

# County Executive Office

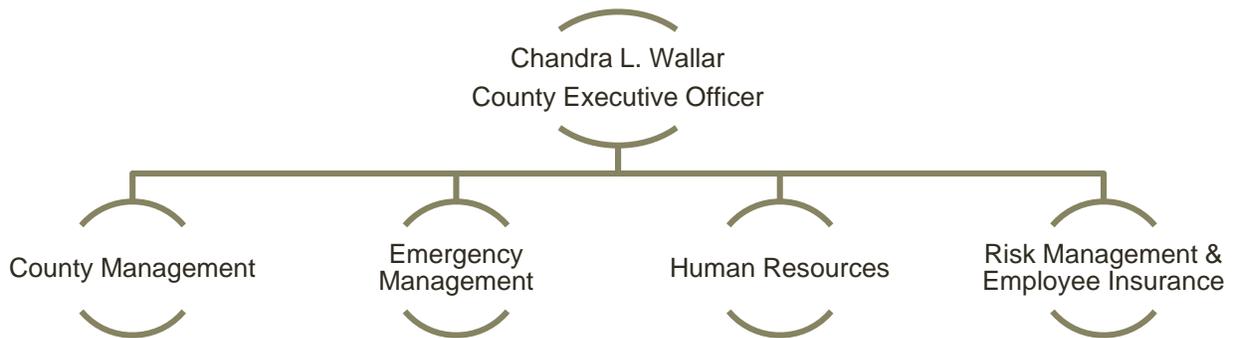


# County Executive Office

## Budget & Full-Time Equivalents (FTEs) Summary

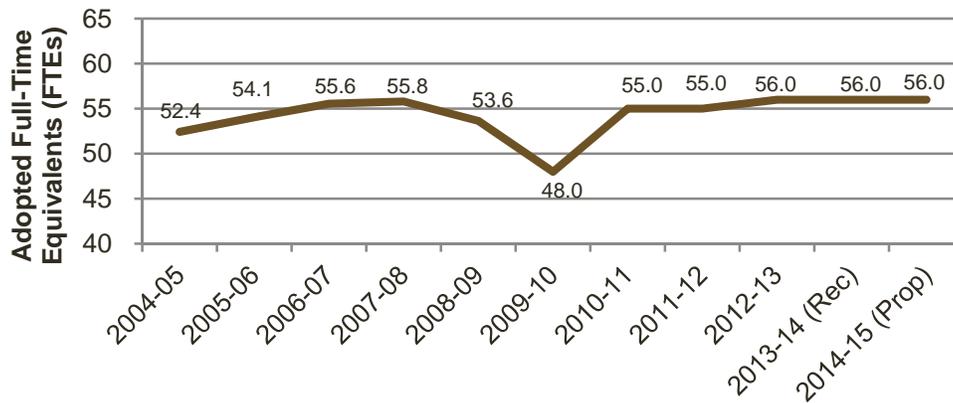
Operating	\$ 38,820,073
Capital	\$ 30,000
FTEs	56.0

## Budget Programs Chart



## Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



# County Executive Office

## *Mission Statement*

Utilize structured management systems to deliver County services in accordance with the Board of Supervisors' strategic goals, operational priorities, and budgeted resources.

## *Department Description*

The County Executive Office (CEO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals, and objectives. The County Executive Office works with all departments to create a County government that is accountable, customer-focused and efficient, 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 the issues which will emerge in the future.

The County Executive Office is comprised of four budget programs:

- 1. County Management** – This budget program is made up of Executive Management, Budget & Research, Clerk of the Board, Legislative Advocacy, Communications Office and the Equal Employment Opportunities (EEO) Office. This program provides leadership, strategic planning, and oversight to the County and implements the Board of Supervisors' policy directives.
- 2. Emergency Management** – This budget program provides facilities, equipment, leadership, coordination, and training in preparing for and administering disaster response throughout the County.
- 3. Human Resources** – This budget program assists County departments in meeting their respective goals through the recruitment, training, and retention of qualified employees.
- 4. Risk Management & Employee Insurance** – 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).

## *2012-13 Anticipated Accomplishments*

### **County Management**

- Served on seven Oversight Boards for dissolved Redevelopment Agencies to ensure affected taxing entities are fairly compensated. The County and its special districts estimates receiving more than \$5.0M in one-time and \$4.2M in ongoing property tax redistribution for FY 12-13.
- Participated in the South Coast Business Forum and the North County Roadmap to support activities to enhance economic vitality of the region.
- Continued biannual meetings with all unions to establish relationships between management and union leaders, providing a forum to discuss emerging issues.
- Member of the AB 109 Data Advisory Committee to develop performance measures to be used by the State in future AB 109 allocation processes.
- Facilitated the prospect for construction of Pescadero Lofts, a proposed affordable housing project, by providing funding through HOME funds and negotiating a purchase option.
- Supported Northern Branch Jail project by identifying sources for both required capital match to State grant and ongoing operations. Also assisted with selection of Project Expert, Architect/Engineer, and Construction Manager.
- Worked with Risk/Disability Management, Human Resources, and County Counsel to increase coordination and improve leave case management and practices in order to reduce liability and lost time and increase productive time.
- Prepared comprehensive Request for Proposals (RFP) to retain consulting team to perform review of Alcohol, Drug and Mental Health Services (ADMHS) system of care. Designed and implemented comprehensive stakeholder

# County Executive Office

involvement/outreach process for the ADMHS system of care study.

- Facilitated and led leadership transition within ADMHS and designed and implemented ongoing tiger team support effort.
- Secured over \$370,000 in foundation grant funding in support of the Cuyama Valley Resource Center Project.
- Initiated a Request for Proposal (RFP) and retained consultant for environmental review of Goleta Beach 2.0 project.
- Designed and implemented internal public information team training program to ensure depth of Public Information Officer (PIO) expertise in the event of emergency/disaster in County.
- Established process with Inter Agency Policy Council (IAPC) to develop a Countywide comprehensive strategy to implement Health Care Reform.
- Increased the visibility of anticipated budget challenges and planned/recommended appropriate solutions within the financial constraints of available funding sources. (example: development of two and five year plans).
- Continued efforts to achieve a structurally balanced budget, including a prioritized plan for increases in general revenues and cost control opportunities such as retirement costs, workers compensation reduction efforts.
- Developed and delivered to the Board revenue generating opportunities including: Oil Production Tax, Tax Transfer Agreement between the County and the Fire Protection District, Beach Fees, and Transient Occupancy Tax increase.
- Completed the Citygate Fire Service Deployment Study and subsequent follow-up reports to the Board by Fire Department leadership.
- Managed implementation of the Fire/Sheriff Aviation unit consolidation including scheduling, budget, and memorandum of understanding between the departments.
- Implemented Special Event Coordination Policy and facilitated twice a month multi-departmental permit coordination meetings.

- Developed Hotel Incentive Program (HIP) including application process development and conducted negotiations with Miramar Hotel owner.
- Facilitated development of the 2013 Legislative Platform and the meetings of the Legislative Program Committee.

## **Emergency Management**

- The Office of Emergency Services (OEM) worked in partnership with County departments to develop departmental continuity of operations plans (COOPs), with a Board Presentation in April 2013. Ongoing training, review and updating on COOPs will continue.
- OEM staff provided several training sessions at the County Emergency Operations Center (EOC) and at local jurisdictional EOCs to approximately 150 local officials and government employees. This training culminated in OEM hosting two full functional EOC exercises and several smaller local and field exercises with local, state and federal agencies.
- Working with the IT Division of General Services, completed two major communication system implementations: Expanding video conferencing between Operational Area EOCs and helicopter video installed on air units to allow for live video feed into the EOC during emergencies.
- Routine (weekly and monthly) OEM testing occurred with the various communications systems with local EOCs, media, senior government officials, and the public.

## **Human Resources**

- Under extremely short deadlines, successfully partnered with the County's retirement system, County Counsel, and the Auditor-Controller's Office to implement the new Public Employees' Pension Reform Act (PEPRA), which put in place new retirement formulas for all new County employees hired January 1, 2013 and beyond.
- Negotiated with Service Employees International Union (SEIU) Local 721 and successfully reached an agreement that

# County Executive Office

maintained the concessions imposed by the Board of Supervisors for a savings of approximately \$1.8 million. These concessions will help manage salary and benefit costs for the organization.

- Obtained a lower-than-trend health insurance rate increase which resulted in savings. The budgeted increase based on prior trends was 15%; however, the actual increase was 4%.
- Expanded employee health clinics to allow access to spouses and dependents 16 years or older to maximize the clinic program and further reduce the cost of healthcare for County and employees.
- Implemented the first phase of an Employee Wellness and Benefits program which included a wellness and productivity survey conducted with all employees and working with the County's benefit broker and CSAC-EIA Health in constructing an integrated wellness initiative that will make use of all the wellness programs offered through the insurance providers, the on-site health clinics, and employee assistance program. Continued to increase the use of technology in delivering training and development programs to County employees.

## **Risk Management & Employee Insurance**

- Risk Management implemented an action plan for the Workers' Compensation program targeting the Top 25 litigated cases for claim resolution and/or loss mitigation in combination with a revised scorecard monitoring claims data monthly.
- Risk Management implemented an online self-evaluation program on ergonomics for utilization by all Departments to educate employees and circumvent related workers' compensation injuries.

## *2013-15 Objectives*

### **County Management**

- Continue participation in the California State Association of Counties (CSAC) work group to

develop performance measures to allocate future AB 109 funding.

- Initiate "Results First" effort to determine Return on Investment (ROI) for public safety programs. This information may provide the basis to benefit from philanthropic loans via Social Impact Bonds.
- Support greater cooperation between County and businesses by participating in the Santa Barbara Chamber of Commerce Government Relations committee.
- Continue support of the Northern Branch Jail project during schematic design of the project. This includes weekly status briefings and ongoing financial oversight.
- Fully implement a systems-transformation process utilizing both consulting team services and key County staff to address findings related to ADMHS systems, services, facility, and compliance issues.
- Lead effort and ensure Countywide readiness for Health Care Reform as of January 2014.
- Continue to strengthen Inter Agency Policy Council (IAPC) model to function as a virtual Health and Human Services Agency and identify and implement efficiencies.
- Review Health and Human Services Countywide safety net of services and identify overlap and gaps in services to address ongoing priority and emerging health and human services needs within the County.
- Continue to improve the visibility of deferred maintenance and infrastructure so that we may then develop a plan to address these issues.
- Extend efforts in Workers Compensation area to stem and ultimately reduce the significantly increasing costs of this program.
- Develop a 5 year forecast with relevant revenue and expenditure detail and assumptions to better predict future funding needs and potential solutions.
- Facilitate the Legislative Program Committee, including a revised timeline for the development of the 2014 Legislative Platform to include input of the entire Board into the draft Platform.
- Establish and support Contract Compliance Oversight Committee processes to improve the quality and compliance of Board contracts.

# County Executive Office

- Continue to increase the use of technology in delivering training and development programs to County employees to increase employee access and reduce non-productive time traveling to and from training.

## Emergency Management

- Maintain a highly-trained workforce able to anticipate and effectively respond to major emergencies, disasters, and recovery efforts.
- In a culturally competent manner, have residents knowledgeable in risk and preparedness needs.

## Human Resources

- Increase the efficiency of Human Resources (HR) service delivery to all County departments through the implementation of new technology, such as electronic records, workforce reporting, and online transactions. In addition, HR will continue to review existing operations with the intent to streamline and improve HR service delivery.
- Support organizational effectiveness by engaging with five of the County's unions, whose contracts are expiring in 2013 and negotiate fiscally responsible successor labor contracts while managing the County's need to attract and retain a quality workforce.

## Risk Management & Employee Insurance

Revise the Insurance and Indemnity provisions for County contracts and provide contractual risk analysis and related consultation to all County departments in determining the appropriate insurance requirements for specific services being contracted.

*Changes & Operational Impact:  
2012-13 Adopted to  
2013-14 Recommended*

## Staffing

- No net increase to FTEs but an increase of .25 FTE (EXH) to County Management, an increase

of 1.5 FTE to Human Resources, and a decrease of 1.75 FTE to Risk Management

- With the move of Risk Management to the CEO, support staffing was shifted to County Management (+0.25 FTE) with an offsetting reduction to vacant, unfunded positions (-1.75 FTE) in Risk Management. Human Resources is increasing by 1.5 FTE due to 1.0 FTE moving from Public Health to more centrally localize the HR function and 0.5 FTE to provide support to the Employee Benefits program.

## Expenditures

- Net operating expenditure increase of \$479,000:
  - +\$157,000 increase to Salaries and Benefits due primarily to increases to retirement benefits of +\$111,000, health insurance and retiree medical premiums of \$22,000 and workers compensation of \$22,000.
  - +\$1,194,000 increase to Services and Supplies due primarily to increases to the cost of various insurances (Workers' Compensation, Disability, Indemnity) and legal fees/County Counsel costs.
  - -\$871,000 decrease to Other Charges due primarily to the decrease to the cost and number of unemployment and dental insurance claims within these Countywide programs.
- Net non-operating expenditure increase of \$4,312,000 due to:
  - -\$801,000 decreases to Capital Assets and not budgeting for Homeland Security equipment purchases
  - +\$5,180,000 in increase to fund balance related to the method and display of accounting for Internal Service Funds (ISFs) with an offsetting entry to Retained Earnings on the balance sheet of the Risk Management funds.
- These changes result in recommended operating expenditures of \$38,820,000, non-operating expenditures of \$5,390,000, resulting in total expenditures of \$44,210,000. Non-operating expenditures primarily include capital

# County Executive Office

assets, transfers, and increases to fund balances.

## **Revenues**

- Net operating revenue increase of \$1,640,000:
  - Increase of \$2,735,000 to Miscellaneous Revenue for increased reimbursements from County departments for various insurance costs (Workers' Compensation, General Liability, Health, Dental)
  - Decrease of \$1,276,000 to Intergovernmental Revenue due to Homeland Security grant amounts not budgeted until expenditures and offsetting revenues are known and other minor increases and decreases totaling \$181,000
- Net non-operating revenue increase of \$3,150,000:
  - Increase of \$2,844,000 to release fund balance for Internal Services Fund (ISFs), which is a usual occurrence within these ISF's.
  - Increase of \$301,000 to the General Fund Contribution to balance expenditures
- These changes result in recommended operating revenues of \$27,348,000, non-operating revenues of \$16,862,000, resulting in total revenues of \$44,210,000. Non-operating revenues primarily include General Fund Contribution, transfers and changes to fund balances.

## *Changes & Operational Impact: 2013-14 Recommended to 2014-15 Proposed*

The FY 2014-15 proposed expenditures reflect a \$4,559,000 decrease over the FY 2013-14 recommended budget that is primarily the result of:

- -\$4,761,000 decrease to the change in fund balances due to Internal Service Funds (ISFs)

- \$272,000 increase to Salaries & Employee Benefits for increases to retirement, health insurance and employee salaries.

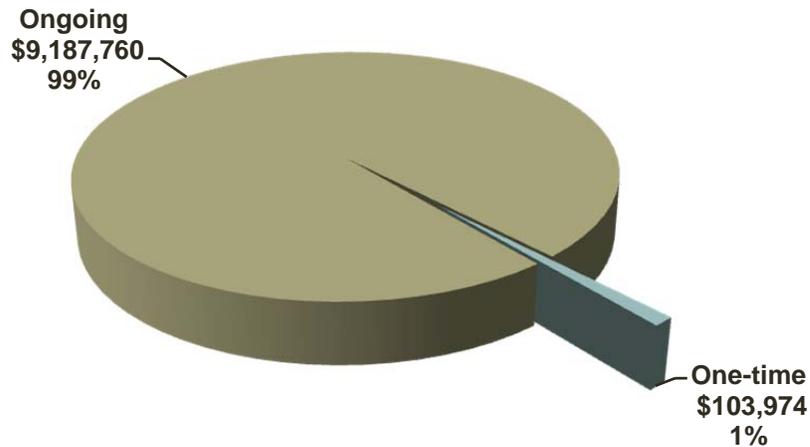
## *Related Links*

For more information on the County Executive Office, please refer to the Web site at <http://www.countyofsb.org/ceo/default.aspx?id=292>

# County Executive Office

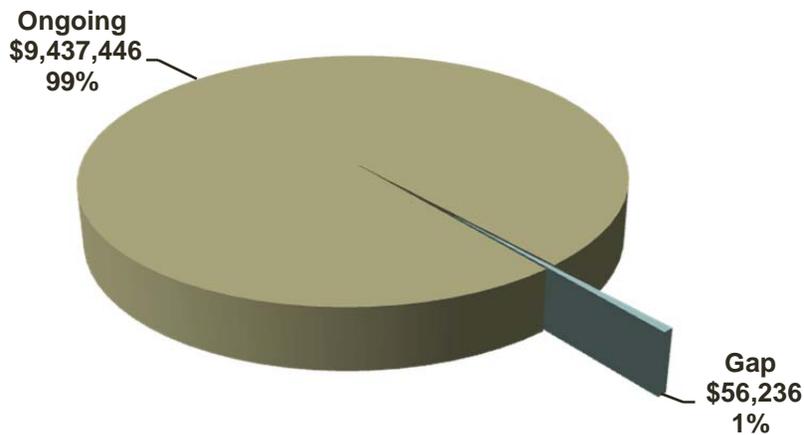
## Gap Charts

### FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget (excluding Internal Service Funds) relies on one-time sources to fund approximately 1% of the Department's ongoing operations. These funds come from the Department fund balance and allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2014-15.

### FY 2014-15 Proposed Budget



To maintain FY 2013-14 service levels (excluding Internal Service Funds), it is estimated that \$9,494,000 of funding will be required in FY 2014-15. An additional \$56,000 must be identified to prevent the need for service level reductions.

# County Executive Office

## Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
<p>Percentage of County's General Fund budget that is structurally balanced; expenditures equaling ongoing revenues.</p> <p>This will enable the County departments to provide a consistent and sustainable level of service to the community.</p>	100.6%	98.5%	100.0%	99.0%
<p>Conduct 2 full EOC exercises with Operational Area jurisdictions acting as the lead EOC or in support of jurisdictions.</p>	N/A	100%	100%	100%
<p>Percent of new hires who score Medium or Highly Recommended on County core values (ACE) based on the results of a validated assessment.</p>	N/A	65%	70%	70%
<p>Percentage of departmental compliance with safety audit recommendations within 60 days (Target = 100%)</p>	N/A	100%	100%	100%

# County Executive Office

## Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
County Management	19.62	18.75	0.25	19.00	19.00
Emergency Management	7.00	7.00	-	7.00	7.00
Human Resources	21.19	22.25	1.50	23.75	23.75
Risk Management & Employee Insurance	7.24	8.00	(1.75)	6.25	6.25
Total	55.04	56.00	-	56.00	56.00
<b>Budget By Budget Program</b>					
County Management	\$ 3,777,242	\$ 4,321,336	\$ (204,537)	\$ 4,116,799	\$ 4,142,791
Emergency Management	2,198,511	2,378,588	(1,202,759)	1,175,829	1,219,788
Human Resources	3,939,204	3,792,665	206,441	3,999,106	4,131,103
Risk Management & Employee Insurance	32,809,038	28,859,076	6,059,629	34,918,705	29,559,564
Fund Balance Impact (+)	104,277	67,882	(67,882)	-	598,402
Unallocated	(960)	-	-	-	-
Total	\$ 42,827,311	\$ 39,419,547	\$ 4,790,892	\$ 44,210,439	\$ 39,651,648
<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 7,541,856	\$ 8,040,481	\$ 156,576	\$ 8,197,057	\$ 8,469,328
Services and Supplies	26,513,205	24,317,098	1,193,771	25,510,869	25,498,329
Other Charges	4,205,556	5,983,414	(871,267)	5,112,147	5,055,589
Total Operating Expenditures	38,260,618	38,340,993	479,080	38,820,073	39,023,246
Capital Assets	696,591	831,000	(801,000)	30,000	30,000
Other Financing Uses	55,833	-	-	-	-
Increases to Fund Balances	3,709,992	179,672	5,180,694	5,360,366	-
Fund Balance Impact (+)	104,277	67,882	(67,882)	-	598,402
Total	\$ 42,827,311	\$ 39,419,547	\$ 4,790,892	\$ 44,210,439	\$ 39,651,648
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	\$ 278,962	\$ 139,800	\$ (56,500)	\$ 83,300	\$ 83,300
Intergovernmental Revenue	1,450,548	1,571,000	(1,276,000)	295,000	295,000
Charges for Services	552,794	522,000	237,520	759,520	759,380
Miscellaneous Revenue	21,399,211	23,474,554	2,735,412	26,209,966	26,754,121
Total Operating Revenues	23,681,516	25,707,354	1,640,432	27,347,786	27,891,801
Other Financing Sources	28,646	30,000	-	30,000	30,000
Intrafund Expenditure Transfers (-)	34,773	29,600	5,400	35,000	35,600
Decreases to Fund Balances	1,007,758	911,226	5,051,084	5,962,310	288,145
General Fund Contribution	7,345,570	7,690,269	301,131	7,991,400	8,139,900
Fund Balance Impact (-)	10,729,048	5,051,098	(2,207,155)	2,843,943	3,266,202
Total	\$ 42,827,311	\$ 39,419,547	\$ 4,790,892	\$ 44,210,439	\$ 39,651,648