2016-2018 BUDGET WORKSHOP

County Executive Office

Mona Miyasato
County Executive Officer

County Management  Emergency Management  Risk Management
Overarching Business Trends

- As economy improves, increasing levels of activity, and complex multi-departmental projects requiring CEO coordination (i.e. Refugio oil spill, Isla Vista, Chumash, NBJ and evaluation of criminal justice services, Air Support Unit, etc.)

- Overall operational and budget pressure for high levels of service but limited available revenue given existing commitments

- Staff turnover requiring training and accelerated learning

- New opportunities to strategically plan for the organization and focus on longer term direction
Summary

- Operating $37,575,917
- Capital $155,000
- General Fund $5,357,100
- FTE’s 36.0
- Use of One Time for Ongoing Operations $129,073
- Service Level Reductions $0
- Expansion Requests $402,000
FY 16-17 Source of Funds

- Miscellaneous Revenue; $27,821,188; 73%
- Charges for Services; $599,464; 1%
- Intergovt. Rev - State; $600,000; 2%
- General Fund Contribution; $5,357,100; 14%
- Decreases to Fund Balances; $3,654,423; 10%
- Use of Money and Property; $38,000; 0%
- Intrafund Expenditure Transfers (-); $43,000; 0%
FY 16-17 Use of Operating Funds

Risk Management; $30,952,237; 82%

Emergency Management; $1,650,359; 5%

County Management; $4,973,321; 13%
Staffing Summary

- 35.0 FTE FY 15-16 Adopted
- 36.0 FTE FY 16-17 Recommended; FY 17-18 Proposed

CEO Staffing Comparison

All functions: County Management, COB, OEM, Risk, CBSTV, EEO

County Management & COB only
GFC 5 Year Summary

GFC Funding

12-13 13-14 14-15 15-16 16-17

$3.93 $4.27 $4.48 $4.99 $5.36

Millions

$6.00

$5.00

$4.00

$3.00

$2.00

$1.00
FY 2015-16 Anticipated Accomplishments

County Management

• Achieved and exceeded the Strategic Reserve target of $28.3 million (approximately $30.0 million in FY 2015-16)

• Coordinated in-depth study of Northern Branch Jail projected inmate population, bed need and projected operating costs

• Evaluated retiree health and formalized revised funding plan to eliminate the unfunded liability

• Supported Board’s Ad hoc subcommittee on Chumash discussions (seven sessions, September through March)

• Implemented new Assessment Appeals software system for greater public functionality

• Highlighted County’s history through exhibit of historical minute orders; digitized records for online access
FY 2015-16 Anticipated Accomplishments (cont’d)

Office of Emergency Management

• Partnered with County departments to develop a 3-team Emergency Operations Center (EOC) response roster of 108 staff and ongoing emergency training
• Established an OEM office in Santa Maria with full-time staff presence, providing an additional venue for training, exercise, and Operational Area outreach
• Reviewed operations, financial practices and structure, in preparation for new OEM Director (in process)

Risk Management & Employee Insurance

• Successfully returned 91% of disabled employees with work restrictions back to work within 30 days
• Developed Disability Management Guidelines to educate departments on the process of returning disabled employees back to work
FY 2016-18 Objectives

County Management

- Ensure County’s financial stability, anticipate and address major cost issue
- Complete an internal-facing, organizational Strategic Plan
- Coordinate actions resulting from dispatch services review
- Further implement recommendations of the Strategic Communications Plan; provide appropriate public information on potential TOT measure (should Board approve it)
FY 2016-18 Objectives (cont’d)

Office of Emergency Management

• Conduct an internal program review and complete a Strategic Plan for the Santa Barbara County Office of Emergency Management

• Complete the 5 year upgrade to the multi-jurisdiction Hazard Mitigation Plan

Risk Management

• Develop a customized Workers’ Compensation Dashboard, for each department, to enhance trend analysis

• Sustain a 100% closing ratio for Workers’ Compensation and General Liability Programs (claim closures equal or exceed new claims)
## Performance Measures

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<tr>
<td>% of County’s General Fund Operating Revenues that exceed Operating Expenditures (Target≥100%)</td>
<td>107% 355.3/331.1</td>
<td>107% 370.1/346.8</td>
<td>104% 379.1/364.9</td>
<td>103% 385.8/374.5</td>
<td>103% 395.7/384.1</td>
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<td>% of BOS meeting summaries posted to web within 3 working days (Target=100%)</td>
<td>95% 35/37</td>
<td>95% 38/40</td>
<td>97% 37/38</td>
<td>100% 37/37</td>
<td>100% 37/37</td>
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<td>% of EOC exercises completed (Target is to complete 4 exercises per year)</td>
<td>100% 4/4</td>
<td>100% 4/4</td>
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<td>% of Workers Compensation cases closed vs. opened within the year (Target≥100%)</td>
<td>103% 419/407</td>
<td>102% 394/385</td>
<td>94% 402/429</td>
<td>100% 406/406</td>
<td>100% 406/406</td>
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<tr>
<td>% of EPRs completed by due date (Target=100%)</td>
<td>Not used prior</td>
<td>84% 27/32</td>
<td>97% 34/35</td>
<td>100% 36/36</td>
<td>100% 36/36</td>
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Service Level Reductions

NONE
Key Challenges and Emerging Issues

- Strengthening our County organization
  - Continued need to innovate and rethink how we do our work, given fiscal challenges and prior funding commitments
  - Continued attention to workforce planning, working with HR
  - *Internal-facing strategic plan will help guide our decisions across departments*

- Building Capacity for greater coordination, analysis and execution of Board priorities
  - New position in CEO leadership team will greatly assist
  - New director in OEM to continue community and County emergency preparedness/response
  - *Turnover and new position allows opportunity for re-evaluation and review*

- Communicating what’s important
  - Managing employee and community expectations given limited available funds
  - Increasing transparency in what County government does and why
  - *The communications position will help lead these efforts*
Budget Enhancement Requests

- **Hearing Aid Accessibility at Meetings** ($25,000 one-time)
  - Increase accessibility for individuals with hearing aids in both the BOS and Planning Commission hearing rooms.

- **Development Impact Fee (DIF) Study** ($250,000 one-time)
  - Funding of an outside consultant to review and recommend revised DIF’s (AB1600) based on current costs and other inputs.

- **Mass Notification System** ($82,000 ongoing; $45,000 one-time)
  - Annual software licensing fee for Everbridge mass notification system that is County’s primary emergency public information and warning system. One time costs of $45,000 would allow for expanded implementation to internal County departments and other jurisdictions within the county.
Summary

“Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution; it represents the wise choice of many alternatives - choice, not chance, determines your destiny.” – Aristotle

“You can’t always get what you want. But if you try sometimes, you just might find, you get what you need.” - Rolling Stones

Challenges, Choices and Changes Ahead:

• Ensure fiscal stability
• Implement complex multi-department/stakeholder projects and BOS priorities
• Plan for the future; rebuild and strengthen our organization incrementally
• Prepare and respond to emergencies; manage, anticipate and mitigate risk
• Engage the community through better communication and information
• Limited available resources in near term => manage unrealistic expectations