

**SANTA BARBARA COUNTY
BOARD AGENDA LETTER**



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

Agenda Number:
Prepared on: 12/12/02
Department Name: County Administrator
Department No.: 012
Agenda Date: 1/28/03
Placement: Departmental
Estimate Time: 1 hour
Continued Item: YES
If Yes, date from: 12/10/02

TO: Board of Supervisors

FROM: Michael Brown, County Administrator
James L. Broderick, Ph.D, Director Alcohol, Drug, Mental Health
Charlene Chase, Director Social Services
Phillip M. Demery, Director Public Works
Susan J. Gionfriddo, Chief Probation Officer
Roger E. Heroux, MPA, Director Public Health

STAFF CONTACT: Michael Brown, County Administrator
James L. Broderick, Ph.D, Director Alcohol, Drug, Mental Health
Charlene Chase, Director Social Services
Phillip M. Demery, Director Public Works
Susan J. Gionfriddo, Chief Probation Officer
Roger E. Heroux, MPA, Director Public Health

SUBJECT: Personnel Action in Departments:
022 (Probation)
041 (Public Health)
043 (Alcohol Drug and Mental Health Services)
044 (Social Services)
054 (Public Works)

Recommendation(s):

That the Board of Supervisors:

Adopt the attached Resolution (Attachment A) effective February 3, 2003:

1. Establish the classification of Chief Financial Officer, Range 6620 (\$6589 -\$8044 per month)
2. Add: One (1.0 FTE) Chief Financial Officer, Range 6620 (\$6589 -\$8044 per month) in Department 3440, Probation.
Add: One (1.0 FTE) Chief Financial Officer, Range 6620 (\$6589 -\$8044 per month) in Department 5210, Public Health.

Add: One (1.0 FTE) Chief Financial Officer, Range 6620 (\$6589 -\$8044 per month) in Department 5810, Social Services.

Add: One (1.0 FTE) Chief Financial Officer, Range 6620 (\$6589 -\$8044 per month) in Department 1610, Public Works.

Add: One (1.0 FTE) Chief Financial Officer, Range 6620 (\$6589 -\$8044 per month) in Department 5250, Alcohol, Drug, and Mental Health Services.

3. Delete: One (1.0 FTE) Business Manager III (001362)(Range 6430)(\$5993-\$7316 per month), in Department 3440, Probation.
Delete: One (1.0 FTE) Fiscal Manager, Departmental (003590) (Range 6430)(\$5993-\$7316 per month), in Department 5210, Public Health.
Delete: One (1.0 FTE) Fiscal Manager, Departmental (003590) (Range 6430)(\$5993-\$7316 per month), in Department 5810, Social Services.
Delete: One (1.0 FTE) Business Manager III (001362)(Range 6430)(\$5993-\$7316 per month), in Department 1610, Public Works.
Delete: One (1.0 FTE) Fiscal Manager, Departmental (001362)(Range 6430)(\$5993-\$7316 per month), in Department 5250, Alcohol, Drug, and Mental Health Services.

Alignment with Board Strategic Plan:

The recommendation(s) are primarily aligned with Goal No. 3. A Strong, Professionally Managed County Organization.

Executive Summary and Discussion:

On December 10, 2002, your Board conceptually approved the above recommendations, but asked the directors of the departments of Alcohol, Drug, and Mental Health Services, Probation, Public Health, Social Services, and Public Works to return to you with more information on the proposed classification of Chief Financial Officer. More information was requested in the areas of: 1) Justification of job description and salary; 2) Any compaction issues that may result; 3) Any effects on the Retirement fund; 4) Classification of staffing funded by leveraging efforts in Fiscal Year 2002-2003 and; 5) The definition and illustration of the complexity of the workload expected of these positions.

Background and Justification of job description and salary:

In early 2001, the Directors of Alcohol, Drug and Mental Health Services, Probation, Public Health, Social Services, and Public Works met with the Auditor-Controller to discuss the inadequacies of existing fiscal classifications in recognizing the scope, complexity, and responsibility of duties performed by the respective staff. It was mutually agreed that their level of responsibility and complexity of duties was directly comparable to that of Auditor-Controller Division Chief, paid at a salary range approximately 10% higher. In June of 2001, at the direction of the County Administrator, the Directors requested the Human Resource Department Director's assistance in creating the Chief Financial Officer classification, based on and comparable in compensation to the Auditor-Controller Division Chief. (See Job Description, Attachment B)

In July of 2002, a classification study performed by the Human Resources Department identified these five Departments as having the highest scores overall in terms of the complexity of the tasks performed by their respective Business Manager or Fiscal Manager, Departmental. Although the Human Resources Department does not agree with this recommendation, it was recognized by that study that these agencies have a vital role

in the County to ensure optimal reimbursement for mandated services provided, audit and billing compliance for County and non-county agencies, and responsibility for extensive capital projects financing.

In November of 2001, a fiscal complexity study was done by the Auditor-Controller's office to measure the level of financial vulnerability and areas of audit risk to the county. This study measured and drew conclusions about the level of financial complexity encountered and technical expertise required of the incumbents in the Business/Fiscal Manager positions throughout the County. The study concluded that the incumbents of the five departments are not only expected to, but are performing at a higher level of responsibility in terms of financial complexity and required technical expertise as measured by the nature and scope of audit risk to the county resulting from their tasks and duties, such as the completion of rigorous cost reports and the design of detailed fiscal leveraging systems.

Compaction issues

Only one compaction issue has been identified as a result of this action. In the Alcohol, Drug, and Mental Health Services Department, the Assistant Director, Administration, is currently paid at a level commensurate with the proposed reclassification of the Chief Financial Officer. Since his arrival in July 2001, the Alcohol, Drug, and Mental Health Director has been working with Human Resources to review this position in light of the similar duties performed by the Assistant Directors in Social Services and Public Health. The Department is submitting an updated PE-10 with its FY 03/04 Budget Submission to finalize the Human Resource Department review.

Effects on the Retirement fund

County counsel has determined that because the reclassification does not confer a new retirement plan benefit, no actuarial study under Government Code § 7507 is required. Under Government Code § 23026, there must be public notice of the impact of increases in salaries or benefits on the funding status of the retirement system before the Board may approve an increase. The total impact of the reclassification is estimated at \$4,471 annually. This will be borne by the five departments.

Classification of Staffing funded by leveraging efforts in Fiscal Year 2002-2003

As stated in the December 10th Board letter, these positions have collectively leveraged \$11,041,794 which allowed for the preservation of approximately 167 positions; both within and outside the County. Attachment C illustrates whether the staff funded by these leveraging projects are county employees or not and if so, which classification of staff were funded via these efforts.

Complexity defined and accomplishments illustrated

Rapid change in the nature of public finance has created an added level of complexity to the departments of Alcohol, Drug, and Mental Health Services, Probation, Public Health, Social Services, and Public Works. These large departments rely upon a wide variety of funding sources and mechanisms, many that cross department lines that add new levels of risk. **In the Governor's 2003-2004 budget, it is proposed to realign many of the programs these departments administer, changing the current funding mechanisms dramatically. This will add significantly more responsibility, risk and complexity to the way in which revenue is projected, claimed and leveraged.** In addition, the fiscal functions of these departments require specialized skills and knowledge in financial cost-sharing and leveraging programs that adds yet another level of oversight of other agencies to these departments. This higher level of complexity can be demonstrated and measured in a variety of the sophisticated tasks and areas of responsibility of the fiscal functions of these departments; such as fiscal leveraging, managing grants and allocations, cost reporting, and working with capital and disaster recovery projects (please see Attachment D).

Mandates and Service Levels:

No change.

Fiscal and Facilities Impacts:

The fiscal impact of this action will be an increase in fully burdened salary and benefits costs of approximately \$4,657 for the remainder of FY 2002-03, and \$11,007 annually in each of the Departments of Alcohol, Drug, and Mental Health Services, Probation, Public Health, Social Services, and Public Works, for a total of \$55,035. There is no General Fund increase for any of the affected Departments and these costs are to be absorbed as follows:

Alcohol, Drug, and Mental Health: The Department will continue to monitor Medi-Cal billable services by Clinic and Staff in order to meet productivity of the targets and goals. In addition, a portion of the increase will be recouped by the Department through billing for "time spent" monitoring grant, and State Funded programs; the cost will also be incorporated into the Administration and support portion of the rate setting equation for reimbursement through the Medi-Cal and Medicare Programs.

Probation: Funding for this reclassification will be provided through increased Title IV-E revenue. Administrative efforts to fully claim this revenue, which include training, and indirect cost rate development have resulted in an estimated increase over the FY 02-03 budget of \$50,000.

Public Health: Funding for this reclassification will be provided through the administrative fees charged to participating agencies in the Medical Administrative Activities (MAA)/Targeted Case Management (TCM) programs. For FY 02-03 and subsequent years, at least 4 more agencies are interested in participating in these programs which allow organizations to leverage local program dollars to bring in Federal financial participation funding. The Public Health Department, as the lead agency, has the responsibility to perform training, assurance, and fiscal intermediary functions, for which the administration fees are charged. Revenues from fees for FY 02-03 and subsequent years will fully fund the increase in costs.

Social Services: Funding for this reclassification will be provided through a variety of sources. For FY 02/03, the Department of Social Services has an agreement with the Children and Family Commission to be reimbursed \$34,591 for fiscal services provided in order to leverage Title IV-E funding out of the administration fee charged to agencies benefiting from this project. It is anticipated that this agreement, as well as others, will continue into the future and that subsequent funding needed for this reclassification will be funded from the administration fee charged to other agencies. It is estimated that the fee for the already existing agreement will equate to approximately \$41,000 per year.

Public Works: Funding for this upgrade will be provided through the administrative fees charged to Public Works special revenue funds. These funds include Flood Control, Laguna Sanitation, Transportation, Solid Waste, and Water Agency.

There will be no Facilities Impact.

Special Instructions:

Please send a copy of the signed Resolution to Susan Kean, Human Resources Department, Jean Silva, Probation Department, Alan T, Kasehagen, Public Health Department, Duncan Thomas, Department of Social Services, and Rochelle Camozzi, Public Works Department.

Concurrence:

Robert W. Geis, Auditor-Controller

cc: Ann Goodrich, Human Resources Director

**RESOLUTION OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA BARBARA, STATE OF CALIFORNIA**

IN THE MATTER OF AMENDING RESOLUTION)
 NO. 02-234, AS AMENDED, BEING THE SALARY) RESOLUTION NO. _____
RESOLUTION OF THE COUNTY OF SANTA BARBARA)

WHEREAS, Salary Resolution No. 02-234 established a Classification Plan, and authorized Departmental Position Allocation effective June 24, 2002; and,

WHEREAS, this Board of Supervisors finds that there is good cause for amending said Resolution No. 02-234, as amended, in the manner provided in this Resolution;

NOW, THEREFORE, IT IS HEREBY RESOLVED, as follows:

1. Resolution No. 02-234, adopted by this Board on June 25, 2002, is hereby amended by amending that (those) portion(s) of Section(s) 2 to read as follows effective February 3, 2003:

SECTION 2. Job Classification Table

<u>JOB CLASS</u>	<u>TITLE</u>	<u>SALARY RANGE</u>	<u>LIMIT</u>	<u>RATE MIN/MAX</u>	<u>OT ELIGIBLE</u>
<u>Add:</u> 00	CHIEF FINANCIAL OFFICER	6620	A-E	\$6589-\$8044	NO

SECTION 4. Departmental Position Allocation

<u>DEPARTMENT/BUDGET UNIT</u> <u>ACTION/AFFECTED POSITION #</u>	<u>CLASS</u>	<u>P/T</u>	<u>NO. OF POSITIONS</u>	<u>TITLE</u>
<u>PROBATION (#3440)</u>				
Delete #1356	001362		001	BUSINESS MANAGER III
Add#1356	00		001	CHIEF FINANCIAL OFFICER
<u>PUBLIC HEALTH (#5210)</u>				
Delete #3724	003590		001	FISCAL MANAGER, DEPARTMENTAL
Add#3724	00		001	CHIEF FINANCIAL OFFICER
<u>SOCIAL SERVICES (#5810)</u>				
Delete #4286	003590		001	FISCAL MANAGER, DEPARTMENTAL
Add#4286	00		001	CHIEF FINANCIAL OFFICER
<u>PUBLIC WORKS (#1610)</u>				
Delete #2832	001362		001	BUSINESS MANAGER III
Add#2832	00		001	CHIEF FINANCIAL OFFICER
<u>ALCOHOL, DRUG & MENTAL HEALTH SERVICES (#5250)</u>				
Delete #5882	003590		001	FISCAL MANAGER, DEPARTMENTAL
Add#5882	00		001	CHIEF FINANCIAL OFFICER

2. Except as amended by this Resolution, Resolution No. 02-234 as amended, continues unchanged as in full force and effect.

Attachment A

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Barbara, State of California, this _____ day of _____, 2002, by the following vote:

AYES:

NOES:

ABSENT:

Chair, Board of Supervisors

**ATTEST:
MICHAEL F. BROWN
CLERK OF THE BOARD**

**APPROVED AS TO FORM:
STEPHEN SHANE STARK
COUNTY COUNSEL
NOVEMBER 1993
11/5/02**

By: _____ **(SEAL)**
Deputy Clerk

COUNTY OF SANTA BARBARA
CHIEF FINANCIAL OFFICER - DEPARTMENTAL

EST: 11.02

DEFINITION: Under general direction, manages and supervises the planning, coordination, reviewing and evaluation of financial and/or administrative program activities for a major department or fund within the County; performs related tasks as required.

DISTINGUISHING CHARACTERISTICS: Incumbents in this classification work under the direction of the Department Director and/or Assistant/Deputy Director and are responsible for the supervision of professional, paraprofessional technicians and office support staff in a major Department. It differs from the class of Business Manager III and Fiscal Manager, Departmental in that the Chief Financial Officer may be responsible for the direction of all functions and programs within a administrative or fiscal division of a large department with multiple interrelated funding sources and complex financial arrangements across departments and within the community that are governed, in part, by state and federal regulations.

EXAMPLES OF DUTIES:

1. Plans, organizes, directs, monitors, and evaluates the financial and accounting work of professionals, paraprofessional technical and office support staff who may perform tasks in budget preparation, budget adjustments preparation and processing, financial planning and budgeting for significant fixed assets and capitol improvements, payroll, procurement, mail, confidential employee records, record retention, Office Assistant work, accounts

payable, grants and mandates, revenue accounting, medical billing, accounts receivable billing, fee review and development, and indirect rate development; oversees and controls department fiscal information systems and provides direction and training to ensure conformance with County and departmental policies and procedures, state and federal laws and regulations, and standards of professional agencies; coordinates operations with staff of the Auditor-Controller, CAO and Treasurer in a variety of financial areas including accounting, budgeting and bad debt collection; oversees and supervises the production of management reports, financial statements and other statistical reports from various systems; develops and publishes various financial reports for the department and the public.

2. Develops and implements policies, procedures, standards and systems for the operational and fiscal areas and monitors performance to insure effectiveness and efficiency of the programs; initiates and participates in special studies of accounting systems, practices and procedures; may perform professional accounting work of unusual difficulty.
3. Directs, implements or is involved in the installation of automated systems and procedures; develops cost estimates for hardware and software applications and oversees acquisition; implements and coordinates new system conversions or major revisions between staff, users and vendors.
4. Coordinates the development and review of all department fees and indirect cost rates and provides for system training of department staff; coordinates, reviews and trains department staff for

reimbursement procedures and claims from state and federal agencies for mandated, grant and allocation programs.

5. Monitors revenue generation and expenditures to identify need for more in-depth analysis; establishes and maintains an internal control structure for procurement, revenues, expenditures, assets and financial reporting to insure fiscal accuracy and that requirements/obligations are met; negotiates, reviews and approves draft revenue and expenditure contracts; applies policy criteria to insure that agreements are adequate as to accounting form; designs and maintains informational data base for all revenue generating contracts; monitors revenue collection and expenditures of department budget units and reports findings to the Department Director and Assistant/Deputy Directors. May act as fiscal intermediary in revenue generation and fiscal leveraging programs to other County departments and Community Based Organizations; oversees the preparation of complex financial reports and claims to State and Federal agencies.
6. Directs and manages multi-disciplinary teams in the development of plans, goals, objectives, policies, and procedures for completion of special projects, such as revenue maximization, in a highly technical and fiscal-related field.
7. Direct and manage staff in the negotiation, review, modification, approval and monitoring of departmental contracts.

EMPLOYMENT STANDARDS:

1. Three years of progressively responsible professional experience in accounting and fiscal systems, including one year of supervisory responsibility; or,
2. One year of experience performing duties equivalent to the class of Accountant-Auditor III, Accountant III, Cost Analyst II, Business Manager III and Fiscal Manager, Dept. with Santa Barbara County; or,
3. Training, education or experience that would provide the requisite knowledge and abilities.

Possession of a certificate as a Certified Public Accountant or a Certified Government Financial Officer is desirable.

Knowledge of: generally accepted accounting practices, procedures and standards; policy and procedure development techniques; principles and practices of supervision; the application of automated systems; principles of cost/benefit analysis; fiscal monitoring and control mechanisms; functions of revenue, expenditures and collections; laws and regulations that apply to government accounting practices, procedures and standards; principles and practices of Human Resources administration and supervision.

Ability to: plan, organize, delegate, supervise, monitor and evaluate the work of professional, paraprofessional technical, and office support staff; analyze and evaluate administrative and abstract accounting concepts and procedures; devise new or revised policies and procedures to adapt to internal and external policy changes or legal mandates; prepare administrative, systems usage and physical aspects of

systems convergence or revision; anticipate and respond to procedural or program changes and select and assemble appropriate training materials for staff; produce and manage the production of various fiscal reports; read and understand contractual language; understand and apply a wide range of federal, state and local laws and regulations related to governmental fiscal and program operations; establish and maintain effective and cooperative working relationships with executive and subordinate staff, other departments, other government agencies, community based organizations, fiscal intermediaries, and employee bargaining units; write clear and concise reports; make public oral presentations; exercise sound judgment in sensitive situations.

LEVERAGING EFFORTS
FY 2002-2003
PH, DSS, ADMH, PROBATION AND PUBLIC WORKS

BENEFITING DEPARTMENTS/ AGENCIES	FUNDING SOURCE (See Legend Below)	FY 02-03 LEVERAGED REVENUE	# OF COUNTY FTE's FUNDED	# OF COMMUNITY STAFF FUNDED	CLASSIFICATION OF COUNTY STAFF FUNDED
ADMHS/Probation/DSS	EPSDT	\$ 1,813,600	28		Mental Health Practitioners, Probation Officers & Social Service Practitioners
ADMHS/Probation/DSS	Medi-Cal	\$ 2,658,100	40		Mental Health Practitioners, Probation Officers & Social Service Practitioners
Public Health	Medi-Cal	\$ 500,000	8		Public Health Nurses & Service Aides
Public Health, Older Adults	MAA/TCM	\$ 125,000	2		Public Health Nurses & Service Aides
Public Health	MAA/TCM	\$ 1,370,000	21		Public Health Nurses & Service Aides
Public Guardian	MAA/TCM	\$ 171,677	3		Public Administrator
Sojourn	MAA/TCM	\$ 2,200,000		33	
CALM	MAA/TCM	\$ 211,611		3	
SMY&F/CALM	Training & Recruitment	\$ 40,000		1	
Probation	STOP	\$ 148,806	2		Probation Officers
ADMHS/Probation/DSS	Title IV-E	\$ 747,000	11		Mental Health Practitioners, Probation Officers & Social Service Practitioners
CASA/CALM	Title IV-E	\$ 706,000		11	
Probation, Family Caseload	Title IV-E	\$ 350,000	5		Probation Officers
		* \$ 11,041,794	120	48	
		Total Staff Funded		168	

Note: This overview of leveraged funds only represents a sample of the leveraging projects underway by the various departments, it is not intended to be a comprehensive listing and does not include any leveraging projects undertaken by the Public Works Department

An average annual cost of \$66,000 was used to calculate the number of staff funded for both the County and the Community Based Organizations. Exact salaries may be higher or lower depending on the classification and step of each employee.

* Fiscal Year 2002-2003, June 1, 2002 thru June 30, 2003

Legend: EPSDT-Early Periodic Screening and Diagnosis Treatment, MAA-Medi-Cal Administrative Activities, TCM-Medi-Cal Targeted Case Management
STOP-Supportive and Therapeutic Options Program

Santa Barbara County Board Letter
Personnel Action for classification of Chief Financial Officer
Attachment D

Discussion of Complexity Defined and Accomplishments Illustrated:

- Fiscal Leveraging - There are County funding streams within these departments which allow the lead agency the ability to “pull down” matching federal funds to existing state and local dollars. The knowledge of allowable program services, documentation and training requirements, and invoicing and cost reporting tenets required is extensive. In addition, since the programs are being used to sustain and expand both county and community-based services, the number of Community Based Organizations (CBOs) involved increases the complexity of these programs as it also increases the county’s financial exposure to adverse audit findings. Successful leveraging has allowed for the sustainability and expansion of programs such as MISC and the Welcome Every Baby (WEB) program through the use of Title IVE and the Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) programs, respectively, and participation by other agencies and programs is anticipated in the future.
- Grants and Allocations - As General Fund resources have decreased over the past five years, these departments have needed to become increasingly creative and innovative in using grants and allocations to not only supplant funds which are no longer available to preserve services, but to also finance for growth and expansion. The number of grant and allocation programs has grown considerably, even doubling in some of these agencies, and requires careful record keeping and, in many instances, collaboration and participation with CBOs. As with the fiscal leveraging programs, these five county departments, as lead grant agencies, become the fiscal intermediary responsible for the sophisticated blending of a multitude of state/federal/local funding streams and in maintaining a high number of CBO contracts. In many instances, this requires the tracking of a high number of match expenditures which actually occur in other departments or outside of the County. The innovation and ingenuity in the creative use of grant dollars has allowed for the use of grant funds to provide case management for residents at risk of institutionalization, provide medical care and mental health services to our homeless population, and to provide a broad array of services to children and teens, targeting such things as teen pregnancy, nutrition education, and substance abuse.
- Cost Reporting – These fiscal positions are responsible for the knowledge and preparation of detailed cost reports to fulfill the requirements of a plethora of external funding sources for a variety of program services. This involves the oversight or preparation of highly technical reports that require the optimal design of hundreds of unique cost centers and knowledge of blended funding systems. The design of these reports requires a high degree of experience with, and knowledge of, program services in order for their optimization to set rates or

reimburse for services delivered. Some examples of these highly important reports, which carry heavy audit risk, financial vulnerability, and liability, exist in each of these departments (but are not limited to the following):

- In accordance with Federal CFR 042, ADMHS and the Public Health Department utilize cost reports to set rates and reimbursement levels for particular types of Medi-Cal and Medicare funding for inpatient and outpatient medical and behavioral health services.
 - The Department of Social Services utilizes a quarterly cost allocation report for any expenditures not considered direct cash aid.
 - The Probation Department utilizes costs reports for its large percentage of budget financed by grants including the Challenge I and II grants.
 - In accordance with Street & Highways Code Section 2151-2155, Public Works prepares the annual Road Report detailing the revenues and expenditures for road related purposes during the fiscal year.
- Capital and Disaster Recovery Projects – There are 137 capital and disaster recovery projects outlined in the 2002-2007 Capital Improvement Program for these five county departments totaling \$372,940,000. Project examples include the North County Juvenile Hall Addition, the Lompoc Children’s Clinic, the Santa Maria Animal Services Shelter, the Emergency Shelter Care Facility Replacement and the Countywide Surface Treatment Program. These fiscal positions are responsible for the funding of these projects and in the case of Public Works, the administration of the projects.

Moreover, using techniques outlined above, these positions have collectively leveraged a approximately \$11,041,794 for Fiscal Year 2002-2003 for their own departments, other county collaboratives, and community based organizations. In addition to sustaining county programs in this time of decreasing resources, the enhanced focus practiced by these individuals on training and program design has allowed for the preservation of approximately 167 positions; both within and outside County government. In addition, collectively, these positions are responsible for the reimbursement of the general costs of County fixed and incremental overhead in the amount of \$7,823,733 for Fiscal Year 2002-2003, representing the funding for many positions in the County support service programs. Therefore, this has become increasingly important given the financial downturn in the economy. As state and federal spending reductions are made, these positions will be looked to in order to find innovative ways to preserve funding levels by utilizing any untapped funding sources available for services provided, expand the use of open ended funding sources, and maximize the leveraging potential of all local and unmatched funds. These efforts are aimed at saving county jobs and sustaining program service levels to our residents.

There already exist many examples of the ways in which the experience, expertise, and creativity of these individuals have resulted in the development of methods and new ideas that have saved county resources and have expanded county services to our residents. This is indicative of the value-added of ensuring that there are highly functioning individuals in these key positions and that they can be retained, because this kind of

innovation requires skill levels and experience that need to be developed. That is, these positions carry a long learning curve (approximately five years) to gain and develop the specialized knowledge necessary to lead change. The following examples will illustrate:

- Public Works – Public Works in conjunction with the County Purchasing Agent has developed a streamlined method for obtaining professional service agreements. In the past, when a consultant was required for a specific task, the project manager would 1) contact three vendors for cost estimates, 2) choose a consultant, and 3) work with accounting to prepare a request for a purchase order. This process could take as long as three weeks to obtain a signed purchase order. Project managers within Public Works would repeat this many times in a fiscal year. In many cases, the same consultant would have multiple purchase orders within a Public Works division as well as across division lines.

The Public Works solution was to go out to bid for eleven different types of services once every three years. While the bid process is time consuming the results far outweigh the initial working time. Once bids have been received and consultants chosen, a list is presented to the Board of Supervisors for approval. After Board approval, the list is given to the Purchasing Agent whereby blanket purchase orders are prepared. The ending result is that whenever outside work is required, a call by the project manager is made to one of the approved consultants. A bid is then faxed to Public Works accounting and the work is approved. The process can now be completed within one day.

- Public Health – The formation of the Children’s and Families Commission through the passing of Proposition 10 has allowed for the opportunity to design exciting local programs to meet the needs of children 0-5. As a result, a group of local CBOs, hospital nursing organizations, and many others lead by the Public Health department began to collaborate around the provision of a universal home visitation program for county newborns. Although various models of this type of program exist, the Welcome Every Baby (WEB) home visitation program really required concentrated financial and program service planning and policy development that was unique and tailored to the particular resources available in Santa Barbara County:
 1. Financial models were developed in close concert with medical and developmental service protocols that optimized and enhanced the available local funding by leveraged and complicated blended funding through programs such as the Comprehensive Perinatal Services Program (CPSP), FQHC Medi-Cal, Santa Barbara Regional Health Authority (SBRHA) Medical Nutrition Therapy, Federal Title V and State Maternal Child Health, and MAA/TCM.
 2. Systems for claiming and service documentation for many agencies, with disparate financial systems and resources, were designed, assessed, and coordinated.

3. The ongoing fiscal leveraging programs were put into place with county agencies and CBOs. This required initial and ongoing extensive training of financial and service delivery staff and intimate attention to time studies, financial cost reporting, and contracts monitoring.
4. Performance monitoring plans were developed and are monitored in order to ensure program compliance and adherence to audit requirements. In addition, service delivery was monitored carefully in order to ensure that no duplication of service provision and MAA/TCM claiming could occur.
5. The particular funding of all service provision partners (at least 10 and growing) was be assessed and understood as program sustainability depended upon the optimization of all available resources. Given the importance and magnitude of program services, this was particularly important if services were to become available to all areas of the County and to the clients of many service providers.

Through this collaboration and the financial lead taken by the Public Health Department, home visitation services have been established and have grown to include newborns and new moms in both the north and south county. This expansion has been financed in large part through MAA/TCM fiscal claiming, for which Public Health is the designated lead agency, which has allowed for the leveraging of at least \$850,000 in FY 2001-2002 and is projected to allow for a possible \$2,500,000 in FY 2002-2003.

- Alcohol, Drug, and Mental Health Services - The Alcohol Drug and Mental Health Services department, as a provider of Mental Health services certified / licensed under the Medi-Cal program, is currently experiencing a successful collaboration with three partner agencies, Probation, Public Health and Department of Social Services, in increasing the level of services provided and clients served by this partially Federally funded program, which covers approximately 50% of the costs in Federal Funds for eligible clients. In addition, this collaboration between departments which also extends to Community Based Organizations (CBOs) is also experiencing a marked increase in the clients served and services provided to full-scope Medi-Cal children and adolescents between 0 - 18 eligible for EPSDT (Early Periodic Screening and Diagnosis Treatment) which provides the “match” from the State. Until recently, both Medi-Cal and EPSDT were funding streams that remained relatively untapped, yet readily available to eligible clients in the County. During the last year, the Department has realized that the availability of these funds was an opportunity to bring in resources as a way of recovering from a deficit situation and, in a time of shrinking resources, has been able to increase services to the community at large as a result of the increased funding from these two programs of 34% and 60% respectively. An important factor in helping the Department accomplish this goal was the development of a systematic approach to routinely track and monitor productivity and provide information and feedback to staff at all levels regarding the department’s efforts on its way to accomplishing its goal.

- Social Services- One of the basic challenges in sustaining the County's MISC program was how to finance the staff and others services needed to support non Medi-Cal eligible children and their families. DSS in-collaboration with the other human service departments developed a strategy to utilize a capped allocation of TANF incentive funds and Title IV-E federal funding, an open-ended funding source to assist in funding this population. The two basic goals were: 1) utilize and maximize funding sources and; 2) develop a tracking system and allocation procedures that would meet funding requirements as well as have very minimal impact on the workload of the case managers. Some of the challenges we faced were as follows:
 1. Some children were eligible for TANF, Title IV-E, or both.
 2. Some of the services provided to these children were TANF eligible, some Title IV-E eligible, some were eligible activities under both program, and some activities were not eligible for either funding.
 3. TANF provided 100% funding but was capped at \$1,000,000 per year for two years.
 4. Title IV-E was an open ended funding source, but required a 50% local match.

In response to our goals and the above stated challenges, DSS developed eligibility procedures to be used by patient reps to determine the eligibility of the child. Then, a funding matrix of all services and inventory of all possible funding sources for each activity provided to children was developed. A data system that would track all funding sources a child was eligible for was then developed. Using all this data we were able to determine the best funding source available to reimburse the county for these services. We estimated the amount of TANF only and Title IV-E children that would need to be funded and then funded the cross over (eligible for both programs) to TANF first (100% funded) up to the not to exceed amount and to Title IV-E second. In fiscal year 2001-2002 we generated \$1,000,000 in TANF and \$470,000 in Title IV-E revenue.

- Probation - Recognizing that the County General Fund is increasingly pressed just to keep pace with community needs, the challenge for the Probation Department has been to protect public safety and finance mandated supervision and custody programs in the absence of a dedicated source of state or federal funding for Probation. Moreover the Department is committed to increasing service effectiveness and implementing community based supervision. To achieve these results, the Department went from 9 grant/entitlement programs to 29 in the six years beginning in FY 94-95. In the six years beginning in FY 94-95 the Probation Department General Fund has grown only 9.5 % while the Department budget has increased by 135.6 %. As a comparison, the Probation Department has the 3rd lowest General Fund financing as percentage of the Probation budget for counties with populations over 200,000.

In 2000-2001 the Probation Department used \$5.9 million in local funds to leverage \$14.7 million in grants and entitlements. Twenty-two Grants and

Entitlements supported 163.1 FTE Probation Officers, Juvenile Institutions Officers, PA's, and Office Assistants, provided \$2,000,000 in contracts with other County Departments and \$2,065,000 in contracts with Community Based Organizations. The Department was also responsible for tracking another \$795,290 in match from our partner agencies.

The Probation Department recognized a family focused approach would benefit minor children who were at risk of institutionalization due to the behavior of their adult offender parents. Working together, Department fiscal and program staff developed standards for the identification of families with minors at risk of institutionalization as well as a specialized case plan review process that enables Adult family cases involving juvenile pre-placement prevention activities to be time studies and claimed as part of the Title IVE. Probation has increased federal Title IV-E revenue by approximately \$300,000 per year starting in FY 01-02 (e.g. total annual Probation IV-E revenue increased from \$2,462,451 in FY 00-01 to \$2,790,945 in FY 01-02. From a leveraged financing standpoint, Federal Title IV-E revenues are being used to draw down a matching amount of financing from a combination of various State grants and County General Funds.