COUNTY OF SANTA BARBARA

OPERATING PLAN
FISCAL YEAR 2012-13 RECOMMENDED BUDGET
FISCAL YEAR 2013-14 PROPOSED BUDGET

Presented in May 2012 to the

BOARD OF SUPERVISORS

Salud Carbajal, Vice Chair
Janet Wolf
Doreen Farr, Chair
Joni Gray
Steve Lavagnino

First District
Second District
Third District
Fourth District
Fifth District

By

Chandra L. Wallar
County Executive Officer

Robert W. Geis, CPA
Auditor-Controller
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, 2011. 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 fifteenth 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.
SECTION A
COUNTY EXECUTIVE SUMMARY

The County Executive Summary contains a letter of transmittal and an overview of the Recommended Operating Plan and Budget and its key initiatives, organizational focus and strategic basis, as well as a review of economic conditions which help to shape the recommended budget.

Letter of Transmittal ....................................................................................................................... A-1
Solving the Budget Gap .................................................................................................................... A-3
Sustaining Public Results ................................................................................................................ A-3
Current Year Service Preservation and Cost Reduction Accomplishments .......................... A-3
More Reductions Needed for FY 2012-13 .................................................................................. A-4
Setting Future Goals to Achieve Results .................................................................................. A-5
Budgeting for a Structurally Balanced Future ........................................................................ A-5
Descretionary Revenue .................................................................................................................. A-6
Forecast Revenue Detail .............................................................................................................. A-7
Revenue Projection Assumptions .................................................................................................... A-7
Unsecured and Unitary Property Taxes ....................................................................................... A-8
Supplemental Property Taxes and Property Transfer Taxes .................................................... A-8
Retail Sales Tax ............................................................................................................................. A-8
Transient Occupancy Tax ............................................................................................................ A-8
Property Tax In-lieu of Motor Vehicle License Fees ................................................................. A-8
Franchise Fees ............................................................................................................................... A-8
Interest Income .............................................................................................................................. A-8
Other Revenues ............................................................................................................................ A-8
Forecast Expenditure Detail .......................................................................................................... A-8
Salary and Benefits Changes ......................................................................................................... A-10
Retirement Costs .......................................................................................................................... A-10
Investing in the Future ................................................................................................................... A-11
Fire – Maintaining and Improving Current Service ............................................................... A-11
Sheriff – New North County Jail ................................................................................................ A-12
Alcohol, Drug, and Mental Health Services ................................................................................ A-12
Closing Comments ........................................................................................................................ A-12
Guiding Principles ........................................................................................................................ A-13

SECTION B
COUNTY STATISTICAL PROFILE

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.

Overview
California Counties Ranked by Population ................................................................................ B-1
Authority ........................................................................................................................................ B-2
Geography .................................................................................................................................... B-2
Population
Cities and Unincorporated Area ............................................................................................... B-2
Immigration ................................................................................................................................. B-3
Demographics ............................................................................................................................. B-3
Board of Supervisors ............................................................................................................... B-4
Administration and Management ............................................................................................ B-4
County Services
Services Countywide ................................................................................................................ B-5
Services to Unincorporated Area ............................................................................................... B-5
Benchmark Counties Comparison .......................................................................................... B-5
Community Safety and Health
Safety .............................................................................................................................................. B-8
Domestic Violence ......................................................................................................................... B-9
Elder Abuse ................................................................................................................................ B-9
Healthcare .................................................................................................................................... B-10
Economic Vitality
Local Economy ............................................................................................................................ B-11
Employment and Unemployment ................................................................................................. B-11
Tourism .......................................................................................................................................... B-14
Residential & Commercial Real Estate ...................................................................................... B-15
Quality of Life
Air Quality ................................................................................................................................... B-16
Water Supply ................................................................................................................................. B-16
Commuting and Traffic ................................................................................................................ B-17
Citizen Involvement
Electorate ...................................................................................................................................... B-17
Participation through Electronic Government ......................................................................... B-17
### TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>SECTION C: SUMMARY INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary Information provides an integrated overview of revenue and expenditures, funding sources, position allocation trends, and how the various funds (accounting entities) balance and relate to the programs.</td>
</tr>
</tbody>
</table>

| Summary All Funds - Expenditures and Revenues | C-1 |
| Summary of Expenditures by Department | C-2 |
| Summary of Revenues by Type and by Character | C-3 |
| General Fund Contribution by Function | C-4 |
| Funds Available | C-5 |
| Available Financing and Financing Requirements | C-5 |
| Fund Balance Analysis | C-6 |
| Major Funds Budget Summary | C-7 |

<table>
<thead>
<tr>
<th>TAXES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Property Taxpayers</td>
</tr>
<tr>
<td>Gross Assessed Value of Property</td>
</tr>
<tr>
<td>Taxing Agencies Receiving 1% Property Taxes</td>
</tr>
<tr>
<td>Property Taxes</td>
</tr>
<tr>
<td>General Fund Secured Property Taxes</td>
</tr>
<tr>
<td>General Fund Unsecured Property Taxes</td>
</tr>
<tr>
<td>General Fund Supplemental Property Taxes</td>
</tr>
<tr>
<td>Property Transfer Tax</td>
</tr>
<tr>
<td>Property Tax In-Lieu of VLF</td>
</tr>
<tr>
<td>Transient Occupancy Tax</td>
</tr>
<tr>
<td>Retail Sales Taxes</td>
</tr>
<tr>
<td>Roads Sales Tax – Measure D &amp; A</td>
</tr>
<tr>
<td>Roads Sales Tax</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LICENSES, PERMITS AND FRANCHISES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Permits</td>
</tr>
</tbody>
</table>

**Development and Zoning Permits** ................................................................. C-17
**Franchises and Misc. Permits** ................................................................. C-17
**Oil and Gas Permits** .............................................................................. C-17

**Fines, Forfeitures and Penalties**
- Various Fines and Penalties ................................................................. C-18
- Property Tax Penalties ........................................................................ C-18

**Use of Money and Property**
- Interest ................................................................................................. C-19

**Federal & State Revenue (Intergovernmental Revenue)**
- Social Services Programs ........................................................................ C-20
- Misc. Federal and State .......................................................................... C-20
- State Realignment Allocation ................................................................ C-21
- Proposition 172 Proceeds ...................................................................... C-21
- Health Care ......................................................................................... C-22
- Child Support Program ......................................................................... C-23
- State Highway Users Tax ...................................................................... C-23
- Mental Health ..................................................................................... C-24
- Disaster Assistance ............................................................................. C-24

**Charges for Services**
- Public and Mental Health Services ..................................................... C-25
- Sanitation Services .............................................................................. C-25
- Contractual Services ........................................................................... C-26
- Roads Project Reimbursement ............................................................. C-26
- Park Services ..................................................................................... C-27

**Miscellaneous**
- Tobacco Settlement and Proposition 10 ............................................. C-27
- Ten-Year County Budgeted FTEs – Staffing Comparison .................. C-28
- Significant Changes in Permanent Position Staffing ......................... C-29

**Full-Time Equivalents**
- Permanent and Non-permanent FTEs ................................................. C-29
- Budgeted Permanent vs. Non-Permanent FTEs .................................. C-30
## SECTION D

### OPERATING PLAN BUDGET DETAIL

The Operating Plan Budget Detail presents a complete description of each department's goals and objectives, program of service, related revenues, staffing, and recurring performance measures by program cost center.

#### Introduction to D-Pages

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>D-1</td>
<td></td>
</tr>
</tbody>
</table>

#### Policy and Executive

<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Summary</td>
<td>D-3</td>
</tr>
<tr>
<td>Board of Supervisors</td>
<td>D-5</td>
</tr>
<tr>
<td>County Executive Office</td>
<td>D-23</td>
</tr>
<tr>
<td>County Counsel</td>
<td>D-33</td>
</tr>
</tbody>
</table>

#### Law and Justice

<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Summary</td>
<td>D-39</td>
</tr>
<tr>
<td>Court Special Services</td>
<td>D-41</td>
</tr>
<tr>
<td>District Attorney</td>
<td>D-47</td>
</tr>
<tr>
<td>Public Defender</td>
<td>D-55</td>
</tr>
</tbody>
</table>

#### Public Safety

<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Summary</td>
<td>D-61</td>
</tr>
<tr>
<td>Fire</td>
<td>D-63</td>
</tr>
<tr>
<td>Probation</td>
<td>D-69</td>
</tr>
<tr>
<td>Sheriff</td>
<td>D-75</td>
</tr>
</tbody>
</table>

#### Health and Public Assistance

<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Summary</td>
<td>D-81</td>
</tr>
<tr>
<td>Alcohol, Drug, &amp; Mental Health Services</td>
<td>D-83</td>
</tr>
<tr>
<td>Child Support Services</td>
<td>D-91</td>
</tr>
<tr>
<td>First 5 Children &amp; Families Commission</td>
<td>D-97</td>
</tr>
<tr>
<td>Public Health</td>
<td>D-103</td>
</tr>
<tr>
<td>Social Services</td>
<td>D-111</td>
</tr>
</tbody>
</table>

#### Community Resources and Public Facilities

<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Summary</td>
<td>D-119</td>
</tr>
<tr>
<td>Agriculture &amp; Cooperative Extension</td>
<td>D-121</td>
</tr>
<tr>
<td>Community Services</td>
<td>D-127</td>
</tr>
<tr>
<td>Planning and Development</td>
<td>D-137</td>
</tr>
<tr>
<td>Public Works</td>
<td>D-143</td>
</tr>
</tbody>
</table>

### Support Services

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Summary</td>
<td>D-149</td>
</tr>
<tr>
<td>Auditor-Controller</td>
<td>D-153</td>
</tr>
<tr>
<td>Clerk-Recorder-Assessor</td>
<td>D-161</td>
</tr>
<tr>
<td>General Services</td>
<td>D-169</td>
</tr>
<tr>
<td>Treasurer-Tax Collector-Public Administrator</td>
<td>D-177</td>
</tr>
</tbody>
</table>

### General County Programs

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional Summary</td>
<td>D-185</td>
</tr>
<tr>
<td>General County Programs</td>
<td>D-187</td>
</tr>
<tr>
<td>Santa Barbara County Redevelopment Successor Agency</td>
<td>D-194</td>
</tr>
</tbody>
</table>

### ALPHABETICAL LISTING BY DEPARTMENT

<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Cooperative Extension</td>
<td>D-121</td>
</tr>
<tr>
<td>Alcohol, Drug, &amp; Mental Health Services</td>
<td>D-83</td>
</tr>
<tr>
<td>Auditor-Controller</td>
<td>D-153</td>
</tr>
<tr>
<td>Board of Supervisors</td>
<td>D-5</td>
</tr>
<tr>
<td>Child Support Services</td>
<td>D-91</td>
</tr>
<tr>
<td>Clerk-Recorder-Assessor</td>
<td>D-161</td>
</tr>
<tr>
<td>Community Services</td>
<td>D-127</td>
</tr>
<tr>
<td>County Counsel</td>
<td>D-33</td>
</tr>
<tr>
<td>County Executive Office</td>
<td>D-23</td>
</tr>
<tr>
<td>Court Special Services</td>
<td>D-41</td>
</tr>
<tr>
<td>District Attorney</td>
<td>D-47</td>
</tr>
<tr>
<td>Fire</td>
<td>D-63</td>
</tr>
<tr>
<td>First 5 Children &amp; Families Commission</td>
<td>D-97</td>
</tr>
<tr>
<td>General County Programs</td>
<td>D-187</td>
</tr>
<tr>
<td>General Services</td>
<td>D-169</td>
</tr>
<tr>
<td>Planning and Development</td>
<td>D-137</td>
</tr>
<tr>
<td>Probation</td>
<td>D-69</td>
</tr>
<tr>
<td>Public Defender</td>
<td>D-55</td>
</tr>
<tr>
<td>Public Health</td>
<td>D-103</td>
</tr>
<tr>
<td>Public Works</td>
<td>D-143</td>
</tr>
<tr>
<td>Santa Barbara County Redevelopment Successor Agency</td>
<td>D-194</td>
</tr>
<tr>
<td>Sheriff</td>
<td>D-75</td>
</tr>
<tr>
<td>Social Services</td>
<td>D-111</td>
</tr>
<tr>
<td>Treasurer-Tax Collector-Public Administrator</td>
<td>D-177</td>
</tr>
</tbody>
</table>
SECTION E
CAPITAL BUDGET SUMMARY

The Capital Budget Summary presents an overview of the FY 2012-13 Recommended Capital Improvement Budget as well as a five-year Capital Plan. It should be noted that a separate volume presents the full Capital Budget and long-range plan in detail.

Introduction ...................................................................................................................................... E-1
Overview of Recommended CIP .................................................................................................................. E-1
CIP by Department ......................................................................................................................................... E-2
CIP by Project Class ..................................................................................................................................... E-3
Significant Projects Completed in FY 2011-12 by Project Class ........................................................................ E-4
Five Year CIP through FY Ending June 30, 2017 ...................................................................................... E-5
FY 2012-13 Funded Project Highlights .................................................................................................. E-6
Recommended FY 2012-13 Capital Budget ............................................................................................. E-6
Table I: Summary of Departments .................................................................................................. E-7
Table II: Summary of Projects .......................................................................................................... E-9
Table III: Summary of Funding Sources ......................................................................................... E-17
Table IV: Summary of Projects Completed .............................................................. E-22
Table V: FY 2012-13 Capital Projects Budget ................................................................................ E-24

SECTION F
FINANCIAL POLICIES AND BUDGET PROCESS

This section details the legal authorization that shapes the content and format of the budget and the adoption process.

Introduction ...................................................................................................................................... F-1
Financial Planning Policies .............................................................................................................. F-1
Revenue Policies ............................................................................................................................... F-5
Expenditure Policies ........................................................................................................................... F-5
Capital Improvement Program Policies ................................................................................................ F-8
Annual Budget Process ....................................................................................................................... F-9
Fiscal Years 12-13 & 13-14 Budget Development Schedule ................................................................. F-15

SECTION G
GLOSSARY

Glossary ................................................................................................................................................. G-1

SECTION H
APPENDIX

Appendix I - Fund Accounting ............................................................................................................. H-1
Appendix II - Fund Types .................................................................................................................... H-1
Appendix III - Department Full-time Equivalent (FTE) Position Summary ......................................... H-6
DIRECTORY OF ELECTED AND APPOINTED COUNTY OFFICIALS

First District
Salud Carbajal, Supervisor, Vice Chair
www.countyofsb.org/bos/carbajal

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

Third District
Doreen Farr, Supervisor, Chair
www.countyofsb.org/bos/farr

Fourth District
Joni Gray, Supervisor
www.countyofsb.org/bos/gray

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

Agriculture & Cooperative Extension
Cathleen Fisher, Agricultural Commissioner
www.countyofsb.org/agcomm

Alcohol, Drug, and Mental Health Services
Ann Detrick, Director
www.countyofsb.org/admhs

Auditor-Controller
Robert W. Geis, CPA (Elected)
www.countyofsb.org/auditor

Child Support Services
Carrie Topliffe, Director
www.countyofsb.org/dcss

Community Services
Herman Parker, Director
www.sbparks.org
www.countyofsb.org/housing

County Executive Officer – Clerk of the Board
Chandra L. Wallar, County Executive Officer
www.countyofsb.org/ceo

County Clerk – Recorder – Assessor
Joseph Holland (Elected)
www.sbcassessor.com

County Counsel
Dennis Marshall
www.countyofsb.org/counsel

Court Special Services
Gary Blair, Executive Officer
www.sbcourts.org

District Attorney
Joyce Dudley (Elected)
www.countyofsb.org/da

Fire Department
Michael Dyer, Chief
www.sbcfire.com

General Services
Robert Nisbet, Director
www.countyofsb.org/gs

Planning and Development/Strategic Planning
Glenn Russell, Director
www.countyofsb.org/plandev

Probation Department
Beverly Taylor, Chief Probation Officer
www.countyofsb.org/probation

Public Defender
Raimundo Montes De Oca, Public Defender
www.publicdefendersb.org

Public Health Services
Dr. Takashi M. Wada, MD, MPH, Director
www.sbcphd.org

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

Sheriff
William F. Brown (Elected)
www.sbsheriff.org

Social Services
Kathy Gallagher, Director
www.countyofsb.org/social_services

Treasurer-Tax Collector-Public Administrator
Harry Hagen (Elected)
www.countyofsb.org/ttcpapg
**County of Santa Barbara Organization Chart**

**Electorate**

**Board of Supervisors**
- **Salud Carbajal** - First District, Vice Chair
- **Janet Wolf** - Second District
- **Doreen Farr** - Third District, Chair
- **Joni Gray** - Fourth District
- **Steve Lavagnino** - Fifth District

**Special Districts**
For which the governing board is the County Board of Supervisors

**Boards, Commissions & Committees**
- Dennis Marshall
  - County Counsel

**Appointed**
- Appointed by Presiding Judge

**Elected Official**

**Appointed**
- Robert Nisbet
  - General Services

**District Attorney**
- Joyce Dudley
  - Clerk-Recorder-Assessor

**Treasurer Tax Collector, Public Admin/Guardian**
- Joseph Holland
  - Sheriff-Coroner

**County Counsel**
- William F. Brown
  - Assistant County Executive Officer

**County Executive Officer**
- Chandra L. Wallar
  - County Executive Officer

**Assistant County Executive Officer**
- Renee Bahl
  - Robert W. Geis
    - Auditor-Controller

**Assistant to the CEO**
- Cathleen Fisher
  - Agricultural Commissioner

**Community Services**
- Herman Parker
  - General Services

**Planning & Development**
- Glenn Russell
  - Public Works

**Human Resources**
- Scott McGolpin
  - Public Defender

**Chief Probation Officer**
- Beverly Taylor

**Budget Director**
- Dennis Bozanich
  - Assistant to the CEO

**Fire Chief**
- Tom Alvarez
  - Emergency Management

**Emergency Management**
- Michael Harris
  - Public Defender

**Child Support Services**
- Michael Dyer
  - Child Support Services

**First 5 Children & Families Commission**
- Carrie Topliffe
  - Public Defender

**Public Health**
- Takashi M. Wada, MD
  - Public Defender

**Social Services**
- Kathy Gallagher
  - Social Services

**First 5 Children & Families**
- Pat Wheatley