



**Clerk of the Board of Supervisors**  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

**BOARD OF SUPERVISORS AGENDA LETTER**

**Department Name:**

County Executive Office

**Department Number:**

012

**Agenda Date:**

June 23, 2026

**Placement:**

Administrative Agenda

**Estimated Time:**

N/A

**Continued Item:**

No

**If Yes, date from:**

N/A

**Vote Required:**

Majority

**TO:** Board of Supervisors

**FROM:** Department Director(s): Mona Miyasato, County Executive Officer

DocuSigned by:  
*Mona Miyasato*  
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**CONTACT:** Tanja Heitman, Assistant CEO

**SUBJECT:** Serrano Advisors LLC Agreement for Administrative Efficiencies and Cost Savings Consulting Services for FY 2026-27

**Concurrences:**

**County Counsel Concurrence:**

As to form: Yes

**Auditor-Controller Concurrence:**

As to form: Yes

**Other Concurrence:**

As to form: No

**Recommended Actions:**

That the Board of Supervisors:

- a. Approve and authorize the Chair to execute an Agreement for Services of Independent Contractor with Serrano Advisors, LLC for Administrative Efficiencies and Cost Saving, for a

period of performance from July 1, 2026 through June 30, 2027. This agreement includes a total maximum contract amount not to exceed \$215,000; and

- b. Determine that the above-recommended action is not a project that is subject to environmental review under the California Environmental Quality Act (CEQA), pursuant to CEQA Guidelines section 15378(b)(4), finding that the action is a governmental funding mechanisms and/or fiscal activity that will not result in direct or indirect physical changes in the environment.

### **Summary Text:**

This item is on the agenda for the Board of Supervisors to approve and authorize the Chair to execute an agreement with Serrano Advisors, LLC (Serrano) for the period of July 1, 2026 to June 30, 2027, for up to \$215,000. Serrano will provide consultation services and support to identify opportunities for the strategic integration of administrative functions of the Behavioral Wellness (BWell) and County Health (CHD) departments.

Serrano will support the County as it continues to meet current and future State mandates, including those stemming from the Department of Health Care Service's (DHCS) California Advancing and Innovating Medi-Cal (CalAIM) initiative, while navigating changes to funding and Medi-Cal regulations. Through this agreement, Serrano Advisors will support the County in identifying pathways to increase access to behavioral health and primary care services, advance operational efficiencies, and reduce costs through a unified administrative foundation. Serrano will be assessing the scope and feasibility of consolidating certain administrative functions of the departments over the next year.

### **Discussion:**

As a result of various national, state and local factors, both BWell and CHD are facing significant challenges operationally and fiscally. Moreover, the fiscally fragile forecast for the County-at-large over the next few years supports reflection on the viability of combining resources and duties across departments, where possible. The County is evaluating opportunities to enhance efficiencies and address overlapping functions by assessing options for integration at BWell and CHD. Currently, 43 of 58 counties in the State have advanced integration in some capacity. Potential benefits of integration include the ability to operate more efficiently and cost-effectively, reduce silos and support linkages between service areas, potentially draw down funding more effectively, and provide more holistic care for clients receiving services through more than one agency.

Serrano will lead the analysis, data collection, and stakeholder engagement to assess the feasibility of integrating administrative functions at CHD and BWell. The analysis will support the County in determining a potential approach to integration that is both collaborative and strategic. This project will explore each department's respective mandates, functions, and future requirements, review areas of overlap and/or redundancy, and recommend, if possible, ways to better align organizational structures.

### ***Proposed Activities***

The Scope of Services outlines activities anticipated to be complete within six months, however, the agreement's term extends to a full fiscal year to provide flexibility for schedule adjustments and continued support, as needed. Planned activities fall into the following six areas of work:

1. Administrative Landscape Review: Targeted to establish a clear understanding of current administrative structures, operating conditions, and to identify duplicative functions, misalignments, capacity gaps, and near-term consolidation opportunities.
2. Analysis of Administrative Efficiency Opportunities: Will identify realignment opportunities with near-term implications for budget development, staffing alignment, compliance readiness, and governance structure to inform workforce planning, succession considerations, and training needs.
3. Targeted Stakeholder Engagement: Design and facilitation of up to three focused stakeholder engagement sessions with County executive leadership, CHD and BWell administrative leaders, and select external partners to validate assessment findings, identify risks, dependencies, and constraints.
4. Development of Administrative Realignment Options: Recommendation of governance and oversight models, centralization or shared-service approaches, workforce and labor considerations, policy alignment sequencing, and risk mitigation, while emphasizing feasibility, regulatory compliance, and speed of execution.
5. Strategic Roadmap and Executive Reporting: A report and roadmap outlining actions required to support budget and workforce planning.
6. Project Management and Coordination: Occurs throughout the engagement with County staff, including scheduling of engagement sessions, progress tracking, and regular communication with designated County leadership.

### ***Strategic Outcomes***

The outcomes of this agreement will support the County's administrative readiness and strategic positioning to respond to future State regulatory requirements. The long-term outcomes include:

- Alignment of administrative functions across CHD and BWell;
- Unified governance and executive oversight, internal auditing practices, and internal controls;
- Exploration of mid-year opportunities for efficiencies in fiscal year (FY) 2026-27 that could be expanded in the following fiscal year;
- Budget and workforce planning for FY 2027-28; and
- Creation of a strategic roadmap for departmental collaboration.

The identified strategies may support a range of opportunities, including phased alignment, shared services, enhanced coordination without consolidation, or future consolidation. Approval of this agreement ensures the County has evaluated opportunities to increase efficiencies and cost savings at BWell and CHD to support enhanced service delivery and stability across both departments.

### **Background:**

DHCS is transforming Medi-Cal to achieve a more coordinated, person-centered, and equitable health system that works for all Californians. Initiatives have been undertaken to drive quality of care improvements, reduce complexity, and build upon equity-focused, data-driven, and whole-person care. These initiatives include the introduction of CalAIM, the Behavioral Health Initiative, and Proposition 1, passed by voters in March 2024, establishing BHSA. As a result, BWell is undergoing its most significant changes in decades. Likewise, recent State and Federal changes to funding and Medi-Cal regulations have profoundly impacted the fiscal stability of CHD, resulting in upcoming revenue losses and significant staff-level reductions beginning in FY 2026-27.

During this period of adjustment and change, it is prudent to consider where BWell and CHD may overlap in their responsibilities, duties, and required functions. Each department currently operates as a wholly separate entity yet are adjacent in some of their assigned roles in the County’s health and well-being safety net. Both departments have full administrative branches, including Contracts, Facilities, Fiscal, Human Resources, and Information Technology. They each operate community clinics, providing primary and behavioral health care. Most clients served by both departments are Medi-Cal beneficiaries. In addition, CHD and BWell contract with a network of local providers and CenCal, the administrator for Medi-Cal managed care benefits in the County. Additional opportunities for alignment may exist within fiscal, policy, workforce development, and compliance processes.

Scott Coffin, President and Founder of Serrano Advisors, has supported the County in the design and implementation of the CalAIM-JI initiative since 2024. He is a health care leader with over 29 years of experience serving in executive leadership and consulting roles. His specialty areas include Medicaid reimbursements and integration services, behavioral health billing, and regulatory compliance. Clients of Serrano Advisors include a range of managed care organizations and other county agencies administering Medicaid/Medi-Cal services to underserved populations. Serrano Advisors provides essential expertise to navigate the complex regulatory and operational framework of recent DHCS initiatives.

**Performance Measures:**

Serrano’s performance will be measured through four (4) deliverables that stem from the activities described above. The deliverables include a landscape assessment, stakeholder engagement sessions, a strategy framework to guide alignment, and a final executive report and roadmap to synthesize findings and guide short- and long-term strategies.

**Contract Renewals:**

The County has worked with Serrano Advisors since 2024. They have continued to provide high-level expertise to advance the CalAIM-JI initiative, in collaboration with multiple County departments. Serrano consistently meets pre-identified milestones and deliverables, as outlined in the agreements, and is expected to do so in the upcoming year through the agreement presently before the Board.

**Fiscal and Facilities Impacts:**

This contract is funded by operating transfers into the County Executive Office from General County Programs (\$165,000), CHD (\$25,000), and BWell (\$25,000). The County Health transfer will be funded by the Future of Public Health Grant, the BWell transfer will be funded from Mental Health Services (Fund 0044) fund balance, the General County Programs transfer will be funded using Tobacco Settlement Fund (TSAC) fund balance. This was incorporated into the FY 2026-27 Adopted Budget with a Final Budget Adjustment.

**Fiscal Analysis:**

Funding Source	FY 2026-27	Total
State – Future of Public Health	\$25,000	<b>\$25,000</b>
Fund Balance - BWell	\$25,000	<b>\$25,000</b>

Tobacco Settlement Fund	\$165,000	<b>\$165,000</b>
<b>Total</b>	<b>\$215,000</b>	<b>\$215,000</b>

**Staffing Impacts:**

There are no immediate staffing impacts from this agreement. The strategies to be developed will be designed to position the County to achieve greater consistency, coordination, and operational efficiency across BWell and CHD. Any proposed changes would aim to reduce duplication, clarify roles, and better position staff resources to support the County's ongoing priorities and would be presented in a future plan for the Board.

**Special Instructions:**

Clerk of the Board, please email a complete, executed copy of the above contract and a copy of the Minute Order to Neftali Miller-Rubio, [nmrubio@countyofsb.org](mailto:nmrubio@countyofsb.org).

**Attachments:**

**Attachment A** – Serrano Advisors, LLC – Administrative Efficiencies and Cost Saving Agreement (Signature Required)

**Contact Information:**

Neftali Miller-Rubio  
CEO Principal Analyst, HHS  
[Nmrubio@countyofsb.org](mailto:Nmrubio@countyofsb.org)