

# COUNTY ADMINISTRATIVE OFFICE

## PROPOSED BUDGET • FY 2019-20 & 2020-21

### PROPOSED BUDGET

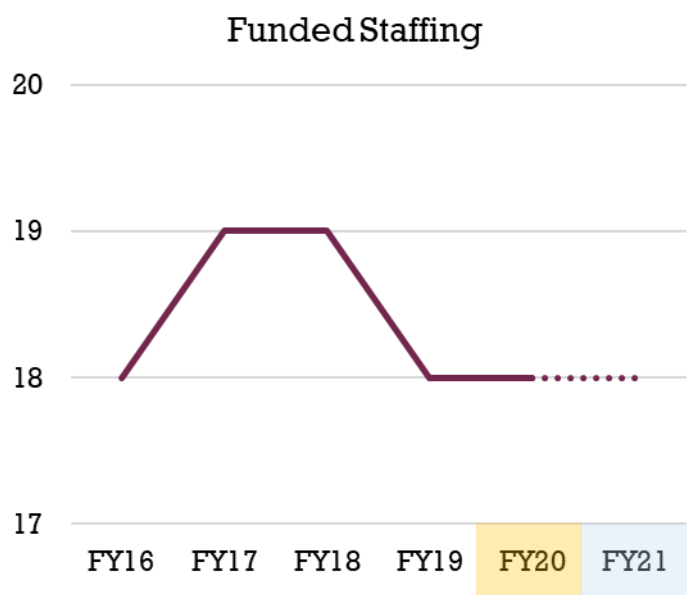
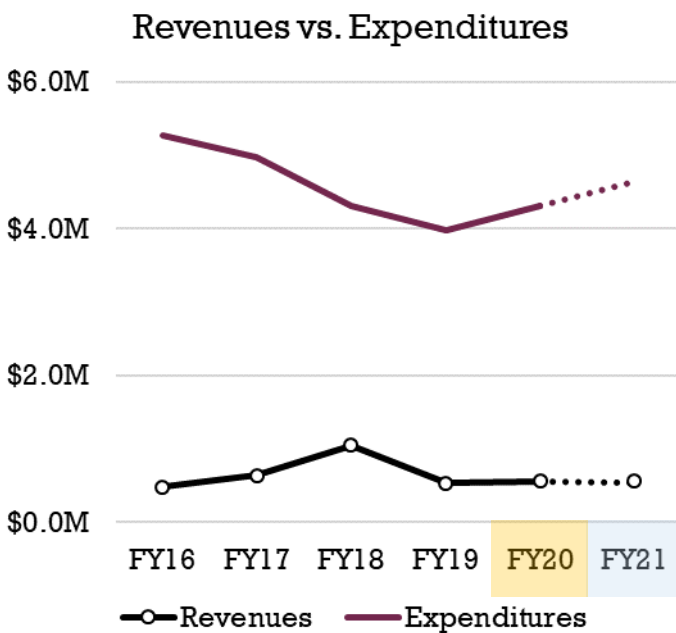
All Funds	FY 2018-19	FY 2019-20	Δ	FY 2020-21	Δ
Revenues	535,513	561,120	4.8%	557,214	-0.7%
<i>General Fund</i>	3,447,422	3,756,903	9.0%	4,089,334	8.8%
<b>Total Financing</b>	<b>3,982,935</b>	<b>4,318,023</b>	<b>8.4%</b>	<b>4,646,548</b>	<b>7.6%</b>
<b>Total Expenditures</b>	<b>3,982,935</b>	<b>4,318,023</b>	<b>8.4%</b>	<b>4,646,548</b>	<b>7.6%</b>
Total Staffing	19.00	19.00	0.0%	19.00	0.0%
<i>Unfunded Staffing</i>	(1.00)	(1.00)	0.0%	(1.00)	0.0%
<b>Funded Staffing</b>	<b>18.00</b>	<b>18.00</b>	<b>0.0%</b>	<b>18.00</b>	<b>0.0%</b>

### FOCUS AREAS

-  Comprehensive Health & Safety
-  Attainable Housing
-  Sustainable Environment
-  Operational Excellence

For Department Priorities:  
[Operational Plan Section III](#)

### BUDGET TRENDS



Expenditures have increased while revenues have remained relatively flat. A General Fund contribution offsets the gap.

Funded staffing is status quo for 2019-20 and 2020-21.

## OVERVIEW

### Mission

To prepare and supervise the County budget, conduct legislative analysis and intergovernmental relations, administer contracts and grants, and supervise of non-elected department heads.

County  
Administrative  
Office

Clerk of the Board

### COUNTY ADMINISTRATIVE OFFICE

The County Administrative Officer works under the supervision and policy direction of the Board of Supervisors. The duties of the County Administrative Officer are specified in the County Code and include preparation and supervision of the County's budget, legislative analysis, contract and grant administration, intergovernmental relations, supervision of non-elected department heads, and oversight of all departmental functions.

The County Administrative Office (CAO) has also been leading several new initiatives, including efforts to establish the County's first

strategic plan, two-year budget and operational plan, performance measurement, continuous process improvement known as PRIMO! Santa Cruz, a three-year leadership academy known as the Learn, Engage, Apply and Perform (LEAP) Program, and facilities master planning. More information can be found in the County Strategic & Operational Planning initiatives section of the budget.

### CLERK OF THE BOARD

The Clerk of the Board's (COB) principal responsibilities are to maintain and publish the record of the proceedings of the Board of Supervisors in accordance with relevant laws, including the Ralph M. Brown Act.

The COB also assists in the preparation of the agenda for the Board's public meetings.

The COB is implementing e-signature for all signed contracts, ordinances and resolutions coming before the Board of Supervisors.

## YEAR 1 BUDGET OVERVIEW

### 2019-20 RECOMMENDED BUDGET

The 2019-20 recommended budget provides for an increase of \$335,098 in expenditures and an increase of \$25,607 in revenues, resulting in an increase of \$309,481 in General Fund contribution.

### EXPENDITURES

The increase of \$222,195 in Salaries and Benefits supports existing staffing. The increase of \$39,924 in Services and Supplies results primarily from contractual services for 2020 Census outreach.

The increase of \$203 in Other Charges is due to the lease for the copier. The increase of \$72,667 in Intra-Fund Transfers is due to sharing an Administrative Aide with the Board of Supervisors, which is offset by a reduction in extra-help.

### REVENUES

The increase of \$25,607 in revenues is primarily State funding to support 2020 Census outreach.

### STAFFING

Staffing is status quo for 2019-20.

# YEAR 1 BUDGET DETAIL

Budget Unit: 18

All Funds	Actual 2017-18	Adopted 2018-19	Estimated 2018-19	Recommended 2019-20	Change from 2018-19	
<b>Revenues</b>						
Licenses & Permits	16,900	18,000	18,000	18,000	0	0.0%
Charges for Services	670,097	515,512	516,022	516,012	500	0.1%
Miscellaneous	0	1	65,279	25,108	25,107	2.5M%
Other Financing	16,080	0	0	0	0	0.0%
Other Governmental	0	2,000	0	2,000	0	0.0%
<b>Total Revenues</b>	<b>703,077</b>	<b>535,513</b>	<b>599,301</b>	<b>561,120</b>	<b>25,607</b>	<b>4.8%</b>
<i>General Fund</i>	<i>1,916,833</i>	<i>3,447,422</i>	<i>3,552,912</i>	<i>3,756,903</i>	<i>309,481</i>	<i>9.0%</i>
<b>Total Financing</b>	<b>2,619,910</b>	<b>3,982,935</b>	<b>4,152,213</b>	<b>4,318,023</b>	<b>335,088</b>	<b>8.4%</b>
<b>Expenditures</b>						
Salaries & Benefits	2,967,370	3,434,239	3,411,204	3,656,434	222,195	6.5%
Services & Supplies	822,906	1,252,073	1,354,707	1,291,997	39,924	3.2%
Other Charges	10,098	10,073	10,263	10,276	203	2.0%
Fixed Assets	16,080	0	0	0	0	0.0%
<b>Subtotal</b>	<b>3,816,454</b>	<b>4,696,385</b>	<b>4,776,174</b>	<b>4,958,707</b>	<b>262,322</b>	<b>5.6%</b>
<i>IntraFund Transfers</i>	<i>(1,196,544)</i>	<i>(713,450)</i>	<i>(623,961)</i>	<i>(640,684)</i>	<i>72,766</i>	<i>-10.2%</i>
<b>Total Expenditures</b>	<b>2,619,910</b>	<b>3,982,935</b>	<b>4,152,213</b>	<b>4,318,023</b>	<b>335,088</b>	<b>8.4%</b>
<b>Staffing</b>						
County Administration		14.00	14.00	14.00	0.00	0.0%
Clerk of the Board		5.00	5.00	5.00	0.00	0.0%
<b>Total Staffing</b>		<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>0.00</b>	<b>0.0%</b>
<i>Unfunded Staffing</i>		<i>(1.00)</i>	<i>(1.00)</i>	<i>(1.00)</i>	<i>0.00</i>	<i>0.0%</i>
<b>Funded Staffing</b>		<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>0.00</b>	<b>0.0%</b>

## YEAR 1 FINANCING CHANGES

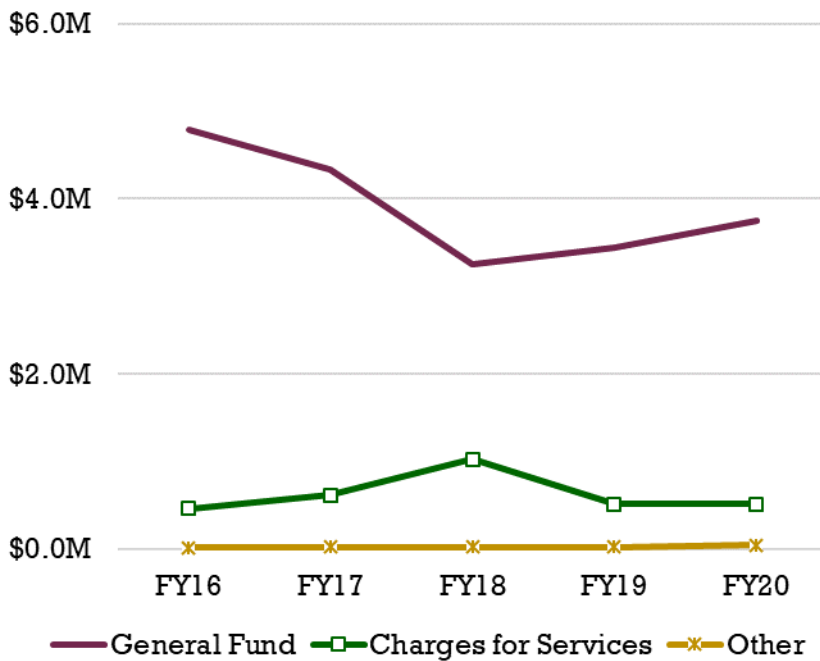
Financing Sources	Description/ Impact	Increase/ (Decrease)
Charges for Services	Increase in various charges for services.	500
Miscellaneous	Increase in revenue related to 2020 Census outreach.	25,107
General Fund	Increase in General Fund contribution.	309,481
<b>Total</b>		<b>335,088</b>

## YEAR 1 EXPENDITURE CHANGES

Financing Uses	Description/ Impact	Cost/ (Savings)
Salaries & Benefits	Increase to support existing staffing.	222,195
Services & Supplies	Increase in services primarily related to 2020 Census outreach.	39,924
Other Charges	Increase due to the copier lease.	203
IntraFund Transfers	Increase for shared cost of administrative support in the Board of Supervisors' Office.	72,766
<b>Total</b>		<b>335,088</b>

## FINANCING TRENDS

5-Year Financing  
by Sources



### GENERAL FUND

The County Administrative Office is 78% financed by the General Fund. The General Fund contribution has declined by 35% over the past five years.

### CHARGES FOR SERVICES

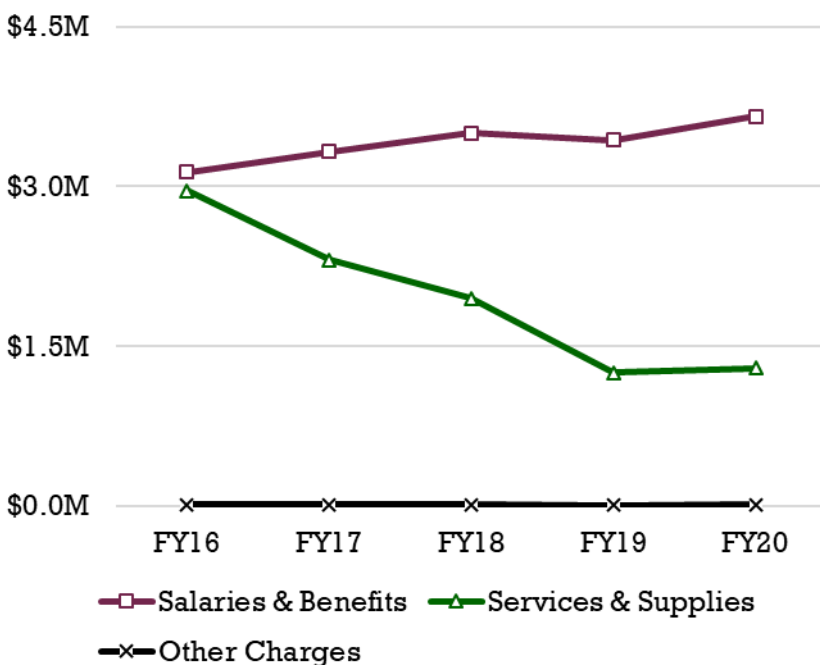
The County Administrative Office recovers costs through Charges for Services whenever possible, or 22%.

### OTHER

Includes filing fees and miscellaneous revenues primarily from the Clerk of the Board.

## EXPENDITURE TRENDS

5-Year Financing  
by Sources



### SALARIES & BENEFITS

Two-thirds of expenditures provide the staffing costs for programs and services. Costs have gradually increased to support existing staffing.

### SERVICES & SUPPLIES

Includes various costs such as office supplies, outside legal counsel, data processing services, and professional and special services. Costs have continually declined due to decreases in services for completed prior year contractual costs.

### OTHER CHARGES

Minor charges for copier lease.

\*Expenditures do not include IntraFund Transfers.

## ACCOMPLISHMENTS & ACCOUNTABILITY

### PRIOR YEAR GOALS

#### County Administrative Office

1. Develop communications strategy to disseminate the strategic plan.
2. Develop a two-year budget combined with a two-year operational plan to implement the County's strategic plan goals.
3. Identify pilot projects to initiate the development of performance measures, which will assess the strategic plan's effectiveness.
4. Continue the LEAP Program with the California State Association of Counties (CSAC) Institute for Excellence in County Government credentialing program expected to be on-site in January 2019.
5. Expand continuous process improvement program to other departments within the County.
6. Launch organizational reviews for public defense, homelessness, facilities management, capital improvement and community development functions.

#### Clerk of the Board

1. Expand use of e-signature to more departments, reducing time for processing internal and external documents, including agenda materials and correspondence, and reducing paper storage space needs.
2. Continue to improve agenda format, increasing clarity of meeting procedures and public access to the process.
3. Update Clerk of the Board web site, expanding instructional resources for ease of use of the electronic agenda system, and increasing public access to current and past meeting records.

### 2018-19 ACCOMPLISHMENTS

#### County Administrative Office

1. Strategic plan promotional materials were posted in visible locations at County facilities.

2. The two-year budget and operational plan were developed for FY 2019-21. Budget instructions were updated, and training was provided to departments.
3. Human Services, Parks and Probation participated in a performance measurement pilot to develop internal and external measures and dashboards.
4. Thirteen staff members completed the first LEAP Program in December 2018. Thirty new staff began once-a-month CSAC classes at the Santa Cruz campus in January 2019.
5. The PRIMO! Santa Cruz program was expanded in December 2018 with a flagship project jointly coordinated with Planning, Public Works and Environmental Health to improve the permitting process. Green Belt training began in January 2019 to support 11 additional process improvement projects.
6. A contract with Focus Strategies was executed in February 2019 to provide technical services in support of homeless system planning and improvement.

#### Clerk of the Board

1. E-signature was rolled out to all departments except Health and Human Services for use with internal documents. DocuSign was rolled out to 40% of departments for use with external agenda item documents, such as contracts and forms.
2. Multiple staff training workshops were held on how to improve writing Board letters, quality of agenda materials and using the agenda management system.
3. A major overhaul of the Intranet site was completed with step-by-step instruction guides for various tasks in the agenda management system and helpful links to other resource materials. In addition, the public facing website was improved to increase access to meeting records and the ability to comment on agenda items.

## YEAR 2 PROJECTED BUDGET OVERVIEW

### 2020-21 PROJECTED BUDGET

The estimates included in the 2020-21 projected budget assume a status quo operation and reflect known changes with a projected increase to the General Fund contribution of \$332,431.

### EXPENDITURES

The increase of \$328,525 in expenditures includes an increase of \$320,809 in Salaries and Benefits to support existing staffing and various other increases of \$7,716.

### REVENUES

The decrease of \$3,906 in revenues is due to one-time State funding for 2020 Census outreach and is otherwise status quo.

### STAFFING

Staffing is status quo for 2020-21.

## YEAR 2 PROJECTED BUDGET DETAIL

Budget Unit: 18

All Funds	Adopted 2018-19	Recommended 2019-20	Projected 2020-21	Change from 2019-20	
<b>Revenues</b>					
Licenses & Permits	18,000	18,000	18,000	0	0.0%
Charges for Services	515,512	516,012	516,012	0	0.0%
Miscellaneous	1	25,108	21,202	(3,906)	-15.6%
Other Governmental	2,000	2,000	2,000	0	0.0%
<b>Total Revenues</b>	<b>535,513</b>	<b>561,120</b>	<b>557,214</b>	<b>(3,906)</b>	<b>-0.7%</b>
<i>General Fund</i>	<i>3,447,422</i>	<i>3,756,903</i>	<i>4,089,334</i>	<i>332,431</i>	<i>8.8%</i>
<b>Total Financing</b>	<b>3,982,935</b>	<b>4,318,023</b>	<b>4,646,548</b>	<b>328,525</b>	<b>7.6%</b>
<b>Expenditures</b>					
Salaries & Benefits	3,434,239	3,656,434	3,977,243	320,809	8.8%
Services & Supplies	1,252,073	1,291,997	1,295,858	3,861	0.3%
Other Charges	10,073	10,276	10,286	10	0.1%
<b>Subtotal</b>	<b>4,696,385</b>	<b>4,958,707</b>	<b>5,283,387</b>	<b>324,680</b>	<b>6.5%</b>
<i>IntraFund Transfers</i>	<i>(713,450)</i>	<i>(640,684)</i>	<i>(636,839)</i>	<i>3,845</i>	<i>-0.6%</i>
<b>Total Expenditures</b>	<b>3,982,935</b>	<b>4,318,023</b>	<b>4,646,548</b>	<b>328,525</b>	<b>7.6%</b>
<b>Staffing</b>					
Administrative Office	14.00	14.00	14.00	0.00	0.0%
Clerk of the Board	5.00	5.00	5.00	0.00	0.0%
<b>Total Staffing</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>0.00</b>	<b>0.0%</b>
<i>Unfunded Staffing</i>	<i>(1.00)</i>	<i>(1.00)</i>	<i>(1.00)</i>	<i>0.00</i>	<i>0.0%</i>
<b>Funded Staffing</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>0.00</b>	<b>0.0%</b>

