The four divisions of the Sheriff’s Department are Law Enforcement Operations, Custody Operations, Administration & Support, and Court Services. The Sheriff’s Department has a staffing level of approximately 706 employees and provides services that cover a geographical area of 2,744 square miles, including the unincorporated area plus the cities of Buellton, Carpinteria, Goleta, and Solvang by contract. There are 17 Sheriff’s stations and custody facilities within Santa Barbara County. The Department continually evaluates staffing and service levels to maintain an appropriate balance of staff to keep the peace.

The four divisions have the following objectives:

**Law Enforcement**
Execute court orders; perform preventive police patrols; investigate crimes; apprehend suspects; provide Coroner investigations, inquests and postmortems; provide dispatch services, and furnish contract law enforcement services to the cities of Buellton, Carpinteria, Goleta and Solvang.

**Administration and Support**
Provide facilities for the detention of pre-sentenced and sentenced male and female inmates as mandated by law. Services include booking, housing, transportation, medical services and security. Inmate education, vocation counseling, and community work programs are provided to reduce recidivism and facilitate return to the community.

**Custody**
Provide administrative and technological support to Sheriff operations and contract cities. Sustain human resource services; meet mandatory training requirements, supply needs, and fiscal supervision.

**Court Services**
Serve the Superior Court of Santa Barbara County by providing transportation and supervision of inmates to and from courts; rendering Civil Process service throughout the County; and, by providing direct courtroom supervision and security.

**SHERIFF DEPARTMENT DEPARTMENTAL OVERVIEW**

Cost Center Performance Plan

**SHERIFF DEPARTMENT KEY TREND ANALYSIS**

- Maintain or exceed a UCR "clearance by arrest" rate of 25% for crimes classified as Burglary. The FBI national average is 13%.

The graph shows clearance rate for Burglary Part I crimes handled by the Sheriff's Department. The clearance rate decreased slightly in 2004 through 2006 but has improved since.

- Maintain portion of in-custody inmates in minimum security facilities or alternative custody programs at 40% of total population of approximately 1,000 inmates daily in order to relieve jail overcrowding.

The Sheriff’s Department maintains 40% of total jail population in minimum security facilities or alternative custody programs.
Bill Brown  
Sheriff  
$129.5M / $59.6M  
FTE: 672.0

**Divn 01 – Law Enforcement**  
$73.99M / $26.17M  
FTE: 320.2

**Sub-Divn 01: Countrywide Law Enforcement**  
Obj: Provide patrol services to unincorporated area and contract cities.

**Sub-Divn 02: Law Enforcement Administration**  
Obj: Includes one admin management position for accounting purposes.

**Sub-Divn 03: Special Operations**  
Obj: Provides specialty enforcement services such as the Gang Team and Narcotics Enforcement as well as other auxiliary services such as the SWAT, Aviation Unit, and Bomb Squad.

**Divn 02 – Custody**  
$35.73M / $21.72M  
FTE: 235.4

**Sub-Divn 01: Custody Administration**  
Obj: Provides direct administrative oversight of all inmate programs.

**Sub-Divn 02: Custody Operations**  
Obj: Provides for daily operations of the Custody facilities.

**Sub-Divn 03: Alternative Inmate Programs**  
Obj: Provides for daily operations of alternative inmate programs.

**Divn 03 – Administration and Support**  
$11.06M / $9.67M  
FTE: 60.5

**Sub-Divn 01: Executive Support**  
Obj: Provides Executive oversight and management of the department.

**Sub-Divn 02: Systems and Technology**  
Obj: Provides software programming and support of the hardware and software used by the department.

**Sub-Divn 03: Administrative Services**  
Obj: Provides budget oversight, accounting, payroll, training, community contact and other general administrative support functions.

**Divn 04 – Court Services**  
$7.30M / $2.03M  
FTE: 55.9

**Sub-Divn 01: Court Security Services**  
Obj: Provides Court Security Services mandated by State Law.

**Sub-Divn 02: Court Support Services**  
Obj: Provides inmate transportation to courts and serves legal documents.

**Divn 09 – Non-Divisional**  
$1.41M / $0.00M  
FTE: 0.0

**Sub-Divn 088: Capital Improvements**  
Obj: Major departmental capital projects funded by grants and non-general fund resources.
### SHERIFF DEPARTMENT

#### Divn 01 – Law Enforcement

- General Law Enforcement Operations Program 1100
  - $27.0M / $286.1K
  - FTE: 1.5

- Special Operations Program 1038
  - $1.3M / $991.7K
  - FTE: 7.0

#### Sub-Divn 03: Special Operations

- Special Operations Program 1038
  - $1.3M / $991.7K
  - FTE: 7.0

- Dive Team Program 1410
  - $14.2K / $14.2K
  - FTE: 0.0

- Aviation Unit Program 1424
  - $878.2K / $878.2K
  - FTE: 4.0

- Intelligence Program 1436
  - $449.5K / $449.5K
  - FTE: 3.0

- Narcotics Program 1434
  - $1.6M / $1.2M
  - FTE: 10.0

- Gang Team Program 1450
  - $1.1M / $1.1M
  - FTE: 7.0

- High Tech Crime Unit Program 1438
  - $315.6K / $315.6K
  - FTE: 2.0

- Hostage Negotiations Program 1440
  - $19.4K / $194K
  - FTE: 0.0

- Search & Rescue Program 1430
  - $77.6K / $77.6K
  - FTE: 0.0

- SWAT Team Program 1412
  - $84.3K / $84.3K
  - FTE: 0.0

- Narcotics Program 1434
  - $18.6K / $18.6K
  - FTE: 1.0

- Gang Team Program 1450
  - $1.1M / $1.1M
  - FTE: 7.0

- Bomb Squad Program 1408
  - $2.3K / $2.3K
  - FTE: 0.0

- Dive Team Program 1410
  - $14.2K / $14.2K
  - FTE: 0.0

- Aviation Unit Program 1424
  - $878.2K / $878.2K
  - FTE: 4.0

- Intelligence Program 1436
  - $449.5K / $449.5K
  - FTE: 3.0

- Narcotics Program 1434
  - $1.6M / $1.2M
  - FTE: 10.0

- Gang Team Program 1450
  - $1.1M / $1.1M
  - FTE: 7.0

- Hostage Negotiations Program 1440
  - $19.4K / $194K
  - FTE: 0.0

- Search & Rescue Program 1430
  - $77.6K / $77.6K
  - FTE: 0.0

- SWAT Team Program 1412
  - $84.3K / $84.3K
  - FTE: 0.0

- Narcotics Program 1434
  - $18.6K / $18.6K
  - FTE: 1.0

- Gang Team Program 1450
  - $1.1M / $1.1M
  - FTE: 7.0

#### Sub-Divn 05: Public Safety Dispatch

- General Law Enforcement Operations Program 1100
  - $27.0M / $286.1K
  - FTE: 1.5

- Public Safety Dispatch Center Program 1032
  - $3.9M / $1.6M
  - FTE: 32.5

#### Divn 04: Law Enforcement Administration

- Administration Program 1100
  - $27.0M / $286.1K
  - FTE: 1.5

#### Divn 06: Public Safety

- Public Safety Dispatch Center Program 1032
  - $3.9M / $1.6M
  - FTE: 32.5

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**Performance Measure Legend**

- **Department-wide Effectiveness Performance Measure**
- **Change to Performance Measure**
- **Performance Measure to Delete**
- **New Performance Measure**

**Budgets shown in Millions ($M) or Thousands ($K)**

**Program Budgets are $Total Uses / $Total General Fund Contribution**

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**Division: # & Title from CCID Cost Center Report**

**Budget/GFC from CCID (Financial Data by Cost Ctr)**

**Sub-Divn: # & Name from Cost Center Report**

**Obj: from CCID Inventory**

**Program: Title from CCID Number from CCID Budget/GFC from CCID (Financial Data by Prog)**

**FTE: CCID**

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**Cost Center Performance Plan**

**Public Safety**

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**Page 31**
Division: # & Title from CCID
Cost Center Report
Budget/GFC from CCID
(Financial Data by Cost Ctr)

Sub-Div: # & Name from Cost Center Report
Obj. from CCID Inventory

Program: Title from CCID
Number from CCID
Budget/GFC from CCID
(Financial Data by Prog)
FTE: CCID

Division: # & Title from CCID
Cost Center Report
Budget/GFC from CCID
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SHERIFF DEPARTMENT

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Obj: Provides direct administrative oversight of all inmate programs.

Sub-Div 02: Custody Operations
Obj: Provides for daily operations of the Custody facilities.

Sub-Div 03: Alternative Inmate Programs
Obj: Provides for daily operations of alternative inmate programs.

Custody Administration
Pgm 1001
$1.9M / $1.8M
FTE: 8.00

Custody Executive
Pgm 1013
$744.7K / $361.7K
FTE: 2.00

Food Services
Program 1063
$2.1M / $2.1M
FTE: 9.0

Jail Operations
Program 1071
$8.3M / ($3.2M)
FTE: 21.9

Transportation
Program 1081
$2.1M / $2.0M
FTE: 11.3

Jail Operations Day Shift
Program 2071
$7.0M / $7.0M
FTE: 63.7

Jail Operations Night Shift
Program 2072
$5.5M / $5.5M
FTE: 50.4

Number of trips made per inmate.

Maintain the average cost per jail meal at or below $1.00 per meal.

Maintain or reduce the rate of physical altercations among inmates in the main jail, honor farms, and pre-trial facility to an average of 12 or fewer altercations per total population inmates per month.

Maintain portion of in-custody inmates in minimum security facilities or alternative custody programs at 40% of total population of approximately 1,000 inmates daily in order to relieve jail overcrowding.

Ensure that 30% of inmates requiring mental health treatment are released to a representative from an appropriate agency.

Maintain complete and error free record for each inmate (determined by a random audit of xx inmate records reviewed).

Maintain that classification regulations are adhered to 100% of the time as evidenced by 0 violations.

Maintain the safety and security of inmates and personnel during the day shift by staffing 17 jail posts with Corrections Deputies without utilizing overtime during at least 80% of 30 (average) day shifts per month.

Maintain the safety and security of inmates and personnel during the night shift by staffing 15 jail posts with Corrections Deputies without utilizing overtime during at least 80% of 30 (average) night shifts per month.

Maintain Sheriff's Treatment Program enrollment as a percent of all inmates requesting participation in the program.

% of inmates housed in the low security facility as a % of total inmate population.

% of inmates participating in SWAP as a % of total inmate population.

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### Sheriff Department

**Department-wide Effectiveness Performance Measure**

<table>
<thead>
<tr>
<th>Division</th>
<th>Division</th>
<th>Program</th>
<th>Objective</th>
<th>Program Budgets</th>
<th>FTE</th>
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<tbody>
<tr>
<td>03 - Administration and Budgets</td>
<td>03 - Administration and Budgets</td>
<td>Program 1014</td>
<td>$1.7M / $552.9K</td>
<td>FTE: 60.5</td>
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<td>02 - Systems and Technology</td>
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<td>01 - Executive Support &amp; Cost Center</td>
<td>01 - Executive Support &amp; Cost Center</td>
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<td></td>
<td></td>
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<tr>
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<td></td>
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<td>Program 1030</td>
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<td>Program 1054</td>
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<tr>
<td></td>
<td></td>
<td>Program 1054</td>
<td>$539.8K / $539.8K</td>
<td>FTE: 3.0</td>
<td></td>
</tr>
</tbody>
</table>

**Fiscal Services**

- **Program 1016**: $555.8K / $555.8K, FTE: 5.0
- **Program 1014**: $1.7M / $552.9K, FTE: 60.5

**Research & Planning**

- **Program 1054**: $539.8K / $539.8K, FTE: 3.0

**Facilities Management**

- **Program 1060**: $119.8K / $119.8K, FTE: 1.0

**Special Services**

- **Program 1050**: $16.9K / $0.0K, FTE: 0.5

**Administration**

- **Program 1002**: $1.2M / $1.2M, FTE: 1.0

**General Admin & Support**

- **Program 1300**: $51.3K / $51.3K, FTE: 0.5

**DARE**

- **Program 1050**: $16.9K / $0.0K, FTE: 0.5

**Personnel**

- **Program 1030**: $1.6M / $1.6M, FTE: 11.0

**Training Bureau**

- **Program 1054**: $1.4M / $1.3M, FTE: 11.0

**Program Budgets**

- **General Admin & Support**: $51.3K / $51.3K, FTE: 0.5

**Cost Center Report**

- **Obj: Provides Executive oversight and management of the department.**

- **Obj: Provides budget oversight, accounting, payroll, training, community contact and other general administrative support functions.**

- **Obj: Provides software programming and support of the hardware and software used by the department.**

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**Maintain Public Safety Critical Personnel vacancy level at or below 10% of current authorized positions.**

**Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% per year.**

---

**To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed to no more than 90 - 100% of the previous year’s actual claims filed.**

**As an efficient and responsive government, the County will maintain the cost of workers’ compensation incident claims at $1.17 per $100 payroll (salaries including overtime).**

**As an efficient and responsive government, the County will maintain the rate of Workers’ Compensation incident claims to 12 or less per 100 FTE employees Countywide.**

**As an efficient and responsive government, the County will maintain a quality workforce through completing 90 - 100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.**

**Process 100% of an estimated 1,300 vendor claims within 10 days of receipt to establish and maintain effective working relationships with vendors.**

**Maintain 100% of contracted level of service to the contract cities and ensure 100% of cost recovery as allowable by law and contract terms, measured by the actual resources utilized per contract and the actual payments received from the contract cities.**

**Maintain supplies cost increase from previous fiscal year at no more than the current inflation rate as measured by CPI unless special circumstances are identified (variance between CPI and actual cost increase).**

**Ensure that division actual expenditures do not exceed budget unless justified by special circumstances.**

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**Ensure that division actual expenditures do not exceed budget unless justified by special circumstances.**
Achieve a rating of satisfactory or better from at least 92% from 24 Judges and Commissioners surveyed regarding the overall performance of Bailiff personnel.

Successfully complete service of 97% of xx civil process papers per year.

Number of inmate transports to court per inmate.