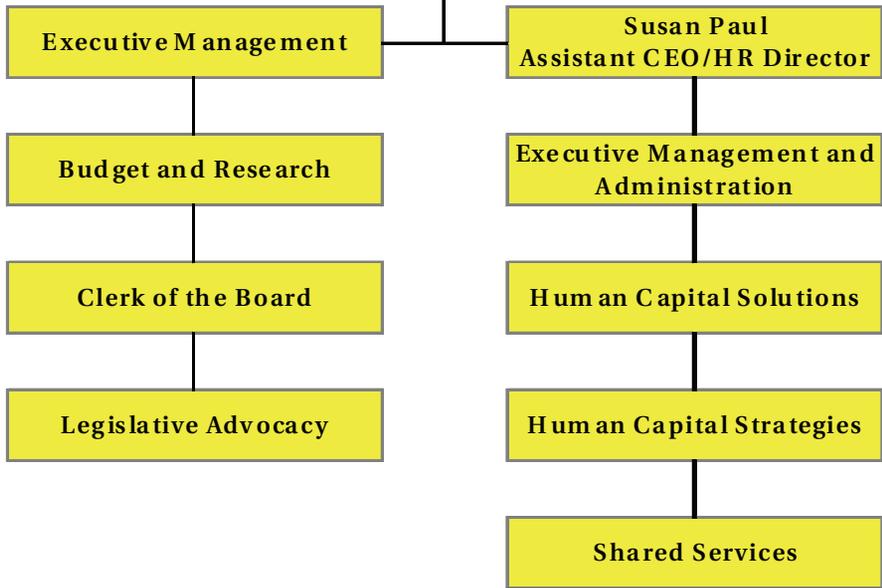


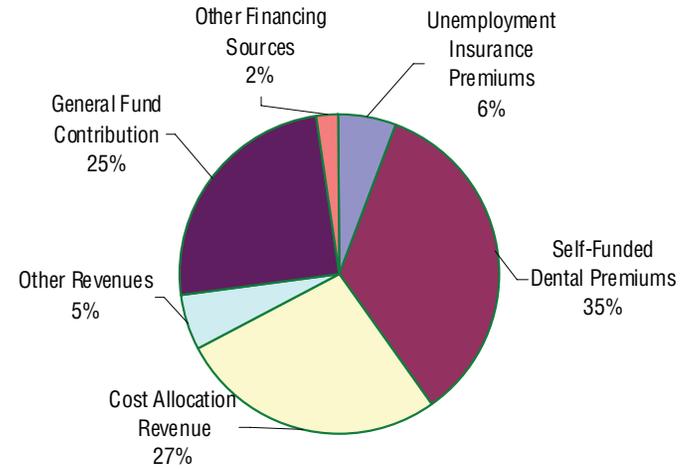
CEO/HUMAN RESOURCES

Budget & Positions (FTEs)	
Operating \$	4,507,781
Capital	80,000
Positions	27.9 FTEs

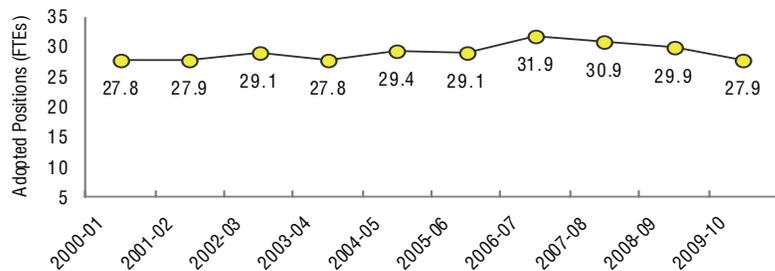
Michael F. Brown
County Executive Officer



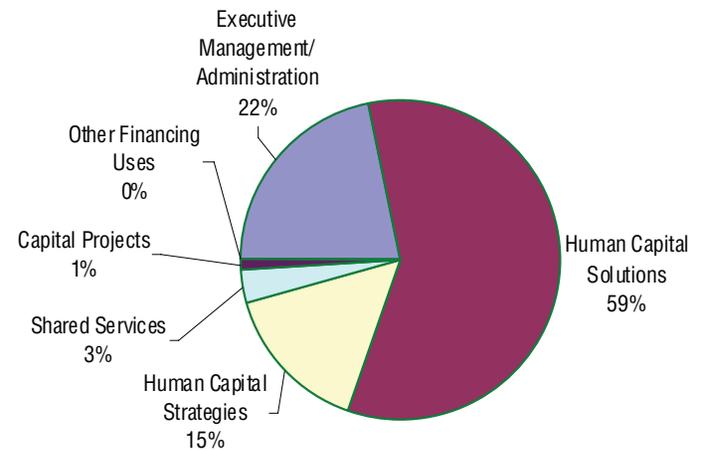
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



CEO/HUMAN RESOURCES

Department Summary

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Management/Administration	\$ 1,627,226	\$ 1,624,526	\$ 1,748,600	\$ 1,780,251
Human Capital Solutions	4,256,474	4,428,911	4,387,481	4,704,008
Human Capital Strategies	1,430,314	1,583,688	1,468,886	1,249,290
Shared Services	--	--	--	262,040
Operating Sub-Total	7,314,014	7,637,125	7,604,967	7,995,589
Less: Intra-County Revenues	(2,800,979)	(1,002,788)	(3,154,987)	(3,487,808)
Operating Total	4,513,035	6,634,337	4,449,980	4,507,781
<i>Non-Operating Expenditures</i>				
Capital Assets	424,353	133,000	209,000	80,000
Expenditure Total	4,937,388	6,767,337	4,658,980	4,587,781
<i>Other Financing Uses</i>				
Operating Transfers	9,822	10,306	10,306	10,306
Designated for Future Uses	557,001	94,027	78,559	--
Department Total	\$ 5,504,211	\$ 6,871,670	\$ 4,747,845	\$ 4,598,087

Character of Expenditures

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,460,122	\$ 2,610,650	\$ 2,444,761	\$ 2,513,612
Overtime	19,802	12,200	10,300	8,500
Extra Help	13,405	14,000	36,900	41,868
Benefits	840,324	1,015,931	878,673	1,002,425
Salaries & Benefits Sub-Total	3,333,653	3,652,781	3,370,634	3,566,405
Services & Supplies	1,184,145	1,109,344	1,359,333	1,233,484
Insurance Claims	2,796,216	2,875,000	2,875,000	3,195,700
Operating Sub-Total	7,314,014	7,637,125	7,604,967	7,995,589
Less: Intra-County Revenues	(2,800,979)	(1,002,788)	(3,154,987)	(3,487,808)
Operating Total	4,513,035	6,634,337	4,449,980	4,507,781
<i>Non-Operating Expenditures</i>				
Capital Assets	424,353	133,000	209,000	80,000
Expenditure Total	\$ 4,937,388	\$ 6,767,337	\$ 4,658,980	\$ 4,587,781

Note: Presentation of the individual program amounts for fiscal years 2007-08 and 2008-09 have been adjusted to provide a consistent level of detail with the fiscal year 2009-10 budget, however, the totals for 2007-08 and 2008-09 have not been changed.

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 147,744	\$ 145,000	\$ 99,363	\$ 31,340
Federal & State Revenues	14,225	15,000	12,000	14,000
Unemployment Premium Contributions	149,099	192,000	185,358	472,075
Dental Insurance Premiums	2,664,741	2,555,000	2,553,100	2,759,558
Cost Allocation Revenue	1,778,620	2,166,090	2,166,090	2,206,795
Other Charges for Services	140,597	148,905	138,905	191,380
Cell-Site Revenue	175,955	178,000	197,000	197,000
Miscellaneous Revenue	27,535	8,500	117,213	9,000
Revenue Sub-Total	5,098,516	5,408,495	5,469,029	5,881,148
Less: Intra-County Revenues	(2,800,979)	(1,002,788)	(3,154,987)	(3,487,808)
Revenue Total	2,297,537	4,405,707	2,314,042	2,393,340
General Fund Contribution	2,295,884	2,225,287	2,008,740	2,029,299
<i>Other Financing Sources</i>				
Operating Transfers	6,749	--	--	--
Use of Prior Fund Balances	904,041	240,676	425,063	175,448
Department Total	\$ 5,504,211	\$ 6,871,670	\$ 4,747,845	\$ 4,598,087

	Actual FY 07-08		Adopted FY 08-09		Est. Actual FY 08-09		Recommended FY 09-10	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Executive Management/Administration	8.0	7.3	8.0	7.8	8.0	7.9	8.0	7.8
Human Capital Solutions	12.8	11.0	12.8	11.5	12.8	11.6	12.0	10.8
Human Capital Strategies	13.0	11.2	13.0	10.7	13.0	10.4	11.8	7.4
Shared Services	--	--	--	--	--	--	2.0	2.0
Total Permanent	33.8	29.5	33.8	29.9	33.8	29.8	33.8	27.9
<i>Non-Permanent</i>								
Extra Help	--	0.2	--	--	--	0.5	--	--
Total Positions	33.8	29.6	33.8	29.9	33.8	30.3	33.8	27.9

Note: FTE and position totals may not sum correctly due to rounding.

MISSION STATEMENT

The mission of the CEO/Human Resources Department is to provide quality human resources systems, programs, and services to the Board of Supervisors, departments, employees, and applicants in support of the County's mission of providing excellent and cost effective services.

Budget Organization

CEO/Human Resources (CEO/HR) has four divisions: Executive Management and Administration, Human Capital Solutions, Human Capital Strategies, and Shared Human Resources Services. The Department provides services to all County departments and supports a workforce of approximately 4,500 with a staff of 27.9 FTEs. CEO/HR's primary function is serving as a strategic partner working with the Board of Supervisors, the County Executive Officer, County departments, and employees to increase organizational capacity and effectiveness. CEO/HR works to align the County's workforce and business systems to achieve organizational results.

Significant Changes (FY 2008-09 Adopted to FY 2008-09 Estimated Actual)

Estimated Actual operating expenditures decreased by \$32,000 to \$7,605,000 from the Adopted Budget of \$7,637,000. This net .4% decrease is the result of two primary increases and decreases:

- -\$282,000 – Salary and benefit savings as a result of vacancies, unpaid medical leaves, and retirements
- +\$250,000 – Increases to services and supplies primarily due to increased costs associated with actuarial services to review retirement issues and one-time benefit administration costs as a result of changing insurance brokers (\$162,000), costs associated with providing computer based training for County Office Professionals (\$31,000), increased training supplies required for realigned Employees' University course development (\$22,000), and other miscellaneous increases (\$35,000)

Estimated Actual capital expenditures increased by \$76,000 to \$209,000 from the Adopted Budget of \$133,000. This 57% increase is the result of implementation delays of the Human Resource Information System (HRIS) that moved costs from FY 07-08 into FY 08-09

Estimated Actual operating revenues increased by \$61,000 to \$5,469,000 from the Adopted Budget of \$5,408,000. This net 1% increase is the result of:

- +\$109,000 – One-time benefit administration revenue resulting from penalty payments from the County's prior health plan provider and fee reimbursements from the County's former insurance broker
- +\$19,000 – Additional cell-site lease
- -\$46,000 – Decreased interest income from the unemployment insurance and self-funded dental funds as a result of decreased reserves and the economic downturn
- -\$10,000 – Decreased Employees' University (EU) tuition revenue as a result of fewer classes being offered while EU curriculum is being redesigned

CEO/HUMAN RESOURCES

Department Summary (cont'd)

- -\$9,000 – less than anticipated unemployment and self-funded dental premiums as a result of small changes to enrollments and actual County employment numbers
- -\$2,000 – Miscellaneous revenue decreases

Significant Changes (FY 2008-09 Estimated Actual to FY 2009-10 Recommended)

As a result of 10% General Fund contribution cuts, CEO/HR will unfund 2.3 FTEs that will result in decreased customer service to County departments and the public in the areas of recruitment and employee training. In addition, funding for recruitment advertising will be reduced and the Coastal Housing Partnership membership will be eliminated.

The Recommended Budget's operating expenditures will increase by \$391,000 to \$7,996,000 from the prior year's Estimated Actual of \$7,605,000. This net 5% increase is the result of:

- +\$321,000 – Increase in self-funded dental insurance claims (\$250,000) and unemployment insurance claims (\$71,000)
- +\$124,000 – Increase in employee benefit costs, primarily due to increased retirement contributions (\$73,000), health insurance (\$34,000) and other miscellaneous increases (\$17,000)
- +\$72,000 – As a result of anticipated salary increases due to COLAs and promotions
- -\$126,000 – Decreases to services and supplies primarily as the result of one-time technology upgrades (\$95,000) and decreased use of outside consulting services (\$44,000), offset by miscellaneous increases (\$13,000)

The Recommended Budget's capital expenditures will decrease by \$129,000 to \$80,000 from the prior year's Estimated Actual of \$209,000. This 62% decrease is the result of:

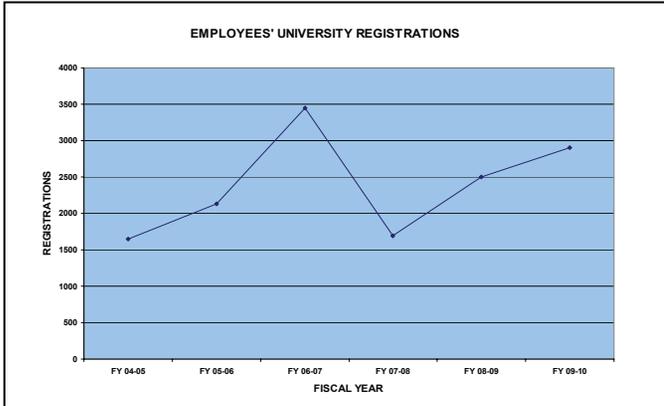
- -\$129,000 – Completion of Phase I of the HRIS project and lower costs associated with Phase II

The Recommended Budget operating revenues will increase by \$412,000 to \$5,881,000 from the prior year's Estimated Actual of \$5,469,000. This 7.5% increase is the result of:

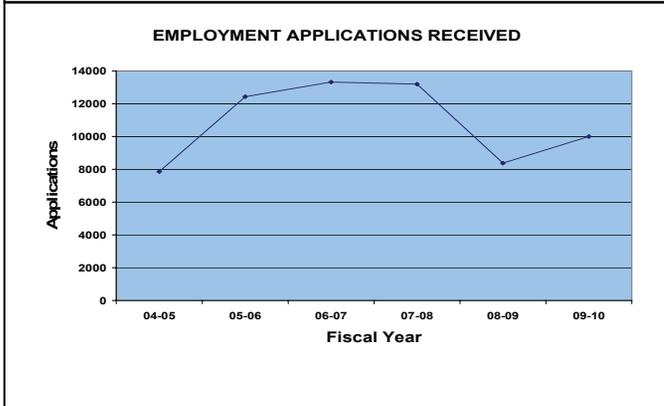
- +\$287,000 – Increased unemployment insurance premiums based on an actuarial review
- +\$206,000 – Increased self-funded dental premiums based on an actuarial review of enrollment, claims history, and fund balance
- +\$50,000 – Increased EU tuition due to the rollout of redesigned curriculum and increased class offerings
- +\$41,000 – Increased cost allocation revenue based on the County's cost plan
- +\$4,000 – Miscellaneous revenue increases
- -\$108,000 – Decreased benefit administration revenue due to one-time revenues received in FY 08-09
- -\$68,000 – Anticipated reduction in interest income due to lower interest rates

CEO/HUMAN RESOURCES
Department Summary (cont'd)

ACTIVITY INDICATORS



EU Registrations have begun to increase as a result of the realignment of EU course offerings and the creation of the new skill-based Office Professional classification series.



Applications received were down in FY08-09 and are anticipated to remain relatively low in FY 09-10 due to departments restricting recruiting to only critical vacancies.

Departmental Priorities and Their Alignment With County Goals

The Santa Barbara County Board of Supervisors has clearly articulated its goal to create a customer-focused culture throughout County government through the promotion and implementation of three fundamental values: Accountability, Customer-focus, and Efficiency (ACE). CEO/HR partners with departments, labor organizations, and the workforce to implement innovative workplace strategies and improved business systems designed to align employees with ACE Values and create an overarching organizational focus on delivering excellent customer service.

CEO/HR's strategic actions align primarily with the County's:

- **Strategic Goal 1: Efficient and Responsive Government: An efficient, professionally managed government able to anticipate and effectively respond to the needs of the community;**

- **Strategic Goal 5: Citizen Involvement: A County Government that is accessible, open, and citizen friendly;**
- **Critical Issue 5: Providing enhanced service delivery through a well-educated and trained workforce.**

CEO/HR continues to create a more strategic and customer service oriented human resources function by directing its efforts toward four key focus areas:

- **Strategy Development and Execution** – turning strategy into action through organizational design and effective workforce initiatives with a focus on results.
- **Business Expertise** – strategically allocating resources to support the business needs of departments in an efficient and cost effective manner to ensure quality service delivery.
- **Employee Engagement and Development** – aligning the workforce with business objectives to ensure an engaged and committed workforce that fully contributes to the organization's success.
- **Change Management** – building the organization's capacity to embrace and promote continuous improvement.



CEO/HR Focus Areas

Focus Area 1: Strategy Development and Execution

Current Year (FY 08-09) Accomplishments:

- Successfully brought the funding of the Retiree Medical benefit into compliance with IRS regulations with the Board's adoption of a 401(h) plan
- Santa Barbara County was the first county in California to negotiate wage concessions, wage freezes, and furloughs with the majority of the County's workforce to assist the organization in addressing its Fiscal Year 2008-2009 estimated budget shortfall. Fiscal year savings from these efforts are estimated at approximately \$10 million

- Working with the County's Health Oversight Committee (HOC), CEO/HR achieved significant cost savings for the organization by contracting with new employee health plan providers at an estimated savings of \$2.9 million
- Created a County presence on social networking sites that will be used in the future to market County job opportunities, engage Nexters in considering job opportunities in the public sector, and to provide virtual job fairs
- Issued an RFP for an on-site health clinic designed to improve employee health and reduce County and employee health care costs – clinics are scheduled to open at the beginning of Fiscal Year 2009-2010
- Implemented the innovative Office Professional skill-based pay system that links advancement in pay to attainment of critical Skills, Training, Experience, and successful job Performance (STEP)
- Set a framework for implementing Shared Human Resources Services to provide greater efficiency, effectiveness and consistency in the delivery of HR services throughout the County

Proposed Strategic Actions:

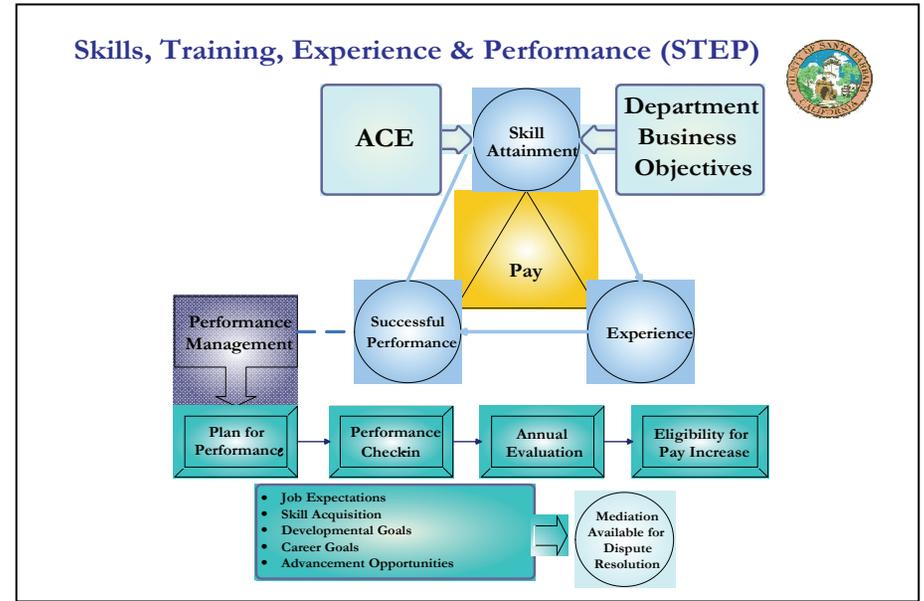
- Develop and implement modern, flexible, and responsive human resources business systems to support the Board's vision of a customer focused organization
- Create and implement innovative and integrated strategies to proactively and successfully address the County's human capital and fiscal challenges including a strong focus on developing strategies for enhancing the ability of the County to attract a diverse candidate pool
- Connect employee performance and compensation to ACE values, quality customer service, and business results

Proposed Key Projects:

- Create and implement a top-quality Workforce Plan, including Succession Planning and Knowledge Transfer elements, using data available through the new Human Resources Information System in order to proactively and effectively plan for the organization's future classification, compensation, recruiting, and training and development needs
- Fully implement the new Human Resources structure to ensure Countywide effectiveness, consistency, quality service delivery, and development of HR professionals throughout the organization
- Work with labor organizations to identify means to better manage County and employee pension-related costs
- Continue improvements to the Leadership Project including a 360 degree feedback component

CEO/HUMAN RESOURCES

Department Summary (cont'd)



Santa Barbara County was invited to make a presentation to the State of California to describe its many human resources innovations including the new Skills, Training, Experience, and Performance System for the new Office Professional classification series.

Focus Area 2: Business Expertise

Current Year (FY 08-09) Accomplishments:

- Received a successful Approved Local Merit System audit by the State Personnel Board that highlighted many CEO/HR business system reforms as best practices, including the Leadership and the Clerical Class and Comp (STEP) projects, resulting in CEO/HR presenting at the State of California Workforce Planning Conference and establishing a collaborative partnership with the State and its HR Modernization Project
- Implemented innovative Office Professional Opportunities Board effectively using technology to match Office Professional skills and interests with available County job opportunities and provided a unique mechanism for departments to market their jobs to the County's Office Professional workforce
- Implemented the first phase of the County's new Human Resources Information System designed to automate human resources processes, streamline procedures, reduce paperwork, and quickly provide workforce data for decision making

CEO/HUMAN RESOURCES
Department Summary (cont'd)

Proposed Strategic Actions:

- Utilize technology wherever possible to streamline and create efficiencies in accomplishing day-to-day business
- Utilize information from new HR systems to identify potential issues more quickly and to create fact based solutions
- Ensure that HR business systems align with and support County business objectives and goals

Proposed Key Projects:

- Begin implementation of Phase II of the HRIS application including self-service, forecasting, training, and EEO modules
- Using the cross-departmental Employment Business Initiative working group, implement strategic and modern recruiting practices that provide flexible and responsive recruiting solutions that will assist the County in filling positions in a timely and effective manner
- Provide quality human resources support and consultancy services to departments obtaining Federal Stimulus Package funds to attract, hire, and train new employees
- Implement a CEO/HR optical imaging project for the department to transition personnel records to an electronic medium, reduce space needs, and create increased efficiency
- Implement performance measures for the new On-site Health Care clinics to measure the efficacy and impact of reducing overall employee benefits costs

Focus Area 3: Employee Engagement and Development

Current Year (FY 08-09) Accomplishments:

- Successfully developed and delivered the first Operational Leadership training program, aligned with the County's core values of Accountability, Customer-focus, and Efficiency. This rigorous transformational training is designed to align supervisors and managers with County values to ensure continuous improvement in the area of customer service
- In support of the new skill-based Office Professional compensation system (STEP), implemented the Mindleaders online training, which provides a wide variety of courses designed to increase critical skills to the County's Office Professional workforce
- Collaboratively designed and implemented a new employee-employer mediation program to provide a non-adversarial approach to effectively and constructively resolve workplace disputes

Proposed Strategic Actions:

- Continue integrating ACE Values and core leadership competencies into the County's training and development programs

- Engage with labor organizations in collaborative efforts to develop and implement improvements to County classification, compensation, and employee development initiatives
- Promote a culture in which employees and management share common organizational goals

Proposed Key Projects:

- Implement the Society for Human Resources Management (SHRM) training program for all central and departmental HR professionals and encourage the attainment of SHRM certification, while also incorporating County-specific learning into the program
- Continue the Employees' University realignment initiative to build organizational capacity by ensuring rigorous and accountable training and development programs aligned with the County's ACE Values, service excellence, best practices, and competency development for all employees
- Effectively increase the use of technology to provide new avenues for delivering training, including on-line training programs, video conferencing, and live webinar trainings

Focus Area 4: Change Management

Current Year (FY 08-09) Accomplishments

- In partnership with County management and labor organizations, developed and implemented the new Office Professional job series, which reduced the number of clerical classifications from eighty-one to twenty-eight classifications, providing greater operational flexibility at the department level, modernized the performance management system, and implemented a pay structure that addresses long-standing market issues while meeting organizational needs
- Implemented a multi-departmental Employment Business Initiative designed to study current recruiting practices, identify new practices and technology, and implement modern, aggressive, competency-based recruiting practices in the future
- Through surveys and a multi-departmental working group, reviewed the progress of the Leadership Project and began a process to incorporate potential plan improvements based on feedback from County managers and executives

Proposed Strategic Actions

- Articulate a shared vision and leadership philosophy and weave through all Countywide change efforts
- Develop competency-based systems and related training to translate philosophy and vision into measurable improvements in workforce performance, especially in the area of customer service

- Develop a flexible, responsive, and accountable Countywide Human Resources organization that will support various change initiatives related to the County workforce

Proposed Key Projects

- Implement the new Countywide HR Structure that will provide greater accountability and consistency in HR practices throughout the organization. The new system will include two Business Centers, staffed by existing HR positions to minimize costs and will serve ten departments for greater efficiency. It will also create a dotted line reporting relationship to departments with dedicated HR managers to build a strong, collaborative, and consultative service model
- In collaboration with labor and management, create a recommended Mobile Workforce Program and supporting policy for suitable jobs to increase productivity and job satisfaction, reduce operating costs, and reduce both the employee and employer carbon footprint. This program may include a variety of elements such as: telecommuting, teleworking, expanded flexible work schedules, increased use of technology, and virtual offices, meetings, and training
- Expand the incorporation of competencies into County job specifications and continue to streamline the County classification and compensation system to ensure increased operational flexibility and fiscally responsible and effective compensation for County employees
- Increase the use of new technologies, such as social networking, Web 2.0 applications, and web-based training and video conferencing to expand the County's ability to attract, hire, and train, and retain an effective and responsive County workforce
- Create and implement a countywide Diversity Initiative to provide a forum for employees to develop and sponsor a work environment that respects and values diversity and strongly promotes strategies and activities to recruit, develop, and retain qualified men and women of varied backgrounds, cultures, lifestyles, and experiences

CEO/HUMAN RESOURCES
Department Summary (cont'd)

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Department-wide Effectiveness Measures				
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR provides my department with flexible, streamlined, and creative solutions."	75.0% 30 40	80.0% 40 50	80.0% 40 50	80.0% 40 50
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "When I have a problem with CEO/HR's services they are responsive to my needs and satisfactorily correct the problem."	83.3% 30 36	80.0% 40 50	80.0% 40 50	80.0% 40 50
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR provides services that help my department meet its business objectives."	83.7% 31 37	80.0% 40 50	80.0% 40 50	80.0% 40 50
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR understands my department's business needs."	70.0% 28 40	80.0% 40 50	80.0% 40 50	80.0% 40 50
In order to measure the County's ability to retain a well educated and trained workforce that delivers high quality service, achieve a level of at least 65% of new hires remaining with the County for at least 3 years in accordance with the Human Capital Plan.	58.2% 234 402	65.0% 335 515	58.4% 310 530	68.8% 330 479

CEO/HUMAN RESOURCES
Executive Management/Administration

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,627,226	\$ 1,624,526	\$ 1,748,600	\$ 1,780,251
Operating Sub-Total	1,627,226	1,624,526	1,748,600	1,780,251
Less: Intra-County Revenues	(626,175)	(30,883)	(858,270)	(880,614)
Operating Total	1,001,051	1,593,643	890,330	899,637
<i>Non-Operating Expenditures</i>				
Capital Assets	424,353	133,000	209,000	80,000
Expenditure Total	1,425,404	1,726,643	1,099,330	979,637
<i>Other Financing Uses</i>				
Operating Transfers	9,822	10,306	10,306	10,306
Designated for Future Uses	172,500	--	--	--
Division Total	\$ 1,607,726	\$ 1,736,949	\$ 1,109,636	\$ 989,943

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	794,687	879,305	883,887	904,448
Overtime	(2,070)	2,000	500	1,000
Extra Help	--	3,000	--	--
Benefits	280,374	341,336	317,313	364,500
Salaries & Benefits Sub-Total	1,072,991	1,225,641	1,201,700	1,269,948
Services & Supplies	554,235	398,885	546,900	510,303
Operating Sub-Total	1,627,226	1,624,526	1,748,600	1,780,251
Less: Intra-County Revenues	(626,175)	(30,883)	(858,270)	(880,614)
Operating Total	1,001,051	1,593,643	890,330	899,637
<i>Non-Operating Expenditures</i>				
Capital Assets	424,353	133,000	209,000	80,000
Expenditure Total	\$ 1,425,404	\$ 1,726,643	\$ 1,099,330	\$ 979,637

Source of Funds Summary

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 626,176	\$ 858,270	\$ 858,270	\$ 880,614
Other Charges for Services	2,166	--	--	--
Miscellaneous Revenue	--	--	30,000	--
Revenue Sub-Total	628,342	858,270	888,270	880,614
Less: Intra-County Revenues	(626,175)	(30,883)	(858,270)	(880,614)
Revenue Total	2,167	827,387	30,000	--
General Fund Contribution	1,076,078	909,562	929,136	919,943
<i>Other Financing Sources</i>				
Operating Transfers	5,128	--	--	--
Use of Prior Fund Balances	524,353	--	150,500	70,000
Division Total	\$ 1,607,726	\$ 1,736,949	\$ 1,109,636	\$ 989,943

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Administration	8.0	7.3	8.0	7.8	8.0	7.9	8.0	7.8
Total Positions	8.0	7.3	8.0	7.8	8.0	7.9	8.0	7.8

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
	Pos.	Pos.	Pos.	Pos.

Position Detail

Administration

Assistant CEO/HR Director	1.0	1.0	1.0	1.0
Asst Director	3.0	3.0	3.0	3.0
HR Analyst	1.0	1.0	1.0	--
Business Application Analyst	--	1.0	1.0	1.0
Business Manager	--	--	--	1.0
Admin Office Pro	1.0	1.0	1.0	1.0
Computer Systems Specialist	1.0	--	--	--
Executive Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	8.0	8.0	8.0	8.0
Division Total	8.0	8.0	8.0	8.0

SERVICE DESCRIPTION

The Executive Management and Administration Division focuses on providing executive oversight to ensure that departmental operations remain responsive to the needs of the Board of Supervisors, the County Executive Officer, County Departments, employees, employee organizations, and the public. Key responsibilities include goal alignment with Board and CEO priorities, business systems development, technology solutions, change management, and workforce communication.

Significant Changes (FY 2008-09 Adopted to FY 2008-09 Estimated Actual)

Estimated Actual operating expenditure increased by \$124,000 to \$1,749,000 from the Adopted Budget of \$1,625,000. This 7.6% increase is the result of:

- +\$148,000 – Increased use of actuarial services to analyze retirement issues (\$75,000) and the implementation of a new reporting tool for use with the HRIS (\$75,000), offset by miscellaneous decreases (\$2,000)
- -\$24,000 – Decreased employee benefit costs due to lower than anticipated health insurance contributions (\$16,000) and other miscellaneous reductions (\$8,000)

Significant Changes (FY 2008-09 Estimated Actual to FY 2009-10 Recommended)

There is no significant change between the prior year’s Estimated Actual operating expenditures and the Recommended operating expenditures.



CEO/HR implements a variety of strategies and initiatives designed to drive excellent customer service.

CEO/HUMAN RESOURCES

Executive Management/Administration (cont'd)

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Administration				
As an efficient and responsive government, the CEO/HR Department will maintain the number of General Liability claims filed from the previous year's actual claims filed.	0	0	0	0
	--	--	--	--
	--	--	--	--
As an efficient and responsive government, the CEO/HR Department will reduce or maintain the number of Workers' Compensation claims filed from the previous year's actual claims filed.	100%	0%	0%	0%
	3	--	--	--
	3	3	3	--
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less when measuring lost hours to total budgeted hours.	6.2%	5.0%	5.8%	5.4%
	3938	2743	3500	3096
	63173	54860	60300	56300
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	66%	100%	90%	100%
	20	30	28	30
	30	30	31	30

CEO/HUMAN RESOURCES

Human Capital Solutions

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Use of Funds Summary				
<i>Operating Expenditures</i>				
Employee Relations	\$ 506,248	\$ 516,794	\$ 458,830	\$ 525,200
Employee Benefits	325,014	333,395	493,820	357,164
Unemployment Self Insurance	423,067	487,676	487,576	554,784
Self-funded Dental	2,549,992	2,559,473	2,558,693	2,813,637
Class, Compensation & CSC	167,926	237,922	150,522	144,376
EEO/AA	284,227	293,651	238,040	308,847
Operating Sub-Total	4,256,474	4,428,911	4,387,481	4,704,008
Less: Intra-County Revenues	(1,252,348)	(893,000)	(1,435,231)	(1,754,222)
Expenditure Total	3,004,126	3,535,911	2,952,250	2,949,786
<i>Other Financing Uses</i>				
Designated for Future Uses	384,501	94,027	78,559	--
Division Total	<u>\$ 3,388,627</u>	<u>\$ 3,629,938</u>	<u>\$ 3,030,809</u>	<u>\$ 2,949,786</u>

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	884,021	943,648	854,343	880,665
Overtime	10,278	6,700	3,000	4,000
Extra Help	9,108	6,000	26,900	36,000
Benefits	290,823	364,854	302,349	347,187
Salaries & Benefits Sub-Total	1,194,230	1,321,202	1,186,592	1,267,852
Services & Supplies	266,028	232,709	325,889	240,456
Insurance Claims	2,796,216	2,875,000	2,875,000	3,195,700
Operating Sub-Total	4,256,474	4,428,911	4,387,481	4,704,008
Less: Intra-County Revenues	(1,252,348)	(893,000)	(1,435,231)	(1,754,222)
Expenditure Total	<u>\$ 3,004,126</u>	<u>\$ 3,535,911</u>	<u>\$ 2,952,250</u>	<u>\$ 2,949,786</u>

	Actual FY 07-08		Adopted FY 08-09		Est. Actual FY 08-09		Recommended FY 09-10	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Employee Relations	4.0	4.0	4.0	3.9	4.0	3.6	4.0	3.9
Employee Benefits	4.0	3.0	4.0	2.9	4.0	3.8	4.0	2.9
Class, Compensation & CSC	2.3	1.6	2.3	2.2	2.3	1.8	1.5	1.5
EEO/AA	2.5	2.4	2.5	2.4	2.5	2.3	2.5	2.5
Total Permanent	12.8	11.0	12.8	11.5	12.8	11.6	12.0	10.8
Total Positions	<u>12.8</u>	<u>11.0</u>	<u>12.8</u>	<u>11.5</u>	<u>12.8</u>	<u>11.7</u>	<u>12.0</u>	<u>10.8</u>

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 147,744	\$ 145,000	\$ 99,363	\$ 31,340
Unemployment Premium Contributions	149,099	192,000	185,358	472,075
Dental Insurance Premiums	2,664,741	2,555,000	2,553,100	2,759,558
Cost Allocation Revenue	352,384	525,239	525,239	554,589
Miscellaneous Revenue	26,125	8,500	87,213	9,000
Revenue Sub-Total	3,340,093	3,425,739	3,450,273	3,826,562
Less: Intra-County Revenues	(1,252,348)	(893,000)	(1,435,231)	(1,754,222)
Revenue Total	2,087,745	2,532,739	2,015,042	2,072,340
General Fund Contribution	921,190	856,523	741,204	771,998
<i>Other Financing Sources</i>				
Operating Transfers	4	--	--	--
Use of Prior Fund Balances	379,688	240,676	274,563	105,448
Division Total	<u>\$ 3,388,627</u>	<u>\$ 3,629,938</u>	<u>\$ 3,030,809</u>	<u>\$ 2,949,786</u>

Significant Changes (FY 2008-09 Adopted to FY 2008-09 Estimated Actual)

Estimated Actual operating expenditures decreased by \$42,000 to \$4,387,000 from the Adopted Budget of \$4,429,000. This 1% decrease is the result of:

- -\$135,000 – Salary and benefit savings due to unpaid leaves and vacancies
- +\$93,000 – One-time increase in benefit administration costs associated with changing from one broker to another. This increase is offset by one-time revenues received from the prior broker

Significant Changes (FY 2008-09 Estimated Actual to FY 2009-10 Recommended)

Recommended operating expenses will increase by \$317,000 to \$4,704,000 from the prior year's Estimated Actual of \$4,387,000. This 7.2% increase is the result of:

- +\$321,000 - Increase in self-funded dental insurance claims (\$250,000) and unemployment insurance claims (\$71,000)
- +\$81,000 – Increase in salary and benefit costs due to full staffing compared to FY08-09
- -\$85,000 – Decrease in services and supplies due to the one-time benefit administration costs incurred in FY08-09

SERVICE DESCRIPTION

The Human Capital Solutions Division is focused on providing creative and flexible solutions to assist County Management in addressing key workforce issues in a variety of areas including Employee Relations, Benefits, Classification and Compensation, and Equal Employment.

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Employee Relations				
Achieve a response rate of 81% of approximately 15 survey respondents who agree or strongly agree with the statement "CEO/HR staff are knowledgeable about Human Resources practices, labor law, and contemporary labor relations."	100%	81.2%	90.0%	80.0%
	9	13	9	12
	9	16	10	15
Achieve a response rate of 81% of approximately 15 survey respondents who agree or strongly agree with the statement, "CEO/HR provides a valuable service to the County's labor workforce."	90.0%	81.2%	80.0%	80.0%
	9	13	8	12
	10	16	10	15
Achieve a response rate of 81% of approximately 15 survey respondents who agree or strongly agree with the statement "CEO/HR is responsive and effective in resolving labor relations issues."	90.0%	81.2%	80.0%	80.0%
	9	13	8	12
	10	16	10	15
Employee Benefits				
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR Employee Benefits staff are effective in their ability to resolve problems"	91.6%	0%	90%	80.0%
	33	--	45	40
	36	--	50	50
Provide effective support to employees experiencing problems with their healthcare plans: achieve a response level of 92% or higher of 60 quarterly surveys that "agree" or "strongly agree" with the survey statement, "The CareCounsel Healthcare Assistance Plan is a valuable benefit for my employer to offer."	97%	91%	96%	92%
	10	55	58	55
	10	60	60	60

CEO/HUMAN RESOURCES

Human Capital Solutions (cont'd)

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
EEO/AA				
Number of formal employee Equal Employment Opportunity complaints received.	22	20	20	20
Conclude 50% of formal employee complaints (discrimination, harassment, and retaliation) within 90 days.	59%	50%	40%	50%
	3	10	8	10
	6	20	20	20
	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Employee Relations				
Program Manager	--	--	--	1.0
Employee Relations Chief	--	1.0	1.0	1.0
HR Analyst	2.0	2.0	2.0	1.0
Employee Relations Manager	1.0	--	--	--
Human Resources Specialist	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0
Employee Benefits				
Employee Benefits Manager	1.0	1.0	1.0	1.0
Human Resources Specialist	3.0	3.0	3.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0
Class, Compensation & CSC				
HR Analyst	1.8	1.8	1.8	1.0
Admin Office Pro	0.5	0.5	0.5	0.5
Sub-Division Total	2.3	2.3	2.3	1.5
EEO/AA				
EEO/AA Manager	1.0	1.0	1.0	1.0
Admin Office Pro	1.5	1.5	1.5	1.5
Sub-Division Total	2.5	2.5	2.5	2.5
Division Total	12.8	12.8	12.8	12.0

CEO/HUMAN RESOURCES

Human Capital Strategies

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Use of Funds Summary				
<i>Operating Expenditures</i>				
Talent Recruitment	\$ 1,138,845	\$ 1,157,168	\$ 1,022,500	\$ 824,300
Employee Development	291,469	426,520	446,386	424,990
Operating Sub-Total	1,430,314	1,583,688	1,468,886	1,249,290
Less: Intra-County Revenues	(922,456)	(78,905)	(861,486)	(749,206)
Division Total	<u>\$ 507,858</u>	<u>\$ 1,504,783</u>	<u>\$ 607,400</u>	<u>\$ 500,084</u>

Character of Expenditures

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
<i>Operating Expenditures</i>				
Regular Salaries	781,414	787,697	706,531	540,445
Overtime	11,594	3,500	6,800	3,500
Extra Help	4,297	5,000	10,000	5,868
Benefits	269,127	309,741	259,011	216,752
Salaries & Benefits Sub-Total	1,066,432	1,105,938	982,342	766,565
Services & Supplies	363,882	477,750	486,544	482,725
Operating Sub-Total	1,430,314	1,583,688	1,468,886	1,249,290
Less: Intra-County Revenues	(922,456)	(78,905)	(861,486)	(749,206)
Expenditure Total	<u>\$ 507,858</u>	<u>\$ 1,504,783</u>	<u>\$ 607,400</u>	<u>\$ 500,084</u>

Source of Funds Summary

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 14,225	\$ 15,000	\$ 12,000	\$ 14,000
Cost Allocation Revenue	800,060	782,581	782,581	667,826
Other Charges for Services	138,431	148,905	138,905	191,380
Cell-Site Revenue	175,955	178,000	197,000	197,000
Miscellaneous Revenue	1,410	--	--	--
Revenue Sub-Total	1,130,081	1,124,486	1,130,486	1,070,206
Less: Intra-County Revenues	(922,456)	(78,905)	(861,486)	(749,206)
Revenue Total	207,625	1,045,581	269,000	321,000
<i>General Fund Contribution</i>	298,616	459,202	338,400	179,084
<i>Other Financing Sources</i>				
Operating Transfers	1,617	--	--	--
Division Total	<u>\$ 507,858</u>	<u>\$ 1,504,783</u>	<u>\$ 607,400</u>	<u>\$ 500,084</u>

Actual FY 07-08		Adopted FY 08-09		Est. Actual FY 08-09		Recommended FY 09-10		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Talent Recruitment	10.0	9.3	10.0	7.8	10.0	8.2	8.8	4.9
Employee Development	3.0	1.9	3.0	2.9	3.0	2.2	3.0	2.5
Total Permanent	13.0	11.2	13.0	10.7	13.0	10.4	11.8	7.4
<i>Non-Permanent</i>								
Extra Help	--	0.1	--	--	--	0.3	--	--
Total Positions	13.0	11.3	13.0	10.7	13.0	10.7	11.8	7.4

Significant Changes (FY 2008-09 Adopted to FY 2008-09 Estimated Actual)

Estimated Actual operating expenditures decreased by \$115,000 to \$1,469,000 from the Adopted Budget of \$1,584,000. This 7.2% decrease is the result of:

- -\$124,000 – Salary and benefit savings as a result of a retirement, unpaid leave, and a transfer of a position to the Human Capital Solutions Division
- +9,000 – Miscellaneous increases in services and supplies

Significant Changes (FY 2008-09 Estimated Actual to FY 2009-10 Recommended)

Recommended operating expenditures will decrease by 220,000 to \$1,249,000 from the prior year's Estimated Actual of \$1,469,000. This 14.9% decrease is the result of:

- -\$216,000 – Reduced salary and benefit costs as a result of eliminating positions and transferring a position to the Shared Services Division
- -\$4,000 – Miscellaneous reductions to services and supplies

SERVICE DESCRIPTION

The Human Capital Strategies Division is focused on developing comprehensive strategies to assist the County in overcoming the challenges related to recruiting, retaining, and training the County workforce.

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Talent Recruitment				
In order to measure the County's ability to recruit and hire a well qualified workforce, achieve a level of 90% of new hires who remain employed with the County for at least one year in accordance with the Human Capital Plan. (The base number of new hires reflected in the FY09-10 Recommended column is the result of decreased hiring due to County fiscal constraints)	76.8%	90.6%	76.8%	90.0%
	368	290	288	153
	479	320	375	170
In order to measure the County's ability to attract a well educated and trained workforce that delivers high quality service, achieve a level of at least 50% of new hires earning a promotion at least once within three years from their date of hire in accordance with the Human Capital Plan.	48.0%	50.0%	45.9%	50.1%
	193	258	230	240
	402	515	501	479
Employee Development				
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "The training offered by the Employees' University enhances my department's ability to meet its business needs"	87.5%	0%	86.0%	80.0%
	35	--	43	40
	40	--	50	50
Maintain an average instructor effectiveness rating of 5 on a 6 point scale.	5.5	5.0	5.5	5.0
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "The Employees' University offers effective training programs for my employees"	87.5%	0%	84.0%	80.0%
	35	--	42	40
	40	--	50	50

CEO/HUMAN RESOURCES

Human Capital Strategies (cont'd)

	Actual FY 07-08 Pos.	Adopted FY 08-09 Pos.	Est. Actual FY 08-09 Pos.	Recommended FY 09-10 Pos.
Position Detail				
Talent Recruitment				
HR Analyst	3.0	4.0	4.0	3.8
Recruitment Manager	1.0	--	--	--
Admin Office Pro	3.0	3.0	3.0	3.0
Human Resources Specialist	3.0	3.0	3.0	2.0
Sub-Division Total	10.0	10.0	10.0	8.8
Employee Development				
Program Manager	1.0	1.0	1.0	1.0
HR Analyst	--	1.0	1.0	--
Admin Office Pro	1.0	1.0	1.0	1.0
Departmental Analyst	1.0	--	--	--
Human Resources Specialist	--	--	--	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	13.0	13.0	13.0	11.8

CEO/HUMAN RESOURCES
Shared Services

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Use of Funds Summary				
<i>Operating Expenditures</i>				
Shared Services	\$ --	\$ --	\$ --	\$ 262,040
Operating Sub-Total	--	--	--	262,040
Less: Intra-County Revenues	--	--	--	(103,766)
Division Total	\$ --	\$ --	\$ --	\$ 158,274

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Character of Expenditures				
<i>Operating Expenditures</i>				
Regular Salaries	--	--	--	188,054
Benefits	--	--	--	73,986
Salaries & Benefits Sub-Total	--	--	--	262,040
Operating Sub-Total	--	--	--	262,040
Less: Intra-County Revenues	--	--	--	(103,766)
Expenditure Total	\$ --	\$ --	\$ --	\$ 158,274

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Source of Funds Summary				
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ --	\$ --	\$ --	\$ 103,766
Revenue Sub-Total	--	--	--	103,766
Less: Intra-County Revenues	--	--	--	(103,766)
Revenue Total	--	--	--	--
<i>General Fund Contribution</i>	--	--	--	158,274
Division Total	\$ --	\$ --	\$ --	\$ 158,274

	Actual FY 07-08		Adopted FY 08-09		Est. Actual FY 08-09		Recommended FY 09-10	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Shared Services	--	--	--	--	--	--	2.0	2.0
Total Positions	--	--	--	--	--	--	2.0	2.0

SERVICE DESCRIPTION

The Shared Services Division creates two business centers, supporting ten departments to increase staffing efficiency, responsiveness, and HR expertise in departments. This service model provides consultation between all departments and CEO/HR to strengthen consistency, coordination, and accountability in the application of laws, policies, procedures, and practices.

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Shared Services				
Program Manager	--	--	--	2.0
Sub-Division Total	--	--	--	2.0
Division Total	--	--	--	2.0

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Shared Services				
Achieve a response rate of 100% of 10 survey respondents who agree or strongly agree with the statement "Shared Services staff provides services that help my department meet its business objectives"	0%	0%	0%	100%
	--	--	--	10
	--	--	--	10
Achieve a response rate of 100% of 10 survey respondents who agree or strongly agree with the statement "Shared Services staff understand my department's business needs"	0%	0%	0%	100%
	--	--	--	10
	--	--	--	10

SHARED SERVICES DIVISION CONCEPT

This new HR service model is intended to develop a team approach to HR service delivery by creating a strong organizational link between department HR managers and CEO/HR. The labor-management project team that developed the new approach envisioned a model that would improve HR service delivery and ensure responsive service to the departments, provide consistent interpretation and application of laws, rules and procedures, support strategic HR planning for the future and build modern HR expertise in the departments.