COUNTY OF
SANTA BARBARA

honoring our **commitments** / transforming our **future**

FY 2019-20 **RECOMMENDED BUDGET**

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

honoring our **commitments** / transforming our **future**

This year's budget theme is **Honoring Our Commitments | Transforming Our Future**. FY 2019-20 will be a milestone year, with the culmination of major funding initiatives that have been in the making for years. These projects are the result of the County's commitment of resources, over decades in some cases, and continued prioritization. The County continues its commitment to Renew '22, which will be in its third year in FY 2019-20. By transforming how we do our work, constantly learning and improving, and exploring ways to work differently, employees are equipped to thrive in the present, adapt to tomorrow, and anticipate the future.

The photos on the cover represent this theme, showing examples of the tangible results of the commitments we have made, as well as our commitment to building a resilient and thriving future. The **Northern Branch Jail** will represent a state-of-the-art corrections and rehabilitation facility. The **Goleta Beach Park bridge** replacement allows our residents and visitors to enjoy the natural beauty of our county with a dedicated bike path and pedestrian walkway. The **Cuyama solar array** is an investment in meeting the state's renewable energy targets. The **Santa Maria levee and multipurpose trail** demonstrate the County's commitment to protect land and agriculture and provide recreational opportunities to residents and visitors. The final photo of **four children**, provided by First 5, represents our commitment to keep an eye to the future.

COUNTY OF SANTA BARBARA

FISCAL YEAR 2019-20 RECOMMENDED BUDGET

Presented in June 2019 to the

BOARD OF SUPERVISORS

Das Willams	First District
Gregg Hart, Vice Chair	Second District
Joan Hartmann	Third District
Peter Adam	Fourth District
Steve Lavagnino, Chair	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, 2018

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, 2018. 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 2019-20 RECOMMENDED BUDGET

Acknowledgements:

County Executive Office

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Assistant CEO / Budget Director

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Principal Analyst

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Terri Maus-Nisich, Assistant CEO
Barney Melekian, Assistant CEO
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Dennis Bozanich, Deputy CEO

Auditor-Controller

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Chief Deputy Controller

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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, Vice 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
http://countyofsb.org/bos/adam.sbc

Fifth District
Steve Lavagnino, Supervisor, Chair
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://sbcassessor.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

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

Human Resources
Maria Elena De Guevara, Director
http://cosb.countyofsb.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://cosb.countyofsb.org/phd

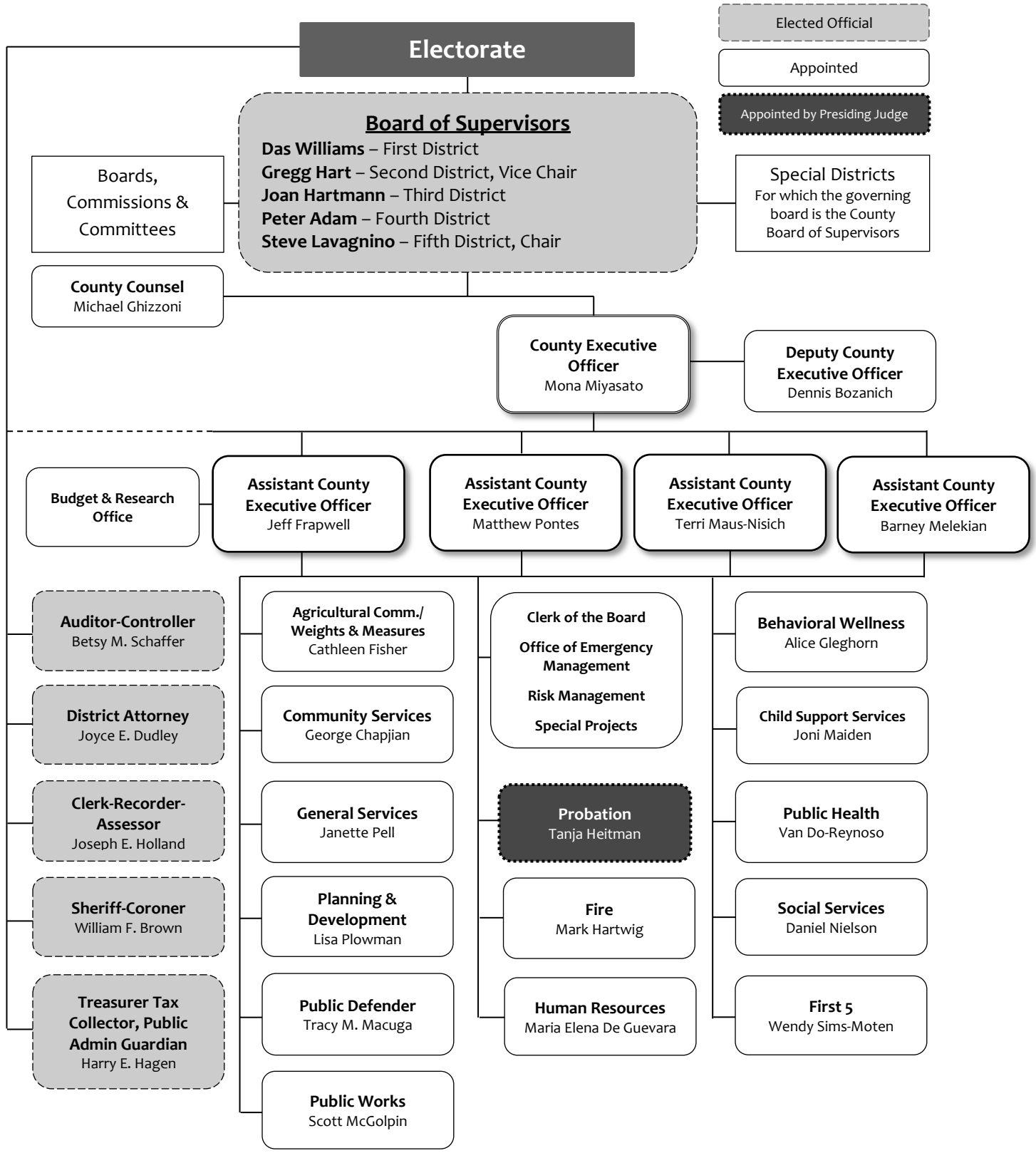
Public Works/Flood Control
Scott McGolpin, Director
http://cosb.countyofsb.org/pwd

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

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

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

Organization Chart



COUNTY OF SANTA BARBARA
CALIFORNIA

Section A

Transmittal Letter

COUNTY OF SANTA BARBARA
CALIFORNIA

County of Santa Barbara

Mona Miyasato
County Executive Officer

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Executive Office

May 17, 2019

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

Chair Lavagnino and Board Members:

The Fiscal Year (FY) 2019-20 Recommended Budget for the County of Santa Barbara is submitted for your consideration, possible amendment and eventual adoption. This balanced Recommended Budget is the result of a thorough development process involving participation from all departments and adherence to budget policies, development schedule and the General Fund allocation methodology approved by the Board of Supervisors over the past several months.

In compliance with California Government Code (Section 29062) and Santa Barbara County Code (Chapter 2, Article X, Section 2-71 k), I am submitting to you the recommended operating and capital budgets for FY 2019-20 and have determined that the budget development process is compatible with approved County policies and long-range plans through the thorough evaluation of departmental requests for expenditures, revenues and fund balance.

I welcome and encourage our community members to participate in the discussions and decisions that affect the County's spending priorities. In addition to Budget Workshops held in April, public hearings on the FY 2019-20 Recommended Budget are scheduled for June 11, 2019, and will continue, if necessary, on June 13, 2019. The public budget hearings will be conducted at the County Administration Building's Fourth Floor Hearing Room located at 105 E. Anapamu Street in Santa Barbara and will be able to receive remote testimony from the Board Hearing Room, Joseph Centeno Betteravia Government Center, 511 East Lakeside Parkway in Santa Maria.

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

Sincerely,

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County Executive Officer

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COUNTY OF SANTA BARBARA
CALIFORNIA

Section B

Executive Summary

COUNTY OF SANTA BARBARA
CALIFORNIA

Executive Summary

Honoring Our Commitments | Transforming Our Future

Chair Lavagnino and Board Members,

Fiscal Year 2019-20 represents a turning point anticipated for over a decade. Decisions to set aside resources for future initiatives—undertaken even during challenging fiscal times—are coming to fruition, with the County well positioned for any future economic uncertainty. The FY 2019-20 recommended budget marks the first time since FY 2007-08 that no service level reductions were required of any County department to balance revenues and expenditures. This positive news is the result of years of the Board's prioritization and commitment to key projects, careful planning, managing resources, preparing for the future, aided by no new natural disasters in this past year. In addition, there has been continued, modest growth in local revenues, and a healthy State budget with a surplus. Further, net pension costs are slightly lower next year as compared to the current year, as a result of pension cost sharing agreements the County negotiated with our labor unions last year.

Looking Backward, Forward, and Renew '22

The FY 2019-20 budget marks 10 years since the end of the Great Recession. In looking back, not just 10 years, but 20 years, it is clear that the County has made significant progress, but is not immune to, and in fact is greatly impacted by, the business cycle and changes to the local, state and federal economies.

Twenty years ago, in 1999, the County was fully recovering from the national recession of the early 1990s and the ensuing sluggish economy. Secured property values were back on the rise, with rates growing from a low of 1.8% in 1994-95 to 6.5% in 1999-2000. In the slowdown of the early and mid-1990s, budget cuts to popular community services had been required, with little funding for infrastructure and internal services, and no reserve for economic downturns or disasters.

But by 1999, the County was beginning to fund its General Fund Strategic Reserve to buffer against future uncertainty, and provided additional funds for infrastructure maintenance. Pension costs accounted for less than 10% of payroll, and services were provided by more than 4,200 employees.

Ten years ago, in 2009, the landscape had changed. The county's property value growth was less than 1% and, while the Great Recession would officially end in June 2009, growth in the county's property values would not exceed 1.5% until 2013-14 (when it rose to over 4%). The County was discussing a potential sales tax ballot measure to fund operations of a new northern county jail (these costs were estimated at $13 million annually). In 2009, the recommended budget included cuts of $12.9 million and 138 positions in the General Fund, as pension costs rose to 39.4% of payroll. One-time funding was used as a short-lived panacea to address reductions, and the following year budget cuts continued, with the recommended budget closing a projected $72 million gap.

Now, ten years since the Great Recession, the County still lives in its shadow. The economic climate has been steadily improving and revenues have been modestly increasing. While property values have grown 4%-5% annually since FY 2012-13, this is not nearly the 6%-11% witnessed before the recession. Several program areas are still operating with fewer staff than prior to the Recession, although, with the new jail and other State-funded program expansions, the recommended budget includes 4,248 employees, which is within pre-Recession levels.

Executive Summary

There is still significant deferred maintenance, replacement, and investment needed in the County's facilities, roads, and technology infrastructure.

In the immediate future, a recession is possible but still unknown. Recent signs have shown slower growth in the economy and tightening of fiscal policy. To address this possibility, the County continues to follow responsible fiscal practices to reduce potential service level impacts of a future recession, which include the following:

- Ensuring use of one-time funds for one-time (not ongoing) uses
- Allocating cannabis revenue, after enforcement costs, to one-time uses only
- Increasing the Strategic Reserve balance to full funding ($36.4 million in FY 2019-20)
- Making investments that have ongoing returns in either savings or new revenues, such as departmental management and operational reviews
- Continuing efficiencies and process improvements
- Seeking grant opportunities and better grant coordination
- Partnering with other departments and agencies

The essence of Renew '22 is to fortify the organization to be more resilient and prepared for the next economic downturn or natural emergency. This does not mean future reductions in budget, staff, and services will not be necessary; they may. The Renew '22 effort, in its third year in FY 2019-20, is designed to ensure our County can withstand these changes and bounce back effectively and quickly. This can be achieved through better systems and technology; improved revenues, augmented reserves, and efficient services; responsiveness to our clients and customers; and retention and attraction of quality employees. By transforming how we do our work, constantly learning and improving, and exploring ways to work differently, employees are equipped to thrive in the present, adapt to tomorrow, and anticipate the future.

Honoring Our Commitments

FY 2019-20 will be a milestone year, with the culmination of major funding initiatives that have been in the making for years. These projects are the result of the County's commitment of resources, over decades in some cases, and continued prioritization.

- The ***Northern Branch Jail*** is slated to finish construction and begin operations. A new jail has been in discussion since at least the year 2000. After two failed sales tax measures, in 2000 and 2010, the Board approved a funding plan for new jail operations, which began in FY 2011-12. While the State provided a majority of the funding for construction, the ongoing operating costs are the responsibility of the County General Fund, and are currently estimated at $18.8 million for the first full year of operations (FY 2020-21) with annual increases in future years. By adding incrementally higher amounts of GFC each year to a dedicated jail operating fund, we are slowly building towards the annual funding amount needed to operate the new jail. Currently, we are well over halfway towards building up sufficient ongoing funding to fully operate the new jail; the plan is expected to continue until FY 2022-23.

- The ***Fire Tax Shift*** will reach its target of 17% of property tax revenues in FY 2019-20. In 2012, the Board approved a plan to enhance Fire District services and address annual deficits in the District budget. This plan shifts 25% of the General Fund incremental property tax growth each year to the Fire District, until the share

of local property taxes for the Fire District reaches 17%. In FY 2019-20, $11.6 million of ongoing revenue is attributed to the shift (i.e., the amount above the FY 2011-12 discretionary General Fund transfer amount).

- The ***Tajiguas Resource Recovery Project***, approved in FY 2018-19, will remain under construction in FY 2019-20. This regional project, when completed, will meet State requirements for landfill waste diversion and will represent the single largest reduction in greenhouse gases in the county.

- ***Pension cost sharing*** will result in a net reduction to our pension contribution costs starting in FY 2019-20. Foreseeing potential future pension cost hikes, the County two years ago worked with its labor unions on pension cost-sharing agreements to share the risk. While most agreements were approved in the prior fiscal year, the net reduction takes effect next year, with full impact not experienced until FY 2020-21, since the cost-sharing agreements were phased in over three years. The County's total pension contribution next year is $143.8 million, representing a $0.2 million reduction from the FY 2018-19 adopted budget.

- ***Major capital improvement projects*** requiring General Fund support have been unfunded for several years. However, in the current year, the Board approved a list of projects for a combination of debt and one-time funding. These include improvements to the Main Jail, Cachuma Park infrastructure upgrades, Courthouse roof replacement, Calle Real campus water system replacement, renewable energy upgrades, public safety radio tower enhancements, a new South County headquarters building for Probation, and expansion of the Emergency Operations Center (EOC). The CEO and General Services will work together this coming year to develop a funding strategy for the large public safety radio replacement project.

- ***Deferred maintenance*** remains a significant issue for County departments, with a backlog of maintenance and capital renewal needs for our 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 available every year when there is growth in discretionary revenues. The recommended budget allocates $6.4 million in ongoing General Fund revenues for deferred maintenance per the 18% formula, reflecting growth of $2 million from the prior year's budget.

  In addition to this improved level of ongoing revenues available to meet deferred maintenance needs, the recommended budget includes $2.3 million in ongoing GFC for capital improvements and infrastructure maintenance, as well as $7.2 million in one-time General Fund resources to address key deferred infrastructure replacement projects. For the first year since the funding plan was implemented, this additional GFC resource allocation exceeds the targeted investment level that was identified in the 2014 analysis. Along with General Fund resources, approximately $24.1 million is provided by Special Revenue sources for Roads capital projects and maintenance. Statewide, additional funding from SB 1 is assisting local governments with road funding, which is $6.6 million to Public Works in FY 2019-20 and projected to grow to over $15 million by FY 2026-27. Despite the annual growth anticipated in funding, the backlog of deferred maintenance projects countywide remains in the $400 million range, leaving a very significant gap between allocated funding and current need.

- ***Cannabis Enforcement*** remains a priority. The FY 2018-19 adopted budget included 10.5 FTEs dedicated to enforcement against unlicensed cannabis operations, and an additional District Attorney Investigator was

added mid-year. The FY 2019-20 recommended budget increases enforcement staffing by 0.5 Sheriff Sergeant (a change from half-time to full-time) and 1.0 Sheriff Deputy (shifted from cannabis licensing), bringing total cannabis enforcement team staffing to 13.0 FTE. The enforcement team made up of staff from the Sheriff, District Attorney, Agricultural Commissioner, and Public Health Departments. In FY 2019-20, the recommended budget dedicates $2.8 million to enforcement activities, an increase of $1.1 million from the FY 2018-19 adopted budget of $1.7 million, reflecting the additional enforcement staff in Sheriff and District Attorney, as well as additional equipment and supplies costs associated with enforcement operations. The budget also includes $0.3 million of cannabis tax revenue to support tax collection and program administration costs.

Key Challenges

Every year, the County develops a balanced budget while maintaining focus on community priorities, State and federal mandates, legislative and regulatory changes, and building a strong future. Some challenges are unique to Santa Barbara County, and some are prevalent in many local governments. As departments identified their key challenges, some common themes emerged, many of which were identified in last year's budget as well.

- ***Recruitment, retention, and succession planning:*** The tight labor market, high cost of housing in the county, and expected retirement of experienced workers are challenging the Human Resources Department's ability to address departments' needs for timely recruitments. Department directors recently cited recruitment, retention, and succession planning needs as their number one issue in 2019. As a result, the recommended budget provides an expansion of two recruiter positions in Human Resources to help meet this critical demand.

- ***Increasing and changing State and federal mandates and regulations:*** Legislative and regulatory changes continue to impact funding, workload, and service delivery systems. These changes are particularly prevalent among the social service and criminal justice departments. For example, Public Health faces a number of challenges, including the Governor's proposed additional redirection of $2.1 million in 1991 Realignment funding and the Governor's Executive Order that has the potential to increase net pharmaceutical costs by $2.4 million starting in January 2021. Behavioral Wellness will lose $0.7 million in MHSA growth funds due to redirection of funds for No Place Like Home (though this should have positive impacts in the communities we serve). Departments continue to work closely with their respective professional organizations to mitigate impacts or prevent detrimental changes, as well as explore ways to work with the CEO's office to find opportunities to meet new demands.

- ***Growing need for updated technology infrastructure, security, and data storage capabilities:*** In a recent survey of County department directors, more than half identified the need to invest in updated technology as one of the County's top issues. The County needs to replace core IT infrastructure to implement critical security protocols and network standards and to implement new business applications. Departments' ability to implement new technology solutions to enhance processes, automation, case management, coordination, data sharing and information processing is hampered until we address system-wide deficiencies. The recommended budget includes an investment of $2 million to establish a Technology Replacement & Investment Fund to address critical Countywide and multi-departmental IT projects. Potential projects will be vetted through the County's Executive Information Technology Council and be

ranked based on the following criteria: scope of County benefit, County Technology Strategic Plan alignment, urgency, and payback period. The recommended budget does not allocate this funding to specific projects; any projects identified for funding will be brought to the Board for approval during the year.

- ***Diverting mentally ill individuals from the criminal justice system:*** Efforts have been underway for several years to increase diversion of those with mental illness from the justice system, which affects many departments and partner agencies, and contributes to high costs in the social service and criminal justice systems. County diversion efforts at the departmental level are many: Behavioral Wellness runs the Justice Alliance Program as well as a crisis co-response team (CRT) collaboration with Sheriff; the District Attorney operates a Misdemeanor Diversion Program; the Public Defender has a Pre-Arraignment Unit and has adopted the holistic defense model; Probation, District Attorney, and Public Defender participate in the Collaborative Courts; Sheriff offers crisis intervention training (CIT) to law enforcement officers and implementation of a jail-based competency treatment program is pending. Several collaborative efforts are also underway, including a Public Safety Working Group and IST Workgroup, and planning for a new Felony Mental Health Diversion program (funded by an AB 1810 grant) as well as potential Proposition 47 grant funding to support a sobering center, crisis hub, and countywide co-response program.
- ***Addressing Homelessness:*** Several County departments have been involved in providing services to prevent, address, and mitigate homelessness or house homeless individuals. The Governor has proposed several new funding sources to help local communities address this issue. This past year, the County created the Homeless Interagency Policy Council, made up of multiple County departments, to develop a coordinated work plan and Countywide effort.

A Balanced Budget with Modest Expansions

Revenues are expected to continue moderate growth in FY 2019-20. Discretionary revenue sources, including property taxes, sales taxes, and transient occupancy taxes, have largely recovered from the impacts of the Thomas Fire and debris flow in winter 2017-2018, and new revenues from cannabis taxes and hotel openings will boost available funds. State and federal funds for ongoing services are anticipated to improve slightly, with several exceptions. Cannabis tax revenue is expected to meet budgeted levels, and is assumed to reach $5.6 million next year, which allows full support for enforcement operations as well as one-time funding for certain Board-identified items.

With no service level reductions required in FY 2019-20 and a modest funding surplus, departments presented expansion requests in response to staffing deficiencies, structural deficits, or new service requirements.

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

Executive Summary

FY 2018-19 Pre-Budget Workshop Expansions

Department	Description	FTE	Ongoing GFC
Community Services	Increased funding for Warming Centers	-	$ 30,000
Human Resources	Add two recruiter positions	2.0	278,900
Public Defender	Add one Computer Systems Specialist position	1.0	110,800
Public Defender	Expand LPS/Conservatorship/Probate program staffing by one extra help attorney (DPD III); convert extra help investigator to regular position	1.0	176,700
Treasurer-Tax Collector	Add one Public Administrator/Conservator II position	1.0	121,600
	Total	**5.0**	**$ 718,000**

- **Warming Centers (Community Services Department):** An additional $30,000 in ongoing funding was allocated towards Warming Centers, which provide overnight accommodations, including meals and personal items, for homeless individuals, bringing the total budget for this service to $80,000. Based on an increasing number of shelter activations experienced over the last few years, the recommended budget allocates a higher level of County contribution toward this important safety net service.

  The additional funding will also allow Warming Center staff to collaborate with the Coordinated Entry System team and collect basic personal data of participants for reporting. This is valuable to the overall system of care, particularly considering that the Warming Centers appear to serve a population that other shelter and housing providers do not. This data and linking to the Coordinated Entry System will assist in establishing eligibility and assessment for housing.

- **Recruitment Services (Human Resources):** Two recruiter positions were added to the Employment and Workforce Planning Division. These positions are necessary to meet the current need that exists across the organization for timely and robust recruitments. Human Resources is now challenged to meet department needs for timely recruitments, with an increase of 94 recruitments over the last year—representing a 55% increase. The County's vacancy rate is increasing annually and the existing recruitment staffing level is unable to replace employees at the rate employees are leaving the County's employment.

  The tight labor market also significantly impacts the ability to quickly recruit talent. According to the UCSB Economic Forecast, the unemployment rate is 3.8% in Santa Barbara County and 4.2% statewide, resulting in a competitive market, especially for positions requiring special skills or licensure. The additional recruitment staff will allow Human Resources to be more responsive to operating department needs by conducting more simultaneous recruitments, thereby reducing the time it takes to fill critical vacancies, as well as to conduct more outreach, an important strategy to attract talent in a competitive labor market.

- **IT Support (Public Defender):** One Computer Systems Specialist position was added to the Public Defender's Office. The department has minimal central administrative staffing, with one regular full-time IT support position and a Chief Financial and Administrative Officer who concurrently serves as IT Manager. The IT function is responsible for servicing all voice and data services including telephones, voicemail, computers, and data servers. Business needs have changed, particularly as the department has gone paperless, and the entire IT infrastructure of the department needs to be rebuilt. The tools available and

applications employed by staff have increased significantly over the past few years, including mandatory web applications for e-filing and e-discovery, video conferencing with clients from remote locations, and the increasing complexity of discovery information such as body cameras, cell phone extracts, financial information, and numerous surveillance systems.

The additional position will meet the needs of the department and allow the CFAO to focus on other critical responsibilities including budget management, daily financial transactions and tracking, personnel management, oversight of administrative staff, and redesign of the case management system. Additionally, adequate IT staffing will reduce the number of cases continued unnecessarily, thereby contributing to the efficiency of the justice system. Even with this additional IT support position, the Public Defender's Office will still have the lowest IT staffing level of all the criminal justice departments.

- **Conservatorship (Treasurer-Tax Collector & Public Defender):** Additional staffing for the Treasurer-Tax Collector's Office and the Public Defender's Office are included in the recommended budget to meet the demands of conservatorship services. In the Treasurer-Tax Collector's Office, a single LPS Investigator is currently responsible for all LPS investigations in North and South County and carries a caseload of 40 ongoing LPS cases, which are usually reestablished every year. The additional position dedicated to LPS conservatorship investigations will ensure this vulnerable population is effectively protected and the County fulfills our statutory requirements in a more timely manner. Due to a sharp rise in individuals found Incompetent to Stand Trial (IST), Court-ordered investigations have increased by over 500% in the last five years, from six in FY 2014-15 to 40 in FY 2017-18. Santa Barbara County is one of the top 15 counties for IST per capita.

  In the Public Defender's Office, a single attorney and part-time extra-help investigator are currently assigned to these cases in both North and South County. The investigator typically visits each conservatorship client in person, one time per year, just prior to the establishment (or reestablishment) of conservatorship (LPS) or conservatorship reviews (Probate). In FY 2017-18, these visits averaged 19 per month. The current attorney caseload is 268 Probate Conservatorships, 137 LPS Conservatorships, and 72 writs. An additional attorney and a full-time investigator dedicated to the conservatorship caseloads would help ensure effective protection for these vulnerable populations.

CEO Recommended Expansions. Following the workshops wherein the Board and public provided input and comment on the departments' budgets, the County Executive Office continued to work with departments on specific issues and conducted more analysis on expenditures and available revenues. As a result, some expansion requests were considered and included in this recommended budget. CEO recommended expansions total $2.5 million in General Fund ($0.6 million in ongoing funding and $1.9 million in one-time funding) and 3 FTE. Funding recommendations were based on consideration of State and federal requirements, Board priorities, established needs, and areas in which the County could face significant financial, legal, health, or safety risk or liability.

FY 2019-20 CEO Recommended Expansions

Description	FTE	Ongoing GFC	One-Time GFC
County Executive Office			
Establish 2-year pilot of Management Analyst Intern Program	1.0	$ -	$ 250,000
Community Services			
Regional Climate Action Planning & Coordination (2-year project)	-	-	324,000
Planning & Development			
Farmstays project	-	-	115,000
Probation			
Transfer Pretrial Assessments from Courts Special Services and add two Deputy Probation Officers to meet existing Pretrial Supervision caseload needs (full cost of expansion is $0.6 million; transfer of GFC from Courts to Probation offsets most of this cost)	11.0*	36,000	-
Public Defender			
Increase Misdemeanor Attorney staffing by one regular DPD I position and 1 extra help DPD I	1.0	234,200	-
Continue FSA Social Worker Program in FY 2019-20	-	-	110,000
Sheriff			
Establish Behavioral Science Unit Manager as permanent position	1.0	160,000	-
COBAN MDC Replacement	-	185,000**	1,107,600
Total	**3.0**	**$ 615,200**	**$ 1,906,600**

* 11.0 FTEs would be transferred from Courts to Probation.

** Set aside in General County Programs to build replacement funds.

- **Criminal Justice System Enhancements (Probation, Public Defender, Sheriff):** Pretrial assessments will be transferred from Courts Special Services to the Probation Department to achieve efficiencies through integration of pretrial assessment and supervision into one process. It is intended that the transfer of funds from the Courts to Probation for this program will occur at mid year. The goal of a risk assessment-based pretrial system is to release people from custody as early as possible in the process, and with the least restrictive conditions that will help to ensure their return to court and protect public safety, and to preventively detain only those for whom no set of conditions will assure public safety or return to court.

  Public Defender has used salary savings to hire extra help attorney support for their misdemeanor caseload, but this is not sustainable as salary savings are not available every year. This expansion adds a regular full-time misdemeanor attorney and funds an extra help attorney to assist with the misdemeanor caseload. One-time funding for a partnership with the Family Services Agency is also included, which will provide social workers to provide holistic defense services for Public Defender clients.

  Ongoing funding for the Behavioral Science Unit Manager position in the Sheriff's Office—funded with one-time funds in the FY 2018-19 budget—is included in the recommended budget, which will allow this work,

including crisis intervention training for sworn staff as well as specialized trainings for dispatchers, to continue. In addition, one-time funds of $1.1 million are included to replace the Sheriff's in-car mobile data computers as well as $185,000 in ongoing funds to build up a replacement reserve for the system.

- **Farmstays Land Use Policy (Planning & Development):** The expansion would expedite amendments to the County Land Use Development Code, Article II, and Uniform Rules to allow farmstays consistent with regulations adopted in the Gaviota Coastal Plan area. Funds would be used to cover labor and consultant costs.
- **Regional Climate Action Planning (Community Services):** In December 2018, the Board directed staff to update the Energy and Climate Action Plan (ECAP) with an aggressive new GHG reduction target of 50 percent below 1990 levels by 2030. The Board also directed staff to employ a regional approach to updating the ECAP inclusive of interested neighboring jurisdictions and community stakeholders. This expansion will fund $324,000, to be spent over a two-year period, to conduct the inter-jurisdictional, multi-stakeholder collaboration required to update the ECAP and meet the newly adopted GHG reduction goal.
- **Management Analyst Intern Program (County Executive Office):** The intent of the Management Analyst Intern Program is to integrate with local post-secondary educational institutions such as UCSB, SBCC, Allan Hancock, Westmont, etc., and create a gateway from higher education to County employment. The purpose of the program is to grow, mentor, and develop the high-performing County workforce of the future. It is anticipated that the participants in the proposed Management Analyst Intern Program will work on special projects in the CEO's office as well as potential assignments in other County departments. The program is designed as a two-year limited-term apprenticeship program, and this expansion provides funding for the first round of the program.

Though we approach FY 2019-20 as a fiscally stable organization, with revenues expected to meet operational needs and some modest service expansions, caution is warranted. Unmet needs continue, such as required investments in the County's facilities, roads, public safety communications system, and core Countywide technology infrastructure. Since emerging from the most recent recession, departments have been seeking ways to restructure operations, find efficiencies, and prioritize use of resources through their Renew '22 initiatives. In addition, a recession within the next few years is possible, based on consensus among leading economists, and we must therefore continue caution and judiciousness in fiscal decision-making.

Executive Summary

Budget Summary

The recommended budget for FY 2019-20 is balanced, with total operating revenues of $1,141.0 million and total operating expenditures of $1,133.5 million. Operating expenditures include both ongoing and one-time costs, and ongoing costs are largely supported by ongoing revenues. The FY 2019-20 recommended budget includes full-time equivalent (FTE) staffing of 4,248.

FY 2019-20 Recommended Budget Summary
(in millions)

	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Recommended
Total Operating Revenues	$ 1,061.7	$ 1,110.9	$ 1,141.0
Total Operating Expenditures	$ 1,009.0	$ 1,107.1	$ 1,133.5
Net Operating Impact	$ 52.7	$ 3.8	$ 7.6
Staffing FTEs	3,804.7	4,170.2	4,247.8

Operating Revenues: All Funds

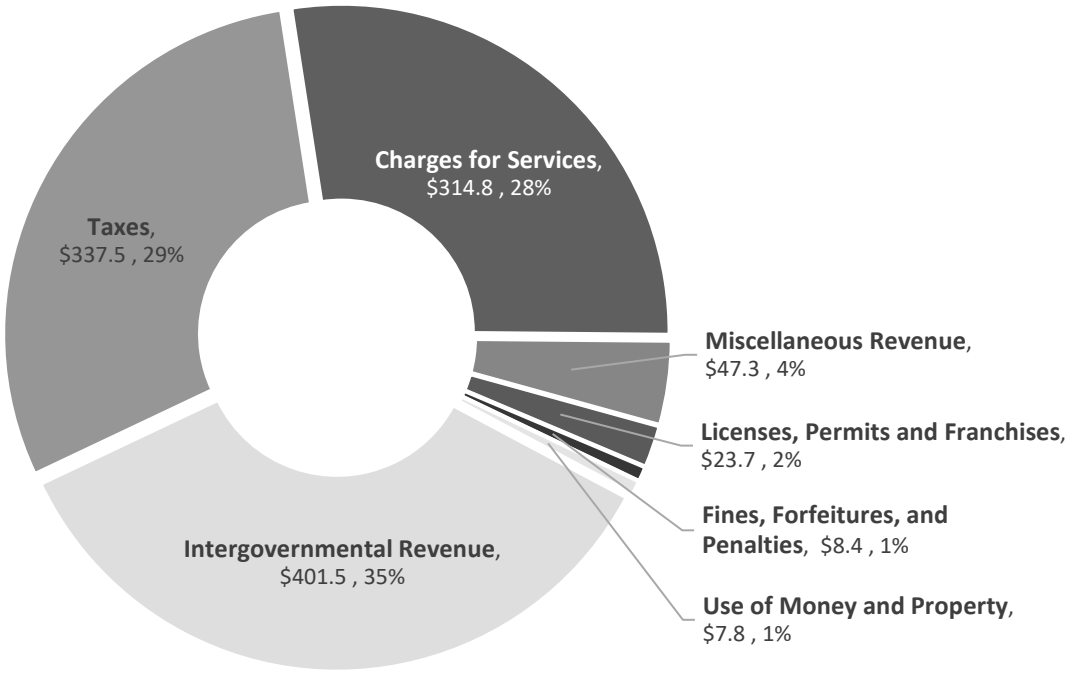
All Funds – Revenue by Category

Budget by Category of Revenue	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Recommended	Change from FY 2018-19 Ado to FY 2019-20 Rec
Intergovernmental Revenue	$ 391.3	$ 409.2	$ 401.5	$ (7.7)
Taxes	310.0	320.5	337.5	17.0
Charges for Services	274.1	298.3	314.8	16.6
Miscellaneous Revenue	50.0	46.8	47.3	0.5
Licenses, Permits and Franchises	19.6	22.6	23.7	1.1
Fines, Forfeitures, and Penalties	11.3	8.6	8.4	(0.2)
Use of Money and Property	5.5	5.0	7.8	2.8
Total Operating Revenues	**$ 1,061.7**	**$ 1,110.9**	**$ 1,141.0**	**$ 30.1**

Operating revenues for all funds total $1,141.0 million, reflecting an increase of $30.1 million or 2.7% from the FY 2018-19 adopted budget. The graph below identifies the major categories of County revenues.

Executive Summary

Operating Revenue - All Funds, $1,141.0 million
(in millions)



Operating Revenues by Category

Revenues from taxes are projected to increase by $17.0 million or 5.3% from the FY 2018-19 adopted budget for total recommended tax revenue of $337.5 million, making up 29.6% of operating revenues. The primary drivers of the increase are Secured Property Tax, Property Tax In-Lieu of Vehicle License Fee (VLF), RDA Property Tax Trust Fund (RPTTF) residual distributions, and Transient Occupancy Tax (TOT).

Countywide, Secured Property Taxes are projected to increase by $8.9 million—or 4.4%—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 $6.0 million and reflects an increase of 4.4%. Property Tax In-Lieu of VLF is projected to increase by 5.8% or $3.3 million from the FY 2018-19 adopted budget. RDA RPTTF residual distributions are expected to grow by $3.2 million, a significant 43% increase from the FY 2018-19 adopted budget due to normal grown and additional revenue resulting from the end of debt service obligations. It is expected that TOT will increase close to 18%, or $2.0 million, due to the opening of the Miramar and a full year of operations of San Ysidro Ranch, which was damaged in the debris flow and didn't generate TOT during much of FY 2018-19.

Use of Money and Property is expected to increase by $2.8 million or 55.5%, and includes interest income, revenue from building and land leases, and revenues from public phone and vending machine use.

Executive Summary

Intergovernmental Revenues include State, federal, and other governmental sources and are projected to decrease by $7.7 million or 1.9% to $401.5 million. The decrease reflects lower State Revenue from the Board of State and Community Corrections (BSCC) for the construction of the Northern Branch Jail compared to FY 2018-19, due to projected completion of the Jail in FY 2019-20. The project's one-time funding is anticipated to be $4.0 million in FY 2019-20.

Charges for Services are expected to grow by $16.6 million or 5.6% over FY 2018-19 adopted budget levels. The growth is spread across many different sources. The largest revenue growth areas are in Medi-Cal and Drug Medi-Cal reimbursement, sanitation services, allocated costs for administrative and other services, and fire protection services for government incidents.

Fines, Forfeitures, and Penalties are projected to decrease by $0.2 million or 2.3% from the FY 2018-19 adopted budget, reflecting decreased revenue to Court Special Services due to the passage of AB 103 as well as fewer case filings.

Miscellaneous Revenues are expected to remain relatively flat, with 1.1% growth of $0.5 million. These revenues include numerous sources that do not fall into specific categories, largely insurance premium contributions.

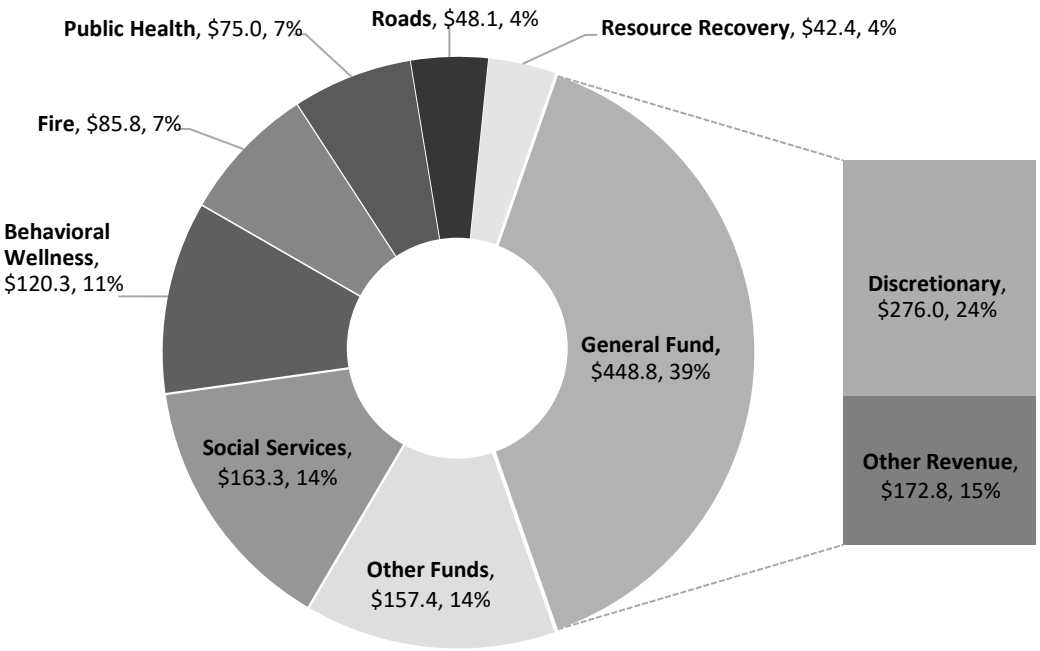
Revenues by Fund

The majority of revenues are derived in the General Fund and Special Revenue Funds. The General Fund is the chief operating fund of the County, and Special Revenue Funds are typically used when revenues are restricted for 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 table below displays FY 2019-20 operating revenues by major fund, the largest of which is the General Fund, making up 39% of countywide revenues. The General Fund can be further broken down into Discretionary General Revenues and Other Revenues.

Executive Summary

Operating Revenues by Fund, $1,141.0 million
(In millions)



Local Discretionary Revenues

The FY 2019-20 recommended operating revenues across all funds are $1,141.0 million. Of these total revenues, the Board of Supervisors has complete discretion over the allocation of about 24.2% or $276.0 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 86% to General Fund departments and 14% 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 2019-20 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 79% of total discretionary revenues.

In the recommended budget, local discretionary revenues increased by $8.5 million from the FY 2018-19 adopted budget, for a total of $276.0 million. This increase is most notably from property taxes and TOT revenue.

Executive Summary

FY 2017-18 through FY 2019-20 Discretionary Revenue
(in millions)

	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Recommended
Significant Property Taxes*	$ 206.8	$ 210.4	$ 218.4
RDA Dissolution Proceeds	1.6	-	-
RDA Prop. Tax - Ongoing	7.6	6.3	9.4
Subtotal Property Taxes	**$ 215.9**	**$ 216.7**	**$ 227.9**
Cost Allocation Services	10.7	12.8	11.1
Local Sales Tax	10.3	10.7	11.0
Transient Occupancy Tax	8.4	11.2	13.2
Cannabis Tax	-	5.5	5.6
All Other	12.7	10.5	7.2
Total Discretionary Revenues	**$ 257.9**	**$ 267.5**	**$ 276.0**
Growth Year over Year			$ 8.5
Rate of Growth			3.2%

*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 growth are as follows:

Property Taxes

Property values are a key component of the local economy, and modest growth is expected to continue, thereby providing increased property tax revenue. Property taxes are the largest source of discretionary funds in the County's budget. The FY 2019-20 recommended budget of $218.4 million projects that there will be net 3.8% growth ($8.0 million) over the FY 2018-19 adopted budget of $210.4 million. In the FY 2019-20 recommended budget, increases in secured property tax and property tax in-lieu of VLF are partially offset by anticipated decreases in unsecured and supplemental property taxes.

Local Sales Tax

Local sales tax represents the local portion of the retail sales tax collected by the State from sales generated within the unincorporated areas of the County. Retail sales tax is an economically sensitive revenue source that is used to support the general operations of the County, and is expected to have low growth (0.02% or $0.2 million), which is consistent with historical trends.

Transient Occupancy Tax (TOT)

This source of revenue is highly dependent on tourism and the quantity of lodging in the unincorporated County. TOT is expected to increase in FY 2019-20 by $2.0 million, or about 18%, as a result of the opening of the Miramar as well as the first full year of operations for the reopened San Ysidro Ranch, which was damaged during the debris flow and did not generate TOT during much of FY 2018-19.

Cannabis Tax

FY 2019-20 will be the second year of cannabis tax generation for the County. Receipts are expected to increase by 3% to $5.6 million in the recommended budget. These taxes fully fund enforcement operations as well as several one-time projects approved by the Board.

	FY 2018-19 Adopted	FY 2018-19 Est Actual	FY 2019-20 Recommended
Enforcement Costs			
County Executive Office	$ 96,700	$ 47,500	$ 84,500
County Counsel	102,300	102,300	107,400
District Attorney	202,900	387,600	527,600
Sheriff	696,200	1,006,375	1,526,000
Public Health	100,000	100,000	100,000
Agricultural Commissioner/W&M	116,200	116,200	116,200
Planning & Development	376,000	330,000	354,100
Subtotal Enforcement Costs	**$ 1,690,300**	**$ 2,089,975**	**$ 2,815,800**
Tax Collection & Program Administration			
County Executive Office	$ -	$ 200,300	$ 99,700
Treasurer-Tax Collector-Public Administrator	-	-	165,000
General County Programs	-	-	65,000
Subtotal Tax Collection & Program Admin.	**$ -**	**$ 200,300**	**$ 329,700**
Total	**$ 1,690,300**	**$ 2,290,275**	**$ 3,145,500**

All Other Discretionary Revenues

This category is made up of Franchise Fees, Interest Income, State, and Federal Payments. These revenues are expected to decrease by $3.1 million or 1.2% in the FY 2019-20 recommended budget due to a decrease in State aid for disaster, which experienced a significant one-time bump in the FY 2018-19 budget due to the Thomas Fire and 1/9 Debris Flow.

Operating Expenditures: All Funds

Significant Changes from FY 2018-19 Adopted Budget

The County's recommended FY 2019-20 operating expenditures are $1,133.5 million, a $26.3 million or 2.4% increase over the FY 2018-19 adopted budget of $1,107.1 million. Salaries and benefits show a projected 3.8% increase of $23.3 million; services and supplies are expected to decrease by $6.4 million or 1.8%; and other charges are expected to increase by $9.5 million or 7.0%. The table below identifies significant categories of these expenditures.

Executive Summary

Significant Changes from FY 2018-19 Adopted Budget

(in millions)

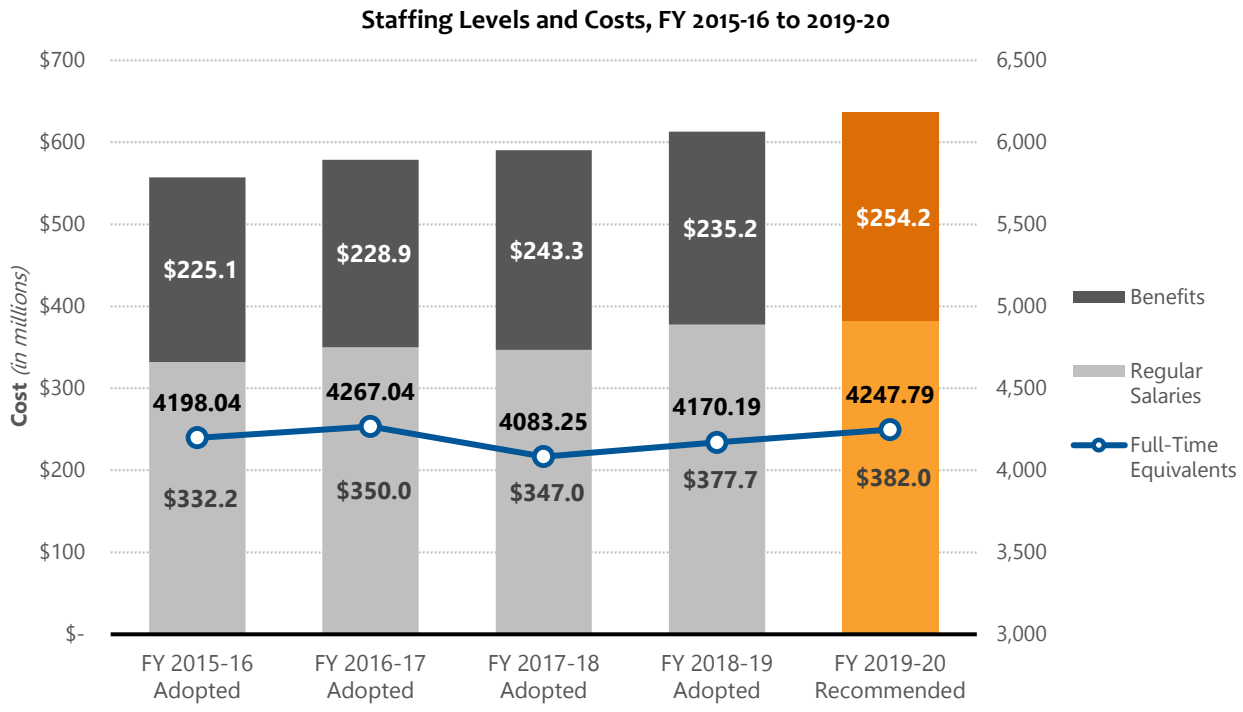
	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Recommended	Change from FY 2018-19 Ado to FY 2019-20 Rec
Salaries and Employee Benefits				
Regular Salaries	$ 317.8	$ 377.7	$ 382.0	$ 4.3
Budgeted Salary Savings	-	(16.5)	(23.6)	(7.1)
Retirement Contribution *(net of employee offset)*	121.2	143.9	143.8	(0.2)
Retiree Medical OPEB	12.7	15.2	15.4	0.2
Health Insurance Contribution	35.2	43.3	43.9	0.6
Workers Compensation	17.1	16.3	16.2	(0.1)
Other Salaries and Employee Benefits	71.2	32.9	58.5	25.6
Total Salaries and Employee Benefits	**$ 575.2**	**$ 612.9**	**$ 636.2**	**$ 23.3**
% Change				3.8%
Services and Supplies				
Contractual and Special Services	$ 129.2	$ 152.2	$ 129.2	$ (22.9)
All Other Services and Supplies	186.4	207.5	224.0	16.5
Total Services and Supplies	**$ 315.6**	**$ 359.7**	**$ 353.3**	**$ (6.4)**
% Change				-1.8%
Other Charges				
Cash Assistance Payments	$ 45.8	$ 48.8	$ 47.0	$ (1.8)
All Other Charges	72.5	85.8	97.0	11.2
Total Other Charges	**$ 118.3**	**$ 134.6**	**$ 144.0**	**$ 9.5**
% Change				7.0%
Total Operating Expenditures	**$ 1,009.0**	**$ 1,107.1**	**$ 1,133.5**	**$ 26.3**
% Change				2.4%

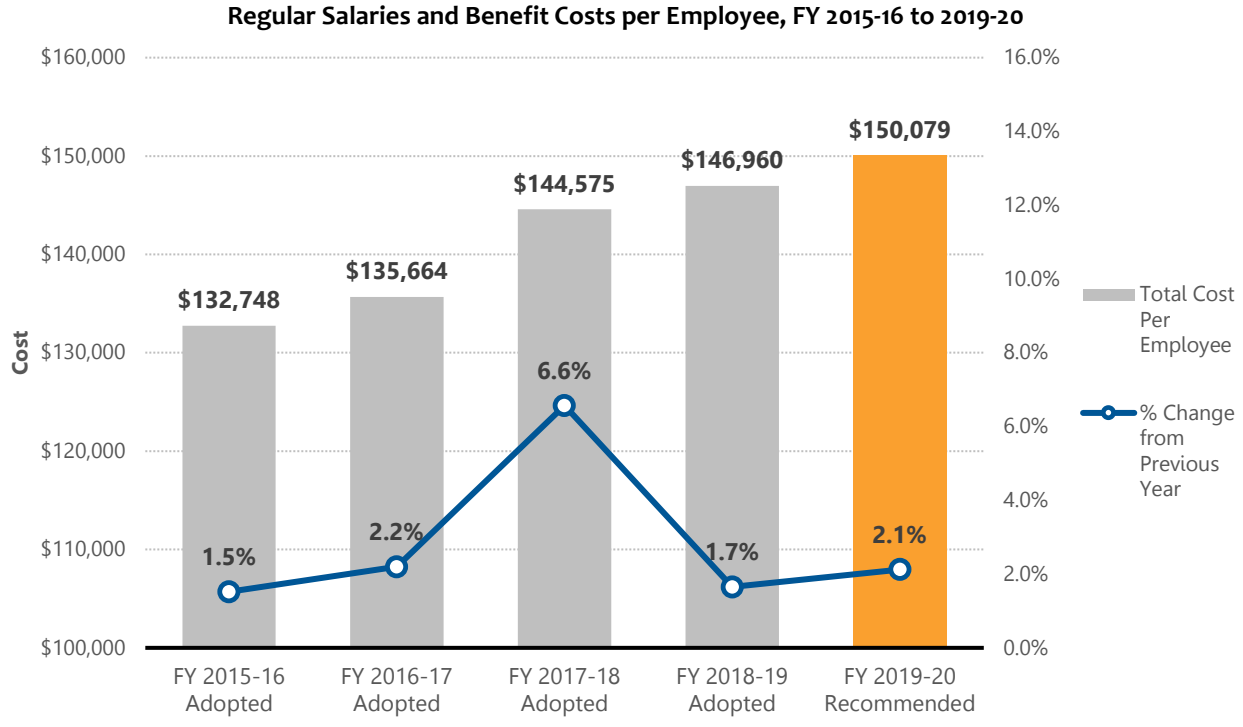
Salaries and Employee Benefits

Recommended salary and benefit costs of $636.2 million in FY 2019-20 represent the combined impacts of the addition of 77.6 FTEs, negotiated salary increases, and employee benefit cost increases. The increase in FTEs is largely attributable to additional positions in the Office of the Sheriff primarily for the Northern Branch Jail (22.2 FTEs) and the Behavioral Wellness Department due to additional federal and State funding (19.3 FTEs). Each department gives a detailed breakdown of the changes in their FTEs in Section D of this book. The cost per employee is projected to increase by 2.1% to $150,079 in FY 2019-20.

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

Executive Summary



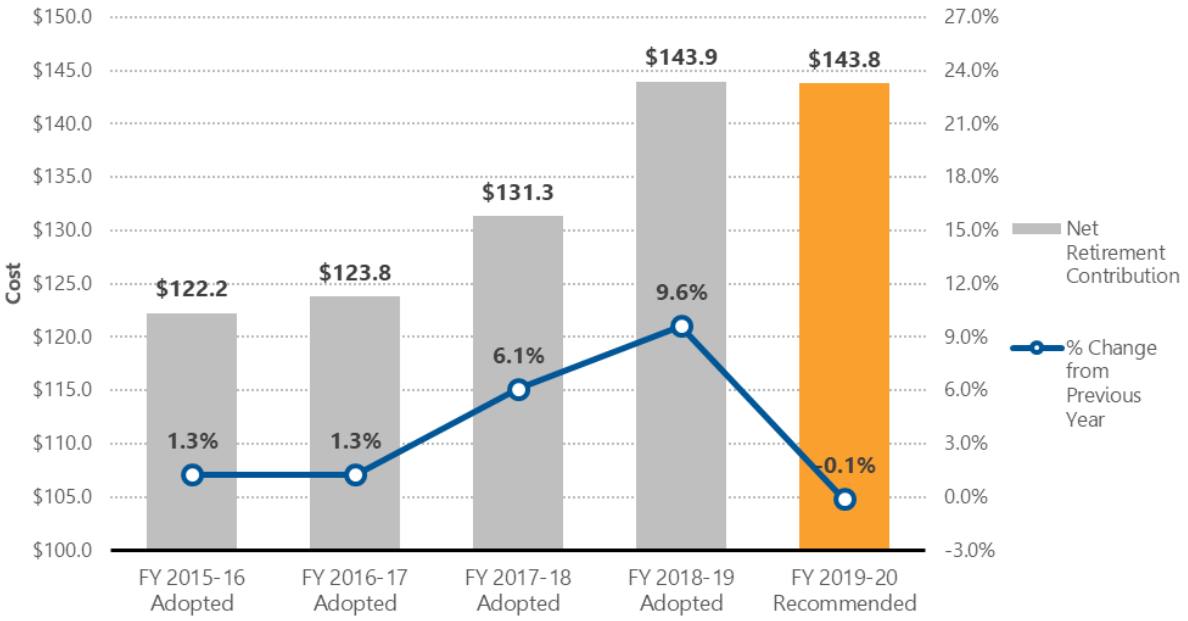


Executive Summary

Retirement Contributions

The County's net retirement contribution decreases slightly by $165,900 or 0.1% from the FY 2018-19 adopted budget to the FY 2019-20 recommended budget. Retirement cost sharing between the County and employees was negotiated and implemented during FY 2018-19 and will generate cost savings to the County in FY 2019-20 and subsequent years as the cost-sharing provisions continue to phase in; the County will not experience the full impact of retirement cost sharing until FY 2020-21. These cost savings are reflected in the FY 2019-20 recommended budget as FY 2019-20 will be the first full year of implementation of the cost sharing provisions. The FY 2018-19 adopted budget does not reflect these cost savings as the cost-sharing provisions were implemented mid-year.

Countywide Retirement Contribution, FY 2015-16 to FY 2019-20



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, which is anticipated to open in winter 2019. The Northern Branch Jail project represents a significant ongoing commitment of future General Fund revenue. While the State provided a majority of the funding for construction through an AB 900 grant, the ongoing operating costs are the responsibility of the County General Fund, and are currently estimated at $18.8 million for the first full year of operations (FY 2020-21), with annual increases in future years.

Executive Summary

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, $12.7 million is allocated to this fund in the FY 2019-20 budget, building upon the balances contributed in prior years, and the Sheriff anticipates drawing $14.6 million in FY 2019-20 as they continue the hiring and training of staff necessary to operate the new jail, as well as a partial year of operations. The fund balance at year-end is estimated to be $13.1 million. Currently, we are well over halfway to building up sufficient ongoing funding to fully operate the new jail. A $6.4 million balance is showing in FY 2022-23, which will carry to future years until the GFC contribution matches the full operating cost.

Plan for Future Jail Operations Funding

Fiscal Year	GFC Base	GFC Increase	Total GFC	County Match Construction	Operating Costs	End of Year Balance
2011-12	$ -	$ 1.0	$ 1.0	$ -	$ -	$ 1.0
2012-13	1.0	1.0	$ 2.0	(3.0)	-	-
2013-14	2.0	1.3	$ 3.3	-	-	3.3
2014-15	3.3	1.3	$ 4.6	-	-	7.9
2015-16	4.6	1.5	$ 6.1	-	(0.2)	13.8
2016-17	6.1	1.5	$ 7.6	(12.3)	(1.3)	7.8
2017-18	7.6	1.5	$ 9.1	-	(3.5)	13.4
2018-19	9.1	1.8	$ 10.9	(2.0)	(7.3)	15.0
2019-20	10.9	1.8	$ 12.7	-	(14.6)	13.1
2020-21	12.7	2.2	$ 14.9	-	(18.8)	9.2
2021-22	14.9	2.2	$ 17.1	-	(19.3)	7.0
2022-23	$ 17.1	$ 2.2	$ 19.3	$ -	(19.9)	6.4

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 the anticipated debt payment amount of $3.1 million. 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

FY 2019-20 recommended expenditures are grouped by functional area in the table below. Most areas are seeing significant increases, though there is a large decrease in the North County Jail construction account, due to the project's anticipated completion in FY 2019-20. The main drivers of these changes are summarized below by department, and significant changes are explained more fully in the department detail pages in Section D of this book.

Executive Summary

Total Operating Expenditures by Functional Group and Department

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive					
Board of Supervisors	$ 2,987,522	$ 3,163,500	$ 3,151,600	$ 3,216,500	$ 53,000
County Executive Office	37,921,929	38,498,500	41,620,900	42,245,400	3,746,900
County Counsel	8,380,787	9,374,400	9,314,700	9,519,900	145,500
Sub-Total	**49,290,238**	**51,036,400**	**54,087,200**	**54,981,800**	**3,945,400**
Public Safety					
Court Special Services	14,552,035	14,576,000	14,613,800	14,695,400	119,400
District Attorney	23,813,614	25,373,900	25,286,200	27,339,100	1,965,200
Fire	78,661,119	78,026,600	77,082,700	84,906,300	6,879,700
Probation	52,908,068	57,549,100	55,265,200	58,931,500	1,382,400
Public Defender	11,574,874	12,293,600	12,379,700	13,556,800	1,263,200
Sheriff	144,932,992	146,894,900	143,265,850	154,871,000	7,976,100
Sub-Total	**326,442,702**	**334,714,100**	**327,893,450**	**354,300,100**	**19,586,000**
Health & Human Services					
Behavioral Wellness	108,531,932	126,118,158	119,306,900	132,321,400	6,203,242
Child Support Services	9,451,346	9,547,300	9,349,700	9,601,400	54,100
First 5, Children & Families	4,318,142	3,768,500	3,734,900	3,496,300	(272,200)
Public Health	87,361,923	90,844,600	89,876,900	93,895,500	3,050,900
Social Services	158,038,544	172,107,900	168,466,700	173,888,900	1,781,000
Sub-Total	**367,701,887**	**402,386,458**	**390,735,100**	**413,203,500**	**10,817,042**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	4,932,352	5,981,700	6,199,200	6,233,600	251,900
Community Services	25,135,422	32,364,100	32,805,300	35,927,700	3,563,600
Planning & Development	15,376,876	22,423,500	18,448,300	24,438,400	2,014,900
Public Works	94,371,679	124,461,900	118,956,700	136,668,900	12,207,000
Sub-Total	**139,816,329**	**185,231,200**	**176,409,500**	**203,268,600**	**18,037,400**
General Government & Support Services					
Auditor-Controller	8,098,527	9,056,800	8,637,600	9,158,900	102,100
Clerk-Recorder-Assessor	15,671,989	17,968,100	16,348,700	18,499,500	531,400
Debt Service	1,896,360	1,792,300	1,842,100	1,724,500	(67,800)
General Services	45,318,457	49,482,300	46,542,300	52,492,100	3,009,800
Human Resources	8,921,093	8,511,700	8,065,500	8,609,000	97,300
North County Jail	37,331,268	37,364,200	30,732,900	7,556,400	(29,807,800)
Treasurer-Tax Collector-Public	6,905,339	7,896,200	7,589,000	8,088,200	192,000
Sub-Total	**124,143,032**	**132,071,600**	**119,758,100**	**106,128,600**	**(25,943,000)**
General County Programs					
General County Programs	1,628,991	1,696,800	1,386,500	1,591,300	(105,500)
Sub-Total	**1,628,991**	**1,696,800**	**1,386,500**	**1,591,300**	**(105,500)**
Operating Appropriations Total	**$ 1,009,023,180**	**$ 1,107,136,558**	**$ 1,070,269,850**	**$ 1,133,473,900**	**$ 26,337,342**

Executive Summary

Significant changes in department operating budgets are described below, grouped by functional area:

Policy & Executive

County Executive Office: The FY 2019-20 recommended budget increases by $3.7 million from the FY 2018-19 budget, primarily reflecting increases in risk management costs.

Public Safety

District Attorney: The FY 2019-20 recommended budget increases by $2.0 million, primarily due to staffing increases of 7.5 FTE, of which 4.5 FTE are grant-funded and the addition of 1.0 FTE, for a total of 2.0, dedicated to cannabis-related enforcement.

Fire: The FY 2019-20 recommended budget increases by $6.9 million, primarily due to salary and benefit increases associated with constant staffing overtime cost increases and the addition of 9 FTEs, as well as costs associated with turning the Black Hawk helicopter purchased in FY 2018-19 into a mission-ready Firehawk.

Probation: The FY 2019-20 recommended budget increases by $1.4 million, primarily due to general salary and benefit increases and additional grant contracts, as well as increased costs for services provided by Behavioral Wellness and medical services in the probation institutions.

Public Defender: The FY 2019-20 recommended budget increases by $1.3 million, primarily resulting from increased staffing, salary and benefit increases, and increased general liability costs.

Sheriff: The FY 2019-20 recommended budget increases by $8.0 million or 5.4%, primarily due to annual salary and benefit increases, including the final addition of 24.65 FTE for the Northern Branch Jail. Additionally, charges for Liability Insurance and vehicle costs increased by almost $1.2 million, and $1.1 million in one-time funding is allocated for the replacement of patrol vehicle computer and video equipment.

Health & Human Services

Behavioral Wellness: The FY 2019-20 recommended budget increases by $6.2 million, primarily due to increases in contractual services for the new Drug Medi-Cal Organized Delivery System as well as general salary and benefit increases.

First 5, Children and Families: The FY 2019-20 recommended budget decreases by $0.3 million primarily due to reductions in Proposition 10 revenue and staffing reorganization.

Public Health: The FY 2019-20 recommended budget increases by $3.1 million, primarily due to general salary and benefit increases, cost increases for pharmaceuticals, as well as increased premiums for malpractice insurance, information technology, and communications charges from internal service providers.

Social Services: The FY 2019-20 recommended budget increases by $1.8 million primarily due to salary and benefit increases and the addition of several staff positions.

Executive Summary

Community Resources & Public Facilities

Planning & Development: The FY 2019-20 recommended budget increases by $2.0 million primarily due to increases in applicant-funded consultant services and contract-based projects.

Public Works: The FY 2019-20 recommended budget increases by $12.2 million, primarily due to landfill projects, disaster-related maintenance, flood control projects, and projects funded by SB 1 and Prop 42.

Community Services: The FY 2019-20 recommended budget increase of $3.6 is mainly due to general salary and benefit increases, as well as two new State homeless programs: Homeless Emergency Assistance Program (HEAP) and California Emergency Solutions and Housing Program (CESH).

General Government & Support Services

Clerk Recorder Assessor: The FY 2019-20 recommended budget increases by $0.5 million primarily due to general increases in salaries and benefits and elections-related costs.

General Services: The FY 2019-20 recommended budget increases by $3.0 million resulting primarily from salary and benefit increases, increased fuel costs, and increased depreciation expenses resulting from the replacement of fully depreciated assets.

North County Jail: The significant decrease of $29.8 million reflects a reduction in Northern Branch Jail construction costs due to anticipated completion in FY 2019-20.

Section C

Summary Schedules

COUNTY OF SANTA BARBARA
CALIFORNIA

Summary Schedules

Summary Schedules

Summary Schedules

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Summary Schedules

Summary Schedules

Introduction

This part of the Recommended 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:

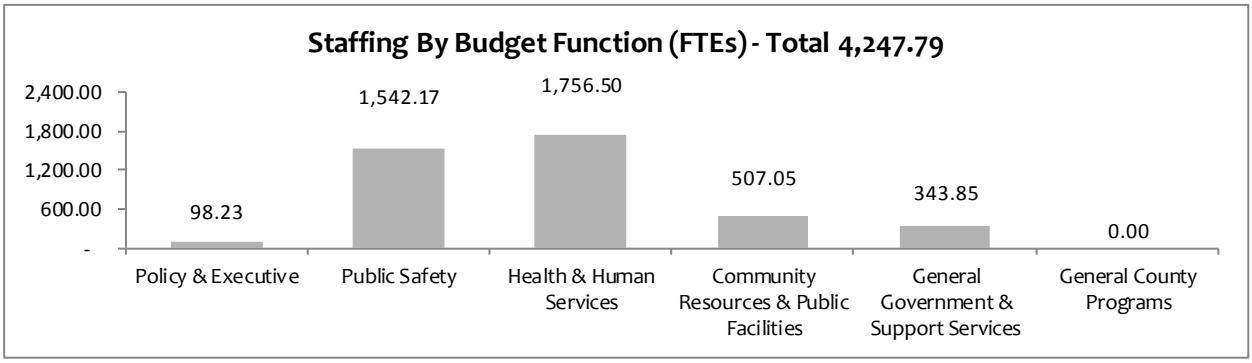
1. **Staffing** – this shows permanent staffing full-time equivalents for the level being reflected (e.g. Function, Budget Program, etc.)
2. **Operating Budget** – this shows the expenditure budget for the level being reflected (e.g. Function, Budget Program, etc.). Please note that these Summary Schedules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

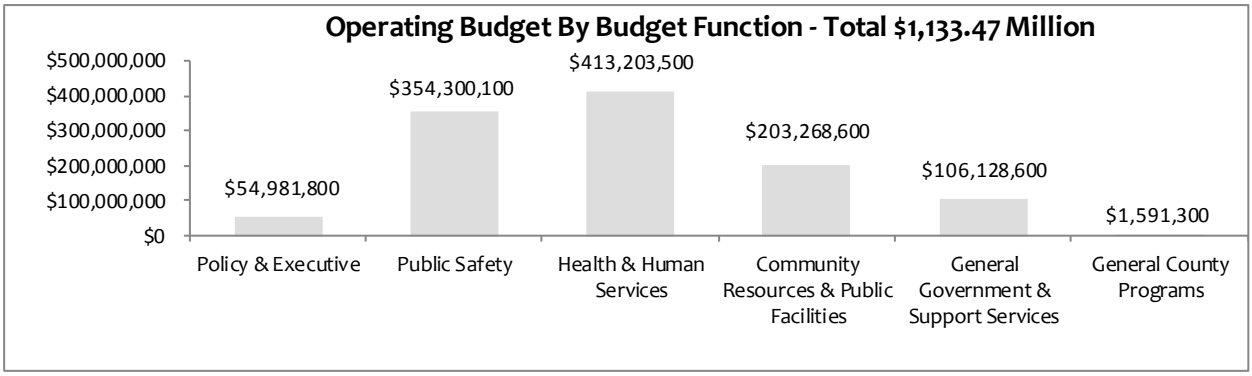
A review of the standard format will show that the totals for groupings 3 & 4 are equal. Also, groupings 3 & 4 provide subtotals to differentiate "operating amounts" from total amounts. For the most part, operating amounts represent amounts that are ongoing in nature. Non-operating amounts primarily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

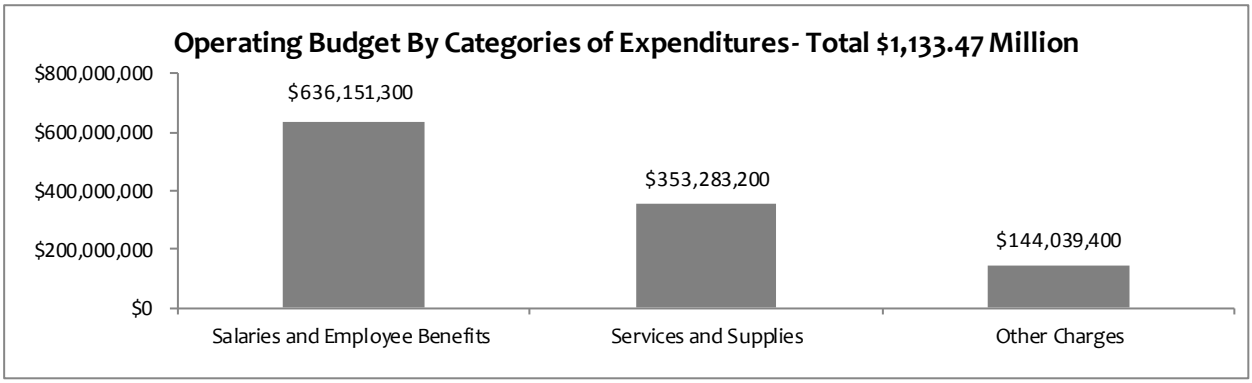
Summary Schedules

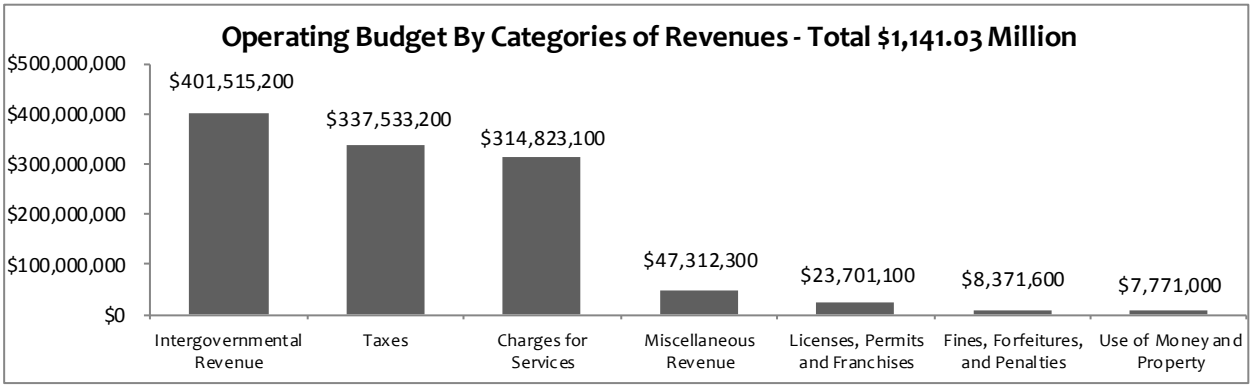
Countywide Budget Overview

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive	87.43	97.00	97.00	98.23	1.22
Public Safety	1,352.33	1,500.96	1,500.96	1,542.17	41.21
Health & Human Services	1,602.49	1,736.76	1,736.76	1,756.50	19.74
Community Resources & Public Facl.	455.03	501.12	501.12	507.05	5.93
General Government & Support Services	306.38	334.35	334.35	343.85	9.50
General County Programs	1.00	-	-	-	-
Total	**3,804.66**	**4,170.19**	**4,170.19**	**4,247.79**	**77.60**
Operating Budget By Budget Function					
Policy & Executive	$ 49,290,238	$ 51,036,400	$ 54,087,200	$ 54,981,800	$ 3,945,400
Public Safety	326,442,702	334,714,100	327,893,450	354,300,100	19,586,000
Health & Human Services	367,701,887	402,386,458	390,735,100	413,203,500	10,817,042
Community Resources & Public Facl.	139,816,329	185,231,200	176,409,500	203,268,600	18,037,400
General Government & Support Services	124,143,032	132,071,600	119,758,100	106,128,600	(25,943,000)
General County Programs	1,628,991	1,696,800	1,386,500	1,591,300	(105,500)
Total Operating Expenditures	**$ 1,009,023,180**	**$ 1,107,136,558**	**$ 1,070,269,850**	**$ 1,133,473,900**	**$ 26,337,342**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 575,165,959	$ 612,851,400	$ 593,548,850	$ 636,151,300	$ 23,299,900
Services and Supplies	315,600,009	359,723,258	347,980,500	353,283,200	(6,440,058)
Other Charges	118,257,212	134,561,900	128,740,500	144,039,400	9,477,500
Total Operating Expenditures	**1,009,023,180**	**1,107,136,558**	**1,070,269,850**	**1,133,473,900**	**26,337,342**
Capital Assets	27,007,437	55,888,700	109,057,900	127,221,600	71,332,900
Other Financing Uses	76,251,775	76,001,800	78,656,300	88,936,600	12,934,800
Intrafund Expenditure Transfers (+)	224,892,311	243,277,900	244,223,500	252,640,100	9,362,200
Increases to Fund Balances	96,325,775	81,689,919	290,819,700	71,236,000	(10,453,919)
Fund Balance Impact (+)	20,992,557	-	3,099,600	-	-
Total Expenditures	**$ 1,454,493,035**	**$ 1,563,994,877**	**$ 1,796,126,850**	**$ 1,673,508,200**	**$ 109,513,323**
Budget By Categories of Revenues					
Taxes	$ 309,984,178	$ 320,490,900	$ 322,896,000	$ 337,533,200	$ 17,042,300
Licenses, Permits and Franchises	19,597,024	22,580,900	21,453,400	23,701,100	1,120,200
Fines, Forfeitures, and Penalties	11,277,764	8,570,700	8,161,600	8,371,600	(199,100)
Use of Money and Property	5,512,565	4,996,700	9,087,600	7,771,000	2,774,300
Intergovernmental Revenue	391,266,877	409,169,538	414,785,200	401,515,200	(7,654,338)
Charges for Services	274,122,225	298,259,720	289,837,100	314,823,100	16,563,380
Miscellaneous Revenue	49,982,191	46,820,400	50,784,800	47,312,300	491,900
Total Operating Revenues	**1,061,742,823**	**1,110,888,858**	**1,117,005,700**	**1,141,027,500**	**30,138,642**
Other Financing Sources	37,459,681	37,048,200	205,408,000	51,778,500	14,730,300
Intrafund Expenditure Transfers (-)	6,630,058	8,838,900	9,784,500	11,036,200	2,197,300
Decreases to Fund Balances	92,145,343	139,748,219	195,435,075	193,666,700	53,918,481
General Fund Contribution	249,444,473	267,470,700	267,470,500	275,999,300	8,528,600
Fund Balance Impact (-)	7,070,656	-	1,023,075	-	-
Total Revenues	**$ 1,454,493,035**	**$ 1,563,994,877**	**$ 1,796,126,850**	**$ 1,673,508,200**	**$ 109,513,323**
Beginning Fund Balance	$ 479,406,203	$ 510,622,225	$ 510,622,225	$ 608,083,375	$ 97,461,150
Net Change in Sources Over Uses	18,102,332	(58,058,300)	97,461,150	(122,430,700)	(64,372,400)
Ending Fund Balance	**$ 497,508,535**	**$ 452,563,925**	**$ 608,083,375**	**$ 485,652,675**	**$ 33,088,750**

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive	81.55	90.00	90.00	91.23	1.22
Public Safety	1,099.45	1,231.96	1,231.96	1,264.17	32.21
Health & Human Services	74.22	79.88	79.88	79.38	(0.50)
Community Resources & Public Facl.	209.58	233.87	233.87	243.80	9.93
General Government & Support Services	253.07	275.35	275.35	283.85	8.50
General County Programs	1.00	-	-	-	-
Total	**1,718.87**	**1,911.05**	**1,911.05**	**1,962.42**	**51.37**
Operating Budget By Budget Function					
Policy & Executive	$ 21,147,925	$ 19,734,100	$ 22,459,200	$ 20,285,400	$ 551,300
Public Safety	231,620,431	240,004,600	234,150,350	252,658,100	12,653,500
Health & Human Services	11,638,977	12,082,900	11,606,200	12,346,200	263,300
Community Resources & Public Facl.	44,977,265	55,539,100	52,309,400	59,521,200	3,982,100
General Government & Support Services	51,044,575	56,379,300	53,169,400	57,510,700	1,131,400
General County Programs	1,628,991	1,688,800	1,378,500	1,478,700	(210,100)
Total Operating Expenditures	**$ 362,058,165**	**$ 385,428,800**	**$ 375,073,050**	**$ 403,800,300**	**$ 18,371,500**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 280,909,139	$ 298,131,500	$ 290,257,450	$ 310,645,300	$ 12,513,800
Services and Supplies	58,894,885	62,581,500	60,994,300	66,469,900	3,888,400
Other Charges	22,254,141	24,715,800	23,821,300	26,685,100	1,969,300
Total Operating Expenditures	**362,058,165**	**385,428,800**	**375,073,050**	**403,800,300**	**18,371,500**
Capital Assets	1,366,238	4,102,300	1,384,000	4,627,700	525,400
Other Financing Uses	45,961,315	44,402,100	42,568,000	55,560,700	11,158,600
Intrafund Expenditure Transfers (+)	220,875,649	238,110,600	238,970,300	245,260,300	7,149,700
Increases to Fund Balances	57,085,782	59,543,803	69,241,600	45,738,100	(13,805,703)
Fund Balance Impact (+)	12,928,096	-	3,099,600	-	-
Total Expenditures	**$ 700,275,244**	**$ 731,587,603**	**$ 730,336,550**	**$ 754,987,100**	**$ 23,399,497**
Budget By Categories of Revenues					
Taxes	$ 231,995,489	$ 240,988,000	$ 243,103,400	$ 254,472,900	$ 13,484,900
Licenses, Permits and Franchises	16,147,152	18,685,300	17,139,000	19,304,700	619,400
Fines, Forfeitures, and Penalties	7,547,716	5,079,600	5,010,400	5,301,900	222,300
Use of Money and Property	2,317,317	2,005,700	3,910,000	2,942,500	936,800
Intergovernmental Revenue	86,388,769	88,039,300	91,583,700	88,168,400	129,100
Charges for Services	69,240,933	75,301,800	74,446,600	75,343,600	41,800
Miscellaneous Revenue	4,112,482	2,684,900	2,955,900	3,228,400	543,500
Total Operating Revenues	**417,749,858**	**432,784,600**	**438,149,000**	**448,762,400**	**15,977,800**
Other Financing Sources	8,441,971	5,844,900	5,805,600	6,187,000	342,100
Intrafund Expenditure Transfers (-)	2,613,396	3,671,600	4,531,300	3,656,400	(15,200)
Decreases to Fund Balances	47,868,974	54,847,503	46,388,575	54,777,400	(70,103)
General Fund Contribution	218,262,253	234,439,000	234,439,000	241,603,900	7,164,900
Fund Balance Impact (-)	5,338,793	-	1,023,075	-	-
Total Revenues	**$ 700,275,244**	**$ 731,587,603**	**$ 730,336,550**	**$ 754,987,100**	**$ 23,399,497**
Beginning Fund Balance	$ 113,070,013	$ 129,876,123	$ 129,876,123	$ 154,805,673	$ 24,929,550
Net Change in Sources Over Uses	16,806,110	4,696,300	24,929,550	(9,039,300)	(13,735,600)
Ending Fund Balance	**$ 129,876,123**	**$ 134,572,423**	**$ 154,805,673**	**$ 145,766,373**	**$ 11,193,950**

Summary Schedules

Flood Control Districts Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Community Resources & Public Facl.	35.85	39.00	39.00	39.00	-
Total	**35.85**	**39.00**	**39.00**	**39.00**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 18,763,253	$ 14,883,900	$ 15,701,000	$ 16,787,100	1,903,200
Total Operating Expenditures	**$ 18,763,253**	**$ 14,883,900**	**$ 15,701,000**	**$ 16,787,100**	**1,903,200**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,243,012	$ 5,489,200	$ 5,489,400	$ 5,604,900	115,700
Services and Supplies	13,049,515	8,974,900	9,673,400	10,601,300	1,626,400
Other Charges	470,725	419,800	538,200	580,900	161,100
Total Operating Expenditures	**18,763,253**	**14,883,900**	**15,701,000**	**16,787,100**	**1,903,200**
Capital Assets	6,468,415	14,540,000	5,109,200	12,752,000	(1,788,000)
Other Financing Uses	1,900,000	620,000	-	-	(620,000)
Increases to Fund Balances	2,408,434	2,242,700	2,054,100	3,004,200	761,500
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 29,540,102**	**$ 32,286,600**	**$ 22,864,300**	**$ 32,543,300**	**256,700**
Budget By Categories of Revenues					
Taxes	$ 11,582,865	$ 11,259,200	$ 11,266,900	$ 11,660,000	400,800
Licenses, Permits and Franchises	-	-	-	-	-
Fines, Forfeitures, and Penalties	76,238	-	-	-	-
Use of Money and Property	425,719	429,500	706,900	686,800	257,300
Intergovernmental Revenue	5,728,188	5,078,100	4,891,300	7,765,800	2,687,700
Charges for Services	3,788,352	3,923,000	3,894,200	3,574,700	(348,300)
Miscellaneous Revenue	7,878	1,500	1,500	1,500	-
Total Operating Revenues	**21,609,240**	**20,691,300**	**20,760,800**	**23,688,800**	**2,997,500**
Other Financing Sources	1,953,791	660,900	60,900	76,600	(584,300)
Decreases to Fund Balances	5,977,071	10,934,400	2,042,600	8,777,900	(2,156,500)
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 29,540,102**	**$ 32,286,600**	**$ 22,864,300**	**$ 32,543,300**	**256,700**
Beginning Fund Balance	$ 68,222,979	$ 64,654,342	$ 64,654,342	$ 64,665,842	11,500
Net Change in Sources Over Uses	(3,568,637)	(8,691,700)	11,500	(5,773,700)	2,918,000
Ending Fund Balance	**$ 64,654,342**	**$ 55,962,642**	**$ 64,665,842**	**$ 58,892,142**	**2,929,500**

Summary Schedules

Public Health Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Health & Human Services	431.24	449.20	449.20	447.96	(1.24)
Total	**431.24**	**449.20**	**449.20**	**447.96**	**(1.24)**
Operating Budget By Budget Function					
Health & Human Services	$ 75,722,946	$ 78,761,700	$ 78,270,700	$ 81,549,300	2,787,600
General County Programs	-	-	-	104,600	104,600
Total Operating Expenditures	**$ 75,722,946**	**$ 78,761,700**	**$ 78,270,700**	**$ 81,653,900**	**2,892,200**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 56,536,516	$ 58,821,100	$ 57,069,700	$ 59,825,900	1,004,800
Services and Supplies	16,096,398	16,696,300	18,006,800	18,264,600	1,568,300
Other Charges	3,090,032	3,244,300	3,194,200	3,563,400	319,100
Total Operating Expenditures	**75,722,946**	**78,761,700**	**78,270,700**	**81,653,900**	**2,892,200**
Capital Assets	504,310	-	90,500	6,600	6,600
Other Financing Uses	7,532,862	6,062,200	5,012,500	4,297,400	(1,764,800)
Intrafund Expenditure Transfers (+)	103,173	104,800	183,500	105,000	200
Increases to Fund Balances	5,069,326	4,239,800	5,219,500	4,966,000	726,200
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 88,932,617**	**$ 89,168,500**	**$ 88,776,700**	**$ 91,028,900**	**1,860,400**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 56,151	$ 56,500	$ 62,800	$ 55,800	(700)
Fines, Forfeitures, and Penalties	462,588	403,700	455,400	437,100	33,400
Use of Money and Property	158,791	234,900	346,000	320,700	85,800
Intergovernmental Revenue	20,276,325	20,107,000	20,776,000	20,432,400	325,400
Charges for Services	43,659,960	46,503,800	46,111,600	49,196,300	2,692,500
Miscellaneous Revenue	4,584,615	3,870,500	4,671,300	4,556,600	686,100
Total Operating Revenues	**69,198,430**	**71,176,400**	**72,423,100**	**74,998,900**	**3,822,500**
Other Financing Sources	2,174,371	2,930,900	2,930,900	2,544,600	(386,300)
Intrafund Expenditure Transfers (-)	103,173	104,800	183,500	105,000	200
Decreases to Fund Balances	10,268,643	7,768,400	6,051,200	6,027,400	(1,741,000)
General Fund Contribution	7,188,000	7,188,000	7,188,000	7,353,000	165,000
Total Revenues	**$ 88,932,617**	**$ 89,168,500**	**$ 88,776,700**	**$ 91,028,900**	**1,860,400**
Beginning Fund Balance	$ 30,977,646	$ 25,778,330	$ 25,778,330	$ 24,946,630	(831,700)
Net Change in Sources Over Uses	(5,199,317)	(3,528,600)	(831,700)	(1,061,400)	2,467,200
Ending Fund Balance	**$ 25,778,330**	**$ 22,249,730**	**$ 24,946,630**	**$ 23,885,230**	**1,635,500**

Summary Schedules

Roads Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Community Resources & Public Facl.	106.12	117.00	117.00	117.00	-
Total	**106.12**	**117.00**	**117.00**	**117.00**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 36,328,937	$ 52,531,000	$ 48,184,100	$ 53,771,000	1,240,000
Total Operating Expenditures	**$ 36,328,937**	**$ 52,531,000**	**$ 48,184,100**	**$ 53,771,000**	**1,240,000**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 13,883,399	$ 15,510,900	$ 14,868,900	$ 15,858,900	348,000
Services and Supplies	20,348,602	34,701,800	30,929,800	35,398,600	696,800
Other Charges	2,096,936	2,318,300	2,385,400	2,513,500	195,200
Total Operating Expenditures	**36,328,937**	**52,531,000**	**48,184,100**	**53,771,000**	**1,240,000**
Capital Assets	912,350	1,787,500	1,290,000	2,246,000	458,500
Other Financing Uses	2,552,502	2,548,700	1,002,800	981,500	(1,567,200)
Intrafund Expenditure Transfers (+)	17,267	310,000	310,000	310,000	-
Increases to Fund Balances	5,125,324	9,021,300	11,963,400	7,453,300	(1,568,000)
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 44,936,380**	**$ 66,198,500**	**$ 62,750,300**	**$ 64,761,800**	**(1,436,700)**
Budget By Categories of Revenues					
Taxes	$ 7,848,676	$ 7,230,200	$ 7,476,300	$ 7,434,700	204,500
Licenses, Permits and Franchises	446,602	332,000	384,900	374,000	42,000
Use of Money and Property	116,621	98,500	319,000	272,000	173,500
Intergovernmental Revenue	16,650,355	32,115,300	30,095,200	34,850,200	2,734,900
Charges for Services	4,366,142	7,086,300	5,321,100	5,082,700	(2,003,600)
Miscellaneous Revenue	259,183	103,000	112,400	112,500	9,500
Total Operating Revenues	**29,687,580**	**46,965,300**	**43,708,900**	**48,126,100**	**1,160,800**
Other Financing Sources	7,717,872	5,798,700	4,282,800	4,730,800	(1,067,900)
Intrafund Expenditure Transfers (-)	17,267	310,000	310,000	310,000	-
Decreases to Fund Balances	5,533,091	11,327,700	12,651,800	9,774,100	(1,553,600)
General Fund Contribution	1,980,571	1,796,800	1,796,800	1,820,800	24,000
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 44,936,380**	**$ 66,198,500**	**$ 62,750,300**	**$ 64,761,800**	**(1,436,700)**
Beginning Fund Balance	$ 18,899,861	$ 18,492,094	$ 18,492,094	$ 17,803,694	(688,400)
Net Change in Sources Over Uses	(407,766)	(2,306,400)	(688,400)	(2,320,800)	(14,400)
Ending Fund Balance	**$ 18,492,094**	**$ 16,185,694**	**$ 17,803,694**	**$ 15,482,894**	**(702,800)**

Summary Schedules

Capital Projects Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Total	-	-	-	-	-
Operating Budget By Budget Function					
Public Safety	145,254	100,000	-	-	(100,000)
General Government & Support Services	37,452,829	37,364,200	30,732,900	7,831,400	(29,532,800)
Total Operating Expenditures	**$ 37,598,083**	**$ 37,464,200**	**$ 30,732,900**	**$ 7,831,400**	**(29,632,800)**
Budget By Categories of Expenditures					
Services and Supplies	$ 37,476,522	$ 37,464,200	$ 30,732,900	$ 7,831,400	(29,632,800)
Other Charges	121,561	-	-	-	-
Total Operating Expenditures	**37,598,083**	**37,464,200**	**30,732,900**	**7,831,400**	**(29,632,800)**
Capital Assets	2,157,087	10,661,000	7,378,700	23,711,900	13,050,900
Other Financing Uses	-	400	400	211,600	211,200
Intrafund Expenditure Transfers (+)	-	-	10,000	82,000	82,000
Increases to Fund Balances	2,658,753	320,700	355,800	596,000	275,300
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 42,413,923**	**$ 48,446,300**	**$ 38,477,800**	**$ 32,432,900**	**(16,013,400)**
Budget By Categories of Revenues					
Use of Money and Property	$ 20,346	$ 5,000	$ 35,500	$ 5,000	-
Intergovernmental Revenue	35,942,538	24,004,400	20,507,500	5,169,000	(18,835,400)
Charges for Services	131,729	61,000	857,600	1,133,800	1,072,800
Miscellaneous Revenue	185,533	136,000	20,000	128,000	(8,000)
Total Operating Revenues	**36,280,147**	**24,206,400**	**21,420,600**	**6,435,800**	**(17,770,600)**
Other Financing Sources	3,109,233	11,550,700	2,793,700	22,644,000	11,093,300
Intrafund Expenditure Transfers (-)	-	-	10,000	82,000	82,000
Decreases to Fund Balances	3,024,543	12,689,200	14,253,500	2,996,100	(9,693,100)
General Fund Contribution	-	-	-	275,000	275,000
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 42,413,923**	**$ 48,446,300**	**$ 38,477,800**	**$ 32,432,900**	**(16,013,400)**
Beginning Fund Balance	$ 21,639,587	$ 21,273,797	$ 21,273,797	$ 7,376,097	(13,897,700)
Net Change in Sources Over Uses	(365,790)	(12,368,500)	(13,897,700)	(2,400,100)	9,968,400
Ending Fund Balance	**$ 21,273,797**	**$ 8,905,297**	**$ 7,376,097**	**$ 4,975,997**	**(3,929,300)**

Summary Schedules

Fire Protection District Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Public Safety	248.93	261.00	261.00	270.00	9.00
Total	**248.93**	**261.00**	**261.00**	**270.00**	**9.00**
Operating Budget By Budget Function					
Public Safety	$ 78,661,119	$ 78,026,600	$ 77,082,700	$ 84,906,300	$ 6,879,700
Total Operating Expenditures	**$ 78,661,119**	**$ 78,026,600**	**$ 77,082,700**	**$ 84,906,300**	**$ 6,879,700**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 65,374,906	$ 64,862,700	$ 64,436,600	$ 68,265,900	$ 3,403,200
Services and Supplies	8,045,159	6,805,900	7,295,300	9,898,700	3,092,800
Other Charges	5,241,054	6,358,000	5,350,800	6,741,700	383,700
Total Operating Expenditures	**78,661,119**	**78,026,600**	**77,082,700**	**84,906,300**	**6,879,700**
Capital Assets	1,845,609	2,885,400	6,156,000	577,500	(2,307,900)
Other Financing Uses	3,397,458	8,912,100	2,551,100	9,760,800	848,700
Increases to Fund Balances	10,885,044	-	215,000	-	-
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 94,789,230**	**$ 89,824,100**	**$ 86,004,800**	**$ 95,244,600**	**$ 5,420,500**
Budget By Categories of Revenues					
Taxes	$ 52,928,214	$ 55,442,000	$ 55,486,600	$ 58,052,000	$ 2,610,000
Licenses, Permits and Franchises	19,950	20,000	20,000	20,000	-
Fines, Forfeitures, and Penalties	336,608	-	(12,700)	-	-
Use of Money and Property	123,328	-	127,000	53,000	53,000
Intergovernmental Revenue	1,524,481	1,003,200	1,230,600	672,500	(330,700)
Charges for Services	29,196,502	24,478,900	24,932,100	26,487,000	2,008,100
Miscellaneous Revenue	503,430	267,000	360,100	500,800	233,800
Total Operating Revenues	**84,632,513**	**81,211,100**	**82,143,700**	**85,785,300**	**4,574,200**
Other Financing Sources	600,363	213,200	233,300	446,000	232,800
Decreases to Fund Balances	9,556,354	8,399,800	3,627,800	9,013,300	613,500
Total Revenues	**$ 94,789,230**	**$ 89,824,100**	**$ 86,004,800**	**$ 95,244,600**	**$ 5,420,500**
Beginning Fund Balance	$ 24,419,148	$ 25,747,838	$ 25,747,838	$ 22,335,038	$ (3,412,800)
Net Change in Sources Over Uses	1,328,690	(8,399,800)	(3,412,800)	(9,013,300)	(613,500)
Ending Fund Balance	**$ 25,747,838**	**$ 17,348,038**	**$ 22,335,038**	**$ 13,321,738**	**$ (4,026,300)**

Summary Schedules

Behavioral Wellness Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Health & Human Services	316.21	387.44	387.44	403.66	16.22
Total	**316.21**	**387.44**	**387.44**	**403.66**	**16.22**
Operating Budget By Budget Function					
Health & Human Services	$ 108,531,932	$ 126,118,158	$ 119,306,900	$ 132,321,400	$ 6,203,242
Total Operating Expenditures	**$ 108,531,932**	**$ 126,118,158**	**$ 119,306,900**	**$ 132,321,400**	**$ 6,203,242**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 43,578,827	$ 52,118,600	$ 46,658,000	$ 55,475,800	$ 3,357,200
Services and Supplies	62,421,153	71,455,658	68,094,800	73,999,000	2,543,342
Other Charges	2,531,952	2,543,900	4,554,100	2,846,600	302,700
Total Operating Expenditures	**108,531,932**	**126,118,158**	**119,306,900**	**132,321,400**	**6,203,242**
Capital Assets	9,185	-	330,000	-	-
Other Financing Uses	3,052,018	3,986,500	4,941,900	3,439,200	(547,300)
Intrafund Expenditure Transfers (+)	3,788,820	4,563,000	4,563,000	6,844,800	2,281,800
Increases to Fund Balances	3,310,754	95,000	2,524,200	100,000	5,000
Total Expenditures	**$ 118,692,710**	**$ 134,762,658**	**$ 131,666,000**	**$ 142,705,400**	**$ 7,942,742**
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 31,645	$ 24,500	$ 24,500	$ 24,700	$ 200
Use of Money and Property	216,324	232,500	201,000	365,900	133,400
Intergovernmental Revenue	54,628,499	54,615,638	56,870,200	54,588,300	(27,338)
Charges for Services	47,507,231	61,820,820	56,408,000	65,236,400	3,415,580
Miscellaneous Revenue	1,037,938	103,000	2,671,300	81,100	(21,900)
Total Operating Revenues	**103,421,638**	**116,796,458**	**116,175,000**	**120,296,400**	**3,499,942**
Other Financing Sources	4,801,417	3,816,600	3,839,900	4,088,200	271,600
Intrafund Expenditure Transfers (-)	3,788,820	4,563,000	4,563,000	6,844,800	2,281,800
Decreases to Fund Balances	1,151,235	4,057,000	1,558,500	5,861,100	1,804,100
General Fund Contribution	5,529,600	5,529,600	5,529,600	5,614,900	85,300
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 118,692,710**	**$ 134,762,658**	**$ 131,666,000**	**$ 142,705,400**	**$ 7,942,742**
Beginning Fund Balance	$ 9,116,212	$ 11,275,732	$ 11,275,732	$ 12,241,432	$ 965,700
Net Change in Sources Over Uses	2,159,520	(3,962,000)	965,700	(5,761,100)	(1,799,100)
Ending Fund Balance	**$ 11,275,732**	**$ 7,313,732**	**$ 12,241,432**	**$ 6,480,332**	**$ (833,400)**

Summary Schedules

Affordable Housing Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Community Resources & Public Facl.	3.23	4.00	4.00	-	(4.00)
Total	**3.23**	**4.00**	**4.00**	**-**	**(4.00)**
Operating Budget By Budget Function					
Community Resources & Public Facl.	3,372,516	7,394,000	8,094,000	9,513,700	2,119,700
Total Operating Expenditures	**$ 3,372,516**	**$ 7,394,000**	**$ 8,094,000**	**$ 9,513,700**	**$ 2,119,700**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 444,216	$ 692,200	$ 692,200	$ -	$ (692,200)
Services and Supplies	2,524,748	5,971,700	6,671,300	9,513,700	3,542,000
Other Charges	403,552	730,100	730,500	-	(730,100)
Total Operating Expenditures	**3,372,516**	**7,394,000**	**8,094,000**	**9,513,700**	**2,119,700**
Other Financing Uses	878,772	882,700	1,512,700	1,222,700	340,000
Intrafund Expenditure Transfers (+)	72,238	151,500	151,500	-	(151,500)
Increases to Fund Balances	1,963,112	966,900	10,402,700	676,500	(290,400)
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 6,286,639**	**$ 9,395,100**	**$ 20,160,900**	**$ 11,412,900**	**$ 2,017,800**
Budget By Categories of Revenues					
Use of Money and Property	$ 46,644	$ 42,200	$ 42,200	$ 40,000	$ (2,200)
Intergovernmental Revenue	1,717,600	3,588,400	14,354,200	4,097,000	508,600
Charges for Services	665,390	50,000	50,000	50,000	-
Miscellaneous Revenue	2,003,682	2,488,000	2,488,000	442,000	(2,046,000)
Total Operating Revenues	**4,433,316**	**6,168,600**	**16,934,400**	**4,629,000**	**(1,539,600)**
Other Financing Sources	474,873	-	-	-	-
Intrafund Expenditure Transfers (-)	72,238	151,500	151,500	-	(151,500)
Decreases to Fund Balances	1,306,212	3,075,000	3,075,000	6,783,900	3,708,900
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 6,286,639**	**$ 9,395,100**	**$ 20,160,900**	**$ 11,412,900**	**$ 2,017,800**
Beginning Fund Balance	$ 7,365,630	$ 8,022,531	$ 8,022,531	$ 15,350,231	$ 7,327,700
Net Change in Sources Over Uses	656,901	(2,108,100)	7,327,700	(6,107,400)	(3,999,300)
Ending Fund Balance	**$ 8,022,531**	**$ 5,914,431**	**$ 15,350,231**	**$ 9,242,831**	**$ 3,328,400**

Summary Schedules

Social Services Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Health & Human Services	685.81	725.50	-	740.50	15.00
Total	**685.81**	**725.50**	**-**	**740.50**	**15.00**
Operating Budget By Budget Function					
Health & Human Services	$ 145,427,381	$ 158,008,000	$ 154,412,500	$ 159,778,100	$ 1,770,100
Total Operating Expenditures	**$ 145,427,381**	**$ 158,008,000**	**$ 154,412,500**	**$ 159,778,100**	**$ 1,770,100**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 74,344,759	$ 80,334,300	$ 79,729,300	$ 83,841,500	$ 3,507,200
Services and Supplies	18,613,620	21,329,400	21,473,900	21,368,500	39,100
Other Charges	52,469,002	56,344,300	53,209,300	54,568,100	(1,776,200)
Total Operating Expenditures	**145,427,381**	**158,008,000**	**154,412,500**	**159,778,100**	**1,770,100**
Capital Assets	20,975	1,542,500	1,364,800	1,023,800	(518,700)
Other Financing Uses	76,943	92,000	179,400	174,400	82,400
Increases to Fund Balances	4,127,404	1,907,200	2,221,700	1,909,900	2,700
Total Expenditures	**$ 149,652,703**	**$ 161,549,700**	**$ 158,178,400**	**$ 162,886,200**	**$ 1,336,500**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 78,715	$ 66,000	$ 66,000	$ 66,000	$ -
Fines, Forfeitures, and Penalties	11,251	13,200	13,200	13,200	-
Use of Money and Property	267,926	297,300	294,900	241,100	(56,200)
Intergovernmental Revenue	139,018,066	146,017,500	145,046,100	149,257,700	3,240,200
Charges for Services	116,383	11,000	69,400	110,800	99,800
Miscellaneous Revenue	911,235	500,200	476,800	416,000	(84,200)
Total Operating Revenues	**140,403,575**	**146,905,200**	**145,966,400**	**150,104,800**	**3,199,600**
Other Financing Sources	319,135	89,400	59,400	49,400	(40,000)
Intrafund Expenditure Transfers (-)	-	-	-	-	-
Decreases to Fund Balances	2,830,144	5,924,700	3,520,600	4,063,600	(1,861,100)
General Fund Contribution	6,099,849	8,630,400	8,632,000	8,668,400	38,000
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 149,652,703**	**$ 161,549,700**	**$ 158,178,400**	**$ 162,886,200**	**$ 1,336,500**
Beginning Fund Balance	$ 4,131,178	$ 5,428,438	$ 5,428,438	$ 4,129,538	$ (1,298,900)
Net Change in Sources Over Uses	1,297,260	(4,017,500)	(1,298,900)	(2,153,700)	1,863,800
Ending Fund Balance	**$ 5,428,438**	**$ 1,410,938**	**$ 4,129,538**	**$ 1,975,838**	**$ 564,900**

Summary Schedules

Resource Recovery Enterprise Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Community Resources & Public Facl.	72.40	78.25	-	78.25	-
Total	**72.40**	**78.25**	**-**	**78.25**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 24,351,201	$ 32,250,100	$ 37,340,300	$ 40,681,400	$ 8,431,300
Total Operating Expenditures	**$ 24,351,201**	**$ 32,250,100**	**$ 37,340,300**	**$ 40,681,400**	**$ 8,431,300**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 9,582,452	$ 9,947,200	$ 9,971,100	$ 10,120,700	$ 173,500
Services and Supplies	10,280,376	17,330,900	18,691,000	17,943,800	612,900
Other Charges	4,488,373	4,972,000	8,678,200	12,616,900	7,644,900
Total Operating Expenditures	**24,351,201**	**32,250,100**	**37,340,300**	**40,681,400**	**8,431,300**
Capital Assets	4,164,660	4,134,800	75,680,900	68,258,500	64,123,700
Other Financing Uses	2,534,324	806,400	13,135,400	5,125,200	4,318,800
Increases to Fund Balances	-	-	175,998,000	3,051,500	3,051,500
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	**$ 31,050,186**	**$ 37,191,300**	**$ 302,154,600**	**$ 117,116,600**	**$ 79,925,300**
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 2,840,566	$ 3,366,100	$ 3,766,100	$ 3,865,600	$ 499,500
Use of Money and Property	587,790	470,800	870,800	885,000	414,200
Intergovernmental Revenue	330,536	287,500	329,000	2,242,000	1,954,500
Charges for Services	26,401,880	28,813,000	27,850,900	35,786,500	6,973,500
Miscellaneous Revenue	600,691	1,334,000	98,400	136,000	(1,198,000)
Total Operating Revenues	**30,761,464**	**34,271,400**	**32,915,200**	**42,915,100**	**8,643,700**
Other Financing Sources	(118,017)	-	178,109,000	4,288,500	4,288,500
Decreases to Fund Balances	-	2,919,900	91,130,400	69,913,000	66,993,100
Fund Balance Impact (-)	406,739	-	-	-	-
Total Revenues	**$ 31,050,186**	**$ 37,191,300**	**$ 302,154,600**	**$ 117,116,600**	**$ 79,925,300**
Beginning Fund Balance	$ 47,214,684	$ 51,662,048	$ 51,662,048	$ 136,529,648	$ 84,867,600
Net Change in Sources Over Uses	(406,739)	(2,919,900)	84,867,600	(66,861,500)	(63,941,600)
Ending Fund Balance	**$ 46,807,945**	**$ 48,742,148**	**$ 136,529,648**	**$ 69,668,148**	**$ 20,926,000**

Summary Schedules

Laguna Sanitation Enterprise Major Fund Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Community Resources & Public Facl.	16.85	17.00	17.00	17.00	-
Total	**16.85**	**17.00**	**17.00**	**17.00**	**-**
Operating Budget By Budget Function					
Community Resources & Public Facl.	$ 6,450,438	$ 7,469,100	$ 7,554,700	$ 7,752,200	$ 283,100
Total Operating Expenditures	**$ 6,450,438**	**$ 7,469,100**	**$ 7,554,700**	**$ 7,752,200**	**$ 283,100**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 2,398,178	$ 2,376,200	$ 2,379,300	$ 2,447,400	$ 71,200
Services and Supplies	2,248,047	3,058,800	3,249,700	3,416,800	358,000
Other Charges	1,804,213	2,034,100	1,925,700	1,888,000	(146,100)
Total Operating Expenditures	**6,450,438**	**7,469,100**	**7,554,700**	**7,752,200**	**283,100**
Capital Assets	1,250,809	8,930,200	1,616,800	6,129,000	(2,801,200)
Other Financing Uses	827,157	791,400	791,400	808,800	17,400
Increases to Fund Balances	-	1,000,000	5,404,700	1,572,100	572,100
Fund Balance Impact (+)	4,914,038	-	-	-	-
Total Expenditures	**$ 13,442,443**	**$ 18,190,700**	**$ 15,367,600**	**$ 16,262,100**	**$ (1,928,600)**
Budget By Categories of Revenues					
Use of Money and Property	$ 219,891	$ 107,300	$ 502,100	$ 557,100	$ 449,800
Intergovernmental Revenue	83,036	74,000	74,000	65,100	(8,900)
Charges for Services	13,183,213	13,349,100	13,762,500	14,610,900	1,261,800
Miscellaneous Revenue	158,163	19,400	29,000	29,000	9,600
Total Operating Revenues	**13,644,303**	**13,549,800**	**14,367,600**	**15,262,100**	**1,712,300**
Other Financing Sources	(201,860)	-	-	-	-
Decreases to Fund Balances	-	4,640,900	1,000,000	1,000,000	(3,640,900)
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	**$ 13,442,443**	**$ 18,190,700**	**$ 15,367,600**	**$ 16,262,100**	**$ (1,928,600)**
Beginning Fund Balance	$ 55,395,375	$ 62,307,754	$ 62,307,754	$ 66,712,454	$ 4,404,700
Net Change in Sources Over Uses	4,914,038	(3,640,900)	4,404,700	572,100	4,213,000
Ending Fund Balance	**$ 60,309,413**	**$ 58,666,854**	**$ 66,712,454**	**$ 67,284,554**	**$ 8,617,700**

Summary Schedules

Other Non-Major Funds Summary

Staffing By Budget Function	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive	5.88	7.00	7.00	7.00	-
Public Safety	3.96	8.00	8.00	8.00	-
Health & Human Services	95.01	94.75	94.75	85.00	(9.75)
Community Resources & Public Facl.	11.00	12.00	12.00	12.00	-
General Government & Support Services	53.31	59.00	59.00	60.00	1.00
Total	**169.16**	**180.75**	**180.75**	**172.00**	**(8.75)**
Operating Budget By Budget Function					
Policy & Executive	$ 28,142,312	$ 31,302,300	$ 31,628,000	$ 34,696,400	$ 3,394,100
Public Safety	16,015,898	16,582,900	16,660,400	16,735,700	152,800
Health & Human Services	26,380,651	27,415,700	27,138,800	27,208,500	(207,200)
Community Resources & Public Facl.	5,572,719	15,164,000	7,226,000	15,242,000	78,000
General Government & Support Services	35,645,629	38,328,100	35,855,800	40,786,500	2,458,400
General County Programs	-	8,000	8,000	8,000	-
Total Operating Expenditures	**$ 111,757,209**	**$ 128,801,000**	**$ 118,517,000**	**$ 134,677,100**	**$ 5,876,100**
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 22,870,554	$ 24,567,500	$ 21,996,900	$ 24,065,000	$ (502,500)
Services and Supplies	65,600,985	73,352,200	74,067,300	79,076,900	5,724,700
Other Charges	23,285,670	30,881,300	28,074,000	39,288,200	8,406,900
Total Operating Expenditures	**111,757,209**	**128,801,000**	**124,138,200**	**142,430,100**	**13,629,100**
Capital Assets	8,307,801	7,305,000	79,857,000	73,837,100	66,532,100
Other Financing Uses	7,538,423	6,897,300	17,360,700	7,854,300	957,000
Intrafund Expenditure Transfers (+)	35,165	38,000	35,200	38,000	-
Increases to Fund Balances	3,691,840	2,352,516	171,729,000	2,718,400	365,884
Fund Balance Impact (+)	3,150,423	-	-	-	-
Total Expenditures	**$ 134,480,860**	**$ 145,393,816**	**$ 393,120,100**	**$ 226,877,900**	**$ 81,484,084**
Budget By Categories of Revenues					
Taxes	$ 5,628,934	$ 5,571,500	$ 5,562,800	$ 5,913,600	$ 342,100
Licenses, Permits and Franchises	7,888	55,000	14,600	15,000	(40,000)
Fines, Forfeitures, and Penalties	2,811,718	3,049,700	2,670,800	2,594,700	(455,000)
Use of Money and Property	1,011,867	1,073,000	2,132,200	1,951,900	878,900
Intergovernmental Revenue	28,978,482	34,239,200	29,027,400	34,206,800	(32,400)
Charges for Services	35,864,510	36,861,000	36,133,100	38,210,400	1,349,400
Miscellaneous Revenue	35,617,362	35,312,900	36,900,100	37,680,400	2,367,500
Total Operating Revenues	**109,920,761**	**116,162,300**	**112,441,000**	**120,572,800**	**4,410,500**
Other Financing Sources	8,186,533	6,142,900	177,001,500	11,011,900	4,869,000
Intrafund Expenditure Transfers (-)	35,165	38,000	35,200	38,000	-
Decreases to Fund Balances	4,629,077	13,163,716	93,757,300	84,591,900	71,428,184
General Fund Contribution	10,384,200	9,886,900	9,885,100	10,663,300	776,400
Fund Balance Impact (-)	1,325,124	-	-	-	-
Total Revenues	**$ 134,480,860**	**$ 145,393,816**	**$ 393,120,100**	**$ 226,877,900**	**$ 81,484,084**
Beginning Fund Balance	$ 78,953,891	$ 86,103,198	$ 86,103,198	$ 164,074,898	$ 77,971,700
Net Change in Sources Over Uses	888,061	(10,811,200)	77,971,700	(81,873,500)	(71,062,300)
Ending Fund Balance	**$ 79,841,952**	**$ 75,291,998**	**$ 164,074,898**	**$ 82,201,398**	**$ 6,909,400**

Summary Schedules

Departmental Budget Summary

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
POLICY & EXECUTIVE					
Board of Supervisors					
Staffing	19.4	20.0	20.0	20.2	0.23
Operating Expenditures	2,987,522	3,163,500	3,151,600	3,216,500	53,000
General Fund Contribution	3,151,600	3,151,600	3,151,600	3,251,500	99,900
County Executive Office					
Staffing	29.9	35.0	35.0	37.0	2.0
Operating Expenditures	37,921,929	38,498,500	41,620,900	42,245,400	3,746,900
Operating Revenues	29,927,398	30,423,700	32,459,300	32,662,400	2,238,700
General Fund Contribution	5,164,400	5,748,800	5,748,800	6,008,900	260,100
County Counsel					
Staffing	38.0	42.0	42.0	41.0	(1.0)
Operating Expenditures	8,380,787	9,374,400	9,314,700	9,519,900	145,500
Operating Revenues	4,336,510	4,703,900	4,889,900	5,000,700	296,800
General Fund Contribution	3,742,907	3,814,200	3,814,200	3,950,800	136,600
PUBLIC SAFETY					
Court Special Services					
Staffing	-	-	-	-	-
Operating Expenditures	14,552,035	14,576,000	14,613,800	14,695,400	119,400
Operating Revenues	5,361,955	5,711,600	5,277,000	5,244,500	(467,100)
General Fund Contribution	8,586,800	8,586,800	8,586,800	9,266,700	679,900
District Attorney					
Staffing	124.6	133.0	133.0	140.5	7.5
Operating Expenditures	23,813,614	25,373,900	25,286,200	27,339,100	1,965,200
Operating Revenues	9,375,174	9,983,500	10,333,100	11,325,100	1,341,600
General Fund Contribution	13,820,500	13,887,500	13,887,500	14,302,800	415,300
Fire					
Staffing	248.9	261.0	261.0	270.0	9.0
Operating Expenditures	78,661,119	78,026,600	77,082,700	84,906,300	6,879,700
Operating Revenues	84,632,513	81,211,100	82,143,700	85,785,300	4,574,200
General Fund Contribution	-	-	-	-	-
Probation					
Staffing	305.0	329.0	329.0	327.5	(1.5)
Operating Expenditures	52,908,068	57,549,100	55,265,200	58,931,500	1,382,400
Operating Revenues	32,594,321	30,715,800	32,753,000	31,335,900	620,100
General Fund Contribution	27,025,713	27,266,500	27,266,500	27,891,600	625,100
Public Defender					
Staffing	55.5	64.0	64.0	67.0	3.0
Operating Expenditures	11,574,874	12,293,600	12,379,700	13,556,800	1,263,200
Operating Revenues	3,699,203	4,270,900	4,170,900	4,243,000	(27,900)
General Fund Contribution	7,420,100	7,538,800	7,538,800	8,547,700	1,008,900
Sheriff					
Staffing	618.3	714.0	714.0	737.2	23.2
Operating Expenditures	144,932,992	146,894,900	143,265,850	154,871,000	7,976,100
Operating Revenues	57,819,957	58,984,000	58,872,000	59,647,600	663,600
General Fund Contribution	74,016,075	75,500,600	75,500,600	77,719,100	2,218,500

Summary Schedules

Departmental Budget Summary (cont'd)

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
HEALTH & HUMAN SERVICES					
Behavioral Wellness					
Staffing	316.2	387.4	387.4	403.7	16.2
Operating Expenditures	108,531,932	126,118,158	119,306,900	132,321,400	6,203,242
Operating Revenues	103,421,638	116,796,458	116,175,000	120,296,400	3,499,942
General Fund Contribution	5,529,600	5,529,600	5,529,600	5,614,900	85,300
Child Support Services					
Staffing	68.7	68.8	68.8	69.0	0.3
Operating Expenditures	9,451,346	9,547,300	9,349,700	9,601,400	54,100
Operating Revenues	9,855,435	9,495,400	9,409,700	9,535,600	40,200
General Fund Contribution	-	-	-	-	-
First 5, Children & Families					
Staffing	10.0	10.0	10.0	8.0	(2.0)
Operating Expenditures	4,318,142	3,768,500	3,734,900	3,496,300	(272,200)
Operating Revenues	4,026,978	3,330,100	3,254,500	3,174,500	(155,600)
General Fund Contribution	-	-	-	-	-
Public Health					
Staffing	505.5	529.1	529.1	527.3	(1.7)
Operating Expenditures	87,361,923	90,844,600	89,876,900	93,895,500	3,050,900
Operating Revenues	78,162,450	80,202,100	81,418,300	80,592,200	390,100
General Fund Contribution	9,075,700	9,075,700	9,075,700	8,980,400	(95,300)
Social Services					
Staffing	702.1	741.5	741.5	748.5	7.0
Operating Expenditures	158,038,544	172,107,900	168,466,700	173,888,900	1,781,000
Operating Revenues	151,745,199	159,906,600	159,278,400	163,318,000	3,411,400
General Fund Contribution	7,301,149	9,334,400	9,334,200	9,462,100	127,700
COMMUNITY RESOURCES & PUBLIC FACILITIES					
Agricultural Commissioner/W&M					
Staffing	31.9	37.0	37.0	37.0	-
Operating Expenditures	4,932,352	5,981,700	6,199,200	6,233,600	251,900
Operating Revenues	3,271,733	4,300,400	4,517,900	4,679,400	379,000
General Fund Contribution	1,595,100	1,595,100	1,595,100	1,638,000	42,900
Community Services					
Staffing	78.6	84.6	84.6	88.5	3.9
Operating Expenditures	25,135,422	32,364,100	32,805,300	35,927,700	3,563,600
Operating Revenues	14,710,557	14,871,000	27,684,300	17,070,700	2,199,700
General Fund Contribution	10,396,839	11,760,000	11,760,000	11,950,500	190,500
Planning & Development					
Staffing	84.9	98.3	98.3	100.3	2.0
Operating Expenditures	15,376,876	22,423,500	18,448,300	24,438,400	2,014,900
Operating Revenues	12,837,338	16,890,200	15,084,200	18,171,600	1,281,400
General Fund Contribution	3,589,500	3,589,500	3,589,500	3,324,100	(265,400)
Public Works					
Staffing	259.7	281.3	281.3	281.3	-
Operating Expenditures	94,371,679	124,461,900	118,956,700	136,668,900	12,207,000
Operating Revenues	105,866,621	131,456,400	122,130,300	146,504,900	15,048,500
General Fund Contribution	3,207,471	3,023,700	3,023,700	3,061,400	37,700

Summary Schedules

Departmental Budget Summary (cont'd)

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
GENERAL GOVERNMENT & SUPPORT SERVICES					
Auditor-Controller					
Staffing	43.8	48.6	48.6	48.6	-
Operating Expenditures	8,098,527	9,056,800	8,637,600	9,158,900	102,100
Operating Revenues	1,170,669	1,081,100	1,464,500	1,420,600	339,500
General Fund Contribution	7,579,100	7,579,100	7,579,100	7,768,300	189,200
Clerk-Recorder-Assessor					
Staffing	92.8	99.5	99.5	101.5	2.0
Operating Expenditures	15,671,989	17,968,100	16,348,700	18,499,500	531,400
Operating Revenues	6,024,740	7,674,600	5,766,600	7,210,100	(464,500)
General Fund Contribution	10,532,200	10,532,200	10,532,200	10,728,300	196,100
Debt Service					
Staffing	-	-	-	-	-
Operating Expenditures	1,896,360	1,792,300	1,842,100	1,724,500	(67,800)
Operating Revenues	1,386,235	1,413,200	1,413,200	1,408,000	(5,200)
General Fund Contribution	-	-	-	-	-
General Services					
Staffing	103.9	117.5	117.5	118.5	1.0
Operating Expenditures	45,318,457	49,482,300	46,542,300	52,492,100	3,009,800
Operating Revenues	37,472,014	36,524,900	37,208,200	38,499,500	1,974,600
General Fund Contribution	8,621,800	8,621,800	8,621,800	9,110,100	488,300
Human Resources					
Staffing	25.2	25.3	25.3	30.8	5.5
Operating Expenditures	8,921,093	8,511,700	8,065,500	8,609,000	97,300
Operating Revenues	3,812,027	3,393,200	3,177,200	3,452,400	59,200
General Fund Contribution	4,841,200	4,841,200	4,841,200	5,163,600	322,400
North County Jail					
Staffing	-	-	-	-	-
Operating Expenditures	37,331,268	37,364,200	30,732,900	7,556,400	(29,807,800)
Operating Revenues	35,063,799	23,824,400	19,512,500	4,000,000	(19,824,400)
General Fund Contribution	-	-	-	-	-
Treasurer-Tax Collector-Public					
Staffing	40.6	43.5	43.5	44.5	1.0
Operating Expenditures	6,905,339	7,896,200	7,589,000	8,088,200	192,000
Operating Revenues	3,890,266	4,165,600	4,042,000	3,724,100	(441,500)
General Fund Contribution	3,500,700	3,500,700	3,500,700	3,773,100	272,400
GENERAL COUNTY PROGRAMS					
General County Programs					
Staffing	1.0	-	-	-	-
Operating Expenditures	1,628,991	1,696,800	1,386,500	1,591,300	(105,500)
Operating Revenues	3,451,976	2,088,000	6,269,400	6,725,700	4,637,700
General Fund Contribution	30,746,019	42,992,900	42,992,900	44,485,400	1,492,500
General Revenues					
Staffing	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Operating Revenues	257,826,117	267,470,700	268,300,600	275,999,300	8,528,600
General Fund Contribution	-	-	-	-	-
REPORT TOTALS					
Total Staffing	3,804.7	4,170.2	4,170.2	4,247.8	77.6
Total Operating Expenditures	1,009,023,180	1,107,136,558	1,070,269,850	1,133,473,900	26,337,342
Total Operating Revenues	1,061,742,823	1,110,888,858	1,117,005,700	1,141,027,500	30,138,642
Total Geneneral Fund Contribution	249,444,473	267,470,700	267,470,500	275,999,300	8,528,600

Summary Schedules

Appropriations

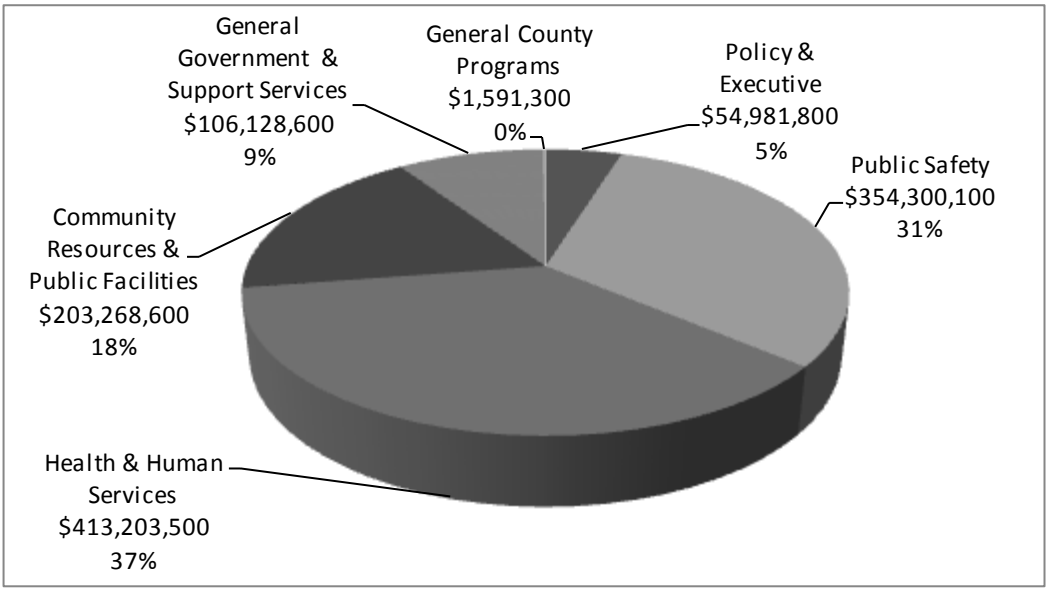
Appropriations are the legally budgeted amount for expenditures. This section of the Summary Schedules focuses on appropriations by showing them with different sorts and groupings on a Countywide level. "Total Appropriations" includes Operating Expenditures, such as Salaries & Employee Benefits and Services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

Total Appropriations by Category

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 575,165,959	$ 612,851,400	$ 593,548,850	$ 636,151,300	$ 23,299,900
Services and Supplies	315,600,009	359,723,258	347,980,500	353,283,200	(6,440,058)
Other Charges	118,257,212	134,561,900	128,740,500	144,039,400	9,477,500
Operating Expenditures	**1,009,023,180**	**1,107,136,558**	**1,070,269,850**	**1,133,473,900**	**26,337,342**
Capital Assets	27,007,437	55,888,700	109,057,900	127,221,600	71,332,900
Other Financing Uses	76,251,775	76,001,800	78,656,300	88,936,600	12,934,800
Intrafund Expenditure Transfers (+)	224,892,311	243,277,900	244,223,500	252,640,100	9,362,200
Increase To Fund Balance	96,325,775	81,689,919	290,819,700	71,236,000	(10,453,919)
Fund Balance Impact(+)	20,992,557	-	3,099,600	-	-
Appropriations Total	**$ 1,454,493,035**	**$ 1,563,994,877**	**$ 1,796,126,850**	**$ 1,673,508,200**	**$ 109,513,323**

Operating Appropriations by Function

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

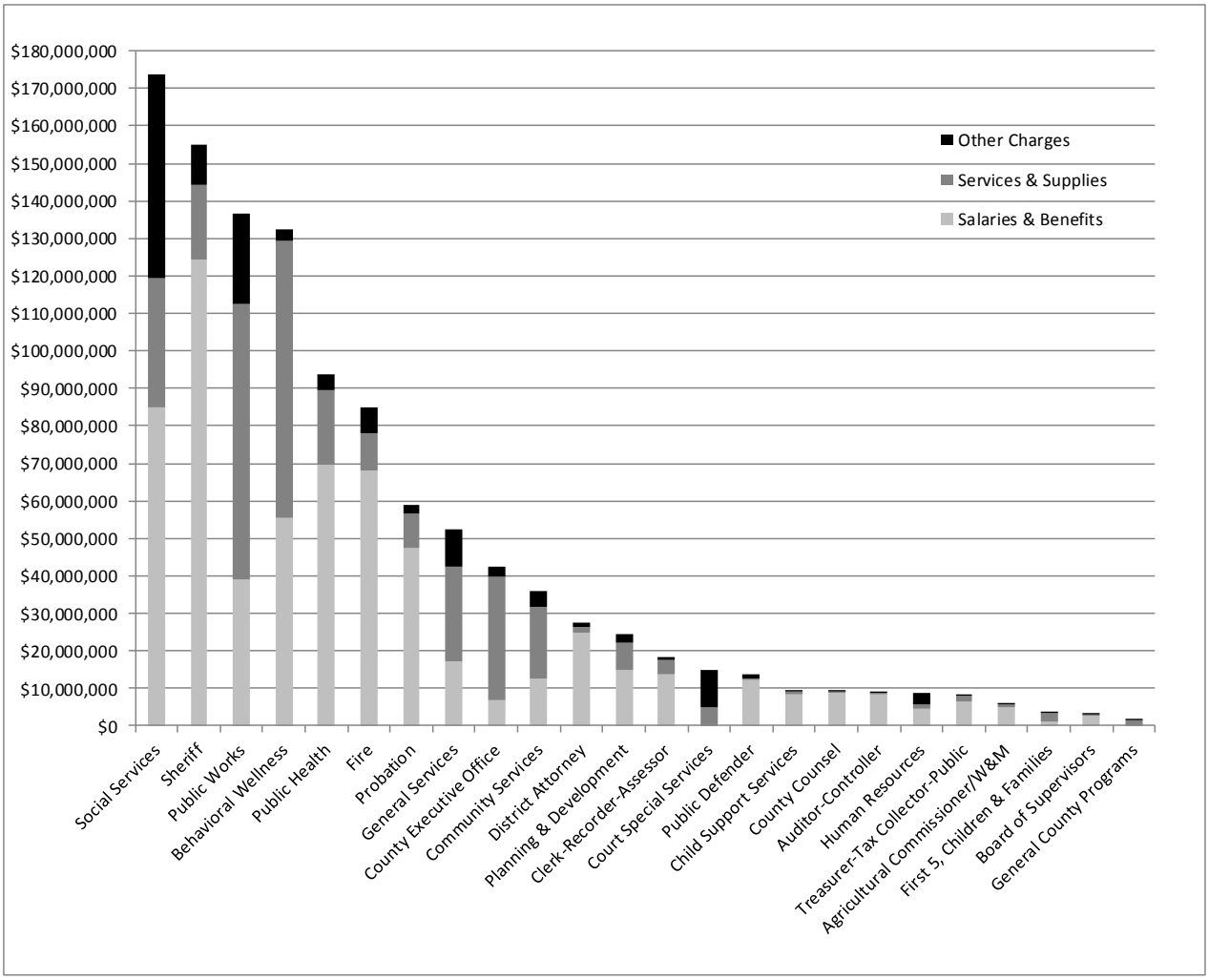


Summary Schedules

Operating Appropriations by Department

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

FY 19-20 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.

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive					
Board of Supervisors	$ 2,987,522	$ 3,163,500	$ 3,151,600	$ 3,216,500	$ 53,000
County Executive Office	37,921,929	38,498,500	41,620,900	42,245,400	3,746,900
County Counsel	8,380,787	9,374,400	9,314,700	9,519,900	145,500
Sub-Total	**49,290,238**	**51,036,400**	**54,087,200**	**54,981,800**	**3,945,400**
Public Safety					
Court Special Services	14,552,035	14,576,000	14,613,800	14,695,400	119,400
District Attorney	23,813,614	25,373,900	25,286,200	27,339,100	1,965,200
Fire	78,661,119	78,026,600	77,082,700	84,906,300	6,879,700
Probation	52,908,068	57,549,100	55,265,200	58,931,500	1,382,400
Public Defender	11,574,874	12,293,600	12,379,700	13,556,800	1,263,200
Sheriff	144,932,992	146,894,900	143,265,850	154,871,000	7,976,100
Sub-Total	**326,442,702**	**334,714,100**	**327,893,450**	**354,300,100**	**19,586,000**
Health & Human Services					
Behavioral Wellness	108,531,932	126,118,158	119,306,900	132,321,400	6,203,242
Child Support Services	9,451,346	9,547,300	9,349,700	9,601,400	54,100
First 5, Children & Families	4,318,142	3,768,500	3,734,900	3,496,300	(272,200)
Public Health	87,361,923	90,844,600	89,876,900	93,895,500	3,050,900
Social Services	158,038,544	172,107,900	168,466,700	173,888,900	1,781,000
Sub-Total	**367,701,887**	**402,386,458**	**390,735,100**	**413,203,500**	**10,817,042**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	4,932,352	5,981,700	6,199,200	6,233,600	251,900
Community Services	25,135,422	32,364,100	32,805,300	35,927,700	3,563,600
Planning & Development	15,376,876	22,423,500	18,448,300	24,438,400	2,014,900
Public Works	94,371,679	124,461,900	118,956,700	136,668,900	12,207,000
Sub-Total	**139,816,329**	**185,231,200**	**176,409,500**	**203,268,600**	**18,037,400**
General Government & Support Services					
Auditor-Controller	8,098,527	9,056,800	8,637,600	9,158,900	102,100
Clerk-Recorder-Assessor	15,671,989	17,968,100	16,348,700	18,499,500	531,400
Debt Service	1,896,360	1,792,300	1,842,100	1,724,500	(67,800)
General Services	45,318,457	49,482,300	46,542,300	52,492,100	3,009,800
Human Resources	8,921,093	8,511,700	8,065,500	8,609,000	97,300
North County Jail	37,331,268	37,364,200	30,732,900	7,556,400	(29,807,800)
Treasurer-Tax Collector-Public	6,905,339	7,896,200	7,589,000	8,088,200	192,000
Sub-Total	**124,143,032**	**132,071,600**	**119,758,100**	**106,128,600**	**(25,943,000)**
General County Programs					
General County Programs	1,628,991	1,696,800	1,386,500	1,591,300	(105,500)
Sub-Total	**1,628,991**	**1,696,800**	**1,386,500**	**1,591,300**	**(105,500)**
Operating Appropriations Total	**$ 1,009,023,180**	**$ 1,107,136,558**	**$ 1,070,269,850**	**$ 1,133,473,900**	**$ 26,337,342**

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.

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive					
Board of Supervisors					
First District	$ 527,819	$ 585,800	$ 582,800	$ 599,100	$ 13,300
Second District	530,664	531,800	537,200	544,600	12,800
Third District	653,345	674,600	689,600	683,100	8,500
Fourth District	486,118	546,500	533,100	560,600	14,100
Fifth District	489,636	469,900	487,800	473,600	3,700
Board Support	299,941	354,900	321,100	355,500	600
Sub-Total	**2,987,522**	**3,163,500**	**3,151,600**	**3,216,500**	**53,000**
County Executive Office					
County Management	4,705,473	5,295,300	5,519,700	5,568,600	273,300
Emergency Management	5,074,047	1,900,900	4,454,800	1,980,400	79,500
Risk Management	28,142,409	31,302,300	31,646,400	34,696,400	3,394,100
Unallocated	1	-	-	-	-
Sub-Total	**37,921,929**	**38,498,500**	**41,620,900**	**42,245,400**	**3,746,900**
County Counsel					
Legal Services	8,380,787	9,374,400	9,314,700	9,519,900	145,500
Unallocated	-	-	-	-	-
Sub-Total	**8,380,787**	**9,374,400**	**9,314,700**	**9,519,900**	**145,500**
Function Total	**$ 49,290,238**	**$ 51,036,400**	**$ 54,087,200**	**$ 54,981,800**	**$ 3,945,400**
Public Safety					
Court Special Services					
Grand Jury	$ 192,506	$ 211,600	$ 188,600	$ 211,600	$ -
Court Special Services	11,802,745	12,047,600	12,055,300	12,063,000	15,400
Conflict Defense Representation	2,556,785	2,316,800	2,369,900	2,420,800	104,000
Sub-Total	**14,552,035**	**14,576,000**	**14,613,800**	**14,695,400**	**119,400**
District Attorney					
Administration & Support	1,782,784	1,719,400	1,746,700	1,840,100	120,700
Criminal Prosecution	21,837,113	23,248,100	23,109,900	25,065,500	1,817,400
Civil Prosecution	193,717	406,400	429,600	433,500	27,100
Sub-Total	**23,813,614**	**25,373,900**	**25,286,200**	**27,339,100**	**1,965,200**
Fire					
Administration & Support	13,585,204	13,812,900	12,976,400	14,330,200	517,300
Fire Prevention	2,933,797	3,092,000	3,114,500	3,143,900	51,900
Emergency Operations	62,142,118	61,121,700	60,991,800	67,432,200	6,310,500
Sub-Total	**78,661,119**	**78,026,600**	**77,082,700**	**84,906,300**	**6,879,700**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Public Safety (cont'd)					
Probation					
Administration & Support	$ 6,583,833	$ 6,887,500	$ 6,648,600	$ 7,354,700	$ 467,200
Institutions	16,848,121	18,276,600	17,963,100	18,234,900	(41,700)
Juvenile Services	8,843,741	9,727,800	8,724,300	9,440,900	(286,900)
Adult Services	20,633,345	22,657,200	21,929,200	23,901,000	1,243,800
Unallocated	(972)	-	-	-	-
Sub-Total	**52,908,068**	**57,549,100**	**55,265,200**	**58,931,500**	**1,382,400**
Public Defender					
Administration & Support	2,157,412	1,433,700	1,431,100	1,012,400	(421,300)
Adult Legal Services	8,496,319	10,130,400	10,105,200	11,582,600	1,452,200
Juvenile Legal Services	921,143	729,500	843,400	961,800	232,300
Sub-Total	**11,574,874**	**12,293,600**	**12,379,700**	**13,556,800**	**1,263,200**
Sheriff					
Administration & Support	10,825,312	11,303,300	11,243,500	12,052,300	749,000
Custody Operations	55,567,995	62,602,000	59,503,000	66,964,000	4,362,000
Countywide Law Enforcement	70,382,669	65,009,700	64,228,850	67,375,400	2,365,700
Court Security Services	8,156,389	7,979,900	8,290,500	8,479,300	499,400
Unallocated	627	-	-	-	-
Sub-Total	**144,932,992**	**146,894,900**	**143,265,850**	**154,871,000**	**7,976,100**
Function Total	**$ 326,442,702**	**$ 334,714,100**	**$ 327,893,450**	**$ 354,300,100**	**$ 19,586,000**
Health & Human Services					
Behavioral Wellness					
Administration & Support	$ 10,871,307	$ 13,003,200	$ 13,182,000	$ 13,112,000	$ 108,800
Mental Health Inpatient Services	15,007,999	15,384,900	16,526,400	16,936,800	1,551,900
Quality Care Management	3,324,335	4,136,000	3,047,500	4,666,200	530,200
Mental Health Outpatient & Community	66,968,856	76,159,138	72,028,800	77,225,700	1,066,562
Alcohol & Drug Programs	12,359,435	17,434,920	14,522,200	20,380,700	2,945,780
Sub-Total	**108,531,932**	**126,118,158**	**119,306,900**	**132,321,400**	**6,203,242**
Child Support Services					
Case Management & Collections	9,451,346	9,547,300	9,349,700	9,601,400	54,100
Sub-Total	**9,451,346**	**9,547,300**	**9,349,700**	**9,601,400**	**54,100**
First 5, Children & Families					
Administration & Support	679,678	632,700	615,100	415,800	(216,900)
Program Evaluation and Research	248,551	243,000	239,700	193,500	(49,500)
Children's Wellness and Support	3,389,913	2,892,800	2,880,100	2,887,000	(5,800)
Sub-Total	**4,318,142**	**3,768,500**	**3,734,900**	**3,496,300**	**(272,200)**
Public Health					
Administration & Support	9,692,041	9,560,000	9,533,000	9,749,600	189,600
Health Care Centers	45,462,085	47,334,200	48,346,500	51,116,600	3,782,400
Community Health Programs	4,897,796	4,452,200	4,500,100	4,296,000	(156,200)
Disease Prevention & Health Promotion	13,239,922	15,100,400	13,821,400	14,135,600	(964,800)
Regulatory Programs & Emergency Preparedness	8,583,471	8,874,700	8,200,400	8,962,500	87,800
Animal Services	5,487,721	5,523,100	5,475,500	5,635,200	112,100
Unallocated	(1,114)	-	-	-	-
Sub-Total	**87,361,923**	**90,844,600**	**89,876,900**	**93,895,500**	**3,050,900**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Health & Human Services (cont'd)					
Social Services					
Administration & Support	$ 18,234,283	$ 20,668,200	$ 18,450,300	$ 19,372,500	$ (1,295,700)
Economic Assistance and Employment Services	82,627,584	87,086,600	87,496,600	89,119,300	2,032,700
Protective Services for Children,Adults & Disabled	57,176,678	64,353,100	62,519,800	65,397,100	1,044,000
Sub-Total	**158,038,544**	**172,107,900**	**168,466,700**	**173,888,900**	**1,781,000**
Function Total	**$ 367,701,887**	**$ 402,386,458**	**$ 390,735,100**	**$ 413,203,500**	**$ 10,817,042**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	$ 518,156	$ 585,300	$ 150,900	$ 570,900	$ (14,400)
Agriculture	3,674,851	4,607,300	6,041,300	4,742,300	135,000
Weights & Measures	739,346	789,100	7,000	920,400	131,300
Sub-Total	**4,932,352**	**5,981,700**	**6,199,200**	**6,233,600**	**251,900**
Community Services					
Administration & Support	923,070	1,018,100	1,024,100	1,035,300	17,200
Parks & Open Spaces	13,236,087	14,340,800	14,506,000	14,230,000	(110,800)
Housing & Community Development	4,077,718	7,361,500	8,281,300	12,095,500	4,734,000
Community Support (Arts & Libraries)	5,331,295	6,159,300	6,158,900	6,195,700	36,400
Energy and Sustainability Initiatives	1,567,251	3,484,400	2,835,000	2,371,200	(1,113,200)
Sub-Total	**25,135,422**	**32,364,100**	**32,805,300**	**35,927,700**	**3,563,600**
Planning & Development					
Administration & Support	2,621,694	2,824,300	2,547,100	2,813,500	(10,800)
Permitting	10,003,570	14,496,400	12,823,200	15,529,600	1,033,200
Coastal Mitigation	103,778	1,349,900	420,800	1,642,500	292,600
Code Enforcement	344,720	941,000	665,300	929,600	(11,400)
Long Range Planning	2,303,113	2,811,900	1,991,900	3,523,200	711,300
Sub-Total	**15,376,876**	**22,423,500**	**18,448,300**	**24,438,400**	**2,014,900**
Public Works					
Administration & Support	4,032,030	4,726,100	4,534,000	4,754,900	28,800
Transportation	36,308,705	52,806,500	48,434,100	54,073,000	1,266,500
Surveyor	995,313	997,500	1,092,600	1,516,700	519,200
Water Resources/Flood Control	22,233,957	26,196,600	19,985,000	27,874,700	1,678,100
Resource Recovery & Waste Management	30,801,673	39,735,200	44,911,000	48,449,600	8,714,400
Unallocated	-	-	-	-	-
Sub-Total	**94,371,679**	**124,461,900**	**118,956,700**	**136,668,900**	**12,207,000**
Function Total	**$ 139,816,329**	**$ 185,231,200**	**$ 176,409,500**	**$ 203,268,600**	**$ 18,037,400**
General Government & Support Services					
Auditor-Controller					
Administration & Support	$ 846,500	$ 682,400	$ 955,300	$ 844,300	$ 161,900
Audit Services	738,067	787,300	667,400	817,000	29,700
Accounting Services	5,561,571	6,545,300	5,971,900	6,464,500	(80,800)
Financial Reporting	952,389	1,041,800	1,043,000	1,033,100	(8,700)
Sub-Total	**8,098,527**	**9,056,800**	**8,637,600**	**9,158,900**	**102,100**

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	$ 1,090,952	$ 1,111,000	$ 1,052,200	$ 1,143,800	$ 32,800
Elections	3,733,437	4,658,100	3,811,000	5,238,800	580,700
Clerk-Recorder	2,527,066	2,970,300	2,652,300	3,075,000	104,700
Assessor	8,320,533	9,228,700	8,833,200	9,041,900	(186,800)
Sub-Total	**15,671,989**	**17,968,100**	**16,348,700**	**18,499,500**	**531,400**
Debt Service					
Long Term Debt	1,896,360	1,792,300	1,842,100	1,724,500	(67,800)
Sub-Total	**1,896,360**	**1,792,300**	**1,842,100**	**1,724,500**	**(67,800)**
General Services					
Administration and Finance	2,328,724	2,440,100	2,091,500	2,657,800	217,700
Capital Projects	1,217,411	1,318,300	1,167,200	3,626,700	2,308,400
Facilities and Real Estate Management	16,941,036	18,661,600	17,693,500	15,670,900	(2,990,700)
Fleet Operations	11,074,529	12,154,400	11,412,000	13,364,000	1,209,600
Information and Communications Technology	12,787,140	13,736,900	13,008,300	15,967,100	2,230,200
Purchasing, Surplus and Mail	969,617	1,171,000	1,169,800	1,205,600	34,600
Sub-Total	**45,318,457**	**49,482,300**	**46,542,300**	**52,492,100**	**3,009,800**
Human Resources					
Administration & Operations	1,688,075	1,858,900	1,886,400	1,614,200	(244,700)
Employee Relations/Benefits	1,583,895	1,754,900	1,363,400	1,612,000	(142,900)
Employment & Workforce Planning	966,812	898,600	844,900	1,672,900	774,300
Organizational Development	735,953	467,500	481,000	723,400	255,900
Shared Services	410,337	600,300	582,000	-	(600,300)
Employee Insurance	3,535,978	2,931,500	2,907,800	2,986,500	55,000
Unallocated	42	-	-	-	-
	8,921,093	**8,511,700**	**8,065,500**	**8,609,000**	**97,300**
North County Jail AB900					
North Branch Main Jail Project	37,331,268	37,364,200	30,732,900	7,556,400	(29,807,800)
Sub-Total	**37,331,268**	**37,364,200**	**30,732,900**	**7,556,400**	**(29,807,800)**
Treasurer-Tax Collector-Public					
Administration & Support	1,575,981	1,735,500	1,838,900	1,772,700	37,200
Treasury	1,626,813	2,036,400	1,911,400	1,983,400	(53,000)
Tax & Collections	1,844,158	2,054,700	1,900,200	2,130,600	75,900
Public Support	1,858,387	2,069,600	1,938,500	2,201,500	131,900
Sub-Total	**6,905,339**	**7,896,200**	**7,589,000**	**8,088,200**	**192,000**
Function Total	**$ 124,143,032**	**$ 132,071,600**	**$ 119,758,100**	**$ 106,128,600**	**$ (25,943,000)**
General County Programs					
General County Programs					
Support to Other Governments & Organizations	$ 1,300,450	$ 166,400	$ 172,400	$ 175,700	$ 9,300
Reserved & Committed Funds	(49)	400	-	104,600	104,200
Ancillary Services	328,591	1,530,000	1,214,100	1,311,000	(219,000)
Unallocated	-	-	-	-	-
Sub-Total	**1,628,991**	**1,696,800**	**1,386,500**	**1,591,300**	**(105,500)**
Fuction Total	**$ 1,628,991**	**$ 1,696,800**	**$ 1,386,500**	**$ 1,591,300**	**$ (105,500)**
Operating Appropriations Total	**$ 1,009,023,180**	**$ 1,107,136,558**	**$ 1,070,269,850**	**$ 1,133,473,900**	**$ 26,337,342**

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.

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Land					
Community Services	$ -	$ 131,000	$ 131,000	$ -	$ (131,000)
Fire	-	-	510,000	-	-
Public Works	-	867,500	255,000	730,000	(137,500)
Sub-Total	**-**	**998,500**	**896,000**	**730,000**	**(268,500)**
Land Improvements					
Community Services	95,698	167,000	926,500	562,000	395,000
Sub-Total	**95,698**	**167,000**	**926,500**	**562,000**	**395,000**
Structures & Structures Improvements					
Not Found	-	-	-	-	-
Community Services	189,573	1,069,000	224,000	1,658,600	589,600
General Services	3,709,260	8,410,000	3,771,100	19,681,300	11,271,300
Fire	-	-	510,000	-	-
Public Works	4,193,573	11,694,400	50,927,100	52,935,000	41,240,600
Sheriff	18,400	20,000	20,000	20,000	-
Sub-Total	**8,110,805**	**21,193,400**	**55,452,200**	**74,294,900**	**53,101,500**
Equipment					
Agricultural Commissioner/W&M	-	65,000	65,000	-	(65,000)
Behavioral Wellness	9,185	-	330,000	-	-
Clerk-Recorder-Assessor	103,495	2,500,000	-	2,537,500	37,500
Community Services	165,742	50,000	335,000	100,000	50,000
County Executive Office	94,596	185,000	228,100	40,000	(145,000)
Fire	1,845,609	2,885,400	5,136,000	547,500	(2,337,900)
General Services	4,375,518	4,256,200	5,448,600	4,654,800	398,600
Public Health	113,839	-	90,500	6,600	6,600
Public Works	2,223,614	2,455,600	27,604,600	23,292,500	20,836,900
Sheriff	955,436	162,000	173,000	224,300	62,300
Social Services	20,975	42,500	23,800	23,800	(18,700)
Treasurer-Tax Collector-Public	5,622	-	5,600	-	-
Sub-Total	**9,913,629**	**12,601,700**	**39,440,200**	**31,427,000**	**18,825,300**

Summary Schedules

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

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
IT Hardware > $5K / Software > $100K					
Auditor-Controller	$ 27,084	$ 15,000	$ 15,000	$ 30,000	$ 15,000
Board of Supervisors	5,254	-	-	-	-
Clerk-Recorder-Assessor	-	125,000	85,000	195,000	70,000
District Attorney	42,162	550,000	162,000	610,000	60,000
Fire	-	-	-	30,000	30,000
General Services	1,589,097	2,998,300	2,997,000	3,048,300	50,000
North County Jail	-	400,000	400,000	400,000	-
Planning & Development	16,792	12,200	12,100	10,300	(1,900)
Public Defender	24,400	-	-	-	-
Public Health	425,051	-	-	-	-
Public Works	11,807	40,000	40,000	41,500	1,500
Sheriff	328,317	-	258,700	1,050,600	1,050,600
Social Services	-	1,500,000	1,341,000	1,000,000	(500,000)
Treasurer-Tax Collector-Public	28,398	468,600	458,600	-	(468,600)
Sub-Total	**2,498,363**	**6,109,100**	**5,769,400**	**6,415,700**	**306,600**
Infrastructure					
Community Services	21,702	464,000	1,674,400	1,375,000	911,000
Public Works	6,367,240	14,355,000	4,899,200	12,417,000	(1,938,000)
Sub-Total	**6,388,942**	**14,819,000**	**6,573,600**	**13,792,000**	**(1,027,000)**
Capital Appropriations SubTotal	**$ 27,007,437**	**$ 55,888,700**	**$ 109,057,900**	**$ 127,221,600**	**$ 71,332,900**
Operating Expenditures Found In The Capital Funds					
Sheriff - Capital Outlay Fund	145,254	100,000	-	-	(100,000)
General Services - Capital Outlay Fund	121,561	-	-	275,000	275,000
North County Jail - North County Jail AB900 Fund	37,331,268	37,364,200	30,732,900	7,556,400	(29,807,800)
Sub-Total	**37,598,083**	**37,464,200**	**30,732,900**	**7,831,400**	**(29,632,800)**
Capital Appropriations SubTotal	**$ 64,605,520**	**$ 93,352,900**	**$ 139,790,800**	**$ 135,053,000**	**$ 41,700,100**

Summary Schedules

Revenues

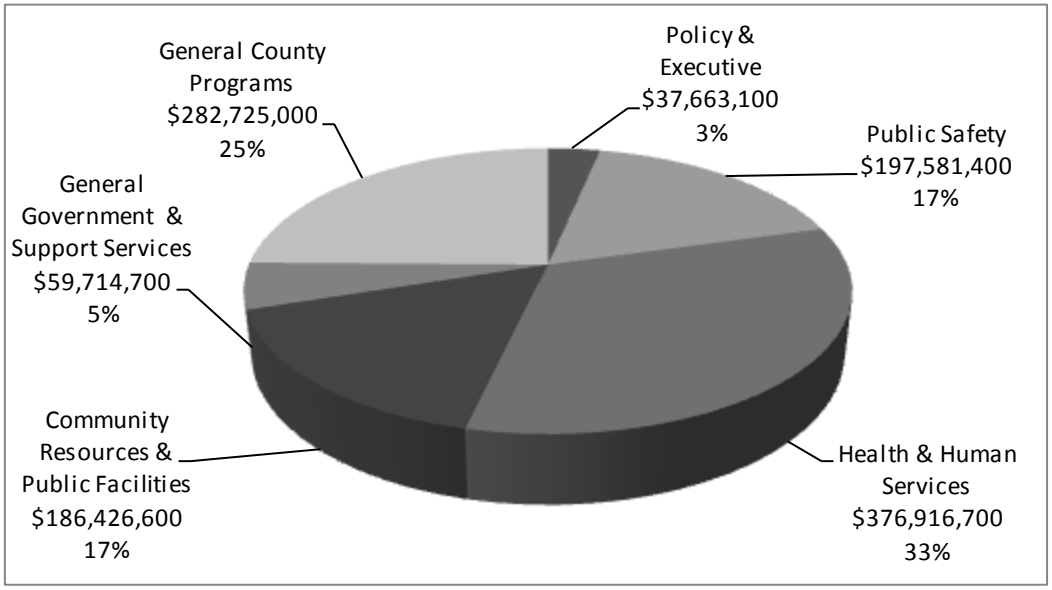
Budgets for revenues are adopted in order to help manage, anticipate, and compare revenue estimates with actual. Additionally, the County Budget Act requires the County to adopt a "balanced budget", which means that appropriations cannot be adopted without an equal source of revenue. This section of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

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Taxes	$ 309,984,178	$ 320,490,900	$ 322,896,000	$ 337,533,200	$ 17,042,300
Licenses, Permits and Franchises	19,597,024	22,580,900	21,453,400	23,701,100	1,120,200
Fines, Forfeitures, and Penalties	11,277,764	8,570,700	8,161,600	8,371,600	(199,100)
Use of Money and Property	5,512,565	4,996,700	9,087,600	7,771,000	2,774,300
Intergovernmental Revenue	391,266,877	409,169,538	414,785,200	401,515,200	(7,654,338)
Charges for Services	274,122,225	298,259,720	289,837,100	314,823,100	16,563,380
Miscellaneous Revenue	49,982,191	46,820,400	50,784,800	47,312,300	491,900
Operating Revenue	**1,061,742,823**	**1,110,888,858**	**1,117,005,700**	**1,141,027,500**	**30,138,642**
Other Financing Sources	37,459,681	37,048,200	205,408,000	51,778,500	14,730,300
Intrafund Expenditure Transfers (-)	6,630,058	8,838,900	9,784,500	11,036,200	2,197,300
Release of Fund Balance	92,145,343	139,748,219	195,435,075	193,666,700	53,918,481
Fund Balance Impact(-)	7,070,656	-	1,023,075	-	-
General Fund Contribution	249,444,473	267,470,700	267,470,500	275,999,300	8,528,600
Revenues Total	**$ 1,454,493,035**	**$ 1,563,994,877**	**$ 1,796,126,850**	**$ 1,673,508,200**	**$ 109,513,323**

Operating Revenues by Function

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

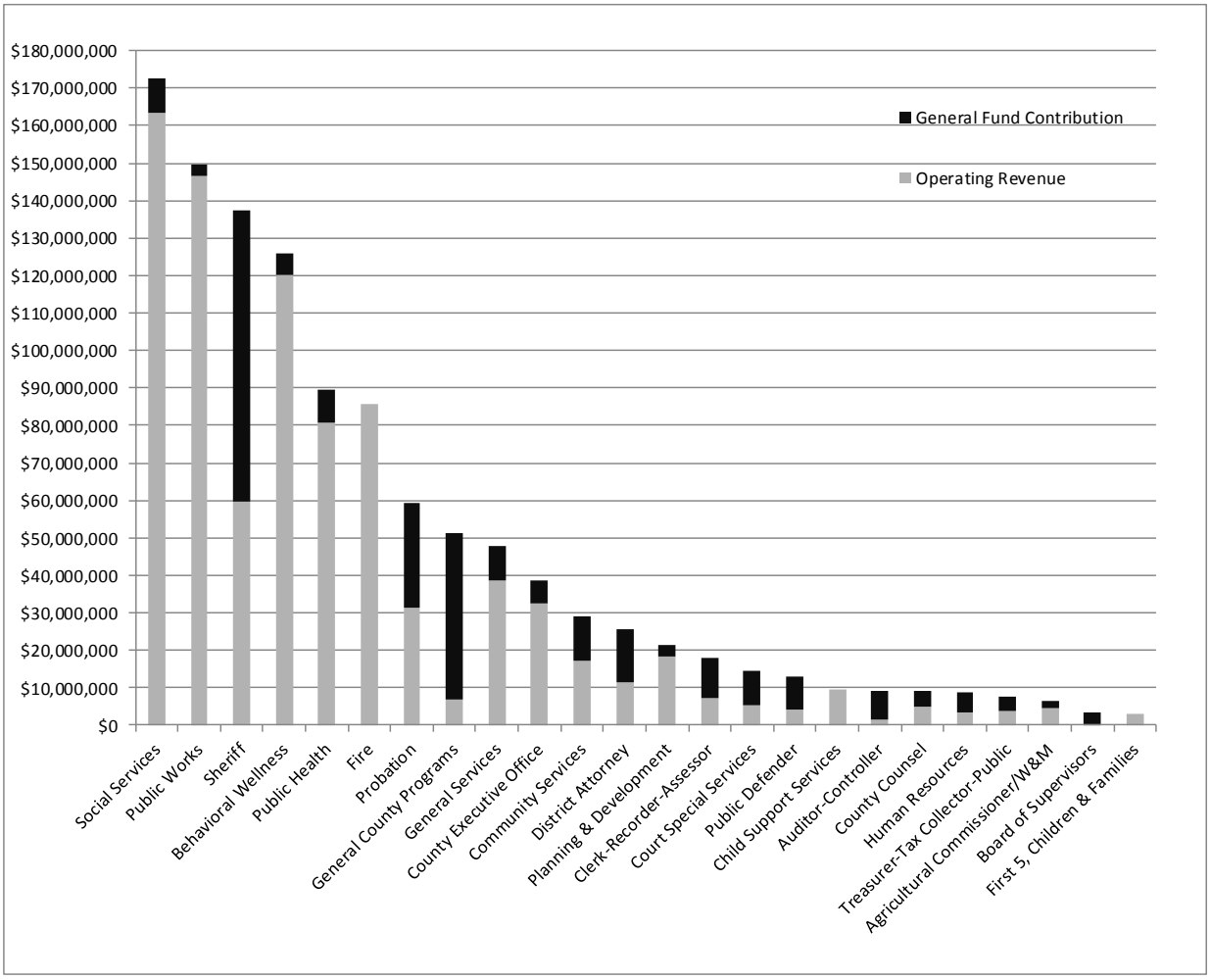


Summary Schedules

Operating Revenues by Department

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

FY 19-20 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.

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive					
Board of Supervisors	$ -	$ -	$ -	$ -	$ -
County Executive Office	29,927,398	30,423,700	32,459,300	32,662,400	2,238,700
County Counsel	4,336,510	4,703,900	4,889,900	5,000,700	296,800
Sub-Total	**34,263,908**	**35,127,600**	**37,349,200**	**37,663,100**	**2,535,500**
Public Safety					
Court Special Services	5,361,955	5,711,600	5,277,000	5,244,500	(467,100)
District Attorney	9,375,174	9,983,500	10,333,100	11,325,100	1,341,600
Fire	84,632,513	81,211,100	82,143,700	85,785,300	4,574,200
Probation	32,594,321	30,715,800	32,753,000	31,335,900	620,100
Public Defender	3,699,203	4,270,900	4,170,900	4,243,000	(27,900)
Sheriff	57,819,957	58,984,000	58,872,000	59,647,600	663,600
Sub-Total	**193,483,122**	**190,876,900**	**193,549,700**	**197,581,400**	**6,704,500**
Health & Human Services					
Behavioral Wellness	103,421,638	116,796,458	116,175,000	120,296,400	3,499,942
Child Support Services	9,855,435	9,495,400	9,409,700	9,535,600	40,200
First 5, Children & Families	4,026,978	3,330,100	3,254,500	3,174,500	(155,600)
Public Health	78,162,450	80,202,100	81,418,300	80,592,200	390,100
Social Services	151,745,199	159,906,600	159,278,400	163,318,000	3,411,400
Sub-Total	**347,211,701**	**369,730,658**	**369,535,900**	**376,916,700**	**7,186,042**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	3,271,733	4,300,400	4,517,900	4,679,400	379,000
Community Services	14,710,557	14,871,000	27,684,300	17,070,700	2,199,700
Planning & Development	12,837,338	16,890,200	15,084,200	18,171,600	1,281,400
Public Works	105,866,621	131,456,400	122,130,300	146,504,900	15,048,500
Sub-Total	**136,686,248**	**167,518,000**	**169,416,700**	**186,426,600**	**18,908,600**
General Government & Support Services					
Auditor-Controller	1,170,669	1,081,100	1,464,500	1,420,600	339,500
Clerk-Recorder-Assessor	6,024,740	7,674,600	5,766,600	7,210,100	(464,500)
Debt Service	1,386,235	1,413,200	1,413,200	1,408,000	(5,200)
General Services	37,472,014	36,524,900	37,208,200	38,499,500	1,974,600
Human Resources	3,812,027	3,393,200	3,177,200	3,452,400	59,200
North County Jail	35,063,799	23,824,400	19,512,500	4,000,000	(19,824,400)
Treasurer-Tax Collector-Public	3,890,266	4,165,600	4,042,000	3,724,100	(441,500)
Sub-Total	**88,819,752**	**78,077,000**	**72,584,200**	**59,714,700**	**(18,362,300)**
General County Programs					
General County Programs	3,451,976	2,088,000	6,269,400	6,725,700	4,637,700
General Revenues	257,826,117	267,470,700	268,300,600	275,999,300	8,528,600
Sub-Total	**261,278,093**	**269,558,700**	**274,570,000**	**282,725,000**	**13,166,300**
					-
Operating Revenues Total	**$ 1,061,742,823**	**$ 1,110,888,858**	**$ 1,117,005,700**	**$ 1,141,027,500**	**$ 30,138,642**

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.

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive					
Board of Supervisors					
First District	$ -	$ -	$ -	$ -	$ -
Second District	-	-	-	-	-
Third District	-	-	-	-	-
Fourth District	-	-	-	-	-
Fifth District	-	-	-	-	-
Board Support	-	-	-	-	-
Sub-Total	**-**	**-**	**-**	**-**	**-**
County Executive Office					
County Management	655,226	755,400	810,900	753,900	(1,500)
Emergency Management	765,332	825,700	834,700	616,600	(209,100)
Risk Management	28,506,778	28,842,600	30,813,700	31,291,900	2,449,300
Unallocated	62	-	-	-	-
Sub-Total	**29,927,398**	**30,423,700**	**32,459,300**	**32,662,400**	**2,238,700**
County Counsel					
Legal Services	4,336,510	4,703,900	4,889,900	5,000,700	296,800
Sub-Total	**4,336,510**	**4,703,900**	**4,889,900**	**5,000,700**	**296,800**
Function Total	**$ 34,263,908**	**$ 35,127,600**	**$ 37,349,200**	**$ 37,663,100**	**$ 2,535,500**
Public Safety					
Court Special Services					
Court Special Services	5,361,955	5,711,600	5,277,000	5,244,500	(467,100)
Sub-Total	**5,361,955**	**5,711,600**	**5,277,000**	**5,244,500**	**(467,100)**
District Attorney					
Criminal Prosecution	9,269,102	9,833,500	10,183,100	11,175,100	1,341,600
Civil Prosecution	106,071	150,000	150,000	150,000	-
Sub-Total	**9,375,174**	**9,983,500**	**10,333,100**	**11,325,100**	**1,341,600**
Fire					
Administration & Support	1,218,790	22,462,200	16,200,700	23,293,800	831,600
Fire Prevention	639,576	3,147,500	3,185,600	3,165,900	18,400
Emergency Operations	82,774,147	55,601,400	62,757,400	59,325,600	3,724,200
Unallocated	64	-	-	-	-
Sub-Total	**84,632,577**	**81,211,100**	**82,143,700**	**85,785,300**	**4,574,200**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Public Safety (cont'd)					
Probation					
Administration & Support	$ 142,820	$ 129,100	$ 131,500	$ 131,300	$ 2,200
Institutions	8,004,830	7,812,900	7,995,300	7,718,900	(94,000)
Juvenile Services	5,351,987	4,547,200	5,343,800	4,400,800	(146,400)
Adult Services	19,094,685	18,226,600	19,282,400	19,084,900	858,300
Sub-Total	**32,594,321**	**30,715,800**	**32,753,000**	**31,335,900**	**620,100**
Public Defender					
Administration & Support	-	-	500	-	-
Adult Legal Services	3,699,203	4,045,600	4,001,400	4,243,000	197,400
Juvenile Legal Services	-	225,300	169,000	-	(225,300)
Sub-Total	**3,699,203**	**4,270,900**	**4,170,900**	**4,243,000**	**(27,900)**
Sheriff					
Administration & Support	1,822,676	1,873,000	1,836,200	1,687,700	(185,300)
Custody Operations	20,147,443	20,898,800	21,169,800	21,403,200	504,400
Countywide Law Enforcement	28,162,317	28,699,600	28,159,900	28,725,600	26,000
Court Security Services	7,687,458	7,512,600	7,706,100	7,831,100	318,500
Sub-Total	**57,819,893**	**58,984,000**	**58,872,000**	**59,647,600**	**663,600**
Function Total	**$ 193,483,122**	**$ 190,876,900**	**$ 193,549,700**	**$ 197,581,400**	**$ 6,704,500**
Health & Human Services					
Behavioral Wellness					
Administration & Support	$ 17,211,524	$ 13,110,600	$ 15,332,300	$ 12,463,500	$ (647,100)
Mental Health Inpatient Services	5,090,645	10,676,300	11,817,800	12,142,900	1,466,600
Quality Care Management	2,533,733	4,144,900	3,047,500	4,666,200	521,300
Mental Health Outpatient & Community	66,495,196	71,940,938	72,052,400	70,992,500	(948,438)
Alcohol & Drug Programs	12,090,540	16,923,720	13,925,000	20,031,300	3,107,580
Sub-Total	**103,421,638**	**116,796,458**	**116,175,000**	**120,296,400**	**3,499,942**
Child Support Services					
Case Management & Collections	9,855,435	9,495,400	9,409,700	9,535,600	40,200
Sub-Total	**9,855,435**	**9,495,400**	**9,409,700**	**9,535,600**	**40,200**
First 5, Children & Families					
Administration & Support	1,364,090	206,500	225,600	94,000	(112,500)
Program Evaluation and Research	167,829	243,000	239,700	193,500	(49,500)
Children's Wellness and Support	2,495,059	2,880,600	2,789,200	2,887,000	6,400
Sub-Total	**4,026,978**	**3,330,100**	**3,254,500**	**3,174,500**	**(155,600)**
Public Health					
Administration & Support	3,038,159	3,654,200	3,588,500	3,515,300	(138,900)
Health Care Centers	44,113,352	46,025,200	46,258,100	48,995,100	2,969,900
Community Health Programs	8,968,897	7,616,900	8,538,700	4,016,200	(3,600,700)
Disease Prevention & Health Promotion	10,879,746	11,575,700	11,718,200	11,599,600	23,900
Regulatory Programs & Emergency Preparedness	7,519,898	7,777,900	7,809,500	8,828,200	1,050,300
Animal Services	3,642,398	3,552,200	3,505,300	3,637,800	85,600
Sub-Total	**78,162,450**	**80,202,100**	**81,418,300**	**80,592,200**	**390,100**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Health & Human Services (cont'd)					
Social Services					
Administration & Support	$ 427,515	$ 56,600	$ 44,700	$ 44,700	$ (11,900)
Economic Assistance and Employment Services	94,525,597	99,715,400	99,278,400	100,267,800	552,400
Protective Services for Children,Adults & Disabled	56,792,087	60,134,600	59,955,300	63,005,500	2,870,900
Sub-Total	**151,745,199**	**159,906,600**	**159,278,400**	**163,318,000**	**3,411,400**
Function Total	**$ 347,211,701**	**$ 369,730,658**	**$ 369,535,900**	**$ 376,916,700**	**$ 7,186,042**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	$ 36,286	$ 505,500	$ -	$ 407,100	$ (98,400)
Agriculture	2,758,567	3,309,800	3,981,200	3,574,000	264,200
Weights & Measures	476,879	485,100	536,700	698,300	213,200
Sub-Total	**3,271,733**	**4,300,400**	**4,517,900**	**4,679,400**	**379,000**
Community Services					
Administration & Support	20,000	40,000	40,000	-	(40,000)
Parks & Open Spaces	9,140,330	7,666,700	9,580,600	10,269,800	2,603,100
Housing & Community Development	3,816,008	4,563,000	15,328,800	5,252,800	689,800
Community Support (Arts & Libraries)	632,997	563,900	697,500	563,900	-
Energy and Sustainability Initiatives	1,101,221	2,037,400	2,037,400	984,200	(1,053,200)
Sub-Total	**14,710,557**	**14,871,000**	**27,684,300**	**17,070,700**	**2,199,700**
Planning & Development					
Administration & Support	761,117	1,620,000	1,334,700	1,824,400	204,400
Permitting	11,206,899	14,192,400	12,752,600	15,243,700	1,051,300
Coastal Mitigation	488,154	536,400	557,900	530,200	(6,200)
Code Enforcement	213,813	298,000	238,000	268,200	(29,800)
Long Range Planning	167,355	243,400	201,000	305,100	61,700
Sub-Total	**12,837,338**	**16,890,200**	**15,084,200**	**18,171,600**	**1,281,400**
Public Works					
Administration & Support	5,049,633	5,492,600	5,350,300	5,592,300	99,700
Transportation	30,480,473	46,993,200	43,736,400	48,157,500	1,164,300
Surveyor	441,902	439,200	447,100	959,400	520,200
Water Resources/Flood Control	25,504,178	30,710,200	25,313,700	33,618,500	2,908,300
Resource Recovery & Waste Management	44,390,434	47,821,200	47,282,800	58,177,200	10,356,000
Sub-Total	**105,866,621**	**131,456,400**	**122,130,300**	**146,504,900**	**15,048,500**
Function Total	**$ 136,686,248**	**$ 167,518,000**	**$ 169,416,700**	**$ 186,426,600**	**$ 18,908,600**
General Government & Support Services					
Auditor-Controller					
Administration & Support	$ 49,661	$ 18,200	$ 100,700	$ 26,500	$ 8,300
Audit Services	7,500	7,500	7,500	7,500	-
Accounting Services	1,113,508	1,055,400	1,356,300	1,386,600	331,200
Sub-Total	**1,170,669**	**1,081,100**	**1,464,500**	**1,420,600**	**339,500**

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	$ 63	$ -	$ -	$ -	$ -
Elections	160,308	2,370,300	575,000	2,135,300	(235,000)
Clerk-Recorder	2,730,607	2,736,200	2,577,200	2,654,800	(81,400)
Assessor	3,133,763	2,568,100	2,614,400	2,420,000	(148,100)
Sub-Total	**6,024,740**	**7,674,600**	**5,766,600**	**7,210,100**	**(464,500)**
Debt Service					
Long Term Debt	1,386,235	1,413,200	1,413,200	1,408,000	(5,200)
Sub-Total	**1,386,235**	**1,413,200**	**1,413,200**	**1,408,000**	**(5,200)**
General Services					
Administration and Finance	1,001,968	1,067,800	1,067,800	1,145,100	77,300
Capital Projects	3,036,274	682,000	1,385,400	777,000	95,000
Facilities and Real Estate Management	7,921,818	9,073,200	8,111,900	8,116,300	(956,900)
Fleet Operations	12,689,720	12,154,400	12,885,000	13,424,000	1,269,600
Information and Communications Technology	12,821,184	13,547,500	13,756,100	15,037,100	1,489,600
Purchasing, Surplus and Mail	1,051	-	2,000	-	-
Sub-Total	**37,472,014**	**36,524,900**	**37,208,200**	**38,499,500**	**1,974,600**
Human Resources					
Administration & Operations	0	-	-	-	-
Employee Relations/Benefits	174,928	110,000	167,000	131,500	21,500
Organizational Development	187,255	120,000	95,000	120,000	-
Employee Insurance	3,449,845	3,163,200	2,915,200	3,200,900	37,700
Sub-Total	**3,812,027**	**3,393,200**	**3,177,200**	**3,452,400**	**59,200**
North County Jail					
North Branch Main Jail Project	35,063,799	23,824,400	19,512,500	4,000,000	(19,824,400)
Sub-Total	**35,063,799**	**23,824,400**	**19,512,500**	**4,000,000**	**(19,824,400)**
Treasurer-Tax Collector-Public					
Administration & Support	13,288	-	-	-	-
Treasury	2,370,442	2,746,200	2,591,200	2,357,500	(388,700)
Tax & Collections	1,286,508	1,183,900	1,229,800	1,145,600	(38,300)
Public Support	220,028	235,500	221,000	221,000	(14,500)
Sub-Total	**3,890,266**	**4,165,600**	**4,042,000**	**3,724,100**	**(441,500)**
Function Total	**$ 88,819,752**	**$ 78,077,000**	**$ 72,584,200**	**$ 59,714,700**	**$ (18,362,300)**
General County Programs					
General County Programs					
Reserved & Committed Funds	$ 3,043,205	$ 1,610,000	$ 5,837,600	$ 6,321,700	$ 4,711,700
Ancillary Services	408,771	478,000	431,800	404,000	(74,000)
Sub-Total	**3,451,976**	**2,088,000**	**6,269,400**	**6,725,700**	**4,637,700**
General Revenues					
General Revenues	257,826,117	267,470,700	268,300,600	275,999,300	8,528,600
Sub-Total	**257,826,117**	**267,470,700**	**268,300,600**	**275,999,300**	**8,528,600**
Function Total	**$ 261,278,093**	**$ 269,558,700**	**$ 274,570,000**	**$ 282,725,000**	**$ 13,166,300**
Operating Revenues Total	**$ 1,061,742,823**	**$ 1,110,888,858**	**$ 1,117,005,700**	**$ 1,141,027,500**	**$ 30,138,642**

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.

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Taxes					
Property Tax-Current Secured	$ 130,866,426	$ 134,656,000	$ 136,533,700	$ 140,630,000	$ 5,974,000
Property Tax-Unitary	2,750,318	2,808,000	2,883,200	2,940,000	132,000
Property Tax In-Lieu of VLF	54,315,430	55,947,000	56,935,000	59,212,000	3,265,000
PT PY Corr/Escapes Secured	628,897	205,000	201,900	210,000	5,000
Property Tax-Current Unsecd	4,690,702	5,073,000	4,651,500	4,756,000	(317,000)
Prop Tax-Curr Unsec Aircraft	624,972	629,000	629,200	648,000	19,000
PT PY Corr/Escapes Unsecured	1,697,925	208,000	233,600	240,000	32,000
RDA Pass-through Payments	603,184	558,000	644,000	669,000	111,000
RDA RPTTF Resid Distributions	7,567,548	6,276,000	7,548,000	9,449,000	3,173,000
Property Tax-Prior Secured	(7,716)	(437,000)	(436,500)	(453,000)	(16,000)
Property Tax-Prior Unsecured	2,178,113	-	(200)	-	-
Supplemental Pty Tax-Current	2,752,092	3,375,000	2,217,300	2,217,000	(1,158,000)
Supplemental Pty Tax-Prior	24,271	-	18,800	-	-
Sales and Use Retail Tax State	10,268,712	10,749,000	10,749,000	10,964,000	215,000
Cannabis Tax	-	5,450,000	5,450,000	5,615,000	165,000
Transient Occupancy Tax	8,363,559	11,218,000	10,681,900	13,213,900	1,995,900
Racehorse Taxation	7,281	4,000	4,000	4,000	-
Property Transfer Taxes	4,370,567	4,044,000	3,934,000	3,933,000	(111,000)
Sub-Total	**231,702,282**	**240,763,000**	**242,878,400**	**254,247,900**	**13,484,900**
Licenses, Permits and Franchises					
Franchises	2,939,516	3,076,000	3,048,700	3,140,000	64,000
Sub-Total	**2,939,516**	**3,076,000**	**3,048,700**	**3,140,000**	**64,000**
Fines, Forfeitures, and Penalties					
PT-506 Int, 480 CIOS/CIC Pen	1,023,122	-	(38,000)	18,000	18,000
PT-Delinquent Penalty-CY	2,680,957	1,501,000	1,500,900	1,561,000	60,000
PT-Redemption Penalty-PY	2,425,406	2,028,000	2,027,700	2,109,000	81,000
PT-Delinquent Penalty-PY	894,262	1,012,000	1,011,700	1,052,000	40,000
Sub-Total	**7,023,747**	**4,541,000**	**4,502,300**	**4,740,000**	**199,000**
Use of Money and Property					
Interest Income	1,797,388	1,232,000	1,951,700	1,500,000	268,000
Unrealized Gain/Loss Invstmnts	(1,044,027)	(679,000)	452,400	-	679,000
Other Rental of Bldgs and Land	323,070	350,000	392,700	350,000	-
Sub-Total	**1,076,431**	**903,000**	**2,796,800**	**1,850,000**	**947,000**
Intergovernmental Revenue-State					
State Aid for Disaster	-	4,400,000	1,127,500	-	(4,400,000)
Motor Vhcle In-Lieu In Excess	197,998	156,000	156,000	142,000	(14,000)
Homeowners Property Tax Relief	739,109	720,000	720,300	709,000	(11,000)
State Off Hwy Mtr Veh Lic Fees	577	-	300	-	-
Sub-Total	**937,684**	**5,276,000**	**2,004,100**	**851,000**	**(4,425,000)**
Intergovernmental Revenue-Federal					
Federal Grazing Fees	157	-	-	-	-
Payments In Lieu of Taxes	1,907,985	18,000	18,000	19,000	1,000
RDA Dissolution Proceeds	1,552,610	-	158,900	-	-
Sub-Total	**3,460,752**	**18,000**	**176,900**	**19,000**	**1,000**
Charges for Services					
Cost Allocation Services	9,814,516	11,923,300	11,915,200	10,116,152	(1,807,148)
Cost Allocation Use Allowance	871,060	922,300	929,800	986,248	63,948
Sub-Total	**10,685,576**	**12,845,600**	**12,845,000**	**11,102,400**	**(1,743,200)**
Miscellaneous Revenue					
Unclaimed Money In Co.Treasury	129	48,100	48,400	49,000	900
Sub-Total	**129**	**48,100**	**48,400**	**49,000**	**900**
Intrafund Expenditure Transfers (-)					
Itrf (-) Cost Allocations	50,279	-	-	-	-
Sub-Total	**50,279**	**-**	**-**	**-**	**-**
Revenue Total	**$ 257,876,396**	**$ 267,470,700**	**$ 268,300,600**	**$ 275,999,300**	**$ 8,528,600**

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.

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Prop 172 Revenue					
District Attorney	$ 4,712,485	$ 5,145,400	$ 5,145,400	$ 5,299,700	$ 154,300
Probation	8,550,385	8,630,000	8,630,000	8,888,900	258,900
Public Defender	3,429,601	3,833,100	3,877,000	3,948,100	115,000
Sheriff	17,618,308	18,228,500	18,228,500	18,775,200	546,700
Community Services	39,998	43,000	43,000	43,000	-
General County Programs	1,196,852	-	7,200	355,300	355,300
Fire	901,873	527,000	527,000	187,500	(339,500)
Total	**$ 36,449,501**	**$ 36,407,000**	**$ 36,458,100**	**$ 37,497,700**	**$ 1,090,700**

	Balance 7/1/2018	Estimated Balance 6/30/2019	Change From 6/30/2019	Recommended Balance 6/30/2020
Prop 172 Fund Balance				
District Attorney	$ 736,999	$ 736,999	$ (472,000)	$ 264,999
Probation	1,187,376	1,187,376	-	1,187,376
Public Defender	216,794	216,794	-	216,794
Sheriff	83,586	83,586	-	83,586
Community Services	3,007	3,007	-	3,007
General County Programs	1,196,852	215,852	112,600	328,452
Total Fund Balance	**$ 3,424,614**	**$ 2,443,614**	**$ (359,400)**	**$ 2,084,214**

Summary Schedules

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 2019-20, that allocation is anticipated to be $4.5 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. The revenues that are received each year are deposited in a fund balance, and budgeted uses are drawn from that fund balance. In recent years, decreases to the Tobacco Settlement fund balance have exceeded increases, so that the fund has been gradually depleted. The CEO's office is working with the Departments that regularly use the funds to bring a better balance between revenues and expenditures in coming years.

	2016-17 Adopted	2017-18 Adopted	2018-19 Adopted	2019-20 Recommended
Tobacco Settlement Use of Funds				
Direct Medical/Dental Care	472,418	447,418	385,618	230,300
Psyciatric Crisis Recovery	313,034	313,034	313,034	313,000
Animal Services	405,450	405,450	405,450	405,500
Public Health Prevention/Education	2,541,944	2,560,610	2,511,030	2,280,100
Environmental Health Services	250,000	398,000	398,000	-
Mental Health Reserves	500,000	2,634,250	1,000,000	1,000,000
Administration	35,450	35,450	35,450	25,000
Total	**$ 4,518,296**	**$ 6,794,212**	**$ 5,048,582**	**$ 4,253,900**

	Balance 7/1/2018	Estimated Balance 6/30/2019	Change From 6/30/2019	Recommended Balance 6/30/2020
Tobacco Settlement Fund Balance	**$ 6,772,056**	**$ 6,329,756**	**$ 351,200**	**$ 6,680,956**

Summary Schedules

General Fund Contribution

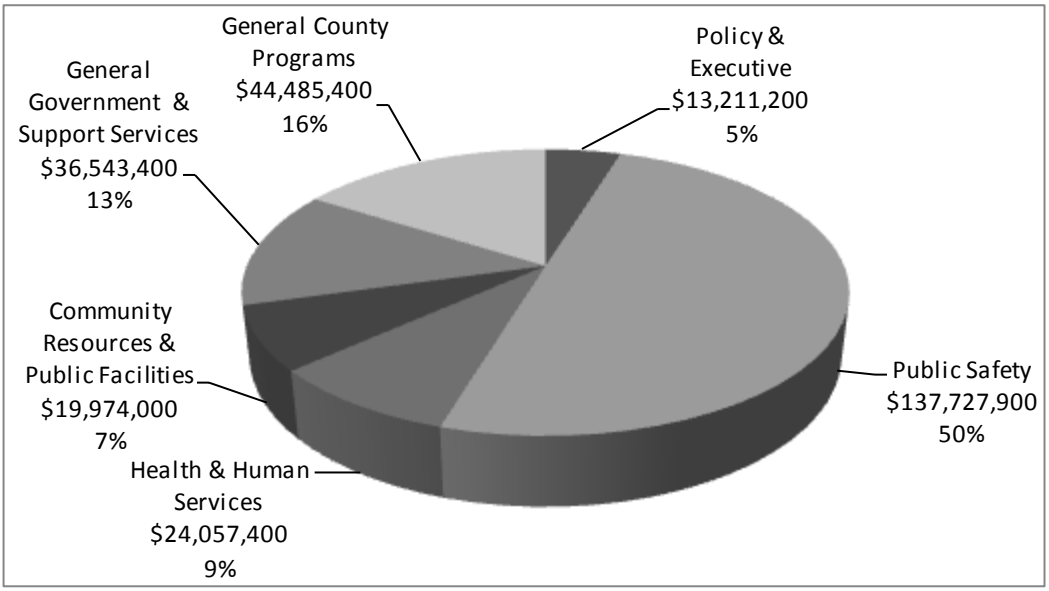
This section of the Summary Schedules shows the amount of "General Fund Contribution (GFC)" allocated to the various County departments. The allocation methodology (i.e. the determination of how much a department will receive in GFC) is based on principles adopted by the Board of Supervisors before each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

	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Policy & Executive					
Board of Supervisors	$ 3,151,600	$ 3,151,600	$ 3,151,600	$ 3,251,500	$ 99,900
County Executive Office	5,164,400	5,748,800	5,748,800	6,008,900	260,100
County Counsel	3,742,907	3,814,200	3,814,200	3,950,800	136,600
Sub-Total	**12,058,907**	**12,714,600**	**12,714,600**	**13,211,200**	**496,600**
Public Safety					
Court Special Services	8,586,800	8,586,800	8,586,800	9,266,700	679,900
District Attorney	13,820,500	13,887,500	13,887,500	14,302,800	415,300
Probation	27,025,713	27,266,500	27,266,500	27,891,600	625,100
Public Defender	7,420,100	7,538,800	7,538,800	8,547,700	1,008,900
Sheriff	74,016,075	75,500,600	75,500,600	77,719,100	2,218,500
Sub-Total	**130,869,188**	**132,780,200**	**132,780,200**	**137,727,900**	**4,947,700**
Health & Human Services					
Behavioral Wellness	5,529,600	5,529,600	5,529,600	5,614,900	85,300
Public Health	9,075,700	9,075,700	9,075,700	8,980,400	(95,300)
Social Services	7,301,149	9,334,400	9,334,200	9,462,100	127,700
Sub-Total	**21,906,449**	**23,939,700**	**23,939,500**	**24,057,400**	**117,700**
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	1,595,100	1,595,100	1,595,100	1,638,000	42,900
Community Services	10,396,839	11,760,000	11,760,000	11,950,500	190,500
Planning & Development	3,589,500	3,589,500	3,589,500	3,324,100	(265,400)
Public Works	3,207,471	3,023,700	3,023,700	3,061,400	37,700
Sub-Total	**18,788,910**	**19,968,300**	**19,968,300**	**19,974,000**	**5,700**
General Government & Support Services					
Auditor-Controller	7,579,100	7,579,100	7,579,100	7,768,300	189,200
Clerk-Recorder-Assessor	10,532,200	10,532,200	10,532,200	10,728,300	196,100
General Services	8,621,800	8,621,800	8,621,800	9,110,100	488,300
Human Resources	4,841,200	4,841,200	4,841,200	5,163,600	322,400
Treasurer-Tax Collector-Public	3,500,700	3,500,700	3,500,700	3,773,100	272,400
Sub-Total	**35,075,000**	**35,075,000**	**35,075,000**	**36,543,400**	**1,468,400**
General County Programs					
General County Programs	30,746,019	42,992,900	42,992,900	44,485,400	1,492,500
Sub-Total	**30,746,019**	**42,992,900**	**42,992,900**	**44,485,400**	**1,492,500**
General Fund Contributions Total	**$ 249,444,473**	**$ 267,470,700**	**$ 267,470,500**	**$ 275,999,300**	**$ 8,528,600**

Summary Schedules

Summary Schedules

Fund Balances

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

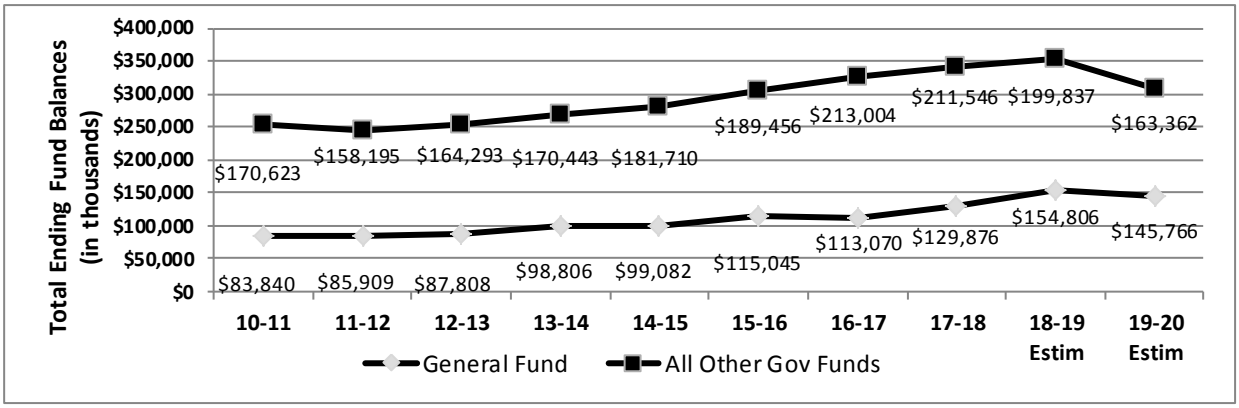
There are two schedules in this section that focus on the fund balances of the County's budgeted funds. The first schedule lists the County's budgeted funds and provides estimates on beginning and ending fund balances based on estimated activity for the current fiscal year and the estimated activity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

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

- Non-spendable fund balances cannot be spent because they are either (a) not spendable in form or (b) legally or contractually required to be maintained intact.
- Restricted fund balances are amounts with constraints placed on their use that are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation. Although restricted fund balances have external spending conditions, which appear to be nondiscretionary, the Board of Supervisors (BOS) may have some powers over such balances. For example, if there are restricted fund balances for "Prop 172," the BOS does have discretion on the programs to be funded by "Prop 172" fund balances as long as the programs under consideration are Prop 172-related.
- Committed fund balance is the portion of fund balance that can only be used for specific purposes determined by formal action of the County's highest level of decision-making authority (the Board of Supervisors) and that remain binding unless removed in the same manner.

Fund Balance Trend Chart For Governmental Funds Only

This chart represents the trend in fund balances for the General Fund and all other Governmental Funds. Proprietary funds have been excluded for comparison consistency. The estimated values for fiscal years 2018-19 and 2019-20 can be found on the following Fund Balance Summary schedule.



Summary Schedules

Fund Balance Summary

	Estimated Fund Balances as of June 30, 2019	Recommended Revenues & Other Financing Sources	Recommended Expenditures & Other Financing Uses	Estimated Fund Balances as of June 30, 2020
Governmental Funds				
Major Funds				
General Fund	$ 154,805,673	$ 700,209,700	$ 709,249,000	$ 145,766,373
Flood Control Districts	63,842,053	23,765,400	29,539,100	58,068,353
Public Health	24,946,630	85,001,500	86,062,900	23,885,230
Roads Fund	17,803,694	54,987,700	57,308,500	15,482,894
Fire Protection District	22,335,038	86,231,300	95,244,600	13,321,738
Affordable Housing	15,350,231	4,629,000	10,736,400	9,242,831
Behavioral Wellness	12,241,432	136,844,300	142,605,400	6,480,332
Capital Projects	7,376,097	29,436,800	31,836,900	4,975,997
Social Services	4,129,538	163,981,400	166,135,100	1,975,838
Sub-Total	322,830,386	1,285,087,100	1,328,717,900	279,199,586
Non-Major Funds				
Water Agencies	9,439,587	10,532,600	11,158,200	8,813,987
County Service Areas	4,080,017	2,089,200	1,867,500	4,301,717
First 5 Children and Families Commission	4,315,494	3,174,500	3,496,300	3,993,694
Courthouse Construction	3,138,805	630,000	221,500	3,547,305
Inmate Welfare	2,122,412	1,872,400	2,040,300	1,954,512
Muni Finance - Debt Service	1,281,196	5,966,300	5,759,700	1,487,796
Coastal Resources Enhancement	2,259,569	456,000	1,353,300	1,362,269
Public and Educational Access	1,029,082	2,800	8,000	1,023,882
IHSS Public Authority	625,455	8,851,000	8,952,000	524,455
Community Facilities District	729,351	803,900	1,120,800	412,451
Petroleum	380,395	671,200	642,600	408,995
Seawalls	578,188	2,200	175,000	405,388
Child Support Services	469,048	9,535,600	9,601,400	403,248
Fishermen Assistance	405,483	14,800	29,800	390,483
Lighting Districts	374,452	550,500	594,700	330,252
Court Operations	300,896	14,733,400	14,733,400	300,896
Special Aviation	217,345	195,000	195,000	217,345
Fish and Game	65,598	11,400	27,000	49,998
Criminal Justice Construction	-	1,021,200	1,021,200	-
Sub-Total	31,812,373	61,114,000	62,997,700	29,928,673
Total Governmental Funds	**354,642,759**	**1,346,201,100**	**1,391,715,600**	**309,128,259**

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 2019-20, the fund balances for all governmental funds are anticipated to decrease by 12% or $41.8 million and the major funds as a whole are projected to decrease by 21% or $34.5 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, 2019	Est. Fund Balance as of June 30, 2020	Difference	Percent
Governmental Major Funds Detail				
General Fund	**$ 154,805,673**	**$ 145,766,373**	**$ (9,039,300)**	**-6%**
Flood Control Districts	63,842,053	58,068,353	(5,773,700)	-9%
Public Health	24,946,630	23,885,230	(1,061,400)	-4%
Roads Fund	17,803,694	15,482,894	(2,320,800)	-13%
Fire Protection District	22,335,038	13,321,738	(9,013,300)	-40%
Affordable Housing	15,350,231	9,242,831	(6,107,400)	-40%
Behavioral Wellness	12,241,432	6,480,332	(5,761,100)	-47%
Capital Projects	7,376,097	4,975,997	(2,400,100)	-33%
Social Services	4,129,538	1,975,838	(2,153,700)	-52%
Total Other Governmental Major Funds	**168,024,712**	**133,433,212**	**(34,591,500)**	**-21%**
Total Governmental Major Funds	**322,830,386**	**279,199,586**	**(43,630,800)**	**-14%**
Total Non-Major Governmental Funds	**31,812,373**	**29,928,673**	**(1,883,700)**	**-6%**
Total Governmental Funds	**$ 354,642,759**	**$ 309,128,259**	**$ (45,514,500)**	**-13%**

Significant Changes (10% or more)

- The Flood Control Districts fund is estimated to decrease 9% or $5.8 million for the capital creeks projects.
- The Roads fund is estimated to decrease 13% or $2.3 million due to increased salaries & benefits and operating costs.
- The Fire Protection District Fund is estimated to decrease 40% or $9.0 million primarily due to capital projects.
- The Affordable Housing District fund is estimated to decrease 40% or $6.1 million primarily due to increased costs related to two new State homeless programs.
- The Behavioral Wellness fund is estimated to decrease 47% or $5.8 million primarily to meet the requirements of the Mental Health Services Act.
- The Capital Projects fund balance is estimated to decrease 32% or $2.4 million to fund the construction of the North County Jail.
- The Social Services fund is estimated to decrease 52% or $2.2 million due to increased salaries & benefits and operating costs.

Summary Schedules

Fund Balance Accounts – General Fund Only

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

	Balance 7/1/2018	Estimated Balance 6/30/2019	Change From 6/30/2019	Recommended Balance 6/30/2020
Fund Balance Nonspendable				
Teeter Tax Losses	$ 8,655,210	$ 8,655,210	$ -	$ 8,655,210
Receivables	3,293,207	3,293,207	-	3,293,207
Prepaids/Deposits	50,000	50,000	-	50,000
Nonspendable Total	**11,998,417**	**11,998,417**	**-**	**11,998,417**
Fund Balance Restricted				
Local Realignment 2011	15,063,958	17,364,758	(1,508,400)	15,856,358
Probation YOBG	2,666,983	3,656,083	15,700	3,671,783
Sheriff Categorical Grants	1,890,661	2,414,461	62,500	2,476,961
Public Safety Prop 172	3,424,614	2,443,614	(359,400)	2,084,214
Recorder Modernization	1,969,406	2,179,406	(187,900)	1,991,506
Purpose of Fund	1,994,968	2,050,568	(71,000)	1,979,568
Recorder Operations	1,107,695	1,016,695	(237,000)	779,695
Maintenance-Casa Nueva Bldg	665,428	699,428	34,000	733,428
Los Prietos Donation	640,000	640,000	-	640,000
GATV Infrastructure	705,915	828,415	(240,000)	588,415
Probation LESF/COPS	962,095	1,147,495	(569,500)	577,995
Forfeiture Penalty	534,166	525,466	-	525,466
P&D Offsite Mitigation	1,791,957	1,590,957	(1,087,000)	503,957
Public Arts Program	613,772	536,472	(120,900)	415,572
Gaviota Bikeway	325,725	328,725	-	328,725
PHD Special Projects	286,973	301,973	15,000	316,973
District Attorney Programs	307,127	307,127	-	307,127
Survey Monument	388,786	301,286	4,000	305,286
Assessor AB818	503,770	503,770	(220,600)	283,170
Donations	268,079	270,279	-	270,279
Consumer/Environmental	233,760	233,760	-	233,760
Recorder Micrographics	285,569	276,769	(100,400)	176,369
Probation Programs	144,528	162,628	3,500	166,128
Animal Control Programs	64,948	104,948	42,000	146,948
State Off Hwy Fee	146,927	146,927	-	146,927
Recorder Redaction	235,157	194,157	(64,100)	130,057
Local Innovation Sub-Account	-	-	130,000	130,000
CalVet Subvention Program	202,781	202,781	(77,000)	125,781
Recorder ERDS	152,441	158,141	(39,900)	118,241
Weights and Measures	150,174	85,174	-	85,174
Real Estate Fraud	66,207	66,207	-	66,207
DARE	40,384	40,384	-	40,384
Imprest Cash	10,000	10,000	-	10,000
Allocated for Capital Outlay	841	841	-	841
Vital Records	156,405	101,405	(101,400)	5
Restricted Total	**38,002,200**	**40,891,100**	**(4,677,800)**	**36,213,300**

Summary Schedules

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

	Balance 7/1/2018	Estimated Balance 6/30/2019	Change From 6/30/2019	Recommended Balance 6/30/2020
Fund Balance Committed				
Strategic Reserve	23,716,144	34,116,144	2,265,000	36,381,144
New Jail Operations	13,054,059	16,125,359	(3,192,000)	12,933,359
Litigation	4,439,294	6,550,294	22,000	6,572,294
Program Stabilization	1,875,000	4,250,000	671,800	4,921,800
Mental Health	923,838	2,923,838	1,900,000	4,823,838
Contingencies	2,005,144	4,005,144	-	4,005,144
Accumulated Capital Outlay	700,000	700,000	2,650,000	3,350,000
Disaster Recovery	-	3,496,100	(166,000)	3,330,100
Emerging Issues	3,276,356	2,994,656	(120,000)	2,874,656
Tech Replacement & Investment	-	-	2,000,000	2,000,000
Auditor Systems Maint/Develop	1,765,231	1,765,231	-	1,765,231
Facilities Maintenance	505,996	505,996	1,000,000	1,505,996
County Executive Programs	1,299,259	1,269,259	(32,400)	1,236,859
General Services Projects	1,301,114	1,301,114	(300,000)	1,001,114
Props 215/64 - Cannabis	-	323,525	566,100	889,625
P&D Land Use System	904,998	886,698	(32,800)	853,898
Parks Projects	1,353,487	1,121,487	(378,000)	743,487
Purpose of Fund	1,482,719	1,498,519	(813,000)	685,519
Planning/Development Projects	1,289,787	1,378,787	(741,000)	637,787
Tobacco Settlement	634,250	634,250	-	634,250
General County Programs	593,023	620,023	-	620,023
Human Resources Programs	774,192	719,692	(207,400)	512,292
District Attorney Programs	492,500	492,500	-	492,500
Assessment Appeals Support	714,591	406,091	-	406,091
Sheriff Projects	431,295	407,895	(23,100)	384,795
North County Jail Contingency	302,000	302,000	-	302,000
Public Defender Programs	220,060	220,060	-	220,060
Treas Tax Collector Projects	808,867	370,367	(200,000)	170,367
Rental Maintenance	151,197	151,197	-	151,197
Housing Programs	281,904	191,904	(77,500)	114,404
Clerk Record Assessor Projects	1,795,184	1,795,184	(1,684,200)	110,984
Probation Programs	93,601	93,601	-	93,601
Elections Voting Equipment	915,748	743,248	(682,200)	61,048
Building & Safety Permitting	40,000	40,000	-	40,000
Imprest Cash	21,780	21,780	-	21,780
Maintenance-Montecito Com Hall	52	52	5,000	5,052
Ag Commissioner Projects	805	805	-	805
Assr Prop Sys Maint/Develop	1,135,000	-	-	-
Maintenance Policy 18%	7,000	-	-	-
Committed Total	**69,305,472**	**92,422,797**	**2,430,300**	**94,853,097**
Fund Balance Residual				
Fund Balance-Residual	7,589,303	9,665,828	-	9,665,828
Residual Fund Balance-Inc/Dec	-	(7,589,300)	-	(7,589,300)
Unassigned Fund Balance	2,980,732	7,416,832	(6,791,800)	625,032
Residual Total	**10,570,035**	**9,493,360**	**(6,791,800)**	**2,701,560**
Fund Balance Total	**$ 129,876,123**	**$ 154,805,673**	**$ (9,039,300)**	**$ 145,766,373**

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 FY15-16	Adopted FY 16-17	Adopted FY 16-17	Adopted FY 18-19	Recommended FY 19-20
Policy & Executive					
Board of Supervisors	20.00	20.00	20.25	20.00	**20.23**
County Counsel	38.00	39.00	37.65	42.00	**41.00**
County Executive Office	35.00	36.00	33.00	35.00	**37.00**
Sub-Total	**93.00**	**95.00**	**90.90**	**97.00**	**98.23**
Public Safety					
District Attorney	129.50	133.50	129.50	133.00	**140.50**
Fire	247.81	254.00	259.00	261.00	**270.00**
Probation	328.00	324.00	321.00	329.00	**327.50**
Public Defender	66.00	67.00	63.00	64.00	**67.00**
Sheriff	651.54	669.08	664.23	713.96 (2)	**737.17** (2)
Sub-Total	**1,422.85**	**1,447.58**	**1,436.73**	**1,500.96**	**1,542.17**
Health & Human Services					
Behavioral Wellness	367.88	370.88	370.13	387.44	**403.66** (3)
Child Support Services	74.96	75.08	71.25	68.75	**69.00**
First 5, Children & Families	12.00	11.00	10.00	10.00	**8.00**
Public Health	505.13	536.24	536.38	529.07	**527.34**
Social Services	898.75	898.75	741.77 (1)	741.50	**748.50**
Sub-Total	**1,858.72**	**1,891.95**	**1,729.52**	**1,736.76**	**1,756.50**
Community Resources & Public Facl.					
Agricultural Commissioner/W&M	33.00	33.00	33.00	37.00	**37.00**
Community Services	80.75	84.05	82.80	84.57	**88.50**
Planning & Development	89.89	91.59	91.80	98.30	**100.30**
Public Works	282.75	281.25	281.25	281.25	**281.25**
Sub-Total	**486.39**	**489.89**	**488.85**	**501.12**	**507.05**
General Government & Support Services					
Auditor-Controller	49.20	50.25	49.00	48.60	**48.60**
Clerk-Recorder-Assessor	96.38	99.13	98.50	99.50	**101.50**
General Services	120.00	119.00	115.50	117.50	**118.50**
Human Resources	26.50	28.25	29.25	25.25	**30.75**
Treasurer-Tax Collector-Public	44.00	45.00	44.00	43.50	**44.50**
Sub-Total	**336.08**	**341.63**	**336.25**	**334.35**	**343.85**
General County Programs					
General County Programs	1.00	1.00	1.00	-	**-**
Sub-Total	**1.00**	**1.00**	**1.00**	**-**	**-**
FTE Total	**4,198.04**	**4,267.04**	**4,083.25**	**4,170.19**	**4,247.79**

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:

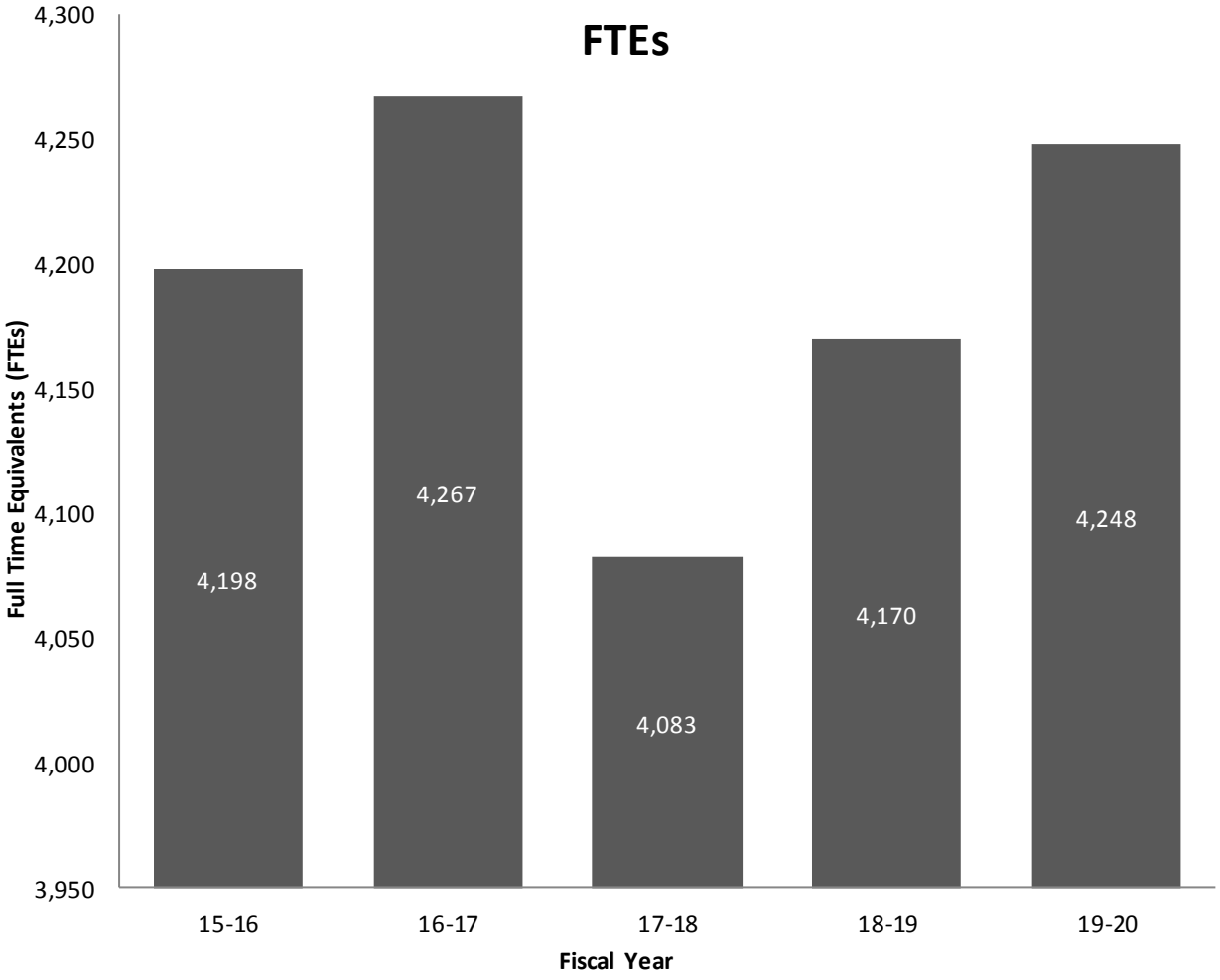
(1) The primary reason for the decrease of 183.8 FTEs countywide was due to a 50 basis point decrease in the Santa Barbara County Retirement System's discount rate which resulted in an increase in pension contributions beginning in FY 2017-18. The increase in pension contributions necessitated decreases 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 19-20 primarily due to increased staffing for the North Branch Jail which is expected to open in the winter of 2019.

(3) Behavioral Wellness FTEs increased by 16.22 in FY 19-20 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.

Summary Schedules

5-Year Recommended Staffing Trend – Countywide



Notes:

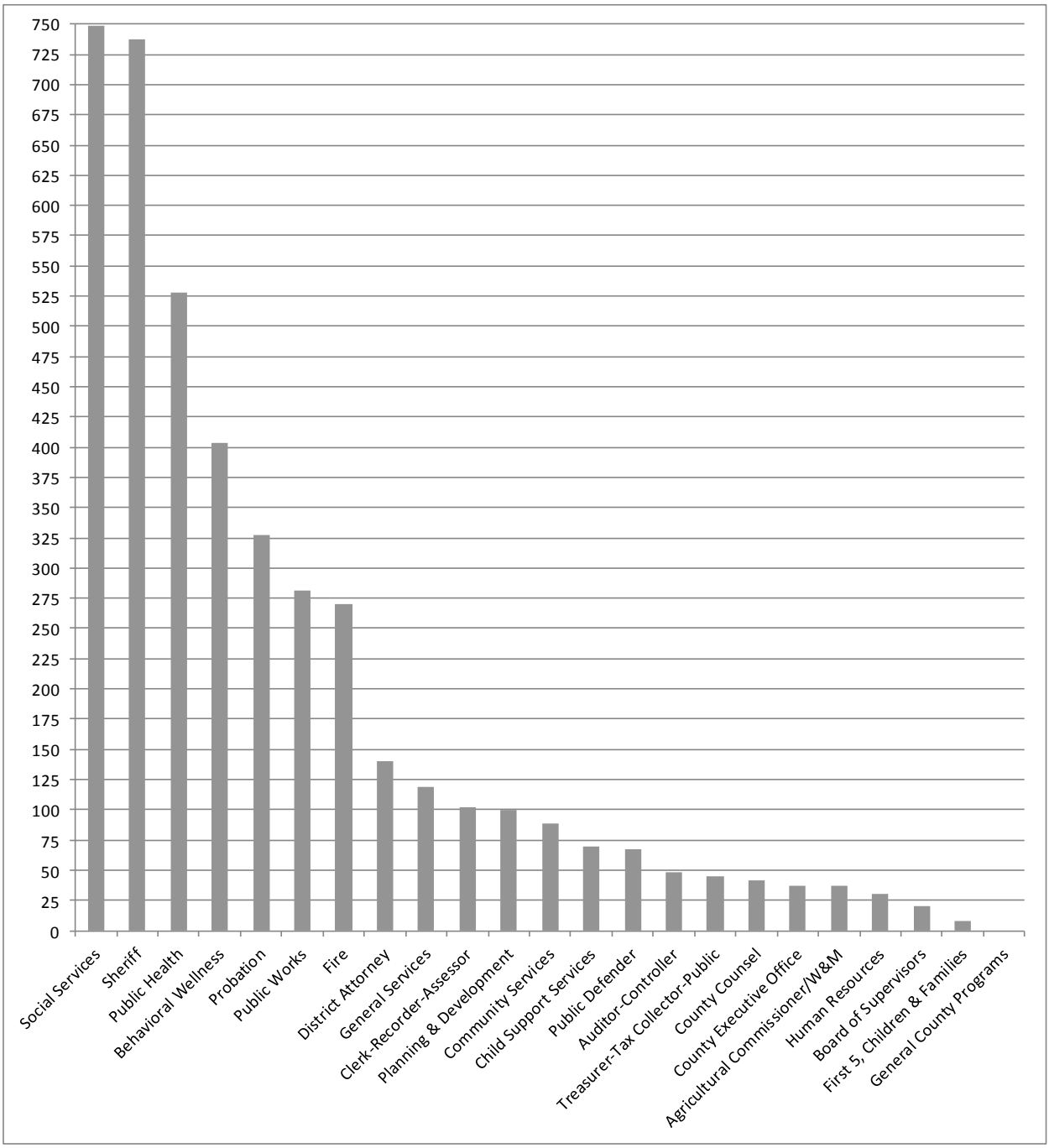
- This schedule is based on the Recommended budget figures. Refer to page C-50 to view the Adopted budget figures.

Summary Schedules

Full Time Equivalents By Department

The detail for this chart can be found on Page C-50.

FY 19-20 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.
- Reduce general liability and Workers’ Compensation expenses through employee wellness, safety, and effective claim management.

Policy & Executive

Functional Summary

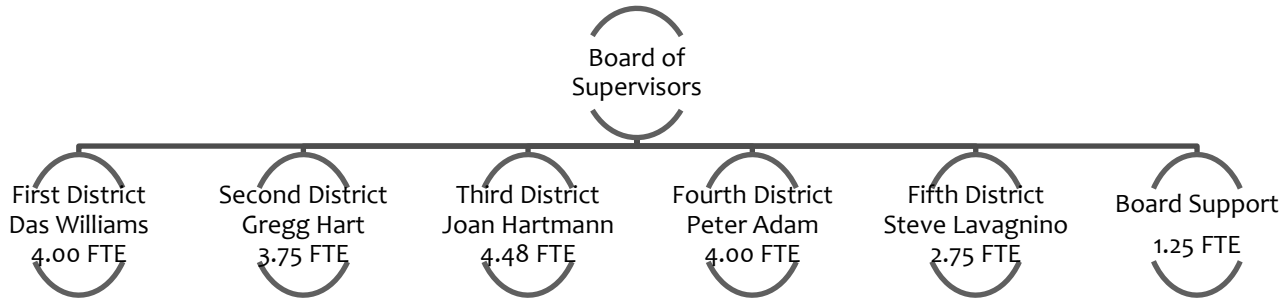
Staffing By Department	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Board of Supervisors	19.44	20.00	20.00	20.23	0.23
County Executive Office	29.95	35.00	35.00	37.00	2.00
County Counsel	38.04	42.00	42.00	41.00	(1.00)
Total	87.43	97.00	97.00	98.22	1.22
Budget By Department					
Board of Supervisors	$ 2,987,522	$ 3,163,500	$ 3,151,600	$ 3,216,500	$ 53,000
County Executive Office	37,921,929	38,498,500	41,620,900	42,245,400	3,746,900
County Counsel	8,380,787	9,374,400	9,314,700	9,519,900	145,500
Total	$ 49,290,238	$ 51,036,400	$ 54,087,200	$ 54,981,800	$ 3,945,400
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 16,162,747	$ 17,933,000	$ 17,780,200	$ 18,156,800	$ 223,800
Services and Supplies	31,467,103	30,853,900	34,094,400	33,963,700	3,109,800
Other Charges	1,660,387	2,249,500	2,212,600	2,861,300	611,800
Total Operating Expenditures	49,290,238	51,036,400	54,087,200	54,981,800	3,945,400
Capital Assets	99,850	185,000	228,100	40,000	(145,000)
Other Financing Uses	9,818	-	160,000	505,000	505,000
Intrafund Expenditure Transfers (+)	30,176	40,000	41,000	35,000	(5,000)
Increases to Fund Balances	280,000	685,400	282,500	260,000	(425,400)
Fund Balance Impact (+)	744,643	-	251,800	-	-
Total	$ 50,454,724	$ 51,946,800	$ 55,050,600	$ 55,821,800	$ 3,875,000
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 311,999	$ 479,200	$ 479,200	$ 484,300	$ 5,100
Use of Money and Property	26,293	47,500	38,600	46,000	(1,500)
Intergovernmental Revenue	679,311	710,000	801,600	615,000	(95,000)
Charges for Services	4,782,983	5,037,400	5,279,300	5,330,000	292,600
Miscellaneous Revenue	28,463,322	28,853,500	30,750,500	31,187,800	2,334,300
Total Operating Revenues	34,263,908	35,127,600	37,349,200	37,663,100	2,535,500
Intrafund Expenditure Transfers (-)	33,176	43,000	35,000	35,000	(8,000)
Decreases to Fund Balances	3,847,204	4,061,600	4,951,800	4,912,500	850,900
General Fund Contribution	12,058,907	12,714,600	12,714,600	13,211,200	496,600
Fund Balance Impact (-)	251,529	-	-	-	-
Total	$ 50,454,724	$ 51,946,800	$ 55,050,600	$ 55,821,800	$ 3,875,000

Policy & Executive

Board of Supervisors

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**3,216,500**
Capital	**$**	**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 which reflects the diversity of the community.

Department Description

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

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

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

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

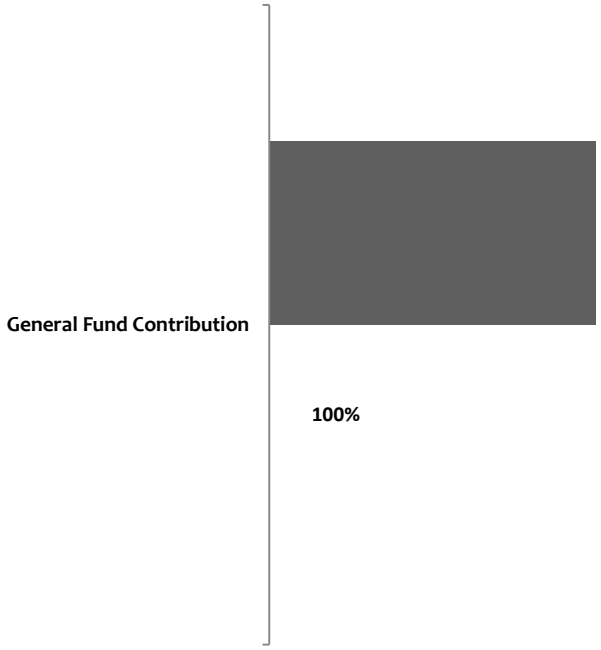
The fourth supervisorial district includes the City of Lompoc, the southwest portion of Los Alamos, the unincorporated community of Orcutt, and portions of the Santa Maria Valley.

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

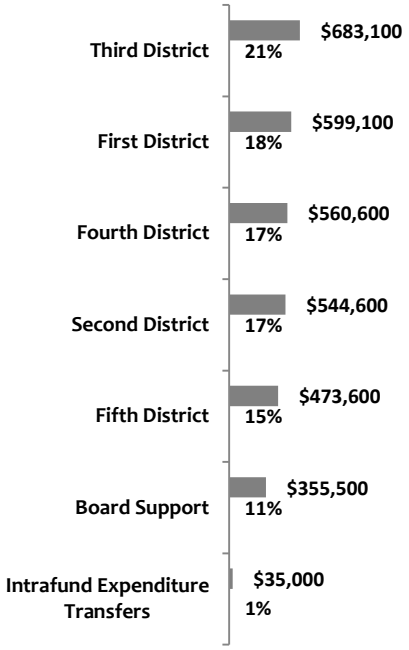
Board of Supervisors

Recommended Sources & Uses of Funds

Source of Funds - $3,251,500

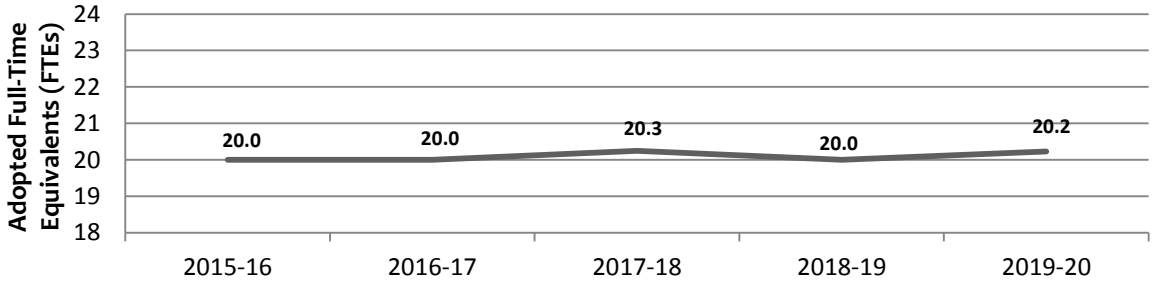


Use of Funds - $3,251,500



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
First District	3.96	4.00	4.00	4.00	-
Second District	3.50	3.50	3.50	3.75	0.25
Third District	4.75	4.50	4.50	4.47	(0.03)
Fourth District	3.21	4.00	4.00	4.00	-
Fifth District	2.62	2.60	2.60	2.75	0.15
Board Support	1.40	1.40	1.40	1.25	(0.15)
Total	19.44	20.00	20.00	20.23	0.23

Budget By Budget Program					
First District	$ 527,819	$ 585,800	$ 582,800	$ 599,100	$ 13,300
Second District	530,664	531,800	537,200	544,600	12,800
Third District	653,345	674,600	689,600	683,100	8,500
Fourth District	486,118	546,500	533,100	560,600	14,100
Fifth District	489,636	469,900	487,800	473,600	3,700
Board Support	299,941	354,900	321,100	355,500	600
Total	$ 2,987,522	$ 3,163,500	$ 3,151,600	$ 3,216,500	$ 53,000

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 2,654,675	$ 2,748,800	$ 2,772,700	$ 2,752,700	$ 3,900
Services and Supplies	102,273	129,200	104,600	128,800	(400)
Other Charges	230,573	285,500	274,300	335,000	49,500
Total Operating Expenditures	2,987,522	3,163,500	3,151,600	3,216,500	53,000
Capital Assets	5,254	-	-	-	-
Intrafund Expenditure Transfers (+)	30,176	40,000	35,000	35,000	(5,000)
Fund Balance Impact (+)	128,648	-	-	-	-
Total	$ 3,151,600	$ 3,203,500	$ 3,186,600	$ 3,251,500	$ 48,000

Budget By Categories of Revenues					
Decreases to Fund Balances	$ -	$ 51,900	$ 35,000	$ -	$ (51,900)
General Fund Contribution	3,151,600	3,151,600	3,151,600	3,251,500	99,900
Total	$ 3,151,600	$ 3,203,500	$ 3,186,600	$ 3,251,500	$ 48,000

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

Board of Supervisors

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- +0.23 FTE Increase primarily a result of increasing a Board Administrative Assistant from 0.50 FTE to 0.75 FTE.

Expenditures

- Net operating expenditure increase of $53,000 primarily due to:
  - +$49,500 increase Other Charges due primarily to increased general liability insurance premiums experienced across the County.
  - +$3,900 increase in Salaries and Employee Benefits to fund 20.2 FTEs.

- Net non-operating expenditure decrease of $5,000:
  - -$5,000 decrease in the Intrafund Expenditure Transfer to the County Executive Office for information technology (IT) support.

These changes result in Recommended operating expenditures of $3,216,500, non-operating expenditures of $35,000, resulting in total expenditures of $3,251,500. Non-operating expenditures include Intrafund Expenditure Transfers.

Revenues

- Net non-operating revenue increase of $48,000:
  - -$51,900 decrease in release of Fund Balance.
  - +99,900 increase in General Fund Contribution.

Total revenues of $3,251,500 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
SUPERVISOR ELECTED	-	-	-	1.00	1.00
SUPERVISOR ELECTIVE	1.00	1.00	1.00	-	(1.00)
EXECUTIVE STAFF ASST	1.00	1.00	1.00	-	(1.00)
CHIEF OF STAFF	-	-	-	1.00	1.00
BOS ADMIN ASST	1.96	2.00	2.00	2.00	-
Total	3.96	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 495,770	$ 544,000	$ 545,700	$ 555,800	$ 11,800
Services and Supplies	13,354	11,100	10,000	11,700	600
Other Charges	18,695	30,700	27,100	31,600	900
Total Operating Expenditures	527,819	585,800	582,800	599,100	13,300
Intrafund Expenditure Transfers (+)	2,087	3,000	3,000	3,000	-
Total Expenditures	$ 529,906	$ 588,800	$ 585,800	$ 602,100	$ 13,300
Budget By Categories of Revenues					
General Fund Contribution	588,848	588,800	588,800	602,100	13,300
Total Revenues	$ 588,848	$ 588,800	$ 588,800	$ 602,100	$ 13,300

2018-19 Anticipated Accomplishments

- Served as Chair of the Board of Supervisors for 2018.
- Continued work with the Montecito community on recovery and rebuilding after the January 9, 2018 debris flow.
- Provided staff support to Montecito leaders organizing the remembrance event for the anniversary of the January 9th debris flow.
- Continued to send out email blasts and information to constituents with up to date storm information.
- Began to work with neighbors on the creation of a new debris basin for Buena Vista Creek on Randall Road.
- Continued engaging the Carpinteria community on the rebuilding of the Arroyo Paredon bridge.
- Staffed the Montecito Resource and Recovery Center until its closure at the end of August 2018 and continued to hold weekly office hours in Carpinteria.
- Worked with stakeholders to create an ordinance regulate and enforce on cannabis operations in Santa Barbara County, included an odor control requirement and created a new revenue stream to fund enforcement of the ordinance. Since the passage of the ordinance, our office has been heavily engaged with the Cannabis Enforcement Team to shut down non-compliant operations in the Carpinteria Valley.

First District Budget Program (cont'd)

2018-19 Anticipated Accomplishments (cont'd)

- Continued proactive outreach to Summerland and Montecito communities in preparation for the Highway 101 HOV Widening Project and parallel infrastructure improvements.
- Continued to serve on the Cuyama Groundwater Sustainability Agency and played an active role in the development of a Groundwater Sustainability Plan that engages the whole community.
- Held a town hall in Cuyama regarding cannabis policy to receive feedback and answer questions from the community.
- Continued to serve as Chair of the Library Advisory Committee and became a member of the Board of Supervisors' Library Ad Hoc Committee to work with stakeholders on long-term solutions to the sustainability of our library system.
- Supported funding and worked with staff to create the County's first ever Clean Energy Road Map through the Sustainability Division of the Community Services Department, which will lead to the creation of the County's first utility-scale solar ordinance – a necessity to transition to clean energy sources.
- Developed an ordinance for a transparent and inclusive independent redistricting commission, approved by voters in the 2018 General Election, and will begin work in redrawing Supervisorial districts following the 2020 census.
- Supported an ordinance change that will make it easier to develop on-site housing for agricultural employees.
- Continued with stakeholders to ensure compliance with state law regarding access to water and clean restrooms for all farmworkers.
- Worked with public safety officials on an ordinance that will allow for cost recovery for use of law enforcement officers in false alarm activation and response.
- Championed the new, earlier commuter rail service through the Ventura/Santa Barbara County corridor and continued to work toward longer-term and more accessible solutions for the future.
- Continued work with local agencies, community members, and the Barbareño Chumash community to preserve Hammond's Meadow.
- Supported the Franklin Service Center and work with school districts to meet the needs of families across the First District.
- Served as the keynote speaker for the Santa Barbara County Emergency Medical Services Agency annual breakfast honoring survivors of cardiac arrest and reuniting them with the first responders who saved their lives.

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
- Represents Santa Barbara County on the Local Government Commission
- Santa Barbara County Association of Governments (SBCAG)
- Santa Barbara County Air Pollution Control District (APCD)
- Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)
- Multi-Jurisdictional Solid Waste Task Force
- Santa Barbara County Adult and Aging Network
- Chair of the Library Advisory Committee
- Santa Barbara County Board of Supervisors' Library Ad Hoc Committee
- Served on Santa Barbara County Board of Supervisors' Planning & Development Director Recruitment Ad Hoc Committee

Board of Supervisors

First District Budget Program (cont'd)

2018-19 Anticipated Accomplishments (cont'd)

- Home for Good Funders Collaborative
- Legislative Program Committee
- Santa Barbara County Psychiatric Health Facility Governing Board
- Alternate on the Local Agency Formation Commission

2019-20 Objectives

- Continue work with the Montecito community as recovery and rebuilding from the January 9, 2018 debris flow continues.
- Continue efforts to get a new debris basin in Montecito for Buena Vista Creek on Randall Road.
- Support collaboration and engagement in community-wide emergency preparedness between local government, non-profit and private sector partners.
- Continue work with and support resources for our Cannabis Enforcement Team to shut down non-compliant operations in the Carpinteria Valley and throughout the County.
- Continue work with the Summerland and Montecito communities in preparation for the Highway 101 HOV Widening Project and parallel infrastructure improvements.
- Continue to serve on the Cuyama Groundwater Sustainability Agency and finalize a draft Groundwater Sustainability Plan that engages all stakeholders of the Cuyama Valley.
- Continue work on the Library Advisory Committee and the Board of Supervisors' Library Ad Hoc Committee to create a framework for a sustainable and equitable model for financing and governing our library system.
- Continue to work with Planning & Development on the creation of a Countywide utility-scale solar ordinance that will support the creation of renewable energy in Santa Barbara County and move us away from a dependence on fossil fuels.
- Participate in the Santa Barbara county Complete Count Steering Committee to ensure everyone in our county is counted in the 2020 census to protect federal and state funding our County receives as well as ensuring fair representation for everyone in our County.
- Work on options to provide housing for our County's first responders to limit the amount of commute time during an emergency.
- Work with Human Resources on options to decrease commuting by County employees as part of Renew '22.
- Continue work with the Public Health and Agricultural Advisory Committee Field Sanitation Workgroup.
- Continue work with public safety officials to finalize an ordinance to ensure cost recovery for use of law enforcement officers in false alarm activation and response.
- Continue to hold weekly office hours in Carpinteria and do proactive outreach to constituents throughout our District.
- Continue to provide constituent service and public engagement opportunities in all First District communities including Carpinteria, Summerland, Montecito, Eastside, Westside, and Downtown Santa Barbara, Mission Canyon, San Roque, and the Cuyama Valley.
- Increase effective outreach, public engagement, and public service in Spanish-speaking communities in the First District and throughout the County.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
SUPERVISOR ELECTED	-	-	-	1.00	1.00
SUPERVISOR ELECTIVE	1.00	1.00	1.00	-	(1.00)
EXECUTIVE STAFF ASST	1.00	1.00	1.00	-	(1.00)
CHIEF OF STAFF	-	-	-	1.00	1.00
BOS ADMIN ASST	1.50	1.50	1.50	1.75	0.25
Total	3.50	3.50	3.50	3.75	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 508,676	$ 497,500	$ 506,500	$ 511,000	$ 13,500
Services and Supplies	7,202	11,100	12,200	11,100	-
Other Charges	14,786	23,200	18,500	22,500	(700)
Total Operating Expenditures	530,664	531,800	537,200	544,600	12,800
Intrafund Expenditure Transfers (+)	972	3,000	3,000	3,000	-
Total Expenditures	$ 531,636	$ 534,800	$ 540,200	$ 547,600	$ 12,800
Budget By Categories of Revenues					
General Fund Contribution	534,777	534,800	534,800	547,600	12,800
Total Revenues	$ 534,777	$ 534,800	$ 534,800	$ 547,600	$ 12,800

2018-19 Anticipated Accomplishments

- Established a 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)

2018-19 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.

2019-20 Objectives

- Regularly meet with residents of the Second District to effectively advocate for their interests.
- Continue monthly meetings with all 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.
- 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
SUPERVISOR ELECTED	-	-	-	1.00	1.00
SUPERVISOR ELECTIVE	1.00	1.00	1.00	-	(1.00)
EXECUTIVE STAFF ASST	1.00	1.00	1.00	-	(1.00)
CHIEF OF STAFF	-	-	-	1.00	1.00
BOS ADMIN ASST	2.75	2.50	2.50	2.48	(0.02)
Total	4.75	4.50	4.50	4.47	(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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 612,015	$ 624,900	$ 641,000	$ 629,500	$ 4,600
Services and Supplies	11,788	12,200	12,800	12,500	300
Other Charges	29,542	37,500	35,800	41,100	3,600
Total Operating Expenditures	653,345	674,600	689,600	683,100	8,500
Intrafund Expenditure Transfers (+)	2,796	3,000	2,000	2,000	(1,000)
Total Expenditures	$ 656,141	$ 677,600	$ 691,600	$ 685,100	$ 7,500
Budget By Categories of Revenues					
General Fund Contribution	677,589	677,600	677,600	685,100	7,500
Total Revenues	$ 677,589	$ 677,600	$ 677,600	$ 685,100	$ 7,500

2018-19 Anticipated Accomplishments

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

- Being accessible and responsive to hundreds of constituent phone calls, letters, and e-mails each week in a prompt, efficient, and effective way.
- Encouraging collaborative relationships with the communities of Santa Ynez, 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.

Third District Budget Program (cont'd)

2018-19 Anticipated Accomplishments (cont'd)

- Attending regular community meetings and gatherings to provide information to and receive feedback from constituents in Los Alamos, Santa Ynez Valley, Isla Vista, Lompoc Valley, Tanglewood, Casmalia, and Guadalupe.
- Collaborating with local Cities on issues important to the community.
- Promoting efficiency, transparency, and accountability in County government.

Ongoing Accomplishments:

- 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 we are using public resources efficiently and effectively.
- Continued to protect safety net services for our most vulnerable community members.
- Continued to provide timely, responsive, and professional constituent service that responds to issues important to constituents.
- 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. Travelled to Washington D.C. to advocate for SBCAG programs, project funding, and initiatives.
- Worked with the Public Works Department to address fence, street trees, and sidewalk repairs and continue implementation of corrective and preventive road maintenance program in the Third District.
- Developed 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.
- Secured funding for the Santa Ynez Valley Traffic Circulation and Safety Study.
- Continued development 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.
- Secured funding for a "Tot Lot" park in Vandenberg Village.
- Continued implementation of renewable energy and energy efficiency programs in County facilities and in the community to reduce GHG emissions.
- Continued development of programs, including the Clean Energy Road Map to increase renewable energy in Santa Barbara County and both provide economic and environmental benefits.
- Approval of the Gaviota Coast Plan and the Eastern Goleta Valley Community Plan.
- Expansion of Jalama Beach County Park by 36 Acres.
- Initiated development of a Baron Ranch Master Plan towards enhancing recreational opportunities and trails on the parcel.

Third District Budget Program (cont'd)

2018-19 Anticipated Accomplishments (cont'd)

- Supported all libraries within the district.
- Supported County's Healthy Eating Active Living (HEAL) initiative.

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
- Adult and Aging Network
- CenCal Health
- Legislative Committee
- Law Library Board of Trustees
- First Five Children and Families Commission *alternate*
- Community Action Commission (CAC) *alternate*
- Beach Erosion Authority for Control Operations and Nourishment (BEACON) *alternate*

2019-20 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 that we are using public resources 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 plan for increased roadway safety improvements on Highway 135, Highway 1, Highway 101, Highway 154, Highway 246, and Highway 166 including increased California Highway Patrol enforcement and the Santa Ynez Valley Traffic Circulation and Safety Study.
- Develop of a County-wide 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 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 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.
- Continue to support and enhance economic vitality in Santa Barbara County.

Third District Budget Program (cont'd)

2019-20 Objectives (cont'd)

- 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.
- Open the Isla Vista Community Center to the public.
- Implement a shared-governance model for the operations of the Isla Vista Community Center.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
SUPERVISOR ELECTED	-	-	-	1.00	1.00
SUPERVISOR ELECTIVE	1.00	1.00	1.00	-	(1.00)
EXECUTIVE STAFF ASST	1.00	1.00	1.00	-	(1.00)
CHIEF OF STAFF	-	-	-	1.00	1.00
ADMN OFFICE PRO	1.21	1.00	1.00	1.00	-
BOS ADMIN ASST	-	1.00	1.00	1.00	-
Total	3.21	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 444,895	$ 500,500	$ 488,900	$ 505,400	$ 4,900
Services and Supplies	19,034	20,000	15,800	22,300	2,300
Other Charges	22,188	26,000	28,400	32,900	6,900
Total Operating Expenditures	486,118	546,500	533,100	560,600	14,100
Intrafund Expenditure Transfers (+)	1,949	3,000	2,000	2,000	(1,000)
Total Expenditures	$ 488,066	$ 549,500	$ 535,100	$ 562,600	$ 13,100
Budget By Categories of Revenues					
General Fund Contribution	549,486	549,500	549,500	562,600	13,100
Total Revenues	$ 549,486	$ 549,500	$ 549,500	$ 562,600	$ 13,100

2018-19 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)

2018-19 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)
- California State Association of Counties (CSAC)
- 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)

2019-20 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.

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

Board of Supervisors

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
SUPERVISOR ELECTED	-	-	-	1.00	1.00
SUPERVISOR ELECTIVE	1.00	1.00	1.00	-	(1.00)
EXECUTIVE STAFF ASST	1.00	1.00	1.00	-	(1.00)
CHIEF OF STAFF	-	-	-	1.00	1.00
BOS ADMIN ASST	0.62	0.60	0.60	0.75	0.15
Total	2.62	2.60	2.60	2.75	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 441,921	$ 421,800	$ 441,400	$ 420,200	$ (1,600)
Services and Supplies	6,955	8,900	9,200	11,400	2,500
Other Charges	40,759	39,200	37,200	42,000	2,800
Total Operating Expenditures	489,636	469,900	487,800	473,600	3,700
Intrafund Expenditure Transfers (+)	2,177	3,000	2,000	2,000	(1,000)
Total Expenditures	$ 491,813	$ 472,900	$ 489,800	$ 475,600	$ 2,700
Budget By Categories of Revenues					
General Fund Contribution	472,938	472,900	472,900	475,600	2,700
Total Revenues	$ 472,938	$ 472,900	$ 472,900	$ 475,600	$ 2,700

Supervisor Steve Lavagnino represents the Fifth District which includes Santa Maria, Santa Barbara County's largest city, as well as the bucolic communities of Garey, Sisquoc, and Tepusquet. This unique blend of urban, suburban, and rural constituencies provides the Fifth District with a wide array of viewpoints on almost every issue.

The staff of the Fifth District has a singular focus, regardless of which community you call home – to provide you, the taxpayer, with outstanding customer service. For more information, please visit http://www.countyofsb.org/bos/lavagnino/

Fifth District Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Assembled cannabis enforcement team to eradicate illegal operations.
- Implemented cannabis tax to fund enforcement and other general fund priorities.
- Hosted 7th annual Santa Barbara County Stand Down for veterans.
- Maintained the lowest district office budget on the Board of Supervisors.

2019-20 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ADMN OFFICE PRO	1.02	1.00	1.00	1.00	-
BOS ADMIN ASST	0.38	0.40	0.40	0.25	(0.15)
Total	1.40	1.40	1.40	1.25	(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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 151,398	$ 160,100	$ 149,200	$ 130,800	$ (29,300)
Services and Supplies	43,940	65,900	44,600	59,800	(6,100)
Other Charges	104,603	128,900	127,300	164,900	36,000
Total Operating Expenditures	299,941	354,900	321,100	355,500	600
Capital Assets	5,254	-	-	-	-
Intrafund Expenditure Transfers (+)	20,194	25,000	23,000	23,000	(2,000)
Total Expenditures	$ 325,389	$ 379,900	$ 344,100	$ 378,500	$ (1,400)
Budget By Categories of Revenues					
Decreases to Fund Balances	-	51,900	35,000	-	(51,900)
General Fund Contribution	327,962	328,000	328,000	378,500	50,500
Total Revenues	$ 327,962	$ 379,900	$ 363,000	$ 378,500	$ (1,400)

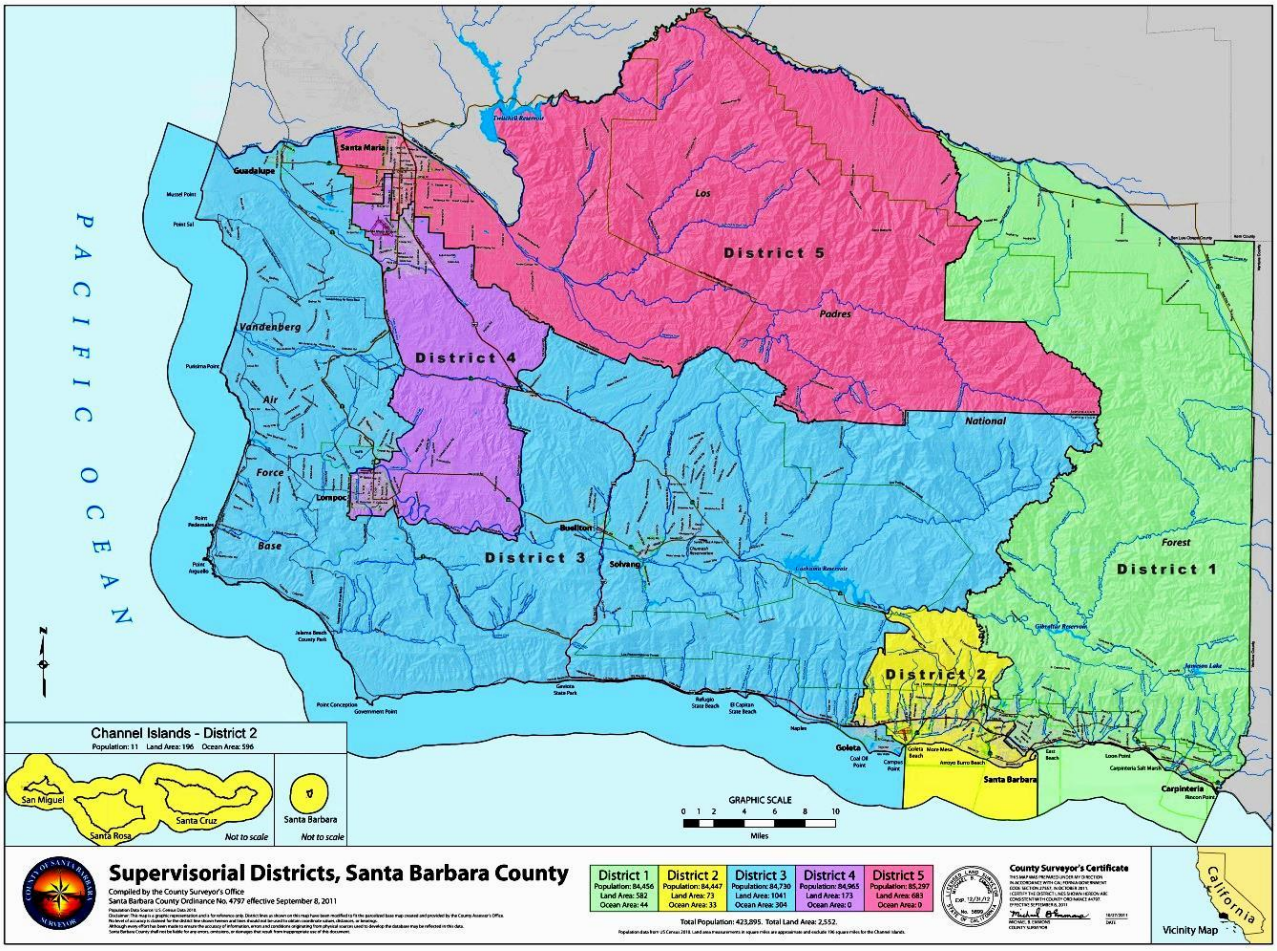
2018-19 Anticipated Accomplishments

- 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.

2019-20 Objectives

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

Board of Supervisors



County Executive Office

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 42,245,400**
Capital	**$ 40,000**
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 2019-20 Objectives

- Continue leading disaster response activities and recovery efforts related to the Thomas Fire and 1/9 Debris Flow disasters and maintain emergency readiness for other potential disasters.
- Complete a 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.
- Ensure successful completion of construction of the Northern Branch Jail (NBJ) and transition of staff and inmates, working with General Services, the Sheriff's Office, and other involved departments.
- Expand bilingual (Spanish) public information about County programs and services, building upon increased bilingual emergency communication.
- Complete the development of a countywide Economic Vitality Strategy.
- Continue leading Renew '22, ensuring implementation of initiatives, tracking of activities, and developing countywide goals and targets.
- Expand the Renew '22 Ambassador program to increase employee engagement and participation.
- Develop and implement a risk communication strategy to improve safe practices by employees and increase awareness of Risk Management services and opportunities.
- Transition leadership of the Clerk of the Board division.

County Executive Office

Highlighted Renew '22 Initiatives

Already Underway

- Management and Operational Reviews of County Departments
  - Initiate first cycle of reviews of five departments by May 2019
  - Four additional departments slated for review by June 2020
  - All departments will be evaluated over several years

- Paperless Board Letter Workflow Software
  - Implement throughout the organization after pilot
  - Provides work flow, collaboration and streamlining of board letter review process

- Online Public Records Requests
  - Implemented public records request management software to streamline the intake, processing, and fulfillment of public records requests

- Expanded Bilingual Public Information
  - Developing and training a team of certified Spanish translators

- Participate in Leadership Certificate Program
  - Two CEO staff are participants in the inaugural class of emerging leaders, and two ACEOs are serving as mentors

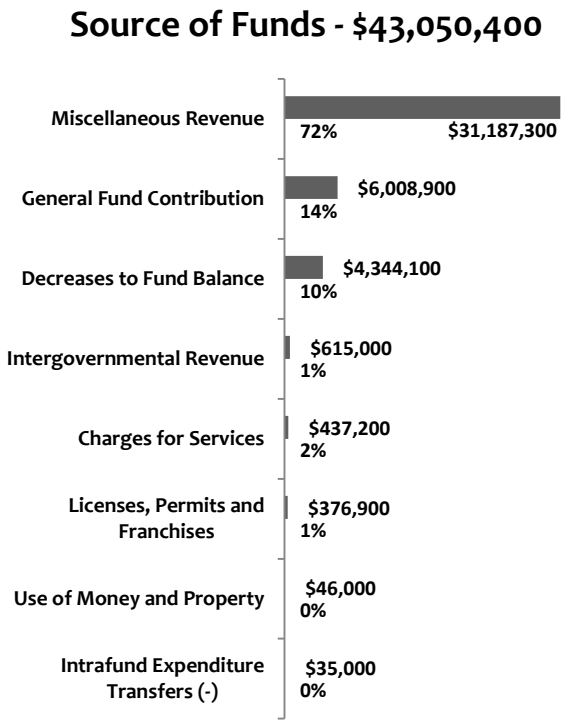
Implementation in FY 2019-20

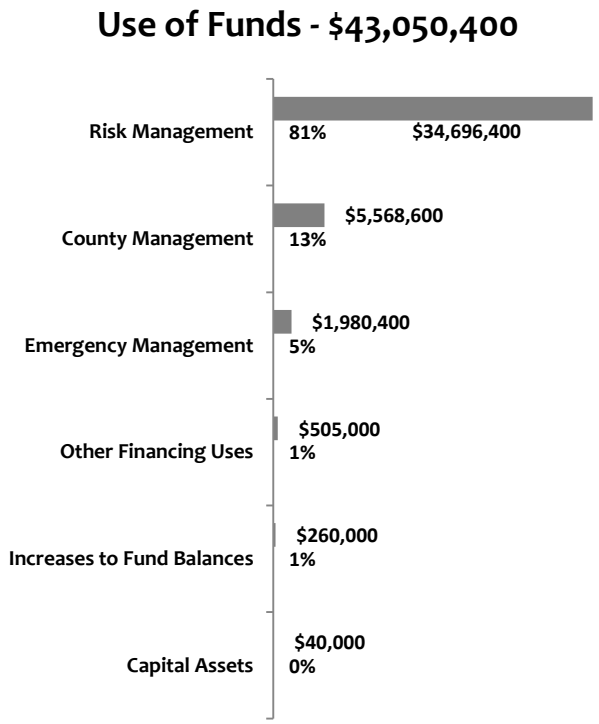
- Economic Vitality Strategy
  - Provide an overview of the current state of the Santa Barbara economy
  - Identify issues and recommend areas for improved collaboration, action, and improvement

- Workers' Compensation Carve Out
  - Implement a pilot program to streamline the Workers' Compensation process for Fire (public safety) employees currently permitted under State code

County Executive Office

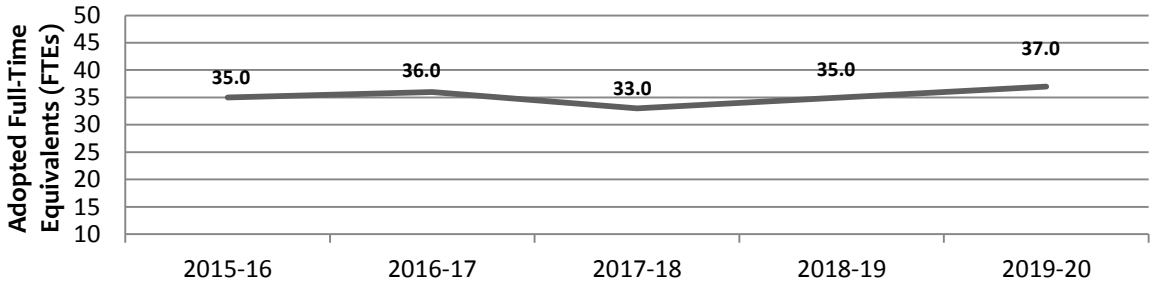
Recommended Sources & Uses of Funds





Staffing Trend

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



County Executive Office

BUDGET OVERVIEW

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
County Management	18.95	22.00	22.00	24.00	2.00
Emergency Management	5.12	6.00	6.00	6.00	-
Risk Management	5.88	7.00	7.00	7.00	-
Total	29.95	35.00	35.00	37.00	2.00
Budget By Budget Program					
County Management	$ 4,705,473	$ 5,295,300	$ 5,519,700	$ 5,568,600	$ 273,300
Emergency Management	5,074,047	1,900,900	4,454,800	1,980,400	79,500
Risk Management	28,142,409	31,302,300	31,646,400	34,696,400	3,394,100
Unallocated	1	-	-	-	-
Total	$ 37,921,929	$ 38,498,500	$ 41,620,900	$ 42,245,400	$ 3,746,900
Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,803,407	$ 6,538,600	$ 6,413,400	$ 6,730,600	$ 192,000
Services and Supplies	30,876,862	30,210,300	33,475,400	33,209,100	2,998,800
Other Charges	1,241,659	1,749,600	1,732,100	2,305,700	556,100
Total Operating Expenditures	37,921,929	38,498,500	41,620,900	42,245,400	3,746,900
Capital Assets	94,596	185,000	228,100	40,000	(145,000)
Other Financing Uses	9,818	-	160,000	505,000	505,000
Intrafund Expenditure Transfers (+)	-	-	6,000	-	-
Increases to Fund Balances	270,000	685,400	282,500	260,000	(425,400)
Fund Balance Impact (+)	615,995	-	6,100	-	-
Total	$ 38,912,337	$ 39,368,900	$ 42,303,600	$ 43,050,400	$ 3,681,500
Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 311,999	$ 376,900	$ 376,900	$ 376,900	$ -
Use of Money and Property	26,293	47,500	38,600	46,000	(1,500)
Intergovernmental Revenue	679,311	710,000	801,600	615,000	(95,000)
Charges for Services	448,879	436,300	492,200	437,200	900
Miscellaneous Revenue	28,460,917	28,853,000	30,750,000	31,187,300	2,334,300
Total Operating Revenues	29,927,398	30,423,700	32,459,300	32,662,400	2,238,700
Intrafund Expenditure Transfers (-)	33,176	43,000	35,000	35,000	(8,000)
Decreases to Fund Balances	3,535,834	3,153,400	4,060,500	4,344,100	1,190,700
General Fund Contribution	5,164,400	5,748,800	5,748,800	6,008,900	260,100
Fund Balance Impact (-)	251,529	-	-	-	-
Total	$ 38,912,337	$ 39,368,900	$ 42,303,600	$ 43,050,400	$ 3,681,500

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

County Executive Office

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Increase of 2.0 FTE:
  - +1.0 FTE increase to County Management due to the addition of a Cable TV Staff Assistant that was approved by the Board on November 6, 2018.
  - +1.0 FTE increase to County Management due to the addition of a Management Analyst Intern/fellow that was included as a CEO Recommended post-workshop budget expansion. This position is funded with one-time funds for two years, afterwhich ongoing funding will be evaluated.

Expenditures

- Net operating expenditure increase of $3,746,900:
  - +$2,998,800 increase to Services and Supplies due primarily to:
    - +$889,000 increase to Risk Management Indemnity Expense.
    - +$879,100 increase to Risk Management Legal Fees.
    - +$416,500 increase to Risk Management Insurance costs.
    - +$324,500 increase in Risk Management County Counsel Fees & Costs.
    - +$324,000 increase in Risk Management Disability-Medical costs.
    - +310,500 increase to Emergency Management for Instruments and Equipment purchased as part of the Homeland Security Grant program.
    - -$166,300 decrease in Risk Management Cost Allocations.
  - +$556,100 increase to Other Charges due primarily to a +$510,000 increase to General Liability Paid Losses.
  - +192,000 increase to Salaries and Employee Benefits required to fund 37.0 FTEs.

- Net non-operating expenditure decrease of $65,400:
  - +$505,000 increase in Other Financing Uses due to a transfer to General Services for the Board of Supervisors Hearing Room A/V Upgrade project.
  - -$145,000 decrease in Capital Asset expenditures.
  - -$415,400 decrease in funds set aside in the Retained Earnings account in Risk Management.

These changes result in Recommended Operating Expenditures of $42,245,400, Non-operating Expenditures of $805,000, and Total Expenditures of $43,050,400. Non-operating Expenditures consist of Other Financing Uses, Increases to Fund Balances, and Capital Assets.

County Executive Office

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

Revenues

- Net operating revenue increase of $2,238,700:
  - +$2,334,300 increase to Miscellaneous Revenue, primarily due to an increase in reimbursements from County departments for Risk Management insurance costs.
  - -$95,000 decrease in Intergovernmental Revenue due to a reduction in the Homeland Security Grant.

- Net non-operating revenue increase of $1,442,800:
  - +$1,190,700 increase to Decrease to Fund Balances primarily in Risk Management to meet the Fund balance goals approved by the Risk Management Evaluation Team.
  - +$260,100 increase in General Fund Contribution.

These changes result in Recommended Operating Revenues of $32,662,400, Non-Operating Revenues of $10,388,000, and Total Revenues of $43,050,400. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
County Management				
Percentage of Board of Supervisor Meeting Summaries approved without amendment by the Board **(Target=100%)**	97% 39/40	100% 35/35	100% 37/37	100% 37/37
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date **(Target=100%)**	97% 34/35	97% 34/35	97% 29/30	100% 37/37
Number of public notices issued in English and Spanish (excluding Aware and Prepare alerts)	908	3,456	860	1,300
Number of Cannabis licenses issued	N/A	N/A	7	55
Emergency Management				
Number of total Aware and Prepare subscribers **(Target =10% increase of subscribers per year)**	9,100	50,000	57,000	63,000
Number of Emergency Operations Center exercises **(Target is to complete 4 exercises per year)**	5	2	9	6
Risk Management & Employee Insurance				
Percentage of General Liability cases closed vs. opened within the year **(Target≥100%)**	99% 135/137	104% 135/130	94% 90/95	100% 110/110
Percentage of Workers Compensation cases closed vs. opened within the year **(Target≥100%)**	96% 436/452	140% 539/383	108% 399/371	100% 400/400

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
COUNTY EXECUTIVE OFFICER	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	3.00	4.00	4.00	4.00	-
DEPUTY COUNTY EXEC OFFICER	1.00	1.00	1.00	1.00	-
FISCAL & POLICY ANALYST	3.60	4.00	4.00	4.00	-
PROGRAM MANAGER	1.00	2.00	2.00	2.00	-
CHF DEP CLK OF BD OF SUPV	1.00	1.00	1.00	1.00	-
BUSINESS MANAGER	0.96	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	1.00	1.00	1.00	1.00	-
CSBTV MANAGER	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	3.38	4.00	4.00	4.00	-
FINANCIAL OFFICE PRO	-	-	-	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	-
CABLE TV STAFF ASSISTANT	-	-	-	1.00	1.00
Total	18.95	22.00	22.00	24.00	2.00

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 3,761,747	$ 4,351,300	$ 4,291,300	$ 4,508,400	$ 157,100
Services and Supplies	687,953	664,900	959,900	735,100	70,200
Other Charges	255,773	279,100	268,500	325,100	46,000
Total Operating Expenditures	4,705,473	5,295,300	5,519,700	5,568,600	273,300
Capital Assets	29,335	60,000	35,000	40,000	(20,000)
Other Financing Uses	-	-	160,000	500,000	500,000
Intrafund Expenditure Transfers (+)	-	-	6,000	-	-
Increases to Fund Balances	270,000	270,000	282,500	260,000	(10,000)
Total Expenditures	$ 5,004,808	$ 5,625,300	$ 6,003,200	$ 6,368,600	$ 743,300
Budget By Categories of Revenues					
Licenses, Permits and Franchises	311,999	376,900	376,900	376,900	-
Charges for Services	342,252	377,300	430,200	377,000	(300)
Miscellaneous Revenue	975	1,200	3,800	-	(1,200)
Total Operating Revenues	655,226	755,400	810,900	753,900	(1,500)
Intrafund Expenditure Transfers (-)	33,176	43,000	35,000	35,000	(8,000)
Decreases to Fund Balances	115,318	278,300	492,300	837,200	558,900
General Fund Contribution	4,366,139	4,548,600	4,548,600	4,742,500	193,900
Total Revenues	$ 5,169,859	$ 5,625,300	$ 5,886,800	$ 6,368,600	$ 743,300

COUNTY MANAGEMENT BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments

- Led continued disaster recovery efforts related to the Thomas Fire and 1/9 Debris Flow disasters and coordinated activities related to debris flow threats. This has included working with the Office of Emergency Management and other departments during 3 storm evacuations to ensure an effective County response.
- Coordinated Hazard Mitigation Grant Program applications to CalOES and FEMA, land acquisition plans, and other infrastructure improvement projects to help areas affected by the disasters become more resilient.
- Maximized reimbursement from Thomas Fire and 1/9 Debris Flow (including several post-disaster emergency activations and debris management) through the State Office of Emergency Services and FEMA. Through March of 2019, $11.5 million has been reimbursed.
- Conducted a localized survey of residents for feedback on emergency alerting methods after the Holiday Fire, and worked with the Sheriff's Office to improve protocols to meet resident expectations.
- Provided timely and accurate notifications and public information provided in English and Spanish. 214 emergency notifications and social media posts were sent in Spanish.
- Improved internal and external public information through improved and updated webpages, expanded social media outreach, training to departments and expansion of the Aware and Prepare Alert program.
- Maintained appropriate reserve balances to enhance financial stability.
- Developed additional ongoing trainings for budget preparers.
- Coordinated with the Auditor-Controller's office to conduct an outside review of key fiscal policies.
- Worked closely with General Services to ensure timely completion of the Northern Branch Jail (NBJ) project and coordinated with Sheriff and HR to fill positions in accordance with the existing Jail Operational Funding Plan.
- With the addition of an ACEO overseeing Public Safety efforts, developed a systematic approach integrating all departmental work plans, and grant applications into a comprehensive effort with the objective of increasing the number of persons diverted from the criminal justice system into appropriate care.
- Helped ensured policy, programs, and services provided by Behavioral Wellness and the Criminal justice system are integrated and coordinated via Stepping up.
- Established collaboration with strategic partners to enhance the overall behavioral health system of care facilities and services.
- Created Homelessness Interagency Policy Council of County Departments to coordinate internal efforts regarding homelessness.
- Initiated a strategic and implementation planning process for Census 2020 Complete Count Initiative.
- Coordinated a cannabis business licensing program and reported program status to the Board.
- Initiated the development of an Economic Vitality Strategic Plan.
- Led Renew 22 effort in its second year, tracked 97 Renew '22 initiatives among departments, implemented 8 countywide initiatives, developed new proposals with departments, launched the Ambassador program to engage staff in the effort, and held four "Decide. Change. Grow." events with over 300 participants to educate front-line supervisors on the effort.
- Continued to design and install the final phase of an online assessment appeals software application that will allow applicants to pay filing fees online.
- Continued to address assessment appeals "Complex Case" backlog.
- Successfully conducted Department Director recruitments to refill the key positions of Fire Chief, Planning and Development Director, and Human Resources Director.
- Advocated for Legislative priorities aligned with the 2018 Legislative Platform

COUNTY MANAGEMENT BUDGET PROGRAM (CONT'D)

2019-20 Objectives

- Continue leading disaster response activities and recovery efforts related to the Thomas Fire and 1/9 Debris Flow disasters and maintain emergency readiness for other potential disasters.
- Complete a 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.
- 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 (Spanish) public information about County programs and services, building upon increased bilingual emergency communication.
- Complete a countywide Economic Vitality Strategy.
- Develop a specific plan of action for Dispatch operations to respond to Board direction concerning the separation of the Fire and Law disciplines and obtain Board approval of that plan.
- Work with the Sheriff's Office to amend the existing medical services contract to allow for inmate access to medical care in the new facility.
- Pursue programs and initiatives to reduce the average daily population of the jail system.
- Assist in review of ambulance delivery services in the County of Santa Barbara and prepare recommendations with Public Health and Fire.
- Continue 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.
- Establish additional mental health beds within the County to serve individuals with the most appropriate level of care, working with Behavioral Wellness
- Ensure the impacts of the UCSB Long Range Development Plan are fully mitigated.
- Reduce the time required to process Cannabis Business License applications and renewals, and implement the cannabis retail licensing process.
- Lead Renew '22 in its third year, ensuring implementation of initiatives, tracking of activities, and developing countywide goals and targets.
    - Fully implement the paperless board letter system throughout the organization.
    - Complete first two cycles of Department Financial, Organizational, and Operational Performance Reviews.
- Expand the Renew '22 Ambassador program to increase employee engagement and participation.
- Fulfil the Census 2020 Complete Count Outreach Implementation and Non-response Plan.
- Transition leadership of the Clerk of the Board division with the retirement of long-tenured Chief Deputy Clerk of the Board.
- Lead County departments in the implementation of the FY 2019-20 Homeless Interagency Policy Council work plan.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	0.65	-	-	-	-
PROGRAM MANAGER	2.46	3.00	3.00	3.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	-	1.00	1.00	1.00	-
Total	5.12	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 992,374	$ 927,600	$ 883,300	$ 975,200	$ 47,600
Services and Supplies	3,739,878	637,800	3,241,900	670,700	32,900
Other Charges	341,795	335,500	329,600	334,500	(1,000)
Total Operating Expenditures	5,074,047	1,900,900	4,454,800	1,980,400	79,500
Capital Assets	65,261	125,000	193,100	-	(125,000)
Other Financing Uses	9,818	-	-	5,000	5,000
Total Expenditures	$ 5,149,125	$ 2,025,900	$ 4,647,900	$ 1,985,400	$ (40,500)
Budget By Categories of Revenues					
Intergovernmental Revenue	675,910	710,000	801,600	615,000	(95,000)
Charges for Services	49,846	-	3,000	-	-
Miscellaneous Revenue	39,576	115,700	30,100	1,600	(114,100)
Total Operating Revenues	765,332	825,700	834,700	616,600	(209,100)
Decreases to Fund Balances	3,420,516	-	2,753,900	102,400	102,400
General Fund Contribution	798,261	1,200,200	1,200,200	1,266,400	66,200
Total Revenues	$ 4,984,109	$ 2,025,900	$ 4,788,800	$ 1,985,400	$ (40,500)

Emergency Management Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Continued to assist in the Thomas Fire and 1/9 Debris Flow disaster recovery efforts and maintain readiness for potential future events.
- Completed the update to the Oil Spill Contingency Plan in response to lessons learned from the Refugio Oil Spill consistent with the Oil Spill Area Plan.
- Utilizing funding from the Homeland Security Grant Program, continued construction on the Santa Cruz Island Public Safety Communications Project.
- Continued outreach to the public on signing up for Aware and Prepare Alerts.
- Completed an updated Emergency Operations Plan (EOP).
- Began creation of the Disaster Recovery Plan.
- Provided quarterly Emergency Operations Center (EOC) Team Training.
- Secured the Annual Emergency Management Performance Grant (EMPG).
- Facilitated the Homeland Security Grant Program for the Operational Area.
- Improved ability to respond to utility companies' Public Safety Power Shutdown programs.
- Implemented portions of the State Emergency Preparedness legislation into emergency alerting systems.
- Created an online interactive multi-hazard risk map for public protection.
- Analyzed the current emergency threats to develop a 5-year Strategic Plan for OEM commensurate with those threats.
- Developed and implemented Spanish alerting procedures.
- Reconfigured idle space and reused surplus equipment to construct an interim Call Center in support of EOC activations.

2019-20 Objectives

- Maintain emergency readiness for disaster response and recovery.
- Expand the team of certified Spanish translators and interpreters.
- Construct enhanced Joint Information Center and Call Center.
- Continue to assess staffing levels to ensure we are well-positioned to respond to potential threats.
- Utilize available technology to improve alerting and emergency response.
- Implement new State Emergency Preparedness legislation into programs.
- Update Chapter 12 – Emergency Management of the County Code to reflect lessons learned from recent disasters.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF INFORMATION SECURITY OFFICER	-	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	0.85	1.00	1.00	1.00	-
OPERATIONS MANAGER	0.04	-	-	-	-
ACCOUNTANT	1.00	1.00	1.00	1.00	-
Total	5.88	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,049,285	$ 1,259,700	$ 1,238,800	$ 1,247,000	$ (12,700)
Services and Supplies	26,449,032	28,907,600	29,273,600	31,803,300	2,895,700
Other Charges	644,092	1,135,000	1,134,000	1,646,100	511,100
Total Operating Expenditures	28,142,409	31,302,300	31,646,400	34,696,400	3,394,100
Increases to Fund Balances	-	415,400	-	-	(415,400)
Total Expenditures	$ 28,142,409	$ 31,717,700	$ 31,646,400	$ 34,696,400	$ 2,978,700
Budget By Categories of Revenues					
Use of Money and Property	26,293	47,500	38,600	46,000	(1,500)
Intergovernmental Revenue	3,401	-	-	-	-
Charges for Services	56,781	59,000	59,000	60,200	1,200
Miscellaneous Revenue	28,420,304	28,736,100	30,716,100	31,185,700	2,449,600
Total Operating Revenues	28,506,778	28,842,600	30,813,700	31,291,900	2,449,300
Decreases to Fund Balances	-	2,875,100	814,300	3,404,500	529,400
Total Revenues	$ 28,506,778	$ 31,717,700	$ 31,628,000	$ 34,696,400	$ 2,978,700

Risk Management Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Expanded the number County employees and departments participating in pilot workplace wellness programs.
- Sustained a 100% closing ratio for Workers' Compensation and General Liability Programs.
- Collaborated with CSAC-Excess Insurance Authority to explore an Injury Recovery Program to provide the injured worker Return to Work Conditioning or Medical Aftercare as part of an integrated disability management strategy.
- Developed and implement a risk communication strategy to improve safe practices by employees and increase awareness of Risk Management services and opportunities.
- Improved our countywide hearing conservation program with the purchase of two dosimeters.
- Implemented an Indoor Environmental Quality Safety Plan.
- Implemented an Automated External Defibrillator (AED) Program countywide.
- Provided a 2-day certification course for ergonomic assessments to train employees to perform assessments for their respective departments.
- Conducted an insurance appraisal of all County Buildings to assure all County facilities were appropriately insured
- Utilized $50K of CSAC-EIA subsidy funds for a Parks tree survey.
- Evaluated the costs and benefits of transferring Workers' Compensation tail claims to another insurance carrier.
- Successfully received a full recovery from the insurance carrier for the $2M embezzlement claim.
- Created and filled a Chief Information Security Officer position in Risk Management to further protect the County from Enterprise Cyber Risks.
- Continued to coordinate insurance efforts to secure reimbursement from County's property insurance carrier.
- Explored other insurance avenues for County financial resilience (Parametric Insurance, Unemployment Insurance).
- Established cannabis protective safety guidelines.
- Maintained positive reserve balances for all Risk Management Funds.
- Teaming with other departments on pilot project to streamline the Board Letter process into a digital workflow.
- Facilitated the formation of a HIPAA advisory committee to assess, evaluate, and communicate cyber and compliance risks associated with Protected Health Information (PHI).

2019-20 Objectives

- Provide and fund countywide online access to Safety Data Sheets (a document that provides information about chemical substances).
- Ensure departments possess and practice their Emergency Action Plan.
- Join with General Services and the Office of Emergency Management to implement Countywide participation in California's Great Shakeout Drill (October 17, 2019).
- Develop and implement a risk communication strategy to improve safe practices by employees and increase awareness of Risk Management services and opportunities.
- Perform a risk assessment of the County's General Liability Insurance policy limit and with the Risk Management Evaluation Team to analyze adequacy of policy limits and make changes as determined.
- Collaborate with SBCERS to assist in transferring insurance programs from the County to stand-alone insurance policies.
- Complete Workers' Compensation Pilot Carve-out Program for Fire (Safety Members).

County Executive Office

County Counsel

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**9,519,900**
Capital	**$**	**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; "dependency" actions to protect minor children; property tax assessment appeals; land use actions; statutory financial cases, by or against the Auditor-Controller or Treasurer; defense against State audits; mental health commitments and conservatorships; cases involving contracts; employment cases; and motions and writs for the Sheriff's Office.

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

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

Highlights of 2019-20 Objectives

- Litigate: 1) $2.8 billion of property tax assessment appeals, where the potential about 1% tax impact for the General Fund and County Fire totals about $6.3 million; 2) against Southern California Edison to recover the County's unreimbursed damages in excess of $15 million from the Thomas Fire and January 9th debris flow and defend against SCE's cross-complaint; 3) $1.75 million of costs disallowed by State Medi-Cal audits; 4) class action lawsuit about the Main Jail's "conditions of confinement;" 5) 48 other civil rights, tort, employment, property rights, and "land use" cases, with 8 already set for trial; 6) construction claims and litigation from the Northern Branch Jail project; 7) against manufacturers and distributers of prescription opioids to recover County's damages from addressing opioid misuse in the County's population; and 8) weekly court calendars of conservatorships and child protection.
- Legal support, concurrently, to major programs: 1) long-term Thomas Fire disaster recovery; 2) cannabis ordinance amendments, permitting and enforcement; and 3) water issues: Contract amendment, extension, or potential assignment of State Water Supply Agreement; comments and consultation on Groundwater Sustainability Plans; and negotiation of renewal of the Water Service Contract – the "Cachuma Project" – which otherwise expires in 2020.
- Legal support, concurrently, to more than $325 million of capital projects: 1) Northern Branch Jail; 2) Revised Tajiguas Resource Recovery Project; 3) Main Jail's "conditions of confinement" improvements; and 4) Laguna County Sanitation District Plant Upgrade project.

County Counsel

Highlighted Renew '22 Initiatives

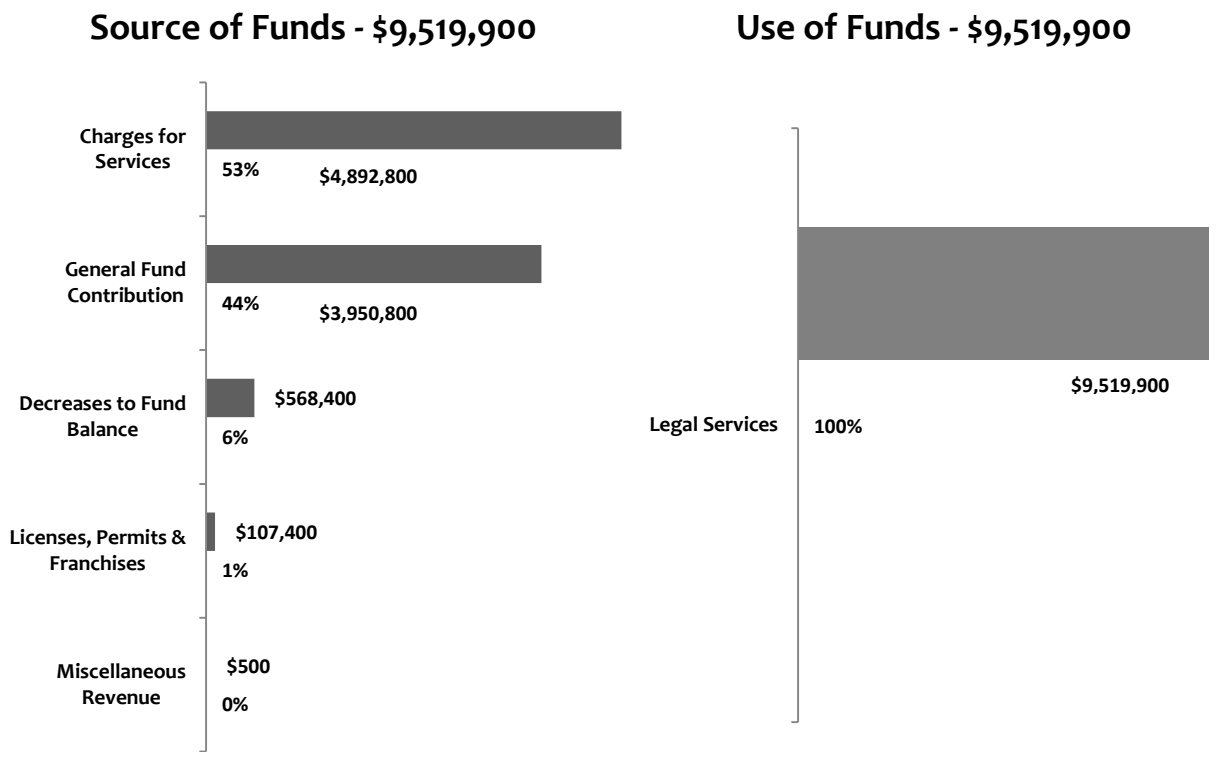
Already Underway

Limited delegation of litigation settlement authority to County Counsel, not to exceed $50,000. Compared to taking every litigation case to Closed Session this could:

- Save time working up even small cases for Closed Session; and
- Increase the County's agility with small litigation cases.

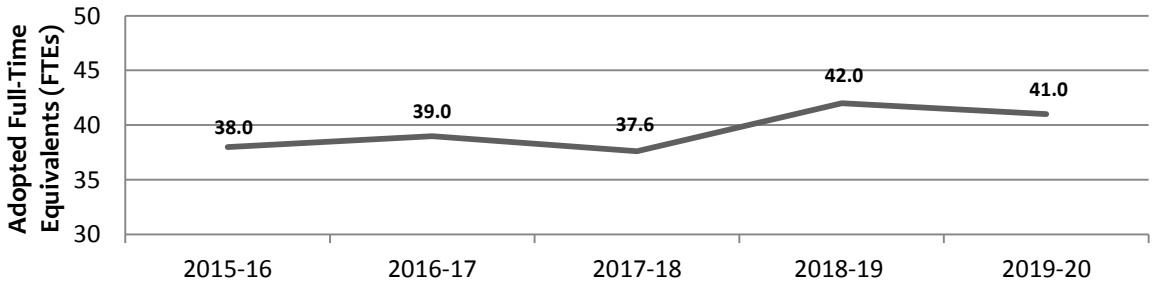
County Counsel

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Legal Services	38.04	42.00	42.00	41.00	(1.00)
Total	38.04	42.00	42.00	41.00	(1.00)

Budget By Budget Program					
Legal Services	$ 8,380,787	$ 9,374,400	$ 9,314,700	$ 9,519,900	$ 145,500
Total	$ 8,380,787	$ 9,374,400	$ 9,314,700	$ 9,519,900	$ 145,500

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,704,665	$ 8,645,600	$ 8,594,100	$ 8,673,500	$ 27,900
Services and Supplies	487,968	514,400	514,400	625,800	111,400
Other Charges	188,154	214,400	206,200	220,600	6,200
Total Operating Expenditures	8,380,787	9,374,400	9,314,700	9,519,900	145,500
Increases to Fund Balances	10,000	-	-	-	-
Fund Balance Impact (+)	-	-	245,700	-	-
Total	$ 8,390,787	$ 9,374,400	$ 9,560,400	$ 9,519,900	$ 145,500

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ -	$ 102,300	$ 102,300	$ 107,400	$ 5,100
Charges for Services	4,334,105	4,601,100	4,787,100	4,892,800	291,700
Miscellaneous Revenue	2,405	500	500	500	-
Total Operating Revenues	4,336,510	4,703,900	4,889,900	5,000,700	296,800
Decreases to Fund Balances	311,370	856,300	856,300	568,400	(287,900)
General Fund Contribution	3,742,907	3,814,200	3,814,200	3,950,800	136,600
Total	$ 8,390,787	$ 9,374,400	$ 9,560,400	$ 9,519,900	$ 145,500

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

County Counsel

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- For FY 19/20, there will be a 1.0 FTE decrease in one-time unfilled attorney staffing due to:
  - Deleting one-time funding for an unfilled 1.0 FTE attorney to fund a Contractor on Payroll attorney, and an increase in the Outside Counsel Fees to support Northern Branch Jail construction litigation.

Expenditures

- Net operating expenditure increase of +$145,500 due to:
  - +27,900 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs and employee salaries.
  - +$111,400 in Services and Supplies primarily driven by the increase in funding for Outside Counsel Fees to support Northern Branch Jail construction litigation.
  - +$6,200 in Other Charges primarily driven by an increase in Liability Insurance premiums.

These changes result in Recommended operating expenditures of $9,519,900 and non-operating expenditures of $0.

Revenues

- Net operating revenue increase of +$296,800 due to:
  - -$124,800 decrease in Legal Services from the anticipated loss of BeWell Audit revenue, and ending legal services to the Local Agency Formation Commission.
  - +$5,100 increase in Cannabis revenues from Cannabis Permitting driven by Salary & Benefits increase over the Adopted Budget.
  - +92,000 increase in Property Tax Administration fees as a result of the increased resources spent on Assessment Appeals Support.
  - +324,500 increase due to an expected increase in overall Risk billings to support the Thomas Fire and Debris Flow litigation.

- Net non-operating revenue decrease of -$151,300 primarily due to:
  - -$293,000 decrease in Decreases to Committed fund balances, after the end of one-time funding provided to the department for Assessment Appeals Support for complex cases.
  - +$136,600 increase in Ongoing General Fund.

These changes result in Recommended operating revenues for FY2019-20 of $5,000,700 and non-operating revenues of $4,519,200, resulting in total revenues of $9,519,900. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
The percentage of litigated cases which resolve at 85% or less than the amount reserved by Risk: Target=85%.	85% 17/20	76% 16/21	91% 21/23	94% 30/32
The percentage of litigated cases resolved without payment to plaintiff: Target=60%.	67% 20/30	67% 16/24	58% 15/26	70% 21/30
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	97% 36/37	87% 33/38	85% 35/41	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 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
COUNTY COUNSEL	1.00	1.00	1.00	1.00	-
CHIEF ASST COUNTY COUNSEL	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY	1.00	1.00	1.00	1.00	-
PROG/BUS LDR-ATTY	-	-	-	1.00	1.00
DEPUTY COUNTY COUNSEL SR	12.54	13.00	13.00	11.00	(2.00)
DEPUTY COUNTY COUNSEL SR-RES	1.00	1.00	1.00	1.00	-
DEPUTY COUNTY COUNSEL	10.35	13.00	13.00	13.00	-
LEGAL OFFICE PRO	1.27	2.00	2.00	3.00	1.00
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	7.88	8.00	8.00	7.00	(1.00)
Total	38.04	42.00	42.00	41.00	(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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 7,704,665	$ 8,645,600	$ 8,594,100	$ 8,673,500	$ 27,900
Services and Supplies	487,968	514,400	514,400	625,800	111,400
Other Charges	188,154	214,400	206,200	220,600	6,200
Total Operating Expenditures	8,380,787	9,374,400	9,314,700	9,519,900	145,500
Increases to Fund Balances	10,000	-	-	-	-
Total Expenditures	$ 8,390,787	$ 9,374,400	$ 9,314,700	$ 9,519,900	$ 145,500
Budget By Categories of Revenues					
Licenses, Permits and Franchises	-	102,300	102,300	107,400	5,100
Charges for Services	4,334,105	4,601,100	4,787,100	4,892,800	291,700
Miscellaneous Revenue	2,405	500	500	500	-
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General Fund Contribution	3,742,907	3,814,200	3,814,200	3,950,800	136,600
Total Revenues	$ 8,390,787	$ 9,374,400	$ 9,560,400	$ 9,519,900	$ 145,500

LEGAL SERVICES BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments

ERG Resources, LLC; ERG Intermediate Holdings, LLC; and, ERG Operating Company, LLC -- collectively "ERG" -- property tax assessment appeals: The disputed assessments involved ERG's oil and gas activities in the Cat Canyon, West Cat Canyon, and Casmalia Oil Fields. ERG's taxable property includes land, improvements, trade fixtures, business personal property, new construction, and construction in progress. For tax years 2012-2018, ERG's total valuation dispute with the County Assessor was about $1.26 ***b***illion, where ERG's opinion of value totaled only about $213 million.

- Following several years of litigation, the Assessment Appeals Board approved a stipulation in September 2018, through which the taxable value for tax years 2012-2018 totaled about $1.2 ***b***illion:

- In August 2016, ERG filed a motion asking the United States Bankruptcy Court for the Northern District of Texas to determine -- and significantly reduce -- ERG's tax liability for its oil and gas properties in Santa Barbara County. On behalf of the County Assessor -- and with significant help from County Assessor's staff -- we opposed that motion. In December 2016, the Bankruptcy Court denied ERG's motion and returned the valuation of ERG's property interests to the County's Assessment Appeals Board;

- Auditor-Controller reported that most of ERG's $12 million in taxes for the 2012-2018 disputed years has already been collected and distributed; however, $4.5 million would be additional available resources to all taxing entities after all: refunds are paid; payment plans are completed; impounds are released; and current year taxes are collected; and,

- Of that $4.5 million, the County General Fund's share is about 19% or almost $1 million. The County Fire Protection District's share is about 6%, or almost $300,000. The remainder goes to other taxing entities, primarily education.

Effectively handled another year of the three-year uptick of defined "complex case" property tax assessment appeals which appears to be the "new normal": 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; and 2018 had 15 complex cases. Defined complex cases need much more attorney support and many more hearing days than other assessment appeals. In 2018, we, with support of Assessor's staff, resolved 17 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 15 complex cases in 2018 recently filed and the remaining unresolved complex cases, we anticipate continuing to assign approximately 2-3 attorneys to staff these cases. Ongoing.

2018-19 Anticipated Accomplishments (Cont'd)

Thomas Fire disaster recovery: Throughout fiscal year 2018-2019, our attorneys provided legal support to disaster recovery operations. This included: 1) working with Outside Counsel to initiate litigation against Southern California Edison to recover County's damages, and defending against SCE's cross-complaint; 2) the frequent contracting support necessary to continue to provide resources; and to protect the County later with reimbursements and within audits; and 3) assisting with recovery projects including: Like-for-Like zoning ordinance; FEMA recovery maps; property acquisition and debris basin projects; and Hazard Mitigation Grant Program applications. Ongoing.

Cannabis regulation: After substantial changes in State law, we provided fast and extensive attorney support for the County's cannabis regulation, including: 1) zoning regulations; 2) business licenses; 3) permitting, and 4) enforcement.

Provided extensive and effective legal support to Behavioral Wellness for housing, contracts and Mental Health Plan update: Residences at Depot Street, a supported services housing project including $2.4 million in MHSA funding for dedicated Behavioral Wellness units; updated contract templates for approximately 20 community-based organizations to incorporate regulatory changes under the $53.79 million 2018-2021 Drug Medi-Cal Organized Delivery System contract; $7.85 million SAPT grant for 2017-2020; and the Mental Health Plan for 2017-2022.

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

State audits of County Medi-Cal programs: Continued litigation of State Fiscal Year (SFY) 06/07-13/14 audits, which at the start of the fiscal year totaled more than $6.7 million of disallowed County costs. Recovered $2.3 million in FY 18-19 plus additional $759,000 in FY 17-18.

We continued to support weekly court calendars and regular litigation for: 1) "probate" conservatorships; 2) "LPS" mental health conservatorships; and 3) child protection actions. With child protection cases, we prevailed in 9 of 10 writs and appeals at the Court of Appeal.

Other litigation since March 1, 2018 included:

- Successfully resolved 26 civil rights, tort, employment, and property rights cases for a total payout of less than $780,000, where 15 of those cases (58%) were resolved with no County payout, including through motion practice, and another four were resolved with payouts of less than $10,000 each.
- Prevailed in nine of ten 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.

Legal Services Budget Program (cont'd)

2018-19 Anticipated Accomplishments (Cont'd)

- Continued to reduce County's self-insured liability for workers' compensation "tail claims" for pre-7/01/10 injuries by coordinating with Risk Management and Outside Counsel 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.)

- Filed litigation against manufacturers and distributors of prescription opioids to recover County's damages from addressing opioid misuse by County's population. This complex matter will be part of Opioid Multidistrict Litigation.

- Prevailed in 2 other "land use" cases:

  - *3558 Sagunto Street*: prevailed against property owner's action seeking to enjoin County from applying the Development Plan and successfully demurred to inverse condemnation cause of action.

  - *Pollyrich Properties LLC v. County of Santa Barbara:* actively worked with Petitioner, first to stay this litigation against the County, while the related easement dispute between Petitioner and the Project Applicant was resolved, and, ultimately, to get Petitioner to dismiss the County. The case challenged County's approval of Sierra Grande zipline project.

LEGAL SERVICES BUDGET PROGRAM (CONT'D)

2019-20 Objectives

Continue to provide timely and effective legal support to the long-term Thomas Fire disaster recovery: We expect that the County's disaster recovery operations will continue to need a heavy amount of legal support throughout all of FY 2019-20. During late February 2018 we began to see a transition in the type of work requiring legal support: *from* support of urgent operations, such as clearing clogged stream channels before more rain; *to* support of longer-term issues with permitting and rebuilding.

Litigate complex case property tax assessment appeals, to protect about $2.8 ***b***illion of "assessed value," including:

- United Launch Alliance, LLC. The disputed assessments involve ULA's space launch activities at Vandenberg Air Force Base. For tax years 2014-2018, ULA's total valuation dispute with the County Assessor is about $1.2 ***b***illion;
- Exxon Mobil Corporation. The disputed assessments involve Exxon's oil and gas activities at the Las Flores Canyon Facility and the Santa Ynez Unit. For tax years 2016-2018, Exxon's total valuation dispute with the County Assessor is about $425 million;
- 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 2017-2018, CWI's total valuation dispute with the County Assessor is about $380 million; and
- Fairway BB Property, LLC. The disputed assessments involve a residential estate. For tax years 2014-2018, including the Superior Court refund action, Fairway BB's total valuation dispute with the County is about $330 million.

Protect the County's interests in other federal and state litigation with significant expected financial impacts:

- *Thomas Fire/ Debris Flow Claims and Litigation:* This includes litigation by County against Southern California Edison (SCE) for County's unreimbursed costs and damages; and a cross-complaint by SCE against County for equitable indemnity.
- *Murray*: Disability Rights California's federal class action lawsuit alleging unconstitutional "conditions of confinement" at the Main Jail.
- *Opioid Litigation:* Case against opioid manufacturers and distributers of prescription opioids to recover County's damages from addressing opioid misuse in the County's population.
- *State audits of County Medi-Cal programs by Behavioral Wellness and Public Health:* We expect that further litigation will be ongoing throughout FY 2019-20, where we seek to recover the remaining about $1.75 million of disallowed County costs for SFY 06/07-13/14.

Legal Services Budget Program (cont'd)

2019-20 Objectives (Cont'd)

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 November 2019. Because of the State's notification and/or concurrence requirements involving AB900 bond financing, legal support will continue to be more complicated for this project than for non-AB900 projects. We expect to see a sustained, heavy demand for legal support throughout the next year for: 1) supporting the 9 separate contracts within this project; 2 State agreements; separate contracts for onsite construction and offsite construction; and 5 consultant agreements [construction management; architect; project expert; Inspector of Record; and testing and special inspections]); 2) construction "change orders;" 3) any construction claims, litigation, closeouts and audits; and 4) related to opening the Northern Branch Jail, services contracts and Northern Branch Jail policies and procedures.

Revised Tajiguas Resource Recovery Project: Continue to provide extensive and time-critical legal support for the 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.

Continue to provide legal support following the 2015 Refugio Oil Spill in order to advance the County's role in the Natural Resource Damage Assessment process.

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

- Eight cases already set for trial before March 2020: *Keller* (alleges dangerous condition of County road caused collision that left Plaintiff paralyzed); *Alcox* (alleges wrongful conviction); *Huerta* (alleges wrongful death of jail inmate); *Homar* (alleges dangerous condition of sidewalk caused trip/fall resulting in permanent injuries); *Barbere* (alleges excessive force during traffic stop); *Whitson* (alleges privacy and civil rights violations); *McCrory* (alleges employment discrimination and retaliation), and *Beveridge* (alleges dangerous condition of County Flood Control structure caused flooding, property damage, and personal injuries).

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

- *Lazy Landing/ Nomad Village*: Lessees and operator of mobile home park allege civil rights violations from application of Mobile Home Rent Control Ordinance.

Continue to reduce County's self-insured liability for workers' compensation "tail claims"—among the most difficult and potentially costly to resolve—through economical settlements with appropriate contributions from CSAC-EIA.

Legal Services Budget Program (cont'd)

2019-20 Objectives (Cont'd)

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: Agricultural Tiered Permitting Project; Circulation Element; Safety Element; Short Term Rental Coastal ordinance; Rodeo (Union Valley Parkway) Road Extension; Santa Claus Lane Streetscape, Beach Access and Parking; Advanced Meter (Southern California Gas Company) ordinance amendment; and Energy and Climate Action Plan implementation.
- 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.
- Under the 2014 "Sustainable Groundwater Management Act," assisting with preparation of comments and consultation on Groundwater Sustainability Plans for Cuyama Valley by January 31, 2020, and for Santa Ynez River Valley by January 31, 2022.
- Concerning the 1963 Water Supply Contract between the State and the Santa Barbara County Flood Control and Water Conservation District:
  - Potential assignment of the Water Supply Contract (WSC) to Central Coast Water Authority; and/or
  - Potential WSC amendment(s) concerning "California WaterFix" (previously "Bay Delta Conservation Plan"); and/or
  - Potential WSC extension, which would be complicated by 19 Water Supply Retention Agreements executed between 1983-1988, involving the Flood Control and Water Conservation District; and a Transfer of Financial Responsibility Agreement in 1991, between the Flood Control and Water Conservation District, and the Central Coast Water Authority; and/or
  - Potential 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.

Public Safety

Public Safety

Functional Group Overview

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

Strategic Values

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

Strategic Purpose

The distinct purpose of the Public Safety Functional Group is to improve public safety and quality of life for all people in Santa Barbara County by:

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

Strategic Goals

- Preserve and restore public safety resources and infrastructure.
- Continue succession planning efforts to ensure all personnel have a guide/roadmap to enhance their leadership, emergency operations, and management skills.
- Upgrade information technology infrastructure, integration, and interoperability (dispatch, records management, case management, patient care, and inspections).
- Develop and provide large-scale emergency incident command training.
- Ensure properties have defensible space between structures and flammable vegetation.
- Increase rehabilitation and reduce recidivism through the use of evidence-based practices, targeted interventions, and treatment services for offenders who are in custody or released under community supervision.
- Support the resolution of disputes arising under the law in a fair, accessible, effective, timely, and efficient manner.
- Provide members of the community who are charged with crimes and determined to be indigent with qualified legal representation through the Public Defender or other appointed counsel.
- In conjunction with the Human Trafficking Task Force, increase the understanding of human trafficking in Santa Barbara County to prevent and eradicate this crime.
- Perform outreach to educate youth at local schools about the negative consequences inherent in criminal activities, fire misuse, gang association, and substance abuse.
- Collaborate on regional efforts to reduce gang and gun violence, and narcotic sale and usage.
- Enhance the prosecution and investigation of the underground economy including fraud of workers' compensation, insurance, payroll, tax, and construction cases.
- Collaborate with mental health providers to minimize the impact of mental illness-related safety concerns in the community.

Public Safety

Functional Summary

Staffing By Department	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
District Attorney	124.61	133.00	133.00	140.50	7.50
Probation	304.95	329.00	329.00	327.50	(1.50)
Public Defender	55.54	64.00	64.00	67.00	3.00
Fire	248.93	261.00	261.00	270.00	9.00
Sheriff	618.31	713.96	713.96	737.17	23.21
Total	1,352.33	1,500.96	1,500.96	1,542.17	41.21

Budget By Department					
District Attorney	$ 23,813,614	$ 25,373,900	$ 25,286,200	$ 27,339,100	$ 1,965,200
Probation	52,908,068	57,549,100	55,265,200	58,931,500	1,382,400
Public Defender	11,574,874	12,293,600	12,379,700	13,556,800	1,263,200
Court Special Services	14,552,035	14,576,000	14,613,800	14,695,400	119,400
Fire	78,661,119	78,026,600	77,082,700	84,906,300	6,879,700
Sheriff	144,932,992	146,894,900	143,265,850	154,871,000	7,976,100
Total	$ 326,442,702	$ 334,714,100	$ 327,893,450	$ 354,300,100	$ 19,586,000

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 256,794,842	$ 264,208,000	$ 260,319,250	$ 276,873,900	$ 12,665,900
Services and Supplies	42,419,923	40,948,500	39,523,600	46,030,200	5,081,700
Other Charges	27,227,937	29,557,600	28,050,600	31,396,000	1,838,400
Total Operating Expenditures	326,442,702	334,714,100	327,893,450	354,300,100	19,586,000
Capital Assets	3,214,324	3,617,400	6,769,700	2,482,400	(1,135,000)
Other Financing Uses	4,918,917	10,993,300	3,582,800	11,777,000	783,700
Intrafund Expenditure Transfers (+)	816,672	949,400	995,400	1,253,300	303,900
Increases to Fund Balances	17,502,237	1,365,000	5,294,900	726,700	(638,300)
Fund Balance Impact (+)	1,816,920	-	650,300	-	-
Total	$ 354,711,773	$ 351,639,200	$ 345,186,550	$ 370,539,500	$ 18,900,300

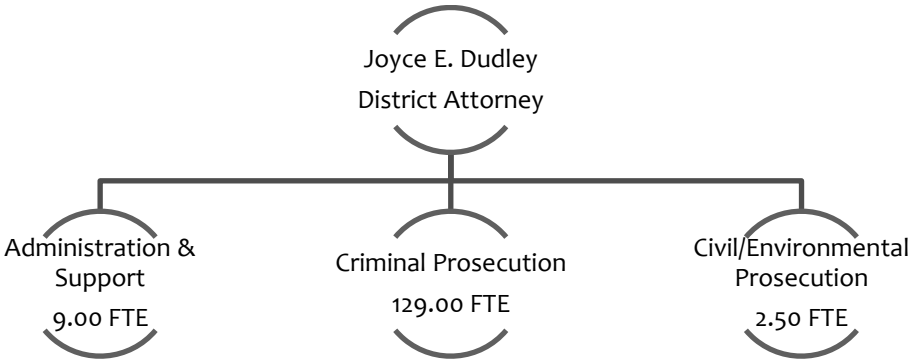
Budget By Categories of Revenues					
Taxes	$ 52,928,214	$ 55,442,000	$ 55,486,600	$ 58,052,000	$ 2,610,000
Licenses, Permits and Franchises	19,950	506,400	120,000	326,000	(180,400)
Fines, Forfeitures, and Penalties	2,203,473	1,962,300	1,812,500	1,908,900	(53,400)
Use of Money and Property	663,361	555,100	952,100	747,700	192,600
Intergovernmental Revenue	77,486,953	76,897,700	80,434,200	79,264,000	2,366,300
Charges for Services	54,487,922	50,801,700	50,128,600	52,519,300	1,717,600
Miscellaneous Revenue	5,693,248	4,711,700	4,615,700	4,763,500	51,800
Total Operating Revenues	193,483,122	190,876,900	193,549,700	197,581,400	6,704,500
Other Financing Sources	3,254,999	2,522,500	2,964,500	3,062,400	539,900
Intrafund Expenditure Transfers (-)	857,050	1,018,600	1,009,200	1,247,100	228,500
Decreases to Fund Balances	20,908,620	24,441,000	13,939,075	30,920,700	6,479,700
General Fund Contribution	130,869,188	132,780,200	132,780,200	137,727,900	4,947,700
Fund Balance Impact (-)	5,338,793	-	943,875	-	-
Total	$ 354,711,773	$ 351,639,200	$ 345,186,550	$ 370,539,500	$ 18,900,300

Public Safety

District Attorney

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**27,339,100**
Capital	**$**	**610,000**
FTEs		**140.5**



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 2019-20 Objectives

- Begin prosecuting the first criminal jury trial related to the unprecedented Operation Matador case, and continue to vigorously prosecute those responsible for committing gang-related crimes in an effort to deter gang activity in Santa Barbara County.
- Collaborate with law enforcement partners to develop a coordinated mass casualty event response plan.
- Begin prosecuting the alleged Golden State Killer in order to secure justice for victims and their families.
- Enforce local ordinances by eliminating unlicensed cannabis operations in partnership with the Santa Barbara County Cannabis Enforcement Team.
- Initiate the implementation of a new case management system.
- Complete the development process of the Electronic Suspected Child Abuse Reporting System (eSCARS), and begin local customization to ensure the application meets our community's specific needs.
- Further develop the Civil/Environmental Unit to strengthen Santa Barbara County's enforcement of consumer and environmental laws.
- Recruit, develop, and retain staff.
- Continue to explore opportunities to utilize technology to streamline business processes and effectively share information with our criminal justice partners.

District Attorney

Highlighted Renew '22 Initiatives

Already Underway

- Case management system upgrade – *Phase I*
  - 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.
  - Contract negotiations are complete, and a contract is expected to be executed in Fiscal Year 2018-19.
  - 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.
- Electronic Suspected Child Abuse Reporting System (eSCARS) – *Phase I*
  - eSCARS will be a secure, web-based application linking the Department of Social Services, the Sheriff's Office, the District Attorney, and all other Santa Barbara County law enforcement agencies with each other.
  - 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 begin in Fiscal Year 2018-19.
- Electronic file-sharing pilot program – *Phase I*
  - Partnered with the Santa Barbara County Sheriff's Office to successfully implement an improved method of transferring digital evidence.
  - The goals are to expedite discovery requests, and allow criminal justice partners to streamline business processes and more effectively share information.

Implementation in FY 2019-20

- Case management system upgrade – *Phase II*
  - 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) – *Phase II*
  - Complete application development process and local customization to ensure the application meets our community's specific needs.
- Electronic file-transfer protocol pilot program for discovery – *Phase II*
  - Expand the program to the North County Sheriff's Office operational area following the successful South County pilot program.

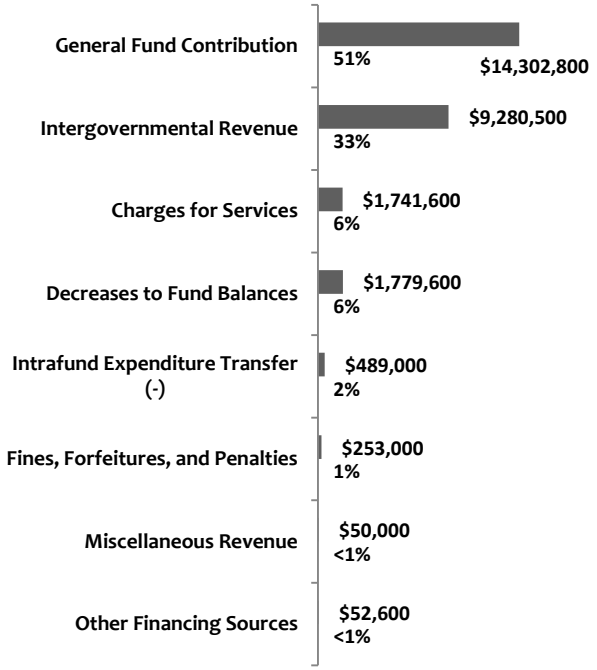
Future Year Implementation

- Case management system upgrade – *Phase III*
  - The complete implementation of the new system is expected to occur in Fiscal Year 2020-21.
- Electronic Suspected Child Abuse Reporting System (eSCARS) – *Phase III*
  - The complete implementation of the new system is expected to occur in Fiscal Year 2020-21.
- Electronic file-transfer protocol pilot program for discovery – *Phase III*
  - The final phase will be to expand the use of electronic file-sharing to all local law enforcement partners.

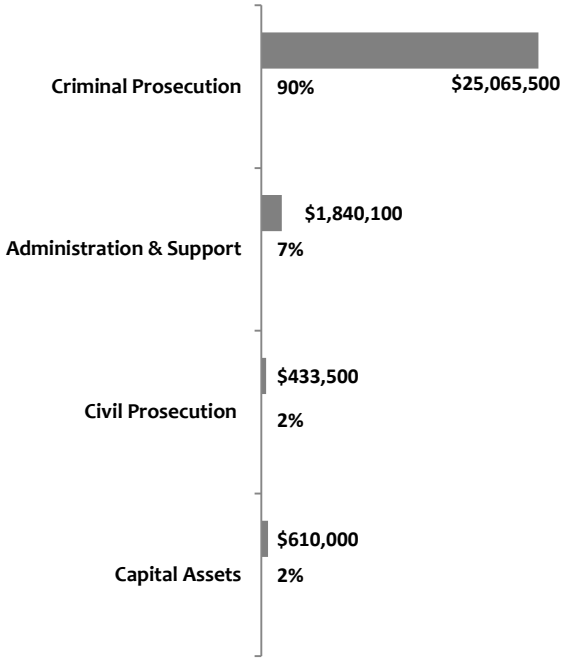
District Attorney

Recommended Sources & Uses of Funds

Source of Funds - $27,949,100

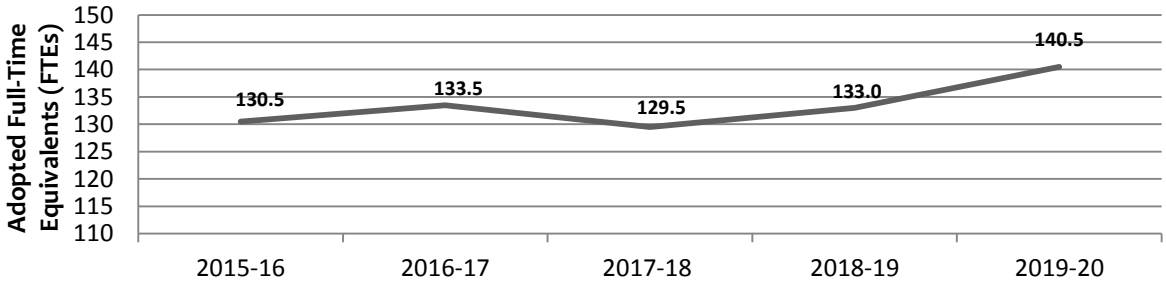


Use of Funds - $27,949,100



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	8.22	9.00	9.00	9.00	-
Criminal Prosecution	115.16	121.50	121.50	129.00	7.50
Civil Prosecution	1.23	2.50	2.50	2.50	-
Total	124.61	133.00	133.00	140.50	7.50

Budget By Budget Program					
Administration & Support	$ 1,782,784	$ 1,719,400	$ 1,746,700	$ 1,840,100	$ 120,700
Criminal Prosecution	21,837,113	23,248,100	23,109,900	25,065,500	1,817,400
Civil Prosecution	193,717	406,400	429,600	433,500	27,100
Total	$ 23,813,614	$ 25,373,900	$ 25,286,200	$ 27,339,100	$ 1,965,200

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 21,912,985	$ 23,223,800	$ 22,970,300	$ 24,658,100	$ 1,434,300
Services and Supplies	1,158,109	1,276,800	1,465,500	1,758,400	481,600
Other Charges	742,521	873,300	850,400	922,600	49,300
Total Operating Expenditures	23,813,614	25,373,900	25,286,200	27,339,100	1,965,200
Capital Assets	42,162	550,000	162,000	610,000	60,000
Increases to Fund Balances	169,986	-	-	-	-
Total	$ 24,025,762	$ 25,923,900	$ 25,448,200	$ 27,949,100	$ 2,025,200

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 282,101	$ 193,100	$ 169,800	$ 253,000	$ 59,900
Intergovernmental Revenue	7,506,876	8,037,800	8,585,700	9,280,500	1,242,700
Charges for Services	1,542,096	1,672,600	1,527,600	1,741,600	69,000
Miscellaneous Revenue	44,100	80,000	50,000	50,000	(30,000)
Total Operating Revenues	9,375,174	9,983,500	10,333,100	11,325,100	1,341,600
Other Financing Sources	52,615	52,600	52,600	52,600	-
Intrafund Expenditure Transfers (-)	341,064	407,400	407,400	489,000	81,600
Decreases to Fund Balances	436,410	1,592,900	767,600	1,779,600	186,700
General Fund Contribution	13,820,500	13,887,500	13,887,500	14,302,800	415,300
Total	$ 24,025,762	$ 25,923,900	$ 25,448,200	$ 27,949,100	$ 2,025,200

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

District Attorney

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Total increase of 7.5 FTE due to the following:
  - Addition of 1.0 FTE Team Project Leader to develop a mass victimization plan in coordination with law enforcement partners, and manage the Victim-Witness Assistance Program grant portfolio.
  - Addition of 2.0 FTE Deputy District Attorney III to ensure the successful transition to a staffing matrix that includes a Supervising Trial Attorney. The new staffing matrix improves efficiencies and meets training needs without diverting core resources or reducing victim services.
  - Addition of 1.0 FTE District Attorney Investigator II to enforce the County Ordinances and municipal codes that govern cannabis-related operations in Santa Barbara County.
  - Addition of 1.0 FTE Deputy District Attorney I assigned to the Workers' Compensation Insurance Fraud Unit for enhanced investigation and prosecution of suspected workers' compensation insurance fraud.
  - Addition of 1.0 FTE Victim Witness Program Advocate II to perform victim advocacy functions in support of the Cal OES County Victim Services (XC) grant program, which focuses on early victim outreach.
  - Addition of 1.0 FTE EDP Systems and Programming Analyst Senior to assist with the development, implementation, and ongoing maintenance of the eSCARS application.
  - Addition of 0.5 FTE Administrative Office Professional II that is dedicated to the XC program. This program is focused on early victim outreach in the criminal justice process.

Expenditures

- Total operating expenditure increase of $1,965,200 due to:
  - +$1,434,300 increase in Salaries and Employee Benefits due to the addition of 4.5 FTE grant-funded positions totaling $609,400, 1.0 FTE position for cannabis-related enforcement efforts totaling $201,000, and 2.0 FTE positions assigned to Criminal Prosecution totaling $353,700, in addition to $270,200 in retirement cost increases, health insurance cost increases, and additional salary costs.
  - +$481,600 increase in Services and Supplies primarily due to grant-funded contractual services.
  - +49,300 increase in Other Charges primarily due to an increase in general liability insurance costs.

These changes result in recommended operating expenditures of $27,339,100 and non-operating expenditures of $610,000, for total expenditures of $27,949,100. Non-operating expenditures include capital assets.

Revenues

- Net operating revenue increase of $1,341,600 due to:
  - +$1,242,700 increase in Intergovernmental Revenue due to an increase of $1,206,900 in Federal and State grant revenue, an increase of $154,300 in Public Safety Sales Tax (Proposition 172), and a decrease of $118,500 in other State programs.
  - +$59,900 increase in Fines, Forfeitures, and Penalties due to an increase in one-time use of fund balance.
  - +$69,000 increase in Charges for Services primarily due to a $105,600 increase in funding for the Welfare Fraud program funded by the Department of Social Services, offset by a $45,000 decrease in recording fee revenue collected for the Real Estate Fraud Prosecution Unit.
  - -$30,000 decrease in Miscellaneous Revenue due to a decrease in Misdemeanor Diversion Program fees.
- Total non-operating revenue increase of $683,600 due to:
  - +$415,300 increase in General Fund Contribution due to an increase in Board-designated General Fund allocation.
  - +$81,600 increase to Intrafund Expenditure transfers primarily due to a one-time increase in AB 109 funding.
  - +$186,700 increase to Use of Fund Balances primarily due to an increase in cannabis enforcement funding.

District Attorney

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

Revenues

These changes result in recommended operating revenues of $11,325,100 and non-operating revenues of $16,624,000, for total revenues of $27,949,100. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Department-Wide				
Percent of newly-filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	55% 6,428/11,745	61% 6,427/10,527	50% 5,040/10,176	55% 5,734/10,352
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings.	79% 280/353	79% 288/365	73% 250/344	76% 269/355
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances.	65% 1,545/2,384	62% 1,363/2,199	53% 1,246/2,338	58% 1,305/2,269
Percent of new victims of violent crime claims verified and filed within 90 days of application thereby expediting reimbursements.	100% 620/620	100% 697/697	100% 590/590	100% 600/600
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	90% 121/134	83% 108/129.5	79% 105/133	90% 126/140.5

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DISTRICT ATTORNEY	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
IT MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	0.99	1.00	1.00	1.00	-
BUSINESS MANAGER	0.91	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	0.38	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.93	1.00	1.00	1.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
Total	8.22	9.00	9.00	9.00	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,729,074	$ 1,666,700	$ 1,671,800	$ 1,756,300	$ 89,600
Services and Supplies	48,987	29,100	46,200	54,500	25,400
Other Charges	4,723	23,600	28,700	29,300	5,700
Total Operating Expenditures	1,782,784	1,719,400	1,746,700	1,840,100	120,700
Total Expenditures	$ 1,782,784	$ 1,719,400	$ 1,746,700	$ 1,840,100	$ 120,700
Budget By Categories of Revenues					
General Fund Contribution	1,782,784	1,719,400	1,746,700	1,840,100	120,700
Total Revenues	$ 1,782,784	$ 1,719,400	$ 1,746,700	$ 1,840,100	$ 120,700

Administration & Support Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Completed extensive data review within the existing case management system to ensure successful data migration during the implementation of the new system. In addition, the District Attorney finalized contract negotiations with the selected vendor, and a contract is expected to be executed in Fiscal Year 2018-19.
- Collaborated with the Santa Barbara County Sheriff's Office 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 19 full-time and extra-help employees, as well as 28 volunteer interns who provide support to attorneys, legal support staff, investigators, and victim-witness advocates.
- Partnered with the Yolo County District Attorney's Office to submit a Request for Proposal (RFP) for the development of the eSCARS application, and assisted with the vendor selection process. A complete contract is expected to be executed in Fiscal Year 2018-19.
- Continued to seek out additional grant opportunities to provide critical services to our constituents, and expanded our grant portfolio to 18 grants totaling $3 million in annual funding.

2019-20 Objectives

- 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.
- Complete the development process of the Electronic Suspected Child Abuse Reporting System (eSCARS), and begin local customization to ensure the application meets our community's needs.
- Recruit, develop, and retain staff.
- 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:

- 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. The process ends once the defendant has been sentenced, victim restitution has been ordered if appropriate, and probation has been terminated.
- Vertical Prosecution Units: Attorneys, investigators, law enforcement partners, legal support staff, and victim advocates work as an integrated team during the felony prosecution of complex cases ranging from child molestation and domestic violence to criminal street gangs and human trafficking. Attorneys, investigators, and advocates also frequently provide services to victims and assist law enforcement investigators on a 24/7 basis.
- 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, as well as increased witness coordination and expert witness fees in preparation for the hearings.
- Drug and Alcohol Crimes and Rehabilitative Efforts: Attorneys prosecute misdemeanor and felony cases involving criminal activity related to the abuse of alcohol and prescription or illegal drugs. Programs include DUI, Restorative Justice, Dual Diagnosis, Substance Abuse Treatment, Reentry Treatment, Mental Health Treatment, Prop 36 Treatment, Veterans' Treatment, and Solution courts.
- Arraignment Court: Attorneys staffed 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.
- Appellate Prosecution: 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 Propositions 36, 47, 57, and 64, attorneys handle the resentencing and re-litigation of issues for defendants who were previously sentenced to life in prison, petitioned the Bureau of Parole Hearings for early release, or petitioned for reductions of their sentences from felonies to misdemeanors. When appropriate, attorneys also appear at parole hearings to advocate against the release of criminals 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. This will pose significant resource challenges going forward, as some cases will need to be re-litigated decades after the original conviction or plea bargain.
- 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.
- 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 permitting. In these types of investigations, the Bureau serves as the primary investigating agency. The Bureau also provides victim services support following mass casualty events.

Criminal Prosecution Budget Program (cont'd)

- Victim-Witness Assistance Program: This program provides comprehensive services to over 3,500 crime victims annually to mitigate impacts of crime and prevent future crimes. The 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 expanded its portfolio to 12 grants totaling $2.1 million dollars in annual funding.
- 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.

District Attorney

Criminal Prosecution Budget Program (Cont'd)

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF DEPUTY	4.00	4.00	4.00	4.00	-
DEPUTY DISTRICT ATTY SR	12.15	14.00	14.00	11.00	(3.00)
DEPUTY DISTRICT ATTY	31.27	32.00	32.00	38.00	6.00
DA INVESTIGATOR CHIEF	1.00	1.00	1.00	1.00	-
DA INVESTIGATOR SUPV	2.74	2.00	2.00	3.00	1.00
DA INVESTIGATOR	10.19	12.00	12.00	12.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	0.01	-	-	-	-
BUSINESS MANAGER	0.01	-	-	-	-
PROGRAM/BUS LDR-GEN	0.73	1.00	1.00	1.00	-
LEGAL OFFICE PRO	14.44	16.50	16.50	18.50	2.00
EDP SYS & PROG ANLST SR	-	-	-	1.00	1.00
ADMN OFFICE PRO	0.57	0.50	0.50	1.00	0.50
ADMN OFFICE PRO SR	2.00	2.00	2.00	2.00	-
LEGAL OFFICE PRO SR	21.05	21.50	21.50	19.50	(2.00)
VICTIM WITNESS PROG SUPV	2.00	2.00	2.00	2.00	-
OPERATIONS MANAGER	-	-	-	1.00	1.00
VICTIM WITNESS PROG ASST	12.00	12.00	12.00	13.00	1.00
Total	115.16	121.50	121.50	129.00	7.50

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll. Operations Manager is a Victim Witness Team/Project Leader.

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 19,997,428	$ 21,153,700	$ 20,880,500	$ 22,476,900	$ 1,323,200
Services and Supplies	1,103,579	1,246,900	1,409,500	1,697,100	450,200
Other Charges	736,106	847,500	819,900	891,500	44,000
Total Operating Expenditures	21,837,113	23,248,100	23,109,900	25,065,500	1,817,400
Capital Assets	42,162	550,000	162,000	610,000	60,000
Increases to Fund Balances	142,486	-	-	-	-
Total Expenditures	$ 22,021,761	$ 23,798,100	$ 23,271,900	$ 25,675,500	$ 1,877,400
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	176,030	43,100	19,800	103,000	59,900
Intergovernmental Revenue	7,506,876	8,037,800	8,585,700	9,280,500	1,242,700
Charges for Services	1,542,096	1,672,600	1,527,600	1,741,600	69,000
Miscellaneous Revenue	44,100	80,000	50,000	50,000	(30,000)
Total Operating Revenues	9,269,102	9,833,500	10,183,100	11,175,100	1,341,600
Other Financing Sources	52,615	52,600	52,600	52,600	-
Intrafund Expenditure Transfers (-)	341,064	407,400	407,400	489,000	81,600
Decreases to Fund Balances	391,889	1,555,700	767,600	1,779,600	223,900
General Fund Contribution	11,967,091	11,948,900	11,861,200	12,179,200	230,300
Total Revenues	$ 22,021,761	$ 23,798,100	$ 23,271,900	$ 25,675,500	$ 1,877,400

Criminal Prosecution Budget Program (Cont'd)

2018-19 Anticipated Accomplishments

- Completed the prosecution of the criminal case against Plains All American Pipeline, L.P. for the Refugio Oil Spill, and finalized the sentencing of all parties found guilty in this historic case.
- Continued to vigorously target gang-related crimes throughout Santa Barbara County.
- Initiated a domestic violence investigations training program designed for responding law enforcement officers in an effort to prevent domestic violence homicides in Santa Barbara County.
- Developed a vertical prosecution unit for cannabis enforcement to combat illegal cannabis operations throughout Santa Barbara County.
- 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. Several large sting operations have been conducted resulting in criminal prosecutions against dozens of commercial sex purchasers, including several who sought to engage minors in commercial sex acts. In addition, the District Attorney's Office facilitated the creation of the Housing Subcommittee to address unmet needs of human trafficking survivors. Through the subcommittee's coordinated efforts, a safe house was opened due to funding and support from critical partnerships with the Junior League of Santa Barbara, Child Welfare Services, and State Community Care Licensing. The Subcommittee also identified Good Samaritan Shelters as a partner agency in Santa Maria, and secured private funding to provide services to adult survivors of human trafficking.
- Cleared 767 criminal cases from our congested courts through the Misdemeanor Diversion Program (MDP). In 2018, 658 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 2018, offenders paid $39,536 in victim restitution and $26,250 in cost recovery fees. MDP continues to provide a criminal justice "win-win," combining better outcomes with significant savings in County resources.
- Increased attorney training and development opportunities in order to meet the District Attorney's professional responsibility obligations.
- Continued to aggressively seek out and prosecute various types of insurance fraud in an effort to protect honest workers and business owners. The Workers' Compensation Fraud Unit continued to collaborate with the Contractor's State License Board to ensure that employers are maintaining workers' compensation insurance. The Annuity Fraud Unit has focused on building several complex and high-dollar annuity fraud cases, one of which is expected to proceed to the preliminary hearing stage in early 2019. The Annuity Fraud Unit continues its efforts to protect seniors from financial predators who commit annuity and life insurance fraud.
- Obtained $200,000 in Federal grant funding to bolster the Sexual Assault Response Team (SART).
- Responded to the Family Assistance Center by providing victim services assistance to family members and survivors following the 2018 Borderline mass shooting event in Thousand Oaks.
- 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. The County's truancy rate is currently more than 10% below the State average. In FY 2018-2019, the program deepened its partnership with local elementary and junior high schools to provide early intervention in serious truancy situations through mediation, parent education, and referrals to community and government services. In California, the Santa Barbara District Attorney's Truancy Program remains a leading example among truancy programs.

Criminal Prosecution Budget Program (Cont'd)

2018-19 Anticipated Accomplishments

- Equipped all investigators with modernized service weapons and up-to-date uniforms and equipment to ensure that the Bureau of Investigations has the tools it needs to safely and effectively fulfill its mission.
- Continued to collaborate with law enforcement partners and community groups on specialized task forces that were created to combat certain crimes. The Arson Task Force focuses on ways to improve the investigation of arson fires and prosecution of arsonists. The Human Trafficking Task Force consists of over 70 members 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 meet to address the issue of sexual assault in Isla Vista, with a joint focus on prevention and bystander intervention. Now in its fifth year, IV Safe has played a significant role in increasing public safety in Isla Vista.
- Reviewed and processed all Proposition 47 petitions filed within Santa Barbara County, each of which is litigated in a manner similar to that of new cases. Proposition 47 reduced certain felonies to misdemeanors.
- 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 100 victims affected by elder abuse. Informational materials were distributed via brochures, cards, television, radio, and print media. 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 participated in numerous senior fairs, gave over 50 presentations on elder abuse and financial scams in both English and Spanish, and continued to discuss current financial scams on a weekly radio show. Staff also continued to team with the FBI on the Central Coast Stop Scams Working Group.
- Performed more than 23 real estate fraud investigations, served four search warrants, continued the prosecution of nine previously-filed cases, and obtained convictions in two previously-filed felony cases with losses in excess of $1 million dollars. The Unit also continues to partner closely with the Clerk-Recorder-Assessor to identify criminal activity related to recorded documents. In addition, the Unit gave numerous outreach presentations to local groups in an effort to prevent our community from being victimized.
- Utilized grant funding to investigate and prosecute automobile insurance fraud. The joint goals are to ensure a reduction in these crimes, educate law enforcement, and raise public awareness.
- Continued to serve as an active participant in Santa Barbara County's Stepping Up Initiative along with other departments, with a shared goal of reducing the number of mentally ill defendants incarcerated in County jails.

Criminal Prosecution Budget Program (Cont'd)

2019-20 Objectives

- Begin prosecuting the unprecedented Operation Matador case, which is expected to begin in fall 2019 and conclude in 2021.
- Collaborate with multiple California jurisdictions to prosecute the alleged Golden State Killer in order to secure justice for victims and their families.
- Partner with local law enforcement agencies to enhance efforts to combat cybercrime throughout Santa Barbara County.
- Enforce local ordinances by eliminating unlicensed cannabis operations in partnership with the Santa Barbara County Cannabis Enforcement Team.
- Collaborate with law enforcement partners to develop a coordinated mass casualty event response plan.
- Initiate early contact with victims in order to obtain restitution orders and expedite the disposition of cases.
- Actively participate in Solutions Court, a new treatment-based program aimed at reducing recidivism among chronically homeless individuals who have been charged with multiple crimes.
- Continue 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.
- Partner with the Public Health Department to identify additional staff resources necessary to improve Santa Barbara County's 24/7 response to victims of sexual assault and child abuse.
- 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.
- Continue to ensure public safety by individually evaluating and responding to requests for input from the Board of Parole Hearings regarding Proposition 57 early release of inmates from the California Department of Corrections and Rehabilitation, and maintain victim contact throughout the process.
- Partner with the Santa Barbara County Sheriff's Office to conduct proactive investigations and victim interventions utilizing Federal Human Trafficking Task Force grant funding.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPUTY DISTRICT ATTY	1.00	2.00	2.00	2.00	-
DA INVESTIGATOR SUPV	0.10	-	-	-	-
DA INVESTIGATOR	0.04	-	-	-	-
LEGAL OFFICE PRO	0.06	-	-	-	-
LEGAL OFFICE PRO SR	0.03	0.50	0.50	0.50	-
Total	1.23	2.50	2.50	2.50	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 186,921	$ 403,400	$ 418,000	$ 424,900	$ 21,500
Services and Supplies	5,104	800	9,800	6,800	6,000
Other Charges	1,692	2,200	1,800	1,800	(400)
Total Operating Expenditures	193,717	406,400	429,600	433,500	27,100
Increases to Fund Balances	27,500	-	-	-	-
Total Expenditures	$ 221,217	$ 406,400	$ 429,600	$ 433,500	$ 27,100
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	106,071	150,000	150,000	150,000	-
Total Operating Revenues	106,071	150,000	150,000	150,000	-
Decreases to Fund Balances	44,521	37,200	-	-	(37,200)
General Fund Contribution	70,625	219,200	279,600	283,500	64,300
Total Revenues	$ 221,217	$ 406,400	$ 429,600	$ 433,500	$ 27,100

Civil/Environmental Prosecution Budget Program (Cont'd)

2018-19 Anticipated Accomplishments

- Continued to combat environmental crimes on the Environmental Task Force, which is comprised of over 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 is currently investigating two statewide retailers, one for price-scanner violations and another for price-scanner violations and deceptive return policies.
- Collected $123,071 in restricted civil penalty proceeds in FY 2017-18 through settlements of civil cases. 37% of the proceeds were for countywide civil cases, and 63% were for statewide civil cases to which Santa Barbara County was a party. The District Attorney has collected $143,259 in civil penalties through April 2019, 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. The Unit has also secured $18,000 in grant funding from the Consumer Protection Prosecution Trust Fund to assist with three investigations that are currently underway involving suspected unauthorized practice of law, and suspected false advertising of a fire-protection product.
- Continued to work with environmental agencies such as the California Department of Fish and Wildlife, California Department of Toxic Substances Control, Central Coast Regional Water Quality Control Board, Santa Barbara County Environmental Health Services/CUPA, and Santa Barbara County Air Pollution Control District in prosecutions against environmental violators in Santa Barbara County. The District Attorney is currently investigating illegal streambed alteration, water pollution, hazardous-waste transportation, storage, and disposal, hazardous-materials management, failure to report the release of a hazardous material, and failure to safely remove asbestos building materials.
- 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, medical waste, and patients' protected medical information.

2019-20 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 auto sales, the provision of services by Legal Document Assistants, the advertising of fire-protection products, price gouging in rental housing following the Thomas Fire and 1/9/18 Debris Flow, prescribing medications without a medical license, the provision of legal advice to immigrants by non-lawyers (immigration-assistance fraud), and false advertising in cosmetic products.

Civil/Environmental Prosecution Budget Program (Cont'd)

2019-20 Objectives

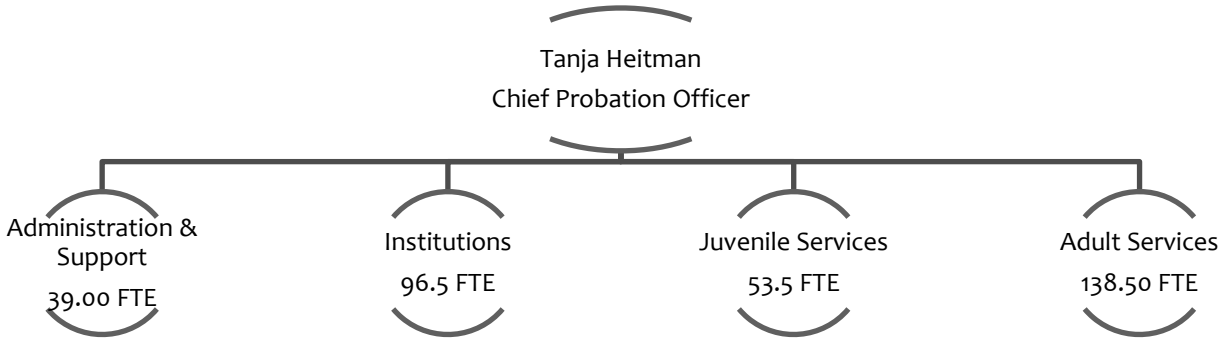
- Further develop the Unit's investigative capacity by collaborating with other district attorneys' offices, the California Office of the Attorney General, and State environmental agencies to perform various operations. Types of operations include undercover purchases at businesses suspected of deceiving consumers, using search warrants to obtain and test chemical samples from suspected hazardous-waste dump sites, and providing subject-matter training to District Attorney Investigators and Investigative Assistants.
- Continue to prosecute environmental violations associated with the cultivation of cannabis including streambed alteration, water pollution, and illegal pesticide use, in order to protect the environment and foster a level playing field for law-abiding cultivators. In addition, utilize the filing of civil cases to address environmental and product safety issues that are committed by licensed cannabis producers, distributors, and retailers.

District Attorney

Probation

Budget & Full-time equivalents Summary & Budget Programs Chart

Operating	**$ 58,931,500**
Capital	**$ 0**
FTEs	**327.50**



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 offender 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 investigation and supervision services for juvenile and adult offenders, 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 strengthen families, suppress gang activity, and address alcohol and drug abuse as these behaviors contribute to criminal activity. These programs, created in collaboration with the Courts, schools, local law enforcement agencies, and County health and human services departments, are located throughout Santa Barbara County.

Highlights of 2019-20 Objectives

- Automate Court Calendar notification process and continue to expand the use of the Master Name Index (MNI) to increase data integration across criminal justice departments.
- Complete a review of all institutional programming and increase the use of EBP.
- Full implementation of the Positive Achievement Change Tool (PACT) for juvenile risk/needs assessment.
- Complete the mid-year transfer of pretrial assessment services from Court Special Services to the Probation Department.

Probation

Highlighted Renew '22 Initiatives

Already Underway

- Probation Clerical Support Services – "eReception"
  - Converting the Department's case management system to the latest release, enabling the use of other case management modules which will increase efficiency.
  - Receiving demonstrations of the additional modules and determining which will be implemented and the timing for implementation.
  - Developing a payment portal that is integrated with the collections system to accept credit card payments for probation accounts online.

Implementation in FY 2019-20

- Decision-Based Analysis for Juvenile Detention
  - Full implementation of Juvenile Incentives and Intervention Matrix to ensure staff are utilizing the most effective incentives and interventions to assist the rehabilitation of juvenile offenders while minimizing reliance on incarceration.
  - Establish new programs in partnership with community-based organizations to facilitate diversion of referrals to the least restrictive interventions.
  - Implement the Positive Achievement Change Tool (PACT) to assess youth risk factors and criminogenic needs, identify strengths youth can build upon, and select appropriate 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.
  - 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.
  - Incorporate early termination and conversion to unsupervised probation recommendations into existing client incentive matrix, to expand incentive options and increase client motivation for compliance with Court ordered conditions.

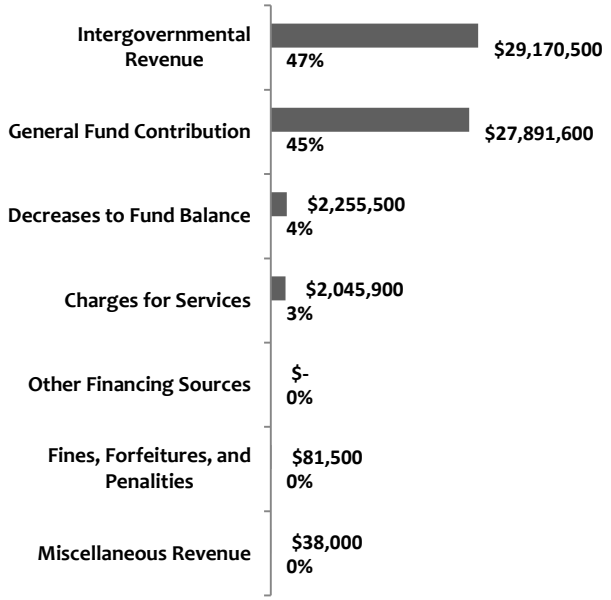
Future Year Implementation

- Santa Barbara Operations Consolidation
  - Review staffing and operating redundancies that can be eliminated resulting in cost savings and operations efficiencies include reduction in fleet needs and demand staffing.
  - Revise floor plans and utilize interview rooms to separate areas that require public and offender access from secure staff areas resulting in increased efficiency and staff safety.

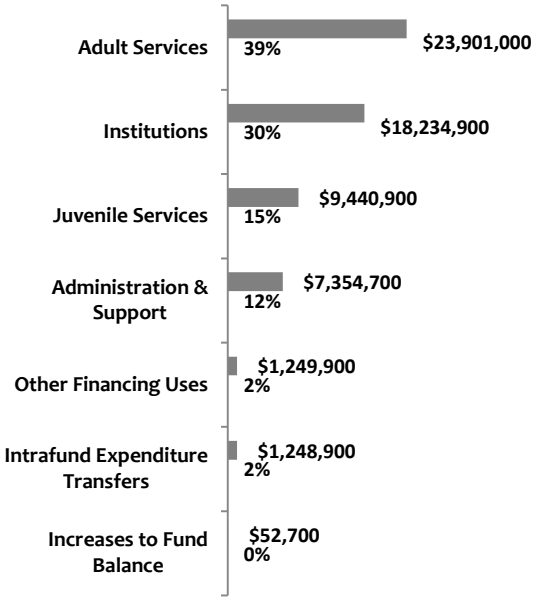
Probation

Recommended Sources & Uses of Funds

Source of Funds - $61,483,000

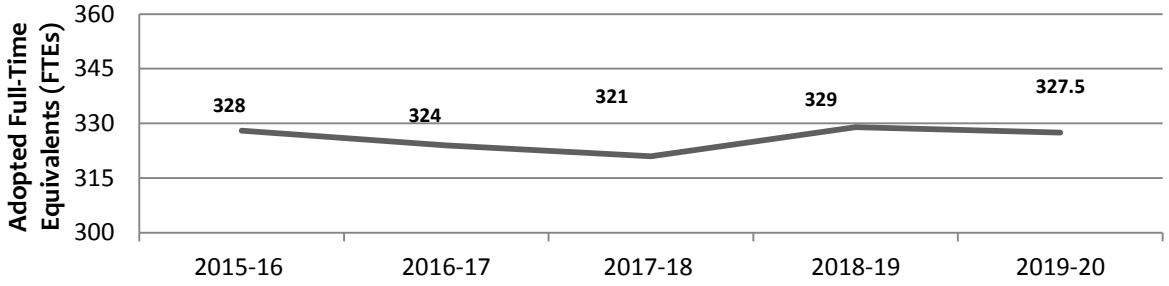


Use of Funds - $61,483,000



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	31.59	37.00	37.00	39.00	2.00
Institutions	91.89	99.00	99.00	96.50	(2.50)
Juvenile Services	52.57	59.50	59.50	53.50	(6.00)
Adult Services	124.08	133.50	133.50	138.50	5.00
Unallocated	4.81	-	-	-	-
Total	304.95	329.00	329.00	327.50	(1.50)

Budget By Budget Program					
Administration & Support	$ 6,583,833	$ 6,887,500	$ 6,648,600	$ 7,354,700	$ 467,200
Institutions	16,848,121	18,276,600	17,963,100	18,234,900	(41,700)
Juvenile Services	8,843,741	9,727,800	8,724,300	9,440,900	(286,900)
Adult Services	20,633,345	22,657,200	21,929,200	23,901,000	1,243,800
Unallocated	(972)	-	-	-	-
Total	$ 52,908,068	$ 57,549,100	$ 55,265,200	$ 58,931,500	$ 1,382,400

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 43,302,775	$ 46,679,500	$ 45,301,900	$ 47,582,300	$ 902,800
Services and Supplies	7,511,185	8,596,700	7,824,600	9,060,800	464,100
Other Charges	2,094,108	2,272,900	2,138,700	2,288,400	15,500
Total Operating Expenditures	52,908,068	57,549,100	55,265,200	58,931,500	1,382,400
Other Financing Uses	507,570	1,309,500	60,000	1,249,900	(59,600)
Intrafund Expenditure Transfers (+)	814,061	945,600	991,700	1,248,900	303,300
Increases to Fund Balances	4,867,921	562,100	3,466,300	52,700	(509,400)
Fund Balance Impact (+)	1,816,920	-	650,300	-	-
Total	$ 60,914,540	$ 60,366,300	$ 60,433,500	$ 61,483,000	$ 1,116,700

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 90,985	$ 81,500	$ 78,700	$ 81,500	$ -
Use of Money and Property	4,973	-	-	-	-
Intergovernmental Revenue	30,048,932	28,507,900	30,559,500	29,170,500	662,600
Charges for Services	2,423,230	2,088,100	2,076,500	2,045,900	(42,200)
Miscellaneous Revenue	26,201	38,300	38,300	38,000	(300)
Total Operating Revenues	32,594,321	30,715,800	32,753,000	31,335,900	620,100
Other Financing Sources	95,891	92,000	5,000	-	(92,000)
Decreases to Fund Balances	1,198,615	2,292,000	409,000	2,255,500	(36,500)
General Fund Contribution	27,025,713	27,266,500	27,266,500	27,891,600	625,100
Total	$ 60,914,540	$ 60,366,300	$ 60,433,500	$ 61,483,000	$ 1,116,700

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

Probation

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Net decrease of 1.5 FTEs:
  - Decrease of 2.0 FTE at the Los Prietos Boys Camp (LPBC) due to lower average daily population.
  - Decrease of 2.0 FTE in the Juvenile Division for home supervision and electronic monitoring due to lower number of youth in the programs.
  - Decrease of 1.0 FTE at the LPBC for the Community Transition Officer (CTO) duties funded with Youthful Offender Block Grant (YOBG) due to lower population.
  - Decrease of 0.5 FTE at the Santa Maria Juvenile Hall (SMJH) due to lower population.
  - Increase of 2.0 FTE for two additional Pretrial Compliance Officers.
  - Increase of 1.0 FTE for a Department Business Specialist funded with YOBG funds.
  - Increase of 1.0 FTE for a Supervising Probation Officer for increased Pretrial requirements.

Expenditures

- Net operating expenditures increase of +$1,382,000:
  - +$903,000 increase in Salaries and Employee Benefits due to: +$1,373,000 increase in retirement costs, health insurance costs, workers compensation premiums, and employee salaries, offset by decrease of -$470,000 for reduction of 3.5 positions.
  - +$464,000 increase in Services & Supplies due to: +$173,000 increase in Professional and Special services for additional grant contracts, +$98,000 increase in Medical, Dental and Lab for greater Department of Behavioral Wellness and WellPath costs in the institutions, +$40,000 increase in Rents/Leases Equipment, and +$149,000 increase in IT Software Maintenance.
  - +$16,000 increase in Other Charges due to: +$111,000 increase in Information Technology Service, offset by -$99,000 decrease in utilities cost.

- Net non-operating expenditures decrease of -$266,000:
  - -$60,000 decrease in Other Financing Uses of Local Realignment 2011 funding transferred to the Superior Court.
  - +$303,000 increase in Intrafund Expenditure Transfers of Local Realignment 2011 funding to the Public Defender (+$172,000), District Attorney (+$82,000), and Housing and Community Development (+$50,000).
  - -$509,000 decrease in reserve funds to the Restricted Fund Balance for YOBG due to increased operating costs for expanded services.

These changes result in recommended operating expenditures of $58,932,000, non-operating expenditures of $2,551,000, and total expenditures of $61,483,000. Non-operating expenditures primarily include Intrafund Transfers, and Increases to Fund Balances.

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

Revenues

- Net operating revenues increase of $620,000:
  - +663,000 increase in Intergovernmental Revenue primarily due to: +$689,000 increase in Local Realignment 2011, +$259,000 increase in Public Safety Proposition 172, offset by -$133,000 decrease in Local Realignment 2011 related to a change in the calculation of custody credits, -$66,000 decrease in Federal Education Lunch & Breakfast reimbursement, -$30,000 decrease in Federal Other for Racial and Ethnic Disparity Grant, -$18,000 decrease in Local Realignment 2011 for the Juvenile Reentry Grant.
  - -$42,000 decrease in Charges for Services primarily due to: -$134,000 decrease in Institution Care & Services collections, -$20,000 decrease in Work Project Enrollment Fees, offset by +$38,000 increase in Probation Service Fees, and +$65,000 increase in Other Law Enforcement services collections.

- Net non-operating revenues increase of $497,000:
  - -$92,000 decrease in Other Funding Sources due to loss of SB163 funds to Probation.
  - -$36,000 decrease in the use of restricted fund balance to fund one-time operations.
  - +$625,000 increase in General Fund Contribution.

These changes result in recommended operating revenues of $31,336,000, non-operating revenues of $30,147,000, and total revenues of $61,483,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Related Links

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

Probation

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration & Support				
Collect restitution, fines and fees from adult and juvenile offenders (Target => $3,400,000)	$3,317,787	$3,494,632	$3,420,848	$3,400,000
Institutions				
Average number of youth housed on daily basis at the Santa Maria Juvenile Hall and the Los Prietos Boys Camp (Projection = < 56)	106	83	56	56
Juvenile Services				
Percentage of youthful offenders without a new sustained petition for a felony offense while they are on probation (Target => 85%)	84% 277 / 331	84% 310 / 369	84% 266 / 317	85% 285 / 334
Receive referrals of youthful offenders for felony, misdemeanor, infraction, and probation violations. (Target: 2,700)	3,150	2,964	2,728	2,700
Number of youthful offenders receiving supervision services (Target: 450)	630	555	455	450
Adult Services				
Percentage of adult offenders without a new felony conviction during their term of supervision (Target => 90%)	88% 2,648 / 2,996	91% 4,072 /4,487	90% 3,326 / 3,696	90% 3,262 / 3,624
Number of Sentencing Investigations completed on all adult offenders assigned by the Superior Court (Projection = 1,230)	1,371	1,459	1,228	1,230
Number of adult offenders receiving supervision services (Projection = 3,600)	4,792	4,091	3,678	3,600

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF PROBATION OFFICER	0.62	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	1.02	1.00	1.00	1.00	-
FISCAL MANAGER	1.00	1.00	1.00	1.00	-
COLLECTIONS MANAGER	0.77	-	-	-	-
EDP SYS & PROG ANLST	3.00	4.00	4.00	4.00	-
DEP PROBATION OFFICER SUP	1.00	1.00	1.00	1.00	-
ACCOUNTANT SUPERVISING	-	1.00	1.00	2.00	1.00
ADMN OFFICE PRO	6.83	6.00	6.00	5.00	(1.00)
FINANCIAL OFFICE PRO	2.58	2.00	2.00	2.00	-
COST ANALYST	1.00	1.00	1.00	-	(1.00)
DEP PROBATION OFFICER SR	2.88	3.00	3.00	4.00	1.00
COMPUTER SYSTEMS SPEC	1.00	2.00	2.00	2.00	-
DEP PROBATION OFFICER	0.02	-	-	-	-
ACCOUNTANT	1.00	3.00	3.00	4.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	4.88	6.00	6.00	6.00	-
DEPT BUS SPEC	-	1.00	1.00	2.00	1.00
Total	31.59	37.00	37.00	39.00	2.00

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

Probation

Administration & Support Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 4,660,209	$ 5,218,700	$ 4,905,800	$ 5,656,500	$ 437,800
Services and Supplies	1,210,428	1,003,800	1,081,000	912,100	(91,700)
Other Charges	713,196	665,000	661,800	786,100	121,100
Total Operating Expenditures	6,583,833	6,887,500	6,648,600	7,354,700	467,200
Intrafund Expenditure Transfers (+)	11,826	13,100	12,000	12,000	(1,100)
Total Expenditures	$ 6,595,658	$ 6,900,600	$ 6,660,600	$ 7,366,700	$ 466,100
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	43,194	30,000	30,000	30,000	-
Intergovernmental Revenue	98,255	98,300	100,800	100,800	2,500
Miscellaneous Revenue	1,370	800	700	500	(300)
Total Operating Revenues	142,820	129,100	131,500	131,300	2,200
General Fund Contribution	6,066,492	6,771,500	6,529,100	7,235,400	463,900
Total Revenues	$ 6,209,312	$ 6,900,600	$ 6,660,600	$ 7,366,700	$ 466,100

2018-19 Anticipated Accomplishments

- Launched an updated department website to enhance user experience.
- Completed the Nexus pilot project to inform future decisions on usefulness of the program in making evidence based supervision decisions.
- Celebrated the Re-Opening of the Los Prietos Business Center with fulltime staffing and support as well as updated equipment.
- Received certification of compliance with Payment Card Industry (PCI) Data Security Standard.
- Successfully completed the conversion of the Department's case management system to the latest release California Standard version.
- Negotiated a successor contract with the case management system vendor which included an additional seven (7) service modules at no additional cost.

2019-20 Objectives

- Launch a pilot to study the effectiveness of GPS as intervention on recidivism.
- Launch a Pretrial Assessment pilot to collect data to aid in better understanding pretrial release options, potential implications on the jail population as well as workload demands associated with further expansion.
- Develop a project and timeline to implement additional Caseload Explorer modules that have been determined to be most beneficial to the Department's business needs.

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.

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 embraces a zero-tolerance gang philosophy and strives to provide 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 provides work and vocational training, counseling, drug and alcohol programming, religious and spiritual expression, and promotes volunteer and community work service.

The Probation Department utilizes several programs as alternatives to detention in the maximum security juvenile hall, including the Home Detention program which includes Electronic Monitoring, House Arrest and Home Supervision. Each option provides a varying degree of supervision to ensure youth are monitored at the least restrictive option appropriate.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEP CHIEF PROBATION OFFCR	0.08	1.00	1.00	1.00	-
PROBATION MANAGER	2.00	2.00	2.00	2.00	-
DEP PROBATION OFFICER SUP	2.50	2.00	2.00	3.00	1.00
ADMN OFFICE PRO	4.62	10.00	10.00	9.50	(0.50)
DEP PROBATION OFFICER SR	9.67	9.00	9.00	9.00	-
DEP PROBATION OFFICER	0.13	-	-	-	-
JUVENILE INST OFFICER SR	20.27	26.00	26.00	25.00	(1.00)
ADMN OFFICE PRO SR	0.99	1.00	1.00	1.00	-
JUVENILE INST OFFICER	44.85	41.00	41.00	39.00	(2.00)
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	2.30	2.50	2.50	2.50	-
Total	91.89	99.00	99.00	96.50	(2.50)

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

Institutions Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 13,132,742	$ 13,968,500	$ 14,001,200	$ 14,030,800	$ 62,300
Services and Supplies	2,998,238	3,425,900	3,165,400	3,417,600	(8,300)
Other Charges	717,140	882,200	796,500	786,500	(95,700)
Total Operating Expenditures	16,848,121	18,276,600	17,963,100	18,234,900	(41,700)
Other Financing Uses	344,000	-	-	-	-
Intrafund Expenditure Transfers (+)	2,249	3,200	3,200	3,800	600
Total Expenditures	$ 17,194,370	$ 18,279,800	$ 17,966,300	$ 18,238,700	$ (41,100)
Budget By Categories of Revenues					
Intergovernmental Revenue	7,958,119	7,792,900	7,973,800	7,697,400	(95,500)
Charges for Services	41,706	20,000	21,500	21,500	1,500
Miscellaneous Revenue	5,005	-	-	-	-
Total Operating Revenues	8,004,830	7,812,900	7,995,300	7,718,900	(94,000)
Other Financing Sources	11,700	12,000	-	-	(12,000)
Decreases to Fund Balances	87,754	114,900	17,100	29,800	(85,100)
General Fund Contribution	10,622,050	10,340,000	10,425,200	10,490,000	150,000
Total Revenues	$ 18,726,334	$ 18,279,800	$ 18,437,600	$ 18,238,700	$ (41,100)

2018-19 Anticipated Accomplishments

- Implemented a revised juvenile booking and detention assessment tool at the Santa Maria Juvenile Hall (SMJH) to reduce unnecessary or inappropriate secure confinement of youth.
- Revised and implemented an incentive-based behavior management program at SMJH to proactively reduce room confinement time and address challenging behaviors.
- Reconfigured a position to provide for increased development, coordination and facilitation of programming and activities to manage high need youth and increase positive behavior.
- Increased the number of high school graduations at the LPBC between 2017 and 2018 by 67%.
- Completed the dormitory latrine remodel at the LPBC.
- Began a one-year pre-accreditation review period in order to apply for accreditation by the National Commission on Correctional Health Care (NCCHC), a national level accreditation that demonstrates the presence of the highest level of standardized best practices involving patient care.

2019-20 Objectives

- Updating of policies and procedures to ensure full compliance with newly revised Board of State and Community Corrections (BSCC) Title 15 regulations governing juvenile correctional facilities.
- Expand and enhance available evidence-based programs and services for youth detained or serving commitments in juvenile correction facilities.
- Full implementation of an improved use of force review process to enhance oversight and quality assurance involving policy, training and equipment to maximize de-escalation techniques and reduce force incidents where possible.

Probation

Juvenile Services Budget Program

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

The Santa Barbara County Juvenile Services Division consists of intake, court investigations, placement, wraparound services, and field supervision. Officers assess youth risk/needs, divert low-level offenders where appropriate, engage the youth and family in planning case goals and objectives for change, and target interventions and services to their specific 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, as well as the Clean and Sober Calendar. Orders of probation require a wide variety of activities, including drug testing, collection of restitution, probation searches, 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEP CHIEF PROBATION OFFCR	0.06	1.00	1.00	1.00	-
PROBATION MANAGER	1.00	1.00	1.00	1.00	-
DEP PROBATION OFFICER SUP	3.31	4.00	4.00	3.00	(1.00)
ADMN OFFICE PRO	11.40	14.00	14.00	14.00	-
DEP PROBATION OFFICER SR	7.52	8.00	8.00	7.00	(1.00)
DEP PROBATION OFFICER	19.44	22.00	22.00	21.00	(1.00)
JUVENILE INST OFFICER SR	0.85	2.00	2.00	-	(2.00)
ADMN OFFICE PRO SR	4.01	3.50	3.50	3.50	-
JUVENILE INST OFFICER	1.15	-	-	-	-
PROBATION ASSISTANT	3.84	4.00	4.00	3.00	(1.00)
Total	52.57	59.50	59.50	53.50	(6.00)

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 7,483,681	$ 8,352,100	$ 7,362,400	$ 7,747,800	$ (604,300)
Services and Supplies	1,094,505	1,078,400	1,082,200	1,395,400	317,000
Other Charges	265,554	297,300	279,700	297,700	400
Total Operating Expenditures	8,843,741	9,727,800	8,724,300	9,440,900	(286,900)
Other Financing Uses	50,400	-	-	-	-
Increases to Fund Balances	1,448,151	562,100	1,211,500	52,700	(509,400)
Total Expenditures	$ 10,342,291	$ 10,289,900	$ 9,935,800	$ 9,493,600	$ (796,300)
Budget By Categories of Revenues					
Use of Money and Property	4,973	-	-	-	-
Intergovernmental Revenue	5,007,205	4,325,800	5,142,300	4,333,600	7,800
Charges for Services	321,232	184,400	163,900	29,700	(154,700)
Miscellaneous Revenue	18,577	37,000	37,600	37,500	500
Total Operating Revenues	5,351,987	4,547,200	5,343,800	4,400,800	(146,400)
Other Financing Sources	62,254	80,000	5,000	-	(80,000)
Decreases to Fund Balances	436,975	569,200	200	571,700	2,500
General Fund Contribution	4,708,585	5,093,500	4,586,800	4,521,100	(572,400)
Total Revenues	$ 10,559,800	$ 10,289,900	$ 9,935,800	$ 9,493,600	$ (796,300)

2018-19 Anticipated Accomplishments

- In response to the Juvenile Data Mining Project, moved forward numerous strategic policy changes which have resulted in a 76% decrease in the number of youth in congregate care in the last 18 months, a 29% decrease in the number of misdemeanor cases supervised and a 22% overall decrease in the number of youth supervised. These statistics are evidence of the increased focus on youth with higher risk/needs, while using informal diversion when appropriate with lower risk youth as well as a commitment to serving youth in the community.
- Further align internal process with Continuum of Care Reform requirements, including child and family team meetings for all youth under a placement order.
- Design and pilot the Juvenile Incentives and Interventions Matrix, a tool designed to guide officers in their decision-making when confronting inappropriate youth behaviors and violations of probation.
- Introduction of the Results First Initiative into the juvenile division operations, beginning with the Juvenile Programs Inventory.
- Selection of PACT (Positive Achievement Change Tool) risk/needs assessment. The assessment will provide officers the ability to assess risk more accurately, and assess the criminogenic needs which contribute to youth behaviors, as well as generating a case plan which includes goals linked to needs for focused interventions.
- Integration of new Title IV-E training techniques, which has resulted in higher quality case plans.

Juvenile Services Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Expansion of evidence-based programs and services available to youth on probation and their families, including Multi-Dimensional Family Therapy (MDFT), Strengthening Families, and Reasoning and Rehabilitation 2.

2019-20 Objectives

- Full implementation of the PACT for juvenile risk/needs assessment.
- Expand and enhance available diversion services county-wide, as well as evidence-based services available for youth on probation.
- Develop and put in place standardized evidence-based outcome measures for contracted programs and services.
- Provide training to internal and external staff and stakeholders on innovative strategies for working with youth from a trauma-informed, evidence-based perspective.

Probation

Adult Services Budget Program

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

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

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEP CHIEF PROBATION OFFCR	0.87	1.00	1.00	1.00	-
PROBATION MANAGER	2.45	3.00	3.00	3.00	-
DEP PROBATION OFFICER SUP	7.80	8.00	8.00	9.00	1.00
FINANCIAL OFFICE PRO	0.15	-	-	-	-
ADMN OFFICE PRO	21.46	22.00	22.00	22.00	-
DEP PROBATION OFFICER SR	20.73	20.00	20.00	20.00	-
DEP PROBATION OFFICER	62.58	70.00	70.00	73.00	3.00
ADMN OFFICE PRO SR	2.66	3.50	3.50	3.50	-
PROBATION ASSISTANT	5.39	6.00	6.00	7.00	1.00
Total	124.08	133.50	133.50	138.50	5.00

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 18,027,115	$ 19,140,200	$ 19,032,500	$ 20,147,200	$ 1,007,000
Services and Supplies	2,208,013	3,088,600	2,496,000	3,335,700	247,100
Other Charges	398,218	428,400	400,700	418,100	(10,300)
Total Operating Expenditures	20,633,345	22,657,200	21,929,200	23,901,000	1,243,800
Other Financing Uses	113,170	1,309,500	60,000	1,249,900	(59,600)
Intrafund Expenditure Transfers (+)	799,986	929,300	976,500	1,233,100	303,800
Increases to Fund Balances	3,419,770	-	2,254,800	-	-
Total Expenditures	$ 24,966,272	$ 24,896,000	$ 25,220,500	$ 26,384,000	$ 1,488,000
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	47,791	51,500	48,700	51,500	-
Intergovernmental Revenue	16,985,353	16,290,900	17,342,600	17,038,700	747,800
Charges for Services	2,060,292	1,883,700	1,891,100	1,994,700	111,000
Miscellaneous Revenue	1,250	500	-	-	(500)
Total Operating Revenues	19,094,685	18,226,600	19,282,400	19,084,900	858,300
Other Financing Sources	21,937	-	-	-	-
Decreases to Fund Balances	673,885	1,607,900	391,700	1,654,000	46,100
General Fund Contribution	5,626,895	5,061,500	5,725,400	5,645,100	583,600
Total Revenues	$ 25,417,402	$ 24,896,000	$ 25,399,500	$ 26,384,000	$ 1,488,000

2018-19 Anticipated Accomplishments

- Coordination of and participation in eight (8) special enforcement community operations to date including Santa Maria and Lompoc gang suppression operations, "Safe Kids" sex offender and child pornography detection and compliance operation, Isla Vista Halloween suppression operation, Lompoc Riverbed clean-up, Fiesta and Santa Maria Fair operations, and Santa Maria Office of Traffic Safety DUI operation.
- Allocation of over $2.3 million in Realignment funds, for supportive and transitional housing for justice-involved individuals with vulnerabilities such as significant substance addiction and mental health challenges.
- Development and launch of a unique "211" web portal for clients returning from jail or prison to provide connections to variety of resources including basic needs, employment services and approved community providers.
- Launch of a new outreach and community engagement coordinator who will organize and mobilize communication among community groups and service agencies to better leverage support services, conduct outreach to increase awareness of the challenges facing formerly incarcerated individuals returning to the community, and engage diverse populations of the community ensure cultural competence and representation among collaborative partners.

Adult Services Budget Program (Cont'd)

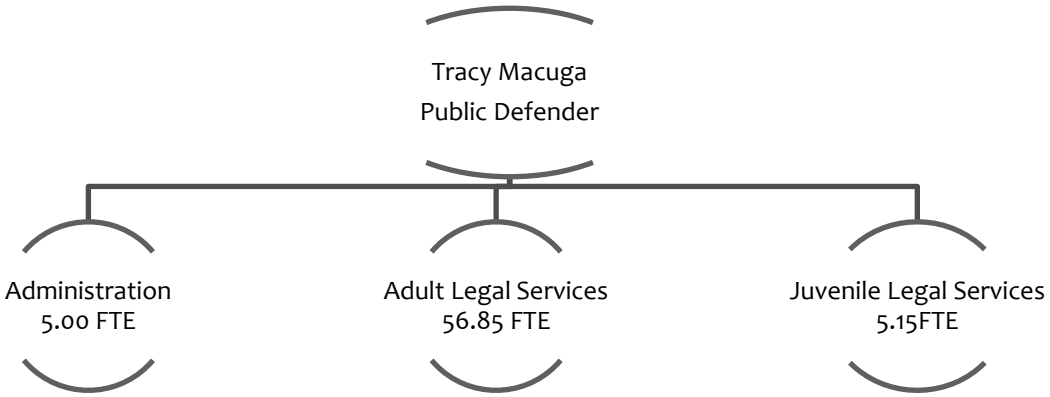
2019-20 Objectives

- Fully implement new case management module to enhance risk-based pretrial community supervision.
- Increase quality assurance efforts of funded evidence-based programs to ensure completion of curriculum specific fidelity reviews.
- Offer alternative domestic violence programming as a participating AB372 pilot county to identify evidence-based or promising programs.
- Increase access to supportive and transitional housing for justice-involved individuals with vulnerabilities such as significant substance addiction and mental health challenges.

Public Defender

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 13,556,800**
Capital	**$ 0**
FTEs	**67**



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 helps the County meet its obligation to provide excellent representation to County residents who cannot afford to hire a lawyer. The law requires the Public Defender to defend adults charged with crimes triable in the Superior Court; defend persons charged with death penalty crimes; defend minors in the Juvenile Court; defend persons charged with Contempt of Court; protect 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 appears in 25 different courtrooms in our Santa Barbara, Santa Maria, and Lompoc Superior Courts.

Highlights of 2019-20 Objectives

- Establish a strategic five-year plan to reaffirm our shared values of seeking justice, fairness and dignity for our clients. Incorporate Public Defender IT Strategic Plan that leverages mobility.
- Publish Annual Report highlighting the impact the public defense function has on individual lives and the community at large.
- Case Management System Rebuild and Redesign (E2)
  - Utilize Artificial Intelligence, Business Intelligence, and Automation to improve efficiency.
  - 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.
- Talent Retention and Development through development of training curriculum for Supervisors, Trainers, and Mentors.
- Invest in staff development to meet the evolving 21st century workforce.
  - Partner with National Association of Public Defenders (NAPD) to prepare workload analysis to assist in implementing workload controls based on the Delphi method and implemented in Washington, Idaho, Missouri and North Carolina.
  - Facilitated for the first ever NAPD leadership conference in California.
- Increase Pre-Arraignment Unit (PAU) representation: expand pilot program to identify client needs at the earliest possible point in time emphasizing mental health needs, substance abuse disorders, and housing, with the overall goal of significantly reducing pre-trial incarceration.
- Expand Holistic Defense Countywide and specifically address the needs of our Juvenile clients.
- Community Outreach and Presence: complete the development of a Know Your Rights educational program for schools and community events.
- Develop Law Office Professionals Policy and Procedures Manual.
- Work collaboratively with County departments to implement the FY 2019-20 Homeless Interagency Policy Council work plan.

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Highlighted Renew '22 Initiatives

Already Underway

- In-House Training and Career Development
  - Created in-house Director of Training and Career Development
- Build an In-House program based on the Gideon's Promise Model and the National Association of Public Defenders.
  - Wellness trainings for staff
  - In-house trainings include IST and Conservatorships; Discovery Law and Litigation (5 part series); Trial Skills; Gang Litigation; Fingerprinting; DNA Forensics
  - Specialized trainings for attorneys to meet mandated legal education requirements
  - Partnerships with outside organizations for additional trainings
- Identify Grant Opportunities
  - Awarded Inaugural National Legal Aid & Defender Association (NLADA) Vista Grant in FY 2018-19. Selected for the 2nd year of the program and to present at National Conference.
  - Continue to seek grant opportunities to generate revenue streams
- Continue to form strategic partnerships with the Sheriff, Probation and Behavioral Wellness to further successful re-entry and reduce recidivism: Adopt principles of collaborative case management and discharge planning, encourage peer navigation systems within current treatment centers, build capacity to share non-confidential data to enhance seamless re-entry opportunities, develop real time system to determine treatment bed availability and secure benefits for clients in need of substance abuse disorders treatment options.
- Internal Audit by Nationally Recognized Leaders in Indigent Defense: Two Chief Public Defenders audited our Department to provide 360-degree viewpoint to observe issues and challenges facing the Department. Summarized findings to assist in development of a five-year plan.

Implementation in FY 2019-20

- Continue to leverage technology
  - Launch upgraded case management system, using business intelligence principles to improve efficiencies through data-driven decision-making
  - Develop file sharing system with Courts to receive information electronically into case management system
  - Implement e-filing with the Courts
- Continue to form strategic partnerships
  - Partner with National Association of Public Defenders for design workload analysis
  - Pilot Discovery Sharing Policy with the District Attorney, allowing us to obtain discovery from the District Attorney prior to arraignment.
- Utilize E2 and business intelligence principles to improve efficiency leading to data driven decision-making.
  - Increase productivity through streamlined operations.
  - Adopt efficient processes and customize them to Department needs.
  - Integrate business processes with automation workflow case solutions.
  - Business rules based on user-defined case properties.
- Develop internal strategies to identify future leaders through succession planning.

Public Defender

Highlighted Renew '22 Initiatives (Cont'd)

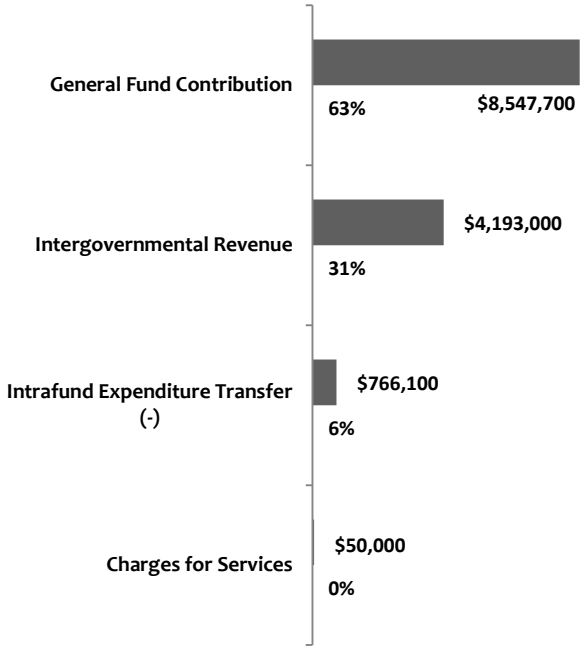
Future Year Implementation

- Continue to leverage technology
  - Enhance upgraded case management system to include artificial intelligence, automation, and machine learning.
  - Launch eDefender online web portal.
  - Incorporate video remote technology in the criminal justice system
    - To promote efficiency, access, and cost reduction, interactive VRT should be incorporated into all justice proceedings as permitted by law.
- Develop countywide electronic discovery protocol
  - Build an electronic discovery protocol in collaboration with other County legal agencies in order to increase efficiency.

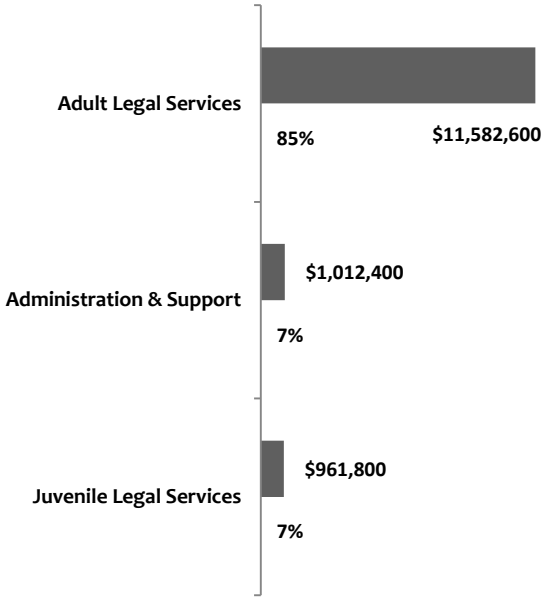
Public Defender

Recommended Sources & Uses of Funds

Source of Funds - $13,556,800

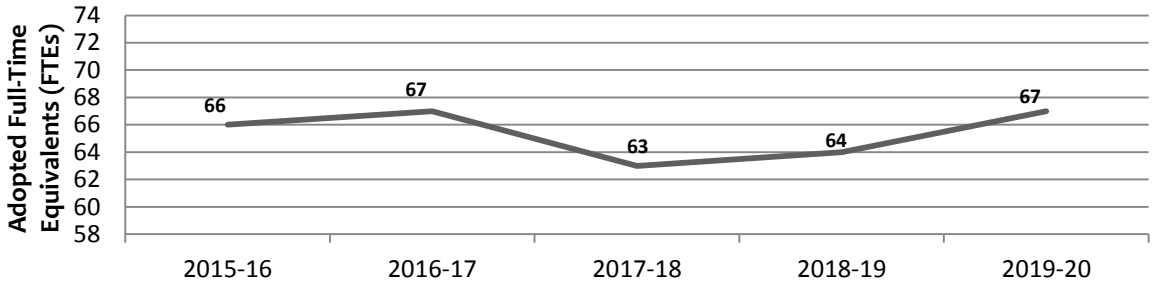


Use of Funds - $13,556,800



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	14.96	6.00	6.00	5.00	(1.00)
Adult Legal Services	36.58	54.00	54.00	56.85	2.85
Juvenile Legal Services	4.00	4.00	4.00	5.15	1.15
Total	55.54	64.00	64.00	67.00	3.00

Budget By Budget Program					
Administration & Support	$ 2,157,412	$ 1,433,700	$ 1,431,100	$ 1,012,400	$ (421,300)
Adult Legal Services	8,496,319	10,130,400	10,105,200	11,582,600	1,452,200
Juvenile Legal Services	921,143	729,500	843,400	961,800	232,300
Total	$ 11,574,874	$ 12,293,600	$ 12,379,700	$ 13,556,800	$ 1,263,200

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 10,473,284	$ 11,070,000	$ 11,045,900	$ 12,029,500	$ 959,500
Services and Supplies	517,835	552,200	663,200	731,700	179,500
Other Charges	583,756	671,400	670,600	795,600	124,200
Total Operating Expenditures	11,574,874	12,293,600	12,379,700	13,556,800	1,263,200
Capital Assets	24,400	-	-	-	-
Total	$ 11,599,274	$ 12,293,600	$ 12,379,700	$ 13,556,800	$ 1,263,200

Budget By Categories of Revenues					
Intergovernmental Revenue	$ 3,628,079	$ 4,070,900	$ 4,120,400	$ 4,193,000	$ 122,100
Charges for Services	71,124	200,000	50,000	50,000	(150,000)
Miscellaneous Revenue	-	-	500	-	-
Total Operating Revenues	3,699,203	4,270,900	4,170,900	4,243,000	(27,900)
Intrafund Expenditure Transfers (-)	423,758	483,900	483,900	656,100	172,200
Decreases to Fund Balances	56,214	-	-	110,000	110,000
General Fund Contribution	7,420,100	7,538,800	7,538,800	8,547,700	1,008,900
Fund Balance Impact (-)	-	-	186,100	-	-
Total	$ 11,599,274	$ 12,293,600	$ 12,379,700	$ 13,556,800	$ 1,263,200

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

Public Defender

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Net increase of 3.0 FTE due to:
  - Addition of 1.0 investigator position
  - Addition of 1.0 computer system specialist position
  - Addition of 1.0 deputy public defender position.

Expenditures

- Net operating expenditure increase of $1,263,200 due to:
  - +$959,500 in Salaries and Employee Benefits, primarily due to additional 3.0 FTE and negotiated salary increases.
  - +$179,500 increase in Services and Supplies, due to contract with Family Services Agency to continue the adult holistic defense program as well as minor increases in other line items.
  - +$124,200 increase in Other Charges, primarily for General Liability Insurance ($95,800) and Information Technology Service ($19,900).

These changes result in recommended total expenditures of $13,556,800.

Revenues

- Net operating revenue decrease of $27,900 due to:
  - +$122,100 increase in intergovernmental Revenue from Proposition 172 Sales Tax Revenues.
  - -$150,000 decrease in Legal Services fee collection.
- Net non-operating revenue increase of $1,291,100 due to:
  - +1,008,900 increase in Intrafund Expenditure Transfer for General Fund Contribution.
  - +$183,200 increase in Intrafund Expenditure Transfers for Increased AB 109 funding.

These changes result in recommended operating revenues of $4,193,000 and non-operating revenues of $9,313,800, for total revenues of $13,556,800. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Department-Wide				
Advocate for clients' release: number of clients provided with pre-arraignment consultation (target = 2,000)	N/A	N/A	500	2,000
Provide re-entry services to clients: number of referrals to Community Defender Division (CDD) for assistance with housing, mental health care, or substance abuse treatment (target = 1,200 (60%))	N/A	N/A	250	1,200
Provide expungement services: number of Prop 47 motions filed and granted (target = 7,000)	N/A	N/A	5,000	7,000
Provide immigration representation: number of Padilla consultations, averaging 3-10 hours per consult (target = 1,000)	N/A	N/A	500	1,000
Provide expungement clinics hosted in the community	N/A	N/A	4	6
Provide training to staff: number of in-house trainings, workshops, and lectures provided (target = 100)	N/A	N/A	79	100
Volunteer hours for post-bars, interns, and externs: total number of hours	N/A	N/A	7,000	9,000
Provide effective representation to defendants: - New felony matters handled - New juvenile matters handled - New misdemeanor matters handled - LPS court trials on establishment or re-establishment of conservatorship - Net gain to client's estate from evidentiary hearing in Probate	N/A	N/A	 2,542 710 9,212 15 $75,000	 2,500 700 9,200 15 $75,000

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PUBLIC DEFENDER	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY	-	2.00	2.00	-	(2.00)
DEP PUBLIC DEFENDER	0.85	-	-	-	-
CHIEF FINANCIAL OFFICER	-	-	-	1.00	1.00
LEGAL OFFICE PRO	6.19	-	-	-	-
DEPT BUS SPEC	-	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	0.15	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	0.96	-	-	1.00	1.00
BUSINESS MANAGER	0.81	1.00	1.00	-	(1.00)
EXECUTIVE SECRETARY	1.00	-	-	-	-
LEGAL OFFICE PRO SR	4.00	-	-	-	-
Total	14.96	6.00	6.00	5.00	(1.00)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 2,093,464	$ 1,297,700	$ 1,304,600	$ 991,000	$ (306,700)
Services and Supplies	3,782	54,800	35,900	21,400	(33,400)
Other Charges	60,166	81,200	90,600	-	(81,200)
Total Operating Expenditures	2,157,412	1,433,700	1,431,100	1,012,400	(421,300)
Total Expenditures	$ 2,157,412	$ 1,433,700	$ 1,431,100	$ 1,012,400	$ (421,300)
Budget By Categories of Revenues					
Miscellaneous Revenue	-	-	500	-	-
Total Operating Revenues	-	-	500	-	-
General Fund Contribution	1,485,958	1,433,700	1,430,600	1,012,400	(421,300)
Total Revenues	$ 1,485,958	$ 1,433,700	$ 1,431,100	$ 1,012,400	$ (421,300)

Public Defender

Administration & support Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Appointed Training Director to lead In-House training and Post-Bar extern program: recruited a nationally recognized trainer to launch our in-house training department.
- Collaborated with United Way AmeriCorps to provide housing specialist for homeless clients.
- Innovative uses of technology
    - Private partnership with Uptrust to build text messaging to clients in conjunction with our case management system to empower clients to successfully navigate pre and post-trial obligations and reduce failures to appear.
    - Implemented Clear My Record, an app that allows for online application and processing of post-conviction relief (247 applications received to date).
    - Overhauled active directory structure and layout to be accurate, efficient and responsive.
    - Reorganized the accounts within Exchange Server and reduced the number of group security and distribution lists.
    - Rolled out Nuance Advanced PDF 3.0 to all users.
    - Updated all computers in the Office to Windows 10.
    - Developed Technology Workforce Development tutorial library.
    - Created internal helpdesk ticketing system to respond to user requests.
    - Implemented one on one technology training for staff.
- Holistic Defense
    - Collaborated with Family Service Agency (FSA) to provide a full-time social worker/client advocate and four MSW interns, all in support of Holistic Defense program.
    - Awarded Women's Fund Grant focused on holistic defense for women that are justice involved.
    - Awarded Inaugural NLADA VISTA Grant for two members.
    - Research paper to be published showing the potential cost savings associated with practicing Holistic Defense reducing incarceration and enhancing public safety.
- Completed policies and procedures for attorneys, which have been adopted by the attorneys' union.
- Completed policies and procedures for investigations, which have been submitted to the investigators' union for review.

2019-20 Objectives

- Develop IT Strategic roadmap. Provide video documentation library to staff on technology programs.
- Enhance trial tools and specialized software, and attorneys' access to them.
- Case Management System Rebuild and Redesign (E2)
- Talent Retention and Development
    - Continue growing our Training Department to include specialty certification in Juvenile, Capital Work, Probate and LPS
    - Create Community Defender Division, Training Program, Holistic Advocate Policies and Procedures.
- Partner with National Association of Public Defenders (NAPD) to prepare for audit of Department workload.

Public Defender

Adult Legal Services Budget Program

Provides in-court representation to clients appearing in the Superior Court when their life or liberty is at stake, as well as investigative services 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF DEPUTY	-	-	-	1.85	1.85
PROG/BUS LDR-ATTY	1.00	-	-	-	-
DEP PUBLIC DEFENDER SR	5.62	5.00	5.00	6.00	1.00
DEP PUBLIC DEFENDER	20.19	27.00	27.00	25.00	(2.00)
DIVISION CHIEF	-	-	-	1.00	1.00
LEGAL OFFICE PRO	1.85	8.00	8.00	8.00	-
PUBLIC DEFENDER INVEST	4.38	6.00	6.00	7.00	1.00
PROGRAM/BUS LDR-GEN	1.54	-	-	-	-
LEGAL OFFICE PRO SR	1.00	6.00	6.00	6.00	-
SOC SVCS WORKER SR PS/L	1.00	1.00	1.00	1.00	-
SOCIAL SVCS PRACTITIONER	-	-	-	1.00	1.00
SOCIAL SERVICES WORKER	-	1.00	1.00	-	(1.00)
Total	36.58	54.00	54.00	56.85	2.85

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 7,527,813	$ 9,111,400	$ 8,987,200	$ 10,119,100	$ 1,007,700
Services and Supplies	512,722	468,100	601,000	667,900	199,800
Other Charges	455,784	550,900	517,000	795,600	244,700
Total Operating Expenditures	8,496,319	10,130,400	10,105,200	11,582,600	1,452,200
Capital Assets	24,400	-	-	-	-
Total Expenditures	$ 8,520,719	$ 10,130,400	$ 10,105,200	$ 11,582,600	$ 1,452,200
Budget By Categories of Revenues					
Intergovernmental Revenue	3,628,079	3,845,600	3,951,400	4,193,000	347,400
Charges for Services	71,124	200,000	50,000	50,000	(150,000)
Total Operating Revenues	3,699,203	4,045,600	4,001,400	4,243,000	197,400
Intrafund Expenditure Transfers (-)	423,758	483,900	483,900	656,100	172,200
Decreases to Fund Balances	56,214	-	-	110,000	110,000
General Fund Contribution	5,223,332	5,600,900	5,433,800	6,573,500	972,600
Total Revenues	$ 9,402,506	$ 10,130,400	$ 9,919,100	$ 11,582,600	$ 1,452,200

ADULT LEGAL SERVICES BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments

- Pre-Arraignment Unit (PAU): PAU is the first point of contact with most PD clients in custody, and seeks to effectuate guarantees of Due Process and Right to Counsel in the U.S. Constitution, as well as the guaranteed Right of Equal Protection in the ability of both rich and poor to exercise their Right to Counsel. PAU staff:
  - Collects information from PAU clients about their needs for housing, mental health and other services that often contribute to their criminal justice involvement and pose barriers to successful re-entry into the community
  - Makes immediate referrals to a social worker who will assist with holistic defense services such as housing, drug treatment and mental health care.
  - Confirms information about the clients' employment and community ties to present to the court for consideration regarding release from custody.
  - Between October 2018 and February 15, 2019, the Pre-Arraignment Unit conducted 251 intake interviews, 126 (50.2%) of which were referred to the Community Defender Division for assistance with housing, mental health care or substance abuse treatment. These include: identifying a breastfeeding mother of an infant for (successful) release advocacy, making an urgently needed immediate referral to a mental health crisis stabilization unit, and tracking for the earliest possible intervention some local mentally ill clients who come in and out of the jail frequently but so quickly that they often miss connecting with appropriate and available discharge planning

- Community Defender Division and Re-Entry Services: The Community Defender Division provides 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. They combine 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. This holistic defense team brings together a multidisciplinary approach to provide for the most successful case and life outcomes. From the launch of the division in October 2018, we have identified the following issues:
  - 93 Mental Health issues – this is defined as people who we advocated for in the jail to get treatment, referred to treatment, created case plans for, collaborated with treatment providers, and assisted with navigating connections to treatment
  - 52 Housing (identified as a primary issue) – this is defined as people who we assisted with referrals, applications, attending appointments, removing barriers (i.e. credit, warrants, ID), and/or placed in shelter or permanent housing – not all of these individuals are housed
  - 122 Substance Abuse Treatment referrals – residential treatment or sober living
  - 15 Medical (identified as a primary issue) – this is defined as people who were suffering from medical issues that we advocated for in the jail, arranged for appointments for in the community, and assisted them with transportation or follow through with appointments for significant health issues such as cancer, staph infection, and HIV
  - 9 Benefits – although we have connected well over a hundred people with social services to receive or reinstate benefits – these are people that we actually assisted with navigating the process of applying for benefits, attended appointments with them, and advocated for them to receive benefits
  - 20 Case Management – although all of the above involve case management these are defined as people who had a primary struggle with organization and follow-through due to education level, limited organizational abilities, or simply being overtaxed with responsibilities.

ADULT LEGAL SERVICES BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments (Cont'd)

- Outreach
  - Veteran's Stand Down
  - 4 Expungement Clinics through partnership with Pepperdine Law School's Justice Bus
  - Lompoc Riverbed Triage Center – Sept 2019 – Personnel present every day for 30 consecutive days, including weekends
- IST Accomplishments
  - Coordinated consolidation of 154 clients from 12 to 2 departments
  - Through collaboration with DAG/DSH, reduced clients awaiting placement at DSH from 22 to 8 days
  - Successfully received dismissal of 20 cases for 9 clients
  - Prevented any misdemeanant from maxing out of any before restoration or before a finding that the client could not be restored
- Probate Accomplishments
  - Successfully petitioned for termination 3 conservatorships compared to 0 before receiving calendar assignment
  - Calendared 2 OSCs against conservators who failed to comply with statutory duties
  - Set evidentiary hearing resulting in net gain of $75k to client's estate
- LPS Accomplishments
  - Created electronic service of documents from County Counsel
  - Conducted 15 court trials on establishment or re-establishment of conservatorship
  - Calendared 3 placements hearings; 2 of which resulted in a step down placement for clients
  - Handled county's first Laura's Law case
- Writs Accomplishment
  - Coordinated with Patient's Rights Advocate to allow more efficient use of investigator's time visiting potential writ clients at PHF
  - Assisted in drafting of new County Policies reducing obligations of our office to comport with actual practice
  - Calendared 12 writ hearings, of which 3 proceeded, resulting in discharge of 7 clients

2019-20 Objectives

- Increase PAU representation
- Continue to collaborate with the Courts, Behavioral Wellness, Probation, Sheriff, District Attorney, and various community organizations to improve the functioning of the Collaborative Courts Program. These court programs have proven to be successful at rehabilitation, reducing recidivism, enhancing public safety, and helping individuals to become productive members of the community, thereby helping to reduce jail overcrowding and saving the County money.
- File Retention & Life Cycle Management Policy
  - Retire legacy assets based on pre-identified technology lifecycle, share services opportunities, and cost/benefit analysis.
  - Adhere to Sustainability Policy: Strive to reuse before buy, buy before build. Assure sustainable maintenance according to lifecycle.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF DEPUTY	-	-	-	0.15	0.15
DEP PUBLIC DEFENDER SR	0.73	-	-	-	-
DEP PUBLIC DEFENDER	3.27	2.00	2.00	3.00	1.00
LEGAL OFFICE PRO	-	1.00	1.00	1.00	-
PUBLIC DEFENDER INVEST	-	1.00	1.00	1.00	-
Total	4.00	4.00	4.00	5.15	1.15

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 852,007	$ 660,900	$ 754,100	$ 919,400	$ 258,500
Services and Supplies	1,331	29,300	26,300	42,400	13,100
Other Charges	67,806	39,300	63,000	-	(39,300)
Total Operating Expenditures	921,143	729,500	843,400	961,800	232,300
Total Expenditures	$ 921,143	$ 729,500	$ 843,400	$ 961,800	$ 232,300
Budget By Categories of Revenues					
Intergovernmental Revenue	-	225,300	169,000	-	(225,300)
Total Operating Revenues	-	225,300	169,000	-	(225,300)
General Fund Contribution	710,810	504,200	674,400	961,800	457,600
Total Revenues	$ 710,810	$ 729,500	$ 843,400	$ 961,800	$ 232,300

2018-19 Anticipated Accomplishments

- Completed approximately 450 juvenile hall visits with minors.
- Assisted juvenile clients in sealing their records and aided adult clients in sealing their juvenile records.
- A Chief Trial Deputy regularly volunteered as a judge in the north county Teen Court Program.
- Completed nine 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.

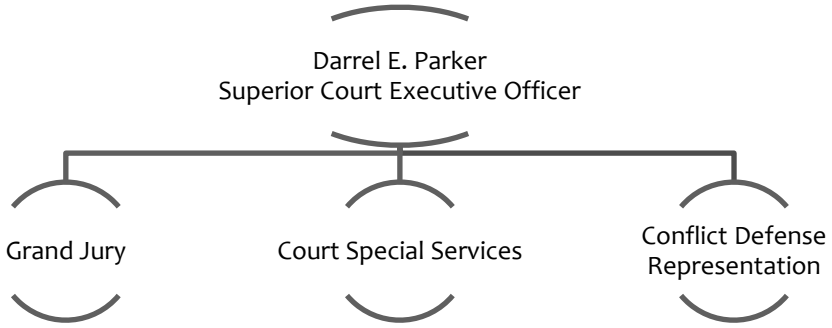
2019-20 Objectives

- Continue to meet expanding constitutional and ethical duties for youthful offenders.
- Continue to inventory past juvenile files and notify former clients of opportunity to seal their files under the newly expanded sealing laws.
- Work with probation to encourage more informal programs to divert juveniles to community-based programs rather than referring their cases to the DA for filing.
- Increase the number of attorneys in our office that qualify to serve in juvenile court pursuant to California Court Rule 5.664.

Court Special Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 14,695,400**
Capital	**$ 0**
FTEs	**19.50**



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 $9.9 million. This contribution is comprised of $9.0 million in General Fund and approximately $0.9 million from County's share of Fees, Fines, & Penalties.

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

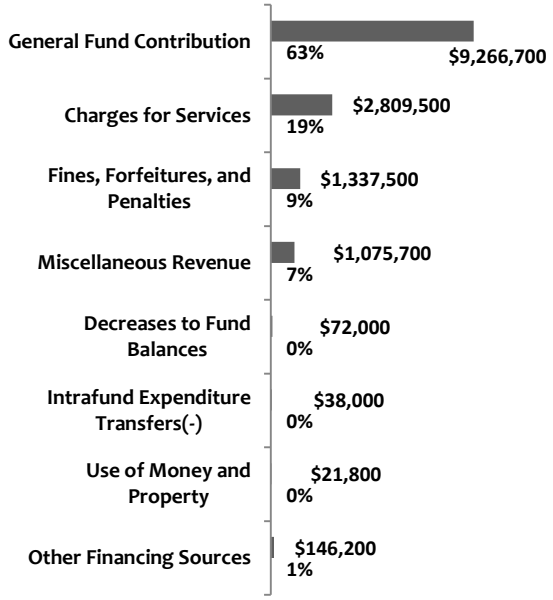
Highlights of 2019-20 Objectives

- Grand Jury: The Santa Barbara County Grand Jury will continue its major role of: government oversight; investigation into citizen complaints. The Criminal Grand Jury will continue to weigh evidence, and if impaneled, make determinations if there is sufficient evidence presented to warrant a person to stand trial in court.
- Pretrial Services: In August of 2018, Senate Bill 10 was passed by the Legislature calling for reform of California's bail system and the mandated use of risk assessment instruments to determine a defendant's eligibility for release in lieu of bail. The Court began working with the Probation Department on the implementation of the new law. In January of 2019 the referendum to overturn the law was certified and halted the October 2019 implementation until the results of the vote on the referendum in November 2020 are known. The changes with SB10 and the referendum have confounded the efforts to expand any additional services with Pretrial Unit.
- Enhanced Collections: In September 2018 the Collections Unit began working with a second outside collection agency, GC Services. As of February 2019 approximately 24,000 cases have been transferred to GC Services with the goal of enhancing revenues. An additional 14,000 cases will be transferred to GC Services in 2020-21. 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 court extended the multi-year contract which expires June 30, 2019. The court is working on developing new agreements for the representation of eligible indigents in both the North and South County.

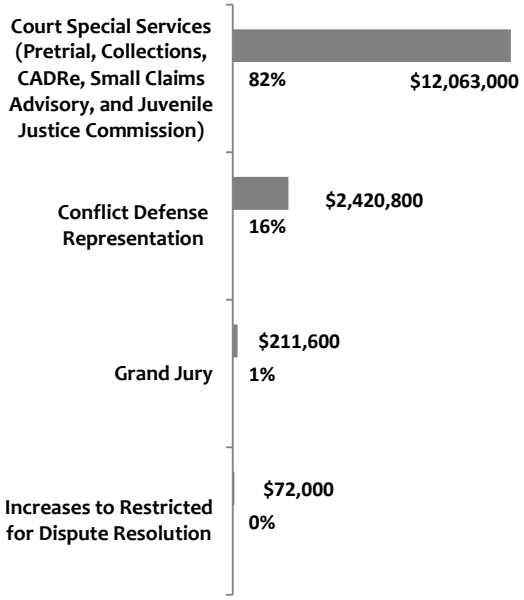
Court Special Services

Recommended Sources & Uses of Funds

Source of Funds - $14,767,400



Use of Funds - $14,767,400



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Budget By Budget Program					
Grand Jury	$ 192,506	$ 211,600	$ 188,600	$ 211,600	$ -
Court Special Services	11,802,745	12,047,600	12,055,300	12,063,000	15,400
Conflict Defense Representation	2,556,785	2,316,800	2,369,900	2,420,800	104,000
Total	$ 14,552,035	$ 14,576,000	$ 14,613,800	$ 14,695,400	$ 119,400
Budget By Categories of Expenditures					
Services and Supplies	$ 4,691,966	$ 4,600,700	$ 4,714,600	$ 4,796,200	$ 195,500
Other Charges	9,860,069	9,975,300	9,899,200	9,899,200	(76,100)
Total Operating Expenditures	14,552,035	14,576,000	14,613,800	14,695,400	119,400
Increases to Fund Balances	71,997	38,300	72,000	72,000	33,700
Total	$ 14,624,032	$ 14,614,300	$ 14,685,800	$ 14,767,400	$ 153,100
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 1,377,412	$ 1,401,700	$ 1,350,700	$ 1,337,500	$ (64,200)
Use of Money and Property	16,003	15,100	22,000	21,800	6,700
Charges for Services	2,978,341	3,171,300	2,855,300	2,809,500	(361,800)
Miscellaneous Revenue	990,199	1,123,500	1,049,000	1,075,700	(47,800)
Total Operating Revenues	5,361,955	5,711,600	5,277,000	5,244,500	(467,100)
Other Financing Sources	549,202	205,900	714,800	146,200	(59,700)
Intrafund Expenditure Transfers (-)	35,165	38,000	35,200	38,000	-
Decreases to Fund Balances	90,910	72,000	72,000	72,000	-
General Fund Contribution	8,586,800	8,586,800	8,586,800	9,266,700	679,900
Total	$ 14,624,032	$ 14,614,300	$ 14,685,800	$ 14,767,400	$ 153,100

Court Special Services

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

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

Expenditures

- Net operating expenditure increased by $119,400 primarily due to:
  - $235,500 increase in court attorney fees, contracted services, and the cost allocation charge.
  - $76,100 decrease in other charges.

- Net Non-operating expenditure increased by $33,700 due to:
  - $33,700 increase in restricted funds for dispute resolution.

These changes result in recommended operating expenditures for FY 2019-20 of $14,695,400 non-operating expenditures of $72,000, resulting in total expenditures of $14,767,400. Non-operating expenditures are restricted funds for dispute resolution.

Revenues

- Net operating revenue decrease $467,100 primarily due to:
  - $361,800 decrease in Charges for Services due to decrease in revenue from the passage of AB103 and fewer case filings.
  - $47,800 decrease due to Miscellaneous Revenue caused by a decrease in State Reimbursements from lower commission costs on revenue collect by the Franchise Tax Board and private collection agency.
  - $64,200 decrease in Fines, Forfeitures and Penalties due to decrease in revenue from the passage of AB103 and fewer case filings.

- Net Non-operating revenue increase $620,200 due to:
  - $679,900 increase in General Fund Contribution to address increase costs and decreasing revenues. $59,700 decrease in Other Financing from Probation reducing one-time expenditures from 2018-2019.

These changes result in recommended operating revenues of $5,244,500, non-operating revenues of $9,522,900, resulting in total revenues of $14,767,400. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Court Special Services				
Pretrial total cases reviewed for probable cause	5,033	4,574	4936	5,100
Pretrial written reports completed	2,427	2,148	2,836	3000
Pretrial released on own recognizance	470	366	484	535
Pretrial Failure to Appears (FTAs)	4% 17/438	4% 15/366	6% 29/484	6% 31/517
Conflict Defense Representation within Contract				
Number of Adult cases represented	1,575	2,057	1,484	1,484
Number of Juvenile cases represented	427	625	404	404
Alternative Dispute				
Percentage and amount of qualified cases ordered to alternative dispute processes	59% 244/411	68% 243/360	68% 243/360	68% 243/360

Court Special Services

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Services and Supplies	$ 190,048	$ 209,700	$ 186,700	$ 209,700	$ -
Other Charges	2,458	1,900	1,900	1,900	-
Total Operating Expenditures	192,506	211,600	188,600	211,600	-
Total Expenditures	$ 192,506	$ 211,600	$ 188,600	$ 211,600	$ -
Budget By Categories of Revenues					
General Fund Contribution	211,548	211,600	188,600	211,600	-
Total Revenues	$ 211,548	$ 211,600	$ 188,600	$ 211,600	$ -

2018-19 Anticipated Accomplishments

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

2019-20 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

Court Special Services Budget Program

Pretrial Services

The Pretrial Services Division of the Court Special Services is responsible for determining eligibility for a pretrial detainee's release on their own recognizance, supervised release, or an appropriate adjustment of bail given the offenses charged. Since July of 2017, the unit has been assessing defendants using the Virginia Pretrial Risk Assessment Instrument (VPRAI). This instrument informs release decisions regarding court appearance compliance as well as risk/safety to the community. The partnership with the Probation Department to offer supervised pretrial release through the use of Pretrial Compliance Officers has been fully implemented. The Pretrial Compliance Officers are actively supervising over 100+ pretrial defendants within the communities of Santa Barbara County.

Enhanced Collection Unit

In compliance with California Penal Code section 1463.010, Santa Barbara's County and Court maintain a collection program that serves the public by providing assistance for those paying debt owed to the Court by setting up payment plans, mailing out payment reminders, allowing acceptance of payment via the phone, over the web, through the mail, and in person. The Collection Unit works directly with the Department of Motor Vehicles (DMV), Franchise Tax Board (FTB), Alliance One (an outside collection agency) and GC Services (an outside collection agency) to ensure the best and timely methods of collecting delinquent debt.

Alternative Dispute Resolution

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

Staffing

There are no County employees for this budget program. However, 19.5 Court employees work on Court Special Services programs in the following areas: Pretrial Services 11.5 employees, Enhanced Collections 7 employees, and Court Administered Dispute Resolution 1 employee.

Court Special Services

Court Special Services Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Services and Supplies	$ 1,945,134	$ 2,074,200	$ 2,158,000	$ 2,165,700	$ 91,500
Other Charges	9,857,611	9,973,400	9,897,300	9,897,300	(76,100)
Total Operating Expenditures	11,802,745	12,047,600	12,055,300	12,063,000	15,400
Increases to Fund Balances	71,997	38,300	72,000	72,000	33,700
Total Expenditures	$ 11,874,741	$ 12,085,900	$ 12,127,300	$ 12,135,000	$ 49,100
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,377,412	1,401,700	1,350,700	1,337,500	(64,200)
Use of Money and Property	16,003	15,100	22,000	21,800	6,700
Charges for Services	2,978,341	3,171,300	2,855,300	2,809,500	(361,800)
Miscellaneous Revenue	990,199	1,123,500	1,049,000	1,075,700	(47,800)
Total Operating Revenues	5,361,955	5,711,600	5,277,000	5,244,500	(467,100)
Other Financing Sources	549,202	205,900	714,800	146,200	(59,700)
Intrafund Expenditure Transfers (-)	35,165	38,000	35,200	38,000	-
Decreases to Fund Balances	90,910	72,000	72,000	72,000	-
General Fund Contribution	6,058,549	6,058,400	6,028,300	6,634,300	575,900
Total Revenues	$ 12,095,781	$ 12,085,900	$ 12,127,300	$ 12,135,000	$ 49,100

2018-19 Anticipated Accomplishments

Pretrial Services

- Development of baseline performance data will be completed by the Administrative Analyst. Analysis of one year's worth of data will measure the program's success with the use of the risk assessment instrument, release conditions, and release compliance and outcomes of pretrial defendants.
- Onboard additional Pretrial Compliance Officers to properly and safely manage the increasing population of defendants granted supervised release.
- Using the SB10 legislation as a guide, continue working with the Probation Department and the County to transition the Pretrial Unit under the authority of the Probation Department.

Enhanced Collection Unit

The County and Court continue to improve its process for collecting delinquent fees and fines utilizing the Enhanced Collections Unit. In FY 2017-18 the Enhanced Collections Unit collected $5.6 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 $7.9 million in delinquent revenues were collected by the Unit.

The Court has developed a cost recovery process where the County implemented PC 1463.007, which state in part "…a comprehensive collection program may deduct the costs of operating that program, excluding capital expenditures, from any revenues collected under that program". The program reimbursement revenue from the State for FY 2017-18 was at $916 thousand. This revenue is reported in Miscellaneous Revenue.

Court Special Services

Court Special Services Budget Program (cont'd)

2019-20 Objectives

Pretrial Services

- Continue working with the County and the Probation Department on the possible transition and incorporation of the Pretrial Services Unit into the Probation Department mid fiscal year.
- Integrate Pretrial Data Collection and tracking with Probation's supervised release data.
- Consider recommending supervised release of higher risk defendants and determine appropriate conditions for such releases.

Enhanced Collections

- Use the Courts new case management system to further develop Collections reports for the Judicial Council of California and the Legislature.
- Review all cases that have not been referred to an outside collection agency to verify they have been tracked accordingly.
- Submit an additional 14,000 cases to GC Services, monitor progress and analyze results.
- 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 has 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.

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Services and Supplies	$ 2,556,785	$ 2,316,800	$ 2,369,900	$ 2,420,800	$ 104,000
Total Operating Expenditures	2,556,785	2,316,800	2,369,900	2,420,800	104,000
Total Expenditures	$ 2,556,785	$ 2,316,800	$ 2,369,900	$ 2,420,800	$ 104,000
Budget By Categories of Revenues					
General Fund Contribution	2,316,703	2,316,800	2,369,900	2,420,800	104,000
Total Revenues	$ 2,316,703	$ 2,316,800	$ 2,369,900	$ 2,420,800	$ 104,000

2018-19 Anticipated Accomplishments

The Court is pursuing new multi-year contracts for indigent defense representation in both the North and South County to begin July 1, 2019.

2019-20 Objectives

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

Court Special Services

Fire

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 84,906,300**
Capital	**$ 577,500**
FTEs	**270.0**

Mark A. Hartwig
Fire Chief

- Administration & Support — 33.95 FTE
- Fire Prevention — 16.05 FTE
- Emergency Operations — 220.00 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 2019-20 Objectives

- Reach the goal set by the Board of Supervisors in 2012 for the Fire Protection District to receive a 17% share of property tax revenues within the tax rate areas served by the District. This signifies an end to the tax shift of 25% of the property tax growth in the General Fund to the Fire District.
- 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.
- Work collaboratively with the Public Health Emergency Medical Services Agency (EMSA) and the Operational Area Fire Chiefs to evaluate the emergency medical service (EMS) system in Santa Barbara County.
- Complete modifications to the Black Hawk helicopter to transform it into a mission ready Firehawk.
- Strengthen EMS and emergency response operations by adding positions to enhance training, improve fireground operations, and support maintenance of the Firehawk helicopter.
- Continue to implement the department long-term plan to address deferred maintenance and capital projects.
- Continue to invest in technology to maximize mobile access and improve firefighter safety and effectiveness.
- Identify and implement fuels reduction projects to enhance community fire protection.

Fire

Highlighted Renew '22 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
  - Procure To Pay (P2P) integrated system implementation
    - Implement a procure to pay application that will provide enhanced budgetary control, work flow and transaction automation, reporting, efficiency and transparency in processing of all department requisitions and invoices and interface with the Financial Information Network (FIN)
  - 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 2019-20

- 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
  - ASU program enhancements with Firehawk addition
    - Complete the appropriate modifications to the Black Hawk helicopter to transform it into a mission ready Firehawk for Santa Barbara County

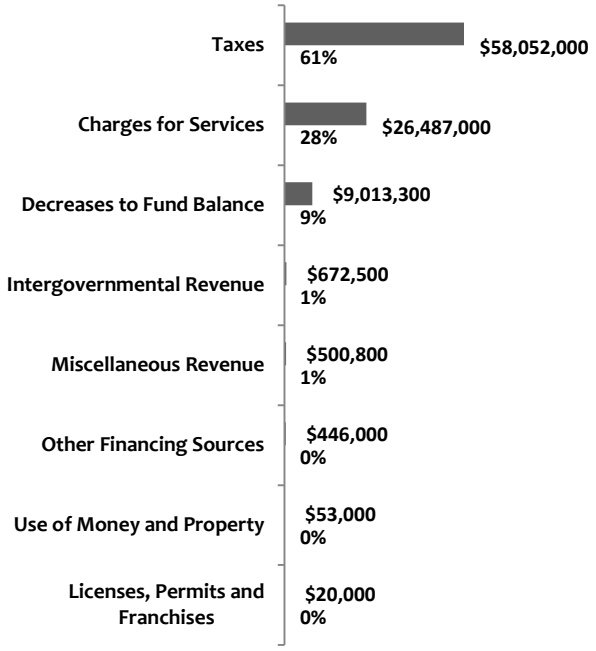
Future Year Implementation

- Re-design – Improve Process and Efficiency
  - EMS system modernization
    - Explore EMS service delivery models in collaboration with County EMSA

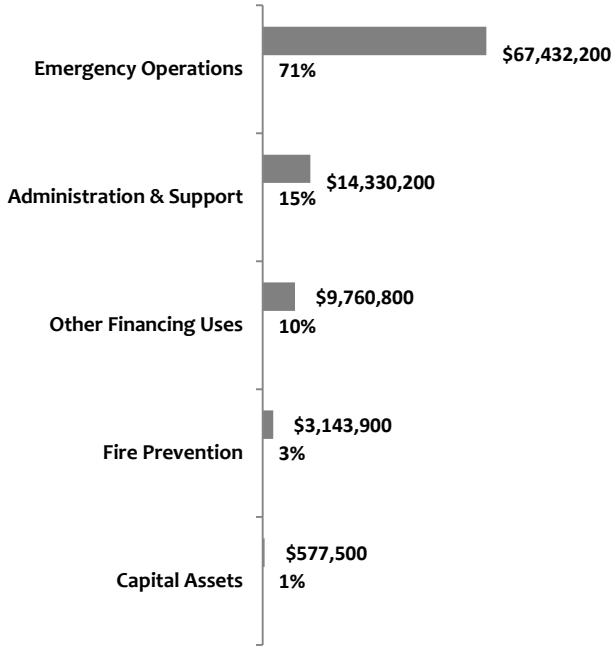
Fire

Recommended Sources & Uses of Funds

Source of Funds - $95,244,600

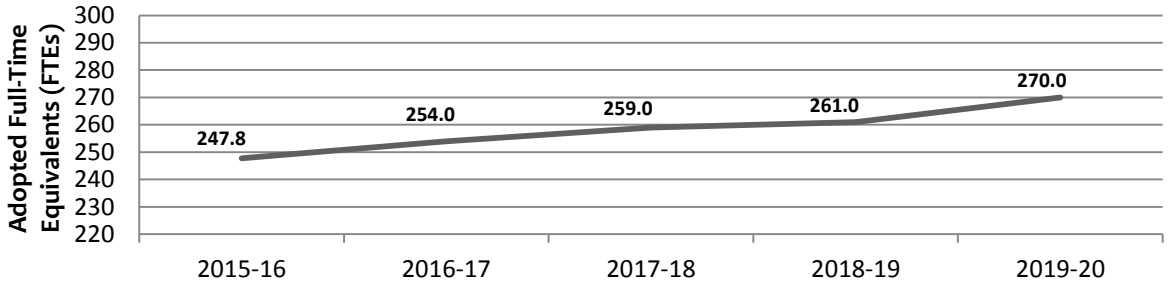


Use of Funds - $95,244,600



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	34.80	33.95	33.95	33.95	-
Fire Prevention	14.27	16.05	16.05	16.05	-
Emergency Operations	198.98	211.00	211.00	220.00	9.00
Unallocated	0.88	-	-	-	-
Total	248.93	261.00	261.00	270.00	9.00

Budget By Budget Program					
Administration & Support	$ 13,585,204	$ 13,812,900	$ 12,976,400	$ 14,330,200	$ 517,300
Fire Prevention	2,933,797	3,092,000	3,114,500	3,143,900	51,900
Emergency Operations	62,142,118	61,121,700	60,991,800	67,432,200	6,310,500
Total	$ 78,661,119	$ 78,026,600	$ 77,082,700	$ 84,906,300	$ 6,879,700

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 65,374,906	$ 64,862,700	$ 64,436,600	$ 68,265,900	$ 3,403,200
Services and Supplies	8,045,159	6,805,900	7,295,300	9,898,700	3,092,800
Other Charges	5,241,054	6,358,000	5,350,800	6,741,700	383,700
Total Operating Expenditures	78,661,119	78,026,600	77,082,700	84,906,300	6,879,700
Capital Assets	1,845,609	2,885,400	6,156,000	577,500	(2,307,900)
Other Financing Uses	3,397,458	8,912,100	2,551,100	9,760,800	848,700
Increases to Fund Balances	10,885,044	-	215,000	-	-
Total	$ 94,789,230	$ 89,824,100	$ 86,004,800	$ 95,244,600	$ 5,420,500

Budget By Categories of Revenues					
Taxes	$ 52,928,214	$ 55,442,000	$ 55,486,600	$ 58,052,000	$ 2,610,000
Licenses, Permits and Franchises	19,950	20,000	20,000	20,000	-
Fines, Forfeitures, and Penalties	336,608	-	(12,700)	-	-
Use of Money and Property	123,328	-	127,000	53,000	53,000
Intergovernmental Revenue	1,524,481	1,003,200	1,230,600	672,500	(330,700)
Charges for Services	29,196,502	24,478,900	24,932,100	26,487,000	2,008,100
Miscellaneous Revenue	503,430	267,000	360,100	500,800	233,800
Total Operating Revenues	84,632,513	81,211,100	82,143,700	85,785,300	4,574,200
Other Financing Sources	600,363	213,200	233,300	446,000	232,800
Decreases to Fund Balances	9,556,354	8,399,800	3,627,800	9,013,300	613,500
Total	$ 94,789,230	$ 89,824,100	$ 86,004,800	$ 95,244,600	$ 5,420,500

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

Fire

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Increase of 9.0 in total FTEs including a Battalion Chief (BC) post position (3.0 FTEs), a Firefighter/Paramedic post position at Station 21 in Orcutt (3.0 FTEs), Emergency Medical Services (EMS) Specialists (2.0 FTEs) to provide EMS training/education and the conversion of an Extra Help Aircraft Mechanic position to a Regular Aircraft Mechanic position (1.0 FTE) to support maintenance efforts when the Firehawk helicopter is placed into service. The BC post, Firefighter post and Aircraft Mechanic positions are anticipated to be filled mid-year.

Expenditures

- Net operating expenditure increase of $6,880,000:
  - +$3,403,000 increase in Salaries and Employee Benefits due to:
    - +$1.8 million increase in overtime for operational constant staffing due to vacancies, long term injuries, a movement towards bi-annual firefighter hiring instead of annual firefighter hiring, and the impact of salary increases;
    - +$1.1 million increase associated with the recommended position changes for FY 2019-20;
    - +$0.5 million increase in workers' compensation premiums.
  - +$3,093,000 increase in Services and Supplies primarily due to:
    - +$1.1 million increase for maintenance, avionics, airframe modifications, hoist overhaul and painting of the Black Hawk helicopter that was purchased in FY 2018-19, resulting in a mission ready Firehawk;
    - +$0.7 million increase for the department-wide replacement of outdated mobile radios;
    - +$0.5 million increase for facilities maintenance projects;
    - +$0.5 million increase for approximately 170 sets of turnout coats and pants to ensure that all firefighters have a back-up set of turnouts available while their primary turnouts are being decontaminated after emergency responses;
    - -$0.3 million decrease for cost allocation charges, primarily due to decreasing General Services facilities maintenance charges as Fire continues to move toward self reliance for facilities maintenance;
    - +$0.1 million increase for property tax collection administrative fees;
    - +$0.1 million increase for fire station furniture, lockers and warehouse heavy duty shelving;
    - +$0.1 million increase for training and travel;
    - +$0.1 million increase for communication, personal protective, computer and miscellaneous equipment associated with the requested staffing enhancements.
  - +$384,000 increase in Other Charges due to:
    - +$0.3 million increase in charges from the Communication Services internal service fund;
    - +$0.3 million increase in Motor Pool charges primarily due to ongoing costs for replacement vehicles;
    - -$0.2 million decrease in development impact mitigation fees to the City of Goleta for the construction of Station 10 on the western edge of Goleta;
    - -$0.1 million decrease in transfers to the University of California Santa Barbara (UCSB) as a result of the completion of the bathroom remodel at Station 17 on the UCSB campus.

- Net non-operating expenditure decrease of $1,459,000:
  - -$2,308,000 decrease in Capital Asset equipment purchases, due to the completion of replacement self contained breathing apparatus (SCBA) purchases in FY 2018-19 and the replacement of a 37-year-old bulldozer in FY 2018-19.
  - +$849,000 increase in Other Financing Uses due to:
    - +$0.3 million increase in transfers to the Vehicle Operations Fund to purchase vehicles associated with the staffing increases in the requested budget including three Battalion Chief emergency response

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

Expenditures (cont'd)

vehicles and two small vans for the EMS Specialists;
- +$0.2 million increase in transfers to the Vehicle Operations Fund to replace an ambulance and to replace one Crew Buggy with two smaller Crew Buggies;
- +$0.2 million increase in the transfer to the Sheriff for the joint helicopter program;
- +$0.1 million increase in the transfer to the Sheriff for dispatch services.

These changes result in Recommended operating expenditures of $84,906,000, non-operating expenditures of $10,338,000, and total expenditures of $95,245,000.

Revenues

- Net operating revenue increase of $4,574,000:
  - +$2,610,000 increase in Taxes consists of two main components:
    - +$1.0 million increase represents the capped 25% allocation of the estimated growth in General Fund property tax revenues based on a General Fund estimated growth rate of 4.0%. The 25% tax revenue growth allocation to the Fire District was directed by the Board of Supervisors in May 2012 and it is anticipated that the shift will be capped in FY 2019-20 as the Fire Protection District's share of property tax revenues within the District will reach the 17% target level;
    - +$1.5 million increase in the natural property tax growth increment for the Fire District based on a 3.0% estimated growth rate.
  - +2,008,000 increase in Charges for Services primarily due to:
    - +$0.8 million increase for reimbursements associated with federal and state fire incidents;
    - +$0.7 million increase associated with the State fire protection services contract;
    - +$0.3 million increase associated with the UCSB Long Range Development Plan growth agreement;
    - +$0.2 million increase in revenues related to agreements that fund firefighter post positions.
  - -$331,000 decrease in Intergovernmental Revenues related to Fire's declining proportional share of Proposition 172 Public Safety Sales Tax revenues. The FY 2019-20 revenue reflects a 0.5% Fire share of total County Proposition 172 revenues.
  - +$234,000 increase in Miscellaneous Revenue due to anticipated Firehawk helicopter buildup donations.
  - +$53,000 increase in Use of Money and Property for rental income from pre-existing tenants in the Solvang building that was purchased by the Fire Department in FY 2018-19.

- Net non-operating revenue increase of $846,000:
  - +$613,000 increase in the use of one-time fund balance primarily for the build-up of the Black Hawk/Firehawk helicopter.
  - +$233,000 increase in Other Financing Sources due to an anticipated one-time distribution of fund balance in FY 2019-20 from the Orcutt Community Facilities District fund.

These changes result in Recommended operating revenues of $85,785,300, non-operating revenues of $9,459,300 and total revenues of $95,244,600.

Related Links

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

Fire

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration and Support				
Dispatch cost per call.	$140	$151	$141	$148
Percentage of Advanced Life Support (ALS) responses that are in compliance with County protocols.	100% 4,290	100% 5,916	100% 6,000	100% 6,200
Percentage of Basic Life Support (BLS) responses that are in compliance with County protocols.	100% 4,700	100% 5,536	100% 5,680	100% 5,815
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date.	72% 143/198	65% 136/209	75% 166/221	80% 177/221
Fire Prevention				
Percentage of fire code inspections conducted that meet the Department's target cycle time.	71% 2,020/2,852	61% 2,428/3,967	80% 2,400/3,000	90% 2,700/3,000
Structure fire rate per 1,000 inspectable properties (may exclude intentional fires). Target is 3.0 or less	3.3	2.7	3.0	3.0
Percentage of building and wildland fires with a determination of cause to improve prevention and public education programs.	79% 115/145	84% 138/165	80% 120/150	80% 120/150
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)	28% 266/955	36% 466/1,285	60% 570/950	80% 700/880
Emergency Operations				
Total number of calls.	15,493	15,763	16,000	16,250
Percentage of medical calls versus total calls.	72% 11,190/ 15,493	73% 11,452/ 15,763	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.	93% 77/83	87% 77/89	95% 81/85	95% 81/85
Percentage of all structure fires confined to the room of origin to protect life and property.	90% 56/62	88% 79/90	90% 81/90	90% 81/90
Percentage of medical calls arrived at within the Emergency Medical Services Agency (EMSA) response time standards.	93% 8,765/9,421	92% 8,813/9,557	92% 9,200/10,000	92% 9,675/10,496

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
FIRE CHIEF	1.00	1.00	1.00	1.00	-
DEPUTY CHIEF	1.00	1.00	1.00	1.00	-
DIVISION CHIEF	2.12	3.00	3.00	3.00	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
BATTALION CHIEF	1.58	2.00	2.00	2.00	-
FISCAL MANAGER	0.97	1.00	1.00	1.00	-
PROGRAM MANAGER	0.97	1.00	1.00	1.00	-
FIRE CAPTAIN STAFF	6.31	6.00	6.00	6.00	-
DP MANAGER-DEPT	1.00	1.00	1.00	1.00	-
FIRE ENG INSPECTOR STAFF	0.22	-	-	-	-
ADMN OFFICE PRO	2.39	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	0.22	-	-	-	-
ACCOUNTANT	2.00	2.00	2.00	2.00	-
COMPUTER SYSTEMS SPEC	2.00	2.00	2.00	2.00	-
FIREFIGHTER STAFF	1.68	-	-	-	-
COST ANALYST	-	1.00	1.00	1.00	-
FIRE CAPTAIN SHIFT	0.71	-	-	-	-
PUBLIC INFO SPECIALIST	0.92	1.00	1.00	1.00	-
EXECUTIVE SECRETARY	1.15	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.85	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	3.99	3.95	3.95	3.95	-
FIRE ENG INSPECTOR SHIFT	0.35	-	-	-	-
FIREFIGHTER SHIFT	0.44	-	-	-	-
FIREFIGHTER TRAINEE	0.04	-	-	-	-
STOREKEEPER	0.91	1.00	1.00	1.00	-
Total	34.80	33.95	33.95	33.95	-

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 6,448,049	$ 6,951,000	$ 6,895,300	$ 7,002,400	$ 51,400
Services and Supplies	5,164,426	3,789,300	4,026,700	4,153,100	363,800
Other Charges	1,972,729	3,072,600	2,054,400	3,174,700	102,100
Total Operating Expenditures	13,585,204	13,812,900	12,976,400	14,330,200	517,300
Capital Assets	14,249	45,000	1,065,000	220,000	175,000
Other Financing Uses	1,786,067	8,604,300	2,159,300	8,743,600	139,300
Total Expenditures	$ 15,385,520	$ 22,462,200	$ 16,200,700	$ 23,293,800	$ 831,600
Budget By Categories of Revenues					
Taxes	-	21,173,000	15,665,700	22,282,200	1,109,200
Use of Money and Property	-	-	27,000	53,000	53,000
Intergovernmental Revenue	903,930	528,200	536,400	191,100	(337,100)
Charges for Services	-	730,000	-	747,000	17,000
Miscellaneous Revenue	314,860	31,000	(28,400)	20,500	(10,500)
Total Operating Revenues	1,218,790	22,462,200	16,200,700	23,293,800	831,600
Other Financing Sources	368,414	-	-	-	-
Total Revenues	$ 1,587,204	$ 22,462,200	$ 16,200,700	$ 23,293,800	$ 831,600

2018-19 Anticipated Accomplishments

- Continued succession planning, recruitment diversity efforts and the development of firefighter career training, mentoring, and health and wellness programs.
- Reworked the department Employee Performance Review (EPR) process to include an updated EPR format, a 360-degree performance evaluation for Managers and a training module.
- Completed the steps necessary to implement a Workers' Compensation Carve Out/Alternate Dispute Resolution (ADR) program, in collaboration with labor, Risk Management, and the Auditor/Controller and CEO offices.
- Maximized investments in technology and applications in order to provide a web-based purchasing, accounts payable, and integrated financial system, enhanced mobile access to fire analytics and reporting, and real time digital media and records.
- Submitted grant applications seeking funds for regional mobile radios needed to maintain federal digital communication standards and improve crucial interoperable emergency communication, and for hazardous fuels reduction.
- Continued evaluation and planning of facility upgrades, renovations and construction, land and building purchases, and the associated funding sources needed for future capital projects included in the department's Capital Improvement Plan (CIP).
- Purchased property with an existing building in Solvang to provide offices for prevention and administrative staff in lieu of tearing down and rebuilding the Buellton Operations and Administrative Center, resulting in significant cost savings for the project.

Administration & Support Budget Program (cont'd)

- Continued to research and evaluate potential improvements to the existing dispatch services that will enhance 911 capabilities, provide closest resource dispatch capabilities, promote regional partnerships, and advance communications and efficiency in dispatch service delivery Countywide based on direction from the County Board of Supervisors.
- Continued efforts to consolidate radio frequencies and initiate changes to the computer-aided dispatch (CAD) for improved emergency response, in partnership with the Public Health Emergency Medical Services Agency (EMSA).
- Continued to work collaboratively with EMSA and the Operational Area Fire Chiefs to explore emergency medical service delivery models, in order to improve service to the citizens of the County.
- Completed several radio communication site upgrades that will enhance the Fire Department's communications capability within the County, to include the Los Alamos Receiver site, San Antonio Peak site, Purisima Hill, and Jalama sites.

2019-20 Objectives

- Reach the goal set by the Board of Supervisors in 2012 for the Fire Protection District to receive a 17% share of property tax revenues within the tax rate areas served by the District. This signifies an end to the tax shift of 25% of the property tax growth in the General Fund to the Fire District.
- 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.
- Update the 2012 Fire Service Deployment and Departmental Performance Audit (Citygate) Report to include resource deployment and strategic action plans.
- 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.
- Recruit, support, and retain a high-performing and diverse workforce and ensure succession plans are in place.
- 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.
- Modernize and enhance the delivery of emergency medical services for the County, in collaboration with EMSA and the Operational Area Fire Chiefs.
- Continue efforts to improve the radio communications system countywide.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
FIRE CAPTAIN STAFF	4.47	4.00	4.00	4.00	-
FIRE ENG INSPECTOR STAFF	3.76	4.00	4.00	4.00	-
ADMN OFFICE PRO	2.00	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	0.05	-	-	-	-
FIREFIGHTER STAFF	0.02	-	-	-	-
FIRE CAPTAIN SHIFT	0.19	-	-	-	-
MAPPING/GIS ANALYST	0.68	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	0.01	0.05	0.05	0.05	-
PETROLEUM INSP TECH	1.00	1.00	1.00	1.00	-
FIRE ENG INSPECTOR SHIFT	0.12	-	-	-	-
FIRE INSPECTOR	1.96	3.00	3.00	3.00	-
Total	14.27	16.05	16.05	16.05	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 2,639,513	$ 2,757,700	$ 2,780,200	$ 2,821,400	$ 63,700
Services and Supplies	104,185	183,100	183,100	172,600	(10,500)
Other Charges	190,099	151,200	151,200	149,900	(1,300)
Total Operating Expenditures	2,933,797	3,092,000	3,114,500	3,143,900	51,900
Capital Assets	19,121	55,500	71,100	22,000	(33,500)
Other Financing Uses	46,137	-	-	-	-
Total Expenditures	$ 2,999,055	$ 3,147,500	$ 3,185,600	$ 3,165,900	$ 18,400
Budget By Categories of Revenues					
Taxes	-	2,506,500	2,530,700	2,486,600	(19,900)
Licenses, Permits and Franchises	19,950	20,000	20,000	20,000	-
Charges for Services	619,230	565,000	579,100	585,000	20,000
Miscellaneous Revenue	396	56,000	55,800	74,300	18,300
Total Operating Revenues	639,576	3,147,500	3,185,600	3,165,900	18,400
Total Revenues	$ 639,576	$ 3,147,500	$ 3,185,600	$ 3,165,900	$ 18,400

Fire Prevention Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Implemented a digital document management and indexing system of archived and current Fire Department land use and building development records in collaboration with Planning and Development, and continued to digitize archived project documents and provide public access of these records.
- Developed an hours based model for assessing Operational Permit Fees as part of the on-going fee studies to ensure cost recovery of the service.
- Provided modification templates and defined workflow for the upcoming California Fire Code (CFC) adoption process through Santa Barbara County Code, Chapter 15.
- Coordinated with Santa Barbara County Air Pollution Control District (APCD) and implemented improvements to the current Burn Permit program to include online access to view burn permit locations, and the ability via mobile devices to process burn permits and collect data for historical records.
- Completed the Community Wildfire Protection Plan (CWPP) for the San Marcos Pass/Eastern Goleta Valley Mountainous Area Communities, made available for public comment, and received Board of Supervisor approval of the Plan.
- Created a mutually beneficial Geographic Information Systems (GIS) intern program to provide real-world experience to students while expanding GIS solutions within the Fire Prevention section.
- Provided policy and use application for the Unmanned Aircraft System (UAS) program in collaboration with other County departments.
- Identified and implemented needed safety requirements for cannabis production in Santa Barbara County in coordination with other County departments.
- Identified and implemented fuels reduction projects in support of the State mission and Unit Fire Plan to enhance community fire protection.

2019-20 Objectives

- Complete Operational Permit Fee model and fee studies and implement an updated fee structure to ensure cost recovery of the service.
- Continue to collaborate and work with the County Cannabis Regulations Working Group to ensure needed safety requirements for cannabis production in the County.
- Integrate the tracking of new development projects through the ACCELA program in partnership with P&D.
- Continue to enhance the Defensible Space Inspection Program using the Fulcrum data collection application.
- Continue to identify and implement fuels reduction projects and seek appropriate state funding in order to enhance the community fire-protection program.
- Finish the digitization of all department 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 complements of personnel and equipment to mitigate emergencies. Prevent the loss of life and reduce the consequences of injury and illness to citizens and emergency personnel by responding promptly to all medical/rescue emergencies with well-trained and equipped personnel and raise the level of emergency medical capabilities.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIVISION CHIEF	1.30	1.00	1.00	1.00	-
BATTALION CHIEF	7.42	7.00	7.00	10.00	3.00
FISCAL MANAGER	0.03	-	-	-	-
PROGRAM MANAGER	0.03	-	-	-	-
FIRE EQUIPMENT OPER SUPV	1.00	1.00	1.00	1.00	-
FIRE CAPTAIN STAFF	7.37	4.00	4.00	4.00	-
EMERGENCY MED SVCS ADMINISTRATOR	0.69	1.00	1.00	1.00	-
FIRE EQUIPMENT OPER	3.00	3.00	3.00	3.00	-
AIR SUPPORT PILOT	1.85	2.00	2.00	2.00	-
FIRE ENG INSPECTOR STAFF	2.84	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.19	-	-	-	-
FIREFIGHTER STAFF	1.69	-	-	-	-
FIRE CAPTAIN SHIFT	47.63	53.00	53.00	53.00	-
MAPPING/GIS ANALYST	0.01	-	-	-	-
PUBLIC INFO SPECIALIST	0.08	-	-	-	-
HEALTH CARE PROGRAM COORDINATOR	-	-	-	2.00	2.00
FIRE ENG INSPECTOR SHIFT	47.64	54.00	54.00	54.00	-
AIRCRAFT MECHANIC	-	1.00	1.00	2.00	1.00
FIREFIGHTER SHIFT	72.10	80.00	80.00	83.00	3.00
FIRE EQUIPMENT OPER ASST	1.00	3.00	3.00	3.00	-
FIREFIGHTER TRAINEE	3.00	-	-	-	-
STOREKEEPER	0.09	-	-	-	-
Total	198.98	211.00	211.00	220.00	9.00

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 56,287,344	$ 55,154,000	$ 54,761,100	$ 58,442,100	$ 3,288,100
Services and Supplies	2,776,548	2,833,500	3,085,500	5,573,000	2,739,500
Other Charges	3,078,227	3,134,200	3,145,200	3,417,100	282,900
Total Operating Expenditures	62,142,118	61,121,700	60,991,800	67,432,200	6,310,500
Capital Assets	1,812,238	2,784,900	5,019,900	335,500	(2,449,400)
Other Financing Uses	1,565,254	307,800	391,800	1,017,200	709,400
Increases to Fund Balances	10,885,044	-	215,000	-	-
Total Expenditures	$ 76,404,655	$ 64,214,400	$ 66,618,500	$ 68,784,900	$ 4,570,500
Budget By Categories of Revenues					
Taxes	52,928,214	31,762,500	37,290,200	33,283,200	1,520,700
Fines, Forfeitures, and Penalties	336,608	-	(12,700)	-	-
Use of Money and Property	123,328	-	100,000	-	-
Intergovernmental Revenue	620,551	475,000	694,200	481,400	6,400
Charges for Services	28,577,272	23,183,900	24,353,000	25,155,000	1,971,100
Miscellaneous Revenue	188,174	180,000	332,700	406,000	226,000
Total Operating Revenues	82,774,147	55,601,400	62,757,400	59,325,600	3,724,200
Other Financing Sources	231,949	213,200	233,300	446,000	232,800
Decreases to Fund Balances	9,556,354	8,399,800	3,627,800	9,013,300	613,500
Total Revenues	$ 92,562,450	$ 64,214,400	$ 66,618,500	$ 68,784,900	$ 4,570,500

2018-19 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.
- Procured and received a multi-mission capable Black Hawk 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 deployed sixteen members of the team in September 2018 to assist with hurricane disaster management in Virginia and North Carolina.
- Received and placed in service two new aerial ladder trucks in the District, provided truck training and developed the advanced and refresher truck training program.
- Coordinated and delivered the annual Active Shooter training with the Sheriff's Office.
- Collaborated with the Wildland Steering Committee and the Type III Incident Management Team and conducted a joint Wildland Urban Interface (WUI) training drill with San Luis Obispo County and Santa Barbara County operational fire agencies.

Emergency Operations Budget Program (cont'd)

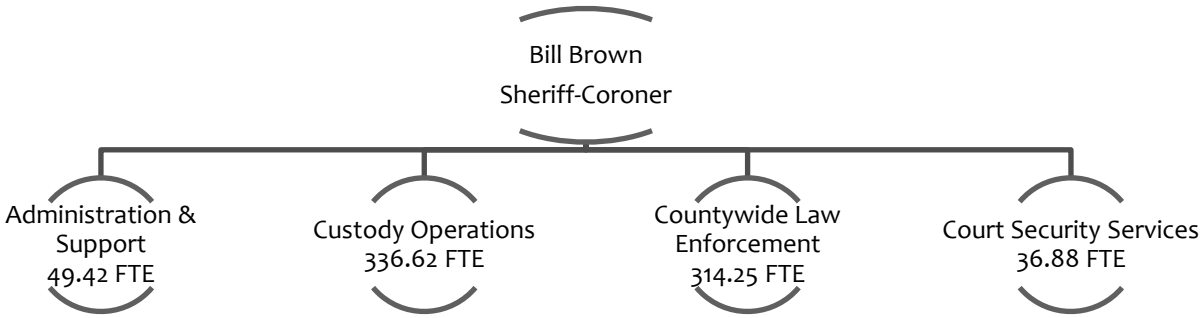
2019-20 Objectives

- Improve 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.
- Provide immediate support for interior attacks on structure fires, increase the speed at which fireground tasks can be completed, and bolster ALS capabilities by adding a Firefighter/Paramedic post position (3.0 FTEs) at Station 21 in Orcutt.
- Continue to develop and utilize the Santa Barbara County Type III Incident Management Team to manage local emergency incidents and to meet the needs of any emergency incident.
- Complete modifications to the Black Hawk helicopter to transform it into a mission ready Firehawk for Santa Barbara County.
- 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.
- Strengthen the Fire Department's Emergency Medical Services (EMS) program and optimize Advanced Life Support (ALS) service delivery through enhanced training in emergency techniques and equipment, administrative oversight, and a continuous quality improvement (CQI) program, including the addition of two EMS Specialist positions (2.0 FTEs).
- Complete 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.
- Update the Santa Barbara County Operational Area Mutual Aid Response Plan, ensuring consistent communications and timely emergency response.
- Update federal, state and local mutual aid agreements and contracts.

Sheriff

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 154,871,000**
Capital	**$ 1,294,900**
FTEs	**737.17**



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 737.17 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 2019-20 Objectives

- Explore additional opportunities to civilianize positions (Renew '22 Initiative)
- Finish and Open Northern Branch Jail.
- Continue full-cost recovery agreements with contract cities.
- Review fleet cost for any cost savings.
- Hire and assign new Sheriff's Service Technician class staff to Control Room posts and consolidate Control Room operations through Security System upgrade.
- Work collaboratively with county departments to implement the FY 2019-20 Homeless Interagency Policy Council Work Plan

Sheriff

Highlighted Renew '22 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.
- 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)

  New scheduling software could automate scheduling track overtime and overtime eligibility reducing lost time in Sheriff Department. Scheduling software has been purchased and training has begun.

Implementation in FY 2019-20

- 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.

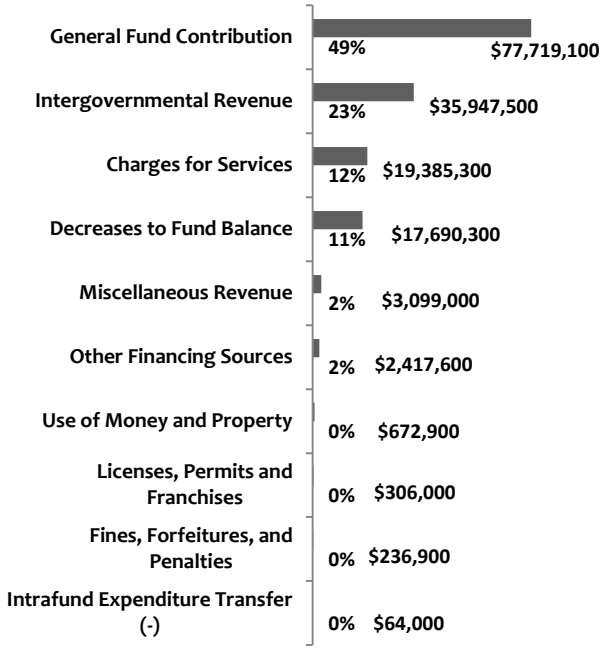
Future Year Implementation

- Jail Control Room Consolidation/Facility Modification (RD-2.27)
  - This would combine four separate control areas into one master control and use a new job class to replace sworn personnel in security control rooms, thereby returning sworn positions into primary duties. This option would require an investment. The creation of 10 Sheriff Service Technician positions (civilianization) for the control rooms is complete. Funding is an issue.

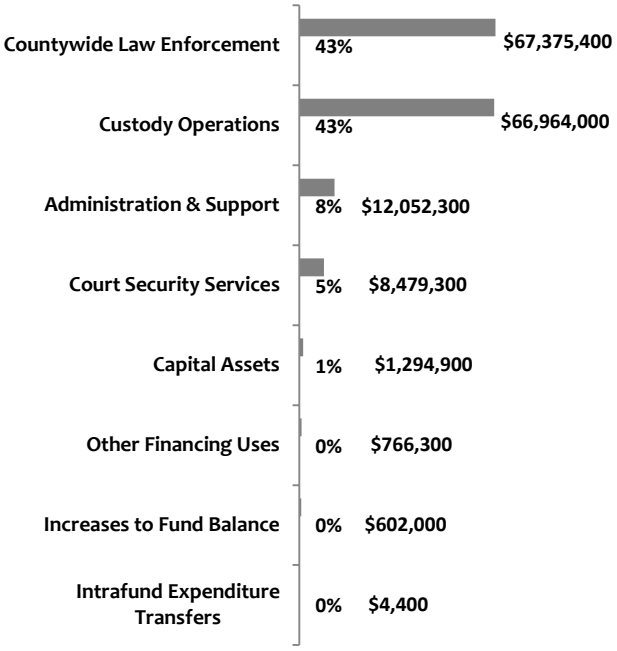
Sheriff

Recommended Sources & Uses of Funds

Source of Funds - $157,538,600

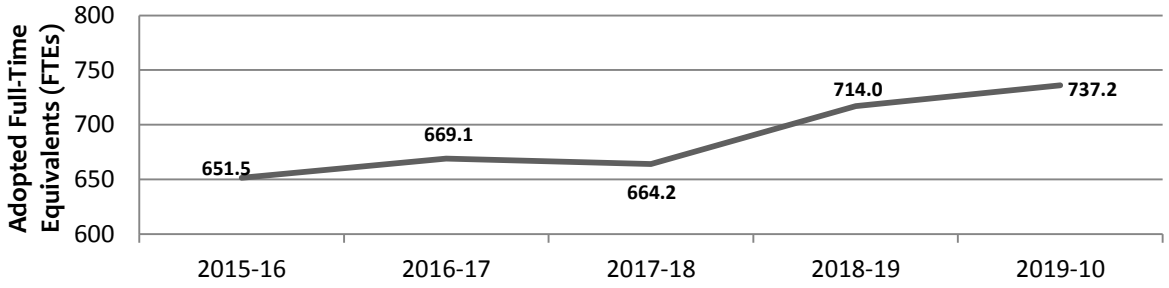


Use of Funds - $157,538,600



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	47.04	46.75	46.75	49.42	2.67
Custody Operations	240.91	315.41	315.41	336.62	21.21
Countywide Law Enforcement	284.92	314.92	314.92	314.25	(0.67)
Court Security Services	37.94	36.88	36.88	36.88	-
Unallocated	7.50	-	-	-	-
Total	618.31	713.96	713.96	737.17	23.21

Budget By Budget Program					
Administration & Support	$ 10,825,312	$ 11,303,300	$ 11,243,500	$ 12,052,300	$ 749,000
Custody Operations	55,567,995	62,602,000	59,503,000	66,964,000	4,362,000
Countywide Law Enforcement	70,382,669	65,009,700	64,228,850	67,375,400	2,365,700
Court Security Services	8,156,389	7,979,900	8,290,500	8,479,300	499,400
Unallocated	627	-	-	-	-
Total	$ 144,932,992	$ 146,894,900	$ 143,265,850	$ 154,871,000	$ 7,976,100

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 115,730,893	$ 118,372,000	$ 116,564,550	$ 124,338,100	$ 5,966,100
Services and Supplies	20,495,670	19,116,200	17,560,400	19,784,400	668,200
Other Charges	8,706,429	9,406,700	9,140,900	10,748,500	1,341,800
Total Operating Expenditures	144,932,992	146,894,900	143,265,850	154,871,000	7,976,100
Capital Assets	1,302,153	182,000	451,700	1,294,900	1,112,900
Other Financing Uses	1,013,890	771,700	971,700	766,300	(5,400)
Intrafund Expenditure Transfers (+)	2,611	3,800	3,700	4,400	600
Increases to Fund Balances	1,507,288	764,600	1,541,600	602,000	(162,600)
Total	$ 148,758,934	$ 148,617,000	$ 146,234,550	$ 157,538,600	$ 8,921,600

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ -	$ 486,400	$ 100,000	$ 306,000	$ (180,400)
Fines, Forfeitures, and Penalties	116,367	286,000	226,000	236,900	(49,100)
Use of Money and Property	519,057	540,000	803,100	672,900	132,900
Intergovernmental Revenue	34,778,585	35,277,900	35,938,000	35,947,500	669,600
Charges for Services	18,276,631	19,190,800	18,687,100	19,385,300	194,500
Miscellaneous Revenue	4,129,317	3,202,900	3,117,800	3,099,000	(103,900)
Total Operating Revenues	57,819,957	58,984,000	58,872,000	59,647,600	663,600
Other Financing Sources	1,956,928	1,958,800	1,958,800	2,417,600	458,800
Intrafund Expenditure Transfers (-)	57,063	89,300	82,700	64,000	(25,300)
Decreases to Fund Balances	9,570,117	12,084,300	9,062,675	17,690,300	5,606,000
General Fund Contribution	74,016,075	75,500,600	75,500,600	77,719,100	2,218,500
Fund Balance Impact (-)	5,338,793	-	757,775	-	-
Total	$ 148,758,934	$ 148,617,000	$ 146,234,550	$ 157,538,600	$ 8,921,600

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

Sheriff

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- FTEs increase 23.21 from 713.96 to 737.17 due to:
  - Increase of 24.65 additional positions for the Northern Branch Jail
  - Increase of 0.50 for Cannabis Licensing and Enforcement (Sgt was previously 0.5 FTE)
  - Increase of 1.0 Forensic Supervisor
  - Increase of 1.0 Air Support Pilot
  - Increase of 1.0 Air Support Crew Chief (Sheriff's Deputy S/D)
  - Decrease of 2.0 Sheriff's Deputies for County Air Support Unit
  - Decrease of 1.0 Sheriff's Deputy for Forensic Supervisor
  - Decrease of 2.0 Custody Deputies for AB109/Community Corrections Program

Expenditures

- Net operating expenditures increase of $8.0 million due to:
  - +$6.0 million increase in Salaries and Employee Benefits primarily due to:
    - +$3.3 million increase in Salaries and Benefits for the Northern Branch Jail.
    - +$4.0 million increase in Accrued Salaries and Benefits.
    - -$878,400 decrease in EE Pickup Retirement Contribution.
    - -$418,200 decrease in Workers Compensation due to lower rates based on department actuaries.
  - +$668,200 increase in Services and Supplies primarily due to:
    - +$225,000 increase in Professional and Special Services for the AB109/ Community Corrections Program.
    - +$173,600 increase in Jail Medical primarily due to CFMG contract increases.
    - +$173,000 increase in IT Software Maintenance for the replacement of the Titan M7 Coban systems in the patrol vehicles.
    - +90,000 increase in Clothing and Personal for vests per DSA MOU.
    - +76,000 increase in Air Support Unit FireHawk training.
    - -$22,800 decrease in Rents/Leases-Equipment as we are no longer renting space for SBRCAT.
    - +$110,000 increase in various line items for the Northern Branch Jail.
    - -$158,200 decrease in Psychiatric Health Facility expenditures due to Medi-Cal billing for MCIP.
  - +$1.3 million increase in Other Charges primarily due to:
    - +$682,000 increase in the Liability Insurance premiums.
    - +475,100 increase in Motor Pool Charges.
    - +247,700 increase in Communication Services for radios and towers.
    - -109,900 decrease in Electricity.
- Net non-operating expenditures increase of $945,500 primarily due to:
  - +$1,055,800 net increase in IT Hardware/Software primarily due to the second phase of the Live Scan system upgrade and server updates and replacement of the Titan M7 Coban systems in the patrol vehicles.
  - +178,800 net increase in Sheriff Projects primarily due to drawing down AB1600 Orcutt funds for the Santa Maria Station remodel.
  - +$62,300 increase in Equipment primarily due to new Air Support Unit equipment purchases.
  - -$36,000 decrease in Sheriff Categorical Grants primarily due to a decrease in Safe Grant funds to Fund Balance.
  - -$35,400 decrease in Sheriff Categorical Grants primarily due to an increase in Civil Trust Fund draw down.
  - -$280,000 decrease in Sheriff Categorical Grants primarily due to COPS funding transferred directly to the cities.

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

These changes result in Recommended operating expenditures of $154,871,000, non-operating expenditures of $2,667,600 and total expenditures of $157,538,600. Non-operating expenditures include capital assets, transfers to other departments, debt service, and increases to fund balances.

Revenues

- Net operating revenue increase of $663,600 due to:
  - -$49,100 net decrease in Fines, Forfeitures, and Penalties primarily due to a downward trend in parking violation revenue.
  - +$132,900 increase in Use of Money & Property due to interest income and phone services in Fund 0075 for Inmate Services.
  - +$669,600 increase in Intergovernmental Revenue primarily due to an increase in Proposition 172 revenue and State grant revenue.
  - +$194,500 increase in Charges for Services primarily due to Law Enforcement Services agreements.
  - -$103,900 net decrease in Miscellaneous Operating Revenues primarily due to a reduction in Commissary sales in Fund 0075 for Inmate Services.
  - -$180,400 decrease to Cannabis licensing revenue due to shifting staff previously assigned to licensing over to enforcement duties, which has a separate revenue source

- Net non-operating revenue increase of $8.3 million due to:
  - +$458,800 increase in Other Financing Sources primarily due to drawing down AB1600 Orcutt funds for the Santa Maria Station remodel.
  - -$25,300 decrease in Intrafund Expenditure Transfers due to one-time transfer for the purchase and installation of scheduling software in prior year.
  - +$2.2 million increase in General Fund Contribution primarily due to increases in salaries and benefits.
  - +$5.6 million increase in the use of Fund Balances and Intrafund Transfers due to:
    - +$4.0 million increase in New Jail Operations for funding of the North Branch Jail.
    - +1.9 million increase in Props 215/64 Cannabis funding, used for cannabis enforcement as well as the one-time cost to replace the Titan M7 Coban systems in the patrol vehicles.
    - -$100,000 decrease in DMV/Livescan due to the completion of Phase 1 in prior year.
    - -$200,000 decrease in Sheriff Categorical Grants primarily due to COPS funding transferred directly to the cities.

These changes result in Recommended operating revenues of $59,647,600 non-operating revenues of $97,891,000, and total revenues of $157,538,600. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 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	80.0% 676/845	80.0% 640/800	95.0% 760/800
Process 80% of all "Law" calls within 55 seconds.	78 seconds 20,135	68 seconds 45,263	74 seconds 32,300	<76 seconds 32,300
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% of 8,760 hours per year.	0.21% 18 hours	0.05% 5 hours	0.09% 8 hours	0.10% 9 hours
Answer 90% of 911 calls within 10 seconds.	99.7% 53,902/54,032	98.5% 58,160/59,126	97.9% 60,600/61,887	98.0% 60,760/62,000
After initial call entry, handle 95% of High Risk Emergency Medical Dispatching (EMD) without interruption.	90.0% 461/512	87.0% 368/422	84.0% 456/540	95.0% 475/500
Custody Operations Budget Program				
Reduce or maintain the total of jail medical grievances to 450 or below. (Responses in Calendar Years)	498 CY 2016	549 CY 2017	363 CY 2018	450 CY 2019
Maintain enrollment in the Sheriff's Treatment Program at or above 80% of capacity.	100.0% 303/303	100.0% 303/303	100.0% 120/120	80.0% 336/420
Provide 100% of all inmates with information regarding Prison Rape Elimination Act (PREA) and how they can report a PREA incident while in custody.	100.0% 15,623/15,623	100.0% 11,783/11,783	100.0% 12,819/12,819	100.0% 12,500/12,500
Countywide Law Enforcement Budget Program				
Deputies will arrive at 90% of in-progress calls (person or property) within 8 minutes of being dispatched.	66.9% 12,260/18,327	67.3% 12,571/18,693	70.0% 12,600/18,000	80.0% 14,400/18,000
Maintain or exceed the UCR "clearance by arrest" rate of 60% for aggravated assault cases. (FBI average is 53.3%)	59.0% 159/268	64.7% 140/218	60.0% 120/200	60.0% 120/200
Maintain or exceed a filing rate of 65% of all cases submitted to the DA's office by the Criminal Investigations Division.	54.0% 64/119	67.0% 139/206	65.0% 130/200	65.0% 130/200

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
SHERIFF-CORONER	1.00	1.00	1.00	1.00	-
UNDERSHERIFF	1.00	1.00	1.00	1.00	-
SHERIFFS COMMANDER	0.48	-	-	0.67	0.67
SHERIFFS LIEUTENANT	2.87	1.75	1.75	1.75	-
CHIEF FINANCIAL OFFICER	0.92	1.00	1.00	1.00	-
IT MANAGER	1.00	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.08	-	-	-	-
EDP OFFICE AUTO SPEC	4.00	4.00	4.00	4.00	-
SHERIFFS SERGEANT	3.26	3.00	3.00	4.00	1.00
FISCAL MANAGER	0.73	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	1.00	1.00	-
HR MANAGER	-	-	-	1.00	1.00
ADMN OFFICE PRO	4.57	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO	0.81	1.00	1.00	1.00	-
SHERIFFS DEPUTY S/DUTY	6.95	8.00	8.00	7.00	(1.00)
POLYGRAPH EXAMINER	1.00	1.00	1.00	1.00	-
CUSTODY SERGEANT	0.09	-	-	-	-
SHERIFFS DEPUTY	0.02	-	-	-	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	4.00	4.00	4.00	4.00	-
COST ANALYST	0.69	1.00	1.00	1.00	-
HR ANALYST	-	1.00	1.00	-	(1.00)
CUSTODY DEPUTY S/DUTY	1.67	1.00	1.00	3.00	2.00
EXECUTIVE SECRETARY	0.31	-	-	-	-
SHERIFFS DEPUTY TR	0.10	-	-	-	-
CUSTODY DEPUTY	0.01	-	-	-	-
COMMUNICATIONS DISP	0.03	-	-	-	-
ADMN OFFICE PRO SR	4.53	4.00	4.00	4.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
UTILITY WORKER, INSTITUTIONS	1.00	1.00	1.00	1.00	-
CUSTODIAN	1.92	2.00	2.00	2.00	-
Total	47.04	46.75	46.75	49.42	2.67

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 8,410,658	$ 8,466,300	$ 8,530,100	$ 9,250,100	$ 783,800
Services and Supplies	1,154,068	1,394,900	1,312,200	1,317,400	(77,500)
Other Charges	1,260,586	1,442,100	1,401,200	1,484,800	42,700
Total Operating Expenditures	10,825,312	11,303,300	11,243,500	12,052,300	749,000
Capital Assets	351,417	20,000	278,700	136,000	116,000
Other Financing Uses	745,792	748,700	748,700	743,300	(5,400)
Increases to Fund Balances	300,764	320,700	363,200	496,000	175,300
Total Expenditures	$ 12,223,284	$ 12,392,700	$ 12,634,100	$ 13,427,600	$ 1,034,900
Budget By Categories of Revenues					
Use of Money and Property	19,798	-	30,200	-	-
Intergovernmental Revenue	1,633,391	1,601,700	1,749,500	1,631,200	29,500
Charges for Services	159,176	263,800	50,000	50,000	(213,800)
Miscellaneous Revenue	10,310	7,500	6,500	6,500	(1,000)
Total Operating Revenues	1,822,676	1,873,000	1,836,200	1,687,700	(185,300)
Other Financing Sources	128,419	140,700	140,700	306,000	165,300
Intrafund Expenditure Transfers (-)	11,826	13,100	12,000	12,000	(1,100)
Decreases to Fund Balances	446,311	120,000	267,200	120,000	-
General Fund Contribution	9,800,605	10,245,900	10,245,900	11,301,900	1,056,000
Total Revenues	$ 12,209,837	$ 12,392,700	$ 12,502,000	$ 13,427,600	$ 1,034,900

2018-19 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 new portable radios to patrol staff.
- Purchased and deployed body worn cameras to foot patrol deputies.
- Complete MOU with UCSB PD for Isla Vista Foot Patrol services.
- Implement Scheduling Software (Renew '22 Initiative).
- Conduct Blue Courage employee wellness classes to trainers and supervisors.
- Continue to identify and implement overtime cost savings measures.

2019-20 Objectives

- Identify more positions to civilianize (Renew '22 Initiative).
- Open and occupy Northern Branch Jail.
- Conduct Management Teambuilding Training.
- Remodel Lobby, staff front desk with Professional Staff (Renew '22 Initiative).
- Continue full-cost recovery agreements with contract cities.
- Identify other contracts where full-cost recovery can be implemented.
- Review fleet cost for any cost savings.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF DEPUTY SHERIFF	1.00	1.00	1.00	1.00	-
CUSTODY COMMANDER	2.00	2.73	2.73	3.00	0.27
CUSTODY LIEUTENANT	7.27	8.46	8.46	9.00	0.54
SHERIFFS SERGEANT	0.01	-	-	-	-
FINANCIAL OFFICE PRO	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	21.61	32.96	32.96	37.00	4.04
SHERIFFS DEPUTY S/DUTY	1.10	1.00	1.00	1.00	-
CUSTODY SERGEANT	16.74	18.10	18.10	18.37	0.27
SHERIFFS DEPUTY	0.10	-	-	-	-
PROGRAM MANAGER	-	1.00	1.00	1.00	-
ACCOUNTANT	2.00	2.46	2.46	3.00	0.54
COMPUTER SYSTEMS SPEC	-	0.81	0.81	1.00	0.19
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
CUSTODY DEPUTY S/DUTY	28.65	30.05	30.05	30.25	0.20
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
SHERIFFS DEPUTY TR	0.02	-	-	-	-
CUSTODY DEPUTY	128.35	157.64	157.64	163.00	5.36
COMMUNICATIONS DISP	0.09	-	-	-	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	4.92	8.62	8.62	10.00	1.38
INMATE PROG SUPV-CORR FAC	0.27	-	-	-	-
FOOD SERVICES SUPERVISOR	1.00	1.00	1.00	1.00	-
ALC/DRUG COUN-CORR FAC	2.69	4.00	4.00	4.00	-
SHERIFF'S SERVICE TECH-LAW ENFORCE	-	10.00	10.00	10.00	-
MAINTENANCE PAINTER	0.88	1.31	1.31	2.00	0.69
BUILDING MAINT SUPV	-	-	-	1.00	1.00
MAINTENANCE SUPV	-	0.65	0.65	-	(0.65)
SOCIAL SERVICES WORKER	1.00	1.00	1.00	1.00	-
COOK SHERIFFS INSTITUTIONS	7.00	7.00	7.00	12.00	5.00
PARK RANGER I, GROUNDS	-	0.38	0.38	2.00	1.62
LAUNDRY COORDINATOR	1.00	2.46	2.46	3.00	0.54
SHERIFF PRNTSHP CSTDY SUP	-	1.00	1.00	1.00	-
UTILITY WORKER, INSTITUTIONS	7.54	13.38	13.38	16.00	2.62
PARK RANGER	1.00	1.00	1.00	-	(1.00)
STOREKEEPER	0.65	1.46	1.46	2.00	0.54
COOK	-	1.92	1.92	-	(1.92)
Total	240.91	315.41	315.41	336.62	21.21

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 39,928,406	$ 44,215,300	$ 43,032,400	$ 48,009,300	$ 3,794,000
Services and Supplies	12,653,770	14,978,700	13,330,600	15,296,400	317,700
Other Charges	2,985,819	3,408,000	3,140,000	3,658,300	250,300
Total Operating Expenditures	55,567,995	62,602,000	59,503,000	66,964,000	4,362,000
Capital Assets	29,539	137,000	25,000	137,000	-
Other Financing Uses	1,098	-	-	-	-
Intrafund Expenditure Transfers (+)	2,006	3,100	3,000	3,600	500
Increases to Fund Balances	485,107	-	426,100	-	-
Total Expenditures	$ 56,085,745	$ 62,742,100	$ 59,957,100	$ 67,104,600	$ 4,362,500
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	-	105,900	105,900	114,800	8,900
Use of Money and Property	499,259	540,000	772,900	672,900	132,900
Intergovernmental Revenue	17,965,228	18,220,800	18,384,500	18,719,000	498,200
Charges for Services	484,811	659,000	659,000	659,000	-
Miscellaneous Revenue	1,198,144	1,373,100	1,247,500	1,237,500	(135,600)
Total Operating Revenues	20,147,443	20,898,800	21,169,800	21,403,200	504,400
Other Financing Sources	5,500	-	-	-	-
Decreases to Fund Balances	3,903,165	10,898,500	7,513,900	14,893,200	3,994,700
General Fund Contribution	29,929,724	31,289,500	31,289,500	30,808,200	(481,300)
Total Revenues	$ 53,985,832	$ 63,086,800	$ 59,973,200	$ 67,104,600	$ 4,017,800

2018-19 Anticipated Accomplishments

- Gain National Commission on Correctional Health Care (NCCHC) pre-accreditation and schedule final audit.
- Complete the software upgrade of the ATIMS Jail Management System.
- Finalize a Main Jail Renovation Implementation Plan.

2019-20 Objectives

- Open and occupy the Northern Branch Jail.
- Hire and assign new Sheriff's Service Technician class staff to Control Room posts.
- 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
FORENSIC PATHOLOGIST	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY SHERIFF	1.00	1.00	1.00	1.00	-
SHERIFFS COMMANDER	3.52	4.00	4.00	3.33	(0.67)
SHERIFFS LIEUTENANT	8.68	9.75	9.75	9.75	-
SHERIFFS SERGEANT	30.33	28.81	28.81	28.31	(0.50)
LEGAL OFFICE PRO	4.62	6.00	6.00	6.00	-
COMMUNICATION DISP MANAGER	1.00	1.00	1.00	1.00	-
AIR SUPPORT PILOT	0.04	-	-	1.00	1.00
ADMN OFFICE PRO	22.55	28.50	28.50	24.00	(4.50)
SHERIFFS DEPUTY S/DUTY	61.92	69.54	69.54	70.54	1.00
SHERIFFS DEPUTY	93.79	97.08	97.08	94.08	(3.00)
PROGRAM MANAGER	-	2.00	2.00	2.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
CRIME SCENE TECHNICIAN SENIOR	2.50	2.00	2.00	2.00	-
COMMUNICATIONS DISP SUPV	6.00	6.00	6.00	6.00	-
ACCOUNTANT SUPERVISING	-	-	-	1.00	1.00
AIRCRAFT MECHANIC	1.00	1.00	1.00	1.00	-
SHERIFFS DEPUTY TR	7.92	8.00	8.00	8.00	-
CUSTODY DEPUTY	0.09	-	-	-	-
COMMUNICATIONS DISP	20.88	24.00	24.00	24.00	-
FINANCIAL OFFICE PRO SR	-	1.00	1.00	1.00	-
LEGAL OFFICE PRO SR	1.31	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	10.27	10.25	10.25	10.25	-
CRIME SCENE TECHNICIAN	2.08	3.00	3.00	3.00	-
MAPPING/GIS TECH	1.00	1.00	1.00	1.00	-
SHERIFF'S SERVICE TECH-LAW ENFORCE	1.04	7.00	7.00	7.00	-
ECC CALL TAKER	-	-	-	5.00	5.00
PARKING ENFORCEMENT OFFCR	1.00	1.00	1.00	1.00	-
LEGAL OFFICE PRO II-MARSHAL	0.38	-	-	-	-
Total	284.92	314.92	314.92	314.25	(0.67)

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 59,526,411	$ 58,020,300	$ 57,016,850	$ 58,947,400	$ 927,100
Services and Supplies	6,684,811	2,738,100	2,913,100	3,166,100	428,000
Other Charges	4,171,447	4,251,300	4,298,900	5,261,900	1,010,600
Total Operating Expenditures	70,382,669	65,009,700	64,228,850	67,375,400	2,365,700
Capital Assets	921,197	25,000	148,000	1,021,900	996,900
Other Financing Uses	267,000	23,000	223,000	23,000	-
Intrafund Expenditure Transfers (+)	605	700	700	800	100
Increases to Fund Balances	721,417	443,900	752,300	106,000	(337,900)
Total Expenditures	$ 72,292,888	$ 65,502,300	$ 65,352,850	$ 68,527,100	$ 3,024,800
Budget By Categories of Revenues					
Licenses, Permits and Franchises	-	486,400	100,000	306,000	(180,400)
Fines, Forfeitures, and Penalties	116,367	180,100	120,100	122,100	(58,000)
Intergovernmental Revenue	7,585,199	8,055,400	8,204,000	7,892,000	(163,400)
Charges for Services	17,539,952	18,155,400	17,872,000	18,550,500	395,100
Miscellaneous Revenue	2,920,799	1,822,300	1,863,800	1,855,000	32,700
Total Operating Revenues	28,162,317	28,699,600	28,159,900	28,725,600	26,000
Other Financing Sources	1,823,009	1,818,100	1,818,100	2,111,600	293,500
Intrafund Expenditure Transfers (-)	45,238	76,200	70,700	52,000	(24,200)
Decreases to Fund Balances	4,849,691	1,065,800	1,281,575	2,677,100	1,611,300
General Fund Contribution	34,285,746	33,497,900	33,497,900	34,960,800	1,462,900
Total Revenues	$ 69,166,001	$ 65,157,600	$ 64,828,175	$ 68,527,100	$ 3,369,500

2018-19 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.
- Body worn cameras pilot program.
- Portable radios.

2019-20 Objectives

- Collaborating with other county agencies in an effort to seek grant funding to operationalize mental health co-response capabilities.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
SHERIFFS LIEUTENANT	0.53	0.50	0.50	0.50	-
SHERIFFS SERGEANT	2.24	2.00	2.00	2.00	-
SHERIFFS DEPUTY S/DUTY	3.64	4.00	4.00	4.00	-
CUSTODY SERGEANT	0.90	0.63	0.63	0.63	-
SHERIFFS DEPUTY	18.83	15.00	15.00	15.00	-
CUSTODY DEPUTY S/DUTY	2.07	0.75	0.75	0.75	-
CUSTODY DEPUTY	9.74	14.00	14.00	14.00	-
Total	37.94	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 7,864,791	$ 7,670,100	$ 7,985,200	$ 8,131,300	$ 461,200
Services and Supplies	3,021	4,500	4,500	4,500	-
Other Charges	288,577	305,300	300,800	343,500	38,200
Total Operating Expenditures	8,156,389	7,979,900	8,290,500	8,479,300	499,400
Total Expenditures	$ 8,156,389	$ 7,979,900	$ 8,290,500	$ 8,479,300	$ 499,400
Budget By Categories of Revenues					
Intergovernmental Revenue	7,594,766	7,400,000	7,600,000	7,705,300	305,300
Charges for Services	92,692	112,600	106,100	125,800	13,200
Total Operating Revenues	7,687,458	7,512,600	7,706,100	7,831,100	318,500
Decreases to Fund Balances	370,950	-	-	-	-
General Fund Contribution	-	467,300	467,300	648,200	180,900
Total Revenues	$ 8,058,407	$ 7,979,900	$ 8,173,400	$ 8,479,300	$ 499,400

2018-19 Anticipated Accomplishments

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

2019-20 Objectives

- Complete Memorandum of Understanding with Santa Barbara County Superior Court for court security staffing.
- Complete operational/security/staffing plans for Haobsh murder trial (South County) and MS-13 trial (North County – potentially off-site)
- Complete and implement written directive for court restraints with input/agreement with all stakeholders.

Sheriff

Health & Human Services

Health & Human Services

Functional Group Overview

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

Strategic Values

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

Strategic Purpose

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

- Access to high-quality primary and specialty care services for Medi-Cal, Medicare, low-income, homeless, and uninsured clients;
- Child and elder abuse investigations and interventions;
- In-Home Supportive Services to low-income elderly, blind, and disabled adults so that they can remain safely in their homes and avoid costly nursing home care;
- Child and adult mental health and substance abuse treatment services leading to recovery, including prevention, screening, referral services, inpatient care, and crisis intervention;
- Communicable disease investigation, response, treatment, and follow up;
- Prevention of disease through sanitation, safe food and water, proper disposal of wastes and toxics, and promoting safe and healthy environmental conditions;
- Financial assistance for low-income families and children, food assistance, and short-term aid to indigent adults for basic living needs;
- Establishment and enforcement of child support orders and collection of payments so that children receive financial support from both parents;
- Investments in early childhood development, health, and family support programs and services that directly respond to the needs of local children ages 0 to 5 and their families; and
- Animal shelters and animal control response services.

Strategic Goals

- Ensure collaboration and communication among departments maximizing and strengthening the safety net system. Strengthen mental health services, substance abuse services, physical health care services, and child support services to better serve clients with complex needs.
- Enhance communication and collaboration with community-based providers to define and improve coordination and client outcomes and services.
- Divert individuals from jail and reduce acute hospitalizations by enhancing continuum of care for people with addictions, people without homes, and people with psychiatric challenges.
- Continue collaboration of Probation, Behavioral Wellness, and Social Services on Continuum of Care Reform to ensure as many children in care as possible are served in a local home environment rather than congregate care.
- Ensure foster children and children at risk of entering the foster care system receive individualized critical wraparound services as mandated by California's Katie A. settlement.
- Ensure all children are healthy, safe, and ready for kindergarten by providing family support and enhancing the availability of high-quality child care and preschool.
- Continue a quality assurance campaign with line staff aimed at reducing audit exceptions, case errors, and improving accuracy rates in all areas.
- Continue to identify and address gaps in the overall health and human services system of care, develop strategies to evaluate and improve the effectiveness of services, communicate outcomes, ensure accountability and sustainability, and promote continuous quality improvement of programs and services.
- Continually strengthen the collaboration of health and human services, public safety, and judicial systems.

Health & Human Services

Functional Summary

Staffing By Department	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Public Health	505.46	529.07	529.07	527.34	(1.74)
Behavioral Wellness	316.21	387.44	387.44	403.66	16.22
Social Services	702.07	741.50	741.50	748.50	7.00
Child Support Services	68.71	68.75	68.75	69.00	0.25
First 5, Children & Families	10.04	10.00	10.00	8.00	(2.00)
Total	1,602.49	1,736.76	1,736.76	1,756.50	19.74

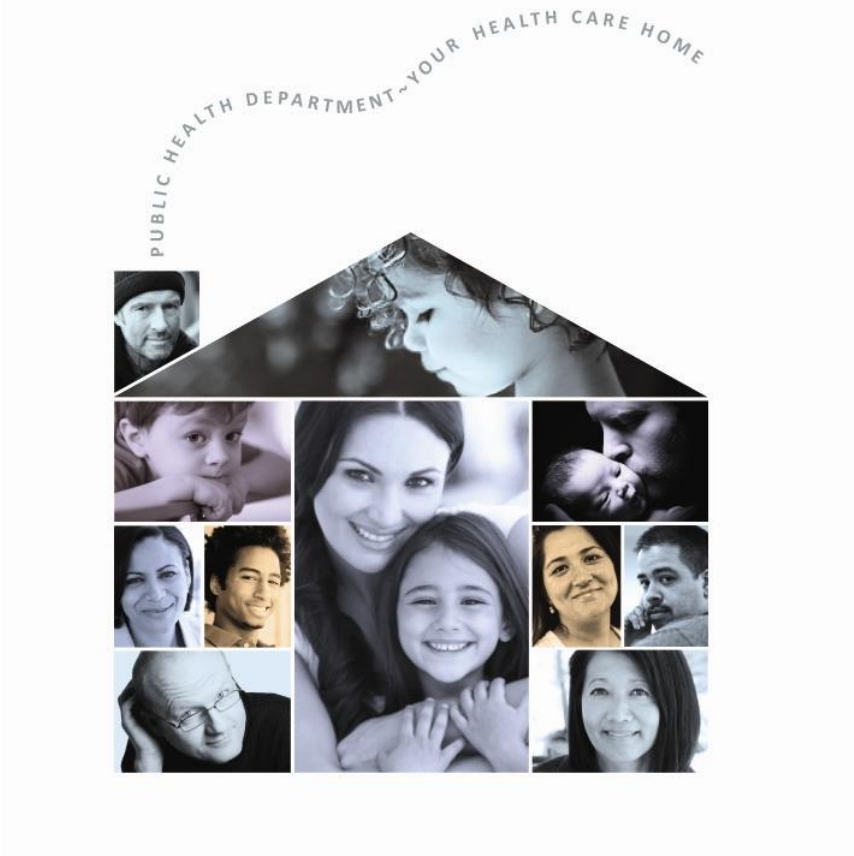
Budget By Department					
Public Health	$ 87,361,923	$ 90,844,600	$ 89,876,900	$ 93,895,500	$ 3,050,900
Behavioral Wellness	108,531,932	126,118,158	119,306,900	132,321,400	6,203,242
Social Services	158,038,544	172,107,900	168,466,700	173,888,900	1,781,000
Child Support Services	9,451,346	9,547,300	9,349,700	9,601,400	54,100
First 5, Children & Families	4,318,142	3,768,500	3,734,900	3,496,300	(272,200)
Total	$ 367,701,887	$ 402,386,458	$ 390,735,100	$ 413,203,500	$ 10,817,042

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 194,818,969	$ 212,409,900	$ 202,768,500	$ 219,564,600	$ 7,154,700
Services and Supplies	113,538,748	126,462,358	125,576,700	131,312,800	4,850,442
Other Charges	59,344,171	63,514,200	62,389,900	62,326,100	(1,188,100)
Total Operating Expenditures	367,701,887	402,386,458	390,735,100	413,203,500	10,817,042
Capital Assets	569,049	1,542,500	1,785,300	1,030,400	(512,100)
Other Financing Uses	11,134,581	10,170,700	10,193,800	3,760,400	(6,410,300)
Intrafund Expenditure Transfers (+)	3,912,514	4,667,800	4,746,500	6,949,800	2,282,000
Increases to Fund Balances	13,930,673	6,434,716	10,169,500	2,630,500	(3,804,216)
Fund Balance Impact (+)	-	-	-	-	-
Total	$ 397,248,705	$ 425,202,174	$ 417,630,200	$ 427,574,600	$ 2,372,426

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 1,477,707	$ 1,661,200	$ 1,587,500	$ 1,828,100	$ 166,900
Fines, Forfeitures, and Penalties	551,782	441,400	501,900	475,000	33,600
Use of Money and Property	677,131	773,200	862,900	828,600	55,400
Intergovernmental Revenue	239,047,563	247,165,638	249,230,200	250,817,500	3,651,862
Charges for Services	98,386,538	115,198,320	109,477,200	122,387,100	7,188,780
Miscellaneous Revenue	7,070,980	4,490,900	7,876,200	580,400	(3,910,500)
Total Operating Revenues	347,211,701	369,730,658	369,535,900	376,916,700	7,186,042
Other Financing Sources	9,008,811	7,795,100	7,651,600	7,167,300	(627,800)
Intrafund Expenditure Transfers (-)	3,904,167	4,683,900	4,761,900	6,972,700	2,288,800
Decreases to Fund Balances	15,217,578	19,052,816	11,741,300	12,460,500	(6,592,316)
General Fund Contribution	21,906,449	23,939,700	23,939,500	24,057,400	117,700
Fund Balance Impact (-)	-	-	-	-	-
Total	$ 397,248,705	$ 425,202,174	$ 417,630,200	$ 427,574,600	$ 2,372,426

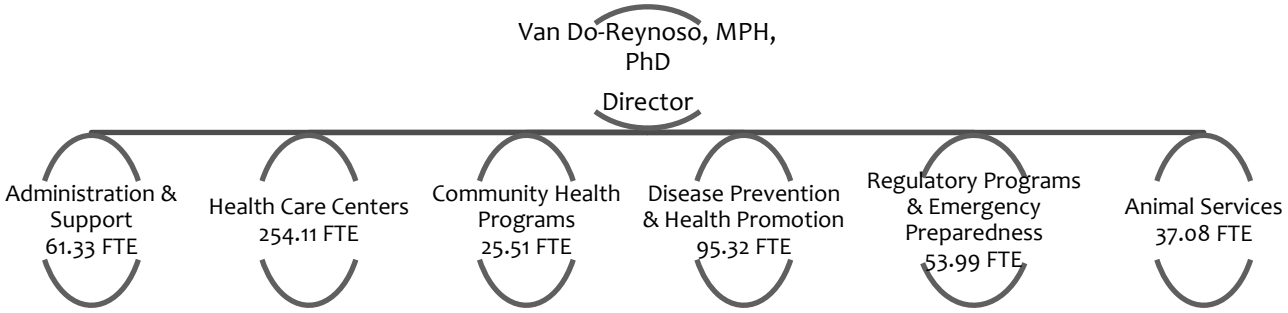
Health & Human Services

Public Health



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 93,895,500**
Capital	**$ 6,600**
FTEs	**527.34**



Public Health

Mission Statement

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

Department Description

The Public Health Department (PHD) has six Budget Programs: Health Care Centers; 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 2019-20 Objectives

- Integrate Adverse Childhood Experience (ACE) screening into patient primary care visits.
- Successfully complete the HRSA "Service Area Competition" (SAC) application for continued Federally Qualified Health Center (FQHC) status and federal funding.
- Establish an STD community coalition to reduce the incidence of STD's in Santa Barbara County.
- Develop and implement strategies to educate the community, particularly youth and pregnant and breastfeeding mothers, on Cannabis and its effect on health.
- Finalized the Emergency Medical Service Agency's (EMSA) system consultant report with the pending direction from the Board of Supervisors regarding their ambulance contract.
- Work 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, as recommended in the Governor's Proposed Fiscal Year 19-20 State Budget.
- Develop and implement staff training and mentoring programs to identify and prepare future department leaders. This will assist the department in staff retention and the development of succession plans for key positions.
- Work collaboratively with County departments to implement the FY 2019-20 Homeless Interagency Policy Council work plan.

Public Health

Highlighted Renew '22 Initiatives

Already Underway

- Analysis of Public Health Intergovernmental Transfer (IGT) options
  - Not viable since additional unmatched local or State funds are required to draw down federal funding.
- Re-engineering of Public Health Patient Billing Process
  - Optimization phase reached for new Practice Management System implemented in calendar 2018
- 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 Services Fees
  - Activity-based full cost fees approved for implementation July 1, 2019.

Implementation in FY 2019-20

- Clinical Labs
  - Potential reworking of the provision of clinical laboratory services and analysis of options and alternatives.
- 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 Maternal Child Adolescent Health (MCAH) program.

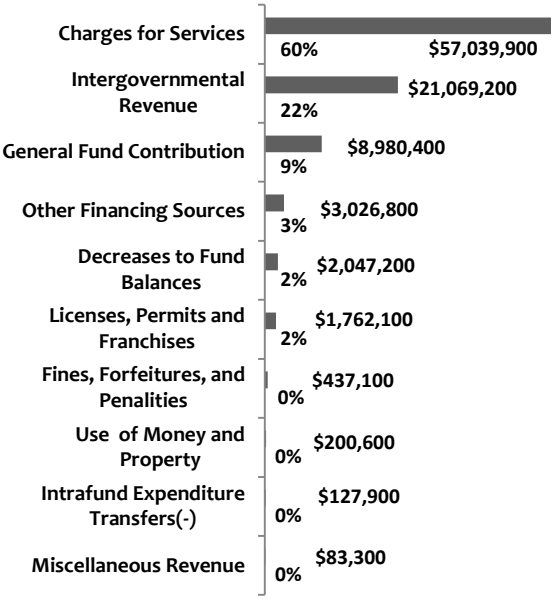
Future Year Implementation

- Clinical Labs
  - Optimization of alternatives based on Renew '22 principles.
- Animal Services Operations
  - Optimization of services based on Renew '22 principles.

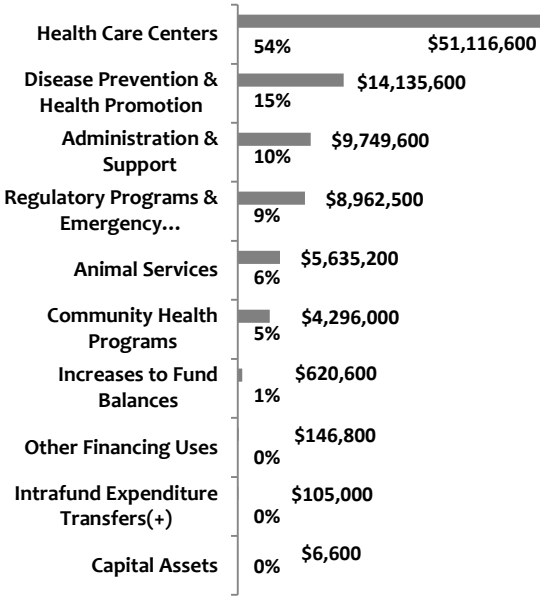
Public Health

Recommended Sources & Uses of Funds

Source of Funds - $94,774,500

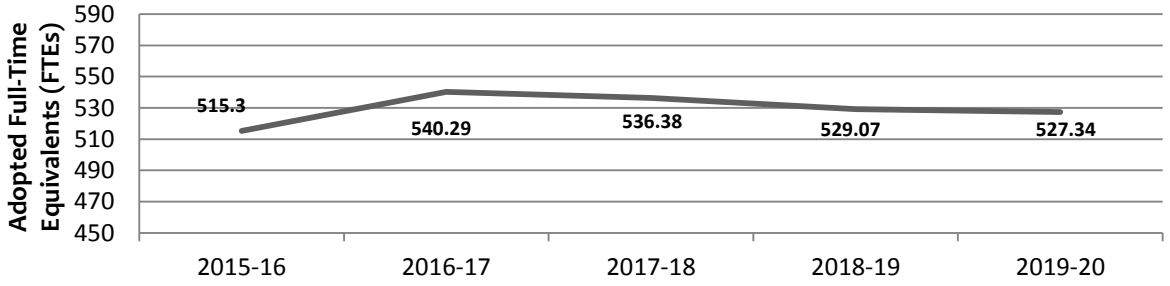


Use of Funds - $94,774,500



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	59.40	60.49	60.49	61.33	0.84
Health Care Centers	240.71	253.28	253.28	254.11	0.83
Community Health Programs	31.20	25.32	25.32	25.51	0.19
Disease Prevention & Health Promotion	87.87	98.11	98.11	95.32	(2.79)
Regulatory Programs & Emergency Prepare	48.54	54.82	54.82	53.99	(0.83)
Animal Services	34.52	37.05	37.05	37.08	0.03
Unallocated	3.23	-	-	-	-
Total	505.46	529.07	529.07	527.34	(1.74)

Budget By Budget Program					
Administration & Support	$ 9,692,041	$ 9,560,000	$ 9,533,000	$ 9,749,600	$ 189,600
Health Care Centers	45,462,085	47,334,200	48,346,500	51,116,600	3,782,400
Community Health Programs	4,897,796	4,452,200	4,500,100	4,296,000	(156,200)
Disease Prevention & Health Promotion	13,239,922	15,100,400	13,821,400	14,135,600	(964,800)
Regulatory Programs & Emergency Prepare	8,583,471	8,874,700	8,200,400	8,962,500	87,800
Animal Services	5,487,721	5,523,100	5,475,500	5,635,200	112,100
Unallocated	(1,114)	-	-	-	-
Total	$ 87,361,923	$ 90,844,600	$ 89,876,900	$ 93,895,500	$ 3,050,900

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 65,459,054	$ 68,331,600	$ 66,076,400	$ 69,568,500	$ 1,236,900
Services and Supplies	17,944,284	18,338,000	19,662,300	19,828,400	1,490,400
Other Charges	3,958,584	4,175,000	4,138,200	4,498,600	323,600
Total Operating Expenditures	87,361,923	90,844,600	89,876,900	93,895,500	3,050,900
Capital Assets	538,890	-	90,500	6,600	6,600
Other Financing Uses	7,532,862	6,062,200	5,012,500	146,800	(5,915,400)
Intrafund Expenditure Transfers (+)	123,694	104,800	183,500	105,000	200
Increases to Fund Balances	6,141,184	4,368,600	5,423,600	620,600	(3,748,000)
Total	$ 101,698,553	$ 101,380,200	$ 100,587,000	$ 94,774,500	$ (6,605,700)

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 1,398,991	$ 1,595,200	$ 1,521,500	$ 1,762,100	$ 166,900
Fines, Forfeitures, and Penalties	508,886	403,700	464,200	437,100	33,400
Use of Money and Property	160,562	234,900	346,000	200,600	(34,300)
Intergovernmental Revenue	20,814,057	20,714,100	21,368,300	21,069,200	355,100
Charges for Services	50,567,365	53,366,500	52,999,800	57,039,900	3,673,400
Miscellaneous Revenue	4,712,589	3,887,700	4,718,500	83,300	(3,804,400)
Total Operating Revenues	78,162,450	80,202,100	81,418,300	80,592,200	390,100
Other Financing Sources	3,815,844	3,889,100	3,749,400	3,026,800	(862,300)
Intrafund Expenditure Transfers (-)	115,347	120,900	198,900	127,900	7,000
Decreases to Fund Balances	10,529,212	8,092,400	6,144,700	2,047,200	(6,045,200)
General Fund Contribution	9,075,700	9,075,700	9,075,700	8,980,400	(95,300)
Total	$ 101,698,553	$ 101,380,200	$ 100,587,000	$ 94,774,500	$ (6,605,700)

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

Public Health

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Net decrease of 1.74 FTEs due to a new staffing model in the Child Health Disability Prevention (CHDP) program with the transition of some staff (-1.24 FTEs) and a change in staffing for the Environmental Health Services program (-.50 FTEs).

Expenditures

- Net operating increase of $3,050,900:
  - +$1,236,900 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.
  - +$1,490,400 increase in Services and Supplies:
    - +$2,294,300 increase in pharmaceutical expenditures for the successful 340B Contract Pharmacy Network due to a refocused initiative to capture specialty pharmaceuticals.
    - +$353,000 increase in Information Technology hardware and software maintenance costs, associated with the new OCHIN/Epic Electronic Health Record.
    - -$319,000 decrease in countywide cost allocation plan charges.
    - -$289,000 decrease in costs for outside contract and specialty physicians.
    - -$150,000 decrease in costs funded by one-time Health Resources and Services Administration (HRSA) grant funds for previous expansion of mental health treatment.
    - -$150,000 decrease due to a change in service delivery for the Senior Assessment Program.
    - -$85,000 decrease due to a change in reporting physician and other recruiting incentives as part of salaries and benefits.
    - -$78,000 decrease to the Santa Barbara County Education Office (SBCEO) Health Linkages program with a reduction in Master Tobacco Settlement funding.
    - -$65,800 decrease in SBCEO pass-through funds for the Medi-Cal Administrative Activities (MAA) program.
    - -$42,900 decrease in building maintenance costs for safety and security upgrades made in prior years.
    - +$22,800 increase in travel costs because of an increase in continuing medical education (CME) benefit for physicians.
  - +$323,600 increase in Other Charges:
    - +$208,600 increase in premiums for malpractice insurance.
    - +$163,700 increase in information technology and communication charges.
    - -$125,000 decrease in utilities costs.
    - +$76,300 increase in premiums for liability insurance.

- Net non-operating expenditure decrease of -$9,656,600:
  - +$6,600 increase in Capital Assets for the purchase of a hydraulic exam table at the Franklin Health Care Center.
  - -$5,915,400 decrease in Other Financing Uses due to the transfer of the fiscal intermediary responsibilities of the Master Tobacco Settlement funds to the County Executive Office (CEO).
  - +$200 increase in Intrafund Operating Transfers (+) for an allocation of indirect costs.

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

- -$3,748,000 decrease in Increases to Fund Balance due to the transfer of the fiscal intermediary responsibilities of the Master Tobacco Settlement funds to the County Executive Office.

These changes result in recommended operating expenditures of $93,895,500, non-operating expenditures of $879,000 resulting in total expenditures of $94,774,500. Non-operating expenditures primarily include Capital Assets, Other Financing Uses, and increases to fund balances.

Revenues

- Net operating revenue increase of $390,100:
  - +$166,900 increase in Licenses, Permits, and Franchises:
    - +$87,900 increase in permits and on-demand services in Environmental Health Services for building plan checks.
    - +$79,000 increase in canvassing and animal license fees.
  - +$33,400 increase in Fines, forfeitures, and Penalties from an increase in Environmental Health Fees.
  - -$34,300 decrease in Use of Money and Property due to a projected decrease in interest income.
  - +$355,100 increase in Intergovernmental Revenues:
    - +$256,300 increase in grant funding for the California Children's Services (CCS) program.
    - -$200,000 decrease in 1991 Health Realignment Vehicle License Fees.
    - +$191,800 increase for new subgrants to perform Substance Use Disorder (SUD) services.
    - +$114,000 increase in funding for Family Planning, Access, Coordination, and Treatment (PACT) services.
    - +$100,000 increase in the AIDS Drug Assistance Program (ADAP).
    - -$86,600 decrease in funding for the Women, Infant, and Children's (WIC) program.
    - -$74,400 decrease in Prop 56 tobacco program.
    - +$54,000 increase in funding for the Maternal, Child, Adolescent Health (MCAH) program.
  - +$3,673,400 increase in Charges for Services:
    - +$1,696,900 increase in pharmaceutical revenue due to a refocus on the 340B program participation for specialty pharmaceuticals.
    - +$1,007,300 increase in Health Center patient service revenues from Medi-Cal, Medicare, and other public programs.
    - +$969,200 increase in service fee revenues for Environmental Health Services.
  - -$3,804,400 decrease in Miscellaneous Revenue for Master Tobacco Settlement receipts, due to the transfer of the program to the CEO.

- Net non-operating revenue decrease of -$6,995,800:
  - -$862,300 decrease in Other Financing Sources, due primarily to a reduction of Master Tobacco Settlement funds for Public Health Department program operations.
  - +$7,000 increase in Intrafund Expenditure Transfers (-) for indirect costs.
  - -$6,045,200 decrease to Decreases to Fund Balance due to the transfer of the fiscal intermediary responsibilities of the Master Tobacco Settlement funds to the CEO.

Public Health

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

- -$95,300 decrease of General Fund Contribution due to a reduction of local dollars used to support Environmental Health Services programs.

These changes result in recommended operating revenues of $80,592,200, non-operating revenues of $14,182,300 resulting in total revenues of $94,774,500. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 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%)	86% 722 / 840	85% 635 / 746	89% 721 / 811	90% 783 / 870
Percent of newly diagnosed HIV persons linked into HIV medical care within 1 month of diagnosis (Target = >84%)	N/A	N/A	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%)	51% 1,598 / 3,148	51% 1,728 / 3,283	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)	23,423	24,249	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% 10 / 10	100% 12 / 12	100% 20 / 20	100% 20 / 20
Percent of infants in the Women, Infants, Children (WIC) program each month that will be exclusively breastfed (Target = >48.4%)	N/A	48.4% 1,455 / 3,007	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%)	81% 884 / 1,098	84% 960 / 1,137	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%)	69% 2,288 / 3,315	71% 2,329 / 3,286	77% 2,520 / 3,275	77% 2,520 / 3,275
Number of Medi-Cal eligible residents who select a PHD Health Care Center as their medical home (Target = >25,000)	23,723	23,405	24,000	25,000
Number of California Children's Services patients receiving medical therapy sessions to improve health care access of children with special needs (Target = >415)	394	390	390	415

Public Health

Performance Measures (cont'd)

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration and Support				
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target = 100%)	77% 392 / 510	56% 302 / 538	100% 500 / 500	100% 500 / 500
Percentage of department workforce "Lost Time" (Target= <5.3%)	5.1% 64,786 / 1,259,100	6.1% 70,836 / 1,161,212	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, and facility management.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPT/CORP LDR-EXEC	0.88	1.00	1.00	1.00	-
DEPT/CORP LDR-ATTY/PHY	0.12	-	-	-	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
ADMINISTRATIVE DEPUTY DIRECTOR	-	-	-	1.00	1.00
IT MANAGER	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	-	(1.00)
EDP OFFICE AUTO SPEC	2.97	3.00	3.00	3.00	-
EDP SYS & PROG ANLST SR	1.69	1.53	1.53	1.95	0.42
BUSINESS MANAGER	0.28	1.00	1.00	1.00	-
HR MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	3.36	3.02	3.02	3.34	0.32
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	1.00	1.00	-
COST ANALYST	3.08	3.45	3.45	3.37	(0.08)
FINANCIAL OFFICE PRO	15.67	15.65	15.65	15.64	(0.01)
ADMN OFFICE PRO	2.75	2.75	2.75	2.75	-
ACCOUNTANT	1.06	1.09	1.09	1.08	(0.01)
COMPUTER SYSTEMS SPEC	4.77	5.00	5.00	5.00	-
DEPT BUS SPEC	5.96	6.00	6.00	6.00	-
HEALTH CARE PROGRAM COORDINATOR	2.00	2.00	2.00	2.00	-
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	3.00	3.00	3.00	3.00	-
ADMN OFFICE PRO SR	1.99	2.00	2.00	2.00	-
BUILDING MAINT WORKER	0.81	1.00	1.00	1.00	-
STOREKEEPER	1.00	1.00	1.00	1.00	-
HEALTH SERVICES AIDE SR	-	-	-	0.20	0.20
UTILITY CLERK-DEPT	2.00	2.00	2.00	2.00	-
Total	59.40	60.49	60.49	61.33	0.84

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

Public Health

Administration & Support Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 8,002,087	$ 8,244,600	$ 8,132,700	$ 8,507,800	$ 263,200
Services and Supplies	1,062,427	950,700	1,045,200	867,700	(83,000)
Other Charges	627,527	364,700	355,100	374,100	9,400
Total Operating Expenditures	9,692,041	9,560,000	9,533,000	9,749,600	189,600
Other Financing Uses	260,594	510,000	10,000	10,000	(500,000)
Increases to Fund Balances	10,824	-	-	-	-
Total Expenditures	$ 9,963,460	$ 10,070,000	$ 9,543,000	$ 9,759,600	$ (310,400)
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	13,677	11,900	13,500	12,900	1,000
Use of Money and Property	111,262	194,400	224,700	199,400	5,000
Intergovernmental Revenue	2,424,804	2,720,000	2,643,900	2,643,900	(76,100)
Charges for Services	421,117	662,900	644,400	597,100	(65,800)
Miscellaneous Revenue	67,299	65,000	62,000	62,000	(3,000)
Total Operating Revenues	3,038,159	3,654,200	3,588,500	3,515,300	(138,900)
Other Financing Sources	1,359,300	2,022,200	2,022,200	1,933,600	(88,600)
Intrafund Expenditure Transfers (-)	103,173	104,800	183,500	105,000	200
Decreases to Fund Balances	676,662	500,000	-	-	(500,000)
General Fund Contribution	4,780,824	3,788,800	3,748,800	4,205,700	416,900
Total Revenues	$ 9,958,119	$ 10,070,000	$ 9,543,000	$ 9,759,600	$ (310,400)

2018-19 Anticipated Accomplishments

- Improved the health and safety of department field, clinic, and laboratory staff through enhancements to personal protective equipment, ongoing risk monitoring and mitigation, and procedure and policy revisions.
- Continued to build and strengthen departmental response to Information Technology System cyberattacks and threats, by annual systems review, ongoing staff training, and swift investigation and remediation procedures.
- Finalized the project to improve "wayfinding" measures designed to improve directions and navigation for clients, staff, and visitors at the County Calle Real Campus, partnering with other campus departments to share costs of new signage.
- Began the optimization of the billing module of the OCHIN/Epic Combined Practice Management/Electronic Health Record to provide more efficient billing and faster payment for patient services as a Renew '22 initiative.

Administration & Support Budget Program (cont'd)

2019-20 Objectives

- Develop and implement staff training and mentoring programs to identify and prepare future department leaders. This will assist the department in staff retention and the development of succession plans for key positions.
- Investigate enterprise-wide cloud-based software solutions to improve cost effective work performance while reducing or eliminating redundant data entry or manual tasks.
- Work collaboratively with other County departments to implement Renew '22 e-procurement and e-filing strategies for department contracts and board items.
- Develop and implement additional staff training on security and safety in the workplace, de-escalation training, cultural awareness and diversity, and other important topics to increase staff competencies.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
MEDICAL DIRECTOR	1.00	0.98	0.98	1.00	0.02
STAFF PHYSICIAN SUPV	3.80	3.80	3.80	3.60	(0.20)
STAFF PHYSICIAN	18.07	18.80	18.80	19.26	0.46
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	0.17	0.12	0.12	0.10	(0.02)
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
HEALTH SERVICES LAB SUPV	1.00	1.00	1.00	1.00	-
HEALTH CARE PRACTITIONER	9.03	9.95	9.95	11.15	1.20
REGIONAL CLINIC MANAGER	3.85	4.00	4.00	4.00	-
PH PERFORM IMPROVE COORD	2.76	2.71	2.71	1.78	(0.94)
PUBLIC HEALTH NURSE SUPV	0.22	0.15	0.15	0.21	0.06
EDP SYS & PROG ANLST SR	0.30	0.47	0.47	0.05	(0.42)
STAFF NURSE SUPV	8.00	8.00	8.00	8.00	-
PROGRAM/BUS LDR-GEN	0.15	-	-	1.00	1.00
EDP SYS & PROG ANLST	0.01	-	-	-	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
PUBLIC HEALTH NURSE	4.47	4.24	4.24	4.30	0.06
CLINICAL LAB SCIENTIST SR	3.00	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	14.85	15.00	15.00	15.00	-
ADMN OFFICE PRO	40.74	44.25	44.25	44.25	-
STAFF NURSE	18.57	20.25	20.25	20.15	(0.10)
NUTRITION SITE SUPV	0.68	-	-	0.50	0.50
HEALTH CARE PROGRAM COORDINATOR	2.79	3.90	3.90	3.90	-
CLINICAL LAB SCIENTIST	0.62	1.00	1.00	1.00	-
NUTRITION SERVICES SUPV	-	0.80	0.80	-	(0.80)
HEALTH EDUCATOR	0.49	0.50	0.50	0.50	-
BEHAVIORAL HEALTH SPECIALIST	3.00	3.00	3.00	4.00	1.00
ADMN OFFICE PRO SR	13.01	13.97	13.97	13.03	(0.94)
NUTRITIONIST	-	1.54	1.54	-	(1.54)
REGISTERED DIETITIAN	1.13	-	-	1.68	1.68
MEDICAL SOC SVC PRACT	0.19	-	-	-	-
LICENSED VOCATIONAL NURSE	1.00	1.00	1.00	1.00	-
HEALTH EDUC ASSOC	1.50	1.50	1.50	1.50	-
PHARMACY TECHNICIAN	9.46	9.00	9.00	9.00	-
MEDICAL ASSISTANT	59.24	62.75	62.75	62.75	-
HEALTH EDUCATION ASST	0.15	-	-	-	-
LABORATORY ASSISTANT	7.27	7.50	7.50	7.50	-
HEALTH SERVICES AIDE SR	2.19	2.10	2.10	1.91	(0.19)
HEALTH SERVICES AIDE	1.00	1.00	1.00	1.00	-
Total	240.71	253.28	253.28	254.11	0.83

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 32,515,561	$ 32,941,100	$ 32,843,100	$ 34,289,900	$ 1,348,800
Services and Supplies	11,209,161	12,306,500	13,471,300	14,499,000	2,192,500
Other Charges	1,737,363	2,086,600	2,032,100	2,327,700	241,100
Total Operating Expenditures	45,462,085	47,334,200	48,346,500	51,116,600	3,782,400
Capital Assets	422,784	-	-	6,600	6,600
Other Financing Uses	455,510	410,000	-	7,500	(402,500)
Total Expenditures	$ 46,340,379	$ 47,744,200	$ 48,346,500	$ 51,130,700	$ 3,386,500
Budget By Categories of Revenues					
Use of Money and Property	1,200	1,200	1,200	1,200	-
Intergovernmental Revenue	4,021,375	3,381,500	3,842,300	3,607,600	226,100
Charges for Services	40,086,584	42,638,500	42,323,400	45,384,000	2,745,500
Miscellaneous Revenue	4,194	4,000	91,200	2,300	(1,700)
Total Operating Revenues	44,113,352	46,025,200	46,258,100	48,995,100	2,969,900
Other Financing Sources	199,995	214,700	247,900	102,000	(112,700)
Decreases to Fund Balances	2,027,032	1,504,300	446,100	1,231,100	(273,200)
General Fund Contribution	-	-	1,394,400	802,500	802,500
Total Revenues	$ 46,340,379	$ 47,744,200	$ 48,346,500	$ 51,130,700	$ 3,386,500

2018-19 Anticipated Accomplishments

- Completed a successful tri-annual Federal Health Resources and Services Administration (HRSA) Operational Site Visit confirming that the department is in compliance with federal grant tenets for its Federally Qualified Health Center (FQHC) status.
- Developed a successful internal process to capture more 340B savings share on specialty pharmaceuticals in partnership with CenCal Health that will help support the costs of pharmaceuticals for uninsured patients.
- Lead an interdisciplinary team that re-engineered a program to provide sexually transmitted disease (STD) testing and treatment to County residents to reach more infected individuals and help reduce growing STD rates in Santa Barbara County.
- Helped lead the formation of the "Carp Connect" collaborative, bringing together behavioral health provider agencies in the city of Carpinteria and establishing a space for organizations to meet, greet and advise residents on health service alternatives close to home.

2019-20 Objectives

- Integrate Adverse Childhood Experience (ACE) screening into patient primary care visits.
- Successfully complete the HRSA "Service Area Competition" (SAC) application for continued Federally Qualified Health Center (FQHC) status and federal funding.
- Continue to solidify Primary Care-Behavioral Health integration infrastructure at all clinic sites.
- Further augment more robust care management and ongoing collaborations with area hospitals around homelessness discharge issues.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
MEDICAL DIRECTOR	-	0.02	0.02	-	(0.02)
STAFF PHYSICIAN	0.47	0.20	0.20	0.18	(0.02)
PROGRAM MANAGER	0.37	0.72	0.72	0.01	(0.71)
EDP OFFICE AUTO SPEC	0.01	-	-	-	-
PH PERFORM IMPROVE COORD	0.24	0.29	0.29	0.22	(0.06)
PUBLIC HEALTH NURSE SUPV	0.80	0.79	0.79	0.85	0.06
CCS SUPERVISING THERAPIST	3.00	3.00	3.00	3.00	-
OPERATIONS MANAGER	-	-	-	0.80	0.80
CCS OCC/PHYS THERAPIST	10.14	11.00	11.00	11.00	-
PUBLIC HEALTH NURSE	1.16	0.75	0.75	1.00	0.25
ADMN OFFICE PRO	4.98	3.00	3.00	3.00	-
STAFF NURSE	1.29	-	-	-	-
ADMN OFFICE PRO SR	1.08	1.05	1.05	0.95	(0.10)
MEDICAL SOC SVC WKR SR	0.09	-	-	-	-
CCS CASEWORKER	5.06	2.00	2.00	2.00	-
THERAPY ATTENDANT	2.50	2.50	2.50	2.50	-
Total	31.20	25.32	25.32	25.51	0.19

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 4,037,704	$ 3,579,700	$ 3,608,000	$ 3,621,800	$ 42,100
Services and Supplies	766,195	772,700	795,700	574,900	(197,800)
Other Charges	93,898	99,800	96,400	99,300	(500)
Total Operating Expenditures	4,897,796	4,452,200	4,500,100	4,296,000	(156,200)
Other Financing Uses	5,912,125	4,934,900	4,934,900	-	(4,934,900)
Increases to Fund Balances	5,029,873	4,194,200	5,054,900	430,200	(3,764,000)
Total Expenditures	$ 15,839,794	$ 13,581,300	$ 14,489,900	$ 4,726,200	$ (8,855,100)
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	355,639	310,200	349,500	334,900	24,700
Use of Money and Property	46,330	39,300	120,100	-	(39,300)
Intergovernmental Revenue	3,718,089	3,167,300	3,283,100	3,359,000	191,700
Charges for Services	361,592	341,300	296,300	321,300	(20,000)
Miscellaneous Revenue	4,487,248	3,758,800	4,489,700	1,000	(3,757,800)
Total Operating Revenues	8,968,897	7,616,900	8,538,700	4,016,200	(3,600,700)
Other Financing Sources	231,516	182,700	149,500	50,000	(132,700)
Decreases to Fund Balances	6,562,043	5,538,700	5,558,700	535,000	(5,003,700)
General Fund Contribution	77,338	243,000	243,000	125,000	(118,000)
Total Revenues	$ 15,839,794	$ 13,581,300	$ 14,489,900	$ 4,726,200	$ (8,855,100)

2018-19 Anticipated Accomplishments

- Revised and updated the Indigent Care Program regulations in alignment with changes to the Affordable Care Act and to ensure compliance with the State mandate to provide access to health care services for indigent county residents.
- Provided assistance with the expedited Medi-Cal enrollment an approximate 55 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 clinician.
- Recertified 24 departmental staff as Certified Application Counselors in order to provide enrollment assistance for health coverage options for Health Center patients.

2019-20 Objectives

- Continue to explore community health care partnerships to provide health coverage outreach and enrollment materials to those County residents that are uninsured and underinsured.
- Work 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, as recommended in the Governor's Proposed Fiscal Year 2019-20 State Budget.
- Continue to build on efficiencies gained through the partnership with CenCal Health on the Whole Child Model of California Children's Services (CCS) to evaluate the impact on CCS of the Governor's proposal to enroll undocumented young adults aged 18-25 in the Medi-Cal program.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
STAFF PHYSICIAN	1.14	1.20	1.20	0.66	(0.54)
DEPUTY DIRECTOR	0.86	0.92	0.92	0.92	-
PROGRAM MANAGER	2.16	3.16	3.16	2.89	(0.27)
PROJECT MANAGER	0.85	1.00	1.00	1.00	-
PUBLIC HEALTH LAB SUPV	1.00	1.00	1.00	1.00	-
PUBLIC HEALTH NURSE SUPV	3.72	4.06	4.06	3.94	(0.12)
EDP SYS & PROG ANLST	0.03	0.02	0.02	0.02	-
COST ANALYST	0.13	0.10	0.10	0.13	0.03
OPERATIONS MANAGER	0.08	-	-	1.20	1.20
PUBLIC HEALTH NURSE	11.55	13.51	13.51	12.70	(0.81)
PUBLIC HEALTH MICROB SR	0.85	1.00	1.00	2.00	1.00
ADMN OFFICE PRO	6.93	7.25	7.25	5.75	(1.50)
FINANCIAL OFFICE PRO	0.04	0.05	0.05	0.05	-
EPIDEMIOLOGIST SR	-	1.00	1.00	1.00	-
COMMUNITY HEALTH NURSE	0.60	0.60	0.60	0.60	-
EPIDEMIOLOGIST/BIOSTAT	0.54	0.50	0.50	0.50	-
STAFF NURSE	1.00	1.00	1.00	1.00	-
NUTRITION SITE SUPV	3.32	-	-	4.50	4.50
ACCOUNTANT	0.01	0.01	0.01	0.02	0.01
HEALTH CARE PROGRAM COORDINATOR	4.42	5.10	5.10	4.10	(1.00)
NUTRITION SERVICES SUPV	-	3.20	3.20	-	(3.20)
PUBLIC HEALTH MICROB	2.38	2.50	2.50	1.50	(1.00)
HEALTH EDUCATOR	5.39	7.50	7.50	5.50	(2.00)
ADMN OFFICE PRO SR	4.83	3.98	3.98	5.02	1.04
NUTRITIONIST	-	2.96	2.96	-	(2.96)
REGISTERED DIETITIAN	2.25	-	-	3.07	3.07
LACTATION CONSULTANT	2.48	2.60	2.60	2.60	-
DEGREED NUTRITIONIST	0.04	-	-	2.00	2.00
HEALTH EDUC ASSOC	4.85	6.00	6.00	4.00	(2.00)
HEALTH EDUCATION ASST SR	4.00	6.00	6.00	4.00	(2.00)
MEDICAL ASSISTANT	3.01	3.50	3.50	1.50	(2.00)
HEALTH EDUCATION ASST	15.07	14.00	14.00	15.75	1.75
LABORATORY ASSISTANT	1.00	1.00	1.00	3.00	2.00
HEALTH SERVICES AIDE SR	3.31	3.40	3.40	3.39	(0.01)
Total	87.87	98.11	98.11	95.32	(2.79)

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

DISEASE PREVENTION & HEALTH PROMOTION BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 10,335,712	$ 12,329,100	$ 10,975,300	$ 11,683,000	$ (646,100)
Services and Supplies	2,407,749	2,216,300	2,283,600	1,857,900	(358,400)
Other Charges	496,461	555,000	562,500	594,700	39,700
Total Operating Expenditures	13,239,922	15,100,400	13,821,400	14,135,600	(964,800)
Capital Assets	10,851	-	11,600	-	-
Other Financing Uses	66,610	52,600	52,600	52,600	-
Increases to Fund Balances	-	-	133,200	-	-
Total Expenditures	$ 13,317,384	$ 15,153,000	$ 14,018,800	$ 14,188,200	$ (964,800)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	56,151	56,500	62,800	55,800	(700)
Fines, Forfeitures, and Penalties	43	-	-	-	-
Intergovernmental Revenue	9,517,356	10,206,700	10,304,800	10,205,500	(1,200)
Charges for Services	1,297,723	1,287,200	1,339,600	1,333,300	46,100
Miscellaneous Revenue	8,474	25,300	11,000	5,000	(20,300)
Total Operating Revenues	10,879,746	11,575,700	11,718,200	11,599,600	23,900
Other Financing Sources	174,000	498,800	498,800	446,500	(52,300)
Decreases to Fund Balances	11,400	-	-	-	-
General Fund Contribution	2,252,238	3,078,500	1,801,800	2,142,100	(936,400)
Total Revenues	$ 13,317,384	$ 15,153,000	$ 14,018,800	$ 14,188,200	$ (964,800)

2018-19 Anticipated Accomplishments

- Reorganized and integrated operations in the Disease Control and Prevention subdivision to enhance resources and improve client services within the HIV/AIDS and Sexually Transmitted Disease Programs.
- Integrated Adverse Childhood Experiences (ACEs) screening and interventions in home visitation program, in order to build resilience and lessen the impact on families.
- Established operational protocols for Vital Records Program to ensure standardization, continuity of services, and succession planning.
- Received the "Exceptional Ability to Leverage Funding" award from the State by working with community organizations on activities and influencing funding allocations to further nutrition education and obesity prevention goals.

2019-20 Objectives

- Update HIV protocols and client services to reflect the California Department of Public Health's (CDPH) scope of work changes related to the Prevention, Care, and Ryan White Grants.
- Establish an STD community coalition to reduce the incidence of STD's in Santa Barbara County.
- Complete Title V Needs Assessment which assesses the health and wellbeing of mothers, children, and families in our community.
- Develop and implement strategies to educate the community, particularly youth and pregnant and breastfeeding mothers, on Cannabis and its effect on health.
- Educate the community and work towards the inclusion of banning flavored tobacco in the Tobacco Retail License ordinance.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPUTY DIRECTOR	0.03	0.03	0.03	0.03	-
PROGRAM MANAGER	3.00	3.00	3.00	3.00	-
EDP OFFICE AUTO SPEC	0.01	-	-	-	-
PH PERFORM IMPROVE COORD	1.88	2.00	2.00	2.00	-
HAZARD MATERIALS SUPV	1.88	2.00	2.00	2.00	-
GEOLOGIST REGISTERED	1.00	1.00	1.00	1.00	-
ENVIRON HEALTH SPEC SUPV	2.62	2.62	2.62	2.62	-
BUSINESS MANAGER	0.03	-	-	-	-
EDP SYS & PROG ANLST	0.50	0.84	0.84	0.54	(0.30)
COST ANALYST	0.26	0.22	0.22	0.28	0.06
PUBLIC HEALTH MICROB SR	0.15	-	-	-	-
FINANCIAL OFFICE PRO	1.04	1.05	1.05	1.05	-
ADMN OFFICE PRO	7.96	8.00	8.00	8.00	-
HAZ MATERIALS SPEC SR	1.88	2.00	2.00	3.00	1.00
STAFF NURSE SR	0.65	1.00	1.00	-	(1.00)
EPIDEMIOLOGIST/BIOSTAT	0.46	0.50	0.50	0.50	-
ENVIRON HEALTH SPEC SR	5.00	5.00	5.00	5.50	0.50
ACCOUNTANT	1.31	1.30	1.30	1.25	(0.05)
DEPT BUS SPEC	0.75	0.75	0.75	0.75	-
HEALTH CARE PROGRAM COORDINATOR	-	-	-	1.00	1.00
ENVIRON HEALTH SPEC	6.92	6.50	6.50	9.50	3.00
ADMN OFFICE PRO SR	0.01	-	-	-	-
HAZ MATERIALS SPEC	7.92	10.00	10.00	9.00	(1.00)
EMERG SVCS PLANNER	1.19	2.00	2.00	1.96	(0.04)
ENVIRON HEALTH SPEC TR	2.08	5.00	5.00	1.00	(4.00)
Total	48.54	54.82	54.82	53.99	(0.83)

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

Public Health

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 6,689,530	$ 7,237,000	$ 6,602,300	$ 7,371,400	$ 134,400
Services and Supplies	1,439,099	1,158,000	1,103,400	1,059,800	(98,200)
Other Charges	454,841	479,700	494,700	531,300	51,600
Total Operating Expenditures	8,583,471	8,874,700	8,200,400	8,962,500	87,800
Capital Assets	105,254	-	78,900	-	-
Other Financing Uses	838,023	78,000	15,000	-	(78,000)
Intrafund Expenditure Transfers (+)	103,173	104,800	183,500	105,000	200
Increases to Fund Balances	1,062,356	134,400	195,500	148,400	14,000
Total Expenditures	$ 10,692,277	$ 9,191,900	$ 8,673,300	$ 9,215,900	$ 24,000
Budget By Categories of Revenues					
Licenses, Permits and Franchises	507,808	734,700	603,700	822,300	87,600
Fines, Forfeitures, and Penalties	135,105	81,600	97,200	89,300	7,700
Use of Money and Property	1,770	-	-	-	-
Intergovernmental Revenue	1,130,444	1,236,600	1,292,200	1,251,100	14,500
Charges for Services	5,727,135	5,706,900	5,775,900	6,664,900	958,000
Miscellaneous Revenue	17,636	18,100	40,500	600	(17,500)
Total Operating Revenues	7,519,898	7,777,900	7,809,500	8,828,200	1,050,300
Other Financing Sources	1,553,583	488,500	349,500	12,500	(476,000)
Intrafund Expenditure Transfers (-)	12,174	16,100	15,400	22,900	6,800
Decreases to Fund Balances	1,169,742	472,700	139,900	204,400	(268,300)
General Fund Contribution	436,601	436,700	359,000	147,900	(288,800)
Total Revenues	$ 10,691,999	$ 9,191,900	$ 8,673,300	$ 9,215,900	$ 24,000

2018-19 Anticipated Accomplishments

- Completed the Environmental Health Services fee study with new fee schedules to take effect in July 2019.
- Finalized the Emergency Medical Service Agency's (EMSA) System consultant report with pending direction from the Board of Supervisors for renegotiation of the ambulance contract.

2019-20 Objectives

- Implement the new Environmental Health Services (EHS) fee schedule effective July 1, 2019.
- Develop strategies for improving staffing structures that will support succession planning for the transition of senior staff.
- Renegotiate the American Medical Response (AMR) ambulance contract and refine current EMSA committee structures to ensure stakeholders are able to provide adequate input into the renegotiation/contractual process.
- Address EMSA System consultant report findings related to the agency's function and resiliency. This will entail an exploration of technological systems that support efficient and effective data collection and reporting.
- Complete an EMSA Fee study for the purpose of renegotiating hospital agreements specific to the Stroke, STEMI, and Trauma programs.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPUTY DIRECTOR	0.03	0.05	0.05	0.05	-
ANIMAL HEALTH & REG DIR	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	0.09	0.12	0.12	0.10	(0.02)
COST ANALYST	0.02	0.03	0.03	0.02	(0.01)
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	0.24	0.25	0.25	0.26	0.01
ADMN OFFICE PRO	3.81	4.00	4.00	3.00	(1.00)
ACCOUNTANT	0.62	0.60	0.60	0.65	0.05
DEPT BUS SPEC	0.19	-	-	-	-
COMM OUTRCH CRD ANML HLTH	2.00	2.00	2.00	2.00	-
ANIMAL CONTROL OFF SUPV	3.35	4.00	4.00	4.00	-
ADMN OFFICE PRO SR	-	-	-	1.00	1.00
PUBLIC INFO ASSISTANT	1.00	1.00	1.00	1.00	-
REGISTERED VET TECH	1.73	2.00	2.00	2.00	-
ANIMAL CONTROL OFF	8.31	9.00	9.00	9.00	-
HEALTH EDUC ASSOC	1.00	1.00	1.00	1.00	-
ANIMAL SHELTER ATTENDANT	10.12	11.00	11.00	11.00	-
Total	34.52	37.05	37.05	37.08	0.03

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 3,881,574	$ 4,000,100	$ 3,915,000	$ 4,094,600	$ 94,500
Services and Supplies	1,057,653	933,800	963,100	969,100	35,300
Other Charges	548,494	589,200	597,400	571,500	(17,700)
Total Operating Expenditures	5,487,721	5,523,100	5,475,500	5,635,200	112,100
Other Financing Uses	-	76,700	-	76,700	-
Intrafund Expenditure Transfers (+)	20,521	-	-	-	-
Increases to Fund Balances	38,131	40,000	40,000	42,000	2,000
Total Expenditures	$ 5,546,373	$ 5,639,800	$ 5,515,500	$ 5,753,900	$ 114,100
Budget By Categories of Revenues					
Licenses, Permits and Franchises	835,033	804,000	855,000	884,000	80,000
Fines, Forfeitures, and Penalties	4,422	-	4,000	-	-
Intergovernmental Revenue	1,991	2,000	2,000	2,100	100
Charges for Services	2,673,214	2,729,700	2,620,200	2,739,300	9,600
Miscellaneous Revenue	127,738	16,500	24,100	12,400	(4,100)
Total Operating Revenues	3,642,398	3,552,200	3,505,300	3,637,800	85,600
Other Financing Sources	297,450	482,200	481,500	482,200	-
Decreases to Fund Balances	82,331	76,700	-	76,700	-
General Fund Contribution	1,528,700	1,528,700	1,528,700	1,557,200	28,500
Total Revenues	$ 5,550,879	$ 5,639,800	$ 5,515,500	$ 5,753,900	$ 114,100

2018-19 Anticipated Accomplishments

- Developed and implemented new approaches to the volunteer program to increase utilization of volunteer services.
- Evaluated and implemented new processes for follow up on rabies certificates provided by veterinarians to increase dog license compliance county-wide.
- Submitted a competitive proposal to the City of Santa Maria for the purposes of retaining shelter services.

2019-20 Objectives

- Review and identify process improvement opportunities to streamline medical services and reduce cost.
- Evaluate and prioritize opportunities to expand volunteer services and partnerships with nonprofit organizations.
- Maximize the utilization of the Animal Services Chameleon database to ensure accurate data is available for programmatic decision-making.

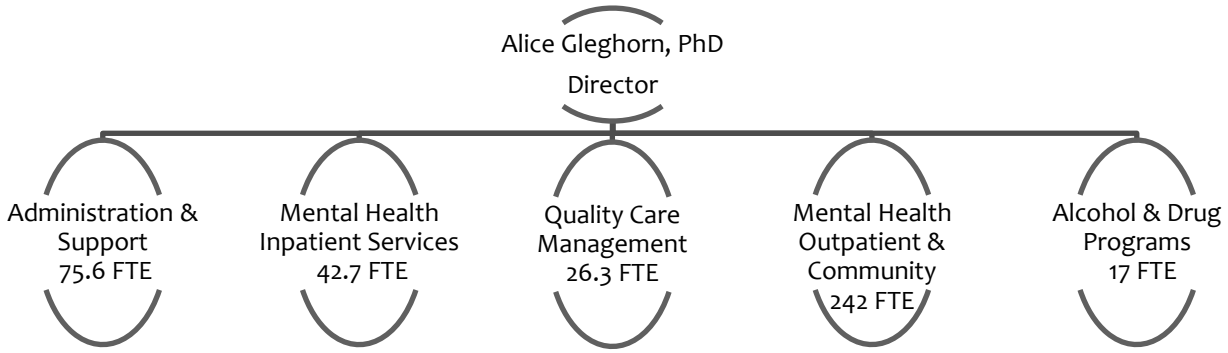
COUNTY OF SANTA BARBARA
CALIFORNIA

Behavioral Wellness

Garden Fountain by Bridget Hochman

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**142,705,400**
Capital	**$**	**0**
FTEs		**403.7**



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 2017-18, 9,600 individuals of all ages received specialty mental health services and 4,453 individuals received Substance Use Disorder services.

As of June of 2018, Behavioral Wellness employed 432 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. As part of the Systems Change Initiative launched in FY 2012-13, the Department is committed to a process of continuous quality improvement and the use of evidence-based practices and data to improve care.

Highlights of 2019-20 Objectives

- Begin planning for the expansion of safe and stable housing through No Place Like Home funding.
- Identify a facility for intensive beds for criminal justice involved clients funded by Community Corrections Partnership.
- Implement a locked Mental Health Rehabilitation Center to help step clients down and bring them back into our community.
- Implement new Crisis Residential Treatment program in North County.
- Implement the AB1810 Pre-Trial Felony Mental Health Diversion Program.
- Collaborate with hospitals on system of care improvements.
- Work collaboratively with County departments to implement the FY 2019-20 Homeless Interagency Policy Council work plan.

Behavioral Wellness

Highlighted Renew '22 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.
- Launch of the Organized Delivery System (ODS)
    - Expand and enhance covered benefits available to residents as a result of the Affordable Care Act
    - Increase access to care for individuals seeking substance use disorder services
- Co-Response by Law Enforcement and Mobile Crisis Mental Health
    - Pilot of a co-response team in South County with Sheriff Officers operating four 10 hour shifts
    - Model reduces potential incarcerations in patient stays
    - Planning underway with Police Department to initiate a co-response pilot
- Non-Emergency Medical Transportation Option
    - New requirement for Medi-Cal Managed Care plans to cover non-emergency medical transportation will allow Public Health, CenCal Health, Behavioral Wellness and Social Services to collaborate on transportation to County Services
    - Increase client and provider awareness and utilization of this benefit.

Implementation in FY 2019-20

- Rebalancing of Resources to a Paperless System
    - Move paper applications to electronic systems and suspend paper applications and documentation through e-signatures, verbal attestation, telephonic signatures and other electronic means
- Co-Response by Law Enforcement and Mobile Crisis Mental Health
    - Initiate MOU to begin co-response pilot with Police Department
    - Expand current co-response pilot to a countywide dedicated CIT
- 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.

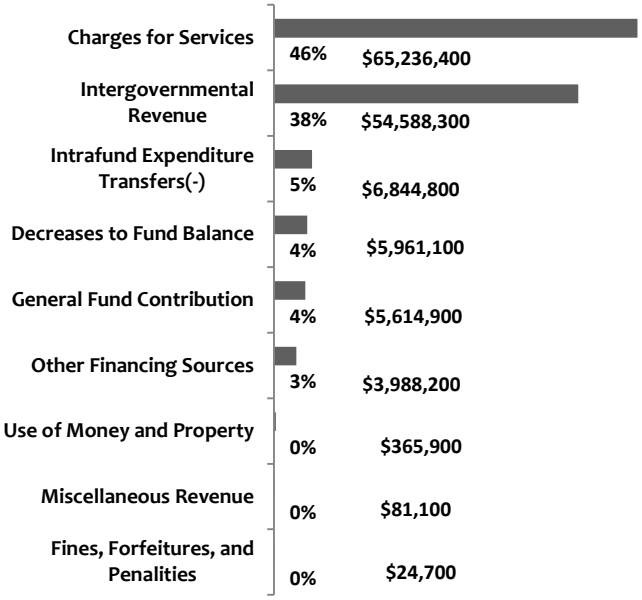
Future Year Implementation

- Behavioral Health Center of Care
    - Determine system needs and resources to develop and implement the pilot at one or more locations.
- Rebalancing of Resources to a Paperless System
    - Continue to leverage information technology systems and applications to streamline other areas including Human Resources and Fiscal Operations, that have workflows that rely heavily on document processing.

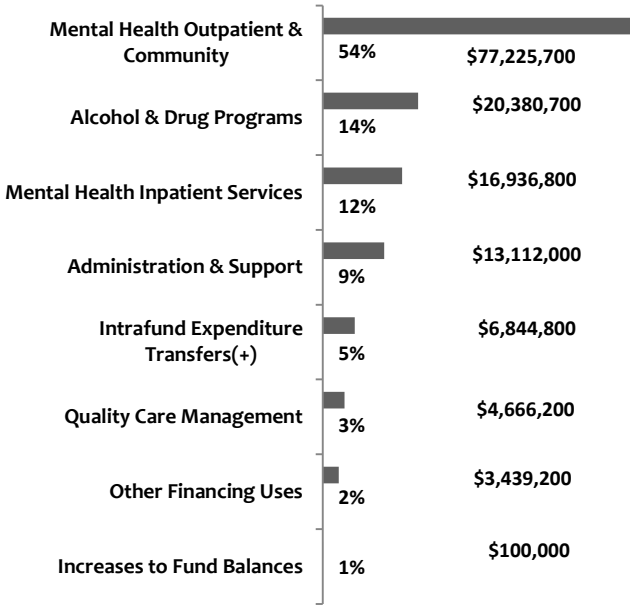
Behavioral Wellness

Recommended Sources & Uses of Funds

Source of Funds - $142,705,400

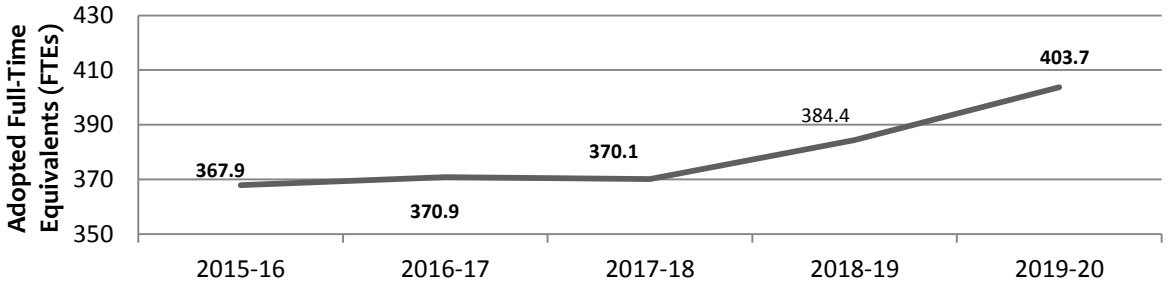


Use of Funds - $142,705,400



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	58.00	71.67	71.67	75.63	3.96
Mental Health Inpatient Services	34.02	38.84	38.84	42.74	3.90
Quality Care Management	17.31	22.55	22.55	26.25	3.70
Mental Health Outpatient & Community	195.38	234.87	234.87	242.03	7.16
Alcohol & Drug Programs	10.87	19.50	19.50	17.00	(2.50)
Unallocated	0.64	-	-	-	-
Total	316.21	387.44	387.44	403.66	16.22

Budget By Budget Program					
Administration & Support	$ 10,871,307	$ 13,003,200	$ 13,182,000	$ 13,112,000	$ 108,800
Mental Health Inpatient Services	15,007,999	15,384,900	16,526,400	16,936,800	1,551,900
Quality Care Management	3,324,335	4,136,000	3,047,500	4,666,200	530,200
Mental Health Outpatient & Community	66,968,856	76,159,138	72,028,800	77,225,700	1,066,562
Alcohol & Drug Programs	12,359,435	17,434,920	14,522,200	20,380,700	2,945,780
Total	$ 108,531,932	$ 126,118,158	$ 119,306,900	$ 132,321,400	$ 6,203,242

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 43,578,827	$ 52,118,600	$ 46,658,000	$ 55,475,800	$ 3,357,200
Services and Supplies	62,421,153	71,455,658	68,094,800	73,999,000	2,543,342
Other Charges	2,531,952	2,543,900	4,554,100	2,846,600	302,700
Total Operating Expenditures	108,531,932	126,118,158	119,306,900	132,321,400	6,203,242
Capital Assets	9,185	-	330,000	-	-
Other Financing Uses	3,052,018	3,986,500	4,941,900	3,439,200	(547,300)
Intrafund Expenditure Transfers (+)	3,788,820	4,563,000	4,563,000	6,844,800	2,281,800
Increases to Fund Balances	3,310,754	95,000	2,524,200	100,000	5,000
Total	$ 118,692,710	$ 134,762,658	$ 131,666,000	$ 142,705,400	$ 7,942,742

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	$ 31,645	$ 24,500	$ 24,500	$ 24,700	$ 200
Use of Money and Property	216,324	232,500	201,000	365,900	133,400
Intergovernmental Revenue	54,628,499	54,615,638	56,870,200	54,588,300	(27,338)
Charges for Services	47,507,231	61,820,820	56,408,000	65,236,400	3,415,580
Miscellaneous Revenue	1,037,938	103,000	2,671,300	81,100	(21,900)
Total Operating Revenues	103,421,638	116,796,458	116,175,000	120,296,400	3,499,942
Other Financing Sources	4,801,417	3,816,600	3,839,900	4,088,200	271,600
Intrafund Expenditure Transfers (-)	3,788,820	4,563,000	4,563,000	6,844,800	2,281,800
Decreases to Fund Balances	1,151,235	4,057,000	1,558,500	5,861,100	1,804,100
General Fund Contribution	5,529,600	5,529,600	5,529,600	5,614,900	85,300
Total	$ 118,692,710	$ 134,762,658	$ 131,666,000	$ 142,705,400	$ 7,942,742

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

Behavioral Wellness

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

Total increase of 19.33 FTE in Mental Health Inpatient Services, Mental Health Outpatient & Community, Quality Care Management, and Administration & Support Programs due to additional funding.

Expenditures

- Net operating expenditure increase of $6,203,242 primarily due to:
  - +$3,357,200 in Salaries and Employee Benefits increase due to additional funding for Mental Health Inpatient Services, Mental Health Outpatient & Community, Quality Care Management, and Administration & Support Programs.
  - +$2,543,342 increase in Services and Supplies due to increases in contractual services for the new Drug MediCal Organized Delivery System as well a higher utilization of contracted psychiatrists due to the shortage of civil service psychiatrists.
  - +$302,700 increase in Other Charges due to rate increases for information technology and communication services.
- Net non-operating expenditures increase of $7,942,742 primarily due to:
  - -$547,300 decrease in the Other Financing Uses due to decrease of transfers to General Services for Residential Crisis Treatment Center construction of one-time funds.
  - +$2,281,800 increase in Intra-fund Expenditure Transfers that now allocates cost (and offsetting revenue) to the various funding categories of the Mental Health Services Act, to improve alignment between the County Financial System reporting categories and the Mental Health Services Act Plan Budget.

These changes result in Recommended operating expenditures of $132,321,400 and non-operating expenditures of $10,384,000 for total expenditures of $142,705,400. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of $3,499,942 primarily due to:
  - +$3,415,580 increase in Charges for Services primarily due to increased Mental Health and Drug MediCal revenue.
- Net non-operating revenue increase of $7,942,742 primarily due to:
  - +$171,600 increase in Other Financing Sources for services provided to Social Services
  - +$85,300 increase in one-time General Fund Contribution
  - +$2,281,800 increase in Intrafund Expenditure Transfers that now allocates revenue (and offsetting cost) to the various funding categories of the Mental Health Services Act, to improve alignment between the County Financial System reporting categories and the Mental Health Services Act Plan Budget.
  - +$1,904,100 increase in use of fund balances, in accordance with the Mental Health Services Oversight and Accountability Commission and consistent with the requirements of the Mental Health Services Act.

These changes result in recommended operating revenues of $120,296,400 and non-operating revenues of $22,409,000 for total revenues of $142,705,400. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Behavioral Wellness

Related Links

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

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Mental Health Inpatient Services				
Percentage of clients readmitted to the PHF within 30 days of discharge.	10%	7%	10%	10%
Average inpatient length of stay at the PHF (Target = 7 days)	9 days	13 days	13 days	7 days
Average number of days to appointment following PHF discharge (Target = 7 days)	20 days	4 days	4 days	4 days
Percentage of PHF clients on administrative day status	54%	46%	49%	25%
Quality Care Management				
Percentage of clients reporting satisfaction with the services they received	92%	85%	90%	90%
Percentage of clients reporting satisfaction with the services received by their children	90%	96%	90%	90%
Percentage of call center requests for crisis services offered appointment within one day	99%	95%	98%	95%
Mental Health Outpatient & Community Services				
Percentage of adult clients served by the Crisis Stabilization Unit that stabilize in the community without need for involuntary inpatient care (Goal = 85%)	86%	92%	95%	95%
Percentage of adult outpatient clients stabilized and improved (measured by MORS score)	77%	77%	79%	80%
Percentage of transition-age youth clients stabilized and improved	76%	85%	86%	85%
Alcohol and Drug Programs				
Percentage of clients initiating substance use disorder treatment services (Combined Youth/Adults) within 14 days of opening/admission	73%	87%	81%	80%
Percentage of youth who completed 90 days or more of treatment (Target = 50%)*	68%	59%	54%	50%
Percentage of adults who completed 90 days or more of treatment (Target = 50%)*	43%	60%	50%	50%

Footnote
* *Of all those discharged from treatment*

Behavioral Wellness

Administration & Support Budget Program

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

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ASST DEPT LDR - PSYCHIATRIST	0.99	1.00	1.00	1.00	-
PSYCHIATRIST	-	0.04	0.04	-	(0.04)
PROGRAM MANAGER	1.45	2.00	2.00	3.00	1.00
ASST DIRECTOR	1.45	1.36	1.36	1.50	0.14
DEPUTY DIRECTOR	1.91	2.00	2.00	1.75	(0.25)
DIVISION CHIEF	-	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	-
EDP SYS & PROG ANLST SR	1.45	1.20	1.20	1.00	(0.20)
PROJECT MANAGER	0.15	1.00	1.00	1.00	-
HR MANAGER	1.00	1.00	1.00	1.00	-
FISCAL MANAGER	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	1.00	1.02	1.02	2.00	0.98
EDP SYS & PROG ANLST	2.00	3.00	3.00	2.00	(1.00)
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	1.00	1.00	-
COST ANALYST	2.27	3.00	3.00	4.00	1.00
HR ANALYST	-	1.00	1.00	1.00	-
FISCAL ANALYST	-	1.00	1.00	1.00	-
OPERATIONS MANAGER	-	-	-	1.00	1.00
FINANCIAL SYS ANALYST	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	2.54	3.00	3.00	4.00	1.00
ADMN OFFICE PRO	14.90	15.52	15.52	17.00	1.48
ACCOUNTANT SUPERVISING	1.00	1.00	1.00	1.00	-
PSYCHIATRIC NURSE	-	0.06	0.06	-	(0.06)
FACILITIES MANAGER	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	4.15	6.00	6.00	6.00	-
DEPT BUS SPEC	3.15	4.00	4.00	4.00	-
ACCOUNTANT	1.85	3.00	3.00	3.00	-
PATIENTS RIGHTS ADVOCATE	1.00	1.00	1.00	1.00	-
MEDICAL RECORDS ADMIN	1.00	2.00	2.00	1.00	(1.00)
FINANCIAL OFFICE PRO SR	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	3.31	5.00	5.00	4.00	(1.00)
ADMHS REHABILITATION SPEC	-	0.04	0.04	-	(0.04)
CLIN PSY POST DOC INTERN	-	0.04	0.04	-	(0.04)
ADMHS PRACTITIONER INTERN	-	0.03	0.03	1.04	1.00
ADMHS TEAM SUPV-CASE WKR	-	0.04	0.04	0.04	-
ADMHS PSYCHIATRIC TECH	-	0.04	0.04	-	(0.04)
ADMHS CASE WORKER	-	0.04	0.04	0.02	(0.02)
BUILDING MAINT WORKER	1.50	2.00	2.00	2.00	-
ADMHS RECOVERY ASSISTANT	0.94	1.00	1.00	1.04	0.04
Total	58.00	71.67	71.67	75.63	3.96

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 8,492,273	$ 10,519,800	$ 9,380,600	$ 10,535,500	$ 15,700
Services and Supplies	1,747,178	1,987,100	2,055,700	2,000,000	12,900
Other Charges	631,855	496,300	1,745,700	576,500	80,200
Total Operating Expenditures	10,871,307	13,003,200	13,182,000	13,112,000	108,800
Capital Assets	9,185	-	-	-	-
Other Financing Uses	340,613	257,400	1,461,200	340,600	83,200
Increases to Fund Balances	200,796	-	839,100	-	-
Total Expenditures	$ 11,421,901	$ 13,260,600	$ 15,482,300	$ 13,452,600	$ 192,000
Budget By Categories of Revenues					
Use of Money and Property	(42,045)	-	(8,400)	(3,400)	(3,400)
Intergovernmental Revenue	7,296,590	2,600,500	3,280,700	2,132,500	(468,000)
Charges for Services	9,002,427	10,509,100	9,743,500	10,334,100	(175,000)
Miscellaneous Revenue	954,551	1,000	2,316,500	300	(700)
Total Operating Revenues	17,211,524	13,110,600	15,332,300	12,463,500	(647,100)
Decreases to Fund Balances	-	-	-	839,100	839,100
General Fund Contribution	150,000	150,000	150,000	150,000	-
Total Revenues	$ 17,361,524	$ 13,260,600	$ 15,482,300	$ 13,452,600	$ 192,000

2018-19 Anticipated Accomplishments

- Completed implementation of inpatient pharmacy and system wide review and improvement of pharmaceutical procedures.
- Completed implementation of the consolidated crisis services hub.
- Implemented Residential services for Drug Medi-Cal Organized Delivery System.
- Trained all staff on disaster service worker roles and responsibilities.
- Completed implementation of Managed Care Plan Final Rule and Network Adequacy requirements.
- Completed renovations for the new Crisis Residential Treatment facility in North County
- Implemented ServiceNow application for contracts management.

2019-20 Objectives

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

Behavioral Wellness

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DEPT LDR - MEDICAL DIRECTOR	-	1.00	1.00	1.00	-
ASST DEPT LDR - PSYCHIATRIST	0.01	-	-	-	-
PSYCHIATRIST	0.14	0.50	0.50	1.50	1.00
PROGRAM MANAGER	0.65	1.00	1.00	1.10	0.10
STAFF PHYSICIAN	0.50	0.50	0.50	0.50	(0.01)
PHARMACIST-IN-CHARGE	0.79	0.34	0.34	1.00	0.66
NURSING DIRECTOR	0.69	0.50	0.50	-	(0.50)
PSYCHIATRIC NURSE SUPV	1.00	1.00	1.00	1.00	-
HEALTH CARE PRACTITIONER	-	1.00	1.00	1.00	-
ADMHS TEAM SUPV-RN	3.00	3.25	3.25	3.00	(0.25)
ADMN OFFICE PRO	1.00	1.00	1.00	1.00	-
PSYCHIATRIC NURSE	5.95	6.00	6.00	8.25	2.25
HEALTH CARE PROGRAM COORDINATOR	2.00	2.00	2.00	2.00	-
ADMHS PRACTITIONER	2.01	2.00	2.00	2.00	-
NUTRITIONIST	-	1.00	1.00	-	(1.00)
REGISTERED DIETITIAN	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	1.00	-
ADMHS PSYCHIATRIC TECH	4.13	5.50	5.50	6.00	0.50
RECREATIONAL THERAPIST	1.00	1.25	1.25	1.00	(0.25)
ADMHS RECOVERY ASSISTANT	8.14	8.00	8.00	8.40	0.40
Total	34.02	38.84	38.84	42.74	3.90

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 5,646,258	$ 5,980,700	$ 6,575,100	$ 7,296,200	$ 1,315,500
Services and Supplies	9,124,297	9,186,800	9,613,300	9,320,100	133,300
Other Charges	237,444	217,400	338,000	320,500	103,100
Total Operating Expenditures	15,007,999	15,384,900	16,526,400	16,936,800	1,551,900
Other Financing Uses	-	-	-	400,000	400,000
Total Expenditures	$ 15,007,999	$ 15,384,900	$ 16,526,400	$ 17,336,800	$ 1,951,900
Budget By Categories of Revenues					
Intergovernmental Revenue	1,709,024	6,495,700	7,315,600	7,850,900	1,355,200
Charges for Services	3,379,655	4,180,600	4,502,200	4,292,000	111,400
Miscellaneous Revenue	1,966	-	-	-	-
Total Operating Revenues	5,090,645	10,676,300	11,817,800	12,142,900	1,466,600
Other Financing Sources	1,962,235	-	-	-	-
Decreases to Fund Balances	-	-	-	400,000	400,000
General Fund Contribution	3,447,077	4,708,600	4,708,600	4,793,900	85,300
Total Revenues	$ 10,499,957	$ 15,384,900	$ 16,526,400	$ 17,336,800	$ 1,951,900

2018-19 Anticipated Accomplishments

- Established new schedule for psychiatrist coverage of crisis services that enables the doctor to provide continuity for clients in the PHF, the CSU and Crisis Residential Facilities.
- Hired a pharmacist-in-charge and implemented the inpatient pharmacy for the PHF.
- Completed consolidation of Mobile Crisis, CSU & Triage Programs into a fully integrated team and centralized hub, now named South County Crisis Services.
- Identified an appropriate site for a locked Mental Health Rehabilitation Center.
- Reduced the number of Incompetent to Stand Trial clients in the PHF and reduced the length of stay.

2019-20 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.
- Continue to work with Community Corrections Partnership to identify facility for intensive beds for criminal justice-involved clients.
- Continue to invest energy in the crisis services hub by adding a program for Law Enforcement Assisted Diversion (LEAD) of appropriate criminal offenders who also have mental illness.
- Continue system-wide review and improvement of pharmaceutical procedures in the PHF.
- Implement new Crisis Residential Treatment program facility in North County.
- Continue to collaborate with the Public Defender and other county stakeholders to reduce the number of Incompetent to Stand Trial bed days (by over 50%) as well as their length of stay (by over 20%) at the PHF (as compared to FY 2016-17).

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PSYCHIATRIST	0.42	0.50	0.50	0.50	-
PROGRAM MANAGER	0.55	1.50	1.50	1.00	(0.50)
DEPUTY DIRECTOR	0.98	-	-	1.00	1.00
DIVISION CHIEF	1.35	0.75	0.75	2.75	2.00
EDP SYS & PROG ANLST SR	0.40	0.80	0.80	-	(0.80)
PROJECT MANAGER	-	1.00	1.00	-	(1.00)
PROGRAM/BUS LDR-GEN	0.04	-	-	-	-
EPIDEMIOLOGIST SR	1.27	1.00	1.00	1.00	-
PSYCHIATRIC NURSE SR	1.00	1.00	1.00	2.00	1.00
QUALITY ASSURANCE COORD	5.13	8.00	8.00	7.00	(1.00)
OPERATIONS MANAGER	-	-	-	1.00	1.00
FINANCIAL OFFICE PRO	0.11	-	-	-	-
ADMN OFFICE PRO	1.00	1.00	1.00	1.00	-
ADMHS TEAM SUPV-PRACTITIONER	-	-	-	1.00	1.00
HEALTH CARE PROGRAM COORDINATOR	1.25	1.00	1.00	1.00	-
EPIDEMIOLOGIST/BIOSTAT	0.62	1.00	1.00	1.00	-
ADMHS PRACTITIONER	-	-	-	3.00	3.00
CLIN PSY POST DOC INTERN	-	1.00	1.00	-	(1.00)
ADMHS PRACTITIONER INTERN	2.19	3.00	3.00	1.00	(2.00)
ADMHS TEAM SUPV-CASE WKR	-	-	-	1.00	1.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	1.00	1.00	-
Total	17.31	22.55	22.55	26.25	3.70

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

Behavioral Wellness

Quality Care Management Budget Program (Cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 2,631,934	$ 3,616,600	$ 2,490,400	$ 4,065,300	$ 448,700
Services and Supplies	576,279	406,200	441,000	429,500	23,300
Other Charges	116,123	113,200	116,100	171,400	58,200
Total Operating Expenditures	3,324,335	4,136,000	3,047,500	4,666,200	530,200
Other Financing Uses	2,256,442	2,408,900	2,200,000	2,400,000	(8,900)
Total Expenditures	$ 5,580,777	$ 6,544,900	$ 5,247,500	$ 7,066,200	$ 521,300
Budget By Categories of Revenues					
Intergovernmental Revenue	770,842	2,324,700	1,234,600	1,909,300	(415,400)
Charges for Services	1,762,892	1,820,200	1,812,900	2,756,900	936,700
Total Operating Revenues	2,533,733	4,144,900	3,047,500	4,666,200	521,300
Other Financing Sources	2,251,148	2,400,000	2,200,000	2,400,000	-
General Fund Contribution	900,180	-	-	-	-
Total Revenues	$ 5,685,061	$ 6,544,900	$ 5,247,500	$ 7,066,200	$ 521,300

2018-19 Anticipated Accomplishments

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

2019-20 Objectives

- 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 service available throughout the community

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 organizational providers.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PSYCHIATRIST	4.59	12.78	12.78	12.28	(0.50)
PROGRAM MANAGER	4.65	6.00	6.00	4.90	(1.10)
STAFF PHYSICIAN	0.25	0.25	0.25	0.26	0.01
ASST DIRECTOR	0.55	0.64	0.64	0.50	(0.14)
DEPUTY DIRECTOR	-	1.00	1.00	0.25	(0.75)
DIVISION CHIEF	1.00	1.00	1.00	1.00	-
PHARMACIST-IN-CHARGE	0.02	0.66	0.66	-	(0.66)
NURSING DIRECTOR	-	0.50	0.50	-	(0.50)
REGIONAL CLINIC MANAGER	2.15	4.00	4.00	3.00	(1.00)
PROGRAM/BUS LDR-GEN	0.11	-	-	-	-
HEALTH CARE PRACTITIONER	0.54	2.00	2.00	2.00	-
ADMHS TEAM SUPV-CLIN PSYCH	1.42	1.00	1.00	2.00	1.00
PSYCHIATRIC NURSE SR	1.00	2.00	2.00	1.50	(0.50)
ADMHS TEAM SUPV-RN	0.85	0.75	0.75	0.75	-
QUALITY ASSURANCE COORD	0.34	-	-	-	-
CLIN PSYCHOLOGIST	2.50	2.00	2.00	4.00	2.00
ADMN OFFICE PRO	10.60	11.00	11.00	11.50	0.50
PSYCHIATRIC NURSE	12.94	18.65	18.65	14.75	(3.90)
ADMHS TEAM SUPV-PRACTITIONER	10.27	10.00	10.00	10.00	-
HEALTH CARE PROGRAM COORDINATOR	0.78	-	-	1.00	1.00
ADMHS PRACTITIONER	29.03	33.00	33.00	35.60	2.60
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMHS REHABILITATION SPEC	7.00	7.00	7.00	8.00	1.00
CLIN PSY POST DOC INTERN	1.23	3.00	3.00	3.00	-
ADMHS PRACTITIONER INTERN	32.38	38.00	38.00	37.00	(1.00)
ALCOHOL & DRUG SERVICE SPEC	4.85	5.00	5.00	6.00	1.00
ADMHS TEAM SUPV-CASE WKR	1.00	3.00	3.00	2.00	(1.00)
ADMHS PSYCHIATRIC TECH	18.39	20.15	20.15	20.25	0.10
ADMHS CASE WORKER	26.35	30.00	30.00	35.00	5.00
ADMHS RECOVERY ASSISTANT	19.57	20.50	20.50	24.50	4.00
Total	195.38	234.87	234.87	242.03	7.16

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 25,315,730	$ 29,568,700	$ 26,130,400	$ 31,041,400	$ 1,472,700
Services and Supplies	40,193,579	44,983,638	43,655,700	44,522,200	(461,438)
Other Charges	1,459,547	1,606,800	2,242,700	1,662,100	55,300
Total Operating Expenditures	66,968,856	76,159,138	72,028,800	77,225,700	1,066,562
Capital Assets	-	-	330,000	-	-
Other Financing Uses	454,963	1,320,200	1,280,700	298,600	(1,021,600)
Intrafund Expenditure Transfers (+)	3,571,859	4,141,100	4,141,100	6,422,900	2,281,800
Increases to Fund Balances	2,944,205	-	1,585,100	-	-
Total Expenditures	$ 73,939,883	$ 81,620,438	$ 79,365,700	$ 83,947,200	$ 2,326,762
Budget By Categories of Revenues					
Use of Money and Property	272,704	232,500	208,900	373,800	141,300
Intergovernmental Revenue	39,290,483	36,973,438	38,813,100	36,419,000	(554,438)
Charges for Services	26,931,996	34,735,000	32,755,600	34,199,700	(535,300)
Miscellaneous Revenue	13	-	274,800	-	-
Total Operating Revenues	66,495,196	71,940,938	72,052,400	70,992,500	(948,438)
Other Financing Sources	588,034	1,416,600	1,639,900	1,688,200	271,600
Intrafund Expenditure Transfers (-)	3,571,859	4,141,100	4,141,100	6,422,900	2,281,800
Decreases to Fund Balances	762,386	3,450,800	861,300	4,172,600	721,800
General Fund Contribution	986,543	671,000	671,000	671,000	-
Total Revenues	$ 72,404,018	$ 81,620,438	$ 79,365,700	$ 83,947,200	$ 2,326,762

2018-19 Anticipated Accomplishments

- Reduced the number of incompetent to Stand Trial bed days (by over 50%) as well as their length of stay (by over 20%) at the PHF (as compared to FY 2017-18) working collaboratively with the Public Defender
- Continue to work with the Community Corrections Partnership to identify a facility for intensive beds for criminal justice involved clients
- Identify additional resources to secure adequate funding to open new PHF beds in-county
- Complete implementation of south county consolidated crisis services hub

2019-20 Objectives

- Utilize the resource of beds in locked Mental Health Rehabilitation Centers to reduce use of out-of-county bed resources and bring residents back to the community for care
- Development of a centralized appointment management program for use 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PROGRAM MANAGER	-	0.50	0.50	-	(0.50)
DEPUTY DIRECTOR	0.03	-	-	-	-
DIVISION CHIEF	0.38	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	0.62	-	-	-	-
QUALITY ASSURANCE COORD	0.65	4.00	4.00	5.00	1.00
COST ANALYST	1.00	1.00	1.00	1.00	-
OPERATIONS MANAGER	-	1.00	1.00	-	(1.00)
ADMHS TEAM SUPV-PRACTITIONER	2.00	2.00	2.00	1.00	(1.00)
HEALTH CARE PROGRAM COORDINATOR	2.46	3.00	3.00	3.00	-
ADMHS PRACTITIONER	3.73	5.00	5.00	4.00	(1.00)
ADMHS RECOVERY ASSISTANT	-	2.00	2.00	2.00	-
Total	10.87	19.50	19.50	17.00	(2.50)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,492,632	$ 2,432,800	$ 2,081,500	$ 2,537,400	$ 104,600
Services and Supplies	10,779,820	14,891,920	12,329,100	17,727,200	2,835,280
Other Charges	86,982	110,200	111,600	116,100	5,900
Total Operating Expenditures	12,359,435	17,434,920	14,522,200	20,380,700	2,945,780
Intrafund Expenditure Transfers (+)	216,961	421,900	421,900	421,900	-
Increases to Fund Balances	165,754	95,000	100,000	100,000	5,000
Total Expenditures	$ 12,742,150	$ 17,951,820	$ 15,044,100	$ 20,902,600	$ 2,950,780
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	31,645	24,500	24,500	24,700	200
Use of Money and Property	(14,336)	-	500	(4,500)	(4,500)
Intergovernmental Revenue	5,561,561	6,221,300	6,226,200	6,276,600	55,300
Charges for Services	6,430,261	10,575,920	7,593,800	13,653,700	3,077,780
Miscellaneous Revenue	81,408	102,000	80,000	80,800	(21,200)
Total Operating Revenues	12,090,540	16,923,720	13,925,000	20,031,300	3,107,580
Intrafund Expenditure Transfers (-)	216,961	421,900	421,900	421,900	-
Decreases to Fund Balances	388,849	606,200	697,200	449,400	(156,800)
General Fund Contribution	45,800	-	-	-	-
Total Revenues	$ 12,742,150	$ 17,951,820	$ 15,044,100	$ 20,902,600	$ 2,950,780

Alcohol & Drug Programs Budget Program (Cont'd)

2019-20 Anticipated Accomplishments

- Successfully navigate and complete the first External Quality Review Organization (EQRO) process for alcohol and drug (ADP) programs
- Integrate primary care and mental health services into SUD treatment
- Establish a medication assisted treatment (MAT) program within the Santa Barbara jail system to ensure a seamless transition of clients with SUD from jail to community based treatment services
- Establish a screening and referral process for in-custody clients to successfully access community based treatment services once released from custody

2020-21 Objectives

- Successfully navigate and complete the first External Quality Review Organization (EQRO) process for alcohol and drug (ADP) programs
- Integrate primary care and mental health services into SUD treatment
- Establish a medication assisted treatment (MAT) program within the Santa Barbara jail system to ensure a seamless transition of clients with SUD from jail to community based treatment services
- Establish a screening and referral process for in-custody clients to successfully access community-based treatment services once released from custody

Behavioral Wellness

Social Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 173,888,900**
Capital	**$ 1,023,800**
FTEs	**748.5**

Daniel Nielson
Department Director

- Administration & Support
  123.7 FTE
- Economic Assistance & Employment Services
  440.1 FTE
- Protective Services for Children, Adults & Disabled
  184.7 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 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 2019-20 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 '22 Initiatives

Already Underway

- Develop and implement a secure online document submission and case inquiry portal for clients
    - Implemented OCTOPUS (Outbound Communication Tool Online Providing Uploaded Submissions): a mobile-friendly page on our website that lets clients instantly send us messages and documents with no account sign up or login required. Smartphone users can snap a photo of their document to include with their submission.
    - OCTOPUS saves postage, reduces delays, improves efficiency, and helps prevent churn. In its first six months, OCTOPUS received 6,544 submissions and garnered praise from clients, workers, community partners, advocates, and the State.
    - Renew '22 goals: responding to residents with quality service, and redesigning workflows for efficiency.
- Implement the Binti online resource family application and approval system
    - Binti's online application module lets prospective foster parents apply from the comfort of home, saving time and reducing barriers. We have successfully implemented this module.
    - Binti's placement module helps staff make better placement matches for our kids in care, streamlining manual placement searches and tracking so they can spend more time on social work and less on paperwork. We are implementing this module now.
    - Renew '22 goals: responding to residents with quality service, and redesigning workflows for efficiency.
- Continue offering the Leaders in Action (LIA) executive management training program
    - For upper-level managers aspiring to executive positions, we offer the LIA program 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.
    - DSS typically selects one or two managers per training series, with each series providing 15 days of training over five months.
    - Renew '22 goal: retaining high-performing employees and preparing the next generation of leaders.
- Finalize implementation of a new Human Capital Management System (HCM) for DSS Human Resources
    - Collaborated with County Human Resources and General Services on implementation of a HCM system that simplifies processes and provides more effective management of information—improving efficiency, data reporting, and tracking. It includes a focus on employee self-service, and incorporates multi-system interfaces that eliminate duplication of data input.
    - Implementation was completed in March 2019.
    - Renew '22 goal: redesigning workflows for efficiency.

Social Services

Highlighted Renew '22 Initiatives (Cont'd)

Implementation in FY 2019-20

- Launch a multi-function eligibility unit pilot project
    - Involves cross-training some staff in both the dual Medi-Cal/CalFresh and CalWORKs program areas. Potential benefits include increased staffing flexibility, client satisfaction, and workload efficiency; and more fully leveraging the CalWIN automation system, which was designed for multi-program workers.
    - The pilot is starting in the Santa Barbara and Lompoc offices. CalWORKs training has been completed and staff are receiving multi-program assignments. The pilot will expand if successful.
    - Renew '22 goals: rebalancing resources and redesigning workflows for efficiency.
- Develop an integrated child/adult abuse reporting hotline pilot project
    - Involves cross-training some staff in both the Child Welfare Services (CWS) Central Intake Unit and Adult Protective Services (APS) programs. 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 pilot is currently in the planning stage, with implementation in FY 2019-20.
    - Renew '22 goals: rebalancing resources and redesigning workflows for efficiency.
- Interdepartmental referrals
    - Calls for assessing how new clients/patients in the health and human services departments (such as Social Services, Behavioral Wellness, and Public Health) are linked to appropriate services upon intake, regardless of initial point of contact; and determining if improvements can be made to assure that all available resources are accessed.
    - This initiative is in the assessment stage and will be completed in FY 2019-20. The departments of Probation and Child Support Services have also joined the assessment effort.
    - Renew '22 goals: responding to residents with quality service, and redesigning workflows for efficiency.

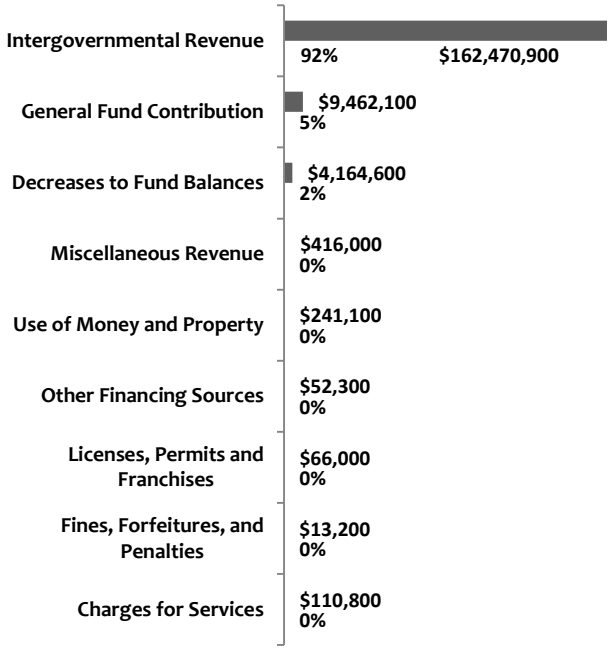
Future Year Implementation

- Expand automation initiatives
    - Expand existing automation initiatives (such as CalWIN text messaging, GetCalFresh.org, and OCTOPUS). Includes additional use of text messaging for appointment scheduling reminders, accepting a wider variety of documents online, and increasing utilization by marketing these tools.
    - These initiatives can reduce barriers, improve communication with clients, and improve efficiency.
    - Renew '22 goals: responding to residents with quality service, and redesigning workflows for efficiency.

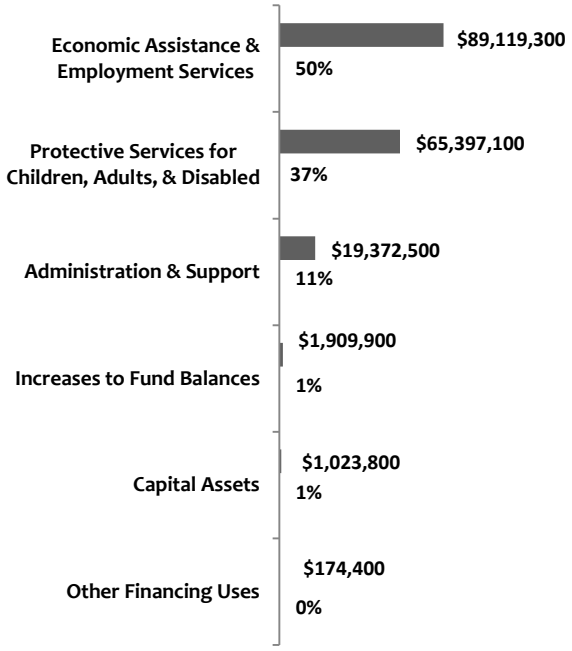
Social Services

Recommended Sources & Uses of Funds

Source of Funds - $176,997,000

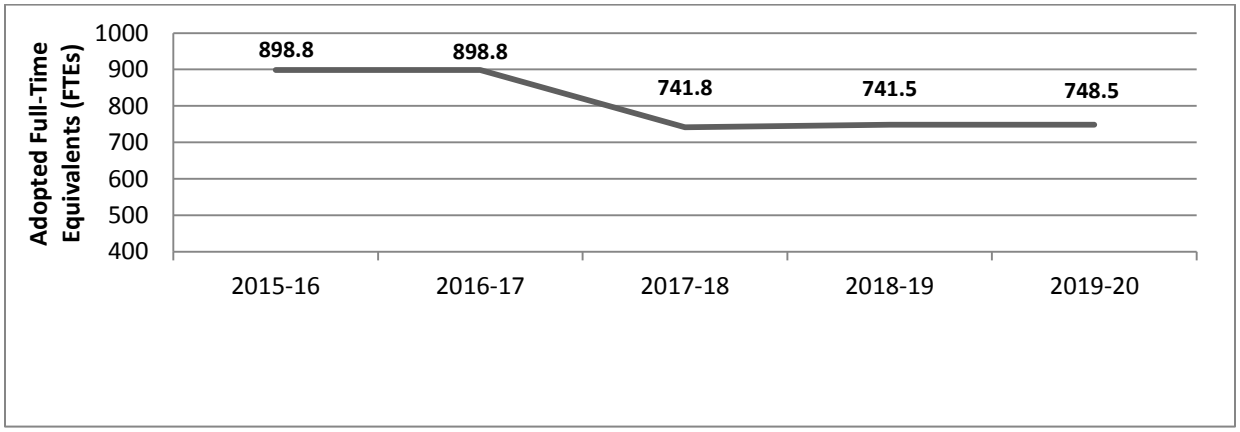


Use of Funds - $176,997,000



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	121.72	136.51	136.51	123.73	(12.78)
Economic Assistance and Employment Serv	413.68	424.09	424.09	440.11	16.02
Protective Services for Children,Adults & Di	165.04	180.90	180.90	184.66	3.76
Unallocated	1.62	-	-	-	-
Total	702.07	741.50	741.50	748.50	7.00

Budget By Budget Program					
Administration & Support	$ 18,234,283	$ 20,668,200	$ 18,450,300	$ 19,372,500	$ (1,295,700)
Economic Assistance and Employment Serv	82,627,584	87,086,600	87,496,600	89,119,300	2,032,700
Protective Services for Children,Adults & Di	57,176,678	64,353,100	62,519,800	65,397,100	1,044,000
Total	$ 158,038,544	$ 172,107,900	$ 168,466,700	$ 173,888,900	$ 1,781,000

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 76,280,481	$ 82,255,700	$ 80,814,100	$ 84,989,100	$ 2,733,400
Services and Supplies	29,292,549	33,479,300	34,372,700	34,290,200	810,900
Other Charges	52,465,513	56,372,900	53,279,900	54,609,600	(1,763,300)
Total Operating Expenditures	158,038,544	172,107,900	168,466,700	173,888,900	1,781,000
Capital Assets	20,975	1,542,500	1,364,800	1,023,800	(518,700)
Other Financing Uses	126,943	92,000	179,400	174,400	82,400
Increases to Fund Balances	4,127,404	1,907,200	2,221,700	1,909,900	2,700
Total	$ 162,313,866	$ 175,649,600	$ 172,232,600	$ 176,997,000	$ 1,347,400

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 78,715	$ 66,000	$ 66,000	$ 66,000	$ -
Fines, Forfeitures, and Penalties	11,251	13,200	13,200	13,200	-
Use of Money and Property	261,606	297,300	294,900	241,100	(56,200)
Intergovernmental Revenue	150,359,090	159,018,900	158,358,100	162,470,900	3,452,000
Charges for Services	123,243	11,000	69,400	110,800	99,800
Miscellaneous Revenue	911,295	500,200	476,800	416,000	(84,200)
Total Operating Revenues	151,745,199	159,906,600	159,278,400	163,318,000	3,411,400
Other Financing Sources	325,466	89,400	62,300	52,300	(37,100)
Decreases to Fund Balances	2,942,051	6,319,200	3,557,700	4,164,600	(2,154,600)
General Fund Contribution	7,301,149	9,334,400	9,334,200	9,462,100	127,700
Total	$ 162,313,866	$ 175,649,600	$ 172,232,600	$ 176,997,000	$ 1,347,400

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

Social Services

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Although there is an increase from the FY 2018-19 Adopted Budget to the FY 2019-20 Recommended Budget, the increase of 7.0 funded FTEs was approved by the County Executive Office in the second quarter of FY 2018-19. The Department will utilize ongoing available funds and existing approved positions.

Expenditures

- Net Operating Expenditure increase of $1,781,000 primarily due to:
  - +$2,734,000 net increase in Salaries and Employee Benefits due to:
    - an increase in Regular Salaries and the corresponding Benefit Costs (+$3,462,000)
    - an increase in Retirement Contributions (+$528,000)
    - a net increase in Unemployment Insurance Contributions and Workers Compensation (+$54,000)
    - a decrease in Overtime costs (-$180,000)
    - a decrease in Extra-Help costs associated with the Expanded Subsidized Employment (ESE) program participants (-$432,000).
    - a new contra-account offsetting retirement contributions by employees' share of cost (-$698,000)
  - +$811,000 net increase in Services and Supplies primarily due to:
    - an increase in Contractual Services for the Workforce Innovation and Opportunity Act (WIOA) program due to anticipated carry-forward funds to be used for Employer Driven Training, Transitional Jobs Program and Dislocated Worker caused by the Thomas Fires (+$967,000)
    - an increase in the Purchase of Social Services due to contracts associated with Continuum of Care Reform, namely Child Family Team & Resource Family Approval, and Promoting Safe & Stable Families (+$291,000)
    - an increase in Contractual Services for the California Work Opportunity and Responsibility to Kids (CalWORKs) intended to provide housing support for participants (+$125,000)
    - an increase in Welfare Fraud costs as billed by the District Attorney's office (+$106,000)
    - a net increase in IT Hardware<$5K Purchases to replace old document imaging equipment (+$91,000)
    - a decrease in the County's Mandated Share as prescribed in the In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) (-$115,000)
    - a decrease in the Department's Cost Allocation Plan (-$613,000) primarily due to the decrease in roll-forward costs and a slight net decrease in county departments allocated and direct charges
  - -$1,763,000 net decrease in Other Charges primarily due to:
    - a net decrease in Cash Assistance Payments due to declining caseloads in CalWORKs, Foster Care and General Relief programs (-$1,766,000)
    - a decrease in Supportive Services reflecting a decline in client payments for Child Care (-$452,000)
    - an increase in the Department's use of Information Technology Services for data processing (+$168,000)
    - an increase in Liability Insurance Premiums (+$271,000)
- Net Non-Operating Expenditure decrease of -$434,000 primarily due to:
  - a net decrease in Capital Assets attributed to the increases in the Document Imaging Equipment, Learning Management System (LMS) replacement, and Fraud and Tax upgrades; offset by decreases in Telephone Signature system and Storage Area Network Servers (-$519,000)
  - increase in Other Financing Uses reflected by the addition of a new service involving mental health screening for foster youth to be performed by Behavioral Wellness Department(+$82,000)

Social Services

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

These changes result in recommended Operating Expenditures of $173,889,000 and Non-Operating Expenditures of $3,108,000, resulting in Total Expenditures of $176,997,000. Non-Operating Expenditures primarily include Capital Assets, Other Financing Uses, and Increase in Fund Balances.

Revenues

- Net Operating Revenue increased by +$3,411,000 primarily due to a +$3,452,000 net increase in Intergovernmental Revenue:
  - a net increase in federal and State revenue leveraged by 2011 Realignment growth, which will fund CWS, APS programs, Foster Care and Adoptions Administration programs (+$2,178,000)
  - a net increase in federal and State funds for CalFresh administration, including additional funds for administration of the CalFresh SSI Cash-out Reversal per the Governor's budget which includes hold harmless provisions for families who experience a loss or reduction in CalFresh benefits as a result of inclusion of SSI income beginning FY 19-20 (+$1,363,000)
  - an increase in federal funds for the California Wildfires National Dislocated Worker Subgrant for the carry-forward of funds from FY18-19 (+$902,000)
  - an increase in federal and State funds for Medi-Cal administration due to an estimated 2.63% increase in allocation based on the Governor's State budget (+$827,000)
  - an increase in funding for 1991 Realignment due to estimated growth in vehicle license fees and sales tax based on the Governor's State budget estimates (+$251,000)
  - an increase in State funds for the new Emergency Child Care Bridge program. (+$48,000)
  - a decrease in federal and State revenue for IHSS Administration primarily due to a decrease in program expenditures (-$125,000)
  - a decrease in federal and State funds due to an estimated decrease in California Work Opportunity and Responsibility to Kids Information Network (CalWIN) allocation (-$201,000).
  - a decrease in federal and State revenue due to estimated allocation reductions for Resource Family Approval (RFA) and Foster Parent Recruitment, Retention, and Support (FPRRS) (-$221,000)
  - a net decrease in federal and State revenue primarily for CalWORKs Administration block grant allocation based on reductions to child care and eligibility identified in the Governor's State Budget (-$413,000)
  - a net decrease in federal and State revenue for CalWORKs and Foster Care Assistance programs primarily due to decreases in case counts offset partially by an increase in Adoption Assistance case counts and slight increase in costs per case (-$1,156,000)
- Net Non-Operating Revenue decrease of -$2,064,000 primarily due to:
  - An increase in on-going General Fund Contribution (+$128,000) due to increase in Salaries and Benefits
  - A decrease in Other Financing Sources (-$37,000)
  - A net decrease in the use of Fund Balance to fund ongoing operations offset by an increase to SB 163 Restricted Fund Balance (-$2,155,000)

These changes result in Recommended Operating Revenues of $163,318,000 and Non-Operating Revenues of $13,679,000, resulting in Total Revenues of $176,997,000. Non-Operating Revenues primarily include General Fund Contribution, Transfers, and Decreases to Fund Balances.

Social Services

Related Links

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

Social Services

Performance Measures

Description	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Estimated Actual	FY 2018-19 Recommend
Administration & Support				
Percent of staff training delivered through online, video conferencing, and other resource-saving technologies. (Dept. Target = >50%)	41% 3,632/8,895	38% 3,898/10,177	50% 2,081/4,161	55% 2,295/4,161
Percent of departmental Employee Performance Evaluations completed by the due date. (County Target = 100%)	95% 699/732	91% 555/608	95% 673/709	100% 709/709
Economic Assistance & Employment Services				
Percent of CalWORKs intake cases processed within mandated timeframes. (Dept. Target = >98%)	99% 4,938/4,989	99% 4,507/4,546	99% 4,364/4,370	99% 4,196/4,238
Percent of CalFresh intake cases processed within mandated timeframes. (Federal Target = >90%)	93% 15,236/16,470	89% 17,265/19,382	90% 19,800/22,000	90% 25,470/28,300
Percent of General Relief intake cases processed within mandated timeframes. (Dept. Target = >95%)	98% 4,750/4,829	98% 4,529/4,607	98% 4,585/4,678	98% 4,446/4,537
Percent of Medi-Cal intake cases processed within mandated timeframes. (State Target = >90%)	97% 21,219/21,954	91% 18,991/20,895	90% 18,241/20,268	90% 18,429/20,477
Percent of Medi-Cal redeterminations processed within mandated timeframes. (State Target = >90%)	68% 34,430/50,303	66% 34,420/51,892	70% 36,226/51,752	70% 36,226/51,752

Social Services

Performance Measures (cont'd)

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Percent of Welfare to Work participants engaged in activities leading to self-sufficiency. (Dept. Target = >85%)	84% 932/1,106	87% 816/935	85% 720/847	85% 699/822
Percent of Welfare to Work participants exiting subsidized employment program due to obtaining unsubsidized employment. (Dept. Target = >55%)	53% 41/78	54% 45/84	56% 50/90	56% 50/90
Protective Services for Children, Adults, Disabled				
Percent of child abuse and neglect allegations receiving timely contact. (Dept. Target = 100%) (State Target = >90%)	96% 2,559/2,672	98% 3,369/3,433	99% 3,593/3,992	100% 3,992/3,992
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% 6,194/6,258	99% 5,580/5,657	99% 5,827/5,886	100% 5,886/5,886
Percent of average monthly In-Home Supportive Services recipients that are placed in long-term care facilities. (Dept. Target = <1%)	0.24% 9/3,753	0.32% 12/3,786	0.34% 13/3,799	0.34% 13/3,799
Percent of monthly In-Home Supportive Services cases with timely reassessments. (State Target = > 90%)	99% 3,350/3,367	98% 3,344/3,412	94% 3,203/3,418	95% 3,247/3,418
Percent of Adult Protective Services referrals that receive a Risk Assessment within 21 days of the initial face-to-face visit. (Dept. Target = > 90%)	95% 1,398/1,465	84% 1,142/1,355	91% 1,050/1,154	95% 1,096/1,154

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
DEPUTY DIRECTOR	3.00	3.00	3.00	3.00	-
CHIEF FINANCIAL OFFICER	1.00	1.00	1.00	1.00	-
IT MANAGER	0.77	1.00	1.00	1.00	-
DIVISION CHIEF	4.23	4.00	4.00	4.00	-
PROJECT MANAGER	0.77	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	1.88	3.00	3.00	3.00	-
EDP OFFICE AUTO SPEC	0.77	1.00	1.00	-	(1.00)
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	5.69	6.00	6.00	7.00	1.00
COST ANALYST	2.04	3.00	3.00	3.00	-
ACCOUNTANT SUPERVISING	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	22.66	29.86	29.86	27.00	(2.86)
FINANCIAL OFFICE PRO	6.00	6.00	6.00	8.00	2.00
COMPUTER SYSTEMS SPEC SUPV	0.69	1.00	1.00	1.00	-
HR ANALYST	0.08	-	-	1.00	1.00
ACCOUNTANT	11.23	12.00	12.00	12.00	-
COMPUTER SYSTEMS SPEC	7.66	8.75	8.75	10.00	1.25
DEPT BUS SPEC	10.98	11.95	11.95	11.43	(0.52)
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	11.48	13.25	13.25	12.85	(0.40)
FINANCIAL OFFICE PRO SR	3.00	3.00	3.00	3.00	-
ELIGIBILITY SUPERVISOR	2.34	3.00	3.00	0.35	(2.65)
ELIGIBILITY WORKER	11.76	11.00	11.00	0.10	(10.90)
UTILITY CLERK-DEPT	6.69	6.70	6.70	7.00	0.30
STOREKEEPER	1.00	1.00	1.00	1.00	-
Total	121.72	136.51	136.51	123.73	(12.78)

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

Social Services

Administration & Support Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 15,667,501	$ 17,904,700	$ 15,920,900	$ 16,898,200	$ (1,006,500)
Services and Supplies	1,878,836	2,040,200	1,923,000	1,792,100	(248,100)
Other Charges	687,946	723,300	606,400	682,200	(41,100)
Total Operating Expenditures	18,234,283	20,668,200	18,450,300	19,372,500	(1,295,700)
Capital Assets	3,910	1,019,700	232,400	171,100	(848,600)
Increases to Fund Balances	2,386	-	-	-	-
Total Expenditures	$ 18,240,578	$ 21,687,900	$ 18,682,700	$ 19,543,600	$ (2,144,300)
Budget By Categories of Revenues					
Use of Money and Property	30,373	17,600	14,700	14,700	(2,900)
Charges for Services	32,745	-	30,000	30,000	30,000
Miscellaneous Revenue	364,397	39,000	-	-	(39,000)
Total Operating Revenues	427,515	56,600	44,700	44,700	(11,900)
Other Financing Sources	58,400	88,400	58,400	48,400	(40,000)
Intrafund Expenditure Transfers (-)	16,638,876	19,968,100	17,158,500	18,370,400	(1,597,700)
Decreases to Fund Balances	54,859	900,000	741,000	400,000	(500,000)
General Fund Contribution	1,060,929	674,800	680,100	680,100	5,300
Total Revenues	$ 18,240,578	$ 21,687,900	$ 18,682,700	$ 19,543,600	$ (2,144,300)

2018-19 Anticipated Accomplishments

- The Department of Social Services (DSS) served over 142,500 County residents monthly or 32% 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 2017-18.
- Continued our efforts to develop on-demand remote training, with a focus on refresher training.
- Finalized implementation of a new Human Capital Management System for Human Resources that focuses on improving efficiency and data reporting and tracking. The system includes a focus on employee self-service and incorporates system interfaces that will eliminate duplication of data input.
- Implemented telephonic signatures, eliminating the need for a wet signature for some programs. By eliminating the need for follow-up interactions, the use of telephonic signatures for client applications, periodic reports, and renewals is expected to cut mailing costs, reduce time delays in benefit determinations, and reduce churn.
- Offered a six-month Leadership and Professional Development Program (LPDP) to attract, develop, and retain high-performing County employees.
- Collaborated with other Departments and shared resources with the Public Health Department (PHD) on a supervisor development program.
- Collaborated with the District Attorney's Office Welfare Fraud Division in the presentation of several fraud training topics to DSS staff.

Administration & Support Budget Program (cont'd)

2018-19 Anticipated Accomplishments (cont'd)

- Co-located DSS staff with General Services' Information & Communication Technology (ICT) staff in Santa Maria. Co-located DSS staff with PHD staff in Carpinteria, helping to preserve the viability of the Carpinteria Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) program. Reached out to ICT to help them relocate staff to Carpinteria.
- In October 2018 —in collaboration with the City of Lompoc, community stakeholders, and in conjunction with additional County efforts—DSS provided over 900 hours of social worker, eligibility worker, and administrative staff support for the River Park Triage Center, assisting vulnerable homeless individuals with public assistance and social service needs while they pursued other living arrangements.

2019-20 Objectives

- Research, design and implement newer and more efficient data storage infrastructure elements to provide a total capacity of up to 300 terabytes. The newer software and hardware storage components will safeguard critical client data and ensure that client records can be stored, saved, and retrieved efficiently and securely.
- Proactively plan for end-of-life of the Department's legacy document imaging system—including needs assessment, research on other County department imaging systems, gap analysis, design, planning, and request for proposal.
- Continue to redesign and improve the Leadership & Professional Development Program (LPDP) in order to continue to attract, develop and retain high-performing Department employees.
- Begin an initiative to video record Departmental trainings to provide staff information needed on demand through our Learning Management System (LMS).
- Continue efforts to maximize space through partnerships and reduce overall space costs.
- Retain high-performing County employees by supervisors and managers offering stay interviews.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
EXECUTIVE STAFF ASST	1.00	1.00	1.00	1.00	-
DIVISION CHIEF	8.00	8.00	8.00	8.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST SR	0.12	-	-	-	-
ADMN OFFICE PRO	50.86	46.89	46.89	49.71	2.82
COMPUTER SYSTEMS SPEC SUPV	0.31	-	-	-	-
COMPUTER SYSTEMS SPEC	0.34	0.25	0.25	-	(0.25)
DEPT BUS SPEC	22.38	21.85	21.85	22.70	0.85
EXECUTIVE SECRETARY	1.00	1.00	1.00	-	(1.00)
ADMN OFFICE PRO SR	11.37	8.75	8.75	12.15	3.40
CAREER EMP SPECIALIST SUPV	8.12	9.00	9.00	8.00	(1.00)
ELIGIBILITY SUPERVISOR	31.46	31.00	31.00	33.65	2.65
SOCIAL SERVICES WORKER	0.04	-	-	-	-
CAREER EMP SPECIALIST SR	31.10	30.00	30.00	33.00	3.00
ELIGIBILITY WORKER	244.22	258.05	258.05	267.90	9.85
CAREER EMP SPECIALIST	2.15	7.00	7.00	3.00	(4.00)
UTILITY CLERK-DEPT	0.23	0.30	0.30	-	(0.30)
Total	413.68	424.09	424.09	440.11	16.02

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 41,111,309	$ 43,339,900	$ 43,939,400	$ 45,966,600	$ 2,626,700
Services and Supplies	13,276,104	14,771,600	15,768,800	15,729,500	957,900
Other Charges	28,240,171	28,975,100	27,788,400	27,423,200	(1,551,900)
Total Operating Expenditures	82,627,584	87,086,600	87,496,600	89,119,300	2,032,700
Capital Assets	11,888	364,100	789,000	597,600	233,500
Other Financing Uses	52,989	-	2,900	2,900	2,900
Increases to Fund Balances	601,907	-	-	-	-
Total Expenditures	$ 83,294,367	$ 87,450,700	$ 88,288,500	$ 89,719,800	$ 2,269,100
Budget By Categories of Revenues					
Use of Money and Property	230,900	279,700	280,200	226,400	(53,300)
Intergovernmental Revenue	93,926,539	99,435,700	98,998,200	100,041,400	605,700
Charges for Services	6,859	-	-	-	-
Miscellaneous Revenue	361,299	-	-	-	-
Total Operating Revenues	94,525,597	99,715,400	99,278,400	100,267,800	552,400
Other Financing Sources	6,331	-	2,900	2,900	2,900
Intrafund Expenditure Transfers (-)	(14,437,427)	(16,298,700)	(14,585,100)	(14,344,800)	1,953,900
Decreases to Fund Balances	330,675	7,100	-	-	(7,100)
General Fund Contribution	2,869,191	4,026,900	3,592,300	3,793,900	(233,000)
Total Revenues	$ 83,294,367	$ 87,450,700	$ 88,288,500	$ 89,719,800	$ 2,269,100

2018-19 Anticipated Accomplishments

- Provided financial assistance to 80 families for case management, rent, security deposits, utilities, and storage fees through our CalWORKs Housing Support Program.
- Provided 260 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 167 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.
- Due to partial federal government shutdown, with just over one week to prepare, issued $4.3 million in February 2019 CalFresh benefits early to 17,500 households (89% of CalFresh cases) to ensure that food assistance funds were available without disruption.
- Successfully implemented recommended CalWORKs 2.0 tools related to increasing up-front engagement and goal-setting, resulting in positive feedback and leading Santa Barbara to be considered a model County in this new approach to service delivery. (CalWORKs 2.0 is a goal- and achievement-oriented service delivery system to guide CalWORKs families toward economic and life successes while providing them the essential building blocks to become work-ready, so they can obtain and maintain long-term employment and self-sufficiency. CalWORKs 2.0 implementation is occurring in phases through December 2019.)

Economic Assistance and Employment Services Budget Program (Cont'd)

2018-19 Anticipated Accomplishments (cont'd)

- Provided staff training and client promotion to roll out OCTOPUS: our secure, bilingual, mobile-friendly online portal for clients to send messages and verification documents to the Department.
- In preparation for moving to a single statewide automated welfare system (CalSAWS), actively participated in operational pre-implementation activities including finalizing design requirements for county ancillary systems such as task management, lobby management, imaging, and contact center functionality.
- Launched pilot project in Lompoc and Santa Barbara to cross-train some staff in both the dual Medi-Cal/CalFresh program areas as well as the CalWORKs program area, potentially increasing Department flexibility, improving workload efficiency, and more fully leveraging the CalWIN system.

2019-20 Objectives

- Completed expansion of CalFresh due to the legislative reversal of the SSI Cash-Out policy, taking effect starting June 1, 2019. This change will affect up to 8,388 people in Santa Barbara County, as SSI recipients including seniors and people with disabilities become eligible for CalFresh food benefits for the first time.
- Implement the California CalWORKs Outcomes and Accountability Review (Cal-OAR) measurement and accountability system for CalWORKs.
- Continue to participate in operational pre-implementation activities and develop a formal project plan for migrating into the single statewide automated welfare system (CalSAWS) in 2022.
- Using resources from a regional grant, the Santa Barbara County WDB will work with other workforce development boards in our region to create a regional and uniform approach to business services alignment and regional sector analysis, and to align business services across the Coastal Regional Planning Unit in order to create stronger employer leadership and engagement.

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, Adult Protective Services, and In-Home Supportive Services. This budget program also includes the Supplemental Security Income (SSI) Advocacy program that assists individuals with the SSI application process and helps stabilize their living situations.

In addition, the Protective Services for Children, Adults, and Disabled budget program includes the Adult and Aging 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIVISION CHIEF	4.00	5.00	5.00	5.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
PUBLIC HEALTH NURSE	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO	27.98	28.25	28.25	27.29	(0.96)
FINANCIAL OFFICE PRO	2.00	2.00	2.00	-	(2.00)
DEPT BUS SPEC	8.05	8.20	8.20	8.87	0.67
SOCIAL SERVICES SUPV	18.19	19.00	19.00	20.00	1.00
SOCIAL SVCS PRACTITIONER	17.35	22.00	22.00	21.00	(1.00)
FINANCIAL OFFICE PRO SR	0.81	1.00	1.00	-	(1.00)
ADMN OFFICE PRO SR	4.19	4.00	4.00	6.00	2.00
SOC SVCS WORKER SR PS/L	38.50	39.00	39.00	40.00	1.00
ELIGIBILITY SUPERVISOR	0.66	1.00	1.00	1.00	-
SOCIAL SERVICES WORKER	25.13	31.50	31.50	34.50	3.00
ELIGIBILITY WORKER	6.72	7.95	7.95	9.00	1.05
SOCIAL SERVICES CASE AIDE	8.46	9.00	9.00	9.00	-
Total	165.04	180.90	180.90	184.66	3.76

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 19,501,672	$ 21,011,100	$ 20,953,800	$ 22,124,300	$ 1,113,200
Services and Supplies	14,137,609	16,667,500	16,680,900	16,768,600	101,100
Other Charges	23,537,396	26,674,500	24,885,100	26,504,200	(170,300)
Total Operating Expenditures	57,176,678	64,353,100	62,519,800	65,397,100	1,044,000
Capital Assets	5,177	158,700	343,400	255,100	96,400
Other Financing Uses	73,954	92,000	176,500	171,500	79,500
Increases to Fund Balances	3,523,112	1,907,200	2,221,700	1,909,900	2,700
Total Expenditures	$ 60,778,920	$ 66,511,000	$ 65,261,400	$ 67,733,600	$ 1,222,600
Budget By Categories of Revenues					
Licenses, Permits and Franchises	78,715	66,000	66,000	66,000	-
Fines, Forfeitures, and Penalties	11,251	13,200	13,200	13,200	-
Use of Money and Property	334	-	-	-	-
Intergovernmental Revenue	56,432,551	59,583,200	59,359,900	62,429,500	2,846,300
Charges for Services	83,638	11,000	39,400	80,800	69,800
Miscellaneous Revenue	185,599	461,200	476,800	416,000	(45,200)
Total Operating Revenues	56,792,087	60,134,600	59,955,300	63,005,500	2,870,900
Other Financing Sources	260,735	1,000	1,000	1,000	-
Intrafund Expenditure Transfers (-)	(2,201,449)	(3,669,400)	(2,573,400)	(4,025,600)	(356,200)
Decreases to Fund Balances	2,556,517	5,412,100	2,816,700	3,764,600	(1,647,500)
General Fund Contribution	3,371,029	4,632,700	5,061,800	4,988,100	355,400
Total Revenues	$ 60,778,920	$ 66,511,000	$ 65,261,400	$ 67,733,600	$ 1,222,600

2018-19 Anticipated Accomplishments

- Continued to implement changes to Child Welfare Services (CWS) as a result of Assembly Bill (AB) 403 (Continuum of Care Reform)—making extensive efforts to place youth in the lowest level of care, and reducing the number of children and youth in group homes by over 50% in the last year.
- Increased the capacity of home-based family care placements with the "Our County, Our Kids" resource family recruitment, retention, and support campaign. Since the campaign kicked off in April 2016, the number of new, unmatched homes (non-relative) has increased by 500%.
- Strengthened the Commercial Sexual Exploitation of Children (CSEC) program through continued collaboration with partner agencies to identify and develop resources that can serve youth who are victims of, or at risk of, such exploitation in Santa Barbara County. Hosted the Know More prevention-focused curriculum for over 250 youth and their caregivers.
- Continued to implement the use of Child & Family Teams to engage children and families in the planning and delivery of services and supports that are needed to achieve permanency, enable a child to live in the least restrictive family setting, and promote normal childhood experiences. The number of Child & Family Team Meetings has increased by 200% in the last year.

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

2018-19 Anticipated Accomplishments (cont'd)

- Co-sponsored the third annual Bridges to Resilience conference for those working with youth and families in our County. Over 320 people from a variety of disciplines attended presentations and breakout sessions focused on building a trauma-informed and resiliency-focused community.
- Implemented the Home-Based Family Level of Care (LOC) protocol. The LOC is designed to support positive outcomes for children and families, using a set of core domains describing the care needs of the child and the Resource Family's level of expected supervision and support.
- Implemented the Child and Adolescent Needs and Strengths (CANS) Assessment Tool to help assess well-being, identify social and behavioral health care needs, and guide case planning and placement decisions for children and youth in foster care.
- Coordinated outreach to both recipients and providers in the In-Home Supportive Services (IHSS) program in order to increase participation in the Electronic Time Sheet (ETS) system from 15% to 25% over the fiscal year.
- Completed phase one of the Adverse Childhood Experiences (ACEs) Connection project—creating a steering committee and developing strategic objectives to promote trauma-informed principles and practices in the health care, human services, education, and early child care communities, with a focus on addressing ACEs and building resilience.
- Developed a collaborative memorandum of understanding (MOU) with the Department of Behavioral Wellness in order to ensure planning, delivery, coordination, and management of specialty mental health services for children in foster care in order to promote healthy outcomes, stability, and resilience.
- Collaborated with the Santa Barbara County Housing Authority to receive a Family Unification Grant award of 74 units of housing assistance for parents struggling to provide adequate housing for their children and young adults (ages 18-24) who have aged out of the foster care system.

2019-20 Objectives

- Continue developing and strengthening statewide partnerships through the California Collaborative for Long-Term Services and Supports in order to collectively elevate the needs of seniors and people with disabilities in partnership with legislative champions.
- Continue to coordinate outreach to recipients and providers in the IHSS program to increase participation in the ETS system, from 25% to 75% in the next fiscal year, in anticipation of full statewide implementation of electronic timesheets in January 2021.
- Finalize collaborative MOU with the departments of Behavioral Wellness, Probation, and partner agencies to ensure coordinated, integrated, and effective delivery of services for children, youth, and families.
- Continue to collaborate with the Santa Barbara County Housing Authority to fully implement the Family Unification Program, and maximize the number of families and youth that receive housing assistance.
- Begin phase two of the ACEs Connection project, embarking on detailed planning and discussions about action groups that will support the objectives identified in phase one.
- Assess and improve CWS recruitment and retention strategies to improve stability in the Child Welfare workforce.

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

2019-20 Objectives (cont'd)

- Continue implementing the Binti application and approval system for Resource Families. Complementing the Online Application module for prospective foster parents implemented last fiscal year, this year we implemented the Placement Module, enabling social workers to better manage their approval workflow online.
- Continue to implement changes to the CWS program as a result of the AB 403 Continuum of Care Reform, with a comprehensive framework that supports children, youth, and families across placement settings in achieving safety, permanency, and well-being.

Social Services

Child Support Services

Supporting California Children

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 9,601,400**
Capital	**$ 0**
FTEs	**69.00**

Joni Maiden
Child Support Services
Director

Case Management &
Collections
69.00 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 2019-20 Objectives

- Complete departmental 5-Year Strategic Plan, which will encompass performance measures, process improvement, communication, customer service and staff recognition.
- In correlation with State DCSS, complete implementation of new application to replace four antiquated applications currently being used to submit Local Child Support Agency (LCSA) budgets, expenditures and supporting fiscal data to State DCSS.
- Work with State DCSS to have additional payment kiosks installed in high traffic, public areas throughout the County. Explore partnering with other County agencies in the use of existing and new payment kiosks.
- Integrate new federal Flexibility Efficiency Modernization Rule into child support practices.
- Evaluate and restructure management roles in light of recent executive / management changes, potentially yielding cost savings.

Child Support Services

Highlighted Renew '22 Initiatives

Already Underway

- AB3248, effective January 1, 2019, successfully included Santa Barbara County CSS's recommended clarifying amendments to Family Code Sec. 7643(b)(2) allowing local child support agencies access to previously confidential Uniform Parentage Act court cases.
- Collaborating on shared services opportunities with other agencies, including:
  - California Workforce Development Board (CWDB) to implement a process to help unemployed parents obtain stable employment in order to provide the support their children need.
  - Development of a holistic and comprehensive referral process in correlation with the County's health and human services departments to ensure that child support clients have access to and knowledge of all appropriate County resources.
  - State DCSS and the Santa Barbara County Superior Court to complete testing of expanded e-filing capabilities (from 13 formsets to 62) with added functionalities such as ability to include attachments and apply electronic signatures. Anticipated "go live" date of Fall 2019.

Implementation in FY 2019-20

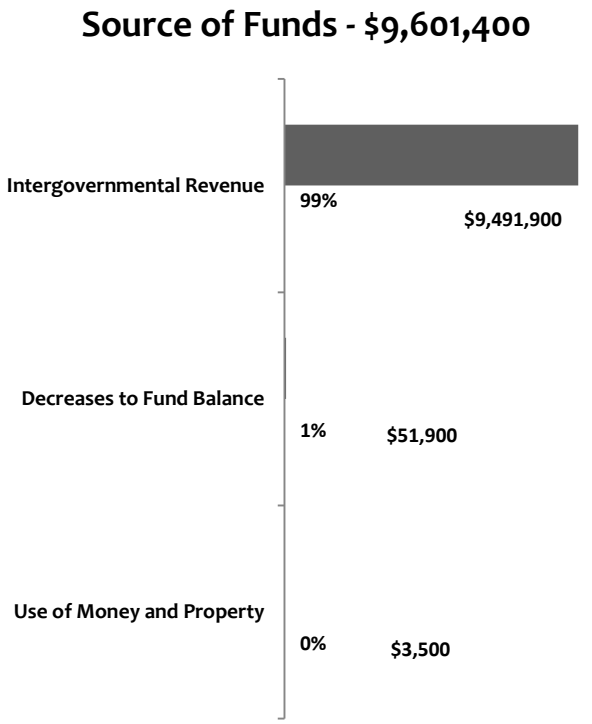
- Complete evaluation and restructuring of management roles in light of recent executive / management changes.
- In correlation with State DCSS, complete implementation of new application to replace four antiquated applications currently being used to submit LCSA budgets, expenditures and supporting fiscal data to State DCSS.
- Work with State DCSS to have additional payment kiosks installed in high traffic, public areas throughout the County. Explore partnering with other County agencies in the use of existing and new payment kiosks.

Future Year Implementation

- Advocate for changes to legislation directing child support operations.
- Explore shared service opportunities with State, County and local child support agencies.

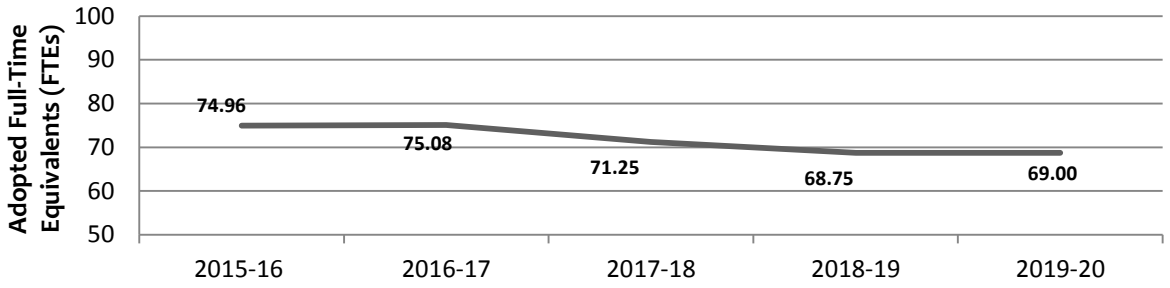
Child Support Services

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Case Management & Collections	68.52	68.75	68.75	69.00	0.25
Unallocated	0.19	-	-	-	-
Total	68.71	68.75	68.75	69.00	0.25

Budget By Budget Program					
Case Management & Collections	$ 9,451,346	$ 9,547,300	$ 9,349,700	$ 9,601,400	$ 54,100
Total	$ 9,451,346	$ 9,547,300	$ 9,349,700	$ 9,601,400	$ 54,100

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 8,051,875	$ 8,207,200	$ 7,918,700	$ 8,300,700	$ 93,500
Services and Supplies	1,066,573	979,500	1,073,300	984,800	5,300
Other Charges	332,898	360,600	357,700	315,900	(44,700)
Total Operating Expenditures	9,451,346	9,547,300	9,349,700	9,601,400	54,100
Other Financing Uses	422,758	-	60,000	-	-
Increases to Fund Balances	287,415	-	-	-	-
Total	$ 10,161,519	$ 9,547,300	$ 9,409,700	$ 9,601,400	$ 54,100

Budget By Categories of Revenues					
Use of Money and Property	$ 8,815	$ 3,500	$ 16,000	$ 16,000	$ 12,500
Intergovernmental Revenue	9,806,289	9,491,900	9,388,100	9,519,600	27,700
Charges for Services	32,097	-	-	-	-
Miscellaneous Revenue	8,234	-	5,600	-	-
Total Operating Revenues	9,855,435	9,495,400	9,409,700	9,535,600	40,200
Other Financing Sources	66,084	-	-	-	-
Decreases to Fund Balances	240,000	51,900	-	65,800	13,900
Total	$ 10,161,519	$ 9,547,300	$ 9,409,700	$ 9,601,400	$ 54,100

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

Child Support Services

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Net increase of 0.25 FTEs due primarily to an increase in the Attorney III position from part time to full time to ensure Court calendar coverage.

Expenditures

- Net operating expenditures have increased by $54,100 to $9,601,400 as a result of the following variations:
  - +$93,500 increase in Salaries and Employee Benefits primarily due to an increase in the Department's part time Attorney III position to full time, offset by a decrease in Workers Compensation.
  - +$5,300 increase in Services and Supplies primarily due to the relocation of the Department's Santa Barbara office from a leased building to Casa Nueva, a County building.
  - -$44,700 decrease in Other Charges primarily due to decreases in Information Technology Service and Liability Insurance.

Revenues

- Net revenue has increased by $54,100 to $9,601,400 primarily as a result of increases due to the use of fund balance, the associated federal matching revenue and higher interest income. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Case Management & Collections				
Percent of child support cases with court-established orders. Statewide average = 91.6%	94.2% 11,290/11,989	93.7% 11,207/11,964	93.6% 11,157/11,923	93.6% 11,232/12,000
Percent of current court ordered child support payments collected and distributed. Statewide average = 66.5%	68.3% $19.7m/$28.9m	67.7% $20.1m/$29.7m	68.0% $20.2m/$29.7m	68.0% $20.2m/$29.7m
Percent of cases with arrears that have past-due payments collected and distributed. Statewide average = 66.8%	70.4% 6,541/9,292	70.7% 6,427/9,090	71.0% 6,603/9,300	71.0% 6,603/9,300
Percent of paternity establishment for children born out-of-wedlock. Note: Compares current year resolved caseload to prior year open. Statewide average = 101.8%	108.3% 9,426/8,705	108.4% 9,194/8,483	100.0% 8,244/8,244	100.0% 8,200/8,200
Child support payments collected and distributed, divided by operating dollars expended. Statewide average = $2.52	$2.98	$2.94	$3.00	$3.00
Child support payment dollars collected and distributed.	$28,194,400	$29,022,200	$29,000,000	$29,000,000
Dollars collected and distributed to federal, state, and local governments for reimbursement of public assistance expended.	$3,902,800	$3,725,800	$3,726,000	$3,726,000
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	100.0% 72/72	100.0% 70/70	95.0% 66/69	100.0% 69/69

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPT/CORP LDR-EXEC	0.04	-	-	-	-
DIRECTOR	0.96	1.00	1.00	1.00	-
CHILD SUPPORT ATTY SUPV	0.96	1.00	1.00	1.00	-
DEPT/CORP LDR-ATTY/PHY	0.04	-	-	-	-
ASST DIRECTOR	0.85	1.00	1.00	1.00	-
CHILD SUPPORT ATTY	1.56	1.50	1.50	2.00	0.50
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
LEGAL OFFICE PRO	1.00	1.00	1.00	1.00	-
CHILD SUPPORT MANAGER	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO	3.75	4.75	4.75	4.75	-
FINANCIAL OFFICE PRO	2.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	1.62	1.00	1.00	1.00	-
DEPT BUS SPEC	0.65	1.00	1.00	1.00	-
CHILD SUPPORT OFFICER SUPV	5.00	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO SR	4.62	5.00	5.00	5.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
LEGAL OFFICE PRO SR	2.42	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	31.31	31.75	31.75	31.50	(0.25)
Total	68.52	68.75	68.75	69.00	0.25

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 8,051,875	$ 8,207,200	$ 7,918,700	$ 8,300,700	$ 93,500
Services and Supplies	1,066,573	979,500	1,073,300	984,800	5,300
Other Charges	332,898	360,600	357,700	315,900	(44,700)
Total Operating Expenditures	9,451,346	9,547,300	9,349,700	9,601,400	54,100
Other Financing Uses	422,758	-	60,000	-	-
Increases to Fund Balances	287,415	-	-	-	-
Total Expenditures	$ 10,161,519	$ 9,547,300	$ 9,409,700	$ 9,601,400	$ 54,100
Budget By Categories of Revenues					
Use of Money and Property	8,815	3,500	16,000	16,000	12,500
Intergovernmental Revenue	9,806,289	9,491,900	9,388,100	9,519,600	27,700
Charges for Services	32,097	-	-	-	-
Miscellaneous Revenue	8,234	-	5,600	-	-
Total Operating Revenues	9,855,435	9,495,400	9,409,700	9,535,600	40,200
Other Financing Sources	66,084	-	-	-	-
Decreases to Fund Balances	240,000	51,900	-	65,800	13,900
Total Revenues	$ 10,161,519	$ 9,547,300	$ 9,409,700	$ 9,601,400	$ 54,100

2018-19 Anticipated Accomplishments

- Increased distributed collections per FTE employee by $42,100 (10.7%), while decreasing FTE by 5.0 positions as of federal fiscal year ending September 30, 2018 through retirements and other attrition.
- Collected and distributed $29.0 million for child support in federal fiscal year ending September 30, 2018. Of this amount, $25.3 million (87.1%) went directly to families; $13.2 million of these funds went to families who previously were, but no longer are, on public assistance. Collected and returned $3.4 million (11.9%) to the federal and State governments and $277,400 (1.0%) to the County to reimburse expenditures for public assistance grants.
- AB3248, effective January 1, 2019, successfully included Santa Barbara County CSS's recommended clarifying amendments to Family Code Sec. 7643(b)(2) allowing local child support agencies access to previously confidential Uniform Parentage Act court cases.
- Upgraded technology infrastructure and operating platform in Spring 2019 through one-time State funding.
- Implemented IRS Publication 1075, *Tax Information Security Guidelines for Federal, State and Local Agencies*, within the Department, including criminal history screening for all CSS employees and citizenship/residency validation for employment candidates.
- In correlation with State DCSS, configured, tested and trained staff on a new application to replace four antiquated applications currently being used to submit LCSA budgets, expenditures and supporting fiscal data to State DCSS.
- Underwent Single Audit for FY 2017-18 with no negative audit findings.
- Realized savings of an estimated $200,000 as a result of the Department's relocation in Spring 2018 from its former Carrillo Street location to its current "Casa Nueva" location.

Child Support Services

Case Management & Collections Budget Program (cont'd)

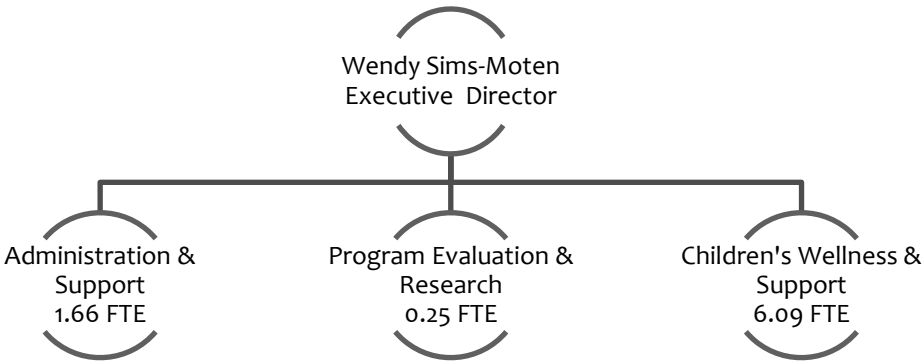
2019-20 Objectives

- Complete departmental 5-Year Strategic Plan, which will encompass performance measures, process improvement, communication, customer service, and staff recognition.
- In correlation with State DCSS, complete implementation of new application to replace four antiquated applications currently being used to submit LCSA budgets, expenditures and supporting fiscal data to State DCSS.
- Work with State DCSS to have additional payment kiosks installed in high traffic, public areas throughout the County. Explore partnering with other County agencies in the use of existing and new payment kiosks.
- Integrate new federal Flexibility Efficiency Modernization Rule into child support practices.
- Complete evaluation and restructuring of management roles in light of recent executive / management changes, potentially yielding cost savings.
- Collaborate with other agencies in shared services opportunities to improve processes and enhance customer service.

First 5

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**3,496,300**
Capital	**$**	**0**
FTEs		**8.0**



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 over all programmatic contracts, funding, and allocations. Program Evaluation and Research ensures programmatic quality and accountability for contracts, technical assistance and training, service integration and coordination, and comprehensive results-based evaluation. Children's Wellness and Support invests programmatic funding in direct services for children and families, systems changes and capacity building, and communications and policy.

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

Highlights of 2019-20 Objectives

- Increase First 5's visibility in the community and expand community partnerships
- Promote and support quality Care and education and promote the well-being of children and families
- Continue to strengthen the way First 5 collects, tracks, and reports on program indicators and desired results
- Redesign community development model
- Begin implementation of realignment of the First 5 team
- Increase professional development of the First 5 team
- Work in more efficient ways to better run department operations
- Maintain a high level of fiscal control and financial planning

First 5

Highlighted Renew '22 Initiatives

Already Underway

- Restructuring and realignment of the First 5 Team
- Increased engagement of our Commission and Advisory Board

Implementation in FY 2019-20

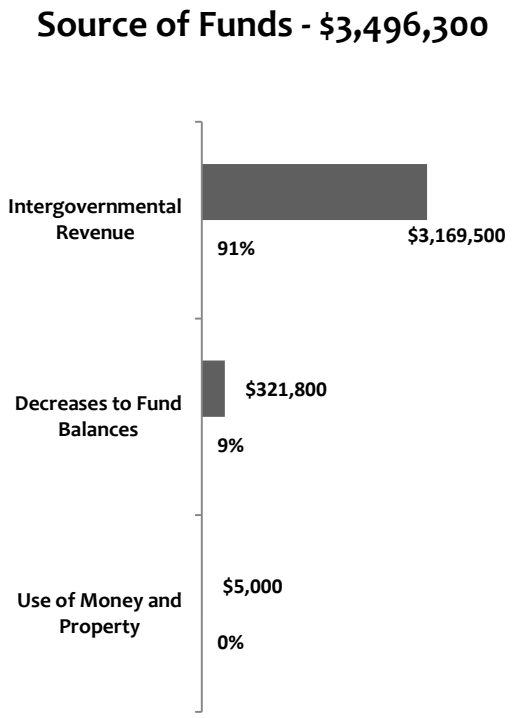
- Expand Community Building Model
- Increase policy and advocacy work
- Continue working to improve and strengthen the system of Early Care and Education

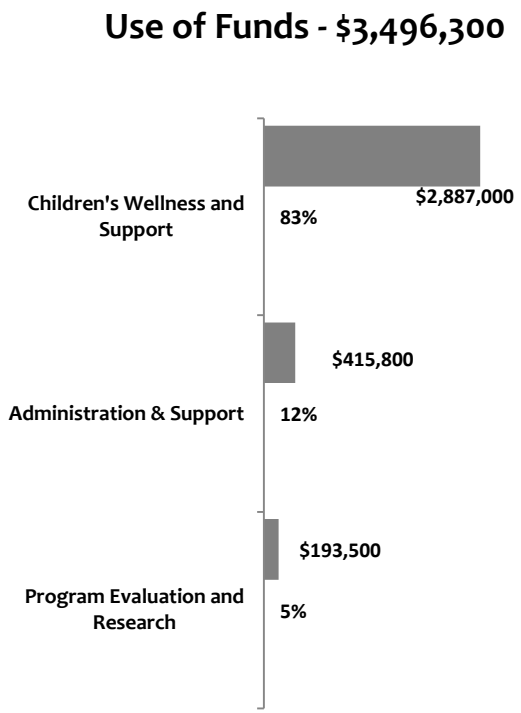
Future Year Implementation

- Develop a new Strategic Plan

First 5

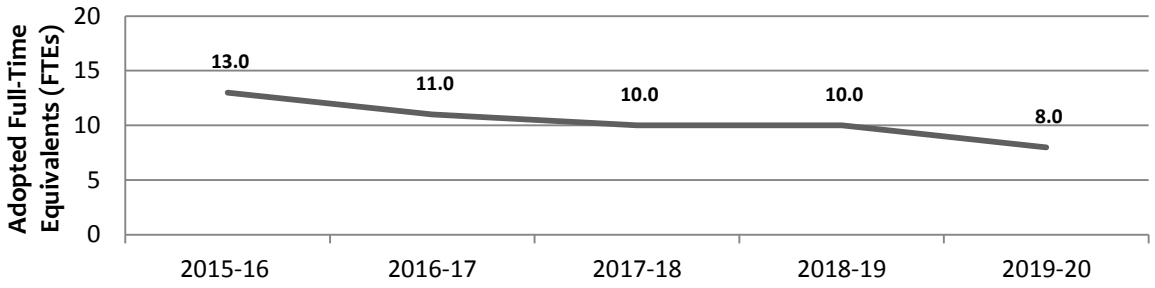
Recommended Sources & Uses of Funds





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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	2.67	2.40	2.40	1.66	(0.74)
Program Evaluation and Research	0.50	0.50	0.50	0.25	(0.25)
Children's Wellness and Support	6.87	7.10	7.10	6.09	(1.01)
Total	10.04	10.00	10.00	8.00	(2.00)

Budget By Budget Program					
Administration & Support	$ 679,678	$ 632,700	$ 615,100	$ 415,800	$ (216,900)
Program Evaluation and Research	248,551	243,000	239,700	193,500	(49,500)
Children's Wellness and Support	3,389,913	2,892,800	2,880,100	2,887,000	(5,800)
Total	$ 4,318,142	$ 3,768,500	$ 3,734,900	$ 3,496,300	$ (272,200)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 1,448,731	$ 1,496,800	$ 1,301,300	$ 1,230,500	$ (266,300)
Services and Supplies	2,814,188	2,209,900	2,373,600	2,210,400	500
Other Charges	55,223	61,800	60,000	55,400	(6,400)
Total Operating Expenditures	4,318,142	3,768,500	3,734,900	3,496,300	(272,200)
Other Financing Uses	-	30,000	-	-	(30,000)
Increases to Fund Balances	63,916	63,916	-	-	(63,916)
Total	$ 4,382,058	$ 3,862,416	$ 3,734,900	$ 3,496,300	$ (366,116)

Budget By Categories of Revenues					
Use of Money and Property	$ 29,825	$ 5,000	$ 5,000	$ 5,000	$ -
Intergovernmental Revenue	3,439,627	3,325,100	3,245,500	3,169,500	(155,600)
Charges for Services	156,602	-	-	-	-
Miscellaneous Revenue	400,924	-	4,000	-	-
Total Operating Revenues	4,026,978	3,330,100	3,254,500	3,174,500	(155,600)
Decreases to Fund Balances	355,080	532,316	480,400	321,800	(210,516)
Total	$ 4,382,058	$ 3,862,416	$ 3,734,900	$ 3,496,300	$ (366,116)

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

First 5

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

Net decrease of 2.0 FTE due to elimination of one vacant Enterprise Leader position and one vacant Program Specialist position.

Expenditures

- Net operating expenditure decrease of $272,200 primarily due to:
  - -$266,300 decrease in Salaries and Employee Benefits primarily due to eliminated vacant positions.
  - +$500 slight increase in Services and Supplies primarily due to a slight increase in overall cost offset by a large decrease in Cost Allocation expenses.
  - -$6,400 decrease in Other Charges primarily due to decreases in Information Technology Service and Telephone Services.

- Net non-operating expenditure decrease of $93,900 due to:
  - -$30,000 decrease in Other Financing Uses due to a line item change to more efficiently account for transfers between County funds.
  - -$63,900 decrease in Increases to Fund Balance.

These changes result in recommended operating expenditures of $3,496,300 and non-operating expenditures of $0 resulting in total expenditures of $3,496,300.

Revenues

- Net operating revenue decrease of $155,600 due to a reduction in Proposition 10 revenue.
- Net non-operating revenue decrease of $210,516 due to a reduction in fund balance release.

These changes result in recommended operating revenues of $3,174,500 and non-operating revenues of $321,800 resulting in total revenues of $3,496,300.

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, and advocate for a robust system of care for the well-being of children and families in the community. Historically, our performance measures were reflective of the agency's outcomes we funded to provide critical services in the community to support children, families and providers.

Future performance measures will measure 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.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHILDREN & FAMILY SVCS DIR	1.27	1.00	1.00	1.00	-
PROGRAM MANAGER	0.73	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	0.29	0.05	0.05	-	(0.05)
ACCOUNTANT	-	-	-	0.15	0.15
FIRST 5 PROGRAM SPECIALIST	-	-	-	0.26	0.26
ADMN OFFICE PRO SR	0.38	0.25	0.25	0.25	-
FINANCIAL OFFICE PRO SR	-	0.10	0.10	-	(0.10)
Total	2.67	2.40	2.40	1.66	(0.74)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 486,938	$ 459,300	$ 441,300	$ 298,100	$ (161,200)
Services and Supplies	175,421	160,900	162,000	108,600	(52,300)
Other Charges	17,319	12,500	11,800	9,100	(3,400)
Total Operating Expenditures	679,678	632,700	615,100	415,800	(216,900)
Increases to Fund Balances	(83,817)	63,916	-	-	(63,916)
Total Expenditures	$ 595,861	$ 696,616	$ 615,100	$ 415,800	$ (280,816)
Budget By Categories of Revenues					
Use of Money and Property	29,825	5,000	5,000	5,000	-
Intergovernmental Revenue	1,177,664	201,500	216,600	89,000	(112,500)
Charges for Services	156,602	-	-	-	-
Miscellaneous Revenue	-	-	4,000	-	-
Total Operating Revenues	1,364,090	206,500	225,600	94,000	(112,500)
Decreases to Fund Balances	355,080	490,116	389,500	321,800	(168,316)
Total Revenues	$ 1,719,171	$ 696,616	$ 615,100	$ 415,800	$ (280,816)

First 5

Administration & Support Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Began the first year of the new Strategic Plan.
- Administered and maintained grants and/or contracts totaling $3.1 million with nonprofit organizations, school districts, and businesses to serve children ages 0-5 years and their families.
- Provided a high level of fiscal control, transparency, accounting, and reporting; met all requirements of State law, the rules and regulations of First 5 California, the County's auditing and fiscal control processes, and an independent third party audit.
- The Commission further developed a new Communications Grant opportunity to help family support agencies connect more directly with parent and families in need.
- Transitioned the First 5 preschool and childcare quality improvement work to external partners.

2019-20 Objectives

- Increase First 5's visibility in the community and expand community partnerships
- Work in more efficient ways to better run department operations
- Maintain a high level of fiscal control and financial planning
- Begin implementation of realignment of the First 5 team
- Increase professional development of the First 5 team

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PROGRAM MANAGER	-	-	-	0.25	0.25
PROJECT MANAGER	0.50	0.50	0.50	-	(0.50)
Total	0.50	0.50	0.50	0.25	(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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 92,514	$ 92,700	$ 89,400	$ 43,300	$ (49,400)
Services and Supplies	155,704	149,900	149,900	149,900	-
Other Charges	333	400	400	300	(100)
Total Operating Expenditures	248,551	243,000	239,700	193,500	(49,500)
Total Expenditures	$ 248,551	$ 243,000	$ 239,700	$ 193,500	$ (49,500)
Budget By Categories of Revenues					
Intergovernmental Revenue	167,829	243,000	239,700	193,500	(49,500)
Total Operating Revenues	167,829	243,000	239,700	193,500	(49,500)
Total Revenues	$ 167,829	$ 243,000	$ 239,700	$ 193,500	$ (49,500)

2018-19 Anticipated Accomplishments

- Supported transparency and community engagement by publishing data, results, and outcomes on an ongoing basis and through multiple venues.
- Developed a series of research briefs that outline new and emerging areas impacting children and families in the early years.
- Continued to strengthen the way First 5 collects, tracks, and reports on program indicators and desired results.
- Increased the ability within First 5 and the broader community to measure outcomes and results on a longitudinal basis.

First 5

Program Evaluation and Research (cont'd)

2019-20 Objectives

- Strengthen the way First 5 collects, tracks, and reports on program indicators and desired results.
    - 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PROGRAM MANAGER	-	-	-	0.75	0.75
PROJECT MANAGER	0.50	0.50	0.50	-	(0.50)
ENTERPRISE LDR-GEN	0.04	-	-	-	-
ADMN OFFICE PRO	0.71	0.95	0.95	-	(0.95)
PROGRAM ADMINISTRATOR	-	-	-	1.00	1.00
DEPT BUS SPEC	-	-	-	2.00	2.00
ACCOUNTANT	-	-	-	0.85	0.85
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	3.00	0.74	(2.26)
PUBLIC INFO SPECIALIST	1.00	1.00	1.00	-	(1.00)
FINANCIAL OFFICE PRO SR	1.00	0.90	0.90	-	(0.90)
ADMN OFFICE PRO SR	0.62	0.75	0.75	0.75	-
Total	6.87	7.10	7.10	6.09	(1.01)

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 869,279	$ 944,800	$ 770,600	$ 889,100	$ (55,700)
Services and Supplies	2,483,063	1,899,100	2,061,700	1,951,900	52,800
Other Charges	37,572	48,900	47,800	46,000	(2,900)
Total Operating Expenditures	3,389,913	2,892,800	2,880,100	2,887,000	(5,800)
Other Financing Uses	-	30,000	-	-	(30,000)
Increases to Fund Balances	147,733	-	-	-	-
Total Expenditures	$ 3,537,646	$ 2,922,800	$ 2,880,100	$ 2,887,000	$ (35,800)
Budget By Categories of Revenues					
Intergovernmental Revenue	2,094,135	2,880,600	2,789,200	2,887,000	6,400
Miscellaneous Revenue	400,924	-	-	-	-
Total Operating Revenues	2,495,059	2,880,600	2,789,200	2,887,000	6,400
Decreases to Fund Balances	-	42,200	90,900	-	(42,200)
Total Revenues	$ 2,495,059	$ 2,922,800	$ 2,880,100	$ 2,887,000	$ (35,800)

2018-19 Anticipated Accomplishments

- Invested in evidence- and research-informed strategies with an emphasis on serving children and families most in need.
- Conducted a new request for proposals for new multi-year contracts in the Family Support Focus Area.
- Continued investments in preschool and childcare quality improvement and transitioned the leadership of that work to outside partners.
- Sought opportunities to join with other funders and partners to increase the number of licensed preschool spaces and to increase parents' access to them.
- 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.

First 5

Children's Wellness and Support Budget Program (cont'd)

2019-20 Objectives

- Support and provide technical assistance to transition First 5 preschool and childcare quality improvement work of external partners.
    - Participate in Regional IMPACT Partnership
    - Serve on local Childcare Planning Council
- Promote and Support the Wellbeing of Children in Families
    - Network of Family Resources
    - Promote Five Protective Factors
        - Parental Resilience
        - Social Connections
        - Knowledge of Parenting and Child Development
        - Concrete support in times of need
        - Social Emotion Competence
- Expand Community Building Model
    - Continue communication strategies that help parents and stakeholders understand their key role in supporting healthy development of children in the first five years
    - PEP (Post Partum Education Program) Presentations
    - Community Presentations to local government agencies and community funders
    - Continue First5 Noozhawk Article

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 Summary

Staffing By Department	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Agricultural Commissioner/W&M	31.88	37.00	37.00	37.00	-
Planning & Development	84.88	98.30	98.30	100.30	2.00
Public Works	259.72	281.25	281.25	281.25	-
Community Services	78.55	84.57	84.57	88.50	3.93
Total	455.03	501.12	501.12	507.05	5.93

Budget By Department					
Agricultural Commissioner/W&M	$ 4,932,352	$ 5,981,700	$ 6,199,200	$ 6,233,600	$ 251,900
Planning & Development	15,376,876	22,423,500	18,448,300	24,438,400	2,014,900
Public Works	94,371,679	124,461,900	118,956,700	136,668,900	12,207,000
Community Services	25,135,422	32,364,100	32,805,300	35,927,700	3,563,600
Total	$ 139,816,329	$ 185,231,200	$ 176,409,500	$ 203,268,600	$ 18,037,400

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 62,357,355	$ 69,725,600	$ 67,532,000	$ 71,384,300	$ 1,658,700
Services and Supplies	64,298,128	92,216,000	88,205,100	100,740,200	8,524,200
Other Charges	13,160,846	23,289,600	20,672,400	31,144,100	7,854,500
Total Operating Expenditures	139,816,329	185,231,200	176,409,500	203,268,600	18,037,400
Capital Assets	13,285,741	31,370,700	87,093,900	93,121,900	61,751,200
Other Financing Uses	15,666,846	11,243,900	21,485,000	15,206,900	3,963,000
Intrafund Expenditure Transfers (+)	373,953	740,300	718,400	811,200	70,900
Increases to Fund Balances	15,191,926	15,104,500	208,567,100	17,708,600	2,604,100
Fund Balance Impact (+)	5,431,909	-	690,200	-	-
Total	$ 189,766,704	$ 243,690,600	$ 494,964,100	$ 330,117,200	$ 86,426,600

Budget By Categories of Revenues					
Taxes	$ 25,060,475	$ 24,060,900	$ 24,306,000	$ 25,008,300	$ 947,400
Licenses, Permits and Franchises	14,515,444	16,433,900	15,827,800	17,514,700	1,080,800
Fines, Forfeitures, and Penalties	132,369	19,500	138,400	40,700	21,200
Use of Money and Property	1,788,241	1,510,700	2,916,600	2,869,900	1,359,200
Intergovernmental Revenue	28,424,850	51,110,300	55,213,000	61,113,800	10,003,500
Charges for Services	62,468,969	69,474,400	67,336,800	77,568,100	8,093,700
Miscellaneous Revenue	4,295,901	4,908,300	3,678,100	2,311,100	(2,597,200)
Total Operating Revenues	136,686,248	167,518,000	169,416,700	186,426,600	18,908,600
Other Financing Sources	12,253,547	9,283,200	185,434,300	12,692,900	3,409,700
Intrafund Expenditure Transfers (-)	278,322	680,800	751,100	781,500	100,700
Decreases to Fund Balances	21,352,939	46,240,300	119,393,700	110,242,200	64,001,900
General Fund Contribution	18,788,910	19,968,300	19,968,300	19,974,000	5,700
Fund Balance Impact (-)	406,739	-	-	-	-
Total	$ 189,766,704	$ 243,690,600	$ 494,964,100	$ 330,117,200	$ 86,426,600

Community Resources & Public Facilities

Agriculture Weights & Measures Department

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$6,233,600**
Capital	**$ 0**
FTEs	**37.0**

Cathleen Fisher

Agriculture Commissioner/Director of Weights & Measures

- Agriculture 30.00 FTE
- Weights & Measures 5.23 FTE
- Administration & Support 1.77 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. The Pesticide Use Enforcement and Pest Prevention are the main components of the Agriculture budget program. These programs are designed to ensure the safe and legal use of pesticides and to prevent the introduction of harmful exotic pests. The Department also issues over 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 2019-20 Objectives

- Assure staff is prepared to become certified through the U.S. Department of Agriculture and provide phytosanitary certification services to the local agricultural industry in order to export their products to other countries.

- 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.

- Continue working with State partners on developing testing procedures for electric vehicle charging stations.

- Identify emerging leaders within our department and support the growth and development of leadership skills through our department's and state partner sponsored training.

- Participate in the development of the County's Leadership Certification Program by supporting one of our staff enrolled in the pilot.

Agriculture Weights & Measures Department

Highlighted Renew '22 Initiatives

Already Underway

- Re-balance
  - Urban pest identification services.
- Re-design
  - New AGWM combined classification.
  - Federal phytosanitary certification pilot program.
  - Paperless field inspections with mobile devices.
- Retain
  - New leadership professional skills development plan.
  - State license study group.
- Revision
  - Consolidation of mid-county offices, improving customer service.

Implementation in FY 2019-20

- Re-design
  - New phytosanitary pilot program for additional agricultural businesses.
- Respond
  - Monthly summaries, quarterly newsletters, website/social media, staff meetings, expand education and outreach.
- Retain
  - Reduced commute time for staff.
  - Participate with Leadership Certificate pilot program.
  - Alternative work schedules.

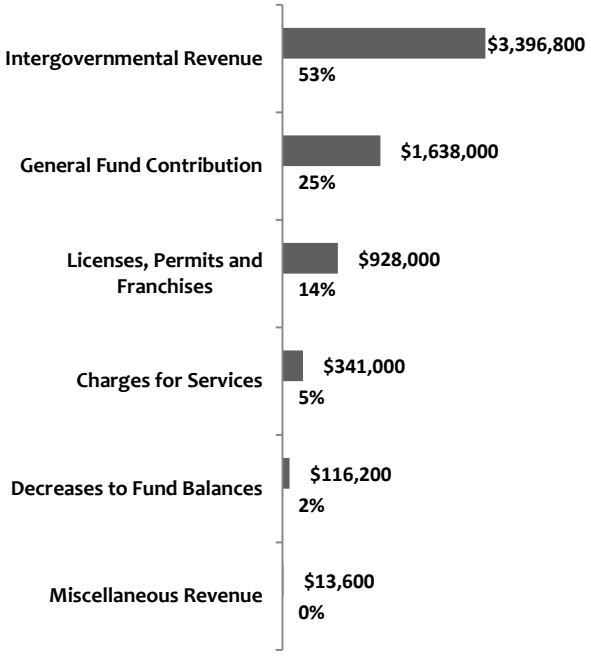
Future Year Implementation

- Re-design
  - Coordinated Geographic Information Systems.
  - Calle Real Campus plan
- Respond
  - Continue monthly summaries, quarterly newsletters, website/social media communication.
  - Outreach/education events for stakeholders.
- Retain
  - Support staff to become qualified for future leadership opportunities.

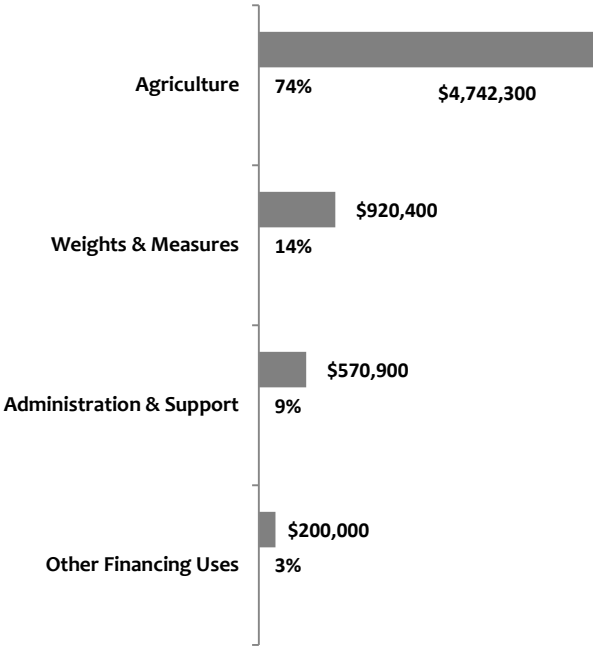
Agriculture Weights & Measures Department

Recommended Sources & Uses of Funds

Source of Funds - $6,433,600

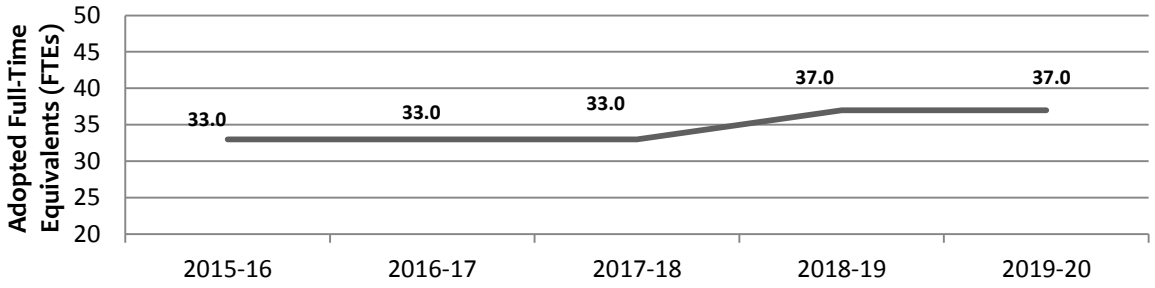


Use of Funds - $6,433,600



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	2.09	1.77	1.77	2.29	0.52
Agriculture	24.56	30.00	30.00	28.30	(1.71)
Weights & Measures	5.24	5.23	5.23	6.41	1.18
Total	31.88	37.00	37.00	37.00	-

Budget By Budget Program					
Administration & Support	$ 518,156	$ 585,300	$ 150,900	$ 570,900	$ (14,400)
Agriculture	3,674,851	4,607,300	6,041,300	4,742,300	135,000
Weights & Measures	739,346	789,100	7,000	920,400	131,300
Total	$ 4,932,352	$ 5,981,700	$ 6,199,200	$ 6,233,600	$ 251,900

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 3,935,306	$ 4,940,900	$ 4,979,400	$ 5,105,800	$ 164,900
Services and Supplies	518,421	585,800	763,800	714,000	128,200
Other Charges	478,625	455,000	456,000	413,800	(41,200)
Total Operating Expenditures	4,932,352	5,981,700	6,199,200	6,233,600	251,900
Capital Assets	-	65,000	65,000	-	(65,000)
Other Financing Uses	25,000	30,000	30,000	200,000	170,000
Fund Balance Impact (+)	1,481	-	-	-	-
Total	$ 4,958,833	$ 6,076,700	$ 6,294,200	$ 6,433,600	$ 356,900

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 464,516	$ 1,013,900	$ 933,900	$ 928,000	$ (85,900)
Intergovernmental Revenue	2,423,676	2,863,400	3,163,400	3,396,800	533,400
Charges for Services	370,625	410,000	410,000	341,000	(69,000)
Miscellaneous Revenue	12,915	13,100	10,600	13,600	500
Total Operating Revenues	3,271,733	4,300,400	4,517,900	4,679,400	379,000
Other Financing Sources	1,750	-	-	-	-
Intrafund Expenditure Transfers (-)	23,250	-	-	-	-
Decreases to Fund Balances	67,000	181,200	181,200	116,200	(65,000)
General Fund Contribution	1,595,100	1,595,100	1,595,100	1,638,000	42,900
Total	$ 4,958,833	$ 6,076,700	$ 6,294,200	$ 6,433,600	$ 356,900

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

Agriculture Weights & Measures Department

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- The department is fully staffed:
  - Current staffing level is at 37.0 FTEs.

Expenditures

- Net operating expenditures increase of $251,900 is primarily due to:
  - +$164,900 increase in Salaries and Employee Benefits reflects an increase in regular salaries, retirement, Social Security, medical insurance costs and unemployment insurance costs.
  - +$128,200 increase in Services and Supplies due to:
    - +$25,000 increase in communications.
    - +$20,000 increase in contractual services.
    - -$24,000 decrease in special departmental expense.
    - +$15,100 increase in transportation and travel.
    - -$7,400 decrease in training.
    - +$40,000 increase in rents and leases.
    - +25,000 increase in equipment maintenance.
    - +$34,500 increase in other services and supplies.
  - -$41,200 decrease in Other Charges for Utilities and Other Services.
- Net Non- operating expenditures increase of $105,000 is primarily due to:
  - +$170,000 increase in Other Financing Uses for purchase of vehicles.
  - -$65,000 decrease in Capital Assets.

These changes result in recommended operating expenditures of $6,233,600, non-operating expenditures of $200,000 for total expenditures of $6,433,600.

Revenues

- Net operating revenue increase of $379,000 is primarily due to:
  - +$533,400 increase in Intergovernmental Revenue for our agricultural programs.
  - - $69,000 decrease in Charges for Services.
  - -$85,900 decrease in Licenses, Permits and Franchises.
- Net non-operating revenue decrease of $22,100 is primarily due to:
  - -$65,000 decrease in use of Fund Balances.
  - +$42,900 increase in General Fund Contribution.

These changes result in recommended operating revenues of $4,679,400 non-operating revenues of $1,754,200 and total revenues of $6,433,600.

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration & Support				
Departmental Employee Performance Reviews (EPRs) completed by the due date	99% 32/33	100% 33/33	100% 42/42	100% 37/37
Agriculture				
Certified Farmers' Markets inspections conducted	100% 28/28	100% 28/28	100% 18/18	100% 18/18
Pesticide monitoring inspections conducted	100% 400/400	106% 425/400	100% 425/425	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% 6,500/6,500	100% 7,000/7,000	100% 7,000/7,000
Business locations with point-of-sale (scanner) pricing systems inspected	100% 750/750	100% 750/750	100% 725/725	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
AG COMM/SEALER WGTS-MEAS	0.84	0.89	0.89	0.55	(0.34)
ASST DIRECTOR	0.44	0.32	0.32	0.56	0.24
EDP SYS & PROG ANLST	0.16	0.12	0.12	0.01	(0.11)
AGRI COMMISSIONER-DEPT	0.24	0.26	0.26	0.20	(0.07)
DEPUTY DIRECTOR	0.08	0.03	0.03	0.10	0.07
TEAM/PROJECT LDR-GEN	0.04	-	-	-	-
ADMN OFFICE PRO	0.03	0.04	0.04	0.04	(0.01)
AGRICULTURAL INTEGRATED PEST MANAGEMI	0.01	0.01	0.01	0.10	0.09
AGRI BIOLOGIST SUPV	0.01	-	-	0.02	0.02
WGTS & MEASURES INSP SUPV	-	-	-	0.10	0.10
AG BIO/W&M INSPECTOR	-	-	-	0.51	0.51
AGRI BIOLOGIST	0.13	0.05	0.05	0.08	0.03
WGTS-MEASURES INSP	0.10	0.03	0.03	0.02	(0.01)
ADMN OFFICE PRO SR	0.01	0.01	0.01	-	(0.01)
Total	2.09	1.77	1.77	2.29	0.52

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 460,604	$ 441,100	$ -	$ 431,600	$ (9,500)
Services and Supplies	23,578	8,500	30,000	24,200	15,700
Other Charges	33,973	135,700	120,900	115,100	(20,600)
Total Operating Expenditures	518,156	585,300	150,900	570,900	(14,400)
Total Expenditures	$ 518,156	$ 585,300	$ 150,900	$ 570,900	$ (14,400)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	-	164,000	-	-	(164,000)
Intergovernmental Revenue	36,054	341,500	-	407,100	65,600
Miscellaneous Revenue	232	-	-	-	-
Total Operating Revenues	36,286	505,500	-	407,100	(98,400)
Other Financing Sources	1,750	-	-	-	-
Intrafund Expenditure Transfers (-)	23,250	-	-	-	-
General Fund Contribution	342,681	79,800	-	163,800	84,000
Total Revenues	$ 403,967	$ 585,300	$ -	$ 570,900	$ (14,400)

Agriculture Weights & Measures Department

Administration & Support Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Administrative staff continue working with the agricultural industry to ensure accurate data entry into the Phytosanitary Certificate Issuance & Tracking System.
- Enabled industry to process their federal phytosanitary certificate forms at their office locations. Transition at least two growers to assume Authorized Entity (AE) roles per California Department Food and Agriculture (CDFA) requirements.
- Staff participated in the creation of an Agriculture Activity Book used for education and outreach.
- Develop operational guidelines to the Departments (COOP) for natural disasters.
- Work with the weights and measures database vendor to improve data reporting, increasing efficiency in the permitting process.
- Provide support to the Deputy Sealer and the Deputy Commissioner's for program/service needs of businesses and the agricultural industry. Enter all commercial device permits into the weights and measures database.
- Worked with the Human Resources Department and created a combined Agriculture/Weights & Measures Inspector position to increase flexibility, efficiency and maximize resources.
- Worked with the Human Resources Department and implemented a licensing incentive program for succession planning and staff retention.
- Support staff to successfully obtain all state licenses and prepare for future leadership opportunities.
- Support leadership staff with enrolling in Human Resources management/executive training classes.
- Support the Emergency Operations Center (EOC) during natural disasters and recovery and support federal agencies for recovery efforts involving the agricultural community.

2019-20 Objectives

- Improve efficiency of depositing process with new multi-function check scanner system.
- Continue to support the Emergency Operations Center (EOC) during natural disasters and recovery and support federal agencies for recovery efforts involving the agricultural community.
- Enable industry to process their federal phytosanitary certificate forms at their locations. Have at least four growers assume Approval Entity (AE) roles per the California Department of Agriculture (CDFA) requirements.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
AG COMM/SEALER WGTS-MEAS	0.14	0.08	0.08	0.35	0.27
ASST DIRECTOR	0.51	0.62	0.62	0.37	(0.25)
EDP SYS & PROG ANLST	0.78	0.82	0.82	0.92	0.09
AGRI COMMISSIONER-DEPT	2.57	2.74	2.74	2.79	0.06
DEPUTY DIRECTOR	0.10	0.11	0.11	0.30	0.19
TEAM/PROJECT LDR-GEN	0.16	-	-	-	-
ADMN OFFICE PRO	2.52	2.61	2.61	2.54	(0.07)
AGRICULTURAL INTEGRATED PEST MANAGEMI	0.87	0.99	0.99	0.90	(0.09)
AGRI BIOLOGIST SUPV	1.99	3.00	3.00	1.98	(1.02)
WGTS & MEASURES INSP SUPV	-	-	-	0.30	0.30
AG BIO/W&M INSPECTOR	-	-	-	10.99	10.99
WGTS-MEASURES INSP	0.20	0.17	0.17	0.01	(0.16)
AGRI BIOLOGIST	13.86	17.94	17.94	5.92	(12.03)
ADMN OFFICE PRO SR	0.87	0.93	0.93	0.94	-
Total	24.56	30.00	30.00	28.30	(1.71)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 2,869,878	$ 3,833,000	$ 4,979,400	$ 3,871,500	$ 38,500
Services and Supplies	447,497	522,400	726,800	625,300	102,900
Other Charges	357,476	251,900	335,100	245,500	(6,400)
Total Operating Expenditures	3,674,851	4,607,300	6,041,300	4,742,300	135,000
Other Financing Uses	25,000	15,000	-	160,000	145,000
Total Expenditures	$ 3,699,851	$ 4,622,300	$ 6,041,300	$ 4,902,300	$ 280,000
Budget By Categories of Revenues					
Licenses, Permits and Franchises	7,402	384,200	406,200	423,000	38,800
Intergovernmental Revenue	2,387,622	2,521,900	3,163,400	2,818,700	296,800
Charges for Services	361,477	401,000	401,000	332,000	(69,000)
Miscellaneous Revenue	2,066	2,700	10,600	300	(2,400)
Total Operating Revenues	2,758,567	3,309,800	3,981,200	3,574,000	264,200
Decreases to Fund Balances	67,000	116,200	116,200	116,200	-
General Fund Contribution	959,902	1,196,300	1,595,100	1,212,100	15,800
Total Revenues	$ 3,785,469	$ 4,622,300	$ 5,692,500	$ 4,902,300	$ 280,000

Agriculture Weights & Measures Department

Agriculture Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Staff to successfully obtain the required licensing for the new combined Agriculture/Weights & Measures position, and 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.
- New positions recruited and hired for County cannabis program.
- New Carpinteria office location opened September 2018.
- Staff continued 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 new combined Agriculture/Weights & Measures Inspector position to successfully integrate into all 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.
- Supervisory staff was a member of California Association of Standards and Agricultural Professionals (CASAP) Board of Directors.
- Staff attended Southern Deputy Agricultural Commissioner group meetings.
- The Agricultural Integrated Pest Management Specialist (AIPMS) will continue to provide education and outreach by developing "tailgate" trainings targeting agricultural pest identification and IPM principles to our local industry.
- Collaborated with other agencies including UCCE, UCSB and the community on developing a comprehensive response to the Shothole borer discovery in our county as well as participate in the statewide taskforce.
- Under Department of Pesticide Regulation (DPR) guidance and oversight, the department conducted training and outreach and enforcement to agricultural growers and licensed cannabis cultivators on the state's pesticide regulatory program.
- Provide education and outreach of new and existing State Pesticide regulations to staff, pesticide applicators, and structural pest control industry.
- Supported the Santa Barbara County Farm Bureau for the third Spray Safe Event (2019) in Santa Barbara County.
- Coordinate with the Resource Conservation District (RCD) and the new UCCE Rangeland Advisor on outreach and educational opportunities for ranchers.
- Identified and provided outreach to growers who farmed near schools as part of the new regulations regarding pesticide use around schools.
- Participated with (CDFA) Cal Cannabis division pilot inspection program.
- Participated with County cannabis enforcement task group.
- Continue administrative support to the Agricultural Advisory Committee (AAC).
- Continue to chair the Agricultural Preserve Advisory Committee (APAC).
- Completed all program goals with staff vacancies.

Agriculture Weights & Measures Department

Agriculture Budget Program (cont'd)

2019-20 Objectives

- Support our new combined Agriculture/Weights & Measures Inspector positions by continuing to transition staff.
- Participate in the County's Leadership Certification Program.
- Staff to continue attending Southern Deputy Agricultural Commissioner group meetings.
- Supervisory staff to serve as Vice President of CASAP Board of Directors.
- Implement the Bee Safe program that includes bee health and the enforcement of AB 2468.
- Participate in Phase II of Cal Cannabis enforcement pilot program.
- Participate in new hemp regulatory program.
- Launch new mobile device pesticide complaint application.
- Establish new on-boarding/training program.
- Establish a mid-county office in an effort to provide improved services to the public and industry.
- 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.
- Coordinate with the Resource Conservation District (RCD) and the new University of California Cooperative Extension (UCCE) Rangeland advisor on outreach and educational opportunities for ranchers.
- Provide education and outreach to certified producers and organic growers.
- Continue education outreach and enforcement to agricultural growers and licensed cannabis/hemp cultivators on the state's pesticide regulatory program.
- Increase staff time in the structural Branch 1 fumigation program.
- Participate with (CDFA) Cal Cannabis division license inspection program.
- Participate with County cannabis enforcement task group.
- Prepare staff for future leadership opportunities through department, county and state trainings.
- Continue administrative support to the Agricultural Advisory Committee (AAC).
- Continue to chair the Agricultural Preserve Advisory Committee (APAC).

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
AG COMM/SEALER WGTS-MEAS	0.03	0.04	0.04	0.10	0.06
ASST DIRECTOR	0.05	0.06	0.06	0.07	0.01
EDP SYS & PROG ANLST	0.06	0.06	0.06	0.07	0.02
AGRI COMMISSIONER-DEPT	-	-	-	0.01	0.01
DEPUTY DIRECTOR	0.82	0.86	0.86	0.60	(0.26)
ADMN OFFICE PRO	0.45	0.35	0.35	0.43	0.08
WGTS & MEASURES INSP SUPV	-	-	-	0.60	0.60
AG BIO/W&M INSPECTOR	-	-	-	3.50	3.50
AGRI BIOLOGIST	0.01	0.01	0.01	-	(0.01)
WGTS-MEASURES INSP	3.70	3.80	3.80	0.97	(2.84)
ADMN OFFICE PRO SR	0.12	0.06	0.06	0.06	0.01
Total	5.24	5.23	5.23	6.41	1.18

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 604,824	$ 666,800	$ -	$ 802,700	$ 135,900
Services and Supplies	47,346	54,900	7,000	64,500	9,600
Other Charges	87,176	67,400	-	53,200	(14,200)
Total Operating Expenditures	739,346	789,100	7,000	920,400	131,300
Capital Assets	-	65,000	65,000	-	(65,000)
Other Financing Uses	-	15,000	30,000	40,000	25,000
Total Expenditures	$ 739,346	$ 869,100	$ 102,000	$ 960,400	$ 91,300
Budget By Categories of Revenues					
Licenses, Permits and Franchises	457,114	465,700	527,700	505,000	39,300
Intergovernmental Revenue	-	-	-	171,000	171,000
Charges for Services	9,148	9,000	9,000	9,000	-
Miscellaneous Revenue	10,617	10,400	-	13,300	2,900
Total Operating Revenues	476,879	485,100	536,700	698,300	213,200
Decreases to Fund Balances	-	65,000	65,000	-	(65,000)
General Fund Contribution	292,517	319,000	-	262,100	(56,900)
Total Revenues	$ 769,396	$ 869,100	$ 601,700	$ 960,400	$ 91,300

Agriculture Weights & Measures Department

Weights & Measures Budget Program (cont'd)

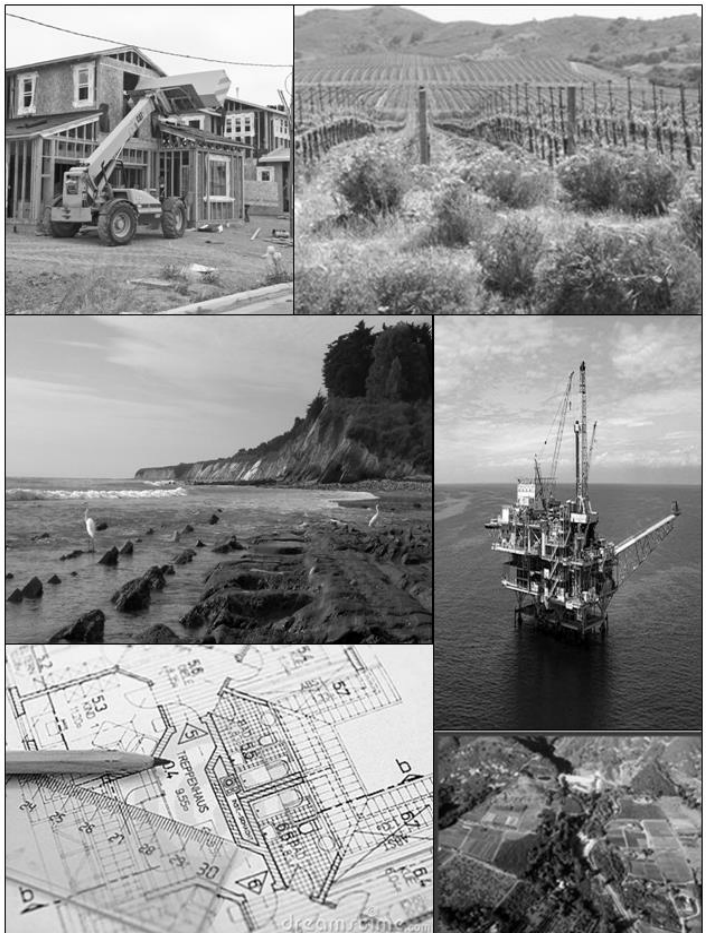
2018-19 Anticipated Accomplishments

- Staff inspected 100% of the 7,000 commercial weighing and measuring devices in the County. Some of the categories of devices inspected include:
    - 2,700 retail motor fuel meters (gas pumps) were inspected and resulted in a 97% compliance rate;
    - 1,100 small capacity scales (grocery store scales, farmers markets, recycling and shipping scales) were inspected and resulted in a 95% compliance rate;
    - 340 heavy capacity scales (vehicle scales, livestock and winery scales) were inspected and resulted in an 75% compliance rate;
    - 100 taxi meters were inspected and resulted in a 90% compliance rate.
    - Staff inspected 725 business locations with price verification/point of sales pricing systems in place.
- New positions recruited and hired for County cannabis program.
- Issued 10 Administrative Civil Penalties for price inspection overcharges.
- Participated as a voting delegate at annual conferences, a forum for consensus standards.
- Replaced aging High Flow Petroleum inspection trailer unit with a more efficient and safer testing unit.
- Provided the necessary training and support for the new combined Agriculture Weights & Measures inspector position to successfully integrate into all weights & measures programs.
- Worked with State partners on developing testing procedures for alternative energy fuel sources, such as hydrogen fuel dispensers, and transportation measuring system companies.
- Conducted education outreach and enforcement to agricultural growers and licensed cannabis cultivators on the state's weights and measures laws and regulations.
- Provide the necessary training and support for the new combined Agriculture/Weights & Measures Inspector position to successfully integrate into all programs.
- Supported staff with professional development.

2019-20 Objectives

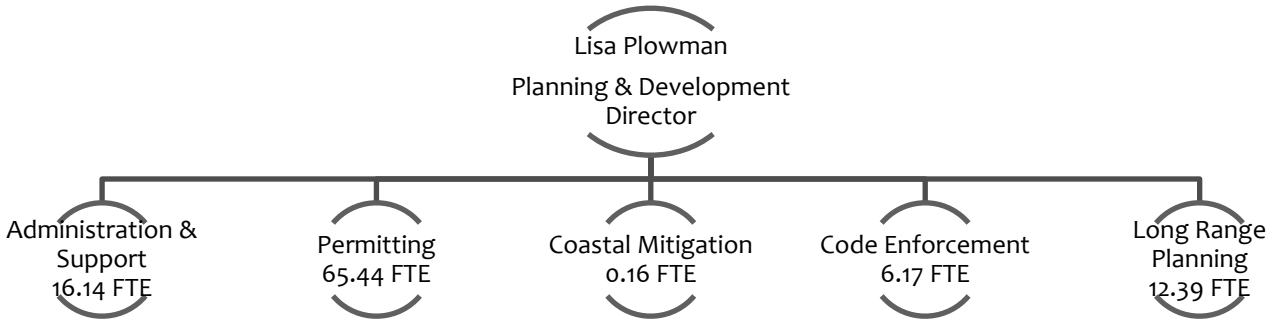
- Educate the public on the Weights and Measures program and its protection of the consumer and safeguard equity in the marketplace.
- Continue working with State partners on developing testing procedures for electric vehicle charging stations.
- Acquire testing equipment and train staff on the new electric vehicle charging station inspection procedures.
- Under California Division of Measurement Standard's (DMS) guidance and oversight, conduct training, outreach and enforcement on the regulatory program of device and package inspections of licensed cannabis businesses.
- Replace aging electric watt-hour standard testing equipment 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.
- 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.
- Acquire testing equipment and train staff on the transportation network regulatory program.

Planning & Development



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 24,438,400**
Capital	**$ 10,300**
FTEs	**100.3**



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 and gas and mining development, including permitting facilities and ensuring facilities comply with permits.
- Manages and updates the Comprehensive Plan. Researches and develops land use policies, programs, and ordinances at the direction of the Board of Supervisors to foster long range economic, social, cultural, and environmental vitality throughout the County.

Highlights of 2019-20 Objectives

- Implement the cannabis ordinance by permitting cannabis operations that are consistent with State and local requirements and 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. automation efforts, digital file conversions, etc.).
- Continue major updates to the County's Comprehensive Plan, starting with the Circulation and Safety Elements.
- Work collaboratively with County departments to implement the FY 2019-20 Homeless Interagency Policy Council Work Plan.

Planning & Development

Highlighted Renew '22 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

Implementation in FY 2019-20

- 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

- Increase Cost Recovery for Permit Appeals
  - Current fees for appeals of planning permits does not fully recover costs
  - General Fund subsidy for permit appeals is $240,000 per year
  - Balance cost recovery with open access to appeal process

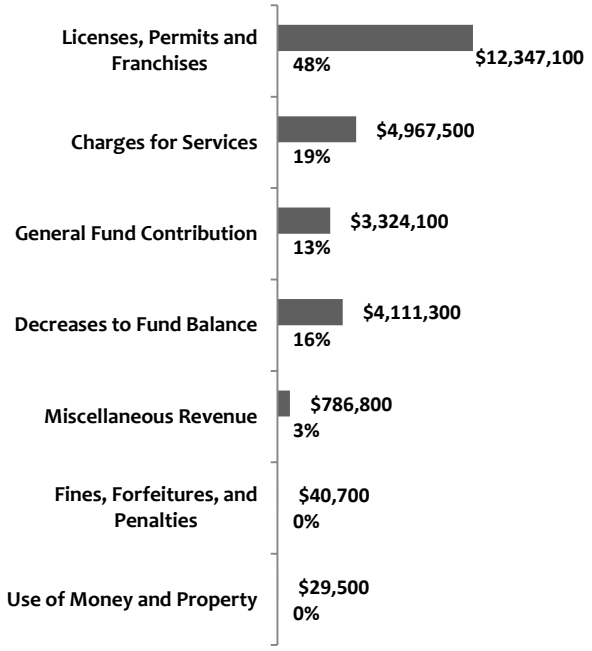
Future Year Implementation

- Online Permitting Tools
  - Explore additional opportunities with Accela permitting system
  - Add additional online tools to increase efficiency of permit process

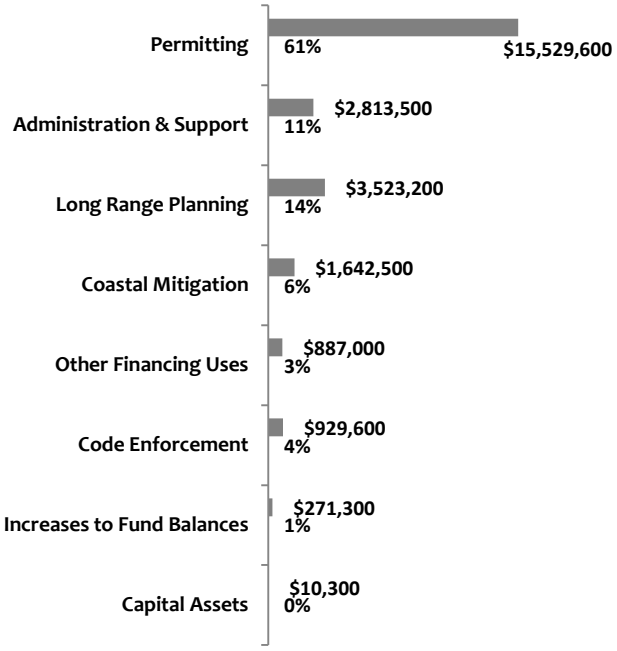
Planning & Development

Recommended Sources & Uses of Funds

Source of Funds - $25,607,000

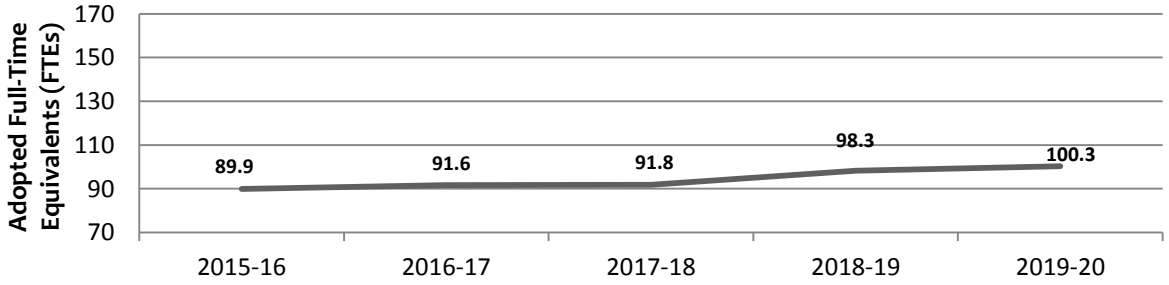


Use of Funds - $25,607,000



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	14.68	16.13	16.13	16.14	0.01
Permitting	57.09	63.60	63.60	65.44	1.84
Coastal Mitigation	0.13	0.17	0.17	0.16	(0.01)
Code Enforcement	2.25	6.21	6.21	6.17	(0.04)
Long Range Planning	10.72	12.19	12.19	12.39	0.20
Total	84.88	98.30	98.30	100.30	2.00

Budget By Budget Program					
Administration & Support	$ 2,621,694	$ 2,824,300	$ 2,547,100	$ 2,813,500	$ (10,800)
Permitting	10,003,570	14,496,400	12,823,200	15,529,600	1,033,200
Coastal Mitigation	103,778	1,349,900	420,800	1,642,500	292,600
Code Enforcement	344,720	941,000	665,300	929,600	(11,400)
Long Range Planning	2,303,113	2,811,900	1,991,900	3,523,200	711,300
Total	$ 15,376,876	$ 22,423,500	$ 18,448,300	$ 24,438,400	$ 2,014,900

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 12,214,245	$ 14,447,500	$ 13,101,100	$ 14,724,700	$ 277,200
Services and Supplies	2,497,782	6,058,200	4,367,400	7,428,900	1,370,700
Other Charges	664,849	1,917,800	979,800	2,284,800	367,000
Total Operating Expenditures	15,376,876	22,423,500	18,448,300	24,438,400	2,014,900
Capital Assets	16,792	12,200	12,100	10,300	(1,900)
Other Financing Uses	135,083	1,000,000	120,000	887,000	(113,000)
Increases to Fund Balances	687,619	471,300	607,200	271,300	(200,000)
Fund Balance Impact (+)	474,855	-	248,200	-	-
Total	$ 16,691,225	$ 23,907,000	$ 19,435,800	$ 25,607,000	$ 1,700,000

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 10,763,759	$ 11,721,600	$ 10,742,600	$ 12,347,100	$ 625,500
Fines, Forfeitures, and Penalties	24,817	19,500	138,400	40,700	21,200
Use of Money and Property	28,831	28,000	71,300	29,500	1,500
Intergovernmental Revenue	15,539	-	-	-	-
Charges for Services	1,304,646	4,351,100	3,392,000	4,967,500	616,400
Miscellaneous Revenue	699,745	770,000	739,900	786,800	16,800
Total Operating Revenues	12,837,338	16,890,200	15,084,200	18,171,600	1,281,400
Other Financing Sources	1,775	-	-	-	-
Decreases to Fund Balances	262,613	3,427,300	762,100	4,111,300	684,000
General Fund Contribution	3,589,500	3,589,500	3,589,500	3,324,100	(265,400)
Total	$ 16,691,225	$ 23,907,000	$ 19,435,800	$ 25,607,000	$ 1,700,000

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

Planning & Development

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Increase of 2.0 FTE:
  - 2.0 FTE increase reflects the addition of two full-time planner positions in FY 2019-20; these positions will provide permit information and permitting services related to the County's Cannabis Ordinance.

Expenditures

- Net operating expenditure increase of $2,014,900:
  - +$277,200 increase in Salaries and Employee Benefits due to the addition of two full-time planner positions, general salary and benefit cost increases, offset by mandatory budgeted salary savings per Board-adopted budget guidelines and allocation policy and staffing vacancies due to recruiting challenges.
  - +$1,370,700 increase in Services and Supplies due to a $678,500 increase in applicant-funded consultant services, increases of $714,700 in Long Range Planning contract-based projects, offset by a decrease of $22,500 in miscellaneous office expenses such as software and office supplies.
  - +$367,000 increase in Other Charges due to a $320,000 increase in coastal mitigation grant awards, $54,000 increase in general County support services such as motor pool and information technology charges, and $13,000 increase in general liability insurance charges, offset by a decrease of $20,000 in development mitigation grant awards.
- Net non-operating expenditure decrease of $314,900:
  - -$113,000 decrease in Other Financing Uses reflecting a decreased transfer to the Community Services Department for expenditures related to the Jalama Beach affordable overnight accommodations.
  - -$200,000 decrease in Increases to Fund Balances primarily reflecting a reduction to Committed and Restricted Fund Balance components to fund one-time needs.
  - -$1,900 decrease in Capital Assets representing changing equipment replacement needs.

These changes result in recommended operating expenditures of $24,438,400 and non-operating expenditures of $1,168,600, for total expenditures of $25,607,000.

Revenues

- Net operating revenue increase of $1,281,400:
  - +$625,500 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.
  - +$616,400 increase in Charges for Services reflecting increases in applicant-funded consultant services and petroleum inspection fee revenue.
  - +$16,800 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.
  - +$21,200 increase in Fines, Forfeitures, and Penalties reflecting projected revenue recovery.
  - +$1,500 increase in Use of Money and Property due to Interest Income.

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

- Net non-operating revenue increase of $418,600:
  - -$265,400 decrease in General Fund Contribution reflecting a reduction in General Fund allocation.
  - +$684,000 increase in Use of Fund Balances reflecting a $856,000 increase in one-time funding for Long Range Planning projects and $320,000 increase in grant award reimbursements that will be administered by the Coastal Resource Enhancement Fund Grant Program, offset by a $200,000 decrease for one-time contract needs, $113,000 decreased transfer amount of mitigation funds to the Community Services Department for the Jalama Beach affordable overnight accommodations project, $21,900 decreased transfer amount of cannabis tax revenues to support cannabis enforcement activities, a $65,000 decrease in one time funding for department operations (e.g., office security and succession planning), a $20,000 decrease for development mitigation grant program, and $72,100 decrease for various changes in use of fund balance for one-time needs.

These changes result in Recommended operating revenues of $18,171,600, non-operating revenues of $7,435,400, for total revenues of $25,607,000.

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration				
Percent of lost time at 4% or less, providing a productive workforce.	3% 5,930/ 176,344	2.9% 5,130/ 176,129	4.0% ~7,130 / 178,387	Target < 4%
Percent of departmental Employee Performance Reviews completed by the due date.	77% 61/79	92.4% 61/66	95.8% ~91/95	Target = 100% ~ 95/95
Permitting				
Provide initial planner feedback on staff-issued permit applications within ten (10) working days of application submittal.	94% 458/486	94.7% 445/470	91.9% ~ 557/606	Target = 100% ~ 606/606
Issue complete or incomplete letters on discretionary project submittals within thirty (30) days of submittal or re-submittal by the project applicant.	98% 196/200	99.5% 199/200	100% ~ 254/254	Target = 100% ~ 254/254
Approve staff-issued permits within sixty (60) days of application submittal.	59% 403/686	57.6% 358/621	65% ~ 431/663	Target = 80% ~ 520/650
Present to decision maker within four (4) months of application completeness on planning projects that require a CEQA Exemption.	71% 36/51	75.9% 41/54	80.0% ~32/40	Target = 95% ~ 38/40
Present to decision maker within six (6) months of application completeness on planning projects that require a Negative Declaration or addendum to Negative Declaration.	69% 18/26	61.1% 11/18	50.0% ~2/4	Target = 80% ~ 4/5
Conduct pre-construction meetings on projects requiring permit compliance monitoring within five (5) working days of an applicant's requested date.	97% 34/35	100% 32/32	100% ~20/20	Target = 100% ~ 22/22
Conduct final inspections on projects for sign-off on conditions of approval within five (5) working days of an applicant's requested date.	100% 64/64	98.8% 79/80	99.0% ~198/200	Target = 100% ~ 175/175
For planning permits requiring a security deposit, provide applicants an estimate of total costs where 90% of estimates are within 10% of actual costs.	67% 232/348	71.9% 294/409	74.9% ~302/403	Target = 90% ~ 360/400
Complete first plan check review for grading plans < 1500 cubic yards within two (2) weeks of application acceptance.	86% 100/116	89% 100/112	75% ~96/128	Target = 100% ~ 130/130

Planning & Development

Performance Measures (cont'd)

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Complete inspections within one business day of requested date.	99.4% 21,666/21,801	99.3% 24,124/24,282	99.8% ~ 28,018/28,070	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% 585/707	82.7% 640/774	75.0% ~573/764	Target = 100% ~ 765/765
Provide complete response to project applicants within 30 calendar days for compliance plans that require approval or updating.	98% 41/42	98% 12/13	100% ~ 10/10	Target = 100% ~ 12/12
Perform oil well and tank farm inspections on all well and tank farm sites monitored by the Petroleum Unit.	2,826	2,744	~ 2,450	Target = ~2,00
Code Enforcement				
Make a determination of whether a violation exists within 60 days of receiving the complaint.	85% 498/587	76.1% 344/452	90.1% ~ 347/385	Target = 100% ~ 385/385
Send initial advisory contact letter to property owners within one business day for non-health and safety or ongoing construction complaints.	98% 299/305	98.0% 342/349	97.9% ~ 333/340	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	0.92	1.00	1.00	1.00	-
ASST DIRECTOR	1.10	0.89	0.89	0.69	(0.20)
PLANNING PROCESS ANALYST	0.92	0.94	0.94	0.94	-
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
BUSINESS MANAGER	0.73	0.85	0.85	0.85	-
PROGRAM ADMINISTRATOR	-	-	-	1.00	1.00
FINANCIAL OFFICE PRO	2.53	2.98	2.98	2.80	(0.18)
ADMN OFFICE PRO	2.89	2.70	2.70	2.09	(0.61)
COMPUTER SYSTEMS SPEC	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	0.86	0.87	0.87	0.87	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
ACCOUNTANT	0.36	0.90	0.90	0.90	-
ADMN OFFICE PRO SR	1.37	1.00	1.00	2.00	1.00
EDP SYS & PROG ANLST	-	1.00	1.00	-	(1.00)
Total	14.68	16.13	16.13	16.14	0.01

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 2,193,308	$ 2,354,100	$ 2,113,000	$ 2,389,000	$ 34,900
Services and Supplies	374,599	410,900	379,100	358,200	(52,700)
Other Charges	53,787	59,300	55,000	66,300	7,000
Total Operating Expenditures	2,621,694	2,824,300	2,547,100	2,813,500	(10,800)
Capital Assets	3,594	2,400	2,400	1,900	(500)
Increases to Fund Balances	151,489	250,000	250,000	50,000	(200,000)
Total Expenditures	$ 2,776,777	$ 3,076,700	$ 2,799,500	$ 2,865,400	$ (211,300)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	505,217	1,261,400	1,047,200	1,456,500	195,100
Fines, Forfeitures, and Penalties	9,875	11,500	6,400	10,700	(800)
Use of Money and Property	666	700	1,500	700	-
Charges for Services	9,736	43,400	34,600	37,400	(6,000)
Miscellaneous Revenue	235,623	303,000	245,000	319,100	16,100
Total Operating Revenues	761,117	1,620,000	1,334,700	1,824,400	204,400
Decreases to Fund Balances	12,606	402,700	142,700	93,800	(308,900)
General Fund Contribution	1,461,870	1,054,000	1,054,000	947,200	(106,800)
Total Revenues	$ 2,235,593	$ 3,076,700	$ 2,531,400	$ 2,865,400	$ (211,300)

2018-19 Anticipated Accomplishments

- Continued to convert paper staff-issued planning permits for online access by the public.
- Continued to provide training opportunities for line staff, supervisors, and managers as part of succession planning efforts.
- Upgraded the Department's web pages to be more user and mobile friendly.
- Installed new teleconferencing system solutions and procedures for use in conference rooms during staff meetings and hiring interviews and to facilitate collaborative review of project plans between office locations.
- Developed a Leadership Development Academy to strengthen leadership skills for prospective supervisors and managers.
- Continued employee engagement efforts to identify and implement areas for improvement including positive motivators for staff, mentoring, and training programs.

2019-20 Objectives

- Create and implement a Department-wide on boarding program for all new hires.
- Initiate a second round of the Leadership Development Academy for prospective supervisors and managers.
- Develop a complete training program for all new hires and existing staff.
- Establish an Enterprise Fund to support full cost recovery model for permitting services.
- Develop credit card acceptance policies and procedures for counter and accounting staff.
- Implement credit card option for online and direct permit and invoice payments.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	0.05	-	-	-	-
ASST DIRECTOR	0.42	0.74	0.74	0.75	0.01
DEPUTY DIRECTOR	1.94	2.52	2.52	2.53	0.01
ENTERPRISE LDR-GEN	0.49	-	-	-	-
PLANNER SUPERVISING	3.33	4.45	4.45	4.47	0.02
PLANNING PROCESS ANALYST	0.08	0.06	0.06	0.06	-
ENERGY SPECIALIST	0.97	0.80	0.80	0.80	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	3.00	3.00	3.00	4.00	1.00
BUSINESS MANAGER	0.02	-	-	-	-
PLANNER	19.90	22.85	22.85	24.76	1.90
BLDG ENGNR INSPECTOR SUPV	3.00	3.70	3.70	3.70	-
FINANCIAL OFFICE PRO	0.04	0.02	0.02	0.04	0.02
ADMN OFFICE PRO	4.19	4.50	4.50	5.27	0.77
PETROLEUM SPECIALIST	1.99	2.00	2.00	2.00	-
ASST PLAN CHECKER	3.88	4.00	4.00	3.00	(1.00)
BLDG ENGNR INSPECTOR SPEC	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	0.01	-	-	-	-
GRADING INSPECTOR SR	1.97	1.95	1.95	1.95	-
BLDG ENGNR INSPECTOR	7.11	7.91	7.91	8.01	0.10
ACCOUNTANT	0.02	0.10	0.10	0.10	-
ADMN OFFICE PRO SR	1.67	2.00	2.00	1.00	(1.00)
BUILDING PERMIT TECH	2.00	2.00	2.00	2.00	-
Total	57.09	63.60	63.60	65.44	1.84

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 8,005,176	$ 9,247,200	$ 8,621,500	$ 9,522,700	$ 275,500
Services and Supplies	1,502,428	4,705,000	3,668,500	5,412,600	707,600
Other Charges	495,966	544,200	533,200	594,300	50,100
Total Operating Expenditures	10,003,570	14,496,400	12,823,200	15,529,600	1,033,200
Capital Assets	10,863	8,200	8,100	7,100	(1,100)
Other Financing Uses	135,083	1,000,000	120,000	887,000	(113,000)
Increases to Fund Balances	116,224	60,000	107,700	60,000	-
Total Expenditures	$ 10,265,740	$ 15,564,600	$ 13,059,000	$ 16,483,700	$ 919,100
Budget By Categories of Revenues					
Licenses, Permits and Franchises	9,907,966	9,926,800	9,389,400	10,435,300	508,500
Fines, Forfeitures, and Penalties	-	-	80,000	10,000	10,000
Use of Money and Property	14,431	15,600	25,900	16,500	900
Charges for Services	1,280,481	4,244,000	3,254,400	4,775,700	531,700
Miscellaneous Revenue	4,022	6,000	2,900	6,200	200
Total Operating Revenues	11,206,899	14,192,400	12,752,600	15,243,700	1,051,300
Other Financing Sources	1,775	-	-	-	-
Decreases to Fund Balances	240,984	1,108,000	157,000	965,000	(143,000)
General Fund Contribution	39,165	264,200	264,200	275,000	10,800
Total Revenues	$ 11,488,822	$ 15,564,600	$ 13,173,800	$ 16,483,700	$ 919,100

2018-19 Anticipated Accomplishments

- Provided 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.
- Received the CSAC Award for Innovation for the online interactive map developed to provide information following the Montecito Debris Flow event.
- Completed processing major projects including:
  - Local Coastal Program Amendment for the CalTrans Highway 101 HOV Lanes Project
  - Debris Flow Nets Emergency Permit
  - Cuyama SEPV private utility scale solar development
  - Lompoc Stone Reclamation project
- Began to implement procedures to accept digital submittals and the electronic permit review of applications.
- Processed and approved approximately 1,400 zoning permits and 3,830 building permits with an estimated valuation of $250 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 2,450 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.

2019-20 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.
- 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.
- 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.
- 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.

PERMITTING BUDGET PROGRAM (CONT'D)

- 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 three major onshore oil and gas projects in the Cat Canyon area—AERA, ERG, PetroRock—as well as for the Exxon Mobil Interim Trucking and the Strauss Wind projects.
- Continue to monitor the cleanup and 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPUTY DIRECTOR	-	0.02	0.02	0.02	-
PLANNER	0.13	0.15	0.15	0.14	(0.01)
Total	0.13	0.17	0.17	0.16	(0.01)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 19,843	$ 32,700	$ 23,000	$ 32,400	$ (300)
Services and Supplies	20,173	63,200	62,800	56,100	(7,100)
Other Charges	63,763	1,254,000	335,000	1,554,000	300,000
Total Operating Expenditures	103,778	1,349,900	420,800	1,642,500	292,600
Increases to Fund Balances	399,906	161,300	249,500	161,300	-
Total Expenditures	$ 503,684	$ 1,511,200	$ 670,300	$ 1,803,800	$ 292,600
Budget By Categories of Revenues					
Use of Money and Property	13,734	11,700	43,900	12,300	600
Charges for Services	14,430	63,700	53,000	56,400	(7,300)
Miscellaneous Revenue	459,990	461,000	461,000	461,500	500
Total Operating Revenues	488,154	536,400	557,900	530,200	(6,200)
Decreases to Fund Balances	9,023	974,800	112,400	1,273,600	298,800
Total Revenues	$ 497,177	$ 1,511,200	$ 670,300	$ 1,803,800	$ 292,600

Coastal Mitigation Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Administered the Coastal Resource Enhancement Fund (CREF) Grant Program, including preparing the annual status report, updating the CREF guidelines, and conducting the competitive grant evaluation process for the 2019 cycle. These grants are available to fund acquisition of coastal properties for recreation and conservation purposes and various coastal projects, including capital improvements, planning and research, and educational exhibits.
- Executed multiple agreements with CREF grant awardees.
- Monitored grant awards funded through CREF to ensure that the projects comply with their contracts/grant proposals and provide expected public benefits.

2019-20 Objectives

- Execute multiple agreements with CREF grant awardees.
- Monitor grant awards funded through CREF to ensure that the projects comply with their contracts/grant proposals and provide expected public benefits.

Planning & Development

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	0.14	0.13	0.13	0.25	0.12
DEPUTY DIRECTOR	0.06	0.46	0.46	0.45	(0.01)
ENERGY SPECIALIST	0.03	0.20	0.20	0.20	-
PLANNER SUPERVISING	0.51	0.55	0.55	0.53	(0.02)
PLANNER	0.93	3.43	3.43	3.40	(0.03)
BLDG ENGNR INSPECTOR SUPV	-	0.30	0.30	0.30	-
PETROLEUM SPECIALIST	0.01	-	-	-	-
GRADING INSPECTOR SR	0.03	0.05	0.05	0.05	-
BLDG ENGNR INSPECTOR	0.54	1.09	1.09	0.99	(0.10)
Total	2.25	6.21	6.21	6.17	(0.04)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 338,892	$ 930,500	$ 636,800	$ 902,700	$ (27,800)
Services and Supplies	4,157	6,500	25,300	14,500	8,000
Other Charges	1,672	4,000	3,200	12,400	8,400
Total Operating Expenditures	344,720	941,000	665,300	929,600	(11,400)
Total Expenditures	$ 344,720	$ 941,000	$ 665,300	$ 929,600	$ (11,400)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	198,871	290,000	186,000	248,200	(41,800)
Fines, Forfeitures, and Penalties	14,942	8,000	52,000	20,000	12,000
Total Operating Revenues	213,813	298,000	238,000	268,200	(29,800)
Decreases to Fund Balances	-	376,000	330,000	354,500	(21,500)
General Fund Contribution	201,000	267,000	267,000	306,900	39,900
Total Revenues	$ 414,813	$ 941,000	$ 835,000	$ 929,600	$ (11,400)

Code Enforcement Budget Program (cont'd)

2018-19 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.
- Reviewed and adjusted established procedures and cost estimates relative to cannabis enforcement following six months of operation.
- Streamlined coordination between code enforcement and permit compliance staff by restructuring staff reporting and supervision.
- Developed tracking and reporting systems for short-term rental compliance and enforcement.

2019-20 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 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	0.03	-	-	-	-
ASST DIRECTOR	0.15	0.24	0.24	0.31	0.07
DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
PLANNER SUPERVISING	2.85	2.00	2.00	2.00	-
BUSINESS MANAGER	-	0.15	0.15	0.15	-
PLANNER	5.99	7.87	7.87	8.00	0.13
FINANCIAL OFFICE PRO	-	-	-	0.16	0.16
ADMN OFFICE PRO	0.58	0.80	0.80	0.64	(0.16)
MAPPING/GIS ANALYST	0.13	0.13	0.13	0.13	-
Total	10.72	12.19	12.19	12.39	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,657,027	$ 1,883,000	$ 1,706,800	$ 1,877,900	$ (5,100)
Services and Supplies	596,425	872,600	231,700	1,587,500	714,900
Other Charges	49,661	56,300	53,400	57,800	1,500
Total Operating Expenditures	2,303,113	2,811,900	1,991,900	3,523,200	711,300
Capital Assets	2,336	1,600	1,600	1,300	(300)
Increases to Fund Balances	20,000	-	-	-	-
Total Expenditures	$ 2,325,449	$ 2,813,500	$ 1,993,500	$ 3,524,500	$ 711,000
Budget By Categories of Revenues					
Licenses, Permits and Franchises	151,705	243,400	120,000	207,100	(36,300)
Intergovernmental Revenue	15,539	-	-	-	-
Charges for Services	-	-	50,000	98,000	98,000
Miscellaneous Revenue	110	-	31,000	-	-
Total Operating Revenues	167,355	243,400	201,000	305,100	61,700
Decreases to Fund Balances	-	565,800	20,000	1,424,400	858,600
General Fund Contribution	1,887,465	2,004,300	2,004,300	1,795,000	(209,300)
Total Revenues	$ 2,054,820	$ 2,813,500	$ 2,225,300	$ 3,524,500	$ 711,000

Long Range Planning Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Completed Coastal Commission certification of the Cannabis Ordinance.
- Completed Coastal Commission certification of the Gaviota Coast Plan.
- Completed Coastal Commission certification of the Montecito Design Guidelines Phase II project to limit the size and/or number of detached accessory structures on residential parcels in Montecito.
- Completed the Eastern Goleta Valley Community Plan Focused Environmentally Sensitive Habitat/Riparian Corridor Overlay Mapping project.
- Completed local adoption and Coastal Commission certification of the Accessory Dwelling Unit Ordinance to provide opportunities for second units on properties consistent with State law.
- Completed local adoption of the Agricultural Employee Dwelling Ordinance which downshifts permitting to encourage the production of agricultural employee dwellings.
- Completed local adoption of the Coastal Resiliency project which included amendments to the Coastal Land Use Plan and Coastal Zoning Ordinance to address the effects of climate change and sea level rise.
- Anticipate adoption of the Hoop Structure Ordinance Amendments, which provides standards for exemption of hoop structures on inland agricultural lands to support the evolving needs of agriculture.
- Complete the Hollister-State Street streetscape plan that will set forth specific design components for the Public Works Department's roadway plans for the Hollister-State Street corridor.
- Continue implementation of the 2015-23 Housing Element, including evaluation and adoption of modifications to the Zoning Ordinances to (1) expand and streamline the application of the County's density bonus provisions in accordance with State Density Bonus Law (Government Code Section 65915); (2) create objective design standards for qualifying multiple-family projects, consistent with Senate Bill (SB) 35 streamlining requirements (Government Code Section 65913.4); and (3) allow supportive housing with a ministerial permit in zones where other residential and mixed uses are allowed, in compliance with AB 2162 (Government Code Section 65583).

2019-20 Objectives

- Complete Coastal Commission certification of the Agricultural Employee Dwelling Ordinance.
- Complete Coastal Commission certification of the Coastal Resiliency Project Local Coastal Program amendments.
- 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 Airport Land Use Plan (ALUP) Compatibility project to amend the Comprehensive Plan and Land Use and Development Code to achieve consistency with the ALUP.
- 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
- Complete the Coastal Development Permit for the Santa Claus Lane Project, a master plan for streetscape improvements, safe beach access, and parking improvements to enhance recreation and business opportunities along Santa Claus Lane.

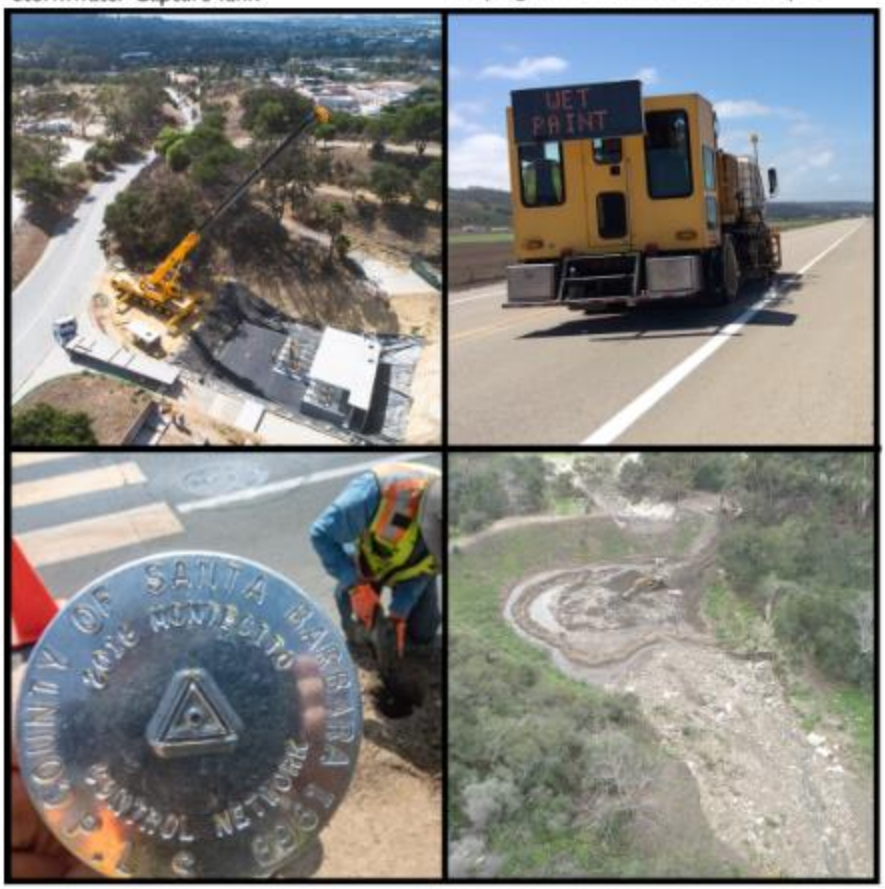
Long Range Planning Budget Program (cont'd)

- Complete local adoption of the Cannabis Ordinance amendments to ban all cultivation on certain properties zoned Agriculture I in the County's Land Use and Development Code, and to expand noticing for cannabis operations affecting Existing Developed Rural Neighborhoods in the Coastal and County Land Use and Development Codes.
- Complete local adoption of amendments to the Coastal Zoning Ordinance to address short-term rentals by allowing certain existing short-term rentals to continue to operate subject to a permit or license which will be reviewed annually until the property is sold, allowing short-term rentals on certain commercially zoned lots, and allowing homestays on residentially-zoned properties.
- Complete conceptual design work and environmental review for the Rodeo Road (Union Valley Parkway) extension to provide a connection in the Orcutt Community Plan between the Union Valley Parkway/U.S. Highway 101 interchange and the adjoining frontage road on the east side of U.S. Highway 101.
- Complete drafting of the ordinance amendments and environmental review of the agricultural tiered permitting ordinance amendments to create a revised zoning permit structure for certain agricultural uses and allow compatible new uses that support and encourage the continuation of local agricultural operations.
- Complete local adoption of ordinance amendments to address changes in State law regarding housing bonus density projects and the Housing Accountability Act, as well as to address SB 35 to create a streamlined, ministerial process for qualifying housing projects.
- Commence updating the Energy and Climate Action Plan to achieve a new greenhouse gas reduction target of 50% below 1990 baseline emission levels by the year 2030.
- Complete drafting of Utility Grade Solar Ordinance amendments and complete environmental review to provide a permit path for utility grade solar projects in areas well suited for this type of clean energy generation.
- Complete the adoption of a vehicle miles traveled- based threshold and commence environmental review of the Circulation Element to achieve compliance with current and upcoming State requirements.
- Make substantial progress in updating the Safety Element to address climate adaptation and resiliency strategies, by completing the Vulnerability Assessment and Adaption Plan and commencing environmental review.
- Pursue grants to fund additional long range planning work prioritized in the work program.

Public Works

South Coast Recycling and Transfer Station Stormwater Capture Tank

Striping on Ocean Avenue in Lompoc



Survey Control Network in Montecito

Debris and Sediment Removal from the Romero Canyon Basin.

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 136,668,900**
Capital	**$89,416,000**
FTEs	**281.25**

Scott D. McGolpin
Department Director

- Administration & Support 16.00 FTE
- Transportation 117.00 FTE
- Surveyor 5.00 FTE
- Water Resources 48.00 FTE
- Resource Recovery & Waste Management 95.25 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 281 full-time equivalent (FTE) staffing at 16 locations throughout the County. Public Works is responsible for: County-maintained roads, traffic engineering, review and permitting of private land development, design engineering and construction management, land surveying and map processing, water supply planning, storm water permitting activities and flood protection, solid waste planning, engineering and management, inactive landfill management, wastewater systems management, and special districts.

Highlights of 2019-20 Objectives

- Work closely with all divisions within Public Works to maximize disaster related reimbursement from FEMA and CalOES.
- Develop a business plan for Laguna Sanitation Plant debt issuance and upgrade.
- Implement a new employee orientation that compliments the County program to introduce staff to the Public Works department.
- Complete Ashley Road Bridge replacement less than two years after debris flow.
- Construct $8M of capital maintenance to address deferred maintenance backlog including pavement, drainage, traffic devices, bridges, and hardscape repairs.
- Provide mandated surveying services to County Government, survey professionals and the general public.
- Implement web-based electronic project submittal for project reviews in accordance with Renew '22.
- Research and prepare GIS software solutions for the 2020 redistricting process.
- Commence construction of Lower Mission Creek Flood Control Project Reaches 2B-2 and 3.
- Initiate final Cachuma Contract discussions for final contract approval in 2020.
- Acquire a long term debris management site to ensure cost effective and timely excavations of basins, channels, and estuaries for flood protection and allow repurposing of these materials.
- Continue construction monitoring and management for the Tajiguas Resource Recovery Project.
- Completion of the Baron Ranch Master Plan and submittal to the Board of Supervisors for direction.
- Commence construction of Laguna County Sanitation District plant upgrade including securing financing, bidding, and award of construction contract.

Public Works

Highlighted Renew '22 Initiatives

Already Underway

- Reconfigure Maintenance Operations
  - Adjust schedule for maintenance activities, creating two-year plan, and identifying activities that can be modified to increase efficiencies.
  - This is completed – the Road Crews have been reconfigured and we are monitoring results.
- Combine Flood Control and Project Clean Water Plan Check
  - Results in a single point of review and approval, reducing redundancy for the customer.
  - Staff are writing joint condition letters for Flood Control and Project Clean Water Projects.

Implementation in FY 2019-20

- Create a digital map submittal and review system in Surveyor's Office.
  - This would establish a comprehensive web submittal equipped with quality control and systems for project tracking in the database.

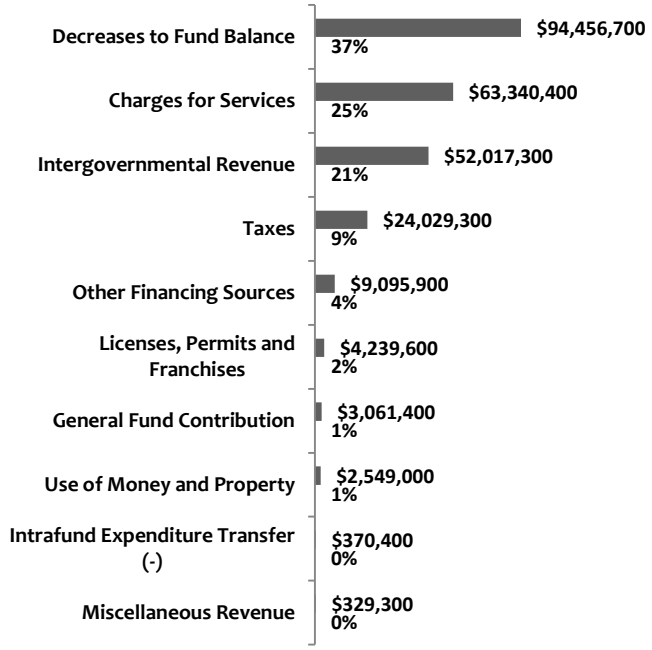
Future Year Implementation

- Water Agency / Groundwater Measurements
  - Transition annual groundwater measurements due to new State regulations related to the Groundwater Sustainability Act (GSA).
  - GSAs will be required to measure groundwater wells and County measures would become redundant.
- Transfer sidewalk maintenance to adjacent property owners
  - This would place responsibility for sidewalk maintenance and repair on adjacent property owners.
  - This would require board action on policy and codes. Next step is to discuss with the board.
- Remove forest service roads from the county maintained road system
  - This would place responsibility for road maintenance within the Los Padres National Forest with the Forest Service.
  - Scheduling of meeting with USFS pushed out due to Federal Govt Shutdown. Anticipate meeting in Spring/Summer of 2019.

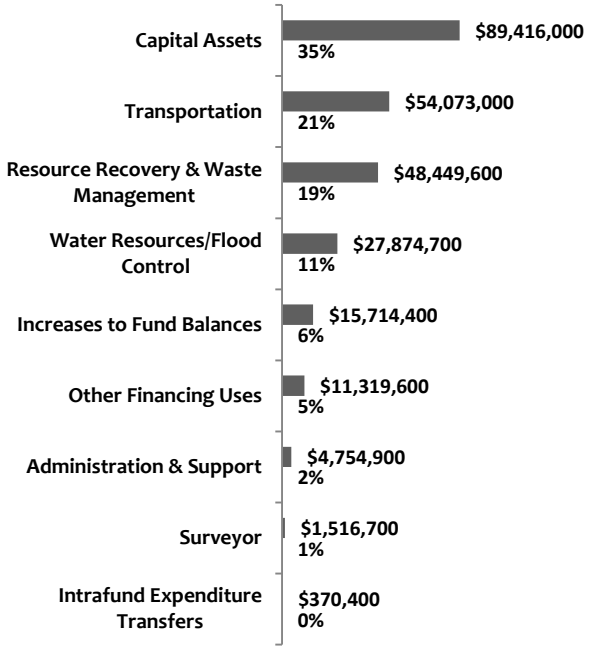
Public Works

Recommended Sources & Uses of Funds

Source of Funds - $253,489,300

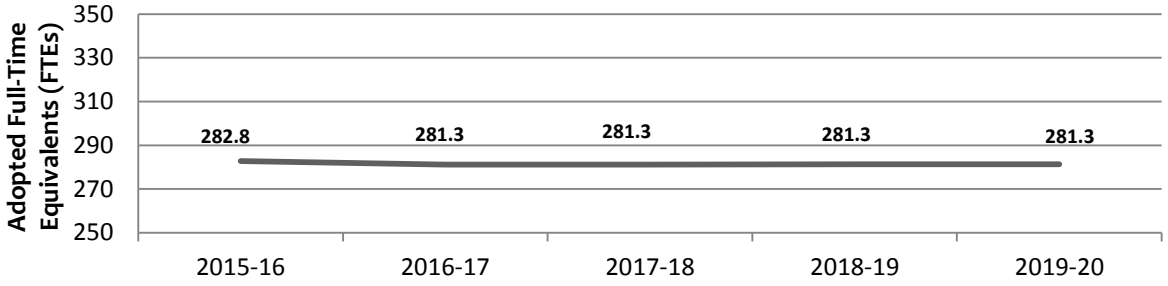


Use of Funds - $253,489,300



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	15.46	16.00	16.00	16.00	-
Transportation	106.04	117.00	117.00	117.00	-
Surveyor	5.05	5.00	5.00	5.00	-
Water Resources/Flood Control	43.85	48.00	48.00	48.00	-
Resource Recovery & Waste Management	89.06	95.25	95.25	95.25	-
Unallocated	0.27	-	-	-	-
Total	259.72	281.25	281.25	281.25	-

Budget By Budget Program					
Administration & Support	$ 4,032,030	$ 4,726,100	$ 4,534,000	$ 4,754,900	$ 28,800
Transportation	36,308,705	52,806,500	48,434,100	54,073,000	1,266,500
Surveyor	995,313	997,500	1,092,600	1,516,700	519,200
Water Resources/Flood Control	22,233,957	26,196,600	19,985,000	27,874,700	1,678,100
Resource Recovery & Waste Management	30,801,673	39,735,200	44,911,000	48,449,600	8,714,400
Total	$ 94,371,679	$ 124,461,900	$ 118,956,700	$ 136,668,900	$ 12,207,000

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 35,623,877	$ 38,421,700	$ 37,375,800	$ 39,163,200	$ 741,500
Services and Supplies	49,506,894	69,537,100	66,764,700	73,153,800	3,616,700
Other Charges	9,240,908	16,503,100	14,816,200	24,351,900	7,848,800
Total Operating Expenditures	94,371,679	124,461,900	118,956,700	136,668,900	12,207,000
Capital Assets	12,796,234	29,412,500	83,725,900	89,416,000	60,003,500
Other Financing Uses	13,517,269	8,691,300	18,854,400	11,319,600	2,628,300
Intrafund Expenditure Transfers (+)	67,634	362,500	366,800	370,400	7,900
Increases to Fund Balances	9,593,070	12,839,600	196,807,200	15,714,400	2,874,800
Fund Balance Impact (+)	4,914,038	-	-	-	-
Total	$ 135,259,922	$ 175,767,800	$ 418,711,000	$ 253,489,300	$ 77,721,500

Budget By Categories of Revenues					
Taxes	$ 24,255,785	$ 23,281,700	$ 23,526,800	$ 24,029,300	$ 747,600
Licenses, Permits and Franchises	3,287,169	3,698,400	4,151,300	4,239,600	541,200
Fines, Forfeitures, and Penalties	106,489	-	-	-	-
Use of Money and Property	1,423,645	1,180,300	2,544,000	2,549,000	1,368,700
Intergovernmental Revenue	23,432,303	44,450,600	36,796,500	52,017,300	7,566,700
Charges for Services	52,275,552	57,387,200	54,870,100	63,340,400	5,953,200
Miscellaneous Revenue	1,085,677	1,458,200	241,600	329,300	(1,128,900)
Total Operating Revenues	105,866,621	131,456,400	122,130,300	146,504,900	15,048,500
Other Financing Sources	9,360,385	6,459,600	182,452,700	9,095,900	2,636,300
Intrafund Expenditure Transfers (-)	67,634	362,500	366,800	370,400	7,900
Decreases to Fund Balances	16,351,073	34,465,600	110,737,500	94,456,700	59,991,100
General Fund Contribution	3,207,471	3,023,700	3,023,700	3,061,400	37,700
Fund Balance Impact (-)	406,739	-	-	-	-
Total	$ 135,259,922	$ 175,767,800	$ 418,711,000	$ 253,489,300	$ 77,721,500

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

Public Works

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- No change in total number of FTEs

Expenditures

- Net operating expenditure increase of $12,207,000 due to:
  - +$742,000 increase in Salaries and Employee Benefits consisting of:
    - +$855,000 increase in salary costs.
    - -$113,000 decrease in retirement costs due to employee pickup.
  - +$3,616,000 increase in Services and Supplies due to:
    - +$1,574,000 increase in debris maintenance needed due to fire & debris flow.
    - +$1,500,000 increase due to 5-year lease of heavy equipment for the landfill.
    - +$1,135,000 increase in Road Maintenance funding available.
    - +$1,401,000 increase due to Transportation projects at Floradale Bridge and Clark Ave/101 interchange.
    - +$243,000 increase in equipment parts and maintenance at Tajiguas and transfer stations.
    - -$913,000 decrease in capital projects due to anticipation of more time spent on emergency work.
    - -$1,324,000 decrease in landfill closure costs for current fiscal year.
  - $7,849,000 increase in Other Charges due to:
    - +$7,191,000 increase in interest expense for the Tajiguas Resource Recovery Project.
    - +$405,000 increase in Resource Recovery depreciation costs.
    - +$253,000 increase in Motor Pool Charges across the department.

- Net non-operating expenditure increase of $65,514,000 due to:
  - +60,003,000 increase in Capital Assets consisting of:
    - +$61,300,000 increase in Resource Recovery for the Tajiguas Resource Recovery Project.
    - -$1,297,000 decrease across the other four divisions due to timing of projects.
  - +$2,628,000 increase in Other Financing Uses due to:
    - +$4,289,000 increase in Resource Recovery transfers out related to debt payments.
    - -$1,661,000 decrease in transfers between Public Works funds.
  - +$8,000 increase in Intrafund Expenditure Transfers (+) for transfers between divisions.
  - +$2,875,000 increase in contribution to Fund Balances, from $12,839,000 in FY 2018-19 to $15,714,000 in FY 2019-20.

These changes result in Recommended operating expenditures of $136,669,000, non-operating expenditures of $116,820,000, and total expenditures of $253,489,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

Revenues

- Net operating revenue increase of $15,049,000 primarily due to:
  - +$748,000 increase in Taxes due to increase in property taxes and sales tax across all divisions.
  - +$541,000 increase in Licenses, Permits, and Franchises due to an increase in permit revenue.
  - +$1,369,000 increase in Use of Money and Property across all funds due to increased interest rates.
  - +$7,567,000 increase in Intergovernmental Revenues consisting of:
    - +$2,553,000 increase in transportation related SB1 and Prop 42 revenues.
    - +$2,000,000 increase in Resource Recovery grant from Cal Recycle.
    - +$1,982,000 increase in South Coast Flood Zone for additional projects anticipated.
    - +$706,000 increase in South Coast Flood Zone Prop 1 and DWR Grants.
    - +$326,000 increase in Transportation for additional work on the Obern Trail project.
  - +$5,953,000 increase in Charges for Services due to:
    - +$7,695,000 increase in Resource Recovery Sanitation Service Fees.
    - +$511,000 increase in Laguna Sanitation annual connection fee increases and new No Co Jail connections.
    - -$1,111,000 decrease in charges for labor in Transportation funds due to lower overhead rate & more project work anticipated.
    - -$1,142,000 decrease in charges for labor in Transportation funds due to more project work anticipated.
  - -$1,129,000 decrease in Miscellaneous Revenue in Resource Recovery for recyclable sales.

- Net non-operating revenue increase of $62,672,000:
  - +$2,636,000 increase in Other Financing Sources due to:
    - +$4,288,000 increase in transfers due to the Tajiguas Project debt payments.
    - +$479,000 increase in General Fund Contributions.
    - -$584,000 decrease in Operating Transfers In due to Orcutt ditch project in prior year.
    - -$1,547,000 decrease in transfers between funds.
  - +$8,000 increase in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works.
  - +$38,000 increase in General Fund Contribution.
  - +$59,990,000 increase in release of Fund Balances from an amount of $34,466,000 in FY 2018-19 to $94,456,000 in FY 2019-20.

These changes result in Recommended operating revenues of $146,505,000 and non-operating revenues of $106,984,000, for total revenues of $253,489,000. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration & Support				
Percentage of department workforce "Lost Time" (Target=4.5%)	5.4% 31,852/589,860	4.3% 23,290/540,492	4.2% 23,246/548,389	4.2% 23,246/548,389
Percentage of departmental Information Technology requests resolved within 4 working hours (Target=100%)	95% 1,544/1,625	95% 1,568/1,650	91.7% 1,571/1,714	96.0% 1,648/1,716
Percentage of randomly selected employees tested for Drugs & Alcohol within the quarter	97.7% 85/87	100% 38/38	100% 48/48	100% 50/50
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date (Target=100%)	85.1% 240/282	87.1% 245/282	100% 282/282	100% 282/282
Transportation				
Average Pavement Condition Index (PCI) for the County Maintained Road System (Target=70)	58	57	57	70
Percentage of Transportation service requests responded to within 48 hours (Target/standard=95%)	99.0% 1,280/1,295	99.0% 1,112/1,126	95% 1,140/1,200	95% 950/1,000
Percentage of design and construction administration costs for completed pavement preservation project costs (Target=20%)	19%	21%	20%	20%
Percentage of school zone traffic control pavement markings refreshed annually (Target=25%)	45% 20/44	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%)	47% 74/156	76% 182/239	73% 256/351	100% 350/350
Average number of days to complete development project reviews(Target=30 days)	20	25	25	30
Average number of days to publish recorded maps on the County web site (Target=15 days)	18	18	12	15

Public Works

Performance Measures (cont'd)

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Water Resources				
Percentage of planned flood control maintenance projects completed (Target=95%)	100% 33/33	98% 39/40	97% 29/30	95% 29/30
Percentage of water quality inquiries responded to within 24 hours (Target=90%)	97% 83/86	96% 66/69	97% 70/72	90% 72/80
Percentage of flood control maintenance requests responded to within 48 hours (Target/standard=90%)	98% 160/163	93% 223/240	95% 162/170	90% 135/150
Percentage of plan check submittals completed within two weeks (Target=90%)	100% 69/69	100% 29/29	95% 38/40	90% 45/50
Resource Recovery & Waste Management				
Percentage of waste diversion (recycling) as calculated by Cal Recycle (Target=75% by 2020)	72%	72%	71%	71%
Percentage of Laguna County Sanitation's sewer system flushed and/or videoed annually (Target=50%)	54% 67.4/124	62% 77.5/125	50% 62.5/125	50% 62.5/125
Average annual cost per pound of household hazardous waste disposed (Target=$1.90)	$1.74	$1.85	$1.88	$1.90
Achieve 1,000 pounds/sq ft compaction at the Tajiguas Landfill to maximize capacity	965	1020	940	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER SPECIALIST	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	0.69	1.00	1.00	1.00	-
IT MANAGER	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	-	-	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	1.92	2.00	2.00	2.00	-
ADMN OFFICE PRO	3.00	3.00	3.00	2.00	(1.00)
ACCOUNTANT	-	-	-	1.00	1.00
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
COST ANALYST	0.76	1.00	1.00	-	(1.00)
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	0.08	-	-	-	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
SAFETY OFFICER-DIVISIONAL	1.00	1.00	1.00	1.00	-
Total	15.46	16.00	16.00	16.00	-

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

Public Works

Administration & Support Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 2,439,587	$ 2,729,900	$ 2,575,200	$ 2,758,300	$ 28,400
Services and Supplies	1,304,667	1,667,400	1,644,800	1,682,000	14,600
Other Charges	287,777	328,800	314,000	314,600	(14,200)
Total Operating Expenditures	4,032,030	4,726,100	4,534,000	4,754,900	28,800
Capital Assets	-	20,000	29,000	30,500	10,500
Other Financing Uses	956,102	624,200	624,200	624,200	-
Increases to Fund Balances	229,021	439,300	455,100	497,100	57,800
Total Expenditures	$ 5,217,153	$ 5,809,600	$ 5,642,300	$ 5,906,700	$ 97,100
Budget By Categories of Revenues					
Taxes	1,802,411	1,832,800	1,833,000	1,882,700	49,900
Fines, Forfeitures, and Penalties	10,358	-	-	-	-
Use of Money and Property	26,118	17,900	33,900	35,800	17,900
Intergovernmental Revenue	7,655	7,600	7,600	7,600	-
Charges for Services	3,184,028	3,634,300	3,475,800	3,666,200	31,900
Miscellaneous Revenue	19,063	-	-	-	-
Total Operating Revenues	5,049,633	5,492,600	5,350,300	5,592,300	99,700
Intrafund Expenditure Transfers (-)	50,667	52,500	56,800	60,400	7,900
Decreases to Fund Balances	116,840	264,500	235,200	254,000	(10,500)
Total Revenues	$ 5,217,141	$ 5,809,600	$ 5,642,300	$ 5,906,700	$ 97,100

2018-19 Anticipated Accomplishments

- Completed the business plan and debt issuance for the Tajiguas Resource Recovery Project (TRRP).
- Conducted second phase of leadership training for all managers and supervisors in Public Works.
- Reorganized the Administration offices to provide better customer service for the public and improved safety for staff.
- Conducted analysis of the timesheet approval process to increase accuracy in reporting and authorizations.
- Provided timely public information related to debris, roadways and related safety before, during and after rain events for the County infrastructure system.
- Effectively used 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 Illness and Injury Prevention Plan.

Public Works

Administration & Support Budget Program (cont'd)

2019-20 Objectives

- Continue to strengthen and standardize internal controls.
- Work closely with all divisions within Public Works to maximize disaster related reimbursement from FEMA and CalOES.
- Develop a business plan for Laguna Sanitation Plant debt issuance and upgrade.
- Update databases in Flood and Surveyor to provide modern workflows and better controls.
- Revise departmental policies and procedures to provide clarity and updates based on changes in rules and regulations.
- Implement a new employee orientation that compliments the County program to introduce staff to the Public Works department.

Public Works

Transportation Budget Program

Provide a clear path, smooth ride, and safe trip for the traveling public.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
CIVIL ENGINEERING MANAGER	2.00	2.00	2.00	3.00	1.00
CIVIL ENGINEER SPECIALIST	3.00	3.00	3.00	3.00	-
PROJECT MANAGER	4.00	4.00	4.00	3.00	(1.00)
PROGRAM MANAGER	2.00	2.00	2.00	2.00	-
ENTERPRISE LDR-GEN	0.04	-	-	1.00	1.00
TRANSPORTATION PLANNER SUPV	1.00	1.00	1.00	1.00	-
ROAD MAINT MANAGER	1.00	1.00	1.00	1.00	-
ENGINEERING GEOLOGIST	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	3.27	3.00	3.00	3.00	-
MAINT SUPERINTENDENT	3.00	3.00	3.00	3.00	-
ENG ENVIRON PLANNER SR.	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	5.00	5.00	5.00	4.00	(1.00)
FINANCIAL OFFICE PRO	1.00	2.00	2.00	1.00	(1.00)
CIV ENGINEERING ASSOC	7.46	11.00	11.00	11.00	-
ACCOUNTANT	2.00	2.00	2.00	2.00	-
ENGINEERING TECH SPEC	6.73	8.00	8.00	8.00	-
URBAN FORESTRY SUPV	1.00	1.00	1.00	1.00	-
MAINTENANCE SUPV	4.00	4.00	4.00	4.00	-
MAINTENANCE LEADER	10.88	11.00	11.00	11.00	-
ADMN OFFICE PRO SR	3.00	3.00	3.00	3.00	-
ENGINEERING TECH	3.96	4.00	4.00	4.00	-
URBAN FORESTRY INSP	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	7.73	8.00	8.00	8.00	-
MAINTENANCE WORKER	25.65	27.00	27.00	30.00	3.00
TRAFFIC SIGNAL TECHNICIAN	0.77	1.00	1.00	1.00	-
MAINT WORKER APPRENTICE	3.54	7.00	7.00	5.00	(2.00)
Total	106.04	117.00	117.00	117.00	-

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

TRANSPORTATION BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 13,883,399	$ 15,510,900	$ 14,868,900	$ 15,858,900	$ 348,000
Services and Supplies	20,328,370	34,977,300	31,179,800	35,700,600	723,300
Other Charges	2,096,936	2,318,300	2,385,400	2,513,500	195,200
Total Operating Expenditures	36,308,705	52,806,500	48,434,100	54,073,000	1,266,500
Capital Assets	912,350	1,787,500	1,290,000	2,246,000	458,500
Other Financing Uses	7,252,502	5,778,700	4,232,800	4,690,800	(1,087,900)
Intrafund Expenditure Transfers (+)	17,267	310,000	310,000	310,000	-
Increases to Fund Balances	5,921,593	9,137,600	11,995,600	7,485,500	(1,652,100)
Total Expenditures	$ 50,412,416	$ 69,820,300	$ 66,262,500	$ 68,805,300	$ (1,015,000)
Budget By Categories of Revenues					
Taxes	7,848,676	7,230,200	7,476,300	7,434,700	204,500
Licenses, Permits and Franchises	446,602	332,000	384,900	374,000	42,000
Use of Money and Property	117,219	102,700	322,800	275,800	173,100
Intergovernmental Revenue	16,650,355	32,115,300	30,095,200	34,850,200	2,734,900
Charges for Services	5,158,804	7,110,000	5,344,800	5,110,300	(1,999,700)
Miscellaneous Revenue	258,816	103,000	112,400	112,500	9,500
Total Operating Revenues	30,480,473	46,993,200	43,736,400	48,157,500	1,164,300
Other Financing Sources	7,717,872	5,798,700	4,282,800	4,730,800	(1,067,900)
Intrafund Expenditure Transfers (-)	17,267	310,000	310,000	310,000	-
Decreases to Fund Balances	10,233,837	14,921,600	16,136,500	13,786,200	(1,135,400)
General Fund Contribution	1,980,571	1,796,800	1,796,800	1,820,800	24,000
Total Revenues	$ 50,430,019	$ 69,820,300	$ 66,262,500	$ 68,805,300	$ (1,015,000)

2018-19 Anticipated Accomplishments

- Completed the Local Road Safety Program (LRSP) establishing a plan for system-wide safety improvements. Obtained over $600k of grant funding through the Highway Safety Improvement Program (HSIP) to begin plan implementation.
- Awarded $5.3M in Active Transportation Program (ATP) grant funds to design and build the Modoc Multi-Modal Path.
- Expanded capabilities for in-house maintenance work.
- Aided in the successful evacuation and repopulation efforts of the Thomas, Whittier, and Sherpa fire areas through the winter rainy season.
- Implemented the first shared mobility device permitting process in the County.
- Updated the ADA transition plan and implemented new guidelines.

Transportation Budget Program (cont'd)

2019-20 Objectives

- Complete Ashley Road Bridge replacement less than two years after debris flow.
- Expand in-house capabilities for County maintenance forces.
- Continue to complete permanent restoration of 2017 and 2018 storm and debris flow sites as funding allows.
- Construct $8M of capital maintenance to address deferred maintenance backlog including pavement, drainage, traffic devices, bridges, and hardscape repairs.
- Commence construction of the Clark Avenue/ US 101 Northbound Interchange improvements.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
COUNTY SURVEYOR	1.00	1.00	1.00	1.00	-
SURVEY SUPERVISOR	1.00	1.00	1.00	1.00	-
SURVEY SPECIALIST	3.00	3.00	3.00	3.00	-
COST ANALYST	0.04	-	-	-	-
Total	5.05	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 871,578	$ 897,300	$ 867,600	$ 910,600	$ 13,300
Services and Supplies	75,274	42,200	172,000	548,800	506,600
Other Charges	48,461	58,000	53,000	57,300	(700)
Total Operating Expenditures	995,313	997,500	1,092,600	1,516,700	519,200
Intrafund Expenditure Transfers (+)	50,367	52,500	56,800	60,400	7,900
Increases to Fund Balances	15,810	20,000	15,000	20,000	-
Total Expenditures	$ 1,061,489	$ 1,070,000	$ 1,164,400	$ 1,597,100	$ 527,100
Budget By Categories of Revenues					
Licenses, Permits and Franchises	-	300	300	-	(300)
Intergovernmental Revenue	1,352	6,500	50,000	450,000	443,500
Charges for Services	440,123	432,100	396,500	459,100	27,000
Miscellaneous Revenue	427	300	300	50,300	50,000
Total Operating Revenues	441,902	439,200	447,100	959,400	520,200
Decreases to Fund Balances	4,787	16,000	102,500	16,000	-
General Fund Contribution	614,800	614,800	614,800	621,700	6,900
Total Revenues	$ 1,061,489	$ 1,070,000	$ 1,164,400	$ 1,597,100	$ 527,100

2018-19 Anticipated Accomplishments

- Provided Professional Land Surveyor services to the City of Guadalupe and City of Solvang.
- Completed review and filed record of survey for the Montecito Survey Control Network.
- Secured FEMA grant for right of way surveys in the areas affected by the 1/9 Debris Flow.
- Provided over 910 compliance reviews, maps and documents in accordance with state laws and local ordinances.
- Provided outstanding customer service through an online interactive GIS web page and at the public counter.
- Partnered with the County Recorder to rescan the original recorded maps in higher resolution.

Surveyor Budget Program (cont'd)

2019-20 Objectives

- Provide mandated surveying services to County Government, survey professionals and the general public.
- Implement Accela database project management software to replace Land Records Database application.
- Implement web-based electronic project submittal and credit card payments for project reviews.
- Complete the right of way surveys in the areas affected by the 1/9 Debris Flow.
- Research and prepare GIS software solutions for the 2020 redistricting process.

Continue working with UCSB on developing the internship program to increase number, completeness and consistency of datasets available to the general public and professional surveyors using the Interactive GIS Surveyor Information System customer service tool.

Public Works

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 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	2.42	4.00	4.00	4.00	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
WATER AGENCY MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	2.00	2.00	2.00	2.00	-
TEAM/PROJECT LDR-GEN	0.08	-	-	-	-
HYDROLOGIST SENIOR	2.00	2.00	2.00	2.00	-
MAINT SUPERINTENDENT	1.00	1.00	1.00	-	(1.00)
ENG ENVIRON PLANNER SR.	2.00	2.00	2.00	2.00	-
ADMN OFFICE PRO	2.81	3.00	3.00	3.00	-
ENGINEERING TECH SUPV	1.00	1.00	1.00	1.00	-
CIV ENGINEERING ASSOC	2.00	2.00	2.00	3.00	1.00
PUBLIC WORKS PRGM SPEC SR	2.00	2.00	2.00	2.00	-
ACCOUNTANT	0.46	-	-	1.00	1.00
ENGINEERING TECH SPEC	3.00	3.00	3.00	4.00	1.00
MAINTENANCE SUPV	2.00	2.00	2.00	2.00	-
PUBLIC WORKS PRGM SPEC	1.00	1.00	1.00	1.00	-
MAINTENANCE LEADER	5.00	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ENGINEERING TECH	1.00	1.00	1.00	-	(1.00)
MAINT WELDER-MECHANIC	1.00	1.00	1.00	1.00	-
HEAVY EQUIP OPERATOR	3.92	5.00	5.00	5.00	-
PESTICIDE SPECIALIST	1.00	1.00	1.00	1.00	-
MAINTENANCE WORKER	2.08	2.00	2.00	2.00	-
MAINT WORKER APPRENTICE	0.08	2.00	2.00	1.00	(1.00)
Total	43.85	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 6,448,683	$ 6,960,200	$ 6,713,700	$ 7,067,300	$ 107,100
Services and Supplies	15,270,553	12,444,500	11,811,400	13,845,800	1,401,300
Other Charges	514,721	6,791,900	1,459,900	6,961,600	169,700
Total Operating Expenditures	22,233,957	26,196,600	19,985,000	27,874,700	1,678,100
Capital Assets	6,468,415	14,540,000	5,109,200	12,752,000	(1,788,000)
Other Financing Uses	1,947,183	690,600	70,600	70,600	(620,000)
Increases to Fund Balances	3,426,646	2,242,700	2,938,800	3,088,200	845,500
Total Expenditures	$ 34,076,201	$ 43,669,900	$ 28,103,600	$ 43,785,500	$ 115,600
Budget By Categories of Revenues					
Taxes	14,604,698	14,218,700	14,217,500	14,711,900	493,200
Fines, Forfeitures, and Penalties	96,131	-	-	-	-
Use of Money and Property	472,626	481,600	814,400	795,300	313,700
Intergovernmental Revenue	6,359,368	11,959,700	6,240,700	14,402,400	2,442,700
Charges for Services	3,923,203	4,048,700	4,039,600	3,707,400	(341,300)
Miscellaneous Revenue	48,151	1,500	1,500	1,500	-
Total Operating Revenues	25,504,178	30,710,200	25,313,700	33,618,500	2,908,300
Other Financing Sources	1,962,391	660,900	60,900	76,600	(584,300)
Decreases to Fund Balances	5,995,609	11,702,700	2,132,900	9,487,500	(2,215,200)
General Fund Contribution	596,100	596,100	596,100	602,900	6,800
Total Revenues	$ 34,058,278	$ 43,669,900	$ 28,103,600	$ 43,785,500	$ 115,600

2018-19 Anticipated Accomplishments

- Cleaned out Thomas Fire Debris basins and creeks after each storm event removing over 100,000 cubic yards of sediment limiting downstream flooding and debris movements.
- Secured Emergency permits through the winter for emergency response.
- Applied for state reimbursement for debris removal for the 2018-19 winter in excess of $2 Million.
- Initiated property acquisition, design, and environmental work for new debris basins below the Thomas Fire.
- Completed construction of North Ave Storm drain (Phase 2) in the City of Lompoc.
- Tracked inflows to Cachuma Lake to maximize available allocations.

2019-20 Objectives

- Commence construction of Lower Mission Creek Flood Control Project Reaches 2B-2 and 3.
- Pursue funding for the Randall Road Debris Basin.
- Maintain readiness for winter 2019-20 winter for continued debris removal in basins and channels below the Thomas Fire area.
- Initiate final Cachuma Contract discussions for final contract approval in 2020.
- Acquire a long term debris management site to ensure cost effective and timely excavations of basins, channels, and estuaries for flood protection and allow repurposing of these materials.
- Begin Implementation of the "Trash Amendment" of the County's NPDES permit as required by State regulations.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPUTY DIRECTOR	1.00	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	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	0.85	1.00	1.00	1.00	-
OPERATIONS MANAGER	1.00	1.00	1.00	1.00	-
CIVIL ENGINEER/PLAN CHECK ENGINEER	1.00	1.00	1.00	1.00	-
ENGINEERING GEOLOGIST	0.77	1.00	1.00	-	(1.00)
TEAM/PROJECT LDR-GEN	0.15	-	-	-	-
STAFF ANALYST	1.00	1.00	1.00	1.00	-
GEOLOGIST REGISTERED	0.12	-	-	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	3.00	3.00	3.00	3.00	-
FINANCIAL OFFICE PRO	0.08	-	-	-	-
CIV ENGINEERING ASSOC	-	1.00	1.00	1.00	-
PUBLIC WORKS PRGM SPEC SR	2.00	2.00	2.00	2.00	-
SURVEY PARTY CHIEF	1.00	1.00	1.00	1.00	-
ACCOUNTANT	2.00	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	3.96	4.00	4.00	4.00	-
WASTEWTR PLANT OPER	7.23	8.00	8.00	8.00	-
REFUSE LEADER	3.81	4.00	4.00	4.00	-
PUBLIC WORKS PRGM SPEC	2.75	2.75	2.75	2.75	-
MAINTENANCE LEADER	0.92	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	1.92	2.00	2.00	2.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
EQUIPMENT MECHANIC	4.04	5.00	5.00	5.00	-
HEAVY EQUIP OPERATOR	9.00	10.00	10.00	10.00	-
REFUSE INSPECTOR	2.00	2.00	2.00	2.00	-
HEAVY TRUCK DRIVER	11.38	12.00	12.00	12.00	-
REFUSE CHECKER SUPERVISOR	0.15	1.00	1.00	1.00	-
MAINTENANCE WORKER	4.92	5.00	5.00	6.00	1.00
REFUSE CHECKER	9.38	9.50	9.50	9.50	-
RECYCLE WORKER	2.00	2.00	2.00	2.00	-
WASTEWTR PLANT OPER TR	0.77	-	-	-	-
MAINT WORKER APPRENTICE	0.85	2.00	2.00	1.00	(1.00)
Total	89.06	95.25	95.25	95.25	-

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

RESOURCE RECOVERY & WASTE MANAGEMENT BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 11,980,630	$ 12,323,400	$ 12,350,400	$ 12,568,100	$ 244,700
Services and Supplies	12,528,030	20,405,700	21,956,700	21,376,600	970,900
Other Charges	6,293,013	7,006,100	10,603,900	14,504,900	7,498,800
Total Operating Expenditures	30,801,673	39,735,200	44,911,000	48,449,600	8,714,400
Capital Assets	5,415,469	13,065,000	77,297,700	74,387,500	61,322,500
Other Financing Uses	3,361,482	1,597,800	13,926,800	5,934,000	4,336,200
Increases to Fund Balances	-	1,000,000	181,402,700	4,623,600	3,623,600
Total Expenditures	$ 39,578,624	$ 55,398,000	$ 317,538,200	$ 133,394,700	$ 77,996,700
Budget By Categories of Revenues					
Licenses, Permits and Franchises	2,840,566	3,366,100	3,766,100	3,865,600	499,500
Use of Money and Property	807,682	578,100	1,372,900	1,442,100	864,000
Intergovernmental Revenue	413,572	361,500	403,000	2,307,100	1,945,600
Charges for Services	39,569,394	42,162,100	41,613,400	50,397,400	8,235,300
Miscellaneous Revenue	759,220	1,353,400	127,400	165,000	(1,188,400)
Total Operating Revenues	44,390,434	47,821,200	47,282,800	58,177,200	10,356,000
Other Financing Sources	(319,877)	-	178,109,000	4,288,500	4,288,500
Intrafund Expenditure Transfers (-)	(301)	-	-	-	-
Decreases to Fund Balances	-	7,560,800	92,130,400	70,913,000	63,352,200
General Fund Contribution	16,000	16,000	16,000	16,000	-
Total Revenues	$ 44,086,256	$ 55,398,000	$ 317,538,200	$ 133,394,700	$ 77,996,700

2018-19 Anticipated Accomplishments

- Completed 2-year extensions to solid waste collection franchise agreements with inclusion of food waste collection from businesses and schools.
- Financing of Tajiguas Resource Recovery Project including preparation of a long-term financial model, Feasibility Study, resulting in debt issuance to fund the construction of the project.
- Initiation of Tajiguas Resource Recovery Project construction.
- Initiated the preparation of a Baron Ranch Master Plan.
- Coordinated with area jurisdictions to procure a consultant to prepare a Regional Disaster Debris Management Plan.
- Completed storm drain improvement projects at South Coast Recycling & Transfer Station including installation of stormwater capture tank.
- Installed 14 new landfill gas collection wells and connected to existing system.
- Provided disaster debris processing services at the closed Foothill Landfill to manage material from the Thomas Fire and subsequent debris flows.
- Prepared for Laguna County Sanitation District plant upgrade including recording a conservation easement to meet permitting requirements, finalized plans and specifications, prequalified contractors to bid on the project, and initiated financing.
- Finalized design of Waller County Park recycled water retrofit project.
- Completed sewer system repairs and improvements in CSA 12 (Mission Canyon).

Resource Recovery & Waste Management Budget Program (cont'd)

2019-20 Objectives

- Continue construction monitoring and management for the Tajiguas Resource Recovery Project.
- Completion of the Regional Disaster Debris Management Plan and submittal to the Board of Supervisors for direction.
- Completion of the Baron Ranch Master Plan and submittal to the Board of Supervisors for direction.
- Initiation of procurement for long-term solid waste collection franchise agreements.
- Construct Phase 3 of the Tajiguas landfill expansion and install additional landfill gas wells.
- Complete improvements to South Coast Recycling & Transfer Station material loading tunnel.
- Complete storm drain system improvements at the Santa Ynez Recycling & Transfer Station.
- Commence construction of Laguna County Sanitation District plant upgrade including securing financing, bidding, and award of construction contract.
- Rebid and award operator and maintenance contract for CSA 12 (Mission Canyon).

Community Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 35,927,700**
Capital	**$ 3,695,600**
FTEs	**88.50**

George Chapjian
Director

- Administration & Support 5.00 FTE
- Parks & Open Spaces 58.00 FTE
- Housing & Community Development 15.5 FTE
- Community Support 4.0 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, Arts Commission, and Housing and Community Development. The Sustainability (formerly Energy & Sustainability Initiatives) Division grew out of the emPower program and became a new CSD division in 2015.
In partnership with community-based organizations, the Community Services Department leverages federal, state, and local dollars, "connecting people to opportunities" related to recreation, housing, life-long learning, arts, culture and the environment.
The combined operating and capital budgets are presented as budget programs: Administration & Support, Parks and Open Spaces, Housing & Community Development, Community Support, and the Sustainability Division.

Highlights of 2019-20 Objectives

- At Jalama Beach, Parks will complete the installation of new affordable accommodations.
- At Cachuma Lake, Parks will complete the design of various facilities including renovations of the RV hookup sites (the Old Cachuma Trailer Resort) and pool complex.
- At Arroyo Burro Beach, Parks will complete construction of the Ranger Office and Storage Area improvements.
- Maintain designation as the Administrative Entity for State Emergency Solutions Grant (ESG) funds in order to eligible to receive over $300,000 in 2019 funding to support homelessness assistance activities countywide.
- Secure over $2 million in Housing and Urban Development (HUD) funding through the FY 2019 Continuum of Care (CoC) Program Competition for the Santa Maria/Santa Barbara County CoC.
- 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 Homeless Management Information System (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.
- 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.
- Serve as the State-Local partner for the California Arts Council, receiving over $35,000 in staff support and partnering on statewide arts programs and initiatives, including Poetry Out Loud.
- Secure new funding sources to implement program and policy recommendations from the strategic energy plan process, expand energy efficiency and renewable energy offerings and grow into other sustainability areas that support the implementation of the ECAP.
- Work collaboratively with County departments to implement the FY 2019-20 Homeless Interagency Policy Council work plan.
- Engage other jurisdictions and stakeholders to jointly develop a climate action framework for regional climate collaboration crucial to achieving 2030 greenhouse reduction target. Obtain funding to support countywide collaboration. Develop shared messaging and begin community-wide engagement and education efforts.
- Launch 3C-REN and Commercial Benchmarking and Auditing energy efficiency programs.

Community Services

Highlighted Renew '22 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 is negotiating terms with a restaurant concessionaire for the Cachuma Lake Marina Café.

Implementation in FY 2019-20

- 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

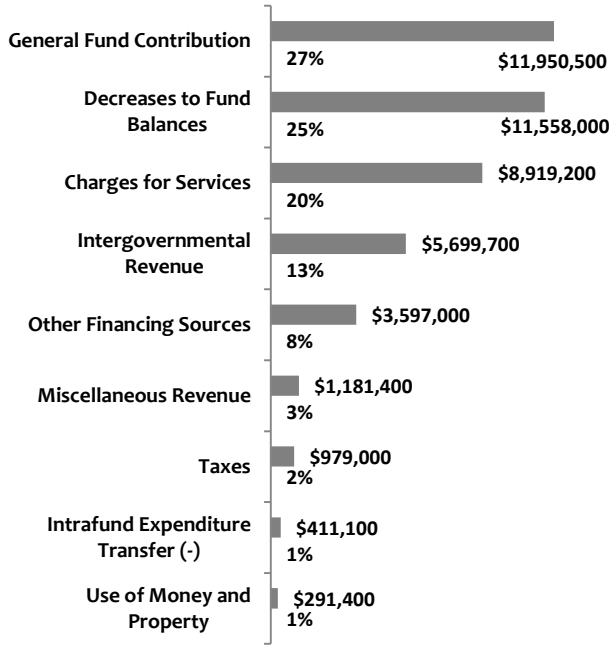
Future Year Implementation

- Staff will continually seek to responsibly monetize its assets to increase revenues, mitigate impacts to the General Fund, while providing an exceptional experience to its visitors.

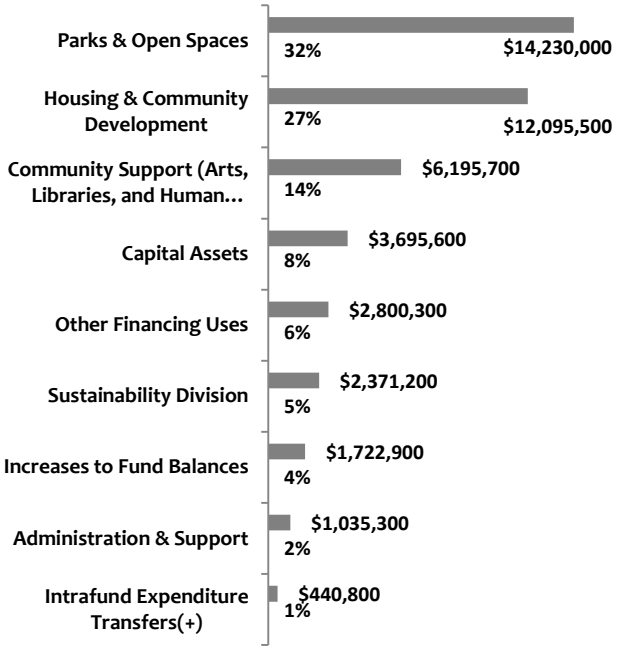
Community Services

Recommended Sources & Uses of Funds

Source of Funds - $44,587,300

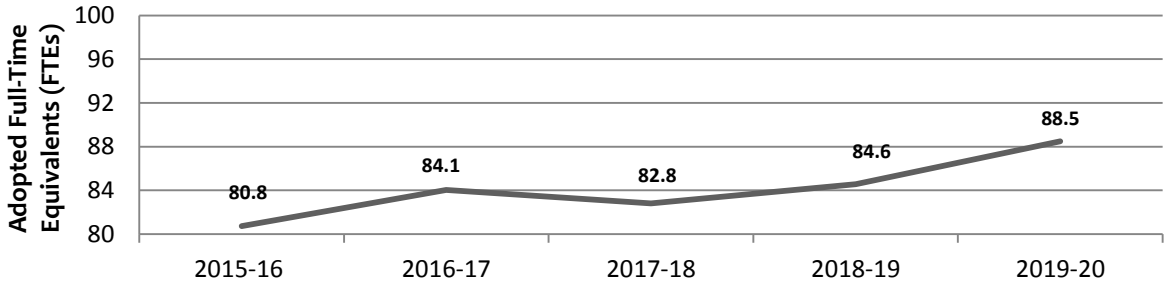


Use of Funds - $44,587,300



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	4.95	5.00	5.00	5.00	-
Parks & Open Spaces	56.02	56.31	56.31	58.00	1.69
Housing & Community Development	9.56	12.46	12.46	15.50	3.04
Community Support (Arts & Libraries)	2.79	3.80	3.80	4.00	0.20
Energy and Sustainability Initiatives	5.00	7.00	7.00	6.00	(1.00)
Unallocated	0.23	-	-	-	-
Total	78.55	84.57	84.57	88.50	3.93

Budget By Budget Program					
Administration & Support	$ 923,070	$ 1,018,100	$ 1,024,100	$ 1,035,300	$ 17,200
Parks & Open Spaces	13,236,087	14,340,800	14,506,000	14,230,000	(110,800)
Housing & Community Development	4,077,718	7,361,500	8,281,300	12,095,500	4,734,000
Community Support (Arts & Libraries)	5,331,295	6,159,300	6,158,900	6,195,700	36,400
Energy and Sustainability Initiatives	1,567,251	3,484,400	2,835,000	2,371,200	(1,113,200)
Total	$ 25,135,422	$ 32,364,100	$ 32,805,300	$ 35,927,700	$ 3,563,600

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 10,583,926	$ 11,915,500	$ 12,075,700	$ 12,390,600	$ 475,100
Services and Supplies	11,775,031	16,034,900	16,309,200	19,443,500	3,408,600
Other Charges	2,776,464	4,413,700	4,420,400	4,093,600	(320,100)
Total Operating Expenditures	25,135,422	32,364,100	32,805,300	35,927,700	3,563,600
Capital Assets	472,715	1,881,000	3,290,900	3,695,600	1,814,600
Other Financing Uses	1,989,494	1,522,600	2,480,600	2,800,300	1,277,700
Intrafund Expenditure Transfers (+)	306,320	377,800	351,600	440,800	63,000
Increases to Fund Balances	4,911,238	1,793,600	11,152,700	1,722,900	(70,700)
Fund Balance Impact (+)	41,535	-	442,000	-	-
Total	$ 32,856,724	$ 37,939,100	$ 50,523,100	$ 44,587,300	$ 6,648,200

Budget By Categories of Revenues					
Taxes	$ 804,690	$ 779,200	$ 779,200	$ 979,000	$ 199,800
Fines, Forfeitures, and Penalties	1,062	-	-	-	-
Use of Money and Property	335,765	302,400	301,300	291,400	(11,000)
Intergovernmental Revenue	2,553,331	3,796,300	15,253,100	5,699,700	1,903,400
Charges for Services	8,518,145	7,326,100	8,664,700	8,919,200	1,593,100
Miscellaneous Revenue	2,497,564	2,667,000	2,686,000	1,181,400	(1,485,600)
Total Operating Revenues	14,710,557	14,871,000	27,684,300	17,070,700	2,199,700
Other Financing Sources	2,889,637	2,823,600	2,981,600	3,597,000	773,400
Intrafund Expenditure Transfers (-)	187,438	318,300	384,300	411,100	92,800
Decreases to Fund Balances	4,672,253	8,166,200	7,712,900	11,558,000	3,391,800
General Fund Contribution	10,396,839	11,760,000	11,760,000	11,950,500	190,500
Total	$ 32,856,724	$ 37,939,100	$ 50,523,100	$ 44,587,300	$ 6,648,200

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

Community Services

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- +3.93 increase in FTEs due to the following:
  - +1.69 increase in Parks FTEs for a Custodian position, restoration of the Parks Planner position.
  - + 3.04 increase in HCD FTEs for grant funded Computer Systems Specialist position, Department Business Specialist position, 0.54 Housing Specialist position, and 0.5 Administrative Office Professional position.
  - +0.2 in Arts Department Business Specialist position.
  - -1.0 Unfunding of an emPower Enterprise leader position.

Expenditures

- Net operating expenditure increase of $3,563,600:
  - +$475,100 increase in Salaries and Employee Benefits due to increases in salaries and benefits.
  - +$3,408,600 net increase in Services and Supplies primarily due to the following:
    - +$4,207,700 net increase in Housing due to two new State Homeless Programs Homeless Emergency Assistance Program (HEAP) and California Emergency Solutions and Housing Program (CESH).
    - -$532,400 decrease in Parks and Open Spaces driven largely by the discontinuation of one-time funding for the Waller Well ($750,000) and offset by increased funding for preventive maintenance projects.
    - -$424,300 decrease in Sustainability Division primarily due to the emPower Tri-County program ending.
  - -$320,100 net decrease in Other Charges primarily due to:
    - -$661,500 decrease in the Sustainability Division due to the end of the emPower Tri-County program.
    - +$179,000 increase in Liability Insurance, largely driven by two recent claims.
    - +$76,000 increase in Parks Motor Pool charges.
    - +$40,000 increase in utility charges for water, electricity, trash and sewer.

- Non-operating expenditure increase of $3,084,600:
  - +$1,814,600 increase in Capital Assets. Projected budgets and timing of capital projects differ from year to year dependent upon the phase of the project and related permit requirements. Projects budgeted during FY 2019-20 include Toro Canyon Park Road paving (FEMA Project), 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, and Cachuma Fireside Theatre renovation.
  - +$1,277,700 increase in Other Financing Uses primarily due to the following:
    - +$901,700 increase in Housing due to the following:
      - +$380,000 increase in funding available to transfer to Housing general fund for staff costs driven by administrative funding allocated as part of the new State HEAP and CESH Homeless programs.
      - +$487,000 increase in Orcutt Community Facilities District transfers to Fire, Sheriff, Flood, and Parks.
  - -$70,700 decrease in Increases to Fund Balances primarily due to the following:
    - -$185,200 decrease in Housing due to a one time foreclosure of an Inclusionary Housing property in the prior year ($390,000) offset by increased anticipated HOME funds to be committed to fund balance ($175,000).
    - +$100,000 increase in Parks to fund future equipment and cabin replacements.
  - $63,000 increase in Intrafund Expenditure Transfers primarily due to anticipated completion of Toro Canyon Park Road paving and East Valley Road and Enisbrook trail bridge projects ($82,000) and the end of the emPower Tri-County program, specifically related to accounting entries for how indirect costs collected from the program were treated (-$19,000).

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

These changes result in Recommended operating expenditures of $35,927,700, non-operating expenditures of $8,659,600 and total expenditures of $44,587,300. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of $2,199,700:
  - +$1,593,100 net increase in Charges For Services primarily due to:
    - +$1,632,600 net increase in Parks due to the following:
      - +$1,073,000 increase in Developer Fee revenue for Capital Projects Arroyo Burro Ranger Station and Storage, Gaviota Terminal Marine Trail, and Baron Ranch Trail Extension.
      - +$175,000 increase in camping revenue.
      - +$80,000 increase in cabin and yurt revenue.
      - +68,800 increase in reservation fee revenue.
      - +$60,000 in concession and dog wash revenue.
      - +$55,000 increase in group camping revenue.
      - +40,000 increase in recreation vehicle camping revenues.
    - -$40,000 decrease in administrative revenue from the former emPower program.
  - +$1,903,400 net increase in Intergovernmental Revenue primarily due to:
    - +$881,800 net increase in Housing Division due timing of HUD HOME entitlement funded affordable housing construction projects ($1,173,800), offset by a decrease in State ESG funding ($292,000)
    - +$979,000 increase in Parks
      - State Parks grant to renovate the Cachuma Lake Fireside Amphitheater ($375,000)
      - FEMA reimbursements for the Toro Canyon Park Road paving ($187,000)
      - FEMA reimbursements for Enisbrook and East Valley road trail bridges ($417,000)
  - +$199,800 increase in Taxes primarily due to an increase in Orcutt Community Facilities District special assessment revenue.
  - -$1,485,600 decrease in Miscellaneous Revenue primarily due to:
    - -$1,088,100 decrease in Sustainability due to end of the emPower Tri-County program.
    - -$389,500 decrease in Housing due to a one time foreclosure of an Inclusionary Housing property.
  - -$11,000 decrease in Use of Money and Property primarily due to:
    - -$8,000 increase in Parks due to the anticipated loss of rental payments from a lessee in the North County.

- Net non-operating revenue increase of $4,448,500:
  - +$773,400 increase in Other Financing Sources primarily due to the following:
    - +$422,500 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 HEAP and CESH Homeless programs.
    - +$425,900 increase in Parks due to a transfer to the Capital Fund for the FEMA Toro Canyon Road repair project, and funding towards future equipment and cabin replacements.
  - +$92,800 increase in Intrafund Expenditure Transfers (-) primarily due to Parks and Housing Divisions transferring funding to the CSD Admin Division to cover shared administrative staffing.
  - +$3,391,800 net increase in decreases to Fund Balances largely due to:
    - +$4,221,200 increase in Housing due to use of HEAP and CESH funded project expenditures.

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

- -$675,600 decrease in Parks mainly due to the expiration of one-time funding for the Waller Well ($750,000) project which was completed in 2018-19, offset by growth in Preventative Maintenance Funding.
- +$190,500 increase in General Fund Contribution (GFC) to partially offset salary and benefit growth and to maintain library funding consistent with Board policy.

These changes result in recommended operating revenues of $17,070,700, non-operating revenues of $27,516,600, and total revenues of $44,587,300. Non-operating revenues primarily include General Fund Contribution, Transfers, and Decreases to Fund Balances.

Related Links

For more information on the Community Services Department, refer to the website at http://www.countyofsb.org/csd.
For more information on the Parks Division, refer to their website at http://www.sbparks.org.
For more information on the Housing Division, refer to their website at http://www.countyofsb.org/housing.
For more information on the Sustainability Division, refer to their website at http://www.countyofsb.org/sustainability.
For more information on the Office of Arts & Culture, refer to their website at http://sbac.ca.gov.

Community Services

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration & Support				
Percent of staff EPRs completed on time. (Target: 100%)	68%	79%	79%	100%
Percentage of reservations booked online. (Target: 75%)	68% (21,081 / 31,098)	65% (21,014 / 30,662)	70% (24,750 / 35,620)	75% (24,570 / 33,000)
Percentage of calls answered by Parks Reservation Call Center – Not abandoned by customer (Target: 93%)	88.5% (14,612 / 16,515)	88.3% (15,785 / 17,877)	91.8% (13,853 / 15,088)	93.0% (13,950 / 15,000)
Number of unique visits to the Community Services, Parks Division website. (Target: 625,000)	621,100	593,000	600,000	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%)	7,349,000 (93.6%)	6,900,000 (90.6%)	7,500,000 (93.0%)	8,000,000 (95.0%)
Percentage of occupancy at Jalama Beach utilizing cabins. (Target: 95%)	93.3%	88.6%	87.1%	95.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing cabins and yurts. (Target: 75%)	63.4%	58.4%	62.6%	75.0%
Percentage of occupancy at Cachuma Lake Recreation Area utilizing tented, partial hookup, and full hookup camp sites. (Target: 30%)	22.8%	22.5%	27.1%	30.0%
Housing & Community Development				
Year Round Beds serving persons experiencing homelessness (Housing Inventory Count)	1,834	1,942	1,750	1,850
Homeless Management Information System (HMIS) Data Quality Rating (Target 97%)	94.3%	96.1%	96.7%	97.0%
Number of unduplicated households assisted with Tenant-Based Rental Assistance. (Target: 98)	167	78	141	98
Loan receipts received and to be recycled within Santa Barbara County for future affordable housing projects	$955,000	$940,000	$1,000,000	$1,100,000
Total number of affordable housing units produced. (Target: 171)	90	49	120	171
Percent of County restricted Affordable Housing units monitored. (Target: 100%)	104.2% (573 / 550)	100.0% (679/679)	100.0% (464/464)	100.0% (483/483)

Community Services

Performance Measures (cont'd)

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Community Support (Arts, Libraries & Human Services Commission)				
Number of Students engaged Countywide in Poetry Out Loud Program	2,000	2,500	2,250	2,500
Number of local artists receiving public art exhibition opportunities.	200	225	225	225
Number of applications submitted for Community Arts Enrichment Grants (CAEG).	50	58	49	50
Library circulation in Santa Barbara County.	2,777,673	2,822,400	2,859,000	2,907,900
Amount of per capita library funding.	$7.80*	$7.80*	$7.80**	$7.80
* Excludes additional one time funding provided by the Board of Supervisors of $200,000 in FY16-17 and $360,000 in FY17-18. ** Excludes additional one time funding of $86,200 and $113,800 on-going for smaller Branch Libraries provided by the Board of Supervisors in FY18-19.				
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*
* 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 BUDGET PROGRAM

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
CHIEF FINANCIAL OFFICER	0.91	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.27	-	-	1.00	1.00
BUSINESS MANAGER	0.77	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	4.95	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 888,093	$ 973,800	$ 974,900	$ 984,500	$ 10,700
Services and Supplies	14,268	11,800	17,800	17,800	6,000
Other Charges	20,709	32,500	31,400	33,000	500
Total Operating Expenditures	923,070	1,018,100	1,024,100	1,035,300	17,200
Total Expenditures	$ 923,070	$ 1,018,100	$ 1,024,100	$ 1,035,300	$ 17,200
Budget By Categories of Revenues					
Charges for Services	20,000	40,000	40,000	-	(40,000)
Total Operating Revenues	20,000	40,000	40,000	-	(40,000)
Intrafund Expenditure Transfers (-)	115,200	136,800	142,800	181,600	44,800
Decreases to Fund Balances	37,000	30,000	30,000	20,000	(10,000)
General Fund Contribution	811,351	811,300	811,300	833,700	22,400
Total Revenues	$ 983,551	$ 1,018,100	$ 1,024,100	$ 1,035,300	$ 17,200

2018-19 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 the Tri-County emPower grant program.
- 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.

Administration & Support Budget Program (Cont'd)

2019-20 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 and grant programs, including HOME, Community Development Block Grants (CDBG), and Emergency Solutions Grant programs (ESG).

Community Services

Parks & Open Spaces Budget Program

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	-	-	-	1.00	1.00
OPERATIONS MANAGER	3.00	3.00	3.00	3.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	2.00	2.00	2.00	2.00	-
PLANNER	0.96	0.31	0.31	1.00	0.69
DEPT BUS SPEC	2.00	2.00	2.00	2.00	-
WTR/SEW PLANT OPER CHIEF	1.00	1.00	1.00	1.00	-
MAINTENANCE LEADER	3.00	3.00	3.00	3.00	-
ADMN OFFICE PRO SR-RES	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
AQUATICS MANAGER	0.75	1.00	1.00	1.00	-
PARK RANGER	26.77	27.00	27.00	28.00	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	2.00	2.00	2.00	2.00	-
PARK MAINTENANCE WORKER	7.00	7.00	7.00	6.00	(1.00)
ASST NATURALIST	0.54	1.00	1.00	-	(1.00)
CUSTODIAN	-	-	-	1.00	1.00
Total	56.02	56.31	56.31	58.00	1.69

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

PARKS & OPEN SPACES BUDGET PROGRAM (CONT'D)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 7,335,811	$ 7,625,400	$ 7,626,000	$ 7,811,300	$ 185,900
Services and Supplies	4,035,238	4,485,200	4,639,700	3,952,800	(532,400)
Other Charges	1,865,037	2,230,200	2,240,300	2,465,900	235,700
Total Operating Expenditures	13,236,087	14,340,800	14,506,000	14,230,000	(110,800)
Capital Assets	472,715	1,881,000	3,155,900	3,695,600	1,814,600
Other Financing Uses	738,873	187,600	515,600	653,600	466,000
Intrafund Expenditure Transfers (+)	218,382	161,100	159,900	303,300	142,200
Increases to Fund Balances	1,991,013	242,800	163,200	370,000	127,200
Total Expenditures	$ 16,657,069	$ 16,813,300	$ 18,500,600	$ 19,252,500	$ 2,439,200
Budget By Categories of Revenues					
Taxes	349,179	350,700	350,700	359,000	8,300
Fines, Forfeitures, and Penalties	1,062	-	-	-	-
Use of Money and Property	279,937	254,400	254,700	245,600	(8,800)
Intergovernmental Revenue	835,731	207,900	898,900	1,186,900	979,000
Charges for Services	7,201,040	6,674,700	8,013,300	8,307,300	1,632,600
Miscellaneous Revenue	473,382	179,000	63,000	171,000	(8,000)
Total Operating Revenues	9,140,330	7,666,700	9,580,600	10,269,800	2,603,100
Other Financing Sources	1,761,453	1,931,900	1,924,900	2,357,800	425,900
Intrafund Expenditure Transfers (-)	-	30,000	40,000	112,000	82,000
Decreases to Fund Balances	2,049,643	3,302,900	3,515,300	2,627,300	(675,600)
General Fund Contribution	3,885,104	3,881,800	3,881,800	3,885,600	3,800
Total Revenues	$ 16,836,531	$ 16,813,300	$ 18,942,600	$ 19,252,500	$ 2,439,200

2018-19 Anticipated Accomplishments

Accomplishments include the following:

- Completed major facility improvements to Toro Canyon Park, Tuckers Grove, Goleta Beach Park, Cachuma Lake, Jalama Beach, Point Sal, Orcutt Community Park and Waller Park through the deferred and preventative maintenance programs.
- Removed dead trees and tree limbs countywide for public safety.
- Upgraded the irrigation system at the Santa Barbara County Courthouse for improved water efficiency.
- Completed construction of the Arroyo Burro Sewer Lift Station upgrades.
- Completed construction of the Waller Park water well replacement.
- Completed construction of the Point Sal access road and culvert repairs.
- Completed construction of the Guadalupe Dunes Access Revitalization Project, including a replacement vault restroom, interpretive panels and signage.
- Completed construction of the Jalama Beach main water supply line replacement in conjunction with Pacific Railroad.
- At Cachuma Lake, Parks completed the following:
    - Awarded the concessionaire contract for the Marina Café.
    - Construction of the main water transmission line.
    - Construction of the Quagga Mussel decontamination station.

PARKS & OPEN SPACES BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments (Cont'd)

- Restroom Renovations.
- Paving Repairs.
- Pool Repairs.
- Design of the Amphitheater Renovation.

- Completed repairs of Goleta Beach Park resulting from the January and February 2017 storm season.
- Re-submitted 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.
- Obtained a Caltrans Adaptation Planning Grant to update the Adaptive Management Plan (AMP) for Goleta Beach Park.
- Received concurrence from FEMA for reimbursement of Toro Canyon Road and Montecito Trail repair work as a result of the January 2018 storm events.
- Commenced the Montecito Trail Repairs from the January 2018 storm events in conjunction with the Montecito Trails Foundation (MTF).
- Completed the conceptual design of the Goleta Beach Park lawn area renovations.
- Completed the design of the Lookout Park East End Renovation.
- Completed the design of San Marcos Park.
- Completed the design of the Arroyo Burro Lifeguard Tower.
- Completed the environmental Initial Study for the Waller Park Playfields.
- Obtain permits and complete design upgrades at Jalama Beach Park to include affordable accommodations and provide facility upgrades for the public.

2019-20 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 construction of the Arroyo Burro Ranger Office and Storage Area improvements.
- Complete repaving of the Arroyo Burro Beach parking area.
- Complete repaving of the Guadalupe Dunes Beach parking area.
- Complete construction of the Camino Pescadero beach access stairway in Isla Vista.
- Complete Kellogg Park Tennis Court Rehabilitation project.
- Complete construction of the Montecito Trail Repairs from the January 2018 storm events.
- Complete construction of the Toro Canyon Park Road Repairs from the January 2018 storm events.
- At Cachuma Lake, Parks will do the following:
    - Complete construction of the Amphitheater.
    - Complete the design of various facilities including renovations of the RV hookup sites and pool complex.

Parks & Open Spaces Budget Program (Cont'd)

2019-20 Objectives (cont'd)

- 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.
- Complete the design of the Goleta Beach Park lawn area renovations.
- Complete the design of the Vandenberg Village Park.
- Complete the design of the Santa Claus Lane Beach Access parking area in coordination with County Public Works and County Planning.
- Complete an administrative Draft Countywide Recreational Master Plan.

Community Services

Housing & Community Development Budget Program

The Housing and Community Development division uses federal, state, and local funding to provide a variety of public service programs and public facility projects including Affordable Housing, Grants Administration, and Redevelopment Successor Agency Housing Fund activities.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	1.19	1.00	1.00	2.00	1.00
EDP SYS & PROG ANLST	-	-	-	1.00	1.00
ADMN OFFICE PRO	-	0.46	0.46	1.00	0.54
HOUSING PROGRAM SPEC SR	1.96	3.00	3.00	4.00	1.00
DEPT BUS SPEC	-	-	-	1.00	1.00
COST ANALYST	0.54	1.00	1.00	1.00	-
HOUSING PROGRAM SPEC	3.87	5.00	5.00	2.50	(2.50)
COMPUTER SYSTEMS SPEC	-	-	-	1.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00	-
Total	9.56	12.46	12.46	15.50	3.04

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

Revenues & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,217,803	$ 1,695,400	$ 1,853,900	$ 2,172,200	$ 476,800
Services and Supplies	2,824,407	5,625,800	6,384,100	9,833,500	4,207,700
Other Charges	35,508	40,300	43,300	89,800	49,500
Total Operating Expenditures	4,077,718	7,361,500	8,281,300	12,095,500	4,734,000
Other Financing Uses	1,248,872	1,230,000	1,860,000	2,131,700	901,700
Intrafund Expenditure Transfers (+)	15,700	40,200	40,200	45,000	4,800
Increases to Fund Balances	2,040,577	924,200	10,360,000	739,000	(185,200)
Total Expenditures	$ 7,382,867	$ 9,555,900	$ 20,541,500	$ 15,011,200	$ 5,455,300
Budget By Categories of Revenues					
Taxes	455,511	428,500	428,500	620,000	191,500
Use of Money and Property	47,598	35,300	35,300	40,800	5,500
Intergovernmental Revenue	1,702,693	3,215,200	13,981,000	4,097,000	881,800
Charges for Services	670,365	52,500	52,500	53,000	500
Miscellaneous Revenue	939,839	831,500	831,500	442,000	(389,500)
Total Operating Revenues	3,816,008	4,563,000	15,328,800	5,252,800	689,800
Other Financing Sources	1,128,184	816,700	981,700	1,239,200	422,500
Intrafund Expenditure Transfers (-)	-	-	50,000	50,000	50,000
Decreases to Fund Balances	1,331,996	2,984,700	2,984,700	7,205,900	4,221,200
General Fund Contribution	1,160,362	1,160,400	1,196,300	1,263,300	102,900
Total Revenues	$ 7,436,549	$ 9,524,800	$ 20,541,500	$ 15,011,200	$ 5,486,400

HOUSING & COMMUNITY DEVELOPMENT BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments

Accomplishments include the following:

- Secured Board approval of $3,173,437 in federal HOME and Inclusionary Housing Ordinance (IHO) funding to The Residences At Depot Street, an 80 unit affordable housing development in Santa Maria and $1.4 million in HOME and IHO to the Sierra Madre Cottages, an affordable 40 unit Senior housing development in Santa Maria.
- Awarded $1.99 million in HUD funding through the FY 2018 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) was awarded $9.385 million in State Homeless Emergency Aid Programs (HEAP) funding for services, rental assistance and capital projects.
- Awarded $914,675 in State of CA Emergency Solutions and Housing (CESH) Program.
- Successfully applied for and received $583,706 in 2017 State Housing and Community Development Emergency Solutions Grant (ESG) Program funds for homelessness assistance.
- Expanded the implementation of the Santa Barbara County Homeless Management Information System (HMIS) to include limited data sharing and 90 end users.
- Implemented tracking questions in both HMIS and the 2019 Point in Time Count of homeless persons to better understand 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.
- 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 restroom facilities, concession area and installation of skate park (in progress).
    - Capital improvements to Bridgehouse homeless shelter (phases 1 and 2)
    - Improvements to Marks House Shelter for Families
    - Sarah House HVAC System Improvements
    - Assisted 11 non-profit organizations with $178,542 in general operating grants and $75,000 to Women's Economic Ventures Self-Employment Training
- Monitored 339 County-restricted affordable housing units under the Inclusionary Housing Ordinance (IHO) program in 2018, 47 under the Homebuyer Assistance Program (HAP) and 78 units under the HOME/In-Lieu program.
- Administered $190,000 in fulfillment contracts to 13 Chambers of Commerce and tourism-related agencies from across the County to promote County tourism, trade, and commerce of all the County's economic sectors.
- Collected $1,000,000 in loan repayments from current year residual receipts and amortized housing program loan portfolio. In FY 2017-18, $939,839 in total loan repayments were collected.

HOUSING & COMMUNITY DEVELOPMENT BUDGET PROGRAM (CONT'D)

2019-20 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, 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.
- Secure over $2 million in HUD funding through the FY 2019 CoC Program Competition for the Santa Maria/Santa Barbara County CoC.
- Maintain designation as the Administrative Entity for State ESG funds in order to eligible to receive over $300,000 in 2019 funding to support homelessness assistance activities countywide.
- 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 Fy1/20 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 the Lunch and Learn series and develop other methods of distributing information to a broader segment of the community to maximize participation of eligible individuals and families in the affordable housing program.
- Complete certifications of eligible homebuyers and renters for the Cavalleto Tree Farms project in Goleta, which includes 18 for-sale workforce affordable units and 8 low-income rentals.
- Continue to collect loan repayments and recycle those funds into future projects that provide affordable housing and other much-needed services to disadvantaged members of the community countywide.
- Complete two (2) affordable housing projects totaling 110 units for formerly homeless persons in Santa Maria including HCD administered funding sources.

Community Services

Community Support (Arts, Libraries & Human Services Commission) Budget Program

Community Support includes the Office of Arts and Culture, Libraries, Human Services Commission and Shelter Services.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF FINANCIAL OFFICER	0.01	-	-	-	-
EXEC DIR-ARTS COMM	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	0.80	0.80	0.80	1.00	0.20
HOUSING PROGRAM SPEC	0.05	1.00	1.00	1.00	-
VISUAL ARTS COORDINATOR	0.92	1.00	1.00	1.00	-
Total	2.79	3.80	3.80	4.00	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 387,842	$ 486,600	$ 486,600	$ 527,700	$ 41,100
Services and Supplies	4,505,197	4,296,500	4,297,400	4,236,100	(60,400)
Other Charges	438,256	1,376,200	1,374,900	1,431,900	55,700
Total Operating Expenditures	5,331,295	6,159,300	6,158,900	6,195,700	36,400
Capital Assets	-	-	135,000	-	-
Other Financing Uses	-	30,000	30,000	15,000	(15,000)
Intrafund Expenditure Transfers (+)	-	25,000	-	25,000	-
Increases to Fund Balances	638,767	563,900	566,800	563,900	-
Total Expenditures	$ 5,970,062	$ 6,778,200	$ 6,890,700	$ 6,799,600	$ 21,400
Budget By Categories of Revenues					
Use of Money and Property	6,258	5,000	3,600	5,000	-
Charges for Services	626,740	558,900	558,900	558,900	-
Miscellaneous Revenue	-	-	135,000	-	-
Total Operating Revenues	632,997	563,900	697,500	563,900	-
Decreases to Fund Balances	900,653	721,000	700,300	649,800	(71,200)
General Fund Contribution	4,233,034	5,524,500	5,492,900	5,585,900	61,400
Total Revenues	$ 5,766,685	$ 6,809,400	$ 6,890,700	$ 6,799,600	$ (9,800)

COMMUNITY SUPPORT (ARTS, LIBRARIES & HUMAN SERVICES COMMISSION) BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments

Arts

- Received $37,000 in funding from the National Endowment for the Arts and the California Arts Council to provide Disaster Relief for artists and nonprofits impacted by the Thomas Fire and 1/9 Debris Flow.
- Co-hosted events addressing the issue of affordable housing for artists in Santa Barbara and Solvang, collaborating with the Arts Commission, Housing Authority of the City of Santa Barbara, the Arts Collaborative, the Elverhoj Museum, and Santa Barbara Beautiful to produce an assessment.
- Reviewed over 120 grant applications, conducted 7 review panels, and administered 75 grants for local artists and arts organizations, totaling over $380,000 in re-granting funds disbursed.
- Installed new opportunities for people to experience public art Countywide such as "Pianos on State" and the "State of the Art Gallery" on State Street in Santa Barbara and "Runaway" in Santa Maria and Buellton.
- Maintained a presence in North County, providing Arts Talks in Solvang, Orcutt, and Santa Maria as well as outreach opportunities to artists and arts organizations by hosting grant workshops Lompoc, Solvang and Santa Maria.
- Received funding from Santa Barbara Beautiful and Downtown Santa Barbara to commission six new temporary art "Tiny Libraries" on State Street.
- Continued to lead the Creative Communities Project through Phase 3 with the Santa Barbara Foundation supporting countywide arts master planning.
- Served as the State-Local Partner for the California Arts Council; received almost $40,000 in staff salary support to promote arts and culture, administer the local Poetry Out Loud program, attend the statewide conference of local arts agencies, and connect local artists and organizations to statewide grant opportunities.
- Pursued, negotiated, and facilitated a gift of over 300 works of art from Nancy and Michael Gifford valued at approximately $110,000.

Libraries

- Prepared and obtained approval of the annual library operations agreement, including the transfer of Goleta Library management to the City of Goleta.
- Coordinated quarterly library zone administration meetings to improve communication and library system operations.
- Engaged a facilitator, Legacy Philanthropy Works, to assist the Library Ad Hoc committee to address the need for a sustainable County library system.

Human Services Commission

- Awarded Basic Services and Best Practices grants totaling $990,000 to 24 unique grant recipients.
    - 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.
    - 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

Community Support (Arts, Libraries & Human Services Commission) Budget Program (Cont'd)

2018-19 Anticipated Accomplishments (cont'd)

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, $242,793
  - PATH Santa Barbara Emergency Shelter, $102,207.
  - Unitarian Society Freedom Warming Centers $100,000

2019-20 Objectives

Arts

- Continue to partner with the Santa Barbara Bowl Foundation to promote arts outreach to rural and underserved communities and advocate for increased arts education opportunities.
- Implement 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.
- Work with Creative Communities Project and Arts Commission to produce and distribute the Countywide Arts and Culture Master Plan.
- 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.
- 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.
- Collect and analyze data through a housing survey for artists and arts organizations to work towards providing affordable housing for artists and those employed in the arts and culture sector.
- Serve as the State-Local partner for the California Arts Council, receiving over $35,000 in staff support and partnering on statewide arts programs and initiatives, including Poetry Out Loud.

Libraries

- Continue to prepare and obtain approval of the annual library operations agreement, including the shift of management responsibility of Solvang and Buellton Library's under Goleta City's Library Zone.
- Continue to coordinate quarterly library zone administration meetings to improve communication and library system operations.
- Continue to explore various types of operational and funding structures for the County library system.

Human Services Commission

- Provide grants totaling $990,000 to 27 grant recipients.

Shelter Services

- Continue to provide funding for homeless shelter and warming centers to provide basic assistance to persons without housing.

Community Services

SUSTAINABILITY DIVISION BUDGET PROGRAM

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ENTERPRISE LDR-GEN	0.04	-	-	1.00	1.00
PROGRAM MANAGER	0.04	1.00	1.00	1.00	-
OPERATIONS MANAGER	0.96	2.00	2.00	1.00	(1.00)
ADMINISTRATIVE LDR-GEN	0.19	-	-	-	-
PROGRAM/BUS LDR-GEN	0.77	1.00	1.00	-	(1.00)
DEPT BUS SPEC	3.00	3.00	3.00	3.00	-
Total	5.00	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 754,376	$ 1,134,300	$ 1,134,300	$ 894,900	$ (239,400)
Services and Supplies	395,921	1,615,600	970,200	1,403,300	(212,300)
Other Charges	416,954	734,500	730,500	73,000	(661,500)
Total Operating Expenditures	1,567,251	3,484,400	2,835,000	2,371,200	(1,113,200)
Other Financing Uses	1,750	75,000	75,000	-	(75,000)
Intrafund Expenditure Transfers (+)	72,238	151,500	151,500	67,500	(84,000)
Increases to Fund Balances	240,881	62,700	62,700	50,000	(12,700)
Total Expenditures	$ 1,882,120	$ 3,773,600	$ 3,124,200	$ 2,488,700	$ (1,284,900)
Budget By Categories of Revenues					
Use of Money and Property	1,972	7,700	7,700	-	(7,700)
Intergovernmental Revenue	14,906	373,200	373,200	415,800	42,600
Miscellaneous Revenue	1,084,343	1,656,500	1,656,500	568,400	(1,088,100)
Total Operating Revenues	1,101,221	2,037,400	2,037,400	984,200	(1,053,200)
Other Financing Sources	-	75,000	75,000	-	(75,000)
Intrafund Expenditure Transfers (-)	72,238	151,500	151,500	67,500	(84,000)
Decreases to Fund Balances	352,961	1,127,600	482,600	1,055,000	(72,600)
General Fund Contribution	306,988	382,000	377,700	382,000	-
Total Revenues	$ 1,833,408	$ 3,773,500	$ 3,124,200	$ 2,488,700	$ (1,284,800)

SUSTAINABILITY DIVISION BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments

- Rebranded and reorganized as the Sustainability Division (formerly Energy and Sustainability Initiatives) to pursue broader implementation of the Energy and Climate Action Plan (ECAP).
- Received California Public Utilities Commission (CPUC) approval and funding to create the Tri-County Regional Energy Network (3C-REN), one of only three regional energy networks (REN) in the state. 3C-REN is a partnership with the Counties of San Luis Obispo and Ventura, building on past successes working collaboratively on the emPower Central Coast program. 3C-REN is expected to launch in early FY19-20 and will bring approximately $50M in funding to the tri-county region for development of energy efficiency programs.
- Anticipate completion of the County's first-ever strategic energy planning process to outline a roadmap for developing clean energy resources throughout the county. This initiative is a partnership with the Cities of Carpinteria, Goleta, and Santa Barbara.
- Delivered second ECAP progress report and received Board direction to collaborate regionally with other jurisdictions and stakeholders to update the ECAP to achieve a new 2030 greenhouse gas reduction target and begin adapting to the current and future impacts of climate change.
- Received Board direction to pursue a community choice energy (CCE) program with the Cities of Carpinteria, Goleta, and Santa Barbara. Due to recent policy and market changes, staff is re-evaluating the best course of action on CCE.
- Partnered with South County local governments and community stakeholders to participate in Southern California Edison's (SCE's) Moorpark Local Capacity Requirements/Goleta Resiliency Request for Proposals to identify opportunities to use public assets to enhance the resiliency of the local electric grid and increase local renewable energy generation. Staff continues to meet with SCE staff to enhance local renewable energy options.
- Collaborated with the Office of Emergency Management on energy system resiliency issues such as SCE's and Pacific Gas and Electric Company's (PG&E's) Public Safety Shutdown Program.
- Obtained $716K in state cap and trade funding to enhance Richardson Park in the Cuyama Valley. This partnership project with the Parks Division includes installation of a pedestrian pathway that will connect residents to key community resources and encourage walking rather than driving. The project also includes the planting of drought-tolerant trees to sequester carbon and reduce greenhouse gas emissions.
- Hired an Energy and Water Program Manager who will focus on launching a Commercial Benchmarking and Auditing program, supporting 3C-REN activities and securing new outside funding sources to support implementation of the ECAP.
- Took over lead review responsibility of Energy Conservation Plans submitted as a requirement of the Cannabis business licensing process; eliminated the need to hire an outside consultant to conduct this activity.
- Monitored and participated in key CPUC, California Energy Commission (CEC), and legislative activities related to energy efficiency, renewable energy, and CCE. Participation included collaborating with statewide interest groups such as the California Community Choice Association and Local Governments for Sustainable Energy Coalition (LGSEC).
- Launched new ECAP and CCE websites. Increased emPower Central Coast (emPower) social media engagement.
- Enhanced the community's awareness of and involvement in division activities by hosting and participating in community meetings on clean energy topics, such as coordinated climate action, CCE and strategic energy planning, and meeting individually with key environmental, energy, business, and labor stakeholders.
- Launched new interdepartmental initiative with the Resource Recovery & Waste Management Division and Project Clean Water staff to offer reusable event supplies like place settings, cups, and napkins for County-hosted events.

SUSTAINABILITY DIVISION BUDGET PROGRAM (CONT'D)

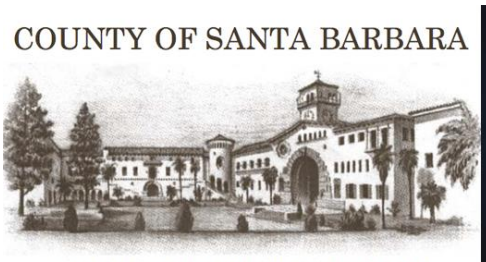
2018-19 Anticipated Accomplishments (cont'd)

- Anticipate implementing commuter benefits improvements with the County Sustainability Committee and Human Resources, pending Board direction. Supported General Services staff in integrating more electric vehicles (EV) and charging equipment in the County fleet. Investigating EV charging options at Lake Cachuma and other parks.
- Presented County best practices related to preparing for and responding to climate change's impacts on our local energy system at statewide conferences, including the California Adaptation Forum and LGSEC events.
- Established Commercial PACE program with the California Statewide Communities Development Authority (CSCDA). Provided Board with update on Residential PACE. Information provided assisted the Board in decision to not proceed with a Residential PACE program at this time.

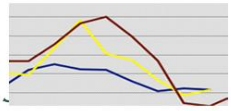
2019-20 Objectives

- Secure new funding sources to implement program and policy recommendations from the strategic energy plan process, expand energy efficiency and renewable energy offerings and grow into other sustainability areas that support the implementation of the ECAP.
- Engage other jurisdictions and stakeholders to jointly develop a climate action framework for regional climate collaboration crucial to achieving 2030 greenhouse reduction target. Obtain funding to support countywide collaboration. Develop shared messaging and begin community-wide engagement and education efforts.
- Launch 3C-REN energy efficiency programs including:
    - Workforce education and training program for building professionals and building departments
    - Codes and standards compliance program for building professionals and building departments
    - Residential (including multi-family) direct install program for customers considered hard-to-reach (e.g. renters, non-English speakers etc.,)
- Launch commercial benchmarking and voluntary auditing program that assists building owners with development of energy efficiency and renewable energy projects as well as comply with benchmarking and disclosure requirements mandated by AB 802.
- If the Board provides direction to proceed with CCE:
    - Determine the best organizational strategy for forming a CCE program. If a joint powers authority (JPA) is determined to be the best approach, form a JPA with other participating jurisdictions and transition County support to the JPA.
    - Identify and secure start-up funding sources.
    - Develop and seek CPUC certification of a CCE implementation plan outlining organization logistics, product offerings, rate setting processes, etc.
- Create and launch a CCE brand and education and outreach strategy.
- Secure vendor services and/or hire staff for power procurement and scheduling, data and billing system management, customer service, legal and regulatory support, etc.

General Government & Support Services



COMPREHENSIVE ANNUAL FINANCIAL REPORT



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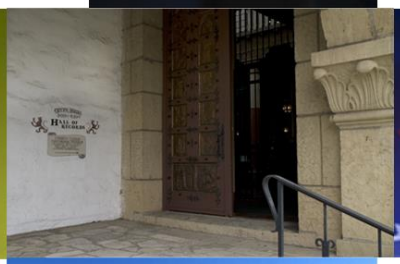
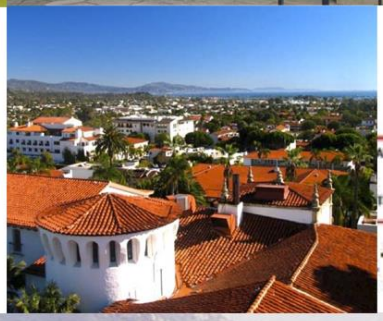
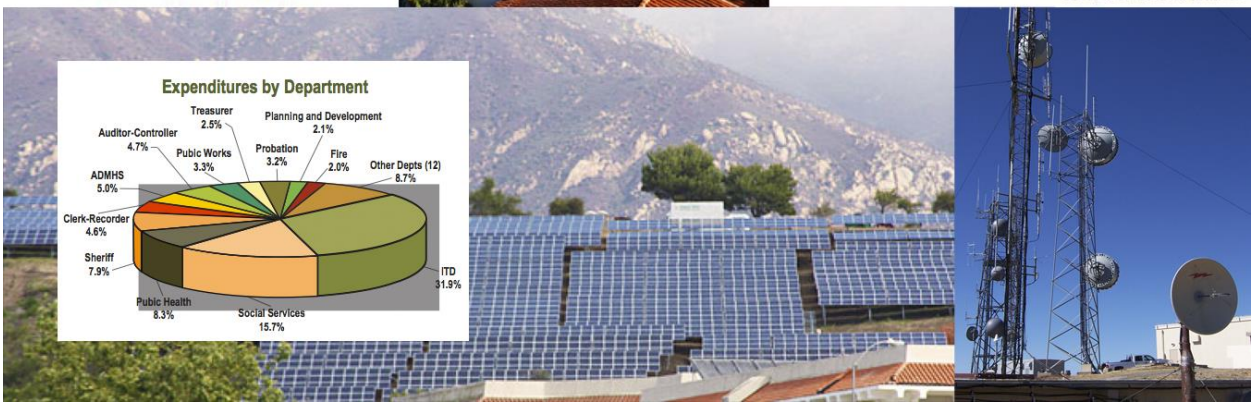


PUBLIC ADMINISTRATION



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.
- 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 Summary

Staffing By Department	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
Auditor-Controller	43.76	48.60	48.60	48.60	-
Clerk-Recorder-Assessor	92.81	99.50	99.50	101.50	2.00
General Services	103.92	117.50	117.50	118.50	1.00
Human Resources	25.24	25.25	25.25	30.75	5.50
Treasurer-Tax Collector-Public	40.64	43.50	43.50	44.50	1.00
Total	306.38	334.35	334.35	343.85	9.50

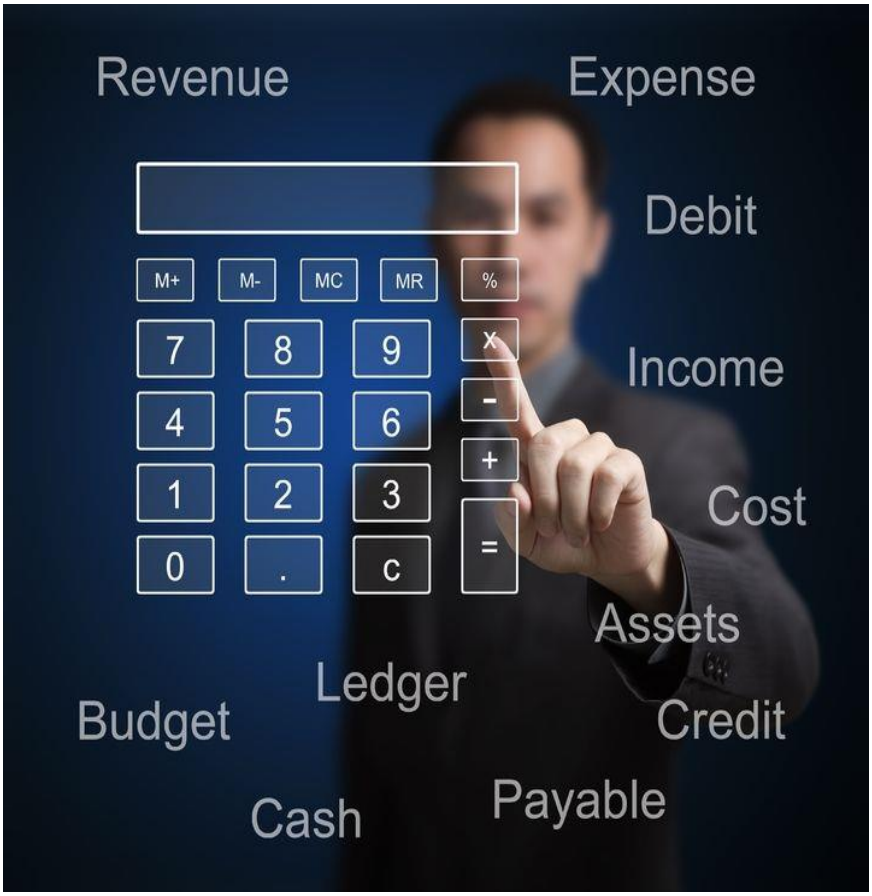
Budget By Department					
Auditor-Controller	$ 8,098,527	$ 9,056,800	$ 8,637,600	$ 9,158,900	$ 102,100
Clerk-Recorder-Assessor	15,671,989	17,968,100	16,348,700	18,499,500	531,400
General Services	45,318,457	49,482,300	46,542,300	52,492,100	3,009,800
Human Resources	8,921,093	8,511,700	8,065,500	8,609,000	97,300
Treasurer-Tax Collector-Public	6,905,339	7,896,200	7,589,000	8,088,200	192,000
North County Jail	37,331,268	37,364,200	30,732,900	7,556,400	(29,807,800)
Debt Service	1,896,360	1,792,300	1,842,100	1,724,500	(67,800)
Total	$ 124,143,032	$ 132,071,600	$ 119,758,100	$ 106,128,600	$ (25,943,000)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 44,810,452	$ 48,500,900	$ 45,063,000	$ 50,076,700	$ 1,575,800
Services and Supplies	63,618,267	67,794,100	59,463,600	39,923,700	(27,870,400)
Other Charges	15,714,314	15,776,600	15,231,500	16,128,200	351,600
Total Operating Expenditures	124,143,032	132,071,600	119,758,100	106,128,600	(25,943,000)
Capital Assets	9,838,473	19,173,100	13,180,900	30,546,900	11,373,800
Other Financing Uses	5,363,617	4,919,000	4,952,400	5,039,300	120,300
Intrafund Expenditure Transfers (+)	1,493,742	2,398,400	3,138,200	1,986,900	(411,500)
Increases to Fund Balances	1,813,415	337,000	3,162,400	615,200	278,200
Fund Balance Impact (+)	4,360,050	-	677,200	-	-
Total	$ 147,012,329	$ 158,899,100	$ 144,869,200	$ 144,316,900	$ (14,582,200)

Budget By Categories of Revenues					
Taxes	$ 293,207	$ 225,000	$ 225,000	$ 225,000	$ -
Licenses, Permits and Franchises	332,409	424,200	390,200	408,000	(16,200)
Fines, Forfeitures, and Penalties	7,323	6,500	6,500	7,000	500
Use of Money and Property	1,270,403	1,194,400	1,483,000	1,275,900	81,500
Intergovernmental Revenue	39,158,774	27,601,900	21,919,600	7,959,600	(19,642,300)
Charges for Services	43,310,236	44,902,300	44,770,200	45,916,200	1,013,900
Miscellaneous Revenue	4,447,400	3,722,700	3,789,700	3,923,000	200,300
Total Operating Revenues	88,819,752	78,077,000	72,584,200	59,714,700	(18,362,300)
Other Financing Sources	9,961,867	16,276,300	7,928,500	27,223,100	10,946,800
Intrafund Expenditure Transfers (-)	1,507,064	2,412,600	2,092,300	1,999,900	(412,700)
Decreases to Fund Balances	10,575,050	27,058,200	27,189,200	18,835,800	(8,222,400)
General Fund Contribution	35,075,000	35,075,000	35,075,000	36,543,400	1,468,400
Fund Balance Impact (-)	1,073,595	-	-	-	-
Total	$ 147,012,329	$ 158,899,100	$ 144,869,200	$ 144,316,900	$ (14,582,200)

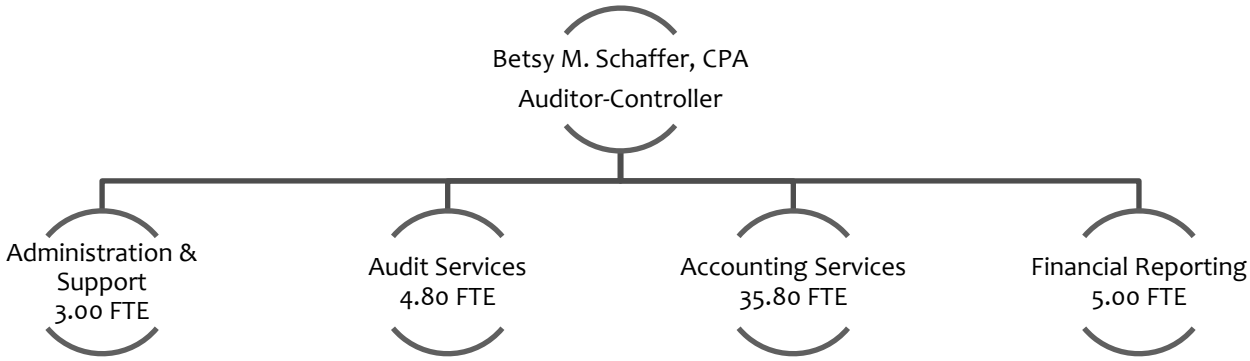
General Government & Support Services

Auditor-Controller



Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**9,158,900**
Capital	**$**	**30,000**
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 2019-20 Objectives

- Participate in the Executive Information Technology Committee, IT Policy Committee, and Information Technology Standards Committee as part of Renew '22.
- Assist with a countywide business applications needs assessment (BANA) to review the current status and needs of the County's business systems: HR, FIN, Payroll, etc.
- Continue a comprehensive review of Auditor-Controller fiscal and accounting policies with the aim to update and differentiate policy from procedure.
- Continue activities to strengthen and reinforce the culture of customer service and teamwork.
- Continued 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.
- Maintain and enhance the 70 applications in the A-C that serve multiple departments and County agencies.
- Distribute an estimated $950 to $990 million in property taxes to local agencies annually.
- Manage biweekly payroll process for approximately 4,580 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 '22 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 2018-19, the 27th 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.

- Build Up Internal Audit
  - Initiate concerted outreach to departments through the audit plan, internal control reviews, Renew '22 participation, other engagements, and becoming a resource to other County departments.

- Enhance Cost Recovery Policies for Fees, Grants, and Revenue Contracts
  - Updating these policies will allow for (a) more alignment with Government Finance Officers Association best practices, (b) more streamlined and standardized review processes, and (c) to support full cost recovery.

- Support to Independent Agencies
  - Increase the self-reliance of special districts by providing training and tools to support their financial activities.
  - Provide staff support to the Countywide Redevelopment Agency (RDA) Oversight Board. Established on 7/1/18, this new board consolidated seven separate oversight boards into one and allows for cost recovery for staffing the oversight board.

- Paperless Initiatives
  - Purchased work paper software for the Internal Audit and Financial Reporting Divisions. The software for the Internal Audit Division is expected to be in use by December 2019. The implementation of the software for the Financial Reporting Division has been completed and is in use.
  - Implementing changes to Revenue and Taxation Code that eliminates the requirement of paper claim forms for certain property tax refunds.

- Collaboration with Other Departments
  - Assisting with a 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 2019-20

- Staff Development
  - Coordinate and facilitate the 28th class of the NATD program.
  - Coordinate and facilitate Chief Financial Officers (CFO) Consortiums.

Auditor-Controller

Highlighted Renew '22 Initiatives (cont'd)

Implementation in FY 2019-20 (Cont'd)

- Build Up Internal Audit
  - Recruit and hire an Audit Supervisor.
  - 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.

Future Year Implementation

- Staff Development
  - Continue facilitating the NATD program with our new Accountant-Auditors.
  - Continue facilitating CFO Consortiums.

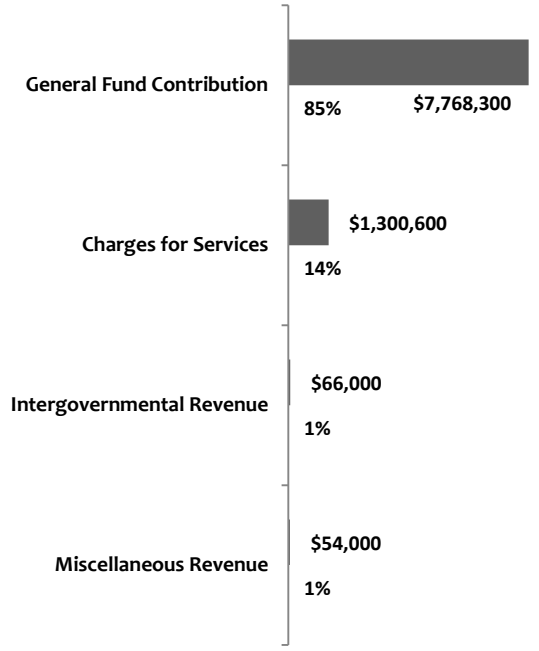
- Paperless Initiatives
  - Our office will continue to go paperless as much as possible, feasible, and logical.

- Collaboration with Other Departments
  - As a central service department, we will be involved with many departments on their Renew '22 initiatives.

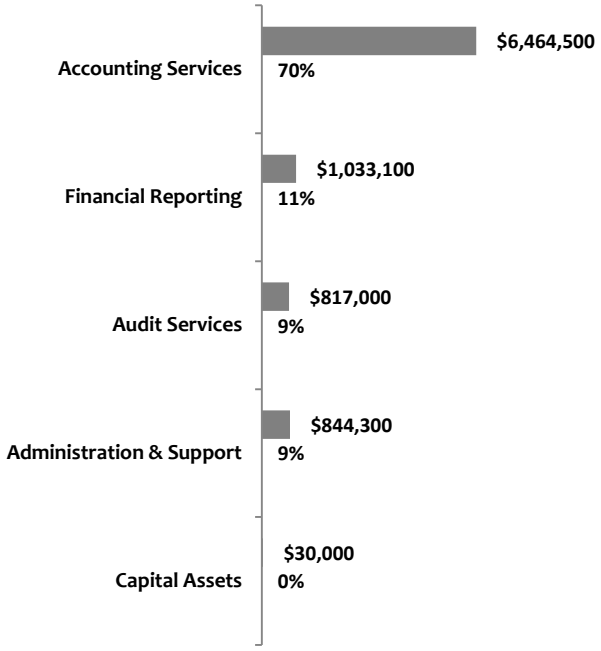
Auditor-Controller

Recommended Sources & Uses of Funds

Source of Funds - $9,188,900

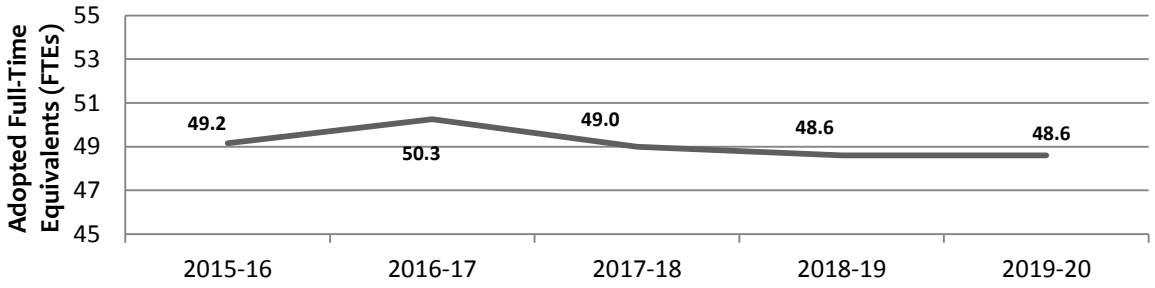


Use of Funds - $9,188,900



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	3.66	3.00	3.00	3.00	-
Audit Services	3.35	5.00	5.00	4.80	(0.20)
Accounting Services	31.85	35.60	35.60	35.80	0.20
Financial Reporting	4.90	5.00	5.00	5.00	-
Total	43.76	48.60	48.60	48.60	-

Budget By Budget Program					
Administration & Support	$ 846,500	$ 682,400	$ 955,300	$ 844,300	$ 161,900
Audit Services	738,067	787,300	667,400	817,000	29,700
Accounting Services	5,561,571	6,545,300	5,971,900	6,464,500	(80,800)
Financial Reporting	952,389	1,041,800	1,043,000	1,033,100	(8,700)
Total	$ 8,098,527	$ 9,056,800	$ 8,637,600	$ 9,158,900	$ 102,100

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 7,137,626	$ 8,084,100	$ 7,684,400	$ 8,213,500	$ 129,400
Services and Supplies	712,310	685,000	680,500	665,000	(20,000)
Other Charges	248,590	287,700	272,700	280,400	(7,300)
Total Operating Expenditures	8,098,527	9,056,800	8,637,600	9,158,900	102,100
Capital Assets	27,084	15,000	15,000	30,000	15,000
Increases to Fund Balances	8,882	-	-	-	-
Fund Balance Impact (+)	618,777	-	391,000	-	-
Total	$ 8,753,269	$ 9,071,800	$ 9,043,600	$ 9,188,900	$ 117,100

Budget By Categories of Revenues					
Intergovernmental Revenue	$ 62,134	$ 59,900	$ 68,300	$ 66,000	$ 6,100
Charges for Services	1,007,580	991,200	1,268,900	1,300,600	309,400
Miscellaneous Revenue	100,955	30,000	127,300	54,000	24,000
Total Operating Revenues	1,170,669	1,081,100	1,464,500	1,420,600	339,500
Intrafund Expenditure Transfers (-)	3,500	-	-	-	-
Decreases to Fund Balances	-	411,600	-	-	(411,600)
General Fund Contribution	7,579,100	7,579,100	7,579,100	7,768,300	189,200
Total	$ 8,753,269	$ 9,071,800	$ 9,043,600	$ 9,188,900	$ 117,100

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

Auditor-Controller

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- There are no FTE changes from 2018-19 Adopted to 2019-20 Recommended.
- The Department has a current projected staff of 48.6 FTE for FY 2019-20. The Department has centralized operations in Santa Barbara and also has one small satellite office in Santa Maria.

Expenditures

- Net operating expenditure increase of +$102,100 due to:
  - +$129,400 increase in Salaries and Employee Benefits primarily due to the negotiated increases of Regular Salaries and related Retirement Contributions.
  - -$20,000 decrease in Services and Supplies primarily due to decreases in Professional & Special Service;
  - -$7,300 decrease in Other Charges primarily due to decreases in Electricity, Information & Communication Technology, Water, and Motor Pool Charges, offset by an increase in Liability Insurance.
- Net non-operating expenditure increase of $15,000 due to:
  - +$15,000 increase in Capital Assets for computer equipment.

These changes result in recommended operating expenditures of $9,158,900, non-operating expenditures of $30,000, and total expenditures of $9,188,900. Non-operating expenditures are for capital assets.

Revenues

- Net operating revenue increase of +$339,500 primarily due to:
  - +$6,100 increase in Intergovernmental Revenue–State due to increase in 2011 Local Realignment;
  - +$309,400 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.
  - +$24,000 increase in Miscellaneous Revenues.
- Net non-operating revenue decrease of -$222,400 due to:
  - -$411,600 decrease in the use of A-C Automation Committed Fund Balance due to offsetting Property Tax revenues.
  - +$189,200 increase in General Fund Contribution for Salary & Benefit increases.

Although not reflected in the Auditor-Controller department budget, cost allocation revenue of $3,239,130 for FY 2019-20 will be contributed as General Revenues (a policy change in FY 2011-12). This represents A-C cost reimbursement revenue from Federal and State programs and equates to 35% of the total A-C budget.

These changes result in recommended operating revenues of $1,420,600, non-operating revenues of $7,768,300, and total revenues of $9,188,900. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 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)	30	39	40	40
Number of revenue allocations made legally, accurately, and timely - Specialty & Advanced Accounting (Target: 350)	383	366	366	360
Percentage of annual payroll disbursements to employees through Direct Deposit (Target: 99%)	98% 4,662/4,740	99% 4,569/4,629	99% 4,535/4,580	99% 4,455/4,500
Percentage of employees using automated time entry system (Target: 95%)	93% 4,422/4,740	94% 4,366/4,629	95% 4,351/4,580	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%)	57% 36K/63K	60% 37K/62K	60% 37K/62K	60% 37K/62K
Percentage of total dollar disbursements to County vendors paid through direct deposit (ACH), rather than Warrant (Target: 83%)	81% $534M/$656M	83% $561M/$673M	83% $561M/$673M	83% $561M/$673M
Number of published newsletters/surveys related to policy and training (Target: 4)	4	4	4	4
Number of SBC Accounting courses offered at EU (Target: 6)	6	6	6	6
An Informed Public: with goals of providing useful and timely information and increase access and awareness				
Number of financial reports viewable by interested parties (Public/County employees) that will increase transparency of the County's fiscal position and availability of financial information. (Target: 90)	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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 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% 21/46	46% 22/48
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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
AUDITOR-CONTROLLER	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	0.70	-	-	-	-
FINANCIAL OFFICE PRO	1.96	2.00	2.00	2.00	-
Total	3.66	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 725,896	$ 573,700	$ 797,300	$ 594,000	$ 20,300
Services and Supplies	68,242	41,800	103,800	193,600	151,800
Other Charges	52,362	66,900	54,200	56,700	(10,200)
Total Operating Expenditures	846,500	682,400	955,300	844,300	161,900
Total Expenditures	$ 846,500	$ 682,400	$ 955,300	$ 844,300	$ 161,900
Budget By Categories of Revenues					
Miscellaneous Revenue	49,661	18,200	100,700	26,500	8,300
Total Operating Revenues	49,661	18,200	100,700	26,500	8,300
General Fund Contribution	705,356	664,200	854,600	817,800	153,600
Total Revenues	$ 755,017	$ 682,400	$ 955,300	$ 844,300	$ 161,900

2018-19 Anticipated Accomplishments

Staffing and Organizational Development

- Conducted recruitment and provided training for the 27th New Auditor Training and Development Program.
- Successful recruitments to fill the Assistant Auditor-Controller, Chief Deputy Controller, Internal Audit Chief, Financial Reporting Division Chief, Financial Accounting Analyst, and Financial Systems Analyst positions, which are key positions in the Department.
- Maintain continuity of office operations during transition of executive leadership after retirement of prior Auditor-Controller in January 2019.
- Continued regular executive committee meetings with Division managers in the Internal Audit, Financial Applications & Systems Development, Property Tax, Payroll, Financial Accounting & Customer Support, Advanced & Specialty 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.
- Preparing for systems upgrades by dedicating a Financial Accounting Analyst resource as a project manager.

Administration & Support Budget Program (cont'd)

2018-19 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.

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.
- Worked with the CEO's office and CliftonLarsonAllen, LLP to update several financial policies and present them to the Board of Supervisors by end of June 2019.
- Participated on the Tajiguas Resource Recovery Project finance team with the Treasurer-Tax Collector, Public Works Department, CEO's Office and County Counsel.
- 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.
- Legislation Program Committee which provides guidance on prioritized legislative principles, specific issues, projects and programs (priorities).

2019-20 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.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	0.07	-	-	-	-
AUDIT MANAGER	0.50	1.00	1.00	0.80	(0.20)
DIVISION CHIEF	0.07	-	-	-	-
AUDIT SUPERVISOR	0.54	1.00	1.00	1.00	-
COST ANALYST	-	-	-	1.00	1.00
ACCOUNTANT-AUDITOR	2.16	3.00	3.00	2.00	(1.00)
Total	3.35	5.00	5.00	4.80	(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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 525,095	$ 751,500	$ 579,800	$ 777,500	$ 26,000
Services and Supplies	205,014	27,000	78,800	29,700	2,700
Other Charges	7,958	8,800	8,800	9,800	1,000
Total Operating Expenditures	738,067	787,300	667,400	817,000	29,700
Total Expenditures	$ 738,067	$ 787,300	$ 667,400	$ 817,000	$ 29,700
Budget By Categories of Revenues					
Charges for Services	7,500	7,500	7,500	7,500	-
Total Operating Revenues	7,500	7,500	7,500	7,500	-
Intrafund Expenditure Transfers (-)	3,500	-	-	-	-
General Fund Contribution	816,779	779,800	659,900	809,500	29,700
Total Revenues	$ 827,779	$ 787,300	$ 667,400	$ 817,000	$ 29,700

2018-19 Anticipated Accomplishments

- Developed and adopted an Internal Audit Charter.
- Developed county-wide internal control policy and framework for Board adoption.
- 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 Chief.
- Refocused the Division to operational audits, internal control reviews, and Renew ’22 initiatives.
- Initiated concerted outreach to departments through the audit plan, internal control reviews, Renew ’22 participation, and other engagements.
- Evaluated replacement electronic work paper software to house audit documentation and enhance auditor engagement and project management.

AUDIT SERVICES BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments (cont'd)

- Implemented and administered County Fraud Hotline.
- Developed internal control process for county credit card administration.
- Assisted departments through the use of internal control frameworks to evaluate and report on the effectiveness of the County's system of internal control.
- 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.
- Developed and implemented department head transfer of assets program.
- 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.

2019-20 Objectives

- Recruit Internal Audit Supervisor.
- 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.
- Provide internal control overview at monthly county-wide New Employee Orientation (NEO).
- Continue department head transfer of assets program.
- Develop tracking report for management action plans on future audit report findings, and sample prior audits to determine if recommendations have been implemented.
- Implement replacement electronic work paper software to house audit documentation and enhance auditor engagement and project management.
- 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	0.14	1.00	1.00	1.00	-
DIVISION CHIEF	4.87	6.00	6.00	5.00	(1.00)
CHIEF DEPUTY CONTROLLER	1.00	1.00	1.00	1.00	-
FINANCIAL SYS ANALYST SR-R	4.38	6.00	6.00	6.00	-
FINANCIAL SYS ANALYST	5.62	5.60	5.60	4.80	(0.80)
FINANCIAL ACCT ANALYST	3.29	3.00	3.00	4.00	1.00
COST ANALYST	0.12	1.00	1.00	3.00	2.00
FINANCIAL OFFICE PRO	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO COORD SR	1.00	1.00	1.00	1.00	-
ACCOUNTANT-AUDITOR	6.43	6.00	6.00	5.00	(1.00)
FINANCIAL OFFICE PRO SR-RES	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	2.00	2.00	2.00	2.00	-
Total	31.85	35.60	35.60	35.80	0.20

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 5,081,922	$ 5,873,200	$ 5,418,800	$ 5,965,900	$ 92,700
Services and Supplies	299,706	470,200	352,500	295,100	(175,100)
Other Charges	179,942	201,900	200,600	203,500	1,600
Total Operating Expenditures	5,561,571	6,545,300	5,971,900	6,464,500	(80,800)
Capital Assets	27,084	15,000	15,000	30,000	15,000
Increases to Fund Balances	8,882	-	-	-	-
Total Expenditures	$ 5,597,537	$ 6,560,300	$ 5,986,900	$ 6,494,500	$ (65,800)
Budget By Categories of Revenues					
Intergovernmental Revenue	62,134	59,900	68,300	66,000	6,100
Charges for Services	1,000,080	983,700	1,261,400	1,293,100	309,400
Miscellaneous Revenue	51,294	11,800	26,600	27,500	15,700
Total Operating Revenues	1,113,508	1,055,400	1,356,300	1,386,600	331,200
Decreases to Fund Balances	-	411,600	-	-	(411,600)
General Fund Contribution	5,004,330	5,093,300	5,021,600	5,107,900	14,600
Total Revenues	$ 6,117,838	$ 6,560,300	$ 6,377,900	$ 6,494,500	$ (65,800)

2018-19 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.
- Upgraded and reconfigured FIN, Pay, and Property Tax SQL servers to improve performance, provide enhanced testing capabilities, and provide for disaster recovery.
- Implemented improved security by formalizing system and access policies, strengthening password requirements, and user administration processes to address external audit recommendations.
- Worked with Information Communication Technology (ICT) to migrate the office's workstations to the County (CO) domain.
- Worked with ICT to implement Identity and Access Management using CO Domain account credentials for authentication.
- Refactored payroll calculation engine in a more modern and flexible programming language.

Property Tax Administration

- Timely processed tax roll corrections for properties damaged or destroyed in the fire and debris flow disasters.
- Administered the distribution of $915 million in taxes to 8 cities, the County, 24 schools, 49 special districts, and 7 RDA successor agencies.

ACCOUNTING SERVICES BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments (cont'd)

- 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.
- Worked jointly with the Treasurer-Tax Collector to implement solutions to challenge areas remaining with the Aumentum property tax system that went live in early FY 2014-15. However, further development using A-C applications will be required outside the scope of the current Aumentum vendor product.
- Reduced backlog of assessment roll corrections, escape assessments, and supplemental assessments from approximately 8,670 to below 300.

Payroll Operations

- Timely and accurately processed approximately 119,164 County payroll payments, annual wage reporting, 34 total federal and state Quarterly payroll tax returns and 82 total payroll tax deposits to federal and state authorities.
- Timely and accurately processed payments and annual wage reporting to Election Workers of two County Election Cycles.
- Continued to review countywide compliance of the Fair Labor Standards Act overtime laws.
- Implemented countywide conversion of Unit Cash allowance into base pay for 26 of 28 bargaining units.
- Implemented countywide pension cost sharing provisions for all bargaining units, rolled out at different increments due to various negotiated timing requirements.
- Implemented eight new earnings codes in line with HR Strategic goals, new policies, initiatives, and negotiations.
- Facilitated new provisions in line with HR Strategic goals for the following:
  - voluntary early separation incentive payments
  - retention incentive payments
  - various other incentive payments
  - lump sum payments to managers at the top of their salary class

Financial Accounting and Customer Support

- Validated and recorded 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.

ACCOUNTING SERVICES BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments (cont'd)

Advanced and Specialty Accounting

- Provided coordinator and staffing for the finance section of the Emergency Operations Center.
- Provided essential cost recovery and accounting support for the Thomas Fire and Debris Flow incidents.
- Managed the budget, the revenue distribution, and the forecasting analysis of the County general revenues.
- Performed a variety of complex revenue and tax allocations for county departments and external entities including Realignment and Public Safety revenue.
- Delivered accounting, budgeting, and financial reporting assistance to Special Districts.
- Collaborated with the Independent Special Districts to ensure the timely reporting of the legally mandated audited financials and budgets.
- Timely completion of Special Districts Financial Transaction Reports as mandated by the State.
- Developed the administrative support for newly implemented Countywide Oversight Board which oversees the winding-down of the Successor Agencies redevelopment activities.
- Provided administrative support to the Countywide Oversight Board on the Successor Agencies Dissolution process.
- Initiated the collaboration with Hinderliter, de Llamas and Associates (HDL) to provide sales tax economic analysis and the corrections of misallocated Sales Tax in favor of the County.

2019-20 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.

Property Tax Administration

- Distribute an estimated $950 to $990 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.

ACCOUNTING SERVICES BUDGET PROGRAM (CONT'D)

2019-20 Objectives (cont'd)

Payroll Operations

- Manage biweekly payroll process for approximately 4,580 employees.
- 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.
- Collaborate with Applications Development Division to enhance time capture system improvements and the payroll system enhancement project.
- Initiate the development of employee electronic payroll forms.
- Provide an option for electronic only Internal Revenue Service Forms W-2.

Financial Accounting and Customer Support

- 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 and Specialty Accounting

- Improve support for disasters and extraordinary incidents to allow for more timely reporting and claim reimbursement for such events and participate in the cost recovery efforts.
- Document revenue streams and develop tools to improve the budget, revenue distribution and forecasting analysis of the Sales Taxes, Transient Occupancy Taxes (TOT), Realignment, and Public Safety Revenues.
- Provide support to departments and agencies with complex allocations of inter-agency revenues and taxes including Realignment and Public Safety revenue.
- Ensure the accurate and timely allocation of revenues to departments and other entities.
- Develop an efficient process to timely complete and ensure the information is accurate and relevant on the Special District Compliance Report, Sales Tax Highlights and TOT Annual Report.
- Provide support to the finance committee of the Northern Branch Jail project and the Tajiguas Resource Recovery Project.
- Document and improve the Court Revenues process to ensure that Court Fines and Fees are remitted to the State timely and accurately.

Accounting Services Budget Program (cont'd)

2019-20 Objectives (cont'd)

- 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.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	0.09	-	-	-	-
DIVISION CHIEF	1.06	1.00	1.00	1.00	-
AUDIT SUPERVISOR	0.50	0.50	0.50	0.50	-
FINANCIAL SYS ANALYST	0.03	-	-	-	-
FINANCIAL ACCT ANALYST	1.90	2.50	2.50	2.50	-
ACCOUNTANT-AUDITOR	1.33	1.00	1.00	1.00	-
Total	4.90	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 804,713	$ 885,700	$ 888,500	$ 876,100	$ (9,600)
Services and Supplies	139,348	146,000	145,400	146,600	600
Other Charges	8,328	10,100	9,100	10,400	300
Total Operating Expenditures	952,389	1,041,800	1,043,000	1,033,100	(8,700)
Total Expenditures	$ 952,389	$ 1,041,800	$ 1,043,000	$ 1,033,100	$ (8,700)
Budget By Categories of Revenues					
General Fund Contribution	1,052,635	1,041,800	1,043,000	1,033,100	(8,700)
Total Revenues	$ 1,052,635	$ 1,041,800	$ 1,043,000	$ 1,033,100	$ (8,700)

2018-19 Anticipated Accomplishments

- Earned the Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication, both of which have been achieved annually since 1991 and 1998 respectively.
- Maintained a commitment to keep the public informed on matters concerning public finances by publishing and distributing the popular Financial Highlights Report.
- Received the GFOA award for the County Budget.
- Continued working with the CEO on making improvements to budget development processes, tools, and policies.
- Conducted intermediate and advanced accounting courses at the Employee University.
- Continued to assist the Sheriff with recovering the costs of providing Contract Law Enforcement services.
- Implemented electronic work paper software to replace hardcopy files for departmental fee reviews, indirect cost rate proposals, and other reoccurring projects.
- Drafted an updated Fee Policy for Board of Supervisors adoption.

Financial Reporting Budget Program (cont'd)

2019-20 Objectives

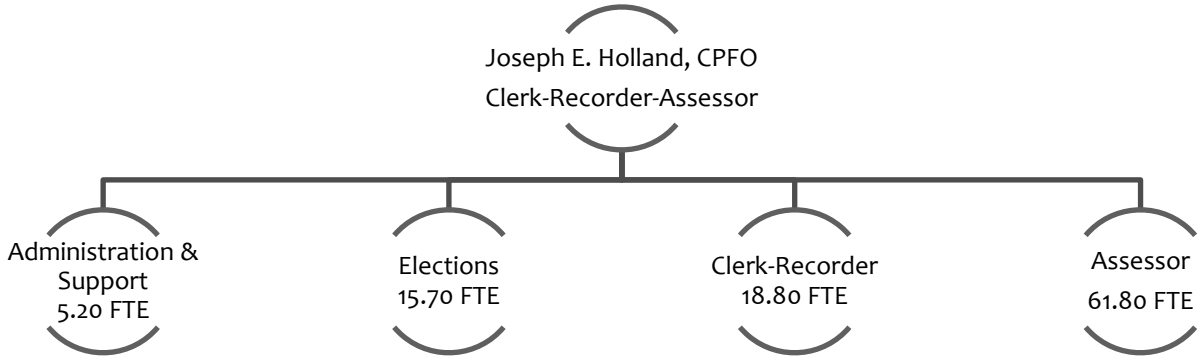
- Prepare timely and accurate financial documents that include the County's Comprehensive Annual Financial Report, County Budget, Cost Allocation Plan, and a variety of financial reporting and compliance documents to State Agencies.
- Provide the Board of Supervisors, CEO, and management with the financial information necessary to make decisions that impact services to the community.
- Implement Governmental Accounting Standards Board (GASB) Statement 84, Fiduciary Activities.
- Develop guidelines for departmental Fee Reviews and Indirect Cost Rate Proposals.

Auditor-Controller

Clerk-Recorder-Assessor

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 18,499,500**
Capital	**$ 2,732,500**
FTEs	**101.5**



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 Elections 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 2019-20 Objectives

- Elections will conduct the Presidential Primary Election.
- Elections will acquire and implement a new vote tabulation system in FY 2019-20.
- Clerk-Recorder will move the Historic Maps library to a more secure environment and catalogue locations into a new system.
- Clerk-Recorder will complete automating the historic birth certificates, which currently reside on microfilm and paper books, decreasing the wait time for customers requesting birth records from the late 1950s.
- Assessor anticipates reviewing an estimated 9,100 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.
- Assessor will continue the process of modernizing the Assessor Property System.

Clerk-Recorder-Assessor

Highlighted Renew '22 Initiatives

Already Underway

- Ballot Layout and Vote Tabulation System
  - Received demonstration of voting systems.
  - Finalizing Request for Proposal to begin the formal bid and selection process.
- 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.
  - As it continues to be used by other counties through the Presidential Election cycle, Elections will continue to evaluate the VCA model as well as any new technology that can be used to facilitate this model to determine the feasibility of moving to this model in the future.

Implementation in FY 2019-20

- Ballot Layout and Vote Tabulation System
  - Will select and implement a new Ballot Layout and Vote Tabulation System for use beginning with the March 3, 2020 Presidential Primary Election.

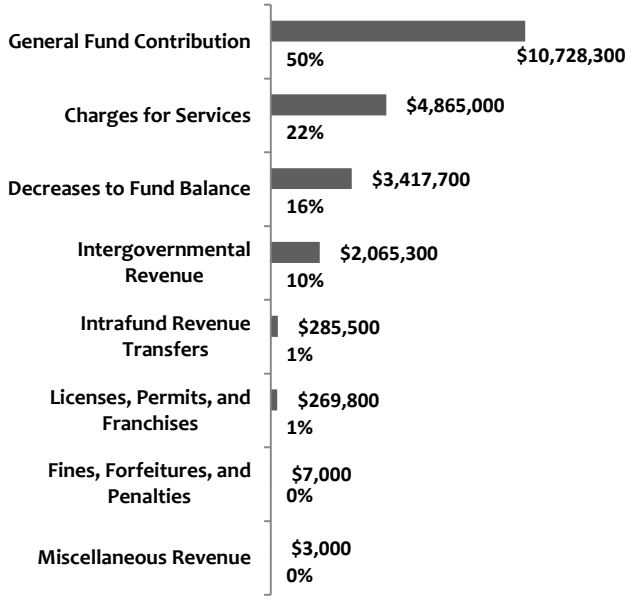
Future Year Implementation

- Voter's Choice Act (VCA) Model of Voting - All Vote-By-Mail Elections with Vote Centers and Ballot Drop Boxes
  - As it continues to be used by other counties through the Presidential Election cycle, Elections will continue to evaluate the VCA model as well as any new technology that can be used to facilitate this model to determine the feasibility of moving to this model in 2024.
  - Legislative changes positively affecting the formulas for the number of vote centers and ballot drop boxes may increase the likelihood of moving to this model.

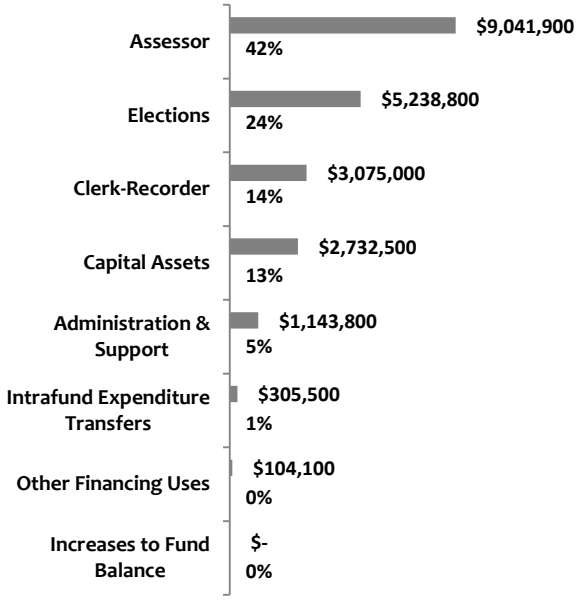
Clerk-Recorder-Assessor

Recommended Sources & Uses of Funds

Source of Funds - $21,641,600

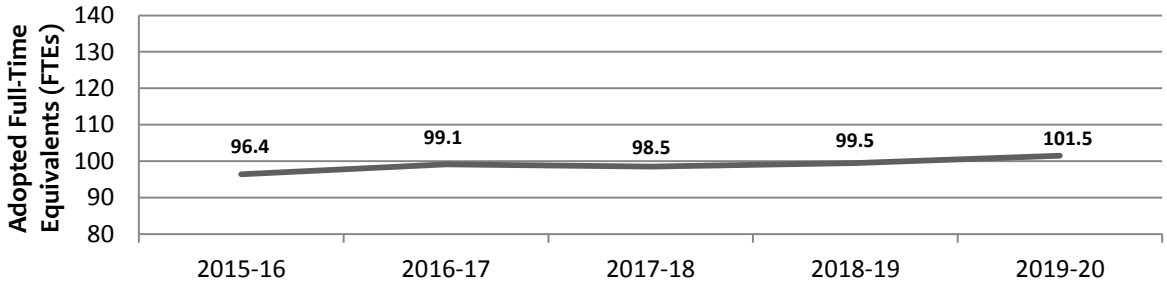


Use of Funds - $21,641,600



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	5.40	5.22	5.22	5.20	(0.01)
Elections	12.31	12.70	12.70	15.70	3.00
Clerk-Recorder	16.28	18.78	18.78	18.80	0.02
Assessor	58.75	62.80	62.80	61.80	(1.00)
Unallocated	0.08	-	-	-	-
Total	92.81	99.50	99.50	101.50	2.00

Budget By Budget Program					
Administration & Support	$ 1,090,952	$ 1,111,000	$ 1,052,200	$ 1,143,800	$ 32,800
Elections	3,733,437	4,658,100	3,811,000	5,238,800	580,700
Clerk-Recorder	2,527,066	2,970,300	2,652,300	3,075,000	104,700
Assessor	8,320,533	9,228,700	8,833,200	9,041,900	(186,800)
Total	$ 15,671,989	$ 17,968,100	$ 16,348,700	$ 18,499,500	$ 531,400

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 12,230,466	$ 13,326,100	$ 12,567,100	$ 13,598,200	$ 272,100
Services and Supplies	2,712,724	3,868,900	3,080,200	4,092,300	223,400
Other Charges	728,799	773,100	701,400	809,000	35,900
Total Operating Expenditures	15,671,989	17,968,100	16,348,700	18,499,500	531,400
Capital Assets	103,495	2,625,000	85,000	2,732,500	107,500
Other Financing Uses	207,966	208,200	208,200	104,100	(104,100)
Intrafund Expenditure Transfers (+)	347,894	409,700	1,149,500	305,500	(104,200)
Increases to Fund Balances	161,120	30,100	215,700	-	(30,100)
Fund Balance Impact (+)	786,116	-	-	-	-
Total	$ 17,278,579	$ 21,241,100	$ 18,007,100	$ 21,641,600	$ 400,500

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 244,636	$ 269,800	$ 269,800	$ 269,800	$ -
Fines, Forfeitures, and Penalties	7,323	6,500	6,500	7,000	500
Use of Money and Property	5	-	-	-	-
Intergovernmental Revenue	20,347	2,015,300	20,000	2,065,300	50,000
Charges for Services	5,678,194	5,380,000	5,467,300	4,865,000	(515,000)
Miscellaneous Revenue	74,235	3,000	3,000	3,000	-
Total Operating Revenues	6,024,740	7,674,600	5,766,600	7,210,100	(464,500)
Intrafund Expenditure Transfers (-)	330,280	389,700	105,000	285,500	(104,200)
Decreases to Fund Balances	391,359	2,644,600	1,603,300	3,417,700	773,100
General Fund Contribution	10,532,200	10,532,200	10,532,200	10,728,300	196,100
Total	$ 17,278,579	$ 21,241,100	$ 18,007,100	$ 21,641,600	$ 400,500

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

Clerk-Recorder-Assessor

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Net increase of 2.0 FTEs due to the addition of two Admin Office Professional positions within the Elections Division funded with existing Services and Supplies budget. There was an offsetting FTE change stemming from the transfer of an EDP Systems and Programming Analyst II from Assessor to Elections.

The Department's budgeted staff has decreased by 17.0 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 FY 2019-20 Recommended staffing levels remain consistent with budgeted FY 2018-19 levels. The Assessor's ability to timely and accurately assess the value on all taxable property will continue to be impacted and the Assessor may continue to experience increases in assessment work backlog.

Expenditures

- Net operating expenditure increase of $531,400:
  - +$272,100 increase in Salaries and Employee Benefits costs to fund 101.5 FTEs, partially offset by an increase in budgeted salary savings.
  - +$223,400 increase in Services and Supplies primarily in the Elections Division due to:
    - +$139,800 increase in Printing Expense and Postage Expense for pre-election outreach and pre-election crossover mailings as well as other increases to printing and postage costs.
    - +$82,000 increase in Postage Expense to address requirements stemming from new legislation, AB 216 Prepaid Postage.
  - +$35,900 increase in Other Charges primarily driven by an increase to Information and Communications Technology data service charges.

- Net non-operating expenditure decrease of $130,900:
  - -$104,200 decrease in Intrafund Expenditure Transfers due to a change in intra-department overhead charges per Office of Management and Budget (OMB) Guidance in 2 CFR Part 200.
  - -$104,100 decrease in Other Financing Uses due to the payoff of debt owed for the Elections Center Building remodel.
  - -$30,100 decrease in funds designated for future departmental use primarily due to a downturn in recording fee revenue.
  - +$107,500 increase in Capital Asset expenditures for the acquisition of servers to securely isolate the Election Division's servers from other County servers.

These changes result in Recommended operating expenditures of $18,499,500, non-operating expenditures of $3,142,100, and total expenditures of $21,641,600. Non-operating expenditures primarily include capital assets, transfers, and other financing uses.

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended (cont'd)

Revenues

- Net operating revenue decrease of $464,500:
  - -$515,000 net decrease in Charges for Services primarily due to:
    - -$285,000 decrease in recoverable election costs due to fewer local agencies consolidating for a Presidential Primary Election as opposed to a Gubernatorial General Election.
    - -$142,800 decrease in administrative revenue generated from SB 2 Building Homes and Jobs Act, which went into effect on January 1, 2018, due to improved staff efficiencies in processing SB 2 transactions.
    - -$100,000 decrease in Supplemental Tax Admin Fee revenue due to the elimination of a backlog that drove up revenues in recent years.
  - +$50,000 increase in Intergovernmental Revenue stemming from the Federal Help America Vote Act (HAVA) ADA261 grant ($25,000) and a California Elections Security grant ($25,000).

- Net non-operating revenue increase of $865,000:
  - +$773,100 net increase in use of fund balances primarily due to:
    - +$824,700 increase in budgeted use of committed fund balances to balance the Department's operating budget.
    - +$220,600 increase in budgeted use of restricted Assessor AB 818 fund balance to cover costs associated with modernizing the Assessor's Property Tax System.
    - +$90,000 decrease in use of Elections Voting Equipment committed fund balance due to the acquisition of new servers to isolate Elections Division's severs from other county servers.
    - +$51,800 increase in use of restricted fund balances within the Recorder budget program due to the continued downturn in recording fee revenue.
    - -$74,000 decrease in use of Assessment Appeals Support committed fund balance to fund the new Appraiser II position created to address the large volume of assessment appeals.
    - -$340,000 decrease in use of one-time Emerging Issues committed fund balance to cover the anticipated surge in election costs stemming from implementation of AB 1461 California New Motor Voter Program.
  - +$196,100 increase in General Fund Contribution.
  - -$104,200 decrease in Intrafund Revenue Transfers due to a change in intra-department overhead charges per OMB Guidance in 2 CFR Part 200.

These changes result in Recommended operating revenue of $7,210,100, non-operating revenues of $14,431,500, and total sources of $21,641,600. Non-operating revenues primarily include General Fund Contribution and increases to fund balance component usage.

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration and Support				
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date.	76%	70%	100%	100%
Elections				
Number of voter registration transactions (adds, deletes, and changes) processed for the Fiscal Year	115,930	90,942	145,000	145,000
Number of Federal, State, and Local Elections conducted in the Fiscal Year	4	3	3	3
Number of VoteCal transactions processed for the Fiscal Year	10,267	15,142	25,000	28,000
Total voter registration in the scheduled statewide election	222,983	206,110	217,417	240,000
Permanent Vote By Mail registration as a percentage of total registration	64% 141,628	66% 135,511	68% 146,871	65% 156,000
Total turnout in the scheduled statewide election as a percentage of total registration	82% 182,264	45% 92,919	73% 157,697	51% 122,400
Poll turnout as percentage of total votes in the scheduled statewide election	34% 61,652	25% 22,978	29% 45,035	32% 39,168
Vote By Mail turnout as percentage of total votes in the scheduled statewide election	66% 120,612	75% 69,941	71% 112,662	68% 83,232
Clerk Recorder				
Percentage and number of official documents recorded and indexed the same day	100% 84,056	100% 71.160	100% 70,000	100% 70,000
Percentage and number of documents recorded electronically (E-Recorded)	33% 27,635	33% 23,570	34% 23,800	34% 23,800
Number of marriage licenses issued	4,062	3,673	3,850	4,000
Assessor				
Total number of parcels subject to Proposition 8/Section 51 of the Revenue and Taxation Code	14,200	12,068	9,600	9,100
Retention rate and retained value of property under appeal	91% $1.10 Billion	96% $2.52 Billion	90% Unknown	90% 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
COUNTY CLK-REC-ASSESSOR	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY CLERK-RECORDER	0.05	-	-	-	-
PROGRAM MANAGER	0.01	-	-	-	-
EDP OFFICE AUTO SPEC	0.99	0.81	0.81	0.80	(0.01)
HR MANAGER	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	-	-	-	-	-
FISCAL MANAGER	0.44	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	0.65	0.60	0.60	0.60	-
TEAM/PROJECT LDR-GEN	0.44	-	-	-	-
COMPUTER SYSTEMS SPEC	0.81	0.81	0.81	0.80	(0.01)
Total	5.40	5.22	5.22	5.20	(0.01)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,015,231	$ 928,300	$ 932,100	$ 955,200	$ 26,900
Services and Supplies	40,184	147,700	86,500	147,700	-
Other Charges	35,537	35,000	33,600	40,900	5,900
Total Operating Expenditures	1,090,952	1,111,000	1,052,200	1,143,800	32,800
Capital Assets	-	50,000	25,000	50,000	-
Total Expenditures	$ 1,090,952	$ 1,161,000	$ 1,077,200	$ 1,193,800	$ 32,800
Budget By Categories of Revenues					
Miscellaneous Revenue	63	-	-	-	-
Total Operating Revenues	63	-	-	-	-
Intrafund Expenditure Transfers (-)	330,280	389,700	-	285,500	(104,200)
General Fund Contribution	832,915	771,300	1,077,200	908,300	137,000
Total Revenues	$ 1,163,258	$ 1,161,000	$ 1,077,200	$ 1,193,800	$ 32,800

2018-19 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.

2019-20 Objectives

- Prepare, monitor, and execute a FY 2019-20 Budget in support of the Department's FY 2019-20 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF DEPUTY CLERK-RECORDER	0.01	-	-	-	-
CHIEF DEPUTY REGISTRAR OF VOTERS	1.00	1.00	1.00	1.00	-
CHIEF DEPUTY ASSESSOR	0.01	-	-	-	-
PROGRAM MANAGER	1.01	1.00	1.00	1.00	-
PROJECT MANAGER	0.01	-	-	-	-
EDP OFFICE AUTO SPEC	0.01	-	-	-	-
EDP SYS & PROG ANLST SR	-	-	-	1.00	1.00
EDP SYS & PROG ANLST	0.34	0.50	0.50	0.50	-
ASSESSMENT SUPERVISOR	0.03	-	-	-	-
ADMN OFFICE PRO	2.00	2.00	2.00	4.00	2.00
FISCAL MANAGER	0.01	-	-	-	-
DEPT BUS SPEC	1.50	2.00	2.00	2.00	-
MAPPING/GIS ANALYST	0.37	0.20	0.20	0.20	-
APPRAISER	0.04	-	-	-	-
ADMN OFFICE PRO SR	5.98	6.00	6.00	6.00	-
Total	12.31	12.70	12.70	15.70	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,849,234	$ 1,942,600	$ 1,699,600	$ 2,374,800	$ 432,200
Services and Supplies	1,720,145	2,530,600	1,947,000	2,682,300	151,700
Other Charges	164,059	184,900	164,400	181,700	(3,200)
Total Operating Expenditures	3,733,437	4,658,100	3,811,000	5,238,800	580,700
Capital Assets	103,495	2,530,000	30,000	2,637,500	107,500
Other Financing Uses	207,966	208,200	208,200	104,100	(104,100)
Intrafund Expenditure Transfers (+)	14,114	20,000	14,500	20,000	-
Total Expenditures	$ 4,059,012	$ 7,416,300	$ 4,063,700	$ 8,000,400	$ 584,100
Budget By Categories of Revenues					
Intergovernmental Revenue	20,347	2,015,300	20,000	2,065,300	50,000
Charges for Services	108,595	355,000	555,000	70,000	(285,000)
Miscellaneous Revenue	31,365	-	-	-	-
Total Operating Revenues	160,308	2,370,300	575,000	2,135,300	(235,000)
Decreases to Fund Balances	-	932,200	172,500	682,200	(250,000)
General Fund Contribution	4,450,738	4,113,800	3,316,200	5,182,900	1,069,100
Total Revenues	$ 4,611,046	$ 7,416,300	$ 4,063,700	$ 8,000,400	$ 584,100

Elections Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Successfully conducted the Montecito Fire Protection District Special Election and the 2018 Gubernatorial General Election.
- Successfully completed a project to update the website making it more accessible to all voters and incorporated suggestions and feedback on accessible layout and functionality from the Santa Barbara County Voting Accessibility Advisory Committee and staff from the Braille Institute.
- Completed the evaluation and selection process of a new vote tabulation system certified by the California Voting Systems Standards.
- Continued to evaluate the viability and cost-effectiveness of conducting all-mailed ballot elections under SB 450 Voter's Choice Act and determined the Division does not currently have the necessary staffing resources to successfully implement.

2019-20 Objectives

- Conduct the Presidential Primary Election.
- Acquire and implement a new vote tabulation system in FY 2019-20.
- Evaluate the impact of conditional voter registration and ways to further streamline and expedite the process.
- Begin the process to fulfill the requirements of the county elections official under recently passed Measure G2018 (County Ordinance 5051) to form an eleven-member Citizens' Independent Redistricting Commission.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF DEPUTY CLERK-RECORDER	0.94	1.00	1.00	1.00	-
DIVISION CHIEF	1.00	1.00	1.00	1.00	-
EDP OFFICE AUTO SPEC	-	0.19	0.19	0.20	0.01
EDP SYS & PROG ANLST	0.66	0.50	0.50	0.50	-
ADMN OFFICE PRO	9.29	11.50	11.50	12.50	1.00
FISCAL MANAGER	0.02	-	-	-	-
FINANCIAL OFFICE PRO SR	0.33	0.40	0.40	0.40	-
ADMN OFFICE PRO SR	4.03	4.00	4.00	3.00	(1.00)
TEAM/PROJECT LDR-GEN	0.02	-	-	-	-
COMPUTER SYSTEMS SPEC	-	0.19	0.19	0.20	0.01
Total	16.28	18.78	18.78	18.80	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,909,051	$ 2,218,900	$ 2,053,600	$ 2,250,800	$ 31,900
Services and Supplies	463,577	588,900	447,200	647,400	58,500
Other Charges	154,438	162,500	151,500	176,800	14,300
Total Operating Expenditures	2,527,066	2,970,300	2,652,300	3,075,000	104,700
Capital Assets	-	25,000	10,000	25,000	-
Intrafund Expenditure Transfers (+)	333,780	389,700	-	285,500	(104,200)
Increases to Fund Balances	161,120	30,100	215,700	-	(30,100)
Total Expenditures	$ 3,021,966	$ 3,415,100	$ 2,878,000	$ 3,385,500	$ (29,600)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	244,636	269,800	269,800	269,800	-
Fines, Forfeitures, and Penalties	7,323	6,500	6,500	7,000	500
Charges for Services	2,474,489	2,456,900	2,297,900	2,375,000	(81,900)
Miscellaneous Revenue	4,159	3,000	3,000	3,000	-
Total Operating Revenues	2,730,607	2,736,200	2,577,200	2,654,800	(81,400)
Intrafund Expenditure Transfers (-)	-	-	105,000	-	-
Decreases to Fund Balances	291,359	678,900	195,800	730,700	51,800
Total Revenues	$ 3,021,966	$ 3,415,100	$ 2,878,000	$ 3,385,500	$ (29,600)

CLERK-RECORDER BUDGET PROGRAM (CONT'D)

2018-19 Anticipated Accomplishments

- Updated the Documentary Tax Ordinance to clarify and include recent modifications from the legislature regarding the tax.
- Pursued standardizing indexing practices with other counties, creating a new training manual, and providing training for the staff.
- Implemented a new website for the Clerk-Recorder providing expanded content and additional accessibility for users such as translation into Spanish and compatibility with mobile devices and applicable standards.
- Digitized real estate records from 1961-1969 for improved quality of copy images.
- Updated the historic index legacy system to be web based.
- Completed automating the historic birth certificates, which currently reside on microfilm and paper books, decreasing the wait time for customers requesting birth records from the 1960s.

2019-20 Objectives

- Perform technology upgrades throughout the division.
- Continue to explore and upgrade the Recording System to automate staff processing and create customer self-service options.
- Move the Historic Maps library to a more secure environment and catalogue locations into a new system.
- Complete automating the historic birth certificates, which currently reside on microfilm and paper books, decreasing the wait time for customers requesting birth records from the late 1950s.

The Clerk-Recorder experienced considerable drops in recordings for real estate transactions, which appears to be consistent with other counties throughout California. Much of the decline stems from a few major factors: implementation of a new State law (SB 2 Building Homes and Jobs Act) significantly increasing fees, a natural disaster in Montecito halting issuance of new flood insurance policies, and an overall drop in refinancing of home loans due to growing interest rates.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
CHIEF DEPUTY ASSESSOR	0.99	1.00	1.00	1.00	-
PROGRAM MANAGER	3.87	4.00	4.00	4.00	-
FINANCIAL SYS ANALYST SR	2.00	2.00	2.00	2.00	-
PROJECT MANAGER	0.92	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.08	-	-	-	-
EDP SYS & PROG ANLST SR	1.96	3.00	3.00	2.00	(1.00)
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
ASSESSMENT SUPERVISOR	5.97	6.00	6.00	6.00	-
ADMN OFFICE PRO	8.71	11.00	11.00	11.00	-
MAPPING/GIS ANALYST SUPV	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	2.63	2.80	2.80	1.80	(1.00)
APPRAISER	19.46	20.00	20.00	20.00	-
AUDITOR-APPRAISER	4.31	5.00	5.00	5.00	-
ADMN OFFICE PRO SR	5.37	5.00	5.00	5.00	-
FINANCIAL OFFICE PRO SR	0.02	-	-	-	-
MAPPING/GIS TECH	-	-	-	1.00	1.00
ACCOUNTANT-AUDITOR	0.46	-	-	-	-
Total	58.75	62.80	62.80	61.80	(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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 7,456,950	$ 8,236,300	$ 7,881,800	$ 8,017,400	$ (218,900)
Services and Supplies	488,818	601,700	599,500	614,900	13,200
Other Charges	374,765	390,700	351,900	409,600	18,900
Total Operating Expenditures	8,320,533	9,228,700	8,833,200	9,041,900	(186,800)
Capital Assets	-	20,000	20,000	20,000	-
Intrafund Expenditure Transfers (+)	-	-	1,135,000	-	-
Total Expenditures	$ 8,320,533	$ 9,248,700	$ 9,988,200	$ 9,061,900	$ (186,800)
Budget By Categories of Revenues					
Use of Money and Property	5	-	-	-	-
Charges for Services	3,095,109	2,568,100	2,614,400	2,420,000	(148,100)
Miscellaneous Revenue	38,648	-	-	-	-
Total Operating Revenues	3,133,763	2,568,100	2,614,400	2,420,000	(148,100)
Decreases to Fund Balances	100,000	1,033,500	1,235,000	2,004,800	971,300
General Fund Contribution	5,248,547	5,647,100	6,138,800	4,637,100	(1,010,000)
Total Revenues	$ 8,482,310	$ 9,248,700	$ 9,988,200	$ 9,061,900	$ (186,800)

Assessor Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Anticipate reviewing roughly 9,600 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 Phase 2: Title Transfer Module, Property Assessor Enhancements, and General Inquiry.

2019-20 Objectives

- Review an estimated 9,100 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 to review property tax values on properties affected by the Thomas Fire and subsequent debris flow events.
- Continue updating and modernizing the Assessor Property System.
  - Complete Phase 3: Maps Module.
    Complete Phase 4: Change of Ownership Statement Module and Penalty Interface with Auditor.

Clerk-Recorder-Assessor

General Services

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 52,492,100**
Capital	**$ 27,384,400**
FTEs	**118.5**

Janette Pell
Director

- Administration and Finance 12.00 FTE
- Capital Projects 7.00 FTE
- Facilities & Real Estate Management 33.50 FTE
- Fleet Operations 20.00 FTE
- Information & Communications Technology 38.00 FTE
- Purchasing, Surplus Property, Mail 8.00 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 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, disposal of County commodities and supplies, and mailing and courier services.

Highlights of 2019-20 Objectives

- Centralize fiscal support of all General Service funds and programs to allow for cross training, responsiveness, and accountability.
- Improve internal process for tracking and reviewing Board letters (Renew '22).
- Complete construction of the Northern Branch Jail.
- Implement the County's commissioning program and energy efficiency standards and continue to work with Departments and stakeholders in improving the County's sustainability initiatives.
- Identify the most critical deferred maintenance projects and complete within the fiscal year.
- Continually work to provide General Services database improvements crucial to Real Property Billing.
- Increase the number of alternatively fueled and ALL-Electric vehicles into the Fleet.
- Expand radio coverage with microwave tower infrastructure at Santa Ynez Peak, Figueroa and Mt. Abel (Phase 3).
- Re-design County website to improve resiliency through the use of cloud-based platforms and insure ADA compliance.
- Increase vendor participation in all bid and procurement opportunities to maximize spend, value and quality of goods and services.
- Transition to conducting postage metering services in-house for accountability and efficiency.

General Services

Highlighted Renew '22 Initiatives

Already Underway

- Board Letter Process – Paperless Technology for Contracts and Board Letters
  - Use existing Granicus Legistar System to streamline department board letter development and agenda production
- Breaking down Silos
  - Working to improve communication and minimize barriers within the department and when working interdepartmentally.
- Call Center
  - In March 2018, General Services launched a Call Center (ext. 2600) available to all County employees M-F 7:30 am to 5:00 pm, as a customer service initiative with the goal to provide departments on central phone number to call for assistance.
  - Callers are now better able to reach a live person quickly to assist them with any service related need.
- Capital Improvement Five Year Plan
  - Streamlining the Capital Improvement Plan (CIP) development and review process.
  - Weighting criteria has been established for prioritization
  - The plan will be prepared prior to finalizing the budget to ensure some CIPs are considered for each fiscal year based on available funding.
- Conduct Department Management Performance Reviews
  - Department performance reviews based on a four-year plan to be developed by the CEO's Office
  - Bids were conducted and review of next steps is ongoing
- Countywide Information Technologies Standards Policy
  - IT Governance Program- to ensure the effective and efficient use of IT to enable County departments to achieve their goals, IT Governance will allow for the evaluation, selection, prioritization, and funding of competing IT investments. IT initiatives will be evaluated form a County-wide perspective by clearly understanding the issues and strategic importance of information technology, enabling the County to sustain its operations and implement the strategies required to extend its activities into the future.
- Courier Services
  - Improvements have already been made to the mail center operations by better managing surplus property and disposal; reviewing the postage metering process to bring back in-house; reorganized the Mail Center Office in the basement of the admin building for self-service drop offs and ease of movement.
- Local Vendor Preference
  - Updated the local vendor preference to a 6% match on tangible goods to increase vendor participation and continue to stimulate local business.
- Paperless Workflow
  - As a broad goal to further digitize and reduce paper, the Finance Division implemented an improved paperless workflow for the receipt of digital invoices from vendors coupled with local scanning of some invoices into a central shared file. As a result, excessive printing activity and costs have declined, turnaround time on claim and payment processing has improved, the potential for lost invoices is less than it had been, and staff time spent on filing paper can be focused on other areas.
- Project Management Office
  - This new office would prioritize project requests from all departments and accept projects based on feasibility and return on investment.

General Services

Highlighted Renew '22 Initiatives (cont'd)

Already Underway (cont'd)

- Voluntary Early Separation Incentive Program
  - The County initiated an early retirement program as an incentive to facilitate cost savings in salaries and pensions. The General Services Department supported the initiative and managed to accept 3 early retirements out of the County's 10 total participants.

Implementation in FY 2019-20

- Cloud migration
  - Reviewing for email, data storage, website content management and beyond
  - Future state of Microsoft Office 365 and Redesign of the County Website Platform
- Create Coordinated Geographic Information Systems (GIS)
  - This is a web-based service management platform that includes many relevant functions to inform decision making ability and to re-prioritize resources based on customer demand. This would require an investment.
- Develop Energy Efficiency Master Plan
  - This would create a master plan for the many efficiency upgrades the County embarks on such as LED lighting, pumps and motors, and HVAC systems. This would require an investment.
- Instituting handhelds
  - Where applicable, to make work more efficient and to save costs of paper, toner & staff time.
- Refine Countywide IT Strategic Plan
  - The refinement of the countywide information technology strategic plan that assesses current systems and structures and explores new initiatives that could move the County forward is being developed by an internal County Community of Interest.
- Service Now Platform
  - Implementation for IT Incident Management
  - This is a web-based service management platform that includes many relevant functions to inform decision making ability and to re-prioritize resources based on customer demand. This would require an investment.
- Sharing LAN Administration to boost productivity
  - GS and CEO have combined resources to provide backup support. The goal is to expand this program to other departments within the County.
- Travel Booking
  - Reviewing how best to streamline the travel booking, reimbursement, and reporting process. Improved processes will allow the County to maximize its spend and analyze the data.

Future Year Implementation

- Centralize Information Systems in General Services
  - Streamlining the organization steering IT procurement and system development towards the shared use of common systems, shared resources, and the reduction of redundant systems.
  - Overarching goals of high operational efficiencies within the departments and adherence to best practices.
- Centralize Purchasing - Countywide Procurement Analysis
  - Roadmap established on potential process improvements
  - Working to automate more functions, have implemented online bidding, and will continue to make improvement steps in workflow
  - Reviewing potential of future eProcurement or Enterprise Resource Planning systems.

General Services

Highlighted Renew '22 Initiatives (Cont'd)

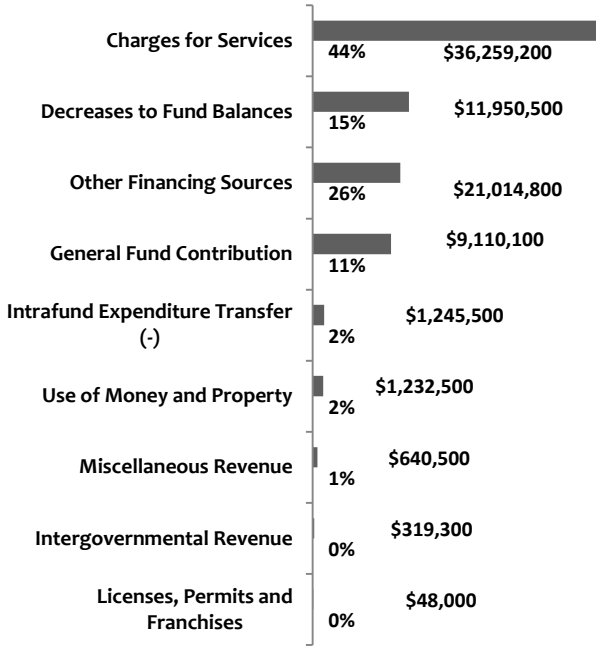
Future Year Implementation (cont'd)

- Consolidate or reduce Multiple Locations
  - Exploring ways to reduce the number of offices and/or using single offices to serve multiple departments reducing additional overhead costs and improve coordination and efficiencies.
- County Owned Property
  - Inventory and evaluate all County-owned property to ensure it is utilized at its highest and best uses and for potential revenue-generating potential.
  - Staff will continue to look for opportunities as appropriate to revisit existing franchises and land agreements to see if there is potential to seek more favorable terms
- Countywide Best Use of Resources for Facility Maintenance and Capital Projects
  - Coordination, prioritization and potentially centralization of facility and capital projects through one department for accountability and oversight.
- Employee Parking Downtown
  - Reviewing opportunities to help employees commute to work by finding parking solutions. There are a very limited amount of spaces available compared to the amount of employees working downtown.
- Enterprise Resources Planning (ERP) System
  - Pursuit of a singular integrated system to handle financials, human resource functions, payroll, purchasing, and other essential county activities.
- Leverage Workspaces
  - Initiative designed to optimize existing office space and reduce the County's physical footprint and overhead costs.
  - Optimizing leases is one approach that includes the review and analysis of current leases to determine their value and/or housing in county owned workspaces. This will be accomplished through the use of lower-cost rental areas with hoteling spaces. This arrangement also benefits the "Retain" component of Renew 22 as it allows more flexibility in terms of work location for employees, relieving people from long commutes.
- Video Arraignment
  - Integrating case information across departments that have a role in the criminal justice system including the Courts, Sheriff, District Attorney, Probation, and Public Defender.
  - Reduce the need to transport prisoners from the Jail to be arraigned.

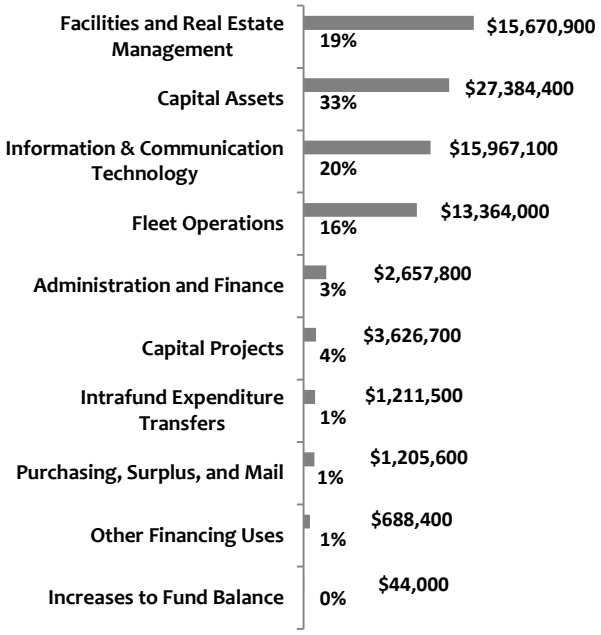
General Services

Recommended Sources & Uses of Funds

Source of Funds - $81,820,400

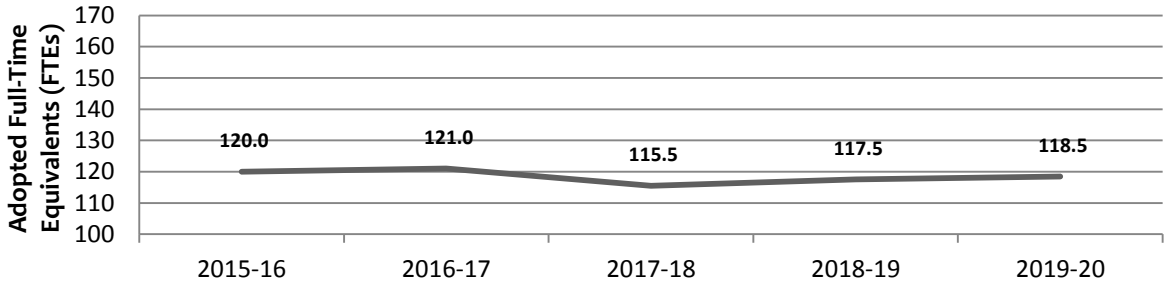


Use of Funds - $81,820,400



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration and Finance	11.50	12.00	12.00	12.00	-
Capital Projects	5.96	7.00	7.00	7.00	-
Facilities and Real Estate Management	28.82	33.50	33.50	33.50	-
Fleet Operations	17.92	20.00	20.00	20.00	-
Information and Communications Technolo	33.38	37.00	37.00	38.00	1.00
Purchasing, Surplus and Mail	6.35	8.00	8.00	8.00	-
Total	103.92	117.50	117.50	118.50	1.00

Budget By Budget Program					
Administration and Finance	$ 2,328,724	$ 2,440,100	$ 2,091,500	$ 2,657,800	$ 217,700
Capital Projects	1,217,411	1,318,300	1,167,200	3,626,700	2,308,400
Facilities and Real Estate Management	16,941,036	18,661,600	17,693,500	15,670,900	(2,990,700)
Fleet Operations	11,074,529	12,154,400	11,412,000	13,364,000	1,209,600
Information and Communications Technolo	12,787,140	13,736,900	13,008,300	15,967,100	2,230,200
Purchasing, Surplus and Mail	969,617	1,171,000	1,169,800	1,205,600	34,600
Total	$ 45,318,457	$ 49,482,300	$ 46,542,300	$ 52,492,100	$ 3,009,800

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 15,518,620	$ 16,639,600	$ 14,845,000	$ 17,340,400	$ 700,800
Services and Supplies	20,746,001	23,217,600	22,542,700	25,137,800	1,920,200
Other Charges	9,053,836	9,625,100	9,154,600	10,013,900	388,800
Total Operating Expenditures	45,318,457	49,482,300	46,542,300	52,492,100	3,009,800
Capital Assets	9,673,875	15,664,500	12,216,700	27,384,400	11,719,900
Other Financing Uses	1,041,327	683,300	716,700	688,400	5,100
Intrafund Expenditure Transfers (+)	1,145,848	1,211,100	1,211,100	1,211,500	400
Increases to Fund Balances	1,443,413	45,900	2,777,800	44,000	(1,900)
Fund Balance Impact (+)	2,341,416	-	209,200	-	-
Total	$ 60,964,336	$ 67,087,100	$ 63,673,800	$ 81,820,400	$ 14,733,300

Budget By Categories of Revenues					
Licenses, Permits and Franchises	$ 49,317	$ 50,600	$ 50,000	$ 48,000	$ (2,600)
Use of Money and Property	1,255,575	1,151,900	1,416,000	1,232,500	80,600
Intergovernmental Revenue	2,413,833	183,600	804,600	319,300	135,700
Charges for Services	32,975,159	34,632,300	34,253,400	36,259,200	1,626,900
Miscellaneous Revenue	778,130	506,500	684,200	640,500	134,000
Total Operating Revenues	37,472,014	36,524,900	37,208,200	38,499,500	1,974,600
Other Financing Sources	5,122,600	9,690,800	2,843,200	21,014,800	11,324,000
Intrafund Expenditure Transfers (-)	1,173,284	1,246,300	1,210,700	1,245,500	(800)
Decreases to Fund Balances	7,501,043	11,003,300	13,789,900	11,950,500	947,200
General Fund Contribution	8,621,800	8,621,800	8,621,800	9,110,100	488,300
Fund Balance Impact (-)	1,073,595	-	-	-	-
Total	$ 60,964,336	$ 67,087,100	$ 63,673,800	$ 81,820,400	$ 14,733,300

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

General Services

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

General Services staffing increased by 1.0 FTE from FY 2018-19 to FY 2019-20 to 118.5 FTEs due to the addition of the Physical Security Specialist, responsible for overseeing physical security, managing security personnel and investigating security breaches.

Expenditures

Net operating expenditure increase of $3,009,800 due to:

- +$700,800 increase in Salaries and Employee Benefits primarily due to negotiated increases.
- +$1,920,200 increase in Services and Supplies primarily due an increase in Fuel of $500,000, cloud based web services of $500,000, IT security audit of $500,000 and construction management services of $275,000.
- +$388,800 increase in Other Charges primarily reflects increases in depreciation due to the replacement of fully depreciated assets.

Net non-operating expenditure increase of $11,723,500 primarily due to:

- +$11,719,900 increase in Capital Assets primarily due to 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 Renewable Energy and Energy Efficiency Upgrades at $4.8M.

These changes resulted in Recommended operating expenditures of $52,492,100, non-operating expenditures of $29,328,300, resulting in total expenditures of $81,820,400. Non-operating expenditures primarily include capital assets.

Revenues

Net operating revenue increase of $1,974,600 primarily due to:

- +$1,626,900 increase in Charges for Services primarily due to the anticipated increases for Internal Service Funds (ICT, Fleet, and Utilities).
- +$135,700 increase in intergovernmental Revenues primarily driven by the start of the Santa Ynez Valley Airport Authority AIP-17 Environmental Assessment project as compared to the prior year.
- +$134,000 increase in Miscellaneous Revenue due to higher anticipated Utilities revenue.

Net non-operating revenue increase of $12,758,700 primarily due to:

- +$11,324,000 increase in Other Financing Sources primarily due to the increase in 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 Renewable Energy and Energy Efficiency Upgrades at $4.8M.
- +$488,300 increase to General Fund Contribution.

These changes result in Recommended operating revenues of $38,499,500, non-operating revenues of $43,320,900 resulting in total revenues of $81,820,400. 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration and Finance				
Percentage of customers who are satisfied or highly satisfied with services provided by the Department. (Target = 100%)	87% 650/750	92% 496/539	90% 540/600	91% 546/600
Percent of Departmental Employee Performance Reviews (EPR's) Completed by the due date. (Target = 100%)	100% 121/121	100% 115/115	100% 103/103	100% 117.5/117.5
Capital Projects				
Percentage of projects that are completed within expected time and budget estimates and according to project customer expectations. (Target = 100%)	100% 8/8	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%)	97% 29/30	90% 9/10	90% 14/15	90% 14/15
Percentage of customers who rate janitorial services satisfactory or better based on random inspections with building tenant and vendor (Target = 95%)	n/a	95% 34/36	97% 35/36	95% 34/36
Preventative Work Orders completed within 30 days of assigned due date (Target = 95%)	n/a	91.7% 1,834/2,000	95% 2,535/2,707	95% 2,850/3,000
Percent of Real Property Projects completed on time. (Target = 100%)	n/a	93% 15/16	90% 18/20	90% 18/20
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	10% 1,700 mWh/ 17,000 mWh	13% 2,200 mWh/ 17,000 mWh
Fleet Operations				
Assigned Fleet Availability. (Target = 100%; Weighted Average)	97.83%	97.85%	96.00%	97.00%
Percentage of new vehicles purchased that are hybrid or alternatively fueled. (Target = 10%)	12.5% 13/104	10.7% 6/56	10.7% 9/84	10% 8/80
New vehicle in-service time: Length of time from delivery to in-service (Assigned and Motor Pool) target measured by vehicle class type (Target = 95%)	n/a	67.4% 31/46	96.1% 74/77	95% 76/80
Surplus vehicle disposal time: Length of time from a vehicle's retirement date to sold at auction within 90 days. (Target = 95%)	n/a	76.7% 66/86	89.5% 77/86	95% 85/89

General Services

Performance Measures (cont'd)

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Information and Communications Technology				
Percentage of customers surveyed who rate the ICT Operations Center incident handling process as "Satisfactory" or better. (Target = 100%)	97% 152/157	98% 147/150	97% 116/120	100% 150/150
Percentage of uptime for Countyofsb.org website. (Target = 100%)	99.50% 523k/525.9k minutes	99.50% 523k/525.9k minutes	99.90% 525k/525.9k minutes	99.92% 368.3K/368.6K minutes
Percentage of Countywide telephone system service repair calls resolved within one business day. (Target = 100%)	99% 1166/1174	99% 513/516	100% 743/743	99.66% 292/293
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% $98M/$163M	60% $87M/$146M	59% $97M/$165M	58% $96M/$165M
Percentage of formal bids awarded within 60 days of requisition receipt for purchases in excess of $25,000. (Target = 100%)	100% 31/31	100% 32/32	100% 40/40	100% 35/35

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
PROGRAM/BUS LDR-GEN	0.27	-	-	-	-
ASST DIRECTOR	2.84	3.00	3.00	3.00	-
BUSINESS MANAGER	0.73	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	0.58	1.00	1.00	1.00	-
ACCOUNTANT	1.00	1.00	1.00	1.00	-
COMPUTER SYSTEMS SPEC	1.00	1.00	1.00	1.00	-
CAPITAL PROJECTS COORD	0.04	-	-	-	-
EXECUTIVE SECRETARY	1.04	1.00	1.00	1.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
Total	11.50	12.00	12.00	12.00	-

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 2,042,901	$ 2,143,500	$ 1,776,000	$ 2,153,400	$ 9,900
Services and Supplies	136,576	110,500	129,700	303,200	192,700
Other Charges	149,247	186,100	185,800	201,200	15,100
Total Operating Expenditures	2,328,724	2,440,100	2,091,500	2,657,800	217,700
Total Expenditures	$ 2,328,724	$ 2,440,100	$ 2,091,500	$ 2,657,800	$ 217,700
Budget By Categories of Revenues					
Charges for Services	1,001,007	1,067,800	1,067,800	1,145,100	77,300
Miscellaneous Revenue	961	-	-	-	-
Total Operating Revenues	1,001,968	1,067,800	1,067,800	1,145,100	77,300
Intrafund Expenditure Transfers (-)	1,145,138	1,209,700	1,209,700	1,208,900	(800)
Decreases to Fund Balances	146,421	155,400	16,000	175,000	19,600
General Fund Contribution	55,124	7,200	7,200	128,800	121,600
Total Revenues	$ 2,348,651	$ 2,440,100	$ 2,300,700	$ 2,657,800	$ 217,700

2018-19 Anticipated Accomplishments

- Processed nearly 36,000 claims, invoices, and transactions for the Department and Countywide Internal Service Funds.
- Processed over $29 million in expenses on behalf of the Northern Branch Jail Project.
- Robust support of the County's Renew '22 efforts.
- Increased paperless invoice and billing documents.
- Provided an annual fiscal training to department staff to increase fiscal efficacy and awareness.
- Revamped the County's Capital Improvement Program to better align with the Budget Process.
- Instituted an internal Annual Policy Checklist so that General Services' staff understand expectations and act with the highest level of integrity and ethical conduct.

2019-20 Objectives

- Centralize fiscal support of all General Service funds and programs to allow for cross training, responsiveness, and accountability.
- Move to cloud based utility billings.
- Conduct the Northern Branch Jail Final Audit upon completion of the project.
- Pilot Improved internal process for tracking and reviewing Board letters (Renew '22).
- Increase department wide trainings on leadership, conduct, and operations.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PROJECT MANAGER	3.00	3.00	3.00	3.00	-
ARCHITECT	1.00	1.00	1.00	1.00	-
CAPITAL PROJECTS COORD	1.96	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	-	1.00	1.00	1.00	-
Total	5.96	7.00	7.00	7.00	-

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 896,442	$ 1,037,500	$ 845,000	$ 1,060,700	$ 23,200
Services and Supplies	26,869	30,400	74,800	2,487,400	2,457,000
Other Charges	294,100	250,400	247,400	78,600	(171,800)
Total Operating Expenditures	1,217,411	1,318,300	1,167,200	3,626,700	2,308,400
Capital Assets	3,689,279	8,410,000	3,771,100	19,681,300	11,271,300
Intrafund Expenditure Transfers (+)	259,722	256,800	256,800	264,000	7,200
Increases to Fund Balances	1,050,520	1,900	60,700	-	(1,900)
Total Expenditures	$ 6,216,932	$ 9,987,000	$ 5,255,800	$ 23,572,000	$ 13,585,000
Budget By Categories of Revenues					
Use of Money and Property	6,883	-	-	-	-
Intergovernmental Revenue	2,210,408	50,000	695,400	195,000	145,000
Charges for Services	817,456	632,000	690,000	582,000	(50,000)
Miscellaneous Revenue	1,527	-	-	-	-
Total Operating Revenues	3,036,274	682,000	1,385,400	777,000	95,000
Other Financing Sources	2,029,717	8,360,000	1,110,000	19,420,000	11,060,000
Decreases to Fund Balances	1,201,141	-	2,035,700	2,362,400	2,362,400
General Fund Contribution	-	945,000	724,700	1,012,600	67,600
Total Revenues	$ 6,267,132	$ 9,987,000	$ 5,255,800	$ 23,572,000	$ 13,585,000

2018-19 Anticipated Accomplishments

- Achieved Northern Branch Jail Project (AB900) construction milestones including 90%+ completion of the facility and 100% completion of the offsite utilities work.
- Received AB900 reimbursements from the State consistently ahead of anticipated timeframes.
- Completed, and closed out the offsite Bid Package 2 of the Northern Branch Jail Project.
- Completed the Agnes Street Residential Crisis Unit for Behavioral Wellness.
- Completed Phase II of the Isla Vista Community Center.
- Completed the Main Jail Deferred Maintenance Implementation Plan.
- Completed the airfield safety grading, and airfield electrical improvements at the Santa Ynez Airport.
- Completed the Jalama Waterline replacement.

Capital Projects Budget Program (cont'd)

2019-20 Objectives

- Continue to successfully manage the construction of the Northern Branch Jail including expedited receipt of State reimbursement grant funds.
- Complete construction of the Northern Branch Jail.
- Continue to successfully manage the construction of the Northern Branch Jail including expedited receipt of State reimbursement grant funds.
- Design and construct Behavioral Wellness projects in support of the County's mental health initiatives.
- Complete the Franklin Clinic generator project and additional projects in accordance with Public Health's strategic plans.
- Integrate facilities condition consultant reports into maintenance and capital project planning.
- Prioritize and integrate sustainable design principles into project planning, design, and construction.
- Continue streamlined project delivery utilizing the Job Order contracting (JOC) program.
- Proceed with projects for the main jail to be implemented in a 3 to 5 year program in accordance with the implementation plan.
- Implement the County's commissioning program and energy efficiency standards and continue to work with Departments and stakeholders in improving the County's sustainability initiatives.
- Develop projects resulting from the approved 2019 Capital Project list.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	0.16	-	-	-	-
DIVISION MANAGER	1.00	1.00	1.00	1.00	-
FACILITIES MANAGER	2.08	3.00	3.00	2.00	(1.00)
PROJECT MANAGER	1.73	2.00	2.00	2.00	-
ENERGY MANAGER	1.00	1.00	1.00	1.00	-
COST ANALYST	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	1.00	1.50	1.50	1.50	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
REAL PROPERTY AGENT	1.42	2.00	2.00	2.00	-
FACILITIES SUPERVISOR	0.15	-	-	1.00	1.00
HVAC SPECIALIST	1.00	3.00	3.00	2.00	(1.00)
BUILDING MAINT SUPV	1.85	2.00	2.00	2.00	-
MAINTENANCE PLUMBER	3.00	3.00	3.00	3.00	-
ADMN OFFICE PRO SR	0.96	1.00	1.00	1.00	-
BUILDING MAINT WORKER	11.46	12.00	12.00	13.00	1.00
Total	28.82	33.50	33.50	33.50	-

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

General Services

Facilities & Real Estate Management Budget Program (cont'd)

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 3,881,254	$ 3,852,300	$ 3,621,000	$ 4,110,700	$ 258,400
Services and Supplies	10,950,058	12,450,100	11,794,400	9,136,000	(3,314,100)
Other Charges	2,109,724	2,359,200	2,278,100	2,424,200	65,000
Total Operating Expenditures	16,941,036	18,661,600	17,693,500	15,670,900	(2,990,700)
Capital Assets	19,980	-	35,000	-	-
Other Financing Uses	982,642	683,300	683,300	688,400	5,100
Intrafund Expenditure Transfers (+)	732,620	779,500	780,900	772,100	(7,400)
Increases to Fund Balances	392,893	44,000	97,300	44,000	-
Total Expenditures	$ 19,069,171	$ 20,168,400	$ 19,290,000	$ 17,175,400	$ (2,993,000)
Budget By Categories of Revenues					
Licenses, Permits and Franchises	49,317	50,600	50,000	48,000	(2,600)
Use of Money and Property	938,976	851,900	859,000	857,500	5,600
Intergovernmental Revenue	146,022	133,600	135,400	124,300	(9,300)
Charges for Services	6,243,772	7,632,200	6,536,200	6,546,000	(1,086,200)
Miscellaneous Revenue	543,731	404,900	531,300	540,500	135,600
Total Operating Revenues	7,921,818	9,073,200	8,111,900	8,116,300	(956,900)
Other Financing Sources	332,436	-	22,400	-	-
Intrafund Expenditure Transfers (-)	28,146	36,600	1,000	36,600	-
Decreases to Fund Balances	2,999,004	4,734,800	4,606,000	2,413,600	(2,321,200)
General Fund Contribution	7,326,920	6,323,800	6,548,700	6,608,900	285,100
Total Revenues	$ 18,608,324	$ 20,168,400	$ 19,290,000	$ 17,175,400	$ (2,993,000)

2018-19 Anticipated Accomplishments

- Responded to $1.3M, or 300 work orders, of emergency unplanned deferred maintenance projects for broken water lines, HVAC failures, vandalism, sewer back-ups, broken windows, and roof leaks.
- Implement Security enhancements to County Facilities per the recommendations of the Security Assessment as funds allowed.
- Completed Water Savings projects through the County, replacing high flow toilets, faucets, and irrigation systems.
- Completed $1.8M of planned deferred maintenance projects.
- Implement a handheld device to become paperless for responding to 10,000 work requests.
- Continued to meet our performance measure by delivering excellent customer services within targeted timeframes. Met FY budget projected budget revenues in the Real Property Program.
- Continued to train and utilize our 5th group of interns to update the Yardi database.
- Implemented Real Property expenditure tracking in FIN.

Facilities & Real Estate Management Budget Program (cont'd)

2019-20 Objectives

- Continue efforts towards merging the three deferred maintenance reports (Jorgensen, Marx Okubo, and the County Deferred Maintenance) into the County Maintenance Connection Program to fully understand the impact of the $64,000,000 back log of deferred maintenance.
- Identify the most critical deferred maintenance projects and complete within the fiscal year.
- Identify potential emergencies prior to failure to reduce emergency project costs and disruption to staff and clients.
- Continue Phase 2 Yardi Real Property data implementation: Add closed agreements, inventory, report fine tuning, critical dates, provisions, and tasks to the database, and continued efforts of improvement of implementation.
- Continue success with Real Property evaluation survey return rate and high satisfaction.
- Meet FY budget projected budget revenue for the Real Property Program.
- Continually work to provide General Services database improvements crucial to Real Property Billing.

Continue to evaluate and provide appropriate staffing levels to address short-term needs and long-term goals.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PROGRAM/BUS LDR-GEN	0.46	-	-	-	-
FLEET MANAGER	0.54	1.00	1.00	1.00	-
ACCOUNTANT	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	1.96	3.00	3.00	2.00	(1.00)
LEAD MECHANIC	2.65	3.00	3.00	3.00	-
EQUIPMENT MECHANIC	2.00	2.00	2.00	2.00	-
AUTOMOTIVE MECHANIC	8.62	8.00	8.00	9.00	1.00
MOTOR POOL DISPATCH	0.35	1.00	1.00	1.00	-
STOREKEEPER	0.35	1.00	1.00	1.00	-
Total	17.92	20.00	20.00	20.00	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 2,055,818	$ 2,306,800	$ 1,997,000	$ 2,440,700	$ 133,900
Services and Supplies	5,027,645	5,784,200	5,315,800	6,623,900	839,700
Other Charges	3,991,066	4,063,400	4,099,200	4,299,400	236,000
Total Operating Expenditures	11,074,529	12,154,400	11,412,000	13,364,000	1,209,600
Capital Assets	3,598,099	2,440,800	2,560,600	4,354,800	1,914,000
Other Financing Uses	58,685	-	33,400	-	-
Increases to Fund Balances	-	-	1,486,400	-	-
Total Expenditures	$ 14,731,313	$ 14,595,200	$ 15,492,400	$ 17,718,800	$ 3,123,600
Budget By Categories of Revenues					
Use of Money and Property	93,701	125,000	206,000	200,000	75,000
Intergovernmental Revenue	13,601	-	(13,700)	-	-
Charges for Services	12,374,182	11,927,800	12,541,800	13,124,000	1,196,200
Miscellaneous Revenue	208,236	101,600	150,900	100,000	(1,600)
Total Operating Revenues	12,689,720	12,154,400	12,885,000	13,424,000	1,269,600
Other Financing Sources	1,459,012	89,800	274,800	794,800	705,000
Decreases to Fund Balances	1,896,845	2,351,000	2,332,600	3,500,000	1,149,000
Total Revenues	$ 16,045,577	$ 14,595,200	$ 15,492,400	$ 17,718,800	$ 3,123,600

Fleet Operations Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Made continued progress in right sizing the County Fleet. Replaced 3 Assigned Gas powered vehicles with Hybrid and eliminated\downsized multiple large class vehicles.
- During FY2018-19 the efficiency of the fleet continued to grow as more miles traveled continued to increase over fuel use of Assigned vehicles.
- Implemented enhanced process by which emergency vehicle readiness status is communicated to our customers when equipment is out of service.

2019-20 Objectives

- Continue efforts towards right sizing the County's vehicle fleet (Recurring).
- Continue to work with all County Departments to establish fossil fuel reduction goals (total fuel gallons used annually), provide reporting data and monitor progress.
- Ensure all new Fire Mechanics meet level one certification through CFMA.
- Increase the number of alternatively fueled and ALL-Electric vehicles into the Fleet.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST DIRECTOR	0.96	1.00	1.00	1.00	-
DIVISION MANAGER	1.00	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	2.00	1.00
EDP OFFICE AUTO SPEC	12.73	15.00	15.00	15.00	-
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	1.00	-
COMMUNICATIONS MANAGER	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.73	1.00	1.00	1.00	-
RADIO COMMUNICATION SYSTEMS ENGINEER	1.00	1.00	1.00	1.00	-
EDP NETWORK TECH	5.77	6.00	6.00	6.00	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
COMM SYSTEMS SUPV	1.00	1.00	1.00	1.00	-
COMM EQUIP TECH SR	2.00	2.00	2.00	2.00	-
EDP OFFICE AUTO COORD	1.00	1.00	1.00	1.00	-
ELECTRONICS SYSTEMS TECH	1.65	2.00	2.00	2.00	-
COMM EQUIP TECH	1.54	2.00	2.00	2.00	-
Total	33.38	37.00	37.00	38.00	1.00

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 5,849,796	$ 6,282,800	$ 5,651,000	$ 6,532,200	$ 249,400
Services and Supplies	4,530,690	4,808,800	5,113,300	6,553,200	1,744,400
Other Charges	2,406,655	2,645,300	2,244,000	2,881,700	236,400
Total Operating Expenditures	12,787,140	13,736,900	13,008,300	15,967,100	2,230,200
Capital Assets	2,366,517	4,813,700	5,850,000	3,348,300	(1,465,400)
Increases to Fund Balances	-	-	1,133,400	-	-
Total Expenditures	$ 15,153,657	$ 18,550,600	$ 19,991,700	$ 19,315,400	$ 764,800
Budget By Categories of Revenues					
Use of Money and Property	216,016	175,000	351,000	175,000	-
Intergovernmental Revenue	43,802	-	(12,500)	-	-
Charges for Services	12,538,741	13,372,500	13,417,600	14,862,100	1,489,600
Miscellaneous Revenue	22,625	-	-	-	-
Total Operating Revenues	12,821,184	13,547,500	13,756,100	15,037,100	1,489,600
Other Financing Sources	1,301,435	1,241,000	1,436,000	800,000	(441,000)
Decreases to Fund Balances	1,257,632	3,762,100	4,799,600	3,478,300	(283,800)
Total Revenues	$ 15,380,251	$ 18,550,600	$ 19,991,700	$ 19,315,400	$ 764,800

2018-19 Anticipated Accomplishments

- Established an IT Governance Program supported by a multi-department council and committees.
- Established a formal ICT Project Management Office staffed with a full-time project manager.
- Completed deployment of new firewall security appliances on the County network.
- Completed Phase 1 (Assessment) and Phase 2 (Recommendation) of the Public Safety Radio Upgrade Project.
- Completed opening ICT satellite offices in Santa Maria and Carpinteria. Enrolled all County employees in Cyber Security Awareness Training.
- Replaced Administration building battery system and optimized building electrical wiring.
- Deployed the ServiceNow platform to consolidate IT incident management and reporting.
- Managed the IT Inventory Assessment of all county IT resources to provide recommendations for improvement initiatives.

2019-20 Objectives

- Complete Phases 3 & 4 (Design) and Phase 5 (Procurement/Implementation) of the Public Safety Radio Upgrade Project.
- Launch a pilot centralized Tier-1 call center, providing intake, triage and tracking of technical support calls.
- Expand radio coverage with microwave tower infrastructure at Santa Ynez Peak, Figueroa and Mt. Abel (Phase 3).
- Perform an upgrade assessment of the County's telephone infrastructure.
- Re-design County website to improve resiliency through the use of cloud-based platforms and insure ADA compliance.
- Perform 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
PROGRAM/BUS LDR-GEN	0.15	-	-	-	-
ENTERPRISE LDR-GEN	-	1.00	1.00	1.00	-
PROGRAM MANAGER	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	0.04	-	-	1.00	1.00
BUYER	2.77	3.00	3.00	2.00	(1.00)
MAIL CENTER SUPERVISOR	0.96	1.00	1.00	1.00	-
MAIL CENTER WORKER	1.42	2.00	2.00	2.00	-
Total	6.35	8.00	8.00	8.00	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 792,409	$ 1,016,700	$ 955,000	$ 1,042,700	$ 26,000
Services and Supplies	74,165	33,600	114,700	34,100	500
Other Charges	103,044	120,700	100,100	128,800	8,100
Total Operating Expenditures	969,617	1,171,000	1,169,800	1,205,600	34,600
Intrafund Expenditure Transfers (+)	153,506	174,800	173,400	175,400	600
Total Expenditures	$ 1,123,123	$ 1,345,800	$ 1,343,200	$ 1,381,000	$ 35,200
Budget By Categories of Revenues					
Miscellaneous Revenue	1,051	-	2,000	-	-
Total Operating Revenues	1,051	-	2,000	-	-
Decreases to Fund Balances	-	-	-	21,200	21,200
General Fund Contribution	1,239,756	1,345,800	1,341,200	1,359,800	14,000
Total Revenues	$ 1,240,807	$ 1,345,800	$ 1,343,200	$ 1,381,000	$ 35,200

Purchasing, Surplus and Mail Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Completed 40 RFPs on behalf of the County.
- Updated the Local Vendor Preference on tangible goods to allow for a 6% match of the lowest bid.
- Implemented an online digital bid process and increased vendor registration.
- Improved the contracting process for services with vendors that aggregate above $200k.
- Initiated an Amazon Business account for countywide use by departments that will improve tracking and data analysis of spend for purchases made through Amazon.
- Streamlined the Surplus Property process to increase re-use and revenue from sales, and minimize disposal.

2019-20 Objectives

- Increase vendor participation in all bid and procurement opportunities to maximize spend, value and quality of goods and services.
- Transition to conducting postage metering services in-house for accountability and efficiency.
- Finalize all required contracts to support the opening and operation of the Northern Branch Jail.
- Continue to pursue implementation of the Countywide Procurement Analysis (Renew '22) recommendations.
- Update the County's Procurement Manual to better guide Departments on best practices.

Northern Branch Jail Project

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 7,556,400**
Capital	**$ 400,000**
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 Fall 2019.

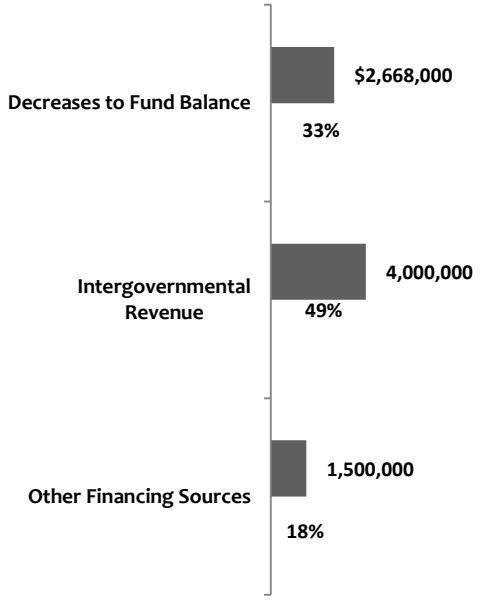
Highlights of 2019-20 Objectives

- 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 Fall 2019.

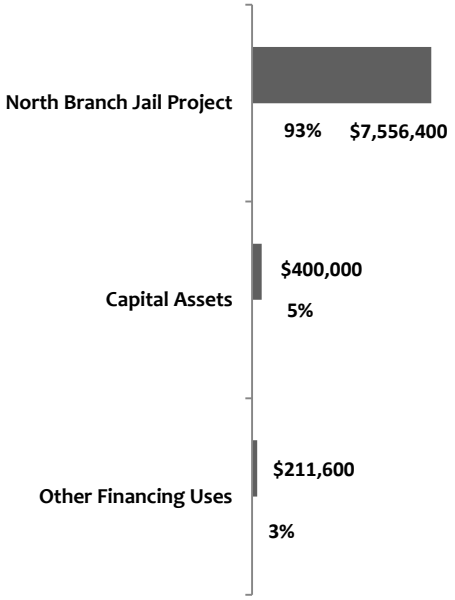
Northern Branch Jail Project

Recommended Sources & Uses of Funds

Source of Funds - $8,168,000



Use of Funds - $8,168,000



Northern Branch Jail Project

Budget Overview

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Budget By Budget Program					
North Branch Main Jail Project	$ 37,331,268	$ 37,364,200	$ 30,732,900	$ 7,556,400	$ (29,807,800)
Total	$ 37,331,268	$ 37,364,200	$ 30,732,900	$ 7,556,400	$ (29,807,800)
Budget By Categories of Expenditures					
Services and Supplies	$ 37,331,268	$ 37,364,200	$ 30,732,900	$ 7,556,400	$ (29,807,800)
Total Operating Expenditures	37,331,268	37,364,200	30,732,900	7,556,400	(29,807,800)
Capital Assets	-	400,000	400,000	400,000	-
Other Financing Uses	-	400	400	211,600	211,200
Total	$ 37,331,268	$ 37,764,600	$ 31,133,300	$ 8,168,000	$ (29,596,600)
Budget By Categories of Revenues					
Intergovernmental Revenue	$ 35,063,799	$ 23,824,400	$ 19,512,500	$ 4,000,000	$ (19,824,400)
Total Operating Revenues	35,063,799	23,824,400	19,512,500	4,000,000	(19,824,400)
Other Financing Sources	189,605	2,000,000	500,000	1,500,000	(500,000)
Decreases to Fund Balances	2,077,863	11,940,200	11,120,800	2,668,000	(9,272,200)
Total	$ 37,331,268	$ 37,764,600	$ 31,133,300	$ 8,168,000	$ (29,596,600)

Northern Branch Jail Project

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Expenditures

- Net operating expenditures decrease of -$29,807.800 due to:
  - - $29,407,800 decrease to services and Supplies comprised almost entirely of the anticipated progress of the Northern Branch Jail (AB900) project. Construction began in Fiscal Year 2016-17 and with anticipated completion during the during Fiscal Year 2019-20. 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 $211,200 primarily due to:
  - +$211,200 increase in other financing uses due to an increase in operating transfers to refund the General Fund for prior years cost allocation funding.

These changes result in recommended operating expenditures of $7,956,400, non-operating expenditures of 211,600 and total expenditures of $8,168,000.

Revenues

- Net operating revenues decrease of -$19,824,400 due to:
  - - $19,824,400 decrease to Intergovernmental Revenue which is comprised entirely of anticipated reimbursement of State AB900 award funding which is directly related to eligible reimbursable construction costs. These are budgeted to coincide with the planned progress of the project.

- Net non-operating revenue increase of $9,772,200 due to:
  - -$9,272,200 decrease to Use of Fund Balance from anticipated draw of committed fund balance due to the planned progression of the project.
  - -$500,000 decrease in General Fund Transfers for ongoing construction costs.

These changes result in recommended operating revenues of $4,000,000, non-operating revenues of $4,168,000 and total revenues of $8,168,000. 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 Fall 2019.

Complete the project within the $110.86 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 $112.86 million.

On June 21, 2016, the Board of Supervisors approved the construction contracts contingent on State approval and on September 6, 2016, the notice to proceed was issued and the State approved contract was awarded. Completion is estimated to occur in Fall 2019.

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Services and Supplies	$ 37,331,268	$ 37,364,200	$ 30,732,900	$ 7,556,400	$ (29,807,800)
Total Operating Expenditures	37,331,268	37,364,200	30,732,900	7,556,400	(29,807,800)
Capital Assets	-	400,000	400,000	400,000	-
Other Financing Uses	-	400	400	211,600	211,200
Total Expenditures	$ 37,331,268	$ 37,764,600	$ 31,133,300	$ 8,168,000	$ (29,596,600)
Budget By Categories of Revenues					
Intergovernmental Revenue	35,063,799	23,824,400	19,512,500	4,000,000	(19,824,400)
Total Operating Revenues	35,063,799	23,824,400	19,512,500	4,000,000	(19,824,400)
Other Financing Sources	189,605	2,000,000	500,000	1,500,000	(500,000)
Decreases to Fund Balances	2,077,863	11,940,200	11,120,800	2,668,000	(9,272,200)
Total Revenues	$ 37,331,268	$ 37,764,600	$ 31,133,300	$ 8,168,000	$ (29,596,600)

2018-19 Anticipated Accomplishments

- Successful management of the construction phase on the onsite construction bid package 1.
- Completion and close out of the offsite utilities bid package 2.
- 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)

2019-20 Objectives

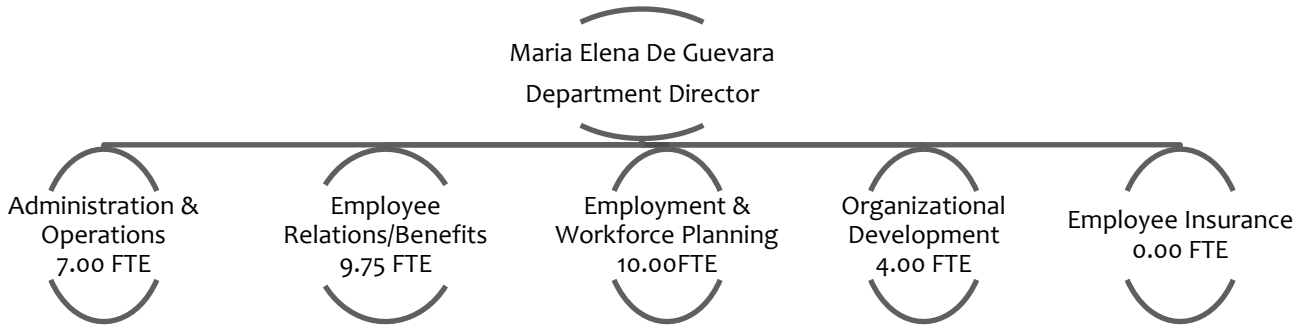
- Expediting State AB900 reimbursements continuing the goal of a less than 60 day turnaround.
- Coordinating commissioning efforts to ensure sustainable, energy efficient systems perform as designed.
- Manage furniture fixture and equipment (FF&E) procurement to allow the Sheriff to transition into the facility
- Deliver a functional, energy efficient facility on time and within budget ready for occupancy in 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 Fall 2019.
- Complete final BSCC required performance and compliance audit within 90 days of project completion and occumpancy to receive the 5% funding retention from the State.

Northern Branch Jail Project

Human Resources

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$ 8,609,000**
Capital	**$0**
FTEs	**30.75**



Human Resources

Mission Statement

To promote a culture where our County 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 consultative 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 five budget programs:

1. **Administration & Operations** – This budget program provides executive, fiscal, and operational oversight and services to HR to ensure that HR is responsive to the needs of the Board of Supervisors, CEO, and our customers.
2. **Employee Relations/Benefits** – This budget program is responsible for overseeing HR's relationship and negotiations with labor organizations; compliance with all federal, state, and local laws, regulations, and policies regarding equal employment, discrimination, and harassment; and the provision and administration of the various County benefit programs.
3. **Employment and Workforce Planning** – This budget program assists County departments in meeting their goals by acquiring highly qualified candidates to fill a wide variety of County positions and assisting County departments in meeting their objectives by providing assistance and guidance to departments in ensuring that each department has the right positions to effectively deliver services.
4. **Organizational Development** – This budget program focuses on expanding and enhancing organizational capacity by delivering relevant and effective employee and leadership development programs.
5. **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 2019-20 Objectives

- Conduct research on best practices for succession planning in preparation for future workplace trends.
- Create a blueprint for a performance appraisal system that will help the County make the shift toward a feedback culture to attract, develop, and retain current and future talent.
- Redesign provision of HR services to support equal employment opportunities, diversity, and inclusion.
- Automate and standardize employment forms and processes to create consistencies and efficiencies for our customers.
  Evaluate and implement leave administration automation to better serve customers and mitigate risk.

Human Resources

Highlighted Renew '22 Initiatives

Already Underway

- Revise Civil Service Rules
  - After final draft passes County Counsel review, draft rules will be presented to the Civil Service Commission for feedback. Final steps will be the meet and confer process with the labor unions and final approval by the Board of Supervisors
- Implement Pilot Leadership Certificate Program
  - Pilot Program began in March with 12 participants
- Suspend Paper Processing
  - Finalizing policy with County Counsel on document destruction and full conversion to electronic employee records

Implementation in FY 2019-20

- Reorganizing Countywide HR Service Delivery Model
  - Review of consultant and internal data to determine strategy with the HR Executive Advisory Committee
  - Develop and circulate a draft plan to customer departments for review and comment
- Transformation of Traditional HR Functions
  - Create internal infrastructure in support of Renew '22 vision
  - Develop a 5-year strategic plan that aligns with the County's strategic direction and appropriately allocates resources

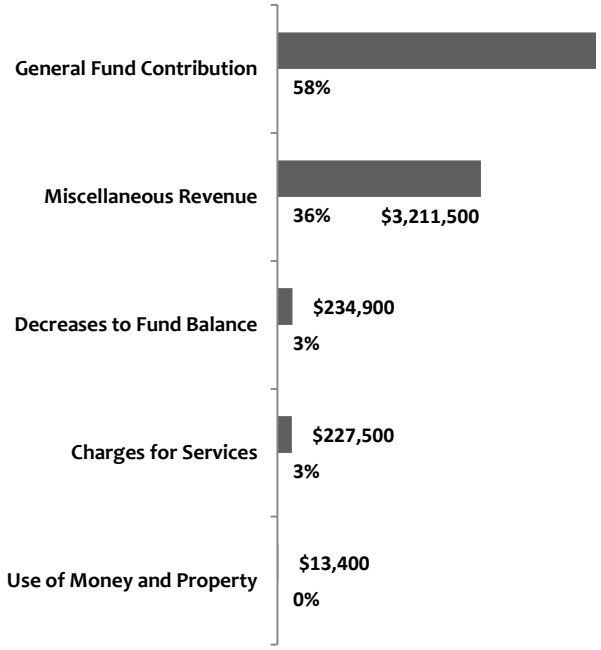
Future Year Implementation

- Maximize third party administrators (TPA) and/or vendors
  - HR will review all existing TPA/vendor contracts to take full advantage of services and programs provided while minimizing duplication of efforts
- System Integration
  - HR will partner with General Services on improving current utilization of technology and will advocate for digital government solutions

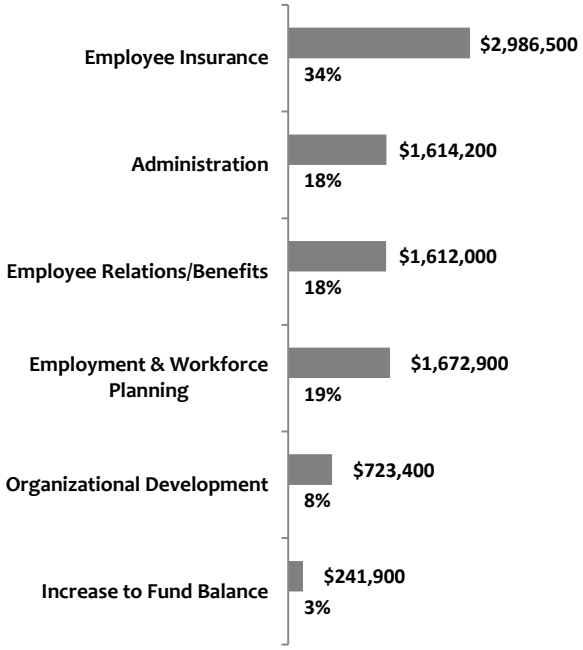
Human Resources

Recommended Sources & Uses of Funds

Source of Funds - $8,850,900

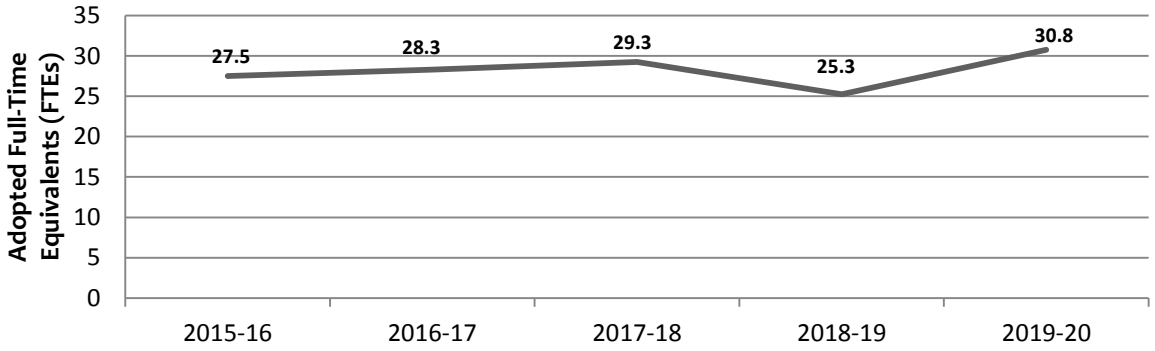


Use of Funds - $8,850,900



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Operations	5.51	6.00	6.00	7.00	1.00
Employee Relations/Benefits	9.23	9.25	9.25	9.75	0.50
Employment & Workforce Planning	5.67	5.00	5.00	10.00	5.00
Organizational Development	2.84	2.00	2.00	4.00	2.00
Shared Services	1.98	3.00	3.00	-	(3.00)
Total	25.24	25.25	25.25	30.75	5.50

Budget By Budget Program					
Administration & Operations	$ 1,688,075	$ 1,858,900	$ 1,886,400	$ 1,614,200	$ (244,700)
Employee Relations/Benefits	1,583,895	1,754,900	1,363,400	1,612,000	(142,900)
Employment & Workforce Planning	966,812	898,600	844,900	1,672,900	774,300
Organizational Development	735,953	467,500	481,000	723,400	255,900
Shared Services	410,337	600,300	582,000	-	(600,300)
Employee Insurance	3,535,978	2,931,500	2,907,800	2,986,500	55,000
Unallocated	42	-	-	-	-
Total	$ 8,921,093	$ 8,511,700	$ 8,065,500	$ 8,609,000	$ 97,300

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 4,287,770	$ 4,315,200	$ 4,088,000	$ 4,642,000	$ 326,800
Services and Supplies	1,061,504	1,145,400	919,300	853,500	(291,900)
Other Charges	3,571,818	3,051,100	3,058,200	3,113,500	62,400
Total Operating Expenditures	8,921,093	8,511,700	8,065,500	8,609,000	97,300
Increases to Fund Balances	-	231,700	139,600	241,900	10,200
Fund Balance Impact (+)	277,134	-	-	-	-
Total	$ 9,198,227	$ 8,743,400	$ 8,205,100	$ 8,850,900	$ 107,500

Budget By Categories of Revenues					
Use of Money and Property	$ 9,438	$ 12,500	$ 37,000	$ 13,400	$ 900
Intergovernmental Revenue	90,232	-	-	-	-
Charges for Services	246,119	205,000	238,000	227,500	22,500
Miscellaneous Revenue	3,466,238	3,175,700	2,902,200	3,211,500	35,800
Total Operating Revenues	3,812,027	3,393,200	3,177,200	3,452,400	59,200
Other Financing Sources	50,000	-	-	-	-
Decreases to Fund Balances	495,000	509,000	186,700	234,900	(274,100)
General Fund Contribution	4,841,200	4,841,200	4,841,200	5,163,600	322,400
Total	$ 9,198,227	$ 8,743,400	$ 8,205,100	$ 8,850,900	$ 107,500

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

Human Resources

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- Increase of +5.5 FTEs:
  - +6.5 FTEs as a result of (1) adding an Administration and Operations Chief offset by salary savings, (2) adding two recruiter positions through pre-workshop expansions, (3) reinstating the Equal Employment Opportunity (EEO) Manager position, (4) adding a support position to Employee Benefits, (5) adding a support position to the Organizational Development Division, and (6) increasing an existing half-time support position to full-time to assist the Employee Relations Division.
  - -1.0 FTE as a result of deleting the Assistant Director position.

Expenditures

- Net operating expenditure increase of +$97,300:
  - -$291,900 decrease to Services and Supplies due primarily to decreases in Professional and Special Services as a result of the decision to keep labor negotiation and employee benefit services in-house. In addition, several one-time projects were completed in FY 2018-19.
  - +$62,400 increase to Other Charges primarily due to increases in IT and Utility Charges.
  - +$326,800 increase to Salaries and Benefits as a result of the position changes noted above, which were offset by a decrease in Workers' Compensation premiums.
- Net non-operating expenditure increase of $10,200 due to:
  - +$148,500 increase to Fund Balance account for the Unemployment Insurance Fund
  - -$55,800 decrease in contribution to Fund Balance account for the Self-Funded Dental Plan based on an actuarial assessment of anticipated premiums and claims for that fund

These changes result in recommended operating expenditures of $8,609,000, non-operating expenditures of $241,900, and total expenditures of $8,850,900.

Revenues

- Net operating revenue increase of +$59,200:
  - +$36,700 increase to Miscellaneous Revenue from Unemployment and Dental Insurance premiums and interest earnings
  - +$22,500 increase to Charges for Services due to anticipated increase in EEO Investigations
- Net non-operating revenue increase of +$107,500:
  - +$322,400 increase to General Fund contribution
  - -$274,000 decrease to the use of Fund Balance for one-time expenditures

These changes result in recommended operating revenues of $3,452,400, non-operating revenues of $5,398,500 and total revenues of $8,850,900. Non-operating revenues primarily include General Fund Contribution and changes to fund balances.

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Reduce voluntary first year turnover rate through: effective recruiting, hiring, on-boarding, etc.	19.3% 71/367	14.11% 46/326	9.3% 30/320	9.0% 32/360
Meet a target of 35 business days, on average, between approval of a recruitment requisition and certification of the list	69 Days	38 Days	37 Days	40 Days
Receive an overall satisfaction rate of 5/5 for 90% of HR customers surveyed	N/A	N/A	N/A	90%
Align 80% of new hires within the Leadership Classes at the new control point	*80% 8/10	85% 11/13	65% 13/20	80% 16/20

* As of April 2017 and based on leadership hires after Board of Supervisors' adoption of Management Compensation Project, December 6, 2016

Human Resources

Administration & Operations Budget Program

This budget program provides executive, fiscal, and operational oversight and services to HR to ensure that HR is responsive to the needs of the Board of Supervisors, CEO, and our customers.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIRECTOR	1.00	1.00	1.00	1.00	-
DIVISION MANAGER	0.11	-	-	-	-
ASST DIRECTOR	1.00	1.00	1.00	-	(1.00)
HR MANAGER	0.05	1.00	1.00	-	(1.00)
DIVISION CHIEF	-	-	-	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	1.00	1.00	-
DEPT BUS SPEC	0.01	-	-	-	-
FISCAL MANAGER	1.00	1.00	1.00	1.00	-
HR ANALYST	-	-	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.02	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR-RES	0.33	-	-	1.00	1.00
Total	5.51	6.00	6.00	7.00	1.00

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,159,661	$ 1,280,000	$ 1,256,300	$ 1,062,500	$ (217,500)
Services and Supplies	330,488	300,600	352,600	282,100	(18,500)
Other Charges	197,926	278,300	277,500	269,600	(8,700)
Total Operating Expenditures	1,688,075	1,858,900	1,886,400	1,614,200	(244,700)
Total Expenditures	$ 1,688,075	$ 1,858,900	$ 1,886,400	$ 1,614,200	$ (244,700)
Budget By Categories of Revenues					
Miscellaneous Revenue	0	-	-	-	-
Total Operating Revenues	0	-	-	-	-
Decreases to Fund Balances	135,000	151,600	54,500	118,500	(33,100)
General Fund Contribution	1,321,021	1,707,300	1,831,900	1,495,700	(211,600)
Total Revenues	$ 1,456,021	$ 1,858,900	$ 1,886,400	$ 1,614,200	$ (244,700)

Human Resources

Administration & Operations Budget Program (Cont'd)

2018-19 Anticipated Accomplishments

- Created an HR Executive Advisory Committee with representatives from several departments and initiated a study from Mercer to begin looking at the current HR structure and begin to develop options for moving forward
- In an effort to enhance the ability of employees and the public to access information about the County's employment opportunities and policies, initiated a redesign process of the HR website
- Created a final draft of the updated Civil Service Rules and HR Policy Manual
- Updated and clarified the Leadership Compensation Plan
- Reorganized HR into more clearly defined divisions with clear roles and responsibilities

2019-20 Objectives

- Complete the redesign and roll-out of the new HR website and Intranet
- In conjunction with the CEO and General Services departments, explore and evaluate options for tools that will improve the County's ability to utilize data analytics to improve operational and strategic decision making
- Implement upgrades to the County Human Resource Management System to better serve our customers
- Update and provide staff training on administrative and fiscal control policies to ensure compliance with County purchasing and internal control policies
- Develop a sustainable Department Analytics strategy to capture and monitor performance

Human Resources

Employee Relations/Benefits Budget Program

This budget program is responsible for overseeing HR's relationship and negotiations with labor organizations and the provision and administration of the various County benefit programs.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIVISION MANAGER	1.89	2.00	2.00	1.00	(1.00)
HR MANAGER	0.53	-	-	3.00	3.00
ENTERPRISE LDR-GEN	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	0.35	1.00	1.00	1.00	-
DEPT BUS SPEC	2.92	2.75	2.75	1.75	(1.00)
EMPLOYEE BENEFITS MANAGER	1.00	1.00	1.00	-	(1.00)
HR ANALYST	0.02	-	-	-	-
ADMN OFFICE PRO SR-RES	1.54	1.50	1.50	2.00	0.50
Total	9.23	9.25	9.25	9.75	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,442,297	$ 1,422,100	$ 1,264,500	$ 1,508,500	$ 86,400
Services and Supplies	130,305	322,500	89,300	93,800	(228,700)
Other Charges	11,293	10,300	9,600	9,700	(600)
Total Operating Expenditures	1,583,895	1,754,900	1,363,400	1,612,000	(142,900)
Total Expenditures	$ 1,583,895	$ 1,754,900	$ 1,363,400	$ 1,612,000	$ (142,900)
Budget By Categories of Revenues					
Charges for Services	149,096	85,000	143,000	107,500	22,500
Miscellaneous Revenue	25,832	25,000	24,000	24,000	(1,000)
Total Operating Revenues	174,928	110,000	167,000	131,500	21,500
Decreases to Fund Balances	-	215,400	-	43,400	(172,000)
General Fund Contribution	1,491,151	1,429,500	1,196,400	1,437,100	7,600
Total Revenues	$ 1,666,079	$ 1,754,900	$ 1,363,400	$ 1,612,000	$ (142,900)

Employee Relations/Benefits Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Successfully negotiated Retirement Cost Sharing agreements with 8 out of 10 unions
- Through various plan design and cost saving measures such as the medical tourism program and promotion of the Health Savings Account plans, secured a health insurance renewal rate of 3.3% for 2019, which is down from the 2018 renewal rate of 7.4%
- Successfully added an additional 180 employees to the County's High Deductible plan, which will have a positive impact on future County insurance renewals due to the lower cost and anticipated decreased plan usage
- Negotiated successor labor agreements with 3 public safety unions
- Began meet and confer process with the labor unions regarding implementation of the new Civil Service Rules and HR Policy Manual

2019-20 Objectives

- Finalize negotiations and implement revisions to the Civil Service Rules
- Develop and distribute an Employee Handbook for County employees
- Evaluate and implement leave administration automation and provide on-going leave administration training to departments
- Increase participation in the County's Employee Assistance Program through marketing and education efforts
- Collect Workplace Wellness baseline data to evaluate Countywide need and establish program targets and goals
- Ensure County policies and work practices align with the County's commitment to equal employment opportunity, diversity, and inclusion

Human Resources

Employment & Workforce Planning Budget Program

This budget program assists County departments in meeting their goals by acquiring highly qualified candidates to fill a wide variety of County positions and assisting County departments in meeting their objectives by appropriately classifying positions.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIVISION MANAGER	1.00	1.00	1.00	1.00	-
HR MANAGER	1.04	1.00	1.00	2.00	1.00
PROGRAM MANAGER	-	-	-	1.00	1.00
DEPT BUS SPEC	0.15	1.00	1.00	2.00	1.00
HR ANALYST	1.94	1.00	1.00	4.00	3.00
PROGRAM/BUS LDR-GEN	0.03	-	-	-	-
TEAM/PROJECT LDR-GEN	0.50	-	-	-	-
ADMN OFFICE PRO SR-RES	1.00	1.00	1.00	-	(1.00)
Total	5.67	5.00	5.00	10.00	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 835,235	$ 755,500	$ 665,600	$ 1,490,200	$ 734,700
Services and Supplies	129,111	140,500	176,700	178,300	37,800
Other Charges	2,466	2,600	2,600	4,400	1,800
Total Operating Expenditures	966,812	898,600	844,900	1,672,900	774,300
Total Expenditures	$ 966,812	$ 898,600	$ 844,900	$ 1,672,900	$ 774,300
Budget By Categories of Revenues					
Decreases to Fund Balances	-	42,300	-	44,000	1,700
General Fund Contribution	1,089,825	856,300	844,900	1,628,900	772,600
Total Revenues	$ 1,089,825	$ 898,600	$ 844,900	$ 1,672,900	$ 774,300

Employment & Workforce Planning Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Oversaw the successful recruitments of 4 Department Directors and 9 Assistant Department Directors
- Partnered with the Employees' University on the successful implementation of the County of Santa Barbara Passport to Public Service Program

2019-20 Objectives

- Develop a program to support departments in workforce and succession planning
- Implement automation tools to enhance and/or streamline the County's recruiting efforts
- Design and implement recruitment Hindsight Reports to collect customer feedback
- Partner with the Organizational Development Division to create an effective on-boarding program for all new employees

Human Resources

Organizational Development Budget Program

This budget program focuses on expanding and enhancing organizational capacity by delivering relevant and effective employee development programs. 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DIVISION MANAGER	-	-	-	1.00	1.00
HR MANAGER	1.00	1.00	1.00	1.00	-
PROGRAM MANAGER	1.00	1.00	1.00	-	(1.00)
ADMN OFFICE PRO	-	-	-	1.00	1.00
DEPT BUS SPEC	0.75	-	-	1.00	1.00
ADMN OFFICE PRO SR-RES	0.09	-	-	-	-
Total	2.84	2.00	2.00	4.00	2.00

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 517,912	$ 342,200	$ 340,800	$ 580,800	$ 238,600
Services and Supplies	190,384	94,400	110,900	115,000	20,600
Other Charges	27,656	30,900	29,300	27,600	(3,300)
Total Operating Expenditures	735,953	467,500	481,000	723,400	255,900
Total Expenditures	$ 735,953	$ 467,500	$ 481,000	$ 723,400	$ 255,900
Budget By Categories of Revenues					
Intergovernmental Revenue	90,232	-	-	-	-
Charges for Services	97,023	120,000	95,000	120,000	-
Total Operating Revenues	187,255	120,000	95,000	120,000	-
Other Financing Sources	50,000	-	-	-	-
Decreases to Fund Balances	-	17,000	-	1,500	(15,500)
General Fund Contribution	440,298	330,500	386,000	601,900	271,400
Total Revenues	$ 677,553	$ 467,500	$ 481,000	$ 723,400	$ 255,900

Organizational Development Budget Program (Cont'd)

2018-19 Anticipated Accomplishments

- Designed and implemented a pilot Leadership Certificate Program in support of the County's Renew '22 initiative
- Utilizing the Adult Education Block Grant funds, held 7 public workshops, which served 162 participants. Of those who participated, 14 accepted jobs with the County and an additional 18 were able to gain employment with other employers.

2019-20 Objectives

- Evaluate the results of the pilot Leadership Certificate Program and design and implement an on-going program to enhance the development of leaders throughout the organization
- Ensure that all County employees complete the new one-hour workplace harassment training in compliance with SB1343
- Collaborate with Cal Poly San Luis Obispo to design and implement "Six Sigma" workshops
- Develop and implement an EU Employee Subject Matter Expert on-boarding program
- Automate Employee Self-Registration

Human Resources

Shared Services Budget Program

This budget program provides human resources management services and consultation to the various County departments to provide responsive, consistent, and high-quality services.

Staffing

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
HR MANAGER	0.50	2.00	2.00	-	(2.00)
PROGRAM MANAGER	1.00	1.00	1.00	-	(1.00)
PROGRAM/BUS LDR-GEN	0.01	-	-	-	-
TEAM/PROJECT LDR-GEN	0.18	-	-	-	-
FISCAL MANAGER	0.31	-	-	-	-
Total	1.98	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 332,815	$ 515,400	$ 560,800	$ -	$ (515,400)
Services and Supplies	75,245	82,700	19,200	-	(82,700)
Other Charges	2,278	2,200	2,000	-	(2,200)
Total Operating Expenditures	410,337	600,300	582,000	-	(600,300)
Total Expenditures	$ 410,337	$ 600,300	$ 582,000	$ -	$ (600,300)
Budget By Categories of Revenues					
Decreases to Fund Balances	-	82,700	-	-	(82,700)
General Fund Contribution	498,905	517,600	582,000	-	(517,600)
Total Revenues	$ 498,905	$ 600,300	$ 582,000	$ -	$ (600,300)

2018-19 Anticipated Accomplishments

- Enhanced knowledge base and enriched experience gained through providing human resources services to rotating department assignments due to unanticipated staffing changes exhibiting resiliency from the HR Shared Services staff
- Provided training and support to two new departmental HR Managers in large departments
- Provided assistance and expertise in areas of employee relations, discipline, performance management, and leave issues to all customer departments

2019-20 Objectives

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Services and Supplies	$ 205,821	$ 204,700	$ 170,600	$ 184,300	$ (20,400)
Other Charges	3,330,157	2,726,800	2,737,200	2,802,200	75,400
Total Operating Expenditures	3,535,978	2,931,500	2,907,800	2,986,500	55,000
Increases to Fund Balances	-	231,700	139,600	241,900	10,200
Total Expenditures	$ 3,535,978	$ 3,163,200	$ 3,047,400	$ 3,228,400	$ 65,200
Budget By Categories of Revenues					
Use of Money and Property	9,438	12,500	37,000	13,400	900
Miscellaneous Revenue	3,440,407	3,150,700	2,878,200	3,187,500	36,800
Total Operating Revenues	3,449,845	3,163,200	2,915,200	3,200,900	37,700
Decreases to Fund Balances	360,000	-	132,200	27,500	27,500
Total Revenues	$ 3,809,845	$ 3,163,200	$ 3,047,400	$ 3,228,400	$ 65,200

2018-19 Anticipated Accomplishments

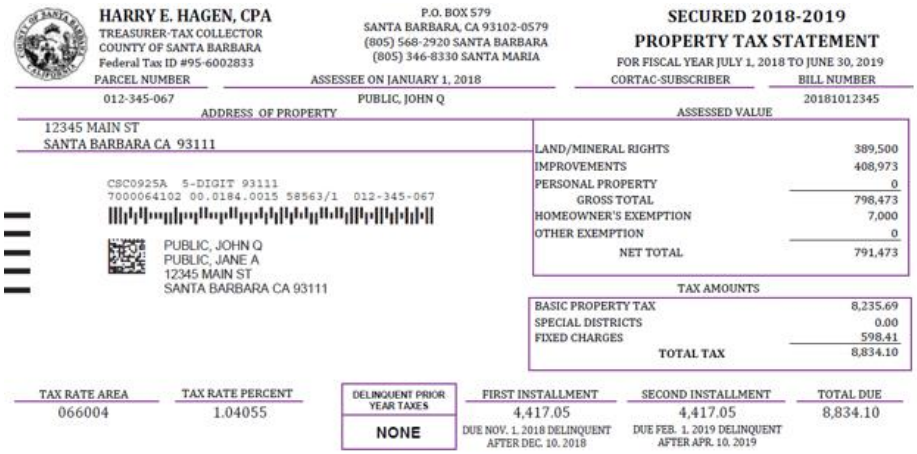
- Successfully managed the Unemployment and Self-Funded Dental Insurance plans to ensure adequate revenue to cover claims and maintain an appropriate fund reserve

2019-20 Objectives

- Continue to ensure that the Unemployment and Self-Funded Dental Insurance plans have adequate revenue to cover anticipated claims and to maintain an appropriate fund reserve

Human Resources

Treasurer – Tax Collector – Public Adm.



HARRY E. HAGEN, CPA
TREASURER-TAX COLLECTOR
COUNTY OF SANTA BARBARA
Federal Tax ID #95-6002833

P.O. BOX 579
SANTA BARBARA, CA 93102-0579
(805) 568-2920 SANTA BARBARA
(805) 346-8330 SANTA MARIA

SECURED 2018-2019
PROPERTY TAX STATEMENT
FOR FISCAL YEAR JULY 1, 2018 TO JUNE 30, 2019

PARCEL NUMBER	ASSESSEE ON JANUARY 1, 2018	CORTAC-SUBSCRIBER	BILL NUMBER
012-345-067	PUBLIC, JOHN Q		20181012345

ADDRESS OF PROPERTY
12345 MAIN ST
SANTA BARBARA CA 93111

CSC0925A 5-DIGIT 93111
7000064102 00.0184.0015 58563/1 012-345-067

PUBLIC, JOHN Q
PUBLIC, JANE A
12345 MAIN ST
SANTA BARBARA CA 93111

ASSESSED VALUE

LAND/MINERAL RIGHTS	389,500
IMPROVEMENTS	408,973
PERSONAL PROPERTY	0
GROSS TOTAL	798,473
HOMEOWNER'S EXEMPTION	7,000
OTHER EXEMPTION	0
NET TOTAL	791,473

TAX AMOUNTS

BASIC PROPERTY TAX	8,235.69
SPECIAL DISTRICTS	0.00
FIXED CHARGES	598.41
TOTAL TAX	8,834.10

TAX RATE AREA	TAX RATE PERCENT	DELINQUENT PRIOR YEAR TAXES	FIRST INSTALLMENT	SECOND INSTALLMENT	TOTAL DUE
066004	1.04055	NONE	4,417.05 DUE NOV. 1, 2018 DELINQUENT AFTER DEC. 10, 2018	4,417.05 DUE FEB. 1, 2019 DELINQUENT AFTER APR. 10, 2019	8,834.10

TREASURER-TAX COLLECTOR

PUBLIC SUPPORT

VETERANS' SERVICES

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**8,088,200**
Capital	**$**	**0**
FTEs		**44.5**

Harry E. Hagen, CPA, CPFA, CPFO, CFIP, CGIP, ACPFIM
Treasurer-Tax Collector-Public Administrator

- Administration & Support 7.54 FTE
- Treasury 8.25 FTE
- Tax & Collections 11.47 FTE
- Public Support 17.24 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.

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 2019-20 Objectives

- The Department will continue to 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 also continue to meet court required LPS and Probate investigations for Incompetent to Stand Trial (IST) defendants and additionally meet all other legal mandates for conservatorship, investigation, and client services with limited staffing.

Treasurer – Tax Collector – Public Adm.

Highlighted Renew '22 Initiatives

Already Underway

- Administration & Support
  - Switched 58% of the department's workforce from using desktop computers to using laptops. The department's investment in mobile computing has resulted in improved service continuity especially during recent rain storms.

- Treasury
  - Implementation of a new cashiering/remittance processing system which will reduce the cost of maintenance, and increase efficiency and reliability of the system.

- Tax and Collections
  - Develop and implement 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 more 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 2019-20

- Tax and Collections
  - Use targeted notifications to promote the use of the website for property tax payments to reduce the number of payments received via the mail.

- Public Assistance
  - Fully implement client video conferencing with the facilities that have that technology, which will reduce time and travel costs.

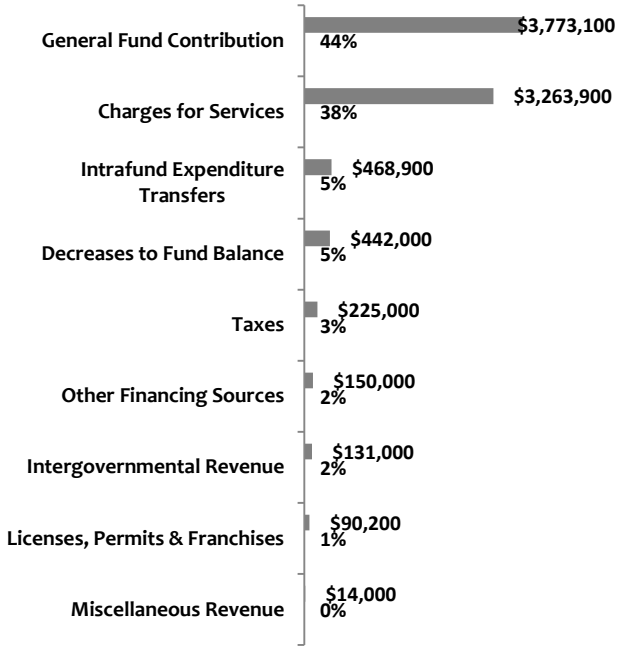
Future Year Implementation

- None

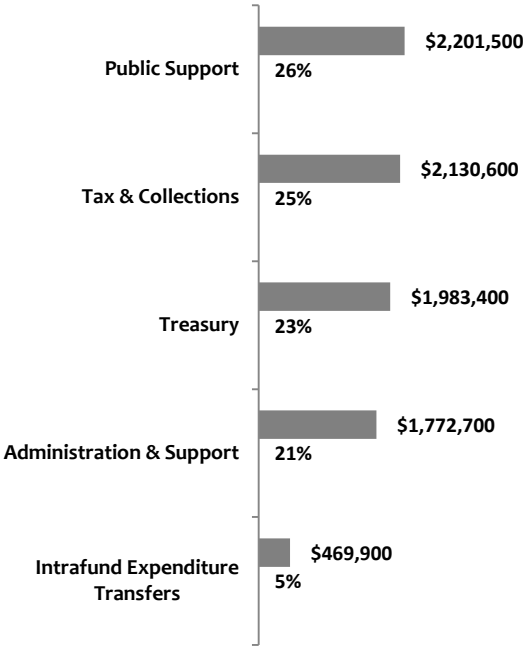
Treasurer – Tax Collector – Public Adm.

Recommended Sources & Uses of Funds

Source of Funds - $8,558,100

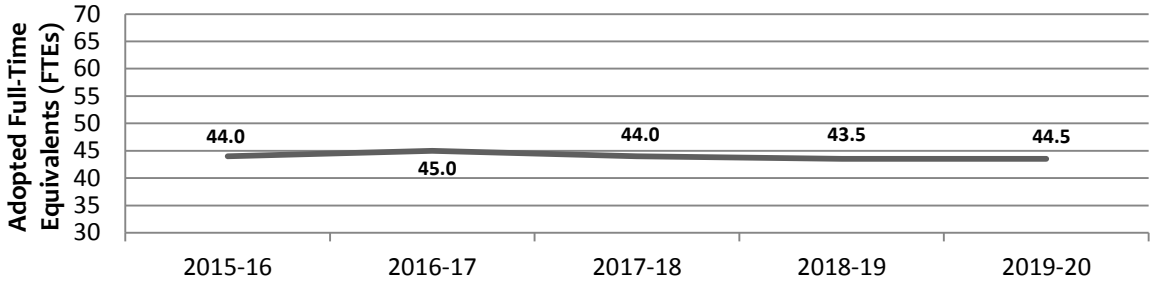


Use of Funds - $8,558,100



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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Administration & Support	6.04	8.04	8.04	7.54	(0.50)
Treasury	8.66	8.43	8.43	8.25	(0.19)
Tax & Collections	9.89	10.88	10.88	11.47	0.59
Public Support	16.06	16.15	16.15	17.24	1.10
Total	40.64	43.50	43.50	44.50	1.00

Budget By Budget Program					
Administration & Support	$ 1,575,981	$ 1,735,500	$ 1,838,900	$ 1,772,700	$ 37,200
Treasury	1,626,813	2,036,400	1,911,400	1,983,400	(53,000)
Tax & Collections	1,844,158	2,054,700	1,900,200	2,130,600	75,900
Public Support	1,858,387	2,069,600	1,938,500	2,201,500	131,900
Total	$ 6,905,339	$ 7,896,200	$ 7,589,000	$ 8,088,200	$ 192,000

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 5,635,969	$ 6,135,900	$ 5,878,500	$ 6,282,600	$ 146,700
Services and Supplies	1,046,833	1,497,800	1,443,000	1,553,500	55,700
Other Charges	222,537	262,500	267,500	252,100	(10,400)
Total Operating Expenditures	6,905,339	7,896,200	7,589,000	8,088,200	192,000
Capital Assets	34,019	468,600	464,200	-	(468,600)
Other Financing Uses	165,000	-	-	-	-
Intrafund Expenditure Transfers (+)	-	777,600	777,600	469,900	(307,700)
Increases to Fund Balances	200,000	-	-	-	-
Fund Balance Impact (+)	336,608	-	77,000	-	-
Total	$ 7,640,966	$ 9,142,400	$ 8,907,800	$ 8,558,100	$ (584,300)

Budget By Categories of Revenues					
Taxes	$ 293,207	$ 225,000	$ 225,000	$ 225,000	$ -
Licenses, Permits and Franchises	38,456	103,800	70,400	90,200	(13,600)
Intergovernmental Revenue	127,578	135,500	131,000	131,000	(4,500)
Charges for Services	3,403,184	3,693,800	3,542,600	3,263,900	(429,900)
Miscellaneous Revenue	27,842	7,500	73,000	14,000	6,500
Total Operating Revenues	3,890,266	4,165,600	4,042,000	3,724,100	(441,500)
Other Financing Sources	150,000	150,000	150,000	150,000	-
Intrafund Expenditure Transfers (-)	-	776,600	776,600	468,900	(307,700)
Decreases to Fund Balances	100,000	549,500	438,500	442,000	(107,500)
General Fund Contribution	3,500,700	3,500,700	3,500,700	3,773,100	272,400
Total	$ 7,640,966	$ 9,142,400	$ 8,907,800	$ 8,558,100	$ (584,300)

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

Treasurer – Tax Collector – Public Adm.

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

The TTCPA has a projected staff of 44.5 employees with centralized operations in Santa Barbara, and satellite operations in Santa Maria and Lompoc. An increase of 1.0 FTE Public Administrator/Conservator II has been included in the 2019-20 budget due to an increase in Incompetent to Stand Trial (IST) conservatorship investigations in the Public Guardian program.

Expenditures

- Net operating expenditure increase of $192,000 is primarily due to:
  - +$146,700 increase in Salaries and Employee Benefits due to:
    - + 114,000 increase due to 1.0 FTE Public Administrator/Conservator II being added to the budget.
    - + 32,700 increase due to an increase in departmental retirement costs, employee salaries, and other benefits, less a budgeted 3% salary savings.
  - +$55,700 increase in Services and Supplies due primarily to:
    - +$150,000 increase in Hardware and Software charges for a new cashiering system.
    - -$100,000 decrease in Professional & Special Services for bank fees.

- Net non-operating expenditure decrease of $776,300 is primarily due to:
  - -$468,600 decrease in Capital Assets due to completion of the Aumentum property tax project.
  - -$307,700 decrease in intra-departmental transfers to balance programs.

These changes result in Recommended operating expenditures of $8,088,200, non-operating expenditures of $469,900, and total expenditures of $8,558,100. Non-operating expenditures are Intrafund transfers.

Revenues

- Net operating revenue decrease of $441,500 primarily consists of:
  - -$429,900 decrease in Charges for Services due primarily to:
    - -$388,700 decrease in Treasury Administration fees due primarily to a decrease in the TTCPA ICRP rate.
    - -$28,200 decrease in Property Tax Admin fees also due primarily to the decreased ICRP rate.
  - -$13,600 decrease in Licenses, Permits and Franchise fees due primarily to the anticipated decrease in taxi cab licenses issued following a change in state law.

- Net non-operating revenue decrease of $142,800 primarily consists of:
  - -$107,500 decrease in Decreases to Fund Balances due primarily to:
    - -$478,500 decrease in release of Tax Collector Projects fund balance due to completion of the Aumentum property tax project and related costs.
    - +365,000 increase to fund Cannabis collections and treasury operations.
  - -$307,700 decrease in intra-departmental transfers to balance programs.
  - +$272,400 increase in General Fund contribution.

These changes result in Recommended operating revenues of $3,724,100, non-operating revenues of $4,834,000, resulting in total revenues of $8,558,100. Non-operating revenues primarily include General Fund Contribution, Intrafund transfers, and decreases to fund balances.

Treasurer – Tax Collector – Public Adm.

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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimated Actual	FY 2019-20 Recommend
Administration & Support				
Number of participants in County Deferred Compensation Plan	3,964	3,964	4,101	4,120
Number of debt, trustee and arbitrage payments made on behalf of County departments and school districts	135	137	126	140
Percent of departmental Employee Performance Reviews (EPRs) completed by the due date	100% 41	100% 41	100% 41	100% 41
Treasury				
Accounting of cash & cash equivalents processed through the County Treasury	$10.6 Billion	$11.1 Billion	$12 Billion	$12 Billion
Monitor and project liquidity requirements as evidenced by zero securities sold at a loss to meet the cash flow needs of pool participants	Zero	Zero	Zero	Zero
Investment compliance with the Government Code and the Treasurer's Investment Policy	100%	100%	100%	100%
Tax & Collections				
Percent & amount of annual secured taxes collected	99.2% $ 810 Million	98.8% $ 857 Million	99.0% $ 904 Million	99.1% $ 942 Million
Percent & amount of annual unsecured taxes collected	97.3% $ 36 Million	96.3% $ 36 Million	97.0% $ 36 Million	97.1% $ 37 Million
Amount of Transient Occupancy Tax (TOT) Collected-non vacation rental	$8,190,000	$6,356,000	$8,757,000	$12,000,000
Amount of Transient Occupancy Tax (TOT) Collected-vacation rental	$1,880,000	$2,007,000	$1,925,000	$1,600,000
Public Support				
Percent & number of probate conservatee visits in the past twelve months	100% 225	100% 225	100% 237	100% 230
Number of Veterans Benefit Claims filed	1,916	1,911	1,886	1,850
Number of Lanterman Petris Short (LPS) clients case managed	139	139	136	136
Number of Representative Payee clients case managed	273	273	254	260
Number of Probate clients case managed	41	43	45	45
Number of Incompetent to Stand Trial (IST) Investigations	42	41	51	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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
TREAS/TAX COLL/PUB ADMIN	0.50	0.50	0.50	0.50	-
ASST TREAS/TAXCOLL/PUBADMN	0.77	0.80	0.80	0.80	-
CHIEF INVESTMENT OFFICER	0.61	0.40	0.40	0.50	0.10
IT MANAGER	0.04	0.19	0.19	-	(0.19)
TREASURY FINANCE CHIEF	0.89	0.92	0.92	1.00	0.08
OPERATIONS MANAGER	0.37	0.32	0.32	0.46	0.14
FINANCIAL SYS ANALYST SR	0.14	-	-	0.75	0.75
FINANCIAL SYS ANALYST	1.49	1.75	1.75	1.43	(0.32)
FINANCIAL OFFICE PRO	0.06	1.00	1.00	0.25	(0.75)
COST ANALYST	-	-	-	0.85	0.85
BUSINESS MANAGER	0.98	1.00	1.00	1.00	-
ACCOUNTANT	0.15	0.15	0.15	-	(0.15)
FINANCIAL OFFICE PRO SR	0.04	1.01	1.01	-	(1.01)
Total	6.04	8.04	8.04	7.54	(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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,277,806	$ 1,416,300	$ 1,503,700	$ 1,465,900	$ 49,600
Services and Supplies	114,391	109,100	133,000	105,000	(4,100)
Other Charges	183,785	210,100	202,200	201,800	(8,300)
Total Operating Expenditures	1,575,981	1,735,500	1,838,900	1,772,700	37,200
Capital Assets	28,398	-	20,000	-	-
Total Expenditures	$ 1,604,379	$ 1,735,500	$ 1,858,900	$ 1,772,700	$ 37,200
Budget By Categories of Revenues					
Charges for Services	53	-	-	-	-
Miscellaneous Revenue	13,236	-	-	-	-
Total Operating Revenues	13,288	-	-	-	-
Intrafund Expenditure Transfers (-)	-	776,600	776,600	468,900	(307,700)
Decreases to Fund Balances	-	-	-	37,700	37,700
General Fund Contribution	750,028	958,900	958,900	1,266,100	307,200
Total Revenues	$ 763,316	$ 1,735,500	$ 1,735,500	$ 1,772,700	$ 37,200

Administration & Support Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- Filed six Return for Credit Payments to Issuers of Qualified Bonds which enabled the County to receive over $550,000 in interest subsidies from the Internal Revenue Service.
- Completed $150 million public financing to fund significant improvements at the Tajiguas landfill, including construction of a materials recovery facility and anaerobic digester in order to reduce greenhouse gas emissions and extend the operational capacity for the benefit of the county and the cities of Santa Barbara, Goleta, Solvang, and Buellton.

2019-20 Objectives

- The TTCPA will continue to analyze the feasibility of refunding prior year debt issuances. Potential savings from this refinancing would be achieved through lower interest rates.
- Assist County departments in issuing long-term debt to fund capital projects.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	0.25	0.25	-
ASST TREAS/TAXCOLL/PUBADMN	0.19	0.20	0.20	0.20	-
CHIEF INVESTMENT OFFICER	0.39	0.59	0.59	0.50	(0.09)
IT MANAGER	0.15	0.14	0.14	0.05	(0.09)
TREASURY FINANCE CHIEF	0.11	0.08	0.08	-	(0.08)
OPERATIONS MANAGER	0.13	0.16	0.16	0.04	(0.12)
FINANCIAL SYS ANALYST SR	0.31	-	-	-	-
PUBLIC ADMIN/CONS VETS DIV CHIEF	0.04	0.07	0.07	0.05	(0.02)
FINANCIAL SYS ANALYST	0.64	0.25	0.25	0.45	0.20
FINANCIAL ACCT ANALYST	0.35	0.40	0.40	0.38	(0.02)
FINANCIAL OFFICE PRO	3.08	2.94	2.94	3.35	0.41
COST ANALYST	-	-	-	0.15	0.15
BUSINESS MANAGER	0.02	-	-	-	-
ACCOUNTANT	1.19	1.26	1.26	0.87	(0.39)
FINANCIAL OFFICE PRO SR	1.79	2.09	2.09	1.96	(0.13)
PUBLIC ADM/CONSERVATOR	0.01	-	-	-	-
Total	8.66	8.43	8.43	8.25	(0.19)

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,199,706	$ 1,230,200	$ 1,199,200	$ 1,130,000	$ (100,200)
Services and Supplies	420,684	799,400	705,000	846,600	47,200
Other Charges	6,423	6,800	7,200	6,800	-
Total Operating Expenditures	1,626,813	2,036,400	1,911,400	1,983,400	(53,000)
Capital Assets	-	43,900	43,900	-	(43,900)
Intrafund Expenditure Transfers (+)	-	709,800	709,800	417,600	(292,200)
Total Expenditures	$ 1,626,813	$ 2,790,100	$ 2,665,100	$ 2,401,000	$ (389,100)
Budget By Categories of Revenues					
Charges for Services	2,370,442	2,746,200	2,591,200	2,357,500	(388,700)
Total Operating Revenues	2,370,442	2,746,200	2,591,200	2,357,500	(388,700)
Decreases to Fund Balances	-	43,900	43,900	43,500	(400)
Total Revenues	$ 2,370,442	$ 2,790,100	$ 2,635,100	$ 2,401,000	$ (389,100)

Treasury Budget Program (cont'd)

2018-19 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 implemented a cashiering system and custody process to segregate the collection of Cannabis taxes and related revenues from other non-Cannabis cashiering and custody activity.

2019-20 Objectives

- Implementation of a new cashiering/remittance processing system for the County Treasury.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	0.25	0.25	-
CHIEF INVESTMENT OFFICER	0.01	0.01	0.01	-	(0.01)
IT MANAGER	0.81	0.67	0.67	0.95	0.28
OPERATIONS MANAGER	0.50	0.52	0.52	0.50	(0.02)
FINANCIAL SYS ANALYST SR	0.55	1.00	1.00	0.25	(0.75)
PUBLIC ADMIN/CONS VETS DIV CHIEF	0.01	-	-	-	-
FINANCIAL SYS ANALYST	0.86	1.00	1.00	1.12	0.12
FINANCIAL ACCT ANALYST	0.53	0.60	0.60	0.62	0.02
FINANCIAL OFFICE PRO	1.70	2.06	2.06	2.40	0.34
COST ANALYST	-	-	-	0.84	0.84
ACCOUNTANT	1.51	1.37	1.37	-	(1.37)
FINANCIAL OFFICE PRO SR	3.17	3.40	3.40	4.54	1.14
Total	9.89	10.88	10.88	11.47	0.59

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,463,220	$ 1,657,900	$ 1,443,800	$ 1,705,800	$ 47,900
Services and Supplies	374,708	389,900	449,500	418,400	28,500
Other Charges	6,230	6,900	6,900	6,400	(500)
Total Operating Expenditures	1,844,158	2,054,700	1,900,200	2,130,600	75,900
Capital Assets	5,622	424,700	400,300	-	(424,700)
Intrafund Expenditure Transfers (+)	-	67,800	67,800	52,300	(15,500)
Increases to Fund Balances	200,000	-	-	-	-
Total Expenditures	$ 2,049,780	$ 2,547,200	$ 2,368,300	$ 2,182,900	$ (364,300)
Budget By Categories of Revenues					
Taxes	293,207	225,000	225,000	225,000	-
Licenses, Permits and Franchises	38,456	103,800	70,400	90,200	(13,600)
Charges for Services	940,240	847,600	861,400	816,400	(31,200)
Miscellaneous Revenue	14,606	7,500	73,000	14,000	6,500
Total Operating Revenues	1,286,508	1,183,900	1,229,800	1,145,600	(38,300)
Decreases to Fund Balances	-	434,600	394,600	283,800	(150,800)
General Fund Contribution	1,057,043	928,700	928,700	753,500	(175,200)
Total Revenues	$ 2,343,551	$ 2,547,200	$ 2,553,100	$ 2,182,900	$ (364,300)

2018-19 Anticipated Accomplishments

- Maintain a high secured tax collection ratio of 98.8%, which historically places Santa Barbara County in the top quartile for tax collection among all of the 58 California counties.
- Reduce the number of properties and amount due on the redemption roll by over 10%.
- Implemented a new software system and custody process to manage the collection of Cannabis taxes.
- Collected $3.5 million for the Santa Barbara South Coast and Santa Ynez Tourism Business Improvement Districts in the first nine years of the program. Current annual revenues total $463,000. This revenue is used by the improvement districts to promote the local tourism industry. The economic impacts include increased sales tax and TOT revenues.

2019-20 Objectives

- Use targeted notifications to promote the use of the website for property tax payments to reduce the number of payments received via the mail.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
ASST TREAS/TAXCOLL/PUBADMN	0.04	-	-	-	-
PUBLIC ADMIN/CONS VETS DIV CHIEF	0.95	0.93	0.93	0.95	0.02
FINANCIAL SYS ANALYST	0.01	-	-	-	-
FINANCIAL OFFICE PRO	1.96	2.00	2.00	2.00	-
ADMN OFFICE PRO	3.00	3.00	3.00	3.00	-
COST ANALYST	-	-	-	0.16	0.16
ACCOUNTANT	0.26	0.22	0.22	0.13	(0.09)
PUBLIC ADM/CON VETS SUPV	2.00	2.00	2.00	2.00	-
FINANCIAL OFFICE PRO SR	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO SR	1.00	1.00	1.00	1.00	-
PUBLIC ADM/CONSERVATOR	5.84	6.00	6.00	7.00	1.00
Total	16.06	16.15	16.15	17.24	1.10

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 1,695,237	$ 1,831,500	$ 1,731,800	$ 1,980,900	$ 149,400
Services and Supplies	137,051	199,400	155,500	183,500	(15,900)
Other Charges	26,099	38,700	51,200	37,100	(1,600)
Total Operating Expenditures	1,858,387	2,069,600	1,938,500	2,201,500	131,900
Other Financing Uses	165,000	-	-	-	-
Total Expenditures	$ 2,023,387	$ 2,069,600	$ 1,938,500	$ 2,201,500	$ 131,900
Budget By Categories of Revenues					
Intergovernmental Revenue	127,578	135,500	131,000	131,000	(4,500)
Charges for Services	92,450	100,000	90,000	90,000	(10,000)
Total Operating Revenues	220,028	235,500	221,000	221,000	(14,500)
Other Financing Sources	150,000	150,000	150,000	150,000	-
Decreases to Fund Balances	100,000	71,000	-	77,000	6,000
General Fund Contribution	1,693,629	1,613,100	1,613,100	1,753,500	140,400
Total Revenues	$ 2,163,657	$ 2,069,600	$ 1,984,100	$ 2,201,500	$ 131,900

Public Support Budget Program (cont'd)

2018-19 Anticipated Accomplishments

- The Public Guardian's division served over 136 Lanterman Petris Short (LPS) mental health conservatorships, 254 representative payees, and 45 probate clients this fiscal year, providing case management for individuals unable to provide their own basic needs.
- Successfully completed 51 court ordered LPS and Probate investigations on incompetent to stand trial cases.
- Moved the Public Administrator/Guardian warehouse from Santa Maria to Santa Barbara, which will decrease driving time and provide a more secure storage environment for items held on behalf of clients.
- The Veterans' Services program assists County veterans and their families in obtaining benefits. County veterans received approximately $10 million in new and retroactive benefits, lump sum awards, college fee waivers, and prior awards. In addition, approximately $2 million was brought into the County for GI Bill students and Aid & Attendance assistance.

2019-20 Objectives

- The Public Guardian will continue to meet monthly with Behavioral Wellness, the Public Defender, and County Counsel to more 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

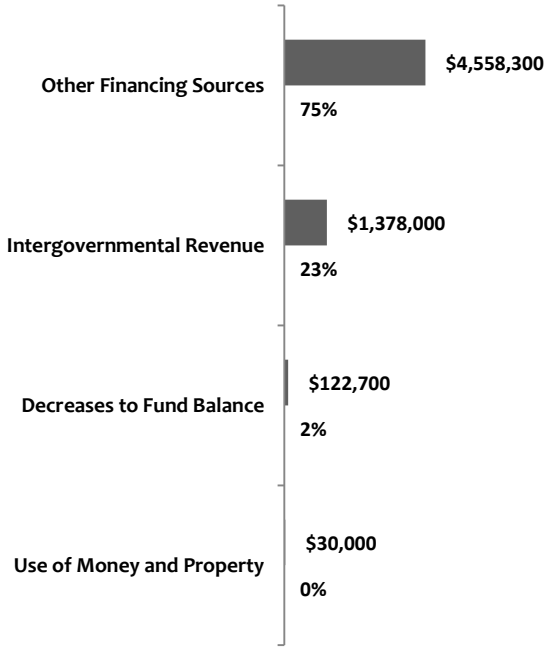
Debt Service

Department Description

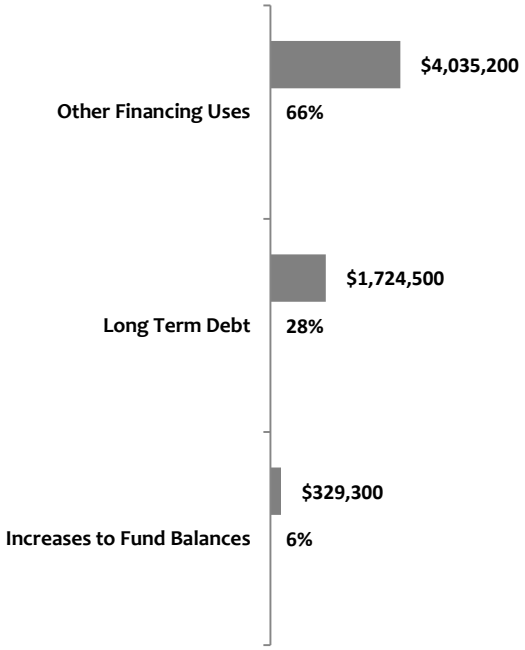
Debt service payments for Certificates of Participation (COPs) and other authorized long-term debt instruments are budgeted in various departments, and are consolidated here for oversight and payment by the Treasurer-Tax Collector-Public Administrator department. Debt service payments for Internal Service Funds and Enterprise Funds are budgeted directly in these funds, as these are separate accounting entities.

Recommended Sources & Uses of Funds

Source of Funds - $6,089,000



Use of Funds - $6,089,000



Debt Service

BUDGET OVERVIEW

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Budget By Budget Program					
Long Term Debt	$ 1,896,360	$ 1,792,300	$ 1,842,100	$ 1,724,500	$ (67,800)
Total	$ 1,896,360	$ 1,792,300	$ 1,842,100	$ 1,724,500	$ (67,800)
Budget By Categories of Expenditures					
Services and Supplies	$ 7,627	$ 15,200	$ 65,000	$ 65,200	$ 50,000
Other Charges	1,888,733	1,777,100	1,777,100	1,659,300	(117,800)
Total Operating Expenditures	1,896,360	1,792,300	1,842,100	1,724,500	(67,800)
Other Financing Uses	3,949,324	4,027,100	4,027,100	4,035,200	8,100
Increases to Fund Balances	-	29,300	29,300	329,300	300,000
Total	$ 5,845,683	$ 5,848,700	$ 5,898,500	$ 6,089,000	$ 240,300
Budget By Categories of Revenues					
Use of Money and Property	$ 5,385	$ 30,000	$ 30,000	$ 30,000	$ -
Intergovernmental Revenue	1,380,851	1,383,200	1,383,200	1,378,000	(5,200)
Total Operating Revenues	1,386,235	1,413,200	1,413,200	1,408,000	(5,200)
Other Financing Sources	4,449,663	4,435,500	4,435,300	4,558,300	122,800
Decreases to Fund Balances	9,785	-	50,000	122,700	122,700
Total	$ 5,845,683	$ 5,848,700	$ 5,898,500	$ 6,089,000	$ 240,300

Debt Service

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- This department is administered by the Treasurer-Tax Collector-Public Administrator.

Expenditures

- Net operating expenditure decrease of $67,800 which consists of:
  - -$117,800 decrease in annual payments on long term debt.
  - +$50,000 increase in Services & Supplies for KNN Public Finance consulting fees.

- Net non-operating expenditure increase of $308,100 which primarily consists of:
  - +$300,000 increase in fund balances related to an increase in required debt reserves.

These changes result in recommended operating expenditures of $1,724,500, non-operating expenditures of $4,364,500 for total expenditures of $6,089,000. Non-operating expenditures are primarily for long-term debt principal repayment.

Revenues

- Net operating revenue decrease of $5,200 which primarily consists of:
  - -$5,200 decrease in transfers from other departments for debt service payments due to the normal decline in annual debt payment amounts.

- Net non-operating revenue increase of $245,500 which consists of:
  - +$122,800 increase in Other Financing Sources
    - +$300,000 increase related to a change in required debt reserves.
    - -$177,200 decrease in transfers from other departments for debt service payments due to the normal decline in annual debt payment amounts.
  - +$122,700 increase in Decreases to Fund Balances
    - +$72,700 increase related a change in required debt reserves.
    - +$50,000 increase to fund KNN Public Finance consulting fees.

These changes result in recommended operating revenues of $1,408,000, non-operating revenues of $4,681,000, resulting in total revenues of $6,089,000. 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 19-20	REMAINING DEBT SERVICE
GENERAL AND OPERATING FUNDS							
2008 COP							
REDEVELOPMENT AGENCY	3120	725	$ 13,694,261	$ 1,430,480	$ 12,263,781	$ 1,374,183	$ 10,889,598
2010 COP							
PUBLIC DEFENDER REMODEL	0001	990	11,518,617	2,806,540	8,712,077	435,254	8,276,823
BETTERAVIA ADMINISTRATION	0001	990	4,127,123	976,430	3,150,693	167,708	2,982,985
EMERGENCY OPERATIONS CENTER	0001	990	11,275,676	2,758,628	8,517,048	445,016	8,072,032
SUBTOTAL			26,921,416	6,541,598	20,379,818	1,047,978	19,331,840
2011 PP							
CASA NUEVA - GENERAL SERVICES	0001	063	675,007	0	675,007	337,762	337,245
CASA NUEVA - SOCIAL SERVICES	0001	990	273,703	0	273,703	136,956	136,747
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	316,863	0	316,863	158,294	158,569
JUVENILE HALL	0070	990	808,611	0	808,611	405,042	403,569
JUVENILE COURT - EXPANSION	0071	990	237,917	0	237,917	118,748	119,169
JUVENILE COURT - ATTORNEYS	0070	990	174,199	0	174,199	87,510	86,689
DISTRICT ATTORNEY	0070	990	1,019,142	0	1,019,142	510,380	508,762
SHERIFF - HVAC	0070	990	32,982	0	32,982	16,496	16,486
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	204,018	0	204,018	101,802	102,216
SUBTOTAL			3,742,443	0	3,742,443	1,872,990	1,869,453
2014 PP							
LOMPOC SUBSTATION - FIRE	0001	031	1,199,453	0	1,199,453	241,096	958,357
LOMPOC SUBSTATION - SHERIFF	0001	032	744,512	0	744,512	146,193	598,319
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	1,569,151	0	1,569,151	314,135	1,255,016
TECHNICAL BUILDING - SHERIFF	0001	032	1,402,967	0	1,402,967	280,523	1,122,444
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	545,882	0	545,882	111,883	433,999
SUBTOTAL			5,461,965	0	5,461,965	1,093,830	4,368,135
SUBTOTAL GENERAL AND OPERATING FUNDS			**49,820,085**	**7,972,078**	**41,848,007**	**5,388,981**	**36,459,026**
2008 COP ENTERPRISE FUND							
TAJIGUAS LANDFILL LINER	1930	054	2,877,135	555,363	2,321,772	576,260	1,745,512
2010 COP ENTERPRISE FUND							
TAJIGUAS LANDFILL LINER	1930	054	370,648	231,189	139,459	370,648	(231,189)
2011 PP ENTERPRISE FUND							
LAGUNA SANITATION SOLAR PROJECT	2870	054	2,510,371	277,286	2,233,085	386,111	1,846,974
2011 PP INTERNAL SERVICE FUND							
CALLE REAL SOLAR PROJECT	1920	063	3,367,215	372,167	2,995,048	460,880	2,534,168
2018 COP ENTERPRISE FUND							
TAJIGUAS RESOURCE RECOVERY PROJECT	1932	054	244,807,757	21,886,630	222,921,127	3,788,445	219,132,682
TOTAL COP DEBT			**$ 303,753,211**	**$ 31,294,713**	**$ 272,458,498**	**$ 10,971,325**	**$ 261,487,173**

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 FY19-20 General and Operating Funds debt payments is provided below.

Total Budgeted Debt Service Expenditures	$	6,089,000
Less: Cost & Fees		(65,200)
Less: BeWell and CRA Leases		(305,519)
Less: Increase to Fund Balance		(329,300)
Total General & Operating Funds Debt Pmts	$	5,388,981

Debt Service

Debt, Obligations and Debt Management Policies

Debt, Obligations and Debt Management Policies

Debt, Obligations and Debt Management Policies

Contents:

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4. Credit Ratings D-453
5. Debt Service Ratios D-454
6. Short Term Obligations D-454
7. Long Term Obligations D-455

Debt, Obligations and Debt Management Policies

Introduction

This section of the Recommended Budget book presents:

- an overview of County outstanding debt obligations,
- the objectives of its debt management policy,
- certain obligations overseen by the County Debt Advisory Committee (DAC),
- a description of the various types of the significant short-term and long-term obligations,
- assets set-aside to fund the obligations,
- an overview of the funding status of the obligations, and
- budget policy and practices to fund the annual debt payments.

We have also provided a summary table of the County's liabilities net of accumulated resources. A significant amount of these obligations involve appropriations throughout the County fund structure.

Net Debt Obligations

in millions	6/30/2018	Estimated 6/30/2019	Payments Principal	Payments *Interest*	Expected Incr/(Decr)	Estimated 6/30/2020
Short-term Obligations:						
TRAN	$0.0	$0.0	$0.0	*$0.0*	$0.0	$0.0
Long-term Obligations:						
Certificates of Participation (COPs)	30.7	179.7	(4.4)	*(8.7)*	0	175.3
Capital Bonds & Notes	19.9	16.3	(3.7)	*(0.4)*	0	12.6
Capital Leases	1.9	1.7	(0.2)	*(0.1)*	0	1.5
Net Pension Liability	875.9	802.3	0	*0*	0	802.3
Net OPEB Liability	122.3	116.5	0	*0*	0	116.5
Self-Insurance:						
Workers' Compensation Ins	9.5	9.4	0	*0*	(1.9)	7.5
Other Self-Insurance	9.8	9.9	0	*0*	1.0	10.9
Compensated Absences	33.0	34.0	0	*0*	1.0	35.0
Landfill Closure	30.3	31.3	0	*0*	1.00	32.3
Total	**$ 1,133.3**	**$ 1,201.1**	**$ (8.3)**	***$ (9.2)***	**$ 1.1**	**$ 1,193.9**

Debt

The County of Santa Barbara uses debt financing to:
1) fund certain capital assets that support the provision of services by the County; and
2) provide for short-term cash flow requirements.

The decisions to use debt financing are governed by several factors including the nature of the project to be financed, availability of other financing, and the current economic climate. The County's financings adhere to a Board of Supervisors approved debt policy and are subject to reviews by the County DAC. Also, when entering into public market financings they undergo the scrutiny of the credit rating agencies. This policy, the County's current credit ratings and the various forms of debt financing utilized by the County are described in more detail below.

The County's Net Pension Liability and Net Other Post-Employment Benefits (OPEB) Liability are now required by the Governmental Accounting Standards Board (GASB) to be included on the County statement of net position. These outstanding obligations are also described in more detail below.

Debt, Obligations and Debt Management Policies

Objectives of the County Debt Management Policy

- **To Provide Benefits to the Public:**

Identify the benefits, cost savings and the prudent use of debt financing. Invest cash to use municipal assets most effectively and to finance or refinance to maintain the lowest practical cost (i.e. to maximize the use of municipal assets to determine pay-as-you-go or debt financing alternatives).

- **Debt Repayment:**

Establish debt payment schedules that accommodate the ability to pay and synchronize the cost with the benefits or useful life.

- **Capital Outlay:**

Identify the level of debt which the responsible agency is able to carry to use debt most effectively as one among several available financial tools. Closely coordinate with the responsible agency's capital and operating budget processes.

- **Debt Overview:**

Take into account on a continuing basis the impact of debt on the County's credit rating and total debt burden.

Credit Ratings

The County maintains a Standard & Poor's 'SP-1+' rating for short-term notes and a Standard & Poor's 'AA+' for long-term certificates of participation.

In addition, in October 2016, Moody's upgraded the County's series 2008 Certificates of Participation from Aa3 to Aa2.

Standard & Poor's, in its most recent June 12, 2013 credit profile, affirmed its 'AA+' rating to the County's appropriation debt.

The rationale behind the rating reflects the rating agency's view of:

- The long–term general creditworthiness of the County; and
- The County's covenants to budget and appropriate lease payments.

The 'AA+' rating is based on the following long-term strengths of the County:

- A stable, moderately growing economic base with access to the broader Ventura and Los Angeles area economies;
- Consistent maintenance of very strong unreserved general fund balances despite limited financial flexibility due to state mandates;
- An experienced management team that has implemented strong financial policies and prudent expenditure controls; and
- Low overall debt levels.

Debt, Obligations and Debt Management Policies

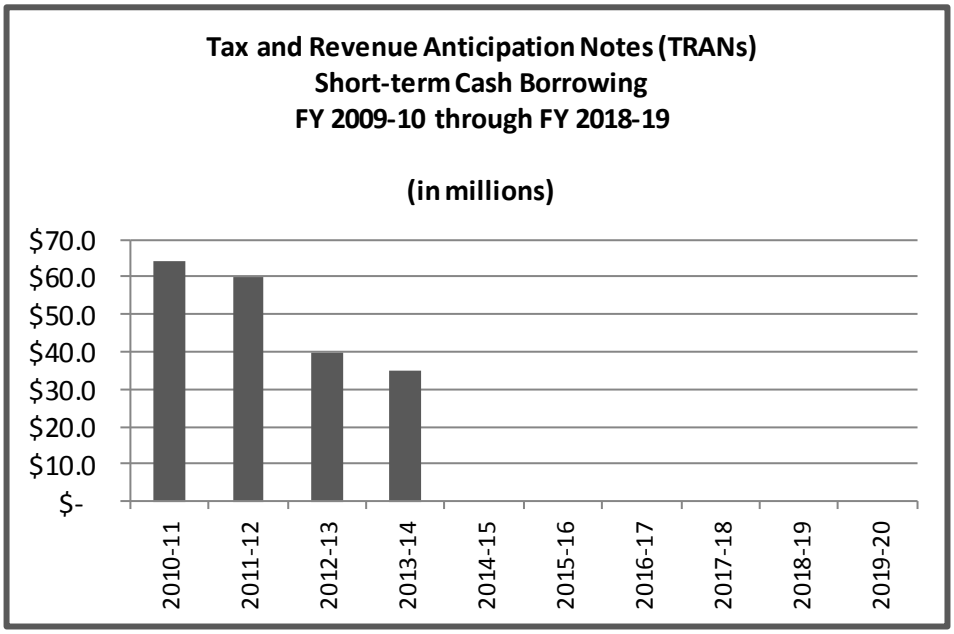
Standard & Poor's, in its most recent May 29, 2013 rating of the County's fiscal year (FY) 13-14 $35,000 Tax and Revenue Anticipation Notes (TRAN), states that the 'SP-1+' short-term rating "reflects the County's very strong underlying general credit characteristics, as well as strong County-projected note repayment coverage of 1.78x at maturity; and very strong County-projected coverage of 3.21x at maturity if including additional borrowable liquidity of various other funds".

Debt Service Ratios

The following bonded debt service ratios include the County's Certificates of Participation (COP's), Capital Bonds and Capital Leases. The ratio of total budgeted debt service to revenue estimates for all County Funds is 0.70%.

Short Term Obligations

During the course of the fiscal year, the County may experience a temporary shortfall in cash because of the unequal timing of expenditures and the receipt of revenues. The biggest factor is that the majority of property taxes for the fiscal year are collected in December and April while expenditures such as payroll occur throughout the year. To mitigate these cash flow imbalances, the County borrows cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within twelve months after date of issuance and are therefore considered short-term obligations. The County borrows and repays the TRAN within each fiscal year. The chart shows TRAN borrowings since FY 2009-10. FY 2018-19 available cash balances will be sufficient to provide for operational cash requirements and a TRAN will not be issued.

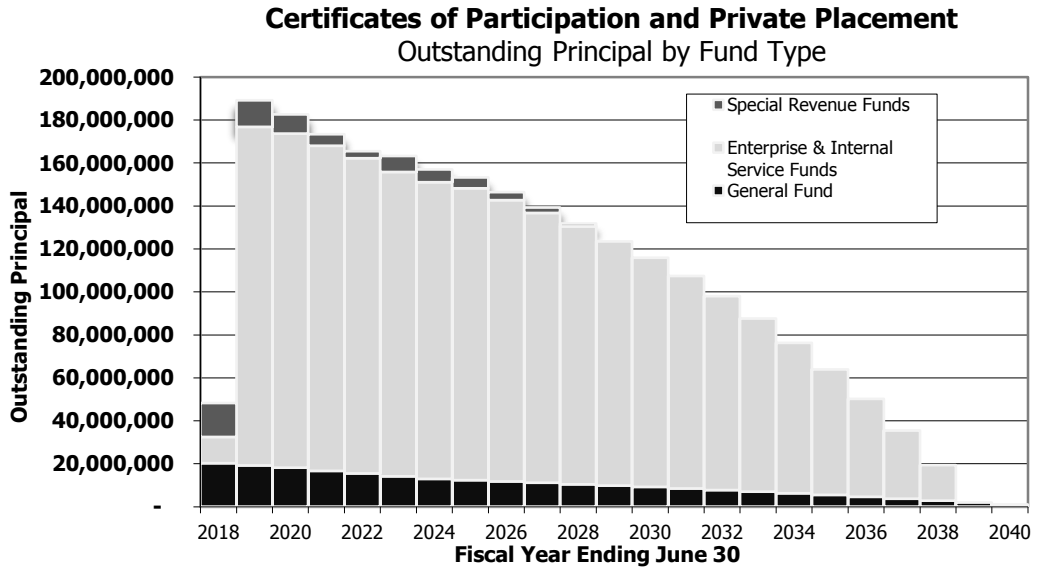


Debt, Obligations and Debt Management Policies

Long Term Obligations

- **General Obligation Bonds (GO Bonds)** are debt instruments issued by local governments for the acquisition or improvement of real property. The repayment stream is an additional ad valorem property tax to pay annual debt service. Since the passage of Proposition 13 in 1978, they require a supermajority voter approval. The County has no outstanding General Obligation Bonds.

- **Certifications of Participation (COPs), Capital Bonds and Notes** are sold to investors to raise funds for the financing of capital infrastructure. The repayment of these COPs, Capital Bonds and Notes are secured by pledged revenues of the County annually appropriated as part of the County budget. The outstanding principal amounts as of 6/30/2018 are COPS $30.7 million, Capital Bonds and Notes $19.9 million. In fiscal year 2018-19, a COP for $149 million was issued to finance the Tajiguas Resource Recovery Project. The repayment of the total outstanding principal of $194.6 million is displayed on the following graph by fund type as part of the annual operating budget. In addition to principal, $120.34 million of interest will be paid over the remaining life of the bonds.

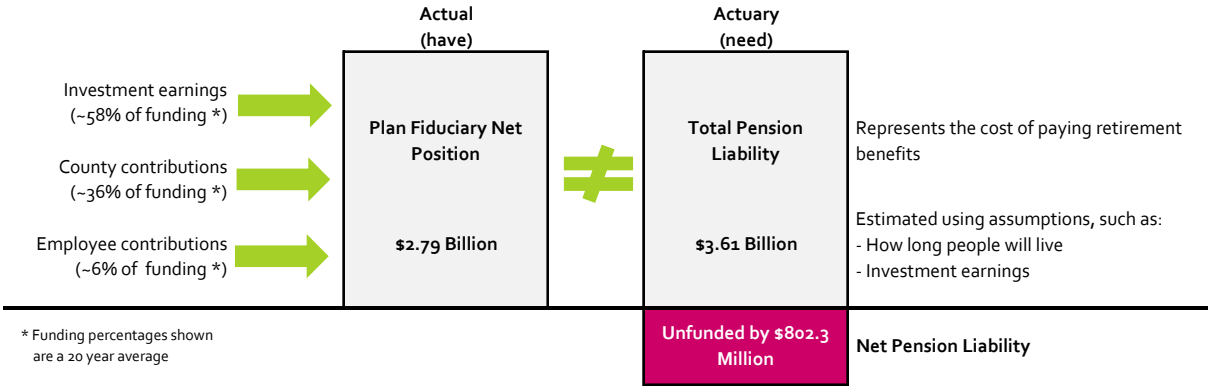


- **Capital Leases** are financing instruments sold to investors or leasing finance companies to raise cash to acquire capital assets. When all the lease terms and conditions are met, the related asset becomes the property of the County. At June 30, 2017, capital lease liabilities totaled $2.0 million, not including financing costs. Outstanding interest for capital leases totaled $0.5 million. Annual lease payments are appropriated in the operating budget.

- **Pension Obligation Bonds (POBs)** are financing instruments used to pay some or all of an entity's unfunded pension liability. The bonds must be issued on a taxable basis and the proceeds are transferred to the issuer's pension system as a prepayment of all or part of the issuer's unfunded pension liability. The proceeds are then invested by the pension system. These bonds function as arbitrage instruments and come with interest rate return risks. The County of Santa Barbara has no outstanding Pension Obligation Bonds.

Debt, Obligations and Debt Management Policies

- **Net Pension Liability:** The County provides pension benefits to eligible employees through defined benefit pension plans administered by the Santa Barbara County Employees' Retirement System (SBCERS). These pension benefits are funded by County contributions, employee contributions, and investment earnings, all of which are invested in the pension fund. Each year, an actuary estimates how much is needed by the pension fund to pay future pension benefits. As demonstrated in the graphic below, the shortfall between the assets held in the pension fund and how much is needed to pay future pension benefits is recorded as a Net Pension Liability (NPL) in the County's financial statements.



As shown in the table below, the County's NPL will increase 12.3% from June 30, 2017 to June 30, 2018. This increase is due in part to the change in the assumed rate of return from 7.50% to 7.0%, as well as various other factors. The Plan Fiduciary Net Position as a percentage of the Total Pension Liability, which indicates the funded status of the County's pension obligations, will remain consistent at approximately 75%.

Santa Barbara County Employee's Retirement System
Change in Net OPEB Liability - County of Santa Barbara
(in millions)

Fiscal Year End	2018	2019	Change
Total OPEB Liability	$ 133.7	$ 130.2	-2.6%
Plan Fiduciary Net Position	$ 11.4	$ 16.3	43.0%
Net OPEB Liability	$ 122.3	$ 113.9	-6.9%
Plan Fiduciary Net Position as a Percentage of the Total OPEB Liability	8.5%	12.5%	4.0%

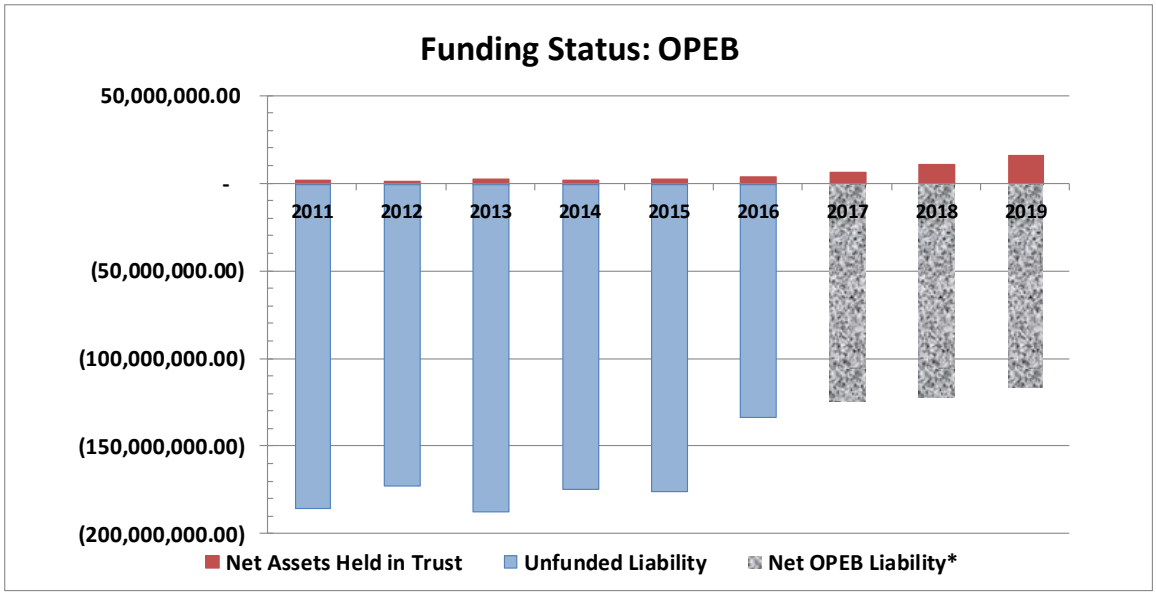
Debt, Obligations and Debt Management Policies

- **Net Other Post Employment Benefits (OPEB) Liability:** The County OPEB plan pays eligible retirees either a portion of their monthly insurance premiums ($15 per month per year of service) or makes a contribution to a health reimbursement account ($4 per month per year of service). The plan was closed to new general members hired after 1/1/13. The current rate of contribution to the OPEB plan is 4% of the County's annual payroll, which funds the cost of the current year's benefit and sets aside assets held is trust by SBCERS to pay future benefits. As shown in the table below, the County's Net OPEB Liability will decrease 6.9% from June 30, 2018 to June 30, 2019. 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 4.0%.

Santa Barbara County Employee's Retirement System
Change in Net OPEB Liability - County of Santa Barbara
(in millions)

Fiscal Year End	2018	2019	Change
Total OPEB Liability	$ 133.7	$ 130.2	-2.6%
Plan Fiduciary Net Position	$ 11.4	$ 16.3	43.0%
Net OPEB Liability	$ 122.3	$ 113.9	-6.9%
Plan Fiduciary Net Position as a Percentage of the Total OPEB Liability	8.5%	12.5%	4.0%

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, 2017**	**June 30, 2018**
Self-insurance claim and other liabilities	$ 12.8	$ 12.4
Assets available to pay liabilities	11.7	11.9
Unfunded claim and other liabilities	$ 1.1	$ 0.5
Funded Ratio	91.4%	96.0%

Other Self-Insurance		
Fiscal Year End	**June 30, 2017**	**June 30, 2018**
Self-insurance claim and other liabilities	$ 9.1	$ 9.8
Assets available to pay liabilities	11.1	11.5
Unfunded claim and other liabilities	$ (2.0)	$ (1.7)
Funded Ratio	122.0%	117.3%

- **Compensated Absences** are related to unused employee vacation balances that could be paid out upon termination. At June 30, 2018 the balance was $34.0 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, 2018, the total liability was $31.3 million and $18.3 million is currently accumulated and restricted for this use in the Resource Recovery & Waste Management Enterprise Fund. Annual increases to restricted assets are appropriated in the Enterprise Fund's operating budget.

General County Programs & General Revenues

General County Programs & General Revenues

General County Programs & General Revenues

Functional Summary

Staffing By Department	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change from FY18-19 Ado to FY19-20 Rec
General County Programs	1.00	-	-	-	-
Total	1.00	-	-	-	-

Budget By Department					
General County Programs	$ 1,628,991	$ 1,696,800	$ 1,386,500	$ 1,591,300	$ (105,500)
Total	$ 1,628,991	$ 1,696,800	$ 1,386,500	$ 1,591,300	$ (105,500)

Budget By Categories of Expenditures					
Salaries and Employee Benefits	$ 221,594	$ 74,000	$ 85,900	$ 95,000	$ 21,000
Services and Supplies	257,841	1,448,400	1,117,100	1,312,600	(135,800)
Other Charges	1,149,557	174,400	183,500	183,700	9,300
Total Operating Expenditures	1,628,991	1,696,800	1,386,500	1,591,300	(105,500)
Other Financing Uses	39,157,996	38,674,900	38,282,300	52,648,000	13,973,100
Intrafund Expenditure Transfers (+)	218,265,253	234,482,000	234,584,000	241,603,900	7,121,900
Increases to Fund Balances	47,607,525	57,763,303	63,343,300	49,295,000	(8,468,303)
Fund Balance Impact (+)	8,639,035	-	830,100	-	-
Total	$ 315,298,800	$ 332,617,003	$ 338,426,200	$ 345,138,200	$ 12,521,197

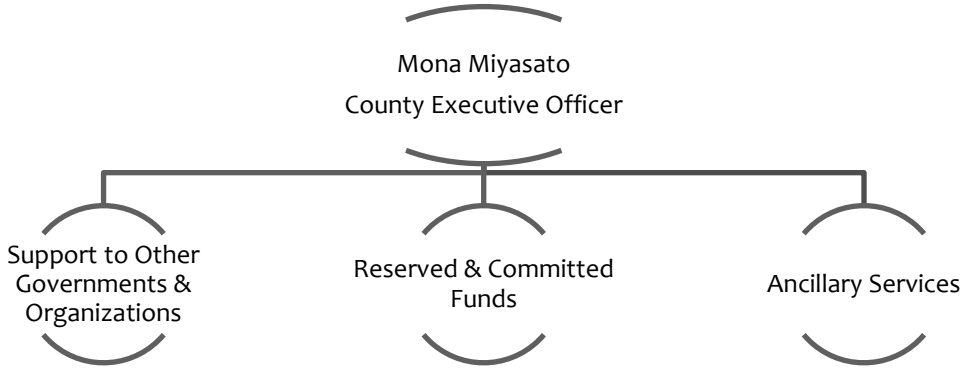
Budget By Categories of Revenues					
Taxes	$ 231,702,282	$ 240,763,000	$ 242,878,400	$ 254,247,900	$ 13,484,900
Licenses, Permits and Franchises	2,939,516	3,076,000	3,048,700	3,140,000	64,000
Fines, Forfeitures, and Penalties	8,382,817	6,141,000	5,702,300	5,940,000	(201,000)
Use of Money and Property	1,087,135	915,800	2,834,400	2,002,900	1,087,100
Intergovernmental Revenue	6,469,426	5,684,000	7,186,600	1,745,300	(3,938,700)
Charges for Services	10,685,576	12,845,600	12,845,000	11,102,400	(1,743,200)
Miscellaneous Revenue	11,341	133,300	74,600	4,546,500	4,413,200
Total Operating Revenues	261,278,093	269,558,700	274,570,000	282,725,000	13,166,300
Other Financing Sources	2,980,456	1,171,100	1,429,100	1,632,800	461,700
Intrafund Expenditure Transfers (-)	50,279	-	1,135,000	-	-
Decreases to Fund Balances	20,243,952	18,894,303	18,220,000	16,295,000	(2,599,303)
General Fund Contribution	30,746,019	42,992,900	42,992,900	44,485,400	1,492,500
Fund Balance Impact (-)	-	-	79,200	-	-
Total	$ 315,298,800	$ 332,617,003	$ 338,426,200	$ 345,138,200	$ 12,521,197

General County Programs & General Revenues

General County Programs

Recommended Budget & Staffing Summary & Budget Programs Chart

Operating	**$**	**1,591,300**
Capital	**$**	**0**
FTEs		**-**



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 which are not directly associated with one specific department. Programs may move into or out of General County Programs from other departments as they become established and a more appropriate department structure is identified. These General County programs currently include:

- Support to Other Governments & Organizations including 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.

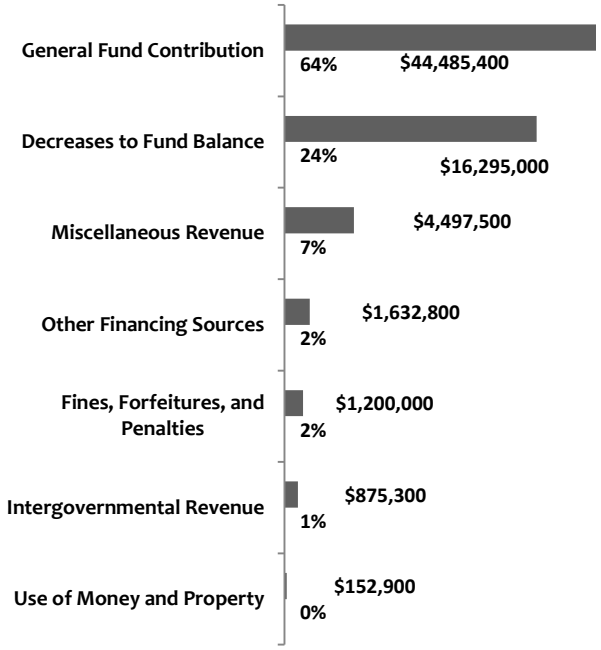
Highlights of 2019-20 Objectives

- Fund the Northern Branch Jail Operations in accordance with the established funding plan ($12.70 million in FY 2019-20).
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy ($6.43 million in FY 2019-20).
- Finalize a financing plan for list of capital projects approved by the Board on March 19, 2019.
- Restore level of funding in the General Fund Strategic Reserve to meet Board adopted policy.

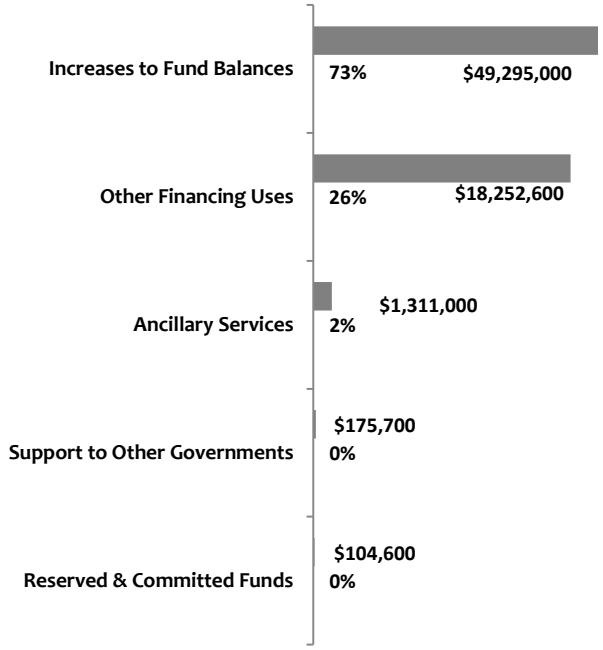
General County Programs

Recommended Sources & Uses of Funds

Source of Funds - $69,138,900



Use of Funds - $69,138,900



General County Programs

BUDGET OVERVIEW

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Support to Other Governments & Organiza	0.78	-	-	-	-
Reserved & Committed Funds	0.22	-	-	-	-
Total	1.00	-	-	-	-

Budget By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Support to Other Governments & Organiza	$ 1,300,450	$ 166,400	$ 172,400	$ 175,700	$ 9,300
Reserved & Committed Funds	(49)	400	-	104,600	104,200
Ancillary Services	328,591	1,530,000	1,214,100	1,311,000	(219,000)
Total	$ 1,628,991	$ 1,696,800	$ 1,386,500	$ 1,591,300	$ (105,500)

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 221,594	$ 74,000	$ 85,900	$ 95,000	$ 21,000
Services and Supplies	257,841	1,448,400	1,117,100	1,312,600	(135,800)
Other Charges	1,149,557	174,400	183,500	183,700	9,300
Total Operating Expenditures	1,628,991	1,696,800	1,386,500	1,591,300	(105,500)
Other Financing Uses	7,641,773	5,643,200	5,250,800	18,252,600	12,609,400
Intrafund Expenditure Transfers (+)	3,000	43,000	145,000	-	(43,000)
Increases to Fund Balances	47,607,525	57,763,303	63,343,300	49,295,000	(8,468,303)
Fund Balance Impact (+)	541,115	-	-	-	-
Total	$ 57,422,404	$ 65,146,303	$ 70,125,600	$ 69,138,900	$ 3,992,597

Budget By Categories of Revenues	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Fines, Forfeitures, and Penalties	$ 1,359,070	$ 1,600,000	$ 1,200,000	$ 1,200,000	$ (400,000)
Use of Money and Property	10,704	12,800	37,600	152,900	140,100
Intergovernmental Revenue	2,070,990	390,000	5,005,600	875,300	485,300
Miscellaneous Revenue	11,212	85,200	26,200	4,497,500	4,412,300
Total Operating Revenues	3,451,976	2,088,000	6,269,400	6,725,700	4,637,700
Other Financing Sources	2,980,456	1,171,100	1,429,100	1,632,800	461,700
Intrafund Expenditure Transfers (-)	-	-	1,135,000	-	-
Decreases to Fund Balances	20,243,952	18,894,303	18,220,000	16,295,000	(2,599,303)
General Fund Contribution	30,746,019	42,992,900	42,992,900	44,485,400	1,492,500
Fund Balance Impact (-)	-	-	79,200	-	-
Total	$ 57,422,404	$ 65,146,303	$ 70,125,600	$ 69,138,900	$ 3,992,597

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

General County Programs

Changes & Operational Impact: 2018-19 Adopted to 2019-20 Recommended

Staffing

- There are no FTE changes.

Expenditures

- Net operating expenditure decrease of $105,500 primarily due to:
  - +$21,000 increase to Salaries & Employee Benefits.
  - +$9,300 increase to Other Charges.
  - -$135,800 decrease to Services and Supplies.

- Net non-operating expenditure increase of $4,098,100 primarily due to:
  - +$12,609,400 increase in Other Financing Uses which is primarily due to:
    - +8,820,000 one-time operating transfer to the General Services Capital Fund
    - +4,150,600 increase due to Tobacco Settlement Fund administration moving from Public Health to General County Programs.
  - -43,000 decrease in Intrafund Expenditure transfers.
  - -$8,468,300 decrease in Increases to Fund Balance (see Fund Balance Component schedule on following page for more detail).

These changes result in Recommended operating expenditures of $1,591,300, non-operating expenditures of $67,547,600, and total expenditures of $69,138,900. Non-operating expenditures primarily include Increases to Fund Balances and Other Financing Uses.

Revenues

- Net operating revenue increase of $4,637,700 primarily due to :
  - +4,412,300 increase to Miscellaneous Revenue due to Tobacco Settlement Fund administration moving from Public Health to General County Programs.
  - +$485,300 increase to Intergovernmental Revenue is due to recognition of Prop 172 and Local Innovation Sub-Account revenues.
  - +$140,100 increase to Use of Money and Property due to an expected increase in interest income.
  - -$400,000 decrease to Fines, Forfeitures, and Penalties due to an expected decrease in Forfeiture and Penalty revenue from Court Special Services.
- Net non-operating revenue decrease of $645,100 primarily due to:
  - +$1,492,500 increase in General Fund Contribution.
  - +$461,700 increase in Other Financing Sources due to:
    - +250,000 increase in General Fund revenue to offset the expected decline in Forfeiture and Penalty Revenue from Court Special Services.
    - +211,200 increase due to Tobacco Settlement Fund administration moving from Public Health to General County Programs.
  - -$2,599,300 decrease in use of Fund Balance for projects (see Fund Balance Component schedule on following page for more detail).

These changes result in Recommended operating revenues of $6,725,700, non-operating revenues of $62,413,200, and total revenues of $69,138,900. 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	**6/30/2019 Estimated Balance**	**2019-20 Recommended Increases**	**2019-20 Recommended Decreases**	**6/30/2020 Projected Balance**
Behavioral Wellness	$ 2,923,800	$ 2,000,000	$ (100,000)	$ 4,823,800
Cannabis Tax Revenue	$ 323,500	$ 5,615,000	$ (5,048,900)	$ 889,600
18% Deferred Maintenance	$ -	$ 6,425,600	$ (6,425,600)	$ -
Capital	$ 700,000	$ 5,178,200	$ (5,878,200)	$ -
Technology Replacement	$ -	$ 2,000,000	$ -	$ 2,000,000
Roads - Baseline	$ -	$ 500,000	$ (500,000)	$ -
Strategic Reserve	$ 34,116,100	$ 2,265,000	$ -	$ 36,381,100
Litigation	$ 6,550,300	$ 500,000	$ (478,000)	$ 6,572,300
Disaster Recovery	$ 3,239,000	$ -	$ (166,000)	$ 3,073,000
Program Stabilization	$ 2,500,000	$ 1,250,000	$ (3,578,200)	$ 171,800
Facilities Maintenance - Baseline	$ 506,000	$ 2,800,000	$ (2,800,000)	$ 506,000
Assessment Appeals	$ 406,100	$ -	$ -	$ 406,100
Hazardous Tree Mitigation	$ -	$ 500,000	$ (500,000)	$ -
New Jail Operations	$ 16,125,400	$ 12,911,600	$ (16,103,600)	$ 12,933,400
Emerging Issues (one-time funding)	$ 2,994,700	$ 1,788,000	$ (4,758,000)	$ 24,700
Contingencies	$ 4,005,100	$ -	$ -	$ 4,005,100
Total	**$ 74,390,000**	**$ 43,733,400**	**$ (46,336,500)**	**$ 71,786,900**

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
DEPT BUS SPEC	0.78	-	-	-	-
Total	0.78	-	-	-	-

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

Revenue & Expenditures

Budget By Categories of Expenditures	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 147,232	$ -	$ (3,100)	$ -	$ -
Services and Supplies	3,613	-	-	-	-
Other Charges	1,149,606	166,400	175,500	175,700	9,300
Total Operating Expenditures	1,300,450	166,400	172,400	175,700	9,300
Other Financing Uses	2,491,188	-	-	-	-
Intrafund Expenditure Transfers (+)	3,000	3,000	-	-	(3,000)
Increases to Fund Balances	4,593,612	1,000,000	1,000,000	-	(1,000,000)
Total Expenditures	$ 8,388,250	$ 1,169,400	$ 1,172,400	$ 175,700	$ (993,700)
Budget By Categories of Revenues					
Other Financing Sources	2,634,250	1,000,000	1,000,000	-	(1,000,000)
Decreases to Fund Balances	4,220,580	-	-	-	-
General Fund Contribution	1,541,065	169,400	169,400	175,700	6,300
Total Revenues	$ 8,395,895	$ 1,169,400	$ 1,169,400	$ 175,700	$ (993,700)

2018-19 Anticipated Accomplishments

- Provided ongoing support to LAFCO.

2019-20 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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Services and Supplies	$ -	$ 400	$ -	$ 104,600	$ 104,200
Other Charges	(49)	-	-	-	-
Total Operating Expenditures	(49)	400	-	104,600	104,200
Other Financing Uses	3,976,243	4,452,200	4,060,000	16,834,500	12,382,300
Intrafund Expenditure Transfers (+)	-	40,000	145,000	-	(40,000)
Increases to Fund Balances	42,919,598	56,754,903	62,213,300	49,286,600	(7,468,303)
Total Expenditures	$ 46,895,792	$ 61,247,503	$ 66,418,300	$ 66,225,700	$ 4,978,197
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	1,359,070	1,600,000	1,200,000	1,200,000	(400,000)
Use of Money and Property	4,760	10,000	22,000	150,100	140,100
Intergovernmental Revenue	1,679,375	-	4,615,600	485,300	485,300
Miscellaneous Revenue	-	-	-	4,486,300	4,486,300
Total Operating Revenues	3,043,205	1,610,000	5,837,600	6,321,700	4,711,700
Other Financing Sources	346,206	171,100	429,100	1,632,800	1,461,700
Intrafund Expenditure Transfers (-)	-	-	1,135,000	-	-
Decreases to Fund Balances	15,859,778	18,450,703	18,008,500	16,091,400	(2,359,303)
General Fund Contribution	28,237,889	41,015,700	41,015,700	42,179,800	1,164,100
Total Revenues	$ 47,487,078	$ 61,247,503	$ 66,425,900	$ 66,225,700	$ 4,978,197

2018-19 Anticipated Accomplishments

- Funded future operations of the Northern Branch Jail in the amount of $10.9 million, a $1.8 million increase from the previous year.
- Established funding for Board priorities including the Strategic Reserve, mental health inpatient needs, road projects, fixed maintenance funds for buildings and parks, and emerging issues.

2019-20 Objectives

- Fund the Northern Branch Jail Operations in accordance with the established funding plan ($12.7 million in FY 2019-20).
- Provide increased ongoing funding for maintenance needs through the 18% Maintenance Funding Policy ($6.43 million in FY 2019-20).
- Fund capital/infrastructure projects based on identified needs, priorities, and available funding sources.

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	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Salaries and Employee Benefits	$ 74,362	$ 74,000	$ 89,000	$ 95,000	$ 21,000
Services and Supplies	254,228	1,448,000	1,117,100	1,208,000	(240,000)
Other Charges	-	8,000	8,000	8,000	-
Total Operating Expenditures	328,591	1,530,000	1,214,100	1,311,000	(219,000)
Other Financing Uses	1,174,342	1,191,000	1,190,800	1,418,100	227,100
Increases to Fund Balances	94,315	8,400	130,000	8,400	-
Total Expenditures	$ 1,597,247	$ 2,729,400	$ 2,534,900	$ 2,737,500	$ 8,100
Budget By Categories of Revenues					
Use of Money and Property	5,944	2,800	15,600	2,800	-
Intergovernmental Revenue	391,615	390,000	390,000	390,000	-
Miscellaneous Revenue	11,212	85,200	26,200	11,200	(74,000)
Total Operating Revenues	408,771	478,000	431,800	404,000	(74,000)
Decreases to Fund Balances	163,595	443,600	211,500	203,600	(240,000)
General Fund Contribution	967,065	1,807,800	1,807,800	2,129,900	322,100
Total Revenues	$ 1,539,431	$ 2,729,400	$ 2,451,100	$ 2,737,500	$ 8,100

2018-19 Anticipated Accomplishments

- Continued support of the South Coast Task Force on Youth Safety, Home for Good, and multi-departmental Renew '22 initiatives.

2019-20 Objectives

- Support the South Coast Task Force on Youth Safety, Home for Good, and multi-departmental Renew '22 initiatives

General County Programs

General Revenues

Budget Overview

Staffing Detail By Budget Program	2017-18 Actual	2018-19 Adopted	2018-19 Estimated Actual	2019-20 Recommended	Change From FY18-19 Ado to FY19-20 Rec
Budget By Budget Program					
Budget By Categories of Expenditures					
Other Financing Uses	$ 31,516,223	$ 33,031,700	$ 33,031,500	$ 34,395,400	$ 1,363,700
Intrafund Expenditure Transfers (+)	218,262,253	234,439,000	234,439,000	241,603,900	7,164,900
Fund Balance Impact (+)	8,097,920	-	830,100	-	-
Total	$ 257,876,396	$ 267,470,700	$ 268,300,600	$ 275,999,300	$ 8,528,600
Budget By Categories of Revenues					
Taxes	$ 231,702,282	$ 240,763,000	$ 242,878,400	$ 254,247,900	$ 13,484,900
Licenses, Permits and Franchises	2,939,516	3,076,000	3,048,700	3,140,000	64,000
Fines, Forfeitures, and Penalties	7,023,747	4,541,000	4,502,300	4,740,000	199,000
Use of Money and Property	1,076,431	903,000	2,796,800	1,850,000	947,000
Intergovernmental Revenue	4,398,436	5,294,000	2,181,000	870,000	(4,424,000)
Charges for Services	10,685,576	12,845,600	12,845,000	11,102,400	(1,743,200)
Miscellaneous Revenue	129	48,100	48,400	49,000	900
Total Operating Revenues	257,826,117	267,470,700	268,300,600	275,999,300	8,528,600
Intrafund Expenditure Transfers (-)	50,279	-	-	-	-
Total	$ 257,876,396	$ 267,470,700	$ 268,300,600	$ 275,999,300	$ 8,528,600

General Revenues

Section E

Capital Budget Summary

COUNTY OF SANTA BARBARA
CALIFORNIA

Capital Budget Summary

Capital Budget Summary

Introduction

Capital Budget

The Capital Budget is the appropriations approved annually by the Board of Supervisors as part of the annual Operating Budget process. It differs from the Capital Improvement Program (CIP) as the CIP is an estimate of the cost of projects and the Capital Budget is the actual funding for approved projects in the fiscal year covered by the operating plan.

How does the Capital Budget differ from the Capital Improvement Program (CIP)?

The CIP is a compilation of projects intended to implement various plans including community plans, facilities plans, and the County Comprehensive (General) Plan. Projects in the CIP quantify current and future capital needs. Accordingly, it includes projects for new and improved roads and bridges, County buildings and clinics, parks, and other facilities. Since the CIP includes estimates of all capital needs, it provides the basis for setting priorities, reviewing schedules, developing funding policy for proposed improvements, monitoring and evaluating the progress of capital projects, and informing the public of projected capital improvements and unfunded needs. Projects included in the CIP are non-recurring, have a long service life, are generally over $100,000, and will be underway (or should be underway, but are partially or entirely unfunded) during Fiscal Years 2019-20 through FY 2023-24.

A funded project is one that has identified specific funding to implement the program. An unfunded project is one that has been identified in the CIP as a need but has no funding secured to implement the program. The CIP itself does not appropriate funds; rather it serves as a budgeting tool, resulting in Capital Budget appropriations to be recommended for adoption within the County's FY 2019-20 Operating Budget.

Capital Budget Summary

Differences between the Capital Budget and the CIP - Reconciliation

Appropriations are separated into operating and capital budgets. The Capital Budget in this Operating Plan does not include salaries and benefits paid to County staff or payments for services and supplies, such as to contractors and vendors, for services conducted within County construction funds; these are captured in the operating budget.

In the CIP, these costs are shown as capital costs and create a difference between these two sources. The operating budget, as identified in Section C of this book, is reporting $127.2 million, compared to $72.7 million in the CIP Capital Projects Budget table. The reconciliation of these differences is shown in the following table:

FY 2017-18 Operating Budget To CIP Reconciliation	
$ 127,221,600	Section C - Capital Budget Summary (page C-31)
72,741,800	Section E - Capital Projects Budget (page E-15)
54,479,800	Difference
19,728,000	Section C Capital Budget Summary does not include Salaries & Benefits for in-house design, environmental or inspection costs for certain transportation projects. These costs are captured within the operating expenditures budget accounts as work is performed and subsequently capitalized after completion of the projects.
(10,373,200)	Certain projects meet the threshold to be budgeted as a capital expenditure but are below the CIP threshold. Additionally, departments do not always report equipment purchases or programs in the CIP.
1,943,900	Certain projects and estimated costs included in the Section E Capital Projects Budget are not included in the Section C Capital Budget Summary due to timing differences between CIP development and Recommended Budget development.
(65,778,500)	The Tajiguas Resource Recovery Project (TRRP), after multiple years of planning, received funding in FY 18/19, and was excluded from the CIP but included in the recommended budget due to timing differences.
$ -	

Capital Budget Summary

Overview of the Recommended Capital Budget

The FY 2019-2024 CIP contains 143 capital projects and 18 maintenance projects. This includes 23 projects that are new this year. Of this total, 59 projects are fully funded, the remainder are partially funded, or unfunded. A funded project is one that has identified specific funding, including ongoing-existing sources to fully implement the project. A partially funded project has funding to accomplish various portions of the project but lacks sufficient funding to fully complete the project. An unfunded project is one that has been identified in the CIP as a need but has no funding secured to implement the program. Of the County's $570.7 million five year capital needs, as presented by the Departments, $236 million have identified funding sources.

CIP projects are also categorized by Classes (see definitions starting on E-13). The Five Year CIP is broken down by each class or category, as shown in the table below. Of the $236 million funded total, 94% of the expenditures are in three classes, $29.8 million in Building & Building Improvements, $180 million in Infrastructure and $11.4 million in Equipment.

Five Year CIP through Fiscal Year Ending June 30, 2024
Class Summary Funded
(In thousands of dollars)

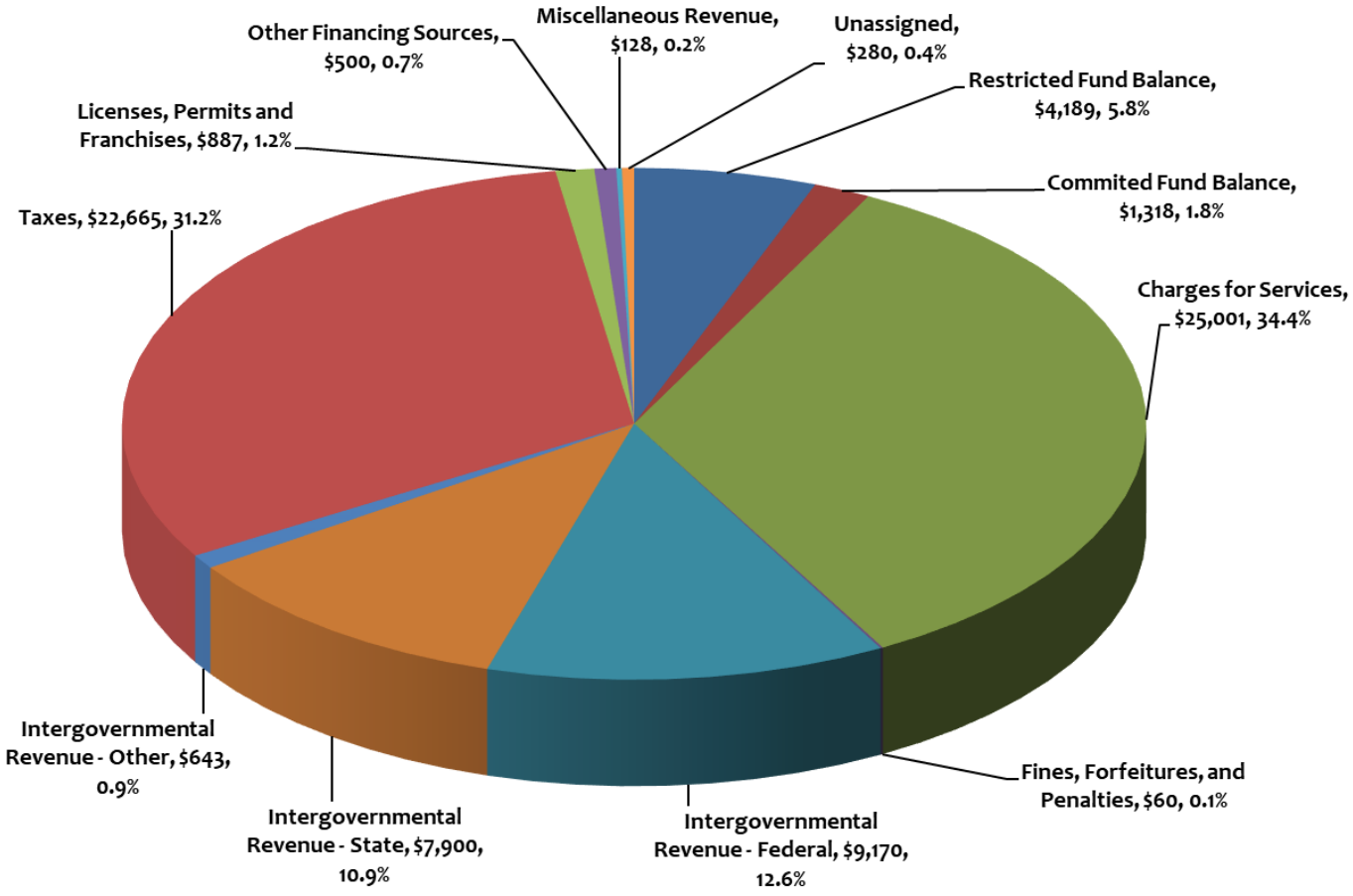
Class Summary	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Land	$ 376	$ 8,695	$ 894	$ 40	$ 10	**$ 10,015**
Land Improvements	828	529	160	160	160	**1,837**
Building & Building Improvements	24,372	4,309	1,030	125	-	**29,836**
Equipment	2,367	3,737	2,170	2,025	1,135	**11,434**
IT Hardware/Software	1,485	281	287	293	499	**2,845**
Infrastructure	43,313	49,414	52,514	33,213	1,567	**180,021**
Five Year Total	**$ 72,741**	**$ 66,965**	**$ 57,055**	**$ 35,856**	**$ 3,371**	**$ 235,988**

Five Year CIP through Fiscal Year Ending June 30, 2024
Class Summary Unfunded
(In thousands of dollars)

Class Summary	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Land	$ 19,950	$ 4,175	$ 7,300	$ 910	$ 2,928	**$ 35,263**
Land Improvements	1,000	20,774	9,156	10,390	52,717	**94,037**
Building & Building Improvements	12,500	30,826	26,525	10,014	4,326	**84,191**
Equipment	1,908	1,050	1,060	850	850	**5,718**
IT Hardware/Software	15,298	10,192	10,392	9,050	9,050	**53,982**
Infrastructure	5,880	16,770	13,377	13,780	11,750	**61,557**
Five Year Total	**$ 56,536**	**$ 83,787**	**$ 67,810**	**$ 44,994**	**$ 81,621**	**$ 334,748**

Capital Budget Summary

Majority of Funding from Taxes and Federal/State Sources Identified for FY 2019-20
Fiscal Year Funding by Object Level
(In thousands of dollars)

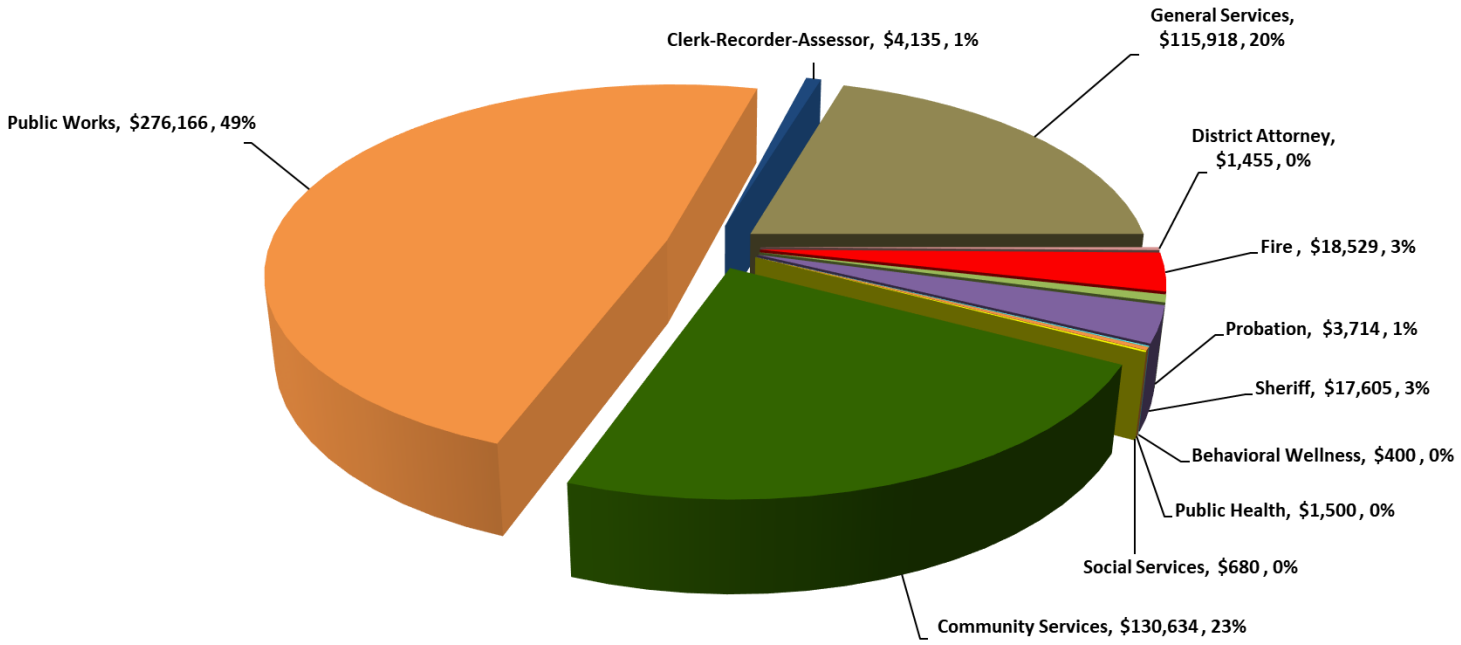


Capital Budget Summary

CAPITAL PROJECTS BY DEPARTMENT

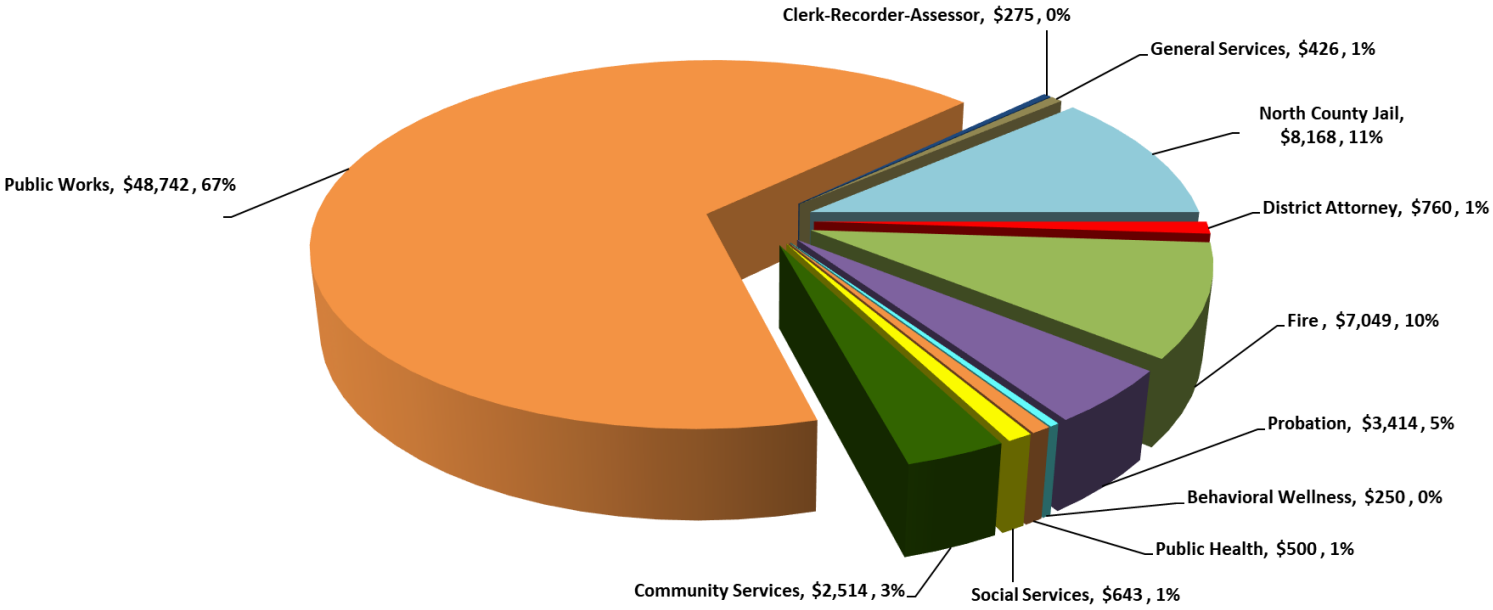
Presentation of the CIP is by function and department. This structure is consistent with the Operating Budget organization. Within each department, projects are grouped by project class, whether they are funded, partially funded, and unfunded and listed in alphabetical order. The following chart shows the FY 2019-2024- CIP by department total including both funded/partially funded and unfunded projects.

Five Year CIP through Fiscal Year Ending June 30, 2024, by Department
(In thousands of dollars)



Capital Budget Summary

One Year CIP for Recommended Fiscal Year Ending June 30, 2020, by Department
(In thousands of dollars)



Overview of Maintenance

Does it include Maintenance?

Starting in FY 2015-16 and continuing for FY 2019-20, a Maintenance Funding Policy has been implemented as approved by the Board of Supervisors in FY 2014-15. This policy allocates 18% of the unallocated general revenue growth for ongoing maintenance needs. The annual distribution of the new funding is decided as part of the budget development process.

There are 18 Capital Maintenance projects in the Capital Improvement Program for FY 2019-24, totaling $429.9 million. Of these projects $78.4 million are funded and the remainder, $351.5 million are currently unfunded. Those unfunded deferred maintenance projects are listed in the table on page E-8 of this section.

Also, there are no maintenance programs included in the summary schedules starting on page E-15. Maintenance programs are detailed in Section E in the Capital Improvement Program book and summarized on page E-8 of this section.

Capital Budget Summary

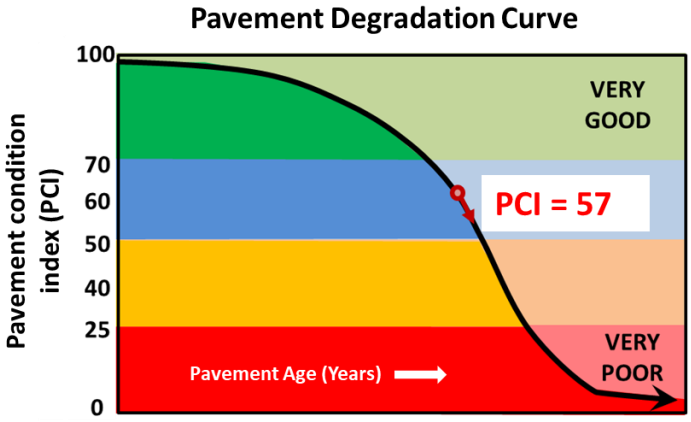
Deferred Maintenance

The proposed CIP continues to address the significant public infrastructure needs identified in various strategies and long-range plans adopted by the County.

The County, like many other public entities, has seen an increase in deferred maintenance of buildings, parks, and roads ("County Assets"). Inventories of facilities, deferred maintenance, and condition assessments of County assets are maintained by departments. A majority of County Assets are managed by Public Works (roads), General Services (buildings), and Community Services (parks).

The Public Works Department has a robust system to evaluate the inventory and condition of County maintained roads. Monitoring the Pavement Condition Index (PCI) is an existing practice within Public Works and the PCI is annually reported to the Board. As shown in the following graph, a lower PCI reading indicates a worse condition of pavement and a higher value indicates a better condition.

In Santa Barbara County, the overall PCI is 57, 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. Staff has identified possible approaches to address the identified funding need. These approaches are illustrated through several options, which propose the use of ongoing and/or one-time General Fund dollars and are phased over time. These different approaches can be adapted to various funding levels and timeframes to balance maintenance funding needs with other Board priorities. A summary of deferred maintenance is shown in the table below.

Capital Budget Summary

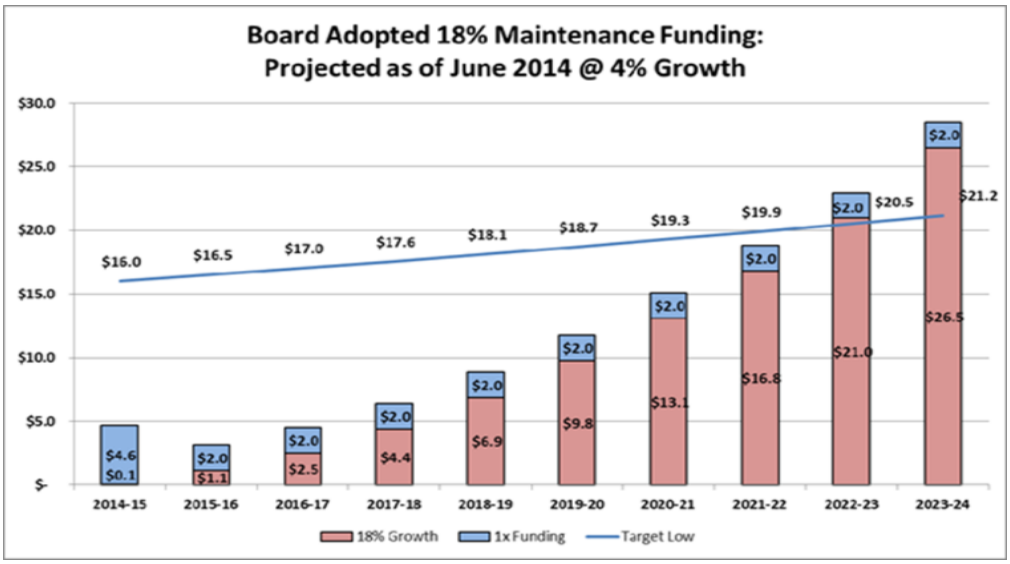
Departmental Estimated Unfunded Deferred Maintenance Source: CIP Database ($'s in millions)	
Public Works	
Prev Maint- 5 Year Countywide Concrete Program	36,528
Prev Maint- 5 Year Countywide Surface Treatment Program	102,700
Prev Maint- 5 Yr Bridge Repair & Rehabilitation Program	74,700
Prev Maint- 5 Yr Repair/Replace Traffic Devices Program	6,090
Prev Maint- 5Yr Culvert Repair & Rehabilitation Program	46,000
Total Public Works	**$266,018**
General Services	
FM--5 Year Countywide Maintenance Program	45,996
Total General Services	**$45,996**
Community Services - Parks	
Park 5 Year Infrastructure Maintenance Program	17,174
Park 5 Year Repaving/Restriping Maintenance Program	22,355
Total Community Services - Parks	**$39,529**
Grand Total	**$351,543**

Maintenance Funding Plan

The County of Santa Barbara's deferred maintenance has grown over time while funding has remained relatively static. Historically, the County's baseline funding was $2.8 million for deferred maintenance. In June 2014, the Board directed staff to implement a maintenance funding policy that would increase ongoing General Fund Contributions (GFC) for maintenance, by allocating 18% of unallocated Discretionary General Revenues towards maintenance projects. It is projected that the ongoing funding will build over time as a new layer of additional GFC is added annually. If funds are available, it is envisioned (but does not require) additional one-time funding for maintenance projects.

The Board of Supervisors approved the Maintenance Funding Policy as part of the FY 2015-16 Budget Development Policies and projects $51 million in accumulated new funding during the five year CIP period from FY 2017-18 to FY 2021-22 (excluding the estimated $2.0 million per year of one-time funding and existing departmental funding). These projections were based on projected property tax increases of 4% per year (before the 25% Fire District Tax shift). As described in the Policy, these funds will be calculated annually and allocated to departments based on current needs.

Capital Budget Summary



The proposed 18% Maintenance Policy allocations for FY 2019-20 are based on existing needs and priorities. The 18% Maintenance Growth Allocation for FY 2019-20 will be determined at the 2019 Budget Hearings and is allocated as: 50% to Public Works, 35% to General Services, and 15% to Parks. The graph below shows the projected growth as of June 2014. The table below shows the allocation through FY 2018-19:

FY 2018-19 Maintenance Funding

	Public Works	General Services	Comm. Services Department	Maintenance Total
General Fund Allocations				
Baseline Funding	$ 500,000	$ 1,300,000	$ 500,000	$ 2,300,000
18% Maintenance Funding	2,180,000	1,532,000	655,000	4,367,000
One-time Funding	550,000	500,000	950,000	2,000,000
Subtotal General Fund	**$ 3,230,000**	**$ 3,332,000**	**$ 2,105,000**	**$ 8,667,000**
Major Special Revenue Fund Allocations				
Transportation Sales Tax (Measure A)	$ 6,930,200			$ 6,930,200
State Highway Users Tax (HUTA)	8,781,300			8,781,300
Road Maint & Rehab Program Tax (SB 1)	6,380,000			6,380,000
Subtotal Major Special Revenue	**$ 22,091,500**			**$ 22,091,500**
Total Major Funding Sources	**$ 25,321,500**	**$ 3,332,000**	**$ 2,105,000**	**$ 30,758,500**

Capital Budget Summary

Overview of Debt Financing for Capital Projects

Debt Financing for Capital Projects

In the 2000s, the County issued Certificates of Participation (COPs) for major capital projects, such as fire stations, office buildings, and clinics. Recently, focus has been placed on deferred maintenance. The FY 2019-20 unfunded need totals over $56.5 million and the five year unfunded capital needs totals over $334.7 million. The unfunded capital projects, identified by departments, include new facilities, upgrades or remodels, and replacement of systems to address deferred maintenance needs.

Criteria for ranking projects was established based on mandates, health, safety, and legal risks. The high priority projects consist of mostly capital replacement projects, primarily resulting from accumulated deferred maintenance. These include the following: Santa Barbara Jail facility improvements, Calle Real Water Systems Replacement, Parking Lots, Building Safety Enhancements, and other priority projects.

Funding options, including debt, are being evaluated. Should debt be feasible, the final list of projects would be brought to the Board for approval, and could include additional projects. In prior years, debt has been used for capital maintenance, such as elevator replacements, roofs, and HVAC systems. Except for revenue certificates of participation issued by a County enterprise fund, debt is an obligation of the General Fund regardless of which funds are designated to pay the debt service. Therefore, if any funding source does not materialize in any given year of the debt term, the General Fund must make up the difference. That said, various funding sources are being evaluated including funds generated from the 18% Maintenance Funding Policy and expiring General Fund debt service.

Fiscal Year 2018-19 Significant Completed Projects

SANTA YNEZ AIRPORT IMPROVEMENTS

This 2016 FAA Airport Capital Improvement Program (ACIP Grant 15) project consisted of construction of airfield electrical upgrades that were designed with ACIP Grant 14 funding. The project included runway edge and threshold lights, taxiway edge lights, guidance signs, Runway 8 precision approach path indicator (PAPI), Runway 25 replacement of the visual approach slope indicator (VASI) with PAPI, and a backup generator. The Santa Ynez Valley Airport is a small public airport centered in the middle of Santa Barbara County that helps support the nearby community. The Airport Authority proposed this project in order to properly maintain the airport. This project consisted of restoring and improving the existing airport facility and was made necessary due to ongoing wear and tear and the need for updating. Ongoing operating and maintenance costs are paid directly by the Santa Ynez Airport through revenue generated by airplane fuel sales and hangar leases.

Total project cost: $1.1 million
Source of funds: FAA GRANT

STORM DRAIN - WEST GREEN CYN 72" EXTENSION, SANTA MARIA

This project completed the construction of a 72" diameter reinforced concrete pipe culvert through the Santa Maria River Levee at the Unit 2 ditch, located west of the City of Santa Maria. A portion of the 72" culvert was installed during the construction of the West Green Canyon Project (2005), which reconstructed the reinforced concrete box culvert adjacent to the proposed pipe, in anticipation of this project. In addition to the installation of the pipe, the project included the construction of concrete headwalls, wing walls and an iron flap gate to prevent river backflow from entering the Unit 2 ditch. During the design stage of this project it was concluded that an additional 72" pipe be installed within the outfall to accommodate the channel's increased capacity. In addition costs included acquisition of a U.S. Army Corps of Engineer's 408 permit.

Capital Budget Summary

Total project cost: *$1.3 million*
Source of funds: Santa Maria Flood Zone

ARROYO BURRO PARK LIFT STATION-COMMUNITY SERVICES/PARKS
This project upgraded components of the sewage lift station at Arroyo Burro Beach Park, including the addition of an automatic notification system and back-up generator for reduced park maintenance staff needs and improved public health and safety impacts. Sewage lift stations are used for pumping wastewater from a lower to higher elevation, particularly where the elevation of the source is not sufficient for gravity flow.

Total project cost: *$385,000*
Source of funds: AB 1600 and Quimby

PARKING LOTS - SANTA BARBARA DOWNTOWN
This project repaired parking lots located at the Santa Barbara Administration, Engineering, Human Resources, and Naomi Schwartz, buildings. Tree root removal and barriers were required to prevent rejuvenated paved areas from damage due to uplifting from tree roots.

Total project cost: *$235 thousand*
Source of funds: General Fund

Fiscal Year 2019-20 Significant Funded Projects

NORTHERN BRANCH COUNTY JAIL AB-900-GENERAL SERVICES (CIP SECTION D, PAGE 39)
The County received an $80 million conditional award under the State of California's AB900 Phase II program to construct a 376 bed facility located in North County with an update total estimated cost of $111.0 million. Net annual operating costs are estimated at $19 million. The need for the project arises out of jail overcrowding conditions within current County jail facilities. The County of Santa Barbara is under a Court Order to reduce jail overcrowding. The Sheriff's Department has implemented a number of alternative programs to incarceration, yet the County is projected to currently be in need of an additional 287 rated beds, should no beds be taken out of service. The facility is expected to be online and operational in Winter 2020.

Budgeted project cost in FY 19-20: $8.2 million
Total budgeted project cost: $110.9 million
Source of funds: $80.0 million funding from AB900 State Funding Conditional Award, $30.0 Million General Fund and $856 thousand from Proposition 172.

TAJIGUAS LANDFILL - LFG WELL EXPANSION – PUBLIC WORKS (CIP SECTION D, PAGE 96)
Landfill gas (LFG) is collected via a network of extraction wells in unlined and lined areas of the Tajiguas Landfill. The LFG Collection System (LFGCS) helps prevent downward and lateral migration of methane and volatile organic compounds associated with LFG, and limits the dissolution of LFG in groundwater and soil moisture. Additionally, the LFGCS helps to prevent surface emissions of methane, thereby reducing greenhouse gas emissions into the atmosphere. As trash is buried at the landfill, the expansion and operation of the LFGCS has been successful in maintaining compliance with regulatory requirements. This project includes the design and installation of new LFG wells to be added to the existing LFGCS.
Budgeted project cost in FY 19-20: $113 thousand

Capital Budget Summary

Total budgeted project cost: $498 thousand
Source of funds: Resource Recovery & Waste Mgt. Enterprise 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 19-20: $7.0 million
Total budgeted project cost: $86.0 million
Source of funds: South Coast Flood Zone Funds, Proposition 50, City of Santa Barbara

LAGUNA COUNTY SANITATION DISTRICT PLANT UPGRADE- PUBLIC WORKS (CIP SECTION D, PAGE 105)

This project is at the Laguna County Sanitation District (LCSD) wastewater reclamation plant which has a permitted treatment capacity of 3.7 million gallons per day (mgd). Plant improvement needs were assessed in a Facilities Master Plan prepared in July 2010, which recommended improvements to be implemented in two phases. Phase 1 is an upgrade that that maintains the same treatment capacity and replaces existing facilities that have met their useful lives mostly built in 1959 with construction anticipated from 2019 to 2021. Specific Phase 1 improvements include a new headworks, grit chamber, Low TDS Pond pump modifications, aeration basins, blower building, secondary clarifiers, UV disinfection break tank, in-plant recycled water pump station, meeting/locker room improvements, laboratory/operations building, and electrical improvements. Phase 2 improvement are capacity expansion related and intended to accommodate planned development. The Phase 2 project is expected to require a buildout capacity of 4.5 to 5.0 mgd. Timing for the Phase 2 project is not known since it is subject to development impacts. Costs will be borne by a combination of developer fees and user charges depending upon the degree of benefit for existing or new customers.

Budgeted project cost in FY 19-20: $15.4 million
Total Budgeted project cost: $50.6 million
Source of funds: Laguna District Service Charges

OTHER FUNDED PROJECTS CAN BE FOUND ON TABLE V-A, CIP SECTION B.

Capital Budget Summary

The Capital Improvement Program (CIP) Project Classes

The CIP is a countywide program covering all capital needs. Project classes are consistently updated to enhance consistency with other County financial systems to better align with County capital asset policies and guidelines as follows:

I. Land

Land includes all investments in real estate other than structures and land improvements.
Threshold: All land projects, regardless of cost.

II. Land Improvements

Land Improvements are non-building assets that enhance the quality or facilitate the use of land. Examples of depreciable land improvements include parking lots, driveways, sidewalks, retaining walls, fencing, outdoor lighting, landscaping, irrigation systems, recreation areas, athletic fields and courts, and fountains.
Threshold: Land Improvement projects are valued at or over $100,000.

III. Buildings & Building Improvements

Buildings are structures that are physical property of a permanent nature that enclose people, equipment, services, or functions. Buildings may include major high cost components such as boilers, elevators, HVAC systems, and roofs.
Building Improvements materially extend the useful life or increase the value of a building, or both (materiality is 20% or more). Examples include replacing major building components, structural additions to a building, major energy conservation projects, installation of upgraded plumbing or electrical systems, and major renovations of exterior structural deterioration.
Threshold: Buildings and Building Improvement projects are valued at or over $100,000.

IV. Equipment

Equipment includes physical moveable personal property such as machines, tools, vehicles, aircraft, mobile home/office trailers, and furniture. Equipment does not include major systems integrated into a building or structure such as elevators, boilers, roofs, or HVAC.
Threshold: Individual units valued at or over $5,000 and a useful life of over one (1) year.

V. IT Hardware/Software

Information Technology (IT) Equipment includes equipment such as; desktops, laptops, servers, scanners, copiers, and other devices accessing the network.
Threshold: Individual units valued at or over $5,000 and a useful life of over one (1) year. Software projects valued at or over $100,000.

VI. Infrastructure

Infrastructure is categorized as community service assets that are long-lived, generally stationary in nature, and normally preserved for a significantly greater number of years than most capital assets. Examples are pavement, curbs, gutter, and sidewalks associated with roadways, bridges, water distribution systems, sewer systems, and water drainage systems.
Threshold: Additions, expansions, and/or improvement projects are valued at or over $100,000.

VII. Maintenance Projects

Projects that maintain, but do not appreciably extend the useful life of a road, building, or asset. Examples include carpet and flooring replacement; roof replacement and repair; electrical systems upgrades; systems; interior/exterior painting and paint repair; parking lots/sidewalks/fence, plumbing repair and replacement.
Threshold: Maintenance projects are valued at or over $100,000.

Capital Budget Summary

FY 2019-20 Capital Projects Budget (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	2018-19 Estimated Actual	FY 2019-20 Recommended	Project Total All Years	FY 2019-20 Net Operating Costs*
Public Safety					
District Attorney					
Case Management System Upgrade			550	550	50
Increase Local Storage			60	260	14
Santa Maria Office Remodel	172		150	817	
Department Totals	**$ 172**		**$ 760**	**$ 1,627**	**$ 64**
Fire					
Buellton Operations and Administrative Center			$ 500	$ 500	
Fire Emergency Communications Center (ECC)			2,000	4,900	
Miscellaneous Equipment		5,136	549	7,580	
Station 41 (Cuyama) Rebuild	655		4,000	4,655	
Department Totals	**$ 655**	**$ 5,136**	**$ 7,049**	**$ 17,635**	**$ -**
Probation					
Air Condition Santa Barbara Probation Admin			$ 609	$ 609	
Los Prietos Boys Camp Cameras and Video Storage			$ 300	$ 600	**$ 50**
Probation Resource and Report Center (PRRC) Remodel			$ 1,500	$ 1,500	
Santa Maria Juvenile Hall Cameras			$ 400	$ 400	**$ 54**
Santa Maria Juvenile Hall Security Upgrades		125	605	730	
Department Totals	**$ -**	**$ 125**	**$ 3,414**	**$ 3,839**	**$ 104**
Health & Human Services					
Behavioral Wellness					
Psychiatric Health Facility Rehabilitation	200		250	600	-
Department Totals	**$ 200**	**$ -**	**$ 250**	**$ 600**	**$ -**
Public Health					
Building 1 HVAC Assessment and Installation		$ 90	$ 500	$ 1,590	
Department Totals	**$ -**	**$ 90**	**$ 500**	**$ 1,590**	**$ -**
Social Services					
Document Imaging Replacement System			$ 275	$ 275	
Facility Machine Replacement		45	43	125	
IT Hardware Replacement Program		325	325	650	
Department Totals	**$ -**	**$ 370**	**$ 643**	**$ 1,050**	**$ -**
Community Resources & Public Facilities					
Community Services					
Arroyo Burro Ranger Office & Storage Area Improvements	$ 23	$ 33	$ 699	$ 755	
Goleta Beach Project	3,229	260	689	6,124	
Jalama Beach Affordable Overnight Accomodations	75	120	887	3,725	
Park 5 Year Equipment Program		212	100	3,100	
Waller Park Playfields	219	30	11	13,700	
Walter Capps Park	2,612		128	3,900	
Department Totals	**$ 6,158**	**$ 655**	**$ 2,514**	**$ 31,304**	**$ -**
Public Works					
Basin - Buena Vista Creek Debris Basin 10 143 543 4,000	$ 65	$ 10	$ 143	$ 4,000	
Basin - Cold Springs Debris Basin Modification		19	521	2,611	
Basin - Maria Ygnacio East Debris Basin Modification	158	45	737	970	
Basin - Maria Ygnacio Main Debris Basin Modification	200	51	795	1,076	
Basin - Randall Road Debris Basin		100	233	21,125	
Basin - Romero Cr Debris Basin Capacity Improvem Proj		60	205	3,600	

Capital Budget Summary

FY 2019-20 Capital Projects Budget (in thousands of dollars)

Functional Group/Department/Project	Prior Year(s) Expense	2018-19 Estimated Actual	FY 2019-20 Recommended	Project Total All Years	FY 2019-20 Net Operating Costs*
Basin - San Ysidro Debris Basin Modification	68	16	230	2,553	
Channel - Lower Mission Creek Flood Control Proj, S.B.	23,467	3,000	7,000	85,972	
Equipment Replacement Program - Flood Control District			170	1,005	
Equipment Replacement Program - PW Transportation		1,024	1,505	8,929	
LCSD - Flood Protection			2,116	2,116	
LCSD - Plant Upgrade	3,704	823	15,442	50,623	
LCSD - Recycled Water Distribution Expansion	55		388	4,635	
LCSD - Sewer System Improvements			1,700	2,900	
LCSD - Solids Handling Upgrade	191	32	2,278	2,501	
Modoc Rd Multimodal Path			500	6,990	
Roadway Improv - Clark Avenue at Highway 101	370	180	2,505	3,055	
Roadway Improv - Santa Claus Ln Streetscape Improvement	452	63	270	7,960	
Roadway Improv - UVP_Woodmere Barrier Wall Project	580	45	755	1,380	
Storm Drain - ESSD Outlet Reconstruction		85	76	611	
Storm Drain - North Ave Storm Drain Imprv., East Phase	126	268	316	710	
Structure R&R - Bonita School Road Bridge Replacement	927	330	825	51,519	
Structure R&R - East Mountain Drive LWC Replacement	558	415	458	4,668	
Structure R&R - Fernald Pt. Br. 51C-137 Replacement	931	345	637	3,417	
Structure R&R - Floradale Avenue Br. No. 51C-006	1,801	606	1,355	19,997	
Structure R&R - Foothill Rd. LWC Replacement	2,187	520	6,048	19,669	
Structure R&R - Jalama Rd Brdg 16 Scour Repair	47	97	117	1,155	
Structure R&R - Refugio Road MP 0.3 LWC Replacement	383	70	50	4,503	
Structure R&R - Refugio Road MP 1.8 LWC Replacement	259	50	95	2,717	
Structure R&R - Refugio Road MP 3.0 LWC Replacement			10	1,855	
Tajiguas Landfill - LFG Well Expansion			113	498	
Tajiguas Landfill - Phase IIIE Liner		61	924	985	
Transfer Stations - SCRTS Tunnel Repair			225	225	
Department Totals	**$ 36,529**	**$ 8,315**	**$ 48,742**	**$ 326,530**	**$ -**
General Government & Support Services					
Clerk-Recorder-Assessor					
New APS System	$ 123	$ 165	$ 275	$ 1,923	
Department Totals	**$ 123**	**$ 165**	**$ 275**	**$ 1,923**	**$ -**
General Services					
CP--Isla Vista Community Center	$ 483		$ 426	$ 909	
Department Totals	**$ 483**	**$ -**	**$ 426**	**$ 909**	**$ -**
North County Jail					
County Jail - Northern Branch	$ 71,556	$ 31,133	$ 8,168	$ 110,857	$ 676
Department Totals	**$ 71,556**	**$ 31,133**	**$ 8,168**	**$ 110,857**	**$ 676**
GRAND TOTALS	**$ 115,876**	**$ 45,989**	**$ 72,741**	**$ 497,864**	**$ 844**

*** Net Operating Costs will be $0 for any projects that are not anticipated to be completed in FY 2019-20. This is result of projects not being completed within one FY and not placed into operation.**

Section F

Annual Budgetary Processes, Policies, & Fund Structure

COUNTY OF SANTA BARBARA
CALIFORNIA

Budget Processes, Policies, & Fund Structure

Budget Processes, Policies, & Fund Structure

Budget Processes, Policies, & Fund Structure

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Budget Processes, Policies, & Fund Structure

Introduction

This section of the operational plan presents the major budget processes, policies, and fund structure that guide the strategic direction of the County. Certain budget-related operational processes included in this section show how budget policies are supported and reinforced in the County. We have also provided information identifying the funds that are budgeted under the authority of the Board of Supervisors and their relationship within the County organization.

Budget Processes

Annual Budget Process

Authority & Composition

The annual budget is prepared, reviewed, and approved in accordance with the County Budget Act (California Government Code Sections 29000 through 30200), which can be found online at http://www.sco.ca.gov/Files-ARD-Local/CBG_Appdx_B.pdf. The annual operating budget, the Comprehensive Annual Financial Report (CAFR) and the County Financial Information Network (FIN) follow Generally Accepted Accounting Principles (GAAP) for governments. Budgets are prepared on the modified accrual basis of accounting consistent with GAAP.

Each year, two budgets are prepared; the annual *operating budget* and the *capital budget*. The annual *operating budget* includes all operating, capital, and debt service appropriation requirements of the County for the fiscal year, which runs from July 1 to June 30. In addition, the budget document provides for the following:

- Revenue and expense assumptions upon which the budget is based.
- Number of budgeted full-time equivalent employees.
- Mission, strategic priorities, impact, and performance measures of each operating department.
- Prior year actual, current year 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

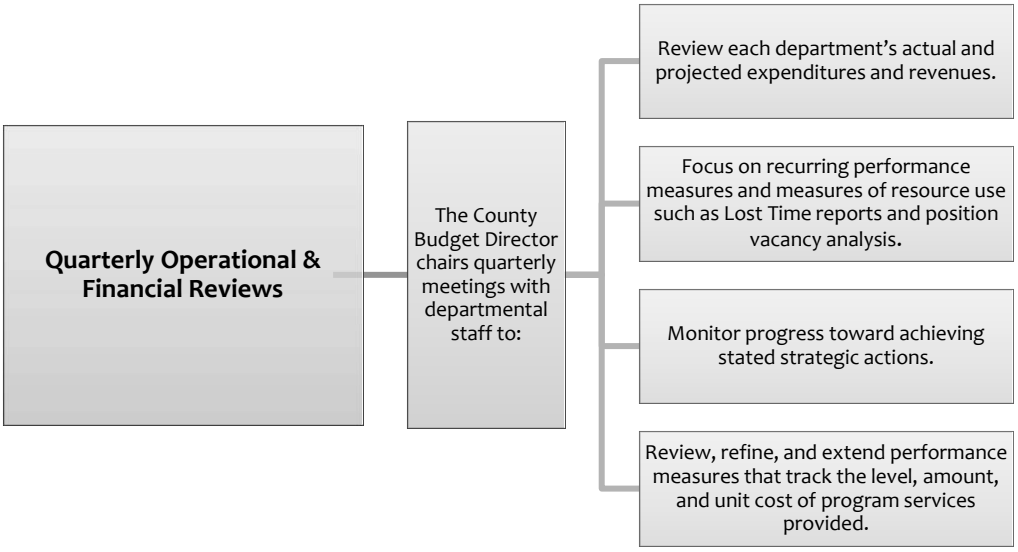
Budget Accountability

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. When developing budget policies, the County places emphasis on the following core values known as: A – C – E.

Budget Policies for Fiscal Year 2019-2020

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. 4, 2018. 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=3765157&GUID=CF8C2FAD-989D-4F80-8D81-17E8C85534DB.

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 2019-20 General Fund Allocation Policy

The Fiscal Year 2019-20 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 2019-20 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=3765157&GUID=CF8C2FAD-989D-4F80-8D81-17E8C85534DB.

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. 4, 2018. The General Fund Allocation Policy for fiscal year 2019-20 was approved by the Board of Supervisors at the same time on Dec. 4, 2018.

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) 2019-20 budget will be the contribution for FY 2018-19 Adjusted Budget. One-time funds granted in FY 2018-19 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 General Fund Contributions. 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 2019-20, where that percentage is the proportion of GFC that makes up of the department's total funding in FY 2018-19. For example, if the wage and benefit cost increases total $100, and the FY 2018-19 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 2018-19 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 2018-19 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, 2017, is estimated at $76.0 billion, making the debt limit approximately $950.0 million.

Comprehensive Fund Balance Policy

The County's fund balance policy establishes a minimum level at which unrestricted fund balance is to be maintained. The County believes that sound financial management principles require that sufficient funds be retained by the County to provide a stable financial base at all times. To retain this stable financial base, the County needs to maintain unrestricted fund balance in its County funds sufficient to fund cash flows of the County and to provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature. The minimum level of unrestricted fund balance is dependent on the fund type, and operational and capital replacement needs.

The limits defined in the County's fund balance policy are intended to "maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures" (recommended Practice 4.1 of the National Advisory Council on State and Local Budgeting).

Budget Processes, Policies, & Fund Structure

The full text of the County's fund balance policy can be found at: https://santabarbara.legistar.com/LegislationDetail.aspx?ID=2903298&GUID=F6E933C3-DF98-4B6A-8457-7528186F9E13.

The comprehensive fund balance policy provides guidance on the following:

- Appropriate Level of Unrestricted Fund Balance in the General Fund
- Fund Balance in the Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds
- Enterprise Funds
- Internal Service Funds
- Circumstances in which Unrestricted Fund Balance can be "Spent Down"
- Year-end Fund Balances
- Replenishment
- Strategic Reserve Policy
- Monitoring and Reporting
- Review

Strategic Reserve Policy

The County's Strategic Reserve Policy reads as follows:

There shall be established a separate committed fund balance account known as the County's Strategic Reserve.

The Board shall approve the establishment of a Strategic Reserve with the intent of limiting the use of Strategic Reserve funds for the purposes set below. The initial funding level shall be equivalent to the amount set aside in the County's Strategic Reserve designation at the date of GASB 54 implementation.

The target funding level for the committed Strategic Reserve fund balance shall be an amount equivalent to 8% of operating revenue (approximately 30 days working capital) for the General Fund. Funding for the Strategic Reserve shall be appropriated annually by the Board of Supervisors as part of the budget approval process.

The purpose of the County's Strategic Reserve is to:

1. Mitigate economic downturns that reduce County general revenue.
2. Mitigate State or Federal budget actions that may reduce County revenue.
3. Maintain core service levels essential to public health, safety, and welfare.
4. Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies. Only those events that have been legally declared to be a disaster at the local, State or Federal level are eligible for funding from the Strategic Reserve.
5. Absorb liability settlements in excess of available resources in the County's litigation designation.

The monies in the Strategic Reserve are separate monies to be used only for the purposes stated above. The Strategic Reserve should only be used to support the operating budget when general revenue increases less than 3% from the prior fiscal year.

Any transfer of funds shall be approved by the Board of Supervisors and shall not exceed the amount sufficient to balance the General Fund. Transfers shall require approval by 3/5 vote during budget hearings and 4/5 vote at all other times during the fiscal year in accordance with the County Budget Act.

Budget Processes, Policies, & Fund Structure

Fund Structure

Countywide Funds

The County maintains the following fund types: Governmental Funds, Proprietary Funds, and Fiduciary Funds.

Governmental Funds

These funds are used to account for most of the County's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified-accrual basis of accounting and budgeting. The following are the County's governmental fund types:

- The General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds

Proprietary Funds

These funds are used to account for a government's ongoing activities that are similar to those often found in the private sector. Under this method, revenues are recognized when earned and expenses are recognized when the related liabilities are incurred. The following are the County's proprietary fund types:

- Enterprise Funds
- Internal Service Funds

Fiduciary Funds

These funds account for resources held by the County for the benefit of parties outside the County. Fiduciary funds are not budgeted. The following are the County's fiduciary fund types:

- Agency Funds
- Investment Trust Funds
- Private Purpose Trust Fund

For a complete list of fund descriptions and definitions, please refer to the Comprehensive Annual Financial Report (CAFR). The CAFR is available to view and download online at:
http://cosb.countyofsb.org/auditor/default.aspx?id=1234

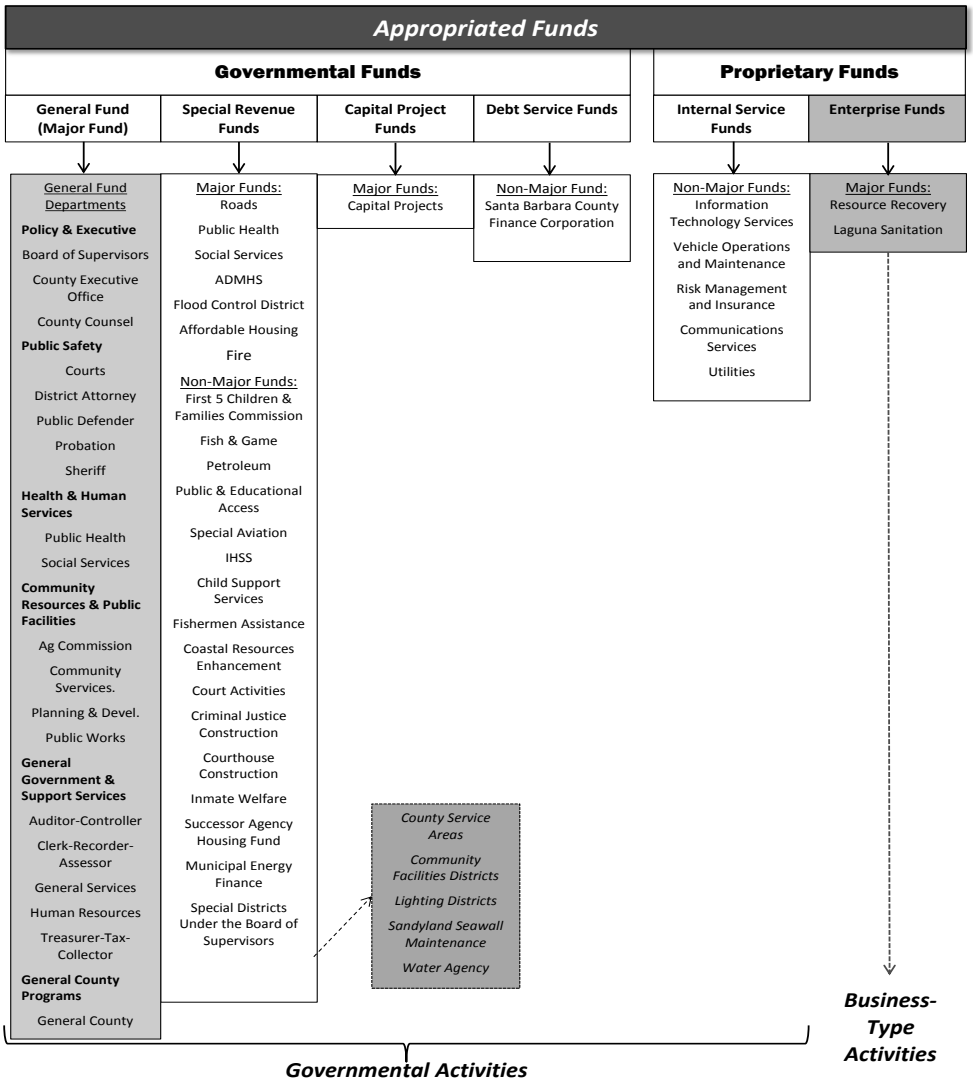
Fund Accounting

Basis of Accounting and Budgeting – Fund Accounting

The accounts of the County are organized on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balanced set of accounts. The minimum number of funds is maintained consistent with legal and managerial requirements. Governmental fund types (i.e., the General Fund, Special Revenue funds, and Debt Service funds) use the modified accrual basis, while Proprietary funds use the full accrual basis. For detailed information on all County funds, please refer to the County's CAFR.

Budget Processes, Policies, & Fund Structure

The following depicts the County's budgeted funds and how they fit in the organization for budget and accounting purposes. Note that departments in the General Fund may also have budget responsibility for other funds.



Budget Processes, Policies, & Fund Structure

Section G

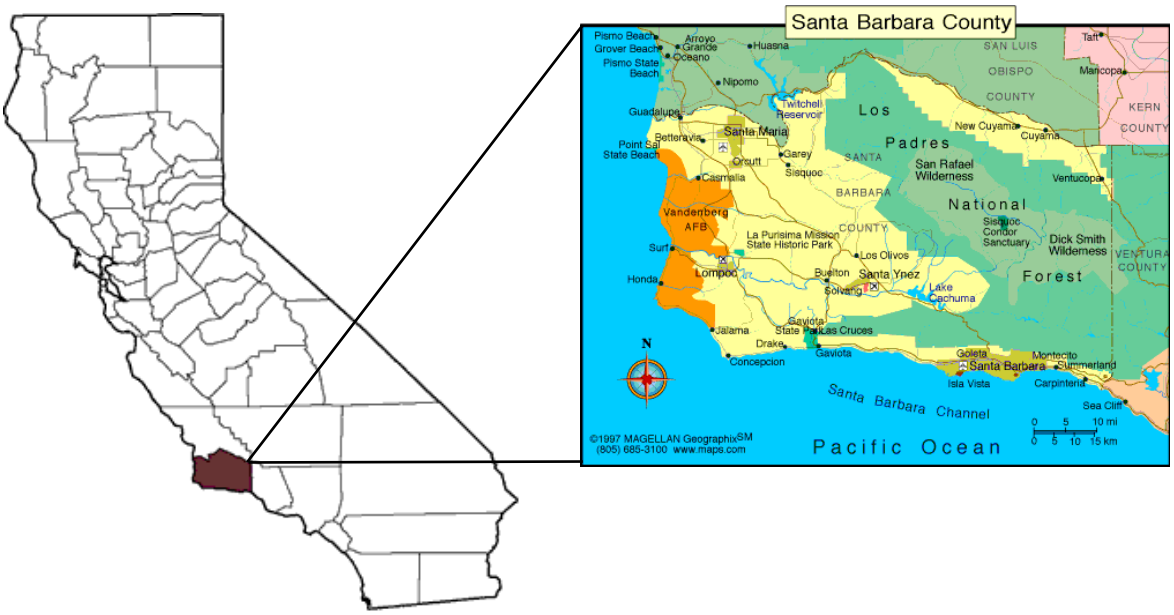
County Statistical Profile

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

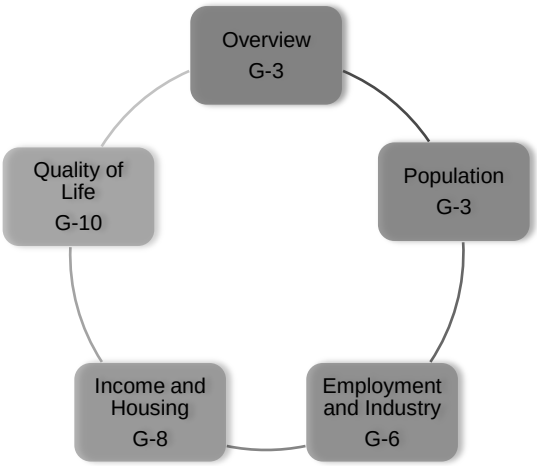


Figure 1: Santa Barbara County Fast Facts

FAST FACTS

FOUNDED: February 18, 1850
SIZE: 2,745 square miles[1]
INCORPORATED CITIES: 8
POPULATION: 453,457[2]
UNEMPLOYMENT RATE: 4.9%[1]
PER CAPITA INCOME: $55,540[1]
MEDIAN HOUSEHOLD INCOME: $68,023[3]
ASSESSED VALUE OF PROPERTY: $79.37 billion[4]
TAXABLE SALES: $6.8 billion in FY2017-18[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 1/1/2017	1/1/2018	Change %	Rank	State/County/City	1/1/2017	1/1/2018	Change %
1	Los Angeles	10,231,271	10,283,729	0.5%	30	El Dorado	186,223	188,399	1.2%
2	San Diego	3,309,509	3,337,456	0.8%	31	Shasta	178,148	178,271	0.1%
3	Orange	3,198,968	3,221,103	0.7%	32	Madera	156,963	158,894	1.2%
4	Riverside	2,382,640	2,415,955	1.4%	33	Kings	149,559	151,662	1.4%
5	San Bernardino	2,155,590	2,174,938	0.9%	34	Napa	141,784	141,294	-0.3%
6	Santa Clara	1,937,473	1,956,598	1.0%	35	Humboldt	136,430	136,002	-0.3%
7	Alameda	1,646,405	1,660,202	0.8%	36	Nevada	98,613	99,155	0.5%
8	Sacramento	1,513,415	1,529,501	1.1%	37	Sutter	96,919	97,238	0.3%
9	Contra Costa	1,139,313	1,149,363	0.9%	38	Mendocino	89,092	89,299	0.2%
10	Fresno	995,233	1,007,229	1.2%	39	Yuba	74,645	74,727	0.1%
11	Kern	896,101	905,801	1.1%	40	Lake	64,740	65,081	0.5%
12	San Francisco	874,008	883,963	1.1%	41	Tehama	63,949	64,039	0.1%
13	Ventura	855,910	859,073	0.4%	42	San Benito	56,879	57,088	0.4%
14	San Mateo	770,256	774,155	0.5%	43	Tuolumne	54,725	54,740	0.0%
15	San Joaquin	747,263	758,744	1.5%	44	Calaveras	45,175	45,157	0.0%
16	Stanislaus	549,976	555,624	1.0%	45	Siskiyou	44,655	44,612	-0.1%
17	Sonoma	504,613	503,332	-0.3%	46	Amador	38,382	38,094	-0.8%
18	Tulare	470,716	475,834	1.1%	47	Lassen	30,661	30,911	0.8%
19	**Santa Barbara**	**450,025**	**453,457**	**0.8%**	48	Glenn	28,730	28,796	0.2%
20	Monterey	442,149	443,281	0.3%	49	Del Norte	27,060	27,221	0.6%
21	Solano	436,640	439,793	0.7%	50	Colusa	22,050	22,098	0.2%
22	Placer	383,173	389,532	1.7%	51	Plumas	19,818	19,773	-0.2%
23	San Luis Obispo	279,210	280,101	0.3%	52	Inyo	18,598	18,577	-0.1%
24	Merced	275,104	279,977	1.8%	53	Mariposa	18,137	18,129	0.0%
25	Santa Cruz	276,504	276,864	0.1%	54	Mono	13,759	13,822	0.5%
26	Marin	263,262	263,886	0.2%	55	Trinity	13,634	13,635	0.0%
27	Butte	226,403	227,621	0.5%	56	Modoc	9,562	9,612	0.5%
28	Yolo	218,673	221,270	1.2%	57	Sierra	3,203	3,207	0.1%
29	Imperial	187,921	190,624	1.4%	58	Alpine	1,156	1,154	-0.2%
						California	**39,500,973**	**39,809,693**	**0.8%**

County Statistical Profile

Cities and Unincorporated Area

As of January 1, 2018, the estimated County population was 450,457[2]. This includes an estimated 142,262 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.

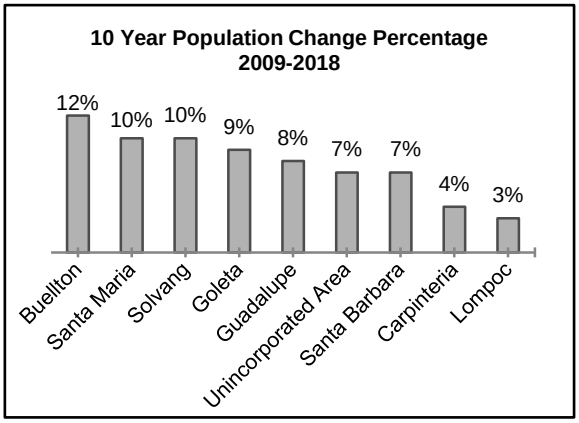
Figure 3 [2]

Estimated Population 2018

City	Est. Population (Jan 1, 2018)
Buellton	5,291
Solvang	13,704
Guadalupe	31,949
Carpinteria	7,604
Goleta	43,599
Lompoc	94,807
Santa Barbara	108,470
Santa Maria	5,771
Unincorporated	142,262
Total	453,457

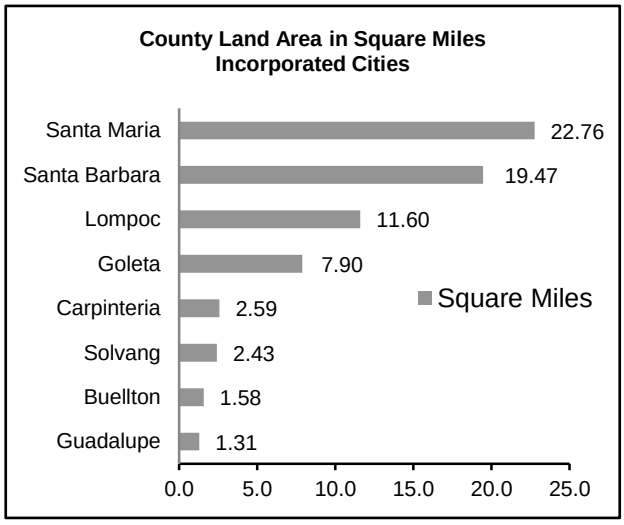
While Santa Barbara and Santa Maria have the largest populations, the areas with the most change in population rate over the past ten years have been Santa Maria, Buellton, and Guadalupe.

Figure 4 [2]



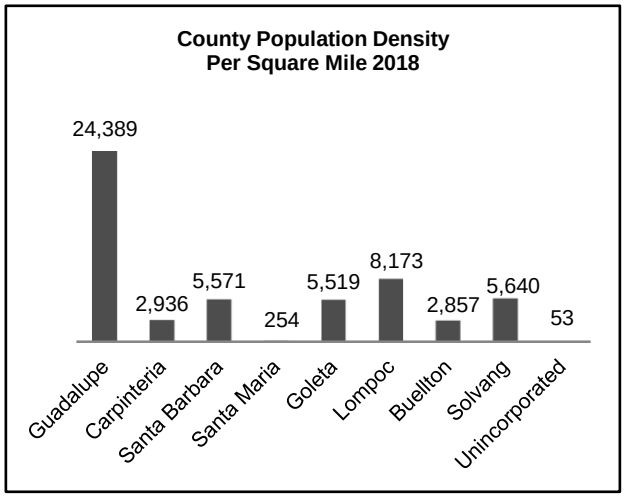
The County spans over 2,700 square miles, of which incorporated cities occupy almost 70 square miles, or 2.6%. Each city's respective square mile occupancy is provided in the graph below.

Figure 5 [3]



Although the City of Guadalupe shows the smallest land area at only 1.31 square miles, they have the greatest amount of density of residents within their city according to the chart below.

Figure 6 [2,3]

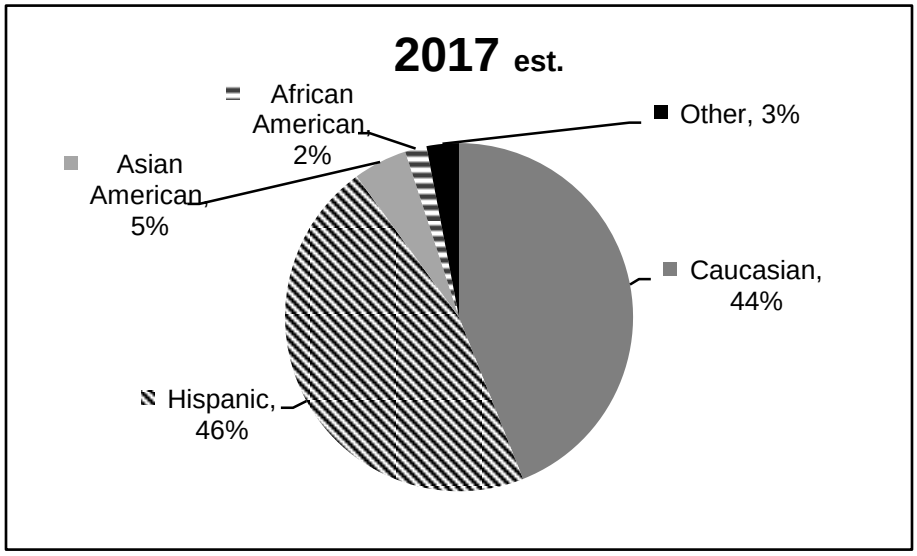


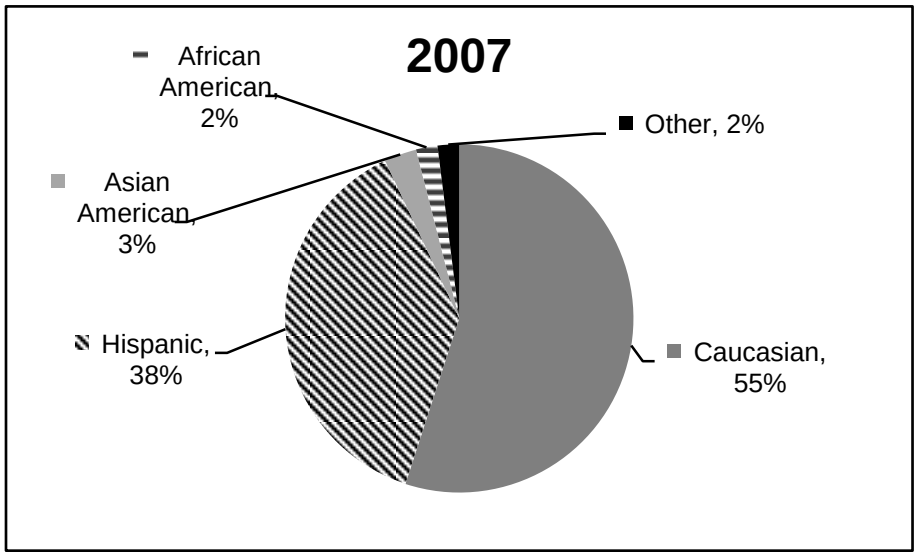
Population by Ethnicity

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 2017, the Caucasian population declined by 10% 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 17-18, the County for the eighth consecutive year saw positive trends in some economic segments, led by consumer spending and tourism.

The following tables present data on local employment and industry trends.

Figure 8 [5]

Sector	Salary in 2016	Salary in 2017	Percent Change
Management of Companies and Enterprises	101,789	108,154	6.3%
Information	90,531	106,926	18.1%
Mining	116,801	102,521	-12.2%
Utilities	99,597	99,120	-0.5%
Finance and Insurance	92,829	96,160	3.6%
Professional and Technical Services	87,569	92,427	5.5%
Manufacturing	68,512	73,584	7.4%
Wholesale Trade	70,320	73,111	4.0%
Construction	55,674	56,430	1.4%
Health Care and Social Assistance	53,433	54,581	2.1%
Transportation and Warehousing	47,280	48,259	2.1%
Real Estate and Rental and Leasing	43,742	47,107	7.7%
Educational Services	44,320	43,445	-2.0%
Administrative and Waste Services	38,143	37,313	-2.2%
Other Services, Except Public Administration	33,232	34,349	3.4%
Agriculture, Forestry, Fishing and Hunting	34,008	34,280	0.8%
Retail Trade	32,796	33,526	2.2%
Arts, Entertainment, and Recreation	27,323	30,852	12.9%
Accommodation and Food Services	23,077	24,207	4.9%
Government			
Federal Government	68,573	69,597	1.5%
State Government	71,982	72,698	1.0%
Local Government	57,938	57,379	-1.0%
Total, All Industries	50,778	51,946	2.3%

County Statistical Profile

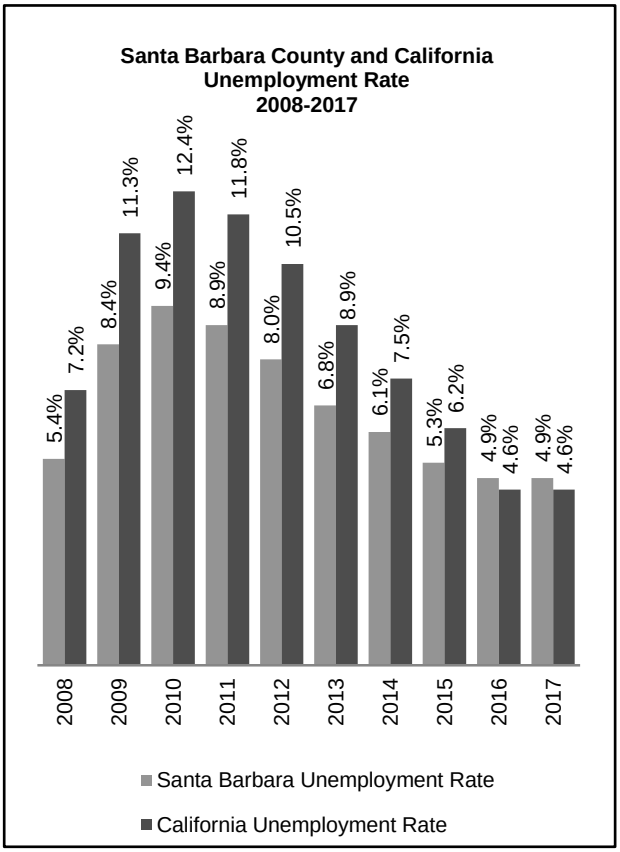
Figure 9 [1]

Job Growth by Sector Santa Barbara County				
Sector	Jobs in 2017	Jobs in 2018	Jobs Created/(Lost)	Percent Change
Government	40,600	40,700	100	0%
Trade, Transportation & Utilities	28,100	28,000	(100)	0%
Educational & Health Services	28,100	27,800	(300)	-1%
Leisure & Hospitality	27,100	28,000	900	3%
Professional & Business Services	21,300	23,800	2,500	12%
Goods Producing	22,700	23,000	300	1%
Farm	16,800	18,900	2,100	13%
Financial Activities	6,700	6,600	(100)	-1%
Other Services	6,000	6,000	-	0%
Information	5,000	4,100	(900)	-18%
Total, All Industries	202,400	206,900	4,500	2%

Figure 10 [11]

Major Employers in Santa Barbara County, FY 2018 (Over 1,000 Employees)				
Rank	Company	Location	Industry	FTEs
1	County of Santa Barbara	Santa Barbara	Government	4,600
2	University of California, Santa Barbara	Santa Barbara	Higher education	4,300
3	Cottage Health	Santa Barbara	Health care	3,600
4	Vandenberg Air Force Base	Lompoc	Defense	2,500
5	Santa Maria-Bonita School District	Santa Maria	Education	2,120
6	Chumash Casino Resort	Santa Ynez	Recreation and hospitality	2,000
7	Marian Regional Medical Center	Santa Maria	Health care	1,920
8	Allan Hancock College	Santa Maria	Education	1,480
9	Santa Barbara Unified School District	Santa Barbara	Education	1,400
10	Safran	Santa Maria	Aircraft interiors	1,200
11	Santa Barbara City College	Santa Barbara	Education	1,193
12	City of Santa Barbara	Santa Barbara	Government	1,100
13	Raytheon	Goleta	Aerospace and defense	1,000
14	Sansum Clinic	Santa Barbara	Health care	1,000

Figure 11 [1]



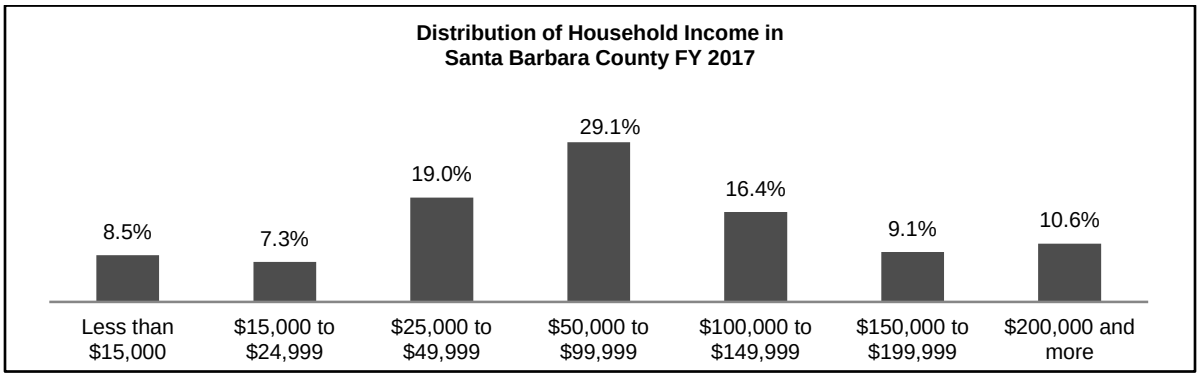
County Statistical Profile

Income and Housing

Income

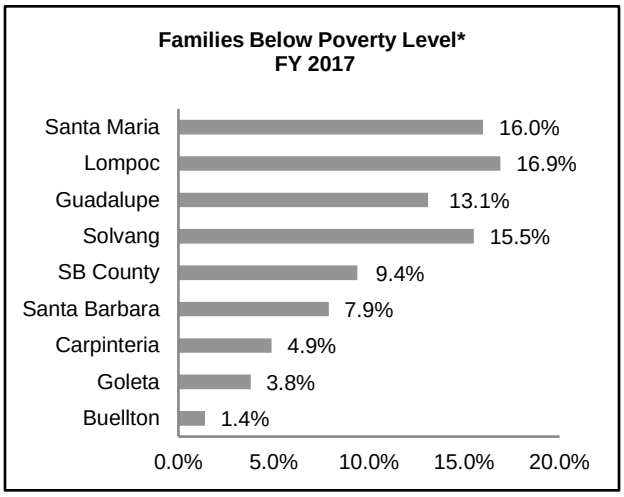
Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 35% of households earning below $49,999 per year; and 36% of households earning $100,000 per year or more.

Figure 12 [3]



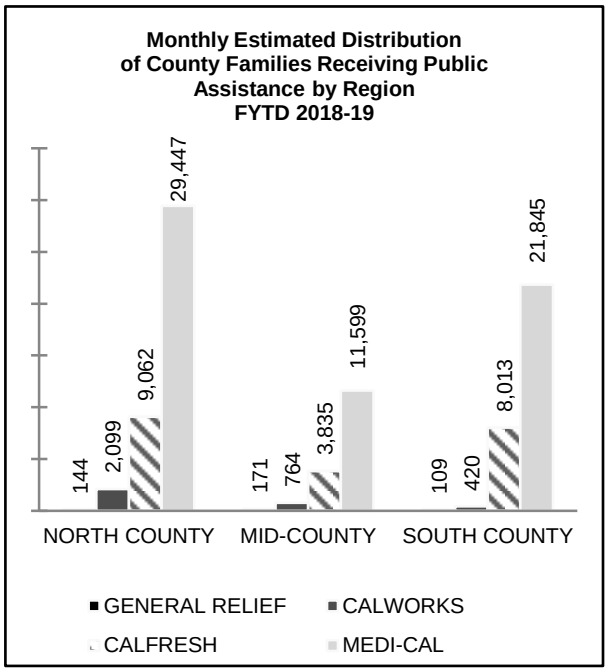
The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

Figure 13 [3]



*Federal Poverty level: about $25,100 for a family of four.

Figure 14 [6]

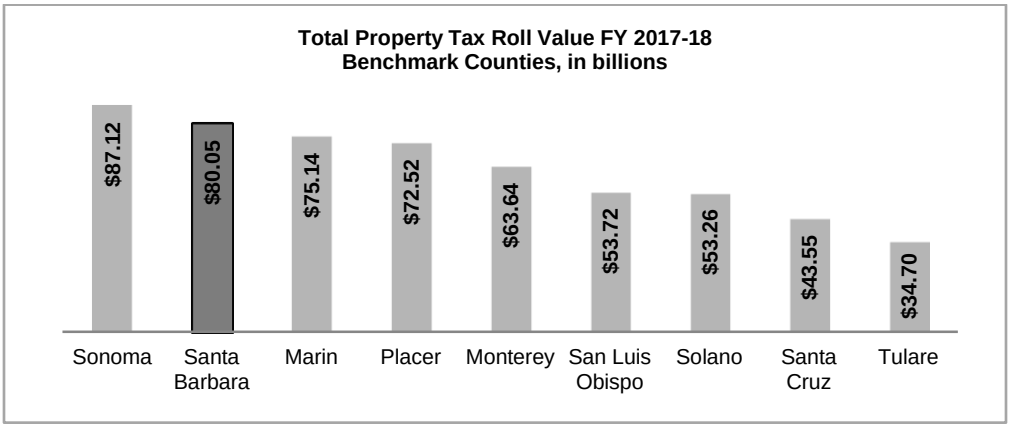


County Statistical Profile

Housing

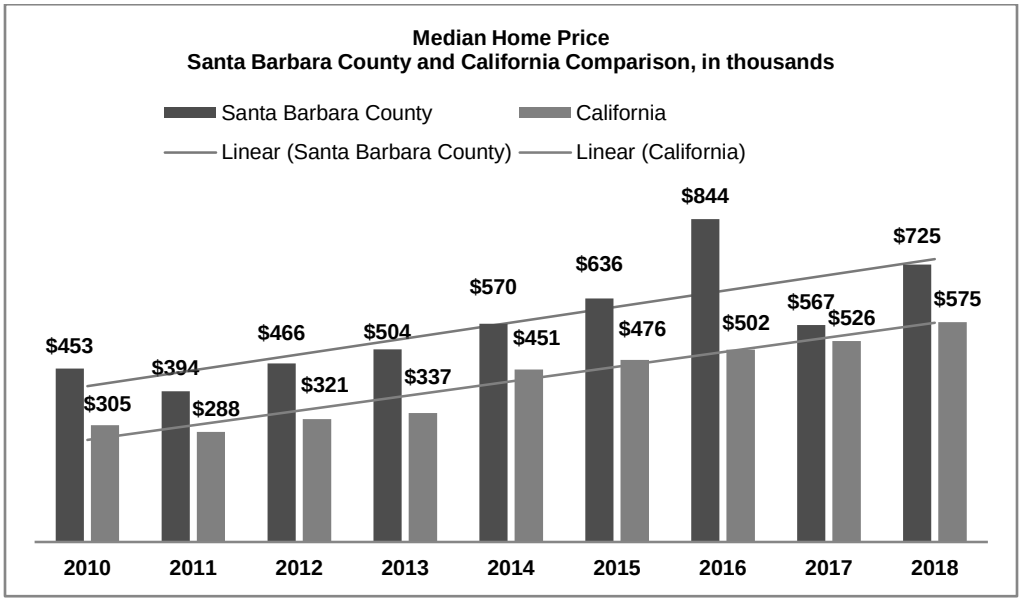
Santa Barbara County's greatest inflow of expendable revenue (for all jurisdictions) comes from collections of property taxes, including secured, unsecured, stated assessed property, and supplemental taxes. The total value of the County's property tax roll in FY 2017-18 was $80.05 billion, the second highest value after Sonoma, when compared to benchmark counties.

Figure 15 [7]



The median home price in Santa Barbara County has increased by 27% over the prior year, which is closer to the trend of home prices in 2014 and 2015. The statewide median home price increased 9.3% over the prior year.

Figure 16 [8]



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]

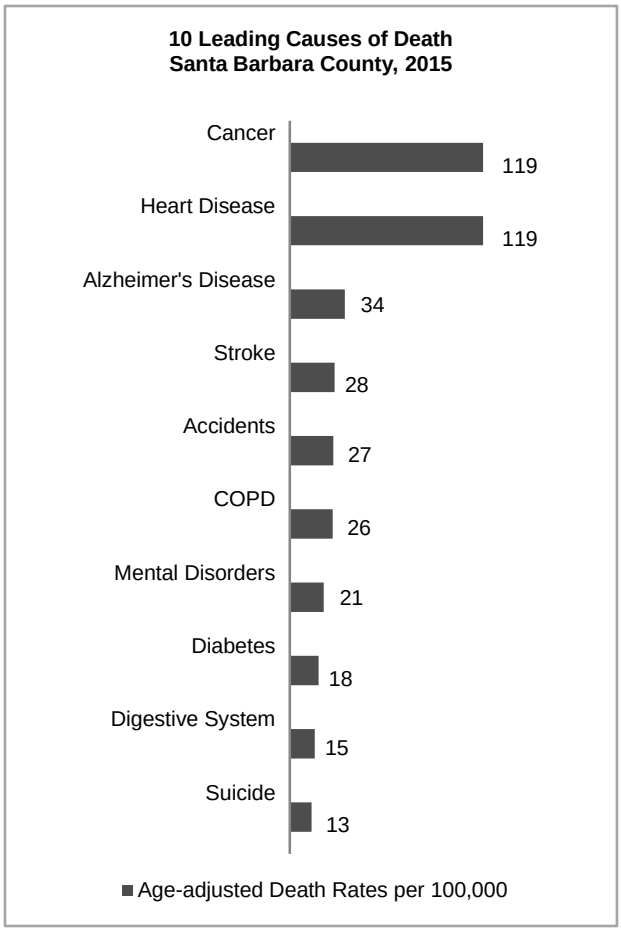
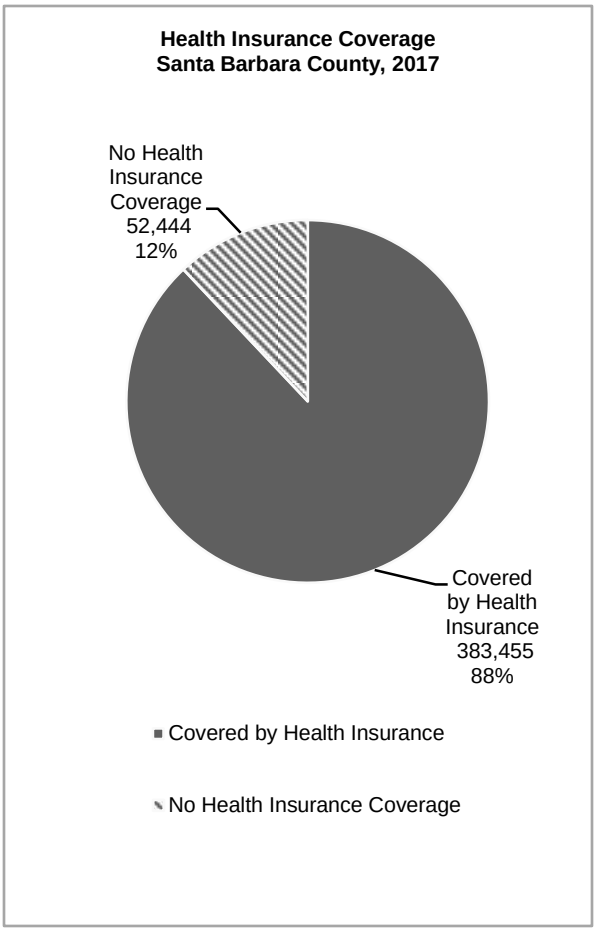


Figure 18 [3]



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]

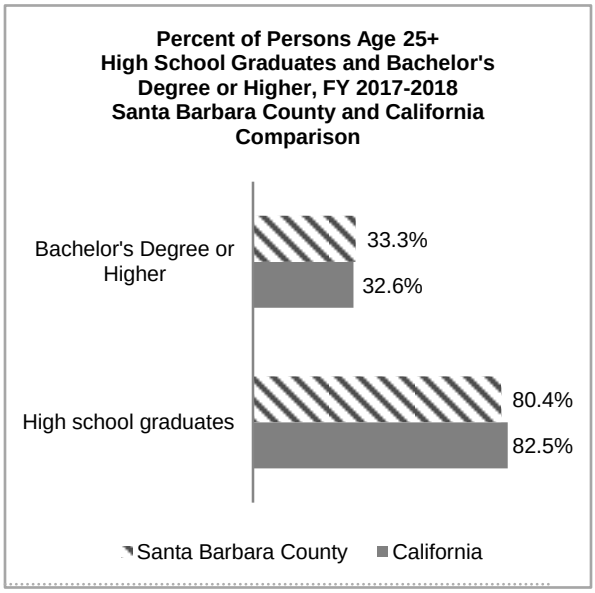


Figure 20 [10]

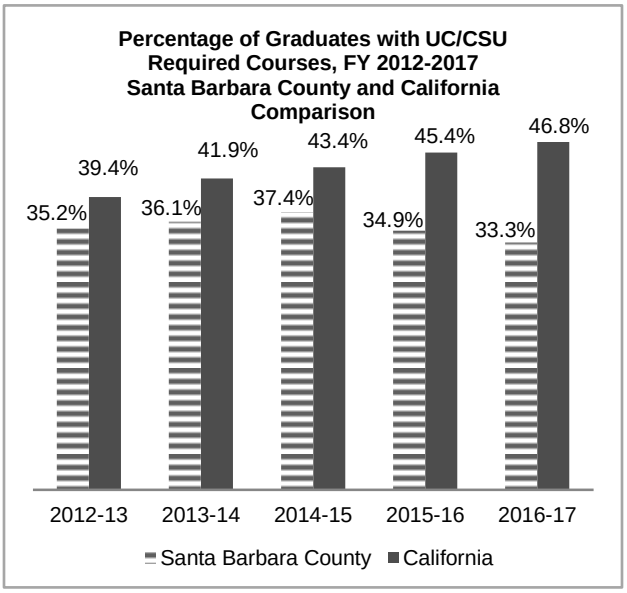
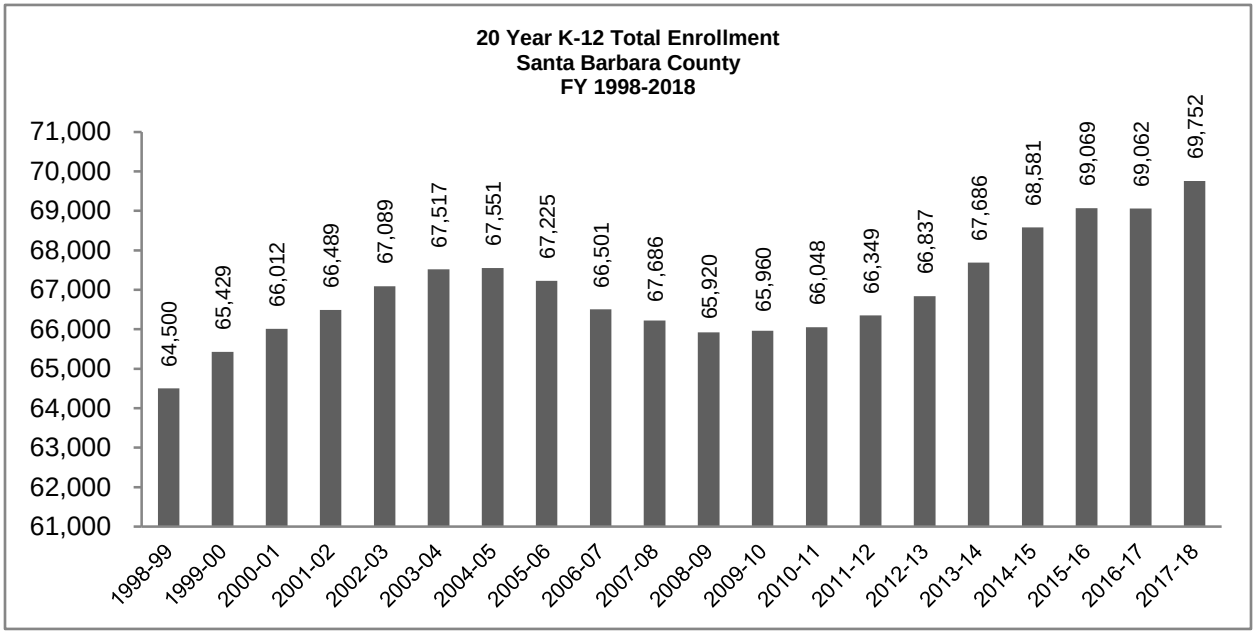


Figure 21 [10]



County Statistical Profile

List of Sources

1. State of California Employment Development Department - County Info report, FY 2018
2. California Department of Finance, FY 2018
3. United States Census Bureau, FY 2017-2018
4. County of Santa Barbara, Auditor-Controller's Office, FY 2018-2019
5. The California Economic Forecast, FY 2017-2018
6. County of Santa Barbara, Department of Social Services, FY 2018-2019
7. California State Board of Equalization, FY 2017-2018
8. California Association of Realtors, FY 2018
9. County of Santa Barbara, Public Health Department, FY 2018
10. California Department of Education, FY 2018
11. Pacific Coast Business Times Book of Lists, 2018

Section H

Department FTE Summary & Lost Time Report

COUNTY OF SANTA BARBARA
CALIFORNIA

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 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	-	-	15.00	15.00
AG COMM/SEALER WGTS-MEAS	1.00	1.00	-	1.00
AGRI BIOLOGIST	14.00	18.00	(12.00)	6.00
AGRI BIOLOGIST SUPV	2.00	3.00	(1.00)	2.00
AGRI COMMISSIONER-DEPT	2.81	3.00	-	3.00
AGRICULTURAL INTEGRATED PEST MANAGEMENT	0.88	1.00	-	1.00
ASST DIRECTOR	1.00	1.00	-	1.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00
TEAM/PROJECT LDR-GEN	0.19	-	-	-
WGTS & MEASURES INSP SUPV	-	-	1.00	1.00
WGTS-MEASURES INSP	4.00	4.00	(3.00)	1.00
Agricultural Commissioner/W&M Department Total	31.88	37.00	-	37.00
Auditor-Controller				
ACCOUNTANT-AUDITOR	9.92	10.00	(2.00)	8.00
ASST DIRECTOR	1.00	1.00	-	1.00
AUDIT MANAGER	0.50	1.00	(.20)	0.80
AUDIT SUPERVISOR	1.04	1.50	-	1.50
AUDITOR-CONTROLLER	1.00	1.00	-	1.00
CHIEF DEPUTY CONTROLLER	1.00	1.00	-	1.00
COST ANALYST	0.12	1.00	3.00	4.00
DIVISION CHIEF	6.00	7.00	(1.00)	6.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00
FINANCIAL ACCT ANALYST	5.19	5.50	1.00	6.50
FINANCIAL OFFICE PRO	2.96	3.00	-	3.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00
FINANCIAL OFFICE PRO SR-RES	2.00	2.00	-	2.00
FINANCIAL SYS ANALYST	5.65	5.60	(.80)	4.80
FINANCIAL SYS ANALYST SR-R	4.38	6.00	-	6.00
Auditor-Controller Department Total	43.76	48.60	-	48.60
Behavioral Wellness				
ACCOUNTANT	1.85	3.00	-	3.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00
ADMHS CASE WORKER	26.38	30.04	4.98	35.02
ADMHS PRACTITIONER	34.77	40.00	4.60	44.60
ADMHS PRACTITIONER INTERN	34.58	41.03	(2.00)	39.04
ADMHS PSYCHIATRIC TECH	23.10	25.69	0.56	26.25
ADMHS RECOVERY ASSISTANT	28.67	31.50	4.44	35.94
ADMHS REHABILITATION SPEC	7.00	7.04	0.96	8.00
ADMHS TEAM SUPV-CASE WKR	1.00	4.04	-	4.04
ADMHS TEAM SUPV-CLIN PSYCH	1.42	1.00	1.00	2.00
ADMHS TEAM SUPV-PRACTITIONER	12.27	12.00	-	12.00
ADMHS TEAM SUPV-PSYCH TECH	1.00	1.00	-	1.00
ADMHS TEAM SUPV-RN	3.85	4.00	(.25)	3.75
ADMN OFFICE PRO	27.50	28.52	1.98	30.50
ADMN OFFICE PRO SR	5.31	7.00	(1.00)	6.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Behavioral Wellness				
ALCOHOL & DRUG SERVICE SPEC	4.85	5.00	1.00	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	1.50	2.00	-	2.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
CLIN PSY POST DOC INTERN	1.23	4.04	(1.04)	3.00
CLIN PSYCHOLOGIST	2.50	2.00	2.00	4.00
COMPUTER SYSTEMS SPEC	4.15	6.00	-	6.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COST ANALYST	3.27	4.00	1.00	5.00
DEPT BUS SPEC	3.15	4.00	-	4.00
DEPUTY DIRECTOR	2.92	3.00	-	3.00
DIRECTOR	1.00	1.00	-	1.00
DIVISION CHIEF	2.73	3.00	2.00	5.00
EDP OFFICE AUTO SPEC	1.00	1.02	0.98	2.00
EDP SYS & PROG ANLST	2.00	3.00	(1.00)	2.00
EDP SYS & PROG ANLST SR	1.85	2.00	(1.00)	1.00
EPIDEMIOLOGIST SR	1.27	1.00	-	1.00
EPIDEMIOLOGIST/BIOSTAT	0.62	1.00	-	1.00
FACILITIES MANAGER	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	2.65	3.00	1.00	4.00
FINANCIAL OFFICE PRO SR	2.00	2.00	-	2.00
FINANCIAL SYS ANALYST	1.00	1.00	-	1.00
FISCAL ANALYST	-	1.00	-	1.00
FISCAL MANAGER	1.00	1.00	-	1.00
HEALTH CARE PRACTITIONER	0.54	3.00	-	3.00
HEALTH CARE PROGRAM COORDINATOR	6.50	6.00	1.00	7.00
HR ANALYST	-	1.00	-	1.00
HR MANAGER	1.00	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
MEDICAL RECORDS ADMIN	1.00	2.00	(1.00)	1.00
NURSING DIRECTOR	0.69	1.00	(1.00)	-
NUTRITIONIST	-	1.00	(1.00)	-
OPERATIONS MANAGER	-	1.00	1.00	2.00
PATIENTS RIGHTS ADVOCATE	1.00	1.00	-	1.00
PHARMACIST-IN-CHARGE	0.80	1.00	-	1.00
PROGRAM MANAGER	7.31	11.00	(1.00)	10.00
PROGRAM/BUS LDR-GEN	0.77	-	-	-
PROJECT MANAGER	0.15	2.00	(1.00)	1.00
PSYCHIATRIC NURSE	18.89	24.71	(1.71)	23.00
PSYCHIATRIC NURSE SR	2.00	3.00	0.50	3.50
PSYCHIATRIC NURSE SUPV	1.00	1.00	-	1.00
PSYCHIATRIST	5.15	13.81	0.46	14.28
QUALITY ASSURANCE COORD	6.12	12.00	-	12.00
RECREATIONAL THERAPIST	1.00	1.25	(.25)	1.00
REGIONAL CLINIC MANAGER	2.15	4.00	(1.00)	3.00
REGISTERED DIETITIAN	1.00	-	1.00	1.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	-	1.00
STAFF PHYSICIAN	0.75	0.75	-	0.75

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Behavioral Wellness				
Behavioral Wellness Department Total	316.21	387.44	16.22	403.66
Board of Supervisors				
ADMN OFFICE PRO	2.23	2.00	-	2.00
BOS ADMIN ASST	7.21	8.00	0.23	8.23
CHIEF OF STAFF	-	-	5.00	5.00
EXECUTIVE STAFF ASST	5.00	5.00	(5.00)	-
SUPERVISOR ELECTED	-	-	5.00	5.00
SUPERVISOR ELECTIVE	5.00	5.00	(5.00)	-
Board of Supervisors Department Total	19.44	20.00	0.23	20.23
Child Support Services				
ADMN OFFICE PRO	3.94	4.75	-	4.75
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
ASST DIRECTOR	0.85	1.00	-	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00
CHILD SUPPORT ATTY	1.56	1.50	0.50	2.00
CHILD SUPPORT ATTY SUPV	0.96	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	31.31	31.75	(.25)	31.50
CHILD SUPPORT OFFICER SR	5.75	5.75	-	5.75
CHILD SUPPORT OFFICER SUPV	5.00	5.00	-	5.00
DEPT BUS SPEC	0.65	1.00	-	1.00
DEPT/CORP LDR-ATTY/PHY	0.04	-	-	-
DEPT/CORP LDR-EXEC	0.04	-	-	-
DIRECTOR	0.96	1.00	-	1.00
EDP SYS & PROG ANLST	1.62	1.00	-	1.00
FINANCIAL OFFICE PRO	2.00	1.00	-	1.00
FINANCIAL OFFICE PRO SR	4.62	5.00	-	5.00
LEGAL OFFICE PRO	1.00	1.00	-	1.00
LEGAL OFFICE PRO SR	2.42	2.00	-	2.00
Child Support Services Department Total	68.71	68.75	0.25	69.00
Clerk-Recorder-Assessor				
ACCOUNTANT-AUDITOR	0.46	-	-	-
ADMN OFFICE PRO	20.01	24.50	3.00	27.50
ADMN OFFICE PRO SR	15.38	15.00	(1.00)	14.00
APPRAISER	19.50	20.00	-	20.00
ASSESSMENT SUPERVISOR	6.00	6.00	-	6.00
AUDITOR-APPRAISER	4.31	5.00	-	5.00
CHIEF DEPUTY ASSESSOR	1.00	1.00	-	1.00
CHIEF DEPUTY CLERK-RECORDER	1.00	1.00	-	1.00
CHIEF DEPUTY REGISTRAR OF VOTERS	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	0.81	1.00	-	1.00
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00
DEPT BUS SPEC	1.50	2.00	-	2.00
DIVISION CHIEF	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	2.00	2.00	-	2.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Clerk-Recorder-Assessor				
EDP SYS & PROG ANLST SR	1.96	3.00	-	3.00
ENTERPRISE LDR-GEN	0.08	-	-	-
FINANCIAL OFFICE PRO SR	1.00	1.00	-	1.00
FINANCIAL SYS ANALYST SR	2.00	2.00	-	2.00
FISCAL MANAGER	0.46	1.00	-	1.00
HR MANAGER	1.00	1.00	-	1.00
MAPPING/GIS ANALYST	3.00	3.00	(1.00)	2.00
MAPPING/GIS ANALYST SUPV	1.00	1.00	-	1.00
MAPPING/GIS TECH	-	-	1.00	1.00
PROGRAM MANAGER	4.96	5.00	-	5.00
PROJECT MANAGER	0.92	1.00	-	1.00
TEAM/PROJECT LDR-GEN	0.46	-	-	-
Clerk-Recorder-Assessor Department Total	92.81	99.50	2.00	101.50
Community Services				
ACCOUNTANT	1.00	1.00	-	1.00
ADMINISTRATIVE LDR-GEN	0.19	-	-	-
ADMN OFFICE PRO	2.00	2.46	0.54	3.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
ADMN OFFICE PRO SR-RES	1.00	1.00	-	1.00
AQUATICS MANAGER	0.75	1.00	-	1.00
ASST DIRECTOR	2.00	2.00	-	2.00
ASST NATURALIST	0.54	1.00	(1.00)	-
BUSINESS MANAGER	0.77	1.00	(1.00)	-
CHIEF FINANCIAL OFFICER	0.92	1.00	-	1.00
COMPUTER SYSTEMS SPEC	-	-	1.00	1.00
COST ANALYST	0.54	1.00	-	1.00
CUSTODIAN	-	-	1.00	1.00
DEPT BUS SPEC	5.80	5.80	1.20	7.00
DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	1.00	1.00	1.00	2.00
ENTERPRISE LDR-GEN	0.31	-	2.00	2.00
EXEC DIR-ARTS COMM	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00
HOUSING PROGRAM SPEC	3.92	6.00	(2.50)	3.50
HOUSING PROGRAM SPEC SR	1.96	3.00	1.00	4.00
MAINTENANCE LEADER	3.00	3.00	-	3.00
MAINTENANCE PLUMBER	2.00	2.00	-	2.00
NATURALIST	1.00	1.00	-	1.00
OPERATIONS MANAGER	3.96	5.00	(1.00)	4.00
PARK MAINTENANCE WORKER	7.00	7.00	(1.00)	6.00
PARK RANGER	26.77	27.00	1.00	28.00
PLANNER	0.96	0.31	0.69	1.00
PROGRAM MANAGER	1.46	2.00	2.00	4.00
PROGRAM/BUS LDR-GEN	0.77	1.00	(1.00)	-
PROJECT MANAGER	1.00	1.00	-	1.00
VISUAL ARTS COORDINATOR	0.92	1.00	-	1.00
WTR & SEWAGE PLANT OPER	1.00	1.00	-	1.00
WTR/SEW PLANT OPER CHIEF	1.00	1.00	-	1.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Community Services				
Community Services Department Total	78.55	84.57	3.93	88.50
County Counsel				
BUSINESS MANAGER	1.00	1.00	-	1.00
CHIEF ASST COUNTY COUNSEL	1.00	1.00	-	1.00
CHIEF DEPUTY	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00
COUNTY COUNSEL	1.00	1.00	-	1.00
DEPUTY COUNTY COUNSEL	10.35	13.00	-	13.00
DEPUTY COUNTY COUNSEL SR	12.54	13.00	(2.00)	11.00
DEPUTY COUNTY COUNSEL SR-RES	1.00	1.00	-	1.00
LEGAL OFFICE PRO	1.27	2.00	1.00	3.00
LEGAL OFFICE PRO SR-RES	7.88	8.00	(1.00)	7.00
PROG/BUS LDR-ATTY	-	-	1.00	1.00
County Counsel Department Total	38.04	42.00	(1.00)	41.00
County Executive Office				
ACCOUNTANT	1.00	1.00	-	1.00
ADMN OFFICE PRO	3.38	4.00	-	4.00
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
ASST DIRECTOR	4.00	5.00	-	5.00
BUSINESS MANAGER	0.96	1.00	-	1.00
CABLE TV STAFF ASSISTANT	-	-	1.00	1.00
CHF DEP CLK OF BD OF SUPV	1.00	1.00	-	1.00
CHIEF INFORMATION SECURITY OFFICER	-	1.00	-	1.00
COUNTY EXECUTIVE OFFICER	1.00	1.00	-	1.00
CSBTV MANAGER	1.00	1.00	-	1.00
DEPT BUS SPEC	1.00	1.00	-	1.00
DEPUTY COUNTY EXEC OFFICER	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	-	-	1.00	1.00
FISCAL & POLICY ANALYST	3.60	4.00	-	4.00
MAPPING/GIS ANALYST	-	1.00	-	1.00
OPERATIONS MANAGER	0.04	-	-	-
PROGRAM MANAGER	3.46	5.00	-	5.00
PROJECT MANAGER	1.65	1.00	-	1.00
RISK ANALYST	2.00	2.00	-	2.00
SAFETY OFFICER	1.00	1.00	-	1.00
TEAM/PROJECT LDR-GEN	0.85	1.00	-	1.00
County Executive Office Department Total	29.95	35.00	2.00	37.00
District Attorney				
ADMN OFFICE PRO	1.50	1.50	0.50	2.00
ADMN OFFICE PRO SR	2.00	2.00	-	2.00
ASST DIRECTOR	1.00	1.00	-	1.00
BUSINESS MANAGER	0.92	1.00	-	1.00
CHIEF DEPUTY	4.00	4.00	-	4.00
DA INVESTIGATOR	10.23	12.00	-	12.00
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
District Attorney				
DA INVESTIGATOR SUPV	2.85	2.00	1.00	3.00
DEPT BUS SPEC	1.00	1.00	-	1.00
DEPUTY DISTRICT ATTY	32.27	34.00	6.00	40.00
DEPUTY DISTRICT ATTY SR	12.15	14.00	(3.00)	11.00
DISTRICT ATTORNEY	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00
EDP SYS & PROG ANLST SR	0.38	1.00	1.00	2.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
LEGAL OFFICE PRO	14.50	16.50	2.00	18.50
LEGAL OFFICE PRO SR	21.08	22.00	(2.00)	20.00
OPERATIONS MANAGER	-	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00
PROGRAM/BUS LDR-GEN	0.73	1.00	-	1.00
VICTIM WITNESS PROG ASST	12.00	12.00	1.00	13.00
VICTIM WITNESS PROG SUPV	2.00	2.00	-	2.00
District Attorney Department Total	124.61	133.00	7.50	140.50
Fire				
ACCOUNTANT	2.00	2.00	-	2.00
ADMN OFFICE PRO	4.58	6.00	-	6.00
ADMN OFFICE PRO SR	1.85	2.00	-	2.00
AIR SUPPORT PILOT	1.85	2.00	-	2.00
AIRCRAFT MECHANIC	-	1.00	1.00	2.00
BATTALION CHIEF	9.00	9.00	3.00	12.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00
COST ANALYST	-	1.00	-	1.00
DEPUTY CHIEF	1.00	1.00	-	1.00
DIVISION CHIEF	3.42	4.00	-	4.00
DP MANAGER-DEPT	1.00	1.00	-	1.00
EMERGENCY MED SVCS ADMINISTRATOR	0.77	1.00	-	1.00
EXECUTIVE SECRETARY	1.15	1.00	-	1.00
FINANCIAL OFFICE PRO	0.27	-	-	-
FINANCIAL OFFICE PRO SR	4.00	4.00	-	4.00
FIRE CAPTAIN SHIFT	48.54	53.00	-	53.00
FIRE CAPTAIN STAFF	18.96	14.00	-	14.00
FIRE CHIEF	1.00	1.00	-	1.00
FIRE ENG INSPECTOR SHIFT	48.12	54.00	-	54.00
FIRE ENG INSPECTOR STAFF	6.81	5.00	-	5.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00
FIRE EQUIPMENT OPER ASST	1.00	3.00	-	3.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00
FIRE INSPECTOR	1.96	3.00	-	3.00
FIREFIGHTER SHIFT	72.53	80.00	3.00	83.00
FIREFIGHTER STAFF	3.39	-	-	-
FIREFIGHTER TRAINEE	3.04	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00
HEALTH CARE PROGRAM COORDINATOR	-	-	2.00	2.00
MAPPING/GIS ANALYST	0.69	1.00	-	1.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Fire				
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
STOREKEEPER	1.00	1.00	-	1.00
Fire Department Total	248.93	261.00	9.00	270.00
First 5, Children & Families				
ACCOUNTANT	-	-	1.00	1.00
ADMN OFFICE PRO	1.00	1.00	(1.00)	-
ADMN OFFICE PRO SR	1.00	1.00	-	1.00
CHILDREN & FAMILY SVCS DIR	1.27	1.00	-	1.00
DEPT BUS SPEC	-	-	2.00	2.00
ENTERPRISE LDR-GEN	0.04	-	-	-
FINANCIAL OFFICE PRO SR	1.00	1.00	(1.00)	-
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	(2.00)	1.00
PROGRAM ADMINISTRATOR	-	-	1.00	1.00
PROGRAM MANAGER	0.73	1.00	-	1.00
PROJECT MANAGER	1.00	1.00	(1.00)	-
PUBLIC INFO SPECIALIST	1.00	1.00	(1.00)	-
First 5, Children & Families Department Total	10.04	10.00	(2.00)	8.00
General County Programs				
DEPT BUS SPEC	1.00	-	-	-
General County Programs Department Total	1.00	-	-	-
General Services				
ACCOUNTANT	2.00	2.00	-	2.00
ADMN OFFICE PRO	1.73	2.50	-	2.50
ADMN OFFICE PRO SR	0.96	1.00	-	1.00
ARCHITECT	1.00	1.00	-	1.00
ASST DIRECTOR	3.96	4.00	-	4.00
AUTOMOTIVE MECHANIC	8.62	8.00	1.00	9.00
BUILDING MAINT SUPV	1.85	2.00	-	2.00
BUILDING MAINT WORKER	11.46	12.00	1.00	13.00
BUSINESS MANAGER	0.73	1.00	-	1.00
BUYER	2.77	3.00	(1.00)	2.00
CAPITAL PROJECTS COORD	2.00	2.00	-	2.00
COMM EQUIP TECH	1.54	2.00	-	2.00
COMM EQUIP TECH SR	2.00	2.00	-	2.00
COMM SYSTEMS SUPV	1.00	1.00	-	1.00
COMMUNICATIONS MANAGER	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00
COST ANALYST	2.00	2.00	-	2.00
DEPT BUS SPEC	3.00	4.00	-	4.00
DIRECTOR	1.00	1.00	-	1.00
DIVISION MANAGER	2.00	2.00	-	2.00
EDP NETWORK TECH	5.77	6.00	-	6.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00
EDP OFFICE AUTO SPEC	12.73	15.00	-	15.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
General Services				
EDP SYS & PROG ANLST SR	2.00	2.00	-	2.00
ELECTRONICS SYSTEMS TECH	1.65	2.00	-	2.00
ENERGY MANAGER	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	-	1.00	-	1.00
EQUIPMENT MECHANIC	2.00	2.00	-	2.00
EXECUTIVE SECRETARY	1.04	1.00	-	1.00
FACILITIES MANAGER	2.08	3.00	(1.00)	2.00
FACILITIES SUPERVISOR	0.15	-	1.00	1.00
FINANCIAL OFFICE PRO	0.58	1.00	-	1.00
FINANCIAL OFFICE PRO SR	1.00	2.00	-	2.00
FLEET MANAGER	0.54	1.00	-	1.00
HVAC SPECIALIST	1.00	3.00	(1.00)	2.00
LEAD MECHANIC	2.65	3.00	-	3.00
MAIL CENTER SUPERVISOR	0.96	1.00	-	1.00
MAIL CENTER WORKER	1.42	2.00	-	2.00
MAINTENANCE PLUMBER	3.00	3.00	-	3.00
MOTOR POOL DISPATCH	0.35	1.00	-	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00
PROGRAM/BUS LDR-GEN	0.88	-	-	-
PROJECT MANAGER	5.73	6.00	1.00	7.00
RADIO COMMUNICATION SYSTEMS ENGINEER	1.00	1.00	-	1.00
REAL PROPERTY AGENT	1.42	2.00	-	2.00
STOREKEEPER	0.35	1.00	-	1.00
General Services Department Total	103.92	117.50	1.00	118.50
Human Resources				
ADMN OFFICE PRO	0.35	1.00	1.00	2.00
ADMN OFFICE PRO SR-RES	2.96	2.50	0.50	3.00
ASST DIRECTOR	1.00	1.00	(1.00)	-
DEPT BUS SPEC	3.83	3.75	1.00	4.75
DIRECTOR	1.00	1.00	-	1.00
DIVISION CHIEF	-	-	1.00	1.00
DIVISION MANAGER	3.00	3.00	-	3.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00
EMPLOYEE BENEFITS MANAGER	1.00	1.00	(1.00)	-
ENTERPRISE LDR-GEN	1.00	1.00	-	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FISCAL MANAGER	1.30	1.00	-	1.00
HR ANALYST	1.96	1.00	4.00	5.00
HR MANAGER	3.12	5.00	1.00	6.00
PROGRAM MANAGER	2.00	2.00	(1.00)	1.00
PROGRAM/BUS LDR-GEN	0.04	-	-	-
TEAM/PROJECT LDR-GEN	0.69	-	-	-
Human Resources Department Total	25.24	25.25	5.50	30.75
Planning & Development				
ACCOUNTANT	0.38	1.00	-	1.00
ADMN OFFICE PRO	7.65	8.00	-	8.00
ADMN OFFICE PRO SR	3.04	3.00	-	3.00
ASST DIRECTOR	1.81	2.00	-	2.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Planning & Development				
ASST PLAN CHECKER	3.88	4.00	(1.00)	3.00
BLDG ENGNR INSPECTOR	7.65	9.00	-	9.00
BLDG ENGNR INSPECTOR SPEC	1.00	1.00	-	1.00
BLDG ENGNR INSPECTOR SUPV	3.00	4.00	-	4.00
BUILDING PERMIT TECH	2.00	2.00	-	2.00
BUSINESS MANAGER	0.75	1.00	-	1.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	3.00	3.00	1.00	4.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00
DEPUTY DIRECTOR	3.00	4.00	-	4.00
DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	-	1.00	(1.00)	-
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00
ENERGY SPECIALIST	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	0.49	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	2.57	3.00	-	3.00
GRADING INSPECTOR SR	2.00	2.00	-	2.00
MAPPING/GIS ANALYST	1.00	1.00	-	1.00
PETROLEUM SPECIALIST	2.00	2.00	-	2.00
PLANNER	26.95	34.30	2.00	36.30
PLANNER SUPERVISING	6.69	7.00	-	7.00
PLANNING PROCESS ANALYST	1.00	1.00	-	1.00
PROGRAM ADMINISTRATOR	-	-	1.00	1.00
Planning & Development Department Total	84.88	98.30	2.00	100.30
Probation				
ACCOUNTANT	1.00	3.00	1.00	4.00
ACCOUNTANT SUPERVISING	-	1.00	1.00	2.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00
ADMN OFFICE PRO	44.62	52.00	(1.50)	50.50
ADMN OFFICE PRO SR	12.54	14.00	-	14.00
CHIEF INNOVATION OFFICER	1.00	1.00	-	1.00
CHIEF PROBATION OFFICER	1.08	1.00	-	1.00
COLLECTIONS MANAGER	0.77	-	-	-
COMPUTER SYSTEMS SPEC	1.00	2.00	-	2.00
COOK	2.50	2.50	-	2.50
COST ANALYST	1.00	1.00	(1.00)	-
DEP CHIEF PROBATION OFFCR	1.00	3.00	-	3.00
DEP PROBATION OFFICER	82.62	92.00	2.00	94.00
DEP PROBATION OFFICER SR	42.08	40.00	-	40.00
DEP PROBATION OFFICER SUP	14.62	15.00	1.00	16.00
DEPT BUS SPEC	-	1.00	1.00	2.00
EDP SYS & PROG ANLST	3.00	4.00	-	4.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	2.73	2.00	-	2.00
FISCAL MANAGER	1.00	1.00	-	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00
FOOD SERVICES WORKER	2.30	2.50	-	2.50
JUVENILE INST OFFICER	47.31	41.00	(2.00)	39.00
JUVENILE INST OFFICER SR	22.11	28.00	(3.00)	25.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Probation				
PROBATION ASSISTANT	9.23	10.00	-	10.00
PROBATION MANAGER	6.46	7.00	-	7.00
PROJECT MANAGER	1.00	1.00	-	1.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00
Probation Department Total	304.95	329.00	(1.50)	327.50
Public Defender				
BUSINESS MANAGER	0.81	1.00	(1.00)	-
CHIEF DEPUTY	-	2.00	-	2.00
CHIEF FINANCIAL OFFICER	-	-	1.00	1.00
COMPUTER SYSTEMS SPEC	0.96	-	1.00	1.00
DEP PUBLIC DEFENDER	24.31	29.00	(1.00)	28.00
DEP PUBLIC DEFENDER SR	6.35	5.00	1.00	6.00
DEPT BUS SPEC	-	1.00	-	1.00
DIVISION CHIEF	-	-	1.00	1.00
EDP SYS & PROG ANLST	0.15	1.00	-	1.00
EXECUTIVE SECRETARY	1.00	-	-	-
LEGAL OFFICE PRO	8.04	9.00	-	9.00
LEGAL OFFICE PRO SR	5.00	6.00	-	6.00
PROG/BUS LDR-ATTY	1.00	-	-	-
PROGRAM/BUS LDR-GEN	1.54	-	-	-
PUBLIC DEFENDER	1.00	1.00	-	1.00
PUBLIC DEFENDER INVEST	4.38	7.00	1.00	8.00
SOC SVCS WORKER SR PS/L	1.00	1.00	-	1.00
SOCIAL SERVICES WORKER	-	1.00	(1.00)	-
SOCIAL SVCS PRACTITIONER	-	-	1.00	1.00
Public Defender Department Total	55.54	64.00	3.00	67.00
Public Health				
ACCOUNTANT	3.00	3.00	-	3.00
ADMINISTRATIVE DEPUTY DIRECTOR	-	-	1.00	1.00
ADMN OFFICE PRO	67.40	69.25	(2.50)	66.75
ADMN OFFICE PRO SR	20.92	21.00	1.00	22.00
ANIMAL CONTROL OFF	9.27	9.00	-	9.00
ANIMAL CONTROL OFF SUPV	3.35	4.00	-	4.00
ANIMAL HEALTH & REG DIR	1.00	1.00	-	1.00
ANIMAL SHELTER ATTENDANT	10.12	11.00	-	11.00
BEHAVIORAL HEALTH SPECIALIST	3.00	3.00	1.00	4.00
BUILDING MAINT WORKER	0.81	1.00	-	1.00
BUSINESS MANAGER	0.31	1.00	-	1.00
CCS CASEWORKER	5.06	2.00	-	2.00
CCS OCC/PHYS THERAPIST	10.14	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	0.62	1.00	-	1.00
CLINICAL LAB SCIENTIST SR	3.00	3.00	-	3.00
COMM OUTRCH CRD ANML HLTH	2.00	2.00	-	2.00
COMMUNITY HEALTH NURSE	0.60	0.60	-	0.60
COMPUTER SYSTEMS SPEC	4.77	5.00	-	5.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Public Health				
COST ANALYST	3.49	3.80	-	3.80
DEGREED NUTRITIONIST	0.04	-	2.00	2.00
DEPT BUS SPEC	6.90	6.75	-	6.75
DEPT/CORP LDR-ATTY/PHY	0.12	-	-	-
DEPT/CORP LDR-EXEC	0.88	1.00	-	1.00
DEPUTY DIRECTOR	1.92	2.00	-	2.00
EDP OFFICE AUTO SPEC	2.99	3.00	-	3.00
EDP SYS & PROG ANLST	4.00	4.00	-	4.00
EDP SYS & PROG ANLST SR	2.00	2.00	-	2.00
EMERG SVCS PLANNER	1.19	2.00	(.04)	1.96
ENVIRON HEALTH SPEC	7.46	6.50	3.00	9.50
ENVIRON HEALTH SPEC SR	5.00	5.00	0.50	5.50
ENVIRON HEALTH SPEC SUPV	2.62	2.63	-	2.63
ENVIRON HEALTH SPEC TR	2.08	5.00	(4.00)	1.00
EPIDEMIOLOGIST SR	-	1.00	-	1.00
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	31.88	32.00	-	32.00
FINANCIAL OFFICE PRO SR	3.00	3.00	-	3.00
GEOLOGIST REGISTERED	1.00	1.00	-	1.00
HAZ MATERIALS SPEC	7.92	10.00	(1.00)	9.00
HAZ MATERIALS SPEC SR	1.88	2.00	1.00	3.00
HAZARD MATERIALS SUPV	1.88	2.00	-	2.00
HEALTH CARE PRACTITIONER	9.03	9.95	1.20	11.15
HEALTH CARE PROGRAM COORDINATOR	9.21	11.00	-	11.00
HEALTH EDUC ASSOC	7.35	8.50	(2.00)	6.50
HEALTH EDUCATION ASST	15.22	14.00	1.75	15.75
HEALTH EDUCATION ASST SR	4.15	6.00	(2.00)	4.00
HEALTH EDUCATOR	5.88	8.00	(2.00)	6.00
HEALTH SERVICES AIDE	1.00	1.00	-	1.00
HEALTH SERVICES AIDE SR	5.50	5.50	-	5.50
HEALTH SERVICES LAB SUPV	1.00	1.00	-	1.00
HR MANAGER	1.00	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
LABORATORY ASSISTANT	8.27	8.50	2.00	10.50
LACTATION CONSULTANT	2.48	2.60	-	2.60
LICENSED VOCATIONAL NURSE	1.00	1.00	-	1.00
MEDICAL ASSISTANT	62.56	66.25	(2.00)	64.25
MEDICAL DIRECTOR	1.00	1.00	-	1.00
MEDICAL SOC SVC PRACT	0.19	-	-	-
MEDICAL SOC SVC WKR SR	0.09	-	-	-
NUTRITION SERVICES SUPV	-	4.00	(4.00)	-
NUTRITION SITE SUPV	4.00	-	5.00	5.00
NUTRITIONIST	-	4.50	(4.50)	-
OPERATIONS MANAGER	2.08	2.00	2.00	4.00
PH PERFORM IMPROVE COORD	4.88	5.00	(1.00)	4.00
PHARMACIST SUPV	1.00	1.00	-	1.00
PHARMACIST-IN-CHARGE	3.00	3.00	-	3.00
PHARMACY TECHNICIAN	9.46	9.00	-	9.00
PROGRAM MANAGER	5.69	7.00	(1.00)	6.00
PROGRAM/BUS LDR-GEN	0.15	-	1.00	1.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Public Health				
PROJECT MANAGER	2.85	3.00	(1.00)	2.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00
PUBLIC HEALTH MICROB	2.38	2.50	(1.00)	1.50
PUBLIC HEALTH MICROB SR	1.00	1.00	1.00	2.00
PUBLIC HEALTH NURSE	17.19	18.50	(.50)	18.00
PUBLIC HEALTH NURSE SUPV	4.73	5.00	-	5.00
PUBLIC INFO ASSISTANT	1.00	1.00	-	1.00
REGIONAL CLINIC MANAGER	3.85	4.00	-	4.00
REGISTERED DIETITIAN	3.38	-	4.75	4.75
REGISTERED VET TECH	1.73	2.00	-	2.00
SAFETY/PRIVACY OFFICER-DEPT	1.00	1.00	-	1.00
STAFF NURSE	20.86	21.25	(.10)	21.15
STAFF NURSE SR	0.65	1.00	(1.00)	-
STAFF NURSE SUPV	8.00	8.00	-	8.00
STAFF PHYSICIAN	20.68	20.20	(.10)	20.10
STAFF PHYSICIAN SUPV	3.80	3.80	(.20)	3.60
STOREKEEPER	1.00	1.00	-	1.00
THERAPY ATTENDANT	2.50	2.50	-	2.50
UTILITY CLERK-DEPT	2.00	2.00	-	2.00
Public Health Department Total	505.46	529.07	(1.74)	527.34
Public Works				
ACCOUNTANT	4.46	4.00	2.00	6.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00
ADMN OFFICE PRO	13.81	14.00	(2.00)	12.00
ADMN OFFICE PRO SR	5.00	5.00	-	5.00
ASST DIRECTOR	1.00	1.00	-	1.00
CIV ENGINEERING ASSOC	9.46	14.00	1.00	15.00
CIVIL ENGINEER SPECIALIST	6.00	6.00	-	6.00
CIVIL ENGINEER/PLAN CHECK ENGINEER	6.27	6.00	-	6.00
CIVIL ENGINEERING MANAGER	5.00	5.00	1.00	6.00
COMPUTER SYSTEMS SPEC	0.08	-	-	-
COST ANALYST	0.81	1.00	(1.00)	-
COUNTY SURVEYOR	1.00	1.00	-	1.00
DEPT BUS SPEC	1.00	1.00	-	1.00
DEPUTY DIRECTOR	2.00	2.00	-	2.00
DIRECTOR	1.00	1.00	-	1.00
EDP SYS & PROG ANLST	1.92	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	1.77	2.00	(1.00)	1.00
ENGINEERING TECH	5.04	5.00	(1.00)	4.00
ENGINEERING TECH SPEC	11.73	13.00	1.00	14.00
ENGINEERING TECH SUPV	1.00	1.00	-	1.00
ENTERPRISE LDR-GEN	0.04	-	1.00	1.00
EQUIPMENT MECHANIC	4.04	5.00	-	5.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	1.08	2.00	(1.00)	1.00
FINANCIAL OFFICE PRO SR	2.92	3.00	-	3.00
GEOLOGIST REGISTERED	0.12	-	1.00	1.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Public Works				
HEAVY EQUIP OPERATOR	20.65	23.00	-	23.00
HEAVY TRUCK DRIVER	11.58	12.00	-	12.00
HYDROLOGIST SENIOR	2.00	2.00	-	2.00
IT MANAGER	1.00	1.00	-	1.00
MAINT SUPERINTENDENT	4.00	4.00	(1.00)	3.00
MAINT WELDER-MECHANIC	1.00	1.00	-	1.00
MAINT WORKER APPRENTICE	4.46	11.00	(4.00)	7.00
MAINTENANCE LEADER	16.81	17.00	-	17.00
MAINTENANCE SUPV	6.00	6.00	-	6.00
MAINTENANCE WORKER	32.65	34.00	4.00	38.00
OPERATIONS MANAGER	2.00	2.00	-	2.00
PESTICIDE SPECIALIST	1.00	1.00	-	1.00
PROGRAM MANAGER	5.96	8.00	-	8.00
PROJECT MANAGER	5.00	5.00	(1.00)	4.00
PUBLIC WORKS PRGM SPEC	3.75	3.75	-	3.75
PUBLIC WORKS PRGM SPEC SR	4.00	4.00	-	4.00
RECYCLE WORKER	2.00	2.00	-	2.00
REFUSE CHECKER	9.38	9.50	-	9.50
REFUSE CHECKER SUPERVISOR	0.15	1.00	-	1.00
REFUSE INSPECTOR	2.00	2.00	-	2.00
REFUSE LEADER	3.81	4.00	-	4.00
REFUSE SUPERVISOR	3.96	4.00	-	4.00
ROAD MAINT MANAGER	1.00	1.00	-	1.00
SAFETY OFFICER-DIVISIONAL	1.00	1.00	-	1.00
STAFF ANALYST	1.00	1.00	-	1.00
SURVEY PARTY CHIEF	1.00	1.00	-	1.00
SURVEY SPECIALIST	3.00	3.00	-	3.00
SURVEY SUPERVISOR	1.00	1.00	-	1.00
TEAM/PROJECT LDR-GEN	0.23	-	1.00	1.00
TRAFFIC SIGNAL TECHNICIAN	0.77	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	7.23	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	0.77	-	-	-
WATER AGENCY MANAGER	1.00	1.00	-	1.00
Public Works Department Total	259.72	281.25	-	281.25
Sheriff				
ACCOUNTANT	2.00	2.46	0.54	3.00
ACCOUNTANT SUPERVISING	-	-	1.00	1.00
ADMN OFFICE PRO	48.73	66.46	(.46)	66.00
ADMN OFFICE PRO SR	19.73	22.87	1.38	24.25
AIR SUPPORT PILOT	0.04	-	1.00	1.00
AIRCRAFT MECHANIC	1.00	1.00	-	1.00
ALC/DRUG COUN-CORR FAC	2.69	4.00	-	4.00
BUILDING MAINT SUPV	-	-	1.00	1.00
CHIEF DEPUTY SHERIFF	2.00	2.00	-	2.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Sheriff				
CHIEF FINANCIAL OFFICER	0.92	1.00	-	1.00
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00
COMMUNICATIONS DISP	21.00	24.00	-	24.00
COMMUNICATIONS DISP SUPV	6.00	6.00	-	6.00
COMPUTER SYSTEMS SPEC	4.00	4.81	0.19	5.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COOK	-	1.92	(1.92)	-
COOK SHERIFFS INSTITUTIONS	7.00	7.00	5.00	12.00
COST ANALYST	0.69	1.00	-	1.00
CRIME SCENE TECHNICIAN	2.08	3.00	-	3.00
CRIME SCENE TECHNICIAN SENIOR	2.50	2.00	-	2.00
CUSTODIAN	1.92	2.00	-	2.00
CUSTODY COMMANDER	2.00	2.73	0.27	3.00
CUSTODY DEPUTY	140.89	171.64	5.36	177.00
CUSTODY DEPUTY S/DUTY	32.38	31.80	2.20	34.00
CUSTODY LIEUTENANT	7.27	8.46	0.54	9.00
CUSTODY SERGEANT	17.73	18.73	0.27	19.00
DEPT BUS SPEC	2.00	2.00	-	2.00
ECC CALL TAKER	-	-	5.00	5.00
EDP OFFICE AUTO SPEC	4.00	4.00	-	4.00
ENTERPRISE LDR-GEN	0.08	-	-	-
EXECUTIVE SECRETARY	1.31	1.00	-	1.00
FINANCIAL OFFICE PRO	1.81	2.00	-	2.00
FINANCIAL OFFICE PRO SR	2.00	3.00	-	3.00
FISCAL MANAGER	0.73	1.00	-	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00
FORENSIC PATHOLOGIST	1.00	1.00	-	1.00
HR ANALYST	-	1.00	(1.00)	-
HR MANAGER	-	-	1.00	1.00
INMATE PROG SUPV-CORR FAC	0.27	-	-	-
IT MANAGER	1.00	1.00	-	1.00
LAUNDRY COORDINATOR	2.00	2.46	0.54	3.00
LEGAL OFFICE PRO	4.62	6.00	-	6.00
LEGAL OFFICE PRO II-MARSHAL	0.38	-	-	-
LEGAL OFFICE PRO SR	1.31	1.00	-	1.00
MAINTENANCE PAINTER	0.88	1.31	0.69	2.00
MAINTENANCE SUPV	-	0.65	(.65)	-
MAPPING/GIS TECH	1.00	1.00	-	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00
PARK RANGER	1.00	1.00	(1.00)	-
PARK RANGER I, GROUNDS	-	0.38	1.62	2.00
PARKING ENFORCEMENT OFFCR	1.00	1.00	-	1.00
POLYGRAPH EXAMINER	1.00	1.00	-	1.00
PROGRAM MANAGER	1.00	4.00	-	4.00
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	113.00	112.08	(3.00)	109.08
SHERIFFS DEPUTY S/DUTY	75.00	82.54	-	82.54
SHERIFFS DEPUTY TR	9.04	8.00	-	8.00

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Sheriff				
SHERIFFS LIEUTENANT	12.08	12.00	-	12.00
SHERIFFS SERGEANT	37.00	33.81	0.50	34.31
SHERIFF'S SERVICE TECH-LAW ENFORCE	1.04	17.00	-	17.00
SOCIAL SERVICES WORKER	1.00	1.00	-	1.00
STOREKEEPER	0.65	1.46	0.54	2.00
UNDERSHERIFF	1.00	1.00	-	1.00
UTILITY WORKER, INSTITUTIONS	8.54	14.38	2.62	17.00
Sheriff Department Total	618.31	713.96	23.21	737.17
Social Services				
ACCOUNTANT	11.23	12.00	-	12.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00
ADMN OFFICE PRO	101.50	105.00	(1.00)	104.00
ADMN OFFICE PRO SR	27.04	26.00	5.00	31.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00
CAREER EMP SPECIALIST	2.15	7.00	(4.00)	3.00
CAREER EMP SPECIALIST SR	31.10	30.00	3.00	33.00
CAREER EMP SPECIALIST SUPV	8.12	9.00	(1.00)	8.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00
COMPUTER SYSTEMS SPEC	8.00	9.00	1.00	10.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00
COST ANALYST	2.04	3.00	-	3.00
DEPT BUS SPEC	41.41	42.00	1.00	43.00
DEPUTY DIRECTOR	3.00	3.00	-	3.00
DIRECTOR	1.00	1.00	-	1.00
DIVISION CHIEF	16.23	17.00	-	17.00
EDP OFFICE AUTO SPEC	0.77	1.00	(1.00)	-
EDP SYS & PROG ANLST	5.69	6.00	1.00	7.00
EDP SYS & PROG ANLST SR	2.00	3.00	-	3.00
ELIGIBILITY SUPERVISOR	34.46	35.00	-	35.00
ELIGIBILITY WORKER	263.39	277.00	-	277.00
EXECUTIVE SECRETARY	2.00	2.00	(1.00)	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00
FINANCIAL OFFICE PRO	8.00	8.00	-	8.00
FINANCIAL OFFICE PRO SR	3.81	4.00	(1.00)	3.00
HR ANALYST	0.08	-	1.00	1.00
IT MANAGER	0.77	1.00	-	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00
PROGRAM MANAGER	2.00	2.00	-	2.00
PROJECT MANAGER	0.77	1.00	-	1.00
PUBLIC HEALTH NURSE	2.00	2.00	-	2.00
SOC SVCS WORKER SR PS/L	39.00	39.00	1.00	40.00
SOCIAL SERVICES CASE AIDE	8.46	9.00	-	9.00
SOCIAL SERVICES SUPV	18.19	19.00	1.00	20.00
SOCIAL SERVICES WORKER	25.25	31.50	3.00	34.50
SOCIAL SVCS PRACTITIONER	17.69	22.00	(1.00)	21.00
STOREKEEPER	1.00	1.00	-	1.00
UTILITY CLERK-DEPT	6.92	7.00	-	7.00
Social Services Department Total	702.07	741.50	7.00	748.50

Department FTE Summary

	2017-18 Actual	2018-19 Adopted	Change From FY 18-19 Ado to FY 19-20 Rec	2019-20 Recommended
Treasurer-Tax Collector-Public				
ACCOUNTANT	3.12	3.00	(2.00)	1.00
ADMN OFFICE PRO	3.00	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	-	-	2.00	2.00
FINANCIAL ACCT ANALYST	0.88	1.00	-	1.00
FINANCIAL OFFICE PRO	6.81	8.00	-	8.00
FINANCIAL OFFICE PRO SR	6.00	7.50	-	7.50
FINANCIAL SYS ANALYST	3.00	3.00	-	3.00
FINANCIAL SYS ANALYST SR	1.00	1.00	-	1.00
IT MANAGER	1.00	1.00	-	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00
PUBLIC ADM/CONSERVATOR	5.85	6.00	1.00	7.00
PUBLIC ADMIN/CONS VETS DIV CHIEF	1.00	1.00	-	1.00
TREAS/TAX COLL/PUB ADMIN	1.00	1.00	-	1.00
TREASURY FINANCE CHIEF	1.00	1.00	-	1.00
Treasurer-Tax Collector-Public Department Total	40.64	43.50	1.00	44.50
Grand Total	**3,804.66**	**4,170.19**	**77.60**	**4,247.79**

Lost Time

Lost Time Report – 3 Year Functional Summary

Lost Time

The table below identifies the County organization-wide lost time rate by Functional Group and department. Lost time is defined as the proportion of total employee time spent away from regular work hours for: 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	2016-17	2017-18	2018-19*
Countywide	**5.6%**	**5.3%**	**5.2%**
Policy & Executive	**3.1%**	**2.4%**	**2.8%**
Board of Supervisors	3.0%	3.9%	4.5%
County Executive Office	2.6%	1.8%	2.0%
County Counsel	3.6%	2.3%	2.9%
Public Safety	**5.1%**	**4.8%**	**4.4%**
District Attorney	3.2%	3.5%	3.9%
Probation	6.1%	5.8%	4.5%
Public Defender	4.4%	4.0%	5.2%
Fire	3.6%	3.9%	4.1%
Sheriff	5.9%	5.1%	4.5%
Health & Human Services	**6.5%**	**6.3%**	**6.5%**
Public Health	6.1%	6.1%	5.9%
Behavioral Wellness	6.5%	6.2%	6.0%
Social Services	6.7%	6.4%	7.0%
Child Support Services	7.0%	5.9%	8.5%
First 5	4.3%	4.1%	5.1%
Community Resources & Public Facilities	**4.9%**	**4.0%**	**4.4%**
Agricultural Commissioner	5.4%	4.3%	3.4%
Parks	5.3%	3.3%	4.7%
Planning & Development	3.4%	3.0%	4.4%
Public Works	5.2%	4.3%	4.3%
Housing & Community Development	4.5%	5.8%	5.3%
Community Services	2.3%	5.7%	9.7%
General Government & Support Services	**4.9%**	**4.7%**	**4.5%**
Auditor-Controller	5.6%	4.5%	3.4%
Clerk-Recorder-Assessor	4.2%	4.0%	4.8%
General Services	5.3%	4.9%	4.8%
Human Resources	4.2%	7.4%	5.4%
Treasurer-Tax Collector	5.0%	4.6%	3.9%

*** Represents actual results for the current year through 5/6/2019**

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

Honoring Our Commitments | Transforming Our Future

Fiscal Year 2019-20 Recommended Budget