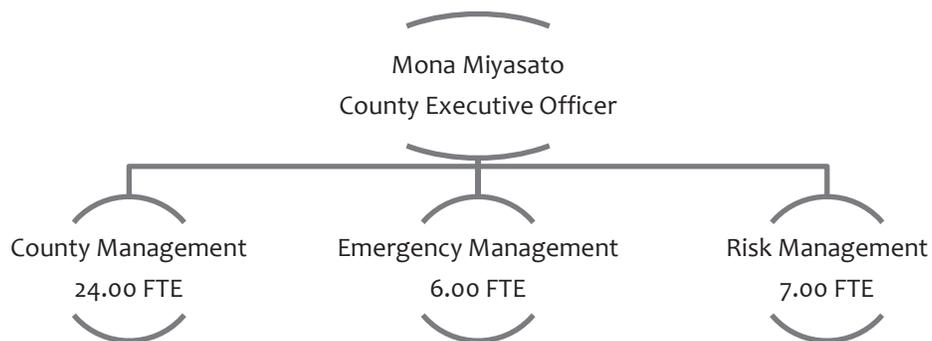


# County Executive Office



## **RECOMMENDED BUDGET & STAFFING SUMMARY & BUDGET PROGRAMS CHART**

Operating	\$ 43,727,700
Capital	\$ 0
FTEs	37.0



# County Executive Office

## **MISSION STATEMENT**

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Through collaboration and innovation, provide the Board of Supervisors, Departments, and the community with expert fiscal guidance, analysis, policy development, and organizational leadership required to reach goals.

## **DEPARTMENT DESCRIPTION**

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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 embodies trust, ethics, accountability, professionalism, innovation, and customer focused quality public service 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 future challenges.

The County Executive Office is comprised of three budget programs:

1. **County Management** – This program is made up of Executive Management, Budget & Research, Clerk of the Board, Legislative Advocacy, and Public Information. This program provides leadership, strategic planning, and oversight to the County and implements the Board of Supervisors' policy directives.
2. **Emergency Management** – This program provides leadership, coordination, facilities, equipment, and training in preparing for and administering disaster response and recovery throughout the County.
3. **Risk Management** – This program mitigates the County's risk of financial losses in the areas of medical malpractice, workers' compensation, and general liability.

## **HIGHLIGHTS OF 2020-21 OBJECTIVES**

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- Lead COVID-19 emergency response, fiscal and budgetary recovery, and organizational resilience efforts.
- Complete the Operational and Performance Reviews of the Public Safety and Health and Human Services departments.
- Initiate the supervisorial redistricting process upon receipt of the certified Census 2020 population figures.
- Implement economic reopening framework and explore options for long-term resiliency efforts.
- Lead the development of a County Process Improvement and Innovation Training program.
- Continue to coordinate the land use permitting and business license processes related to cannabis operations.
- Enhance planning and support for utility de-electrification (PSPS), including coordination of mass care facilities, individuals with access and functional needs, and enhancing bilingual public education.
- Implement an electronic Board Letter approval process and initiate an electronic signature approval process.

# County Executive Office

## **HIGHLIGHTED RENEW 2022 INITIATIVES**

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### **Already Underway**

- **Department Operational and Performance Reviews**
  - In coordination with the County Executive Office (CEO), KPMG has completed the reviews of five departments, is in the process of reviewing two departments, and is scheduled to review two departments through July 2020.
  - Two departments, including CEO, responded to KPMG’s recommendations and identified actions and implementation timeframes to address them.
- **Process Improvement and Innovation Training**
  - In coordination with General Services and Human Resources, the County Executive Office facilitated the training of the first cohort of County employees in driving process improvement through innovation by Denver Peak Academy.
  - Four CEO staff participated in the “Black Belt” training, which is designed to train employees to become process improvement leaders in the County.

### **Implementation in FY 2020-21**

- **Department Operational and Performance Reviews**
  - Complete the Operational and Performance Reviews of the Public Safety and Health and Human Services departments.
- **Economic Vitality Strategy**
  - Enhance economic development community relations and explore options for an Economic Vitality Plan for the County.
- **Process Improvement and Innovation Training**
  - Lead the development of a County training program, including:
    - Establishment of a “Green Belt” training series to introduce employees to process improvement tools
    - Continuation of the “Black Belt” training series for process improvement leaders

# County Executive Office

## **RENEW 2022 BIG PICTURE GOALS**

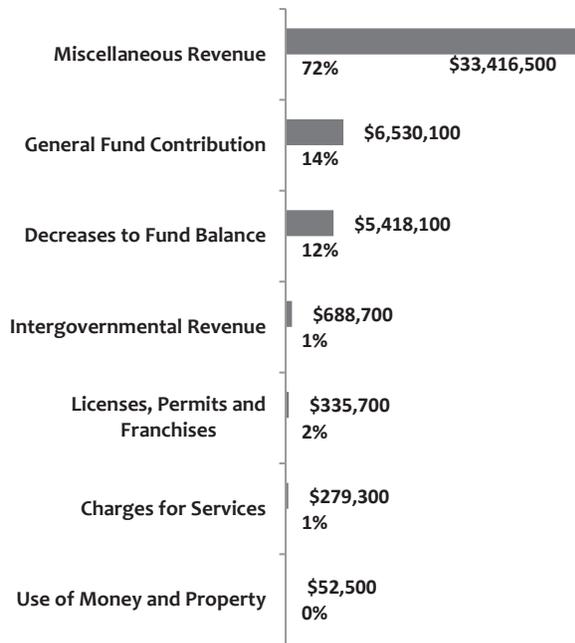
The County Executive Office will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

<b>Big Picture Goal</b>	<b>FY 2020-21 Initiatives</b>
<b>RE-DESIGN</b>	
Evaluate and migrate County services online	<ul style="list-style-type: none"><li>• Implement online filing of Assessment Appeals applications</li><li>• Continue exploring the implementation of an electronic routing and approval system for Board Letters</li></ul>
Train County employees in County-Provided Process Improvement Training	<ul style="list-style-type: none"><li>• Enroll Fiscal and Policy Analysts and lead staff in Risk Management, Emergency Management, and Clerk of the Board in Black Belt training</li><li>• Enroll fiscal and administrative support staff and project leads involved in Re-Design and Re-Balance Big Picture Goals in Green Belt training</li></ul>
<b>RE-BALANCE</b>	
Enhance financial resiliency	<ul style="list-style-type: none"><li>• Create a “paper-light” office by increasing the use of available technology, including electronic signatures as deemed appropriate, and improving document management systems to reduce resource costs and enhance staff efficiency</li><li>• Improve efficiency of general liability claim processing by eliminating duplicative claim entry in multiple financial systems</li></ul>
<b>RESPOND</b>	
Conduct an internal customer service survey	<ul style="list-style-type: none"><li>• Conduct an internal customer service survey with the County’s internal service departments and identify opportunities for improvement</li></ul>
<b>RETAIN</b>	
Facilitate the participation of managers in a leadership development program	<ul style="list-style-type: none"><li>• Send one staff member to the Leadership Certificate Program</li><li>• Sponsor early and mid-career managers’ participation in external leadership development programs such as the Emerging Leaders Development Program offered by ICMA and the Credentialed Government Leader Certification program developed by MMASC, MMANC, and Cal-ICMA</li></ul>
Retain new employees during their first 5 years of employment	<ul style="list-style-type: none"><li>• Explore upskilling strategies and defining career pathways within the County Executive Office and throughout the County</li></ul>

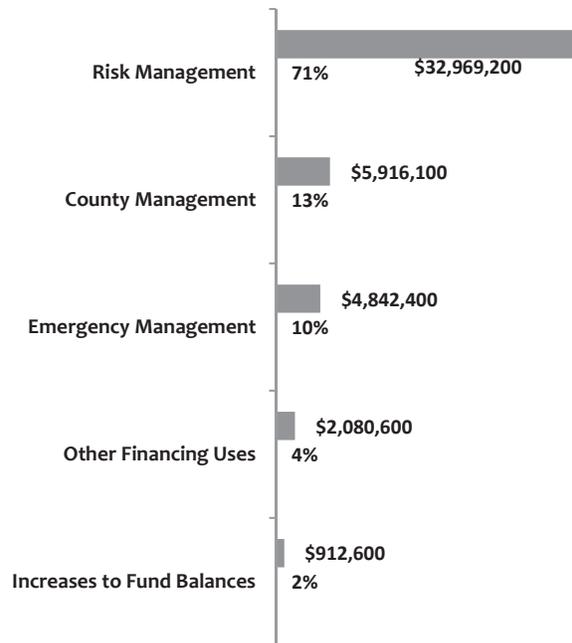
# County Executive Office

## RECOMMENDED SOURCES & USES OF FUNDS

### Source of Funds - \$46,720,900

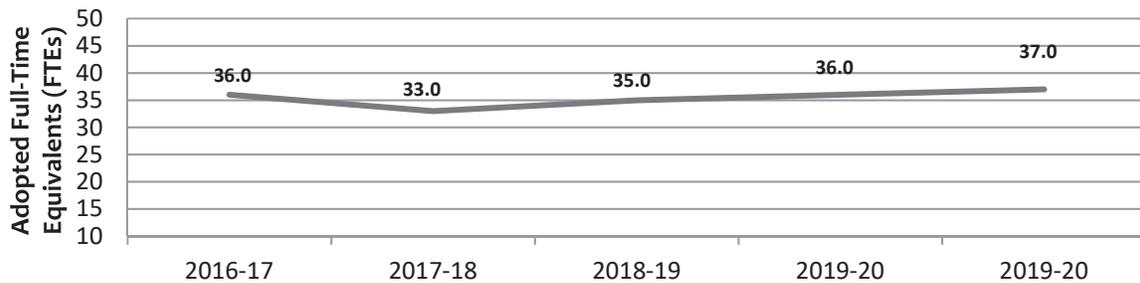


### Use of Funds - \$46,720,900



## STAFFING TREND

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



# County Executive Office

## BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
County Management	20.87	23.00	23.00	24.00	1.00
Emergency Management	5.18	6.00	6.00	6.00	-
Risk Management	6.81	7.00	7.00	7.00	-
Total	32.87	36.00	36.00	37.00	1.00
<b>Budget By Budget Program</b>					
County Management	\$ 5,392,638	\$ 5,471,800	\$ 5,346,100	\$ 5,916,100	\$ 444,300
Emergency Management	3,938,290	1,980,400	3,981,500	4,842,400	2,862,000
Risk Management	32,805,846	34,696,400	34,255,948	32,969,200	(1,727,200)
Total	\$ 42,136,775	\$ 42,148,600	\$ 43,583,548	\$ 43,727,700	\$ 1,579,100
<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 6,499,707	\$ 6,627,700	\$ 6,641,658	\$ 7,013,700	\$ 386,000
Services and Supplies	34,179,123	33,215,200	34,923,190	33,758,600	543,400
Other Charges	1,457,945	2,305,700	2,018,700	2,955,400	649,700
Total Operating Expenditures	42,136,775	42,148,600	43,583,548	43,727,700	1,579,100
Capital Assets	480,189	40,000	-	-	(40,000)
Other Financing Uses	89,064	505,000	1,011,300	2,080,600	1,575,600
Intrafund Expenditure Transfers (+)	6,000	-	-	-	-
Increases to Fund Balances	431,467	260,000	902,300	912,600	652,600
Fund Balance Impact (+)	50	-	5,800	-	-
Total	\$ 43,143,545	\$ 42,953,600	\$ 45,502,948	\$ 46,720,900	\$ 3,767,300
<b>Budget By Categories of Revenues</b>					
Licenses, Permits and Franchises	\$ 315,883	\$ 376,900	\$ 310,700	\$ 335,700	\$ (41,200)
Use of Money and Property	627,969	46,000	207,400	52,500	6,500
Intergovernmental Revenue	916,964	615,000	1,285,500	688,700	73,700
Charges for Services	644,546	437,200	420,800	279,300	(157,900)
Miscellaneous Revenue	30,560,611	31,187,300	30,940,885	33,416,500	2,229,200
Total Operating Revenues	33,065,973	32,662,400	33,165,285	34,772,700	2,110,300
Other Financing Sources	-	-	2,000,000	-	-
Intrafund Expenditure Transfers (-)	35,436	-	-	-	-
Decreases to Fund Balances	2,698,072	4,414,100	4,460,563	5,418,100	1,004,000
General Fund Contribution	5,748,800	5,877,100	5,877,100	6,530,100	653,000
Fund Balance Impact (-)	1,595,264	-	-	-	-
Total	\$ 43,143,545	\$ 42,953,600	\$ 45,502,948	\$ 46,720,900	\$ 3,767,300

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# County Executive Office

## **CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED**

### Staffing

- Net Increase of 1.0 FTE:
  - +2.0 FTE increase to County Management due to the addition of two Fiscal and Policy Analysts.
  - -1.0 FTE decrease to County Management due to the unfunding of the Deputy County Executive Officer position.

### Expenditures

- Net operating expenditure increase of \$1,579,100:
  - +\$543,400 increase to Services and Supplies due primarily to:
    - +\$3,327,100 increase to Risk Management Insurance costs.
    - +\$2,850,000 increase to Office of Emergency Management for COVID-19 response.
    - +\$2,189,600 increase in Risk Management Cost Allocations.
    - +\$106,700 increase to County Management for IT Hardware Purchases as part of an IT replacement plan.
    - -\$107,000 decrease to Risk Management for Services County Provided.
    - -\$123,700 decrease to Risk Management for Special Department Expense.
    - -\$352,000 decrease to Emergency management for Instruments and Equipment purchased as part of the Homeland Security Grant Program.
    - -\$749,200 decrease to Risk Management Legal Fees.
    - -\$1,700,000 decrease in Risk Management Disability-Medical costs.
    - -\$2,300,000 decrease in Risk Management Indemnity Expense.
    - -\$2,637,500 decrease in Risk Management County Counsel Fees & Costs.
  - +\$649,700 increase to Other Charges due primarily to:
    - +\$600,000 increase to Risk Management Insurance Claim charges due to the transfer of Unemployment Self-Insurance Fund administration from Human Resources Employee Insurance to County Executive Office Risk Management.
    - +\$224,200 increase to departmental IT Service charges.
    - +\$50,000 increase in Contributions to Other Governments.
    - -\$70,100 decrease to departmental Comm/AV charges.
    - -\$160,000 decrease to General Liability Paid Losses.
  - +\$386,000 increase to Salaries and Employee Benefits required to fund 37.0 FTEs.
- Net non-operating expenditure increase of \$2,188,300:
  - +\$1,575,600 increase in Other Financing Uses due primarily to:
    - +\$750,000 transfer to General Services the 4<sup>th</sup> Floor remodel project.
    - +\$522,300 increase in the transfer to General Services for the Board of Supervisors Hearing Room A/V Upgrade project.
    - +\$308,300 in the transfers to County departments participating in the Homeland Security Grant Program.
  - +\$652,600 increase in funds set aside in Fund Balances, primarily in the Retained Earnings account in Risk Management.

These changes result in Recommended Operating Expenditures of \$43,727,700, Non-operating Expenditures of \$2,993,200, and Total Expenditures of \$46,720,900. Non-operating Expenditures consist of Other Financing Uses, Increases to Fund Balances, and Capital Assets.

# County Executive Office

## **CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED (CONT'D)**

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### Revenues

- Net operating revenue increase of \$2,110,300:
  - +\$2,229,200 increase to Miscellaneous Revenue, primarily due to an increase in reimbursements from County departments for Risk Management insurance costs.
  - +\$73,700 increase in Intergovernmental Revenue due to an increase in the Homeland Security Grant.
  - -\$41,200 decrease in Licenses, Permits, and Franchises due to a reduction in Cannabis License revenue.
  - -\$157,900 decrease in Charges for Services primarily as a result of certain county provided services being charged through the Cost Allocation Plan beginning in FY 2020-21.
- Net non-operating revenue increase of \$1,657,000:
  - +\$1,004,000 increase to Decreases to Fund Balances.
  - +\$653,000 increase in General Fund Contribution.

These changes result in Recommended Operating Revenues of \$34,772,700, Non-Operating Revenues of \$11,948,200, and Total Revenues of \$46,720,900. Non-operating revenues primarily include Decreases to Fund Balances, General Fund Contribution, and Intrafund Expenditure Transfers.

### **RELATED LINKS**

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For more information on the County Executive Office, please refer to the website at <http://www.countyofsb.org/ceo/>.

# County Executive Office

## PERFORMANCE MEASURES

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommend
<b>County Management</b>				
Percentage of Board of Supervisor Meeting Summaries approved without amendment by the Board <b>(Target=100%)</b>	100% 35/35	100% 36/36	100% 39/39	100% 37/37
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date <b>(Target=100%)</b>	97% 34/35	97% 29/30	91% 29/32	100% 38/38
Number of public notices issued in English and Spanish (excluding Aware and Prepare alerts)	3,456	834	1,200	1,300
Number of Cannabis licenses issued	N/A	2	10	20
<b>Emergency Management</b>				
Number of total Aware and Prepare subscribers <b>(Target =10% increase of subscribers per year)</b>	50,000	57,000	64,000	70,400
Number of Emergency Operations Center exercises <b>(Target is to complete 3 exercises per year)</b>	2	4	7	3
Number of Emergency Operations Center / Disaster Response Trainings <b>(Target is to complete 8 exercises per year)</b>	N/A	7	6	8
<b>Risk Management &amp; Employee Insurance</b>				
Percentage of General Liability cases closed vs. opened within the year <b>(Target≥100%)</b>	104% 135/130	88% 99/113	110% 114/104	100% 120/120
Percentage of Workers Compensation cases closed vs. opened within the year <b>(Target≥100%)</b>	71% 383/539	76% 341/448	72% 400/550	90% 450/500

# County Executive Office

## COUNTY MANAGEMENT BUDGET PROGRAM

This budget program is composed of Executive Management, Clerk of the Board, Legislative Advocacy, and the Public Information. This program provides strategic leadership and oversight of County functions and implements the Board of Supervisors' policy direction.

### Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
COUNTY EXECUTIVE OFFICER	1.00	1.00	1.00	1.00	-
ASST DIRECTOR	3.78	4.00	4.00	4.00	-
DEPUTY COUNTY EXEC OFFICER	1.00	1.00	1.00	-	(1.00)
PROGRAM MANAGER	1.78	2.00	2.00	2.00	-
FISCAL & POLICY ANALYST	3.80	4.00	4.00	6.00	2.00
BUSINESS MANAGER	1.00	1.00	1.00	1.00	-
CHF DEP CLK OF BD OF SUPV	0.74	1.00	1.00	1.00	-
CSBTV MANAGER	1.00	1.00	1.00	1.00	-
ADMN OFFICE PRO	3.15	4.00	4.00	4.00	-
FINANCIAL OFFICE PRO	-	1.00	1.00	-	(1.00)
EDP OFFICE AUTO SPEC	1.00	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	1.00	2.00	1.00
ADMN OFFICE PRO SR	1.19	1.00	1.00	-	(1.00)
FISCAL ANALYST	-	-	-	1.00	1.00
CABLE TV STAFF ASSISTANT	0.44	1.00	1.00	1.00	-
Total	20.87	23.00	23.00	24.00	1.00

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 4,314,258	\$ 4,405,500	\$ 4,343,100	\$ 4,616,900	\$ 211,400
Services and Supplies	806,497	741,200	677,600	967,900	226,700
Other Charges	271,884	325,100	325,400	331,300	6,200
Total Operating Expenditures	5,392,638	5,471,800	5,346,100	5,916,100	444,300
Capital Assets	24,232	40,000	-	-	(40,000)
Other Financing Uses	27,913	500,000	500,000	1,772,300	1,272,300
Intrafund Expenditure Transfers (+)	6,000	-	-	-	-
Increases to Fund Balances	431,467	260,000	435,000	300,000	40,000
Total Expenditures	\$ 5,882,250	\$ 6,271,800	\$ 6,281,100	\$ 7,988,400	\$ 1,716,600
<b>Budget By Categories of Revenues</b>					
Licenses, Permits and Franchises	315,883	376,900	310,700	335,700	(41,200)
Charges for Services	580,570	377,000	360,600	165,000	(212,000)
Miscellaneous Revenue	6,989	-	3,500	1,500	1,500
Total Operating Revenues	903,442	753,900	674,800	502,200	(251,700)
Intrafund Expenditure Transfers (-)	35,436	-	-	-	-
Decreases to Fund Balances	225,411	907,200	943,500	2,385,700	1,478,500
General Fund Contribution	4,548,600	4,610,700	4,610,700	5,100,500	489,800
Total Revenues	\$ 5,712,889	\$ 6,271,800	\$ 6,229,000	\$ 7,988,400	\$ 1,716,600

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

# County Executive Office

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

### **2019-20 Anticipated Accomplishments**

- Provided leadership during the COVID-19 pandemic including:
  - Coordinating response and recovery from the pandemic for the community and County government.
  - Facilitating the continuation of County government via the implementation of remote Board of Supervisors Meetings and a Teleworking processes.
  - Strategic planning for countywide revenue and expenditure impacts.
- Coordinated Department Operational and Performance Reviews.
  - KPMG completed the reviews of five departments and is in the process of reviewing two additional departments.
  - Two departments, including CEO, responded to KPMG's recommendations and identified actions to address them.
- Directed the Renew '22 initiative and led the first cohort of employees through a County provided process improvement training program.
- Integrated a Cascade goals and objective tracking system for the Renew '22 initiative.
- Improved the budget enhancement request process, integrating performance measures and Renew '22 initiatives.
- Developed 5-Year forecasting projections on major General Fund discretionary revenue for budget development.
- Completed the Census 2020 Complete Count Outreach Implementation and Non-response Plan.
- Made significant progress on the criminal justice mapping project to identify service delivery gaps, particularly as it relates to indigent and mentally ill defendants, by coordinating with criminal justice partners.
- Continued to help ensure that policy, programs, and services provided by Behavioral Wellness and the Criminal justice system are coordinated by integrating all departmental work plans, grant applications and projects into a comprehensive effort with the objective of increasing the number of persons diverted from the criminal justice system into appropriate care. Key grant awards included:
  - Receiving three separate grants totaling nearly \$9m that will fund three co-response teams, a sobering center and step-down housing.
  - Receiving a technical assistance grant from the Bureau of Justice Assistance that is anticipated to help streamline court processes.
- Developed a specific plan of action for Dispatch operations to respond to Board direction concerning the separation of the Fire and Law disciplines and obtained Board approval of that plan.
- Worked with the Sheriff's Office to amend the existing medical services contract to allow for inmate access to medical care in the new facility.
- Reduced the time required to process Cannabis Business License applications and renewals, and continued to work on implementing the cannabis retail licensing process.
- Worked with County HR and California State University Northridge to bring the Masters of Public Administration (MPA) program back to Santa Barbara. Courses are anticipated to begin in January, 2021.
- Transitioned leadership of the Clerk of the Board division.
- Completed Phase I of the Clerk of the Board records digitization and destruction project.
- Coordinated with the Assessment Appeals Ad hoc subcommittee to revise the Local Rules and Authority, which facilitate the work of the board and ensure uniformity in the processing of and decision on Applications for Changed Assessment.

# County Executive Office

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

### **2020-21 Objectives**

- Continue to Lead COVID-19 emergency response, fiscal and budgetary recovery, and organizational resilience efforts.
- Lead Renew '22 in its fourth year, focusing on progress toward, and achievement of, the County's Big Picture Goals.
- Complete the Operational and Performance Reviews of the Public Safety and Health and Human Services departments.
- Initiate the supervisorial redistricting process upon receipt of the certified Census 2020 population figures.
- Implement economic reopening framework and explore options for long-term resiliency efforts.
- Fully implement the paperless board letter system within the County Executive Office.
- Lead County departments in the reevaluation of the Homeless Interagency Policy Council work plan.
- Lead the development of a County Process Improvement and Innovation Training program.
- Recalibrate the implementation timeline of KPMG's recommendations for the County Executive Office.
- Conduct a mid-year Budget Reset process to update the Board, and amend the County's adopted budget as necessary, to reflect final State budget actions and updated COVID-19 budgetary impacts.
- Work with departments to improve 5-year forecasting methodologies for greater accuracy and develop a macro County forecast model for major operating funds.
- Ensure the issuance of a Request For Proposal for the proposed contract for ambulance delivery services in the County of Santa Barbara.
- Continue to coordinate the land use permitting and business license processes related to cannabis operations.
- Ensure successful completion of construction of the Northern Branch Jail and transition of staff and inmates, working with General Services, the Sheriff's Office and other involved departments.
- Expand bilingual public information by having Board of Supervisor's meetings translated into Spanish.
- Implement an internal electronic Board Letter approval and signature approval process.
- Continue the Clerk of the Board records digitization and destruction project.

# County Executive Office

## EMERGENCY MANAGEMENT BUDGET PROGRAM

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

### Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
ASST DIRECTOR	0.89	1.00	1.00	1.00	-
PROGRAM MANAGER	2.41	3.00	3.00	3.00	-
DEPT BUS SPEC	1.00	1.00	1.00	1.00	-
MAPPING/GIS ANALYST	0.89	1.00	1.00	1.00	-
Total	5.18	6.00	6.00	6.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 789,329	\$ 975,200	\$ 1,017,000	\$ 1,155,300	\$ 180,100
Services and Supplies	2,759,705	670,700	2,627,200	3,170,700	2,500,000
Other Charges	389,256	334,500	337,300	516,400	181,900
Total Operating Expenditures	3,938,290	1,980,400	3,981,500	4,842,400	2,862,000
Capital Assets	455,957	-	-	-	-
Other Financing Uses	61,151	5,000	511,300	308,300	303,300
Increases to Fund Balances	-	-	467,300	-	-
Total Expenditures	\$ 4,455,399	\$ 1,985,400	\$ 4,960,100	\$ 5,150,700	\$ 3,165,300
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	916,964	615,000	1,285,500	688,700	73,700
Charges for Services	4,976	-	-	-	-
Miscellaneous Revenue	29,949	1,600	-	-	(1,600)
Total Operating Revenues	951,888	616,600	1,285,500	688,700	72,100
Decreases to Fund Balances	2,472,661	102,400	2,466,100	3,032,400	2,930,000
General Fund Contribution	1,200,200	1,266,400	1,266,400	1,429,600	163,200
Total Revenues	\$ 4,624,750	\$ 1,985,400	\$ 5,018,000	\$ 5,150,700	\$ 3,165,300

# County Executive Office

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

### **2019-20 Anticipated Accomplishments**

- Maintained emergency readiness for disaster response and recovery, including:
  - Assessed business operational and Emergency Operations Center (EOC) staffing levels to ensure ability to respond to potential threats.
  - Published Public Safety Power Shut-off (PSPS) public information products, including a bilingual PSPS readiness brochure and PSPS-specific webpage on ReadySBC.org.
  - Provided at least 73 public education and outreach presentations.
  - Conducted and/or participated in 38 exercises, 25 training events, and 53 equipment tests/checks. (Total=116)
  - Created and/or updated 10 internal plans and reviewed nine others for Operational Area (OA) partners. Including the development of a Multi-County Transportation Emergency Preparedness Plan.
- Improved Public Alert and Warning programs, including:
  - Revised the Public Alert and Warning Standard Operating Procedures (SOP) utilized by the Office of Emergency Management (OEM) and Sheriff Dispatch to include new legislation and best practices.
  - Developed an online interactive multi-hazard risk map for public protection.
  - Transitioned alert and warning brand to ReadySBC Alerts (formerly Aware & Prepare Alerts) within Everbridge and on ReadySBC.org.
- Expanded bilingual Spanish services to include:
  - Expand the OA team of Spanish translators and interpreters.
  - Developed the Message Alert Generator (MAG) in coordination with city and community partners. The MAG is a real time translation tool that utilizes an algorithm within Excel to link pre-scripted English alerting terms and phrases with its Spanish translation. Distributed this tool to the OA for use.
  - Successfully incorporated bilingual (English and Spanish) notifications into 100% of OEM-generated public alerts and warnings.
- Managed or supported multiple grant funding efforts, including:
  - Homeland Security Grant Program (HSGP) Funds, Emergency Management Performance Grants, Fire Management Assistance Grant (FMAG), Hazard Mitigation Funding and Public Assistance reimbursements.
  - Finalized the Santa Cruz Island Public Safety Communications Project with funding from the HSGP.
  - Implemented a new sub-applicant grant management program.
- Maintained Duty Officer program and activated response and coordination structures and systems as needed, including:
  - COVID-19 Pandemic Activation
  - Responded to six potential PSPS events involving both electrical utility companies serving Santa Barbara County.
  - Activated the County/OA EOC for five different events for a total of 14 days.
  - Monitored and coordinated an additional eight events that did not require EOC activation.
- Continued development of program to meet all current laws, standards and best practices:
  - Implemented new State and Federal Emergency Preparedness legislation as well as lessons learned from events across California in the last several years into programs.
  - OEM served on 24 councils and committees (regular, ad-hoc, and special project based).
- Completed a Santa Barbara County Office of Emergency Management Strategic Plan to incorporate an integrated planning, training, and exercise program that is inclusive of the OA and reflective of our Whole Community.
  - Restructured training and exercise efforts to complement plan development and revision cycles.

# County Executive Office

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

### **2020-21 Objectives**

- Support the County's response mission to the COVID-19 pandemic.
- Utilize PSPS funding to enhance support services in a PSPS event or other disaster; including coordination of Mass Care Facilities, coordination of Access and Functional Needs, and enhance bilingual public education.
- Support the countywide GIS Needs Assessment and implementation of solutions that will enhance day-to-day information management, as well as disaster response.
- Research and utilize available technology to improve public alerting, situational awareness, and emergency coordination.
- Undertake revisions to the Santa Barbara County OA Emergency Operations Plan (EOP) including the corresponding position-specific guidebooks for all 43 County/OA EOC positions.
- Initiate the process to update the OA Agreements with partner agencies.
- Facilitate a countywide update to the County's and each Department's Continuity of Operations and Continuity of Government Plans (COOP), including specific chapters for communicable disease and PSPS hazard preparedness and mitigation.
- Further integrate cultural competence into emergency plans, community outreach efforts, and partner collaboration per new legislation.
- Spearhead the creation of standardized EOC forms, systems and processes to enhance communications, situational awareness and emergency response coordination with all coordinating partners in the OA. Update Santa Barbara County Ordinance, Chapter 12 – Emergency Management to reflect lessons learned from recent disasters, current laws, and changes to the OA Agreement.

# County Executive Office

## RISK MANAGEMENT BUDGET PROGRAM

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	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
CHIEF INFORMATION SECURITY OFFICER	0.81	1.00	1.00	1.00	-
PROJECT MANAGER	1.00	1.00	1.00	1.00	-
RISK ANALYST	2.00	2.00	2.00	2.00	-
SAFETY OFFICER	1.00	1.00	1.00	1.00	-
TEAM/PROJECT LDR-GEN	1.00	1.00	1.00	1.00	-
ACCOUNTANT	1.00	1.00	1.00	1.00	-
Total	6.81	7.00	7.00	7.00	-

FTE counts include regular staff only, and do not include extra help and contractors on-payroll.

### Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 1,396,120	\$ 1,247,000	\$ 1,281,558	\$ 1,241,500	\$ (5,500)
Services and Supplies	30,612,921	31,803,300	31,618,390	29,620,000	(2,183,300)
Other Charges	796,805	1,646,100	1,356,000	2,107,700	461,600
Total Operating Expenditures	32,805,846	34,696,400	34,255,948	32,969,200	(1,727,200)
Increases to Fund Balances	-	-	-	612,600	612,600
Total Expenditures	\$ 32,805,846	\$ 34,696,400	\$ 34,255,948	\$ 33,581,800	\$ (1,114,600)
<b>Budget By Categories of Revenues</b>					
Use of Money and Property	627,969	46,000	207,400	52,500	6,500
Charges for Services	59,000	60,200	60,200	114,300	54,100
Miscellaneous Revenue	30,523,609	31,185,700	30,937,385	33,415,000	2,229,300
Total Operating Revenues	31,210,578	31,291,900	31,204,985	33,581,800	2,289,900
Other Financing Sources	-	-	2,000,000	-	-
Decreases to Fund Balances	-	3,404,500	1,050,963	-	(3,404,500)
Total Revenues	\$ 31,210,578	\$ 34,696,400	\$ 34,255,948	\$ 33,581,800	\$ (1,114,600)

# County Executive Office

## ***RISK MANAGEMENT BUDGET PROGRAM (CONT'D)***

### **2019-20 Anticipated Accomplishments**

- Provided and funded countywide online access to Safety Data Sheets (a document that provides information about chemical substances).
- Continued to ensure departments possess and practice their Emergency Action Plan.
- Joined with General Services and the Office of Emergency Management to implement Countywide participation in California's Great Shakeout Drill (October 17, 2019).
- Continued to develop and implement a risk communication strategy to improve safe practices by employees and increase awareness of Risk Management services and opportunities.
- Performed a risk assessment of the County's General Liability Insurance policy. As a result, the County has increased its General Liability Policy Limits to from \$35M to \$50M.
- Collaborated with SBCERS to advise them on purchasing stand-alone insurance policies. SBCERS has purchased separate General Liability, Auto and Property insurance policies.
- Developed and implemented the Workers' Compensation Alternative Dispute Prevention and Resolution Pilot Program.
- Eliminated Medical Malpractice Fund and combined as single item within General Liability Fund. Returned excess Medical Malpractice capital to impacted departments.
- Negotiated and completed the transfer of Workers' Compensation Tail Claims to CSAC-EIA, which eliminates any future County liability associated with these claims.  
Revised the Back to Work Policy approved by the Union and ratified by the Board.

### **2020-21 Objectives**

- Review and revise current contract insurance and indemnification language to ensure the County is properly protected.
- Develop and disseminate department specific dashboards reflecting all Risk Management activities (workers' compensation claims, general liability claims, disability management referrals, first-party property claims, contract reviews, and Cal/OSHA incidents and Safety audits) relating to the specific department.
- Create individual department scorecards to track each department's risk management loss control and prevention policies and procedures.
- Perform an Injury Illness Prevention Program Safety Audit of all departments.
- Evaluate insurance products that would provide critical budget protection from economic downturns or catastrophic events.
- Transfer the Unemployment Fund to Risk Management for oversight and administration.

# County Executive Office

