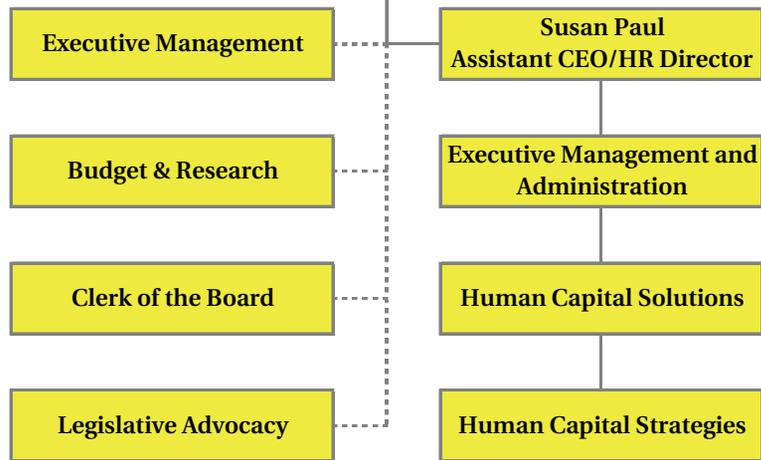


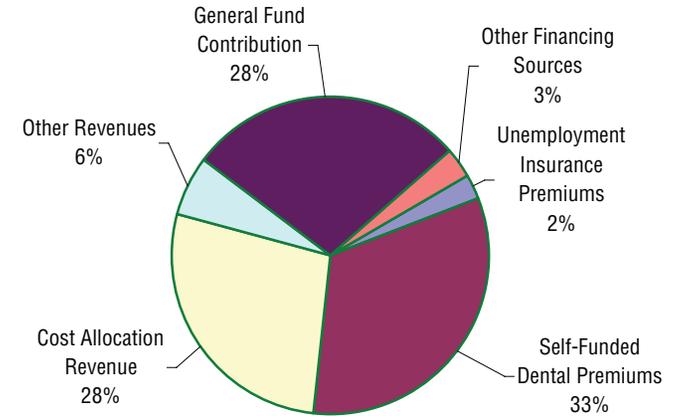
# CEO/HUMAN RESOURCES

Budget & Positions (FTEs)	
Operating \$	6,636,651
Capital	133,000
Positions	29.9 FTEs

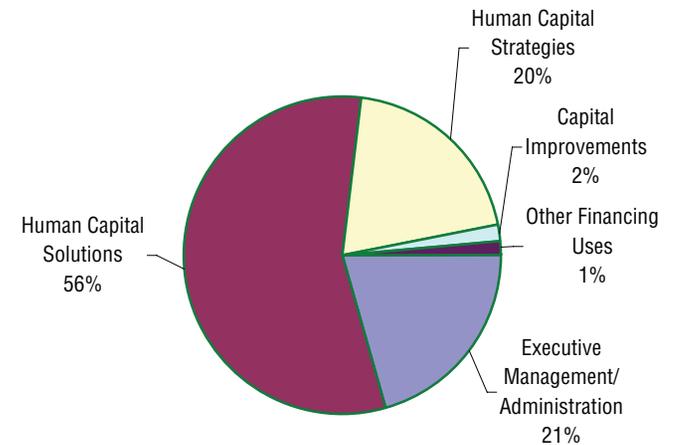
**Michael F. Brown**  
County Executive Officer



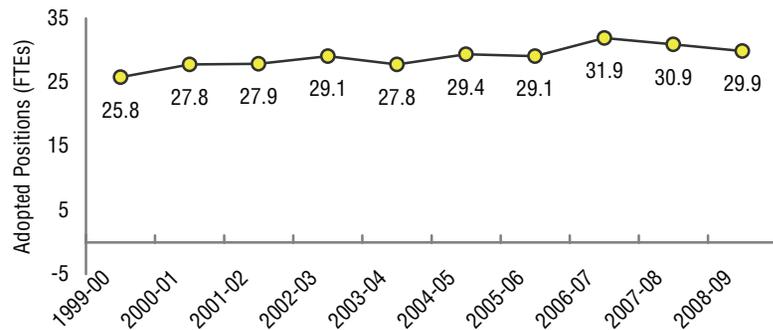
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



**CEO/HUMAN RESOURCES**

**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Executive Management/Administration	\$ 1,454,972	\$ 1,486,223	\$ 1,492,400	\$ 1,624,526
Human Capital Solutions	4,008,092	4,158,346	4,099,220	4,428,911
Human Capital Strategies	1,524,783	1,690,475	1,562,356	1,586,002
Operating Sub-Total	6,987,847	7,335,044	7,153,976	7,639,439
Less: Intra-County Revenues	(3,001,478)	(1,026,797)	(1,042,395)	(1,002,788)
Operating Total	3,986,369	6,308,247	6,111,581	6,636,651
<i>Non-Operating Expenditures</i>				
Capital Assets	--	98,000	670,000	133,000
Expenditure Total	3,986,369	6,406,247	6,781,581	6,769,651
<i>Other Financing Uses</i>				
Operating Transfers	10,359	10,306	10,306	10,306
Designated for Future Uses	467,898	230,880	273,191	94,027
Department Total	\$ 4,464,626	\$ 6,647,433	\$ 7,065,078	\$ 6,873,984

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,246,912	\$ 2,491,957	\$ 2,486,252	\$ 2,606,841
Overtime	15,709	6,500	24,600	12,200
Extra Help	14,253	77,400	12,600	14,000
Benefits	750,798	899,957	818,431	1,019,740
Salaries & Benefits Sub-Total	3,027,672	3,475,814	3,341,883	3,652,781
Services & Supplies	1,109,550	1,159,230	1,137,093	1,111,658
Insurance Claims	2,850,625	2,700,000	2,675,000	2,875,000
Operating Sub-Total	6,987,847	7,335,044	7,153,976	7,639,439
Less: Intra-County Revenues	(3,001,478)	(1,026,797)	(1,042,395)	(1,002,788)
Operating Total	3,986,369	6,308,247	6,111,581	6,636,651
<i>Non-Operating Expenditures</i>				
Capital Assets	--	98,000	670,000	133,000
Expenditure Total	\$ 3,986,369	\$ 6,406,247	\$ 6,781,581	\$ 6,769,651

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 152,624	\$ 140,000	\$ 162,000	\$ 145,000
Federal & State Revenues	16,758	25,000	15,000	15,000
Unemployment Premium Contributions	248,016	142,658	186,256	192,000
Dental Insurance Premiums	2,625,028	2,611,000	2,630,000	2,555,000
Cost Allocation Revenue	1,814,304	1,778,621	1,778,621	2,168,404
Other Charges for Services	185,230	169,316	139,316	148,905
Cell-Site Revenue	168,094	178,000	178,000	178,000
Miscellaneous Revenue	30,372	10,000	25,578	8,500
Revenue Sub-Total	5,240,426	5,054,595	5,114,771	5,410,809
Less: Intra-County Revenues	(3,001,478)	(1,026,797)	(1,042,395)	(1,002,788)
Revenue Total	2,238,948	4,027,798	4,072,376	4,408,021
General Fund Contribution	2,124,164	2,315,484	2,303,808	2,225,287
<i>Other Financing Sources</i>				
Operating Transfers	--	--	6,745	--
Use of Prior Fund Balances	101,514	304,151	682,149	240,676
Department Total	\$ 4,464,626	\$ 6,647,433	\$ 7,065,078	\$ 6,873,984

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Executive Management/Administration	8.0	7.5	8.0	7.8	8.0	6.1	8.0	7.8
Human Capital Solutions	12.8	9.1	12.8	11.5	12.8	10.7	12.8	11.5
Human Capital Strategies	15.0	12.1	13.0	11.7	13.0	11.9	13.0	10.7
Total Positions	35.8	28.6	33.8	30.9	33.8	28.8	33.8	29.9

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 three divisions: Executive Management and Administration, Human Capital Solutions, and Human Capital Strategies. The Department meets its objectives with a staff of 29.9 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 with the organization's business needs.

### Fiscal Year 2008-2009 constraints require the Department to implement certain service level reductions.

To accommodate a reduction in the CEO/Human Resources (CEO/HR) General Fund target, the Department has eliminated a recruiter position for Fiscal Year 2008-2009. The elimination of this position will reduce service levels to County departments, impacting workforce and recruitment planning and increasing recruitment timeframes. Other impacts include the elimination of the County's Annual Leadership Congress, the elimination of Service Award pins for employees, and a reduction in funds to outsource specialized or difficult-to-fill County positions..

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased by \$181,000 to \$7,154,000 from the Adopted Budget of \$7,335,000. This 2.5% decrease is the result of:

- -\$134,000 – Greater than anticipated salary savings as a result of a vacant position, unpaid leaves, and less than anticipated use of extra-help (\$152,000). This decrease was partially offset by an increase in overtime expenditures (\$18,000).
- -\$25,000 – Less than anticipated unemployment insurance claims
- -\$22,000 – Overall reduction in Services and Supplies (\$99,000) as a result of decreases in spending on new computer hardware, outside investigations, and special projects. This decrease was partially offset by increases in spending on outside consulting and legal services (\$43,000), increased purchases of IT services (\$24,000), and increased recruitment advertising expenses (\$10,000).

## CEO/HUMAN RESOURCES

### Department Summary (cont'd)

Estimated Actual Capital Expenditures increased by \$572,000 to \$670,000 from the Adopted Budget of \$98,000. This 484% increase is the result of:

- +\$572,000 – The Phase I purchase and implementation costs associated with the new Human Resources Information System (HRIS).

Estimated Actual operating revenues increased by \$60,000 to \$5,115,000 from the Adopted Budget of \$5,055,000. This net 1% increase is the result of the increases and decreases detailed below:

- +\$90,000 – Premium Contribution from Superior Courts employees for continued participation in the County's Self-Funded Dental Plan.
- +\$44,000 – Greater than anticipated unemployment insurance premiums.
- +\$22,000 – Greater than anticipated interest earnings.
- -\$56,000 – Less than anticipated premium collections for the County Self-Funded Dental plan due to an anticipated increase not occurring.
- -\$30,000 – Decreased tuition revenue at the Employees' University (EU) due to the cancellation of the first semester classes as a result of the Zaca Fire EOC activation and the cancellation of the annual County Leadership Congress.
- -\$10,000 – Decreased reimbursements from City College for EU class attendance.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$485,000 to \$7,639,000 from the prior year's Estimated Actual of \$7,154,000. This 6.8% increase is the result of:

- +\$201,000 – Increase in employee benefits primarily as a result of increased retirement costs (\$175,000), health insurance contributions (\$41,000), payroll tax costs (\$12,000), and miscellaneous increases (\$2,000). These increases are offset by a decrease in Workers' Compensation Costs (\$29,000).
- +\$200,000 – An anticipated increase in unemployment insurance claims (\$100,000) and an anticipated increase in Self-funded dental insurance claims (\$100,000).
- +\$121,000 – Increases in salaries as a result of COLA's, and staff returning from unpaid leave (\$209,000). This is partially offset by the reduction of 1 FTE in the recruitment group (\$88,000).
- -\$37,000 – Miscellaneous Reductions.

The Recommended Budget's capital expenditures will decrease by \$537,000 to \$133,000 from the prior year's Estimated Actual of \$670,000. This 80% decrease is the result of:

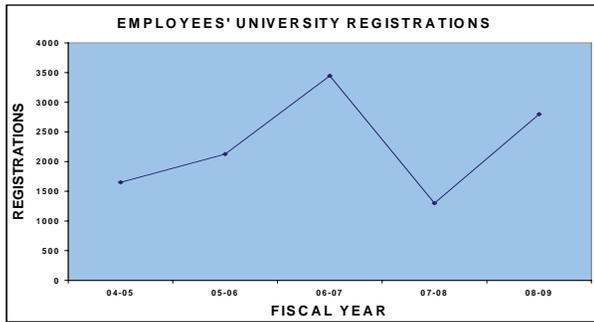
- -\$537,000 – Completion of Phase I of the HRIS project and lower costs associated with Phase II of the HRIS.

**CEO/HUMAN RESOURCES**  
**Department Summary (cont'd)**

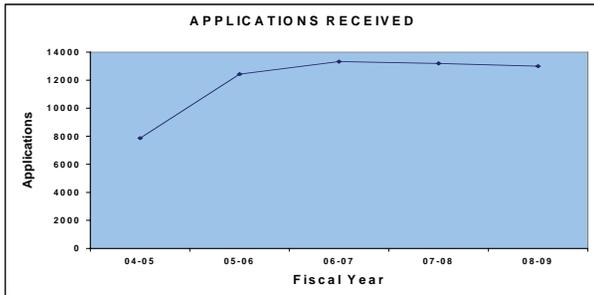
The Recommended Budget's operating revenues will increase by \$296,000 to \$5,411,000 from the prior year's Estimated Actual of \$5,115,000. This 5.8% increase is the result of:

- +\$390,000 – Increased revenue from cost allocation based on the County's cost plan.
- +\$10,000 – Increased Employees' University tuition in anticipation that the class cancellations in FY 07-08 were a one-time event.
- -\$75,000 – Decrease in dental insurance premiums based on an actuarial assessment of the County's claims history and fund balance.
- -\$17,000 – Anticipated reduction in interest income due to lower interest rates.
- -\$12,000 – Other miscellaneous revenue decreases.

**ACTIVITY INDICATORS**



EU Registrations fell in FY 07-08 primarily due to class cancellations during the Zaca Fire. FY 08-09 registrations are anticipated to rise as a result of the new skill-based clerical structure, HR restructure, and leadership competency-related training and development.



CEO/HR is continuing to modernize recruitment planning and practices in order to aggressively market and attract highly qualified and diverse candidates to fill County 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 solutions 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: An efficient, professionally managed government able to anticipate and effectively respond to the needs of the community, and Strategic Goal 5: A County Government that is accessible, open, and citizen-friendly. In addition, CEO/HR focuses its activities on addressing the critical issue of providing enhanced service delivery through a well-educated and trained workforce.

Over the last three years, CEO/HR has been progressively working to create a more strategic, customer-service oriented human resources function. These efforts emanate from four key focal 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.
- **Change Management** – building the organization's capacity to embrace and promote continuous improvement.

**Focus Area: Strategy Development and Execution**

Current Year (FY 07-08) Accomplishments:

- The first-full year of experience with the *Leadership Project*, which was designed to align the organization's leadership with achieving County business objectives and improved customer service, produced:
  - Full implementation of the *Project* with the allocation of all managers into new, broad, flexible classifications;
  - Alignment of managers and executives with service delivery results and department business objectives;
  - Accomplishment of customer-service-oriented goals and significant department and County projects designed to improve services;

- Highly-effective pay-for-performance decisions;
- High satisfaction ratings from executives and managers in a number of critical areas; and
- 2007 Strategic HR Award from the Society for Human Resources Management (SHRM), the world's largest human resources professional association.



“For “*The Leadership Project, Creating a Customer Focused Organization.*” The County of Santa Barbara, with 4,370 employees examined its human resources systems and discovered it was lacking the modern structure and flexibility needed to support strategic change. The Leadership Project is an innovative classification, compensation, and pay-for-performance system for the County’s leadership that is designed as a strategic mechanism embedded with the organization’s values. These values, known as “ACE”, Accountability, Customer-focus, and Efficiency, are essential in executing the Board of Supervisors’ vision to create a strong customer service orientation throughout the organization.”

- Successfully led a labor-management collaborative effort to redesign the County’s human resources structure to better support department operations, improve human resources service delivery, and strengthen accountability, consistency, and efficiency. The innovative structure includes a shared service model and a dotted-line reporting relationship that promotes a stronger and more collaborative relationship between departments and CEO/HR.
- Implemented copay and deductible increases in an ongoing effort to control health benefit costs for both the County and its workforce. In addition, through the issuance of a Request for Proposal (RFP) received highly-competitive financial bids from a number of carriers which will result in recommendations to the Board to select a more cost-effective insurance carrier in FY 2008-2009.

**Proposed Strategic Actions:**

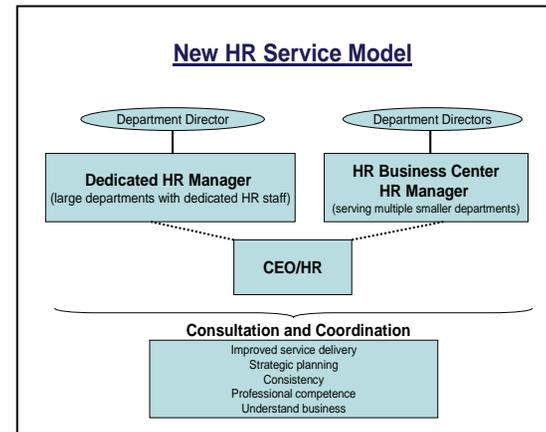
- Develop and implement modern, flexible, and responsive human resources business systems to support the Board’s vision of a customer-focused organization.
- Create and implement innovative and integrated strategies to proactively and successfully address the County’s human capital challenges including 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:**

- Implement an onsite health clinic program to help the County and its workforce decrease future health benefit costs, reduce absenteeism, and increase employee productivity.

**CEO/HUMAN RESOURCES  
Department Summary (cont'd)**

- Develop additional flexible classification, compensation, and performance management systems aligned with County values and goals.
- Work with labor and management to effectively implement the *Clerical Classification and Compensation Project* and monitor and evaluate results.
- Work with the *Leadership Project Working Group* to make any needed improvements to the executive and management performance management system.
- Implement innovative approaches for attracting and retaining a diverse and highly-qualified candidate pool to County service including: coordination with the County Equal Employment Opportunity office, enhancing job access for diverse candidates, and building and using relationships with diversity-based community groups.
- Design effective, cost-efficient strategies for enhancing the County’s ability to attract and retain the talent necessary to achieve business objectives and provide services.
- Implement the new Countywide HR structure to provide improved consistency, accountability, and responsiveness throughout the organization.



**Focus Area: Business Expertise**

**Current Year (FY 07-08) Accomplishments:**

- Realigned CEO/HR staff to provide greater expertise and support to customer departments and labor organizations.
- Successfully negotiated long-term successor MOUs and/or contract extensions with five labor organizations.
- Worked collaboratively with departments and the Civil Service Commission to make important Civil Service Rule changes needed to provide improved operational flexibility and reflect modern business practices.

## CEO/HUMAN RESOURCES

### Department Summary (cont'd)

- Selected a Human Resources Information System (HRIS) and began Phase I implementation. The HRIS will automate or eliminate current manual processes and make critical information more readily available to decision-makers.
- Updated the County's e-recruitment management system and continued to modernize recruiting practices, including using more proactive, aggressive, and customer-oriented approaches to identify candidates and assist departments in filling vacancies.
- Successfully facilitated a labor-management working group in the Department of Social Services to create and implement a trial Succession Planning initiative.

#### Proposed Strategic Actions:

- Identify and use benchmarks and best practices to improve the overall focus and delivery of human resources services to the County.
- Ensure that County HR professionals are well-equipped to provide the necessary level of expert advice to County management and labor organizations.
- Use technology wherever possible to streamline and create efficiencies in accomplishing day-to-day business.

#### Proposed Key Projects:

- Implement Phase II of the HRIS project which includes employee and manager self-service functionality, a training module to maximize employee development efforts, and forecasting and costing, employee relations, and EEO tracking modules.
- Develop Workforce Planning, Succession Planning, and Knowledge Transfer initiatives as proactive mechanisms for transition through the retirement of long-term employees and continuation of quality service delivery.
- Develop and implement an HR Professional Training Program (tied to the new County HR Structure) to provide County HR staff with the expertise to effectively manage complex issues and support County departments.
- Balance the use of internal and external resources to maximize the efficiency of HR operations.
- Develop and implement a strategic staffing initiative to support the business needs of County departments. This project will deliver coordinated, flexible, and modern staffing practices and strengthen the organization's ability to attract talent.

#### **Focus Area: Employee Engagement and Development**

#### Current Year (FY 07-08) Accomplishments:

- Working collaboratively with labor, made significant improvements to the classification,

compensation, and performance management systems for the County's clerical employees, attorneys, physicians, and psychiatrists:

- *Clerical Class and Compensation Project* – scheduled for full implementation in May 2008 is the County's *first* skill-based compensation structure designed to support the provision of excellent customer service Countywide. The *Project* affects approximately 900 employees and reduces the number of clerical classifications from 53 to 12 broader job classifications designed to provide significantly greater operational flexibility throughout the organization. This new structure links employee compensation to performance and the attainment and demonstration of proficiency in critically needed skills and provides opportunities for career advancement that will also support the County's succession planning efforts.
- *Productivity Incentives for Physicians and Psychiatrists* – in collaboration with labor, designed and implemented a new productivity-based compensation structure that eliminates lockstep COLAs and provides non-base-building incentives that reward medical professionals who achieve important and significant department-defined productivity measures.
- *Competency-Based Pay-for-Performance for Attorneys* – implemented a collaboratively designed pay-for-performance plan for the County's attorneys that eliminates lockstep COLAs, establishes leadership competencies tailored to the legal profession, and recognizes exceptional performance.

#### Proposed Strategic Actions:

- Integrate ACE values and core leadership competencies into the County's training and development programs.
- Focus labor-management collaborative efforts into a true partnership for progress by engaging labor representatives with management in decision-making on projects of importance and mutual interest.
- Promote a culture in which employees and management share common organizational goals.

#### Proposed Key Projects:

- Redesign the Employees' University to ensure all training and development activities are rigorous and accountable and aligned with the County's ACE values, excellence in service delivery, best practices, and the critical leadership competencies tied to the County's *Leadership Project*.
- Publish periodic HR and Leadership Newsletters to communicate best practices, new developments, and innovative ideas that can be used to increase professional knowledge and expertise, improve customer service, and more effectively achieve business objectives.
- Complete and implement the *Public Works Classification and Compensation Project*, a labor-management collaborative effort to design classification, compensation, and perform-

**CEO/HUMAN RESOURCES**  
**Department Summary (cont'd)**

ance management systems that will provide greater operational flexibility for the Department and offer clear paths of advancement to Public Works employees.

- Increase CEO/HR’s outreach efforts through the use of surveys and focus groups to identify critical operational issues to be addressed, needed changes to current practices to improve departmental effectiveness in achieving business results, and opportunities to improve and increase effectiveness of newly-implemented CEO/HR initiatives.

**Focus Area: Change Management**

Current Year (FY 07-08) Accomplishments:

- In collaboration with management and labor, developed several new compensation structures that represent significant changes to the County’s traditional compensation plan. These changes serve to focus the efforts of the workforce in a common direction and build the capacity of the employees through skill development.
- Conducted surveys to gauge the success of the new Leadership Project performance planning and development process.
- Successfully worked with the Health Oversight Committee to change the County’s health insurance carrier in order to provide competitive employee benefits in a fiscally responsible manner.

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:

- Increase the use of labor-management working groups to address a wide variety of workforce issues, including the redesign of employee training programs, workforce and succession planning, and efforts to streamline and redesign current classification and compensation systems.
- Through training, outreach efforts, and key CEO/HR initiatives, continue to integrate ACE values throughout the organization.

- Achieve outside recognition for significant projects and use recognition internally to highlight and emphasize their importance and value to the County, its workforce, and the community.
- Identify and implement creative strategies that recognize and reward continuous improvements to service delivery.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
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."	80%	80%	80%	80%
	49	40	48	40
	61	50	60	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."	88%	80%	88%	80%
	54	40	53	40
	61	50	60	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."	85%	80%	80%	80%
	52	40	48	40
	61	50	60	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."	78%	80%	80%	80%
	48	40	48	40
	61	50	60	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.	77%	72%	67%	65%
	254	217	279	335
	329	301	411	515

**CEO/HUMAN RESOURCES**  
**Executive Management/Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,454,972	\$ 1,486,223	\$ 1,492,400	\$ 1,624,526
Operating Sub-Total	1,454,972	1,486,223	1,492,400	1,624,526
Less: Intra-County Revenues	(397,620)	(24,823)	(24,823)	(30,883)
Operating Total	1,057,352	1,461,400	1,467,577	1,593,643
<i>Non-Operating Expenditures</i>				
Capital Assets	--	98,000	670,000	133,000
Expenditure Total	1,057,352	1,559,400	2,137,577	1,726,643
<i>Other Financing Uses</i>				
Operating Transfers	10,359	10,306	10,306	10,306
Designated for Future Uses	325,000	--	--	--
Division Total	\$ 1,392,711	\$ 1,569,706	\$ 2,147,883	\$ 1,736,949

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	779,690	775,222	769,022	878,107
Overtime	(3,711)	--	1,900	2,000
Extra Help	8	62,400	2,000	3,000
Benefits	319,503	306,861	275,306	342,534
Salaries & Benefits Sub-Total	1,095,490	1,144,483	1,048,228	1,225,641
Services & Supplies	359,482	341,740	444,172	398,885
Operating Sub-Total	1,454,972	1,486,223	1,492,400	1,624,526
Less: Intra-County Revenues	(397,620)	(24,823)	(24,823)	(30,883)
Operating Total	1,057,352	1,461,400	1,467,577	1,593,643
<i>Non-Operating Expenditures</i>				
Capital Assets	--	98,000	670,000	133,000
Expenditure Total	\$ 1,057,352	\$ 1,559,400	\$ 2,137,577	\$ 1,726,643

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 395,372	\$ 626,174	\$ 626,174	\$ 858,270
Other Charges for Services	2,248	--	--	--
Miscellaneous Revenue	(15)	--	--	--
Revenue Sub-Total	397,605	626,174	626,174	858,270
Less: Intra-County Revenues	(397,620)	(24,823)	(24,823)	(30,883)
Revenue Total	(15)	601,351	601,351	827,387
<i>General Fund Contribution</i>	1,392,726	870,355	988,645	909,562
<i>Other Financing Sources</i>				
Operating Transfers	--	--	5,128	--
Use of Prior Fund Balances	--	98,000	552,759	--
Division Total	\$ 1,392,711	\$ 1,569,706	\$ 2,147,883	\$ 1,736,949

**Position Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE
<i>Permanent</i>				
Administration	8.0	7.5	8.0	7.8
Total Positions	8.0	7.5	8.0	7.8

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

**Position Detail**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Administration</b>				
Assistant CEO/HR Director	1.0	1.0	1.0	1.0
Assistant Human Resources Director	3.0	3.0	3.0	3.0
Human Resources Analyst	1.0	1.0	1.0	1.0
Business Application Analyst	--	--	--	1.0
Administrative Analyst	1.0	--	--	--
Computer Systems Specialist	1.0	1.0	1.0	--
Departmental Assistant	--	1.0	1.0	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 2007-08 Adopted to FY 2007-08 Estimated Actual)

There was no significant change between the FY 2007-08 Estimated Actual operating expenditures and the FY 2007-08 Adopted Budget.

Estimated Actual Capital Expenditures increased by \$572,000 to \$670,000 from the Adopted Budget of \$98,000. This 483% increase is the result of:

- +\$572,000 – The Phase I purchase and implementation costs associated with the new Human Resources Information System (HRIS). This project is an approved project and is included in the Capital Improvement Plan.

**Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget’s operating expenditures will increase by \$132,000 to \$1,625,000 from the prior year’s Estimated Actual of \$1,492,000. This 8.9% increase is the result of:

- +\$177,000 – Increased salaries due to the return of staff from an unpaid leave and increases resulting from annual salary increases and retirement contribution costs.
- -\$45,000 – Reduced use of outside consultants and legal counsel. These reductions will impact the speed at which CEO/HR is able to move forward new workforce initiatives intended to address the County’s business objectives.

The Recommended Budget’s capital expenditures will decrease by \$537,000 to \$133,000 from the prior year’s Estimated Actual of \$670,000. This 80% decrease is a reflection of

- +\$537,000 – The lower costs associated with Phase II of the HRIS.

**CEO/HUMAN RESOURCES**

**Executive Management/Administration (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	0%	0%	0%	0%
	--	--	--	--
	--	--	--	--
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$4.97 111,298 22,392	\$0.00 -- --	\$5.01 126,599 25,234	\$4.91 129,417 26,330
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	10.00 3.00 0.30	0.00 -- --	6.45 2.00 0.31	0.00 -- 0.30
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	0% 3 --	0% -- N/A	66% 2 3	0% -- 2
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	5.8% 3,503 60,664	5.0% 2,847 56,940	4.8% 2,722 56,940	5.0% 2,743 54,860
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.	34% 9 26	100% 30 30	96% 30 31	100% 30 30

**CEO/HUMAN RESOURCES**

**Human Capital Solutions**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Employee Relations	\$ 322,453	\$ 440,703	\$ 506,400	\$ 516,794
Employee Benefits	298,442	316,177	315,012	333,395
Unemployment Self Insurance	430,193	408,809	384,578	487,676
Self-funded Dental	2,582,408	2,470,120	2,465,455	2,559,473
Class, Compensation & CSC	165,573	231,447	141,540	237,922
EEO/AA	209,023	291,090	286,235	293,651
Operating Sub-Total	4,008,092	4,158,346	4,099,220	4,428,911
Less: Intra-County Revenues	(1,424,339)	(922,658)	(938,256)	(893,000)
Expenditure Total	2,583,753	3,235,688	3,160,964	3,535,911
<i>Other Financing Uses</i>				
Designated for Future Uses	142,898	230,880	273,191	94,027
Division Total	\$ 2,726,651	\$ 3,466,568	\$ 3,434,155	\$ 3,629,938

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	693,763	876,965	878,511	942,245
Overtime	6,908	3,000	13,500	6,700
Extra Help	3,300	6,000	6,000	6,000
Benefits	198,774	301,634	275,041	366,257
Salaries & Benefits Sub-Total	902,745	1,187,599	1,173,052	1,321,202
Services & Supplies	254,722	270,747	251,168	232,709
Insurance Claims	2,850,625	2,700,000	2,675,000	2,875,000
Operating Sub-Total	4,008,092	4,158,346	4,099,220	4,428,911
Less: Intra-County Revenues	(1,424,339)	(922,658)	(938,256)	(893,000)
Expenditure Total	\$ 2,583,753	\$ 3,235,688	\$ 3,160,964	\$ 3,535,911

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Employee Relations	4.0	3.0	4.0	3.9	4.0	4.0	4.0	3.9
Employee Benefits	4.0	3.0	4.0	2.9	4.0	3.0	4.0	2.9
Unemployment Self Insurance	--	0.0	--	--	--	--	--	--
Class, Compensation & CSC	1.3	1.5	2.3	2.2	2.3	1.4	2.3	2.2
EEO/AA	3.5	1.6	2.5	2.4	2.5	2.4	2.5	2.4
Total Positions	12.8	9.1	12.8	11.5	12.8	10.7	12.8	11.5

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 152,624	\$ 140,000	\$ 162,000	\$ 145,000
Unemployment Premium Contributions	248,016	142,658	186,256	192,000
Dental Insurance Premiums	2,625,028	2,611,000	2,630,000	2,555,000
Cost Allocation Revenue	389,092	352,387	352,387	525,239
Other Charges for Services	(314)	--	--	--
Miscellaneous Revenue	29,317	10,000	25,578	8,500
Revenue Sub-Total	3,443,763	3,256,045	3,356,221	3,425,739
Less: Intra-County Revenues	(1,424,339)	(922,658)	(938,256)	(893,000)
Revenue Total	2,019,424	2,333,387	2,417,965	2,532,739
<i>General Fund Contribution</i>				
	605,713	927,030	886,800	856,523
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	101,514	206,151	129,390	240,676
Division Total	\$ 2,726,651	\$ 3,466,568	\$ 3,434,155	\$ 3,629,938

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

There was no significant change between the FY 2007-08 Estimated Actual operating expenditures and the FY 2007-08 Adopted Budget.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$328,000 to \$4,428,000 from the prior year's Estimated Actual of \$4,099,000. This 8% increase is the result of:

- +\$200,000 – Anticipated increase in unemployment insurance claims as a result of potential layoffs due to the County's fiscal situation (\$100,000) and increased Self-Funded Dental insurance claims (\$100,000) as a result of an actuarial assessment of the County's claims history.
- +\$88,000 – Increased salaries due to transferring 1 FTE from Human Capital Strategies to the Human Capital Solutions Division.
- +\$67,000 – Increased salaries due to annual increases and retirement contribution costs.
- -\$27,000 – Other miscellaneous decreases.

**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 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Employee Relations</b>				
Achieve a response rate of 81% of approximately 16 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."	87%	81%	90%	81%
	7	13	9	13
	8	16	10	16
Achieve a response rate of 81% of approximately 16 survey respondents who agree or strongly agree with the statement, "CEO/HR provides a valuable service to the County's labor workforce."	87%	81%	80%	81%
	7	13	8	13
	8	16	10	16
Achieve a response rate of 81% of approximately 16 survey respondents who agree or strongly agree with the statement "CEO/HR is responsive and effective in resolving labor relations issues."	87%	81%	80%	81%
	7	13	8	13
	8	16	10	16
<b>Employee Benefits</b>				
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."	100%	92%	95%	92%
	19	55	57	55
	19	60	60	60

**CEO/HUMAN RESOURCES**

**Human Capital Solutions (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>EEO/AA</b>				
Number of formal employee Equal Employment Opportunity complaints received.	30	35	18	20
Conclude 50% of formal employee complaints (discrimination, harassment, and retaliation) within 90 days.	33%	51%	50%	50%
	3	18	9	10
	8	35	18	20
	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Employee Relations</b>				
Employee Relations Manager	1.0	1.0	1.0	1.0
Human Resources Analyst	2.0	2.0	2.0	2.0
Human Resources Specialist	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Employee Benefits</b>				
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
<b>Class, Compensation &amp; CSC</b>				
Human Resources Analyst	0.8	1.8	1.8	1.8
Administrative Secretary	0.5	0.5	0.5	0.5
Sub-Division Total	1.3	2.3	2.3	2.3
<b>EEO/AA</b>				
EEO/AA Manager	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	--	--	--
Office Assistant	0.5	0.5	0.5	0.5
Sub-Division Total	3.5	2.5	2.5	2.5
Division Total	12.8	12.8	12.8	12.8

**CEO/HUMAN RESOURCES**

**Human Capital Strategies**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Talent Recruitment	\$ 1,153,304	\$ 1,269,800	\$ 1,251,585	\$ 1,157,168
Employee Development	371,479	420,675	310,771	428,834
Operating Sub-Total	1,524,783	1,690,475	1,562,356	1,586,002
Less: Intra-County Revenues	(1,179,519)	(79,316)	(79,316)	(78,905)
Division Total	<u>\$ 345,264</u>	<u>\$ 1,611,159</u>	<u>\$ 1,483,040</u>	<u>\$ 1,507,097</u>

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	773,459	839,770	838,719	786,489
Overtime	12,512	3,500	9,200	3,500
Extra Help	10,945	9,000	4,600	5,000
Benefits	232,521	291,462	268,084	310,949
Salaries & Benefits Sub-Total	1,029,437	1,143,732	1,120,603	1,105,938
Services & Supplies	495,346	546,743	441,753	480,064
Operating Sub-Total	1,524,783	1,690,475	1,562,356	1,586,002
Less: Intra-County Revenues	(1,179,519)	(79,316)	(79,316)	(78,905)
Expenditure Total	<u>\$ 345,264</u>	<u>\$ 1,611,159</u>	<u>\$ 1,483,040</u>	<u>\$ 1,507,097</u>

**Source of Funds Summary**

<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 16,758	\$ 25,000	\$ 15,000	\$ 15,000
Cost Allocation Revenue	1,029,840	800,060	800,060	784,895
Other Charges for Services	183,296	169,316	139,316	148,905
Cell-Site Revenue	168,094	178,000	178,000	178,000
Miscellaneous Revenue	1,070	--	--	--
Revenue Sub-Total	1,399,058	1,172,376	1,132,376	1,126,800
Less: Intra-County Revenues	(1,179,519)	(79,316)	(79,316)	(78,905)
Revenue Total	219,539	1,093,060	1,053,060	1,047,895
<i>General Fund Contribution</i>	125,725	518,099	428,363	459,202
<i>Other Financing Sources</i>				
Operating Transfers	--	--	1,617	--
Division Total	<u>\$ 345,264</u>	<u>\$ 1,611,159</u>	<u>\$ 1,483,040</u>	<u>\$ 1,507,097</u>

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
<b>Position Summary</b>								
<i>Permanent</i>								
Talent Recruitment	12.0	9.4	10.0	8.8	10.0	10.3	10.0	7.8
Employee Development	3.0	2.7	3.0	2.9	3.0	1.6	3.0	2.9
Total Positions	<u>15.0</u>	<u>12.1</u>	<u>13.0</u>	<u>11.7</u>	<u>13.0</u>	<u>11.9</u>	<u>13.0</u>	<u>10.7</u>

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures decreased by \$128,000 to \$1,562,000 from the Adopted Budget of \$1,690,000. This 1.4% decrease is the result of:

- -\$73,000 – Reduced expenditures in the Employee Development program as a result of the Organizational Development Manager’s position being vacant for longer than anticipated (\$73,000), which has hampered CEO/HR’s ability to market existing courses and efforts to restructure training offered at the Employees’ University.
- -\$41,000 – Reduced expenditures as a result of not holding the annual Leadership Congress (\$20,000) and lower than anticipated spending on training supplies, outside trainers, and office supplies (\$21,000) and other miscellaneous decreases.
- -\$14,000 – Other Miscellaneous Reductions.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will increase by \$24,000 to \$1,586,000 from the prior year’s Estimated Actual of \$1,562,000. This 1.5% increase is the result of:

- +\$99,000 – Increased salary expense due to the full-year cost of the Organizational Development Manager.
- +\$8,000 – Increased use of outside trainers as part of the EU redesign.
- +\$8,000 – Increased costs for training supplies and materials.
- +\$3,000 – Other miscellaneous increases.
- -\$94,000 - Decreased salary costs as the result of unfunding a recruiter position (\$88,000), which will impact the speed with which CEO/HR is able to fill vacant positions and other miscellaneous reductions (\$6,000).

**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 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Talent Recruitment</b>				
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.	72%	85%	82%	90%
	375	298	447	290
	515	350	544	320
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.	51%	50%	65%	50%
	170	151	270	258
	329	302	411	515
<b>Employee Development</b>				
Maintain an average instructor effectiveness rating of 5 on a 6 point scale.	5.5	5	5.5	5
Maintain the percentage of EU survey respondents who would recommend EU classes to their colleagues at 95%.	100%	95%	92%	96%
	30	285	37	48
	30	300	40	50
Increase employees' capacity to perform their jobs: demonstrated by 70% of approximately 50 Employees' University survey respondents noting that they have been able to apply at least 2 of the 3 items in the action plans they completed during the EU class they attended. -	0%	70%	65%	70%
	--	210	26	35
	--	300	40	50

NOTE: Due to technical issues, FY06-07 information is unavailable.

**CEO/HUMAN RESOURCES**

**Human Capital Strategies (cont'd)**

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Talent Recruitment</b>				
Recruitment Manager	1.0	1.0	1.0	1.0
Human Resources Analyst	4.2	3.0	3.0	3.0
Human Resources Specialist	3.0	3.0	3.0	3.0
Human Resources Technician	3.0	3.0	3.0	3.0
Office Assistant Supervising	0.8	--	--	--
Sub-Division Total	12.0	10.0	10.0	10.0
<b>Employee Development</b>				
Organizational Development Manager	1.0	1.0	1.0	1.0
Human Resources Analyst	--	--	--	1.0
Departmental Analyst	1.0	1.0	1.0	--
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	15.0	13.0	13.0	13.0

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