

# County Executive Office



## **BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART**

Operating	\$ 42,707,712
Capital	\$221,862
FTEs	58.5

Mona Miyasato  
County Executive Officer

County Management

Emergency Management

Human Resources

Risk Management &  
Employee Insurance

# County Executive Office

## Department

### **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 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-Fund Insurance).

### **HIGHLIGHTS OF 2015-17 OBJECTIVES**

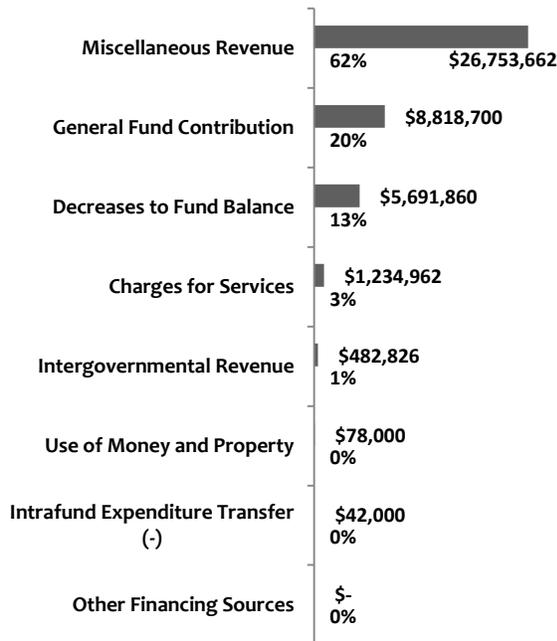
- Establish robust internal and external communications strategy.
- Continue to anticipate, communicate and mitigate risk.
- Ensure successful implementation of the ADMHS system change effort.
- Conduct in-depth departmental budget reviews with the Board of Supervisors.
- Identify funding options for capital projects including debt issuance.
- Complete the 5-year upgrade to the Multi-Jurisdiction Hazard Mitigation Plan.
- Implement workforce planning strategies to ensure the County can continue to “get the right people in the right jobs at the right time” in order to deliver County services.
- Identify and implement key strategies for increasing employee engagement throughout the organization to assist in retaining talent and improving County performance through its workforce.
- Implement a web-based onboarding system to maximize the efficiency of the hiring process and provide a positive experience for new employees.
- Develop a strategy to stem and ultimately reduce the recent growth in current WC premium costs.

# County Executive Office

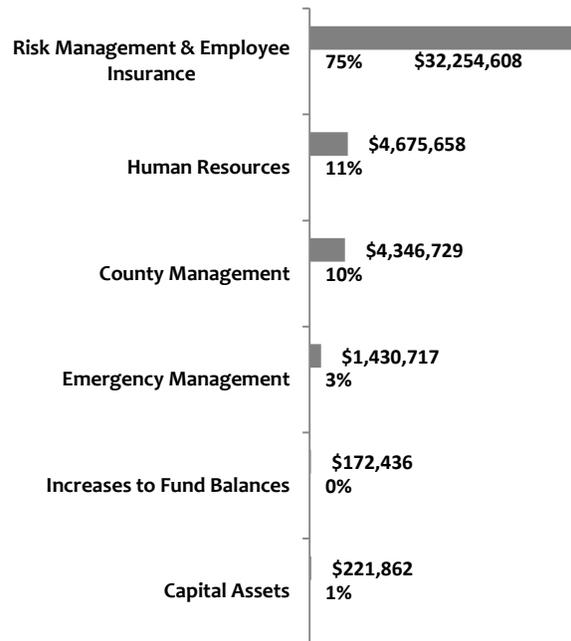
## Department

### RECOMMENDED SOURCES & USES OF FUNDS

#### Source of Funds - \$43,102,010

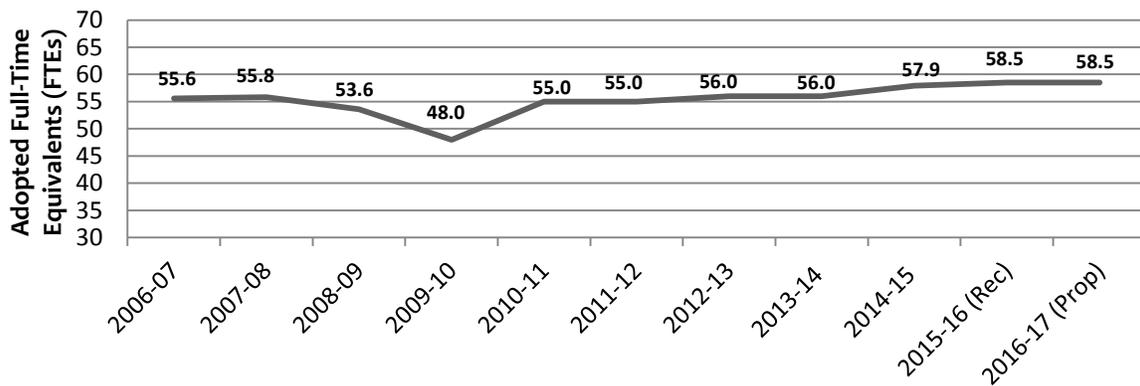


#### Use of Funds - \$43,102,010



### 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

## Department

### BUDGET OVERVIEW

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
County Management	20.07	20.12	0.88	21.00	21.00
Emergency Management	7.04	7.00	-	7.00	7.00
Human Resources	22.73	24.50	-	24.50	24.50
Risk Management & Employee Insurance	6.17	6.25	(0.25)	6.00	6.00
Total	<u>56.01</u>	<u>57.88</u>	<u>0.62</u>	<u>58.50</u>	<u>58.50</u>
<hr/>					
<b>Budget By Budget Program</b>					
County Management	\$ 4,158,132	\$ 4,221,969	\$ 124,760	\$ 4,346,729	\$ 4,433,413
Emergency Management	1,633,698	1,633,226	(202,509)	1,430,717	1,739,728
Human Resources	3,772,812	4,277,680	397,978	4,675,658	4,776,764
Risk Management & Employee Insurance	25,854,227	32,724,470	(469,862)	32,254,608	31,505,801
Unallocated	857	-	-	-	-
Total	<u>\$ 35,419,726</u>	<u>\$ 42,857,345</u>	<u>\$ (149,633)</u>	<u>\$ 42,707,712</u>	<u>\$ 42,455,706</u>
<hr/>					
<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 8,053,012	\$ 8,713,038	\$ 880,236	\$ 9,593,274	\$ 9,813,925
Services and Supplies	22,739,521	28,952,498	(591,560)	28,360,938	28,147,265
Other Charges	4,627,193	5,191,809	(438,309)	4,753,500	4,494,516
Total Operating Expenditures	<u>35,419,726</u>	<u>42,857,345</u>	<u>(149,633)</u>	<u>42,707,712</u>	<u>42,455,706</u>
Capital Assets	379,427	54,000	167,862	221,862	30,000
Increases to Fund Balances	20	211,280	(38,844)	172,436	122,523
Fund Balance Impact (+)	4,497,368	-	-	-	-
Total	<u>\$ 40,296,541</u>	<u>\$ 43,122,625</u>	<u>\$ (20,615)</u>	<u>\$ 43,102,010</u>	<u>\$ 42,608,229</u>
<hr/>					
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	\$ 209,509	\$ 83,400	\$ (5,400)	\$ 78,000	\$ 75,000
Intergovernmental Revenue	1,084,473	677,431	(194,605)	482,826	657,492
Charges for Services	759,734	1,004,392	230,570	1,234,962	1,240,248
Miscellaneous Revenue	29,075,559	27,412,740	(659,078)	26,753,662	27,814,852
Total Operating Revenues	<u>31,129,274</u>	<u>29,177,963</u>	<u>(628,513)</u>	<u>28,549,450</u>	<u>29,787,592</u>
Other Financing Sources	30,000	30,000	(30,000)	-	-
Intrafund Expenditure Transfers (-)	39,158	38,000	4,000	42,000	43,100
Decreases to Fund Balances	542,813	5,606,362	85,498	5,691,860	3,756,837
General Fund Contribution	8,146,700	8,270,300	548,400	8,818,700	9,020,700
Fund Balance Impact (-)	408,596	-	-	-	-
Total	<u>\$ 40,296,541</u>	<u>\$ 43,122,625</u>	<u>\$ (20,615)</u>	<u>\$ 43,102,010</u>	<u>\$ 42,608,229</u>

# County Executive Office

## Department

### ***CHANGES & OPERATIONAL IMPACT: 2014-15 ADOPTED TO 2015-16 RECOMMENDED***

#### Staffing

- Increase of 0.62 FTEs:
  - +0.88 FTE increase to County Management due to the CSBTV Manager position being increased by 0.13 to 1.0 FTE to provide additional support to CSBTV and Budget & Research increasing by 0.75 FTE in FY 14-15 by partially shifting funding from the part-time extra-help position to a full-time, regular position
  - -0.25 FTE decrease to Risk Management by not including part-time extra-help positions in the FTE count

#### Expenditures

- Net operating expenditure decrease of \$150,000:
  - +\$880,000 increase to Salaries and Employee Benefits due primarily to merit and cost of living increases, and 0.6 additional staff (total +\$580,000), and increases to the cost of retirement (+\$150,000), insurance (+\$112,000), and workers compensation (+\$41,000)
  - -\$592,000 decrease to Services and Supplies due primarily to increases to Risk Management insurance costs (+\$889,000), decrease to the cost allocation plan (-\$946,000), decrease to Homeland Security grant expenditures (-\$568,000), increase to software and hardware purchases (+\$50,000), and a reduction to County Counsel fees for Risk Management (-\$43,000)
  - -\$438,000 decrease to Other Charges due primarily to the decrease to the cost and number of insurance and malpractice claims within the Countywide Risk Management programs (-\$249,000), the reduction to the general liability insurance (-\$200,000), and a increase to Information Technology services (+\$16,000)
- Net non-operating expenditure increase of \$129,000 due to:
  - +\$168,000 increase to Capital Assets due to budgeting for capital equipment using Homeland Security Grant funding (+\$168,000)
  - -\$39,000 reduction to the Increases to Fund Balances account as existing funding is used to pay for the 0.6 FTE increase identified above.

These changes result in recommended operating expenditures of \$42,708,000, non-operating expenditures of \$394,000, and total expenditures of \$43,102,000. Non-operating expenditures primarily include capital assets and increases to fund balances.

# County Executive Office

## Department

### **CHANGES & OPERATIONAL IMPACT: 2014-15 ADOPTED TO 2015-16 RECOMMENDED (CONT'D)**

#### Revenues

- Net operating revenue decrease of \$629,000:
  - -\$659,000 decrease to Miscellaneous Revenue for reimbursements from County departments for various Risk Management insurance costs: Risk insurance proceeds & recovery (-\$768,000), insurance premium contributions from County departments and other agencies (-\$184,000), and increases to health and dental insurance premiums (+\$263,000)
  - +\$231,000 increase to Charges for Services, due primarily to increases to HR support to ADMHS (+\$105,000), HR support to Public Health (+\$102,000), and an increase to Employees' University charges (+\$20,000)
  - -\$195,000 decrease to Intergovernmental Revenue due to Homeland Security grant amounts not budgeted until expenditures and offsetting revenues are known
  
- Net non-operating revenue increase of \$608,000:
  - +\$548,000 increase to the General Fund Contribution for salary and benefit increases (+\$436,000), increased cost of IT services (+\$82,000) and purchase of CSBTV capital equipment (+\$30,000)
  - +\$230,000 increase to the release of retained earnings for Internal Services Fund (ISFs), which is a usual occurrence within these ISF's
  - -\$145,000 decrease to the release of fund balance due to one time funding in FY 2014-15 of PIO support, COB records archiving and additional support for the assessment appeals function.
  - -\$30,000 to the transfer of funds for CSBTV capital equipment due to no funds being available for these purchases

These changes result in Recommended Operating Revenues of \$28,549,000, Non-Operating Revenues of \$14,553,000, and Total Revenues of \$43,102,000. Non-operating revenues primarily include General Fund Contribution, transfers and changes to fund balances.

# County Executive Office

## Department

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### ***CHANGES & OPERATIONAL IMPACT: 2015-16 RECOMMENDED TO 2016-17 PROPOSED***

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The FY 2016-17 proposed expenditures reflect a \$494,000 decrease over the FY 2015-16 Recommended budget that is primarily the result of:

- +\$221,000 increase to Salaries & Employee Benefits for increases to retirement, health insurance and employee salaries.
- -\$214,000 decrease to Services & Supplies that is primarily due to the decrease to insurance costs (-\$384,000), increase to outside legal fees (+\$350,000), decrease in County Counsel fees for Risk Management (-288,000), an increase to Homeland Security grant purchases (+\$228,000) and a decrease to the cost allocation plan (-\$153,000)
- -\$259,000 decrease to Other Charges for reduced general liability settlements (-\$300,000) and increased ISF charges for utilities, IT and telephone services, and general liability insurance (+\$41,000)
- -\$192,000 decrease to Capital Assets (primarily OEM grants) as these awards and the related expenditures are not known this far in advance
- -\$50,000 decrease to Increase to Retained Earnings and Committed Fund Balance as lower Risk Management savings are projected

### ***RELATED LINKS***

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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

## Department

### **PERFORMANCE MEASURES**

Description	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated Actual	FY 2015-16 Recommend	FY 2016-17 Proposed
<b>County Management</b>					
Percentage of County's General Fund Operating Revenues that exceed Operating Expenditures	103% \$354.8M/ \$344.9M	115% \$355.3/ \$308.6	110% \$357.1/ \$325.7	112% \$372.3/ \$331.7	113% \$381.9/ \$337.0
Percentage of EEO complaints concluded in ninety days or less	82% 18/22	90% 19/21	95% 18/19	91% 20/22	85% 11/13
Percentage of Board of Supervisor Meeting Summaries posted on the County website within three working days	97% 34/35	95% 35/37	97% 33/34	95% 35/37	95% 35/37
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date	Not Used in Prior Year	Not Used in Prior Years	81% 47/58	100% 58/58	100% 58/58
<b>Emergency Management</b>					
Number of Emergency Operations Center exercises	2	4	4	4	4
Number of certified Emergency Operations Center personnel	6	30	45	60	90

# County Executive Office

## Department

### PERFORMANCE MEASURES (CONT'D)

Description	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimated Actual	FY 2015-16 Recommend	FY 2016-17 Proposed
<b>Human Resources</b>					
Average number of business days between approval of a recruitment requisition and the date a list is certified to a hiring department	NA	76	72	70	70
Percentage of new hires who score Medium or Highly Recommended on County Core Values (Accountability, Customer-focus, Efficiency)	NA	84% 48/57	78% 203/260	85% 212/250	85% 212/250
<b>Risk Management &amp; Employee Insurance</b>					
Percentage of compliance with safety audit recommendations within sixty days	100% 22/22	96% 23/24	96% 23/24	100% 24/24	100% 24/24
Percentage of Workers Compensation cases closed vs. opened within the year	89% 397/449	103% 419/407	100% 418/418	98% 420/427	99% 430/433

# County Executive Office

## Program

### 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.

### Staffing

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
COUNTY EXECUTIVE OFFICER	0.92	1.00	-	1.00	1.00
ASST DIRECTOR	3.00	3.00	-	3.00	3.00
DEPUTY COUNTY EXEC OFFICER	-	-	1.00	1.00	1.00
PROJECT MANAGER	1.00	1.00	(1.00)	-	-
FISCAL & POLICY ANALYST	3.00	3.00	1.00	4.00	4.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
EEO/AA OFFICER	0.85	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
CHF DEP CLK OF BD OF SUPV	1.00	1.00	-	1.00	1.00
CSBTV MANAGER	0.83	0.88	0.12	1.00	1.00
ADMIN OFFICE PRO	3.00	4.00	(3.00)	1.00	1.00
DEPT BUS SPEC	0.88	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
ADMN OFFICE PRO SR	-	-	3.00	3.00	3.00
ELECTRONICS SYSTEMS TECH	0.38	-	-	-	-
EXTRA HELP	1.21	0.25	(0.25)	-	-
Total	20.07	20.12	0.88	21.00	21.00

# County Executive Office

## Program

### COUNTY MANAGEMENT (CONT'D)

#### Revenue & Expenditures

Budget By Categories of Expenditures	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
Salaries and Employee Benefits	\$ 3,206,084	\$ 3,377,284	\$ 330,427	\$ 3,707,711	\$ 3,780,080
Services and Supplies	380,804	457,821	(43,217)	414,604	415,788
Other Charges	571,243	386,864	(162,450)	224,414	237,545
Total Operating Expenditures	4,158,132	4,221,969	124,760	4,346,729	4,433,413
Capital Assets	46,077	30,000	-	30,000	30,000
Increases to Fund Balances	-	102,340	(58,735)	43,605	25,920
Total Expenditures	\$ 4,204,209	\$ 4,354,309	\$ 66,025	\$ 4,420,334	\$ 4,489,333
<b>Budget By Categories of Revenues</b>					
Charges for Services	282,143	338,400	(14,301)	324,099	324,557
Miscellaneous Revenue	39,029	1,600	100	1,700	1,700
Total Operating Revenues	321,172	340,000	(14,201)	325,799	326,257
Other Financing Sources	30,000	30,000	(30,000)	-	-
Intrafund Expenditure Transfers (-)	39,158	38,000	4,000	42,000	43,100
Decreases to Fund Balances	7,296	100,000	(100,000)	-	-
General Fund Contribution	3,796,893	3,875,973	176,562	4,052,535	4,119,976
Total Revenues	\$ 4,194,519	\$ 4,383,973	\$ 36,361	\$ 4,420,334	\$ 4,489,333

\* Please note that departments are not required to balance their budget at the program level.

#### 2014-15 Anticipated Accomplishments

- Achieved and exceeded the Strategic Reserve target of \$28.3 million (\$29.6 million in FY 2015-15).
- Established Communications Public Information Team and implemented Countywide communications training.
- Based on Board direction, added a new Budget Policy for maintenance funding.
- Completed the 2015 Legislative Platform development and implemented the 2014 Program.
- Provided analysis and long range forecasting of departments with long standing structural imbalances, and provided FY 2015-16 recommended ongoing funding to address these needs.
- Assisted CEO and Sheriff staff to refine the NBJ operating cost; any revisions to the prior estimates or the original Funding Plan will be communicated to the Board in FY 2014-15.
- Received GFOA award for distinguished County Budget documents for 17th consecutive year.
- Provided ongoing guidance and support to ADMHS for the system change effort.
- Provided substantial analytical support to the Sheriff (overtime/staffing issue) and ADMHS (inpatient/billing issue) departments to identify, communicate, and find solutions for budgetary issues.
- Led County department committee; "All things Isla Vista", and collected and analyzed data for the UCSB commissioned report on fiscal impact of Isla Vista.
- Assisted with the Summit View Annexation and Public Safety Air Support projects.
- Continued support of the Jorgensen Facility Condition Assessment report.

# County Executive Office

## Program

### ***COUNTY MANAGEMENT (CONT'D)***

- Provided regular communication to the Board of Supervisors and the public on key budgetary issues through the Fiscal Outlook Report, Quarterly Financial Reviews, Five-Year Forecast, Budget Preview, Workshops and Budget Hearings.
- Led recruitment efforts for the ADMHS Director and Fire Chief.
- The Clerk of the Board replaced the existing outdated and unsupported Assessment Appeals system which will launch and allow public interface in April 2015.
- The Clerk of the Board, in collaboration with the Third District Supervisor's Office and UCSB, arranged to digitize, restore and permanently store the Board of Supervisors' Minutes Books dating from the inception of the County in 1850.

### **2015-17 Objectives**

- Maintain appropriate reserve balances to enhance financial stability.
- Develop a strategic planning process with multi-year implementation.
- Continue to anticipate, communicate and mitigate risk.
- Ensure successful implementation of the ADMHS system change effort.
- Continue activities of the drought task force.
- Fully implement the 2015 and 2016 Legislative priorities.
- Establish robust internal and external communications strategy, including public awareness of County services and participation in the budgetary process.
- Identify funding options for capital projects including debt issuance.
- Conduct in-depth departmental budget reviews with the Board of Supervisors.
- Evaluate the County's Retiree Medical Program including a revised funding plan.
- Enhance internal and external data management systems (Public Portal, CIP and Budgetary tools).
- Transition leadership of the Community Services Department to new director.

# County Executive Office

## Program

### **EMERGENCY MANAGEMENT**

This budget program provides facilities, equipment, leadership, coordination, and training in preparing for and administering disaster response throughout the County.

#### Staffing

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	-	-	1.00	1.00	1.00
PROGRAM MANAGER	5.00	5.00	(1.00)	4.00	4.00
ADMIN OFFICE PRO	0.23	-	-	-	-
DEPT BUS SPEC	-	1.00	-	1.00	1.00
EXTRA HELP	0.81	-	-	-	-
Total	<u>7.04</u>	<u>7.00</u>	<u>-</u>	<u>7.00</u>	<u>7.00</u>

#### Revenue & Expenditures

Budget By Categories of Expenditures	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
Salaries and Employee Benefits	\$ 879,469	\$ 918,322	\$ 175,941	\$ 1,094,263	\$ 1,114,045
Services and Supplies	595,692	496,086	(359,145)	136,941	414,829
Other Charges	158,537	218,818	(19,305)	199,513	210,854
Total Operating Expenditures	<u>1,633,698</u>	<u>1,633,226</u>	<u>(202,509)</u>	<u>1,430,717</u>	<u>1,739,728</u>
Capital Assets	333,350	24,000	167,862	191,862	-
Total Expenditures	<u>\$ 1,967,049</u>	<u>\$ 1,657,226</u>	<u>\$ (34,647)</u>	<u>\$ 1,622,579</u>	<u>\$ 1,739,728</u>
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	1,084,253	667,431	(184,605)	482,826	657,492
Charges for Services	243,215	252,000	(4,000)	248,000	250,000
Miscellaneous Revenue	1,582	46,690	30,060	76,750	51,750
Total Operating Revenues	<u>1,329,050</u>	<u>966,121</u>	<u>(158,545)</u>	<u>807,576</u>	<u>959,242</u>
Decreases to Fund Balances	35,497	79,175	1,198	80,373	11,006
General Fund Contribution	602,501	611,930	122,700	734,630	769,480
Total Revenues	<u>\$ 1,967,049</u>	<u>\$ 1,657,226</u>	<u>\$ (34,647)</u>	<u>\$ 1,622,579</u>	<u>\$ 1,739,728</u>

\* Please note that departments are not required to balance their budget at the program level.

# County Executive Office

## Program

### ***EMERGENCY MANAGEMENT (CONT'D)***

#### **2014-15 Anticipated Accomplishments**

- Worked in partnership with County departments to develop a three team Emergency Operations Center (EOC) response roster totaling 108 persons and continues to conduct trainings to certify personnel.
- Completed full scale EOC exercise (Coastal Trident 2014) with local, State, and Federal agencies and activated in support of two real-world emergencies in the Miguelito Fire and the Isla Vista Shooting.
- Completed with Board ratification, an update to County Code Chapter 12, formerly titled “Civil Defense” to the current “Emergency Management” with updated language compliant with State and Federal terminology.
- Led the effort for drought proclamation and supported the Drought Task Force during the continued Level 1 activation.

#### **2015-17 Objectives**

- Complete the Threat and Hazard Identification and Risk Assessment (THIRA) for the Operational Area.
- Complete the 5-year upgrade to the Multi-Jurisdiction Hazard Mitigation Plan.
- Utilizing funding from the Homeland Security Grant Program, continue the build-out of the Santa Cruz Island Public Safety Communications Project.
- Maintain efficiencies and safeguards through sustained regulatory oversight of Oil & Gas activities throughout the Operational Area.
- Sustain necessary training and exercise activities for the Red, White, and Blue EOC Response Teams.
- Provide excellent customer service when providing support to local jurisdictions and day-to-day activities at the Emergency Operations Center.
- Complete required updates to departmental Continuity of Operations Plans (COOP).
- Participate in nuclear preparedness drills, exercises and outreach programs fulfilling our obligation as part of the requirements of the Diablo Canyon Nuclear Power Plant.
- Continue monitoring drought situation and active pursuit of emergency response, as needed.
- The Office of Emergency Management will be establishing a North County office in 2015 in partnership with the City of Santa Maria which will serve as an additional training and exercise facility and outreach center for the Operational Area.

# County Executive Office

## Program

### **HUMAN RESOURCES**

This budget program assists County departments in meeting their goals through the recruitment, training, and retention of qualified employees.

#### Staffing

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	3.00	3.00	-	3.00	3.00
HR ANALYST	1.77	2.00	-	2.00	2.00
HR MANAGER	1.46	2.00	(1.00)	1.00	1.00
PROGRAM MANAGER	1.69	2.00	-	2.00	2.00
EEO/AA OFFICER	0.15	-	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
EMPLOYEE BENEFITS MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	4.26	5.50	(2.50)	3.00	3.00
DEPT BUS SPEC	3.89	5.00	-	5.00	5.00
ADMINISTRATIVE LDR-GEN	0.54	-	-	-	-
ADMIN OFFICE PRO SR-RES	-	-	3.50	3.50	3.50
EXTRA HELP	0.97	-	-	-	-
Total	<u>22.73</u>	<u>24.50</u>	<u>-</u>	<u>24.50</u>	<u>24.50</u>

#### Revenue & Expenditures

Budget By Categories of Expenditures	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
Salaries and Employee Benefits	\$ 3,038,005	\$ 3,510,707	\$ 277,429	\$ 3,788,136	\$ 3,877,556
Services and Supplies	574,331	585,130	126,223	711,353	715,985
Other Charges	160,476	181,843	(5,674)	176,169	183,223
Total Operating Expenditures	<u>3,772,812</u>	<u>4,277,680</u>	<u>397,978</u>	<u>4,675,658</u>	<u>4,776,764</u>
Increases to Fund Balances	20	-	-	-	-
Total Expenditures	<u>\$ 3,772,832</u>	<u>\$ 4,277,680</u>	<u>\$ 397,978</u>	<u>\$ 4,675,658</u>	<u>\$ 4,776,764</u>
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	220	10,000	(10,000)	-	-
Charges for Services	183,851	362,492	234,690	597,182	597,182
Miscellaneous Revenue	38,800	-	-	-	-
Total Operating Revenues	<u>222,871</u>	<u>372,492</u>	<u>224,690</u>	<u>597,182</u>	<u>597,182</u>
Decreases to Fund Balances	20	93,127	(46,186)	46,941	48,338
General Fund Contribution	3,747,306	3,782,397	249,138	4,031,535	4,131,244
Total Revenues	<u>\$ 3,970,197</u>	<u>\$ 4,248,016</u>	<u>\$ 427,642</u>	<u>\$ 4,675,658</u>	<u>\$ 4,776,764</u>

\* Please note that departments are not required to balance their budget at the program level.

# County Executive Office

## Program

### ***HUMAN RESOURCES (CONT'D)***

#### **2014-15 Anticipated Accomplishments**

- Successfully completed negotiations with six unions resulting in multi-year contracts with modest wage increases reflective of an improving economy and emerging from years of concession bargaining.
- Effectively implemented Affordable Care Act provisions for County employees and ensured County health plans were compliant with Act provisions.
- Designed a Workforce Planning process to identify key human capital strategies over the next two years to help the County to effectively attract, retain, and develop County employees to provide quality public services.
- Recommended and implemented several compensation adjustments designed to start moving toward greater equity and parity in the organization, after years of concessions, and salary freezes.
- As a result of an audit of Human Resources programs, systems, and practices conducted by the State Personnel Board, received a fully compliant rating.
- With reduced recruiting staffing levels, recruited for and hired an anticipated 471 new employees, an increase of approximately 26.7% over 2013-14 new hires.
- Partnered with UCSB to implement an internship program for students with specific majors to enhance the County's ability to provide services and prepare students for entry into the workforce.
- Developed and offered Orientation to Supervision and Management courses designed to help employees assess their readiness and competencies related to successful performance as a supervisor or manager.
- Collaborated with General Services, Information Technology (IT) to bring professional level IT certification classes to County IT audience at a substantial discount.
- By early FY 2015-16, complete and implement new classification and compensation systems for managers focused on fiscally-responsible approaches to fair and equitable salaries that maintain parity with the market for comparable public sector jobs.

#### **2015-17 Objectives**

- Implement workforce planning strategies to ensure the County can continue to “get the right people in the right jobs at the right time” in order to deliver County services.
- Identify and implement key strategies for increasing employee engagement throughout the organization to assist in retaining talent and improving County performance through its workforce.
- Negotiate fiscally-responsible successor Memorandum of Understanding (MOU) with: Deputy Sheriffs Association, Sheriff's Managers Association, Union of American Physicians & Dentists, Firefighters Local 2046, Engineers & Technicians Association, Service Employees International Union Local 620, and Service Employees International Local 721; as well as negotiating salary reopeners and/or equity adjustments within approved financial parameters with: Service Employees International Union Local 620, Service Employees International Union Local 721, Engineers & Technicians Association, and the Civil Attorneys Association. Implement a new market-based management classification and compensation system designed to move management salaries to market for similar public sector jobs in a reasonable amount of time, based on performance and achievement of results, and in a fiscally prudent manner.
- Complete implementation of Project Paperless – an efficiency effort to convert employee personnel files to an electronic format.
- Implement a web-based onboarding system to maximize the efficiency of the hiring process and provide a positive experience for new employees.

# County Executive Office

## Program

### **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).

#### Staffing

Staffing Detail By Budget Program	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
RISK ANALYST	2.00	3.00	-	3.00	3.00
ADMINISTRATIVE LDR-GEN	1.00	-	-	-	-
SAFETY OFFICER	1.00	1.00	-	1.00	1.00
ACCOUNTANT	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.17	0.25	(0.25)	-	-
Total	<u>6.17</u>	<u>6.25</u>	<u>(0.25)</u>	<u>6.00</u>	<u>6.00</u>

#### Revenue & Expenditures

Budget By Categories of Expenditures	2013-14 Actual	2014-15 Adopted	Change from FY14-15 Ado to FY15-16 Rec	2015-16 Recommended	2016-17 Proposed
Salaries and Employee Benefits	\$ 928,598	\$ 906,725	\$ 96,439	\$ 1,003,164	\$ 1,042,244
Services and Supplies	21,188,693	27,413,461	(315,421)	27,098,040	26,600,663
Other Charges	3,736,937	4,404,284	(250,880)	4,153,404	3,862,894
Total Operating Expenditures	<u>25,854,227</u>	<u>32,724,470</u>	<u>(469,862)</u>	<u>32,254,608</u>	<u>31,505,801</u>
Increases to Fund Balances	-	108,940	19,891	128,831	96,603
Total Expenditures	<u>\$ 25,854,227</u>	<u>\$ 32,833,410</u>	<u>\$ (449,971)</u>	<u>\$ 32,383,439</u>	<u>\$ 31,602,404</u>
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	209,509	83,400	(5,400)	78,000	75,000
Charges for Services	50,525	51,500	14,181	65,681	68,509
Miscellaneous Revenue	28,996,147	27,364,450	(689,238)	26,675,212	27,761,402
Total Operating Revenues	<u>29,256,181</u>	<u>27,499,350</u>	<u>(680,457)</u>	<u>26,818,893</u>	<u>27,904,911</u>
Decreases to Fund Balances	500,000	5,334,060	230,486	5,564,546	3,697,493
Total Revenues	<u>\$ 29,756,181</u>	<u>\$ 32,833,410</u>	<u>\$ (449,971)</u>	<u>\$ 32,383,439</u>	<u>\$ 31,602,404</u>

\* Please note that departments are not required to balance their budget at the program level.

# County Executive Office

## Program

### ***RISK MANAGEMENT & EMPLOYEE INSURANCE (CONT'D)***

#### **2014-15 Anticipated Accomplishments**

- Achieved \$300,000 in savings in Medical Malpractice (MM) costs by converting from being primarily self-insured (first \$500,000 of exposure) to retaining only \$10,000 of exposure per claim.
- Through active case management, the Workers' Compensation program is projected to again close more cases than were opened during the year.
- Implemented a Medication Review Program to manage cases with high pharmaceutical costs.
- Amended the Disability Management Ordinance to promote timely return to work for injured employees.
- Enhanced oversight of the Dental and Unemployment Insurance programs through regular reviews with the Risk Management Evaluation Team.

#### **2015-17 Objectives**

- Continue to advise and assist the Jail Project Team in the utilization of an Owner-Controlled Insurance Program (OCIP) for the Jail Project which offers a potential cost savings of about \$1 million.
- Reduce Risk Management costs through preventative measures, including regular detailed claim and trend reporting to departments.
- Maintain focus on Workers' Compensation pool of self insured claims for continued cost containment of these claims.
- Develop a strategy to stem and ultimately reduce the recent growth in current WC premium costs.