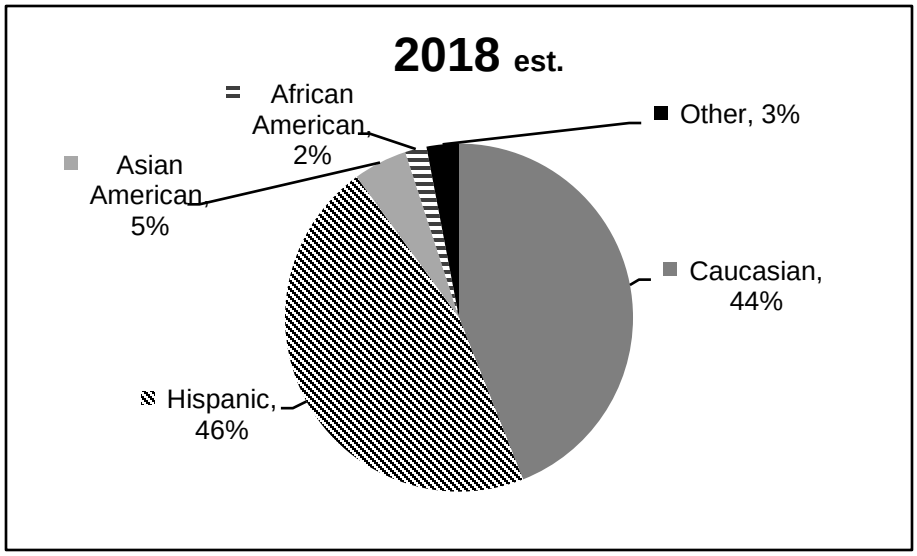
County Statistical Profile

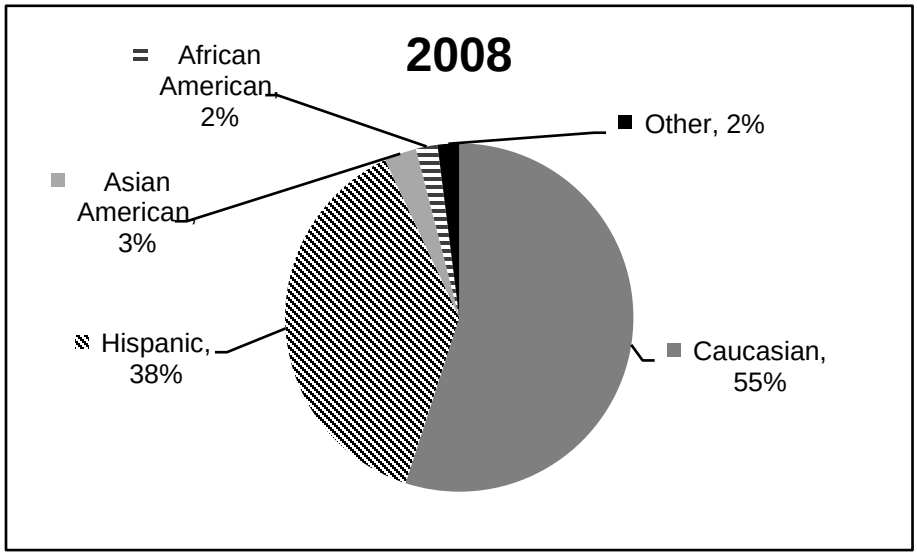
Population by Ethnicity

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 2018, the Caucasian population declined by 11% relative to the total population. The African American population remained constant at 2%; the Hispanic population increased 8%, and the Asian American population increased 2%, while other ethnic populations increased 1%.

Figure 7: County Ethnic Distribution 10 Year Comparison [2]





County Statistical Profile

Employment and Industry

During FY 2018-19, for the ninth consecutive year, the County saw positive trends in some economic segments, primarily led by consumer spending and tourism.

The following tables present data on local employment and industry trends.

Figure 8 [5]

Sector	Salary in 2017	Salary in 2018	Percent Change
Management of Companies and Enterprises	108,154	118,338	9.4%
Professional and Technical Services	92,427	98,912	7.0%
Utilities	99,120	97,816	-1.3%
Mining	102,521	97,555	-4.8%
Finance and Insurance	96,160	95,381	-0.8%
Information	106,926	93,967	-12.1%
Wholesale Trade	73,111	86,203	17.9%
Manufacturing	73,584	73,701	0.2%
Construction	56,430	57,949	2.7%
Health Care and Social Assistance	54,581	56,308	3.2%
Real Estate and Rental and Leasing	47,107	50,475	7.2%
Transportation and Warehousing	48,259	50,386	4.4%
Educational Services	43,445	46,367	6.7%
Administrative and Waste Services	37,313	38,135	2.2%
Other Services, Except Public Administration	34,349	35,402	3.1%
Agriculture, Forestry, Fishing and Hunting	34,280	34,458	0.5%
Retail Trade	33,526	34,170	1.9%
Arts, Entertainment, and Recreation	30,852	27,556	-10.7%
Accommodation and Food Services	24,207	25,118	3.8%
Government			
Federal Government	69,597	73,568	5.7%
State Government	56,811	59,881	5.4%
Local Government	57,379	59,836	4.3%
Total, All Industries	51,946	56,495	8.8%

County Statistical Profile

Figure 9 [1]

Job Growth by Sector
Santa Barbara County

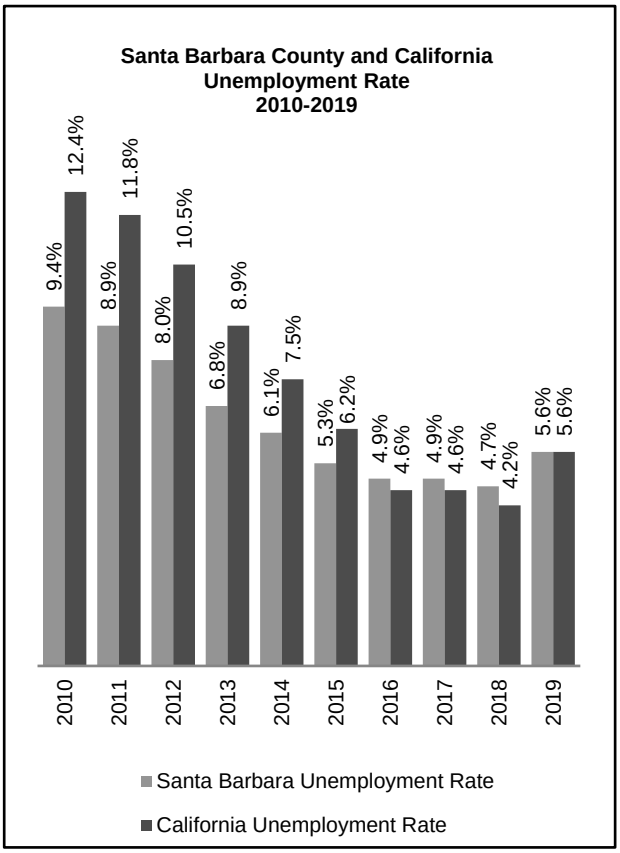
Sector	Jobs in 2018	Jobs in 2019	Jobs Created/(Lost)	Percent Change
Government	40,700	40,600	(100)	0%
Trade, Transportation & Utilities	28,000	27,400	(600)	-2%
Educational & Health Services	27,800	29,000	1,200	4%
Leisure & Hospitality	28,000	27,600	(400)	-1%
Professional & Business Services	23,800	23,700	(100)	0%
Goods Producing	23,000	22,700	(300)	-1%
Farm	18,900	18,700	(200)	-1%
Financial Activities	6,600	7,200	600	9%
Other Services	6,000	6,400	400	7%
Information	4,100	4,100	-	0%
Total, All Industries	206,900	207,400	500	0%

Figure 10 [11]

Major Employers in Santa Barbara County, Calendar Year 2019
(Over 1,000 Employees)

Rank	Company	Location	Industry	FTEs
1	University of California, Santa Barbara	Santa Barbara	Higher education	4,300
2	County of Santa Barbara	Santa Barbara	Government	4,255
3	Cottage Health	Santa Barbara	Health care	3,245
4	Vandenberg Air Force Base	Lompoc	Defense	2,500
5	Marian Regional Medical Center	Santa Maria	Health care	2,170
6	Chumash Casino Resort	Santa Ynez	Recreation and hospitality	2,000
7	Santa Barbara Unified School District	Santa Barbara	Education	1,400
8	Sansum Clinic	Santa Barbara	Health care	1,200
9	City of Santa Barbara	Santa Barbara	Government	1,200
10	Santa Barbara City College	Santa Barbara	Education	1,193
11	Raytheon	Goleta	Aerospace and defense	1,100

Figure 11 [1]



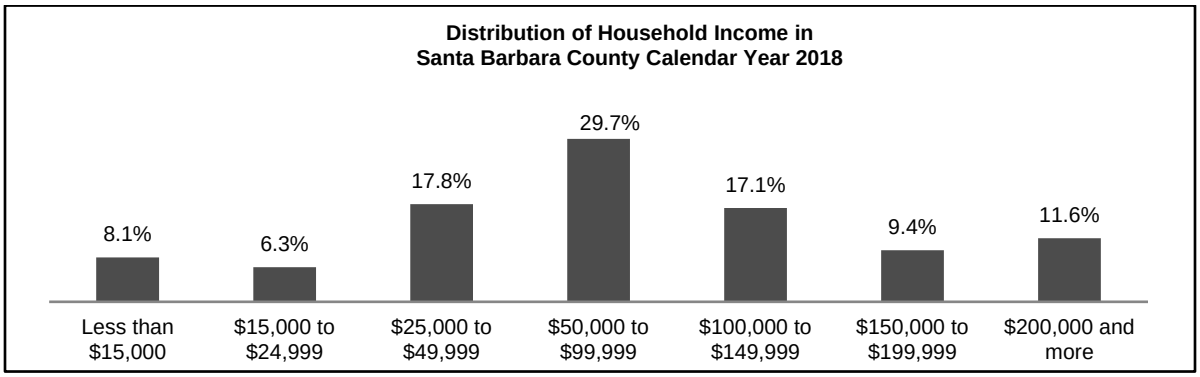
County Statistical Profile

Income and Housing

Income

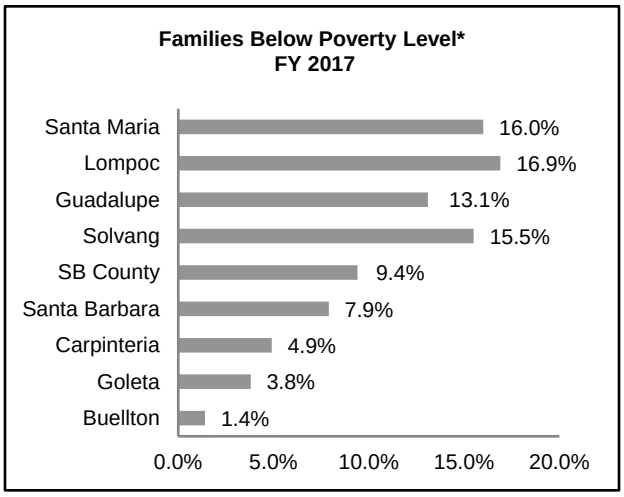
Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 32% of households earning below $49,999 per year; and 38% of households earning $100,000 per year or more.

Figure 12 [3]



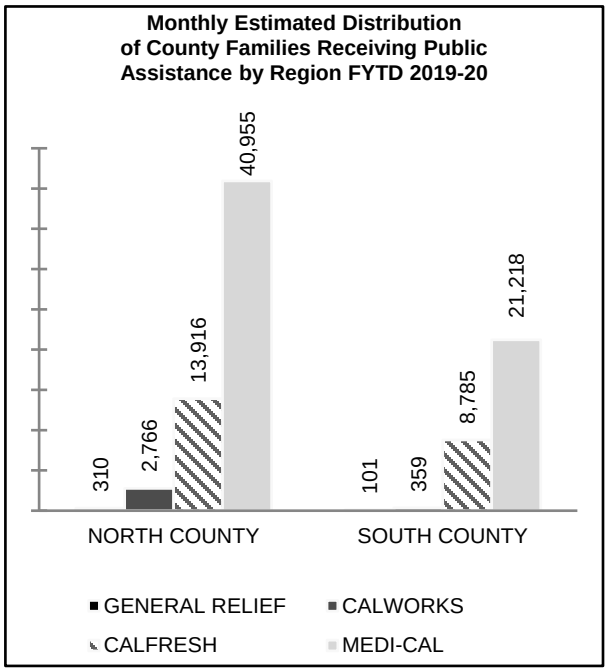
The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

Figure 13 [3]



*Federal Poverty level: about $25,100 for a family of four.

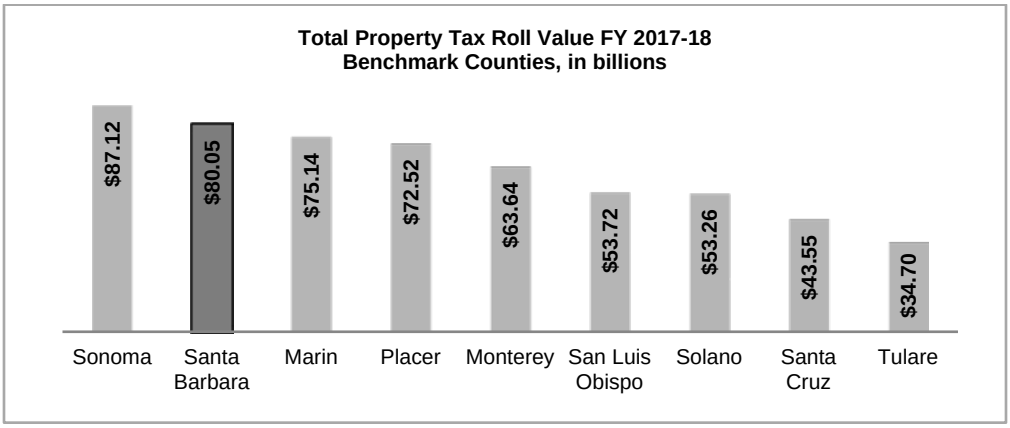
Figure 14 [6]



Housing

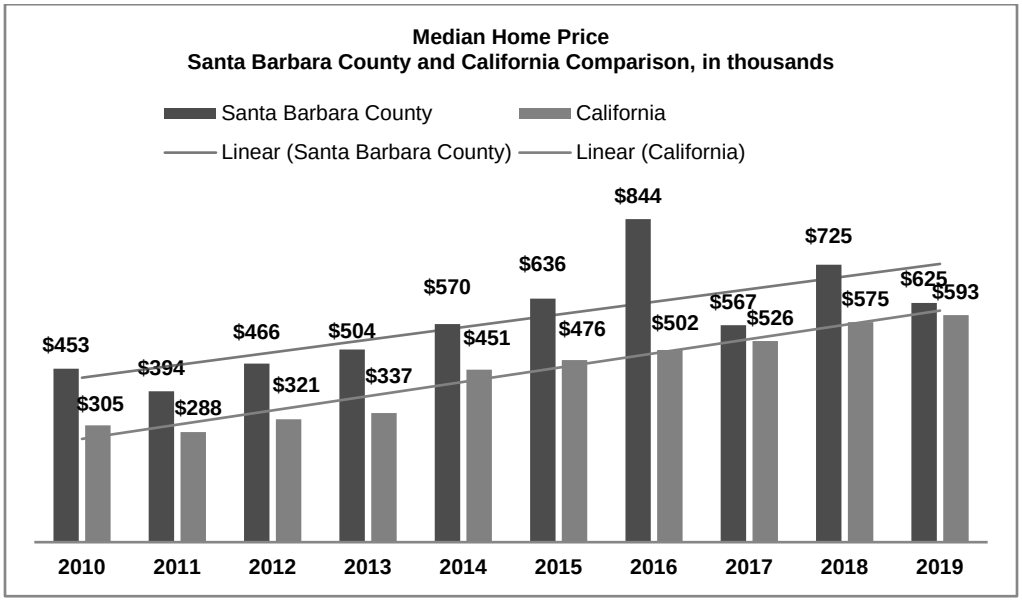
Santa Barbara County's greatest inflow of expendable revenue (for all jurisdictions) comes from collections of property taxes, including secured, unsecured, state assessed property, and supplemental taxes. The total value of the County's property tax roll in FY 2017-18* was $80.05 billion, the second highest value after Sonoma, when compared to benchmark counties.

Figure 15* [7]



The median home price in Santa Barbara County has increased by 13.8% over the prior year, which is closer to the trend of home prices in 2014 and 2015. The statewide median home price increased 3.1% 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*]

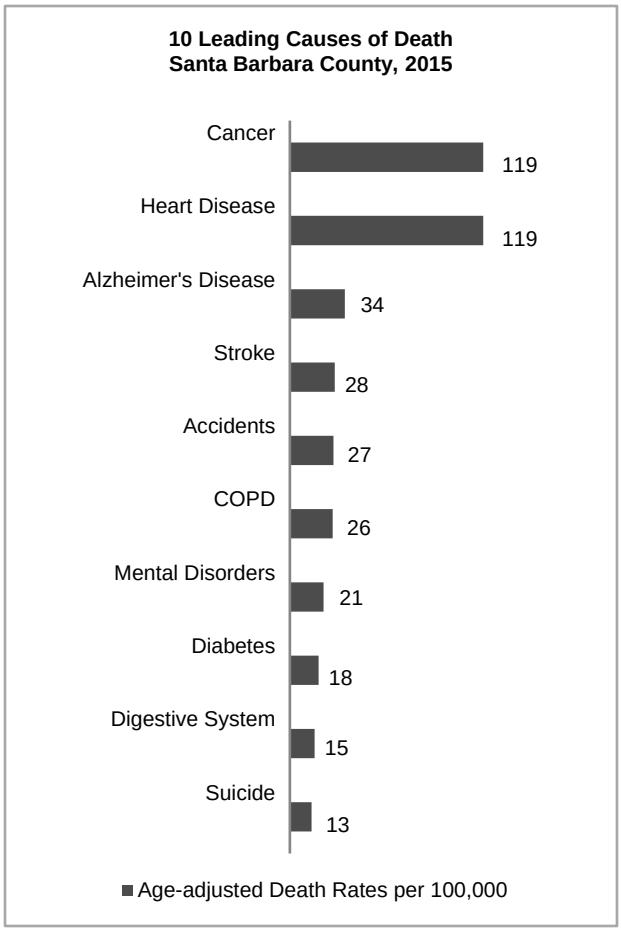
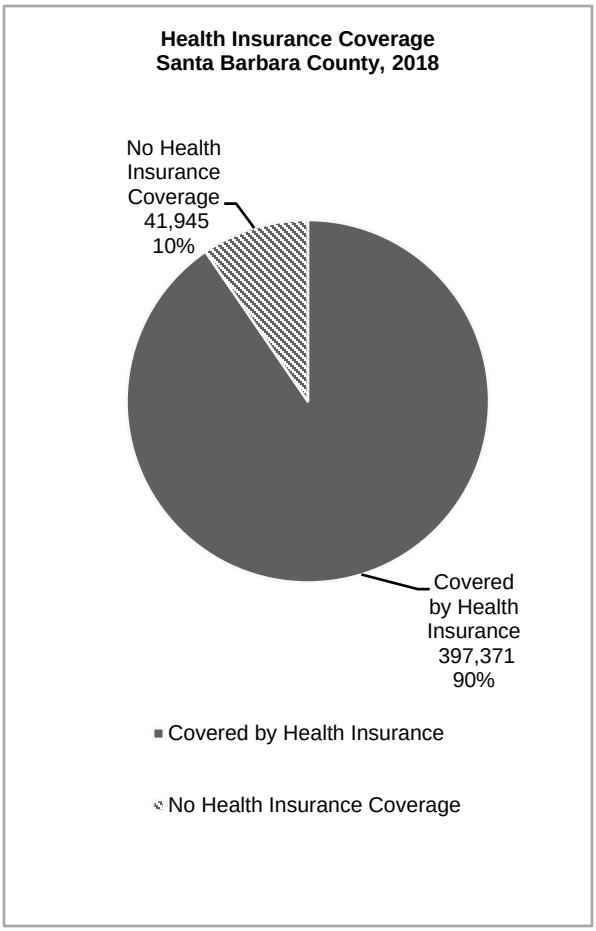


Figure 18 [3*]



County Statistical Profile

Education

The County has twenty (20) K-12 School Districts and two Community College Districts. There were 5,439 high school seniors enrolled in FY 2017-18* with a graduation rate of 87%, according to the California Department of Education.

Figure 19* [3]

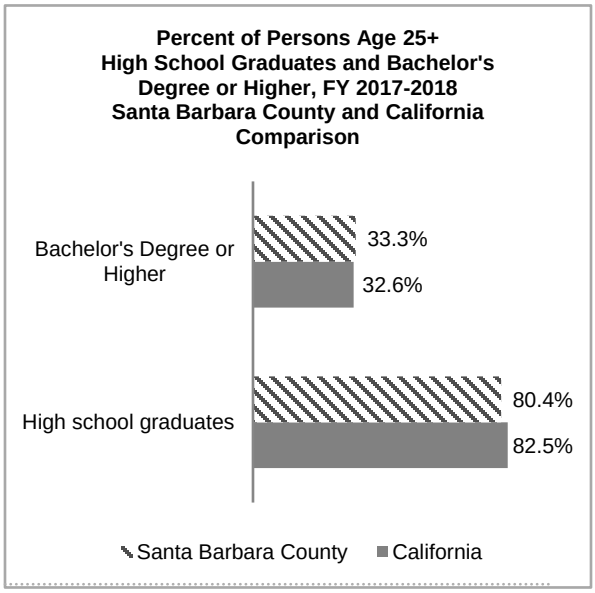


Figure 20* [10]

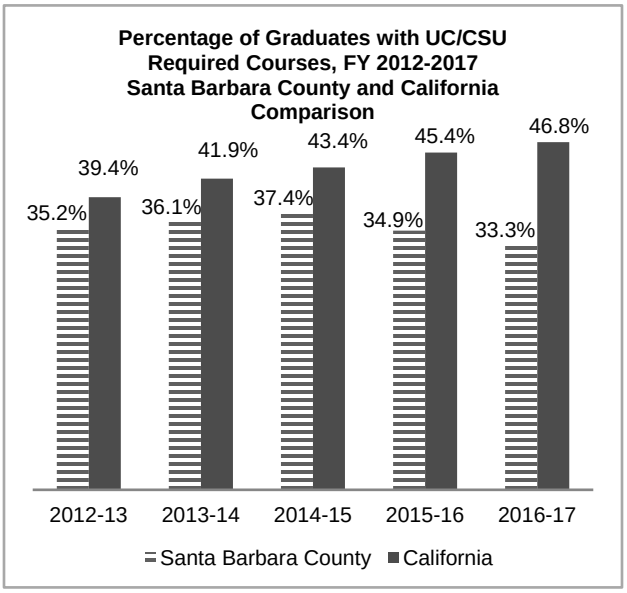
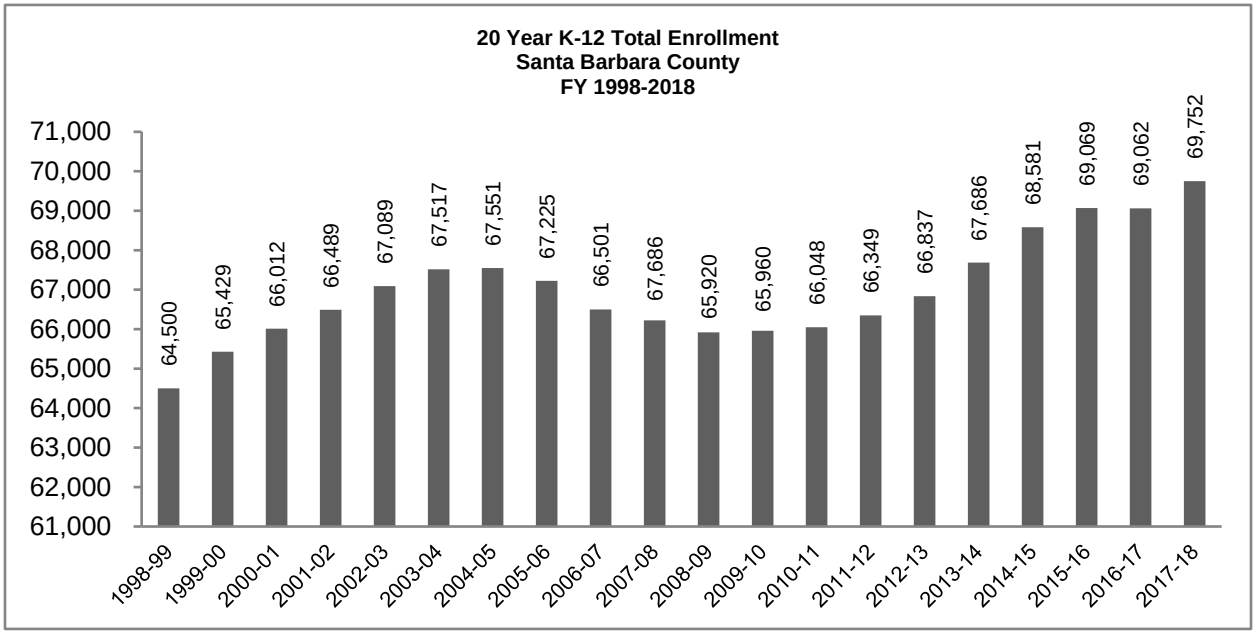


Figure 21* [10]



County Statistical Profile

List of Sources

1. State of California Employment Development Department - County Info report, FY 2019
2. California Department of Finance, FY 2019
3. United States Census Bureau, FY 2018-2019
4. County of Santa Barbara, Auditor-Controller's Office, FY 2019-2020
5. The California Economic Forecast, FY 2018-2019
6. County of Santa Barbara, Department of Social Services, FY 2019-2020
7. California State Board of Equalization, FY 2018-2019
8. California Association of Realtors, FY 2019
9. County of Santa Barbara, Public Health Department, FY 2019
10. California Department of Education, FY 2019
11. Pacific Coast Business Times Book of Lists, 2019

* At the time of publishing the 2020-21 Recommended Budget some figures were not updated due to unavailable information from the source agency/company, most likely due to COVID-19 impacts.

Section H

Department FTE Summary & Lost Time Report

COUNTY OF SANTA BARBARA
CALIFORNIA

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Agricultural Commissioner/W&M				
ADMN OFFICE PRO	3.00	3.00	-	3.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
AG BIO/W&M INSPECTOR	5.04	15.00	(3.00)	12.00
AG COMM/SEALER WGTS-MEAS	1.00	1.00	-	1.00
AGRI BIOLOGIST	12.89	6.00	3.00	9.00
AGRI BIOLOGIST SUPV	1.92	2.00	-	2.00
AGRI COMMISSIONER-DEPT	3.00	3.00	-	3.00
AGRICULTURAL INTEGRATED PEST MANAGEMENT	0.89	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
WGTS & MEASURES INSP SUPV	0.63	1.00	-	1.00
WGTS-MEASURES INSP	2.52	1.00	-	1.00
Agricultural Commissioner/W&M Department Total	34.88	37.00	-	37.00
Auditor-Controller				
ACCOUNTANT-AUDITOR	6.22	8.00	2.00	10.00
ASST DIRECTOR	1.00	1.00	-	1.00
AUDIT MANAGER	0.59	0.80	-	0.80
AUDIT SUPERVISOR	1.02	1.50	-	1.50
AUDITOR-CONTROLLER	1.00	1.00	-	1.00
BUSINESS MANAGER	-	-	1.00	1.00
CHIEF DEPUTY CONTROLLER	1.00	1.00	-	1.00
COST ANALYST	3.93	4.00	(1.00)	3.00
DIVISION CHIEF	5.85	6.00	-	6.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00
FINANCIAL ACCT ANALYST	5.74	6.50	0.50	7.00
FINANCIAL OFFICE PRO	2.96	3.00	(1.00)	2.00
FINANCIAL OFFICE PRO SR	2.00	2.00	(1.00)	1.00
FINANCIAL OFFICE PRO SR-RES	2.00	2.00	-	2.00
FINANCIAL SYS ANALYST	4.61	4.80	0.50	5.30
FINANCIAL SYS ANALYST SR-R	5.33	6.00	(1.00)	5.00
Auditor-Controller Department Total	44.24	48.60	-	48.60
Behavioral Wellness				
ACCOUNTANT	1.26	3.00	(1.00)	2.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00
ADMHS CASE WORKER	28.26	35.02	1.98	37.00
ADMHS PRACTITIONER	41.29	44.60	9.50	54.10
ADMHS PRACTITIONER INTERN	28.15	39.04	(7.04)	32.00
ADMHS PSYCHIATRIC TECH	23.78	26.25	(2.00)	24.25
ADMHS RECOVERY ASSISTANT	27.26	35.94	(1.04)	34.90
ADMHS REHABILITATION SPEC	4.78	8.00	(5.00)	3.00
ADMHS TEAM SUPV-CASE WKR	1.00	4.04	0.71	4.75
ADMHS TEAM SUPV-CLIN PSYCH	1.89	2.00	(1.00)	1.00
ADMHS TEAM SUPV-PRACTITIONER	12.07	12.00	2.00	14.00
ADMHS TEAM SUPV-PSYCH TECH	1.00	1.00	-	1.00
ADMHS TEAM SUPV-RN	3.40	3.75	(.75)	3.00
ADMINISTRATIVE LDR-GEN	0.26	-	-	-
ADMN OFFICE PRO	28.46	30.50	1.00	31.50

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Behavioral Wellness				
ADMN OFFICE PRO SR	5.00	6.00	-	6.00
ALCOHOL & DRUG SERVICE SPEC	4.44	6.00	-	6.00
ASST DEPT LDR - MEDICAL DIRECTOR	-	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	1.98	2.00	-	2.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
CLIN PSY POST DOC INTERN	1.63	3.00	(1.00)	2.00
CLIN PSYCHOLOGIST	3.44	4.00	-	4.00
COMPUTER SYSTEMS SPEC	5.04	6.00	(.50)	5.50
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COST ANALYST	4.59	5.00	-	5.00
DEPT BUS SPEC	4.00	4.00	1.00	5.00
DEPUTY DIRECTOR	2.78	3.00	-	3.00
DIRECTOR	1.00	1.00	-	1.00
DIVISION CHIEF	3.70	5.00	(1.00)	4.00
EDP OFFICE AUTO SPEC	1.00	2.00	-	2.00
EDP SYS & PROG ANLST	1.78	2.00	-	2.00
EDP SYS & PROG ANLST SR	0.85	1.00	-	1.00
EPIDEMIOLOGIST SR	1.00	1.00	-	1.00
EPIDEMIOLOGIST/BIOSTAT	0.74	1.00	-	1.00
EXECUTIVE SECRETARY	-	-	1.00	1.00
FACILITIES MANAGER	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	3.89	4.00	1.00	5.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00
FINANCIAL SYS ANALYST	0.19	1.00	-	1.00
FISCAL ANALYST	0.30	1.00	-	1.00
FISCAL MANAGER	0.93	1.00	-	1.00
HEALTH CARE PRACTITIONER	-	3.00	(.50)	2.50
HEALTH CARE PROGRAM COORDINATOR	4.33	7.00	(1.00)	6.00
HR ANALYST	-	1.00	-	1.00
HR MANAGER	0.56	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
MEDICAL RECORDS ADMIN	0.26	1.00	1.00	2.00
NURSING DIRECTOR	0.44	-	1.00	1.00
OPERATIONS MANAGER	1.26	2.00	-	2.00
PATIENTS RIGHTS ADVOCATE	1.00	1.00	-	1.00
PHARMACIST-IN-CHARGE	1.00	1.00	-	1.00
PHARMACY TECHNICIAN	-	-	1.00	1.00
PROGRAM MANAGER	8.30	10.00	1.00	11.00
PROJECT MANAGER	1.00	1.00	-	1.00
PSYCHIATRIC NURSE	16.26	23.00	1.00	24.00
PSYCHIATRIC NURSE SR	1.74	3.50	(1.50)	2.00
PSYCHIATRIC NURSE SUPV	1.00	1.00	-	1.00
PSYCHIATRIST	4.54	14.28	(.75)	13.53
QUALITY ASSURANCE COORD	8.00	12.00	1.00	13.00
RECREATIONAL THERAPIST	1.00	1.00	-	1.00
REGIONAL CLINIC MANAGER	2.07	3.00	-	3.00
REGISTERED DIETITIAN	1.00	1.00	-	1.00
SAFETY/PRIVACY OFFICER-DEPT	0.15	1.00	-	1.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Behavioral Wellness				
STAFF PHYSICIAN	0.75	0.75	-	0.75
Behavioral Wellness Department Total	315.79	403.66	0.12	403.78
Board of Supervisors				
ADMN OFFICE PRO	2.00	2.00	-	2.00
BOS ADMIN ASST	7.38	8.23	-	8.23
CHIEF OF STAFF	3.56	5.00	-	5.00
ENTERPRISE LDR-GEN	1.48	-	-	-
SUPERVISOR ELECTED	5.04	5.00	-	5.00
Board of Supervisors Department Total	19.46	20.23	-	20.23
Child Support Services				
ADMN OFFICE PRO	4.34	4.75	-	4.75
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
ASST DIRECTOR	0.59	1.00	-	1.00
BUSINESS MANAGER	0.67	1.00	(1.00)	-
CHILD SUPPORT ATTY	1.20	2.00	-	2.00
CHILD SUPPORT ATTY SUPV	0.74	1.00	-	1.00
CHILD SUPPORT INVEST SPEC	2.00	2.00	-	2.00
CHILD SUPPORT MANAGER	2.00	2.00	-	2.00
CHILD SUPPORT OFFICER	29.47	31.50	0.05	31.55
CHILD SUPPORT OFFICER SR	5.75	5.75	-	5.75
CHILD SUPPORT OFFICER SUPV	5.00	5.00	-	5.00
DEPT BUS SPEC	1.00	1.00	-	1.00
DEPT/CORP LDR-EXEC	0.26	-	-	-
DIRECTOR	0.74	1.00	-	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO SR	5.00	5.00	-	5.00
LEGAL OFFICE PRO	1.00	1.00	-	1.00
LEGAL OFFICE PRO SR	2.00	2.00	-	2.00
Child Support Services Department Total	64.77	69.00	(.95)	68.05
Clerk-Recorder-Assessor				
ADMN OFFICE PRO	20.30	27.50	2.00	29.50
ADMN OFFICE PRO SR	13.82	14.00	(1.00)	13.00
APPRAISER	19.52	20.00	(1.00)	19.00
ASSESSMENT SUPERVISOR	6.00	6.00	-	6.00
AUDITOR-APPRAISER	4.89	5.00	(1.00)	4.00
CHIEF DEPUTY ASSESSOR	0.37	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	1.00	1.00	-	1.00
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00
DEPT BUS SPEC	1.00	2.00	2.00	4.00
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	2.00	3.00	-	3.00
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Clerk-Recorder-Assessor				
FINANCIAL SYS ANALYST SR	2.00	2.00	-	2.00
FISCAL MANAGER	1.00	1.00	-	1.00
HR MANAGER	1.00	1.00	-	1.00
MAPPING/GIS ANALYST	2.11	2.00	-	2.00
MAPPING/GIS ANALYST SUPV	0.85	1.00	-	1.00
MAPPING/GIS TECH	0.55	1.00	-	1.00
PROGRAM MANAGER	5.00	5.00	-	5.00
PROJECT MANAGER	1.00	1.00	-	1.00
Clerk-Recorder-Assessor Department Total	90.41	101.50	1.00	102.50
Community Services				
ACCOUNTANT	0.74	1.00	1.00	2.00
ADMN OFFICE PRO	2.30	3.00	(1.00)	2.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
ADMN OFFICE PRO SR-RES	1.00	1.00	-	1.00
AQUATICS MANAGER	0.88	1.00	-	1.00
ASST DIRECTOR	1.22	2.00	1.00	3.00
ASST NATURALIST	-	-	0.75	0.75
CHIEF FINANCIAL OFFICER	1.00	1.00	(1.00)	-
COMPUTER SYSTEMS SPEC	0.33	1.00	-	1.00
COST ANALYST	0.78	1.00	-	1.00
CUSTODIAN	-	1.00	-	1.00
DEPT BUS SPEC	5.80	7.00	-	7.00
DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	1.56	2.00	-	2.00
ENTERPRISE LDR-GEN	2.48	3.00	-	3.00
EXEC DIR-ARTS COMM	1.00	1.00	(1.00)	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	0.48	1.00	(1.00)	-
HOUSING PROGRAM SPEC	2.63	3.50	-	3.50
HOUSING PROGRAM SPEC SR	2.96	4.00	1.00	5.00
MAINTENANCE LEADER	2.74	3.00	-	3.00
MAINTENANCE PLUMBER	1.59	2.00	-	2.00
NATURALIST	1.00	1.00	-	1.00
OPERATIONS MANAGER	2.41	4.00	1.00	5.00
PARK MAINTENANCE WORKER	6.37	6.00	2.00	8.00
PARK RANGER	27.59	28.00	1.00	29.00
PLANNER	-	1.00	-	1.00
PROGRAM MANAGER	2.48	3.00	-	3.00
PROJECT MANAGER	1.00	1.00	-	1.00
VISUAL ARTS COORDINATOR	1.00	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	76.34	88.50	3.75	92.25
County Counsel				
BUSINESS MANAGER	1.00	1.00	-	1.00
CHIEF ASST COUNTY COUNSEL	1.00	1.00	-	1.00
CHIEF DEPUTY	1.33	2.00	-	2.00
COMPUTER SYSTEMS SPEC	1.00	1.00	(1.00)	-

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
County Counsel				
COUNTY COUNSEL	1.00	1.00	-	1.00
DEPUTY COUNTY COUNSEL	12.19	13.00	-	13.00
DEPUTY COUNTY COUNSEL SR	10.70	11.00	1.00	12.00
DEPUTY COUNTY COUNSEL SR-RES	1.74	1.00	-	1.00
LEGAL OFFICE PRO	2.74	3.00	-	3.00
LEGAL OFFICE PRO SR-RES	7.00	7.00	-	7.00
County Counsel Department Total	39.71	41.00	-	41.00
County Executive Office				
ACCOUNTANT	1.00	1.00	-	1.00
ADMN OFFICE PRO	3.15	4.00	-	4.00
ADMN OFFICE PRO SR	1.19	1.00	(1.00)	-
ASST DIRECTOR	4.67	5.00	-	5.00
BUSINESS MANAGER	1.00	1.00	-	1.00
CABLE TV STAFF ASSISTANT	0.44	1.00	-	1.00
CHF DEP CLK OF BD OF SUPV	0.74	1.00	-	1.00
CHIEF INFORMATION SECURITY OFFICER	0.81	1.00	-	1.00
COUNTY EXECUTIVE OFFICER	1.00	1.00	-	1.00
CSBTV MANAGER	1.00	1.00	-	1.00
DEPT BUS SPEC	1.00	1.00	-	1.00
DEPUTY COUNTY EXEC OFFICER	1.00	1.00	(1.00)	-
EDP OFFICE AUTO SPEC	1.00	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	2.00
FINANCIAL OFFICE PRO	-	1.00	(1.00)	-
FISCAL & POLICY ANALYST	3.80	4.00	2.00	6.00
FISCAL ANALYST	-	-	1.00	1.00
MAPPING/GIS ANALYST	0.89	1.00	-	1.00
PROGRAM MANAGER	4.18	5.00	-	5.00
PROJECT MANAGER	1.00	1.00	-	1.00
RISK ANALYST	2.00	2.00	-	2.00
SAFETY OFFICER	1.00	1.00	-	1.00
TEAM/PROJECT LDR-GEN	1.00	1.00	-	1.00
County Executive Office Department Total	32.87	36.00	1.00	37.00
District Attorney				
ADMN OFFICE PRO	1.74	2.00	-	2.00
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
COST ANALYST	-	-	1.00	1.00
DA INVESTIGATOR	10.41	12.00	-	12.00
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00
DA INVESTIGATOR SUPV	2.89	3.00	-	3.00
DEPT BUS SPEC	1.00	1.00	-	1.00
DEPUTY DISTRICT ATTY	35.89	40.00	(5.50)	34.50
DEPUTY DISTRICT ATTY SR	11.67	11.00	6.00	17.00
DISTRICT ATTORNEY	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00
EDP SYS & PROG ANLST SR	0.78	2.00	(1.00)	1.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
District Attorney				
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
LEGAL OFFICE PRO	16.55	18.50	0.50	19.00
LEGAL OFFICE PRO SR	19.56	20.00	0.50	20.50
OPERATIONS MANAGER	-	1.00	(1.00)	-
PROGRAM MANAGER	1.00	1.00	-	1.00
PROGRAM/BUS LDR-GEN	1.00	1.00	-	1.00
PROJECT MANAGER	0.04	-	1.00	1.00
VICTIM WITNESS PROG ASST	11.93	13.00	-	13.00
VICTIM WITNESS PROG SUPV	2.00	2.00	-	2.00
District Attorney Department Total	129.44	140.50	1.50	142.00
Fire				
ACCOUNTANT	2.00	2.00	-	2.00
ADMN OFFICE PRO	5.70	6.00	-	6.00
ADMN OFFICE PRO SR	1.93	2.00	(1.00)	1.00
AIR SUPPORT PILOT	1.85	2.00	-	2.00
AIRCRAFT MECHANIC	0.89	2.00	-	2.00
BATTALION CHIEF	8.96	12.00	-	12.00
CHIEF FINANCIAL OFFICER	0.93	1.00	-	1.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00
COST ANALYST	-	1.00	-	1.00
DEPT BUS SPEC	-	-	1.00	1.00
DEPUTY CHIEF	1.00	1.00	1.00	2.00
DIVISION CHIEF	4.04	4.00	(1.00)	3.00
DP MANAGER-DEPT	1.00	1.00	-	1.00
EMERGENCY MED SVCS ADMINISTRATOR	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	1.07	1.00	-	1.00
FINANCIAL OFFICE PRO SR	4.00	4.00	-	4.00
FIRE CAPTAIN SHIFT	50.67	53.00	-	53.00
FIRE CAPTAIN STAFF	15.41	14.00	1.00	15.00
FIRE CHIEF	0.74	1.00	-	1.00
FIRE CONTROL WORKER SENIOR	0.22	-	5.00	5.00
FIRE ENG INSPECTOR SHIFT	48.70	54.00	-	54.00
FIRE ENG INSPECTOR STAFF	6.07	5.00	-	5.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00
FIRE EQUIPMENT OPER ASST	1.00	3.00	(2.00)	1.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00
FIRE INSPECTOR	3.00	3.00	-	3.00
FIREFIGHTER SHIFT	73.26	83.00	-	83.00
FIREFIGHTER STAFF	3.03	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00
HEALTH CARE PROGRAM COORDINATOR	-	2.00	(2.00)	-
MAPPING/GIS ANALYST	1.00	1.00	-	1.00
PETROLEUM INSP TECH	1.00	1.00	-	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00
PUBLIC INFO SPECIALIST	1.00	1.00	-	1.00
STAFF NURSE SR	-	-	2.00	2.00
STOREKEEPER	1.00	1.00	-	1.00
TEAM/PROJECT LDR-BATT CHF SHFT	0.11	-	-	-

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Fire				
Fire Department Total	248.59	270.00	4.00	274.00
First 5, Children & Families				
ACCOUNTANT	-	1.00	-	1.00
ADMN OFFICE PRO	1.00	-	-	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	2.00
CHILDREN & FAMILY SVCS DIR	1.07	1.00	-	1.00
DEPT BUS SPEC	-	2.00	(2.00)	-
FINANCIAL OFFICE PRO SR	1.00	-	-	-
FIRST 5 PROGRAM SPECIALIST	2.48	1.00	(1.00)	-
PROGRAM ADMINISTRATOR	-	1.00	(1.00)	-
PROGRAM MANAGER	-	1.00	(1.00)	-
PROJECT MANAGER	0.04	-	3.00	3.00
PUBLIC INFO SPECIALIST	1.00	-	-	-
First 5, Children & Families Department Total	7.59	8.00	(1.00)	7.00
General County Programs				
DEPT BUS SPEC	0.04	-	-	-
General County Programs Department Total	0.04	-	-	-
General Services				
ACCOUNTANT	1.37	2.00	-	2.00
ADMN OFFICE PRO	2.24	2.50	-	2.50
ADMN OFFICE PRO SR	-	1.00	-	1.00
ARCHITECT	1.00	1.00	-	1.00
ASST DIRECTOR	3.00	4.00	-	4.00
AUTOMOTIVE MECHANIC	8.81	9.00	-	9.00
BUILDING MAINT SUPV	1.15	3.00	-	3.00
BUILDING MAINT WORKER	11.48	15.00	-	15.00
BUSINESS MANAGER	1.00	1.00	-	1.00
BUYER	2.00	2.00	-	2.00
CAPITAL PROJECTS COORD	2.00	2.00	-	2.00
COMM EQUIP TECH	2.00	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	0.52	1.00	(1.00)	-
COMPUTER SYSTEMS SPEC	0.67	1.00	1.00	2.00
COST ANALYST	1.93	2.00	-	2.00
DEPT BUS SPEC	3.89	4.00	-	4.00
DIRECTOR	1.00	1.00	-	1.00
DIVISION MANAGER	1.78	2.00	-	2.00
EDP NETWORK TECH	5.70	6.00	-	6.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	12.04	16.00	(1.00)	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	2.00	2.00	-	2.00
ENERGY MANAGER	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	0.59	1.00	-	1.00
EQUIPMENT MECHANIC	1.41	2.00	-	2.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
General Services				
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FACILITIES MANAGER	2.00	2.00	-	2.00
FACILITIES SUPERVISOR	1.56	1.00	1.00	2.00
FINANCIAL OFFICE PRO	1.00	1.00	(1.00)	-
FINANCIAL OFFICE PRO SR	1.00	2.00	1.00	3.00
FLEET MANAGER	1.00	1.00	-	1.00
HEAVY EQUIP OPERATOR	-	-	1.00	1.00
HVAC SPECIALIST	0.74	3.00	-	3.00
LEAD MECHANIC	2.93	3.00	-	3.00
MAIL CENTER SUPERVISOR	-	1.00	(1.00)	-
MAIL CENTER WORKER	1.81	2.00	-	2.00
MAINTENANCE PLUMBER	2.85	4.00	-	4.00
MOTOR POOL DISPATCH	0.96	1.00	-	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00
PROGRAM/BUS LDR-GEN	0.48	-	1.00	1.00
PROJECT MANAGER	5.93	7.00	4.00	11.00
RADIO COMMUNICATION SYSTEMS ENGINEER	1.00	1.00	-	1.00
REAL PROPERTY AGENT	2.00	2.00	-	2.00
STOREKEEPER	0.74	1.00	-	1.00
General Services Department Total	103.57	124.50	5.00	129.50
Human Resources				
ADMINISTRATIVE LDR-GEN	0.26	-	-	-
ADMN OFFICE PRO	0.89	2.00	0.75	2.75
ADMN OFFICE PRO SR-RES	3.51	3.00	(1.00)	2.00
ASST DEPT LDR-EXEC	0.07	-	-	-
DEPT BUS SPEC	2.91	4.75	2.25	7.00
DIRECTOR	0.85	1.00	-	1.00
DIVISION CHIEF	0.22	1.00	-	1.00
DIVISION MANAGER	3.33	4.00	-	4.00
EDP SYS & PROG ANLST	1.00	1.00	(1.00)	-
ENTERPRISE LDR-GEN	1.04	1.00	(1.00)	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FISCAL MANAGER	1.00	1.00	-	1.00
HR ANALYST	1.67	5.00	(1.00)	4.00
HR MANAGER	4.22	6.00	-	6.00
PROGRAM ADMINISTRATOR	-	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.48	-	-	-
TEAM/PROJECT LDR-GEN	0.11	-	-	-
Human Resources Department Total	22.56	30.75	-	30.75
Planning & Development				
ACCOUNTANT	-	1.00	-	1.00
ADMN OFFICE PRO	7.48	8.00	1.00	9.00
ADMN OFFICE PRO SR	3.29	3.00	1.00	4.00
ASST DIRECTOR	1.22	2.00	-	2.00
ASST PLAN CHECKER	3.11	3.00	-	3.00
BLDG ENGNR INSPECTOR	8.00	9.00	-	9.00
BLDG ENGNR INSPECTOR SPEC	1.00	1.00	-	1.00
BLDG ENGNR INSPECTOR SUPV	3.89	4.00	-	4.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Planning & Development				
BUILDING PERMIT TECH	2.00	2.00	-	2.00
BUSINESS MANAGER	1.00	1.00	-	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.74	4.00	-	4.00
COMPUTER SYSTEMS SPEC	1.15	1.00	2.00	3.00
DEPT BUS SPEC	-	-	1.00	1.00
DEPT/CORP LDR-EXEC	0.77	-	-	-
DEPUTY DIRECTOR	2.78	4.00	(1.00)	3.00
DIRECTOR	0.29	1.00	-	1.00
EDP SYS & PROG ANLST SR	0.74	1.00	(1.00)	-
ENERGY SPECIALIST	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	2.00	3.00	-	3.00
FINANCIAL OFFICE PRO SR	0.70	-	-	-
GRADING INSPECTOR SR	1.81	2.00	-	2.00
MAPPING/GIS ANALYST	1.00	1.00	-	1.00
PETROLEUM SPECIALIST	2.00	2.00	-	2.00
PLANNER	31.19	38.30	2.00	40.30
PLANNER SUPERVISING	5.33	7.00	1.00	8.00
PLANNING PROCESS ANALYST	1.00	1.00	-	1.00
PROGRAM ADMINISTRATOR	0.37	1.00	-	1.00
PROGRAM MANAGER	-	-	1.00	1.00
Planning & Development Department Total	87.87	102.30	8.00	110.30
Probation				
ACCOUNTANT	0.74	4.00	-	4.00
ACCOUNTANT SUPERVISING	0.67	2.00	-	2.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00
ADMN OFFICE PRO	42.57	50.50	(.50)	50.00
ADMN OFFICE PRO SR	11.67	14.00	(1.00)	13.00
BUSINESS MANAGER	-	-	1.00	1.00
CHIEF INNOVATION OFFICER	1.00	1.00	-	1.00
CHIEF PROBATION OFFICER	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	1.96	2.00	-	2.00
COOK	2.50	2.50	-	2.50
COST ANALYST	0.74	-	-	-
DEP CHIEF PROBATION OFFCR	2.96	3.00	-	3.00
DEP PROBATION OFFICER	86.56	94.00	(2.77)	91.23
DEP PROBATION OFFICER SR	39.22	40.00	-	40.00
DEP PROBATION OFFICER SUP	15.26	16.00	1.00	17.00
DEPT BUS SPEC	0.48	2.00	-	2.00
EDP SYS & PROG ANLST	2.89	4.00	-	4.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	2.26	2.00	2.00	4.00
FINANCIAL OFFICE PRO SR	1.56	-	1.00	1.00
FISCAL MANAGER	1.00	1.00	-	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00
FOOD SERVICES WORKER	2.06	2.50	-	2.50
JUVENILE INST OFFICER	40.56	39.00	-	39.00
JUVENILE INST OFFICER SR	19.59	25.00	(1.00)	24.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Probation				
PRE-TRIAL SERVICES SPECIALIST	-	-	11.00	11.00
PROBATION ASSISTANT	8.37	10.00	(1.00)	9.00
PROBATION MANAGER	7.00	7.00	-	7.00
PROJECT MANAGER	1.00	1.00	-	1.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00
Probation Department Total	297.61	327.50	9.73	337.23
Public Defender				
ADMHS CASE WORKER	-	-	1.00	1.00
ASST DIRECTOR	-	-	1.00	1.00
CHIEF DEPUTY	1.81	2.00	-	2.00
CHIEF FINANCIAL OFFICER	0.70	1.00	(1.00)	-
COMPUTER SYSTEMS SPEC	-	1.00	-	1.00
DEP PUBLIC DEFENDER	24.70	28.00	(2.00)	26.00
DEP PUBLIC DEFENDER SR	6.15	6.00	3.00	9.00
DEPT BUS SPEC	0.93	1.00	-	1.00
DIVISION CHIEF	-	1.00	(1.00)	-
EDP SYS & PROG ANLST	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	0.07	-	-	-
LEGAL OFFICE PRO	7.33	9.00	-	9.00
LEGAL OFFICE PRO SR	5.96	6.00	-	6.00
PROGRAM MANAGER	-	-	1.00	1.00
PROGRAM/BUS LDR-GEN	0.30	-	-	-
PUBLIC DEFENDER	1.00	1.00	-	1.00
PUBLIC DEFENDER INVEST	6.48	8.00	-	8.00
SOC SVCS WORKER SR PS/L	1.04	1.00	3.00	4.00
SOCIAL SERVICES WORKER	0.78	-	-	-
SOCIAL SVCS PRACTITIONER	-	1.00	(1.00)	-
Public Defender Department Total	58.26	67.00	4.00	71.00
Public Health				
ACCOUNTANT	3.00	3.00	2.00	5.00
ADMHS TEAM SUPV-PRACTITIONER	-	-	1.00	1.00
ADMINISTRATIVE DEPUTY DIRECTOR	-	1.00	-	1.00
ADMN OFFICE PRO	64.73	66.75	(2.52)	64.23
ADMN OFFICE PRO SR	20.33	22.00	-	22.00
ANIMAL CONTROL OFF	7.52	9.00	-	9.00
ANIMAL CONTROL OFF SUPV	3.15	4.00	-	4.00
ANIMAL HEALTH & REG DIR	0.30	1.00	-	1.00
ANIMAL SHELTER ATTENDANT	9.67	11.00	-	11.00
BEHAVIORAL HEALTH SPECIALIST	3.00	4.00	-	4.00
BUILDING MAINT WORKER	0.89	1.00	-	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00
CCS CASEWORKER	2.10	2.00	-	2.00
CCS OCC/PHYS THERAPIST	10.44	11.00	-	11.00
CCS SUPERVISING THERAPIST	3.00	3.00	-	3.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
CLINICAL LAB SCIENTIST	1.00	1.00	-	1.00
CLINICAL LAB SCIENTIST SR	2.81	3.00	-	3.00
COMM OUTRCH CRD ANML HLTH	1.11	2.00	(1.00)	1.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Public Health				
COMMUNITY HEALTH NURSE	0.60	0.60	1.40	2.00
COMPUTER SYSTEMS SPEC	4.00	5.00	-	5.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COST ANALYST	3.61	3.80	(1.00)	2.80
DEGREED NUTRITIONIST	1.19	2.00	-	2.00
DEPT BUS SPEC	7.71	6.75	-	6.75
DEPT/CORP LDR-EXEC	1.00	1.00	-	1.00
DEPUTY DIRECTOR	1.85	2.00	-	2.00
DP MANAGER-DEPT	-	-	1.00	1.00
EDP OFFICE AUTO SPEC	3.00	3.00	-	3.00
EDP SYS & PROG ANLST	4.00	4.00	-	4.00
EDP SYS & PROG ANLST SR	2.00	2.00	-	2.00
EMERG SVCS PLANNER	1.00	1.96	(.96)	1.00
ENTERPRISE LDR-GEN	0.74	-	-	-
ENVIRON HEALTH SPEC	8.28	9.50	(1.00)	8.50
ENVIRON HEALTH SPEC SR	4.22	5.50	-	5.50
ENVIRON HEALTH SPEC SUPV	2.48	2.63	0.13	2.75
ENVIRON HEALTH SPEC TR	0.81	1.00	1.00	2.00
ENVIRONMENTAL HEALTH TECH	-	-	1.00	1.00
EPIDEMIOLOGIST SR	0.22	1.00	-	1.00
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	31.63	32.00	-	32.00
FINANCIAL OFFICE PRO SR	3.00	3.00	(1.00)	2.00
GEOLOGIST REGISTERED	1.00	1.00	-	1.00
HAZ MATERIALS SPEC	7.22	9.00	-	9.00
HAZ MATERIALS SPEC SR	2.59	3.00	(1.00)	2.00
HAZARD MATERIALS SUPV	2.00	2.00	1.00	3.00
HEALTH CARE PRACTITIONER	9.66	11.15	(.35)	10.80
HEALTH CARE PROGRAM COORDINATOR	9.63	11.00	1.00	12.00
HEALTH EDUC ASSOC	5.93	6.50	0.77	7.27
HEALTH EDUCATION ASST	15.65	15.75	1.00	16.75
HEALTH EDUCATION ASST SR	4.00	4.00	-	4.00
HEALTH EDUCATOR	5.89	6.00	(.50)	5.50
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	9.02	10.50	1.50	12.00
LACTATION CONSULTANT	2.08	2.60	-	2.60
LICENSED VOCATIONAL NURSE	1.00	1.00	-	1.00
MEDICAL ASSISTANT	63.66	64.25	1.00	65.25
MEDICAL DIRECTOR	1.00	1.00	-	1.00
NUTRITION SITE SUPV	4.41	5.00	-	5.00
OPERATIONS MANAGER	2.74	4.00	(1.00)	3.00
PH PERFORM IMPROVE COORD	4.30	4.00	-	4.00
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	4.41	6.00	-	6.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Public Health				
PROGRAM/BUS LDR-GEN	0.63	-	-	-
PROJECT MANAGER	1.96	2.00	-	2.00
PUBLIC HEALTH LAB SUPV	0.78	1.00	-	1.00
PUBLIC HEALTH MICROB	2.02	1.50	(.50)	1.00
PUBLIC HEALTH MICROB SR	1.15	2.00	-	2.00
PUBLIC HEALTH NURSE	15.66	18.00	(.50)	17.50
PUBLIC HEALTH NURSE SUPV	5.22	5.00	-	5.00
PUBLIC INFO ASSISTANT	1.00	1.00	-	1.00
REGIONAL CLINIC MANAGER	4.93	5.00	-	5.00
REGISTERED DIETITIAN	3.92	4.75	-	4.75
REGISTERED VET TECH	2.00	2.00	-	2.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	-	1.00
STAFF NURSE	19.34	21.15	-	21.15
STAFF NURSE SR	0.19	-	-	-
STAFF NURSE SUPV	7.63	8.00	-	8.00
STAFF PHYSICIAN	19.18	20.10	(.40)	19.70
STAFF PHYSICIAN SUPV	3.49	3.60	0.40	4.00
STOREKEEPER	0.74	1.00	(1.00)	-
THERAPY ATTENDANT	2.50	2.50	-	2.50
UTILITY CLERK-DEPT	2.00	2.00	1.00	3.00
Public Health Department Total	492.40	527.34	1.46	528.80
Public Works				
ACCOUNTANT	5.22	6.00	(3.00)	3.00
ACCOUNTANT SUPERVISING	-	-	1.00	1.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00
ADMN OFFICE PRO	12.44	12.00	1.00	13.00
ADMN OFFICE PRO SR	4.93	5.00	-	5.00
ASST DEPT LDR-EXEC	0.59	-	-	-
ASST DIRECTOR	1.00	1.00	-	1.00
CIV ENGINEERING ASSOC	10.63	15.00	1.00	16.00
CIVIL ENGINEER SPECIALIST	5.96	6.00	(1.00)	5.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	6.19	6.00	(1.00)	5.00
CIVIL ENGINEERING MANAGER	5.00	6.00	-	6.00
COST ANALYST	0.04	-	2.00	2.00
COUNTY SURVEYOR	1.00	1.00	-	1.00
DEPT BUS SPEC	1.00	1.00	(1.00)	-
DEPUTY DIRECTOR	1.59	2.00	-	2.00
DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	2.00	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	1.00	1.00	-	1.00
ENGINEERING TECH	2.88	4.00	1.00	5.00
ENGINEERING TECH SPEC	12.22	14.00	(2.00)	12.00
ENGINEERING TECH SUPV	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	1.19	-	1.00	1.00
EQUIPMENT MECHANIC	5.00	5.00	-	5.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	0.93	1.00	1.00	2.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Public Works				
FINANCIAL OFFICE PRO SR	3.00	3.00	(1.00)	2.00
FINANCIAL SYS ANALYST	-	-	1.00	1.00
GEOLOGIST REGISTERED	1.00	1.00	-	1.00
HEAVY EQUIP OPERATOR	21.15	23.00	(1.00)	22.00
HEAVY TRUCK DRIVER	10.56	12.00	(1.00)	11.00
HYDROLOGIST SENIOR	2.00	2.00	-	2.00
IT MANAGER	0.81	1.00	-	1.00
MAINT SUPERINTENDENT	3.67	3.00	-	3.00
MAINT WELDER-MECHANIC	1.00	1.00	-	1.00
MAINT WORKER APPRENTICE	4.11	7.00	(2.00)	5.00
MAINTENANCE LEADER	16.96	17.00	-	17.00
MAINTENANCE SUPV	6.00	6.00	-	6.00
MAINTENANCE WORKER	36.74	38.00	1.00	39.00
OPERATIONS MANAGER	2.00	2.00	-	2.00
PESTICIDE SPECIALIST	1.00	1.00	-	1.00
PROGRAM MANAGER	7.72	9.00	(.20)	8.80
PROGRAM/BUS LDR-GEN	0.19	-	-	-
PROJECT MANAGER	3.41	4.00	2.00	6.00
PUBLIC WORKS PRGM SPEC	3.58	3.75	1.25	5.00
PUBLIC WORKS PRGM SPEC SR	3.74	4.00	-	4.00
RECYCLE WORKER	2.00	2.00	-	2.00
REFUSE CHECKER	7.46	9.50	-	9.50
REFUSE CHECKER SUPERVISOR	1.00	1.00	-	1.00
REFUSE INSPECTOR	2.00	2.00	-	2.00
REFUSE LEADER	4.04	4.00	1.00	5.00
REFUSE SUPERVISOR	4.00	4.00	-	4.00
ROAD MAINT MANAGER	1.00	1.00	-	1.00
SAFETY OFFICER-DIVISIONAL	1.00	1.00	-	1.00
STAFF ANALYST	0.81	1.00	-	1.00
SURVEY PARTY CHIEF	1.00	1.00	-	1.00
SURVEY SPECIALIST	2.97	3.00	-	3.00
SURVEY SUPERVISOR	1.00	1.00	1.00	2.00
TEAM/PROJECT LDR-GEN	1.07	1.00	-	1.00
TRAFFIC SIGNAL TECHNICIAN	0.93	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	7.59	8.00	-	8.00
WASTEWTR PLANT OPER CHIEF	1.00	1.00	-	1.00
WASTEWTR PLANT OPER SUPV	1.00	1.00	-	1.00
WASTEWTR PLANT OPER TR	0.41	-	-	-
WATER AGENCY MANAGER	1.00	1.00	-	1.00
Public Works Department Total	262.73	281.25	2.05	283.30
Sheriff				
ACCOUNTANT	1.59	3.00	-	3.00
ACCOUNTANT SUPERVISING	-	1.00	(1.00)	-
ADMN OFFICE PRO	52.22	66.00	(2.00)	64.00
ADMN OFFICE PRO SR	19.70	24.25	1.00	25.25
AIR SUPPORT PILOT	0.15	1.00	-	1.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Sheriff				
AIRCRAFT MECHANIC	1.00	1.00	-	1.00
ALC/DRUG COUN-CORR FAC	2.52	4.00	-	4.00
BUILDING MAINT SUPV	-	1.00	-	1.00
CHIEF DEPUTY SHERIFF	2.00	2.00	-	2.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00
COMMUNICATIONS DISP	20.70	24.00	-	24.00
COMMUNICATIONS DISP SUPV	6.00	6.00	-	6.00
COMPUTER SYSTEMS SPEC	4.07	5.00	-	5.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COOK SHERIFFS INSTITUTIONS	6.74	12.00	-	12.00
COST ANALYST	1.00	1.00	-	1.00
CRIME SCENE TECHNICIAN	3.07	3.00	1.00	4.00
CRIME SCENE TECHNICIAN SENIOR	1.85	2.00	(1.00)	1.00
CUSTODIAN	2.00	2.00	-	2.00
CUSTODY COMMANDER	2.04	3.00	-	3.00
CUSTODY DEPUTY	149.11	177.00	2.00	179.00
CUSTODY DEPUTY S/DUTY	35.15	34.00	-	34.00
CUSTODY LIEUTENANT	8.04	9.00	-	9.00
CUSTODY SERGEANT	18.93	19.00	-	19.00
DEPT BUS SPEC	2.00	2.00	(1.00)	1.00
ECC CALL TAKER	0.48	5.00	-	5.00
EDP OFFICE AUTO SPEC	4.00	4.00	-	4.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	1.22	2.00	-	2.00
FINANCIAL OFFICE PRO SR	2.89	3.00	1.00	4.00
FISCAL MANAGER	1.00	1.00	-	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00
FORENSIC PATHOLOGIST	1.00	1.00	-	1.00
FORENSIC UNIT SUPERVISOR	0.15	-	1.00	1.00
HR MANAGER	-	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
LAUNDRY COORDINATOR	2.00	3.00	-	3.00
LEGAL OFFICE PRO	4.59	6.00	-	6.00
LEGAL OFFICE PRO SR	1.00	1.00	-	1.00
MAINTENANCE PAINTER	1.00	2.00	-	2.00
MAPPING/GIS TECH	0.96	1.00	-	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00
PARK RANGER	0.26	-	-	-
PARK RANGER I, GROUNDS	-	2.00	-	2.00
PARKING ENFORCEMENT OFFCR	1.00	1.00	-	1.00
POLYGRAPH EXAMINER	1.00	1.00	-	1.00
PROGRAM MANAGER	3.30	4.00	-	4.00
PROGRAM/BUS LDR-GEN	0.26	-	-	-
SHERIFF PRNTSHP CSTDY SUP	-	1.00	-	1.00
SHERIFF-CORONER	1.00	1.00	-	1.00
SHERIFFS COMMANDER	4.00	4.00	-	4.00
SHERIFFS DEPUTY	103.78	109.08	2.00	111.08
SHERIFFS DEPUTY S/DUTY	78.26	82.54	3.00	85.54
SHERIFFS DEPUTY TR	6.55	8.00	(1.00)	7.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Sheriff				
SHERIFFS LIEUTENANT	13.00	12.00	-	12.00
SHERIFFS SERGEANT	35.74	34.31	-	34.31
SHERIFF'S SERVICE TECH-LAW ENFORCE	-	17.00	(17.00)	-
SHERIFF'S SERVICE TECHNICIAN	5.11	-	17.00	17.00
SOCIAL SERVICES WORKER	1.00	1.00	-	1.00
STOREKEEPER	0.37	2.00	-	2.00
UNDERSHERIFF	1.00	1.00	-	1.00
UTILITY WORKER, INSTITUTIONS	6.81	17.00	-	17.00
Sheriff Department Total	629.62	737.17	5.00	742.17
Social Services				
ACCOUNTANT	10.15	12.00	(1.00)	11.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00
ADMN OFFICE PRO	100.59	104.00	-	104.00
ADMN OFFICE PRO SR	28.63	31.00	-	31.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00
CAREER EMP SPECIALIST	1.11	3.00	-	3.00
CAREER EMP SPECIALIST SR	33.26	33.00	-	33.00
CAREER EMP SPECIALIST SUPV	8.00	8.00	-	8.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	6.59	10.00	(1.00)	9.00
COMPUTER SYSTEMS SPEC SUPV	0.85	1.00	-	1.00
COST ANALYST	2.81	3.00	1.00	4.00
DEPT BUS SPEC	41.00	43.00	(1.00)	42.00
DEPUTY DIRECTOR	3.00	3.00	-	3.00
DIRECTOR	1.00	1.00	-	1.00
DIVISION CHIEF	16.26	17.00	-	17.00
EDP SYS & PROG ANLST	6.33	7.00	1.00	8.00
EDP SYS & PROG ANLST SR	2.96	3.00	-	3.00
ELIGIBILITY SUPERVISOR	34.37	35.00	-	35.00
ELIGIBILITY WORKER	250.85	277.00	1.00	278.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	7.67	8.00	-	8.00
FINANCIAL OFFICE PRO SR	3.00	3.00	-	3.00
HR ANALYST	-	1.00	-	1.00
IT MANAGER	0.81	1.00	-	1.00
OPERATIONS MANAGER	1.00	1.00	1.00	2.00
PROGRAM MANAGER	1.78	2.00	-	2.00
PROGRAM/BUS LDR-GEN	0.37	-	-	-
PROJECT MANAGER	0.63	1.00	-	1.00
PUBLIC HEALTH NURSE	2.00	2.00	-	2.00
SOC SVCS WORKER SR PS/L	39.15	40.00	-	40.00
SOCIAL SERVICES CASE AIDE	8.59	9.00	-	9.00
SOCIAL SERVICES SUPV	19.04	20.00	-	20.00
SOCIAL SERVICES WORKER	28.37	34.50	1.00	35.50
SOCIAL SVCS PRACTITIONER	18.70	21.00	4.00	25.00
STOREKEEPER	1.00	1.00	-	1.00
TEAM/PROJECT LDR-GEN	0.22	-	-	-
UTILITY CLERK-DEPT	7.00	7.00	(1.00)	6.00

Department FTE Summary

	2018-19 Actual	2019-20 Adopted	Change From FY 19-20 Ado to FY 20-21 Rec	2020-21 Recommended
Social Services				
Social Services Department Total	693.11	748.50	5.00	753.50
Treasurer-Tax Collector-Public				
ACCOUNTANT	1.70	1.00	-	1.00
ADMN OFFICE PRO	2.85	3.00	-	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
COST ANALYST	0.67	2.00	-	2.00
FINANCIAL ACCT ANALYST	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	6.78	8.00	-	8.00
FINANCIAL OFFICE PRO SR	6.44	7.50	(.50)	7.00
FINANCIAL SYS ANALYST	2.74	3.00	-	3.00
FINANCIAL SYS ANALYST SR	1.00	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
OPERATIONS MANAGER	1.30	1.00	-	1.00
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00
PUBLIC ADM/CONSERVATOR	6.00	7.00	-	7.00
PUBLIC ADMIN/CONS VETS DIV CHIEF	1.00	1.00	(1.00)	-
PUBLIC INFORMATION OFFICER	-	-	1.00	1.00
TREAS/TAX COLL/PUB ADMIN	1.00	1.00	-	1.00
TREASURY FINANCE CHIEF	0.92	1.00	-	1.00
Treasurer-Tax Collector-Public Department Total	40.40	44.50	(.50)	44.00
Grand Total	**3,792.26**	**4,254.79**	**49.16**	**4,303.95**

Lost Time

Lost Time Report – 3 Year Functional Group 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: Approved sick leave (staff are given 10 days a year for use when sick); Workers' compensation leave; and unpaid Protected Leave (employee is legally allowed to be off but does not have leave balances – such as for pregnancy). Time off for vacation and use of Compensatory Time accumulated is excluded from the lost time calculation.

Functional Group Summary	2017-18	2018-19	2019-20*
Countywide	**5.3%**	**5.2%**	**5.1%**
Policy & Executive	**2.4%**	**3.2%**	**3.3%**
Board of Supervisors	3.9%	4.6%	3.6%
County Executive Office	1.8%	2.3%	1.5%
County Counsel	2.3%	3.4%	4.7%
Public Safety	**4.8%**	**4.4%**	**4.8%**
District Attorney	3.5%	4.0%	5.7%
Probation	5.8%	4.5%	6.1%
Public Defender	4.0%	5.1%	4.0%
Fire	3.9%	4.1%	4.0%
Sheriff	5.1%	4.5%	4.5%
Health & Human Services	**6.3%**	**6.3%**	**6.0%**
Public Health	6.1%	5.7%	5.6%
Behavioral Wellness	6.2%	5.9%	5.7%
Social Services	6.4%	6.8%	6.4%
Child Support Services	5.9%	7.8%	5.6%
First 5	4.1%	4.5%	3.1%
Community Resources & Public Facilities	**4.0%**	**4.4%**	**4.5%**
Agricultural Commissioner	4.3%	4.0%	4.7%
Parks	3.3%	4.5%	4.3%
Planning & Development	3.0%	4.4%	4.9%
Public Works	4.3%	4.4%	4.4%
Housing & Community Development	5.8%	5.3%	4.3%
Community Services	5.7%	8.3%	2.3%
General Government & Support Services	**4.7%**	**4.5%**	**3.6%**
Auditor-Controller	4.5%	3.5%	3.7%
Clerk-Recorder-Assessor	4.0%	4.9%	3.7%
General Services	4.9%	4.5%	3.3%
Human Resources	7.4%	5.4%	3.4%
Treasurer-Tax Collector	4.6%	4.4%	3.8%

*** Represents actual results for the current year through 5/3/2020**

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