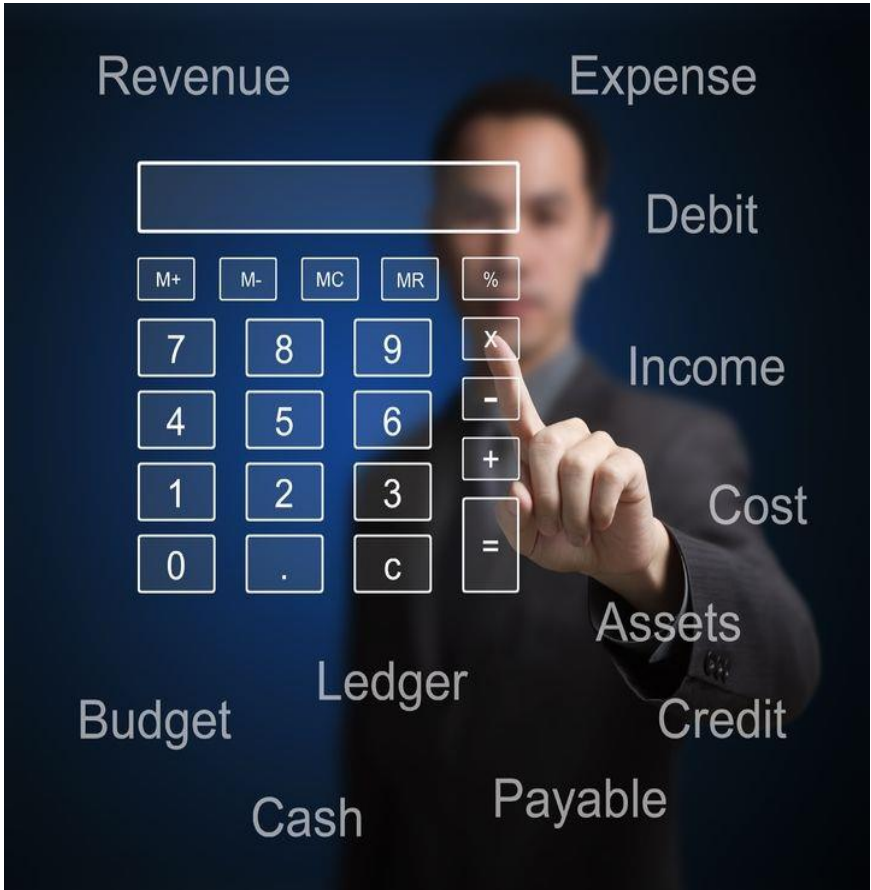
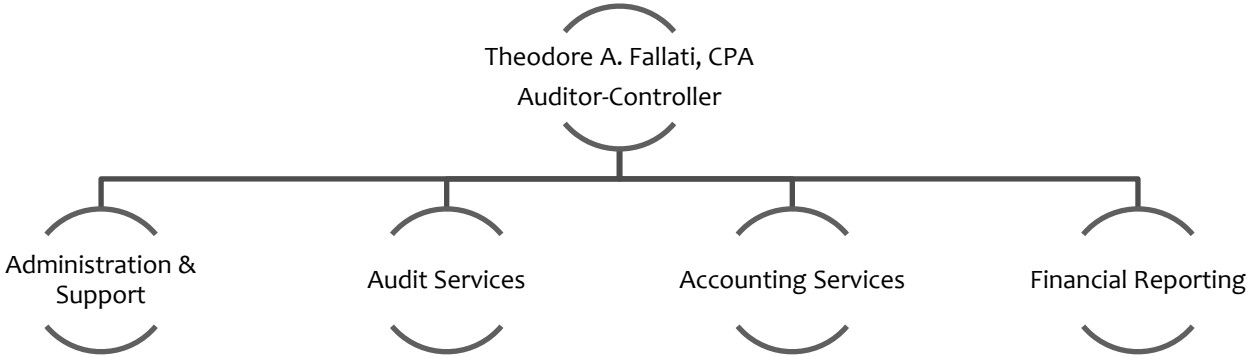


# Auditor-Controller



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

Operating	\$ 8,907,000
Capital	\$ 15,000
FTEs	49.25



# Auditor-Controller

## Department

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### **MISSION STATEMENT**

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To ensure the financial integrity of the County of Santa Barbara by providing superior financial services, maintaining the public trust, and promoting governmental efficiency, effectiveness, and accountability.

### **DEPARTMENT DESCRIPTION**

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The Department is the leading financial management resource of the County and its long-term vision includes a well-run, financially sound County, an informed public, and a model County Department with a knowledgeable and effective staff. Governed by the overriding principles of fiscal integrity, objectivity, customer service, and continuous improvement, the Auditor-Controller's (A-C) Department:

- Maintains accounts and records of the financial transactions for all departments and agencies whose funds are kept in the County Treasury in accordance with California Statutes and Generally Accepted Accounting Principles (GAAP).
- Provides reports and systems necessary to manage the County's financial operations utilizing modern financial applications as part of the Controller function.
- Levies, apportions, and distributes property taxes to the County, Schools, Cities, Special Districts, and Redevelopment Successor Agencies as part of the Auditor function.
- Furnishes customer focused financial decision support to the Board of Supervisors, the County Executive Officer, and Department Directors to advance the strategic goals and principles of the organization.
- Provides independent, objective, and cost-effective audit services.
- Performs advanced and specialty accounting services to Departments, Schools, and Special Districts.

### **HIGHLIGHTS OF 2016-18 OBJECTIVES**

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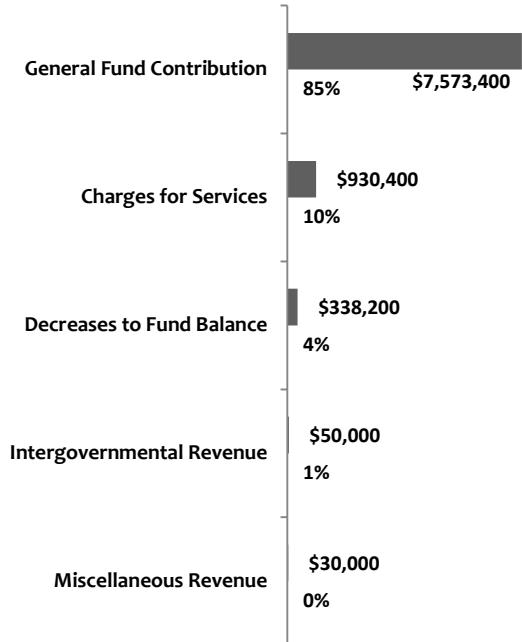
- The Department's top priority is to complete the second phase of the implementation of the Property Tax System.
- Deploy a web-based Countywide time capture system.
- Plan for the administration of the consolidated RDA Oversight Board and RDA dissolution process.
- Provide accounting support/training, grant compliance, and review of the Northern Branch Jail project.
- Maintain and enhance the 65 applications in the A-C that serve multiple departments and County agencies.
- Distribute an estimated \$850 to \$875 million in property taxes to local agencies annually.
- Manage biweekly payroll process for approximately 4,500 employees.
- Validate and record 105,000 transactional documents, an average of almost 500 per day, which include claim payments, vendor changes, general ledger accounting transactions, budget entries, deposit entries, and journal entries.

# Auditor-Controller

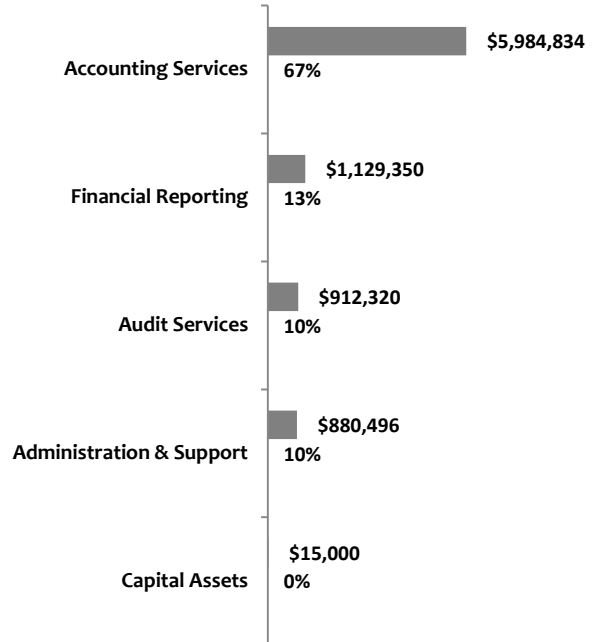
## Department

### RECOMMENDED SOURCES & USES OF FUNDS

#### Source of Funds - \$8,922,000

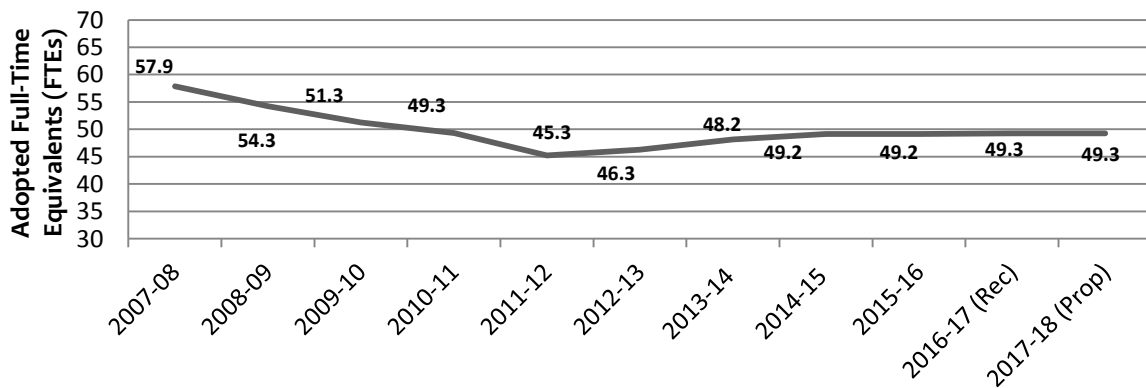


#### Use of Funds - \$8,922,000



### 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.



# Auditor-Controller

## Department

### BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration & Support	3.93	2.36	1.07	3.43	3.43
Audit Services	5.11	5.01	-	5.01	5.01
Accounting Services	36.14	35.62	(1.02)	34.60	34.60
Financial Reporting	6.20	6.21	(0.01)	6.20	6.20
Total	51.39	49.20	0.05	49.25	49.25
<hr/>					
<b>Budget By Budget Program</b>					
Administration & Support	\$ 709,080	\$ 700,552	\$ 179,944	\$ 880,496	\$ 912,439
Audit Services	710,684	830,349	81,971	912,320	954,339
Accounting Services	5,426,908	5,950,553	34,281	5,984,834	6,210,516
Financial Reporting	1,028,797	1,145,248	(15,898)	1,129,350	1,171,706
Total	\$ 7,875,469	\$ 8,626,702	\$ 280,298	\$ 8,907,000	\$ 9,249,000
<hr/>					
<b>Budget By Categories of Expenditures</b>					
Salaries and Employee Benefits	\$ 7,093,386	\$ 7,720,402	\$ 271,598	\$ 7,992,000	\$ 8,318,000
Services and Supplies	544,988	646,000	(4,000)	642,000	642,000
Other Charges	237,094	260,300	12,700	273,000	289,000
Total Operating Expenditures	7,875,469	8,626,702	280,298	8,907,000	9,249,000
Capital Assets	40,944	10,000	5,000	15,000	15,000
Intrafund Expenditure Transfers (+)	125,071	-	-	-	-
Increases to Fund Balances	200,000	-	-	-	-
Fund Balance Impact (+)	43,492	-	-	-	-
Total	\$ 8,284,976	\$ 8,636,702	\$ 285,298	\$ 8,922,000	\$ 9,264,000
<hr/>					
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	\$ 69,662	\$ 49,400	\$ 600	\$ 50,000	\$ 50,000
Charges for Services	813,989	833,300	97,100	930,400	941,400
Miscellaneous Revenue	124,185	30,000	-	30,000	30,000
Total Operating Revenues	1,007,836	912,700	97,700	1,010,400	1,021,400
Intrafund Expenditure Transfers (-)	251,740	1,740	(1,740)	-	-
Decreases to Fund Balances	-	351,462	(13,262)	338,200	340,000
General Fund Contribution	7,025,400	7,370,800	202,600	7,573,400	7,761,300
Fund Balance Impact (-)	-	-	-	-	141,300
Total	\$ 8,284,976	\$ 8,636,702	\$ 285,298	\$ 8,922,000	\$ 9,264,000

# Auditor-Controller

## Department

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

#### Staffing

- There are no FTE changes from 2015-16 Adopted to 2016-17 Recommended; however we are requesting ongoing GFC funding to restore one position.
- The Department has a current projected staff of 49.2 employees. The Department has centralized operations in Santa Barbara and one satellite office in Santa Maria.

As a result of the economic downturn, the Auditor-Controller has dropped its budgeted staffing level over the last eight years from 57.9 FTE in FY 2007-08 to a recommended staffing level of 49.3 FTE in FY 2016-17. During the economic recession for a period of eight years, the Department held positions vacant, returned funds to the General Fund at year end, and reduced or maintained positions to offset increases in salary, retirement, and benefit costs. This resulted in the reduction of 8.6 FTEs or a 15% decrease in positions since FY 2007-08.

The Department has submitted a budget expansion request to restore one Accountant-Auditor for our New Auditor Training and Development program funded with ongoing General Fund Contribution (see discussion of Cost Allocation Revenue in Departmental Revenues section) to increase our staffing level to 50.3.

Although not included in the Recommended or Proposed Budget, for optimal long-term staffing, the office requires at least 52.0 FTEs which includes the restoration of the following positions:

- Financial Accounting Analyst for the Advanced and Specialty Accounting Division.
- Accountant-Auditor I for the New Auditor Training and Development program (NATD).

#### Expenditures

- Net operating expenditure increase of \$280,300 due to:
  - +\$271,600 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs, unemployment and workers compensation premiums, and employee salaries;
  - -\$4,000 decrease in Services and Supplies is primarily due to decreases in Professional and Special Services;
  - +\$12,700 increase in Other Charges primarily due to increases in Information Technology and Telephone Services.
- Net non-operating expenditure increase of \$5,000 due to:
  - +\$5,000 increase in Capital Asset purchase for computer equipment.

These changes result in recommended operating expenditures of \$8,907,000, non-operating expenditures of \$15,000 and total expenditures of \$8,922,000. Non-operating expenditures are for capital assets.

# Auditor-Controller

## Department

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### ***CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED (CONT'D)***

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#### Revenues

- Net operating revenue increase of \$97,700 primarily due to:
  - +\$97,100 increase in Charges for Services due to increased Property Tax Administration Fees.
- Net non-operating revenue increase of \$187,600 primarily due to:
  - -\$13,300 reduction in the use of A-C Automation Committed Fund Balance;
  - +\$202,600 increase in General Fund Contribution for Salary and Employee Benefit increases.

Although not reflected in the Auditor-Controller department budget, cost allocation for Auditor services, recorded as General Revenues (a policy change in FY 2011-12), will increase \$537,000 to \$3,420,000 in FY 2016-17. This is in addition to a \$675,000 increase in FY 2015-16. This represents increased A-C cost reimbursement from Federal and State programs. The Department has submitted a FY 2016-17 budget expansion to increase General Fund Contribution by \$94,000 due to the increase in these reimbursement revenues to fund an Accountant-Auditor.

These changes result in recommended operating revenues of \$1,010,400, non-operating revenues of \$7,911,600 and total revenues of \$8,922,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

### ***CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED***

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The FY 2017-18 proposed expenditures reflect a \$342,000 increase over the FY 2016-17 recommended budget that is primarily the result of:

- +\$326,000 increase in salaries, retirement contributions and other benefits;
- +\$16,000 increase in Other Charges for Utilities costs.

### ***RELATED LINKS***

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For more information on the Auditor-Controller's Office, refer to the Web site at <http://www.countyofsb.org/auditor/default.aspx>.

# Auditor-Controller

## Department

### PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
<b>A Well-Run County: with goals of maintaining independence and objectivity, and constantly improving processes</b>					
Percentage of A-C mandatory audits completed by legal due date	85% 11/13	100% 5/5	100% 4/4	100% 5/5	100% 5/5
Number of revenue allocations made legally, accurately, and timely - Distribution of Property Taxes to all taxing entities	36	25	30	30	30
Number of revenue allocations made legally, accurately, and timely - Specialty & Advanced Accounting	324	337	342	342	342
Percentage of annual payroll disbursements to employees through Direct Deposit	98% 4,149/4,229	98% 4,310/4,392	98% 4,403/4,472	100% 4,500/4,500	100% 4,500/4,500
Percentage of employees using automated time entry system	86% 3,622/4,210	88% 3,837/4,376	92% 4,069/4,441	95% 4,275/4,500	95% 4,275/4,500
<b>A Financially Sound County: with goals of providing high-quality financial services and support of the County's financial infrastructure</b>					
Complete the County's Comprehensive Annual Financial Report within 60 days and receive the GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Percentage of annual disbursements to County vendors through direct deposit (ACH)	55% 65K/119K	57% 66K/166K	58% 67K/115K	59% 68K/115K	60% 69K/115K
Percentage of total dollar disbursements to County vendors paid through direct deposit (ACH), rather than Warrant	80% \$449K/\$561K	82% \$480K/\$587K	83% \$486K/\$586K	84% \$492K/\$586K	85% \$498K/\$586K
Number of published newsletters/surveys related to policy and training	2	3	7	8	8

# Auditor-Controller

## Department

### PERFORMANCE MEASURES (CONT'D)

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
<b>An Informed Public: with goals of providing useful and timely information and increase access and awareness</b>					
Number of financial reports viewable by interested parties (Public/County employees) that will increase transparency of the County's fiscal position and availability of financial information.	65	68	88	88	88
Number of popular annual financial highlight reports produced timely.	5	4	4	5	5
<b>Knowledgeable and Effective Staff: with the goal of investing in our employees</b>					
Percentage of department budget expended on training	1% \$77K/\$7.7M	1% \$82K/\$8.2M	1% \$86K/\$8.6M	1% \$89K/\$8.9M	1% \$93K/\$9.3M
Percentage of staff with one or more professional licenses or designations	49% 22/45	50% 24/48	56% 27/48	59% 29/49	61% 30/49
<b>Model County Department: with the goal of managing the Auditor-Controller's office effectively</b>					
Percentage of departmental Employee Performance Reviews (EPRs) completed by the due date	100% 48/48	94% 45/48	100% 48/48	100% 49/49	100% 49/49
Percentage of technical disaster recovery plans for mission critical systems updated per year	100% 1/1	100% 1/1	100% 1/1	100% 1/1	100% 1/1
Percentage of internal Computer Service Requests (CSR's) completed within the FY requested	93% 515/554	95% 481/508	90% 402/447	90% 450/500	90% 450/500



# Auditor-Controller



# Auditor-Controller

## Program

### ADMINISTRATION & SUPPORT

Advise the Board of Supervisors and County management regarding financial matters. Provide leadership and direction to the Department. Provide department employees with support, training, equipment and facilities.

#### Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
AUDITOR-CONTROLLER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.39	0.36	0.07	0.43	0.43
DIVISION CHIEF	0.01	-	-	-	-
FINANCIAL SYS ANALYST	0.07	-	-	-	-
FINANCIAL ACCT ANALYST	-	-	-	-	-
FINANCIAL OFFICE PRO	0.92	1.00	1.00	2.00	2.00
ACCOUNTANT-AUDITOR	0.01	-	-	-	-
EXTRA HELP	1.52	-	-	-	-
Total	3.93	2.36	1.07	3.43	3.43

#### Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 526,497	\$ 570,433	\$ 96,512	\$ 666,945	\$ 689,652
Services and Supplies	124,407	45,349	86,883	132,232	132,232
Other Charges	58,177	84,770	(3,451)	81,319	90,555
Total Operating Expenditures	709,080	700,552	179,944	880,496	912,439
Capital Assets	10,922	-	-	-	-
Total Expenditures	\$ 720,002	\$ 700,552	\$ 179,944	\$ 880,496	\$ 912,439
<b>Budget By Categories of Revenues</b>					
Miscellaneous Revenue	83,960	22,463	(22,463)	-	-
Total Operating Revenues	83,960	22,463	(22,463)	-	-
Decreases to Fund Balances	-	-	-	-	10,200
General Fund Contribution	761,618	678,089	202,407	880,496	912,439
Total Revenues	\$ 845,578	\$ 700,552	\$ 179,944	\$ 880,496	\$ 922,639

#### 2015-16 Anticipated Accomplishments

- Hired and trained a permanent front office position (FOP I) to provide administrative and fiscal support to department managers and provide service to clients and citizens. This position replaced two part-time extra help positions.
- Completed a break room remodel to provide departmental staff with a quality facility that includes running water for breaks and lunches.
- 
- Authored a report for the Board of Supervisors on Isla Vista governance options and a second report for options to finance enhanced services and infrastructure in Isla Vista.

# Auditor-Controller

## Program

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### **ADMINISTRATION & SUPPORT (CONT'D)**

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#### **2015-16 Anticipated Accomplishments (cont'd)**

- Department management was featured in a series of Forbes online articles focusing on how our office has embraced and implemented the Deming management philosophy.
- Created a new and more efficient onboarding process for new hires.

#### **2016-18 Objectives**

- Manage the A-C office effectively by submission of timely budgets that include the resources necessary to carry out the duties of the office.
- Recruit and hire well-qualified staff.
- Conduct a recruitment for a new class of Accountant-Auditors for the New Auditor Training and Development Program.
- Encourage staff performance.
- Support staff training.
- Provide modern technology.
- Promote employee health, wellness, and quality of life.
- Rewrite the County credit card policy and procedures.
- Transition leadership resulting from the retirement of Auditor-Controller with 25 years of service as the elected Auditor.

# Auditor-Controller

## Program

### AUDIT SERVICES

Assist the management of the County and Special Districts in carrying out their responsibilities by providing professional audit services such as: attestation services (financial, grant & compliance audits), internal control reviews, performance reviews (effectiveness/efficiency), fraud/loss investigations, consulting, and special projects.

#### Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	0.01	0.01	-	0.01	0.01
AUDIT MANAGER	1.00	1.00	-	1.00	1.00
AUDIT SUPERVISOR	1.00	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST	0.01	-	-	-	-
COST ANALYST	0.73	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	2.06	2.00	-	2.00	2.00
EXTRA HELP	0.30	-	-	-	-
Total	5.11	5.01	-	5.01	5.01

#### Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 621,322	\$ 755,301	\$ 57,321	\$ 812,622	\$ 854,205
Services and Supplies	82,788	67,173	25,413	92,586	92,586
Other Charges	6,573	7,875	(763)	7,112	7,548
Total Operating Expenditures	710,684	830,349	81,971	912,320	954,339
Total Expenditures	\$ 710,684	\$ 830,349	\$ 81,971	\$ 912,320	\$ 954,339
<b>Budget By Categories of Revenues</b>					
Charges for Services	27,500	27,500	(20,000)	7,500	7,500
Total Operating Revenues	27,500	27,500	(20,000)	7,500	7,500
Intrafund Expenditure Transfers (-)	1,740	1,740	(1,740)	-	-
Decreases to Fund Balances	-	90,000	(90,000)	-	-
General Fund Contribution	887,221	711,109	193,711	904,820	946,839
Total Revenues	\$ 916,461	\$ 830,349	\$ 81,971	\$ 912,320	\$ 954,339

#### 2015-16 Anticipated Accomplishments

- Transitioned Internal Audit from performing primarily financial statement audits of Special Districts to performing internal audits of departments while maintaining beneficial training opportunities for new staff.
- Ensured that legally mandated audits/reviews of the County Treasury and Tax Redemption Officer were completed.
- Performed internal control investigations of departments reporting lost or stolen property to the Auditor-Controller's Office as required by the County Fraud Policy.

# Auditor-Controller

## Program

### **AUDIT SERVICES (CONT'D)**

#### **2015-16 Anticipated Accomplishments (cont'd)**

- Performed departmental cash counts to increase Auditor presence and to test internal controls as theft deterrence measures.
- Continued enhanced reporting to the Board of Supervisors with reports on External Monitoring of County Departments, Lost Property, and Vendors Paid Amounts Greater than \$100,000.
- Participated in the Contracts Improvement Group to enhance contracting policies and collaboration between departments. Completed a compliance audit of an external contractor to increase contract monitoring.
- Completed the following audits:
  - Sheriff take-home vehicles as recommended by a Grand Jury report.
  - Office of Emergency Management's billing practices.
  - The Sheriff's allocation methodology for distributing dispatch center costs to other departments and agencies.
  - Phase one of a series of benefits audits which included a payment risk analysis of Memorandum of Understanding negotiations and covered the execution of retroactive merit increases.
- Participated in a successful recruitment for Accountant-Auditors and continued to develop engaging materials (brochures, etc.) to attract applicants.
- Provided an audit plan to the Board of Supervisors as required under Internal Audit standards.

#### **2016-18 Objectives**

- Focus on completing mandated audits, training staff, and continue to provide enhanced reporting to the Board of Supervisors.
- Complete projects to assist departments in improving processes. Our currently anticipated projects include:
  - Continuing our audit series of employee benefits. The audits will evaluate the inventory of benefits and address any identified process improvements in adding, removing, and managing benefits; as well as internal controls over disbursing these benefits.
  - Examine departmental processes for assets held on behalf of others; this includes the Public Administrator/Guardian and the Sheriff's seizure/forfeiture process.
  - County cell phone use to review departmental policies and identify cost reduction opportunities.
- As resources exist, perform audits to increase contractor monitoring.
- Perform projects listed in our Internal Audit Plan, including:
  - Cash and Investment Reviews
  - Tax Redemption Officer Audits
  - County Fraud/Loss Activities
  - External Bank Accounts

# Auditor-Controller

## Program

### **ACCOUNTING SERVICES**

Prepare accurate, complete, and timely financial records; operate, maintain and enhance Countywide financial and payroll systems, pay all employees in a timely manner, control disbursements to vendors, timely record the deposit of funds; manage the County's cash position; provide revenue distribution services, continuously improve customer service to County Departments and other agencies by utilizing new technologies to enhance processes, improve accuracy, and timeliness; allocate and distribute property taxes to all County tax agencies within established timelines, provide professional service assistance for general accounting, disaster accounting, budgeting, systems, and fiscal advisory services. Provide regular and updated accounting and payroll training for employees throughout the organization.

### Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	0.51	0.54	(0.04)	0.50	0.50
CHIEF DEPUTY CONTROLLER	0.75	0.75	0.25	1.00	1.00
DIVISION CHIEF	5.67	6.57	0.34	6.91	6.91
FINANCIAL SYS ANALYST SR-R	6.00	6.00	-	6.00	6.00
FINANCIAL SYS ANALYST	4.35	4.75	1.19	5.94	5.94
FINANCIAL ACCT ANALYST	2.90	3.00	-	3.00	3.00
COST ANALYST	2.01	2.00	(1.00)	1.00	1.00
FINANCIAL OFFICE PRO	1.31	1.00	-	1.00	1.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	5.89	6.00	(1.75)	4.25	4.25
FINANCIAL OFFICE PRO SR	1.69	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO SR-RES	1.69	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO III-RES	0.31	-	-	-	-
EXTRA HELP	2.06	-	-	-	-
Total	<u>36.14</u>	<u>35.62</u>	<u>(1.02)</u>	<u>34.60</u>	<u>34.60</u>

# Auditor-Controller

## Program

### ACCOUNTING SERVICES (CONT'D)

#### Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 5,013,060	\$ 5,373,499	\$ 126,730	\$ 5,500,229	\$ 5,719,780
Services and Supplies	247,824	416,198	(109,331)	306,867	306,867
Other Charges	166,024	160,856	16,882	177,738	183,869
Total Operating Expenditures	5,426,908	5,950,553	34,281	5,984,834	6,210,516
Capital Assets	30,022	10,000	5,000	15,000	15,000
Intrafund Expenditure Transfers (+)	125,071	-	-	-	-
Increases to Fund Balances	200,000	-	-	-	-
Total Expenditures	\$ 5,782,001	\$ 5,960,553	\$ 39,281	\$ 5,999,834	\$ 6,225,516
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	52,245	49,400	600	50,000	50,000
Charges for Services	786,489	805,800	117,100	922,900	933,900
Miscellaneous Revenue	40,224	7,537	22,463	30,000	30,000
Total Operating Revenues	878,959	862,737	140,163	1,002,900	1,013,900
Intrafund Expenditure Transfers (-)	250,000	-	-	-	-
Decreases to Fund Balances	-	261,462	76,738	338,200	329,800
General Fund Contribution	4,194,597	4,836,354	(137,120)	4,699,234	4,771,116
Total Revenues	\$ 5,323,556	\$ 5,960,553	\$ 79,781	\$ 6,040,334	\$ 6,114,816

#### 2015-16 Anticipated Accomplishments

##### Applications Development and Systems

- Completed initial development of a web based Countywide time capture system deployed in January 2016.
- Maintained 65 departmental and Countywide financial applications and related support hardware.
  - Continued to implement the Auditor-Controller's functionality in the new property tax system for roll corrections, supplemental billing, and distribution;
  - Implemented new equipment and workstation sharing policies to better accommodate telecommuting and alternative work schedules, while using resources efficiently;
  - Provided additional budget development and reporting functionality to the Financial Information Network (FIN) Web allowing for an advanced process to load and analyze the County budget.
- Completed the development of a public portal for the County Recommended and Adopted budgets.

##### Property Tax Administration

- Administered the distribution of \$821 million in taxes to 8 cities, the County, 24 schools, 49 special districts, and 7 RDA successor agencies.
- Continued the long-term implementation of the Redevelopment Dissolution Act that dissolves Redevelopment Agencies (RDA), pays down their outstanding debt obligations, and reallocates property tax dollars to other local tax agencies.

# Auditor-Controller

## Program

### **ACCOUNTING SERVICES (CONT'D)**

#### **2015-16 Anticipated Accomplishments (cont'd)**

- Continued the implementation of the multi-year tax exchange agreement between the County and the Fire Protection District
- Worked jointly with the Treasurer-Tax Collector to complete the last phases of implementation of a new vendor purchased property tax system (Aumentum) that went live in early FY 2014-15. Worked on reducing backlogs of transactions caused by the implementation of the new tax system. Five FTE Systems Development staff are dedicated to this effort. The A-C applications within this vendor system will have to be supplemented with additional subsystem components or require further development within Aumentum outside the scope of the current project.

#### Payroll Operations

- Timely and accurately processed approximately 122,200 County payroll payments, 34 total federal and state quarterly payroll tax returns, and 82 total payroll tax deposits to federal and state authorities.
- Facilitated the transition of approximately 4,500 employees onto a new web-based Timesheet capture system within 16 weeks; including the publication of training materials.
- Published quarterly policy and training newsletters for department payroll administrators.
- Provided live training on newly developed Payroll Adjustment Forms that adhere to increasing financial requirements for cost analysis, FSLA Overtime requirements, and pension legislation.
- Implemented the Affordable Care Act payroll reporting requirements.
- Implemented State legislation mandating paid sick leave for all employees, including extra help.
- Continued to review Countywide compliance of the Fair Labor Standards Act overtime laws.

#### Financial Accounting and Customer Support

- Validated and recorded 105,000 transactional documents, which included claim payments, vendor changes, general ledger accounting transactions, budget entries, deposit entries, and journal entries.
- Provided full time customer support to both internal and external customers through the Auditor Help Desk, assisting with a wide range of system, claim, and reporting related questions.
- Implemented withholding functionality into the vendor payment process, as well as published a FIN Withholding User Guide.
- Improved employee vendor data maintenance process, as well as automated the direct deposit change notification, resulting in considerable time savings and improved internal controls.
- Provided multiple trainings to FIN users, including Introduction to FIN, Travel Claim reimbursement training, Fiscal Year-end training and many department-specific trainings.

#### Advanced and Specialty Accounting

- Generated, reconciled, and managed the expense reimbursement process for the Refugio Oil Spill.
- Assimilated financial data from all departments to produce a financial analysis report of Isla Vista including current services and infrastructure and anticipated future needs.



# Auditor-Controller

## Program

### **ACCOUNTING SERVICES (CONT'D)**

#### **2015-16 Anticipated Accomplishments (cont'd)**

- Managed a variety of complex revenue and tax distributions throughout the year including Public Safety Realignment 2011 and continued changes to realignment distributions.
- Continued the implementation of new workflow and internal control enhancements and processes for reviewing Board Letters, Grants, Contracts, and Leases for A-C concurrence prior to submission for Board action.
- Continued with the complex accounting and reporting for the dissolution of the County's Isla Vista Redevelopment Agency and transferred assets to the Successor Agency and County Housing Successor Agency.
- Continued to assist with the design and implementation of accounting policies and reporting structure for the North County Jail capital grants.

#### **2016-18 Objectives**

##### Applications Development and Systems

- Finishing the implementation of the Property Tax System will be the Department's top priority.
- Develop additional controls and capabilities (e.g. overtime and leave management) for the time capture system deployed in January 2016.
- Extend our current strategic plan for application maintenance and development to 5 and 10 year periods.
- Maintain and enhance the 65 applications in the A-C that serve multiple departments and County agencies.

##### Property Tax Administration

- Distribute an estimated \$850 to \$875 million in property taxes to local agencies annually.
- Plan for the administration of the consolidated RDA Oversight Board (July 1, 2018) and the RDA dissolution process.
- Eliminate any remaining transaction backlogs caused by the implementation of the new system.
- Implement necessary subsystems to better interface with the new core Aumentum property tax system and create more efficient processing (Phase 2).

##### Payroll Operations

- Manage biweekly payroll process for approximately 4,500 employees.
- Continue to work with the Human Resources Benefits Division to review the evolving requirements of the Affordable Care Act (ACA); aide eligibility determination reporting; maintain ongoing payroll reporting to fulfill IRS annual reporting requirements.
- Participate in constant improvement of technology supporting new-hire onboarding, employee changes, payroll cost accounting, payroll calculations, and reporting.
- Continue publishing periodic newsletters for up-to-date Payroll compliance.
- Provide Countywide department-level training to HR/Payroll administrators for accuracy, efficiency, and compliance with MOUs, employment laws, and Civil Service Rules.
- Division cross-training and rotation of duties for enhanced internal controls.
- Collaborate with Applications Development Division to enhance time capture system improvements.

# Auditor-Controller

## Program

### ***ACCOUNTING SERVICES (CONT'D)***

#### **2016-18 Objectives (cont'd)**

##### *Financial Accounting and Customer Support*

- Provide additional FIN training offerings utilizing expanded platforms.
- Automate the update of vendor data from Payroll to FIN.
- Continue to seek out improved efficiencies and controls in the processing of claims and general ledger transactions.
- Validate, process, and record all annual general ledger accounting transactions including a high volume of deposit entries, journal entries, and claim payments.
- Respond to customer service requests in a timely and efficient manner.

##### *Advanced and Specialty Accounting*

- Support and enhance the County's contract review process.
- Provide accounting and grant compliance oversight for the Northern Branch Jail project.
- Assist departments and agencies in the complex allocations of inter-agency revenues and taxes.
- Report timely and accurate information on Sales Tax, TOT, and financial information to the State for Special Districts.
- Document revenue streams as a system and utilize tools to increase the reliability of information used to create forecasts and predictions for Sales Taxes, Transient Occupancy Taxes, Realignments Revenues, and Court Fines & Fees.
- Support cost recovery for disasters and extraordinary incidents and implement procedures that allow for more timely reporting and claiming for such events.
- Develop the framework for managing the final phases of closing the redevelopment agencies within the County and the future consolidation into a single Oversight Board.

# Auditor-Controller

## Program

### FINANCIAL REPORTING

Provide meaningful and timely financial reports and cost analysis to management, the Board of Supervisors, and the public. Comply with State and Federal reporting requirements and generally accepted accounting principles. Operate, maintain, enhance, and support the County's budget development system.

#### Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
ASST DIRECTOR	0.10	0.08	(0.03)	0.06	0.06
DIVISION CHIEF	1.22	1.18	(0.09)	1.09	1.09
AUDIT SUPERVISOR	0.50	0.50	-	0.50	0.50
FINANCIAL SYS ANALYST	0.84	0.95	0.11	1.06	1.06
FINANCIAL ACCT ANALYST	1.48	1.50	-	1.50	1.50
COST ANALYST	1.45	2.00	(1.00)	1.00	1.00
ACCOUNTANT-AUDITOR	0.27	-	1.00	1.00	1.00
EXTRA HELP	0.34	-	-	-	-
Total	6.20	6.21	(0.01)	6.20	6.20

#### Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 932,507	\$ 1,021,169	\$ (8,965)	\$ 1,012,204	\$ 1,054,363
Services and Supplies	89,969	117,280	(6,965)	110,315	110,315
Other Charges	6,321	6,799	32	6,831	7,028
Total Operating Expenditures	1,028,797	1,145,248	(15,898)	1,129,350	1,171,706
Total Expenditures	\$ 1,028,797	\$ 1,145,248	\$ (15,898)	\$ 1,129,350	\$ 1,171,706
<b>Budget By Categories of Revenues</b>					
Intergovernmental Revenue	17,416	-	-	-	-
Total Operating Revenues	17,416	-	-	-	-
General Fund Contribution	1,181,964	1,145,248	(56,398)	1,088,850	1,130,906
Total Revenues	\$ 1,199,380	\$ 1,145,248	\$ (56,398)	\$ 1,088,850	\$ 1,130,906

#### 2015-16 Anticipated Accomplishments

- Earned the twenty-fifth consecutive Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the twenty-first consecutive GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication.
- Maintained a commitment to keep the public informed on matters concerning public finances by publishing and distributing the following concise, reader-friendly publications:
  - Financial Highlights
  - Annual Retail Sales & Use Tax Report
  - Annual Transient Occupancy Tax (TOT) Report

# Auditor-Controller

## Program

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### ***FINANCIAL REPORTING (CONT'D)***

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#### **2015-16 Anticipated Accomplishments (cont'd)**

- Special District Annual Compliance Report
- Property Tax Highlights
- Received the GFOA award for the County Budget.
- Continued working with the CEO on making improvements to budget development processes, tools, and policies.
- Conducted beginning, intermediate, and advanced accounting courses at the Employee University.
- Continued the projects to transform the budget process with the CEO to include:
  - budget workshops;
  - a five-year financial forecast;
  - a two-year operational plan; and
  - a one-year legally required adopted budget.
- Designed, developed, and implemented a CAFR database compilation system which accelerates the completion of the financial statements and audit.

#### **2016-18 Objectives**

- Prepare timely and accurate financial documents that include the County's Comprehensive Annual Financial Report, County Budget, Cost Allocation Plan, and a variety of financial reporting and compliance documents to State Agencies.
- Provide the Board of Supervisors, CEO, and management with the financial information necessary to make decisions that impact services to the community.
- Implement significant new GASB reporting pronouncements, including Other Post Employment Benefits (OPEB).