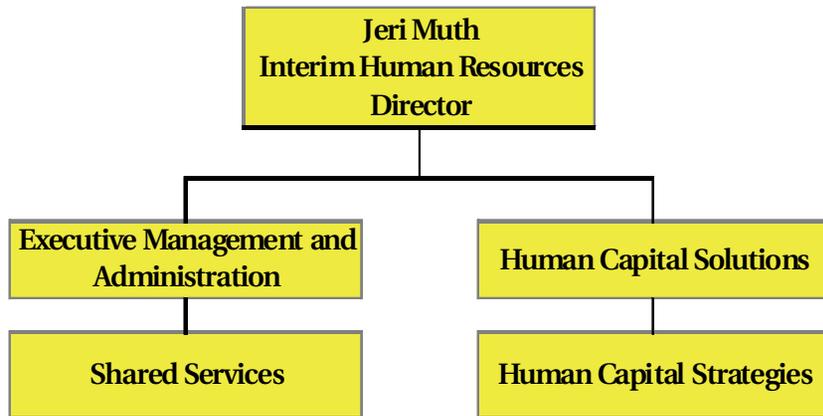
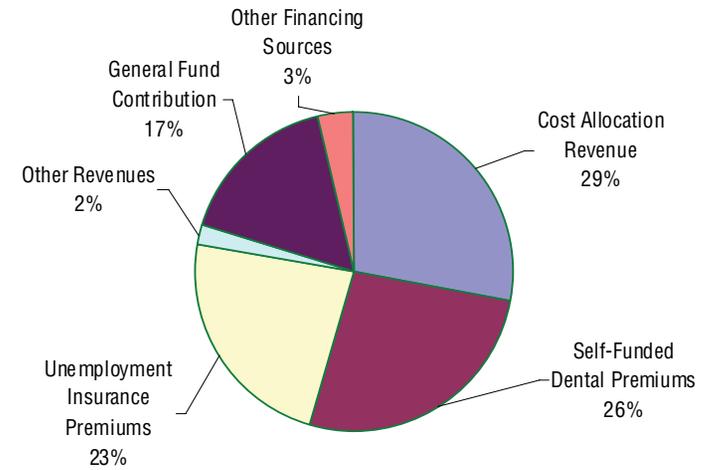


HUMAN RESOURCES

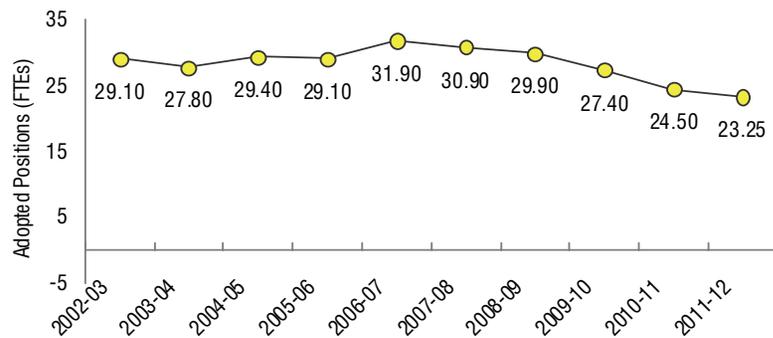
Budget & Positions (FTEs)	
Operating \$	5,857,684
Capital	112,000
Positions	23.25 FTEs



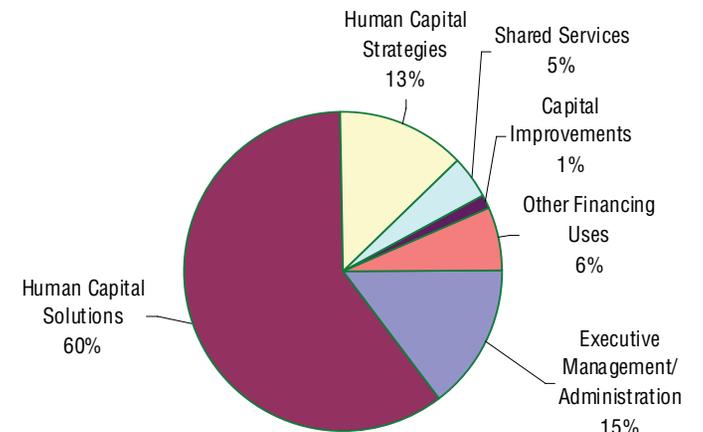
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



HUMAN RESOURCES
Department Summary

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Management/Administration	\$ 1,850,701	\$ 1,553,173	\$ 1,594,555	\$ 1,384,051
Human Capital Solutions	5,681,029	5,718,294	4,868,869	5,689,216
Human Capital Strategies	1,062,591	1,199,147	1,167,587	1,224,432
Shared Services	208,735	351,433	416,600	429,242
Operating Sub-Total	8,803,056	8,822,047	8,047,611	8,726,941
Less: Intra-County Revenues	(3,591,336)	(4,551,388)	(2,398,445)	(2,869,257)
Operating Total	5,211,720	4,270,659	5,649,166	5,857,684
<i>Non-Operating Expenditures</i>				
Capital Assets	119,000	80,000	80,000	112,000
Expenditure Total	5,330,720	4,350,659	5,729,166	5,969,684
<i>Other Financing Uses</i>				
Operating Transfers	10,306	10,308	10,308	--
Designated for Future Uses	6,000	116,833	563,275	612,747
Department Total	\$ 5,347,026	\$ 4,477,800	\$ 6,302,749	\$ 6,582,431

Character of Expenditures

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,321,448	\$ 2,296,282	\$ 2,193,721	\$ 2,158,197
Overtime	3,035	3,800	3,060	3,300
Extra Help	35,722	25,500	31,900	31,000
Benefits	954,251	1,016,245	946,083	1,077,897
Salaries & Benefits Sub-Total	3,314,456	3,341,827	3,174,764	3,270,394
Services & Supplies	1,562,779	1,383,220	1,386,847	1,137,162
Insurance Claims	3,925,821	4,097,000	3,486,000	4,319,385
Operating Sub-Total	8,803,056	8,822,047	8,047,611	8,726,941
Less: Intra-County Revenues	(3,591,336)	(4,551,388)	(2,398,445)	(2,869,257)
Operating Total	5,211,720	4,270,659	5,649,166	5,857,684
<i>Non-Operating Expenditures</i>				
Capital Assets	119,000	80,000	80,000	112,000
Expenditure Total	\$ 5,330,720	\$ 4,350,659	\$ 5,729,166	\$ 5,969,684

Note: Presentation of the individual program amounts for fiscal years 2009-10 and 2010-11 have been adjusted to provide a consistent level of detail with the fiscal year 2011-12 budget, however, the totals for 2009-10 and 2010-11 have not been changed.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 33,381	\$ 11,500	\$ 23,000	\$ --
Inter-Governmental Revenue	11,449	12,000	76,000	131,850
Unemployment Insurance Premiums	594,347	1,623,818	1,657,260	2,179,992
Dental Insurance Premiums	2,560,769	2,563,400	2,360,900	2,462,180
Cost Allocation Revenue	2,206,796	2,183,652	2,183,652	2,630,145
Cell Site Revenue	213,864	197,000	197,000	97,000
Other Charges for Services	125,762	168,898	138,898	60,000
Miscellaneous Revenue	3,458	--	(22,000)	--
Revenue Sub-Total	5,749,826	6,760,268	6,614,710	7,561,167
Less: Intra-County Revenues	(3,591,336)	(4,551,388)	(2,398,445)	(2,869,257)
Revenue Total	2,158,490	2,208,880	4,216,265	4,691,910
General Fund Contribution	1,742,458	1,796,090	1,774,754	1,564,797
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,446,078	472,830	311,730	325,724
Department Total	\$ 5,347,026	\$ 4,477,800	\$ 6,302,749	\$ 6,582,431

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Executive Management/Administration	8.0	8.3	8.0	5.9	7.0	7.7	6.8	4.8	
Human Capital Solutions	12.0	8.7	12.0	9.3	12.0	7.7	9.5	8.5	
Human Capital Strategies	11.8	7.2	10.8	6.4	10.8	7.1	8.8	7.0	
Shared Services	2.0	1.6	3.0	2.9	3.0	3.1	3.0	3.0	
Total Permanent	33.8	25.8	33.8	24.5	32.8	25.5	28.1	23.3	
<i>Non-Permanent</i>									
Extra Help	--	0.2	--	--	--	0.2	--	--	
Total Positions	33.8	26.0	33.8	24.5	32.8	25.8	28.1	23.3	

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

MISSION STATEMENT

The mission of the Human Resources Department is to increase organizational capacity and efficiency through initiatives designed to assist departments with the delivery of accountable, customer-focused, and efficient services to the community.

Budget Organization

The primary function of the Human Resources (HR) Department is to serve as a strategic partner with the Board of Supervisors, the County Executive Officer, County departments, as well as employees to increase the organization's capacity to deliver quality customer service to the community of Santa Barbara. HR works to ensure that Countywide HR strategies and practices support the organization's business objectives.

HR has four divisions: Executive Management and Administration, Human Capital Solutions, Human Capital Strategies, and Shared Human Resources Services. Within these divisions are eleven distinct functional areas that will be staffed with reduced staffing of 24 employees (23.25 FTEs) in Fiscal Year 2011-2012:

- | | |
|--|-------------------------------------|
| 1) Employee/Labor Relations | 6) Employee Benefits |
| 2) Equal Employment Opportunity | 7) Civil Service Commission Support |
| 3) Reception | 8) Position Control |
| 4) Recruiting and Selection | 9) Information Technology |
| 5) HR Business Center Department Support | 10) Employees' University |
| | 11) Administration/Leadership |

In addition, HR is responsible for the County's classification system, various human resources programs such as the mediation program, administration of the Office Professional program, leading the Human Resources Leadership Team, and the administration of human resources policy; this work is currently being performed by the Administration/Leadership function.

Significant Changes (FY 2010-11 Adopted to FY 2010-11 Estimated Actual)

Estimated Actual operating expenditures decreased by \$774,000, to \$8,048,000, from the Adopted Budget of \$8,822,000. This 8.8% decrease is the result of:

- -\$411,000 – Lower than anticipated unemployment insurance claims, partly as a result of labor concessions that reduced or eliminated the need for layoffs during the Fiscal Year.
- -\$200,000 – Lower than anticipated self-funded dental insurance claims.
- -\$173,000 – Decreased salaries and benefits due to holding positions vacant, including the HR Director and several support positions.

Estimated Actual operating revenues decreased by \$145,000, to \$6,615,000, from the Adopted Budget of \$6,760,000. This 2.15% decrease is the result of:

HUMAN RESOURCES

Department Summary (cont'd)

- -\$203,000 – Lower than anticipated enrollment in the self-funded dental plans. This decrease in revenue is offset by lower than anticipated claims.
- +\$64,000 – Increased revenue to the Employees' University as a result of a training contract with the County of San Luis Obispo.

Significant Changes (FY 2010-11 Estimated Actual to FY 2011-12 Recommended)

The Recommended Budget's operating expenditures increased by \$679,000, to \$8,727,000, from the prior year's Estimated Actual of \$8,048,000. This 8.4% increase is the result of:

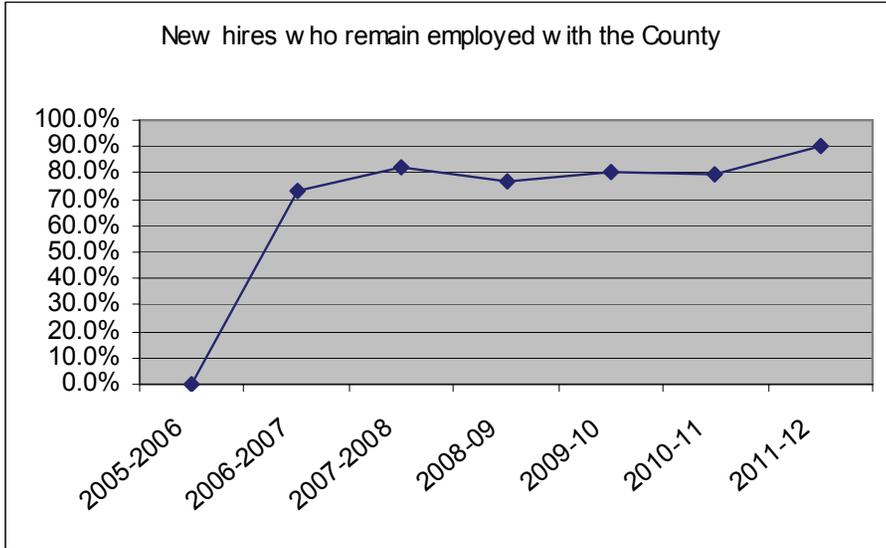
- +\$733,000 – Anticipated increase in unemployment insurance claims based on an actuarial review.
- -\$250,000 – Decrease in expenditures on services and supplies primarily due to removing the funding mechanism for the on-site health clinics from Human Resources' budget to be charged directly to departments.
- +\$132,000 – Increased employee benefit costs primarily due to retirement and health insurance contribution increases.
- +\$100,000 – Anticipated increase in dental self-insurance claims based on an actuarial review.
- -\$36,000 – Decrease in salaries and benefits due to holding positions vacant in FY 10-11. This reduction in staffing will negatively impact HR's ability to provide services in a timely fashion.

The Recommended Budget's operating revenues increased by \$946,000, to \$7,561,000, from the prior year's Estimated Actual of \$6,615,000. This 14.3% increase is the result of:

- +\$523,000 – Increased premiums for the unemployment insurance fund based on an actuarial review and recommendation.
- +\$446,000 – Increased cost allocation revenue based on the allocation formula used by the Auditor-Controller's office to cover the cost of Countywide support services.
- +\$101,000 – Anticipated increases in self-funded dental premiums based on an actuarial review.
- -\$100,000 – Decreases in the need for cell site lease revenue.
- -\$79,000 – Suspending the County marketing program, and therefore, not collecting revenue from departments as well as a slight decrease in tuition for the Employees' University.
- +\$55,000 – An increase in intergovernmental revenue as a result of the training contract with the County of San Luis Obispo.

HUMAN RESOURCES

Department Summary (cont'd)



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.

Departmental Priorities and Their Alignment With County Goals

The Santa Barbara County Board of Supervisors has set a goal to create and sustain a customer-focused culture throughout County government. Supporting this goal are the County's ACE values (Accountability, Customer-focus, and Efficiency). HR develops initiatives and partners with County departments to engage and align County employees with a commitment to excellent service to the community.

HR's strategic actions align primarily with the following County strategic goals:

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

Goal 5: Citizen Involvement: A County government that is Accessible, Open and Citizen-Friendly.

In spite of significant staffing reductions, HR will continue to focus its resources on four key focal areas that serve the County and community:

- **Strategy Development and Execution** – Identify and anticipate HR issues impacting the County and turn 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** – Align employees with business objectives to ensure an engaged and committed workforce that fully contributes to the organization's success.
- **Change Management** – Build the organization's capacity to embrace and promote continuous improvement.



As part of HR's ongoing efforts to develop and enhance the professional skills of County HR and payroll professionals, HR implemented a series of training sessions focused on topics such as Risk Management, Leaves, Retirements, Equal Employment, Recruitment, and Attendance.

Current Year (FY 10–11) Accomplishments:

- Working with the County’s labor organizations, successfully reached collective bargaining agreements which resulted in savings for Fiscal Year 2010-2011 in the amount of approximately \$11,112,000.
- Commenced 2011 negotiations with all the County’s labor organizations designed to achieve cost reductions to assist the County in managing its significant fiscal challenges in the coming years.
- With the County’s labor-management Health Oversight Committee, made plan design changes to the County’s health plans that resulted in employees sharing a greater portion of the cost for health benefits and saving the County approximately \$330,000.
- Increased employee participation in the County’s onsite employee health clinic program by 16% in an effort to reduce the County’s long term costs for health benefits.
- Generated revenue estimated at \$14,000 with the royalties received from the County’s Prescription Discount Program. Further, it is estimated that in Fiscal Year 2010-2011 residents of Santa Barbara County will have saved approximately \$1,000,000 on their prescription costs through this program.
- Created successful partnerships with the counties of Ventura and San Luis Obispo (SLO) resulting in an increase in revenue of \$197,000 for the provision of training services to Ventura and SLO employees. These contracts reduce the Employees’ University’s reliance on cell site revenue in Fiscal Year 2011-2012 by 50%.
- Assisted the Board of Supervisors' Retirement Program Alternatives Advisory Commission in developing options and recommendations for policy makers designed to reduce the County’s cost for retirement benefits in the short term as well as in the long term.
- Met with all department directors or their assistants to determine current and future HR needs; implement strategies to assist departments in more effectively achieving their business objectives; and provide targeted and strategic solutions to departments.
- Completed a comprehensive evaluation of employee training needs related to ACE values in order to further improve and update training programs and more strongly link training to business needs and objectives.
- Successfully completed the implementation of Phase 1 of the Human Resources Information System (HRIS) which creates efficiency by significantly reducing the number of manual and paper personnel transactions. Trained human resource and payroll staff throughout the County to effectively use the HRIS to process personnel transactions electronically.
- Successfully implemented an online candidate testing suite that assists the organization in better testing and screening job candidates for competencies critical to the County’s ACE values in order to improve the candidate pool from which departments hire.

HUMAN RESOURCES

Department Summary (cont'd)

- Initiated a study of jobs across the organization to identify competencies critical for employee success in order to increase the quality of employee selection and alignment with the County’s ACE values.
- Redesigned HR’s intranet site to increase access to information and communicate the organization’s ACE values and mission across the organization.
- Established County policy for the coordination of disciplinary matters that creates a strong partnership between departments, County Counsel, and HR when addressing personnel issues, including appropriate means for addressing performance issues for at will employees.
- Trained supervisors and managers on disciplinary investigation and progressive discipline procedures in order to ensure a sound understanding of processes and laws associated with discipline and termination actions.
- Leveraging the expertise of human resource professionals throughout the County through the Human Resources Leadership Team, established County guidelines regarding absenteeism. Designed and delivered Attending to Attendance (A2A) training to managers and supervisors to assist them in effectively managing the performance of employees with chronic absenteeism.
- With Human Resources Leadership Team, developed a Supervisor’s Toolbox that offers supervisors techniques to establish and emphasize a positive results-oriented approach with employees.
- Developed the business acumen and HR expertise of the Human Resources Leadership Team of all County departments through the regular sharing of knowledge, in-service training, joint problem solving, and challenging work-related projects.
- Designed and delivered training regarding layoff strategies, practices, and requirements for County managers and human resources staff to assist them in managing the workforce reductions likely to occur as a result of the Fiscal Year 2011-2012 budget. Provided consultation services and technical assistance to departments in their preparation for workforce reductions.
- Fully integrated the County’s Mediation Program – a non-adversarial approach to effectively and constructively resolving workplace disputes – throughout the organization, resulting in seven successful resolutions involving 18 employees.
- Working with a labor-management team, revised the County’s Teleworking Policy to support an increase in the number of employees working remotely in order to support the County’s goal to reduce the carbon footprint of the County and its employees.

HUMAN RESOURCES

Department Summary (cont'd)

Proposed Strategic Actions:

In an ongoing effort to ensure continued improvement and increased capacity to provide excellent human resources services, HR has identified the following key strategic actions for Fiscal Year 2011-2012:

- Create strong partnerships with departments to ensure their business needs are met and to support them in successfully addressing critical human capital challenges.
- Support departments as they balance the expectations and needs of the organization, their employees, and their stakeholders.
- Partner with leadership throughout the organization to ensure a performance-based culture that connects individual employee performance with the County's ACE values and department business needs.
- Work with departments and labor to ensure departments can maximize their ability to provide critical services in spite of significant workforce reductions throughout the organization.
- Ensure enhanced and open communication throughout the organization.
- Maximize the use of technology to create efficiencies, reduce costs, streamline processes, and improve the timeliness and responsiveness in meeting the human capital needs of the organization.
- Streamline and implement modern, flexible, and responsive human resources systems that support the organization's ACE values and the Board's vision of a customer-focused organization.
- Assist departments in getting the right people in the right jobs at the right time through strategic workforce planning and leveraging technology in recruitment and selection processes.
- Ensure training and development programs are designed to support ACE values and build a culture committed to excellent customer service.
- Ensure that all County HR staff possess strong business acumen, including knowledge of modern HR principles and practices, in order to ensure that they are able to make sound decisions, effectively advise the departments they support, and be appropriately proactive in addressing workforce issues.

Proposed Key Projects:

- Negotiate with all labor organizations to achieve cost saving reductions necessary to sustain the delivery of critical services and minimize workforce reductions.

- Negotiate with all labor organizations to implement short and long term cost reductions for the retirement benefit and to increase employee cost sharing for the benefit.
- Work with the County's labor-management Health Oversight Committee to implement strategies designed to control the County's and its employees' health benefits costs, including the costs associated with national health care reforms.
- Continue to maximize and potentially expand access to the County's employee health clinics in order to reduce health benefit costs.
- Implement a communications campaign to increase awareness and usage of the County's Pharmacy Discount Card program.
- Implement new technology to streamline recruiting and create an effective on-boarding program to decrease time to fill, increase new employee engagement, and help departments to get the right person in the right job at the right time.
- Train and consult with department Human Resources professionals to ensure they are able to recruit for vacancies in classifications found only in their respective departments. Ensure all recruitments focus on recruiting for diversity as well as compliance with legal requirements.
- Begin a process to strengthen and improve consistency throughout the County's various performance management systems in order to support employee engagement, align employee performance with excellent service delivery and department business objectives, create a work environment that maximizes the potential of all employees and recognizes the contributions that each makes, and ensures a quality workforce at all times.
- Assemble a team of County managers to review and strengthen the Leadership Project performance management system.
- Implement Phase 2 of the HRIS system to expand system self-service, functionality and efficiency by providing managers increased human capital information including staffing changes, vacancies, turnover, and training information.
- Implement Project Paperless, an optical imaging project that will reduce or eliminate the use of paper forms, streamline the retrieval of information, and reduce staff and space resources.
- Implement new technology that will provide a robust "dashboard" approach to creating workforce data reports quickly, accurately, and efficiently.
- Expand the use of technology in providing training and development opportunities for the workforce (webinars, online training, videotaped training) to ensure a well-trained workforce while maximizing the efficiency and cost-effectiveness of training delivery.
- Continue to expand opportunities for the Employees' University to generate revenue by providing access to training to other local governmental and non-profit organizations.
- Lead efforts to implement additional elements of the Mobile Workforce Policy including a review of County days of operation and the use and deployment of field staff.

HUMAN RESOURCES
Department Summary (cont'd)

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Department-wide Effectiveness Measures				
Achieve a response rate of 75% of approximately 50 survey respondents who agree or strongly agree with the statement "HR provides my department with flexible, streamlined, and creative solutions."	90.0%	74.0%	75.0%	75.0%
	27	37	22	38
	30	50	30	50
Achieve a response rate of 75% of approximately 50 survey respondents who agree or strongly agree with the statement "When I have a problem with HR's services they are responsive to my needs and satisfactorily correct the problem."	96.2%	74.0%	75.0%	75.0%
	25	37	23	38
	26	50	30	50
Achieve a response rate of 75% of approximately 50 survey respondents who agree or strongly agree with the statement "HR understands my department's business needs."	80.6%	74.0%	75.0%	75.0%
	25	37	23	38
	31	50	30	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 50% of new hires remaining with the County for at least 3 years.	38.8%	64.9%	36.4%	50.0%
	184	237	157	126
	474	365	431	253

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HUMAN RESOURCES

Executive Management/Administration

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Use of Funds Summary				
<i>Operating Expenditures</i>				
Administration	\$ 1,850,701	\$ 1,553,173	\$ 1,594,555	\$ 1,384,051
Operating Sub-Total	1,850,701	1,553,173	1,594,555	1,384,051
Less: Intra-County Revenues	(880,616)	(770,693)	(26,207)	(33,765)
Operating Total	970,085	782,480	1,568,348	1,350,286
<i>Non-Operating Expenditures</i>				
Capital Assets	119,000	80,000	80,000	112,000
Expenditure Total	1,089,085	862,480	1,648,348	1,462,286
<i>Other Financing Uses</i>				
Operating Transfers	10,306	10,308	10,308	--
Designated for Future Uses	6,000	--	--	261,286
Division Total	\$ 1,105,391	\$ 872,788	\$ 1,658,656	\$ 1,723,572

Character of Expenditures

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<i>Operating Expenditures</i>				
Regular Salaries	939,182	721,655	682,431	524,298
Overtime	(1,146)	--	360	--
Extra Help	3,873	--	3,700	20,000
Benefits	368,177	325,443	301,834	281,855
Salaries & Benefits Sub-Total	1,310,086	1,047,098	988,325	826,153
Services & Supplies	540,615	506,075	606,230	557,898
Operating Sub-Total	1,850,701	1,553,173	1,594,555	1,384,051
Less: Intra-County Revenues	(880,616)	(770,693)	(26,207)	(33,765)
Operating Total	970,085	782,480	1,568,348	1,350,286
<i>Non-Operating Expenditures</i>				
Capital Assets	119,000	80,000	80,000	112,000
Expenditure Total	\$ 1,089,085	\$ 862,480	\$ 1,648,348	\$ 1,462,286

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Pos.				
FTE				

Position Summary

<i>Permanent</i>								
Administration	8.0	8.3	8.0	5.9	7.0	6.7	6.8	4.8
Total Permanent	8.0	8.3	8.0	5.9	7.0	6.7	6.8	4.8
<i>Non-Permanent</i>								
Extra Help	--	--	--	--	--	0.2	--	--
Total Positions	8.0	8.3	8.0	5.9	7.0	6.9	6.8	4.8

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Source of Funds Summary				
<i>Departmental Revenues</i>				
Inter-Governmental Revenue	\$ 1,736	\$ --	\$ --	\$ --
Cost Allocation Revenue	880,616	792,173	792,173	1,125,212
Revenue Sub-Total	882,352	792,173	792,173	1,125,212
Less: Intra-County Revenues	(880,616)	(770,693)	(26,207)	(33,765)
Revenue Total	1,736	21,480	765,966	1,091,447
<i>General Fund Contribution</i>				
	1,064,655	765,308	747,690	520,125
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	39,000	86,000	145,000	112,000
Division Total	\$ 1,105,391	\$ 872,788	\$ 1,658,656	\$ 1,723,572

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Pos.				

Position Detail

Administration

Assistant CEO/HR Director	1.0	1.0	1.0	1.0
Asst Director	3.0	2.0	2.0	1.0
Program Manager	--	--	--	1.0
HR Analyst	--	1.0	--	--
Business Application Analyst	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Admin Office Pro	1.0	1.0	1.0	0.8
Executive Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	8.0	8.0	7.0	6.8
Division Total	8.0	8.0	7.0	6.8

SERVICE DESCRIPTION

The Executive Management and Administration Division focuses on providing executive oversight to ensure that the Department is 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 2010-11 Adopted to FY 2010-11 Estimated Actual)

Estimated Actual operating expenditures increased by \$42,000, to \$1,595,000, from the Adopted Budget of \$1,553,000. This 2.7 % increase is the result of:

- +\$100,000 – Increase in services and supplies primarily due to a budget revision approved by the Board to provide actuarial services to the Retirement Program Alternatives Advisory Commission.
- -\$63,000 – Decrease in salary and benefit costs due to the HR Director and Executive Secretary positions being vacated during the year.

Significant Changes (FY 2010-11 Estimated Actual to FY 2011-12 Recommended)

The Recommended Budget's operating expenditures decreased by \$211,000, to \$1,384,000, from the prior year's Estimated Actual of \$1,595,000. This 13.23% decrease is the result of:

- -\$178,000 - Decrease in salary and benefit costs due to the HR Director and Executive Secretary positions being held vacant.
- -\$49,000 – Decrease in services and supplies by \$100,000 primarily due to a one-time increase in the prior fiscal year to provide actuarial services to the Retirement Program Alternatives Advisory Commission, but partially offset by an increase of \$50,000 to implement a digital record retention and retrieval system.
- +\$16,000 – Increase spending on extra-help to address a reduction in staffing.

HUMAN RESOURCES

Executive Management/Administration (cont'd)

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Recurring Performance Measures				
As an efficient and responsive government, the County will maintain a quality workforce through completing 100% of departmental Employee Performance Reviews (EPRs) by the anniversary due date.	88% 22 25	96% 24 25	78% 18 23	100% 23 23
As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.	0 0	0 0	0 0	0 0
As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.	1 --	0 0	0 0	0 0
As an efficient and responsive government, the County will maintain a productive workforce through a Departmental lost time rate of 4% or less.	3.9% 2,105 53,392	4.5% 2,104 46,750	3.8% 1,935 51,518	4% 1,934 48,360

HUMAN RESOURCES
Human Capital Solutions

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Use of Funds Summary				
<i>Operating Expenditures</i>				
Employee Relations	\$ 567,578	\$ 543,098	\$ 584,456	\$ 731,103
Employee Benefits	784,402	572,323	482,456	252,331
Unemployment Self Insurance	1,437,754	1,506,985	1,095,985	1,828,531
Self-funded Dental	2,641,084	2,784,730	2,523,630	2,675,904
Class, Compensation & CSC	128,334	50,899	46,930	52,702
EEO/AA	121,877	260,259	135,412	148,645
Operating Sub-Total	5,681,029	5,718,294	4,868,869	5,689,216
Less: Intra-County Revenues	(1,869,921)	(2,871,660)	(2,324,960)	(2,835,492)
Expenditure Total	3,811,108	2,846,634	2,543,909	2,853,724
<i>Other Financing Uses</i>				
Designated for Future Uses	--	116,833	563,275	351,461
Division Total	\$ 3,811,108	\$ 2,963,467	\$ 3,107,184	\$ 3,205,185

Character of Expenditures

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<i>Operating Expenditures</i>				
Regular Salaries	694,559	786,548	680,499	724,983
Overtime	1,771	1,800	1,000	800
Extra Help	31,235	20,500	12,100	6,000
Benefits	315,572	346,007	278,981	358,378
Salaries & Benefits Sub-Total	1,043,137	1,154,855	972,580	1,090,161
Services & Supplies	712,071	466,439	410,289	279,670
Insurance Claims	3,925,821	4,097,000	3,486,000	4,319,385
Operating Sub-Total	5,681,029	5,718,294	4,868,869	5,689,216
Less: Intra-County Revenues	(1,869,921)	(2,871,660)	(2,324,960)	(2,835,492)
Expenditure Total	\$ 3,811,108	\$ 2,846,634	\$ 2,543,909	\$ 2,853,724

Significant Changes (FY 2010-11 Adopted to FY 2010-11 Estimated Actual)

Estimated Actual operating expenditures decreased by \$849,000, to \$4,869,000, from the Adopted Budget of \$5,718,000. This 14.9% decrease is the result of:

- -\$411,000 – Lower than anticipated unemployment insurance claims.
- -\$200,000 – Lower than anticipated self-funded dental insurance claims.
- -\$136,000 – Decrease in salaries and benefits as a result of repurposing a vacant management position to staff a Business Center in the Shared Services Division.
- -\$90,000 – Decrease in salaries and benefits due to a vacant employee benefit position.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 33,381	\$ 11,500	\$ 23,000	\$ --
Unemployment Insurance Premiums	594,347	1,623,818	1,657,260	2,179,992
Dental Insurance Premiums	2,560,769	2,563,400	2,360,900	2,462,180
Cost Allocation Revenue	554,588	561,342	561,342	666,550
Miscellaneous Revenue	(1,371)	--	(22,000)	--
Revenue Sub-Total	3,741,714	4,760,060	4,580,502	5,308,722
Less: Intra-County Revenues	(1,869,921)	(2,871,660)	(2,324,960)	(2,835,492)
Revenue Total	1,871,793	1,888,400	2,255,542	2,473,230
<i>General Fund Contribution</i>	532,237	688,237	684,912	518,231
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	1,407,078	386,830	166,730	213,724
Division Total	\$ 3,811,108	\$ 2,963,467	\$ 3,107,184	\$ 3,205,185

Significant Changes (FY 2010-11 Estimated Actual to FY 2011-12 Recommended)

The Recommended Budget's operating expenditures increased by \$820,000, to \$5,689,000, from the prior year's Estimated Actual of \$4,869,000. This 16.9% increase is the result of:

- +\$733,000 – Anticipated increase in unemployment insurance claims based on an actuarial review.
- -\$130,000 – Decrease in services and supplies due to moving the funding for the on-site health clinics from the HR budget and allocating to the departments.
- +\$124,000 – Increases to salaries and benefits due primarily to retirement and health increases as well as budgeted cost of living increases and step increases.
- +\$100,000 – Anticipated increase in self-funded dental insurance claims based on an actuarial review.

	Actual FY 09-10		Adopted FY 10-11		Est. Actual FY 10-11		Recommended FY 11-12	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>								
Employee Relations	4.0	4.0	5.0	3.9	5.0	4.0	5.0	5.0
Employee Benefits	4.0	2.9	4.0	2.9	4.0	2.2	2.0	2.0
Class, Compensation & CSC	1.5	0.7	0.5	0.5	0.5	0.5	1.5	0.5
EEO/AA	2.5	1.1	2.5	2.0	2.5	1.0	1.0	1.0
Total Permanent	12.0	8.7	12.0	9.3	12.0	7.7	9.5	8.5
<i>Non-Permanent</i>								
Extra Help	--	0.2	--	--	--	0.0	--	--
Total Positions	12.0	8.9	12.0	9.3	12.0	7.7	9.5	8.5

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, Equal Employment Opportunity, and Civil Service Commission Support.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
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Recurring Performance Measures

Employee Benefits

Achieve a response rate of 95% of approximately 80 survey respondents who are satisfied or very satisfied with the overall level of clinic services provided by the on-site health clinics.	N/A	95% 76	N/A	95% 76
	N/A	80	N/A	80

Note: Data for FY 10-11 is unavailable due to an interruption in surveying caused by staff turnover at the health clinics. Surveying has been resumed, but data will not be available by the date this book is published

Achieve a response rate of 75% of approximately 50 survey respondents who agree or strongly agree with the statement "HR Employee Benefits staff are effective in their ability to resolve problems."	89%	74%	75%	75%
	25	37	23	38
	28	50	30	50

EEO/AA

Conclude 50% of formal employee complaints (discrimination, harassment, and retaliation) within 90 days.	33%	50%	100%	50%
	1	3	1	1
	3	6	1	2

Number of formal employee Equal Employment Opportunity complaints received.	3	6	1	2
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Employee Relations

Achieve a response rate of 80% of approximately 16 survey respondents who agree or strongly agree with the statement "HR is responsive and effective in resolving labor relations issues."	N/A	75% 12	80% 6	80% 13
	N/A	16	7	16

HUMAN RESOURCES

Human Capital Solutions (cont'd)

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
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Recurring Performance Measures

Achieve a response rate of 80% of approximately 16 survey respondents who agree or strongly agree with the statement, "HR provides a valuable service to the County's labor workforce."	N/A	81% 13	80% 6	80% 13
	N/A	16	7	16

	Actual FY 09-10 Pos.	Adopted FY 10-11 Pos.	Est. Actual FY 10-11 Pos.	Recommended FY 11-12 Pos.
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Position Detail

Employee Relations

Program Manager	1.0	1.0	1.0	1.0
Employee Relations Chief	1.0	1.0	1.0	1.0
HR Analyst	1.0	--	--	--
Admin Office Pro	--	1.0	1.0	2.0
Dept Business Specialist	--	1.0	1.0	1.0
Human Resources Specialist	1.0	1.0	1.0	--
Sub-Division Total	4.0	5.0	5.0	5.0

Employee Benefits

Employee Benefits Manager	1.0	1.0	1.0	1.0
Admin Office Pro	--	--	--	1.0
Human Resources Specialist	3.0	3.0	3.0	--
Sub-Division Total	4.0	4.0	4.0	2.0

Class, Compensation & CSC

HR Analyst	1.0	--	--	1.0
Admin Office Pro	0.5	0.5	0.5	0.5
Sub-Division Total	1.5	0.5	0.5	1.5

EEO/AA

EEO/AA Manager	1.0	1.0	1.0	--
Admin Office Pro	1.5	1.5	1.5	1.0
Sub-Division Total	2.5	2.5	2.5	1.0
Division Total	12.0	12.0	12.0	9.5

HUMAN RESOURCES
Human Capital Strategies

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Use of Funds Summary				
<i>Operating Expenditures</i>				
Talent Recruitment	\$ 692,314	\$ 791,404	\$ 714,348	\$ 712,717
Employee Development	370,277	407,743	453,239	511,715
Operating Sub-Total	1,062,591	1,199,147	1,167,587	1,224,432
Less: Intra-County Revenues	(737,033)	(720,510)	(47,278)	--
Division Total	<u>\$ 325,558</u>	<u>\$ 478,637</u>	<u>\$ 1,120,309</u>	<u>\$ 1,224,432</u>

Character of Expenditures

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<i>Operating Expenditures</i>				
Regular Salaries	536,835	544,458	544,118	618,941
Overtime	2,410	2,000	1,700	2,500
Extra Help	614	5,000	15,000	5,000
Benefits	212,950	236,983	241,341	298,397
Salaries & Benefits Sub-Total	752,809	788,441	802,159	924,838
Services & Supplies	309,782	410,706	365,428	299,594
Operating Sub-Total	1,062,591	1,199,147	1,167,587	1,224,432
Less: Intra-County Revenues	(737,033)	(720,510)	(47,278)	--
Expenditure Total	<u>\$ 325,558</u>	<u>\$ 478,637</u>	<u>\$ 1,120,309</u>	<u>\$ 1,224,432</u>

Source of Funds Summary

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<i>Departmental Revenues</i>				
Inter-Governmental Revenue	\$ 9,713	\$ 12,000	\$ 76,000	\$ 131,850
Cost Allocation Revenue	667,828	641,612	641,612	595,533
Cell Site Revenue	213,864	197,000	197,000	97,000
Other Charges for Services	125,762	168,898	138,898	60,000
Miscellaneous Revenue	4,829	--	--	--
Revenue Sub-Total	1,021,996	1,019,510	1,053,510	884,383
Less: Intra-County Revenues	(737,033)	(720,510)	(47,278)	--
Revenue Total	284,963	299,000	1,006,232	884,383
<i>General Fund Contribution</i>				
Division Total	<u>\$ 325,558</u>	<u>\$ 478,637</u>	<u>\$ 1,120,309</u>	<u>\$ 1,224,432</u>

Actual FY 09-10		Adopted FY 10-11		Est. Actual FY 10-11		Recommended FY 11-12		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
Position Summary								
<i>Permanent</i>								
Talent Recruitment	8.8	4.7	7.8	3.9	7.8	4.2	5.8	4.0
Employee Development	3.0	2.5	3.0	2.5	3.0	2.9	3.0	3.0
Total Permanent	11.8	7.2	10.8	6.4	10.8	7.1	8.8	7.0
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	--	--	--
Total Positions	11.8	7.2	10.8	6.4	10.8	7.1	8.8	7.0

Significant Changes (FY 2010-11 Adopted to FY 2010-11 Estimated Actual)

Estimated Actual operating expenditures decreased by \$31,000, to \$1,168,000, from the Adopted Budget of \$1,199,000. This 2.63% decrease is the result of:

- +\$54,000 – A recruitment support position saved through salary concessions, which occurred after the recommended budget was submitted.
- -\$41,000 – A vacant recruitment support position.
- -\$35,000 – Reducing the amount of outside recruiting support used.
- -\$10,000 – Various decreases in services and supplies used by the Employees' University.

Significant Changes (FY 2010-11 Estimated Actual to FY 2011-12 Recommended)

The Recommended Budget's operating expenditures increased by \$56,000, to \$1,224,000, from the prior year's Estimated Actual of \$1,168,000. This 4.86% increase is the result of:

- +\$123,000 – Increases in salaries and benefits primarily due to the anticipated filling of a training position that became vacant in FY 10-11, other cost of living increases, retirement, and other employee benefits.
- -\$66,000 – A decrease in services and supplies primarily due to suspending the County marketing program.
- -\$10,000 – Reduction in extra help used for supporting recruitment activities.

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 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Recurring Performance Measures				
Talent Recruitment				
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.	39%	50%	26%	50%
	184	182	110	126
	474	365	431	253
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.	80%	90%	80%	90%
	163	138	154	137
	203	153	193	152
Employee Development				
Achieve a level of 80% of approximately 50 survey respondents who agree or strongly agree with the statement, "EU course content is consistently connected to the County's ACE Values."	N/A	80%	95%	80%
	N/A	40	19	40
	N/A	50	20	50
80% of approximately 50 survey respondents who agree or strongly agree with the statement "Employees' University course content increases the ability of staff to be effective in their jobs by meeting current and future needs of their customers."	N/A	80%	95%	80%
	N/A	40	21	40
	N/A	50	22	50
Maintain an average instructor effectiveness rating of 5 on a 6 point scale.	5	5	5.6	5
Acheive a level of 80% of approximately 50 survey respondents who agree or strongly agree with the statement, "The training offered by the EU enhances my department's ability to meet its business needs."	91%	80%	91%	80%
	21	40	21	40
	23	50	23	50

HUMAN RESOURCES

Human Capital Strategies (cont'd)

	Actual FY 09-10 Pos.	Adopted FY 10-11 Pos.	Est. Actual FY 10-11 Pos.	Recommended FY 11-12 Pos.
Position Detail				
Talent Recruitment				
Asst Director	--	1.0	1.0	--
Program Manager	--	--	--	1.0
HR Analyst	3.8	2.8	2.8	2.8
Admin Office Pro	3.0	3.0	3.0	2.0
Human Resources Specialist	2.0	1.0	1.0	--
Sub-Division Total	8.8	7.8	7.8	5.8
Employee Development				
Program Manager	1.0	1.0	1.0	1.0
Training Manager	--	--	--	1.0
Admin Office Pro	1.0	1.0	1.0	--
Dept Business Specialist	--	--	--	1.0
Human Resources Specialist	1.0	1.0	1.0	--
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	11.8	10.8	10.8	8.8

HUMAN RESOURCES

Shared Services

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Use of Funds Summary				
<i>Operating Expenditures</i>				
Shared Services	\$ 208,735	\$ 351,433	\$ 416,600	\$ 429,242
Operating Sub-Total	208,735	351,433	416,600	429,242
Less: Intra-County Revenues	(103,766)	(188,525)	--	--
Division Total	\$ 104,969	\$ 162,908	\$ 416,600	\$ 429,242

Character of Expenditures

<i>Operating Expenditures</i>				
Regular Salaries	150,872	243,621	286,673	289,975
Extra Help	--	--	1,100	--
Benefits	57,552	107,812	123,927	139,267
Salaries & Benefits Sub-Total	208,424	351,433	411,700	429,242
Services & Supplies	311	--	4,900	--
Operating Sub-Total	208,735	351,433	416,600	429,242
Less: Intra-County Revenues	(103,766)	(188,525)	--	--
Expenditure Total	\$ 104,969	\$ 162,908	\$ 416,600	\$ 429,242

Source of Funds Summary

<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 103,764	\$ 188,525	\$ 188,525	\$ 242,850
Revenue Sub-Total	103,764	188,525	188,525	242,850
Less: Intra-County Revenues	(103,766)	(188,525)	--	--
Revenue Total	(2)	--	188,525	242,850
<i>General Fund Contribution</i>				
Division Total	\$ 104,971	\$ 162,908	\$ 228,075	\$ 186,392
Division Total	\$ 104,969	\$ 162,908	\$ 416,600	\$ 429,242

	Actual FY 09-10		Adopted FY 10-11		Est. Actual FY 10-11		Recommended FY 11-12	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Shared Services	2.0	1.6	3.0	2.9	3.0	3.1	3.0	3.0
Total Permanent	2.0	1.6	3.0	2.9	3.0	3.1	3.0	3.0
<i>Non-Permanent</i>								
Extra Help	--	--	--	--	--	0.1	--	--
Total Positions	2.0	1.6	3.0	2.9	3.0	3.2	3.0	3.0

Significant Changes (FY 2010-11 Adopted to FY 2010-11 Estimated Actual)

Estimated Actual operating expenditures increased by \$64,000, to \$417,000, from the Adopted Budget of \$351,000. This 18.54% increase is primarily the result of:

- +\$59,000 – Increase in salaries and benefits as a result of the need to hire a higher level manager to oversee one of the Shared Services Business Managers than originally anticipated

Significant Changes (FY 2010-11 Estimated Actual to FY 2011-12 Recommended)

The Recommended Budget's operating expenditures increased by \$13,000, to \$429,000, from the prior year's Estimated Actual of \$417,000. This 3.03% increase is the result of:

- +\$15,000 – Employee benefit increases tied to retirement and health insurance contributions

SERVICE DESCRIPTION

The Shared Services Division is comprised of two Business Centers, supporting ten departments to increase staffing efficiency and provide responsiveness and high-quality HR expertise to these departments. This service model provides consultation between all departments and Human Resources to strengthen consistency, coordination, and accountability in the application of laws, policies, procedures, and practices.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
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"	83%	100%	86%	100%
	5	10	6	10
	6	10	7	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"	88%	100%	67%	100%
	7	10	4	10
	8	10	6	10

HUMAN RESOURCES

Shared Services (cont'd)

	Actual FY 09-10 <u>Pos.</u>	Adopted FY 10-11 <u>Pos.</u>	Est. Actual FY 10-11 <u>Pos.</u>	Recommended FY 11-12 <u>Pos.</u>
Position Detail				
Shared Services				
HR Managers	2.0	2.0	2.0	2.0
Dept Business Specialist	--	1.0	1.0	1.0
Sub-Division Total	<u>2.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
Division Total	<u>2.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>

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